

Capacity Development Plan
for the First Nation of Nacho N'yak Dun
DRAFT – March 27, 2009

Actions	Details	Contact / Partners	In-kind / Financial Costs
Develop good communication that keeps NND citizens and extended community informed			
Circulate information to NND citizens and the community	<ul style="list-style-type: none"> • Develop and circulate NND updates to the community through a newsletter and website on a regular basis (Include information such as salmon counts, harvesting info, citizen concerns, and facts when needed). • Provide regular C&C updates to the community via newsletter and/or public meetings (include political positions, new policies, meetings attended, political achievements, etc..) 	NND Departments / Staff C&C I.T. Staff	Staff time C&C time Printing costs for newsletter Website hosting costs
Increase communication with the local community	<ul style="list-style-type: none"> • Develop a communications strategy for communicating effectively with the community • Identify a clear process for dealing with citizen concerns and communicate this back to the community • Keep an updated contact list for citizens outside Mayo. • Establish a community calendar in the main office with a record of all up and coming events and activities. • Hire a Communications employee to develop/write NND of communication material, oversee communication strategy 	NND Departments / Staff I.T. Staff Communications coordinator	Staff time Printing costs for newsletter Budgeting required for Communication employee

Develop good communication within the First Nation of NND Government			
<p>Establish a culture of positive and open communication</p>	<ul style="list-style-type: none"> • Provide training, support and guidelines for open and healthy communication. • Provide staff a process and safe environment to give suggestions, input and feedback • Hire a Communications employee to develop strategies for good internal communication • Establish a community calendar in the main office with a record of all up and coming events and activities. • Host NND social events that help create links and good communication between staff. 	<p>HR staff</p> <p>Communications coordinator</p>	<p>Funding or budgeting required to invest in communications training</p> <p>Budgeting for communications coordinator</p> <p>Ongoing budgeting for social events</p>
<p>Ensure a clear chain of command and communication</p>	<ul style="list-style-type: none"> • Ensure that all staff are familiar with the organizational structure and clear about the chain of command (and therefore the communication links). • Ensure that there is always someone filling the position of Executive Director to provide for a flow of information between Chief and Council and Senior Managers and between Departments. 	<p>Executive Director</p>	<p>E.D. and staff time</p> <p>Budgeting for operational manager</p> <p>Northern Strategy Funds may apply here</p>

<p>Increase opportunities for good communication through regularly scheduled meetings</p>	<ul style="list-style-type: none"> • Ensure that each Department meets regularly during weekly meetings and/or daily stand-ups to go over what project they are working, challenges they are facing and to provide updates on things going on with C&C and the rest of NND • Ensure all-staff meetings occur at least three times a year to build relationships, review policy changes, hear from C&C, celebrate successes, discuss challenges and talk about the future • Ensure that Senior Managers meet at least once a month together with the E.D. and representatives of C&C 	<p>E.D. or Operational Director responsible for ensuring meeting are taking place</p> <p>Managers responsible for meetings within their Departments</p>	<p>C&C and staff time (time invested in meetings will pay off in improved efficiency, employee cooperation and reduced duplication)</p>
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<p>Provide opportunities for staff to hear from and interact with Chief and Council</p>	<ul style="list-style-type: none"> • Increase the communication from Chief and Council to Senior Managers and Departments • Provide opportunities for the Chief to speak to staff (events and all-staff meetings) to provide updates and speak to NND's overall vision • Increase opportunities for Departments to keep Chief and Council informed about the work they are doing, their successes and their challenges. • Include a column by C&C in the newsletter (suggested above) that will keep NND staff informed as well as the community • Ensure that updates are provided by C&C following trips outside of Mayo (via meetings, newsletter, email or memo) 	<p>Chief and Council</p>	<p>C&C and staff time on communication material</p>
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Develop strong leadership capacity within NND			
Provide leadership training to existing leaders and future leaders	<ul style="list-style-type: none"> • Provide managers with training in leadership, management, delegation, communication skills, etc. • Establish a long-term strategy for building the leadership capacity of NND managers, leaders and potential leaders • Explore models executive development programs currently being offered to Teslin Tlingit Council, Carcross/Tagish, and Champagne and Aishihik staff 	E.D. or delegated staff person	Partnerships and external funding sources will be essential for a significant long term investment in NND leadership skills
Take leadership action to ensure empowered and accountable staff	<ul style="list-style-type: none"> • Ensure that Managers hold their staff accountable for their roles and responsibilities (including work hours and days off) • Nurture a culture of delegating tasks, empowering staff and mentoring staff to successfully carry out tasks • Ensure managers are clear about what is expected of them and what their authority is 	C&C E.D. Managers	Staff time

<p>Ensure that the operational responsibilities are taken care of</p>	<ul style="list-style-type: none"> • Ensure that the operational responsibilities of the E.D. are covered either by shifting responsibilities of current E.D. or hiring an operations director. • Ensure that there is an HR staff person on board so that E.D.s time is not consumed with filling those responsibilities 	<p>C&C E.D. H.R.</p>	<p>Budgeting is required for the HR and Operations Director</p> <p>Funds may also be needed for more extensive advertising</p>
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Policies, procedures and protocols			
<p>Ensuring good communication and implementation of policies</p>	<ul style="list-style-type: none"> • Keep people informed regarding changes in policy, positions, new staff, new issues, etc.. • Increase communication on expectations and consequences around policy compliance • Develop a Policies and procedures manual • Ensure that policies are enforced and encouraged consistently • Conduct performance evaluations on a yearly basis for all staff and reflect staff's performance in complying with policies • 	<p>Managers E.D.</p>	<p>Northern Strategy funding has been applied for and could be allocated to these actions</p>

<p>Providing room for critical feedback, opposition and appeal</p>	<ul style="list-style-type: none"> • Develop a clear complaint procedure • Establish an Administrative Justice Tribunal to handle appeals 	<p>E.D.</p> <p>Managers</p>	<p>Staff time</p> <p>Outside expertise could support this work and would require additional funds (northern strategy funds would apply to complaint process)</p>
<p>Key areas requiring policy development</p>	<ul style="list-style-type: none"> • Establish a clear policy and procedures for dealing with citizen complaints (right now they go to Chief and Council) • Incorporate policies that reward staff for accountability (ie City of Whitehorse rewards staff with a bonus for not using sick days) • Encourage incoming C&C members to restrict ad hoc changes to policies and procedures (Policies and procedures should be developed by staff and approved by C&C following a standard process) • Reassess policy of time-clocks which communicates distrust and promotes disempowerment 	<p>Staff time</p> <p>External support</p>	<p>Northern Strategy Funds have been applied for and could be directed to work on policies and procedure</p>

Partnerships			
Develop stronger partnerships	<ul style="list-style-type: none"> • Build partnerships with other agencies. Ensure opportunities to build personal relationships and for the agency to learn about NND. • Host representatives from partner agencies in Mayo to orient them to NND • Through inter-personal relationships, improve YG's (and other agencies') understanding of NND's capacity (i.e. 1 person wearing 10 hats). 	Managers	Staff time Funding from the Northern Strategy

Ensure that NND is being run strategically and in-line with a long term vision			
Regular Strategic Planning	<ul style="list-style-type: none"> • Ensure regular (every 3-5 years) strategic planning that considers present and potential internal and external pressures and dynamics. • Review the strategic plan on a yearly basis and modify based on changing priorities, needs, pressures and dynamics • Ensure that annual workplans and budgets are developed to meet the commitments set out in the strategic plan • Ensure that C&C, E.D. and managers are familiar with the strategic plan and inspire staff to reach the vision set out in the strategic plan by NND 	E.D. Managers C&C All staff (input)	Funding is needed to either provide training to NND staff to carry out the strategic planning on their own or to hire a strategic planning consultant. Northern Strategy Funding could be used to develop clear policies and procedures around strategic planning
Planning specific to new building	<ul style="list-style-type: none"> • Complete the Capital Plan and do some strategic planning around what type of organization structure, policies and procedures need to be in place to manage the addition of the government house responsibilities to the existing housing and infrastructure responsibilities. 	E.D. Housing and Infrastructure Department HR personnel	Funding to complete Capital Planning Staff time Funding for any facilitated discussions needed Northern strategy funding could be used to further discussion around new structure, policies and procedures need with the realities of the new building.

Develop a positive and healthy work environment			
<p>Provide support to staff to deal with work-related and personal challenges</p>	<ul style="list-style-type: none"> • Hire or appoint someone that can help staff with issues, stress, appeals etc. • Provide an Employee Assistance Program for staff members with personal or community related challenges that affect their work with NND (this could include counseling, training, opportunities for resolving issues, healing). • Provide training to NND staff members on how to deal with community conflicts and lateral violence. • Determine clear policies for staff to attend healing programs 	<p>HR staff</p>	<p>Staff time</p> <p>Funding would be needed to cover the cost of training and staff responsible for EAP.</p>

<p>Create a physically and emotionally healthy workplace</p>	<ul style="list-style-type: none"> • Create a space where people feel safe, where undermining and threats are not tolerated • Create a healthy work environment through healthy snacks and positive social events for building relationships • Encourage physical education for staff, keep them healthy (proper equipment, stretching, fresh air) • Drug-free and sober minded • Identify strategies for staff appreciation and general positive feedback and support (10 yrs of service to NND – gold watch, thank you letter, certificate) 	<p>Managers and ED (staff appointed committee)</p>	<p>Staff time</p>
<p>Conduct annual performance evaluations</p>	<ul style="list-style-type: none"> • Conduct annual performance evaluations of staff to provide them with feedback • Performance evaluations for managers need to include input from both leadership and staff 	<p>C&C E.D. Managers and staff</p>	<p>Staff time</p>

<p>Incorporate Northern Tutchone culture into the workplace</p>	<ul style="list-style-type: none"> • Incorporate northern Tutchone language, values, traditions and activities into the work day • Provide regular training in NND history and ensure cultural sensitivity in the workplace (i.e. affects of Residential School, land claims negotiation, etc) • Incorporate traditional pursuits - allocate time to research and implement it 	<p>Heritage Department</p> <p>E.D.</p>	<p>Staff time</p> <p>Funding for training, language integration initiative and costs of traditional pursuits</p> <p>Northern strategy funding could assist with the policy and procedures aspects of this recommendation</p>
<p>Keep positions filled within NND</p>	<ul style="list-style-type: none"> • Fill the HR position. • Establish and fill an operations Director position • Provide a good orientation package for new employees • The wage scale needs to be reviewed, assessed and adjusted on a regular basis to reflect inflation and ensure wage parity. • Continue to strive for a great community to live in and a great NND working environment to keep skilled people in the community. 	<p>E.D.</p> <p>HR</p> <p>Operations Director</p>	<p>Staff time</p> <p>Budgeting to cover costs of positions</p>

<p>Develop a clear sense of the NND identity and professional environment</p>	<ul style="list-style-type: none"> • Define who NND is going to be in the new building and identify ways to communicate this (ie name change to NND Government) • Develop professional standards that are applied to all staff including protocol for answering phones, basic dress code (no suits necessary but no sweats) 	<p>C&C E.D. Managers</p>	<p>Staff time Possible facilitation costs</p>
<p>Move to New Building</p>	<ul style="list-style-type: none"> • Increase the frequency of meetings around move time to ensure that the change does not lead to a spread of mis-information, insecurities, etc... • Provide transportation to new building (van, shuttle). 	<p>All staff</p>	<p>Staff time Funding for transportation study and operation</p>

Building the skills, knowledge, abilities and experience of staff and potential staff needed to deliver great programs and services

<p>Training</p>	<ul style="list-style-type: none"> • Allow opportunities for job-shadowing, mentorship and coaching. • Provide cross-training to staff so that they are able to cover off the basics of other people's positions when they are away and also to provide opportunities for staff to grow into new jobs and take promotions. • Tailor the delivery of training programs to the knowledge, skills and learning preferences of the people (i.e. set up training for the way people learn). • Provide training in Mayo for multiple staff members on topics that all/many staff members can benefit from. For example: Leadership and management training; project management/ coordination training; communication skills; conflict resolution; delegation skills; planning and budget development; writing skills; public speaking; computer skills; financial management; firing and personnel management • Provide regular training on the Final Agreements, legislation and policies for all NND staff and leadership • Provide new employees with an orientation that includes going over the policies that affect staff. 	<p>HR staff</p> <p>E.D.</p> <p>Education staff</p>	<p>Staff time</p> <p>Funding for training</p>
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<p>Training Policies and funding</p>	<ul style="list-style-type: none"> • Establish training agreements that ensure that staff agrees to work with NND for a certain amount of time following the training program (failure to comply could result in a repayment of training dollars). • Consider innovative ways to increase the amount of training that motivated people can access while ensuring that job responsibilities are covered. 	<p>HR</p>	<p>Staff time</p>
<p>Training assessments</p>	<ul style="list-style-type: none"> • Undertake a training assessment with each staff member that determines what is needed for each Department and individual. (this can be done along with the performance evaluation on a yearly basis) • Develop a generic form for determining training needs and priorities. • Specify what training is generally needed for each job description. 	<p>HR</p>	<p>Staff time</p>
<p>Build the skills or potential/future employees</p>	<ul style="list-style-type: none"> • Explore options for allowing for more job shadowing for NND citizens • Provide school tours/interaction with NND career day, job fair • Get more youth involved in self government 	<p>Education</p>	<p>Staff time</p>

FINANCE and ADMINISTRATION			
Administrative systems	<ul style="list-style-type: none"> Establish a standard filing system with clear direction on what gets filed, how things get filed and where things get filed. 	Admin staff	Staff time Assistance from outside expertise (Northern Strategy Fund may apply)
Develop a clear process for responding to incoming concerns and requests	<ul style="list-style-type: none"> Establish a clear process for tracking in-coming and out-going correspondence and communicating follow-up Flag letters or citizen concerns that have a political impact and/or affect multiple departments Ensure that the Department responsible provides a updates and notice of final resolution on how the letter or concern was addressed Identify a clear process for dealing with citizen concerns and communicate this back to staff and the community 	E.D. Managers C&C	Northern Strategy Funding Staff time

<p>Financial reporting / communication</p>	<ul style="list-style-type: none"> • Improve communication and understanding regarding financial reporting (a review of the financial reporting system could be a topic for Senior Management Meeting) • Ensure that financial reports are provided monthly in a timely manner • Have Departments maintain an excel spreadsheet for tracking their own project-related expenses • Identify one person within the finance department to be responsible for communicating with Senior Managers (including checking fax machine regularly, ensuring it's maintained with sufficient paper to receive incoming faxes, etc.). • Upgrade financial management software to provide for easier reporting • Develop a PO/check requisition procedures manual for staff 	<p>Finance Department Managers</p>	<p>Budget for excel training Budget for financial management software</p>
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