

SHINGWAUK KINOOMAAGE GAMIG

FINANCIAL MANAGEMENT POLICY

AND

PROCEDURES

Approved by the SKG Board of Directors, November 5, 2024.

FINANCIAL MANAGEMENT POLICY

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1.0 PURPOSE OF POLICY

The Board of Directors of Shingwauk Kinooaage Gamig (SKG) are ultimately accountable for the effective and efficient management of all Shingwauk Kinooaage Gamig (SKG) financial resources.

The purpose of SKG's Financial Management Policy is to ensure integrity of all financial and accounting information, auditing processes, financial reporting and regulatory compliances, and ensures transparency and accountability of the organization.

Guiding Principles

Shingwauk Kinooaage Gamig (SKG) will conduct its financial operations within the following guiding principles:

- a. Compliance with applicable legislation, and regulatory requirements
- b. Assets and property are safeguarded
- c. Financial Reporting and Analysis
- d. Budgeting and planning to maximize utilization of available resources
- e. Efficient cash flow management
- f. Cost control and expense management
- g. Risk management and insurance
- h. Debt management
- i. Leveraging technology,

2.0 ROLES AND RESPONSIBILITIES

The **Board of Directors** of Shingwauk Kinooaage Gamig have a fiduciary responsibility to protect the Institute's financial status to meet its obligations. Role involves providing financial oversight by reviewing financial statements including review and approval of internal financial controls to ensure compliance with legal and ethical standards and to mitigate risk.

The **Treasurer** for the Shingwauk Kinoomaage Gamig Board of Directors shall carry out the duties as outlined in the corporate by-laws.

The **President** is responsible for management of the day-to-day operations of the organization and ensures that the financial activities are carried out effectively and efficiently and in alignment with the overall strategic direction of the organization.

The **Finance Administrator** is responsible and accountable to the President for ensuring that daily financial activities carried out are consistent with the financial and accounting policies, authorities, guidelines, practices and procedures as established and approved by the Board of Directors.

All submissions to the Board of Directors having financial and budgetary implications shall be reviewed by the Finance Administrator and President or designate prior to submission to the Board to ensure that the financial consequences of the submissions are properly displayed.

3.0 APPROVAL AND SPENDING AUTHORITIES

The delegation of approval and spending authorities by the Board of Directors to designated employees of the Shingwauk Kinoomaage Gamig shall be for the purpose of carrying out the business operations of the organization as set out in the by-laws and within the approved and applicable policies and procedures.

Guiding Principles of Authorities and Delegating

- a. Granting of authorities and delegations is made in good faith and trust
- b. Authorities and delegations from the Board of Directors are made at the maximum levels possible to management levels but are subject to some restrictions and other limitations stipulated by the Board and the President.
- c. Authorities and delegations must only be applied in the context of undertaking assigned responsibilities, within an approved mandate and the scope of operations under the assignee's control. Any use of authority to do something beyond the assignee's scope is an abuse of that authority.
- d. Authorities and delegations cannot be transferred from one person to another
- e. Authorities can be exercised on an acting basis
- f. Authorities and delegations are subject to revocation if abused
- g. Annual reviews will be made to ensure the continuing relevancy of the delegations and authorities.

Approval and Spending Authority Levels

The Board of Directors shall grant approval in motion format for the following approval and spending authority levels:

- | | | |
|----|-----------------------|--------------|
| a. | President | \$ 50,000.00 |
| b. | Finance Administrator | \$ 5,000.00 |

4.0 SIGNING AUTHORITIES

The Board of Directors shall grant signing authority as follows:

4.1 Cheques:

The following shall have signing authority for all cheques.

- Chairperson
- Vice-Chairperson
- Treasurer
- Board Director
- President

Two signatures must be obtained for all cheques. A cheque with only one signature is not legally binding and shall be deemed null and void.

Every effort will be made to obtain signature from one (1) Board Director and from one (1) staff member for each cheque issued.

The Finance department shall be responsible for ensuring that the signing authorities listing is kept current and filed with the banking institution.

4.2 Contracts/Funding Agreements

All contracts and/or agreements **in excess of \$ 50,000.00** are to be signed by the President or designate and the Chairperson or Vice Chairperson.

All contracts and/or service agreements **under \$ 50,000.00** can be signed by the President or designate.

5.0 PLANS, BUDGETS and REPORTS

- 5.1 Management is responsible for preparation of annual operational and service delivery plans including preparation of annual budgets for the Institute.
- 5.2 All annual budgets are to be reviewed by the President for recommendation and approval by the Board of Directors. Approvals are to be recorded in ***motion format***.
- 5.3 All non-discretionary funds are to be expended as per terms and conditions outlined in the approved funding agreements.
- 5.4 Non-discretionary surplus funds for specific projects/programs at year end shall be recorded as deferred revenues for the specific project/program and carried over to the new fiscal year, or, disbursed as per funding terms and conditions.
- 5.5 Discretionary surplus funds shall be allocated as recommended by the President and approved by the Board.

Annual Operating Budgets

- 5.6 The Program Managers of SKG are responsible for preparing and maintaining an annual operating budget for their respective programs as per approved funding agreements and allocations.
- 5.7 The Finance Administrator shall enter the preliminary budgets as prepared by the Program Managers into the Accounting Software System and provide a printed copy to the Manager for review and revision as may be required. Refer to 5.2 for recommendation and approval process.
- 5.8 A copy of the Board motion approving the annual budgets shall be provided to the Finance Administrator for record and auditing purposes.
- 5.9 The Program Managers shall be responsible for ensuring that expenditures are maintained within the approved annual budgets for their respective programs. Upon consultation with the Finance Administrator and President funds may be transferred between program budgets subject to the terms and conditions of the funding source.
- 5.10 At year end the Finance Administrator and President shall review all the budgets with the Program Managers to identify surpluses and deficits and to ensure that

all funding terms and conditions have been met. Recommendations shall be made to the Board to address the surplus and/or deficits.

- 5.11 The Board shall review the recommendations and upon acceptance, approve the recommendations in motion format.

Monthly Reports and Budget Reviews

- 5.12. The Finance Administrator shall print out and disburse the following internal reports on a monthly basis:

- a. Individual Program Revenue and Expenses report
- b. Consolidated Revenue and Expenses Report
- c. Monthly Balance Sheet

- 5.13 The Program Managers shall be responsible to review their respective program revenue and expenditure reports, budgets and general ledger listing on a monthly basis to ensure revenues and expenditures are being coded to the proper program and account. Any corrections to the coding are to be highlighted and presented to the Finance Administrator for immediate action.

Administration Fees

- 5.14 To cover the additional costs associated with administering additional projects and services, the following administrative fee shall be charged to programs or projects where deemed applicable:

- A fee of ten percent (10%) for administrative and overhead costs

Rate may be negotiated subject to project amount and affordability.

6.0 FINANCIAL AUDIT

A financial audit shall be completed on an annual basis by an external qualified auditing firm as appointed by the Board of Directors.

- 6.1 The President and Finance Administrator shall be responsible to prepare and cause a financial audit to be conducted on an annual basis.

- 6.2 The financial audit of all financial records and inventories of the SKG shall be completed no later than **July 31st** of each year for the fiscal year ending the preceding March 31st.
- 6.3 The draft audited financial statement shall be reviewed by the President and Finance Administrator in consultation with the Financial Auditor to ensure all revenues and expenditures are accurately reflected.
- 6.4 The final draft audited financial statement shall be presented, accepted, and approved by motion of the Board and signed by the Board Chairperson and the President.
- 6.5 Where appropriate the recommendations of the auditor shall be implemented.
- 6.6 The auditor's report shall be made available to the corporate shareholders upon request and posted on the Institute's website.

Securing an Auditor

- 6.9 A call for proposals with the Terms of Reference shall be sent to auditing firms in the surrounding area familiar with Indigenous academic related operations.
- 6.10 The following Terms of Reference are to be utilized:
- a. The examination must be conducted in accordance with generally accepted accounting principles and is to include a general view of account procedures, and such tests of accounting records as the auditor considers necessary in the circumstances.
 - b. The auditor will have access at reasonable hours to the accounting records, supporting documentation including minutes of the Board meetings.
 - c. Financial statements are to report on all Board financial activities under Board control and consist of:
 - Statement of Revenue and Expenditures for each program
 - Statement of Cash Flow
 - Details of surpluses or deficits for each program
 - Consolidated Balance Sheet and Statement of Revenue and Expenses

- d. The auditor is to express an opinion on the accuracy of the financial statement as a reflection of the financial position of the SKG in accordance with generally accepted accounting principles. The auditor shall also state recommendations which the Board could implement.

- 6.11 The Tenders and Contracts policy shall be adhered to in the selection process. Upon acceptance and approval of the recommended firm by the Board, a letter awarding the contract shall be sent to the successful auditing firm.

7.0 BANKING AND CASH MANAGEMENT

The Board of Directors through its President and Finance Administrator shall determine the specific provisions respecting the Institute's banking arrangements.

- 7.1 The President and Finance Administrator shall assess the cost and quality of its banking services relative to other banks, not less than every three (3) years.
- 7.2 SKG shall manage its cash economically and efficiently and shall seek to maximize the return on its temporary surplus funds within the approved investment policies.

Investments

- 7.3 The Finance Administrator in consultation with the President may invest short term surpluses in securities and/or guaranteed income investments offered through the bank.
- 7.4 Investments shall be managed in accordance with accepted financial management practices.

Borrowing of Funds

- 7.5 The Board may borrow funds as specified in its Corporate By-laws.

8.0 ACCOUNTING SYSTEMS

The Shingwauk Kinoomaage Gamig shall invest and implement a suitable and affordable accounting software system. The software must meet the basic requirements of an accounting system required to accommodate the needs of the SKG. Software must contain the basic processing tools for recording, accounting and categorizing all financial

transactions, managing general ledger, chart of accounts, generating financial statements and other financial reports.

Internal Accounting Process

- 8.1 The Finance Administrator shall ensure that all funds received and expended are properly entered and recorded and debited/credited to the proper account, and, that the financial reporting requirements for funding agencies are met as per contractual agreements.
- 8.2 Staff will be provided with training to ensure that they have adequate knowledge and abilities to maintain, duplicate, cross reference bookkeeping and filing, and to retrieve and/or verify information on individual transactions.
- 8.3 The Finance Administrator shall be responsible for maintaining the General Ledger and ensure it is updated on a monthly basis to facilitate a continual accounting of revenue received, expenses incurred, and changes to assets, liabilities and equity.
- 8.4 Monthly listings of Aged Accounts Receivable and Accounts Payable will be prepared and balanced to the General Ledger control accounts. Listing will be presented to the President or designate on a monthly basis.
- 8.5 Accounting and reporting systems will be based on accrual accounting principles; all incoming funds and outgoing expenditures will be debited/credited to the appropriate program.
- 8.6 Integrity checks shall be conducted on a monthly basis.
- 8.7 All financial data files are to be backed up on a weekly basis. Storage of files will include both in-house in a fireproof safe and at an off-site location to be designated.

Bank Reconciliations

- 8.8 Bank reconciliations shall be prepared monthly upon receipt of bank statements and cancelled cheques.
- 8.9 The electronic reconciliation process will be used, and supporting documentation saved and copied.

- 8.10 The deposits listed on the bank statement will be compared with deposits shown in the accounting records and receipts book. Any discrepancies will be noted and corrected, and a list of errors or unrecorded items compiled.
- 8.11 Upon completion of the reconciliation, it is to be presented to the Finance Administrator for acceptance and approval.

9.0 REVENUES AND ACCOUNTS RECEIVABLES

Shingwauk Kinoomaage Gamig shall establish and maintain adequate controls to ensure that all revenue received and due to the organization is recorded and collected on a timely basis.

- 9.1 All mail or other delivered cheques and cash received must be recorded in a cash blotter, initialed and delivered to the Finance Administrator who will receive and sign the cash blotter.
- 9.2 The Finance Administrator shall ensure:
- a. Reconciliation of the Accounts Receivable and sub-ledger accounts
 - b. Accurate aging of the Accounts Receivable accounts
 - c. Invoicing, applying payments and reconciling of accounts receivable is completed
 - d. Reconciliation of the bank deposits attributable to Accounts Receivables adjusted correctly during each monthly period.
- 9.3 Aging of Accounts Receivables will be done on a monthly basis and reviewed by the Finance Administrator.
- 9.4 Each program/department shall be responsible for submitting the details of each billing to the Finance Department who will prepare and mail the necessary invoices and establish an appropriate accounting control procedure. The originating department will be advised each month of all overdue accounts.
- 9.5 The SKG will impose a fee of \$ 40.00 for any cheques returned by the bank as "Non-Sufficient Funds" (NSF). The SKG reserves the right to refuse personal cheques.

Deposits

- 9.6 All cheques received for deposit will immediately be endorsed on the reverse side with an endorsement stamp "For Deposit Only."
- 9.7 Deposit slips will be prepared in duplicate for each deposit. Deposits will be done on a weekly basis.
- 9.8 Each deposit slip is to contain the following information:
- a. Current date
 - b. Account number
 - c. Name of account
 - d. Listing of cheques showing remitter and amounts to be deposited
 - e. Listing of currency and coin (if applicable)
 - f. Listing of total cheques, total cash and the total amount to be deposited

All items listed will be verified and totals shown on each deposit slip before signing.

Delinquent Accounts

- 9.9 When the review of the Accounts Receivable listing reveals that any account has been outstanding for more than the 30/60/90 days, a form letter will be sent to the debtor. The letter will state that the debtor has fifteen (15) calendar days to respond. In the event there is no response, or an unsatisfactory response is received, the outstanding account will be referred to the appropriate program for their action.
- 9.10 For all outstanding accounts, an interest fee of 1.5% per month shall be applied to the principal amount owed to the SKG.

Debt Write Offs

- 9.11 All amounts outstanding for more than one year, at each April 30th, for which due process has been followed will be recommended for write off. The Finance Administrator and President will make the recommendation to the Board of Directors for approval of any write offs.

10.0 EXPENDITURES AND ACCOUNTS PAYABLE

Shingwauk Kinooamaage Gamig shall establish and maintain adequate controls to ensure that expenditures are made in settlement of authorized commitments. The organization shall establish and maintain a system of recording expenditures in a timely and accurate manner.

Purchases

- 10.1 All purchases shall be made utilizing a purchase order system. In the event of an emergency, a company credit card may be used for purchases subject to the approval of the President or designate.
- 10.2 Purchase Orders are to be pre-numbered and in duplicate. First copy is to be provided to the supplier or service provider; second copy is to be retained and attached to the applicable invoice being processed.
- 10.3 For all purchases every effort will be made to obtain the best possible financial arrangement for SKG wherever possible which includes best possible price quotes, bulk purchases and shipping costs available. Local suppliers shall be given preference for purchase of supplies.
- 10.4 For all purchases, a requisition for a purchase order must be completed, signed and approved and submitted to the Finance Clerk for issuance of a purchase order.
- 10.5 All purchase orders are to be completed in duplicate and are to contain the following information:
 - a. Name and address of supplier or service provider
 - b. Unit price and quantity, where applicable
 - c. Description of item or service
 - d. Total costs of the purchase
 - e. Account and department code
 - f. Authorized signature for approval
- 10.6 No purchase is to be approved unless funds have been identified and certified within the program or project budget.
- 10.7 A purchase order log control book shall be maintained that lists the date the purchase order was issued, purchase order number, supplier, code, amount and completion date.

- 10.8 Purchase orders must be kept in the safe or locked cabinet.
- 10.9 In preparation for year end, a deadline date shall be imposed for issuing purchase orders for current year and date shall be set at March 15th of each fiscal year.

Credit Card

- 10.11 A company credit card may be obtained through the organization's financial banking institution to cover expenses for services, purchases and business travel where a credit card is required. All proposed requests for credit card purchases are to be completed utilizing the appropriate established approval process.
- 10.12 The credit card limit shall be at the designated Board approval limit of \$ 50,000.00.
- 10.13 The Board Chairperson shall sign all documentation granting approval and authorization for the President. The President shall in turn approve the following designated cardholders with specified spending limits as follows:
- | | |
|--------------------------|--------------|
| a. President | \$ 45,000.00 |
| b. Finance Administrator | \$ 5,000.00 |
- 10.14 The credit card holder shall not use the credit card for personal use.
- 10.15 The credit card shall not be used for cash advances or bank transfers.
- 10.16 The credit card holder shall return the credit card to the Finance department when he/she is no longer employed by SKG or in the designated position.
- 10.17 The Finance Administrator will be responsible for notifying the bank of any changes to the credit card holder(s) and the credit card limits.
- 10.18 Any misuse of this privilege will result in the cancellation of the card. Misuse is defined as unauthorized charges incurred to the organization. Such costs are deemed recoverable from the employee and shall be recovered in a mutually agreed upon manner including payroll deductions. ***Misuse shall also be subject to disciplinary action as set out in the Human Resource Policy.***
- 10.19 All employees eligible for a credit card shall be required to sign a waiver for payroll deduction of unauthorized charges prior to the credit card being released to the employee.***

Credit Card Purchase of Goods and Services

- 10.20 All cardholders are to use the credit card for conducting SKG business only. Upon approval of the President or designate, the following are allowable expenses on the credit card:
- a. Business meals for the purpose of conducting business including gratuities to a maximum of 15%. Prior authorization is required for this purpose and documentation and claims are to be provided immediately upon return to the office.
 - b. Car rentals: Authorization must be obtained prior to travel. It is the responsibility of the card holder to take advantage of corporate rates and to choose the most economical vehicle and rates. Expense is to be claimed on the Travel Expense Claim form.
 - c. Airfare: Credit card may be used for emergency flight arrangements only. Prior authorization must be obtained from the President or designate. All documentation is to be completed upon return to the office.
 - d. Accommodations: Credit card may be used to cover the costs of accommodation while on business travel. Prior authorization must be obtained on the completed and approved Travel Authority/Advance forms. The traveler shall be personally responsible for any expenditure incurred as a result of a room guarantee charged to the credit card due to the reservation not being cancelled. Exceptions may be made for circumstances beyond the control of the employee. All charges are to be claimed on the Travel Expense Claim form immediately upon return.
 - e. Other: Upon prior approval from the President or designate, the following purchases on the credit card are allowable:
 - i. Purchase of emergency business related supplies and equipment while on business travel up to a limit of \$200.00 (two hundred dollars)
 - ii. Purchase of business equipment and supplies where purchase orders are not accepted. Every effort will be made to purchase from a supplier where SKG has an established account.

Disbursements

In accounting for all disbursements, the Finance Administrator shall ensure that the following procedures are adhered to in processing payments to honor all SKG commitments.

- 10.21 Proper authorization must be in place prior to the processing of any disbursement. Upon receipt of all goods and services, the employee authorized to receive the goods or services will verify the quality and quantity against the receipt/packing slip and certify that the goods and services have been received. The certified receipt/packing slip is to be forwarded to Finance for processing.
- 10.22 Upon receipt of invoices for services, the appropriate Program Director will verify services rendered on the invoice. The invoice and/or supporting documents shall be forwarded to Finance for processing.
- 10.23 All invoices received are to be date stamped by the employee responsible for receiving the mail and forwarded immediately to Finance.
- 10.24 Upon receipt of the invoice, Finance will ensure the following:
 - i. The invoice is reconciled to the receipt/packing slip, purchase order and/or documentation as applicable
 - ii. A payment batch is processed for invoices to be paid and forwarded to Finance Administrator or President for signature to approve payment
- 10.25 The approved payment batch listing will then be processed for disbursement.
- 10.26 Prepayments or pre-authorized payments will only be approved as deemed necessary by the Finance Administrator in consultation with the President or designate.
- 10.27 All invoices received will be paid by the “due date” or within thirty (30) calendar days to avoid interest charges and to maintain financial integrity.
- 10.28 When a cheque or Electronic Fund Transfer is issued for payment of an invoice, the cheque or EFT payment advice will be attached to the paid invoice. The invoice will also be stamped as Paid to clearly indicate invoice was processed to prevent duplicate payments.
- 10.29 Each cheque shall require two (2) authorized signatures as per Section 4.0 pertaining to signing authorities.

- 10.30 Under no circumstances will a cheque be signed until the amount and the name of the payee are entered on the cheque.
- 10.31 Wherever possible signing authorities will not sign or prepare cheques made payable to themselves or to members of their immediate family. The signing authority shall adhere to the Conflict of Interest Policy.
- 10.32 All documentation supporting a purchase transaction will be filed alphabetically by supplier or Vendor name.
- 10.33 All disbursements or payments issued by SKG are to be in a form of a cheque, except for payments made through the petty cash fund as per petty Cash guidelines, and authorized disbursements processed through the Electronic Fund Transfer (EFT) system.
- 10.34 Payments made through bank transfer/draft may be approved by the President or designate and will need to be authorized by two (2) signing authorities **as per Section 4.0**. Bank charges for the bank transfer/draft will be covered by the appropriate program or payee.
- 10.35 Urgent or emergency cheque payments will be processed upon the authority of the President or designate provided that the policies and procedures are adhered to.
- 10.36 All consecutively numbered blank cheques will be stored under lock and key in the Finance Office.
- 10.37 In the event a cheque is reported lost, destroyed or stolen, it will immediately be cancelled and a stop payment issued to the financial institution. A second cheque may be issued only after the financial institute has received a stop payment order and a written agreement is in place whereby the payee agrees to return the original cheque should the payee later receive it. SKG reserves the right to deduct the stop payment order fees from the re-issued cheque.
- 10.38 Cheques not processed by the financial institute within six (6) months of the date of issue are considered "stale-dated". These payments will be voided, and a notice sent to the financial institution advising of the stop payment. Another cheque may be issued upon request by the payee. SKG reserves the right to charge a processing fee of \$30.00 for the re-issued cheque.
- 10.39 No person(s) will be authorized to make withdrawals on SKG bank accounts directly from the financial institution.

Electronic Fund Transfer

- 10.40 Electronic fund transfer is the exchange or transfer of money electronically from one account to another. All payments processed through the EFT system will be subject to the following process:
- a. Provision of a completed and signed "Authorization for EFT Deposit Service or Enrollment"
 - b. Submitted to the appropriate personnel for processing. All data will be entered into the electronic accounting system and the appropriate computerized listing shall be submitted to the President for approval.
 - c. Upon approval the payment will be processed.
 - d. Payroll EFT will be done on a bi-weekly basis.
 - e. ***It is the responsibility of each individual to notify Finance or Payroll of any changes to the banking information provided.***

Petty Cash

- 10.41 On occasion it is recognized that SKG will require cash on hand for incidentals, minor purchases or reimbursements for which the cheque disbursement process may not be practical. For such purposes a petty cash fund will be established.
- 10.42 As authorized by the Board of Directors in motion, a petty cash fund shall be established and maintained ***as follows:***
- a. SKG Finance Department \$ 500.00
- 10.43 The petty cash fund shall be stored in a locked box in the safe.
- 10.44 A petty cash voucher shall not exceed fifty dollars (\$50.00) at any one time.
- 10.45 The Finance Administrator shall be responsible for the cash, petty cash disbursements and replenishing the fund.
- 10.46 An employee requiring petty cash will request a petty cash voucher for approval by the appropriate manager who will code the expense account.
- 10.47 The designated petty cash manager will certify availability of funds and disburse the funds accordingly. If funds are not available, petty cash funds will not be disbursed.

- 10.48 Upon receipt of petty cash funds, an official receipt must be returned to the petty cash manager by the end of the next business day. Employees must account for each purchase prior to making any additional requests for petty cash.
- 10.49 Employees who sign for and receives petty cash shall be responsible and accountable for its replacement if the receipts are lost, misplaced or not obtained.
- 10.50 Petty cash receipts and money in the petty cash box must always equal the amount of the fund.
- 10.51 The Finance Administrator shall ensure that the petty cash fund is accounted for and verified at each fiscal year end.

11.0 HONOURARIUM

SKG is committed to bring in the knowledge, values and ways of knowing of the Anishnaabe culture to its students and faculty. In keeping with the cultural ways, and in recognition of the importance of the Indigenous knowledge and cultural practices, a daily honorarium will be presented as a gift to the external recognized Elders, Knowledge Keepers and Ceremonial conductors engaged. The following daily rates will be applied as gifts:

A. Ceremony/Teachings	\$ 500.00
B. Teachings/Speaking Engagement	400.00
C. Helpers	300.00

The appropriate program manager shall complete the payment requisition form for approval by the President. The approved form will be submitted to the Finance department for processing prior to the event.

12.0 TRAVEL

This section establishes the rules and procedures for travel authorization, arrangements and financial accountability for all staff, board directors or those designated to travel on behalf of Shingwauk Kinoomaage Gamig.

- 12.1 Each department/program will have a coded expense account established and designated for travel purposes. Funds for travel will be incorporated into the annual program budgets.

- 12.2 The President, appropriate program manager or designate can authorize travel for staff or individuals travelling on behalf of the organization. Such authorization shall be contingent upon:
- a. Travel costs being within the spending authority limits
 - b. Availability of funds in the designated travel expense account
 - c. The President shall have final authorization should the purpose of the travel be in question.
- 12.3 All travel for which reimbursement of expenses are to be made, shall be by the most economical route/rates and approved in advance by the appropriate manager.
- 12.4 Rates for travel expenses shall be approved by the Board on an annual basis. Set travel rates shall include meals, mileage/kilometer, private accommodation and incidentals. Refer to page 23 (Travel rates established will be based on Treasury Board Govt. travel rates) to qualify for the incidental rate, travel must include an overnight stay.
- 12.5 A per diem rate of the established meal rates and incidentals may be provided to non-employees who travel on behalf of the SKG. To qualify for a per diem, business related activity must require an overnight stay.
- 12.6 Where the duties of an employee require day to day travel, the appropriate manager shall approve such travel within predetermined limits. Travel costs may be covered within the predetermined and pre-approved limit.

Travel Authority/Advance

- 12.7 A Travel Authority/Advance form must be completed and approved prior to travelling on Shingwauk Kinoomaage Gamig business whether SKG funds are utilized or not. The Travel Authority/Advance form must be completed by the traveler and approved by the appropriate program manager.
- 12.8 All managers shall ensure that funding is available within the budget prior to approving travel requests. The travel authority/advance form must be forwarded and signed by the Finance Administrator for verification of funds prior to approval by the program manager.
- 12.9 The traveler or designated employee shall be responsible for making all travel arrangements in accordance with the policy. Any cancellations or changes to travel arrangements are the responsibility of the traveler.

- 12.10 Travel Authority/Advance forms are to be submitted to Finance for cheque or EFT issue five (5) working days prior to date of travel.
- 12.11 It is the responsibility of the holder of a temporary travel advance to safeguard it until it has been accounted for.
- 12.12 In the event travel has been cancelled for which a travel advance had been issued, the travel advance must be returned immediately to Finance.
- 12.13 Travel advances must be accounted for within ten (10) working days upon completion of the trip. The traveler must complete a travel expense claim with the required receipts and submit it to the Finance department.
- 12.14 If a travel advance has not been accounted for within ten (10) working days after completion of a trip for which an advance was issued, the appropriate Finance personnel will send a written request to the individual concerned with a copy to the individual's immediate supervisor and President. The notification will advise that failure to settle the advance within ten (10) working days of the date of the notice, action will be taken to recover the advance from any monies owed by the Board to the employee including having the total amount deducted from the next pay period of the employee involved.
- 12.15 In the event the advance remains unsettled as per section 12.14, the Finance Administrator shall forward notice to the payroll department with direction to deduct the total amount of the advance from the employee's next pay period. A copy of the notice will be provided to the employee, immediate supervisor and the President.
- 12.16 A travel advance shall not be issued to an employee who already holds an advance for which a travel expense claim has not been submitted.
- 12.17 A Per Diem will be issued to non-employees for travelling on behalf of SKG business. Daily per diem rates shall not exceed the daily travel rates as approved by the Board.

Travel Expense Claims

- 12.18 Upon return from a business trip for which a travel advance was provided, the employee must complete a Travel Expense Claim providing an itemized listing of the associated travel costs. Receipts must be submitted for individual expenses exceeding fifteen dollars (\$15.00) with the exception of meals and incidentals.

- 12.19 Failure to submit receipts as required will result in the expense incurred deemed unallowable.
- 12.20 If upon auditing of the travel expense claim, there is a balance owing to the traveler, the Finance department has fifteen (15) days from the date of submission to reimburse the individual who submitted the claim.
- 12.21 The traveler will be responsible for any expenditure incurred as a result of a room guarantee charged to a company credit card due to a reservation not being cancelled. Exceptions may be made for circumstances beyond the control of the traveler.
- 12.22 Any changes to the travel itinerary extending the travel days must be approved by the appropriate program manager in order to qualify for reimbursement.
- 12.23 Non-employees may be exempt from completing a travel expense claim upon return from conducting board business. In the event the non-employee for whatever reason was not able to attend the business meeting, and the non-employee received a travel advance, the non-employee will reimburse SKG the full amount of the travel advance issued.

TRAVEL RATES

MEALS

Breakfast:	\$24.90/day	*Departure from home	7:30 a.m.
		*Return to home after	10:00 a.m.
Lunch:	\$25.20/day	*Departure from home	11:00 a.m.
		*Return to home after	2:00 p.m.
Dinner:	\$61.85/day	*Departure from home	3:00 p.m.
		*Return to home after	5:30 p.m.

No receipts required for meals.

INCIDENTALS

Rate: \$17.30/day

Incidental rate application will require overnight stay.

ACCOMMODATIONS:

Commercial: Receipt required

Private: \$50.00 per night

Mileage/Kilometer

Rate: \$0.60.5 cents/km

For use of private vehicle on business related travel. Use of private vehicle must be pre-approved.

****NOTE:** Above rates reflect 2024 Treasury Board Travel Rates.

13.0 PAYROLL MANAGEMENT

The Finance department shall be responsible for processing payroll, payroll remittances, issuance of annual T4 statements, administering pension benefits, maintenance and safekeeping of all confidential payroll records and files.

- 13.1 A salary grid and casual rates shall be established for each employment position within the organization. The grid and rates shall be approved by the Board of Directors. Grids and rates are to be reviewed on an annual basis and any increases to the grids and rates are subject to the availability of funds within the respective program area.
- 13.2 All increases to salary or wage levels are subject to the process as outlined in the Human Resource Policies.
- 13.3 SKG shall adhere to the applicable government guidelines and rules pertaining to payroll management, lawful payroll deductions and remittances.
- 13.4 the Finance Department shall be responsible for administering group insurance and pension plans for all employees and for preparation of all relevant remittances.
- 13.5 The President shall approve all changes to payroll records after the relevant authorities have been exercised for any payroll changes.
- 13.6 The President shall approve all employee additions to payroll.
- 13.7 The Finance Department shall be responsible for ensuring that all payroll records are maintained and up to date including vacation, sick leave and other payroll benefits.
- 13.8 The Finance Department shall prepare the payroll register generated for each pay period. The President shall review and approve the payroll register for disbursement.
- 13.9 Payroll will be disbursed on a bi-weekly basis through EFT and EFT payment advice will be disbursed to the staff.
- 13.10 Annual T4's for all employees will be prepared and disbursed before the last day of February following the calendar year to which the T4 slips apply. The T4 Summary for Employers shall be completed and submitted to the government immediately upon completion of the employee T4's.

14.0 CONTRACTS AND CONTRACT MANAGEMENT

Goods and services may be acquired through contract in a manner that enhances access, competition and fairness, and results in the best value for Shingwauk Kinoomaage Gamig.

- 14.1 Services to be performed under any agreement or contract will not commence, and payment for such services will not be made until an agreement/contract is executed in accordance with this policy and all requirements have been met.
- 14.2 It is the responsibility of appropriate Program Manager and/or President to ensure that there is an approved budget in place. The President will consult with the Finance Administrator to certify that funds are available prior to the signing of the agreement/contract.
- 14.3 It is the responsibility of the Program Manager and/or President to monitor the processing of payments in accordance with the terms and conditions of the agreement/contract.
- 14.4 All original contracts/agreements accepted and signed must be forwarded to the Finance Administrator. It is the responsibility of the Finance Administrator to ensure that a filing system of all contracts is maintained and to ensure copies are distributed to the appropriate Program Manager and/or President.

Approval Authority

- 14.5 For contracts and/or agreements of less than twenty-five thousand dollars (\$25,000.00), the President and/or designate has the authority to call for tenders or proposals, negotiate and sign the contract/agreement provided that the process is in accordance with policy and is reported to the Board through his/her monthly report.
- 14.6 In the event the President or designate has a conflict of interest in the contract, a conflict of interest shall be declared, and the Board of Directors shall review the tenders or proposals and award the contract.
- 14.7 Where a contract for goods or services is to exceed twenty-five thousand dollars (\$25,000.00), tenders will be invited, and the approval authority will be with a quorum of the Board of Directors.

- 14.8 In the event a Board Director has a personal interest or is in conflict, a conflict of interest shall be declared, and the Director shall be excused from participation in the process.

Tendering Process

- 14.9 The tendering process for goods and services exceeding twenty-five thousand dollars (\$ 25,000.00) shall be as follows:

- a. Tenders by way of invitation only shall be requested from a minimum of three (3) firms and/or individuals; or
- b. Tenders may be publicly advertised in local and/or regional postings or newspaper(s) for a period of not less than five (5) business days; or
- c. A combination of invitation and public posting for sealed tenders will require a minimum of three (3) bids.

- 14.10 Tender, quote invitations or advertisements will indicate the following:

- a. The date and hour of closing
- b. Sufficient details from which comparable bids can be made
- c. The date, hour and place sealed tenders will be opened
- d. The name of the person to be contacted for information
- e. Where applicable, bidders will be required to provide a ten percent (10%) security deposit as a financial guarantee that they will honor their submitted tender price and abide by all bidding requirements. Failure to meet this condition will result in the forfeit of the said bid security. Bid securities will be submitted in the form of a certified cheque, bank draft, bid bond or irrevocable and unconditional letter of credit.
- f. The tender or advertisement must indicate that the SKG reserves the right not to necessarily accept any bid.
- g. The tender or advertisement must indicate that tenders or quotes will not be accepted after the closing deadline.

- 14.11 Tenders for major construction projects shall indicate the following:

- a. Tender instructions as per 14.10
- b. Tender document
- c. General conditions
- d. Insurance schedule
- e. Contractor statement of qualifications
- f. Proof of Workers Safety Insurance coverage, if applicable
- g. Statement of work plan and specifications

14.12 Once the tendering process begins, the following documentation should be made available for interested contractors:

- a. A letter of invitation
- b. A statement of work required
- c. The proposal evaluation criteria; and
- d. A contract agreement (includes general conditions and terms of payment)

14.13 Upon receipt of a tender, the time and date of receipt will be recorded and initialed by the Executive Assistant on the tender envelope and turned over to the President or appropriate Program Manager.

Selection and Awarding Process

14.14 Received and sealed tenders will be:

- a. Opened by the President at the date, hour and place specified, and all tenders read at a duly convened Board of Directors meeting
- b. Bidders may, at their discretion be present during the opening of the tenders. The President will then read aloud all tenders giving the name and amount of the bid.
- c. When all bids have been opened, reviewed and recorded, all bidders in attendance will be excused and the meeting will continue for the selection and awarding.
- d. All tenders will be reviewed and evaluated as per evaluation criteria.
- e. The Board of Directors reserves the right to retain the services of external expertise to assist in the tender and evaluation process.

14.15 The lowest, highest or any tender will not necessarily be accepted.

14.16 Awarding of the contract shall be by vote of a quorum of Board of Directors at a duly convened Board meeting. The acceptance and awarding of the contract shall be recorded in a Board motion.

14.17 Following the awarding of a tender, the President or designate will notify the successful bidder, in writing, that the bid has been accepted and outline the conditions of acceptance.

14.18 Any contract drawn and signed between the SKG and a contractor must clearly outline all requirements of the contract in detail.

- a. The terms and conditions, deliverables and payment schedule are to be clearly outlined.

- b. Contract should contain a provision for the SKG to hold back a minimum of ten percent (10%) of the contract subject to the contractor complying with all contract deliverables.
- c. Contract signatures shall include appropriate authorizing officer of the SKG, the contractor, witnesses for each and the date.
- d. The successful bidder's security will be returned once the contract, in duplicate, is signed.

14.19 Under extenuating circumstances, in consultation with the President and appropriate Program Manager, the Board of Directors can authorize and/or negotiate and enter into a specific contract/agreement on a sole-source basis. Favorable consideration shall be extended to local Indigenous members, businesses and local suppliers.

15.0 ASSETS AND ASSET MANAGEMENT

The purpose of this section is to provide direction for recognizing and recording tangible capital assets on a consistent basis in accordance with Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

15.1 Tangible capital assets shall include buildings, vehicles, equipment, office furniture and computer equipment.

Inventory of Assets

15.2 An inventory of the tangible assets shall be maintained and kept up to date. All serial, model or registration numbers are to be recorded where applicable. A physical count shall be completed on an annual basis and made available for auditing purposes.

15.3 All assets shall be recorded and listed on an inventory control sheet which is to be signed and dated at each count. Each department/program is to be responsible for maintenance of an inventory log for its respective program.

15.4 A Master Inventory Control Book shall be maintained by Finance.

Accounting of Assets

15.5 Tangible capital assets are to be recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets excluding land is amortized on a straight-line basis as follows:

- Computer Equipment 4 years
- Vehicles 5 years
- Machinery and equipment 10 years
- Buildings 25 years

- 15.6 The capital assets will be amortized and depreciated on an annual basis and a capital reserve fund established for the purpose of repairs and replacement of the applicable capital asset. Depreciation is a process by which an asset decreases over the life of the asset.
- 15.7 SKG shall obtain adequate insurance coverage to protect its assets. The Finance Administrator in consultation with the President shall ensure that the insurance coverage is appropriate and up to date.
- 15.8 In the event damage to an asset has occurred, an Incident Report shall be completed within forty-eight hours of the incident and submitted to the President and/or appropriate Program Manager. The Incident Report is to be signed off and forwarded to the Finance Administrator for appropriate action.
- 15.9 Depending on the circumstances, extent of the damage and where fault rests with a Board Director or an employee of the SKG, the Board of Directors reserves the right to take appropriate action and to recover costs from the individual(s).

Disposal of Assets

- 15.10 In the event capital assets are taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the appropriate Program Manager shall notify the President and Finance Administrator of the asset description and effective date of disposal.
- 15.11 The Finance Administrator shall prepare a report of the asset disposal for presentation to the President who in turn shall recommend to the Board of Directors for approval of the disposal. Upon approval from the Board of Directors, the asset may be removed from the inventory records.
- 15.12 Assets will be retired from the accounts upon approval from the Board of Directors. The gain or loss on disposal will be calculated as the difference between the proceeds received and the net book value of the asset.

Missing Assets

- 15.13 In the event assets are found to be missing, the appropriate Program Manager shall be responsible to track down and locate the missing item(s). Should any of

these items be of significant value as determined by the President, a report is to be filed, and the asset's value recovered under the SKG's insurance policy. Where warranted, a copy of the report is to be provided to the proper authorities for legal action.

Write Downs

- 15.14 A write down is used to reflect a permanent partial impairment in the value of an asset. This impairment may be a result of:
- a. Removal of the asset from service
 - b. Physical damage
 - c. Significant technological developments
 - d. A decline in, or cessation of, the need for the service provided by the asset
 - e. A change in the law or environment affecting the asset usage
- 15.15 If the value of an asset is impaired, the cost of the asset will be written down to reflect the decline in the asset's value and its shorter useful life. This write down is considered a loss (expense) in the accounts of the appropriate program or department.

16.0 ADMINISTRATIVE SERVICES

Administrative services are services available and provided to assist the community members/public with respect to photocopies, facsimiles, scanning and printing, laminating, desktop publishing and facility and equipment rentals.

- 16.1 External requests for administrative services shall be accommodated only if the staff are available to assist and services requested are available. Priority is to be given to internal operational requirements.
- 16.2 Organizations shall be invoiced for provision of administrative services, and cash payment shall be requested from individuals. The cash payment is to be received by the Finance Administrator and recorded accordingly. A cash receipt shall be issued to the individual.
- 16.3 Administrative service rates are set as per Appendix A. Rates are subject to review and adjustment on an annual basis.

17.0 AMENDMENT PROCESS

The Financial Management Policy may be amended as deemed necessary to accommodate the evolving growth of the organization and changes to financial accounting processes.

- 17.1 Any recommendations to amend any part of the policy shall be made in writing to the President or designate stating reasons for need of the amendment. In consultation with the Finance Administrator, the President or designate shall present the proposed change to the Board of Directors.
- 17.2 The President shall present the proposed amendments of the policy to the Board of Directors at a duly convened Board meeting. Board acceptance and approval shall be made in motion and documented.
- 17.3 The President or designate shall ensure that the Board approved amendments are immediately recorded and inserted into the document, and, that all relevant staff are duly informed of the changes.
- 17.4 The Finance Administrator shall be responsible to cause an annual review of the policy.

APPENDIX One (1)

FINANCE FORMS:

- **Annual Budget Preparation Format**
- **Purchase Order Requisition**
- **Credit Card Authorization**
- **Honorarium Requisition**
- **Cheque Requisition**
- **Travel Authority/Advance**
- **Travel – Local**
- **Travel Claim**