



**First Nations  
Public Service  
Secretariat**

*The Courage to Excel*

# ***2018 Fall Conference & HR Pre-Conference***

## **SUMMARY REPORT**



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## Did you miss the Fall 2018 Conference, or would you like to re-visit the experience?

You can watch video from the conference anytime at: [www.fnps.ca](http://www.fnps.ca).

The conference agenda, documents, handouts and presentation materials are also available online. Speakers' PowerPoint presentations are numbered and titled according to the conference agenda.

There are separate links for each day:

FNPSS Fall Conference HR Day <https://spaces.hightail.com/space/vYM75jUKUU>

FNPSS Fall Conference Day 1 <https://spaces.hightail.com/space/z7zdik6b00>

FNPSS Fall Conference Day 2 <https://spaces.hightail.com/space/1thC69tKyA>



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# A Note from the FNPSS Team

## Our First Full Conference

The 2018 Fall Conference was the first full conference the FNPSS hosted since it was re-established at the end of 2017. At the 'teaser' conference in March 2018, participant feedback was almost unanimous in support of the FNPSS mandate, goals and objectives, and in asking for more of the kind of programming demonstrated by FNPSS: professional development opportunities in the core public administration areas of Human Resources Management, Policy Development and Implementation, Records and Information Management, and Financial Management.

Participants also supported the FNPSS model, based on partnerships, engaging experts and learning from on-the-job experiences of First Nations administrations, and to develop training, tools, and learning opportunities that are of the highest quality and that address the unique circumstances BC First Nation government employees face in their work.



## Feedback from the 2018 Fall Conference

Overall, the response from delegates to the conference was positive. Comments and suggestions for improvement included input on more topics, other types of training, and different events that FNPSS could consider. These suggestions are being integrated into our work plan for the next year and planning for the next conference.

We are grateful to all the facilitators and speakers, and our BC First Nations leadership, for their direction, guidance and support! We also appreciate our government supporters, our volunteers (an amazing group of over thirty volunteers from the departments of the BC Federal Council), and our Band Administrators Advisory Council for their involvement in planning the conference.

And of course, we are extremely pleased by the participation of the many First Nations Band staff who spent their time at the conference—those who came, engaged, learned, and let us be a small part of the incredible work they do to support BC First Nation communities!



Do you have a question or a comment? We'd love to hear from you!



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# Fall Conference Priorities Set by 2018 Spring Conference

*BC First Nations delegates at our March 2018 engagement conference strongly voiced two very specific priorities: a need for development of Human Resources capacity through training that is specifically tailored to BC First Nations; and opportunities for networking to share information on challenges and solutions.*

## 1. Human Resources capacity, developed through training tailored to BC First Nations

Despite there being a variety of options available for HR support and training, those not specifically tailored to First Nations, and even more so, BC First Nations, often miss the mark.

There are many factors which loom larger in BC than in the rest of the country: the varied language and family backgrounds of our communities, widely varying community size (small and remote, large and in proximity to thriving cities with economic opportunities). Additionally, the number of communities engaged in treaty negotiations, sectoral jurisdiction, seizing land autonomy, or implementing their inherent rights in other ways is also a notable factor in BC.

These circumstances create a very complex environment for our First Nation governments and demands well managed Human Resources. In response to this well identified need, FNPSS dedicated a full day pre-conference event to Human Resources skill building and discussion.



## 2. Networking! Networking! Networking!

The need for networking opportunities, one of our key takeaways from March, was reiterated ten-fold at our Fall conference. BC First Nation public servants want to meet others doing the same work they are doing, struggling with the same challenges, and to learn how others have overcome them. We made a point in our conference of not scheduling programming over lunch and breaks to allow for this networking to happen.

Based on feedback from both spring and fall events, we are also implementing a First Nation to First Nation mentorship program to make it easier for relationships formed at conferences like ours – and elsewhere – to become ongoing, meaningful mentor-mentee relationships so that lessons learned in one community can be shared with others.



## Human Resources Pre-Conference

### HR Day in Partnership with BC Federal Council

During the FNPSS conference in March 2018, which was intended to re-affirm the FNPSS' mandate and objectives, BC First Nation participants overwhelmingly responded that Human Resources was their area of greatest need for support and training.

Because of this, FNPSS planned and delivered a full day of HR Management skills training as a pre-conference event, prior to the two-day main conference.



FNPSS partnered with the BC Federal Council's (BCFC) Indigenous Interest and Issues Committee (IIIC) to develop content and offer the pre-conference day. The BCFC offered in-kind support by providing expert speakers in various HR topics and volunteers to help with coordination of the day. The federal government HR experts shared their knowledge of HR topics and partnered with First Nation HR practitioners to ensure that theory was made relevant and practical for participants by including real-life examples from their work in managing HR and staff in their community offices.

In particular, many participants noted that the anecdotes and examples from Leona Baptiste, HR Director of the Osoyoos Indian Band and co-facilitator for the day, made the information more relatable and easier to understand.

Throughout the day, Caroline Caza and Caitlin Williamson, from the BCFC-IIIC, spoke about the enthusiasm and support of the federal government for the initiatives being undertaken in partnership with the FNPSS.

The British Columbia Federal Council (BCFC) is comprised of 45 senior federal executive members that represent 43 federal departments, agencies and organizations that conduct federal government business in BC.

In 2015, the BCFC created a sub-committee, the Indigenous Interests and Issues Committee (IIIC), to address indigenous issues in the region horizontally across departments. Through the IIIC, the BCFC has committed to supporting the work of FNPSS to build capacity in the BC First Nation public service.

### Human Resources Legislation

*Maria Kirzka and Melissa Morden, Employment and Social Development Canada; Mary Walsh, BC Ministry of Labour*

The first group of presenters led participants through topics which included: an overview of the Canada Labour Code Part III; an overview of the roles, responsibilities, and rights of employers and employees under the Code related to workplace health and safety; the differences and similarities of the

Canada Labour Code and BC Employment Standards, and how to determine which application is appropriate. Participant feedback indicated this was one of the most useful parts of the day, with the only criticism being a desire for more time for questions and discussion.

## Coaching in Action

*Anita Tosch, Canada School of Public Service; Soleil Dempsey, Public Service Commission*

The presenters facilitated a series of interactive sessions on “Coaching in Action”, an abridged version of a multi-day workshop offered to managers in the Government of Canada. Participants learned what coaching is – supporting staff and colleagues to find answers to problems themselves, and what it isn’t – giving someone a solution to solve their problem. Participants practiced coaching skills and discussed how to use it in First Nation administrations to support staff and deal with issues and when it won’t work (tense situations or situations requiring immediate and quick solutions).



## Panel: Understanding Performance Management

*Leona Baptiste, HR Director, Osoyoos Indian Band; Robin Henry, HR Director, 'Namgis First Nation; Collette Sunday, Band Administrator, Upper Nicola Band; Greg Anstruther, Manager, Employment & Social Development Canada; Moderator Trina Harrison, Harrison Consulting*



The morning discussion led into an afternoon panel on performance management which covered other alternatives for supporting professional growth of staff, dealing with issues, and an overview of how to implement a performance management regime.

Drawing on their own experience, panel members addressed a variety of topics from the floor, including planning for difficult

conversations, approaches for dealing with absenteeism, providing informal feedback, handling issues when family members are working together (as is common in small First Nation communities), and dealing with confidentiality breaches.

The panel also stressed the need to look for underlying causes for negative performance, particularly because of the lasting impact of colonialism and residential schools on communities, and how to deal with mental health issues.

## Managing Leadership Change

*Christine Arnott and Madeleine Kwun, Human Resources, Canada Revenue Agency*

The closing presentation on Change Leadership pushed participants to think about the emotions elicited by change, how and why we resist change, and how to succeed during a time of change.

Participant feedback was very positive about this portion of the day. Several comments pointed out that change is almost a constant in most First Nation administrations and that it was very valuable to learn skills for dealing with change and leading staff through it.



# Main Conference Day One

## Traditional Welcome and Opening Remarks

*Elder Larry Grant, Musqueam, and Christa Williams, FNPSS*



The main FNPSS Fall Conference opened with a traditional welcome from Musqueam Elder Larry Grant who provided inspiration for the delegates by speaking about the history of his people. The Musqueam have been living as community, managing their lands and resources and making decisions as a community, he said, for longer than we can now remember. In modern times, the Musqueam community learned from other governments to create laws and bylaws that worked for them.

Christa Williams, from the First Nations Public Service Secretariat, guided delegates through Day One. She remarked on this being an exciting time in BC, as both federal and provincial governments' priorities are seemingly aligned with those of BC First Nations, and in many cases are striving alongside First Nations to implement new ways of working.

## Keynote: Senior Assistant Deputy Minister Joe Wild

*Senior Assistant Deputy Minister, Crown-Indigenous Relations and Northern Affairs Canada*



Senior Assistant Deputy Minister Joe Wild outlined the main tasks of the public servant: to ensure continuity in government; make certain that elected officials are supported with evidence-based advice; and implement the decisions elected leadership makes to the benefit of the community. He spoke of the importance of their reflecting traditional ways of governing and decision-making in Indigenous communities.

ADM Wild stated that his job was to support First Nations to establish the type of governance structure they want – whether through self-government, under the Indian Act, or through alternative means. Ideally, his role would be to support the rebuilding of Nations, and then get out of the way and act as a partner. In particular, his role is to provide support with funding for resources and capacity building.

The ADM said he directs his team to ask how do we listen better to meet the needs of Indigenous governments? How do we create space for Indigenous governments in the fiscal framework of the Government of Canada? And how do we provide support to Indigenous governments to make changes for the better?

**“** *If you haven't decolonized your brain, you don't even understand that the things you're doing sometimes are actually racist. That process is incredibly uncomfortable and challenging but it is [...] something we need to be doing.*

*It's something that the Government of Canada needs to lead better in the conversation with non Indigenous Canadians about why all of this is important, why self-determination matters.”*

Senior Assistant Deputy Minister Joe Wild

## Day One Breakout Sessions

### Policy Development: Meeting Community Needs

*Lisa Nye, Pinpoint Consulting & Institute of Public Administration of Canada (Vancouver Chapter); Collette Sunday, Band Administrator, Upper Nicola Band*

The workshop provided a basic overview of the steps of policy development: from identifying that an issue exists that requires a new or changed policy through to evaluating the effectiveness of a policy. Much of the time during the workshop was allocated to discussion, and participant questions. Most of the feedback received spoke positively of the frankness of the facilitators' responses to addressing challenges in communicating changing policies and getting buy-in from community members; participants also appreciated the personal examples and experiences the facilitators shared.

Using the feedback from participants from this session, FNPSS developed and delivered a two-day training session on policy development as part of its Management Training Academy series.



### Structuring Shared Drives for RIM Compliance

*Stuart Rennie & Bobbi Bishop, Stuart Rennie Consulting*



This workshop provided participants with an introduction to Records Management – why it is important, how to get started, and what to think about if you are using the basics, such as a simple shared drive.

Workshop participants were given practical tools on how to develop and apply naming conventions, how to respond to individuals in the organization that may not wish to change their habits and adapt to a new records management system, and ideas on how to overcome the most common challenges organizations face when trying to take on records management for the first time.

### Basics of Sound Financial Management

*John Rankin, Aboriginal Financial Officers Association of BC*

FNPSS partnered with AFOA BC to deliver a shortened version of their more comprehensive multi-day workshop on Financial Management.

While participants weren't given all the materials needed to take on the role of a financial manager, they were given the basics of what their role should be, what goes into planning and managing a budget, and what many found most useful – templates and tools they could take back to their communities to improve existing processes.





# How Government Works & Managing Emergency Management

*Steve Bachop, Leanna Hill, Teka Everstz, BC Public Service Agency; Jeff Ralph, Ministry of Indigenous Relations and Reconciliation; Julia Bresalier, BC Ministry of Children & Family Development*

This workshop was unique amongst the breakout sessions on Day One. Representatives from the BC Government presented as a panel on how the three branches of the provincial government work together, the structure and roles of provincial public servants, and how the various ministries work with each other, with stakeholders and with the public to implement their mandates.

Participants posed questions about how government decisions are made, how funding is allocated, and what the Province is doing to support reconciliation with First Nations. BC reps spoke about their Indigenous Cultural Safety program and their aim to improve community-to-government and government-to-government relationships by facilitating greater learning among BC Public Servants about Indigenous peoples, their relationships, their histories, and cultures.

The group spoke about its approach to managing Emergency Management in BC as an example of how a ministry implements its mandate and works with various partners including local government, First Nation governments, and communities.



Given the recent fire season in BC, this topic was particularly relevant to many, with participants raising examples of where partnerships had worked and where they had been less effective.

As with all the workshops, participant feedback reported discussion and sharing of personal examples to be the most valuable part of the experience.



## Band Administrators' Social Filled a Need for Networking

Feedback from First Nation Band Administrators resulted in a new event being added to the Fall Conference, a Networking Social for Band Administrators.

The occasion offered what Band Administrators had been requesting, an opportunity to discuss the concerns they face in fulfilling a very challenging role. Conference presenters and community members joined the Committee for a lively exchange of thoughts after the first conference day.

The combination of refreshments and good conversation proved to be a perfect stress reliever to follow a full and somewhat intense set of seminars. It also gave delegates a chance to approach specific presenters to discuss particular areas of interest.



## Band Administrators Advisory Committee

The role of the Band Administrator continues to evolve as First Nations increase their decision-making authority, driving the need for knowledge and skills that may go beyond the administration of delegated authority over programming.

Many First Nations are establishing sophisticated operations to meet the needs of social programming, economic development and other broad powers, all of

which are dependent on well trained, high functioning, and well supported Band Administrators for success.

Recognizing the key role Band Administrators play in their communities and the importance of the advice Band Administrators can provide to FNPSS, the Band Administrators' Advisory Committee was established by the Secretariat to help in guiding its work.



Advisory Committee members represent First Nations from around the province: Als Wok (Sandra Olson), Chief Operating Officer, Nak'azdli Whut'en; Barbara (Babs) Stevens, Chief Administrative Officer, Skidegate Band Council; Laura Antoine, Band Administrator, Coldwater Indian Band; Collette Sunday, Band Administrator, Upper Nicola Band; and Jennifer Jones, Band Administrator, Tseycum First Nation.



## Main Conference Day Two

### Keynote Presentation: Working *with* First Nations

*Deputy Minister Doug Caul, Ministry of Indigenous Relations & Reconciliation, Government of BC*

Expressing pleasure that FNPSS is alive and well and hosting the symposium, DM Caul pledged that BC would do its part to ensure that the Secretariat remains active to facilitate the Nation-to-Nation relationship.

It is important to build a strong public administration, he said, because there is no government without it. The public service provides crucial continuity throughout change of political leadership. The BC public service is changing to ensure that it is always ready for a functional and collaborative Indigenous-Crown relationship.

"We're proud of our recognition that this is an 'all of government approach' to Indigenous relations. You're going to interact with all of our ministries, and we need to make sure they're working with you in an appropriate way."

The BC government must learn from First Nations on self-determination, he said, abandoning the ways that government used to work, where they arrived thinking they know best and imposing solutions. DM Caul said he is working to ensure that all in government understand that self-determination is the core of this relationship. As evidence of real change, he pointed to the Premier's awards, at least half of which went to partnership projects between First Nations communities and government. Only five years ago, he said, there were no awards given for that type of work.

The BC Public Service greatly outsizes First Nations public services, said DM Caul, and that balance has to change. Communities need public administrators to implement reforms that are necessary as Indigenous laws, practices and culture re-emerge.

"If we're going to have a Nation-to-Nation relationship, we need to have a public service that we can interact with. That's why the work you do is so important, and we need to continue to work with you to build capacity in Indigenous public service."

The BC and Federal governments are aware that increasing First Nations public services will mean finding funding for more hiring and are aligned on the importance of a new fiscal relationship with Indigenous communities. In order to deliver services, Indigenous communities must have sources of revenue and public service administrations larger than two or three people to manage them. DM Caul said the BC government is proud to support the FNPSS in its work.

“

*We're proud of our recognition that this is an 'all of government approach' to Indigenous relations. You're going to interact with all of our ministries, and we need to make sure they're working with you in an appropriate way."*



“

*If we're going to have a Nation-to-Nation relationship, we need to have a public service that we can interact with. That's why the work [of FNPSS] is so important, and we need to continue to work with you to build capacity in Indigenous public service."*

## Youth Panel: Indigenous Youth Experiences in Government Internships, Co-op and Other Student Work Programs

*Moderators: Leyenda Pettit, Advisor, and Natallia Gagné, Coordinator, Western Indigenous Student Engagement Network (WISEN); Panelists: Gregory Miller, Tsimshian Nation; Rodman Joseph, Gwawaenuk Tribe; Zoe Craig-Sparrow, Musqueam Indian Band; Samuel Harris, Gitwangak Indian Band*



Youth panel moderators shared information on the inception and goals of the Western Indigenous Student Engagement Network (WISEN), a student-led initiative connecting current and former Indigenous students in the federal government. Primarily, WISEN helps to create and support student career aspirations, including in the federal public service.

Panel members described many reasons for choosing to work for ISC (Indigenous Services Canada) and FSWEPP (Federal Student Work Experience Program) and many benefits that resulted.

They identified almost innumerable benefits from their work experience, including: "fit well with studies...Gained first hand knowledge of government...Engaged with Indigenous communities...Functioned within a professional team...Found

interest in working in public service...Broadened ideas of work that helps local communities...opened a more creative career path...Chance to increase cultural competence and historic knowledge among non-Indigenous people..."

The youth also had some very fresh ideas for governments wanting to support Indigenous student hiring and assist students facing difficulties. Moderators reported that WISEN is already taking action on ideas similar to some of the suggestions, such as a mentorship program, and is also responding to needs expressed through their Facebook and other collaboration pages.

Government representatives attending the session expressed eagerness to work closely with WISEN and said they looked forward to increasing Indigenous student positions.



# Information Presentations

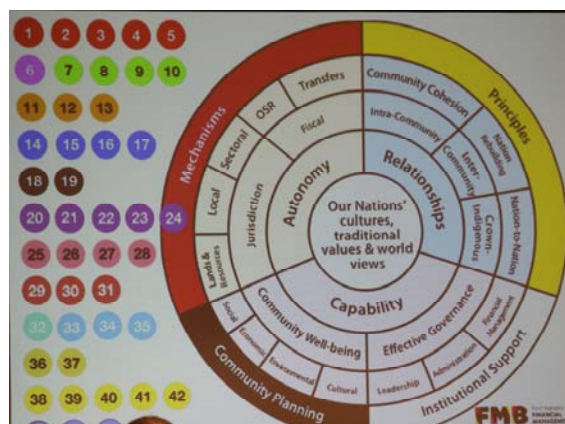
## First Nations Governance Project Phase 1

*Mark Podlasly, Director of Governance, First Nations Financial Management Board*

Mark Podlasly used one question to sum up the type of feedback FMB is seeking in order to support First Nations' shift away from the Indian Act and toward self-government: "What does First Nations' world look like after the Indian Act?"

In developing a model of what self-government could look like, FMB arrived at a circular diagram that is inclusive, applicable to all First Nations and includes all cultural, historic and regional situations. Using this model, FMB was directed to start working with communities and to define self-determination based on components of autonomy, relationships, and capability. Subsequently, core functions were added: fiscal foundation, Nation's identity, government jurisdiction, well-being sustainability, governance decisions, etc.

The relationship with the Crown comes into effect in the outer ring of the diagram through effective governance, institutional/financial support, and community planning. Communities need to consider who they are, who they want to be, and what their relationship with Canada will look like.



Working with First Nations, FMB has developed a wheel governance framework and mapped how the 46 articles of the United Nations Declaration on the Rights of Indigenous Peoples fit with it. For more information on this project visit [fnfmb.com](http://fnfmb.com).

## Opportunities for Interns

*Renata King, Director of Business Development for the Northern Development Initiative Trust*

Renata King, Director of Business Development for the Northern Development Initiative Trust (NDIT), described the origins and goals of the organization.

King outlined the programs and services available to First Nations and explained how the First Nations Government Internship Program places interns in communities with salaries supported by NDIT.

Since 2009, 83 interns have gone through the program and 76% of interns have obtained jobs and stayed in Northern BC. The host communities for 2018 were Nuxalk, Takla, Nisga'a, Lheili T'enneh.

The application deadline for each upcoming year is in January. A work plan needs to be prepared by the communities wishing to apply. Visit [www.northerndevelopment.bc.ca](http://www.northerndevelopment.bc.ca).

## First Nations Public Service Scholarship

*Nancy Taylor, Executive Director, Local Government Management Association of BC*

The Local Government Management Association of BC (LGMABC) collaborates with FNPSS through a Memorandum of Understanding (MOU). As a non-profit association providing training, education and professional development for senior managers in municipalities and regional districts, LGMA BC welcomes opportunities to partner with First Nations governments to build better understanding between First Nations administrators and local government administrators.

The Association pledged in 2015 to establish a BC First Nations public service scholarship. They are now fundraising towards a goal of \$100k to be ready to launch the scholarship in 2020. The scholarship will support education for employees of First Nation governments in BC.

## Q&A: Preparing an administration for Self-Government

*Colin Ward, Executive Director, Integrated Negotiations Branch, Ministry of Indigenous Relations and previous staff member, Tsawwassen First Nation; Roy Francis Community Development Officer and previous Chief Treaty Negotiator, Tla'amin Nation*

Preparing for self-government is daunting but empowering for a First Nation, said Colin Ward, ED of the Integrated Negotiations Branch, Ministry of Indigenous Relations. Previously a staff member of the Tsawwassen First Nation, self-governing for over 10 years, Ward said restoring self-government is about accountability between the Nation and its people more than between the Nation and the government.

Community vision, based on issue identification and developed collaboratively through an inclusive process, is an extremely important piece on the path to self-



Francis said lower demand for social assistance has been the result of job creation, driven by ownership and management of lands and resources, which allows administration to make decisions on behalf of the Nation about how assets are managed. There are still many needs to be filled, he said, including bolstering the First Nations public service with staff skilled and ready to respond to this new level of responsibility.

As they prepared for self-government, Francis said they had to focus on finding ways to address a particular fear within the community, that funds would be mismanaged. Although the solution—separate the management of business from the nation's politics—has not achieved total success, they have put in place a two-tier management system, developed by lawyers and tax specialists, and it is working.

Francis said he agreed that you cannot do things as a Nation without being able to explain yourself because membership is very demanding.

"Our environment is a more intense one, and there is good in that. Accountability is definitely a good thing."

**“** *Preparing for self-government is daunting but empowering for a First Nation.* **”**

government, he said. Inclusivity is necessary for legitimacy and for building capacity within the community.

Roy Francis, Community Development Officer and previous Chief Treaty Negotiator for Tla'amin Nation, said his community was significantly changed, particularly mentioning a decrease in dependence on social assistance.

Francis echoed Ward on the importance of having a vision and being able to express it. The Tla'amin Nation articulated their needs 25 years ago: lack of jobs, exploitation of resources, and no involvement in resource management. Working to change those things set them on a path to specific goals, including developing businesses and training people. The process is ongoing but begins with community input, grasping the vision and working toward it.

**“** *Lower demand for social assistance has been the result of job creation, driven by ownership and management of lands and resources.* **”**

# Case Study Workshop: Musqueam Indian Band, Organizational Design for Delivering Rights & Title Services

*Dianne Sparrow, Intergovernmental Affairs Lead & Associate Director Title & Rights; Morgan Guerin, Councillor and Aboriginal Fisheries Officer; Laura Sparrow, Fisheries Manager; Yeganeh Asadian, Environmental Stewardship Coordinator; Tracy Samra, Chief Administrative Officer*

A number of presenters from the Musqueam Nation together explained how historical events and the current situation influence their peoples' rights and title services, particularly fishing.

“ *The question must be posed: If you're making money off our land, how are you going to share with us?*”

*The Musqueam Declaration* of 1976 is still a very important guiding document for the Nation with all decisions to be taken still viewed in light of their benefit to all generations. *The Declaration* speaks to the issue of the land being unceded and the inseparability of the First Nations people from the land. Musqueam law today is still tied to lands and waters.

The Musqueam are litigious, delegates were told, protecting recognition of title, inherent jurisdiction, and rights. Reconciling with Crown rights involves meaningful engagement as well as prior and informed consent. There is a need to leverage title to protect environment, culture, and other interests in an urban context. Political leaders negotiate government-to-government and with major project proponents. Their strategy in short, medium and long-term components is to create an informed decision matrix.

The question must be posed: “If you're making money off our land, how are you going to share with us?” Compensation is embedded in the Musqueam Declaration—don't change the land; if you do, then change it back; if you can't change it back, then you owe compensation for what has been lost.

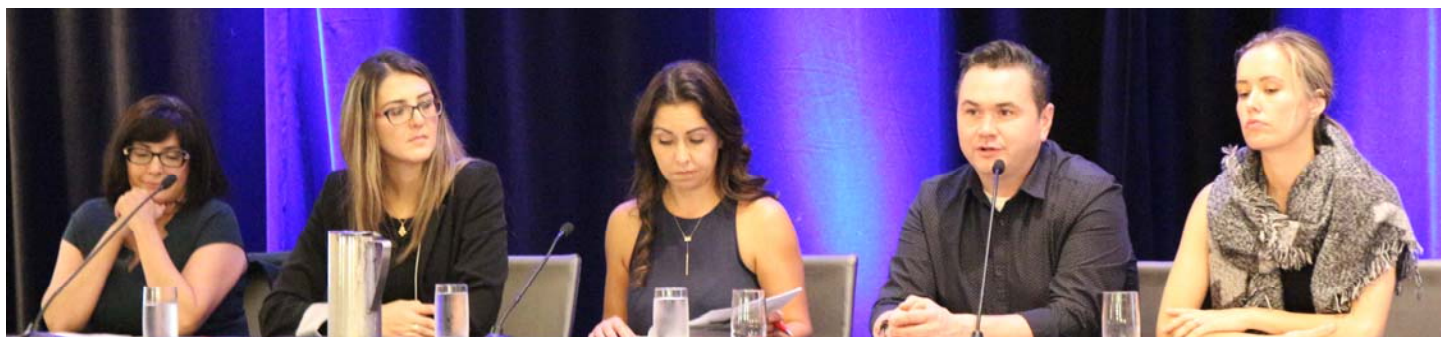
Musqueam has been a fishing community on the mouth of the Fraser since time immemorial. Relying on the abundance of sockeye, their culture was intimately tied to fishing.

Prior to the *R. v. Sparrow* Supreme Court decision in 1990, Musqueam had been given a small creek for fishing and their fishing rights were being dictated to them, so the Nation took government to court, and won, to get what they believed they deserved. Musqueam were not in a good financial state at the time, but they spent a lot of money on the case because they understood how important it was.

A lot has changed over the intervening years, and Aboriginal rights continue to evolve, but that decision greatly impacted the relationship between the Musqueam and the government, including for example, the duty of the government to consult the Band and the establishment of Aboriginal Fisheries Officers.

“ *Musqueam were not in a good financial state at the time, but they spent a lot of money on the case because they understood how important it was.*”

Musqueam's award winning comprehensive community plan has been and still is the centrepiece of self-governance, and it requires full community engagement. It's always being referred to, and guides everything.



# Case Study Workshop: 'Namgis First Nation, Framework for Effective Performance Management

*Robin Henry, Director of Human Resources, 'Namgis First Nation*

Performance management, the process by which managers and staff collaborate to plan, monitor, evaluate, and reward performance, is at the forefront of successful Indigenous band management, says Robin Henry, Director of Human Resources at 'Namgis First Nation. Henry's presentation outlined his work at 'Namgis developing and implementing a strategic work plan that would help the Band spend less time on conflict management.

Performance management, he said, is a collaborative, two-way process of communication that will be successful if it follows four steps: plan and set goals; monitor and provide feedback; evaluate; and offer acknowledgement.

Every organization needs a strategic plan, he said, to provide clear direction and guidance. At 'Namgis, the Chief and Council had been meeting several times a week because of lack of direction and individuals were operating according to their own best judgement, leading to chaos and lack of integration.

Having a strategic plan informs the work of HR, he said, and points to the kind of staffing needed to achieve vision.

Performance management is hard work, he said, requiring commitment, perseverance and patience. Henry fielded questions on a diverse range of topics including dealing with under-performance, documentation and personnel files, leadership and discipline, staff motivation, coaching and mentoring, the must-dos of communication, managing issues and helping employees to problem solve, employee engagement and job satisfaction, support and healing, termination and the need for legal advice, compliance, leaves and absences, confidentiality, conflict of interest, respectful workplaces, lateral violence and harassment, external compliance, and the need for all policy to apply across the organization, up to and including chief and council.

Henry addressed what he called "the biggest problem" for organizations around the world, mental health issues, and cited compelling statistics on percentage of workers impacted and work days lost. Employers have a legal duty to accommodate people and their disabilities, he said.

*“ Performance management [...] is at the forefront of successful Indigenous band management.”*



*“ It's important to consider that the underlying cause of many situations can be the intergenerational effect of residential schools.”*

Citing studies that show residential school trauma still affects many Indigenous people, Henry said it's important to consider that the underlying cause of many situations can be the intergenerational effect of residential schools. Administration must be cognizant of this when identifying underlying reasons for problems.

Performance management is hard work that takes commitment, perseverance and patience, said Henry, but it will result in organizational transformation.



# Comments on Feedback Forms Guide FNPSS Planning

We're grateful to everyone who took time to share opinions, accolades, and suggestions for changes to improve future events. With that input, we hope to continually upgrade the content and format of our events to give BC First Nation participants a great experience and the very best information. We can't include all the written reactions we received, but here's a representative sampling.

## General comments...

- "Great workshop!"
- "Very informative and helpful."
- "Excellent!"
- "[The conference] increased my awareness of the role and mandate of FNPSS but also provided me with a better understanding of my role as an Administrator."
- "I am grateful for such an organization [FNPSS]"
- "I now understand the [FNPSS] mandate and types of partnerships they are trying to form to assist First Nations..."



“ *This was my first time at an FNPSS conference. I found it very informative and a friendly environment. I enjoyed meeting new people that share [my] same work position.* ”

## Comments on Sessions

- "It was fun and interactive...learned a lot from sharing and understanding what other nations do." (*Basics of Financial Management*)
- "Very engaging - learned a lot from the other participants as well." (*Basics of Financial Management*)
- "Having short 2-3 person group discussions was very helpful in coaching/mentoring situations." (*Coaching in Action*)
- "It was clear information to help resolve employment issues. Great directions to improve leadership and staff relationships for a better work environment." (*Understanding Performance Management*)
- "Awesome panel - very informative, inspiring and motivating!" (*Musqueam Case Study Workshop*)

## Suggestions for improvement and additional topics...

- "Just scratched the surface of the legislation. Need more depth."
- "I would like to see the presenters come into our community to talk to community members."
- "Employment and training assistance programs..."
- "Dealing with difficult employees..."
- "A condensed finance course..."



## Overall Conference Feedback Very Positive

Conference delegates rated individual seminars very highly.

- 82% to 99% of delegates to the HR Pre-Conference gave ratings of good or excellent for each individual seminar they attended.
- More than 88% of main conference delegates rated all but one of the seminars they attended as either good or excellent. Two seminars received top marks from 100% of attendees!

Delegates also reported a very positive overall experience.

- 100% gave a rating of either good or excellent on the overall quality of speakers, presentations and handouts.
- 94% rated general conference organization as very good or excellent.

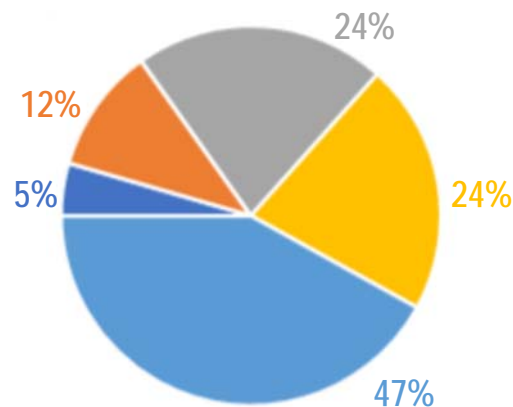
## Conference Summary by the Numbers

- A total of 124 people attended the conference.
- There were representatives from 32 different First Nations (16.2% of all BC First Nations).
- We are grateful to have been assisted by the work of 34 very committed volunteers.

### What role do conference delegates perform in their community?

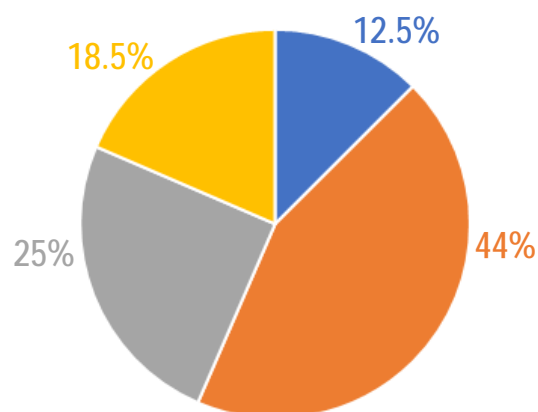
- **Officer/Specialist** – 5%
- **Chief/Councillor** – 12%
- **Senior/Middle Managers** – 24%
- **Other** – 24%
- **Administrators** – 47%

*Total of the figures is 112% because some delegates report performing in dual roles.*



### Size of Band Administration Staff (reported by delegates)

- **Less than 10 employees** – 12.5%
- **10-50 employees** – 44%
- **50-150 employees** – 25%
- **More than 150 employees** – 18.5%



*Special Thank You to the BC Federal Council's Indigenous Interest and Issues Committee and HR Committee; Indigenous Services Canada and Crown-Indigenous Relations and Northern Affairs Canada; Ministry of Indigenous Relations & Reconciliation and BC Public Service Agency; the Band Administrators Advisory Committee; Institute of Public Administration of Canada-Vancouver; First Nations RIM Symposium; Aboriginal Financial Officers Association of BC; Local Government Management Association of BC; Northern Development Initiative Trust; Musqueam Indian Band and 'Namgis First Nation; our Youth Panel Moderators and Panelists; all our speakers and workshop presenters; our amazing Government of Canada volunteers (in particular the Volunteer Coordinator); and all of our delegates and participants!*

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*The Courage to Excel*

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