



First Nations Public Service Secretariat (FNPS)
Pre- and Post-Election Leadership Training

Workshop Evaluation Summary

Post-Election Training
February 2, 9, 16, & 23, 2022

Submitted: March 31, 2022

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Elected Leadership Training
for those considering running for election in their community



Overview

The First Nations Public Service Secretariat (FNPSS) brings First Nations experts and partner organizations together to make training opportunities more readily available to BC First Nations. The FNPSS develops new tools and training, and tailors existing ones, to better meet the needs of BC First Nations.

The Pre- and Post-Election Training (the “Elected Leadership Training”) is intended for elected and aspiring leaders who wish to strengthen their skills and to effect positive change in their communities for the benefit of current and future generations.

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The images in the report are taken from the PowerPoint presentations



Part 2: Post-Election Training

The Elected Leadership Training was designed and developed with an Indigenous Advisory Group, FNPSS, and Carden Consulting. The training series is made up of two parts: Pre-Election¹ and Post-Election. Part 2: Post-Election was a series of four workshops that took place in February 2022. It was facilitated by Laara Yaghujaanas, Mark Salter, and Justin Chrones from Carden Consulting, and Bronwen Geddes and Michelle Gomes on behalf of FNPSS. Two guest speakers participated, Stephen Cornell, Professor of Sociology and Faculty Chair of the Native Nations Institute and Bernd Christmas, CEO, Nch'kaŷ Development Corporation for the Skwxwú7mesh Úxwumixw (Squamish Nation). Elder Darlene MacIntosh provided the opening prayers. The online environment incorporated a live feed, online polls, interactive breakouts, and evaluation surveys.



Facilitators: Mark Salter, Laara Yaghujaanas, and Justin Chrones



Guest Speakers: Dr. Stephen Cornell and Bernd Christmas

Workshop 1: Leading Self and Values-Based Leadership

Date: February 2, 2022

Workshop 2: Leading with a Team

Date: February 9, 2022

Workshop 3: Nation Rebuilding

Date: February 16, 2022

Workshop 4: Capable Governing Institutions

Date: February 23, 2022



¹ Part 1: Pre-Election Training was offered on January 26 and 27, 2022.



Topics and Agenda

Workshop 1: Leading Self and Values-Based Leadership

- Good Governance
- Roles and Responsibilities of Council and Management
- System Thinking, Organizational Development, and Governance Policies
- Leading Self: Emotional Intelligence, Collaborative Leadership, Information Management, Team Goal Setting, Problem Solving and Decision Making, and Fiduciary Duty
- Governance Policies

Workshop 3: Nation Rebuilding

- Nation Rebuilding
- Ancestral and Participatory Governing Systems
- Rights of Indigenous Peoples
- Orientation Package Planning

Workshop 2: Leading with a Team

- Governance Policies (continued)
- Comprehensive Community Plans (CCPs) and Strategic Plans
- Fiduciary Responsibility, Financial Statements, Budgeting, and Reporting
- Leading During Change and Crisis

Workshop 4: Capable Governing Institutions

- Designing Self-Governing Structures (Ancestral Systems / Discussion, Case Study, and Emerging Models)
- Economic Development Corporations – Best Practices

Each Workshop's agenda was structured in a similar way:

1. Welcome, Opening Prayer, Territorial Acknowledgement and Introductions
2. Learner Conduct Agreement
3. Day's Agenda
4. Homework
5. Closing Comments and Closing Prayer





Promotion

The Post-Election Training was promoted through FNPSS' social media sites (Facebook, Instagram, Twitter, and LinkedIn), e-newsletter, and website. It was also promoted via direct email to FNPSS' comprehensive list of elected leaders in BC.

General Feedback

Content was pared back significantly prior to delivery of the pilot to allow of increased participant engagement. The pace and flow of the training was quite good, as areas of content were adjusted and removed from week to week to adjust to flow. Participants consistently requested more time in break-out rooms. There was significant overlap in content between the Pre-Election and Post-Election training (at the request of FNPSS), but because the two series were offered so close together, there were many participants who joined both. Going forward, it would be good to eliminate this duplication to reduce content in the Post-Election training.

FNPSS
PRE- AND POST-ELECTION TRAINING
Pre-Election: January 26 & 27, 2022 | Post-Election: February 2, 9, 16 & 23, 2022

POST-ELECTION TRAINING
-for newly elected leaders-
Four Part Virtual Series: Feb. 2, 9, 16, & 23, 2022
1:00pm - 4:30pm PST (each day)

Have you recently been elected as chief or councillor in your community? Do you have questions about your roles and responsibilities, finances, priority-setting, policy development, working with the administrator, and more?
If so, join FNPSS for this four-part series for newly-elected leaders. This training will support you preparing to lead, leading with others, leading nation rebuilding, and leading governing institutions. The program is being offered at no cost to participants, in exchange for your feedback on the content and delivery. Please plan to join all four sessions!

REGISTER NOW!
Via the link in post.

Pre-Election Training also available. For more information, visit the FNPSS website or contact mentorship@fnps.ca.

**FIRST NATIONS
PUBLIC SERVICE SECRETARIAT
CHIEF OF INDIA**

What one word describes how you are feeling coming into today's workshop?



Workshop 2 Mentimeter Question



Quotes from Participants

“Love all the access to the documents, the reminders, the homework. Clear instructions. Well done!”

“The presenters were so well spoken, and they were obviously very well versed in the materials and information they were sharing.”

“Great presentation, loved the engagement and hearing the stories from other Nations to see where they are at.”

“The presenters were always willing to hear all participating parties that have joined this valuable training.”

“I have not ever seen anything like this series. ... I would like to know more.”

“Thank you to the organizers and presenters for making this all possible.”



On Facebook

“It was so great to bring in an academic like Stephen Cornell. It was such a treat!”

“Thank you so much for offering this to all the many communities that have joined so far. I appreciate it.”

“I really appreciated the extra explanations in simplified terms.”

“I hope this can be available at least annually for Councils as many still have two-year election cycles. It would be available to those who have elections in three to four years.”

“First time serving as elected counselor and it has been a learning curve, for sure. This course really helps break it down into a systems approach. What FNPSS is doing is great work. I will be recommending that all upper management and council take the next course!”

“I think all leadership should take part in these sessions. As a new leader I have gained so much knowledge from these sessions.”

“Our prayers at the beginning of our sessions are so grounding and empowering, really appreciate the content of the prayer and the encouragement intertwined in them.”



Workshop Registrants, Participants, and Survey Respondents

Commitments

Registrants were informed that it was free to attend the Workshops in exchange for feedback on the content and delivery.

Overview

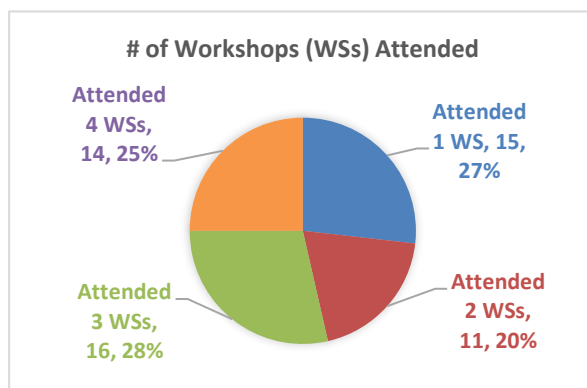
Registrants: Promotions resulted in interest from 72 individual registrants from 48 First Nations. A total of 63 registered for Workshop 1, while 66 registered for Workshop 2, 72 registered for Workshop 3, and 66 registered for Workshop 4 (for a total of 267 registrants overall and an average of 67 per Workshop).² Only 9 (or 13%) registrants registered after Workshop 1 was offered.

Participants: Of those 72 individual registrants, 56 individual participants attended (78% of registrants) from 38 First Nations (plus 1 organization and 1 unknown). A total of 49 participated in Workshop 1, while 33 participated in Workshop 2, 32 participated in Workshop 3, and 27 participated in Workshop 4 (a drop of 22 participants from Workshop 1), which combined totals 141 participants overall, with an average of 35 participants per Workshop.

Overall, 15 (27%) participated in one Workshop, while 11 (20%) participated in two Workshops, 16 (28%) in three, and 14 (25%) in all four.

Survey Respondents: Of the 56 individual participants, 30 responded to the surveys (an overall 54% response rate) from 26 First Nations. A total of 26 evaluated Workshop 1 (53% response rate), while only 14 evaluated Workshop 2 (42% response rate), 7 evaluated Workshop 3 (22% response rate), and 14 evaluated Workshop 4 (52% response rate).

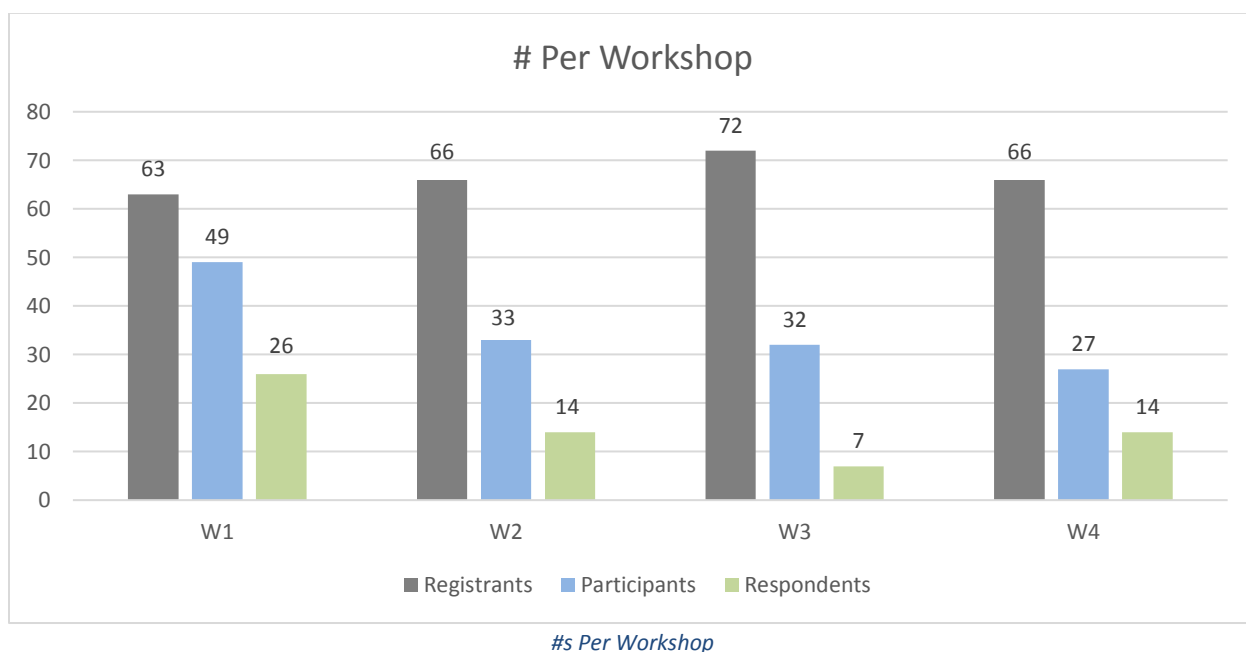
Overall, only 5 respondents (17% of individual respondents) evaluated all 4 Workshops.



² Registration was left open between Workshops.



	W1	W2	W3	W4	Total Individuals	# First Nations Represented
Registrants	63	66	72	66	72	48
Participants ³	49	33	32	27	56	38
# participated in 1 Workshop	15	27% of participants				
# participated in 2 Workshops	11	20% of participants				
# participated in 3 Workshops	16	28% of participants				
# participated in 4 Workshops	14	25% of participants				
# who registered but did not participate	19	26% of registrants				
Respondents (survey response rate)	26 (53%)	14 (42%)	7 (22%)	14 (52%)	30 (54%)	26
# responded to 4 Workshops	5 17%					



³ A participant is someone who attended at least 15 minutes of the Workshop.



In the surveys, respondents were asked to describe their role in the community and in the first survey, how many FNPSS events they had attended in the past.

Which of the following best describe your role in your community or organization?				
	W1	W2	W3	W4
Elder	0	0	0	0
Elected Leader	15	13	5	9
Staff	11	0	2	5
Member	0	1	0	0
How many FNPSS events have you been to so far?				
This is my first one!	19			
2 to 4	21			
5 to 9	6			
10+	1			

Registration and Participation at Pre- and Post-Election Workshops

Combining the Pre-Election and Post-Election individual registration lists resulted in a total number of 105 individuals registering for the Elected Leadership Training. Of those, 30 (29%) registered for both Parts 1 and 2, 33 (31%) only registered for Part 1: Pre-Election, and 42 (40%) only registered for Part 2: Post-Election.

Combining the Pre-Election and Post-Election individual participant lists resulted in a total number of 73 individual participants. Of those, 17 (23%) registered for both Parts 1 and 2, 17 (23%) only registered for Part 1: Pre-Election, and 39 (53%) only registered for Part 2: Post-Election.

	Pre-Election	Post-Election	Both	Total Individuals
Registrants	33 (31%)	42 (40%)	30 (29%)	105
Participants	17 (23%)	39 (53%)	17 (23%)	73



Survey Response Summary

The Post-Election Training was popular with First Nations across BC. The feedback from participants, who received the training at no cost, was positive, with high praise for the content, format, delivery, and instruction. In fact, across Workshops 1, 2 and 3, 85% and higher of the respondents noted that the Workshops completely or mostly met their expectations.

When asked about the biggest takeaway or lesson learned from each Workshop, recurring themes were around the ability to share stories and information with other First Nations and the realization that everyone was dealing with similar issues; the understanding of the different roles of Council and Administration and the importance of respecting those work relationships; the emphasis on communicating with the community and between the Council and Administration; and the rationale behind incorporating traditional values and language into policy development (Indigenizing policy). Topics specific to the Workshops included Nation building, governance structures, fiscal responsibilities, CCPs, policies and procedures, and leadership roles and responsibilities.

The delivery of the Post-Election Training Workshops was successful, as 86% and higher of the respondents across the four Workshops stated the presentation of information was extremely or very clear, an average of 63% noted the amount of information presented was about right, and 64% noted the length of the Workshop was just right. Interesting to note that Workshop 3 was distinct in being rated too short, as 43% of respondents said it was somewhat or much too short, while Workshop 2 was rated by 29% of respondents as somewhat too long.

The instruction of the Post-Election Training was very well received, with 92% and higher of respondents across the four Workshops noting instructors were extremely or very engaging, and several positive comments were made about the guest speakers. Suggestions to the instructors focused on slowing down the presentation so that it did not feel rushed, speaking more slowly, and improving the slides (for example, less detail and more accessible).

In terms of suggestions, the general consensus was that there was too much information presented and not enough time for discussion in each Workshop, especially in the breakout sessions. A few made comments along the lines of, "... there was not enough time allotted for everyone to provide their input." The respondents appreciated the information, so made several suggestions around lengthening the training sessions themselves and providing more sessions so as to allow more time to learn, discuss, share, and network. One interesting suggestion was to "Consider providing a full day for the first day as that would prepare the participants for the next meetings." The respondents expressed gratitude that the Workshops were recorded so they could review and share the presentation material afterwards. Other suggestions included revising Workshop 1 to be less of an overview of the Pre-Election series, reducing the amount of time spent on introductions, managing the breakout session better so that everyone can share ideas, and forwarding presentation materials well in advance.

The full summary of responses is provided in Appendices A, B, C, and D.



Workshops

	W1	W2	W3	W4
	Did today's training meet your expectations/needs?			
Completely	66%	57%	71%	Not asked
Mostly	27%	36%	14%	
Somewhat	4%	7%	14%	
Not so much	4%	0%	0%	
Not at all	0%	0%	0%	
What is your biggest takeaway or lesson learned from this Workshop?				
W1	<ul style="list-style-type: none">Information and stories from other First Nations; everyone is dealing with similar issuesHow the roles and work relationship between the Council and Administration are different, the importance of having a healthy relationship between the Council and Administration, and how policy keeps these roles in placeProblems caused by the lack of onboarding for incoming leadership and a lack of communicationImportance of listening to the communityRationale behind incorporating traditional values and language into policy developmentHow to be a better leader <p><i>My goal is to come up with a plan to offer help to new Chief and Council on some ideas on what to expect within their new roles.</i></p> <p><i>That we all have something to learn from one another, we're not perfect in our roles and everyday is a learning experience.</i></p> <p><i>Everything from defining roles and responsibilities to guiding me on questions to ask on governance policy making and policies of the past.</i></p>			
W2	<ul style="list-style-type: none">The importance of the CCP process, communicating about it, weaving it into appropriate policies, and keeping the plan currentFinancial responsibility, literacy, and healthIndigenizing a Nation's policies and proceduresRoles and responsibilities of leaders at a federal levelHow the different roles work between the Council and Administration <p><i>How I can use the traditional teachings.</i></p> <p><i>What we as leaders need to know to best help our community and our entities in community.</i></p> <p><i>There was a good reminder that we are leading in a time of crisis.</i></p>			

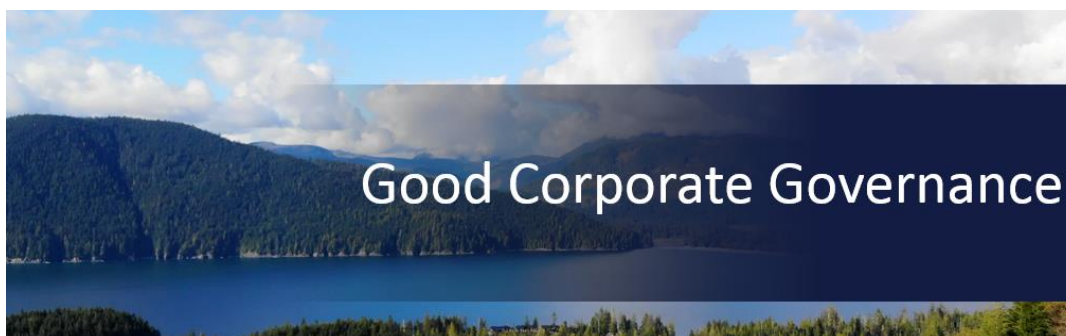


	W1	W2	W3	W4
W3	<ul style="list-style-type: none">• The importance of involving the community and using participatory leadership• Nation building• Sharing of governance and election information from other Nations <p><i>Sharing how everyone has approached, and the similar issues / constraints attached to governance and election processes.</i></p> <p><i>Coming together and sharing our ideas on past, present and future leadership styles.</i></p>			
How clear was the presentation of information?				
Extremely clear	54%	50%	71%	57%
Very clear	46%	43%	14%	29%
Somewhat clear	0%	7%	14%	14%
Not so clear	0%	0%	0%	0%
Not at all clear	0%	0%	0%	0%
W1 Suggestions	<ul style="list-style-type: none">• Lots of detail on the slides, may not be accessible to those who do not have business, government, or academic experience• Consider doing a survey using Zoom to gather more information quickly from the participants for those quick questions in breakout rooms <p><i>Curious if there is any consideration to provide more specific training in some of the areas of roles and responsibilities – it is a lot of information.</i></p>			
W2 Suggestions	<ul style="list-style-type: none">• The Workshop was rushed due to time constraints. Consider spreading the four days into five days.			
W3	<i>Not one question went unanswered. Very clear information.</i>			
W4	<i>The slides and clear definitions were extremely helpful.</i>			





	W1	W2	W3	W4
How engaging were your instructors?				
Extremely engaging	54%	43%	71%	62%
Very engaging	42%	57%	29%	31%
Somewhat engaging	4%	0%	0%	8%
Not so engaging	0%	0%	0%	0%
Not at all engaging	0%	0%	0%	0%
W1 Suggestions	<ul style="list-style-type: none">Given how large the group is, there was not enough time allotted for everyone to provide their input			
W2, W3	No comments			
W4 Suggestions	<ul style="list-style-type: none">A little more time would be wonderful			
How do you feel about the amount of information presented?				
Much too little	0%	0%	0%	0%
Somewhat too little	4%	0%	0%	0%
About right	60%	64%	57%	69%
Somewhat too much	28%	29%	43%	31%
Much too much	8%	7%	0%	0%





W1 Suggestions & Comments	<ul style="list-style-type: none"> The session should be longer instead of shifting through the slides quickly With the time allotted, all the slides were not presented, and it was rushed <p><i>Being new to Council, it is very easy to get overwhelmed.</i></p>
W2 Suggestions & Comments	<ul style="list-style-type: none"> Recommend that participants review all the materials thoroughly beforehand so the Workshop itself does not feel rushed It was a lot of information to cover in a short period of time (having access to the slides and resources was appreciated) <p><i>It can be a lot. I am a first-time elected leader, so I am experiencing the growing pains and the learning curve at the same time.</i></p> <p><i>Great to have this to help not just seasoned council, but to help new council members as well.</i></p>
W3 Comments	<i>Glad the resources were given.</i>
W4 Comments	<p><i>While it is extremely hard to pack all the necessary information over the span of the course, I did take away a lot.</i></p> <p><i>Really appreciate the shared drive to revisit the slides, and the videos available to rewatch.</i></p>

	W1	W2	W3	W4
How do you feel about the length of the Workshop?				
Just right	73%	57%	57%	69%
Somewhat too short	8%	7%	29%	15%
Somewhat too long	15%	29%	0%	8%
Much too short	4%	7%	14%	8%
Much too long	0%	0%	0%	0%
W1 Suggestions	<ul style="list-style-type: none"> Continue to have the Workshop broken down into many different sessions A 4:00 pm end time would better accommodate those with family and animal commitments Consider providing a full day for the first day as that would prepare the participants for the next meetings 			



	W1	W2	W3	W4
W2 Suggestions	<ul style="list-style-type: none">Suggested a longer session of one to two hours <p><i>Very thankful that we are able to watch the recordings as some of us come in and out of the session.</i></p> <p><i>We could easily go for an entire day, but this is good. The momentum is kept, no time for sidetracking</i></p>			
W3 Suggestions	<ul style="list-style-type: none">Make the workshops and breakout sessions longer			
W4 Suggestions	<ul style="list-style-type: none">Add a week or two for shorter workshop sessions and for more open discussions			
What do you think the best time of day would be for this training going forward? ⁴				
Mornings	23%	43%	29%	Not asked
Afternoons	38%		21%	
Evenings	15%		21%	
Any time works for me	15%		14%	
Other	8%, workdays, consider time zones of participants		0%	



⁴ Respondents could choose more than one answer.



How do you feel this Workshop could be improved?	
W1	<ul style="list-style-type: none"> • Add more time • Less overview of the Part 1: Pre-Election and more focus on new material • Reduce time allocated for introductions • Option to have an added session after the four weeks – “Instead of rushing through at the end of the night, you could make it 5 weeks if necessary” • The slides could be improved and provide the slides a few days before the training session <p><i>Going through the PowerPoint was too fast, so maybe extending the training an extra hour as well as time for the breakout rooms as just when we get into discussion, the time runs out.</i></p>
W2	<ul style="list-style-type: none"> • More breakout sessions, more time for discussions • Avoid rushing through material and add more time • The presenters could speak just a little slower <p><i>Love all the access to the documents, the reminders, the homework. Clear instructions. Well done!</i></p>
W3	<ul style="list-style-type: none"> • Add more time for discussions and to cover the material • Add a timer in the breakout sessions so everyone has an opportunity to share
W4	<ul style="list-style-type: none"> • Add more time for discussions and for breakout sessions – consider stretching it to five sessions <p><i>It would be lovely to have more specific follow-up sessions on some of the topics as they are very content heavy.</i></p> <p><i>Need more time ... as what others have to say is extremely important as we all share the same experience in our communities.</i></p>
Please share any other comments, questions, or concerns.	
W1	<ul style="list-style-type: none"> • Several thank-you messages • Suggestion: Add time to the breakout sessions • Question: “Is this a one-time funding to do this session? If there was interest for a region to have this session, would it be possible?” <p><i>Thank you for all this knowledge that is shared.</i></p>
W2	<ul style="list-style-type: none"> • Several thank-you messages <p><i>Wonderful presentation, breakout groups were good too. Overall fantastic day of training. I learned a lot.</i></p>
W3	<ul style="list-style-type: none"> • Several thank-you messages <p><i>Enjoying learning from each one and the information provided.</i></p>
W4	<ul style="list-style-type: none"> • Several thank-you messages



Post-Election Training Series

W4: What is your biggest takeaway or lesson learned from the Post-Election Training series?

To think thoroughly in your leadership role and take a step back to allow the staff to do their jobs, don't micromanage.

I believe the process of implementing is very important, we can have and make plans and goals but it's the implementation process that we must follow through with.

Responsibility to my role.

We're not alone on this journey. There is a network of leaders that we can learn from. How we can Indigenize our policies.

Possibilities.

It takes a systems-based approach to gain agency or rebuild your nation.

As I have no previous experience as an elected leader, it has started my learning so much easier.

W4: If you were recommending this training series to a friend or colleague, what would you say?

- Geared towards members needing enhancing in their leadership skills or for new members needing to develop skills
- Useful and current information and resources
- Structured to enhance understanding
- Learning and hearing from other communities

W4: How likely is it that you would recommend the Post-Election Training series to a friend or colleague?

Detractors: 14%
Passives: 7%
Promoters: 79%

This training series is full of highly useful information, not just for elected leaders, but those supporting them within the organization.

The training is extremely helpful for members needing enhancing in their leadership skills or for new members needing to develop skills.

This training covers a lot of ground of First Nation leader responsibilities, factors to consider internally and externally. And all the tools that we can use and use Nation-based ancestral teachings to weave throughout.

I enjoyed hearing from other communities that are a part of this training.

We as a Nation need to take this training to center our goals and create a safe space for our Nation's peoples.



Quotes from the Participants in the Chat Room

Workshop 1

Awesome information to absorb

Great presentation. Definitely will keep this presentation as a reference.

Workshop 3

Thank you for a great presentation (Dr. Cornell)

Thank you all so much. I have learned so much today.

Workshop 4

“What are you taking away from this Post-Election Training series?”

So much information, so much learning that I needed....

I really couldn't pin point just one thing. The opportunity to gather information here with other local leaders is a great opportunity that I hope is offered time and time again for current leaders and our coming leaders. Thank you so much and I look forward to being able to look back on the videos, the tools, the presentations and chat conversations to gather and research information that could benefit my personal journey as a young leader.

Thank you so much, I have greatly enjoyed this series, it is jam packed with so many resources and information. For myself, I think this has been beneficial to better understand the scope of Chief and Council and supporting them, and guiding future leaders as we have an upcoming election in March 2023.

