

Nacho Nyäk Dun Capacity Development Plan Assessment and Planning Recommendations

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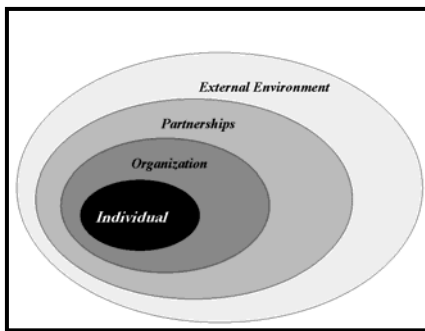
EXECUTIVE SUMMARY

The First Nation of Na-cho Nyäk Dun (NND) is a strong Yukon First Nation. NND was one of the first four First Nations in the Yukon to successfully negotiate their Final Agreements. In the fourteen years since they signed, they have shifted from a negotiation body to a self-governing First Nation.

Limited capacity is a major factor for NND's ability to handle the responsibilities, programs and projects that come with being self-governing. NND has a limited amount of resources and local people it can draw on. This requires NND to be strategic and innovative in how it runs things.

What is Capacity?

When people talk about Capacity they are usually talking about the money, skills, technology and human resources that an organization has to meet its mandate. But capacity is more than this. You can have all the right people, money and technology and still not be able to meet your mandate. That is because capacity is made up of several levels of things that affect an organization's ability to meet their mandate. The following diagram and explanations include the details of what capacity is:



Individual: Skills, knowledge, abilities

Organization: Programs, policies, structures, culture, communication and leadership

Partnerships: Relationships, trust and networking with other organizations

External Environment: Legal framework, state of the economy, politics, community dynamics, etc..

Capacity Development Planning

This capacity development plan identifies priority actions which NND can implement to increase their capacity. The objectives of this plan are to:

- Increase the efficiency and effectiveness of internal governance processes and procedures;
- Improve the quality of programs and services;
- Increase staff moral and retention; and
- Identify potential tipping points that will create positive change within NND.

The capacity development plan was developed through an all-staff self-assessment workshop, meetings with NND departments, meetings with NND C&C and a follow-up questionnaire for those unable to attend the meetings. The results were compiled and analyzed by Cambio Consulting. This Plan is the final result.

This Plan will require time, dedication and financial support to implement. Some recommendations can be implemented immediately without significant costs while several will require some care and attention to ensure success.

PRIORITIES

Summary of Priorities

The following action items are identified as organization-wide priorities because they have the greatest potential to make significant change within NND.

1. Institute regular meetings for Senior Management and all staff
2. Establish a system of accountability for all individuals that inspires trust and respect and ensures NND policies are upheld
3. Establish a process for the flow of information within the organization
4. Build leadership & management skills of Senior staff and C&C
5. Build on opportunities for fun and positive team and relationship building
6. Increase communication from C&C to NND staff and community
7. Ensure that each staff member develops and implements a training plan
8. Ensure that the HR staff position is filled
9. Ensure that NND's Operational Management responsibilities are covered at all times
10. Incorporate Northern Tutchone culture and practices into the work place

The priorities listed above were identified because they were repeatedly recommended to address several capacity constraints and also have the ability to trigger the greatest amount of positive change.

Additional recommendations are found at the conclusion of each assessment item.

Regularly Scheduled Meetings

Regularly scheduled meetings would greatly improve communication and increase NND's capacity to deal with issues as they arise, keep staff updated on projects and proposals and allow for future planning. The lack of communication between staff and between staff and leadership is one of the main areas that could be improved to build NND capacity.

Regular Department meetings are needed to keep staff updated on each others' work, C&C Council's activities/directives, other Departments and to discuss challenges, planning and successes. This should include weekly departmental staff meetings and even daily stand-up meetings.

Regular Senior Management meetings are necessary to keep Department Managers up to date on the activities and directives of Chief and Council and the projects, programs and events being worked on by other departments. These are also important meetings for keeping C&C informed about what's going on in their departments.

All-staff meetings are needed to keep the organization working as one unit, to build a sense of team, to make sure everyone is working from the same information and to air any significant organization-wide issues. Quarterly meetings are recommended.

Develop an Accountability System

A consistent approach to holding staff accountable for their responsibilities is needed to improve staff morale, day-to-day accountability and overall quality of work.

An accountability system should include dealing with individual problems consistently and quickly, annual performance evaluations, a support program for employees who are struggling (on the job or personally).

Developing an effective system of accountability will require rebuilding trust. This means setting expectations, being clear about consequences and giving staff the responsibility to meet the expectation. An accountability system requires managers and co-workers to hold individuals responsible for the commitments they make. There must be consequences for not keeping a commitment.

Present approaches such as the time clocks and organizational memos regarding worker conduct do not build a sense of loyalty, commitment and trust. They should be re-examined to see if there is another method that would keep staff accountable and build loyalty, commitment and trust.

Communication from C&C to Staff and Community

Increasing communication from C&C to staff and community is recommended to improve the state of understanding and support within NND. Present communication efforts are appreciated but don't keep staff and the community informed enough to understand what issues C&C are dealing with, what political positions they are taking and generally what they dedicate their time to.

The regular meetings suggested above will be a significant improvement for communication, but could be further improved with visits by C&C to Departments and Newsletters providing information on C&C trips, activities, positions, etc...

Providing a C&C newsletter (as mentioned above) to the community would keep them informed and reduce the workload and stress load that misinformation or lack of information in the community creates for staff. Resolving a mis-communication at the community level can take far more time than providing correct information to community members the first time around.

Leadership and Management Training

Providing a comprehensive leadership and management training program is recommended to expand NNDs existing management capacity and provide a forum for the development of NNDs future leaders. Most of NNDs current Senior Management do not have training related to managing the personnel and administrative responsibilities involved with running NND and their departments. Building NNDs current leaders and future leaders is high priority for building NND's capacity.

Leadership and management training can include topics such as: communication, First Nations governance, public admin, conflict resolution, personal mastery, strategic planning, etc.

Process for Information Flow

A clear process for handling incoming and outgoing information and requests for information is recommended. Presently the front desk is the only one that has a clear process and it leaves significant decision-making regarding strategic approaches to issue response in the hands of the front office staff. Once it leaves this position, there is no clear process in place. Flagging who needs to be kept informed on responses and clarifying how they should be kept informed will ensure an appropriate and timely response to incoming information and requests. It will also reduce duplication of efforts and will minimize uncertainty and frustration for all staff and leadership.

Team and Relationship Building

Investing more time into team building within NND has the potential to greatly reduce the time and resources that is lost to miscommunications, conflict resolution and a lack of communication and partnerships to due a lack of personal connections. It will also help to build a positive work environment that motivates people and increases workplace productivity.

NND leadership and some staff members have organized some excellent examples of team building initiatives such as pancake breakfast and seasonal staff parties. These are greatly appreciated by staff and have an obvious impact in how they feel about NND and their jobs.

Workshops, events and experiences specifically designed for team building can take this one step further by building long last relationships and providing teams with new tools for working together, understanding each other and for addressing challenging work and inter-personal situations. Examples of positive team building initiatives include: on the land retreats; culturally oriented workshops; and exploring learning styles, communication styles and personality type (Myers Briggs testing and processing).

Individual Training Plans

Each job needs a unique set of skills, knowledge and abilities. Each person has their own collection of skills and abilities. An individual training plan would include training priorities based on the needs of the job and an assessment of the existing skills and abilities and needs/interests of the person in the job.

NND is currently offering access to standard training in things like computer skills and makes funding available for employees to take training. The difference in establishing a training plan is that it gives the employee and Management a clear guide on what types of training the NND should be investing their money and employee time into. This has the advantage of increasing the individual's capacity and also ensures that the employee is not reducing NND capacity by participating in workshops and training that don't address the employees training plan.

Fill HR Position

Filling the HR position is essential for ensuring that there are staff in positions to do NND's work, to follow up with staff regarding accountability and to build relationships within the organization. The Human Resource position is invaluable for making sure that positions are developed and filled, performance evaluations are completed, training plans are developed, employee relations are maintained and things like succession planning (ensuring promotions) is taking place. These responsibilities are essential for an organization's capacity.

Fill E.D. Position

This position is responsible for the smooth operation of the organization and as a result it is essential to the full slate of the E.D.s roles and responsibilities covered on a full time basis. The current E.D. is unable to cover all of the operational responsibilities of the position due to the additional responsibilities related to C&C communication and general support as well as the added load of HR responsibilities that need to be covered off until there is an HR staff person hired. There is also the challenge that when this individual is away, their responsibilities are not fully covered off and results in significant capacity constraints.

There are two options that can be considered:

1. Eliminate the additional responsibilities related to HR and C&C support and allow the E.D. to focus more of their time on operations management.
2. Hire someone who would take on the position of Operations Director, while the present contractor maintains their role in supporting C&C (and other specific responsibilities which could be defined).

Part 2

Assessment and Recommendations

EXTERNAL FACTORS

NND staff are affected by things that are often beyond their control. NND may be able to influence some of these factors. Others can not be changed, but need to be identified so that NND can plan on how to deal with them. These external factors include other governments or agencies that they work with; outside companies and industry; local citizen concerns and behaviour; the resources in the community at any given time; the economy and other outside factors. The following gives a breakdown of the type of external factors that affect the work of NND staff and leadership.

Assessment

Other Agencies

There are some positive initiatives such as shared data bases and maps, funding programs and partnerships that increase or support NND capacity.

There are also a number of challenges to NND capacity as a result of other agencies. These include:

- A lack of understanding of NND's capacity (one person in NND position compared to many people in YG, limited travel budget, etc.);
- YTG not involving all the departments that they should;
- Slow or reluctant to share information;
- Requests for information, workers, etc. from the FN without assistance with needed training, etc.;
- The passing of legislation and policies that NND must comply with but does not have the capacity to enforce or undertake (ie No-Smoking Act);
- Red Tape!! Challenging, bureaucratic processes;
- A lack of understanding of the Final Agreements;
- Legal fees for interpretation of agreements;
- Poor communication between and within YG (ie NND spends time advancing discussions with a YG employee but then has to start all over again when dealing with another person or Department within YG);
- YG and the federal government have very specific jobs and don't have big pictures views;
- 'Us' and 'Them' approach versus all working together for a common vision; and
- Cumbersome and mis-match grant processes - Grants frequently do not match First Nation priorities and the application and reporting processes tend to be cumbersome which takes up staff time and resources.

The Economy

The global, territorial and local economy affects NND's capacity. Examples include the amount of money available through grants and programming, the availability of jobs in the community, fluctuations in the market economy affecting local development and NND bank accounts. In particular, the following factors are important to recognize and plan around:

- Amount of industry activity in the traditional territory affects the employment rates;
- Commodity prices result in more or less mining activity, which affects job opportunities and the amount of time NND must commit to YESAA processes and other related development negotiations and processes;
- Stock market changes affect NND investments and can impact funding available in the short and long term;
- Transfer Agreement amounts and conditions affect the amount of resources available to the First Nation;
- The number of people who get a cut of FN funding (Feds, CYFN); and
- Climate change – the affects and the focus on climate change affects global markets, food security, traditional activities and the focus of grants and available funding.

Culture

NND citizens are Northern Tutchone people, but live and work in a community with diverse cultures. Working with diverse cultures requires more time and sensitivity to accommodate cultural beliefs, practices and ways of working. The amount of time and sensitivity that others bring to the table has an impact on NND's capacity. The following are key cultural factors that affect capacity:

- The importance of the northern Tutchone language - working to get the language back (including ways to incorporate it into the workplace) and finding new ways to deliver it to the next generation;
- The involvement of elders and youth contributes knowledge, wisdom and diverse perspective and has a positive impact on capacity but also takes extra time and resources;
- NND takes youth and elders out for cultural activities annually;
- Potlatches bring the community together (ie gatherings, GA, May Gathering, Old Village Days Celebration);
- Other governmentt agencies don't tend to see NND as a government because of the culture;
- Due to residential schools there is a lot of tension and hard feelings left over within the community by losing their language culture and families;
- When other companies come in and don't understand the culture, land and way of life, it makes it hard to conduct business;

- The FN system of shutting down the office when other FN members pass away may be looked upon harshly; and
- Everyone wants \$ for their involvement (the challenge of traditional practices not working well with modern realities).

Community

Mayo is a small family-oriented community with many positive activities and facilities available to its citizens. There are some community dynamics that reduce, limit or challenge NND's capacity to achieve its goals. These include:

- Citizen concerns that are not related to NND take a lot of time to investigate;
- Lack of citizen participation in attending meetings, for data gathering, etc.;
- Use of alcohol and drugs by community members;
- Gossip in the community (no factual information, rumors, etc.) can be damaging and requiring more work for NND staff;
- Lateral violence in the community and brought into the office is a significant barrier to staff being effective and productive in their jobs;
- Rate and the number of people accessing NND programs;
- Lack of skilled workers in the community;
- Skilled people and young people leave town for opportunities elsewhere (brain drain); and
- The need for healing and a lack of healing programs.

Recommendations

Ideas were generated to encourage the positive affects and reduce the negative effects of external factors. These include:

- Increase communication opportunities with the local community; put out more information to the community through newsletters, the website, etc. with specific information included when needed (i.e. related to salmon counts, citizen concerns, and facts when needed).
- Provide an Employee Assistance Program that would ensure support is available to staff members struggling with personal or community related challenges that affect their work with NND (this could include counselling, training, opportunities for resolving issues, healing).
- Improve YG's (and other agencies) understanding of NND's capacity (i.e. 1 person wearing 10 hats).
- Ensure yearly planning and regular strategic planning that considers present and potential external pressures and dynamics.

- Build partnerships with other agencies. Ensure opportunities to build personal relationships and for the agency to learn about NND.
- Provide training to NND staff members on how to deal with community conflicts and lateral violence.
- Continue to strive for a great community to live in and a great NND working environment to keep skilled people in the community.

COMMUNICATION

Good communication is very important for any government to work effectively. When there is good communication, capacity will increase and when there is poor communication mistakes are made, duplications happen, conflicts happen, poor assumptions are made, great ideas are lost and the capacity to work effectively and efficiently is decreased. NND has some communication tools and processes that are working well and also has some areas that could be improved.

For the purposes of this plan good communication includes open dialog, informed staff members and community, respect for the team, trust, clear direction, opportunities for participation in discussions, and having a respectful and safe space to communicate.

Assessment

Internal Communication

Currently, communication within NND is done through memos, using technology (phone, email, fax, etc.) one on one discussions and semi-regular or sporadic meetings. Communication with Chief and Council is done through the department managers to the Executive Director to Chief and Council back to the managers.

Specific communication strengths include NND's Open door policy where community members are welcome and the Development Corporation Newsletter. Soon to come is the NND website and the New Central Government building. The new building will bring all staff together and will increase communication and the opportunity to build positive relationships.

Challenges include:

- Limited communication between departments (regarding what proposals/projects being worked on, staff training, events, etc.);
- General staff members are often not informed of positions, projects, programs, events or activities that they should know about;
- Finding out NND info through the press rather than from within;
- Irregularity of senior management meetings, Department staff meetings and all-staff meetings;
- Lack of a clear link between staff and Chief and Council; and
- No dedicated Communications Staff and no general communication training for other staff members.
- Challenges with interpersonal relationships and unresolved conflict impact communication negatively

Communication with the Community

Keeping NND Citizens informed is a challenge for NND. Whether or not citizens are informed affects NND capacity because NND citizens are part of the NND government. If citizens are not receiving and understanding information, it is difficult for them to make informed decisions during the General Assembly and at election time. In addition, if mis-information is going around the community it takes up valuable staff time and resources to deal with the concerns and correct the problem.

A web site is in development, community meetings are held and General Assemblies are held every year without fail. But there is presently no consistent way to keep community members informed on a regular basis. Adding to the challenge is the fact that nearly half of NND citizens live outside of Mayo and some outside of Canada.

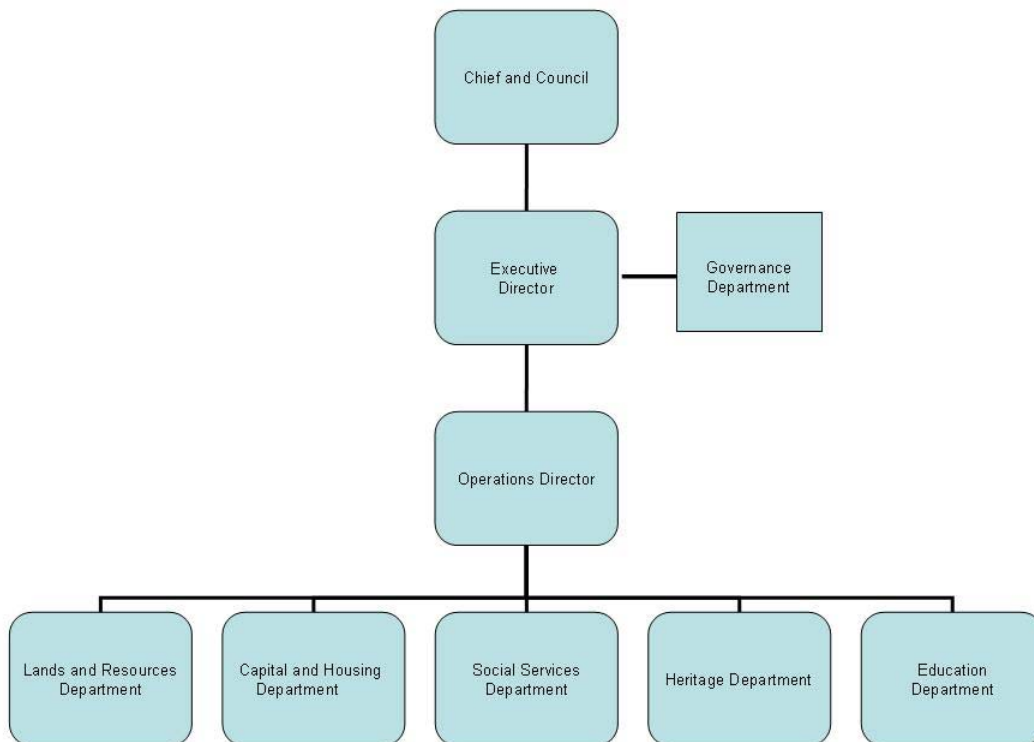
Recommendations

- Institute regularly scheduled meetings for Senior Management and all-staff.
- Ensure regularly scheduled meetings for Department staff (Ensure that Managers are keeping staff in the loop regarding activities of C&C and other Departments).
- 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.
- Ensure that all staff are familiar with the organizational structure and clear about the chain of command (and therefore the communication links).
- Establish a culture of open communication (including dealing with insubordination and behaviours directly with the individual instead of NND-wide memos).
- Provide training, support and guidelines for open and healthy communication.
- Provide staff a process to give input (i.e. a suggestion box).
- Provide human resource or employee assistance services to help employees through interpersonal challenges.
- Hire a Communications employee to develop strategies and communications material for within the organization and with the community.
- Establish a community calendar in the main office with a record of all up and coming events and activities.
- Keep an updated contact list for citizens outside Mayo.
- Host NND social events that help create links and good communication between staff.
- Develop and circulate communication materials with updates to the community and within NND on a regular basis (i.e. newsletters, website, etc.).

LEADERSHIP

Based on discussions with NND Staff during the Departmental meetings, a good leader has a vision for the future and inspires his/her staff to reach goals and uses good planning and communication to make this vision a reality. A good leader is a positive role model who supports cultural values and traditions. A good leader empowers his or her staff with respect, trust and understanding. A good leader is accountable and ensures that his/her staff is accountable too.

Leadership for Nacho Nyak Dun includes Chief and Council, the Executive Director and the Managers for each Department. There are also times when regular staff members take on leadership roles for a project or program. The following Organizational Chart was developed in a parallel process during the capacity development planning. This chart includes an Operations Director that would principally be responsible for overseeing operations.



Assessment

Chief and Council

The members of the NND Chief and Council (C&C) are considered to be dedicated and hard working. They are committed to representing NND regarding political issues at the territorial level and they've instituted a number of positive changes at the local level since the beginning of their terms.

There are six full-time members of C&C, plus a part-time Youth Council member and a part-time Elders Council member. NND's C&C are now the only full-time C&C in the Yukon. They take on active roles within the NND organization and in addition to typical C&C functions are also covering off the responsibilities of Committee.

There is a strong sense for many of the NND staff that C&C are involved in administrative responsibilities. These include responsibilities related to implementation, financial management and intervention in day-to-day personnel or operational decisions. The term frequently referred to by staff is "micro-management".

The challenge for C&C is that they will continue to be pulled into administrative issues until they achieve the following:

- Ensure that the responsibilities for overseeing NND operations is being covered.
- Ensure that HR responsibilities within the organization are being addressed
- Ensure good communication between C&C and managers
- Ensure that managers have the leadership and management skills needed
- Implement an effective accountability system

It is challenges with the issues above that presently lead to C&C taking on administrative responsibilities and being perceived as "micro-managing". Gaps in communication also contribute to misinformation regarding what it is that C&C does.

Executive Director

The NND Executive Director (E.D.) position has been through several years of turn-over, followed by an extended term with a local consultant filling in as Acting E.D. Recently NND has brought the Acting E.D. on board as the full time E.D. In addition to the typical E.D. responsibilities, the NND E.D. participates actively in the political discussions and actions and assists with significant communication responsibilities with C&C that normally are beyond the scope of the E.D. position.

The E.D. has also been covering for the lack of an H.R. employee for some time.

While it is possible that NND could continue in this way, there are significant challenges that exist with the current arrangement. The E.D. position is the leadership authority delegated by Chief and Council to ensure the smooth running of

the organization. The E.D. is delegated the leadership role in facilitating communication between C&C and staff, ensuring staff motivation and accountability, moving recommendations forward and developing its organizational culture. With the present situation, the E.D. has too many responsibilities to cover their operational responsibilities successfully.

Senior Management

The Managers of the organization are delegated authority by the E.D to oversee the planning, programming, project management and personnel management for their department. There are several departments who report a positive working relationship within their departments however all departments perceive problems related to accountability, good communication and consistent implementation of policy. Some departments have considerable challenges related to working relationships and their ability to undertake the programs, projects and policy development required.

The people in Senior Management are invaluable to the organization. Their knowledge, skills and abilities are what keep NND functioning and offering programs and services to NND citizens. The short-fall is that the senior managers have not been trained in leadership, and management-related topics. The lack of (or limited) performance evaluations, good communication, regular meetings, clear direction, conflict resolution and a positive working environment points to a need for training in leadership and managerial skills.

Recommendations

Chief and Council

- Increase the communication from Chief and Council to Senior Managers and Departments through participation in monthly meetings
- Increase opportunities for Departments to keep Chief and Council informed about the work they are doing, their successes and their challenges.
- Provide regular updates to staff and the community (i.e. a Chief and Council newsletter) or a C&C update page in an overall NND newsletter
- Ensure that updates are provided following trips outside of Mayo
- Have the Chief do speeches (as a part of events and all-staff meetings) to provide updates and remind/inspire staff about the vision of NND and the direction C&C is taking the organization.
- Ensure changes in leadership are not affecting daily operations (Policies should be well-written and stay relatively the same)
- Let everyone know there is an open door policy to Chief and Council; stop and have coffee.

Executive Director

- 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

Managers

- Institute a leadership or executive development training program which provides managers with training in leadership, management, delegation, communication skills, etc...
- Ensure that Managers hold their staff accountable for their roles and responsibilities (including work hours and days off)
- Nurture a culture of delegating tasks and empowering staff or mentoring staff to successfully carry out tasks
- Increase communication and orientations so that managers are clear about what is expected of them and what their authority is.

ORGANIZATIONAL CULTURE

Organizational culture refers to the working environment, relationships, attitudes, experiences, beliefs and values of an organization.

Assessment

Overall Strengths

- Staff appreciation efforts such as staff appreciation day, BBQ, hamburgers have a positive affect on staff moral and relationships
- Pay, benefits (pension, group plan, medical/dental) and holidays are for the most part considered fair
- Comfortable working environment
- NND staff enjoy the work challenges and the opportunity to work "for our people" and the chance to make a difference
- The new Government House – all staff together, elders meeting room in building
- Workshops, partnerships, training, staff meetings
- Staff with some Department have a really good working relationship
- Leadership is striving to make NND a great place to work
- Creative, flexible, encouragement of ideas and innovation

Work ethic and accountability

- Lack of desire to work,
- Lack of discipline for work ethics,
- Not following policies and procedures
- No consequences
- Abuse of 'sick leave'
- People are reluctant to put any time or energy into anything they aren't directly responsible for. A culture of giving/contributing to the overall vision/goal is needed

Relationships between staff

- Cliques-ness within staff and council at all different levels and within departments
- Lack of trust/respect
- Negativity, lateral violence between departments and staff

- Personal and family issues in the workplace
- Vindictive behaviour if someone speaks out on something
- Have a yearly team building workshop (for all NND staff)

Relationship between staff and C&C

- There is a strong perception by staff that Chief and Council are micro-managing the organization
- Being stopped by C&C due to political issues that staff have not been properly informed about (i.e. staff tries to work as a team with other organizations but C&C stop it due to political reasons that are not clear to staff)
- Lack of trust with the daily reminder of having to use time clocks

Lack of Security and Incentives to stay with NND

- Lack of job certainty (Some staff are only getting 2 year contracts after probation period)
- There is a perception that there is no room to climb the organizational chart and little room for growth

Recommendations

The most common suggestions recommended during the meetings with NND staff include taking action to build/improve staff relations, encouraging positive attitudes within the workplace, ensuring a healthy work environment and incorporating Northern Tutchone culture into the working environment.

Build positive staff relations:

- Hire or appoint someone that can help staff with issues, stress, appeals etc.
- Ensure regular staff meetings (updates, policy changes, etc.)
- Identify strategies for staff appreciation and general positive feedback and support (10 yrs of service to NND – gold watch, thank you letter, certificate)
- Provide support and training for staff to keep personal and business issues separate

Ensure accountability

- Increase communication on expectations and consequences

- Reconsider the present reliance on time-clocks which communicates distrust and promotes disempowerment
- Develop a clear complaint procedure
- Reconsider policies on sick days and leave (consider something like the City of Whitehorse approach which rewards staff with a bonus for not using sick days)
- Performance evaluations need to be conducted on a yearly basis for all staff
- Performance evaluations for managers need to include input from both leadership and staff

Northern Tutchone Culture

- 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

Healthy Organization

- Create a healthy work environment through healthy snacks and positive social events for building relationships
- Create a space where people feel safe, where undermining and threats are not tolerated
- Encourage physical education for staff, keep them healthy (proper equipment, stretching, fresh air)
- Drug-free and sober minded
- Determine clear policies for staff to attend healing programs

Identity and Professional Environment

- 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, dress code (no suits but no sweats)

Other

- The wage scale needs to be reviewed, assessed and adjusted on a regular basis to reflect inflation and ensure wage parity.

TRAINING AND SUPPORT

Assessment

NND has actively encouraged training of their staff through funding and by providing leave for up to 10 days of training a year or 1.5 hours per day for online courses. There is also the option of taking education leave (i.e. for 2 year program).

There is some confusion and inconsistency on how training amounts are allocated. The Education Department is responsible for training for community members and the HR staff would be responsible for staff training. However, without an HR person in place, there is a gap and the Education Department ends up responding the training requests. Some departments include a line item in their annual budget for training while others do not.

Staff typically participate in training related to the technical aspects of their jobs such as first aid, computer skills or subject specific training. Training in topics such as communication, conflict resolution, management skills, leadership, writing is less common.

Challenges

- Staff training plans are not being developed
- No evaluations are being done to assess staff training needs
- Confusion around the responsibility for training when there is no HF staff in place
- It is often left up to individual staff members to take the initiative to research, apply for funding and take leave for training
- No career counseling or planning support is available
- Staff do not feel they have permission to spend work time researching training or career development opportunities
- Process of approval for funding is perceived to be inconsistent (some people turned down while similar applications are approved)
- NND has had the experience where staff receive training and then move on to a different job. As a result, NND receives little direct benefit for their investment.
- It is difficult to cover for people who are absent due to training

Recommendations

Training Policies and funding

- 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.

Training assessments

- 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 needed for each job description.

Specific types of training / courses recommended

The following types of training were identified as topics that would be beneficial to all or most staff. These specific courses or learning opportunities could be offered to groups of NND staff within Mayo to save on costs:

- Leadership and management training
- Project management/coordination training
- Communication skills
- Conflict resolution
- Delegation skills
- Planning and budget development
- Writing skills
- Public speaking
- Computer skills (all employees should be comfortable with the basics)
- Financial training / management
- Hiring and personnel management

Build the skills or potential/future employees

- 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

Other

- Fill the HR position.
- Allow more opportunities for job-shadowing, mentorship and coaching.
- Where possible, provide training IN the community.
- 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 a good orientation package for new employees
- 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.

ADMINISTRATION MANAGEMENT SYSTEMS

A clear process and management system for administration is key to ensuring accountability, sound decision-making and efficiency.

Assessment

Administrative staff create a pleasant environment, treat people well, make people feel comfortable, are efficient at responding and demonstrate a good work ethic. There is not a consistent way that all people answer the phones and throughout the organization there is an inconsistency in how NND demonstrates its professionalism as a government.

Every individual and every department has its own filing system. There are no guidelines about what gets filed, how things get filed and where things get filed. The new Government House does not include room for a central filing system (although a central filing system might not be necessary or even desirable).

Presently there is confusion and lack of consistency with how written correspondence moves through NND. The main reception is responsible for opening and distributing the mail; however there are possible complications when there is someone else at the main reception or when it isn't clear who the issue relates to. It is a lot to expect the front receptionist to make the decision on what is political, what is not and which department should take the lead on an issue.

It is expected that with the move to the new NND building, those departments who are currently housed in other buildings in Mayo will be able to pick up their mail on a more regular daily basis (opposed to the current practise of once or twice a week).

Recommendations

- Establish a standard filing system with clear direction on what gets filed, how things get filed and where things get filed.
- 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

FINANCIAL MANAGEMENT SYSTEMS

Similar to the Administrative Management system, a clear process and system for financial management is key to ensuring accountability, sound decision-making and efficiency.

Assessment

The Government Act of 2006 makes it Chief and Council's responsibility to ensure that NND finances are properly managed. They have delegated this responsibility to the Finance Department to oversee day to day operational budget, however, financial authority still lies with Chief and Council.

The double and triple checking of financial reporting information and timesheets by Finance and C&C is perceived by many staff members as a lack of trust and micro-management. Meanwhile, the Finance Department and Chief and Council feel the need to double and triple check financial reporting due to errors that are made and cost the organization money. A recent example of this is the loss of \$400,000.00 to a contractor for work not completed.

The timing for the approval process and financial reporting, together with communication challenges is an area of focus where improvements could improve NNDs overall capacity.

Balancing accountability and trust

- Staff feel that Finance and C&C are show a lack of trust when double checking time cards and for P.O.s
- Finance Department and C&C are witnessing errors that need to be caught

Reporting System

- Departments have a need for regular and frequent financial reporting
- Reporting is done for a one month period and are usually ready 2 weeks after the end of each month
- Departments have expressed that they are not receiving their reports as quickly as they would like or as needed for some project funding commitments
- The finance department is using Adagio which is easy to use, but not great for reporting
- Some things are falling through the cracks in reporting: payments to elders, regular bills
- A tracking system is needed which separates out billing, invoicing and accounts receivable based on what contribution agreements are in place.

NND has purchased AIS software for this and has done some preliminary training on the system with staff who will be needing to use it.

- There is lack of clarity around what is expected for reporting

Invoices:

- There is a concern that invoices are not always paid and that bills are left outstanding (experience of NND's credit being denied due to outstanding debts) or invoices are not passed on to finance in a timely manner
- Processing invoices is slowed as invoices come through finance office before the department and it takes extra time for Departments to receive them

Communication:

- Not receiving copies of everything we should; i.e. invoices, etc. — need copies of payroll for program and takes time to track things down
- Communication is not clear — i.e. fax forms not received, have to re-do

Approvals:

- Timing issues with approvals; i.e. has to go through manager, finance, Chief and Council for approval

Recommendations

- Identify one person within the finance department to be responsible for the fax machine (i.e. checking regularly, ensuring it's maintained with sufficient paper to receive incoming faxes, etc.).
- 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
- Upgrade financial management software to provide for easier reporting
- Have Departments maintain an excel spreadsheet for tracking their own project-related expenses
- Develop a PO/check requisition procedures manual for staff

POLICY, PROCEDURES AND PROTOCOLS

Assessment

NND has made significant progress in developing policies that guide its organization since the signing of its final agreements. NND is still in the process of developing its internal policies and procedures. Once these are completed, tested and modified they will provide staff with certainty on how things are done and there will be less time spent on confusion, frustration and duplication.

There are several areas where staff and leadership feel it is important to get policies in place. Policies are needed to clarify internal decision-making, financial management, training allowances, chain of command and response to citizen concerns.

There is also a need to enforce the policies that are in place. Depending on the department and the person, policies are sometimes followed, some times not or sometimes only partly followed. There are inconsistencies in the way that consequences are handled for not following NND policy.

The appeal process is an important issue requiring attention. The constitution establishes C&C as the main body who determines the outcomes of appeals. As Chief and Council is often the one who made the decision in the first place, there is no way to provide a unbiased second opinion with this process. A Administrative Justice Tribunal is being explored as an option to address this process problem.

Strengths

- A number of policies are in place
- The procedures, forms and tracking systems that are in place are useful
- NND is working on and improving current legislation and policies
- The workshops provided to staff (re governance structures) have been useful
- Flexibility in some policies (such as parent support, administrative support) is greatly appreciated by staff
- Staff are happy with the Personnel Policy

Challenges

- Human Resources personnel is essential for upholding and implementing policies
- Not all policies are approved and able to be upheld accordingly
- Staff are not always aware of NND policies

- NND constitution allows C&C to make changes to policy at their discretion. This leads to some policies (ie Christmas holiday and Cold Weather policies) being changed with the change in C&C
- Because of unclear policies or gaps the policies can be read in various ways which can lead to misunderstandings
- All departments have been separate, making it difficult to collaborate
- There is no clear procedure when something is passed on to one department or down from Chief and Council

Recommendations

Communication of policies and procedures

- Keep people informed regarding changes in policy, positions, new staff, new issues, etc.. (not just through memos)
- Develop a Policies and procedures manual
- Create training for the Self Government Agreements and Final Agreements, legislation and policies for Council and department heads and convey it to staff properly
- Provide new employees with an orientation that includes going over the policies that affect staff.

New Policies/procedures needed

- Establish a clear policy and procedures for dealing with citizen complaints (right now they go to Chief and Council)
- Establish an Administrative Justice Tribunal to handle appeals

Enforcing policies and standard procedures

- Ensure that policies are enforced consistently and follow-up with consequences for those who don't follow policies.
- Policy consistency (not changing depending on Chief and Council)
- Ensure that staff evaluations are conducted regularly

Assessment

Government House creates a number of great new opportunities and positive influences on capacity. It will reduce travel time of staff between buildings to communicate with each other, will provide opportunities for staff to build relationships with people in other departments and will increase the ease of meetings.

The Government House also significantly increases the operation costs of NND and adds several new responsibilities. This shift should be reflected in increasing the capacity of the Housing and Infrastructure department through training, clear policies and procedures and ensuring staff are in place to manage the financial and technical responsibilities. It is important that the old responsibilities are still properly managed while the new responsibilities are taken on.

One additional challenge is that the new building is located away from the town centre and will present transportation problems for staff and citizens.

Recommendations

- Increase the frequency of meetings around move time to ensure that the change does not lead to a spread of mis-information, insecurities, etc...
- 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.
- With the move to the Government, identify and institute policies/protocols for professionalism (ie for answering phones and greeting people in Northern Tutchone and minimum dress standards)
- Provide transportation to new building (van, shuttle).