



Effective Date: June 12, 2018

ORGANIZATION CHART

Definitions

1. The following definitions apply to this Policy:
 - **Hierarchy/Hierarchical** - any system of persons or things arranged in a graded order, and ranked one above the other (i.e., chain of command, positional rank, etc.);
2. Please refer to the “Definitions Guide for Policies and Procedures” contained in this Manual for the definitions of other terms used in this Policy.

Policy Directive:

Cowichan Tribes shall establish and maintain an organization chart that specifies the hierarchy and reporting relationships between the various systems, functions, and levels of Cowichan Tribes’ organization.

Related Cowichan Teachings

“Live in harmony with Nature” and “Everything in Nature is part of our Family - we are all relatives”

Applicable Legislation and Standards

3. Cowichan Tribes’ practices respecting the development, maintenance, and security of its organization chart must comply with all pertinent requirements, including applicable legislation and standards, and Cowichan Tribes’ laws, policies and procedures, including:
 - i) Cowichan Tribes First Nation Financial Administration Law (the FAL); and
 - ii) First Nations Financial Management Board (FNFMB) Standards.
4. For other statutes and standards related to this Policy, please refer to the listing of “Applicable Legislation and Standards” contained in this Manual.

Reason for Policy

5. The objectives of this Policy include:
 - i) Providing guidance and directions regarding the development, maintenance, security, and accessibility of an organization chart for Cowichan Tribes, including clarifying the related roles and responsibilities;
 - ii) Ensuring that Cowichan Tribes has an organization chart that is accurate, current, secure, and is made accessible to all individuals who are affected by it;
 - iii) Providing a visual representation that accurately depicts Cowichan Tribes’ current organization structure, systems, hierarchy of departments, and the various working relationships between each department and the units within them; and



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- iv) Ensuring Cowichan Tribes' practices regarding its organization chart comply with all applicable requirements.

Consequences of Non-Compliance with Policy

- 6. Potential consequences of non-compliance with this Policy include:
 - i) Lack of an appropriate organization chart for Cowichan Tribes;
 - ii) Duplication of, or voids in, organizational systems and related responsibilities;
 - iii) Lack of understanding of specific roles within the different systems at Cowichan Tribes, and their linkages or interrelationships; and
 - iv) Breach of legislation, standards or Cowichan Tribes' laws, policies and procedures.

Policy Application

- 7. This Policy applies to or affect Cowichan Tribes':
 - i) Chief and Council;
 - ii) Managers;
 - iii) Community members, committees, and committee members;
 - iv) Human Resources (HR) Department; and
 - v) All other employees/persons involved with Cowichan Tribes' organization chart.

Policy Requirements

General

- 8. Cowichan Tribes must develop and maintain a comprehensive organization chart that accurately depicts the information discussed in the section below and identifies the specific roles and responsibilities assigned to each level and participant in the systems.
- 9. The organization chart for Cowichan Tribes must include:
 - i) All governance, management and administrative systems of Cowichan Tribes;
 - ii) The organization of the systems described in subsection (i) above, including the linkages between them;
 - iii) The specific roles and responsibilities of each level of the organization of the systems described in subsection (i) above; and
 - iv) All governance, management and administrative positions at each level of the organization of the systems described in subsection (iii) above, including the:
 - a) Membership on Council, Finance and Audit Committee and all other committees of Council and Cowichan Tribes,
 - b) General Manager, the Comptroller, the Tax Administrator and any other officers and employees of Cowichan Tribes, and
 - c) Principal lines of authority and the responsibility between Council, the committees referred to in subsection (a) above, and the officers and employees referred to in subsection (b) above.



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10. Cowichan Tribes' organization chart shall be kept secure, and be accessible electronically or in hard copy by all persons who are affected by it.
11. The organization chart shall be regularly reviewed and updated to accurately reflect the current organizational structure at Cowichan Tribes.
12. The organization chart shall not include any personal information about Cowichan Tribes' employees or Council members, such as employee names, email addresses or telephone numbers.
13. Cowichan Tribes shall make and retain the proper records respecting the development and maintenance of its organization chart, as per pertinent records management requirements.



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Procedures: Organization Chart

Roles and Responsibilities

14. Council's responsibilities include:
 - i) Authorizing the development and maintenance of an organization chart for Cowichan Tribes;
 - ii) Ensuring adequate delegated resources are available to implement and maintain the organization chart and structure; and
 - iii) Approving the organization chart for Cowichan Tribes, as appropriate.
15. The General Manager's responsibilities include:
 - i) Preparing and recommending to Council, and maintaining, revising, and keeping current and secure, an organization chart for Cowichan Tribes, as required by the FAL, FNFMB Standards and this Policy and Procedures;
 - ii) Ensuring the organization chart accurately depicts Cowichan Tribes' current governance, management, human resources, financial management, and other administrative systems, and identifies the specific roles and responsibilities assigned to each respective level and participants in those systems.
 - iii) Ensuring the roles, responsibilities, and reporting relationships depicted in Cowichan Tribes' organization chart are accurate and effectively communicated to all those affected by the organization chart.
16. The HR Department's responsibilities include assisting the General Manager in developing, maintaining, and communicating Cowichan Tribes' organization chart.

Preparation and Maintenance of Organization Chart

17. The General Manager, as authorized and instructed by Council, shall prepare and maintain an organization chart for Cowichan Tribes in conjunction with the HR Department.
18. Cowichan Tribes' organization chart shall be maintained electronically, kept current, and include definitions of the persons or classes of persons who are affected by the organization chart.
19. The General Manager, in conjunction with the HR Department, shall ensure each role identified in the organization chart is clearly defined as evidenced by a corresponding job description.
20. Any delegation of authority granted by Cowichan Tribes shall be aligned with the hierarchical structure of its organization chart.



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21. The General Manager shall submit the organization chart, as well as any subsequent amendments, to Council for their review and, if appropriate, approval.
22. The most recent and approved organization chart shall be signed and dated by the General Manager.

Access to Organization Chart

23. The General Manager shall centrally file the approved organization chart and ensure that the original copy of all approved organization charts is maintained in a secure manner.
24. The General Manager must ensure the organization chart can be located and retrieved as soon as practicable by all persons affected by it.
25. The organization chart, and all the detailed information contained within the chart, must be accessible electronically and in hard copy.
26. The General Manager shall communicate any approved changes to the organization chart to all those affected by it and/or make the changes readily available by other means normally used by Cowichan Tribes.
27. On request, the General Manager must provide a copy of Cowichan Tribes' organization chart to councillors, members of all committees, officers, employees, contractors, agents, and/or members of Cowichan Tribes

Review of Organization Chart

28. Periodically, but at least annually, the General Manager shall, in conjunction with the HR Department, review the organization chart with other managers and:
 - i) Note any updates that are necessary with respect to revision in roles, responsibilities, or reporting relationships;
 - ii) Ensure the necessary changes are reflected on the organization chart so that it is current and accurate; and
 - iii) Incorporate any other relevant feedback from the managers.
29. Managers shall review the organization chart as it pertains to their area of responsibility and advise the General Manager of any necessary changes to the organization chart to ensure the chart is current and accurate.
30. If the organization chart no longer accurately represents a department due to changes in positions, job assignments, reporting relationships, etc., the respective manager shall submit the updated information to the General Manager as soon as practicably possible.
31. The annual review of Cowichan Tribes' financial management system must also include a review of its organization chart to ensure that it is accurate, current, and complies with applicable legislation, standards, and Cowichan Tribes' laws, policies and procedures, as per the Financial Management System Improvement Policy and Procedures.



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32. Any changes to Cowichan Tribes' organization chart that are deemed necessary shall be recommended to Council for approval.

Approval of, and Changes to, Organization Chart

33. Cowichan Tribes' organization chart may only be changed:
- i) On the instructions of Council; and
 - ii) By a person authorized to do so by Council, or by the General Manager.
34. If appropriate, Council shall approve the organization chart, and any subsequent amendments to it, through a Council resolution which is duly recorded.

Records Management

35. The General Manager, in conjunction with the HR Department, shall ensure that the appropriate records and documentation respecting Cowichan Tribes' organization chart are kept and maintained in a secure manner as per Cowichan Tribes' Records and Information Management Policy and Procedures, including records regarding:
- i) Organization chart(s) approved by Council;
 - ii) Reviews of the organization chart and any related recommendations for changes;
 - iii) Changes made to Cowichan Tribes' organization chart(s);
 - iv) How access to the organization chart is communicated and provided to Cowichan Tribes' members and employees;
 - v) Communications explaining any changes made to the organization chart, and the rationale for the changes;
 - vi) Council approval of the organization chart and any related amendments.

Related Cowichan Tribes' Policies

- Financial Management System Improvement Policy and Procedures;
- Job Descriptions Policy and Procedures;
- Records and Information Management Policy and Procedures;