Gitga'at First Nation Treaty Related Measures 5 (TRM 5)

Governance Capacity and Readiness Report Summary

PLAN OUTLINE

Introduction

This booklet is a summary of the Gitga'at First Nation Treaty Related Measures 5 Governance Capacity and Readiness Scan Report. It is meant to accompany a presentation by Lisa Krebs, and gives a brief overview of the outcomes of the Governance Capacity and Readiness Scan findings, recommendations, and proposed decisions for Gitga'at Chief and Council.

The Reconciliation Context

Indian Act Band → **Entering Treaty Process** →

Reconciliation agreements provide the Gitga'at First Nation with the opportunity to move out from administering programs and budgets determined by the Indian Act – which is equivalent to managing poverty – and into an organizational structure that can respond to the needs and wants of the Gitga'at membership as a whole. As financing begins to flow from the Reconciliation Framework Agreement, and through future Reconciliation Agreements, the Gitga'at administration needs to prepare for significant growth in capacity in order to deliver the programs and services prioritized by membership and envisioned in the agreements. Treaty Related Measures 5 includes a Governance Capacity and Readiness Scan – the results of which are summarized in this booklet – that recommends a set of steps to grow the organization's capacity and prepare for a much larger role.

| Building Jurisdiction through Coastal First Nations and GFN | → | Current Reconciliation Negotiations |

Treaty Related Measures 5 Overview

The purpose of TRM 5 is to evaluate and prepare Gitga'at for Reconciliation implementation readiness from an organizational and community perspective, captured as two key objectives:

1. **Objective 1 - GFN Governance Capacity and Readiness Scan**
   Deliverable: Completion of a GFN Governance Readiness Scan, GFN Law and Policy development capacity review.

2. **Objective 2 - Development of GFN Communication, Citizen Engagement Strategic Plan and GFN Constitution Building Process**

Scope of Report

The scope of this document is to provide the results from TRM 5 for Objective 1, the Gitga'at First Nation Governance Capacity and Readiness Scan. The results are presented in the Recommendations

Model for Organizational Development/ Growth Implementation

STANDARDIZED DEVELOPMENT

Medium Term - 2-5 years

GFN Standardized Processes
Growth Models

Policies uupdated to reflect new context

Accountability

Performance Leadership

DEVELOPMENT

Short Term 1 Year

Implement administrative tools

Support staff regularly towards accountability

OVERSIGHT

Short Term 1-2 Years

Staff have work plans / accountability

GFN ORGANIZATIONAL GROWTH MODEL

Long Term – 5-10 years

Strengthened Central Government

Clear linkage to GFN Governance Goals

Reconciliation Implementation

Mandate from Council to Prepare GFN Organization for Implementation

Reconciliation Implementation

Renovating a House - Setting the Foundation

Step 1 - Building a Foundation

- Require a strong foundation that is orientated towards 1) using best practices, 2) addressing current gaps or needs and; 3) orientating towards growth.
- This is the purpose of Treaty Related Measure 5 - Foundation Assessment and Design

Renovating a House - Frame the Design

Step 2 - Creating a support frame

- Support current programs to fill Human Capacity Shortages for current programs
- Implement new organizational supports to build capacity
- Increase staff and manager core competency, reporting, mandating, etc.
- Decolonize
- Start designing program expansion

Renovating a House - Placing the Roof

Step 3 - Identifying top level goals

- This is what the organization stands for: Values, Membership needs, Indigenous Law implementation, BIG PICTURE.
- This points towards next phases of growth and program expansion.
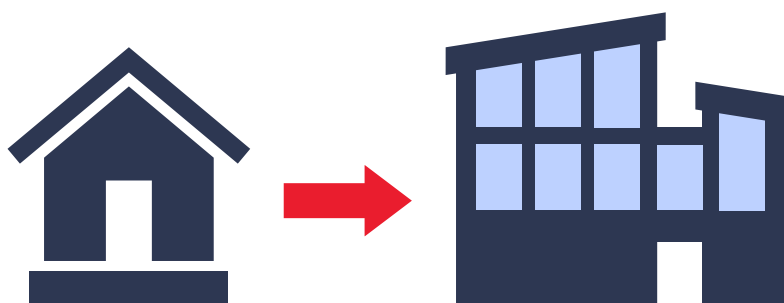
Methodology

The recommendations presented in this report are grounded in strengths-based approach to Indigenous organizational and community development. Understanding community and leadership interests as captured in numerous engagement processes and plans, aligned with an extensive literature review to understand current theoretical paradigms and best practices from other Indigenous nations or agencies.

First Nation Financial Management Board (FMB)'s definition of "Capability" is that is goes beyond the quantitative measures associated with capacity (such as financial and human resources) and speaks more broadly to the systems, standards, and a comprehensive and holistic approach that considers BOTH community well-being and effective governance.

Like the FMB, the results and recommendations from TRM 5 consider organizational and community well-being as an integral part of Indigenous development, positing Gitga'at culture as the core of well-being.

The FMB suggests (along with many others) that cultural practices and norms can serve powerful functions, such as wellness indicators, a resource, a goal or objective, a measurement of success and or be part of a process. Nation building exercises such as organizational development must be balanced with the traditional, cultural, environmental, and economic goals of Indigenous communities to create efficient, legitimate, and sustainable Indigenous governance systems.

- The research was broken into 3 phases, and consideration of employees.
- **Phase 1 – Current State Analysis** – November 1 - August 1, 2022, and ongoing
- **Phase 2 – Law, Policy, and Governance Capacity Review** – September 2022 - October 2023
- **Phase 3 – Strategic Alignment** – November 2023 – March 2024

Phase 1:
Current State Analysis

PHASE 1 – CURRENT STATE ANALYSIS

- November 1, 2021 - July 31, 2022, and ongoing
- Driven by Centralized Governance Working Group (CGWG) AND individual interviews
- Centralized Governance Working Group
    - High level management team, short term
    - Met bi-weekly between January 1 - July 31, 2022
    - In January 2022, Workplan, Terms of Reference and set of questions to guide each meeting were reviewed, and adopted by the CGWG.

PHASE 1 – OUTCOMES: STRENGTHS

The MOU between Hereditary and Elected Council is major strength and sets new standards for other communities.

The finance department is a strength, maintains First Nation Financial Management Board (FMB) certification and continuous improvement.
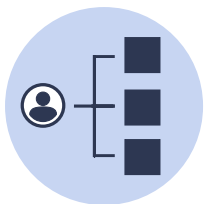
Technical Team meetings are a good structure, excellent opportunity to update & introduce new initiatives.

Overall, the Gitga'at organization is managing current programs and services well and thinking about the future through many community engagement processes, generates data about the interests & needs of Members.

PHASE 1 – OUTCOMES: GAPS

Pointed towards a real need for increased human capacity, manager workload is too high, staff lack core competencies and organizational development is not realistic given current priorities.
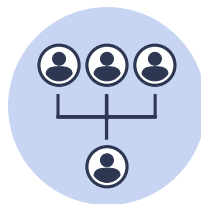
Human capacity should come [as much as possible] from Gitga'at members, there is a real need to create succession planning opportunities [and align with cultural learning]. Many staff are not in roles they desire or are best suited for.
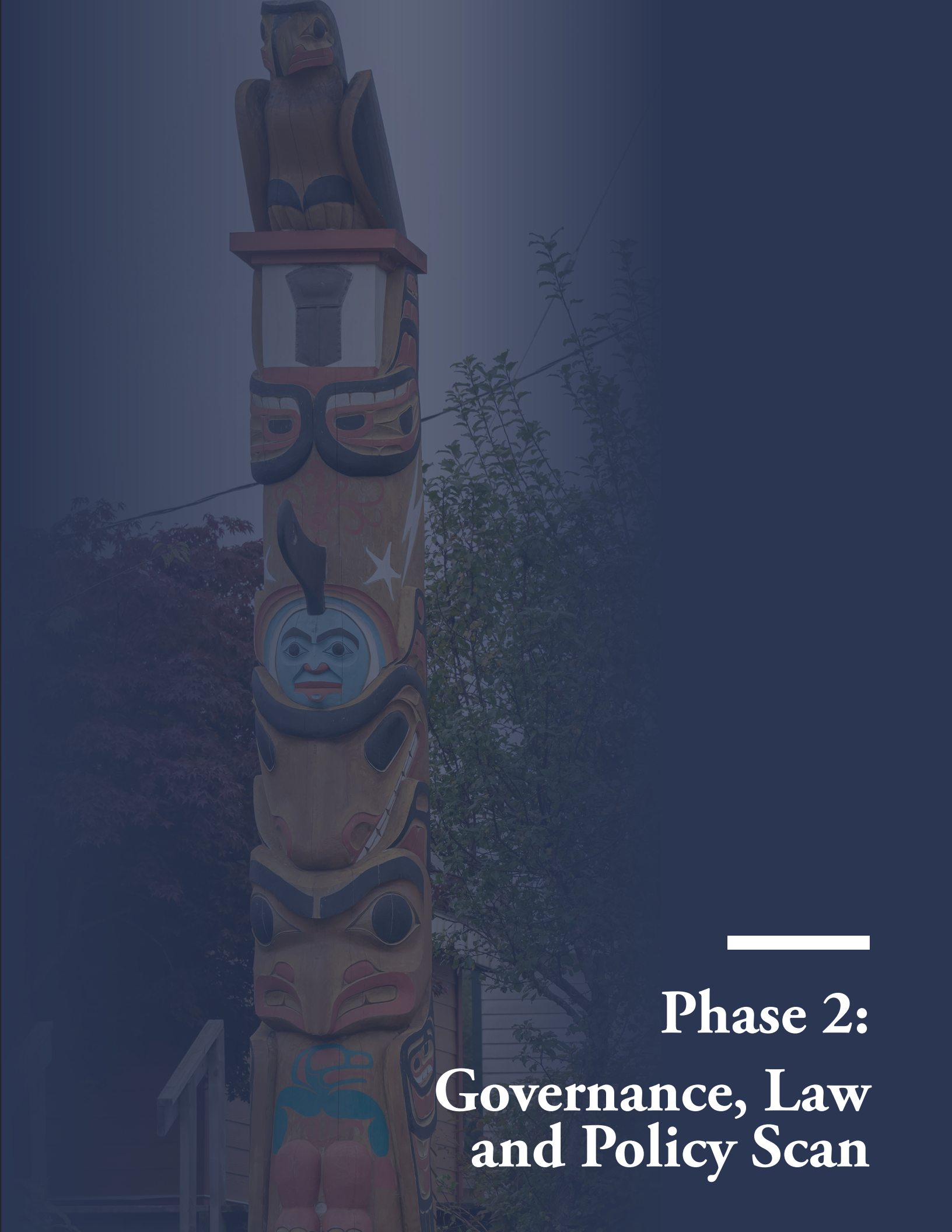
Onboarding for many Departments is "one-off" and intensive for Managers.

Nation Building through the 1) revitalization of traditional governance roles and 2) using culture as driver in growth, healing and wellness.

Phase 2: Governance, Law and Policy Scan

PHASE 2 – GOVERNANCE, LAW AND POLICY SCAN

- September 2022 - October 2023
- The focus for Phase 2 was to take an in-depth review of the current laws, policies and governance processes for Gitga'at.

  1. Governance
  2. Law
  3. Policy and Structure
  4. Evaluation

- This includes decision-making, dispute resolution, defined governance values for GFN (including Hereditary Chiefs), relationships with other Nations as well as financial management decisions, mandating and reporting.
- Overall Phase 2 was intended to look at existing laws and policies in the context of current program delivery while looking ahead to Reconciliation vision and readiness.
- Also considered timing of efforts – "immediate need" versus against the first priorities of organizational development.

PHASE 2 – OUTCOMES

Evaluation Matrix

EMERGING – Demonstrates Strategic Goals or Vision but implementation is unclear / or not prioritized.

DEVELOPING – Foundations in Law, Policy or Process exist and are operational, but there in consistencies in execution, a lack of standardization and / or need to update.

PROFICIENT – Standardization exists and there are best practices in operations and / or growth and development via Nation Building initiatives.

EXTENDING – In addition to best practices, there is innovation and decolonization to define Gitga'at as an Indigenous organization.

	Governance	Law	Policy	Structures	Evaluation
Emerging				●	●
Developing			●		
Proficient	●	●			
Extending					

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Phase 3:
Strategic Alignment

November 2023 - March 2024

Align the outcomes from Phase 1 and 2 with key organizational and community data and plans, and then further align with best practices in Indigenous organizational development and Nation-Building.

The results from Phase 3 are contained within the Recommendations section of this report and form a short-term plan to increase implementation readiness across law, policy and the organization.

Recommendations

Recommendation 1:
Create a Development Oversight Committee

- The Development Oversight Structure will support and align the growth of Gitga'at's administration with the priorities of the community.

- It envisions using current structures and policies from the elected system to begin decolonizing by incorporating members who hold traditional roles, such as hereditary leaders and matriarchs.

- It will be operationalized through the current function of the Finance and Audit Committee, therefore requiring at least one representative from Council.

- It will consider community wellness and development, knowledge transmission, and distribution of resources as well as standard considerations such as financial management.

- It orients Council towards strategic growth.

Recommendation 2:
Restructure GFN Organization to Support Development

In order to prepare for organizational development, a number of new roles need to be created within the Gitga'at administration. Building out these roles will take time – and will require a significant increase in the annual operational budget of the administration of approximately $500,000.

1. Director of Organizational Services
- a. Supports Implementation - build out of programs & services for all community, even off reserve.
- b. Supports the Oversight Committee
- c. Implements Work planning / Budgeting / Reporting for all organization
- d. Responsible for Nation-Building work
- e. Off reserve program development
- f. Costing for development
- g. Information Management

2. Director of Human Resources
- a. Works closely with Director of Organizational Services, General Manager and Oversight Committee to support managers with program expansion / integrated delivery.
- b. Directly supporting and mentoring work of HR Services 1&2
- c. Integration of decolonial and holistic approaches to staff wellness, work with health department to implement key goal for Mental Health and wellness framework.
- d. Lead development of Core Competencies (Western & Gitga'at)
- e. Administration - support annual work planning and budgeting
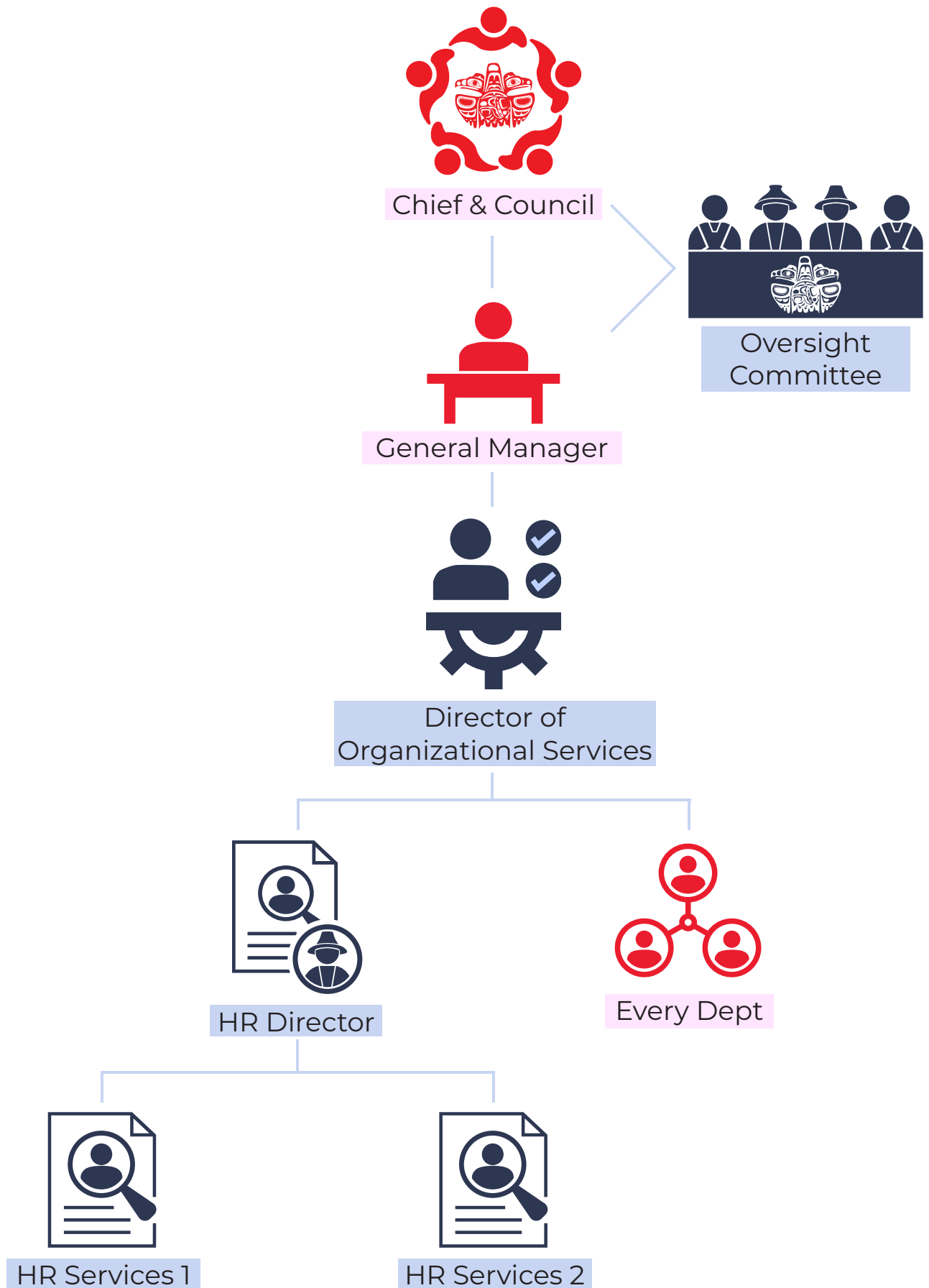
3. HR Services 1
- a. Cultural Competency - for all members, staff (empowerment and competency - links to membership) and proponents.
- b. Onboarding / Recruitment - work with departments to develop standardized onboarding including technical information and cultural - identify and support new skills development with clear targets
- c. Professional Development Planning
- d. Staff Reviews

4. HR Services 2
- a. Support Building Core Competencies
- b. Support Development of Services - Mental Health and Wellness Framework
- c. Evaluation / Staff Reviews etc.
- d. Also support initiatives for HR Services 1

Organization Restructure

Chief & Council

Oversight Committee

General Manager

Director of Organizational Services

HR Director

Every Dept

HR Services 1

HR Services 2

Recommendation 3: Financial Management

Financial management will become an increasingly important aspect of Gitga'at's governance. There are three main components of this recommendation, which together develop a solid foundation for sound financial management.

Cost the implementation of Strategic Plans / Health Studies & Reconciliation Advisory Committee (RAC) Outcomes.

Support Decision-making through Reconciliation Fiscal Management and Delegated Responsibility

Prepare a 5 - 10 Year Financial Management Plan for GFN Organization

Recommendation 4:

Strengthen Governance - Policy, Law, Council and Hereditary Leadership

1. Create and adopt an Honorarium Policy - for Committees / Members at large

2. Update the Hartley Bay Band Council Policies to include:
   a. Current Council Communities - roles and function (include RAC) - via an Appendix
   b. Law-making / Policy process - to ready for Reconciliation / DRIPA - should follow process above and include matriarchs and other decision makers, this will require development.

3. Revisit MOU and establish Executive process for MOU Triggers and other Traditional Governance Processes

4. Revisit Council Role, confirm this role, codify and determine if policy amendment / new law required.

5. Update title of Band Manager and apply term consistently.