



# **Tlicho**

## **Community Services Agency**

### **Policies & Procedures**

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# Introduction

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A major role of the board of the Tlicho Community Services Agency is to determine policy for the programs and services delivered by our organization. Policy making is an extremely important process for a number of reasons:

- Policy provides an important link between the elected board members and the staff who are hired to work for the Agency in the health & wellness centres, schools and other facilities. The best policy voices the views of the community working collaboratively with their professional staff;
- Policy as the voice of the Tlicho Community Services Agency can serve to keep people informed about the beliefs, direction and goals of the Agency and its constituent authorities in the communities of Behchoko, Gameti, Wekweeti and Whati;
- Policy can provide stability and continuity in our organization especially during times when many professional staff are highly transient;
- Policy saves time and effort. Written statements of intentions mean that “*trails have already been made*” that provide direction and guidance to the staff. With good policy in place, decisions can be made more quickly, with less debate, and the attention of both Board members and staff can be focused on other areas and concerns.

Policymaking in organizations encompasses a wide range of beliefs and practices. Some experts have tried to define policies very narrowly. Others have been more flexible. A survey of a variety of policy service databases confirms the wide variation in practices.

The policies in this collection are broad statements of belief that lead to principles of action that are fleshed out in more detail in procedures which give managers and staff a framework in which to act. It is the wish and the practice of the Tlicho Community Services Agency that proposals for new policies or changes in existing policies come from the members of the community at large, board members and staff.

Comments or concerns are welcomed and can be addressed to either the chairperson or the Chief Executive Officer of the Agency.

## Distribution of Policies & Procedures

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Copies of all Policies and Procedures of the Tlicho Community Services Agency can be found on-line at [www.tlicho.ca](http://www.tlicho.ca) . Policies and procedures on the website will be the most up-to-date material currently available.

Hard copies of Policy and Procedures manuals will be produced and distributed according to the following list. Although every attempt will be made to keep the following manuals current, people should refer to the online version to ensure the material is current. Unofficial copies of the manual may be reproduced from time to time but it should be understood that the Agency does not take responsibility for the accuracy and currency of these versions of the policy and procedures manual.

Series	Number	Location
TCSA Master Copy	001	TCSA, Behchoko
TCSA/ Chairperson	002	TBA
TCSA/ CEO	003	TCSA, Behchoko
TCSA/ Director of Corporate Services	004	TCSA, Behchoko
TCSA/ Director of Education	005	TCSA, Behchoko
TCSA/ Director of H&SS	006	TCSA, Behchoko
TCSA/ Manager of Child & Family Services	007	TCSA, Behchokò
TCSA/ Manager of Health Services	008	TCSA, Behchoko
TCSA/ Manager of Home & Continuing Care	009	TCSA, Behchokò
TCSA/ Manager of Mental Health & Wellness	010	TCSA, Behchokò
TCSA/ Coordinator of Transferred Social Programs	011	TCSA, Behchoko
TCSA/ NIC	012	Health Centre, Behchokò
TCSA/ Principal	013	EMES/ Behchokò
TCSA/ Principal	014	CJBS/ Behchokò
TCSA/ NIC	015	Health Centre, Gamètì
TCSA/ Principal	016	JWG School, Gameti
TCSA/ NIC	017	Health Centre, Whatì
TCSA/ Principal	018	MCS School, Whati
TCSA/ Principal	019	AA School, Wekweètì
TG/TEO	020	Tlicho Government, Behchokò
GNWT/ ADM Education	021	GNWT/ECE, Yellowknife
GNWT, ADM/H&SS	022	GNWT/H&SS, Yellowknife

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- 1.1 Vision Statement
- 1.2 Mission Statement
- 1.3 Official Language of the Agency *requires 3<sup>rd</sup> reading*
- 1.4 Model of Integrated Services *new policy/requires 1<sup>st</sup> reading*
- 1.5 Child & Family Services *new policy/requires 1<sup>st</sup> reading*
- 1.6 Community Education *new policy/requires 1<sup>st</sup> reading*
- 1.7 Health & Wellness *new policy/requires 1<sup>st</sup> reading*
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*The section on Program and Services Delivery contains policies in four broad areas covering the program and service delivery of the Tlicho Community Services Agency including Child & Family Programs & Services, Education Programs and Services K-12, Health and Wellness Programs & Services and Transferred Social Programs from the Tlicho Government.*

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***incl. Admin, Programs & Services, Students***
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                 *under review & development 2009*
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## Policies & Procedures

Section: Foundations & Basic Commitments

Reference: 1.1

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**Policy Title:** Vision Statement "Strong Like Two People"

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**Policy Statement:**

The TCSA recognizes that the vision of the Agency is "Strong Like Two People" .

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**Purpose:**

Strong Like Two People is a metaphor for the desire by community, Board members and Agency staff to build an organization and create programs and services that recognize the strength and importance of two cultures.

*From the document, A Strategic Framework & Business Plans 2005-2009... "In 1971 a frail Chief Jimmy Bruneau officially opened the Edzo school that was to bear his name. On this occasion he spoke of the importance of a model of bicultural and bilingual education where equal emphasis must be given to educating children in two cultures. Some years later in 1991, a respected Behchokö elder, Elizabeth Mackenzie, commented on her understanding of the words of Chief Jimmy Bruneau, describing his vision as "Strong Like Two People". Originally, the statement referred to young people, and meant learning from, and being competent in the worlds of two peoples...the traditional world of the Tlicho elders and the modern world that surrounds people today.*

In 1998 after the Dogrib Divisional Board of Education had expanded its mandate to include the delivery of health and social services, Board members, educators, healthcare professionals, social workers and other Board staff agreed that this vision of "Strong Like Two People" should continue...*as a metaphor for the desire to build an organization, and create programs and services that recognize the strength and importance of two cultures."*

The origin and development of the vision statement was reviewed and reaffirmed for use by the Agency by the new Board of the Tlicho Community Services Agency in February 2006.

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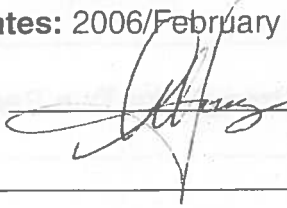
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

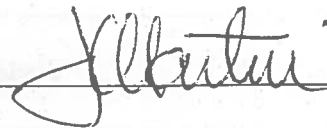
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**Approval Dates:** 2006/February 23

Chairperson



CEO





## Policies & Procedures

Section: Foundations & Basic Commitments

Reference: 1.2

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**Policy Title:**

**Mission Statement**

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**Policy Statement:**

The TCSA reaffirms the mission statement of the Agency:

*For thousands of years, Tł̓ch̓q people have lived in harmony with their families, their communities and with the land. Our people took pride in passing on our knowledge, skills and values to each generation and in the excellence of this tradition, our survival as a people was assured. In this century we became dependent on the church and the government and in this loss of control, we find that our families, the community, language and culture are threatened. Our very survival as a people is at stake. Thus...*

*We, the members of the Tł̓ch̓q Community Services Agency are committed to the development of a continuum of care that will return control of education, health and social programs and services to the people of our communities, support them in the task of strengthening their families, promote the knowledge and skills they need to survive today and model the values they need to live in harmony with their families, our communities and our land.*

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**Purpose:**

The mission statement of the Tł̓ch̓q Community Services Agency is called "Strong Like Two people" which is the vision of the Agency.

*From the document, A Strategic Framework & Business Plans 2005-2009... "The vision and mission of the Agency emerged from a process of action research conducted in the Tł̓ch̓q communities in the early years of the Dogrib Divisional Board of Education (1989-1997) (see the document Strong Like Two People: DDBE 1991). The outcome of this research resulted in a vision and mission for a Board of Education. However by 1991 this work was modified to include the delivery of health and child and family services, and re-validated by the Dogrib Community Services Board in 1998. In the fall of 2006 the new Tł̓ch̓q Community Services Agency reviewed the vision and mission and validated it as remaining relevant for the Agency.*

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The original process brought together elders and young people from each Tlicho community to address educational issues. The meetings were held in Tlicho without translation, but the speakers were recorded. Transcriptions of the meetings were made from the recordings and themes were then extracted from the transcriptions and later taken back to be validated by the participants and by the Board members. These themes were then developed into a preamble from which emerges the mission statement of the Board. The preamble is a description of the shared experiences of the Tlicho people, where they are today and where they hope to go in the future, from which emerges a description of the role and responsibilities of the Agency.

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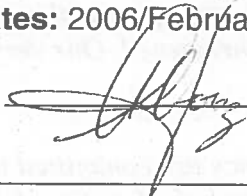
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

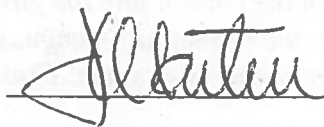
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**Approval Dates:** 2006/February 23

Chairperson



CEO





## **Policies & Procedures**

Section: Foundations & Basic Commitments

**DRAFT: for discussion only**

Reference: 1.3

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**Policy Title:**

**Official Language of the Agency**

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**Policy Statement:**

The TCSA recognizes that the Tlicho language is essential for the expression of our values, knowledge and skills as a people. Therefore the official spoken language of the Agency is Tlicho.

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**Purpose:**

The purpose of an official language policy is to promote our language and ensure its continued use in the day to day work of the Agency.

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**Procedures:**

The CEO is directed to ensure that

1. All Board meetings will be conducted in Tlicho with English translation as needed. Interpreter services will be provided wherever possible by the trained interpreters employed by the TCSA. Other interpreter translators will be hired by the Board when their services are required;
  2. Important Board documents will be translated into Tlicho orthography wherever possible;
  3. Signs in all TCSA facilities and offices will be displayed in Tlicho and English;
  4. The Agency is committed to the principle of serving the general public in Tlicho as required;
  5. The Agency is committed to the employment of Tlicho speaking staff to positions with the Agency;
  6. The Agency is committed to the training of staff to read and write in the Tlicho language.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** April 1, 1997; revised May 27, 1997; revised....

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## Policies & Procedures

Section: Foundations & Basic Commitments

DRAFT: for discussion only

Reference: 1.4

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**Policy Title:**

**Model of Integrated Services**

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**Policy Statement:**

The TCSA recognizes many of the individuals and families we serve have “clusters” of inter-related problems. These problems must be dealt with together. Persons in need often require different kinds of help, provided by different caregivers with different areas of expertise and different resources. The way we organize services must allow residents to access services from a number of different entry points —schools, health centres, wellness centres, social programs, daycares, programs for elders, etc. And the expertise and resources we offer must be organized in a holistic manner so they can be linked to one another around the person in need.

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**Purpose:**

The TCSA is committed to providing services in an integrated manner to the fullest extent possible. We make every effort to provide the right kinds of services, with the right people, in the right way, in a holistic and timely way.

**Guiding Principles For The Integrated Model**

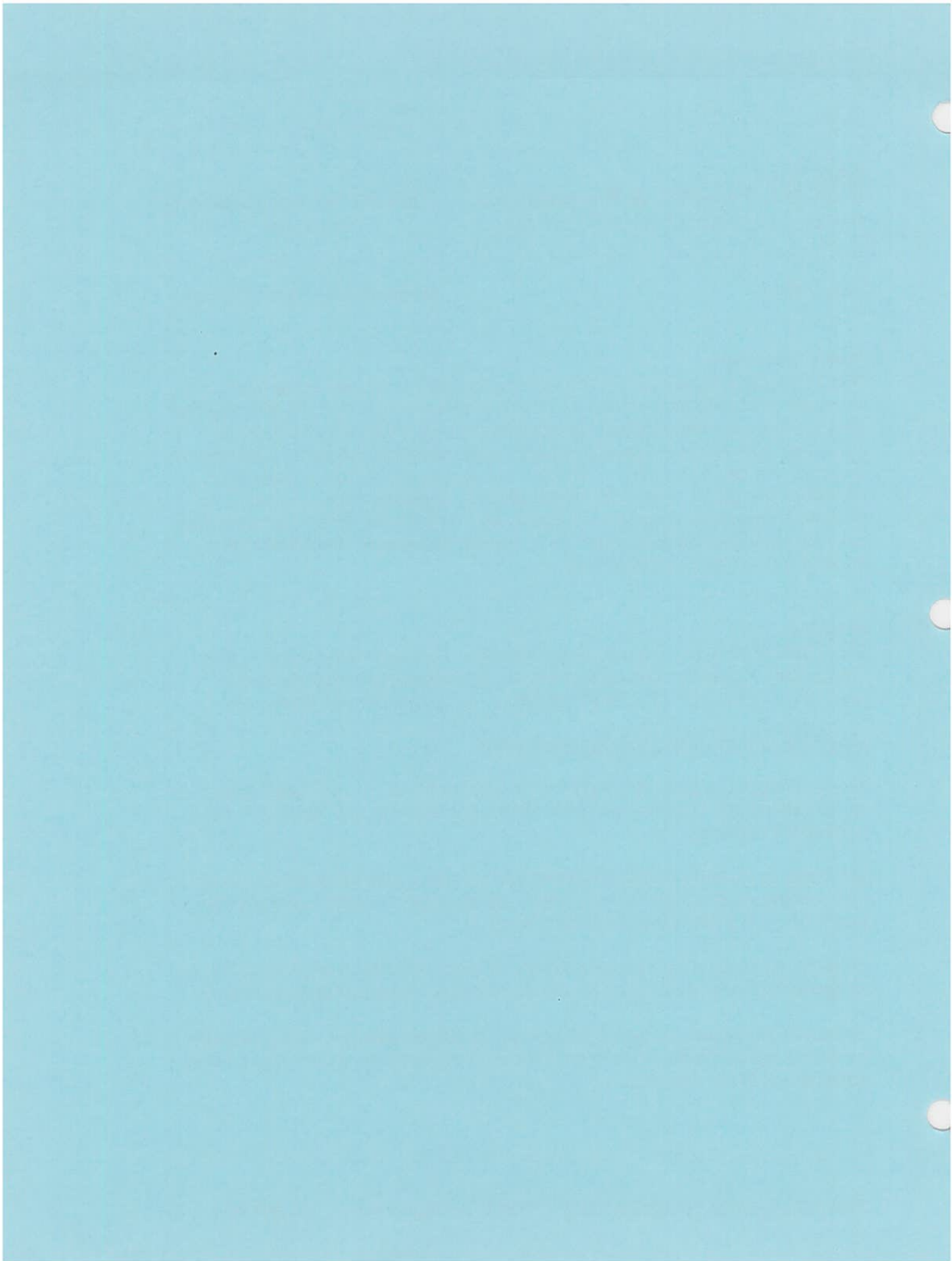
*Every individual (and /or family) is responsible for his or her own health and social well-being. Our services are meant to complement and build upon the individual's capacity.*

*Our services must be holistic and must address the needs of the whole person. Our concern must extend to the physical, psychological, intellectual and spiritual needs of the individual (the Medicine Wheel)*

*Because so many of the problems confronting our residents are preventable, our integrated services must strike a balance between prevention and treatment.*

*Because as we cannot have healthy people in sick communities, our integrated approach must embrace the needs of the whole community, to the extent this is possible within our mandate.*

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**Policy Title:****Child & Family Programs & Services**

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**Policy Statement:**

The TCSA vision statement—**Strong Like Two People**—has special relevance to children and families. Survival today requires the strength and ability to survive in both cultures: to find a fertile common ground based upon the values our Traditional Tlicho Culture and the skills needed to live in a modern 21<sup>st</sup> Century society. But many of our children and families are in trouble and need our help. Our role is to help them discover and build upon this common ground and develop the skills needed to survive and thrive.

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**Purpose:**

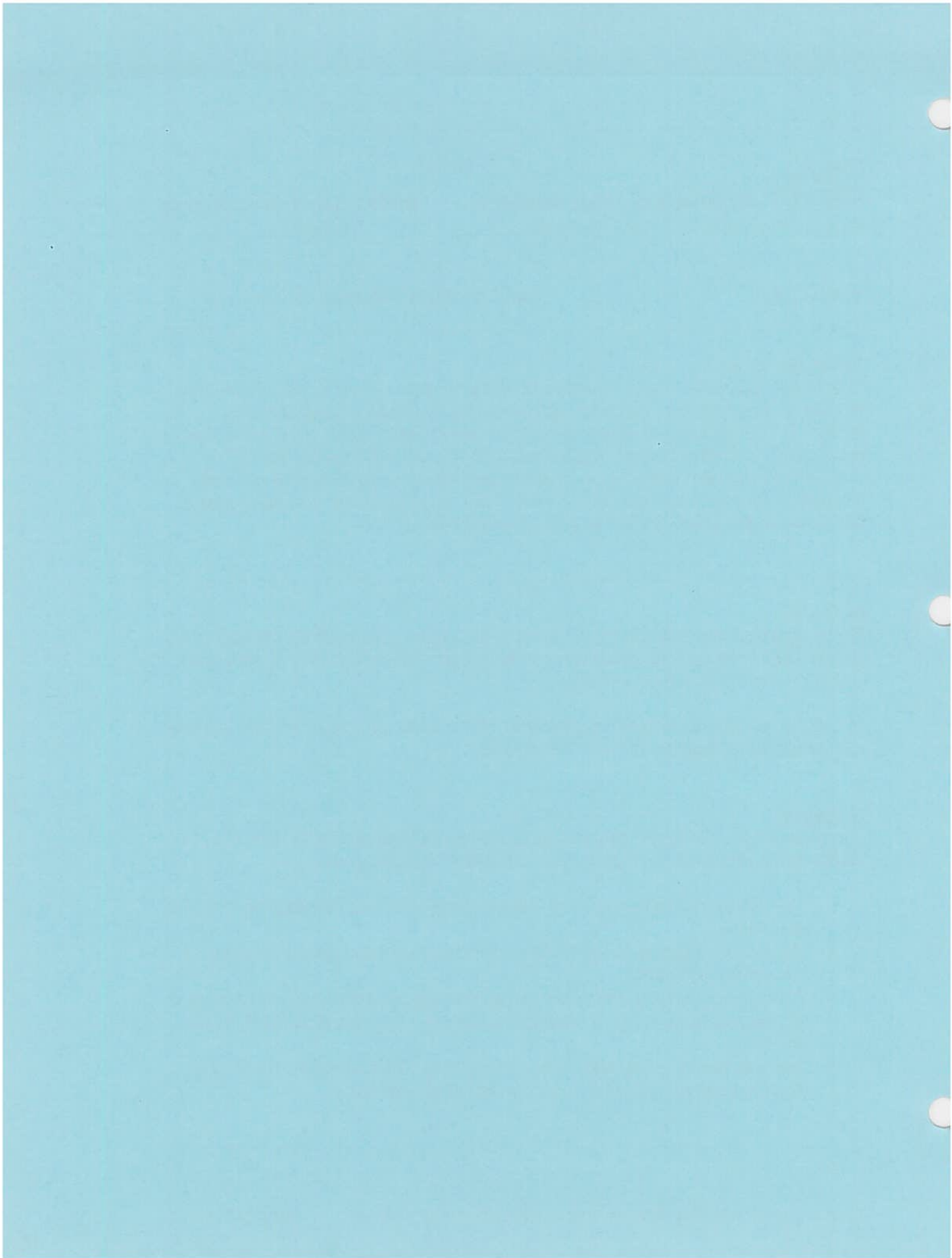
The purpose of this policy is to provide a safe, secure and health environment for children and their families and to help ensure that children develop in a manner that is consistent with their culture.

This policy applies to all residents living in Tlicho communities as well as to those residents placed outside Tlicho communities.

**Guidelines**

The goal of our child and family services is to strengthen and build upon the four fundamental relationships that are the foundation of our culture;

- The relationship with the land—which is the source of our existence and of our culture;
  - The relationship within the family—which nurtures the child and supports the family members;
  - The relationship with the individual's inner spirit—which provides a sense of personal identity and an awareness of the larger world in which he or she lives;
  - The relationship with the broader community which awakens a sense of personal responsibility and a commitment to help others.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1) Child and Family Services Act.

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**Approval Dates:** 1<sup>st</sup> Reading  
2<sup>nd</sup> Reading:  
3<sup>rd</sup> Reading/ Approval

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## **Policies & Procedures**

Section: Foundations & Basic Commitments

**DRAFT: for discussion only**

Reference: 1.6

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**Policy Title:**

**Community Education Programs & Services**

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**Policy Statement:**

The Tlicho Community Services Agency believes that educational programs provide a unique opportunity to serve our communities by educating our young people in the knowledge and skills of two worlds while celebrating the culture, language, traditions, and values of our elders.

Strong Like Two People means not only that we strive to be strong in two cultures but that we bring together the elders and the young people. To do this in our schools we must all work, CSA members and school staff, to develop community schools whereby:

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**Purpose:**

*Principles*

1) the school regards itself as an important part of a total community education system by cooperating with other community organizations and agencies to provide comprehensive educational, recreational, cultural and social services to our people.

2) everyone is a teacher and parents and community members are involved with teachers and other specialists in the development of curriculum and delivery of programs.

3) a community based curriculum is taught by encouraging a study of problems and issues of importance to our communities, relating real life situations in the community into the school program, using available community resources and facilities, involving students actively in the life of their community and using the study of their community as the basis of a study of life in other communities around the world.

4) everyone is a learner and educational activities for young children, school age students, staff and people of all ages are encouraged.

5) the school facilities are available for community recreational, cultural and







## **Policies & Procedures**

Section: Foundations & Basic Commitments

**DRAFT: for discussion only**

Reference: 1.7

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### **Policy Title:**

**Health & Wellness Programs & Services**

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### **Policy Statement:**

The TCSA recognizes that health is not just the absence of sickness. According to the World Health Organization (WHO), it is state of complete physical, mental and social well-being that is socially and economically productive.

For more than decade the TCSA and its predecessor, the Dogrib Community Services Board, have been developing a comprehensive, integrated model of health/ wellness, education and family and child services that corresponds to the WHO definition of health. This requires a shift from a traditional medical model to a more comprehensive wellness model; which, in turn, requires a changes in the ways clients and caregivers think about services and the in the way we organize and deliver them.

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### **Purpose:**

The purpose of this policy is to have healthy individuals, in healthy families, in healthy communities, living on healthy Tlcho lands.

### *Guidelines*

#### **We will:**

- Work to reduce the dependency on the medical profession by building capacity within individuals and families to assume responsibility for their own health and well-being and to make healthy life-style choices.
  - Deal with the whole person or family—and not just with the “presenting problem.”
  - Ensure that, as much as possible, services are provided in the Tlcho language and are culturally relevant.
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**Approval Dates:** 1<sup>st</sup> Reading/ 2nd Reading:  
3<sup>rd</sup> Reading/ Approval

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA Policies & Procedures**

Section: Board Governance & Operations

Reference: 2.1

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**Policy Title:**

**Common Name**

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**Policy Statement:**

The Intergovernmental Services Agreement (2003) between the Government of Canada, the Government of the NWT and the Tłıchǵ Government, calls for the establishment of a Tłıchǵ Community Services Agency on the effective date of the Tłıchǵ Agreement on August 4<sup>th</sup>, 2005. This Agency emerges from the former Dogrib Community Services Board (1997-2005), the Dogrib Divisional Board of Education (1989-1997) and the Rae-Edzo School Society (1972-1989).

The Tłıchǵ Community Services Agency or TCSA has the powers, duties and functions of a divisional education council (DEC) under the GNWT Education Act, and a Board of Management under the GNWT Hospital Insurance and Health and Social Services Administration Act.

The TCSA includes four constituent local authorities called District Education Authorities or DEA's under the GNWT Education Act which serve the communities of Behchokǵ , Gamètì , Wekweètì and Whatì. The TCSA anticipates the possibility of DEA's developing into multipurpose, advisory authorities at the local level, mirroring the multiple functions of the TCSA at the regional level, by incorporating powers, duties and functions of the Child and Family Services Committees under section 58 the GNWT Child and Family Services Act. These local, multipurpose, advisory committees may also function as community health committees.

DEA's which include functions from both Health and Social Services and Education, will be called Community Services Authorities or CSA's.

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**Purpose:**

The purpose of this policy is to name and define the roles and responsibilities of the Agency and its constituent authorities in a developmental context.

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**Authorities:**

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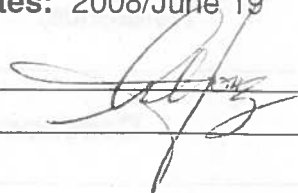
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TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social  
Services Administration Act, 10(10), 13(1)

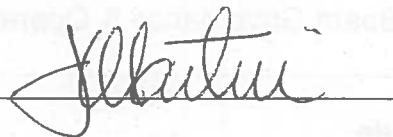
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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.2

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### Policy Title:

### Board Powers & Duties

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#### Policy Statement:

The Board shall exercise its authority by carrying out the duties vested in it under the Tłıchǵ Intergovernmental Services Agreement and legislation and regulations of the Government of the NWT. The powers and duties of the Board rest with the legally constituted Board as a whole, and not with Committees, the chairperson or with individual Board members.

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#### Purpose:

The purpose of this policy is to acknowledge that the powers and duties of the Board derive from the Tłıchǵ Intergovernmental Services Agreement and the Tłıchǵ Community Services Act and Regulations legislated by the GNWT.

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#### Procedures:

The Board shall:

1. establish goals and objectives which guide the Board and Board staff in working cooperatively towards the improvement of the educational, health and social programs within the Tlicho region;
  2. ensure programs and services of the TCSA are consistent with stated goals and objectives;
  3. make and approve policy to guide management action, while implementing any policies of the GNWT and the Tłıchǵ Government applicable to the duties and function of the Agency;
  4. ensure that the powers, duties and functions of the Agency under legislation and applicable agreements, are carried out through the employment of a Chief Executive Officer;
  5. administer public (GNWT and Canada) ) and tribal (Tłıchǵ ) funds to provide
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resources for education, health and social programs within the allocated budgets for each function and community;

6. inform and listen to the public regarding the direction and the operations of the Agency and its programs and services;

7. provide sanctions to any Board members for any contravention of the TCSA Code of Ethics.

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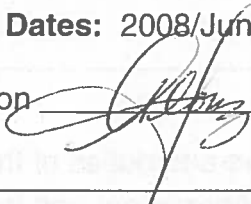
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1); TCSA Policies and Procedures

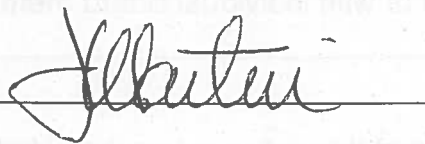
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**Approval Dates:** 2008/June 18

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.3

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### Policy Title:

### Role of the Chairperson

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#### Policy Statement:

The TCSA recognizes that the chairperson will preside at all regular and special meetings of the Board. The chairperson may introduce motions and may vote only in the event of a motion which receives a tie vote from the members present. The chairperson may delegate his/her authority to the vice-chairperson.

The chairperson represents the Board to government leaders of the GNWT and the Tłıchǫ Government, and to the media.

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#### Purpose:

The purpose of this policy is to define the role of the chairperson.

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#### Authorities:

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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Approval Dates: 2008/June 18

Chairperson

CEO

# Policy & Procedures

Section 1.1

Role of the Chairperson

Policy Statement

The Chairperson is responsible for the overall management of the organization and for ensuring that the organization achieves its purpose and objectives. The Chairperson is also responsible for ensuring that the organization is financially sound and for ensuring that the organization is compliant with all applicable laws and regulations.

The Chairperson is also responsible for ensuring that the organization is compliant with all applicable laws and regulations.

The purpose of this policy is to define the role of the Chairperson.

Approved by the Board of Directors on 11/11/11

CEO



## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.4

---

### Policy Title:

### Role of the Board Members

---

#### Policy Statement:

The TCSA recognizes that the authority and powers of the board of the Tłıchǫ Community Services Agency rest with the legally constituted Board and not with committees, the chairperson or with individual members. Individual members exercise their authority over the affairs of the TCSA only as they vote to take action at a legal meeting.

---

#### Purpose:

The purpose of the policy is to define the role of the Board members.

---

#### Procedures:

Individual Board members have a responsibility to:

1. act honestly and in good faith with a view to the best interests of the Agency while exercising the care, diligence and skill of a reasonably prudent person;
  2. represent the people of their communities, as well as the concerns of the Tłıchǫ Community Government, local DEA/CSA to the regional board of the TCSA;
  3. represent the TCSA Board to the people of their communities as well as to the Tłıchǫ Community Government, and the DEA/CSA;
  4. refer requests for information or problems related to an absence of information or policy to the Board as a whole for discussion and decision-making;
  5. refer requests for information or problems of a management nature to the Chief Executive Officer;
  6. assist the Chief Executive Officer with advice giving him/her the benefit of the member's judgement, experience and familiarity with the community.
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7. abide by the code of ethics and conflict of interest policy for Board members.

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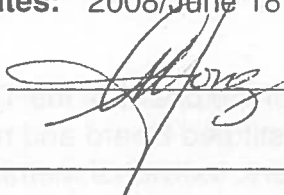
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

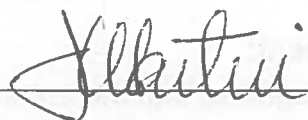
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**Approval Dates:** 2008/June 18

Chairperson



CEO





## **Policies & Procedures**

Section: Board Governance & Operations

Reference: 2.5

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### **Policy Title:**

**Resignations from the Board & Appointments to Vacancies**

---

### **Policy Statement:**

Board members are appointed to serve on the board of the Tlicheo Community Services Agency by the respective Tlicheo Community Governments of Behchokò , Gamètì , Wekweètì and Whatì . Appointed members also sit as members of the local District Education Authority or DEA. Members may resign at any time for a variety of reasons.

---

### **Purpose:**

The purpose of this policy is to identify a process for resignations from the Board and appointments to vacancies.

---

### **Procedures:**

Members who wish to resign shall:

1. inform in writing the Tlicheo Community Government in their community, and copy the GNWT Minister of Aboriginal Affairs, of their desire to resign from the Board of the TCSA, and indicate an effective date for their resignation.

a) members, who by virtue of their appointment to the TCSA became appointed members of the local District Education Authority (or CSA) will automatically be considered to have resigned from the local authority;

b) members who were elected to the local authority will continue to be members of the local DEA or CSA until their term ends, or they resign;

If a chairperson wishes to resign, he/she shall

1. inform in writing the GNWT Minister of Aboriginal Affairs and copy the Tlicheo Government, of their desire to resign from the Board of the TCSA, and indicate an effective date for their resignation.

In the event of a resignation of a member/chairperson, the chairperson/acting

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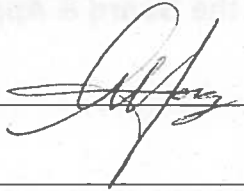
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chairperson will write a letter to the appropriate Tłıchǫ Community Government, or Minister of Aboriginal Affairs (in the event of the resignation of the chairperson) copied to the Tłıchǫ Government, and request that that a replacement member/chairperson be appointed as soon as is possible.


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**Approval Dates:** 2008/June 18

Chairperson



CEO



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# **TCSA** Policies & Procedures

Section: 2. Board Governance & Operations

Reference: 2.6

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**Policy Title:** Code of Ethics for Board Members

---

## **Policy Statement:**

The TCSA requires that members follow certain standards of behaviour during meetings of the Board, on Board related and/or sponsored trips, and in the community when discussing the business of the Agency.

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## **Purpose:**

The work of the Agency is recognized as extremely important for the people of the Tlicho communities and Board members must work collaboratively together and hold themselves and others to high ethical standards. TCSA board members are recognized as community leaders and as role models for youth must act appropriately.

---

## **Procedures:**

Therefore, Board members of the Tlicho Community Services Agency:

1. ...will work to serve the people of the Tlicho communities to the best of my abilities;
  2. ...will try to attend all meetings of the Tlicho Community Services Agency;
  3. ...will work to see that Agency funds are spent wisely, economically and in the best interests of the schools and our health and social programs for our people;
  4. ...will not use the DEA's or the Agency's resources or programs for my own personal advantage, or for the advantage of my family and friends;
  5. ... will listen to people in my community, staff and other DEA members before making a final decision on an issue;
  6. ... will recognize that I have no power myself, and that all authority rests with the DEA and with the Tlicho Community Services Agency Board when it is in session;
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7. ...will not discuss the confidential business of the Tlicho Community Services Agency in my home, or elsewhere in my community except with other TCSA or DEA members during a regular meeting;

8. ...will accept and support majority decisions of the Tlicho Community Services Agency board as long as I remain a member;

9. ...will try to be positive and helpful in meetings and avoid talking in ways that hurt other members, the Agency, the local DEA, staff, or interfere with the successful completion of the business at hand, while maintaining the right to put forward honest and respectful criticism;

10. ... will not talk about Board, DEA, or staff members behind their backs in ways that are hurtful or embarrassing.

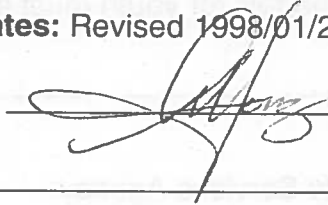
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**Authorities:** TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 13(1)

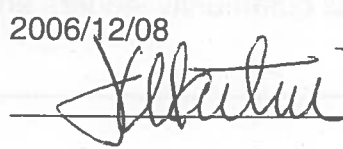
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**Approval Dates:** Revised 1998/01/26; revised 2006/12/08

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.7

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### Policy Title:

### Board Member Conflict of Interest

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#### Policy Statement:

Board members are responsible by word and deed for protecting the good reputation of the Agency and government. Members must avoid any perceived or actual conflict of interest which may result in themselves or their immediate family benefiting directly or indirectly from the activities of the Agency.

By legislation, Board members are required to meet and or exceed standards set by the Government of the NWT for conflict of interest.

---

#### Purpose:

The purpose of this policy is to ensure that public confidence and trust in the Agency is upheld by board members through their personal conduct and their relationships with the Agency.

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#### Procedures:

Members may know about personal issues, interests and situations involving themselves and/or members of their family which are brought before the Board which can create potential conflicts for them. A conflict arises when the member fails to declare a conflict of interest.

1. A conflict of interest may arise for a member through their personal affairs, or the affairs of a family member, where a financial, employment or other significant interest exists from which they may be seen as benefiting by a decision made by the board;
  2. Members are responsible for declaring their interest immediately once discussion of the matter arises at a Board meeting. Every disclosure of interest shall be recorded in the minutes;
  3. Members may present information about a situation for which they have declared a conflict of interest;
-

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4. Members must not remain in the same room as the Board while an issue for which they have declared a conflict of interest is being discussed or voted on by the Board;

5. Members may not discuss or vote on any issue for which they have declared a conflict of interest. Members may not attempt to influence the voting on the matter before, during or after debate at a Board meeting;

6. Members are not prevented from discussing or voting on any question respecting the expense allowances or honouraria to which they are entitled as members of the Board;

7. Members who fail to disclose conflicts of interest will be subject to sanctions by the Board including censure, applicable fines and recommendations to be removed from office sent to their appointing authority and/or the Minister of Aboriginal Affairs of the GNWT.

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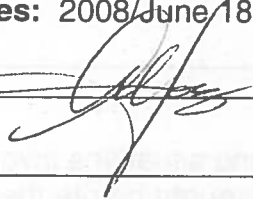
**Authorities:**

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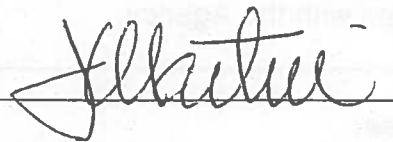
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**Approval Dates:** 2008/June 18

Chairperson



CEO





## **Policies & Procedures**

Section: Board Governance & Operations

Reference: 2.8

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### **Policy Title: Board Meetings including Special Meetings**

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#### **Policy Statement:**

The TCSA recognizes that as a body corporate, it conducts business only at meetings duly called for that purpose. The business of the Board is generally conducted at regular meetings held every six to eight weeks throughout the calendar year. Resources permitting, the Board may schedule additional regular meetings if the volume of business warrants. In addition to regular meetings, special meetings may be called from time to time to deal with urgent matters or with emergencies.

---

#### **Purpose:**

The purpose of this policy is to provide clarity on the purposes and conduct of Board meetings.

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#### **Procedures:**

1. The Board is committed to the principle of conducting its business in public. Members of the public are encouraged to attend regular Board meetings and will only be excluded from a meeting for portions of a meeting when confidential matters are under discussion, or for improper conduct;
2. The Board by motion approved by the majority of the members present, may conduct part of a regular or special meeting in closed session. When the board meets in closed session, it has the authority to discuss only the matter in question and has no power to pass any resolution, except a resolution to resume the meeting in public:
  - a) closed sessions must be used to discuss personnel matters involving the salaries, job performance or promotions and terminations of employees;
  - b) legal matters involving the Board or Agency;
  - c) matters involving students, clients or patients are subject to the provisions of the GNWT Access to Information and Protection of Privacy legislation;
  - d) such other matters as the Board may determine while in public session.

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e) All discussion at a closed meeting is confidential. No member shall disclose to the public the proceedings of a closed meeting unless a resolution has been passed at the meeting to allow disclosure.

f) A record of the closed meeting may be kept by the Chief Executive Officer in a confidential manner.

3. The Board generally deals with the business of the Agency in regular meetings. However special meetings to deal with urgent matters may be called by the chairperson and/or the Chief Executive Officer with the agreement of at least one other member of the Board. Only that business for which the meeting was called shall be conducted at a special meeting, unless all the members agree to conduct other items of business as well;

4. If resources, circumstances or time do not permit a face to face meeting, the Board may hold a special or emergency meeting by teleconference, or by using other meeting technologies such as those available on the internet.

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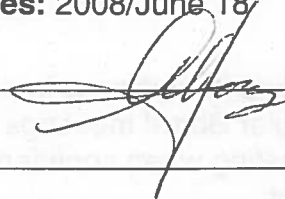
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 2008/June 18

Chairperson



CEO



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# **TCSA** Policies & Procedures

Section: Board Governance & Operations

Reference: 2.9

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## **Policy Title:**

## **Board Meeting Notice**

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### **Policy Statement:**

The TCSA recognizes that board members will make better decisions when they are well prepared. Members are responsible to attend all meetings of the board well prepared to present the concerns of their community or discuss other matters on the agenda. Advance notice and information about meetings shall be distributed to assist members in their preparations.

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### **Purpose:**

The purpose of this policy is to clarify the importance of advance notification of meetings and board member preparation.

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### **Procedures:**

1. The Chief Executive Officer will inform all members of the date, time and location of all regular and special meetings as soon as these are formalized by consultation with the members and their individual schedules;
  2. Agendas for all regular and special meetings will be completed by the Chief Executive Officer after consultation with the chairperson and/or members of the Board and distributed as soon as possible after a date, time and location of a meeting has been formalized;
  3. Supporting materials and documentation for the agenda will be provided to the board members in advance of the meeting whenever possible;
  4. Meeting location and catering, travel, accommodation, honoraria and per diem expense arrangements are made by a TCSA staff member delegated this responsibility by the Chief Executive Officer.
- 

### **Authorities:**

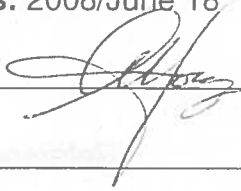
TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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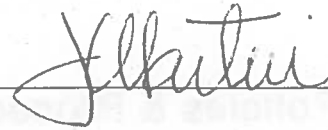


Approval Dates: 2008/June 18

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.10

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### Policy Title:

### Board Meeting Schedule

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#### Policy Statement:

The TCSA will schedule regular meetings at the first meeting in a new calendar year.

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#### Purpose:

The TCSA recognizes that regularly scheduled meetings with significant advance notice are beneficial both for the conduct of its business and the preparation of its board members, as well as for the meaningful participation of the general public.

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#### Procedures:

1. Regular board meetings will be scheduled every eight to ten weeks as per the following schedule:

- a) late January/ early February
- b) late April/ early May
- c) late June
- d) late September/early October
- e) late November/early December

2. Other regular or special meetings may be scheduled depending on need and available resources;

2. Regular meetings are generally two to three days in length with additional travel days required;

3. Regular meetings are alternately scheduled in the communities of Gamètì , Wekweètì and Whatì, and Behchokò /Yellowknife to allow for the easy participation of TCSA program and support staff, as well as other guests and resource persons.

4. Scheduled meetings approved by the Board may be cancelled and/or rescheduled should circumstances arise between regular meetings which make it advisable or necessary to make a change.

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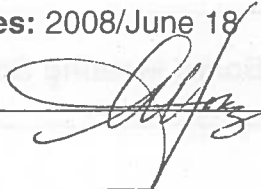
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

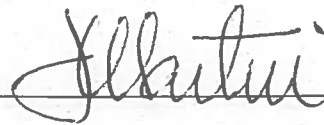
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**Approval Dates:** 2008/June 18

Chairperson



CEO



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# **TCSA** Policies & Procedures

Section: Board Governance & Operations

Reference: 2.11

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## **Policy Title:**

## **Preparation of the Agenda**

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### **Policy Statement:**

The preparation of the Agenda shall be supervised by the Chief Executive Officer and approved by the chairperson. Additional items may be added to the agenda by resolution of the Board once the meeting has begun.

---

### **Purpose:**

The purpose of this policy is to clarify the preparation and distribution of the agenda for regular meetings of the Board.

---

### **Procedures:**

1. Members of the Board, and members of the general public are invited to place items of business on the agenda by writing or contacting the Chief Executive Officer to provide an outline of the business to be discussed;
  2. Major agenda items shall be distributed to the members, DEA/ CSA's and management staff at least one week before the meeting. Background information and reports will be distributed as they are available, and circumstances permit;
  3. The agenda is a public document. Extra copies will be available at open meetings for the visiting public.
  4. The agenda shall include an opportunity for the public to ask questions of the Board for clarification.
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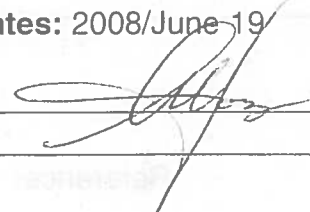
### **Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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Approval Dates: 2008/June 19

Chairperson



CEO





## **Policies & Procedures**

Section: Board Governance & Operations

Reference: 2.12

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### **Policy Title:**

### **Order of Business at Meetings**

---

#### **Policy Statement:**

The TCSA recognizes that Board business is dealt with in meetings in a predetermined manner usually scheduled over the course of a multi-day meeting. The normal order of business may be varied from time to time to suit the convenience of the Board, visiting delegations or other circumstances.

---

#### **Purpose:**

The purpose of this policy is to organize the business of the Board in a predictable, efficient and effective manner.

---

#### **Procedures:**

The Board follows the action/information style of organizing its business.

1. Regular meetings of the Board will follow the following order of business:

1. Call to Order and an opening prayer
2. Review of the minutes of the previous meeting
3. Approval of the Agenda
4. Reports from Management
5. Reports & Delegations
6. Action Items including Community Concerns
7. Information Items
8. Closing Remarks and questions from the public
9. Review of date and location for the next regular meeting
10. Adjournment and closing prayer

2. Special meetings of the Board may dispense with sections of the regular order of business to facilitate a focus on the specific purpose for the meeting;

3. The first meeting of a new Board shall, after a call to order and an opening prayer by the chairperson, proceed to elect a vice chairperson and review signing officers and pass a banking resolution. Once officers of the Board have been

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confirmed by resolution of the Board, the meeting may return to the regular order of business on the agenda.

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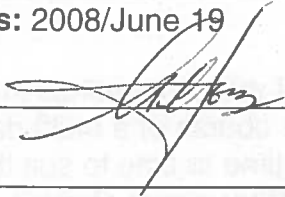
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.13

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### Policy Title:

### Quorum

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#### Policy Statement:

The TCSA recognizes that the Board is empowered to take action only when a quorum is present at meetings. A quorum is a majority of the members of the Board.

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#### Purpose:

The purpose of this policy is to clarify the purpose of a quorum and indicate procedures to be followed when a quorum is not available.

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#### Procedures:

1. If for any reason a quorum is unavailable to meet at the appointed time and place, the Chairperson, Vice-Chairperson or Chief Executive Officer if need be, shall convene a meeting of those members who are present. Acting in committee, these members shall decide on the appropriate action to take in the circumstances:

- a) to delay the starting time until the absent members are able to be present;
- b) to cancel the meeting and reschedule it;
- c) to cancel the meeting and to assign the responsibility for rescheduling it to a member of the Board office staff;

2. After a meeting has commenced, if notice is drawn to a lack of quorum, the presiding officer may either recess the meeting until the quorum is restored, or adjourn the meeting and reschedule it to another time.

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#### Authorities:

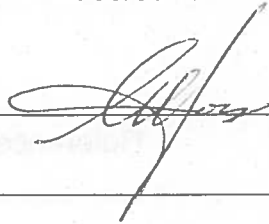
TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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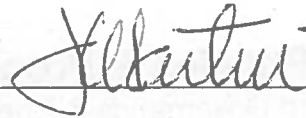


Approval Dates: 2008/June 19

Chairperson



CEO



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# **TCSA Policies & Procedures**

Section: Board Governance & Operations

Reference: 2.14

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**Policy Title:**

**Punctuality**

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**Policy Statement:**

The TCSA recognizes that board members and other community delegates are brought to meetings at public expense to represent the educational, health and social interests of their community members. The Board believes that members and delegates have a responsibility to the other members at the meeting and to their communities, to be punctual and arrive at meetings at the agreed upon time.

---

**Purpose:**

The purpose of this policy is to emphasize that board members or members of DEA's/CSA's or other community members brought to meetings at board expense have responsibilities to both other board members and to the community that are not fulfilled when they are not present for the entire meeting.

---

**Procedures:**

1. Members and/or delegates who arrive significantly after the beginning of a meeting will lose a proportional amount of their honouraria for the day and their lateness will be reported to their DEA/CSA or other sponsoring organization in writing.

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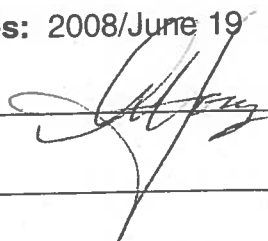
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 2008/June 19

Chairperson



CEO



Policy & Procedures

Section 1: General Information

Section 2: Membership

Section 3: Meetings

The purpose of this policy is to provide information to all members and other community members who are interested in joining the organization. This policy is intended to be a guide for the organization and its members. It is not intended to be a contract or a guarantee of any kind. The organization reserves the right to change this policy at any time without notice. This policy is subject to the approval of the board of directors.

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Section 4: Financial Policy  
The purpose of this policy is to provide information to all members and other community members who are interested in joining the organization. This policy is intended to be a guide for the organization and its members. It is not intended to be a contract or a guarantee of any kind. The organization reserves the right to change this policy at any time without notice. This policy is subject to the approval of the board of directors.

Section 5: Governance

Section 6: Appendix



## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.15

**Policy Title:**

**Meeting Prayer**

**Policy Statement:**

The TCSA believes that to show respect to the Creator, meetings must begin and end with a prayer.

**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

**Approval Dates:** 2008/June 19

Chairperson

A handwritten signature in black ink, likely belonging to the Chairperson, is written over a horizontal line.

CEO

A handwritten signature in black ink, likely belonging to the CEO, is written over a horizontal line.

Policy & Procedures

Section 101: Governance & Administration

Meeting Policy

Policy Title

Policy Statement

The /2024 meeting policy is designed to ensure that all meetings are conducted in a professional and efficient manner, and with a focus on achieving the organization's goals.

Authority

This policy is authorized by the Board of Directors, and is intended to guide all employees and volunteers in the conduct of meetings.

Approved/Effective Date

*[Signature]*

CEO

Chairman



## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.16

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**Policy Title:**

**Presiding Officer at Meetings**

---

**Policy Statement:**

The Chairperson shall preside at all meetings of the Board unless prevented by circumstances from doing so. The Vice-Chairperson shall preside in the absence of the Chairperson or when the Chairperson leaves the chair for any reason. The presiding officer may vacate the chair in order to enter debate or propose or second a motion.

---

**Purpose:**

The purpose of this policy is to recognize that the duty of the presiding officer at meetings is to ensure that Board meetings are conducted openly, fairly and efficiently.

---

**Procedures:**

1. The chairperson or other presiding officer shall rule on all points of order, stating reasons for each ruling. A ruling of the chair shall be subject to appeal to the Board by any board member. All appeals must be made immediately following the ruling and before business is resumed;
  2. In the event that neither the Chairperson nor the Vice-Chairperson are able or willing to take the chair, the Board shall elect a presiding officer for that meeting or that portion of the meeting.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 2008/June-19

Chairperson

CEO

1. Policy & Procedures

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# **TCSA** Policies & Procedures

Section: Board Governance & Operations

Reference: 2.17

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**Policy Title:**

**Rules of Order, Debate, Motions,  
Resolutions & Voting**

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**Policy Statement:**

The TCSA recognizes that legal obligations placed upon the Board as a corporate body require rules of order, debate, motions, resolutions and voting. However these rules must strike an effective balance between the traditional decisionmaking practices of the Tłıchǫ people and modern corporate practice and parliamentary conventions.

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**Purpose:**

The purpose of this policy is to describe the manner in which meetings will be conducted using a blend of traditional Tłıchǫ and modern parliamentary practices.

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**Procedures:**

1. Discussion at Board meetings is intended to produce consensus among the members out of respect for Tłıchǫ tradition. Discussion of business matters will generally continue until consensus is reached, at which time the matter is formalized in motion form and voted upon;
  2. Where circumstances warrant, other conventions of parliamentary procedure that facilitate efficient conduct of business may also be used. In the event that consensus is not reached, the matter may be moved and voted upon in accordance with common meeting conventions, it may be referred to a committee for study, or it may be tabled for later discussion or further research by Agency staff;
  3. All questions will be decided by a vote on the motion, normally by show of hands, but any member may request that voting on a particular question be done by secret ballot. A majority vote of the members present is required for a motion to be voted on by secret ballot;
  4. Procedural rules may be varied for a particular meeting if a majority of the
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members present at the meeting believe that temporary rule changes are advisable under the circumstances. All such changes shall be approved by resolution;

5. Debate is controlled by the Chairperson. Members shall speak only when recognized by the presiding officer. Debate shall be relevant to the question before the meeting. The presiding officer will remind the members to confine their remarks accordingly whenever it is necessary to do so;

6. Debate is generally unlimited, and normally will continue until such time as the business at hand requires, but individual members are expected to keep their remarks as brief and to the point as possible. Debate may be redirected or cut off at the discretion of the chair;

7. A point of privilege ( a matter dealing with the rights or interests of the Board as a whole or of a member personally) may be raised at any time and shall be dealt with immediately. A point of order (a matter dealing with the rules and procedures of the Board) shall be dealt with in a similar manner.

8. No member shall interrupt another member who has the floor except to raise a point of order or a point of privilege.

9. Motions represent the views of members. When voted upon and passed as resolutions, motions become the expressions of the actions of the Board. As such it is important that motions be phrased as clearly as possible, to eliminate the possibility of unintended interpretations;

10. All motions shall be seconded except to nominate someone for a Vice-Chairperson or committee positions;

11. All motions are debatable. The presiding officer may limit debate on procedural motions and call for a vote at any time;

12. No resolution of the Board shall be reconsidered during the calendar year following its passing unless by unanimous agreement of the board members;

13. Members are encouraged to present their motions in written form and, if possible, to submit these written motions to the Board office in advance of Board meetings;

14. Each member has one vote. The chairperson may vote to break a tie.

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15. The chairperson will excuse a member from voting only because of conflict of interest.

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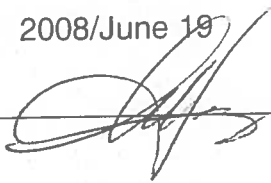
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

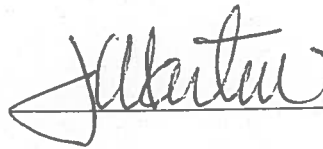
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**Approval Dates:** 2008/June 19

Chairperson



CEO



THE CHAIRMAN AND THE BOARD OF DIRECTORS

OF THE COMPANY

AT THE ANNUAL MEETING OF THE STOCKHOLDERS  
Held at the Company's Headquarters  
on the 15th day of May, 1961

CEO

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# **TCSA** Policies & Procedures

Section: Board Governance & Operations

Reference: 2.18

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**Policy Title:**

**Minutes of Meetings**

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**Policy Statement:**

The TCSA recognizes that the minutes of Board meetings are the official record of Board proceedings. As such, the minutes must accurately record the actions taken by the Board and be accessible to all interested parties.

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**Purpose:**

The purpose of this policy is to emphasize the importance of minutes as an essential record of the Board, and tool for its operation, as well as describe a procedure for their handling and distribution.

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**Procedures:**

1. It is the responsibility of the Chief Executive Officer or designate to ensure that minutes are accurately recorded, promptly distributed to the members, securely stored and made available to the public upon request;
  2. Unapproved minutes shall be distributed to each board member within 14 days of each meeting stamped "DRAFT: Subject to Board Approval".
  3. Unapproved copies of the minutes shall be distributed to the Executive Officer of the Tłıchǫ Government;
  4. Once unapproved minutes have been adopted at the next Board meeting, an official copy of the minutes shall be signed by the Chairperson and the Chief Executive Officer and filed with the supporting documentation of the meeting;
  5. Interested members of the public may examine the copies of the approved minutes with the supporting documentation in the offices of the TCSA in Behchokǫ or may request paper copies of the minutes, or view an electronic version of the minutes on the website [www.tlcho.ca](http://www.tlcho.ca).
  6. Minutes of a closed meeting shall be kept in the same manner as the minutes of a regular or special meeting, but shall be approved only by the Board in a
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closed meeting and shall be kept by the Chief Executive Officer in a confidential manner.

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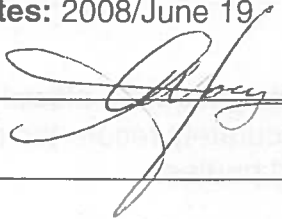
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

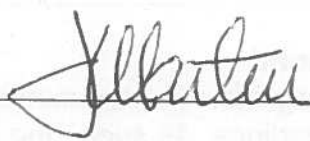
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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.19

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**Policy Title:** Board Member Compensation & Expenses

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**Policy Statement:**

The TCSA desires to have efficient and economical meetings where Board members and other community representatives traveling at Agency expense will understand prior to traveling their compensation and reimbursement for expenses.

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**Purpose:**

The purpose of this policy is to clarify board member and other community representative compensation and expenses while traveling at the expense of the Agency.

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**Procedures:**

1. The Agency will bring members and other representatives to meetings and return them home using the most economical method possible. Where a member or other delegate makes their own arrangements, they will be reimbursed at the cheapest rate available to the Agency;
  2. The Agency will reimburse the use of taxis by board members and other delegates when they are pre-authorized by the travel coordinator;
  3. The Agency will pay members staying in hotel accommodation an allowance for travel and meals at the current rate, set quarterly by the Treasury Board of Canada and reflected in the rates paid by the GNWT to employees at [www.hr.gov.nt.ca/library/DutyTravel.htm](http://www.hr.gov.nt.ca/library/DutyTravel.htm)
  4. The Agency will pay individuals who host Board members attending meetings at a rate of \$50.00 per day for meals and accommodations;
  5. The Agency pays honouraria to board members at the rate established by the GNWT for its boards and agencies, and publishes in the Financial Administration Manual (FAM 1818) available at <http://www.gov.nt.ca/utility/employees/index.html>
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Honouraria for other delegates will be paid at \$250 per day prorated by 50% if less than four hours;

6. The Agency will pay honouraria for up to one reading day for board members attending a regular meeting of the board;

7. The Agency will pay honouraria rates for travel days and during unavoidable delays due to poor weather when returning home after a meeting.

8. Members will not be paid honouraria, travel or per diem expenses for part or all of any meeting they may not have attended.

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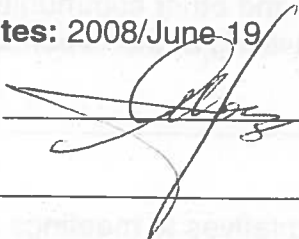
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1); GNWT Financial Administration Manual 1818.

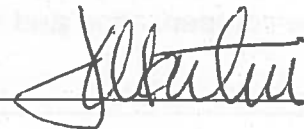
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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.20

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**Policy Title:** Alcohol, Drug Abuse & Attendance at Meetings

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**Policy Statement:**

The TCSA requires that all board members or other delegates brought at Agency expense to a board meeting must attend all sessions of the meeting unless there is a compelling medical reason or family emergency. Drug and/or alcohol abuse will not be tolerated or enabled in any way by the Agency.

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**Purpose:**

The purpose of this policy is to clarify board member and other community representative responsibilities to their sponsoring organization and community in regards to alcohol and drug abuse. One function of the TCSA is as a school authority, and as such members and other community representatives are in leadership positions and are role models for the students in our schools.

---

**Procedures:**

When it is apparent that a board member or other delegate has abused their responsibilities to their community and to the TCSA, the chairperson shall:

1. require that a board member or delegate who appears at a meeting under the influence of alcohol or drugs leave the meeting immediately;
  2. authorize withholding payments of the member's honouraria, accommodation and meal expenses, and return travel fare home;
  3. inform the DEA/CSA and/or the Tłıchǫ Community Government regarding their member/ representative's behaviour.
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**Authorities:**

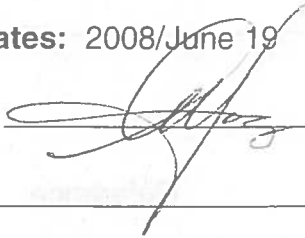
TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 2008/June 19

**Chairperson**



**CEO**



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## **Policies & Procedures**

Section: Board Governance & Operations

Reference: 2.21

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**Policy Title:**

**Policy Development & Distribution**

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**Policy Statement:**

The TCSA recognizes that its primary role is to establish policy and determine responsibility for the implementation of policy. Written policies shall constitute the basic method by which the Board exercises its authority over education, health and wellness, and child and family programs and services in the region.

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**Purpose:**

The purpose of this policy is to establish the primary policy making function of the Board of the TCSA and describe processes for their development, approval and accessibility.

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**Procedures:**

1. It is the wish and practice of the Agency, that proposals for new policies or changes in existing policies may originate with the community at large, board members and staff;
  2. The Chief Executive Officer will strive to consult groups or individuals with a stake in the outcome regarding draft policies that by their nature are controversial or if implemented, will affect in a significant manner the operations, programs and/or services of the Agency;
  3. The adoption of new policies and the revision of existing policies is the sole responsibility of the Board of the TCSA;
  4. The Board delegates to the Chief Executive Officer or designate, the responsibility for drafting all new and revised policy statements which shall be submitted to the Board for approval;
  5. All policies shall be written, clearly defined and based on the Board's philosophy and a thorough appreciation of the needs of the Tłıchǫ communities;
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6. All new policies or policy amendments shall first be presented to the Board as an information item for discussion, revision or rejection. Once members have had an opportunity to discuss the draft policy, it will be presented as an agenda item for second reading and further deliberation and discussion, and then again for a third reading where it will be adopted or rejected;

7. Discussion of a new or revised policy may be fast tracked by having 1<sup>st</sup> and 2<sup>nd</sup> reading during a single meeting. The third and final approval reading of a proposed policy may not take place during a meeting in which the policy has been approved for a 1<sup>st</sup> and 2<sup>nd</sup> reading;

8. Policies that have received approval for second reading by the Board may be implemented by management as a practice if a majority of the members of the Board agree in a resolution;

9. The Chief Executive Officer will ensure that Board policies are accessible to Board members, managers and community members upon request;

10. All policy manuals distributed by the Agency shall remain the property of the Agency, and shall be considered to be "on loan" to anyone, or any organization in whose possession they may be at any time. The policy manuals are subject to recall at any time as deemed necessary by the Chief Executive Office for purposes of updating.

11. Only the "Master Copy" of the TCSA policy manual, held by the Chief Executive Officer, is deemed to be the current representation of all approved TCSA policy at any given time. Enquiries regarding the most current version of TCSA policies should be directed to the Chief Executive Officer.

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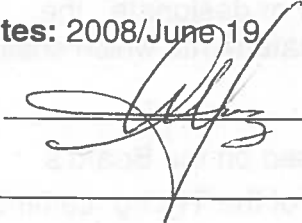
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TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

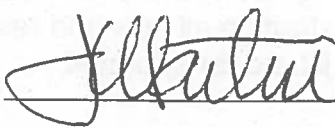
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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.22

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### Policy Title:

Communication with the Media

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#### Policy Statement:

The TCSA recognizes the value and importance of communications with the media and encourages DEA's/CSA's, Agency employees, to participate in media-involved events which bring positive attention to the programs and services of the Agency or credit to the region and the Tłıchǫ people.

The chairperson of the TCSA is the official spokesperson of the Tłıchǫ Community Services Agency on all matters of policy.

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#### Purpose:

The purpose of this policy is to clarify the roles and responsibilities of local and regional board members and Agency staff in regards to the news media.

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#### Procedures:

1. The chairperson will respond to all inquiries about policy from the news media and will initiate communications with the media as the need arises. Depending on the issue or the circumstances, the chairperson may delegate this responsibility to the Chief Executive Officer.
2. All press releases from the Agency will carry the Chairperson's name. In the absence of the chairperson, the Vice-Chairperson will speak on behalf of the Board;
3. The chairpersons of the DEA's/CSA's in the communities of Behchokǫ, Gamètì, Whatì and Wekweètì are authorized to respond to media inquiries regarding local policy matters;
4. Employees of the Agency may speak to the media about specific local programs for which they are responsible after receiving permission from the Chief Executive Officer or designate;

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5. Media inquiries about issues, community concerns and or problems related to programs and services of the Agency shall always be referred to the Chief Executive Officer.

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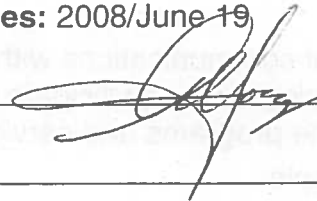
**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

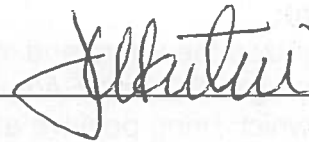
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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.23

**Policy Title:**

**Board Member Professional Development**

**Policy Statement:**

The TCSA recognizes that board members require opportunities to develop their knowledge and capacities as board members. Conferences and workshops and other activities that encourage the professional growth of board members are encouraged on an annual basis as resources are available.

**Purpose:**

The purpose of this policy is to describe a process for the professional development of board members.

**Procedures:**

1. The Agency may send board members to represent the Agency at conferences and workshops related to the mandate of the Tl̓ich̓o Community Services Agency, and/ or the role and responsibilities of board members;
2. Wherever possible, the Board will send one or two representatives who will report back to the Board on the workshop and share their experiences so that the benefit of their attendance will accrue to the entire Board;
3. Board members who attend conferences and workshops for professional development will be paid all expenses and travel as per Agency policy.

**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

**Approval Dates:** 2008/June 19

Chairperson

CEO



Section 1: Introduction

History of the Agency

Section 2: Board Member Professional Development

The Board of Directors is committed to providing its members with the opportunity to develop their professional skills and knowledge. This is achieved through a variety of programs and activities designed to enhance the professional growth of its members and ensure they are equipped with the necessary skills to effectively lead the Agency.

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## **Policies & Procedures**

Section: Board Governance & Operations

Reference: 2.26

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**Policy Title:** Administration in the Absence of Policy

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**Policy Statement:**

The TCSA recognizes that where immediate action is required and no Board policy or practice exists, the Chief Executive Officer is authorized to act in accordance with the best established practices, subject to approval of the Board at the next regular meeting.

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**Purpose:**

The purpose of this policy is to provide a mechanism for action when no applicable Board policy exists.

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**Procedures:**

The Chief Executive Officer may take action using as a guide the following parameters:

1. the action is legal;
  2. the action is in keeping with the Board's philosophy;
  3. The action reflects the best established managerial practice appropriate to the function and the given situation;
  4. in the opinion of the Chief Executive Officer, the action appears to be in the best interests of the Tłıchǫ Community Services Agency;
  5. The Chief Executive Officer will advise the chairperson or designate of any action as soon as possible.
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**Authorities:**

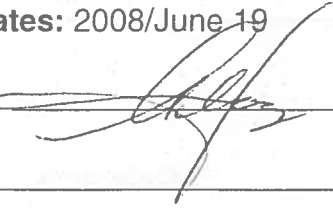
TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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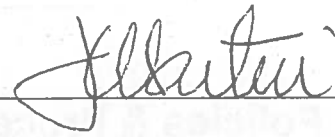
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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Board Governance & Operations

Reference: 2.27

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**Policy Title:**

**Evaluation of the CEO**

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**Policy Statement:**

The TCSA wants to ensure the operations and programs of the Agency meet the highest possible standards. The performance of the Chief Executive Officer and the relationship between the CEO and the Board are critical factors in the fulfillment of the Agency's mission, goals and objectives. The Board will set performance standards and then objectively and fairly review with the Chief Executive Officer on an annual basis, the past years events, accomplishments, as well as problems and issues.

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**Purpose:**

The purpose of this policy is to provide a framework for the annual evaluation of the CEO to ensure the organizational goals of the TCSA are being met.

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**Procedures:**

1. The Chief Executive Officer will be formally evaluated on an annual basis;
  2. The evaluation will include a written submission from the CEO to the Board that includes a program description with general and specific accountabilities as well as a review of major objectives for the review period. The Board will provide a written summary as well as indicate recommendations for areas of special attention in the next reporting period;
  3. The Board may choose to involve TCSA management staff and/or managers from the appropriate GNWT Departments and the Tłıchq Government for a role in the evaluation process;
  4. The Board will discuss the CEO's evaluation in private or with the CEO present at its discretion. The final evaluation will be discussed with the CEO along with the reasons for a positive or negative appraisal.
  5. The evaluation will include a recommendation to give or withhold the CEO's
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salary increment and/or bonus as applicable for the coming year.

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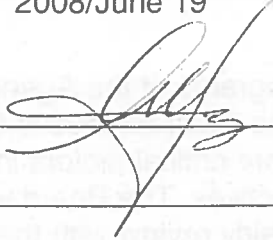
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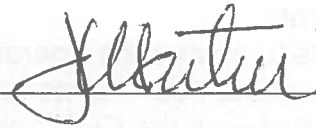
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**Approval Dates:** 2008/June 19

Chairperson



CEO





## Policies & Procedures

Section: Corporate Services

Reference: 3.001

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**Policy Title:**

**Goals of Financial Management**

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**Policy Statement:**

The Agency's first goal of financial management is to provide the best educational, health and social programs possible with the financial resources allocated to it. The second goal is to manage its financial resources competently and to be accountable for these resources annually to the GNWT Ministers of Education, Culture and Employment and Health and Social Services, and the Tłıchǫ Government.

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**Purpose:**

The TCSA budgets are developed annually given the allocation of funds from the Government of the Northwest Territories and the Tłıchǫ Government. Proper financial management is required to ensure these resources are used wisely and carefully.

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**Procedures:**

1. Every employee of the Agency is expected to live up to these goals to the best of their ability.
  2. Responsibility for managing the Agency's finances in a professional manner is assigned to the Director of Corporate Services under the authority of the Chief Executive Officer.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** Sept 13, 1990, revised 1998, revised June 18<sup>th</sup>, 2008.

Chairperson \_\_\_\_\_ CEO \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.002

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**Policy Title:**

**Annual Budget**

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**Policy Statement:**

The TCSA recognizes the annual budget is the financial plan by which the Agency puts into action the educational, health and social program goals for the year.

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**Purpose:**

The purpose of this policy is to set the parameters of budget development and structure.

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**Procedures:**

1. The budget shall be prepared each year under instructions from the Chief Executive Officer. Review of the budget and the Business Plan shall be the main items of business at the spring meeting of the Agency. It is the responsibility of the Agency to satisfy itself that the financial plans put forward by the Chief Executive Officer are in keeping with the Agency's Mission Statement and the Business Plan for that year. Once the budget has been reviewed, the Agency expects that all the Agency's programs will be operated within their assigned budgets.
  2. The Agency reserves the right to release funding to the District Education Authorities in accordance with the formulas established by the Government of the Northwest Territories, to withhold a portion of the formula for any activity, or to supplement the formula funding for any activity.
  3. The Director of Corporate Services is authorized to release contribution advances to the District Education Authorities at the beginning of July, based on the approved TCSA budget. Any necessary adjustments to the budget can be made to subsequent contributions to the DEA's.
  4. Contribution agreements will be signed by each District Education Authority indicating their acknowledgement of the Contribution made to their Authority.
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5. The TCSA expects all regional office program staff to work closely with the principals and programs managers throughout the year in studying the needs of their schools, social and health programs. In like manner, the principals and/or managers are expected to work closely with teachers, other staff members, and their District Education Authority.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 19, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.003

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**Policy Title:**

**Fiscal Year**

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**Policy Statement:**

The Tlicho Community Services Agency requires a common fiscal year in order to conduct its business in an efficient and competent manner.

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**Purpose:**

The purpose of this policy is to define the TCSA fiscal year and the key responsibilities attached to the fiscal year.

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**Procedures:**

1. The fiscal year begins April 1 and ends on March 31 of the following year.
  2. The annual budget will be prepared prior to the beginning of each fiscal year.
  3. The financial audit will be prepared and submitted to the Ministers of Health/Social Services and Education, and the Tłıchǫ Government no later than ninety days after the end of the fiscal year in question.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 18, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA Policies & Procedures**

Section: Corporate Services

Reference: 3.004

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**Policy Title:**

**Budget Management**

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**Policy Statement:**

The TCSA recognizes that proper management of the budget is crucial to manage the resources that are available for the fiscal year.

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**Purpose:**

The purpose of this policy is to define key responsibilities in budget management and authorities in reporting and revision of the budget.

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**Procedures:**

1. The Director of Corporate Services shall be responsible for managing the Agency's financial resources, under the instructions of the Board and the Chief Executive Officer.
  2. On the basis of the financial reports prepared monthly by the Finance Manager, the Chief Executive Officer shall report on all programs to the Board. In doing so the Chief Executive Officer may recommend transfers of money within the budget as circumstances suggest.
  3. The Board may adopt or amend such proposed revisions to the budget at the next regular meeting.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 18<sup>th</sup>, 2008.

Chairperson \_\_\_\_\_ CEO \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.005

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**Policy Title:**

**Budget Planning**

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**Policy Statement:**

The TCSA recognizes that budget planning is dependent of good program information and financial information. It is the duty of the Agency office staff to compile all the necessary information and the duty of the Board and its Executive Committee to give due deliberation to all such information.

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**Purpose:**

The Chief Executive Officer and other program staff are expected to consult with program managers throughout the year in assessing program accomplishments and needs. In preparing the annual budget accurate information identifying any year-end surplus or deficit is essential. The Director of Corporate Services will prepare the budget on the basis of current financial information and the previous year's budget.

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**Procedures:**

1. Staff Budget planning will be done in compliance with instructions from the Chief Executive Officer.
  2. Budget planning will be carried out for each fiscal year in response to the deadlines set by the Departments of Education, Culture and Employment and Health/Social Services.
  3. The Chief Executive Officer and Regional Agency program staff will prepare the Business Plan. The Chief Executive Officer, Director of Corporate Services and Agency staff will then prepare a draft budget which will include any surplus or deficit.
  4. The Business Plan and draft budget will be submitted to the Board each year in the spring for review, amendment and adoption.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social  
Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.006

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**Policy Title:**

**Financial Reports to the Board**

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**Policy Statement:**

The Board recognizes that careful budgeting and strict financial controls are of fundamental importance to good program management. The preparation of comprehensive financial reports is essential if the Chief Executive Officer and other program staff are to manage programs effectively.

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**Purpose:**

The purpose of this policy is to ensure the Board and program staff receive regular financial reports to guide their operations and decision making.

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**Procedures:**

1. Financial reports will be made available by the Manager of Finance at the request of the Chief Executive Officer.
  2. Monthly financial reports shall be prepared by the Manager of Finance in detail for use by program managers and Agency office staff and in summary for presentation to the Chief Executive Officer. An up to date financial summary report, at the direction of the Chief Executive Officer, shall be prepared for presentation at each regular meeting of the Agency. Up to date financial summary reports may also be required for presentation at special meetings of the Agency.
  3. The Chief Executive Officer may present the financial report to the Board or delegate this responsibility to the Director of Corporate Services or Manager of Finance. Program staff may be required to explain to the Board the financial transactions for which they are responsible.
  4. The financial records kept by the Manager of Finance will include a month-by-month budget breakout and monthly variance reports.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social  
Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## **Policies & Procedures**

Section: Corporate Services

Reference: 3.007

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### **Policy Title:**

### **Financial Reports & Statements**

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#### **Policy Statement:**

The TCSA recognizes that financial reports are a tool to describe the financial health of the Agency at a point in time and therefore requires regular financial reports and statements at regular meetings throughout the year.

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#### **Purpose:**

The purpose of this policy is to ensure procedures are in place for regular reporting to the Board.

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#### **Procedures:**

1. The Manager of Finance shall be responsible for preparing a monthly financial report for the Chief Executive Officer and Agency Board members and financial statements for each Board meeting.

2. For each program approved in the budget the monthly report, including the budget will show:

- a. Balance Sheet
- b. Current variance report for each program.
- c. Significant changes

3. Special reports will be prepared by the Manager of Finance at the request of the Chief Executive Officer or the Board.

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#### **Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 18<sup>th</sup>, 2008.

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Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.008

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**Policy Title:**

**Annual Report**

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**Policy Statement:**

The TCSA shall report its activities each year in a form acceptable to the GNWT Ministers of Education, Culture and Employment, Health and Social Services and the Tłıchq Government, and appropriate for public distribution.

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**Purpose:**

The annual report to the Ministers and the Tłıchq Government shall be the major means by which the Agency accounts to the public for its management of public resources.

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**Procedures:**

1. The Chief Executive Officer will ensure that an annual report is published within 60 days of the completion of the audit for the fiscal year. The Agency staff, under the supervision of the Chief Executive Officer, will prepare the annual report. Copies will be distributed to the Ministers and Deputy Ministers of Education, Culture and Employment and Health and Social Services, the Grand Chief of the Tłıchq Government and to those organizations and individuals named on the Agency's distribution list.

The annual reports will describe:

- a. The goals and objectives of the Agency.
  - b. Any special achievements during the year
  - c. An audited financial statement of the Agency's activities for the past year.
  - d. Audited financial statements of the activities of the Education authorities for the past year.
  - e. A statement of the major program goals for the year ahead.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised May 20th, 2009.

Chairperson \_\_\_\_\_ CEO \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.009

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### Policy Title:

### Investment of Agency Funds

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#### Policy Statement:

The TCSA recognizes that the Agency must make every effort to increase the value of its financial resources by investing the monies it receives from the Government of the Northwest Territories. For that reason the Agency participates in the Government of the Northwest Territories' investment pool.

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#### Purpose:

The investment pool provides the Agency with an investment management service while giving the Agency full access to its funds, which remain in the Agency's bank account. The investment pool earns the Agency interest at competitive market rates, complete with regular reports of interest earnings.

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#### Procedures:

1. The Manager of Finance is responsible for reporting to the Chief Executive Officer all interest earned each month.
  2. The interest earned through the investment pool shall be used by the Agency at its discretion.
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#### Authorities:

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.010

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**Policy Title:**

**Grants & Gifts from Private Sources**

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**Policy Statement:**

The TCSA recognizes the importance to Agency programs and services of supplementing funding from government with grants and other funding opportunities offered by companies, foundations, or other private sources.

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**Purpose:**

The purpose of the policy on grants and gifts from private sources is to encourage creativity on the part of Agency management staff to find, apply for and utilize funds from private sources to enhance programs and services.

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**Procedures:**

1. Directors, managers and other Agency staff are authorized to apply for such grants. Board approval will be given only for grants that are offered, without condition, for education and health purposes. Staff are forbidden from entering into agreements which are intended to generate profits for a company or which involve Agency employees or students in advertising or publicity on a company's behalf;
  2. Offers of gifts to the Agency will be submitted to the Board. Only those gifts will be accepted which come without condition, or with conditions which are acceptable to the Board, with advice from the Chief Executive Officer;
  3. All grants or gifts which are accepted will be used in keeping with the terms of the giver.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA Policies & Procedures**

Section: Corporate Services

Reference: 3.011

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**Policy Title:**

**Banking**

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**Policy Statement:**

The Agency is required to hold its funds in a chartered bank.

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**Purpose:**

The purpose of this policy is to follow commonly accepted financial management and accounting procedures required by government, and government agencies.

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**Procedures:**

1. All banking services used by the Agency are provided by the Yellowknife branch of the Royal Bank of Canada. Any decision to change banks will require a resolution of the Agency.
  2. All financial transactions of the Agency shall be paid by cheque countersigned by two signing authorities. Signing authority is held by the Chief Executive Officer, Directors, Managers, and two Board members. Cheques can be signed by two signing authorities.
  3. The District Education Authorities are at liberty to hold DEA funds in any chartered bank of their choice.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA Policies & Procedures**

Section: Corporate Services

Reference: 3.012

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**Policy Title:** **Inventories of Furniture & Equipment**

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**Policy Statement:**

The TCSA recognizes the furniture and equipment purchased by the Agency are to be used carefully as intended for Agency purposes.

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**Purpose:**

The purpose of this policy is to have a current inventory on all furniture and equipment in the Regional Agency office, the schools, the Health Centres and other offices used to deliver TCSA programs and services.

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**Procedures:**

1. The inventory will consist of items which have a useful life of more than one year and a value of over \$500.00. All such office and classroom furniture and equipment is to be placed on inventory immediately of deliver to the Agency regional office, Health Centres, schools and other offices.
  2. All inventories are to be kept in accordance with the format approved by the Chief Executive Officer:
    - a. Inventoried items will be labeled with special pre-numbered labels marked "Property of the Tlicho Community Services Agency"
    - b. All inventories will be maintained on a server. A copy of each inventory by location, will be printed and placed on file.
    - c. The inventory data will be maintained in such a way that inventory reports are available by location and item.
    - d. All items on inventory will be recorded by make and model, name or description, serial number, label number, where acquired, date acquired, value ( original or replacement cost), and location.
    - e. Completed inventories will be submitted to the Agency office by program managers by March 31 of each year.
    - f. The Chief Executive Officer and/or Director of Corporate Services may order a routine check of an inventory at any time.
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3. Items disposed of will be deleted and items moved to a new location will be transferred to the appropriate inventory. Missing inventory items should be reported to the program manager as soon as they are discovered. Disposal of large items should be done in accordance with proper procedures.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.013

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**Policy Title:**

**Annual Audit**

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**Policy Statement:**

The TCSA recognizes the Agency is required to have its financial records audited at end of each fiscal year by a certified auditor who is neither a member nor an employee of the Agency.

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**Purpose:**

The Agency recognizes the value of an annual audit as evidence that the Agency has properly carried out its duties in managing public monies. The Agency appreciates the guidance the auditor's remarks provide in improving the procedures followed in carrying out these duties.

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**Procedures:**

1. The audit and audit report shall include:
    - a. An examination of the balance sheet and other financial records of the Agency in accordance with generally accepted accounting standards;
    - b. A statement of opinion on the financial statements prepared at the end of the fiscal year;
    - c. Any recommendations to the Agency concerning its accounting records and financial procedures that seem necessary or desirable;
    - d. Any other services that may be requested by the Agency or the Chief Executive Officer.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18, 2008.

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Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.014

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## **Policy Title:**

## **Tendering an Annual Audit**

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### **Policy Statement:**

The TCSA is required to award the annual audit by tender, inviting bids from qualified accountants. In order to provide some continuity without limiting the Agency's flexibility to select an auditor in whom the Agency has confidence, the Agency shall award the tender on a three year renewable basis, with the option to renew or cancel at any time. The lowest or any bid will not necessarily be accepted. The tender will be awarded on the basis of services offered, the detailed content of the bid and on the past experience and reputation of the bidder, not simply on price.

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### **Purpose:**

The purpose of this policy is to outline the procedures in tendering for an annual audit.

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### **Procedures:**

1. Tenders will be advertised in northern newspapers on a three year option-to-renew basis.
  2. All bids will be screened to ensure that the bidder is eligible to perform audits in the NWT.
  3. All bidders will be advised of the date and time at which bids will be opened. The tenders will be opened publicly in the presence of the Chief Executive Officer and/or the Director of Corporate Services and the amounts recorded:
    - a. Senior Agency staff will review the bids and select the auditor.
    - b. The Director of Corporate Services will then schedule the audit with the auditor and direct the preparation of the reports requested by the auditor.
    - c. The Manager of Finance will then schedule the audit with the auditor and prepare any reports and records requested by the auditor.
  4. The Agency is free at any time during the three year period to dismiss the auditor and to engage in another. This action would normally be taken on the
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recommendation of the Chief Executive Officer acting on the advice of the Director of Corporate Services.

5. At the end of the three year period, tenders will again be advertised soliciting bids for the next three year period.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.015

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**Policy Title:**

**Spending Authority**

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**Policy Statement:**

The TCSA requires spending authority to be restricted to only those staff members designated by the Chief Executive Officer as authorized to make purchases on behalf of the Agency.

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**Purpose:**

The purpose of this policy is to implement more effective and efficient controls and monitoring of expenditures made by the TCSA.

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**Procedures:**

1. Spending authorities will be provided to managers and other staff who regularly make purchases of materials and services on behalf of the Agency. The amounts will be related to the requirement of the position and will strike a balance between efficiency and accountability. The Manager of Finance will keep a record of each spending authority and amount;

2. Any employee who makes unauthorized purchases may be held responsible for payment subject to the preparation of detailed procedures by the Manager of Finance:

- a. Principals, Nurses-in-Charge and other managers may order materials, supplies or equipment within the limits of their approved budgets. Purchases should be made by Agency approved purchase orders and follow approved purchase order guidelines. Purchases may be made by Agency credit cards and must follow approved guidelines.
  - b. All purchase orders must be submitted to either the Agency regional office or the District Education Authority office and signed by the respective manager/signing officer. The order will then be placed and the goods will be paid for when a signed copy of the purchase order, with packing slip
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attached, is submitted by the originator to the office where the order was placed.

- c. All travel and accommodation warrants will be prepared and authorized in the Agency regional office.

3. The Chief Executive Officer may require that specified makes and models of furniture or equipment be purchased for use in the Agency, or that purchases be made through suppliers with whom the Agency has standing offer agreements or service contracts. Staff will be consulted in such matters and advised in writing of all such cases. Corporate Services will review and authorize standing offer agreements.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** April 20<sup>th</sup>, 1998; revised May 20<sup>th</sup>, 2009.

Chairperson \_\_\_\_\_ CEO \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.016

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**Policy Title:**

**Petty Cash**

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## **Policy Statement:**

The TCSA discourages cash purchases because, unlike other Agency purchases, they are subject to the Goods and Services tax. However, petty cash funds for Agency use are authorized as they provide the only convenient means of purchasing some goods and services which are essential for the efficient operation of some programs and for the payment of homeboarding student allowances.

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## **Purpose:**

Petty cash funds for Agency use in some instances, provide the only convenient means of purchasing some goods and services which are essential for the efficient operation of some programs and for the payment of homeboarding student allowances.

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## **Procedures:**

1. Petty cash should be used only for those purchases which cannot be made on a purchase order. Petty cash is not to be used to circumvent purchasing policy or guidelines set by the Agency.
  2. Program managers may request a petty cash fund to a limit of \$1,500.00. Guidelines for the management of petty cash funds will be issued by the Manager of Finance.
  3. Petty cash funds will be replenished by the Manager of Finance only when the program manager or in the Tlcho Community Services Agency, the responsible officer, submits a financial report complete with receipts for all cash purchases or student allowance payments as the case may be.
  4. Minor purchases by Agency office staff will generally be made using a purchase order form, authorized by an approved spending authority. Cash purchases made by staff members may be reimbursed at the discretion of the spending authority.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.017

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**Policy Title:**

**Local Purchasing**

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**Policy Statement:**

The TCSA encourages local purchases at Tlicho owned businesses, whenever goods and services of equal quality are available at competitive prices.

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**Purpose:**

The TCSA recognizes the importance of supporting community based businesses for the economic health and prosperity of the community. Supporting community based businesses supports the development of local capacity and local employment.

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**Procedures:**

1. Agency staff shall always consider Tlicho owned businesses whenever goods and services purchases are being considered;
  2. Agency staff traveling in the Tlicho communities will generally use the services of the community run hotels.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.018

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**Policy Title:**

**Cooperative Purchasing**

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**Policy Statement:**

The TCSA recognizes savings may accrue to the Agency when economies of scale are achieved through the joint purchases of common goods and services with other authorities and agencies or with other governments.

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**Purpose:**

The purpose of cooperative purchasing is to acquire services that would be too expensive for the Agency to purchase alone, or to take advantage of lower prices through bulk purchases.

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**Procedures:**

1. The Chief Executive Officer has the authority to develop cooperative purchasing arrangements with other Boards, authorities and governments whenever there is a clear benefit to the Agency.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1997; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.019

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**Policy Title:**

**Credit Card Use**

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**Policy Statement:**

The TCSA authorizes the limited use of credit cards for senior management.

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**Purpose:**

The TCSA recognizes the requirement for a financial tool for immediate and acceptable payment to a variety of vendors. A bank approved credit card is a commonly accepted way to provide payment.

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**Procedures:**

1. The Director of Corporate Services is responsible for the implementation and maintenance of a credit card system within the Agency;
  2. The distribution of credit cards will be limited to the Chief Executive Officer, the Directors and the Office Manager;
  3. Credit cards will be VISA;
  4. Cardholders will maintain receipts and documentation to substantiate each purchase on the credit card;
  5. These related receipts and documentation is to be submitted monthly to the finance officer for reconciliation.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson \_\_\_\_\_ CEO \_\_\_\_\_

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# **TCSA Policies & Procedures**

Section: Corporate Services

Reference: 3.020

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**Policy Title:**

**Cell Phone Use**

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**Policy Statement:**

The TCSA recognizes the need for senior Tlicho Community Services Agency staff to be available while on duty travel.

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**Purpose:**

The purpose of the cell phone policy is to enable senior staff to be in contact with the TCSA office while on duty travel, as well as to enable senior staff to be more productive while they travel.

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**Procedures:**

1. Cell phones will be distributed to the Chief Executive Officer and Directors;
  2. Cell phones are to be used for Tlicho Community Services Agency business. Personal calls should not be placed on the TCSA cell phones.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; Revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.021

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**Policy Title:**

**Payment Procedures**

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**Policy Statement:**

The TCSA recognizes that regular payment for goods and services must occur in a timely and organized fashion.

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**Purpose:**

The purpose of this policy is to ensure vendors who provide goods and services to the TCSA are paid regularly and that debts incurred by the TCSA and its constituent local authorities are paid in the most economical fashion without late fees or other charges.

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**Procedures:**

1. All claims for payment will be processed by either TCSA finance staff and/or the DEA Secretary-Treasurer;
  2. Payment will be made against invoices properly supported by authorized purchase orders;
  3. Prior to payment, staff members are required to submit copies of purchase orders with signed packing slips or other verification that the goods in question were received;
  4. Payments are generated in a weekly basis. Off cycle cheques may be written with a justified need.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

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Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA Policies & Procedures**

Section: Corporate Services

Reference: 3.022

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**Policy Title:**

**Expense Claims**

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**Policy Statement:**

The TCSA wishes to reimburse Agency employees and board members for expenses incurred while on duty travel.

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**Purpose:**

The purpose of the policy is to ensure employees and board members do not incur personal expenses while on Agency related business.

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**Procedures:**

1. Staff Reimbursement will be made upon submission to the Manager of Finance of a completed travel claim form signed by the employee's supervisor, the Chief Executive Officer, a Director or the Manager of Finance.
  2. Meals and incidentals will be reimbursed without receipts at the rates set by Government of the Northwest Territories. Receipts or an affidavit signed by a Commissioner for Oaths are required for repayment of taxi fares and other legitimate expenses.
  3. Only in cases of emergency, approved by the Chief Executive Officer and/or Director of Corporate Services, will an employee be permitted to claim for airline tickets or hotel rooms paid in cash and/or by personal credit card. All transportation and accommodation will be paid for with TCSA warrants or a TCSA credit card. GST may not be refunded in cases where tickets and/or accommodations were not preauthorized for payment other than the use of a TCSA warrant.
  3. Travel advances may be granted at the request of the employee, provided sufficient notice.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social

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Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.023

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**Policy Title:**

**School Fundraising**

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**Policy Statement:**

The TCSA believes that fund raising for school activities, programs and resources by students, staff and District Education Authorities (DEA) is an important source of funding in difficult times and shrinking contributions from government.

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**Purpose:**

Students, staff and DEA members involved in fund raising initiatives are to be encouraged, supported and required to manage the funds according to commonly adopted accounting practices.

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**Procedures:**

1. The principal must ensure that the following procedures are followed:

- a. The DEA/Principal/Manager must give prior approval to all fund raising initiatives which are intended to fund activities, programs or materials, or that use board facilities, students and/or staff as necessary partners;
- b. The DEA/Principal/Manager will designate a staff/DEA member to represent the fund raising group and be responsible for all funds raised in such a manner. The responsibilities of this designated staff/DEA member include maintaining a current, accurate accounting of funds received and spent on behalf of the fund raising group;
- c. Large amounts of money (over\$500) must be deposited in a savings bank account under the name "*name of DEA/name of fundraising group*". The principal and/or manager must have co-signing authority over the account, along with the designated staff/DEA member and any other "officers" designated by the fund raising group;
- d. The designated staff/DEA member must submit a monthly statement to the principal/DEA/manager indicating all revenues, expenditures, and

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current balance, and photocopy of the bank passbook for the account;

- e. Funds raised by such groups including DEA's are not to be included as part of the year end surplus, but be carried forward into the fiscal year.

2. In the event of the dissolution of the fund raising group, any remaining funds will be removed from the account by the principal or manager, the account will be closed, and the funds will be made available to the local school's student council.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.024

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**Policy Title:**

**Cash in TCSA Buildings & Offices**

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**Policy Statement:**

The TCSA requires that cash, including petty cash, money raised by students and/or staff, money acquired by the District Education Authority/Agency in the form of payments or donations, or any other money intended for Agency purposes, shall be locked in a secure storage container in the school office and/or administrative office.

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**Purpose:**

The purpose of this policy is to reduce the inclination to break in to schools and other facilities for profit, and minimize losses through theft to the Agency, its staff and to the activities that make use of fundraising.

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**Procedures:**

1. Only the principal and/or the secretary treasurer are authorized to have access to the cash box if located in the school. Only the program manager and /or the secretary treasurer are authorized to have access to the cash box if located in the administrative offices;
  2. Cash from other sources than the petty cash fund should be transferred as quickly as possible to the appropriate bank account;
  3. Staff and students are discouraged from leaving money overnight in classrooms and/or offices. Money left in coats, purses, or elsewhere is the responsibility of the individual.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

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Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_



## Policies & Procedures

Section: Corporate Services

Reference: 3.025

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**Policy Title:**

**DEA Monthly Financial Statements**

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**Policy Statement:**

The TCSA recognizes that to effectively utilize the finances allocated to the District Education Authorities, the Agency must know where and how funds are being spent.

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**Purpose:**

The purpose of this policy is to ensure public funds provided to the local District Education Authorities are used for the purposes for which they were intended.

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**Procedures:**

1. District Education Authorities must provide an approved financial statement to the Manager of Finance as and when required;
  2. The Chief Executive Officer is authorized to hold back any allocation for any community which is not regularly filing a financial statement.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.026

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**Policy Title:**

**DEA Contributions**

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**Policy Statement:**

The TCSA recognizes that District Education Authorities require regular sources of funds to conduct their operations. The Tlicho Community Services Agency will make monthly disbursements through a contribution agreement.

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**Purpose:**

The purpose of this policy is to authorize the funding of DEA's and their roles and responsibilities in local communities.

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**Procedures:**

1. The Tlicho Community Services Agency will enter into a contribution agreement following Government of the Northwest Territories formula financing and the budget process;
  2. Payments will be distributed as per the contribution agreement.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.027

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**Policy Title:**

**Withholding DEA Contributions**

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**Policy Statement:**

The TCSA maintains the right to supervise the fiscal responsibilities of the District Education Authorities and withhold or recover funding if conditions warrant.

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**Purpose:**

The purpose of this policy is to ensure accountability for the expenditure of public funds by the constituent DEA's of the TCSA.

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**Procedures:**

1. Conditions that warrant withholding DEA contributions include the following:
    - a. Irregular or complete lack of submission of required quarterly statements;
    - b. Evidence of a deficit within the total program;
    - c. Evidence of an offence under the Education Act, Financial Administration Act, or any other pertinent government statute;
    - d. Any situation deemed by the Chief Executive Officer to be inconsistent with Agency policy or programs.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18th, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.028

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**Policy Title:** Non Compliance with Agency Financial Procedures

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**Policy Statement:**

The TCSA requires that where Agency administration has determined that there has been non-compliance with financial policies or procedures, and the non-compliance constitutes a major breakdown in internal controls, the Chief Executive Officer may revoke the financial rights of the District Education Authority.

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**Purpose:**

The purpose of this policy is to ensure that commonly accepted financial controls are re-established quickly after a major breakdown in internal controls within the operation of a TCSA DEA in a community.

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**Procedures:**

1. The Authority's cheque book and other bookkeeping documents will be returned to the Agency office and the Authority's financial transactions will be completed at the Agency regional office until such time as the Chief Executive Officer is satisfied the non-compliance situation no longer exists.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.029

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### Policy Title:

### Funding for Special Projects

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#### Policy Statement:

Special project funding may be available from the Agency to assist District Education Authorities in enhancing their school and/or other social programs in the community by developing new resources, programs and facilities.

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#### Purpose:

The TCSA desires to encourage local initiative in the development of effective school and/or social programming. Projects must be educational and/or directly benefit learners and/or their families.

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#### Procedures:

1. Projects must be submitted as written proposals indicating what is proposed, why it is important, why it is important, how it will be achieved and how much it will cost.
  2. Projects acceptable to the Agency may be given approval in principle pending Agency funding; approval in principle with partial funding; or approval with full funding. A DEA must apply surplus funds towards any special project which receives Agency approval in the amount of at least 25% DEA funding/75% TCSA funding. Preference will be given to:
    - a. Proposals which show commitment of the DEA to the project through joint funding by the DEA or other interested community groups and/or significant volunteer work effort;
    - b. Proposals from the DEA's which have not had any other project funding during the fiscal year;
    - c. Projects which have long lasting benefits;
    - d. Projects which benefit more than one community;
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- e. Projects which have significant cultural value through their documentation, preservation, or enhancement of the Tlicho language, values and beliefs;
  - f. Projects which can be initiated and completed during the fiscal year and which do not have ongoing costs.

3. Special Projects funding is available from surplus funds in the Agency identified by the audit. Therefore funding may NOT be available in some years due to lack of available funds.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.030

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**Policy Title:** Special Projects with "Third Party Funding"

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**Policy Statement:**

The TCSA supports local initiatives by District Education Authorities and staff to obtain funding from other organizations, foundations, agencies or governments to provide services, training or facilities that benefit educational and social programs.

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**Purpose:**

Third party funding involves the District Education Authorities in meeting goals and requirements set by the outside organizations, foundations, agencies and governments for their mutual benefit. When these goals are consistent with the goals of the TCSA and the DEA, each group can benefit. When requirements set by the third party funding sources are not met by the District Education Authority or staff member, the Tlicho Community Services Agency can be liable and its reputation harmed.

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**Procedures:**

In order to ensure that projects are consistent with TCSA goals and objectives and that requirements are set by third party funding sources are reasonable, District Education Authorities and all staff planning such special projects are required to:

1. Submit to the Chief Executive Officer a copy of the project proposal with the third party funding documentation prior to submission to the funding agency;
  2. Submit to the Chief Executive Officer copies of all required financial and activity reports as they are submitted to the funding agency.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; revised June 18th, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.031

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### Policy Title:

### Budget Adjustments

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#### Policy Statement:

The TCSA recognizes the need to make budget adjustments throughout the fiscal year as increases or decreases to revenue or contribution agreements are received, or to adjust for differences in spending.

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#### Purpose:

Throughout the fiscal year there are occasional budget changes that are required because of the receipt of new contribution agreements with other governments, or outside agencies and organizations, increased funds because of changes to business plans, or to deal with decreases in anticipated funding.

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#### Procedures:

1. With the approval of the Chief Executive Officer, budget adjustments up to \$100,000, can be made to the current fiscal year budget;
  2. The Manager of Finance will keep track of these adjustments and they will be provided to the Board as an information item at the next Board meeting;
  3. Board approval is required for budget adjustments of amounts greater than \$100,000.
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#### Authorities:

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 18<sup>th</sup>, 2008.

Chairperson \_\_\_\_\_ CEO \_\_\_\_\_

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## Policies & Procedures

Section: Corporate Services

Reference: 3.032

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**Policy Title:**

**Accounts Receivable Collection**

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**Policy Statement:**

The TCSA must make all reasonable efforts to collect outstanding accounts from businesses, organizations, individuals and staff. The collection efforts must be consistent, fair and under certain exceptional circumstances, compassionate.

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**Purpose:**

The Tlicho Community Services Agency receives payments from a variety of sources including day care fees, rental payments, and other customers. Normal payment for accounts payable is 30 days. Some payments are delayed or not paid at all after a period of 120 days. These outstanding balances require a systematic means of monitoring and collection.

The collection of amounts owed to the Tlicho Community Services Agency requires an organized system that ensures payments are received in a timely manner. Should the payments be delayed there must be a fair and standard process that collects the amounts owed.

Guiding principles include the following:

- A failure to collect debts ultimately affect the resources available to deliver programs and services which is the core business of the Agency.
- Every business, organization, individual and staff member must be held responsible for their debts;
- In exceptional circumstances such as a personal tragedy including debilitating and/or terminal illnesses or other similarly serious events, the Board may cancel the outstanding debt.

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**Procedures:**

The Manager of Finance will perform the following steps in order for accounts to be paid in full:

1. After 30 days-Mail a statement of account to the customer.
2. After 60 days-Call the customer and send a follow-up letter.
3. After 90 days- Call the customer and send a warning letter.
4. After 120 days-Send the outstanding account to a Collection Agency.
5. After 365 days- Review amounts under collection. The Finance Manager will make a recommendation to the Board on possible debt write-offs. Debts of less than \$200.00 may be written off after one year.

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**Authorities:**

TCSA Act 13; Education Act 117; Hospital Insurance & Health and Social Services Administration Act, 10 (10), 13(1)

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**Approval Dates:** June 18<sup>th</sup>, 2008.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section: Corporate Services

Reference: 3.033

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**Policy Title:**

**Retention of School Program Surpluses**

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**Policy Statement:**

The TCSA desires that funds allocated by the GNWT/Tlicho Community Services Agency as school program funds remain as school program funds from one fiscal year to another.

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**Purpose:**

Each fiscal year the GNWT allocates funds to the Tlicho Community Services Agency for school programming, as per the formula funding guidelines of the Department of Education, Culture and Employment. The TCSA places the funds at the local level with the District Education Authority or DEA. The spending authority for these school program funds rests with individual school principals.

Some years, principals may not spend all school program funds allocated for that fiscal year. It is past practice that during the annual audit, surpluses from different program and contribution areas at the local level have not been differentiated. The auditor provides the Tlicho Community Services Agency with one calculation for any remaining surplus funds at the local District Education Authority or DEA.

Annual surpluses at the local level are then spent by the DEA in consultation with principals and Tlicho Community Services Agency management staff. Surpluses from school programs may or may not be spent on school programs the following year.

The purpose of this policy is to ensure that funds allocated by the GNWT/Tlicho Community Services Agency as school program funds remain as school program funds from one fiscal year to another.

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**Procedures:**

1. The Manager of Finance will issue instructions to the auditor during annual audits to include the requirement to differentiate between surpluses that may be available from school programs, and other surpluses available from other DEA

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activities.

2. All school program surpluses from a previous fiscal year will continue to be identified as school program funds, and included as part of the following year school program budget.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10 (10), 13(1)

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**Approval Dates:** January 31, 2007.

Chairperson Signature \_\_\_\_\_

CEO Signature \_\_\_\_\_

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# **TCSA** Policies & Procedures

Section 3: Corporate Services / Human Resources

Reference: 3.201

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## **Policy Title: Educational Leave Without Pay**

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### **Policy Statement:**

The TCSA recognizes that an important role of the Agency is to build capacity in the Tłıchǫ communities and strengthen Agency programs and services by developing long term staff in the core professional occupations of counseling, nursing, teaching and social work. *(see also TCSA policy 3.102 Educational Bursaries and Core Occupations)*

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### **Purpose:**

The purpose of this policy is to provide guidance for the approval of educational leave without pay for TCSA employees. Under GNWT Human Resource Policy (see HRM 814.21) leave without pay for educational purposes may be granted if the education is relevant to GNWT "recruitment and retention needs".

The Agency experiences significant difficulties in recruiting and retaining staff in professional program and service delivery positions which include counselors, nurses, teachers and social workers. Therefore the Agency will limit the approval of educational leave without pay to applicants who are seeking leave to become educated in these core professions.

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### **Procedures:**

1. The TCSA may support the approval of applications for educational leave without pay from employees who have been accepted into counseling, nursing, teaching and social work programs from recognized colleges and universities;
  2. To be eligible for educational leave without pay, employees must have worked for a minimum of five years for the TCSA and be supported by positive performance reviews;
  3. Recognizing that each approved educational leave without pay has a potential financial cost to the Agency, the total number of approvals for educational leave without pay may be limited in any given fiscal year at the discretion of the Chief Executive Officer;
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4. Approval of educational leave without pay is given for one academic year at a time. Approval of a second and further years of educational leave without pay is dependent on successful academic results in the previous year.

a) The approval of educational leave without pay in subsequent years may be denied for a variety of reasons including the financial and operational requirements of the Agency;

5. Employees who are granted educational leave without pay must guarantee an equal return of service to the Agency for each year of leave taken.

6. Taking into consideration item 3, on occasion, the Board may approve educational leave without pay for applicants whose request is outside the four core professions but whose educational personal goals would further the goals of the Agency.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1); GNWT HRM 814.21

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**Approval Dates:** May 20<sup>th</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 3: Corporate Services / Human Resources

Reference: 3.202

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## **Policy Title: Educational Bursary for TCSA Employees to support Core Occupations**

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### **Policy Statement:**

The TCSA recognizes that an important role of the Agency is to build local capacity by supporting the post secondary education of TCSA staff who are Tłıchǫ citizens especially in the core professional occupations of counseling, nursing, teaching and social work. *(also see TCSA policy 3.101 Educational Leave Without Pay)*

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### **Purpose:**

The purpose of this policy is to provide an additional measure of financial support to TCSA employees on approved educational leave without pay who have been accepted in post secondary programs of study leading to becoming a counselor, nurse, a teacher or a social worker. Counselors, nurses, teachers and social workers are core positions within the Agency and Tłıchǫ staff are underrepresented in these professional occupations. Encouraging local staff to complete these programs is part of a strategy to alleviate current recruitment problems, and support the future development of culturally appropriate programs and services.

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### **Procedures:**

1. TCSA staff must be Tłıchǫ citizens to access the bursary from the Tłıchǫ Government/TCSA Post secondary student support fund;
  2. To access the bursary, eligible candidates must be approved for educational leave without pay, and show proof of acceptance from a recognized college or university program leading to NWT certification in the profession of nursing, teaching and or social work. As there is currently no NWT certification for counselors, applications under this program must be reviewed and approved by the CEO;
  3. The bursary amount of \$3000 per semester will be provided at the beginning of the first semester of the program. Bursaries will be paid for following
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semesters upon written proof of the successful completion of the previous semester;

4. The Agency requires that employees who are granted educational leave without pay and provided educational bursaries, will provide a return of service of one year for each year that they are financially supported with educational leave without pay and a bursary.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** May 21<sup>st</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 3: Corporate Services / Human Resources

Reference: 3.203

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## **Policy Title: Approval of Staffing Action**

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### **Policy Statement:**

The TCSA recognizes that an essential strategy to achieve and maintain fiscal accountability for budgets is to monitor and control staffing actions of all kinds including including indeterminate, term and casual staffing actions.

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### **Purpose:**

The purpose of this policy is to provide guidance for the approval of all staffing actions within the Agency.

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### **Procedures:**

1. All staffing actions for indeterminate, term and casual hires must be approved by the Director of the Department and, or the CEO or designate;
  2. Directors may delegate their approvals for staffing actions on a yearly or project basis to individual managers.
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### **Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1); GNWT HRM 814.21

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**Approval Dates:** May 20<sup>th</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 3: Corporate Services / Human Resources

Reference: 3.204

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**Policy Title: Selection of Contractors to deliver Cultural programs & services**

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**Policy Statement:**

The TCSA recognizes that an important role of the DEA's is to provide guidance in the selection of community contractors for projects in the schools, health centres or other areas of the Agency where community people are required on a contract basis for their cultural skills and knowledge.

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**Purpose:**

The purpose of this policy is to provide guidance for the hiring of contractors who provide cultural programming services to the programs and services of the Agency.

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**Procedures:**

1. DEA's in each community must develop and maintain lists of suitable contractors who have the skills and knowledge to deliver quality, effective and safe cultural programming as required by the TCSA ;
  2. TCSA Managers including principals, NIC's, Community Programs managers are required to utilize DEA approved lists when hiring cultural contractors;
  3. Individuals who wish to provide their services as a cultural contractor must be willing to undergo criminal record checks. A criminal record in itself does not disqualify a person from being a contractor except where the offence is related to the task required to be performed and introduces a measure of risk to the students or the program;
  4. Where lists of suitable cultural contractors do not exist or have not been updated, managers are required to consult with the DEA/ and/or the chairperson prior to employing the services of a cultural contractor;
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5. In the event of a dispute, managers will bring the matter to their Director who will work with the CEO and the appropriate Board members to resolve the matter;

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1);

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**Approval Dates:** May 20<sup>th</sup>, 2009.

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# **TCSA Policies & Procedures**

Section: Corporate Services / Support Services

Reference: 3.301

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**Policy Title:** Building & Grounds Inspections

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**Policy Statement:**

The TCSA requires individual facility managers (including Nurses-in-charge, principals and other designates) to continuously work with appropriate staff, contractors and other government departments as appropriate to identify and correct safety and/or health hazards, and repair vandalism or wear to the appearance of the facilities.

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**Purpose:**

The TCSA believes that maintaining healthy, safe and attractive conditions throughout our health centres, schools, facilities and offices is a shared responsibility of all staff.

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**Procedures:**

In order that the Tlicho Community Services Agency facilities are maintained to high standards of cleanliness, appearance and safety it is required:

1. That the manager of each health centre/ school/ facility regularly completes a building and grounds inspection with appropriate maintenance staff. The inspection should result in a work list of maintenance and custodial tasks that require attention. The list should be prioritized jointly by the manager and the maintenance staff and a time frame assigned for completion. Non-urgent projects requiring the expenditures of funds beyond normal O & M maintenance expenditures must be discussed with the Director of Corporate Services and are subject to the availability of funds and labour;
  2. That the manager of each health centre/school/facility conduct a thorough annual inspection of the buildings and grounds of each facility with appropriate maintenance staff. Items requiring major expenditures or future attention should be sent to the Director of Corporate Services.
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3. That regular inspections of all facilities be conducted by the Health and Fire inspectors. Copies of their reports must be submitted to the Tlicho Community Services Agency for discussion and appropriate action by the appropriate managers.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; May 20<sup>th</sup>, 2009.

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## Policies & Procedures

Section 3 : Corporate Services / Support Services

Reference: 3.302

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**Policy Title:**

**Vandalism**

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**Policy Statement:**

The TCSA believes that the control and correction of vandalism to Agency facilities, furniture, resources and materials is a shared responsibility of all staff.

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**Purpose:**

The experience of many jurisdictions clearly shows a positive relationship between the expectations and efforts to control vandalism and maintain the appearance of their facilities, and a significant reduction in the incidents of vandalism.

Schools, in particular, which have been successful in developing student and staff pride in their school while holding students responsible for any destructive actions are best able to maintain pleasant, attractive facilities for the enjoyment of all students, staff and community.

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**Procedures:**

1. All personnel are responsible for ensuring that furniture, facilities and Agency materials are not vandalized;
  2. All personnel should inform the facility manager in writing as soon as possible of the discovery of the vandalized appearance or utility of some part of the facility that requires custodial or maintenance attention;
  3. Facility managers are responsible to inform the appropriate maintenance or custodial staff of the necessity to clean or repair the result of vandalism, while the maintenance and custodial workers as appropriate, are responsible to give the repair or cleaning up of acts of vandalism precedence over routine maintenance and cleaning;
  4. In schools, the principal is responsible to ascertain if possible who was responsible for an act of vandalism against school property:
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- a) Students who have consciously defaced school property should face the consequences of their actions wherever possible, by working under the supervision of the teacher, the principal, the custodial or the maintenance staff to clean up their mess and repair the damages;
  - b) Teachers are encouraged to resolve simple vandalism situations on their own by having students clean and wash their marks on desks, and erase marks in text and library books;
  - c) If the damage was malicious, wantonly destructive, expensive to repair and/or part of a pattern of violence, the parents must be involved;
  - d) If students are charged under the Young Offenders Act for very serious damages, every effort should be made to ensure that if community service is part of the sentence, restitution should be made to the school in the form of the student's labour.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1998; May 20<sup>th</sup>, 2009.

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# **TCSA Policies & Procedures**

Section: Corporate Services / Support Services

Reference: 3.303

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## **Policy Title:**

## **Use of Agency Vehicles**

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### **Policy Statement:**

The TCSA provides vehicles designated for use by employees during the performance of Agency duties.

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### **Purpose:**

Vehicles owned and operated by the TCSA are required for the delivery of certain programs and services.

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### **Procedures:**

The Agency is responsible for the maintenance and fuel for TCSA vehicles, as well as registration and insurance. The following guidelines apply:

1. The vehicles assigned to each location are to be operated only by Agency employees holding valid drivers' licenses. In the case of the 15-17 passenger vans, the employees driving these vans must have a Class 4 endorsement, whether there are passengers or not;
  2. Each location/department should have one person in charge of the vehicles who ensures that all drivers have valid licenses, that the vehicle is maintained regularly, that all repairs are done, that cleaning occurs, and that there is a booking system;
  3. Employees who want to use the vehicles are required to book them in advance on the location/department booking calendars. Bookings will be made on a first come basis. The vehicle may be used only for the performance of Agency duties and/or related duties such as sporting trips for students:
    - a) In the event that more than one employee wants to use a vehicle at the same time, these employees are encouraged to work out a mutually satisfactory arrangement among themselves. If a vehicle in one location is not booked, nor required, it may be used by personnel from another Department.
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- b) In the event of conflict, the Chief Executive Officer or designate will assign the vehicle in accordance with the task which is most important to the Agency.

4. TCSA vehicles are not for personal use.

5. On-call employees may take the car home during on-call duty hours, otherwise all vehicles remain in the designated parking areas.

6. Employees, using private vehicles during business hours, when there is a Agency vehicle available, may be paid at the lower mileage rate established by the GNWT;

7. Employees who use their vehicles regularly for duty travel are obliged to notify their insurance company that their vehicle is used for business. Failure to do so may invalidate their insurance coverage in the case of an accident while on duty travel.

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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 6, 1997; May 20<sup>th</sup>, 2009.

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## **Policies & Procedures**

Reference: 3.401

Section 3: Corporate Services / Information Technology Services

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### **Policy Title:**

### **Computer Software Piracy**

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#### **Policy Statement:**

The TCSA respects the intellectual work and property of others and will not tolerate the unauthorized copying of computer software and its use on TCSA computers and the Agency network.

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#### **Purpose:**

The copying of computer software is both unethical and illegal. Staff, or students attending TCSA schools, who make, acquire or use unauthorized or pirated versions of computer software may be subject to Agency disciplinary actions as well as legal action by the copyright owner. The Agency will not provide legal indemnification or defense for employees or students who violate this policy.

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#### **Procedures:**

1. IT staff from Corporate Services licenses the use of all approved computer software used on TCSA computers and servers from a variety of software companies. The Agency does not own this software or its related documentation and unless authorized by the software developer, does not have the right to reproduce it except for backup purposes and fair use;
  2. TCSA employees shall use the software only in accordance with the license agreements;
  3. TCSA employees and students shall not download or upload illegal software over the internet on TCSA computers, or over the TCSA network;
  4. TCSA employees or students learning of any misuse of software or related documentation within the Agency shall notify their manager, or teacher as appropriate. Any doubts about the use of any software program should be discussed with the appropriate IT staff in Corporate Services;
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5. According to applicable copyright law, employees or students involved in the illegal reproduction of software can be subject to civil damages and criminal penalties including fines and imprisonment. The TCSA does not condone the illegal duplication of software, and employees or students who make, acquire or use illegal copies of computer software on TCSA computers, or the TCSA network, shall be disciplined as appropriate.

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**Authorities:**

Copyright Act 1997; TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** 1993, revised 1999, revised 2007; May 20<sup>th</sup>, 2009.

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## **Policies & Procedures**

Reference: 3.402

Section 3: Corporate Services / Information Technology Services

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### **Policy Title:**

**Computer Software and Hardware Purchasing**

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### **Policy Statement:**

The TCSA requires that all Agency owned computing equipment, peripherals and software including grant and third party funded equipment, are acquired based on standards developed by the joint TG/TCSA IT Committee, and purchased from an approved supplier through approved IT Support Services staff with Corporate Services at the TCSA.

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### **Purpose:**

The TCSA recognizes that to provide adequate support to all Agency owned IT equipment, ensure compatibility and achieve economies of scale, standard hardware and software platforms must be identified, acquired and maintained. A joint IT Working Group Committee (*see Terms of Reference*) chosen by the TEO of the Tlicho Government and the CEO of the TCSA will develop minimum standards for computers, computer infrastructure and software. Minimum standards are upgraded periodically.

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### **Procedures:**

1. The joint IT committee will publish a list of required hardware and supported software. Some hardware and software items will not be fully supported by IT support services. Full support includes training, documentation, installation, upgrades, troubleshooting, problem solving and repair;
  2. IT Support Services will, upon request provide assistance to departments and individuals in planning how information technology can be used, and consultation regarding equipment and software purchasing;
  3. IT Support Services purchases equipment that is compatible with the TCSA network or any other components of the technology infrastructure as necessary;
  4. IT Support Services will purchase the hardware and software with departmental or grant funds authorized by the requesting manager, Director or CEO;
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5. Requests for non-standard equipment for non mission-critical infrastructure must be submitted to the Director of Corporate Services for purchasing approval. When non-standard equipment is approved, the IT support services staff reserve the right not to provide support for the hardware or software;

6. Supplies such as CD's, DVD's, USB flash data memory storage devices, inkjet or toner cartridges for printers, printer paper, replacement mice and batteries are to be funded by departmental budgets and purchased locally by each department, school or health centre.

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**Authorities:** Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 13(1)

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**Approval Dates:** 1998; May 20<sup>th</sup>, 2009.

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## **Policies & Procedures**

Reference: 3.501

Section: 3.5 Corporate Services / Post Secondary Student Support

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### **Policy Title: Grants for Post Secondary Students**

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#### **Policy Statement:**

The Tłıchǫ Government recognizes that economic stability—the ability to get and hold jobs—is essential for development of healthy and happy families. It also recognizes that, to an ever increasing degree, more and more jobs require a post-secondary education. The Tłıchǫ Government encourages residents to pursue a post-secondary education and it provides support for them to do it.

Therefore the Tłıchǫ Government has directed the TCSA to design and deliver a post secondary student support program using TG funding.

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#### **Purpose:**

The purpose of this program is to support the post-secondary education of Tłıchǫ citizens by providing financial grants, and to do it in a manner that also builds capacity within local Tłıchǫ communities.

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#### **Procedures:**

##### **Criteria and definitions**

To be eligible for financial grants, individuals must meet the following criteria

1. They must have Tłıchǫ citizenship;
2. They must be residents of a Tłıchǫ community. Residents are those who can demonstrate that their primary residence is in a Tłıchǫ Community;

Those who are non-residents, but of Tłıchǫ ancestry, may also receive assistance. Non-residents are Tłıchǫ individuals whose principal residence is outside a Tłıchǫ community but still within Canada. However their entitlement is less than that of residents;

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3. As many of our students are also parents, they are also eligible for some funding for their children. Students who are residents can claim dependents only if the dependents are their own children or have been legally adopted;
  4. Individuals must be in, or about to enter, a post-secondary institution. A post-secondary institution is one that accepts a student who has a Grade 12 certificate or has passed a trades entrance exam, or who is entered into a pre-employment or access program. Courses from these institutions might be delivered in their home communities, or require travel elsewhere;
  5. ***Those individuals who are in an Adult Basic Education Programs (ABE) are not eligible for post secondary student support.***

#### ***Funding Allocations***

#### ***Per Semester***

- Permanent Residents with dependents \$2000.00
- Permanent Residents without dependent \$1500.00
- Non-permanent Residents \$1000.00
- A Christmas Bonus of \$500 is provided to students who are enrolled in a post secondary institution immediately prior to, and following the Christmas season.

#### ***Appeal Process***

Those individuals who are unhappy with the decision of the staff delivering the program have the right to appeal in writing directly to the TCSA Board.

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#### **Authorities:**

TCSA Act 13; Tłıchǵ Intergovernmental Services Agreement 3.2 c), 4.5

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Reference: 3.502

Section: 3.5 Corporate Services / Post Secondary Student Support

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### **Policy Title: Scholarships for Post Secondary Students**

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#### **Policy Statement:**

The mining companies operating within the Tlicho Territory are providing funding for scholarships to Tlicho residents who wish to pursue studies at the post-secondary level.

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#### **Purpose:**

The purpose of these scholarships is to encourage academic excellence within the impacted (by the mining companies) Tlicho communities. These scholarships will assist in preparing Tlicho people for future leadership positions within mining and other industries.

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#### **Procedures:**

##### ***Criteria and definitions***

**BHP Billiton** provides 4 scholarships of \$5000 each to full time/course load university students who are working towards completing an undergraduate degree, Masters or PhD degree.

**Diavik Diamond Mines** provides two different types of scholarships:

- a) *College Diploma Program Scholarships*: 10 scholarships of \$3000 each. They are awarded to full-time/course load college students and working towards completing a diploma program;
  - b) *University Degree Program Scholarships*. 4 Scholarships of \$5,000 each to full-time/course load students who are permanent residents and working towards completing an undergraduate, Masters or PhD. degree.
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The criteria for these scholarships include the following:

1. Tlicho citizenship;
2. Enrolled in a full-time Canadian College post-secondary institution;
3. A competitive Grade Point Average and overall academic performance;
4. The deadline for Scholarships is July 15 of each year;
5. Permanent residency is required for the Diavik scholarships. It is not required for the BHP scholarship;
6. Recipients for BHP Scholarships may receive a scholarship for up to 4 years. Recipients for Diavik scholarships may receive scholarships for up to 3 years;
7. Recipients for scholarships must apply annually.

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**Authorities:**

TCSA Act 13; Tłıchǫ Intergovernmental Services Agreement 3.2 c), 4.5

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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**Policy Title: Intercession & Summer Session Student Support**

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**Policy Statement:**

The TCSA recognizes that post secondary students may be required and/or interested in continuing their studies during the spring and summer months. Therefore, the TCSA is committed to provide some reimbursement of tuition/course fees.

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**Purpose:**

The purpose of this policy is to provide financial assistance to post secondary students during coursework offered in the spring and summer months.

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**Procedures:**

The reimbursement will be based on the following criteria:

- 1) The student is enrolled as full time intersession and/or summer session student at an approved accredited technical institution, college or university;
  - 2) The student must inform the TCSA prior to the beginning of the intersession and/or summer session they are intending to take;
  - 3) The student must provide official documentation of acceptance/enrolment of the intersession and/or summer session courses;
  - 4) The maximum amount of reimbursement will not exceed 75% of tuition/course fees.
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**Authorities:**

TCSA Act 13; Tłıchǫ Intergovernmental Services Agreement 3.2 c), 4.5

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Reference: 3.504

Section: 3.5 Corporate Services / Post Secondary Student Support

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### **Policy Title: Trades Apprenticeships Student Support**

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#### **Policy Statement:**

The TCSA recognizes that apprenticeships for trades are very important to the development of the North and the Tłıchǫ communities and has therefore developed a system to assist all Tłıchǫ student apprentices.

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#### **Purpose:**

The purpose of this policy is to provide financial assistance to students in trades apprenticeships while at college studying their coursework.

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#### **Procedures:**

The system will follow the Annual Basic Grants system and student apprentices will only be allocated money **based on the period of time that they are away at school**. Example: an electrical student with dependents who attends an eight week program at NAIT would receive:

The Basic Grant = \$2,000.00 per semester (four month) whereas the apprenticeship course length is equal to 50% of a four month semester. Therefore a trades apprenticeship student with dependents will receive \$1000 for attending his/her course.

To be eligible for these grants, the applicant must meet the following criteria:

1. Must be a Tłıchǫ citizen;
  2. Must submit a copy of the official letter of acceptance from the Registrar's Office of the educational institution where studies will take place, and a letter from the Apprenticeship Board Office which states that the student is enrolled in an apprenticeship program.
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**Authorities:** TCSA Act 13; Tłıchǫ ISA 3.2 c), 4.5

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Reference: 3.505

Section: 3.5 Corporate Services / Post Secondary Student Support

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### **Policy Title: Grade 12 Graduate Academic Achievement Awards**

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#### **Policy Statement:**

The TCSA recognizes the importance of the grade 12 diploma. Finishing high school and continuing on to post-secondary institution is crucial in preparing Tlicho people for careers and leadership positions within the Tlicho region.

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#### **Purpose:**

The purpose of this policy is to encourage and provide an incentive for all recent grade 12 graduates to pursue a post-secondary education at a technical institution, college or university and to encourage students to strive for academic excellence.

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#### **Procedures:**

A total of ten (10) awards, each valued at \$750.00 for a total of \$ 7,500.00 will be distributed every year. Eight out of ten awards will be allocated for students whose permanent home is in one of the four Tlicho communities. Two of the ten awards will be allocated for Tlicho students living outside the Tlicho region.

The criteria for the grade 12 graduate academic achievement awards are as follows:

1. The student must be a Tlicho citizen;
  2. The student must be completely finished their high school required courses and have obtained their official high school diploma;
  3. The student must show proof that they are enrolled in a full time post-secondary technical institution, college or university for the following school year;
  4. Copy of the student's official high school transcript is required,
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5. The deadline for the scholarship is **July 15** of each year.

The TCSA will review all appropriate applicants' transcripts and the ten students who have the highest Grade Point Average (GPA) will be awarded \$ 750.00 each.

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**Authorities:**

TCSA Act 13; Tłıchǫ Intergovernmental Services Agreement 3.2 c), 4.5

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 4: Programs & Services/ Integrated Services

Reference: 4.100

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**Policy Title:** Confidentiality and Information Sharing

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**Policy Statement:**

People who receive TCSA services, and share information with the Agency have a right to expect that staff will keep the information confidential. At the same time clients need to share information in order for our staff to serve them properly. The challenge for our organization is to safeguard the client's right to confidentiality, while ensuring that staff receive the required information to serve the client.

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**Purpose:**

The purpose of this policy is to ensure client confidentiality and, at the same time, provide required access to information in a manner that is acceptable to the person seeking services and consistent with relevant legislation.

This policy applies to staff, board members, contractors, volunteers and researchers.

**Principles**

1. Personal information provided by those seeking services must be kept confidential. Exceptions are:
    - a) Cases in which there is a legal requirement to reveal information (e.g. child abuse)
    - b) Cases in which the person is in danger of harming himself/herself or others (e.g. suicide risk)
    - c) Emergency health situations where the person is unconscious, in a critical state, or, in the opinion of staff, is unable to make a rational decision about the release of information (e.g. drug overdose).
  2. Care-givers must have access to personal information that is relevant to the services being provided;
  3. Clients must have access to their own medical records if access is requested, under the conditions presented in the *Access to Information and Protection of Privacy Act* and may share this information with whomever they like, including
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traditional healers and other providers of alternate therapies;

4. The TCSA may share personal information with its various units within the organization. The sharing of information should be consistent with the purpose for which the information was collected and on a "need to know" basis;

5. Agencies or organizations outside of the TCSA must have the written consent of clients for the release of information (Release/Exchange of Information form).

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### **Procedures:**

#### **Confidentiality**

1. All staff, at the beginning of their employment will be required to sign a declaration of confidentiality;

2. Board members, during and after their term of office, are required to sign a declaration of confidentiality. They must keep confidential personal information they may receive in the course of their duties, including personnel information;

3. Interpreter/Translators in roles of communicating information between client and service provider, or service provider and client must keep confidential personal information that may receive in the course of their duties, including personnel information.

#### **Sharing of Information**

1. In the initial meeting with a person seeking services, where personal information is required, the caregiver must explain that personal information will be kept confidential but that staff must have access to required information. If the client is to be referred, or if personal information is to be discussed during a case conference, he/she will be asked to sign a *Consent for Release/Exchange of Information* form. If the initial contact is by telephone, the person will be asked to sign a consent form at the first face to face meeting;

2. In regard to access to information about children in care, staff will be guided by the requirements of sections 70-74 of the NWT *Child and Family Services Act*;

3. Requests for information about clients from Third Parties (e.g. criminal justice officials, media, employers, companies, government agencies not directly involved with TCSA-related services to clients) shall be referred to the CEO or his/her representative.

#### **Data Collection**

1. The TCSA will not collect information about clients beyond what is required and relevant to the delivery of TCSA services;

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**Breach of Confidence.**

1. It is a breach of confidence to:

- a) Discuss any confidential information, acquired while employed or working with the TCSA where it may be heard by individuals who are not authorized to have access to the information;
- b) Provide confidential information or records to unauthorized persons;
- c) Leave confidential information in written form or displayed on computer terminals in a location where it may be viewed by unauthorized persons.

2. To guard against inadvertent access to personal information: files containing confidential information, when no longer in use, shall be shredded; staff will activate computer screen-savers to protect against the viewing of personal information;

3. Managers will investigate all incidents or complaints about breaches of confidentiality. A breach of confidence may be grounds for staff to be disciplined or terminated.

**Security**

1. All personnel information about staff and personal information about clients will be kept in locked file cabinets and secure storage areas. Only authorized personnel shall have access to these files and records.

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**Authorities:**

TCSA Act 13; Education Act, 29, 30,117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1) Access to Information and Protection of Privacy Act (2005) section 5,6,43, 48; Child and Family Services Act (1996) section 8,9,71-74.

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 4: Programs & Services/ Integrated Services

Reference: 4.110

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**Policy Title:** **A Positive Work Environment & Staff Interactions with Abusive Community Members**

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**Policy Statement:**

The TCSA recognizes that staff must be able to perform their responsibilities in a positive work environment free from threats of verbal or physical abuse, bullying, and /or harassment from members of the community.

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**Purpose:**

On occasion, TCSA staff must be protected from threats of verbal or physical abuse, bullying and/ or harassment from members of the community. These negative behaviours are always counterproductive to the best interests of our communities, causing undue stress in TCSA staff, potentially making the community an undesirable place to live and work, and consequently endangering our programs and services. This policy recognizes the valuable contributions to our communities provided by our staff through the delivery of essential health, social and education programs and services in a positive work environment.

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**Procedures:**

1. Staff who are faced with a person(s) causing a workplace disturbance using verbal or threats of physical abuse, bullying and/or harassment will inform the individual(s) that they must continue the conversation in a calm, reasonable, and positive manner or the staff member will refuse any further contact with the individual at that time. If the technology is immediately available, staff must inform the person causing the disturbance that their threats and verbal abuse are being recorded;
  2. If the staff member continues to feel threatened during the encounter they are to refuse any further contact with the individual at that time, and call their manager for support and assistance;
  3. Staff are required to report all threats by individuals to cause physical harm or other damage or abuse to the RCMP as these threats may be considered assault under the Criminal Code of Canada;
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4. Managers will report all incidents of verbal or physical abuse, bullying and/ or harassment from members of the community in writing to the CEO, who will ensure that Board members are informed of incidents through regular management briefings at Board meetings;

5. Reports of multiple (2) incidents of verbal or physical abuse, bullying and/or harassment by a single individual will be reviewed by a special committee made up of Agency management, Board members and others as appropriate, to determine further action and/or possible intervention by the Agency;

6. Managers, with the approval of their Director and/or CEO, may install either video surveillance cameras, or audio recording devices in public common areas or to record after-hours emergency telephone conversations where a reasonable level of client privacy does not exist, for the purpose of enhancing staff safety;

7. Individuals who feel they have legitimate complaints with the provision of any programs and services under the authority of the TCSA may file a complaint to the CEO and or Chairperson and this complaint shall be investigated and reviewed in a timely manner. (*See TCSA Policy "Complaints about Program and Services & Appeal of Decisions"*)

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**Authorities:** TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 13(1)

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**Approval Dates:** May 20<sup>th</sup>, 2009.

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## Policies & Procedures

Section 4: Programs & Services/ Integrated Services

Reference: 4.111

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**Policy Title:**                    **Complaints about Programs & Services and Appeal of Decisions**

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**Policy Statement:**

The TCSA recognizes the need to be accountable to the public. Community members have the right to express concerns about programs and services with the expectation of having a review and getting a response. In certain instances, people also have legal rights under Government of the NWT legislation to appeal decisions made by the TCSA to the appropriate Minister. Appeals regarding Tlicho Government sponsored programs and services delivered by the TCSA may be directed to the Grand Chief.

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**Purpose:**

The TCSA is committed to providing safe, effective and quality programs and services to the members of the Tlicho communities. Appropriate review and response to complaints as well as monitoring trends with respect to the nature of complaints and then planning and implementing improvements is an integral part of our quality improvement program. This policy will assist the Agency to improve our services by learning from the experiences of our students and their parents, clients and patients. Complaints and concerns about programs and services assist us in identifying areas of care, service or education that must be monitored or improved. An analysis of these trends supports the Agency in developing strategies for resolving the problems and/ or misunderstandings at the root of many complaints.

Guiding principles for the review and response to concerns and complaints about TCSA programs and services include the following:

1. Every person affected by the decisions and policies of the Agency has a right to make a complaint, and to expect that there is a fair process to hear and resolve their complaints. Every person may also have a formal right of appeal to the appropriate Minister of the Government of the NWT as prescribed by existing legislation such as the Mental Health Act, Safety Act, Nursing Profession Act, Child and Family Services Act, Education Act etc;

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2. Every person has the right to advocacy and support throughout the complaint process. Advocacy is recognized and supported by the TCSA as a means to support improved communication with individuals, and potentially lead to an informal and more timely resolution;

3. The complaint process will be client centered and will accommodate and be sensitive to the individual's age, gender, capacity, language ability and cultural background.

4. All TCSA staff are responsible for client satisfaction;

5. Resolution to complaints and concerns should be encouraged at the local level before proceeding to more formal stages in the process;

6. No administrative or systemic barriers must be allowed to interfere with the timely resolution of the complaint process, and no-one will be subject to reprisals as a result of initiating a complaint;

7. Staff and managers must recognize the need to re-examine significant decisions if community concerns are expressed, while being sensitive to the rights of the staff whose work may be under review;

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**Procedures:**

1. Staff will attempt to resolve all simple complaints as soon as they are brought to their attention. Staff who cannot resolve the complaint or concern must refer the complaint/complainant to their immediate manager;

2. All managers are expected to treat complaints or concerns respectfully and seriously by reviewing the circumstances of the complaint, making a determination, and providing a response to the complainant;

3. All complaints will be dealt with in a timely manner. A review and response will be conducted as soon as possible and in any case take no longer to complete than 15 days from the date of the receipt of the complaint or concern;

4. Documentation of a complaint is kept in a secure location during the review and follow-up process and photocopies are kept to a minimum. Documentation of a complaint is NOT placed in a student or client file, or patient chart;

5. Any high risk concerns or complaints, or unresolved complaints or concerns which are likely to result in political or media involvement must be brought to the attention of the CEO as soon as possible;

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6. Board members who learn of a complaint or a concern about TCSA programs and services are encouraged to refer the complainant to the appropriate local manager. If the complainant is unwilling, the Board member should refer the complaint or concern to the Chief Executive Officer;

7. The TCSA will provide the services of a bilingual staff member who will be available to assist individuals who require advocacy and support through the complaint process. This service will be advertised in all facilities and through the media on a regular basis;

8. The release of any personal information related to the investigation of a complaint will be subject to the Access to Information and Protection of Privacy Act;

9. Summaries of complaints will be used for the development and implementation of a TCSA quality assurance program.

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**Authorities:** TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 13(1); Access to Information and Protection of Privacy Act

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**Approval Dates:** May 20<sup>th</sup>, 2009.

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# **TCSA Policies & Procedures**

Section 4: Programs & Services/ Integrated Services

Reference: 4.120

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**Policy Title:** **Serving Traditional Tlicho Foods & Wild Game  
In our Facilities**

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**Policy Statement:**

The TCSA believes that traditional Tłıchǫ foods and wild game must be a regular part of the diet in Agency facilities where food is served on a daily basis.

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**Purpose:**

The purpose of this policy is to ensure traditional foods including wild game and fish are stored, examined, prepared and served safely by TCSA staff as part of a healthy diet served to clients in the Jimmy Erasmus Seniors Home in Behchoko, and meal programs for students in our schools and early childhood programs.

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**Procedures:**

1. Managers will apply to the GNWT Department of Environment and Natural Resources for a permit to serve wild meat (no permit is required for fish) for each facility which serves food on a regular basis to clients, or students;
  2. All menus for the regular serving of food in our facilities will be developed by staff in consultation with dietitians and approved by senior managers. Each menu will include traditional Tłıchǫ foods and wild game and fish when in season, and available;
  3. Regular training as necessary on the storing, examination, preparation and serving of wild meat and fish for serving in TCSA facilities will be provided to staff who prepare food;
  4. Staff will accept graciously all gifts of traditional food by community residents. Gifted food will be stored in a manner as to preserve the food until such time as it can be examined, prepared and served.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 13(1)

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**Approval Dates:** October 13, 2007.

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# **TCSA Policies & Procedures**

Section 4: Program & Services / Education

Reference: 4.301

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## **Policy Title: School Year Calendar**

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### **Policy Statement:**

The TCSA recognizes that a perpetual, common school year for all the schools in the region is a benefit to the planning and coordination of educational programs and services.

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### **Purpose:**

A perpetual, common school year is a benefit to the planning and coordination of programs and services by removing questions about when school will or will not be in session. Common school calendars benefit families with children in more than one school especially in Behchoko, and staff who plan travel around school sessional days. Common school calendars enable more effective collaboration between schools within the district, between school districts and assist with long term planning between the Agency and the Tlicho Government.

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### **Procedures:**

The CEO (superintendent) will annually submit a common school year for the Tlicho schools that adheres to the following criteria:

1. The school year will have no more than 570 hours instructional time in the kindergarten, no less than 997 instructional hours for grades 1-6, and no less than 1045 instructional hours for grades 7-12 with an additional 2.5 administration days and five (5) professional development days for instructional staff. The total number of days will not exceed 195 days;
  2. The school calendar will normally begin on the Thursday of the third week of August;
  3. The school calendar will end on a date in June that includes the writing of grade 12 Departmental examinations in the school with grade 12 students;
  4. Christmas holidays will begin no later than December 19<sup>th</sup> and will usually be no less than 15 calendar days;
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5. Winter break will be 10 school days and normally will be the 3<sup>rd</sup> & 4<sup>th</sup> week of March except in an Arctic Winter Games year when the break will be during those weeks;

6. All other holidays will be as per the statutory holidays including Labour Day, Thanksgiving Day, Remembrance Day, Good Friday, Easter Monday, Victoria Day and National Aboriginal Day;

7. The school calendar for the following school year will be reviewed by the Agency prior to the end of March in the preceding school year. On occasion, slight deviations from a strict interpretation of the policy may be required and this can be discussed and approved at this time.

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**Authorities:**

TCSA Act 13; Education Act, 117.

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**Approval Dates:** 1998; Revised May 20<sup>th</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 4: Program & Services / Education

Reference: 4.302

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## **Policy Title: Inclement Weather, Student Safety & School Closures**

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### **Policy Statement:**

The TCSA recognizes both the Agency and parents share responsibility for the safety of children traveling to school from home, and home from school during periods of storms, poor visibility, extremely low temperatures, extremely high wind chill factors and other inclement weather conditions.

Ultimately the responsibility to decide whether conditions are safe to send a child to school or not rests with the parent. The responsibility to send children home safely rests with the school. However the Agency recognizes that some children will attend school irregardless of the weather conditions and for the safety of these children, schools should not be closed during inclement weather conditions.

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### **Purpose:**

The purpose of this policy is to provide clear guidelines to managers to ensure the safety of school children during inclement weather conditions.

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### **Procedures:**

1. Schools should remain open on all sessional days irregardless of inclement weather conditions. All school staff are required to be on duty;
  2. In Behchokò, the principal and the bus manager may jointly determine that it is unsafe to operate school buses between Edzo and Rae when it is -45 C. or below. The school(s) will remain open if bus services are cancelled:
    - a) The principal will inform as many parents as possible of a decision to cancel bus service through the use of regional media outlets such as CBC radio, CKLB FM in Yellowknife and others as appropriate;
  3. Principals must take extra caution sending children home from school during inclement weather conditions by arranging responsible accompaniment home for
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younger children by older brothers or sisters, relatives or staff or calling parents to pickup their children.

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**Authorities:**

TCSA Act 13; Education Act, 117; NWTTA/GNWT Collective Agreement 22.02

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**Approval Dates:** 1992; Revised 1998; Revised May 20<sup>th</sup>, 2009.

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## **Policies & Procedures**

Section 4: Programs & Services / Education

Reference: 4.303

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**Policy Title:**                      **Emergency Evacuation Procedures for Schools**

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**Policy Statement:**

The TCSA recognizes that a timely and orderly emergency evacuation of the school building in an emergency is necessary to ensure the safety of staff and students. Each school must develop and routinely practice emergency evacuation procedures to ensure that both staff and students are ready to evacuate the school safely in the event of an emergency.

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**Purpose:**

The purpose of this policy is to ensure the safety of staff and students through the development and routine practice of a school based emergency evacuation plan.

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**Procedures:**

1. The principal shall ensure that a school wide emergency evacuation plan exists for the school. The principal shall make every effort to work in cooperation with parents, staff and interagency support services in order to revise an existing evacuation plan or to develop a new school evacuation plan;
  2. School evacuation plans should identify an emergency shelter for students, staff and visitors in the event of an evacuation during extreme weather conditions. Special care must be taken by principals when elders are in the building;
  3. The principal shall have four fire drills/emergency exit drills during each school year. Two fire/evacuation drills will take place during the fall and two will take place during the spring;
  4. The principal shall report on fire/evacuation drills in month end reports to the district board office;
  5. The principal shall maintain documentation of fire/evacuation drills, note
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evacuation time and any concerns regarding routines, practice or equipment pertaining to the evacuation drill;

6. Concerns shall be addressed and corrected in a timely manner;
  7. In communities where there is a fire department, evacuation drills should be arranged in conjunction with the fire chief when possible.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Section 4: Programs & Services / Education

Reference: 4.304

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### **Policy Title:                      Emergency Lockdown Procedures for Schools**

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#### **Policy Statement:**

The TCSA has an obligation to ensure reasonable measures are established and practiced in order to protect students and staff in the event of an internal or external threat to their safety.

The TCSA recognizes the need to ensure student safety during a school emergency by timely and orderly action by all staff and students. Each school must develop and routinely practice emergency lockdown procedures in order that both staff and students are ready to effectively respond to an internal or external threat requiring the staff and students to hide from danger until the threat is removed.

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#### **Purpose:**

The purpose of this policy is to ensure student and staff safety by providing clear guidelines for the development and routine practice of a school based lockdown plan.

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#### **Procedures:**

1. The principal shall ensure that an emergency lockdown plan exists for the school. The principal shall make every effort to work in cooperation with parents, staff and interagency support services in order to revise an existing lockdown plan, or to develop a new school lockdown plan;
  2. The principal shall provide a copy of the lockdown plan to the TCSA on an annual basis in September;
  3. The principal shall have two lockdown drills during each school year;
  4. The principal shall report on lockdown drills in month end reports to the district board office;
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5. The principal shall maintain an emergency response binder of lockdown drills, noting any concerns regarding routines, practice or equipment pertaining to the lockdown drill. Concerns shall be addressed and corrected in a timely manner;
  6. In communities where there is a police detachment, lockdown drills should be arranged in conjunction with the police department, or if possible coordinated with an expected community visit by a police office;
  7. The principal may provide the nearest RCMP detachment with a copy of the school lockdown policy.
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**Authorities:**

TCSA Act 13; Education Act, 117; Hospital Insurance & Health and Social Services Administration Act, 10(10), 13(1)

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Section 4: Programs & Services / Education

Reference: 4.305

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**Policy Title:** **Safe Schools & Security Surveillance Cameras**

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**Policy Statement:**

The TCSA has the responsibility to foster a safe school environment for students and staff, and to make every effort to protect school property from theft, trespassing and vandalism. The Agency recognizes that video surveillance can be a valuable tool for addressing vandalism, theft and inappropriate student behavior in the school setting, if reasonable privacy concerns are addressed.

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**Purpose:**

The purpose of this policy is to provide clear guidelines for the use of video surveillance equipment in schools for the purpose of protecting school property and fostering a safe school environment while addressing legitimate privacy concerns.

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**Procedures:**

1. With the permission of the Director and/or CEO, the school principal may install and use video cameras to monitor and/or record activity within schools and on school buses;
2. The principal is responsible for the proper implementation and control of the video surveillance system in the school setting;
3. The principal or site manager is responsible for the proper use of video cameras on school buses;
4. The operation of a video surveillance system shall be in compliance with all territorial and federal legislation;
5. Video surveillance cameras shall only provide surveillance of areas where a reasonable level of privacy does not exist, such as, but not limited to hallways, classrooms or a school bus. The CEO may grant a temporary short-term exception to this rule;
6. Video surveillance camera locations shall be visible to the public and notification must be displayed to make the public aware of the video surveillance camera system. The CEO may grant a temporary short-term exception to this stipulation;



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7. Only the CEO, school principal and/or a regional and/or school assigned designate shall have unlimited access to monitoring stations, recording devices and recordings.
  8. Limited viewing, so long as the viewing does not unduly infringe on a third parties right to privacy, may be granted by the school principal under the following circumstances in the presence of a school administrator and in accordance with the Access to Information and Protection of Privacy Act:
    - a) Parents and their advocate may view a segment of a recording that includes their child/children at the request of the parents;
    - b) Adult students and their advocate may view segments of a recording relating to the student in question at the request of the student;
    - c) A staff member facing disciplinary action, and the staff member's union or advocate may view segments of a recording relating to the staff member in question at the request of the staff member;
    - d) Staff or agents responsible for the technical maintenance and operation of the surveillance system may have temporary access to the surveillance camera monitoring stations, recording devices and recordings;
    - e) RCMP may view segments of a recording in the interest of public safety or in response to a criminal investigation;
  9. The RCMP may be granted a permanent video link to the surveillance system for the purpose of protecting the wellbeing of students, staff and responding officers in the event of a life-threatening incident;
  10. The principal may provide a copy of a surveillance camera recording to the CEO, GNWT Risk Management, the RCMP;
  11. When an incident raises a prospect of a legal claim against the TCSA, the superintendent or designate shall send a copy of relevant recordings to Risk Management;
  12. Videotape and digital recordings shall be erased within one month unless they are being retained at the request of the principal, superintendent, a staff member or parent for student documentation related to a specific incident, or transferred to Risk Management or the RCMP;
  13. Videotape and digital recordings retained under section 10 shall be erased as soon as the incident in question has been resolved. If the tape has been used in the making of a decision about an individual, then the tape must be kept for a minimum of one year as required by the Access to Information and Protection of Privacy Act, unless earlier erasure is authorized by or on behalf of the individual;

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**Authorities:**

TCSA Act 13; Education Act, 117 ; Access to Information and Protection of Privacy Act

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Section 4: Programs and Services /Education

Reference: 4.308

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### **Policy Title: Student Suspensions & Expulsions**

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#### **Policy Statement:**

The TCSA recognizes that a safe, respectful and caring school environment is essential for student learning.

To meet this goal, it is important that there be consistent and systematic consequences in response to inappropriate student behavior. These must be combined with appropriate creative practices involving school staff, interagency support and parents working together as a team to address and change inappropriate student behavior.

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#### **Purpose:**

The TCSA believes that the application of proactive best practices to encourage appropriate student behavior is necessary in order to foster the development of a safe, respectful and caring school environment. However, it is equally recognized that suspensions and expulsions remain an option for principals when student behavior meets the criteria as identified in section 35 (1) of the Education Act, in order to promote and maintain a safe, respectful, caring and effective learning environment. The purpose of this policy is to provide clear guidelines for student suspensions and expulsions.

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#### **Procedures:**

1. The principal may suspend students for a period of one to five days for inappropriate student conduct as identified in section 35. (1) of the Education Act.
  2. Suspensions six days to a maximum of twenty days must have the approval of the Superintendent or a designate and must include conditions in accordance with section 35(3) of the Education Act.
  3. The principal shall inform the parents of the suspension, provide a written notice of the suspension to the parents, the classroom teacher, the DEA chairperson and the Superintendent or designate.
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4. A suspension letter must describe the offence, note the violation in accordance with section 35. (1) of the Education Act, the time and date of the suspension, the time and date the student will return to school and inform the parents of their right to appeal the suspension in accordance with section 39 and section 40 of the Education Act.
  5. In circumstances of repeat suspensions, the school principal shall refer the student to a school counselor if available, and notify the parents of the referral in writing. The principal may inform the parents of services that may benefit the student.
  6. Suspension letters are maintained on the students' cumulative record for a period of three years.
  7. When it is in the opinion of the principal that a student should be expelled for the remainder of a school term or the remainder of a school year, the recommendation must be made to the Superintendent or designate, who will investigate the matter to determine whether the expulsion is appropriate, make a decision and notify the principal, the parent and the District Education Authority.
  8. The principal shall ensure that every effort is made to cooperate and work with parents, school staff and other support agencies as a team in order to meet the needs of students that experience habitual reoccurrences of suspension level offences in order to foster the implementation of appropriate and effective proactive student behavior strategies in the school setting.
  9. The student or the parent of the student may appeal a suspension or expulsion in accordance with section 39, 40 and 43 of the Education Act.

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**Authorities:**

TCSA Act 13; Education Act, 35, 36, 39, 40, 43;

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 4: Program & Services / Education

Reference: 4.309

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## **Policy Title:**

## **Equipment for Cultural Programs**

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### **Policy Statement:**

The TCSA has a mandate to operate on the land culture programs designed to teach students the traditional activities, skills and values of the Tlicho people. These programs require equipment such as boats, snowmobiles and power saws.

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### **Purpose:**

The purpose of this policy is to provide clear guidelines for the operation, maintenance and intended use of school culture equipment.

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### **Procedures:**

1. Principals may consider the purchase or rental of equipment to support cultural programs depending on the circumstances;
  2. The principal of each school or designate, shall be responsible for the routine inspection and maintenance of all culture equipment, and shall not use equipment that is unfit for safe operation until appropriate repairs can be made to the equipment;
  3. The operation of culture equipment shall comply with local, territorial and federal laws;
  4. Students shall use and be instructed in the appropriate use of safety equipment and clothing as deemed necessary by the particular activities the students will be engaging in, such as properly using life jackets, snowmobile helmets and appropriate outdoor clothing;
  5. The principal may grant the use of culture equipment for the purpose of TCSA staff professional development and for TCSA organized culture programs;
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6. Equipment for Cultural Programs is to be used only for educational purposes to support TCSA programs and shall not be loaned to individuals for personal use;
  7. The principal may grant the use of school equipment to support community culture based educational initiatives.
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**Authorities:**

TCSA Act 13; Education Act, 117.

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## Policies & Procedures

Section 4: Programs & Services / Education

Reference: 4.310

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### Policy Title:

**Student Excursions**

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### Policy Statement:

The TCSA recognizes that school sponsored student excursions provide students with real life experiences that are not available in the classroom while parents expect quality, safe education for their children. For this reason, student safety must be a priority when planning student excursions.

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### Purpose:

The purpose of this policy is to ensure the safety of students on field trips by providing planning guidelines and requirements for school staff.

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### Procedures:

The principal shall ensure that all staff planning and implementing student excursions follow these requirements:

1. A lead teacher must be identified for each school trip;
  2. When planning a school sponsored student excursion every reasonable effort shall be made to accommodate the special needs of every learner in a manner that allows all students to safely and effectively participate in the event;
  3. Appropriate transportation and/or accommodations must be arranged prior to a student excursion in addition to making sufficient arrangements to cover all costs pertaining to the event;
  4. A GNWT Risk Management Student Excursion form shall be completed and submitted to the superintendent by the principal or designate prior to any student excursions that transport students by any type of vehicle. The signing of the Risk Management Student Excursion form notes the principal's approval of the event;
  5. Excursions outside of the Northwest Territories require pre-approval from the superintendent in addition to his/her signature on the Risk
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Management Student Excursion form;

6. A parent-guardian consent form is required for each student participating in a school sponsored student excursion;
7. A principal may provide parents with a local field trip consent form that covers all local field trips within the community for a period of one school year for school sponsored student excursions that do not require the transportation of students and still require notification to the parents in advance of any such event;
8. A consent form is required for each volunteer that participates in a school-sponsored excursion;
9. A travel form is required for each staff member that supervises or otherwise participates in a school sponsored excursion that takes place in whole or in part outside of regular operational hours, and/or for a staff member that provides his or her own transportation to and/or from a school sponsored excursion;
10. Except in the event of an emergency, students and/or staff participating in a school sponsored excursion shall only be transported with school owned vehicles and/or privately owned vehicles that are identified on a GNWT Risk Management Form, with a copy of the insurance policy submitted to the principal. Privately owned vehicles used for student transportation shall have a minimum of one million dollars in liability insurance. The principal, designate or lead teacher on site shall determine if an emergency is sufficient to warrant the transportation of a student in a privately owned vehicle that does not meet the requirements as set forth in this policy;
11. A principal must revoke approval for a school-sponsored excursion if circumstances change and/or new information become evident that calls into question the safety of the participants;
12. A principal may exclude a student from a school sponsored excursion on a case-by-case basis in circumstances pertaining to safety concerns.

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**Authorities:** TCSA Act 13; Education Act.

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Section 4: Programs & Services / Education

Reference: 4.311

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**Policy Title:** **Student Excursions: GNWT Risk Management**

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**Policy Statement:**

The TCSA requires the proper documentation of all student excursions that involve students leaving school grounds using some form of transportation services. In the event that a critical incident occurs during a school excursion, documentation is required to identify the destination, the purpose of the excursion, the dates of the excursion, the mode of transportation as well as identifying the student participants and the names of the supervisors.

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**Purpose:**

The purpose of this policy is to provide guidelines for a school principal to properly document student excursions.

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**Procedures:**

1. The principal shall ensure a GNWT Risk Management Student Excursion form is completed and submitted to the CEO/ superintendent prior to a student excursion;
  2. The principal shall keep a school copy of the student excursion form on file;
  3. The principal shall ensure that an excursion form is completed for all student excursions that require the use of transportation services;
  4. The principal shall require that the lead teacher-supervisor edit the student list on the school's copy of the Risk Management Excursion Form immediately prior to an excursion;
  5. The principal shall maintain on file a field trip permission form signed by a parent/guardian for each student that participates in a school excursion;
  6. The principal shall maintain copies of all excursion forms and permission forms for a period of three years after the event;
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7. The principal shall provide copies of all excursion forms and permission forms to the district office at the request of the CEO/superintendent;
  8. The principal shall maintain copies of excursion forms indefinitely for all school excursions involving a critical incident.
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**Authorities:**

TCSA Act 13; Education Act 117

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Section 4: Programs & Services / Education

Reference: 4.312

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### **Policy Title:**

**Transportation for Student Excursions**

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### **Policy Statement:**

The TCSA recognizes the importance of ensuring the safe transportation of students and staff and requires that school staff ensure the safe transportation of students when required for school activities.

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### **Purpose:**

The purpose of this policy is to ensure the safe transportation of students in buses and vans when required for school activities.

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### **Procedures:**

In addition to federal, territorial and municipal laws regulations and policies, the operation of a vehicle used for the transportation of students and/or staff must comply with the following:

1. A driver shall have a valid operator's license for the class of vehicle he/she is operating;
  2. The driver is responsible at all times for operating the vehicle in a safe and responsible manner which includes following all posted speed limits, and never driving while using a cellphone or a two way radio;
  3. A school bus or van shall not be operated in reverse on school property during operational hours, except when exiting a bay;
  4. Students shall be supervised at all times while on a school vehicle;
  5. The driver shall ensure that a school vehicle left unattended is properly secured in order to prevent unauthorized entry to the vehicle;
  6. The school bus or van driver shall be responsible for the supervision of students on a school bus. The driver shall report to the school principal concerns pertaining to student discipline issues that occur during the transportation process;
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7. The school bus or van driver shall ensure that the number of passengers does not exceed the maximum seating capacity of the vehicle;
  8. A school bus shall only depart from school property during operational hours under the direction of a point person who directs the bus to leave.
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**Authorities:**

TCSA Act 13; Education Act 117.

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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## **Policies & Procedures**

Section 4: Programs & Services / Education

Reference: 4.313

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### **Policy Title:**

### **RCMP Investigations of Students**

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#### **Policy Statement:**

The TCSA encourages and supports cooperation between school staff and the RCMP and encourages the fostering of a positive rapport between students and the RCMP. It is the goal of the TCSA to support activities that formulate partnerships with the RCMP to help meet the educational and social needs of the students. For this reason the TCSA encourages RCMP investigations involving student interviews to take place outside of the school environment. However, the TCSA recognize that under certain circumstances the RCMP may request to conduct an interview of students at school.

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#### **Purpose:**

The purpose of this policy is to provide guidelines for a school principal to effectively work with police officers who desire to conduct an interview of a student on school property.

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#### **Procedures:**

1. The RCMP shall have permission of the parent and/or guardian before a school principal will grant permission for an interview to be conducted at school;
  2. The principal must have verbal or written permission from the parents and/or guardian before a staff member may participate in an interview with a student on behalf of the parent/guardian;
  3. The principal may encourage the RCMP to conduct the interview elsewhere;
  4. The principal shall inform in writing the CEO/Superintendent of the date and time of the interview, the name of the student, the name of the investigating officer, and the fact that the RCMP made the parents aware of the interview;
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5. In circumstances where time is of the essences, and parental /guardian consent is unavailable the RCMP shall conduct the interview in conjunction with social services.
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**Authorities:**

TCSA Act 13; Education Act 117.

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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# **TCSA** Policies & Procedures

Section 4: Programs & Services / Education

Reference: 4.314

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## **Policy Title:**

**RCMP & Information Sharing**

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## **Policy Statement:**

At times the RCMP may need to access and/or acquire school files for the purpose of an investigation. The TCSA encourages and supports cooperation between the school and the RCMP to facilitate the sharing and disclosure of appropriate information in a manner that ensures that the obligations and requirements governing both the school and the RCMP are met.

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## **Purpose:**

The purpose of this policy is to provide guidelines governing the sharing of school records with the RCMP in a manner that respects the fundamental rights of each staff member and student.

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## **Procedures:**

1. The principal shall provide the RCMP with access to information in a student's or staff member's file to view in the school in accordance with a Production Order – Warrant;
  2. The principal shall provide information in a student's or staff member's file and/or provide copies of the information in the file to the RCMP to be removed from the school in accordance with a Production Order – Warrant;
  3. In response to a Production Order - Warrant to acquire information in a student's or staff member's file, the principal shall offer a certified copy of the information as an alternative to providing the RCMP with original copies;
  4. The principal shall keep on file the Production Order - Warrant requiring access to information and/or the acquisition of files, and in circumstances where files are removed from the school, the principal shall request a timeline for the return of the files, and follow-up in a timely manner on the return of the files to the school;
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5. A Student's Cumulative Record shall not leave the school unless under a Production Order – Warrant. A copy shall be offered to the RCMP as an alternative to providing the original copy.
  6. Except for confidential student or staff information, a principal shall provide the RCMP with information or statements pertaining to an investigation as needed.
  7. The principal shall inform in writing the CEO/Superintendent of the details of the production order - warrant
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**Authorities:**

TCSA Act 13; Education Act 117.

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**Approval Dates:** June 17<sup>th</sup>, 2009.

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**Policy Title:****Senior High Graduation Policy**

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**Policy Statement:**

For a variety of reasons, some students leave their home communities to complete their senior high program of studies in a different location. A student who wishes to graduate from a specific TCSA high school, but is not currently a student there, may do so if they have successfully completed all necessary NWT graduation requirements.

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**Purpose:**

The purpose of this policy is to provide guidelines governing the participation of students in school-based graduation ceremonies and celebrations in those instances when they will have completed grade 12 in another school.

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**Procedures:**

1. The student must request to participate in the graduation ceremony / events of a specific school at least one month before the scheduled graduation ceremony. This request must be made directly to the principal of that school.
  2. The student shall provide supporting documentation demonstrating that all NWT graduation requirements have been met as of the mid-point of the second semester. Such documentation may include the student's current validation statement, and the student's grade 12 report cards to date (including that of mid-semester two which shows whether the student is on track to successfully complete the remaining courses needed for).
  3. The principal shall review all supporting documentation and request additional supporting documentation as necessary in accordance with routine school-based graduation requirements (i.e. a signed graduation contract, etc.)
  4. The student shall provide copies of all additional supporting documentation as requested.
  5. The principal shall confirm whether the student meets the graduation requirements, and will explain any areas of concern or confusion to the student and family members involved.
  6. The principal shall keep all on file all materials and documents pertaining to the request to graduate from that school until after the graduation ceremony has completed.
  7. The principal shall inform all relevant staff members if the student meets the requirements to participate in their grade 12 graduation ceremony and events.
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**Authorities:**

TCSA Act 13; Education Act

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**Approval Dates:** March 10, 2015Chairperson: \_\_\_\_\_ CEO: \_\_\_\_\_

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**Policy Title:****Transportation of Students Policy**

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**Policy Statement:**

Under the conditions of the Education Act, the TCSA will ensure that transportation service to and from school is provided in a safe manner to eligible students subject to available funding.

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**Purpose:**

The purpose of this policy is to provide guidelines governing the provision for transportation of students in terms of the distance students must travel to attend school; any safety concerns that exist regarding the students; the climate in the education district; and the age and health of students.

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**Procedures:**

1. Students with medical conditions will be provided with transportation if a medical practitioner certifies that the student would be unable to attend school without assistance.
  2. Beyond the Education Act, transportation to and from school will be provided in communities where students live 5 km or more away from the school.
  3. School busses are to be used only for the purpose of transporting students to and from school and other such education-specific uses as directed by the school Principal.
  4. Ineligible students are those who reside less than 5 km from the designated school. Transportation may be provided for students who live less than 5 km from the school provided there is room on the bus, the bus is not required to deviate from its normal route and safety or health considerations warrant these services.
  5. TCSA owned busses are for school use only and shall not be made available for use by other groups or for activities which are not school related, except with approval from the Director of Education or Chief Executive Officer of the TCSA.
  6. When a bus driver witnesses a traffic violation connected with school bus operation or school bus accidents it is their responsibility to report to the RCMP, the School Principal and the Director of Education. Drivers failing to report an incident endangering the safety of students under his/her care may be subject to disciplinary action.
  7. School bus drivers must stay a minimum of eight (8) minutes after the dismissal school bell to ensure all students are on the bus.
  8. The principal or designate of each school shall be responsible for supervision of students when school buses are loading and/or unloading students.
  9. All bus drivers must provide the school principal with a copy of his/her Driver's Abstract at least once every 12 months. The principal shall forward a copy onto the Director of Education and the Director of Corporate Services.
  10. All bus drivers are required to abide by the requirements of the School Bus Regulations and NWT Motor Vehicles Act and any applicable Municipal Traffic Bylaws.
  11. Emergency evacuation for all students shall be practiced at least once a year.
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12. The safety of students during their transportation to and from school is a joint responsibility that students and their parents share with bus drivers, contractors and school officials.
  13. Principals will ensure that the rules of safety and expectations for student conduct are reviewed and issued to every bus student at the beginning of each school year.
  14. Students who fail to observe these rules will be subject to disciplinary action as per the school's code of conduct and discipline procedures.
  15. Where disciplinary action by the principal includes any suspension of a student's right to use the school bus, this must immediately be communicated in writing and by phone to the parents or guardians, explaining the safety concerns supporting the decision to suspend.
  16. The TCSA will provide transportation for students who must leave their home community to attend a secondary program in a different school within the Tłìchq region, as per the TCSA Home Boarding regulations, at the beginning and end of the school year. The TCSA will also provide travel to and from home communities at the end of classes prior to Christmas and Spring Break approved for the respective school. All arrangements and travel costs will be the responsibility of the TCSA. The most economical means of transportation will be used to transport students in these instances.
  17. The TCSA will provide transportation support for parent(s) or legal Guardian(s) of students in the Home Boarding program, who meet graduation requirements, at a secondary school in the Tłìchq region, from their home community to attend the graduation.
  18. All other requests for travel or transportation support must be approved by the Director of Education prior to the date of the event or activity.
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**Authorities:**

Motor Vehicle Act & Standards

Education Act: Transportation of Students Regulations

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**Approval Dates:** March 10, 2015

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Chairperson: \_\_\_\_\_ CEO: \_\_\_\_\_

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**Policy Title:****Assessment, Evaluation &  
Reporting Policy**

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**Policy Statement:**

Under the conditions of the Education Act, the TCSA will ensure that student assessment, evaluation and reporting measures are consistent with the Departmental Directives on Assessment Evaluation and Reporting (June 2010) and Inclusive Schooling (2006).

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**Purpose:**

The TCSA is committed to providing balanced, accurate and fair assessment, evaluation, reporting practices for all students from Kindergarten to Grade 12, in both systemic and classroom based practice. Student progress should: be evaluated and reported based on NWT curricular outcomes, have clear purpose, provide variety of opportunities and methods for the student to demonstrate progress, be used to inform instruction, be communicated to parents in meaningful ways, and should include a variety of formative and summative assessments. From time to time external assessments will be conducted by the TCSA that will be consistent with SAER guidelines for implementation. These standardized assessments may provide basis for an empirical measure on which to assess education system success and improvement. Analysis of test results provides for the adjustment of resources, training and programming in order to maintain strengths and address weakness throughout the region in a continuous effort to support students in achieving high levels of academic success in our schools.

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**Procedures:**

1. Student achievement tests will be conducted annually at grades three, six, nine, and Diploma Exams at grade twelve.
  2. Regional office will be responsible for collating and distributing all achievement test and diploma exam results to each principal.
  3. Principals will coordinate staff analysis of regional and territorial student assessment results and update the School Improvement Plans (SIPs) including new targets, strategies, timelines, and responsibilities to address any areas of concern regarding the results.
  4. Parents will be invited to view their child's results.
  5. Grading procedures will be related directly to the stated learning goals.
  6. Effort, attendance/participation, attitude and other behaviors will not be included in marks but will be reported separately unless they are stated as part of a learning goal.
  7. Marks from formative assessments (i.e. homework, rough drafts, etc.) shall not be included in grades.
  8. Marks from summative assessments only shall be included in grades.
  9. Teachers will properly record evidence of student achievement on an ongoing basis.
  10. Teachers will provide to students and parents a written overview of assessment, including grading, in clear, easily understandable language within the first month of classes in each course or grade.
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11. Teachers will provide regular and ongoing communication to students, parents, administrators, and other professionals using both formal (i.e. written reports, parent-student-teacher conferences) and informal (i.e. telephone calls, conferences, progress reports) reporting means.
  12. Teachers will communicate to students and parents the program type the student is working within (regular, accommodated, modified, or individual education).
  13. Teachers will communicate placement versus promotion at the end of each school year.

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**Authorities:**

*Educating All Our Children: Departmental Directive on Assessment, Evaluation and Reporting*, June 2010 (GNWT Department of Education, Culture and Employment).

*Ministerial Directive on Inclusive Schooling*, March 2006 (GNWT Department of Education, Culture and Employment).

Materials adopted and adapted from Ken O'Connor.

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**Approval Dates:** 1<sup>st</sup> & 2<sup>nd</sup> Reading: October 1, 2015.  
Approved: November 26, 2015.

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**Policy Title:****Safe and Caring Schools**

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**Policy Statement:**

The TCSA believes that bullying is serious and the effects can be traumatic and long-lasting. We believe all students, staff, parents, and community members must work together to promote safe and caring schools where students can feel empowered to learn. It is everyone's responsibility to ensure that everyone working in our schools is safe, accepted, and valued.

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**Purpose:**

The TCSA supports a whole school approach to bullying that meets the needs of students, respects differences, and provides opportunities for all students to experience success, free of negative factors like bullying. This shall be achieved by establishing and maintaining high expectations for behaviour, while offering early, ongoing and proactive positive and restorative practices, including promoting healthy relationships, mentorship programs, student leadership, direct skill development, early and ongoing intervention, bullying prevention and intervention, conflict prevention and intervention, character development and education, counseling, and the inclusion of social skills in the curriculum.

TCSA recognizes that while anyone can be bullied, some groups are especially vulnerable. With the increasing access to social media, 'cyber bullying' (etc.) can occur to anyone at any time, in and outside school hours. School staff will support families to access community supports as and when needed for incidents of bullying that occur outside of school hours. Where those incidents overlap, schools will work collaboratively with families and other agencies as appropriate.

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**Definition:**

Bullying is a dynamic of unhealthy interaction. Bullying may include social aggression, verbal aggression, physical aggression, sexual harassment, cyberbullying, and intimidation.

The research on bullying to date breaks it down as having three components:

1. It is an intentional negative act that causes harm.
  2. It is repeated. The repetition may be by one individual constantly picking on another or it can involve a larger group, maybe a whole class, harassing one individual.
  3. There is a desire for power or control over another. Usually one person has a distinct advantage of power over the other. The power differential may be a result of a number of advantages, for example, size, strength, age, social status, number of supporters, etc.
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The effects of bullying can include:

- Hurt to a person's body,
  - Damage to belongings,
  - Cause a person to feel badly about themselves,
  - Can make a person feel alone, insecure, and/or not part of a group.
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**Procedures:**

Implementation - The Director of Education shall implement this policy at all school facilities and functions, and will communicate this policy to the school community and other school stakeholders. Each school shall establish a Safe and Caring School Committee, and develop a Safe Schools Plan that represent the individual school's need but does not supersede this board policy or the Education Act of the Northwest Territories. Each TCSA school will:

- integrate evidence-based healthy relationships programming into the school curriculum and daily classroom activities,
- target the entire learning community including students, parents, staff, community members,
- address specific issues identified by individual schools, provide students with the skills and confidence to resolve conflict in a non-violent way,
- teach students safe intervention and proactive reporting skills, and
- establish a Safe and Caring School Committee.

Each TCSA Safe School Plan must include:

1. Prevention/Bullying Education - TCSA schools shall employ school-wide anti-bullying education that:

- Build a sense of community, inclusiveness, cultural responsiveness, and connection,
- Promote safe, welcoming, respectful, and inclusive climate for learning and working,
- Encourage positive school climate and prevent inappropriate behavior, by helping all members of the school community to develop empathy, and social skills, and
- Communicate the definition of bullying, the impacts of bullying, and the school policy on bullying including how to report bullying.

2. Intervene / Report

Once a staff member is aware of a bullying incident, they shall intervene and/or report to the administrator immediately (or as quickly as reasonably possible). When adults do not intervene a climate of fear develops, reinforcing the belief that bullying will be tolerated.

3. Document

TCSA schools shall have a system in place to document and track incidences of bullying. This may include, but is not limited to; office referral systems, principal files, and/or electronic data systems. When it is appropriate and possible, incidents of bullying that occur outside of school (but which may influence relationships inside of school) shall also be documented.

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**Authorities:**

Education Act: Safe Schools Regulations

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**Approval Dates:**

1<sup>st</sup> & 2<sup>nd</sup> Reading – June 8, 2016.

Approved – June 29, 2016.

Chairperson: \_\_\_\_\_ CEO: \_\_\_\_\_

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**Policy Title:****Senior Secondary Program Policy**

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**Policy Statement:**

The Tlicho Community Services Agency believes that education is a lifelong process that requires the shared participation of all stakeholders. Our secondary schools will promote the development of Tlicho citizens who are prepared for their future educational and professional experiences. This will be accomplished by recognizing and celebrating strengths, providing programming that is responsive to their needs, including a Career Program Plan, and by encouraging students to be 'Strong Like Two People'.

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**Purpose:**

The purpose of this policy is to provide guidelines governing the: provision of senior high programming, calendar for programming decisions, requirements for IEP/K&E and other specialized programs, regulation of purchasing of teaching and learning resources, direct readers to pertinent legislation, promotion of Tlicho Language and Culture, and preparation of our youth for their future.

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**Procedures:****1.0 Appropriateness of Programming**

High School programming decisions (including course offerings, teaching assignments, suggested pathways, and career path counselling) shall be evidence-based per the following principles:

- 1.1 Strong leadership from administration for using a collaborative decision making model for course selections that includes students, parents, and school personnel using the students' Career and Program Plan;
  - 1.2 Student centered timetabling based on the current grade 9-12 landscape (achievement and wellness indicators):
    - 1.2.1 Schedules will prioritize core graduation requirements.
    - 1.2.2 Schedules will prioritize the academic level appropriate for the majority of students in the program.
  - 1.3 All school-based support team members will be fluent in the graduation requirements of the NWT and approved list of secondary school courses;
  - 1.4 Appropriate and innovative strategies for implementation of timetables and course offerings will be used. These may include varied course duration (extended time), delivery (traditional classroom, modular, distance education), community partners (Cadets, Northern Youth Abroad, pilot projects, Work Placements), and recognizes that the time to graduation may be in excess of three years;
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- 1.5 Relevant documentation will be used to determine the programming needs of each student. The school may, with the parent/guardian's written consent, obtain assessment of a student's educational, psychological, or medical status, to inform the student support program. Without documentation, the principal shall identify programming based upon best knowledge of the student's programming/educational needs;
  - 1.6 Principals will employ the following timetabling practices, as appropriate, to support student success:
    - 1.6.1 Offer courses over an extended period of time (above the minimum hours and/or extended over multiple semesters);
    - 1.6.2 Limiting the combination of multi-grade, multi-level courses;
    - 1.6.3 Offer more than one course concurrently (bridging) (i.e. ELA 10-2 and Lit 10);
    - 1.6.4 Offer some courses with variable credit value (i.e. Phys. Ed. 3, 4, or 5 credits);
    - 1.6.5 Implement block scheduling (i.e. CTS or LDC courses as week-long options during poorly attended periods);
    - 1.6.6 Offer modularized courses (i.e. low attendance, for "-1" academic courses);
    - 1.6.7 Schedule tutorial classes;
    - 1.6.8 Design multi-year timetables to assist in accommodating specialty courses and/or alternate courses in rotating semesters;
    - 1.6.9 Use approved distance education courses to supplement the in-school programs (for most academically advanced courses).

## 2.0 Placement and Course Selection

When considering a change of placement for a student which involves a change of school or program, the Principal shall ensure:

- 2.1 Discussions are held with the parents regarding the rationale for the change and which placement options are available;
- 2.2 If programming cannot be provided in the school, the student will be given access to programming while placement alternatives are being considered; and
- 2.3 If there is disagreement between the Principal and parent/guardians regarding suitability of placement, a review by Director of Education will be held to identify suitable options and assist in resolving the dispute.
- 2.4 Procedures for course selection will be school based but must include:
  - 2.4.1 Discussion with student, parent/guardian, and school-based support team members (as needed); and
  - 2.4.2 A completed Career Program Plan that includes a high school career path outlined using the current GNWT graduation requirements.

## 3.0 Distance Education

Distance Education courses may be offered at TCSA schools through either Alberta Distance Education Learning Center packages (ADLC), or Territorial Distance Education programs. It is most

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often appropriate for accessing *advanced level* or specialized courses for students who couldn't otherwise get them. Distance courses may also be considered when:

- 3.1 A student will be physically separated from their instructor for the majority of the learning process;
- 3.2 Access to a course or program cannot be offered locally due to lack of teacher expertise, or sufficient student numbers;
- 3.3 A course does not fit into a student's timetable; and/or
- 3.4 It is part of a home-schooling program.

#### 4.0 Calendar

TCSA schools are expected to provide secondary school planning documents to the Director of Education by the dates included below:

- 4.1 By the end of May (unless otherwise stated), each Principal shall provide the following to the Director of Education:
  - 4.1.1 Reporting dates;
  - 4.1.2 Schedules / timetables of offered courses and corresponding teaching assignments;
  - 4.1.3 Anticipated distance education programming requirements; and
  - 4.1.4 Anticipated student enrollment (kindergarten);
  - 4.1.5 Special requests for course selections (i.e. K&E); and
  - 4.1.6 Approved school calendars to be made public.
- 4.2 By the second week of school Principals will provide the following to the Director of Education:
  - 4.2.1 Class assignment and tentative class lists;
  - 4.2.2 Teacher assignments and timetables;
  - 4.2.3 Distance Education packages required; and
  - 4.2.4 Updated enrollment.

#### 5.0 Graduation Requirements and 'Strong Like Two People' Recognition

Graduation requirements are set by the GNWT Department of Education, Culture, and Employment and must be adhered to in all instances.

- 5.1 In recognition of the journey Tlicho students take to become 'Strong Like Two People', those students who meet the requirements outlined in Appendix A will be awarded the *Tlicho Designation and Recognition Award* at the time of graduation.

#### 6.0 Special Requests

- 6.1 Requests to offer Knowledge and Employability (K&E), bridging between grade 9 and grade 10 regular programming, second language strategy (ESL), or other specialized or modified programming must be approved in advance of offering the alternative programming. All applications must be submitted to the Director of Education, before the end of the prior school year, using the 'High School Program Planning Special Permission Request' form (see NWT School Administrator's Handbook).

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- 6.2 To support a consistent approach to the coordinating and delivery of Knowledge and Employability (K&E) courses within an inclusive learning environment, the offering of K&E courses shall consider:
- 6.2.1 These courses support high school completion for specifically identified students, who are normally working two or more years below grade level;
  - 6.2.2 K&E courses prepare students for employment opportunities in designated occupations or trade training programs, further studies, citizenship, and lifelong learning, but are NOT recognized as High School graduation level courses;
  - 6.2.3 May be used to accommodate students who transition to other courses and work toward achieving a senior high diploma;
  - 6.2.4 There should be multiple entry-exit points to accommodate the needs of individual students. As soon as the student indicates readiness to take one or more subjects in other sequences, such a transfer should be considered;
  - 6.2.5 Parents/Guardians must be consulted and give informed written permission annually for their student to be registered in K&E courses (see Appendix B); and
  - 6.2.6 Other documentation and practical applications to offering K&E courses may include, but is not limited to: Student Support Plans, Individual Education Plans, community partnerships (especially for Workplace Readiness and Work Experience placements), and/or increased parental involvement in transitional planning.

#### 7.0 Curriculum, Student Assessment, and Instructional Resources

- 7.1 The curriculum for TCSA schools is set by the Government of Northwest Territories (GNWT).
- 7.2 All senior high programming must adhere to the Student Assessment, Evaluation, and Reporting (SAER) Directive, the School Administrator's Handbook, and the TCSA SAER policy (Reference #4.317).
- 7.3 Instructional resources will be purchased from authorized resource lists for each course and will be consistent with the programs of study outcomes from GNWT and the expectations of the TCSA.
- 7.4 Schools may incorporate the use of supplementary resources (those that are not found on the approved resources list for any given course) upon approval by the Director of Education.

#### 8.0 Locally Developed Courses

- 8.1 Locally Developed Courses (LDC) may be developed by local authorities to promote and enrich students' opportunities to learn more about their local histories, beliefs, traditions, and knowledge.
  - 8.2 Locally Developed Courses must be submitted to GNWT-ECE by the TCSA board staff, using an approved template, for both original permission and renewal activation. LDC may not be offered by schools without confirmation the LDC is active, even if they appear in PowerSchool.
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- 8.3 TCSA education staff, parents/guardians, and/or community members may request the creation of a new LDC by sending in writing the request to the Director of Education, who will consider the application.
  - 8.4 The TCSA may also ask permission from other districts to use their LDC curriculum (see ECEs Senior Secondary Handbook for a listing of the territorially approved LDCs). Requesting permission to use other district's LDC is a formal process that must be completed by the Director of Education and approved by ECE, prior to offering the course in a TCSA school.

#### 9.0 Examinations and/or Testing Days

- 9.1 Examination and testing days will:
  - 9.1.1 Immediately precede semester changeover and/or school closed days which are classified as non-instructional days;
  - 9.1.2 Not extend beyond a one-week period;
  - 9.1.3 Be advertised and communicated to families / community members; and
  - 9.1.4 All final exams and schedules will be kept on file for a period of 12 months.

#### 10.0 Tlicho Language Programs

- 10.1 Tlicho Language programming including course offerings, teacher assignments, development of assessment tools, material and resource development, and Language Instructor program evaluation shall be based on the following principles:
  - 10.1.1 Tlicho Yati courses may be offered as 3 or 5 credit courses and require corresponding time allotment;
  - 10.1.2 As with all courses, multi-grade course combinations increase the difficulty to offer the courses with fidelity. As such, if courses must be combined Tlicho Yati 15 a and b, and Tlicho Yati 25/35 are the preferred groupings;
  - 10.1.3 Instructors are responsible for providing a rich, and vibrant Tlicho language program, in order to maintain high standards Tlicho Language Instructors should be supported by the Regional Tlicho Language and Culture Coordinators, PSTs, and Principals. While the supervisor remains the Principal and the support comes from the PST and Regional Coordinators, Principals may request support from the Regional Coordinators to assist in the Tlicho Language Instructor's evaluation (with permission from the Instructor).

#### 11.0 High School Credits

- 11.1 Challenging High School courses – As outlined in the GNWT School Administrators Handbook
  - 11.2 Retroactive credits – As outlined in the GNWT School Administrators Handbook
  - 11.3 A principal may remove a student from a course (withdraw) prior to the end of the course based on the following principles:
    - 11.3.1 A student who has moved out of the community or district;
    - 11.3.2 A student who has been expelled under the GNWT Education Act;
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- 11.3.3 A student, along with their parent/guardian and teacher, has made an informed decision to transfer to another course, within the first four weeks of the semester;
  - 11.3.4 Exceptions to transfers after the first four weeks of the semester will only be granted by the Principal after discussion with the student and parent/guardian, changes to the Student Support Plan, Career Program Plan, and shall be not be granted as the norm. The Director of Education must approve all transfers after the first four weeks of the semester; and

## 12.0 Mature Students

- 12.1 Mature students (22 years of age and older) – every effort will be made to accommodate mature students in the regular high school programming and to make every effort to register mature students as “a 0.5 FTE (by) providing they are registered for 15 credits or more for the entire school year” (NWT School Handbook, (2013) p.6).
- 12.2 The TCSA has the express desire to encourage mature students (22 years and older) to return or continue their education at TCSA schools and will expect mature students to: Conduct themselves as role models, attend regularly, register for core courses to support the Career and Program Plan, and register for school prior to the start of the school semester.
- 12.3 In alignment with the responsibilities of Mature Students, the Principal may remove a mature student from the high school program if/when:
  - 12.3.1 the student has less than 20% attendance; or
  - 12.3.2 the student verbally or physically assaults or bullies another student or staff member (see the TCSA Safe and Caring Schools Policy 4.318 for full definitions and procedures).
- 12.4 The Principal will communicate the withdrawal of the mature student from the senior high program in writing, as well as make every effort to do so verbally. There must be accompanying documentation with the written notice.
- 12.5 Senior high course selection decisions will be made that prioritize core course timetabling as required by a Mature Student’s Career Program Plan and High School Graduation requirements.

## 13.0 High School Students with Individual Education Plans (IEPs)

- 13.1 The TCSA shall promote practices and procedures that ensure every child feels valued, accepted, and safe. It is essential that high school programming decisions are made collaboratively and are based on the strengths of the student. As such, Principals will ensure that:
    - 13.1.1 Every effort is made to engage active parent/guardian participation in educational programming and to foster a collaborative culture of solution-oriented program planning that support the needs of each individual student;
    - 13.1.2 Individual Education Plans are developed that are responsive, regularly updated, and are approved by parents/guardians with a signature;
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- 13.1.3 Reflect a process whereby the student is working toward a school leaving certificate based on unique outcomes appropriate to their strengths and needs; and
- 13.1.4 The student is registered in courses specifically designated with the “IEP” designation, OR that they take a combination of ‘regular credits’ and ‘IEP credits’ as appropriate (additional information is available in the GNWT School Administrator’s Handbook).
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**Authorities:**

GNWT Education Act; NWT Student Assessment, Evaluation and Reporting Directive; NWT Inclusive Schooling Directive; NWT School Administrator’s Handbook

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**1<sup>st</sup> Reading:** April 13, 2017

**2<sup>nd</sup> Reading:** April 14, 2017

**3<sup>rd</sup> Reading:**

**Date Approved:**

Chairperson: \_\_\_\_\_ CEO: \_\_\_\_\_

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## **Appendix A: NWT Graduation Requirements and 'Strong Like Two People' Recognition**

In recognition of the journey Tlicho students take to become 'Strong Like Two People', those students who meet the following requirements will be awarded the *Tlicho Designation and Recognition Award* at the time of graduation:

- Tlicho Yati 15 A (LDC 1385);
- Tlicho Agreement (LDC 1290);
- Gonawoke 15 (LDC 1720);

**and two** of the following,

- Beading and Embroidery LDC 1822,
- Drumming LDC 1428,
- Gonawoke 25/35 LDC 2720 or 3720,
- Tlicho Yati 15B/25/35 LDC 1386 or 2385 or 3385,
- Spirituality LDC (not yet developed) or Religion 15 LDC 1460 (YCS).

## Appendix B: Parental Consent Knowledge and Employability (K&E) Occupational Courses

\_\_\_\_\_ School is offering the following program to my child.

- |  |   |
|--|---|
| <input type="checkbox"/> K & E Mathematics 10-4    | <input type="checkbox"/> K & E Social Studies 20-4        |
| <input type="checkbox"/> K & E Mathematics 20-4    | <input type="checkbox"/> K & E English Language Arts 10-4 |
| <input type="checkbox"/> K & E Science 10-4        | <input type="checkbox"/> K & E English Language Arts 20-4 |
| <input type="checkbox"/> K & E Science 20-4        | <input type="checkbox"/> K & E English Language Arts 30-4 |
| <input type="checkbox"/> K & E Social Studies 10-4 |   |

The following must be attached:

- ☐ The Student's most recent/updated Career and Program Plan
- ☐ The Student's most recent Student Support Plan

Please indicate whether this/these course(s)/program(s) will be offered to the student as a:

- ☐ 3-credit, 75 hours of classroom instruction program
- ☐ 5-credit, 75 hours of classroom instruction and 50 hours of related on-the-job training

It has been explained to me and I accept that these courses / programs **do not meet** the Northwest Territories Senior Secondary graduation requirements and that they are worth unspecified credits only.

I have read and understand clearly how these courses / programs are related to my child's overall Career and Program Plan (CPP) and their Student Support Plan (SSP).

I agree with the school's recommendation that my child participate in this / these courses / programs.

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
School Principal Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Superintendent Signature

\_\_\_\_\_  
Date