



# Odanak Band Council

## **Band Administration Guide**

# 1. Mission

The mission of the Odanak Band Council consists of ensuring the representation of the members of the Abenaki community of Odanak and favouring the preservation of their **identity**, **culture** and **quality of life**.

To do this, the Council seeks to provide top-quality services to youths, elders and the whole community, to the extent allowed by Band resources.

The Council intends to be **transparent** and **fair** in its decisions, while supporting individual and collective **autonomy** in order to ensure the Band's future.

## 2. Values

- ❖ Fairness
- ❖ Transparency
- ❖ Communication
- ❖ Devotion
- ❖ Confidence
- ❖ Commitment

## 3. Management Principles

### Transparency

Transparency is a question of honesty and candour.

*What this means:*

#### Communication

The Odanak Band Council intends to make information accessible to all community members.

#### Disclosure

The Odanak Band Council and the Band personnel must disclose their personal interests, be they financial or personal.

## 3. Management Principles (continued)

### **Balance**

Balance consists of establishing the relevance and materiality of events.

*What this means:*

#### Behaviour

In order to fulfill its mandate and meet its objectives, the Odanak Band Council and the Band personnel must use appropriate means and ensure the maintenance of an effective distribution of power between individuals.

## 3. Management Principles (continued)

### **Fairness**

Fairness is the will to prevent the exercise of power in daily behaviour.

*What this means:*

#### Clear Hiring and Employment Policy

The recruiting, hiring, reception and work conditions of the Band personnel are structured by a Personnel Management Manual which must be understood and respected.

#### Healthy Work Environment

Band affairs are managed without intimidation or harassment. The Odanak Band Council's code of professional conduct must be known and respected by all, at all times.

## 3. Management Principles (continued)

### Continuity

Continuity is the creation of a long-term vision for the Odanak Band.

*What this means:*

#### Continuity of Band Affairs

The continuity of Band affairs implies the definition of a development strategy and the exercise of a long-term vision to ensure the heritage of the Abenaki First Nation of Odanak.

#### Continuity of Administration

Continuity within the Band personnel, the preparation of succession, the prevention of conflicts and the effective execution of powers will ensure continuity of administration.

# 4. Objectives

## Administrative Services

- ❖ Attaining a higher level of **transparency** and **professionalism** in the decision-making process and personnel management.
- ❖ Maintain a **delimitation** between the Band Council (Chief and councillors) and the Band personnel.
- ❖ Increase the effectiveness of the Band personnel by a clear definition of the roles and responsibilities, as well as an improved use of computer tools and training.
- ❖ Establish recognized methods of internal control, including a budget process, concerning the optimum use of Band resources.

## 4. Objectives (continued)

### Community Services

- ❖ Improve the volume and quality of **communications** between the Band Council (Chief and Councillors) and the community members.
- ❖ Ensure an improved **representation** of the Abenaki First Nation of Odanak members' interests.
- ❖ Concerning the needs of Band members, adopt **policies and programs**, that are both **flexible and fair**, while respecting Band resources.
- ❖ Maintain **top-quality first-line services** in health, education, housing, economic development, including employability, public works and community services, by favouring the recruiting of qualified personnel.
- ❖ Provide more support for services offered to **youth** in personal development, education and education, as well as health services to elders.

## 5. Role of the Band Council

The Odanak Band Council (Chief and Councillors) are the elected representatives of the Band members. As such, they form the authorized local administration and constitute the legal authority of the reserve.

- ❖ Ensure the representation of the Abenaki First Nation of Odanak members and the defence of their interests.
- ❖ Favour the maintenance of the community's culture and customs.
- ❖ Establish the objectives and goals of the Band.
- ❖ Develop policies and regulations to guide the Band personnel.
- ❖ Approve the budgets and financial transactions of the Band.
- ❖ Ensure that the Band applies the decisions of the Band Council.

# 6. Responsibilities

## **The Odanak Band Council has the following responsibilities:**

### **Upgrading of Council members**

Become informed on any question that could help the Council members fulfill their role as councillors.

Avail oneself of the offered training programs.

### **General Management**

Define and examine the Band objectives, policies, regulations and methods linked to the programs and services administered by the Band and ensure that they are achieved and respected.

Participate in Band Council meetings and follow the appropriate meeting methods.

Participate in committees designated by the Council and report on the committee's achievements at Council meetings (present copies of the minutes).

Adopt a code of professional conduct.

## 6. Responsibilities (continued)

### **Political and External Representation**

Represent the Band and voice the members' political concerns and report on them to the Band members.

Establish contacts with all government levels and other relevant local organizations.

Speak on behalf of the Band on questions concerning the rights of the Abenakis of Odanak.

### **Communication with the Members**

Establish communication strategies with the Band members concerning Band policies, and the objectives of the programs and services.

Report to Band members, at least once a year, on Band finances and program accomplishments.

Report to Band members on key questions, concerns and new developments at the national, regional and community levels.

Authorize access to Band members, at previously accepted periods, to the minutes of the Council meetings, regulations, resolutions, financial statements and others.

## 6. Responsibilities (continued)

### **Personnel Management**

Define the job descriptions and responsibilities of the Band personnel.

Approve the hiring and termination of employment of the Band personnel.

Establish a code of professional conduct and a disciplinary policy intended for the Band personnel.

Conduct a complete annual assessment of programs directed by the Band along with the responsibilities of the Band personnel.

### **Public Works Management**

Regularly establish and revise the housing policy.

Establish standards for construction programs (in compliance with the CMHC).

Plan and approve capital project design, calls for tenders and bids, in collaboration with the technical service of the Grand Council.

## 6. Responsibilities (continued)

### **Financial Management**

Plan and budget the funds required for Band administration.

Negotiate funding agreements for subject fields under Band jurisdiction for which the Band has administrative responsibility.

Supervise budgets and authorize financial transactions (in compliance with policies).

Ensure sound financial management of all services and programs, and regularly report on them to Band members and funding organizations.

Ensure the respect of all contractual agreements administered by the Band.

By means of a resolution, name the staff discharging the following responsibilities:

Record all resolutions, decisions and other deliberations of the Band Council;

Keep the accounting books and records;

Create a filing system for the minutes of Band Council meetings, administrative bylaws, supporting documents, bank statements, cheques and correspondence;

Receive, register and deposit all the amounts of money received and pay due accounts according to the terms of the contractual agreements and regulations;

Periodically prepare a financial statement in order to present it at Band Council meetings.

# 7. Band Chief

## Main Responsibilities:

- ❖ Band Council Member
- ❖ Responsible for directing the Band
- ❖ Official Band representative and spokesperson at the national, regional and community levels.
- ❖ If required, speaks on behalf of the Band for issues of concern to the Band
- ❖ Chair of Band Council meetings
  - Draft the agenda, in collaboration with the Band Council and the Director General
  - Ensure that the meeting runs smoothly neutrally
  - Facilitate meetings
  - Delegate a Councillor as chair in the event of an absence
- ❖ In an emergency situation, in charge of calling a special meeting or make decisions on behalf of the Council
- ❖ Participates in various community committees, upon request.

## Retirement from Politics

When a Band Council member (Chief and Councillors) leaves politics, either because he does not run for re-election, resigns, or loses an election, he is entitled to severance pay equal to a week of salary for each year as a Council member.

# 8. Councillor

## Main Responsibilities:

- ❖ Band Council Member
- ❖ Actively participates in regular or special Band Council meetings and public assemblies
- ❖ Prepares meetings (reading documents, seeking solutions, depositing files)
- ❖ In an emergency situation, a majority of Council members can call a special meeting
- ❖ Listens to Band members
- ❖ Participates in different committees and works (such as economic development, education or other) according to needs determined by the Council
- ❖ Participates in official meetings at the national, regional and community levels, upon the request of the Band Chief or the Council

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