

### PURPOSE

The Hamlet of Fort Liard ("Hamlet") is committed to providing a drug-free, healthy and safe workplace recognizing that substance impairment is a danger to the health and safety of its employees and the public.

The purpose of the **Reasonable Suspicion of Impairment Policy** is to provide procedures for managerial reaction to the suspicion of either alcohol, illegal drugs and/or prescribed medication.

To ensure the Hamlets goal and objectives are met employees are required to report to work in appropriate mental and physical condition to perform their work. Management will ensure and take appropriate actions to ensure that impaired employees are dealt with in an appropriate manner.

### APPLICATION

This policy applies to all Hamlet employees.

*Where there is any conflict between this policy and policies set forth in a statute of the territorial or federal government, territorial or federal statute shall supersede the provisions of this policy.*

### POLICY

While on Hamlet premises and while conducting business-related activities off Hamlet premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs.

The use, sale, or possession of illegal drugs while on the job or on Hamlet property is cause for dismissal. Any illegal substance will be turned over to the appropriate law enforcement agency.

Employees undergoing medical treatment requiring the use of prescribed medication that may impair their performance at work are required to report the treatment to their immediate supervisor. The supervisor will determine whether the affected employee may safely perform their duties while undergoing treatment.



## OBSERVATION

Suspicious of an employee's ability to function safely may be based on specific personal observations. If the employee exhibits unusual behaviour that may include, but is not limited to, slurred speech, difficulty with balance, watery and/or red eyes, dilated pupils, and/or there is an odour of alcohol or illicit to the workplace. Reasonable suspicion may also relate to any involvement in a workplace accident. This decision is made based on the best judgment of two members of management and DOES NOT require a breathalyzer or blood test.

## PROCEDURE

If a supervisor or manager becomes aware that an employee may be unfit for work, the employee under suspicion is to be escorted to a private location for a discussion. This meeting should be held in the presence of a second member of management or with a human resources representative, if available.

The employee

- should not be permitted to return to their assigned duties to ensure their safety and the safety of their co-workers.
- should be advised that the Hamlet will safely transport them to their home address. The employee should be advised that if they choose to refuse this transportation and make the decision to drive their personal vehicle the Police will be made aware of the situation.
- should be advised they will be contacted to arrange a meeting to discuss this serious situation.

Reasonable suspicion must be documented and acted on either at, or near the time of the observation.

The SAO will review the incident and reports then consider and take action in accordance with the Substance Abuse Policy.

## REPEAL

This policy is effective January 24, 2020, and the Reasonable Suspicion of Impairment Policy and amendments prior to this date are repealed.

**FORMAT FOR AN ALCOHOL AND DRUG INCIDENT REPORT**

Employee Name:

Position:

Department:

Supervisor Name:

Date and Time of the Incident:

Location [*be specific*]:

<u>Alcohol on the breath</u>	<u>Combative</u>
<u>Odour of marijuana</u>	<u>Quarrelsome</u>
<u>Bloodshot eyes</u>	<u>Uncooperative</u>
<u>Dilated pupils</u>	<u>Slurred speech</u>
<u>Confused</u>	<u>Overly talkative</u>
<u>Sleepy</u>	<u>Slow reactions</u>
<u>Excited</u>	<u>Crying</u>
<u>Insulting</u>	<u>Sweating</u>
<u>Tremors</u>	<u>Stumbling</u>
<u>Quick moving</u>	<u>Other</u>

Describe the incident and record the names of all eyewitnesses or other individuals involved. Outline the observations or behaviours that indicate the employee appeared to be under the influence. Any written statements should be attached related to the incident should be attached and form part of your report.

### Privacy Statement

The Hamlet of Fort Liard (“Hamlet”) is committed to protecting the privacy of those requiring services and to those who visit our website. This Privacy Statement summarizes the Hamlet’s practices with respect to the collection of personal information to establish, administer, and maintain billing and payment services, process applications.

### Personal Information

Personal information is information that can be used to distinguish, identify, or contact a specific individual.

The Hamlet does not automatically gather your personal information, such as your name, address, phone number or email address.

Your personal information is collected, used, and disclosed in accordance with provisions of the Access to Information and Protection of Privacy Act S.N.W.T. 1994, c.20.

This information is only collected if you provide it to us voluntarily (i.e. completing an on-line form).

This information will only be shared in necessary to process a transaction (i.e. credit card transaction) or required by law.

### Website Logging Practices and Cookies

The Hamlet does not use “cookies” to track how visitors use our website or to determine websites that were previously visited by a user.

The website may collect limited amounts of standard information for statistical and traffic monitoring purposes. This information does not identify a visitor personally and is only used to administer the site and identify usage trends to improve the website.

By visiting [www.fortliard.com](http://www.fortliard.com) visitors are accepting the practices described in this statement.



## External Websites

On occasion, the Hamlet's website provides links to other external websites for your information and convenience. Please note that other websites may collect personally identifiable information to you. The Hamlet is **not** responsible for the privacy practices of other websites, or the content found on those websites, and this Privacy Statement does not apply to those websites or data collection practices.

### PURPOSE

The Hamlet of Fort Liard ("Hamlet") recognizes that social media is regularly used as a form of communicating and that the Hamlet must protect against the unlawful disclosure of information

The purpose of the **Social Networking Policy** is to prevent unauthorized disclosure, protect the privacy of individuals, and to protect confidential and proprietary Hamlet information.  
and the Hamlet's.

To ensure the Hamlets reputation as a business and employer employees are expected to exercise personal responsibility whenever they participate in social media. Management will ensure and take appropriate actions to ensure that employees not conducting themselves as expected are dealt with in an appropriate manner. The objective should be constructive and tend to correct rather than punish.

### APPLICATION

This policy applies to all Hamlet employees.

*Where there is any conflict between this policy and policies set forth in a statute of the territorial or federal government, territorial or federal statute shall supersede the provisions of this policy.*

### DEFINITION

"**Social media**" and related technology include, but are not limited to, video, or Wiki posts, social networking sites such as Facebook, Myspace, Twitter, and YouTube, chat rooms, podcasts, discussion forums, personal blogs or other similar form of online journals, diaries or personal newsletters not affiliated with the Hamlet. This policy also includes future social media technologies and applications that may not yet be contemplated.



## **POLICY**

Hamlet employees may not

- access social media sites for personal use during work time.
- may not use social media in a manner that interferes with their job duties or violates a Hamlet work rule or policy. Specifically, employees may not use social media to harass, threaten, intimidate, retaliate, discriminate, or disparage against the Hamlet, employees, or anyone doing business with the Hamlet, including patrons.

Employees are responsible for protecting confidential and proprietary Hamlet information. Employees may not disclose any confidential or proprietary information on or about the Hamlet, its patrons, its affiliates, vendors, or suppliers, including, but not limited to business and financial information.

At all times, including when using social media during non-work hours, employees must comply with the Hamlet's policies regarding the confidentiality of Hamlet operations.

Employees may not, at any time, use social media to discuss confidential work-related matters.

Unless specifically instructed, employees are not authorized to speak on behalf of the organization. Employees may not represent that they are communicating on behalf of the Hamlet or do anything that might reasonably create the impression that they are communicating on behalf of, or as a representative of, the Hamlet.

Hamlet employees are prohibited from taking photos of work-related information and posting this information on a social media site, unless expressly authorized by the SAO.

Employees are personally responsible for their commentary, even on personal pages. Employees should be aware that they may be held personally liable for commentary that is considered defamatory, obscene, proprietary, or libelous by any offended party, not just the Hamlet.

## **PROCEDURES**

The Senior Administrative Officer

- will review, consider, or take other action concerning any violation of the Code of Conduct Policy in accordance with the Processive Discipline Policy.
- will implement and administer the Social Networking Policy.
- will investigate and respond to all reports of violations of the Social Media Policy.
- will promote the ethical standards expressed within the Social Networking Policy.

This Policy articulates the Hamlet of Fort Liard commitment to the effective asset management.

## PURPOSE

The purpose of this Policy is to:

- Deliver infrastructure services in a way that meets established levels of services;
- Provide direction to help our community make decisions and prioritize core infrastructure needs;
- Provide direction for the consistent application of asset management by Council and staff, and;
- Reflect the organization's strategic goals with respect to managing infrastructure.

**Asset Management** enables the protection of the community-owned assets that deliver core community services, including water system, sewer system, roads and drainage, recreation buildings, vehicles, and heavy mobile equipment.

## ASSETS MANAGEMENT POLICY STATEMENTS

**Assets Management** is an organization-wide approach for managing infrastructure assets to enable the provision of the community service. The tangible assets of the Hamlet of Fort Liard are managed in accordance with the following principals and the policy statements that supports them:

### Levels of Services

The Hamlet of Fort Liard has established and strives to deliver levels of service that:

- Comply with all legislated requirements;
- Protect and uphold public safety, community well-being and the environment; and
- Are dependable and meet the informed expectations of stakeholders and the public.

### Informed Decision-Making

**Assets Management** decisions are based on sufficient, are dependable, and current inventory information. A consistent approach has been adopted for decision making, including data management, risk analysis, evaluating trade-offs, and record keeping.





## **ASSET MANAGEMENT POLICY**

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Decisions that guide capital planning are made with a holistic view of systems needs across all assets categories, integrated with existing policies, and balanced according to community priorities. Opportunities for regional collaboration are identified and leveraged.

### **Minimum Sustainable Cost**

The Hamlet of Fort Liard strives to uphold service levels at the minimum sustainable cost by minimizing expenditures on capital and operational costs, without deferring or under-funding maintenance or renewal. An initiative-taking approach has been taken, enabled through long-term financial planning that considers the full lifecycle cost of assets.

### **Continuous Improvement**

The Asset Management Policy and Plans are developed, implemented, evaluated, and renewed on an ongoing cycle. Adequate resources are provided for implementation and training to enable the management of municipal assets according to current best practices.

## **CONTEXT AND INTREGATION**

The context and integration of asset management throughout the organization is formalized through references and linkage between corporate documents. Where possible and appropriate, Council and staff will consider this Policy and integrated it in the development or updating of the corporate documents.

## **KEY RESPONSIBILITIES FOR MANAGING THE ASSET MANAGEMENT POLICY**

The performance of asset management is organization specific. Reflective of knowledge, technologies, and available tools, and will evolve over time. Council has the authority to approve, update, amend, or rescind this Policy. Council has the authority to delegate implementation responsibilities to staff, while providing the resources necessary to support staff in performing delegated responsibilities.

**RESPONSIBILITIES**

<b>Area of Responsibility</b>	<b>Body Responsible</b>
Ongoing review of policies, updating where needed	Council
Exercise stewardship of assets	Council
Establish a budget for asset management	Council, SAO
Monitor and review infrastructure standards at established intervals	Council, SAO
Report the citizens on status of the community's assets and asset management program	Council, SAO
Manage infrastructure-related risks	Council, SAO
Document and regularly re-evaluate levels of service	Council, SAO
Develop and maintain guidelines and practices	SAO
Develop and maintain infrastructure strategies and service plans	SAO
Develop and maintain asset inventories	SAO
Assess infrastructure conditions and service levels	SAO
Establish and monitor infrastructure replacement levels using full lifecycle costing principals	SAO
Develop and maintain financial plans for the appropriate level of maintenance, rehabilitation, extension and decommission of assets.	SAO

## **PURPOSE**

The Hamlet of Fort Liard (“Hamlet”) seeks to

**Maintain public confidence by ensuring they are accountable to the public in a way that is fair to the employee and to members of the Public, as well as in a manner that does not unduly interfere with staff’s ability to carry out their duties.**

**Ensure that Hamlet employees uphold a standard of conduct in the workplace which is conducive to achieving the goals and objectives of the Hamlet.**

The purpose of the Code of Conduct Policy is to

**Ensure that Hamlet employees adhere to the highest standards of professional conduct and integrity.**

**Ensure that the Hamlet’s goals and objectives are met employees are required to uphold a high level of conduct and integrity, Management will ensure and take appropriate actions to ensure that employees not conducting themselves are dealt with in an appropriate manner.**

**The objective should be constructive and tend to correct rather than punish.**

## **POLICY**

The Hamlet will

**Provide employees with guidelines for identifying potential conflicts of interest and breaches of trust.**

**Ensure that employees do not place themselves, or permit themselves to be placed, in a position which would constitute a conflict of interest or breach of trust.**

**Promote high standards of professional conduct and values among Hamlet employees.**

**By implementing this Code of Conduct Policy, the Hamlet intends to ensure that employees are aware of:**

- a) **What constitutes a conflict of interest?**
- b) **What constitutes a breach of trust; and,**
- c) **The level of conduct and integrity which is expected of Hamlet employees.**



Every employee has the obligation to ensure compliance with the Code of Conduct Policy which is a condition of employment. Violation of this policy by an employee may constitute a cause for corrective action.

Any reported violation of this policy will be subject to investigation by the Senior Administrative Officer ("SAO"). If an investigation finds an employee guilty of a breach the corrective action pursued against the employee shall be commensurate with the nature and severity of the violation.

- **This policy is not intended to address every situation and represents general standards for all employees.**
- **This policy supports but does not replace the use of good judgment.**

## **EMPLOYEE CONDUCT**

Entrusted to uphold laws: Hamlet employees are agents of the public whose primary objective is to address the needs of the citizens. As such, they are entrusted with upholding and adhering to the by-laws of the Hamlet as well as all applicable federal and provincial laws. As public servants, they must observe a high standard of morality in the conduct of their official duties and faithfully fulfill the responsibilities of their offices, regardless of their personal or financial interests.

Dedicated Service: All employees of the Hamlet should faithfully work towards delivering programs to address the needs of its citizens. In the course of their duty's employees should strive to perform at a level which is expected of those who work in the public's interest and provide quality services on a timely basis.

Perform within authority: Employees should not exceed their authority, breach the law, or ask others to do so, and should work in full co-operation with other employees, unless prohibited from doing so by law or by formally recognized rules of confidentiality.

Use of Public Property: No employee shall request or permit the use of Hamlet-owned vehicles, equipment, materials, or property for personal convenience, political activities, or profit, except where such privileges are granted to the public or are authorized by the Senior Administrative Officer.

Obligations to Citizens: No employee shall grant any special consideration, treatment, or advantage to any citizen or group of citizens beyond that which is accorded to all citizens.

Conflict of Interest: A conflict of interest exists where there is an actual or perceived incompatibility between an employee's duties and responsibilities and the private interests of the employee or an immediate family member which can include but is not limited to pecuniary interest. No employee shall engage in any business transaction or have a financial or personal interest, direct or indirect, which is

incompatible with the proper discharge of their official duties or would impair their independence of judgment or action in the performance of their official duties. Personal interest includes any interest arising from family or marriage relationships or close business or political associations. The following are situations which constitute conflicts of interest for Hamlet employees:

**Incompatible Employment:** No employee shall engage in or accept private employment or render services for private interests when such employment or services are incompatible with the proper discharge of their official duties or would impair their independence of judgment or action in the performance of their official duties.

**Disclosure of Confidential Information:** No employee shall, without proper legal authorization, disclose confidential information concerning the property, governance, or affairs of the Hamlet; nor shall they use such information to advance the financial or personal interest of him/herself or others.

**Gifts and Favours:** In keeping with established private-public business practices, no employee shall show favoritism or bias toward any vendor, contractor, or others doing business with the Hamlet. Employees are prohibited from accepting gifts or favours from any vendor, contractor, or others doing business with the Hamlet that would tend to influence them in the proper discharge of their official duties.

**Contracts with the Hamlet:** No employee of the Hamlet shall have any interest, direct or indirect, in any legal Hamlet contract issued by them or department of which they are a member, agent, or employee.

**Use of Hamlet Internet Services:** The Hamlet acknowledges the requirement of employees to have reasonable access to Hamlet phones, email and internet for personal reasons provided it does not negatively impact performance of their work responsibilities.

**Public Statements:** Employees are free to comment on public issues; however, they must not use their position with the Hamlet to lend weight to the public expression of their personal opinions. In making public statements, the employee must not jeopardize the impartial performance of their duties, release information that is generally not available to the public, or publicly criticize a policy or direction in which they are involved unless they have obtained permission in advance from the SAO to make such a comment.

**Political Activity:** In engaging in political activities, employees must be able to maintain impartiality in relation to their duties and responsibilities. Employees are free to participate in political activities, including belonging to a political party, supporting a candidate for elected office and activities seeking elected office, if the political activities are clearly separated from activities related to employment.

### Forbidden Activities

- Conducting private business or soliciting money for personal causes.
- Making or delivering messages, transmitting, or downloading material that is discriminatory, defamatory, harassing, insulting, offensive pornographic or obscene.
- Accessing websites that support gambling, shopping or actions, investments or stock trading, gambling theft or drugs.
- Use of language that is objectionable; and,
- Misrepresenting oneself or the Hamlet.

## **PROCEEDURES**

### The Senior Administrative Officer

Will review, consider, or take other action concerning any violation of the Code of Conduct Policy in accordance with the Processive Discipline Policy.

Will implement and administer the Code of Conduct Policy.

Will promote the ethical standards expressed within the Code of Conduct Policy.

## **REPEAL**

This policy replaces the Code of Conduct Policy dated - January 24, 2020, and any amendments prior to this date are repealed.

The Hamlet of Fort Liard is committed to providing a harassment free workplace recognizing that employees are entitled to work harassment free.

## PURPOSE

The purpose of the ***Harassment Policy*** is to guide and direct all employees to work in a harassment free workplace and provide procedures for managerial reaction to all forms of harassing conduct in the workplace.

To ensure the Hamlets goals and objectives are met employees are responsible for respecting the rights of others and contributing to a work environment that is free from harassment. Management will take appropriate actions to ensure that harassment is dealt with in an appropriate manner.

## APPLICATION

This policy applies to all Hamlet employees.

*Where there is any conflict between this policy and policies set forth in a statute of the territorial or federal government, territorial or federal statute shall supersede the provisions of this policy.*

## DEFINITIONS

**Harassment** is verbal or physical conduct that is offensive or shows hostility toward an individual because of that person's race, skin color, ancestry, nationality, religion, age, gender, national origin, marital status, family status, sexual orientation, political beliefs or association or disability.

Harassment can also occur if conduct is directed toward a person's relatives, friends, or associates.

**Harassing Conduct** includes, but is not limited to, abuse, slurs, negative stereotyping; threatening, intimidating, or hostile acts including jokes or pranks that are hostile or demeaning, and written, graphic or electronic material that is offensive or shows hostility toward an individual or group.



**Sexual harassment** is behavior, actions or remarks of a sexual nature that are unwarranted and unsolicited.

Sexual harassment includes, but is not limited to, sexual advances and/or verbal or physical conduct of a sexual nature, visual forms of a sexual or offensive nature (e.g., signs and posters, material downloaded from the Internet, and sexually explicit e-mail communications).

## **POLICY**

Harassment may include, but is not limited to, all situations described above.

The Hamlet will take required actions to maintain a safe and productive workplace.

Employees are responsible for respecting the rights of others and must contribute to a work environment that is free from harassment.

All harassment complaints are treated seriously and confidentially and must be investigated by the employer.

The employer must take required actions to maintain a safe and productive workplace while an investigation takes place.

## **PROCEDURES**

All harassment complaints are treated confidentially and must be investigated by the Senior Administrative Officer (SAO) except where the complaint is against the SAO in which case the complaint will be investigated by the Mayor.

The complainant should keep a record of all related information surrounding the alleged harassment and details of the complaint must be made in writing, placed in an envelope marked "Strictly Confidential", and filed with the SAO or Mayor as appropriate.

### **The Investigator**

may decide that the accused person be suspended with pay for up to 30 days while the investigation takes place.

will begin an investigation into the complaint as soon as possible. The investigation will include speaking in confidence to the complainant(s), the accused person(s), and any witnesses. Each case is considered on its merits,



substantiating documents are obtained; and that the proper notification documents are prepared.

must make certain that proper documentation, factual and pertinent to the case, is prepared. Fundamental to the administration of discipline is the keeping of clear and concise records. Grievances may arise from certain disciplinary actions which may involve adjudication; in such cases, management records may have to be presented to justify the disciplinary action taken.

will prepare a detailed report the alleged harassment within ten working days

is responsible for informing the employee in writing of any disciplinary action (other than an oral reprimand) taken against the accused accordance with the Progressive Discipline Policy.

If the complaint is substantiated the Investigator will make recommendations for any action of a disciplinary nature in accordance with the Progressive Discipline Policy.

If the complaint is found to be false or filed maliciously, the Investigator may reprimand the complainant in accordance with the Progressive Discipline Policy.

Regardless the outcome of a harassment complaint made in good faith, the employee lodging the complaint, as well as anyone providing information, will be protected from any form of retaliation or reprisal.

2020-10

### PURPOSE

The Hamlet of Fort Liard ("Hamlet") is committed to providing and maintaining a healthy and safe working environment for its workers recognizing that workplace injuries and illness are preventable and unacceptable.

The purpose of the **Occupational Health and Safety Policy** is to guide and direct all employees to work safely and to prevent injury to themselves and others and establish a safe workplace.

To ensure the Hamlets goal and objectives are met employees are responsible for workplace health and safety and working in accordance with adherence to applicable legislation. Reasonable steps must be taken to prevent accidents and safety is never sacrificed for expedience.

### APPLICATION

This policy applies to all Hamlet employees.

*Where there is any conflict between this policy and policies set forth in a statute of the territorial or federal government, territorial or federal statute shall supersede the provisions of this policy.*

### POLICY

The employer and employees will comply with the Safety Act, Occupational Health and Safety ("OHS") Regulations and hamlet safe work procedures.

The employer will take preventative action to avoid injuries related to workplace conditions. Periodical risk assessments and job hazard analysis will discover what is likely to harm employees

Employers and employees must recognise the need for personal protective equipment and will be required to use safety equipment, clothing, and devises for personal protection.

Employees will be required to support the Hamlets health and safety initiative and attend and participate in health and safety meetings.

Employees and supervisors are required to report any hazardous conditions, injury, accident, or illness related to the workplace.



Supervisors will ensure a safe work environment and make sure that workers use safe work practices and receive training to protect their health and safety.

Management will ensure take appropriate actions to manage a health and safety program to provide for a healthy and safe work environment and implement safe work procedures.

## **PROCEDURES**

If a supervisor or manager becomes aware of an unsafe work condition work will cease or workers removed from the site until measures have been taken to ensure the job site is now safe.

All accidents: even when there is no time off, will be reported and documented, and a report filed with hamlet administration and WSCC.

All accidents will be investigated to determine the cause of the incident so that appropriate action can be taken to prevent a recurrence.

Employees will wear supplied protective equipment and use safety equipment and devices.

Safety meetings will be held a minimum of four times annually and minutes of each meeting recorded and filed.

Employees will be provided with paid leave to attend mandatory workplace safety training.

Workers who refuse to do work which they believe is unusually dangerous will inform their supervisor and give reasons for refusing work. Attempts will be made to resolve the situation. If the situation is not resolved the issue will be submitted to the SAO for adjudication.

Employees who do not follow health and safety instructions and practise will be subject to disciplinary action in accordance with the *Progressive Discipline Policy*.

## **REPEAL**

This policy is effective January 24, 2020, and the *Occupational Health and Safety Policy* and amendments prior to that date are repealed.

## PURPOSE

The Hamlet of Fort Liard (“Hamlet”) seeks to uphold a standard of conduct in the workplace which is conducive to achieving the goals and objectives of the organization.

The purpose of the ***Progressive Discipline Policy*** provides for procedures for managerial reaction to unsatisfactory conduct. The objective should be constructive and tend to correct rather than punish.

To ensure the Hamlets goal and objectives are met the discipline policy outlines the Hamlets process for taking increasingly stricter corrective actions with employees who have behavioral problems, job performance issues, or don't follow company procedures and policies.

## APPLICATION

This policy applies to all Hamlet employees

*Where there is any conflict between this policy and policies set forth in a statute of the territorial or federal government, territorial or federal statute shall supersede the provisions of this policy.*

## POLICY

The Hamlet expects and is entitled to loyal and honest service on the part of its employees. Management has a responsibility to ensure that employee conduct which serves to hinder rather than achieve the Hamlet's goals and objectives is met with corrective measures referred to as “disciplinary actions”.

Management recognizes that the maintenance of the required standards of conduct and discipline involves a hearing of the employee's side of the story and a consideration of each case on its own merit.

An employee has the right to present a grievance in respect of a disciplinary action with which the employee is not satisfied. In doing so, the employee must follow the grievance procedure set out in the Employment bylaw.



## **CONSIDERATIONS**

The following must be given consideration before any disciplinary action can be taken:

That a breach of conduct has taken place or is alleged to have taken place.

That a fair and objective investigation has been conducted.

That, where reasonable, the employee has been given advance warning of the possible or probable disciplinary consequence in the event of further misconduct.

That the standards of conduct have been applied consistently and without discrimination; and,

That the corrective method to be applied is appropriate in the circumstances.

Appropriate actions should ensure that disciplined employees are dealt with in a proper manner that is constructive rather than to punish.

## **PROCEDURES**

The Senior Administrative Officer makes certain that proper documentation, factual and pertinent to the case, is prepared. Fundamental to the administration of discipline is the keeping of clear and concise records. Grievances may arise from certain disciplinary actions which may ultimately involve adjudication; in such cases, management records may have to be presented to justify the disciplinary action taken.

The Senior Administrative Officer is responsible for informing the employee in writing of any disciplinary action (other than an oral reprimand) taken against him. A record of the disciplinary action must be placed on the personnel file of the employee concerned and nothing of a disciplinary nature should be placed on the personnel file of an employee without the employee's knowledge. If an employee declines to acknowledge the content of the document placed on the personnel file, a notation should be made to this effect prior to filing the document.

The Supervisor makes recommendations for action of a disciplinary nature, including recommendations for extension of or rejection on probation, suspension, demotion, or dismissal, to the Senior Administrative Officer for investigation and review to ensure:

1. Each case is considered on its merits.
2. That substantiating documents are obtained; and,
3. That the proper notification documents are prepared.

## **THE STEPS OF PROGRESSIVE DISCIPLINE**

- Verbal warning or counseling
- Written warning or reprimand
- Specific warning of dismissal
- Termination
- Performance Improvement Plan [PIP]

### **Verbal Reprimand**

1. An employer should give an employee a verbal reprimand as soon as a behavioral or performance problem is noticed.
2. If the employee has any skill deficiencies or other correctible issues, the employer should make note of the issue and help.
3. The verbal warning should be given in private, and detailed notes about the conversation should be kept in case further discipline is needed.
4. If the reprimand is about a Hamlet policy that the employee violated, the employer should give the employee a copy of the policy.

### **Written Warning**

1. The employer should give the employee a written warning detailing the behavioral or performance problem if the verbal reprimand does not solve the problem.
2. The written warning should explain the issue and give a specific time frame for the employee to correct the behavioral; it should also notify the employee that failure to improve will result in termination.
3. The employer should have the employee sign a copy of the written warning so he or she can't claim it was never received.
4. A copy of the written warning should be kept in the employee's personnel file.

### **Specific Warning of Dismissal**

1. The employer should give the employee a final written warning if the first written warning does not solve the problem.
2. A copy of the previous written warning should be included with the final written warning.
3. The final written warning should re-explain the issue and give a specific time frame for the employee to correct the behavior.
4. The final written warning should notify the employee that failure to improve will result in the initiation of the termination process.

### **Termination**

1. The employer should prepare and deliver a letter of termination that states the reason for termination in clear and specific writing.
2. A copy of all previous written warning should be included with the termination letter.

### **Performance Improvement Plan (PIP)**

1. A Performance Improvement Plan (PIP) is a formal document used by the employer which includes information about the behavioral or performance problem

that needs to be addressed, and it includes specific dates when the employer will meet with the employee to review progress.

2. PIPs are commonly outlined for 30, 60, or 90-day periods.
3. The employer should meet with the employee privately to discuss the PIP, and the employee should sign the PIP to indicate that he or she read and understands it.
4. The employee can be terminated if any serious incident occurs during the PIP period.

## **REPEAL**

This policy is effective January 24, 2020, and the *Progressive Discipline Policy* and amendments prior to this date are repealed.

2020-10

The Hamlet of Fort Liard ("Hamlet") is committed to providing a drug-free, healthful, and safe workplace recognizing that substance abuse is a danger to the health and safety of its employees and the public.

### PURPOSE

The purpose of the **Substance Abuse Policy** is to provide procedures for managerial reaction to the abuse of alcohol, illegal drugs and/or prescribed medication.

### APPLICATION

This policy applies to all Hamlet employees.

*Where there is any conflict between this policy and policies set forth in a statute of the territorial or federal government, territorial or federal statute shall supersede the provisions of this policy.*

### POLICY

To ensure the Hamlets goal and objectives are met employees are required to report to work in appropriate mental and physical condition to perform their work. Management will ensure take appropriate actions to ensure that impaired employees are dealt with in an appropriate manner.

While on Hamlet premises and while conducting business-related activities off Hamlet premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs.

The use, sale, or possession of illegal drugs while on the job or on Hamlet property is cause for dismissal. Any illegal substance will be turned over to the appropriate law enforcement agency.

Employees undergoing medical treatment requiring the use of prescribed medication that may impair their performance at work are required to report the treatment to their immediate supervisor. The supervisor will determine whether the affected employee may safely perform their duties while undergoing treatment.





## **PROCEDURE**

Employees who report to work under the influence of alcohol or illegal drugs will be immediately sent home and will not be allowed to work their scheduled shift.

Employees, who during their scheduled shift, are found to be using alcohol or illegal drugs will be immediately sent home and will not be allowed to work their scheduled shift.

The employees' immediate supervisor will

- be responsible for documenting any incidents of substance abuse as described above.
- contact the Senior Administrative Officer and advise him/her of any employee found to be in violation of this policy.

The Senior Administrative Officer in conjunction with the supervisor and will determine the appropriate course of action required in the circumstances.

## **SUPPORT FOR TREATMENT**

Employees who suffer from drug or alcohol abuse are required to report it to the Employer. The Employer will then develop, in collaboration with the employee, an employee-specific plan for accommodating the employee while they seek treatment.

Employees are required to fully participate in the treatment plan and may be subject to periodic performance evaluations by the Employer.

Failure to disclose an alcohol or drug abuse problem, refusal to participate in a treatment plan and/or repeated incidents of substances abuse in the workplace may result in termination from employment with just cause.

## **REPEAL**

This policy is effective January 24, 2020, and the Substance Abuse Policy and amendments prior to this date are repealed.

### PURPOSE

The Hamlet Complaint Policy is intended to provide a consistent and uniform process to respond to program and service delivery concerns raised by members of the public. The policy will assist the Hamlet in continuing to provide excellent service to the public and will contribute to the continuous improvement of operations.

This policy establishes guidelines and standards for the efficient handling and resolution of complaints made toward the Hamlet and to address concerns raised and improve services.

### SCOPE

A complaint is an expression of dissatisfaction related to a municipal program, service, facility, or a staff member.

This policy does not address:

- Inquiries
- Request for service
- Feedback
- Compliments
- Request for accommodation
- Criticism or anonymous complaints
- Issues addressed by legislation, or an existing municipal by-law, policy, or procedure
- A decision by Council
- Internal employee complaints
- Matters that are handled by tribunals, court of law, quasi-judicial boards, etc.

This policy does not apply to closed meeting investigations, complaints made by employees, contractors, or volunteers working on behalf the Hamlet, or complaints about members of Council.

**CITIZENS THAT MAKE A COMPLAINT ARE ASSURED THAT THEY ARE SAFE FROM RETRIBUTIVE ACTION TAKEN BY ANY EMPLOYEE OF THE HAMLET OF FORT LIARD.**



## **TYPES OF COMPLAINTS**

### **Informal Complaints**

It is encouraged that individuals and municipal staff work to resolve issues or concerns before they become formal complaints. Informal complaints may be made in person, by phone, letter, email, or fax.

It is the responsibility to municipal staff to attempt to resolve issues or concerns before they become formal complaints and identify opportunities to improve municipal services.

### **Formal Complaints**

A formal complaint is generated when an informal resolution cannot be successfully achieved. This will result in a file generated. Investigation, and decision.

## **FORMAL COMPLAINT PROCEEDURE**

### **Filing A Complaint**

The complainant must include the following information:

- Contact details on the complainant.
- Type of complaint
- Details of the complaint (location, employee involved resolution requested, enclosures, date complaints submitted)
- Signature and date

Anonymous complaints will not be accepted.

### **Acknowledgement**

Formal complaints shall be submitted to the Senior Administrative Officer. Upon receipt, the complaint will be given a tracking number and will be acknowledged in writing within seven (7) calendar days.

The Senior Administrative Officer will assess if the complaint falls within this policy as per the scope of this policy.

### **Investigation**

All complaints are investigated by the Senior Administrative Officer. As part of the investigation, all involved parties (complainant, employee, etc.) may be interviewed.

### **Decision**

A decision will be made within thirty (30) calendar days upon acknowledgement of the complaint. The Senior Administrative Officer shall provide a written response outlining the results of the investigation into the complaint.

The response shall note whether the complaint was substantiated and include any actions the Hamlet may take because of the complaint.

## **COMPLAINT APPEAL PROCESS**

Once the Senior Administrative Officer has communicated the decision, the complaint may be appealed to council. Council will review the decision of the Senior Administrative Officer and the Mayor on behalf of council reply in writing to the complainant within thirty (30) calendar days upon acknowledgement of the complaint.

The response shall note if the decision of the Senior Administrative Officer is being upheld and include any additional actions the Hamlet may take because of the complaint.

## **RECORDS MANAGEMENT AND POLICY**

All records relating to the complaint shall be maintained in accordance with the Hamlet's record retention schedule.

During the complaints process, all Municipal employees shall adhere to all applicable legislation regarding privacy and the Hamlet's Privacy Policy.

Personal information on the complaint is treated as confidential to protect the privacy of the Complainant; however, the Complainant should be aware that certain circumstances may indirectly identify them during an investigation.

## **REPEAL**

The *Hamlet Complaint Policy* replaces the *Municipal Complaint Policy*.

### PURPOSE

The Hamlet of Fort Liard recognizes that some employees may be called back to work on a day when no work is scheduled or at a time which requires the employee to return to the place of work from an off-duty status and should be compensated when called into work.

### APPLICATION

This policy applies to all non management employees of the Hamlet of Fort Liard. Call-back's do not apply to Group I Employee's "MANAGEMENT."

### POLICY

Before the call-back begins the approving officer must determine that the call-back is necessary

Approving Officer is defined as –

- a) Department Head
- b) Finance Officer
- c) Senior Administrative Officer

Emergency Callback Overtime compensation for an employee who has left the work site and is requested to respond (either by returning to work or by responding by telephone or computer) on short notice to an emergency work situation in order:

- a) To avoid significant service disruption; or
- b) To avoid placing employees or the public in unsafe situations; or
- c) To protect and/or provide emergency services to property; or equipment.

Call-back's will be initially authorized verbally, by phone, or by computer by a responsible approving officer. When the call back ends the approving officer will immediately complete a Call Out Overtime Slip with the following information.

- a) Time the employee was requested to return to work.
- b) Time the employee reported to work.
- c) Time the employee left the job site.
- d) Substantiation for the Call Back.
- e) Charge back details including person requesting the call back.



Employers should note that in the case of an emergency, if an employee is called back to work beyond their usual working hours and must travel a "substantial distance," the employer may be required to pay for the employee's travel time as well as the additional hours worked.

## **COMPENSATION**

When an employee is recalled to a place of work for a specific duty, the employee shall be paid the greater of:

The appropriate overtime worked.

**or**

Four hours pay at the employee's regular rate.

No lieu time will be granted.

If an employee is on standby and is called out, for the first call-out the employee will be paid at least four hours at straight time.

*Example: Employee is on standby from midnight until 8:00 a.m. She/he is called out once at 3:00 a.m. for 30 minutes. She/he gets paid the standby pay and four hours of straight pay for the call-out.*

An employee on standby who is called out more than once gets paid at the overtime rate for the time worked; there is a minimum of one hour paid for each call-out.

*Example: Employee is on standby from 4:30 p.m. to 12:30 a.m. There are three call-backs during the eight hours.*

*7:00 p.m. to 7:30 p.m. Employee gets the minimum of four hours pay at straight time.*

*9:00 p.m. to 9:20 p.m. Employee gets paid the minimum of one hour at the overtime rate.*

*11:00 p.m. to 11:55 p.m. Employee gets paid the minimum of one hour at the overtime rate.*

The Hamlet of Fort Liard is committed to providing its residents and visitors with accurate and appropriate information using digital signage designed to promote and enhance the communication strategies of the Hamlet.

### PURPOSE

This policy

Facilitates effective digital communication tools for important community messages.

Ensures open, honest, and clear channels of communication in the use of Hamlet digital signage.

Provides direction for the appropriate use of Hamlet digital signage.

Defines who may advertise on Hamlet digital signage.

### APPLICATION

The policy applies to Hamlet of Fort Liard owned and maintained programmable electronic signal displayed and broadcasting publicly.

Requests to utilize municipal digital signage will only be considered from registered Hamlet businesses and/or registered non-profit organizations by completing an application form approved by council.

### DEFINITIONS

- a) Registered Business means all businesses hold a valid business licence issued by the Hamlet.
- b) Registered Non-Profit organizations means all non-profit organizations which have applied and been approved by through a procedure established for this process.

### GENERAL CONDITIONS

Municipal digital signage conveys information to the public as a representation of the municipality, and therefore will be operated in a manner that represents Hamlet positively.



The following information shall **not** be permitted to be posted on municipal digital signage:

- a) Fund-raising announcements for causes that are not directly supported and formally endorsed by the Hamlet.
- b) Promotion of political, factional, or religious viewpoints.
- c) False, misleading, or deceptive messages.
- d) Messages expressing discriminatory views pursuant to the Northwest Territories Human Rights Act *SNWT 2002, c.18 and amended SNWT 2008, c.5*
- e) Material that is protected by copyright without the express written permission of the copyright holder.
- f) Messages advocating/ encouraging the consumption of alcohol, tobacco, marijuana, or drugs.
- g) Messages advocating/ encouraging the participation in gambling or games of chance.
- h) Material that may violate individual's privacy; and,
- i) Events and/or functions open only to members of an organization.

## **APPEARANCE, USE, AND FUNCTIONALITY**

The municipality may utilize its municipal digital signage to thank sponsors for supporting town events.

The municipality is not liable for power outages or other acts beyond its control which affect the ability to utilize municipal signage to convey information on behalf of third party.

**Messages** may be edited for clarity and conformity to the requirements of the medium.

The municipality offers no guarantee with respect to the appearance of any conveyance of information on municipal digital signage, or the length of time that a message will be displayed.

Appearance of messages are subject to constraints of priorities, as well as electronic and mechanical limitations.

**Messages** unrelated to municipal affairs or initiatives shall not state, insinuate and/or imply the endorsement and/or approval of the Hamlet of Fort Liard.

## **PRIORITY SYSTEM**

The following priority system shall be utilized in selecting messages to be posted:

- a) Emergency messages (in the event of an emergency, the Hamlet reserves the right to suspend all messages and use signage for emergency purposes only);
- b) Messages from the Hamlet of Fort Liard;
- c) Community events and messages hosted and/or sponsored by registered non-profit organizations:



- d) Paid programming by a registered businesses in the promotion of the business (not in the sale of products);

## **RESPONSIBILITIES**

Council has the authority and responsibility to:

Approved the Municipal Digital Signage Policy.

SAO has the authority and responsibility to:

. Ensure compliance with the Municipal Digital Signage Policy of all staff.

Staff have the authority and responsibility to:

Comply with the Municipal Digital Signage Policy.

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## POLICY

- 1.1 This policy covers all procurement of goods, services, or construction by and for the Hamlet of Fort Liard.

## PURPOSE

- 1.1.1 The purpose of this policy is to ensure that the Hamlet of Fort Liard procurement processes comply with applicable statutes and to describe the means by which the Hamlet of Fort Liard will ensure openness, transparency and fairness in the procurement of goods, services and construction.

## DEFINITIONS

- 3.1 In this policy, unless a contrary intention appears:

"Acquire" includes to buy, lease and expropriate.

"Bylaw" means a bylaw made by a Council under the *Hamlets Act*.

"Council" means the Council of the Hamlet of Liard.

"Department Head" means the following Hamlet of Fort Liard employees: Manager – Works and Manager – Recreation.

"Direct Purchase" is where goods, services or construction are acquired directly from a services supplier, retailer, wholesaler or by ordering through a catalogue or product guide.

"Dispose" includes to sell and lease.

"Emergency" refers to the definition as outlined in bylaw number 281, known as the Emergency Management bylaw.

"Goods, services or construction", also known as a "As and When Arrangements", includes services, supplies, materials, equipment and infrastructure of every kind that the Hamlet of Fort Liard may require to carry out the operations of the Hamlet of Fort Liard;

"Irregularity" is when any of the following has occurred or is likely to occur:

- i. all potential suppliers in a procurement procedure have submitted non-compliant tenders, quotations or proposals.
- ii. the lowest compliant quotation, tender or proposal exceeds the estimated cost or budget allocated.
- iii. for any reason, the award of the contract to or the purchase from the lowest compliant potential supplier is procedurally inappropriate or not in the best interests of the Hamlet of Fort Liard; or,
- iv. the specification of a request for quotation, invitation to tender or request for proposal cannot be met by potential suppliers.

"Invitation to Tender" means an invitation made either generally or to selected potential suppliers to submit a tender for the goods, services or construction specified in the tender documentation.

"Local Business" means a business, as here defined, which has established a permanent office and/or location within the Hamlet of Fort Liard boundaries that hold a valid Hamlet of Fort Liard business licence;

"Professional Service Supplier" means a supplier of services requiring professional skills for a defined service requirement including:

## PROCUREMENT POLICY

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- i. architects, engineers, designers, management, project managers, and financial consultants; and.
- ii. firms or individuals having specialized competence in environmental, planning, project management or other disciplines.

“Proponent” means a person who submits a bid or proposal.

“Proposal” means a written offer to provide goods, services or construction, or a combination of these that is submitted in response to a “Request for Proposals”.

“Purchase Order” means the purchasing document used to internally track purchasing transactions within the Hamlet of Fort Liard’s accounting system and order routine goods, services or construction.

“Request for Quotation” or “RFQ” means a request made either generally or to selected potential suppliers for prices on specific goods, services or construction.

“Request for Proposal” or “RFP” means a request made either generally or to selected potential suppliers for undefined goods, services or construction including a request to propose solutions or methods to arrive at the desired result;

“Response” includes:

- i. a quotation issued by a supplier in response to a request for quotation.
- ii. a tender submitted in response to an invitation to tender; and,
- iii. a proposal issued in response to a request for proposal.

“Senior Administrative Officer” or “SAO” means a person appointed by the Council of the Hamlet of Fort Liard to the position of Senior Administrative Officer pursuant to section 43 of the *Hamlets Act*, S.N.W.T. 2003, c. 22 and includes any person designated by them to act on their behalf;

“Standing supplier arrangement” means a contract under which the Hamlet of Fort Liard may purchase goods, services or construction which will be required on an ongoing basis but where the exact types or quantities of goods, services or construction required may not be precisely known or the time period during which the goods, services or construction are to be delivered may not be precisely determined.

“Supplier” means any individual or organization providing goods, services or construction to the Hamlet of Fort Liard including, but not limited to, contractors, consultants, vendors, project managers and services suppliers.

“Tender” means a solicitation, made by public advertisement, for bids in respect of a proposed contract.

## GENERAL

- 4.1 Unless otherwise exempted by resolution of Council, the policies herein apply to all procurement by or in the name of the Hamlet of Fort Liard, except as specified in Schedule 1.
- 4.2 The Senior Administrative Officer shall review compliance with the procurement bylaw and this policy, and report to the Council on an annual basis.
- 4.3 The spending and contract authorization limits set forth herein shall apply to all procurement by or on behalf of the Hamlet of Fort Liard, except in the case of an emergency, in which case the provisions of section 37 shall apply.
- 4.4 Unsolicited proposals received by the Hamlet of Fort Liard shall be rejected but may be retained on file for future reference.

## PROCUREMENT POLICY

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- 4.5 Any question involving the meaning or application of this policy is to be submitted to the Senior Administrative Officer who will resolve the question.
- 4.6 Procurement of goods, services or construction, including without limiting the generality of the foregoing, requests for quotations, purchase orders and procurement contracts shall not be arbitrarily structured to circumvent, avoid or alter the price or potential price relative to the limits set out herein.
- 4.7 In the case of a multi-year supply and/or service contract, for the purpose of determining whether or not the proposed procurement meets the pre-authorized expenditure limits herein, the value of procurement shall be deemed to be the total anticipated annual expenditures each fiscal year over the potential life of the contract, including any extensions or renewals.
- 4.8 In order to avoid conflicts of interest and maintain the integrity of the Direct Purchase, Request for Quote (RFQ) and Request for Proposal (RFP) procurement processes, staff shall not participate in or attempt to influence any Direct Purchase, RFQ or RFP procurement process in which they have or may have a pecuniary interest. For the purposes of this section, the pecuniary interest, direct or indirect, includes the pecuniary interest of the employee.
- 4.9 The Senior Administrative Officer shall ensure all goods procured on behalf of the Hamlet meet all applicable standards for use in Canada.

## PROCUREMENT DOCUMENTATION

- 1.1.2 To maintain consistency, the Senior Administrative Officer or Finance Officer, may provide guidelines and standard forms of procurement documentation.
- 5.2 Procurement documentation shall avoid the use of specific products or brand names.
- 5.3 Notwithstanding section 5.2 a specific product or brand name may be specified to ensure consistency or functionality with existing equipment or installations, to avoid unacceptable risk or for some other documented valid purpose.
- 5.4 Preparation of the specifications shall generally be the responsibility of Senior Administrative Officer. The use of standards in procurement documentation that have been certified, evaluated, qualified, registered or verified by independent nationally recognized organizations shall be preferred.

## DELEGATION OF SPENDING AUTHORITY

- 6.1.1 Within the expenditure limits and the policies and procedures set out herein, staff shall be and are hereby authorized and empowered to procure goods, services or construction in the name of the Hamlet of Fort Liard and/or to initiate procurement processes as may be necessary to carry out the duties and operations of the Hamlet of Fort Liard.
- 6.2 Council delegates to the Senior Administrative Officer the authority to commit or expend funds from the approved operational and capital budgets of the Hamlet.
- 6.3 The Senior Administrative Officer must authorize purchases with a value not exceeding ten thousand dollars (\$10,000), including freight costs that are consistent with the approved budget.

The spending authority for other various senior staff is assigned as follows:

- i. Finance Officer \$2,000
- ii. Department Heads \$2,000

- 6.4 All expenditures require a purchase order signed by the Senior Administrative Officer.



## PROCUREMENT POLICY

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- 6.5 All expenditures include all costs such as freight and installation.
- 6.6 The Senior Administrative Officer assigns, as necessary, expenditure limits, including monetary and product limits to staff. Notwithstanding anything to the contrary, such expenditure limits shall not exceed the authority of the respective Department Heads listed in section 6.3. Assignment of spending authority shall be approved by the Senior Administrative Officer.
- 6.7 In the case of consultant contracts, management contracts, project management contracts or similar service contracts, any and all authority of the service provider to make expenditures in the name of the Hamlet of Fort Liard or which may be charged to the Hamlet of Fort Liard shall be specifically detailed in the contract in question.

## AVAILABLE METHODOLOGIES AND PROCESS REQUIREMENTS

- 7.1 For the purposes of this bylaw, procurement is either:
  - i. Pre-authorized; or
  - ii. Not pre-authorized.
- 7.2 Procurement shall be and is hereby pre-authorized if it is either:
  - i. within the expenditure limits authorized under section 6 and is performed in accordance with the policies and procedures set out therein; or,
  - ii. done in accordance with the terms of a contract that explicitly authorizes expenditures on behalf of or in the name of the Hamlet of Fort Liard.
  - iii. procurement not pre-authorized in accordance with section 7.1 shall require Council approval

## LOCAL PURCHASE

- 8.1 The Hamlet will utilize local goods, services and construction providing that the business:
  - i. Amount is less than \$2,000 and an item normally stocked by the local business.
  - ii. Is considered a local business as defined by this bylaw; and
  - iii. Holds a valid Hamlet of Fort Liard business licence; and
  - iv. Has on file with the Hamlet, a completed "As and When Form", and
  - v. Meets all requirements as outlined in this policy, any Request for Quotes, Request for Proposals or Invitations to Tender.
- 8.2.1 When goods, services or construction is offered by one local business that business will be utilized providing the business has not been deemed exempt as per section 23 and; and if possible, a second quote will be solicited to negotiate and obtain a fair cost to the Hamlet.
- 8.3 When two or more local businesses offer the same goods, services or construction, quotes will be solicited from all businesses and the lowest quote will provide the goods, service or construction.
- 8.4 When the minimum quote requirement cannot be met locally, non-local quotes must be solicited to meet quote requirements unless there is only one available non-local supplier.

## **PROCUREMENT POLICY**

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- 8.5 When quotes are received from both a local and non-local supplier, the local business shall be provided a fifteen (15%) cost threshold. Adjustments would need to be made to include the cost of freight in the evaluation of the quote.
- 8.6 Local businesses deemed an unsatisfactory supplier, as per section 23 of this policy, will be exempt from providing quotes, proposals and/or bids, for the period determined by Council.
- 8.6 Agreement between all supplier and the Hamlet of Fort Liard must be signed prior the commencement of any service or construction.

## **PURCHASING METHODOLOGIES**

- 9.1.1 Subject to the provision of the bylaw and the provisions of this policy, goods, services, or construction may be acquired by one or more of the following methodologies:
  - i. Direct Purchase (DP).
  - ii. Request for Quotation (RFQ).
  - iii. Invitation to Tender; or
  - iv. Request for Proposal (RFP)

## **DIRECT PURCHASE (DP)**

- 10.1 Direct purchase may be used in the following circumstances:
  - i. The goods, service or construction is readily available at retail outlets or from service provider.
  - ii. Are required on an item basis.
  - iii. Have a total price that is less than \$2,000.
- 10.2 No person shall authorize or enter into a procurement contract on behalf of the Hamlet of Liard more than the expenditure limitation assigned to them under section 6.

## **REQUEST FOR QUOTATION (RFQ)**

- 11.1 Request for Quotes (RFQ) may be used in the following circumstances:
- 11.2 The cost of a good, service or construction is between \$5,000 and \$10,000 and
  - i. A minimum of two (2) quotes is solicited; and
  - ii. Local purchase, as per section 8 of this bylaw is adhered to; and
  - iii. The lowest quote is awarded the Direct Purchase; and
  - iv. All back up documentation is filed with receipts.
- 11.3 The cost of a good, service or construction is between \$10,001 and \$25,000 and
  - i. A minimum of three (3) quotes is solicited; and
  - ii. Local purchase, as per section 8 of this bylaw is adhered to; and
  - iii. The lowest quote is awarded the Direct Purchase; and
  - iv. All back up documentation is filed with receipts.
- 11.4 The cost of a good, service or construction is between \$25,001 and \$50,000 and



- i. A Request for Quotes is publicly advertised with the Hamlet of Liard, at a minimum; and:
- ii. A minimum of three (3) quotes is solicited; and
- iii. Local purchase, as per section 8 of this bylaw is adhered to; and
- iv. The lowest quote is awarded the Direct Purchase; and
- v. All back up documentation is filed with receipts.

## **INVITATION TO TENDER**

12.1 Invitation to Tender procedures may be used in the following circumstances:

- i. The total price for goods and services is between \$50,001 and \$100,000; and
- ii. The total price for goods, services or construction is between \$50,001 and \$250,000
- iii. A request for quotes is publicly advertised with the South Slave Region, at a minimum

## **REQUESTS FOR PROPOSALS (RFP)**

13.1 Invitation to Request for Proposals (RFP) procedures may be used in the following circumstances:

- i. The total price for goods and services over \$100,001; and
- ii. The total price for construction over \$250,001; and
- iii. A request for Proposal is publicly advertised with the South Slave Region, at a minimum
- iv. the requirement is best described in a general performance specification.
- v. innovative solutions are sought; and,
- vi. to achieve best value, the award selection must be based at least in part on subjective evaluations.

## **REQUEST FOR QUOTATION (RFQ) PROCEDURES**

14.1 Procurement by Request for Quotation shall be initiated by the preparation of a Request for Quotation in writing, containing the relevant specification and the terms and conditions for the purchase of goods and services.

14.2 Potential suppliers shall be contacted in accordance with section 11.

14.3 A summary of the quotation received shall be prepared and all quotes shall be reviewed for compliance with the Request for Quotation.

14.4 The Hamlet of Fort Liard reserves the right to accept or reject any submission received.

14.5 A competitive process shall be undertaken whereby a minimum of three (3) quotations are solicited, and generally speaking, the lowest compliant quotation is awarded the contract. Care must be taken as to how quotations are sought; bidder's lists are maintained and how competition is encouraged. Although a minimum of three (3) quotations are required to be solicited, an open process will be more competitive and is encouraged.

## **PROCUREMENT POLICY**

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- 14.6 Procurement by Request for Quotation shall be undertaken only based on a clear definition of the product, service or construction requirement. The decision on which quotation to choose will be based solely on the requirements as documented, the quotation made and the application of the evaluation criteria, if any, set forth in the Request for Quotation. The same decision should be arrived at each time given the same set of facts, which will facilitate the dispute resolution process.
- 14.7 The Hamlet of Fort Liard's staff will take no action to allow any potential supplier an unfair advantage. The inclusion of costs associated with changing from an existing supplier to another supplier will be considered in the cost evaluation of a Request of Quotation.
- 14.8 The lowest or any proposal will not necessarily be accepted.
- 14.9 Purchase Orders must be completed in addition to any other procurement documentation.
- 14.10 In order to assist in cross-training, enable potential suppliers to understand the process requirements and ensure that legal and insurance risks are controlled, standard formats should be followed for Requests for Quotations.

## **INVITATION TO TENDER PROCEDURES**

- 15.1 Procurement by Invitation to Tender shall be initiated by the preparation of tender documents containing the relevant specifications and terms and conditions for the purchase of goods, services or construction using the Hamlet of Fort Liard's standard formats.
- 15.2 The issuing department shall be responsible for arranging for the public opening of tenders at the time and date specified in the tender document.
- 15.3 A summary of the tenders received shall be prepared and reviewed for compliance.
- 15.4 The Hamlet of Fort Liard reserves the right to accept or reject any or all tenders.

## **REQUEST FOR PROPOSALS (RFP) PROCEDURES**

- 16.1 A Request for Information or a Request for Expression of Interest may be issued in advance of Request for Proposals to assist in the development of a more definitive set of terms and conditions, scope of work/service and the selection of qualified potential suppliers.
- 16.2 Where the requirement is not straightforward or an excessive workload would be required to evaluate proposals, either due to their complexity, length, number of combinations thereof, a procedure may be used that would include a pre-qualification phase.
- 16.3 The Senior Administrative Officer involved in issuing the RFP shall prepare an evaluation summary of the procurement, as well as a recommendation for the award of a contract, if any, to the supplier meeting all mandatory requirements and providing best value as stipulated in the Request for Proposal.
- 16.4 Reporting shall not include summaries of proposals as this information will remain confidential. Any disclosure of information shall be made by the designated staff in accordance with the provisions of the Access to Information and Protection to Privacy Act.
- 16.5 The Hamlet of Fort Liard reserves the right to accept or reject any or all proposals.
- 16.6 The lowest or any proposal will not necessarily be accepted.
- 16.7 All proposals are subject to a formal contract being negotiated.

## **NOTICE OF TENDERS AND REQUEST FOR PROPOSALS**

- 17.1 All tenders and request for proposals that are deemed "Invitation Only" will be made public.
- 17.2 Public notices for the purposes of soliciting bids or proposals will be advertised as follows:
- i. The Hamlet's website.
  - ii. Local public bulletin boards; and
  - iii. If relevant, professional associations; and
  - iv. Where applicable, electronically on an approved tendering website that is equally accessible to all Canadian suppliers.

## **NON-COMPETITIVE PURCHASES**

- 18.1 The requirement for competitive bid solicitation for goods, services or construction may be waived under joint authority of the Senior Administrative Officer and the appropriate Manager and replaced with direct negotiations with a particular potential supplier under the following circumstances:
- i. where competition is precluded due to the application of any Act or legislation or because of the existence of patent rights, copyrights, technical secrets or controls of raw material.
  - ii. where, due to abnormal market conditions, the goods, services or construction required are in short supply.
  - iii. where only one source of supply would be acceptable and cost effective.
  - iv. where there is an absence of competition for technical or other reasons and the goods, services or construction can only be supplied by a particular supplier and no alternative exists.
  - v. where the nature of the requirement is such that it would not be in the public interests to ask for competitive bids as in the case of security or confidentiality matters.
  - vi. where if an emergency as defined by this policy, a requirement exists.
  - vii. where the requirement is for a utility for which there exists a monopoly; and,
  - viii. where the requirement is for professional services provider.
- 18.2 When a sole source supplier is proposed to provide goods, services or construction, a written report indicating the rationale for a non-competitive selection shall be submitted to Council for approval, if the amount exceeds the spending limits as assigned in section 6.

## **SUBMISSIONS OF TENDERS AND REQUEST FOR PROPOSALS**

- 19.1 Tenders and Request for Proposals shall be accepted in the forms designated in the tender up to the time and date specified by the tender call.
- 19.2 Electronic submission of documents is the preferred method of receipt of proposal documents.
- 19.3 Tenders and Request for Proposals received later than the specified closing time shall not be accepted.

## **PROCUREMENT POLICY**

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- 19.4 A tender and Request for Proposals requiring a bid deposit shall be void if such security is not included in the tenderer's bid.
- 19.5 All tenderers may be requested to supply a list of all subcontractors to be employed on a project. Any changes to the list of subcontractors or addition thereto must be approved by the Senior Administrative Officer.
- 19.6 All tenders shall be opened in public at a time as specified in the tender. In attendance at the tender shall be the Senior Administrative Officer, the staff person responsible for the project as well as a least one representative from Administration/Finance.
- 19.7 Members of the appropriate Committee shall receive notice of the date, time and location of the public tender opening.

## **IN HOUSE BIDS**

- 20.1 During the procurement process, in house bids will not be considered.
- 21.1 **BID DEPOSIT**
- 21.2 The Senior Administrative Officer may require that tenders be accompanied by a bid security to guarantee the entry into a contract by the successful tenderer.
- 21.3 The Council or where delegated, the Senior Administrative Officer, may demand in the tender, as part of the bid, a percentage of the bid, not to exceed 15% that may be held against the successful completion of the project.
- 21.4 The bidder shall enclose bid security in accordance with either:
  - i. A bid bond from a company whose bonds are acceptable to Council. Bonds shall be made payable to the Hamlet; or
  - ii. A bid security deposit which must be a certified cheque, bank draft, a bank irrevocable letter of guarantee, or such other bid security as the Council; considers acceptable. The bid security deposit must be payable to the Hamlet.
  - iii. Such other performance security that may be determined to be suitable.
  - iv. The bid security deposit may be given up at the discretion of the Council if the bidder refused to enter a contract when called upon to do so.
- 21.5 The Senior Administrative Officer shall select the appropriate means to guarantee execution and performance of the contract. Means may include one or more of, but are not limited to, financial bonds or other forms of security deposits, provisions for liquidated damages, progress payments and holdbacks.
- 21.6 Prior to issuing a tender, the Senior Administrative Officer shall determine the amount of bid deposit required, if any.
- 21.7 Prior to commencement of work and were deemed appropriate, evidence of insurance coverage satisfactory to the Senior Administrative Officer must be solicited, ensuring indemnification of the Hamlet of Fort Liard and any municipality on whose property the work may be carried out.
- 21.8 Prior to payments to suppliers, certificates or clearance from the Workers' Safety and Compensation Commission (WSCC) shall be solicited ensuring all premiums or levies have been paid to the Commission.

## **CONFIDENTIALITY**

- 22.1 Unsuccessful tenders and request for proposals are considered confidential information. The tender or request for proposal documents must make the confidentiality of bids or proposals clear.
- i. In the case of a request for proposal, the public release of information related to unsuccessful proposals is limited to the name of the proponent.
  - ii. In the case of tenders, the public release of information related to unsuccessful proposals is limited to the amount of the bid.
  - iii. In the case of tenders and request for proposals, the name of the successful proponent and the contract value becomes public once a contract is awarded.

## **23. STANDING SUPPLIER ARRANGEMENTS**

- 23.1 A standing supplier may be used where:
- i. the same goods, services or construction will be required on a repetitive basis over a period of time and the actual demand is not known in advance; or,
  - ii. a need is anticipated for a range of goods, services or construction for a specific purpose such as office supplies or snowplowing services, but the actual demand is not known at the outset and delivery is to be made when a requirement arises.
- 23.2 Selection of a standing supplier or suppliers shall be made in accordance with the provisions contained in this policy.
- 23.3 More than one standing supplier may be selected where it is in the best interests of the Hamlet of Fort Liard and the procurement documentation allows for more than one.
- 23.4 Existing standing supplier arrangements shall be used unless the proposed procurement is related to an emergency in accordance with section 37.
- 23.5 In the procurement documentation for a standing supplier arrangement, the expected quantity of the specified goods, services or construction to be purchased over the time period of the agreement will be as accurate an estimate as practical and be based, to the extent possible, on previous usage adjusted for any known factors that may change usage.

## **ELIGIBLE SUPPLIERS**

- 24.1 The Senior Administrative Officer shall, on an annual basis, advertise in a Northern newspaper or other media that the Hamlet of Fort Liard is seeking expressions of interest from contractors for various construction services including labour and equipment rates. This registry shall be kept by the Senior Administrative Officer for use in addressing any small-scale construction projects deemed necessary by the Hamlet of Fort Liard.

## **EVALUATION OF QUOTATIONS, TENDERS AND PROPOSALS**

- 25.1 Where two or more responsible bidders have submitted bids with the same bid amount, and the bid is the lowest bid by a responsible bidder, the bidders shall be advised in writing that the Senior Administrative Officer shall recommend to Council that acceptance be decided by means of a draw at the next meeting of Council. The names of the lowest bidders shall be written on equal sized pieces of paper and drawn from a container in full view of all present. Should any bidder elect not to attend, the draw will proceed regardless.

## **NO ACCEPTABLE RESPONSE RECEIVED**

- 26.1 Where the responses received in a procurement process exceed budget, are not responsive to the requirement, or do not represent fair value, a revised solicitation may be issued in an effort to obtain an acceptable response.
- 26.2 The Senior Administrative Officer may waive the need for a revised bid solicitation and enter into negotiation with the lowest responsive bidder, or the highest responsive bidder for a revenue-driven bid selection emanating from a bid solicitation, under the following circumstances:
- i. the total cost of the lowest responsive bid is in excess of the funds that are budgeted by Council for the project or the highest responsive bid revenue is less than that made; and,
  - ii. the Senior Administrative Officer agrees that the changes required to achieve an acceptable bid will not change the general nature of the requirement described in the bid solicitation.
- 26.3 Negotiations undertaken in section 27.2 shall be undertaken to ensure that all ethical public procurement practices are followed.
- 26.4 The Hamlet of Fort Liard has the right to cease negotiations and reject any offer at any time.

## **ONLY ONE RESPONSE RECEIVED**

- 27.1 In the event that only one response is received in a procurement process, the Senior Administrative Officer may:
- i. open and evaluate the bid; or,
  - ii. return the unopened bid to the bidder when, in the opinion of the Senior Administrative Officer, the Hamlet of Fort Liard would reasonably expect to receive more than one bid, in which case the bidder shall be informed that the Hamlet of Fort Liard may be recalling the tender at a later date.

## **CUSTODY OF DOCUMENTS**

- 28.1 The Senior Administrative Officer shall be responsible for the safeguarding of the original purchasing and contract documentation for the procurement of goods and services.
- 28.2 A copy of contract documentation for the procurement of goods and services should be kept by the Finance Department for record management purposes.

## **CONTRACT RECORDS**

- 29.1 The establishment of a procurement contract may be made by way of:
- i. acceptance by a supplier of the Hamlet of Fort Liard's purchase order.
  - ii. acceptance by the Hamlet of Fort Liard of a supplier's quotation or tender; or,
  - iii. negotiation subsequent to a Request for Proposal.
- 29.2 A Purchase Order approach may be used when the resulting procurement contract is straightforward and will contain the Hamlet of Fort Liard's standard terms and conditions.



- 29.3 A formal contract approach is to be used when the resulting procurement contract is complex and will contain terms and conditions other than the Hamlet of Fort Liard's standard terms and conditions.
- 29.4 Where a formal approach is not used, a Purchase Order describing the goods, services or construction being ordered together with references to all other documentation containing terms or conditions related to the transaction shall be filed by the applicable department.

## **CONTRACT AMENDMENTS AND REVISIONS**

- 30.1 No amendment or revision to a contract shall be made unless the amendment is in the best interest of the Hamlet of Fort Liard.
- 30.2 No amendment that materially changes the price of a contract shall be agreed to without a corresponding change in requirement or scope of work.
- 30.3 Amendments to contracts are subject to the identification of sufficient funds within the Council approved budget, including authorized budget amendments to the project or the services that are the subject of the proposed contract amendment.
- 30.4 Where expenditures for the proposed amendment combined with the price of original contract exceeds the Council approved budget for the project, a report prepared by the Senior Administrative Officer shall be submitted to Council detailing the proposed amendment and proposing the source of financing.

## **EXERCISE OF CONTRACT RENEWAL OPTIONS**

- 31.1 Where a contract contains an option for renewal, such option may be exercised by the Senior Administrative Officer provided that all the following apply:
  - i. the supplier's performance in supplying the goods, services or construction is considered to have met the requirements of the contract.
  - ii. the Senior Administrative Officer is of the opinion that the exercise of the option is in the best interest of the Hamlet of Fort Liard.
  - iii. funds are available in appropriate accounts within the council approved budget including authorized revisions to meet the proposed expenditure; and,
  - iv. the amount of the extension does not exceed the assigned spending authority.
- 31.2 In the event that the provisions of section 31.1 are not complied with, renewals or extensions shall require the authorization of Council.

## **CHANGE ORDERS**

- 32.1 Amendments to a contract may only be done by way of change orders if:
  - i. The contract contemplates a change made by way of change orders and provides detailed procedures to establish the nature of the change in the goods, services or construction and the determination of the price adjustments applicable to any such change.
  - ii. Proper documentation is prepared in accordance with the provisions of the contract.
  - iii. Change orders comply with assigned authorities within this policy.

## **EXCLUSION OF SUPPLIERS IN LITIGATION**

- 33.1 The Hamlet of Fort Liard may, in its absolute discretion, reject a quotation, tender or proposal if the potential supplier, or any officer or Director of the potential supplier is or has been engaged, either directly or indirectly through another corporation in legal action against the Hamlet of Fort Liard, its elected or appointed officers and employees in relation to:
- i. any other contract or services; or
  - ii. any matter arising from the Hamlet of Fort Liard's exercise of its powers, duties or functions.
- 33.2 In determining whether or not to reject a quotation, tender or proposal under this clause, the Hamlet of Fort Liard will consider whether the litigation is likely to affect the potential supplier's ability to work with the Hamlet of Fort Liard, its consultants and representatives and whether the Hamlet of Fort Liard's experience with the potential supplier indicates that the Hamlet of Fort Liard is likely to incur increased staff and legal costs in the administration of the contract if it is awarded to the potential supplier.

## **EXCLUSION OF SUPPLIER DUE TO POOR PERFORMANCE**

- 34.1 All individuals responsible for the contract shall document evidence and keep records where the performance of a supplier has been unsatisfactory in terms of failure to meet contract specifications, terms and conditions or health and safety violations.
- 34.2 Council may prohibit an unsatisfactory supplier from participating in future contracts for a period of up to three years.

## **GREEN PROCUREMENT**

- 35.1 The Hamlet is committed to the purchase of goods and services with due regard to the preservation of the natural environment and to encourage the use of environmentally friendly products and services.
- 35.2 All staff are encouraged to seek additional ways of achieving the goal of being environmentally safe and responsible by thorough review of each procurement process to ensure that, wherever possible and economically feasible, the Hamlet's solicitation document includes specifications that reflect environmentally friendly attributes of the goods and services.

## **FAIR TRADE PRODUCTS**

- 36.1 The Hamlet shall give equal consideration for the purchase of "Fair Trade Certified" products that are offered in response to a procurement request provided the submission is compliant with the Hamlet's policies, that it meets or exceeds the stated specification or terms of reference and, is determined to be the economically best value for purchase.

## **EMERGENCY SITUATION**

- 37.1 Notwithstanding any other provisions of this policy, goods, services, or construction may be purchased on an emergency has been declared under Hamlet bylaw 281.
- 37.2 Under an emergency, the appointed Emergency Management Organization may make emergency purchases under one thousand (\$1,000) during a community emergency.



## **PROCUREMENT POLICY**

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- 37.3 All emergency purchases must be reported to the Senior Administrative Officer and the Council and a purchase order issued as soon as reasonably possible under the circumstances.
- 37.4 Any expenditure made under such conditions together with a source of financing shall be reported on at the next meeting of Council following the date of the expenditure.

## **WARRANTIES**

- 38.1 The tendering process will not be used where the carrying out of work by a contractor other than a contractor who did the original work would nullify the warranty or guarantee held. In this situation, the Senior Administrative Officer can choose the method of procurement if a warranty or guarantee is in place.
- 38.2 The tendering process will not be used when it is necessary to ensure compatibility with existing products or to avoid violating the warranty or guarantee held requirements when services is required. In this situation, the Senior Administrative Officer can choose the method of procurement if a warranty or guarantee is in place.

## **DISPOSAL OF SURPLUS GOODS**

- 39.1 All staff shall notify the Senior Administrative Officer when items become obsolete or surplus to their requirements.
- 39.2 The Senior Administrative Officer shall be responsible for ascertaining if the items can be of use to staff rather than disposed of.
- 39.3 Items that are not claimed for use will be disposed of by silent auction or tender. or whichever method is most suitable for the equipment or material involved in the opinion of the Senior Administrative Officer.
- 39.4 Computer equipment will be professional cleaned and donate or disposed of with whichever method is most suitable for the equipment or material involved in the opinion of the Senior Administrative Officer.
- 39.5 The revenue from the sale of obsolete material shall be credited to the appropriate revenue account.

**SCHEDULE 1 – GOODS AND SERVICES NOT SUBJECT TO THIS POLICY**

1. Petty cash items
2. Training and education including conferences, courses, conventions, magazines, memberships, periodicals, seminars, staff development, staff workshops
3. Refundable employees' expenses including cash advances, meal allowances, travel expenses, accommodation
4. Employer's general expenses including payroll deduction remittances, insurance premiums, and tax remittances
5. Licenses, certificates and other approval required.
6. Ongoing maintenance for existing computer hardware and software.
7. Professional and special services: additional non-recurring accounting and auditing services, legal counsel, banking services where covered by agreements, public debenture sales
8. Group benefits
9. Realty services regarding the lease, acquisition, demolition, sale of land, appraisal of land, and survey
10. Project management services
11. Utilities where a franchise agreement or monopoly exists
12. Engineering services
13. Real property acquisitions, including the leasing of property

## PURPOSE

The Uniform and Appearance Policy is intended

To identify a Community Safety Officer by site in a distinctive manner and distinguish them from other uniformed officers in the community.

To reinforce the professionalism and standing of the Community Safety Officer and their role in the community.

## APPLICATION

This policy applies to all Hamlet personnel employed as Community Safety Officers.

*Where there is any conflict between this policy and policies set forth in a statute of the territorial or federal government, territorial or federal statute shall supersede the provisions of this policy.*

## POLICY

Community Safety Officers

Will report to duty in full uniform and execute their duties in full uniform unless otherwise explicitly instructed by the Senior Administrative Officer.

Will ensure that they are correctly dressed and present a positive professional image.

Will ensure that uniforms must be kept clean in good repair.

Will ensure personal grooming and hygiene that is appropriate to the maintenance of a professional image.

Will not wear uniforms off duty for any reason except travelling immediately to or from duty, or on breaks.

## RESPONSIBILITY

The Hamlet of Fort Liard will

Supply uniforms for each Community Safety Officer upon hire.

Replace; at the discretion of the Senior Administrative Officer, articles due to normative wear and tear and special circumstances requiring replacement



Standard uniforms will consist of -

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| 2 pairs Chico Pants - kaki color     | 1 each Winter Coat – blue with logo   |
| 3 each Polo Shirts - green with logo | 1 each Summer Jacket – blue with logo |
| 1 pair Duty Boots - black            | 1 each Long Sleeve Vest               |
| 1 each Identification Vest           | 1 each Short Sleeve Vest              |
| 1 each Utility Belt                  | 4 each Identification Tags            |