

First Nations Public Service Secretariat 2010 - 2011 Annual Report



First Nations Public Service Secretariat

1200-100 Park Royal South,
West Vancouver, BC V7T 1A2

Phone: 604-926-9903

Fax: 604-926-9923

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Christa Williams,
Executive Director



First Nations Public Service Secretariat

"The Courage to Excel"

Background

BC First Nations leadership commissioned the development of the First Nations Public Service Capacity Building Strategy. The strategy is now complete and articulated in the *"Nation Building Through Human Resource Capacity Building: A Discussion Paper on the First Nations Public Service Secretariat"*.

The Vision and Mission Statement of the strategy are as follows.

BC First Nations that are exercising their decision-making rights and responsibilities through governments and administrations that strive for excellence in community service.

The First Nations Public Service Secretariat's (FNPS) mission is to strengthen and enhance capacity in First Nations communities and organizations, on an individual and nation level.

The Goals of the First Nations Public Service Strategy are:

- 1.0 *Strengthen and support relationships between First Nations Leadership, administration and communities;*
- 2.0 *Coordinate and strengthen human resource development for Nation workers in the core competencies: human, financial, records and information management, and policy development;*
- 3.0 *Support and enhance human resource development efforts for Nation workers in a range of professional sectors such as health, education, children and families, resource management.*

The Courage to Excel



First Nations Leaders and Community Members have committed to building capacity in First Nations administrations with "Service Excellence" as the standard.

It takes courage and vision to make changes to existing services and processes.

"As a service Chief that has been in a leadership position for many, many years; it means we have the ability to provide the service that our people require at a very high professional level....Ensuring the tools are there so that when people retain the capacity to do these jobs that they also have the tools that they need to be effective and efficient." St. Mary's Indian Band.



Our Vision, "BC First Nations that are exercising their decision-making rights and responsibilities through governments and administrations that strive for excellence in community service."

Strategic Context

The BC First Nations Public Service Capacity Building Strategy, completed in early 2010, was first implemented in 2010-2011. Implementation included continuing with some of the initiatives that were piloted during the development phase of the Strategy and initiating several new initiatives.

Providing capacity building support to the 203 First Nations in BC continues to be a challenge, especially given the climate of fiscal restraint at the First Nations, federal and provincial government levels. The First Nations Public Service Secretariat (FNPSS) commitment to BC First Nations communities and organizations is to limit the creation of bureaucracy and direct the majority of funding that is accessed to support the BC Strategy to First Nations communities and organizations. In keeping this promise, the FNPSS operated for 10.5 months with two staff people: an Executive Director and an Executive Assistant. In February 2011 the FNPSS hired a Project Coordinator to work as part of the FNPSS team.

Participant from
Musqueam First Nation,
"It's First Nations owned...so we take ownership of the initiative and the project. It's our ideas. It comes from our communities. We know what we want, we know what we need."

To support the first year of implementation, the FNPSS wrote numerous proposals to a wide variety of funding agencies and secured resources to implement several elements of the Strategy. However, this piecemeal approach to implementing the Strategy is less than ideal, as proposal driven funding does not allow for effective planning and many activities were implemented during the final quarter of the fiscal year, when funding became available.

Funding has not been noted under each of the goals as a continuing challenge, as the identification of sustainable funding remains a challenge to the implementation of the BC Capacity Building Strategy.

One significant change since initiating the development of the BC Strategy is the growing interest across Canada in building an Aboriginal public service. For example, the Aboriginal Finance Officers Association's (AFOA) National Conference, held in Vancouver, BC in mid-February 2011, opened with a panel discussion based on its 2011 discussion paper "Building an Aboriginal Public Service." Several of the workshops also addressed the notion of building capacity in the First Nations Public Service, including a presentation by the Council of Yukon First Nations regarding its developing work to support



the Yukon First Nations Public Service in the area of Human Resource Management and the presentation of the BC Strategy, 2010.

This increased focus is very helpful; through improved networking, new approaches and solutions to long standing challenges can be shared across Canada so that progress in building capacity can move forward with greater efficiency and in a more timely manner than if the effort was solely located in one area of Canada.

The implementation of the BC Strategy builds on the community driven process that was utilized to develop the BC Strategy.

What follows is the first annual report on implementation.

Goals, Objectives, Strategies, and Performance Measures

Goal 1: Strengthen and support relationships between First Nations Leadership, administration and communities

Objective 1.1: Leadership Development for Youth

Strategies:

- Implementation of Provincial Aboriginal Youth Internship Program: fourth year (wholly funded and operated by the BC Provincial Government)
- Implementation of Federal Aboriginal Internship Program: first year of program
- Participation in the BC Association of Friendship Centre's annual youth conference held in Prince Rupert, March 2011

Objective 1.2: Leadership Development for Current Leaders

Strategies:

- Arm Chair Series for First Nations Executives: Negotiating Tools hosted by the Canada School of Public Service (CSPS)
- Participation in the Institute for Public Administration of Canada (IPAC) Leadership Conference, Toronto February 7 & 8, 2011
- Initial discussions with CSPS regarding the development of a Road Map for First Nations Executives/Leaders
- Development of Mid-Career Internship Program with the Federal Government



Workshop Participant

Testimonials:

You have provided us the "buy-in with support staff & tools to obtain corporate attention. – T'kemplúps Indian Band – RIM Boot Camp.

Awesome Facilitators – How to deal with stress 1. Different roles 2. Different leadership 3. Coaching. Ucluelet First Nations – HR Boot Camp.

Enjoyed the course. We work too hard on our notes! – Caring for First Nations – Writing Agendas, Minutes and Records.

I could use more knowledge on useful vocabulary. – Tsawwassen First Nation – Writing Agendas, Minutes and Records.

Professional course that had excellent examples for new styles, I learned new things. – First Nations Education Steering Committee – Writing Agendas, Minutes and Records.

Useful take home manual, reference for later. New Relationship Trust – Writing Agendas, Minutes and Records.

The additional documentation sample policies are awesome → more on this would be great. Policy Boot Camp.

Objective 1.3: Development of Efficient and Effective Administrative Processes to Support Leadership and Communities

Strategies:

- Support for 4 First Nations Administrative Support Staff to attend the Health and Education Administration Conference in Victoria
- One-day workshops regarding Briefing Notes, Minutes and Agendas, Difficult Conversations, and Records and Information Management
- One Job Shadowing opportunity for an Executive Assistant with a Provincial Ministry

Discussion of Results:

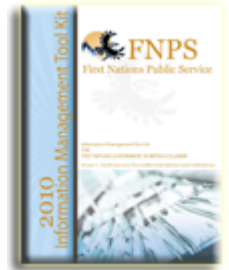
The first year of implementation was exciting, as many of the proposed strategies identified in the BC Capacity Building Strategy moved from theory to reality with great success. The continuation of the BC Aboriginal Youth Internship Program and the initial year of the Federal Aboriginal Internship Program demonstrated, both by interest and participation rates of interns and ministries, departments, and Aboriginal organizations, that there is significant support for the development of youth leaders. Both programs are undergoing an evaluative process to determine how to support improvements and continued engagement of youth and host agencies.

In terms of Objective 1.2, there was enthusiasm for the opportunities provided this fiscal year, but several challenges were noted as the strategies under this objective move forward. These include:

- Time constraints for executives and leaders that limit extensive participation in professional development activities.
- Constraints regarding costs, as many executive level opportunities are very expensive compared to other capacity building opportunities.
- Finding a common agenda for professional development that supports Personal and Professional Growth for individuals at the leadership level.
- The unresolved debate regarding whether leadership can be taught or is innate will be an undercurrent in professional development opportunities.



The initiation of building capacity in administration and administrative processes was met with great enthusiasm. Each opportunity was oversubscribed and people were very forthcoming regarding other types of capacity building opportunities that they would greatly appreciate. This is an item that should be included annually with a predictable schedule of training developed so that managers and administration staff can plan to participate in opportunities that would meet their Personal and Professional Growth Plans.



Goal 2: Coordinate and strengthen human resource development for Nation workers in the core competencies: human, financial, and records and information management, and policy development

Objective 2.1 Increase capacity in First Nations communities and organizations in the area of Records and Information Management

Strategies:

- Developed and signed a Memorandum of Understanding with the Association of Records and Information Managers and Administrators (ARMA) Canada and BC Lower Mainland and Yukon Region, October 2010
- Finalize the development of the Records and Information Management (RIM) Boot Camp for ongoing use
- Three RIM Boot Camp offerings in Ucluelet, Williams Lake, and Kamloops
- Supported 5 First Nations participants from around BC to attend the ARMA Conference in Kelowna, October 2010
- As part of support for the Maanulth Treaty First Nations' establishment of their Land Registries, a day-long event was hosted by GEO BC showcasing the BC Lands, Surveys, and Titles' process. This built on information shared regarding RIM.
- Finished and posted Draft 5 of the RIM Toolkit on the www.firstnationspublicservice.com website
- Development of the RIM Mentorship Program with RIM Professionals and First Nations community members, ready for piloting in 2011-2012

Objective 2.2: Increase capacity in First Nations communities and organizations in the area of Human Resources Management

Strategies:

- Development of the Human Resource Management (HRM) Boot Camp
- Delivered two offerings of the HRM Boot Camp: Prince George, and Vancouver
- Initial development of the HRM Mentorship/Network for First Nations communities and organizations
- Piloted a HRM Shared Services Agreement between the First Nations Education Steering Committee (FNESC) and the FNPSS, supported by information from the HR Sector Council in Ottawa



Objective 2.3: Increase capacity in First Nations communities and organizations in the area of Financial Management

Strategies:

- Development of the Financial Management Boot Camp for First Nations Education Directors, in partnership with FNEC and the Aboriginal Finance Officers Association (AFOA)
- Two Financial Management Boot Camps were delivered by the AFOA, BC: Kamloops and Vancouver March 2011
- Developed a joint work plan between FNEC, the FNPSS, and the AFOA for 2011-2012

Objective 2.4: Increase capacity in First Nations communities and organizations in the area of Policy and Policy Development

Strategies:

- Developed and Signed a Memorandum of Understanding between the FNPSS and the Institute of Public Administration of Canada, February 2011.
- Developed a Policy Work Book and Sample Policies for First Nations communities (available on the FNPSS website)
- Hosted two Policy Boot Camp development community sessions: Prince George and Vancouver, March 2011
- Draft Policy Boot Camp ready for piloting in 2011-2012

Discussion of Results:

Thank you for allowing me the opportunity to participate. I think the FNPS is on the road to doing great things. Please keep me in mind for other training. Northern Shuswap Tribal Council – Policy Boot Camp.

Goal 2 is intended to build capacity in the core function areas determined by First Nations communities during the initial consultations regarding the development of the BC Capacity

Building Strategy: human, financial, records and information management, and policy development.



The initial work in each of the core areas involved consulting with First Nations communities and organizations to determine where to start in terms of building capacity. Three Boot Camps have been developed and delivered in First Nations communities and a fourth is under development. The evaluations for these Boot Camps have been extremely positive; generally 75% or more of participants indicated in the evaluation forms that the materials presented were useful and that they would be able to begin using them upon return to work.

The longer term goal is to have these core areas become part of an accredited post-secondary program that is designed by First Nations for First Nations. It is critical that First Nations case studies are developed for use in future programs, as participants indicated that the First Nations examples currently being used made the Boot Camp content relevant to First Nations communities and organizations. The community-based approach to course work will be continued.

To move this agenda forward, the FNPSS sought out partners who have the needed expertise in each area. MOUs have been established regarding RIM and Policy, and stemming from these agreements there are many other initiatives that organizations such as ARMA are undertaking to support First Nations communities and organizations. For example, ARMA Vancouver has agreed to continue to have a "First Nations Track" at each of its conferences that focuses on RIM issues that are of specific concern to First Nations communities. In addition, other networks are being established, such as the RIM Mentorship Program and the HRM Mentorship/Networking Program, which will be piloted in 2011-2012.

Goal 3: **Support and enhance human resource development efforts for Nations workers in a range of professional sectors such as health, education, children and families, resource management, etc.**



Objective 3.1: *Work with the First Nations Health Council to support the development of the Tripartite First Nations Health Human Resource Strategy.*



Strategies:

- The FNPSS Executive Director is serving as the First Nations Health Human Resource Strategy Cluster Lead
- The FNPSS Executive Director, working with a Tripartite Committee, drafted the discussion paper to initiate the work of developing the FNHHR Strategy
- The FNPSS Executive Director worked with representatives of the federal and provincial governments to identify members of the Tripartite Strategy Council that will guide the development of the FNHHR Strategy
- The FNPSS Executive Director worked with a tripartite committee to determine potential projects for funding through the Aboriginal Health Human Resource Initiative (AHHRI), which included meeting with potential partners and supporting proposal development.

Discussion of Results:

Capacity development in the sectoral areas will be done on an invitation basis, but some foundation work can be done to create policies (government and other agencies) that will facilitate this work.

For example, First Nations were very clear during the development of the BC Capacity Building Strategy that capacity opportunities should be accredited through post-secondary institutions or lead to a professional designation. They also indicated that such capacity building opportunities should be developed, where necessary, in concert with First Nations to ensure the content of programming is culturally relevant to the circumstances of First Nations.



To do this work, the FNPSS will engage in discussions with governments, other agencies, and First Nations, as directed by First Nations, regarding systemic changes that may facilitate increased success of First Nations learners and programming for First Nations communities and organizations. An ongoing example is the participation of the FNPSS in the Aboriginal Post-secondary Education and Training Partners Group. This Group brings together most of the stakeholders involved in post-secondary education in BC to identify priorities for investments of both energy and finances in the higher learning system, as well as potential policy and/or legislative changes required to transform the BC post-secondary education system to support the recruitment, retention, and success of Aboriginal learners.

Partnerships

In addition to the partnerships identified above, several others are being developed and approaching completion.

Canada School of Public Service (CSPS):

The MOU is being finalized and it is hoped that the signing ceremony will be in June 2011. Several opportunities are being explored to enable First Nation communities and organizations to access the training opportunities that are available to Federal Public Servants at either a reduced costs on a bulk purchase basis or to First Nations who wish to send people on an individual basis. Currently, these opportunities can only be accessed by Federal Public Servants.

BC Public Service Agency (BCPSA):

The BC Public Service Agency continues to be very supportive and there is agreement that in the new fiscal year, 2011-2012, it will work with the FNPSS to develop a MOU that commits the parties to work together. Many of the actions contemplated in the CSPS MOU are intended to be included in the BCPSA/FNPSS MOU.

Other partnerships are being explored, such as with the Indigenous Adult and Higher Learning Association (IAHLA), Human Resource Sector Council, and possibly the BC Human Resource Managers Association (BCHRMA).

Outreach

The Building Capacity in the BC First Nations Public Service is a relatively new initiative, and therefore was not well known. Over the past year there have been a number of opportunities to share information regarding this work to:

1. raise awareness of the initiative with both First Nations and potential partner groups;
2. increase support for the concept of a centralized agency that provides community driven capacity building opportunities on a cost-effective basis; and
3. share information with other like-minded organizations so that further efficiencies can be realized.



Some of the opportunities for sharing during the fiscal year 2010-2011 include:

- Presentation to Yukon First Nations in Whitehorse, May 2010
- The FNPSS Executive Director was the keynote speaker at the Association of Records and Information Managers and Administrators in Kelowna, October 2010
- Panel participant at the National Assembly of First Nations Chief's Governance Conference in Montreal, November 2010
- Panel participant at the Aboriginal Finance Officer's National Conference in Vancouver, February 2011

In addition, presentations were also made to the following Associations:

- Senior Managers within the BC Government, Victoria, April 2010
- The BC Aboriginal Post-secondary Coordinators Group, Vancouver, May 2010
- The BC Colleges Association of BC – Presidents, Richmond, October 2010
- Presenter to the Federal Interns during their last training day, Vancouver, October 2010

Resource Summary Table

Source of Funding	Amount	Deliverables
Ministry of Aboriginal Relations and Reconciliation	\$100,000.00	<p>62 people participated in training opportunities regarding negotiating tools, difficult conversations (HR), agendas and minute taking, records and information management, and HR offered through partnerships</p> <p>14 people participated in job shadowing or information sharing opportunities (ie. Maanulth First Nations and Geo BC)</p> <p>Support for the emerging MOU with the BC Public Service Agency (BCPSA)</p>
Indian and Northern Affairs Canada Professional and Institutional Development Program: BC Region	\$40,000.00	<p>MOU signed with the Association of Records and Information Managers and Administrators (ARMA) Canada and BC October 2010</p> <p>5 participants supported from First Nations</p>



Source of Funding	Amount	Deliverables
		<p>around BC to attend the ARMA conference October 2010</p> <p>17 participants in the Records and Information Management (RIM) Boot Camp October 2010</p>
<p>Indian and Northern Affairs Canada Professional and Institutional Development Program: Headquarters (Ottawa)</p>	<p>\$175,000.00</p>	<p>MOU signed with the Institute of Public Administration of Canada (IPAC) February 2011</p> <p>39 participants at RIM Boot Camps February and March 2011</p> <p>32 participants at HR Boot Camps March 2011</p> <p>32 participants at the Policy Boot Camp development workshops March 2011</p> <p>RIM Mentorship Program Development Advisory Committee: includes preliminary research</p> <p>HR Mentorship Program Development Advisory Committee: includes preliminary research</p> <p>Policy Boot Camp Development work</p> <p>4 First Nations representatives attended the IPAC Leadership Conference in Toronto, February 2011</p>
<p>Pacific Federal Council</p>	<p>Each host Department funded their intern(s)</p>	<p>Supported the first year of the Federal Aboriginal Internship Program (11 interns)</p>
<p>First Nations Health Council</p>	<p>\$155,000.00</p>	<p>These resources supported the research and consultation required to support the establishment of a First Nations Health Human Resource Strategy Council</p> <p>Development of partnership with Health organizations</p> <p>Development of relationships with post-secondary institutions in BC to support increasing the access for First Nations</p>



Source of Funding	Amount	Deliverables
		learners and to support their success in health career programs
Health Canada: AHHRI funding for planning	\$100,000.00	BCAHC IAHLA BC Aboriginal Post-secondary Coordinators College Presidents University Presidents Participation in the BC Association of Friendship Centre's Annual Youth Conference in Prince Rupert March 2011
First Nations Education Steering Committee	\$35,000.00	Development of Finance Boot Camp for First Nations Education Directors with the Aboriginal Finance Officers Association (AFOA) 40 participants in Finance Boot Camp for First Nations Education Directors Kamloops and Vancouver March 2011
Total	\$627,000.00	