



HANDBOOK



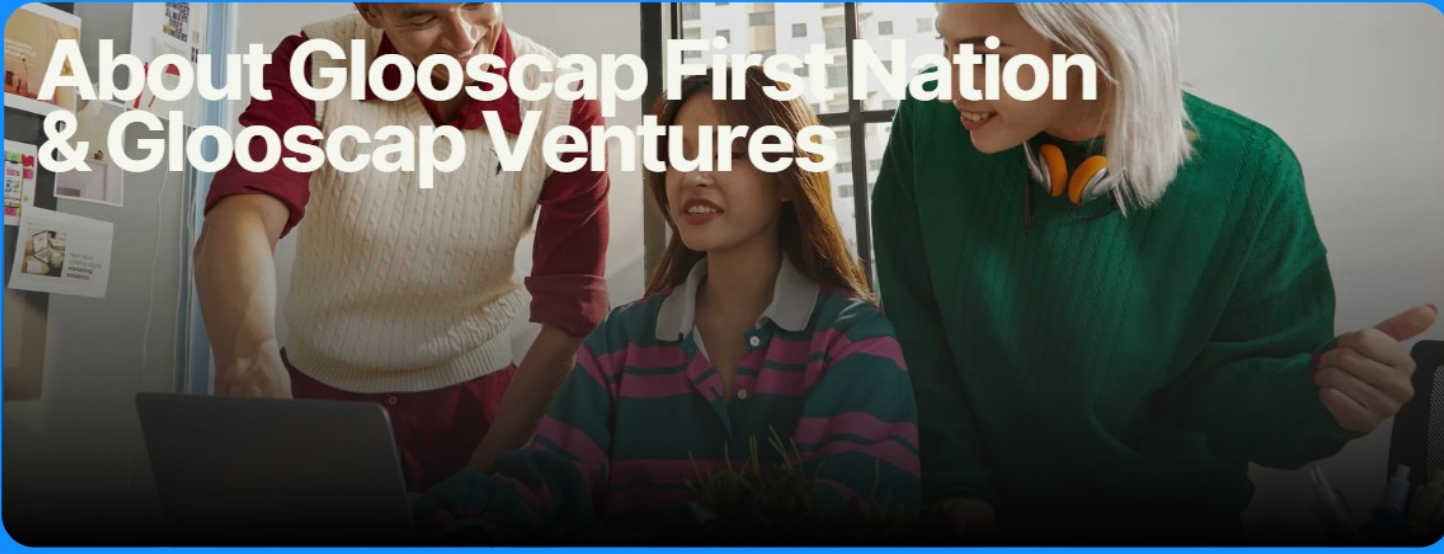
Welcome Message

We are pleased to welcome you to Glooscap First Nation and Glooscap Ventures.

Our workplace is built on respect, collaboration, and accountability, where every role contributes to our community and organizational success. Your onboarding period is a time to learn, ask questions, and settle into your role, with this handbook serving as a practical guide to expectations and workplace information. You are encouraged to take initiative, seek support when needed, and build connections, no one is expected to know everything at once. We are pleased to have you join us and look forward to the contributions you will bring.



This handbook is intended as a guide and does not create a contract of employment or alter the at-will or contractual nature of employment, where applicable.



About Glooscap First Nation & Glooscap Ventures

Glooscap First Nation

Glooscap First Nation is a Mi'kmaq community located in Hantsport, Nova Scotia, spanning both Kings County and Hants County. Also known as Kluskap, the reserve, originally created in 1907 as Horton 35 is situated approximately 6.4 kilometres (4.0 miles) from the Town of Hantsport and encompasses about 171.1 hectares (423 acres) of rolling, primarily forested land. The Nation is part of the traditional and unceded territory of the Mi'kmaq people and is guided by the Peace and Friendship Treaties. Through its Band Administration, Glooscap First Nation governs and supports its community members by delivering essential programs and services, including governance, health, education, housing, employment support, and community services. The goal of Glooscap First Nation is to build a strong, healthy, and self-sufficient community, supporting members to develop skills, access opportunities, and participate meaningfully in the workforce, while preserving Mi'kmaq culture, values, and community connections. Economic participation is central to this work, with pathways to employment and business development.

Glooscap Ventures

Glooscap Ventures is the business and economic development arm of Glooscap First Nation. It was established to manage and grow community-owned businesses in a way that supports long-term financial stability and employment for community members. Glooscap Ventures operates and supports businesses across various sectors, creating jobs and practical work experience for community members. These businesses generate revenue that is reinvested back into the community to support programs, services, and future economic initiatives. Glooscap Ventures works closely with Glooscap First Nation's leadership and administration to ensure that business activities align with community priorities. This includes supporting workforce development, building job readiness, and creating opportunities for community members to gain skills, training, and career growth. Mutually, Glooscap First Nation and Glooscap Ventures are connected in purpose. The Nation sets the vision and priorities for community well-being, while Glooscap Ventures supports that vision through sustainable business operations, employment opportunities, and economic growth.

OUR VALUES GUIDED BY THE SEVEN SACRED TEACHINGS



GLOOSCAP First Nation

At Glooscap First Nation / Glooscap Ventures, our work is rooted in the Seven Sacred Teachings, which guide how we lead, serve, and work together. These values shape our decisions, relationships, and responsibilities to one another and to the community.

“With love, respect, courage, honesty, wisdom, humility, and truth.”

Love

We lead with care, compassion, and responsibility for one another and our community. Love guides us to act in ways that support well-being, inclusion, and a sense of belonging in the workplace.

Respect

We honour people, culture, knowledge, and lived experience. Respect means listening, valuing diverse perspectives, and upholding dignity in all interactions, within our teams, with community members, and with partners.

Courage

We act with courage and accountability, even when decisions are difficult. Courage means speaking up, addressing challenges directly, and standing firm in our responsibilities to the community and organization.

Honesty

We communicate openly and act with integrity. Honesty requires transparency in our work, fairness in our decisions, and accountability for our actions.

Wisdom

We seek understanding through learning, experience, and reflection. Wisdom guides us to make thoughtful, informed decisions that balance immediate needs with long-term community impact.

Humility

We recognize that leadership is service. Humility reminds us to remain open to learning, to acknowledge our limitations, and to value collaboration over hierarchy.

Truth

We uphold truth in our words and actions. Truth means being authentic, ethical, and grounded in shared understanding, trust, and responsibility.

GFN/GV exists to advance the social, cultural, and economic well-being of Glooscap First Nation and its partners. Our work is guided by the Seven Sacred Teachings:



WISDOM

Thoughtful decision-making



LOVE

Care for people and community



RESPECT

Dignity for all



COURAGE

Integrity and bravery



HONESTY

Transparency and trust



HUMILITY

Service before self



TRUTH

Accountability in action

WE EXPECT ALL EMPLOYEES TO
EMBODY THESE
TEACHINGS IN
DAILY WORK.

Understanding Glooscap Ventures Current Business Operations



Glooscap Ventures is the economic development corporation of Glooscap First Nation, established to create and manage business activities that generate sustainable revenue and employment for the community.

Glooscap Ventures operates through a diversified portfolio of businesses and investments, some of which are wholly owned and managed, and others that are partnerships or affiliated ventures. While each business operates with its own management structure, all activities are aligned with Glooscap First Nation's economic, social, and environmental priorities.

Current operations and investments span four primary areas:

- Retail & Entertainment
- Seafood & Fisheries
- Renewable Energy
- Alternative and Real Assets

Through these business operations, Glooscap Ventures:

- Manages on-reserve commercial activities
- Develops and oversees strategic assets, including land and infrastructure
- Supports employment and skills development
- Returns generated revenues to Glooscap First Nation for community benefit

Glooscap Ventures is governed by a Board of Directors and is wholly owned by Glooscap First Nation. Revenues generated through business activities are returned to the Nation, with Chief and Council determining how those funds are reinvested to support community programs, services, and long-term development.

For employees, this means working within an organization that is interconnected across multiple business units, while remaining accountable to shared values, governance frameworks, and community-centred objectives. Roles may support a single business operation or contribute across multiple areas, depending on organizational needs. Understanding the scope and structure of Glooscap Ventures helps employees see how their work contributes to the broader economic sustainability and future of Glooscap First Nation.

Retail & Entertainment

Glooscap Ventures manages and invests in on-reserve and off-reserve retail and entertainment operations, including:

- Glooscap Corner (Gaming, Gas)
- Glooscap Entertainment Centre
- Sweetgrass Convenience
- Glooscap Bingo
- Indigenous Gaming Partners
- Glooscap Landing (retail development)
- Glooscap Landing is a 27-acre commercial development located along Highway 101, being developed for retail and related business purposes.

Seafood & Fisheries

Commercial fisheries are a core area of investment and operation. Glooscap Ventures manages and supports fisheries-related enterprises, including:

- Glooscap Fisheries
- Glooscap Seafood
- Yarmouth Bar Fisheries
- SeaKist Lobster Limited
- Glooscap Ventures continues to research and evaluate opportunities to expand commercial fisheries operations, ensuring sustainability, compliance, and long-term economic benefit.

Renewable Energy

Glooscap Ventures is actively researching and participating in renewable energy opportunities, including:

- Glooscap Energy
- Sugar Maple Wind Project
- These initiatives ally with environmental stewardship and long-term economic diversification goals.

Kluskap Security

Kluskap Security provides security and protective services, supporting workplaces, facilities, and events.

Its work contributes to:

- Employment opportunities
- Community and partner safety
- Professional security services united with regulatory standards

Kluskap Lindsay

Kluskap Lindsay operates as a business partnership or investment vehicle within the Glooscap Ventures portfolio. It supports alternative asset development and strategic business activities that align with long-term economic growth objectives.

Kluskap Health & Safety

Kluskap Health & Safety delivers health and safety–related services, including workplace safety support, compliance guidance, and training.

This business supports:

- Occupational health and safety initiatives
- Risk management and compliance
- Safer workplaces across operations and partnerships

The Market @ Glooscap Landing

The Market @ Glooscap Landing is a seafood-focused retail market, scheduled to open in April 2026. The market will offer locally sourced and commercially harvested seafood products, supporting both community access to fresh seafood and the economic objectives of Glooscap First Nation. This operation is part of Glooscap Ventures’ Seafood & Fisheries portfolio.

Focus Areas Include:

- Retail seafood sales and customer service
- Seafood handling, storage, and food safety compliance

Purpose & Community Impact:

- Strengthens local seafood value chains
- Creates employment opportunities in retail and food services
- Supports sustainable fisheries and local economic activity
- Improves community access to fresh, locally sourced seafood
- This market represents an important expansion of Glooscap Ventures’ seafood operations, connecting harvesting, processing, and retail while supporting long-term community benefit.



EMPLOYMENT RELATIONSHIP

Your Role

- Your job description outlines your primary duties, responsibilities, and scope of work. It is intended to provide clarity on what is expected of your role.
- Your manager or supervisor is responsible for setting work priorities, assigning tasks, and providing guidance on day-to-day responsibilities.
- Performance expectations, timelines, and standards will be communicated by your manager and may evolve as organizational needs change.
- From time to time, you may be asked to support related tasks that align with your role, skills, and organizational priorities.
- If you are unsure about an assignment, expectation, or responsibility, you are encouraged to raise questions early with your manager or Human Resources.

Reporting Structure

- You report directly to your assigned supervisor or manager, who is responsible for supervision of your work, performance feedback, and approval of schedules, leave, and work priorities.
- Your manager is your first point of contact for day-to-day operational matters, direction, and support.
- Human Resources (HR) provides advice and support related to:
 - Workplace policies and procedures
 - Payroll and timekeeping
 - Benefits eligibility and enrolment
 - Leave and accommodation processes
 - Workplace concerns or questions
- HR works collaboratively with managers and employees to ensure fair, consistent, and compliant workplace practices. Employees are encouraged to reach out to HR when explanation or support is needed.

First Day & First Week Expectations

First Day

- Welcome meeting with our human resources team
- Welcome meeting with your manager
- Introduction to your team and key contacts
- Review of your role and immediate priorities
- Technology and systems setup (email, Teams, payroll systems). *Please note that in some cases, system access may be delayed due to IT or connectivity requirements; we appreciate your patience should this occur.*

First Week

- Review of policies and procedures
- Orientation to your department and work processes
- Overview of workplace culture and expectations
- Confirmation of training or onboarding sessions

Work Hours & Attendance

Glooscap First Nation / Glooscap Ventures recognizes that work schedules may vary by role, department, and operational need. Employees are expected to understand their assigned schedule and adhere to agreed working hours.

Standard Work Hours

- Standard work hours are determined by your department, position, and employment agreement.
- Two common work schedules currently in place include:
 - Monday to Thursday – 30 hours per week
 - Monday to Friday – 37.5 hours per week, with Friday designated as a remote workday for Band Office-based roles
- Your specific schedule will be confirmed by your manager and HR as well as outlined during onboarding and in your employment agreement.

Attendance & Punctuality

- Regular attendance and punctuality are mandatory to maintaining effective operations and service delivery.
- Employees are expected to be present, available, and actively working during their scheduled hours, regardless working onsite or remotely.
- Consistent or unapproved absences, lateness, or early departures may be addressed with your manager and, where necessary, Human Resources.

Absences & Schedule Changes

- Any absence, lateness, early departure, or change to your work schedule must be communicated to your manager as soon as possible.
- Where applicable, absences must be recorded in accordance with organizational procedures (e.g., leave requests, time reporting, currently on Payworks).
- Advance notice is expected for planned time off, appointments, or schedule adjustments.

Remote & Hybrid Work

- Remote or hybrid work arrangements are not automatic and must be approved in advance by your manager.
- Approved remote workdays (such as Band Office Fridays) require employees to:
 - Be reachable and responsive during scheduled working hours
 - Remain signed into Microsoft Teams
 - Continue assigned work as planned

Accountability

- Employees are responsible for managing their time effectively and meeting job responsibilities within their approved schedule.
- Managers may review schedules periodically to ensure alignment with operational needs and service expectations.

Workplace Conduct & Professionalism

Glooscap First Nation / Glooscap Ventures is committed to maintaining a respectful, safe, and inclusive workplace. All employees are expected to uphold high standards of conduct and professionalism in their interactions, decision-making, and daily work.

Respectful Conduct

- Employees must treat colleagues, community members, partners, and visitors with dignity, respect, and fairness continually.
- Behaviour should reflect cultural awareness, mutual respect, and consideration for diverse perspectives and lived experiences.
- Disrespectful, disruptive, or harmful behaviour is inconsistent with our values and will be addressed.

Professional Communication & Behaviour

- Employees are expected to communicate professionally and respectfully, whether in person, by email, phone, or through digital platforms such as Microsoft Teams.
- Professionalism includes appropriate language, tone, appearance, and conduct that reflects positively on the organization.
- Employees should conduct themselves in a manner that supports collaboration, trust, and effective working relationships.

Policies, Procedures & Accountability

- Employees are required to follow all organizational policies, procedures, and guidelines applicable to their role.
- This includes HR policies, safety procedures, confidentiality requirements, and codes of conduct.
- Failure to comply with policies may result in corrective action.

Confidentiality & Privacy

- Employees must protect confidential, personal, and sensitive information obtained through their role.
- Information about employees, community members, business operations, or partners must only be shared when authorized and for legitimate work purposes.
- Breaches of confidentiality may result in disciplinary action.

Conflicts of Interest

- Employees must avoid situations where personal interests could conflict, or appear to conflict, with their professional responsibilities.
- Any potential or perceived conflict of interest must be disclosed to your manager or Human Resources as soon as possible.
- Transparency helps protect both the employee and the organization.

Harassment, Discrimination & Safety

- Harassment, discrimination, bullying, retaliation, or unsafe behaviour of any kind will not be tolerated.
- This includes conduct based on race, ancestry, gender, age, disability, religion, sexual orientation, or any other protected characteristic.
- Employees are encouraged to report concerns promptly to their manager or Human Resources. Reports will be taken seriously and addressed in a fair and respectful manner.

Shared Responsibility

Every employee shares responsibility for creating and maintaining a workplace that is respectful, safe, and supportive. Conduct and professionalism are not limited to rules but reflect how we live our values and serve the community.

Staff Retreats and Offsite Events

From time to time, and when approved by leadership, Glooscap First Nation / Glooscap Ventures may organize staff retreats or offsite events. These retreats may not occur every year and are scheduled based on organizational priorities, operational capacity, and available resources.

Purpose of Staff Retreats

Staff retreats are designed to support:

- Team building and collaboration across departments
- Professional development and skills building
- Reflection on organizational goals, values, and priorities
- Strengthening communication, trust, and workplace culture
- Employee well-being and engagement

Where applicable, retreats may include facilitated sessions led by an external trainer or consultant. The role of the trainer is to:

- Provide structured learning and guidance
- Support skill development and leadership growth
- Facilitate meaningful discussion and team reflection
- Help the organization strengthen workplace practices and effectiveness

These facilitated sessions are intended to benefit both employees and the organization by enhancing capacity, and shared understanding.

Expectations During Staff Retreats

Staff retreats and offsite events are considered extensions of the workplace. All employees are expected to conduct themselves professionally and in accordance with the Respectful Workplace, Code of Conduct, and related organizational policies throughout the duration of the retreat.

Employees are expected to:

- Treat colleagues, facilitators, service providers, and partners with respect and professionalism
- Communicate respectfully during both formal sessions and informal interactions
- Refrain from harassment, discrimination, bullying, or inappropriate behaviour
- Use alcohol or other substances responsibly, where permitted, and ensure behaviour remains appropriate
- Follow retreat schedules, safety guidelines, and instructions
- Respect shared spaces, accommodations, and property

All organizational policies continue to apply during retreats and offsite events. Any concerns or incidents may be addressed in accordance with established reporting and corrective action procedures.

Staff retreats are intended to be positive, inclusive, and productive experiences. All participants share responsibility for maintaining a safe and respectful environment.

Health, Safety & Well-Being

Glooscap First Nation / Glooscap Ventures is committed to providing a safe, healthy, and respectful workplace for all employees. Workplace health and safety is a shared responsibility between the organization, management, and employees, and is supported by provincial legislation and resources.

Our Commitment to Health & Safety

- Glooscap follows the Nova Scotia Occupational Health and Safety Act and related regulations to ensure a safe work environment.
- Policies, procedures, and safety practices are in place to prevent workplace injuries, illnesses, and unsafe conditions.
- Safety considerations are integrated into daily operations, planning, and decision-making.

Employee Responsibilities

All employees are expected to:

- Follow all applicable health and safety policies, procedures, and safe work practices
- Use required safety equipment and protective gear where applicable
- Participate in health and safety training or orientations
- Report hazards, unsafe conditions, or incidents promptly
- Failure to follow safety procedures may place yourself or others at risk and may result in corrective action.

Incident Reporting & Workplace Hazards

- All workplace incidents, injuries, near misses, or hazards must be reported immediately to your supervisor or manager.
- Prompt reporting allows risks to be addressed quickly and ensures proper documentation and follow-up.
- Where required, incidents will be reported to WCB Nova Scotia in accordance with provincial requirements.

Workers' Compensation (WCB Nova Scotia)

- Glooscap participates in the Workers' Compensation Board of Nova Scotia (WCB) system.
- Employees who experience a work-related injury or illness may be eligible for WCB benefits, including:
 - Medical treatment coverage
 - Wage-loss benefits

- Return-to-work support and accommodations
- HR and management will support employees through the WCB reporting and claims process.

Joint Occupational Health & Safety Committee (JOHSC)

- Glooscap has an active Joint Occupational Health & Safety Committee (JOHSC), consisting of management and worker representatives.
- The JOHSC:
 - Identifies and reviews workplace hazards
 - Supports safety inspections and recommendations
 - Promotes safety awareness and compliance
 - Acts as a resource for employees on health and safety matters
 - Employees are encouraged to raise safety concerns with their JOHSC representative.

Mental Health, Stress & Well-Being

- Glooscap recognizes that health and safety include mental and emotional well-being, not only physical safety.
- Employees experiencing work-related stress, illness, or mental health concerns are encouraged to speak with their manager or Human Resources for support.
- Where appropriate, employees may be eligible for:
 - Medical or stress leave, supported by medical documentation
 - Workplace accommodations to support recovery and well-being
 - WCB Nova Scotia support for work-related psychological injuries, where applicable
- In addition, eligible employees and their immediate family members may have access to the Employee Assistance Program (EAP), which provides confidential, voluntary support services, including:
 - Short-term counselling and mental health support
 - Stress, anxiety, and life-balance support
 - Family, relationship, and caregiver assistance
 - Financial, legal, and wellness resources
- EAP services are:
 - Confidential (no information is shared with the employer)
 - Voluntary (employees choose whether to access the service)
 - Available 24/7, depending on the provider
- Glooscap is committed to supporting employees with compassion, confidentiality, and respect, and encourages the use of available supports to promote overall well-being and a healthy workplace.

Support & Resources

Employees can access support through:

- Managers and Supervisors – day-to-day safety management
- Human Resources – advice on WCB, leave, accommodations, and policy
- JOHSC – workplace safety concerns and recommendations
- Provincial Resources – including WCB Nova Scotia and Nova Scotia Labour, Skills and Immigration

Policies & Compliance

Glooscap First Nation / Glooscap Ventures operates within a formal governance and policy framework approved by Chief and Council and, where applicable, Boards of Directors. Employees are expected to review, understand, and comply with all organizational policies relevant to their role. Policies exist to ensure fairness, accountability, safety, and consistency across the organization, and to meet legal, regulatory, and community obligations.

Code of Conduct

All employees are required to act ethically, responsibly, and in the best interests of Glooscap. The Code of Conduct sets expectations related to:

- Professional behaviour and integrity
- Avoiding conflicts of interest
- Responsible use of authority and resources
- Ethical decision-making and accountability
- Employees may be required to sign a Code of Conduct declaration as part of their employment obligations

Attendance, Leave & Time Off

Attendance expectations, work schedules, overtime, and leave entitlements are governed by the Human Resources Policy. This includes:

- Attendance and lateness requirements
- Vacation, medical, personal, and other approved leave
- Overtime approval and compensation
- Time-off reporting and documentation
- Employees are responsible for following approved processes and communicating absences in accordance with policy

Health & Safety Policies

Glooscap is committed to a workplace free from hazards, discrimination, and harassment. Employees must comply with:

- Occupational Health and Safety requirements
- Safe work practices and reporting procedures
- Substance use standards
- Respectful Workplace policies
- Health and safety responsibilities are shared, and employees are expected to report incidents, hazards, or concerns promptly

Privacy, Confidentiality & Information Management

Employees handle sensitive information related to employees, members, clients, finances, and operations. The Information Management Policy governs:

- Collection, use, disclosure, and protection of personal information
- Secure handling of electronic and paper records
- Access controls and data security
- Records retention and disposal
- Employees must always protect confidentiality and use information only for authorized work purposes

Community Event Attendance

Attendance at community events during working hours is guided by the Community Event Attendance Policy and related HR procedures. Employees must:

- Obtain appropriate approval in advance
- Understand how time is recorded (work time, flex time, or leave)
- Ensure attendance aligns with role responsibilities and operational needs

Technology, Internet & Acceptable Use

Organizational technology, systems, and internet access are provided for work-related purposes.

Employees are expected to:

- Use systems responsibly and securely
- Protect login credentials and access permissions
- Follow acceptable use and social media standards
- Avoid misuse of organizational technology or data

Compliance & Accountability

Failure to comply with organizational policies may result in corrective action, up to and including discipline, in accordance with the Human Resources Policy. Employees are encouraged to:

- Ask questions if unsure how a policy applies
- Seek explanation from their manager or Human Resources
- Report concerns or potential breaches through appropriate channels
- Policies are reviewed and updated periodically, and employees are responsible for staying informed of changes.

Payroll & Benefits

Glooscap First Nation / Glooscap Ventures is committed to ensuring employees are paid accurately and on time, and that eligible employees have access to benefits that support their well-being and financial security.

Payroll

- Employees are paid through the Payworks system, in accordance with their employment agreement.
- Payroll is processed on a bi-weekly basis, unless otherwise specified in your letter of offer.
- To ensure timely and accurate payment, employees must complete all required payroll and banking forms, including direct deposit information.
- Employees are responsible for reviewing their pay statements and notifying HR or Payroll Support without delay if they have questions or notice discrepancies.
- Deductions such as income tax, CPP, EI, pension contributions, and benefit premiums are processed in accordance with legislation and plan requirements.

Questions related to:

- Pay amounts or deductions
- Timesheets or attendance reporting
- Direct deposit or banking updates

should be directed to Human Resources or Payroll Support.

Benefits (Where Applicable)

Benefit eligibility depends on an employee's **employment status**, position, and hours of work, as outlined in organizational policy and the employee's letter of offer.

Eligible employees may have access to:

- Group Insurance coverage (medical, dental, and related benefits)
- Pension or retirement savings plans
- Employee Assistance Program (EAP) and other wellness support

Enrolment & Information

- Information sessions, enrolment instructions, and required forms will be provided to eligible employees.
- Employees are responsible for completing enrolment forms within required timelines to avoid delays in coverage.
- HR is available to assist with:
 - Benefit eligibility questions
 - Enrolment and coverage details
 - Changes due to life events (e.g., marriage, dependents)

Employee Responsibility

Employees are expected to:

- Keep personal and banking information up to date
- Submit required forms accurately and on time
- Review pays statements regularly
- Notify HR of any changes that may affect payroll or benefits

Support & Confidentiality

Payroll and benefits information is treated as confidential. HR and Payroll Support handle all related matters with care, discretion, and professionalism.



Chief and Council Report Every Month, Due 15th of Each Month

As part of your ongoing responsibilities, all employees are required to prepare and submit a **monthly report to Chief & Council**. This report provides leadership with an overview of your key activities, team updates, progress on priorities, and any emerging trends, risks, or issues requiring attention.

The report must be completed **no later than the 15th of each month**. Once finalized, you are responsible for submitting the report directly to **Jamie Royal (admin@glooscapfirstnation.com)** for inclusion in the monthly Chief & Council meeting package. This requirement supports consistent communication with leadership and ensures timely, accurate, and organization-wide reporting.

ASSESSME



**COMPLETE THE
PRINCIPLESYOU
ASSESSMENT:**

All employees are required to complete the **PrinciplesYou Assessment** as part of their onboarding process. This assessment helps us better understand everyone's work style, strengths, and preferences, allowing us to support them more effectively in their role and team environment. The assessment is not a test and does not influence employment decisions, it simply provides insights that enhance communication, collaboration, and leadership development across Glooscap First Nation and Glooscap Ventures. Employees can access the assessment at: <https://principlesyou.com/assessment>, and are expected to complete it and share their results with HR.



Glooscap First Nation / Glooscap Ventures uses technology and information systems to support efficient, secure, and accountable operations. All employees are expected to use organizational systems responsibly and in accordance with approved policies.

System Access & Use

- Employees are provided with company email, system access, and technology tools based on their role and operational needs.
- Access is granted on a need-to-know basis and must be approved by management.
- Each employee is assigned unique login credentials. Sharing usernames, passwords, or system access is not permitted.
- Technology and systems are provided for work-related purposes only and must be always used appropriately

Communication Tools

- Microsoft Teams is the primary platform for internal communication, collaboration, and virtual meetings.
- Employees are expected to:
 - Remain signed into Teams during working hours (including approved remote days)
 - Use professional and respectful communication
 - Monitor messages and respond within reasonable timeframes
 - Email remains the formal channel for official correspondence and documentation.

Information Security & Data Protection

- Glooscap is committed to protecting the confidentiality, integrity, and availability of its information systems.
- Employees must:
 - Protect sensitive, confidential, and personal information

- Follow data handling, privacy, and records management requirements
- Lock devices when unattended and log out of systems when not in use
- Avoid downloading, transferring, or storing organizational information on personal devices without authorization
- Security safeguards, access controls, and system monitoring are in place to protect organizational data

Remote Access & Technology Changes

- Remote access to systems may be provided where approved and must comply with security requirements.
- Any changes to systems, software, or access must follow approved change management procedures. Employees should not install software, modify systems, or bypass controls without authorization

Monitoring & Acceptable Use

- Organizational systems may be monitored to ensure:
 - Security and integrity of information
 - Compliance with policies and legal requirements
 - Proper use of resources
 - Employees should have no expectation of personal privacy when using organizational systems for work purposes.

IT Support – Triple E Technology

- Triple E Technology provides IT support and system administration services for Glooscap.
- Employees should report technology issues, access problems, or security concerns promptly through established support channels or by contacting HR for assistance with escalation.
- IT support works in coordination with management to ensure systems remain secure, functional, and aligned with organizational needs.

Employee Responsibility

Employees are responsible for:

- Using technology ethically, securely, and professionally
- Protecting organizational information and assets
- Reporting suspected security incidents, data breaches, or system misuse immediately
- Failure to comply with technology and information management requirements may result in corrective action.

Performance & Development



GLOOSCAP
First Nation



Glooscap First Nation / Glooscap Ventures is committed to supporting employee performance, growth, and continuous learning. Performance management is intended to provide clarity, encourage development, and support both individual and organizational success.

Performance Expectations

- Performance expectations will be discussed with your manager or supervisor, including job responsibilities, priorities, and standards of work.
- Expectations are based on your job description, organizational policies, and departmental goals.
- Expectations may be adjusted over time to reflect changing priorities or operational needs, and changes will be communicated clearly.

Feedback & Performance Reviews

- Feedback may be provided on an ongoing, informal basis through regular check-ins, coaching, and day-to-day guidance.
- Formal performance reviews are conducted in accordance with the Human Resources Policy and may include:
 - Performance planning at the beginning of the review period
 - Mid-year or periodic check-ins
 - Annual performance evaluations
- Performance reviews are an opportunity to:
 - Discuss achievements and areas of strength
 - Identify opportunities for improvement or growth
 - Set goals and development priorities

Support & Improvement

- Where performance concerns arise, managers and HR will work with employees to provide guidance, clarification, and support.
- A Performance Improvement Plan (PIP) may be used when additional structure or support is needed to address performance expectations.
- The goal of performance management is to support success, not to penalize.

Learning & Professional Development

- Professional development opportunities may be available based on role requirements, organizational priorities, and available resources.
- Development opportunities may include:
 - On-the-job learning and mentoring
 - Training sessions or workshops
 - Conferences, courses, or certifications (where approved)
- Employees are encouraged to discuss learning interests and career goals with their manager during performance discussions.

Employee Engagement & Responsibility

- Employees are encouraged to:
 - Ask questions when clarification is needed
 - Seek feedback and learning opportunities
 - Take an active role in their own development
- Open communication supports growth, engagement, and shared success.

Performance and development are ongoing processes that rely on collaboration, transparency, and mutual respect. Glooscap is committed to supporting employees in building skills, confidence, and meaningful careers.

Probationary Period

All new employees of Glooscap First Nation / Glooscap Ventures are subject to a probationary period at the beginning of employment. The probationary period is intended to support onboarding, learning, and mutual assessment of role fit, expectations, and performance.

Standard probation periods are as follows:

- **Non-management positions:** three (3) months
- **Management positions:** six (6) months

In some cases, a different probationary period may apply where specifically indicated in the employee's **Letter of Offer**.

During the probationary period, employees are supported by their manager through orientation, training, feedback, and regular check-ins. The focus during this period is to ensure the employee understands their role, responsibilities, and workplace expectations, and is provided with reasonable opportunity to demonstrate their ability to meet performance standards.

A performance evaluation is conducted toward the end of the probationary period. Based on this assessment, one of the following outcomes may occur:

- Confirmation of employment following successful completion of probation
- Extension of the probationary period to allow additional time for development and assessment
- Conclusion of employment if required standards are not met

Where a probationary period is extended, the employee will be informed of the areas requiring improvement and the expectations for successful completion.

Specific terms and conditions related to the probationary period, including duration, evaluation requirements, leave eligibility, and employment status during probation, are governed by the Human Resources Policy and the employee's Letter of Offer. Employees are encouraged to review these documents and may contact their manager or Human Resources if clarification is needed.



Communication & Support



Open, respectful, and timely communication is essential to a positive and effective workplace. Glooscap First Nation / Glooscap Ventures encourages employees to ask questions, seek clarification, and raise concerns in a professional and respectful manner. Support is available through several channels, depending on the nature of your question or concern.

Manager / Supervisor

Your manager or supervisor is your primary point of contact for day-to-day work matters, including:

- Work assignments, priorities, and expectations
- Scheduling, attendance, and time-off requests
- Performance feedback and coaching
- Clarification of role responsibilities
- Immediate workplace concerns
- Employees are encouraged to raise questions or issues with their manager first whenever possible, as this often allows matters to be addressed quickly and effectively.

Human Resources (HR)

Human Resources provides guidance and support on employment-related matters, including:

- Workplace policies and procedures
- Payroll, pay statements, and deductions
- Benefits enrolment, eligibility, and changes
- Leave, accommodations, and return-to-work processes
- Workplace concerns, including respectful workplace issues
- Confidential advice and support

- Employees may contact HR directly if they are unsure how to handle a situation, need clarification, or are uncomfortable raising an issue with their manager.

IT Support

IT Support, coordinated through Triple E Technology, assists with:

- Company email and system access
- Microsoft Teams and remote access support
- Hardware or software issues
- System security or access concerns
- Technology issues should be reported on time to ensure minimal disruption to work.

Communication Expectations

- Employees are expected to communicate professionally, respectfully, and clearly at all times.
- Communication may take place in person, by email, phone, or through Microsoft Teams, depending on the situation.
- Employees should respond to work-related communications within a reasonable timeframe during scheduled working hours.

Raising Concerns & Seeking Support

- Employees are encouraged to speak up early if something is unclear or causing concern.
- Issues raised in good faith will be taken seriously and addressed fairly and respectfully.
- Retaliation for raising concerns or asking questions will not be tolerated.
- Complaints may be submitted through email to hr@glooscapfirstnation.com, and all submissions will be reviewed carefully and handled with discretion to the extent possible.

Emergency Contacts & Procedures

This page provides quick access to important contacts and steps to follow during an emergency or safety concern. The intern should review this page on their first day and keep it accessible throughout the internship.

Emergency Contacts

Supervisor:

Name: _____

Phone: _____

Email: _____

Mentor:

Name: _____

Phone: _____

Email: _____

HR / Training & Development Coordinator:

Name: _____

Phone: _____

Email: _____

Maintenance Office:

Phone: _____

Location: _____

Emergency management coordinator:

Liam Layzelle

llayzelle@glooscapfirstnation.com |

Glooscap First Nation Main Office:

Phone: _____

Emergency Services (Fire/Police/Ambulance): 9-1-1

Incident Reporting Procedure

Ensure your safety first. If the situation involves immediate danger, step away and notify the appropriate party.

1. Notify the HR Manager immediately.
2. If anyone is at risk or a medical emergency occurs, call 9-1-1 immediately.
3. Do not attempt to resolve issues outside your training or authority.
4. Document the incident using the [Incident Report Form](#).
5. Submit documentation to the HR Manager and, where required, the CAO immediately.
6. Follow all follow-up instructions regarding investigation steps, reporting obligations, employee communication, or training requirements.

When to Report an Incident

HR must report immediately if they encounter or become aware of:

1. Employee behaviour concerns, conflict, harassment, or disrespectful conduct
2. Confidentiality breaches (misplaced files, shared passwords, unauthorized access)
3. Payroll or benefits errors affecting pay, deductions, or employee eligibility
4. Policy violations observed or reported by staff
5. Safety-related concerns inside administrative buildings (slips, hazards, unsafe environment)
6. Data integrity issues (incorrect employee information, duplicate records, missing documents)
7. Technology or access issues that threaten security (locked accounts, suspicious activity)
8. Any situation that feels unsafe, inappropriate, or outside HR’s scope of authority

Glooscap Workplace Policies

Glooscap First Nation Information Management Policy	 GFNInfoMgmtPolicy_ Apr2019_Final.pdf
Glooscap First Nation & Glooscap Ventures and Entities (excluding Seafood and Fisheries) Human Resources Policy	 GFN GV and entities HR Policy 2024 with a1
Glooscap First Nation Governance Policy	 GFNGovernancePolic y_June 2022 Revised.1
Glooscap First Nation Financial Administration Law	 Financial Administration Law 20

Glooscap First Nation / Glooscap Ventures reserves the right to amend, update, or replace policies at any time.



GLOOSCAP
First Nation

WHEN YOU BECOME ELIGIBLE TO JOIN THE GROUP INSURANCE BLUE CROSS PLAN AND THE CANADA LIFE PENSION PLAN.



For Blue Cross, please see the attached application form to complete and return (We can accept pics of the forms if easier). Blue Cross premiums are paid 50% by the employee and 50% by Glooscap. Complete and send it to hr@glooscapfirstnation.com	 MBC Employee Application.pdf
For the Pension, employees can save either 2% or 5% of their pay and Glooscap will match the amount. Let me know if you have any questions or if I can help with these. Joining is quick and easy - Go to mycanadalifeatwork.com. - Sign in with Access ID 8720431 and password MLwp6We2. - Click on Enrol to join your group retirement or savings plan now.	 Canada-Life-Enrollment_Class-A_Councillors Class A: Councillors & Admin
Class B: Variety & Gaming Sign in with Access ID 3567844 and password Us5LSth4.	 Canada-Life-Enrollment_Class-B_Variety---G
Class C: Gas Bar – Sign in with Access ID 6740008 and password Dkp47BEj.	 Canada-Life-Enrollment_Class-C_Gas-Bar-.p
Class D: Executives Sign in with Access ID 9749150 and password Ra9CGrx5.	 Canada-Life-Enrollment_Class-D-Executives-
Class D: Executives Sign in with Access ID 5441288 and password Q9ZDejs8.	 1266901525Canada-Life-Enrollment_Class-E

Phishing & Scam Awareness

Protecting Yourself and Glooscap First Nation / Glooscap Ventures

Phishing and other digital scams are one of the most common cybersecurity risks facing organizations today. These scams are designed to trick individuals into revealing confidential information, sending money, or providing system access by pretending to be a trusted source.

All employees share responsibility for protecting organizational systems, information, and community data.

What Is Phishing?

Phishing is a type of cyber scam where attackers impersonate legitimate organizations or individuals to steal information or cause harm. Phishing attempts may come through:

- Email
- Text messages (SMS / “smishing”)
- Phone calls or voicemails (“vishing”)
- Fake websites or login pages
- Microsoft Teams or internal-looking messages

Attackers often pretend to be:

- IT support or vendors
- Banks, payroll, or benefit providers
- Senior leaders or managers
- Government agencies
- Trusted partners or service providers
- And even colleagues

Common Types of Phishing & Scams

- Credential Phishing – Fake login pages asking for your email, password, or MFA code
- Payment or Gift Card Scams – Urgent requests to send money or buy gift cards
- Payroll & Direct Deposit Scams – Requests to “update” banking details
- Attachment-Based Malware – Infected PDFs, Word, or Excel files
- Urgent or Threat-Based Messages – “Your account will be locked,” “Immediate action required”

Warning Signs: How to Detect a Phishing Attempt

Be cautious if a message includes one or more of the following:

- Urgent or threatening language
- Requests for passwords, PINs, or verification codes
- Unexpected attachments or links
- Poor spelling, grammar, or unusual formatting
- Email addresses that look closely, but not correct
- Requests that bypass normal processes or approvals
- Messages asking you to act quickly and quietly

If it feels off, pause. Scammers rely on urgency and pressure.

How to Protect Yourself

Employees are expected to always follow these best practices:

- **Do not click links or open attachments** unless you are confident, they are legitimate
- **Hover over links** to check where they lead before clicking
- **Verify requests** by contacting the sender through a known method
- **Never share passwords or MFA codes** with anyone
- **Do not reuse work passwords** on personal websites
- **Lock your device** when away from your desk
- **Log out of systems** when not in use

Protecting the Organization

Phishing attacks do not only affect individuals, but they can also expose the entire organization to financial loss, privacy breaches, and reputational harm.

Employees must:

- Follow approved payment, payroll, and approval processes
- Never process financial or system requests based on email alone
- Confirm changes to banking, payroll, or vendor details through HR or Finance
- Use organizational systems only for authorized work purposes
- Report suspicious activity immediately

What To Do If You Receive a Suspicious Message

If you receive a message that may be a scam:

1. Do not respond
2. Do not click links or open attachments
3. Do not forward it to others
4. Report it immediately to:
 - o Your Manager or Supervisor
 - o Human Resources
 - o IT Support (Triple E Technology)

Early reporting helps protect everyone.

If You Think You Clicked a Link or Shared Information

Act immediately:

- Disconnect from the network if possible
- Notify your Manager and HR right away
- Contact IT Support immediately
- Change your password if directed
- Cooperate with any investigation or follow-up

Reporting early is critical. Honest reporting will be treated as a security response, not a disciplinary issue.

Employee Responsibility & Accountability

All employees are responsible for safeguarding organizational information and systems. Failure to follow security requirements or report suspected scams may result in corrective action in accordance with organizational policy.

Cybersecurity is not just an IT issue; it is a shared responsibility.

Key Reminder

When in doubt, stop and verify.

Taking a few extra minutes can prevent serious harm to the organization and the community we serve.

Managers tools

Pre-Arrival Planning Table

Phase	Task Area	Actions Required	Responsibilities	Check	Comments
Define Scope				☐	
Confirm Details				☐	
Develop Work Plan				☐	
Prepare Workspace				☐	
Prepare Materials				☐	
Structure Support				☐	
Pre-Arrival Communication				☐	

Post-arrival Onboarding Table

Phase	Task Area	Actions Required	Responsibilities	Check	Comments
First Day	Team Orientation			☐	
Week 1	Systems & Training			☐	
Ongoing	Monthly Check-Ins			☐	
Development	Skills Building			☐	
Mid-Point	Evaluation			☐	
End of Probation	Completion			☐	
Knowledge Transfer	Documentation			☐	

Glooscap First Nation / Glooscap Ventures – HR & Policy Department

Supervisor: _____
Employee/Intern Name: _____
Start Date: _____

Job Title – Duties

Confirm these duties were completed	Check	Notes
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
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	☐	
	☐	
	☐	
	☐	
	☐	
	☐	

Internal & External Trainings Available

Administrative Skills	Check	Notes
✓ Microsoft 365 (Outlook, Excel, Word, Teams)	☐	
✓ Digital filing & SharePoint organization	☐	
✓ Records and data accuracy	☐	
	☐	
	☐	
	☐	

Communication & Employee Relations Skills	Check	Notes
✓ Professional communication (email, memos, letters)	☐	
✓ Conflict-sensitive communication	☐	
✓ Coaching and employee support	☐	
✓ Notetaking & conversation documentation	☐	
✓ Relationship building with managers & staff	☐	
✓ Customer-service approach to HR inquiries	☐	
✓ Social media & employer branding basics	☐	
✓ Respectful and culturally informed communication	☐	

Data, Reporting & Systems Skills	Check	Notes
✓ Payworks data entry, audits, and verification	☐	
✓ Maintaining digital logs & dashboards	☐	
✓ Tracking attendance, training, and performance	☐	

All Others	Check	Notes
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	
	☐	

GFN Management Team

SIDNEY PETERS Chief		
Amanda Francis Councillor	Gail Tupper Councillor	Charlotte Warrington Councillor

DEPARTMENTS						
Health	Education	Capital	HR	Finance	Housing	Fisheries

MICHAEL MARACLE-POLAK Chief Executive Officer						
Shay-Lee, R Health Director (AD)	Lauren, J Education Director (AD)	Jason, M Head of Capital (SM)	Flourish, A HR Director (ED)	Luke, M CFO (ED)	Dylan, P Housing Manager (M)	

LIST OF CURRENT STAFFS						
Health	Education	Capital	Finance	Housing	Fisheries	
Shay-Lee Rafuse	Lauren Jodrey	Jason MacLeod	Luke Morine	Dylan Peters		
Mary Dewar Ducarme	Ashley Gallant-Zwicker	Bryce Foster	Kabindra Adhikari	Connar Laird		
Julianne Butt	Mindy Gallant-Zwicker	Lewis Warrington	Sheuly Akter	Justin Miller		
Emma Atwell	Bridget Stephen	Larry Peters	Caitlyn McLellan			
Zoe Francis-Clare		Shane Wilson	Annette Zinck			
Cole Laird		Dennis Johnson	Hannah Yang			
Bobbie Labradore		Bella Selig (SS)				
Taylor Peters (FS)						
Sandy Fisher (Social)						
Clive D’Souza						
Stephanie Graham						
Payton Rafuse (SS)						

HUMAN RESOURCES SHARED SERVICES TEAM			
Flourish Abumere	Liam MacDonald	Vanessa Sarfield	Diane Carr (SS)

ADMINISTRATIVE TEAM			
Robyn Crowe	Jamie Royal	Kellie Trefry	Jillian Nelson
Rose Labradore	Kamryn Walsh (SS)		

MEET THE GLOOSCAP VENTURES TEAM



Chief Executive Officer
Michael Peters

Chief Financial Officer
Luke Morine

Director of Seafood
Calvin Butler

President of Kluskap Suliewei
Michael MacDonell

Director of HR & Policy
Flourish Abumere

Director of Retail Operations
Andy Upton

Health & Safety Manager
Lauren Coady

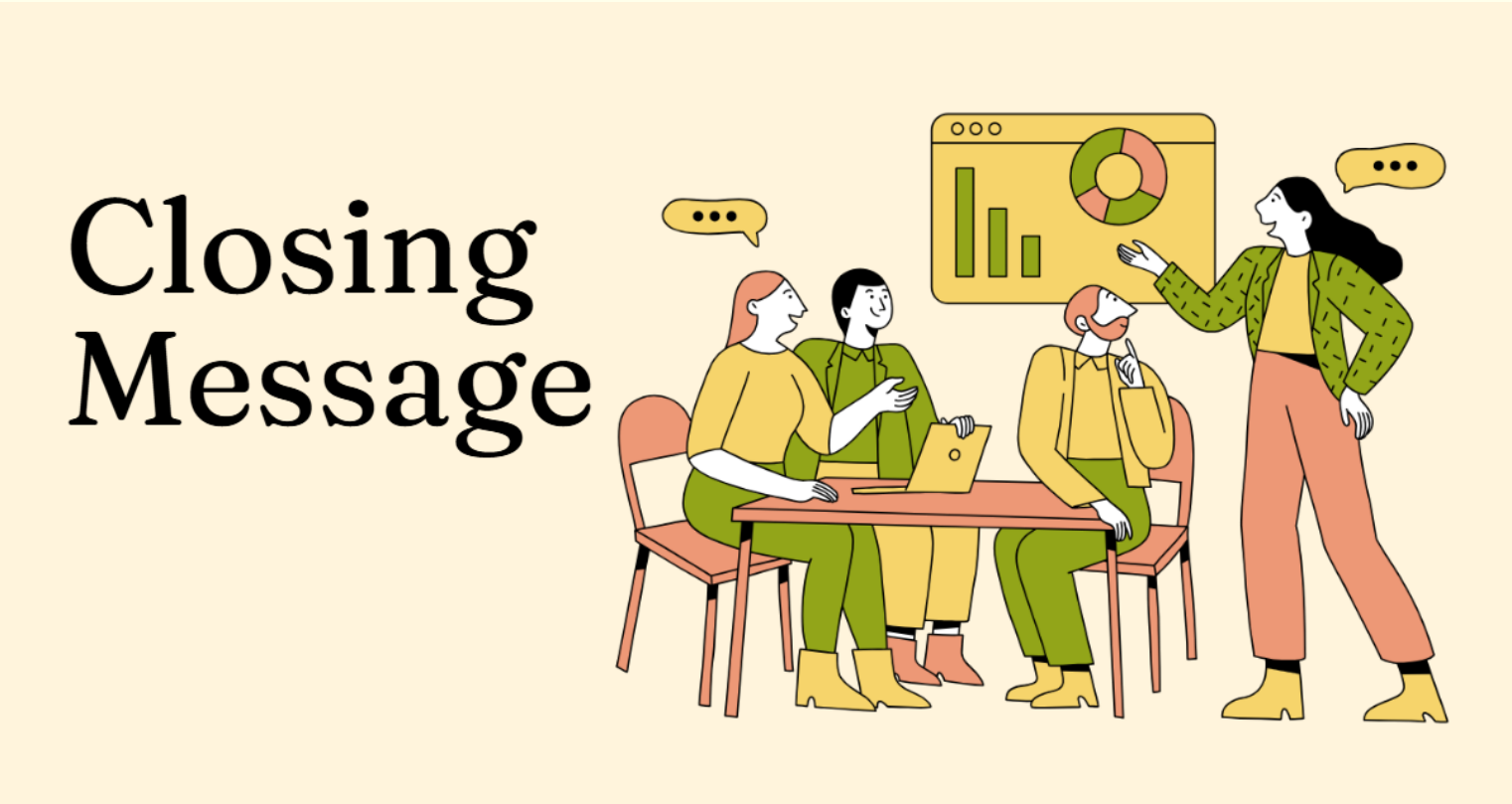
EA to the CEO
Kelsey Regan

Energy Coordinator
Montanna Labradore

Marketing Coordinator
Alyssa Vigliarolo

This Employee Handbook is issued and maintained by the **Human Resources & Policy Department**.
The content is provided for guidance only and does not constitute a contract of employment.

The handbook is subject to review and change at any time. Updates will be made as required, and employees are expected to comply with the most current version in effect.



We are pleased to welcome you to Glooscap First Nation / Glooscap Ventures. Your role contributes to the strength of our organization and the broader community.

We wish you success in your position and look forward to working with you.

Glossary of Terms

Accommodation

Adjustments made to job duties, hours, or work arrangements to support an employee’s ability to perform their role, in accordance with policy and applicable legislation.

Attendance

An employee’s presence and availability during assigned working hours, whether onsite or approved remote workdays.

Benefits

Employer-sponsored programs available to eligible employees, which may include group insurance, pension or retirement savings plans, and the Employee Assistance Program (EAP).

Chief & Council

The elected governing body of Glooscap First Nation responsible for governance, strategic direction, and community oversight.

Chief Administrative Officer (CAO)

The senior executive responsible for the overall administration and operations of Glooscap First Nation and Glooscap Ventures.

Code of Conduct

The standards of ethical behaviour, professionalism, and accountability expected of all employees.

Confidential Information

Personal, employee, community, financial, or organizational information accessed through employment that must be protected and used only for authorized purposes.

Corrective Action

Steps taken to address performance concerns, misconduct, or policy violations in accordance with the Human Resources Policy.

Employee

An individual employed by Glooscap First Nation or Glooscap Ventures under an employment agreement, including full-time, part-time, term, casual, management, or executive roles.

Employee Assistance Program (EAP)

A confidential support service available to eligible employees and their families, providing counselling and wellness resources.

Human Resources & Policy Department (HR)

The department responsible for recruitment, onboarding, payroll coordination, benefits administration, policy interpretation, employee relations, accommodations, and compliance.

Incident

Any workplace injury, illness, hazard, near miss, or unsafe condition that must be reported in accordance with health and safety procedures.

Joint Occupational Health & Safety Committee (JOHSC)

A committee of management and worker representatives responsible for supporting workplace health and safety and addressing hazards.

Leave

Approved time away from work, including vacation, medical, personal, or other authorized leave, recorded in accordance with policy.

Manager / Supervisor

An employee with responsibility for supervising staff, assigning work, approving schedules and leave, and managing day-to-day operations.

Payworks

The organization's payroll and timekeeping system used to record attendance, leave, and payroll information.

Performance Management

The ongoing process of setting expectations, providing feedback, and reviewing employee performance.

Probationary Period

An initial period of employment during which performance, role fit, and expectations are assessed, as outlined in the Letter of Offer and HR Policy.

Remote / Hybrid Work

An approved work arrangement allowing employees to perform duties offsite, subject to Director of HR and Policy, and the Chief Administrative Officer/Chief Executive Officer approval and operational requirements.

Time in Lieu

Approved compensatory time off provided instead of payment, recorded and used in accordance with policy and management approval.

Workers' Compensation Board of Nova Scotia (WCB)

The provincial body that provides compensation, medical coverage, and return-to-work support for employees who experience work-related injury or illness.