

**FIRST NATION ADMINISTRATOR
DACUM CHART**

FOR THE NORTHWEST TERRITORIES, CANADA



Learning is for life

Education, Culture & Employment



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ISBN 0-7708-0005-X
Printed November 2001

DACUM INTRODUCTION

The Department of Education, Culture and Employment (Government of the Northwest Territories) encourages the pursuit of excellence by developing DACUM (Develop A Curriculum) charts and occupational standards in cooperation with government and industry partners. This DACUM chart was developed in conjunction with the Department of Municipal and Community Affairs (MACA) and partners at the community level.

As a result of self-government, and community strategic planning and empowerment initiatives, community administrations have greater responsibility for a broadening range of public programs and services. To assist community governments with these additional tasks, improved access to training opportunities is required. The development of DACUM charts, occupational standards, and performance evaluations plays an important role by identifying training needs and by recognizing those who are competent in their chosen occupations.

The School of Community Government (SCG) in MACA coordinates the development and delivery of training to community governments. Their goal is to improve systems, supports and resources for community government staff so that growth and development can be maximized. This DACUM chart is one of many documents that the SCG uses to achieve this goal.

DACUM charts outline the knowledge, skills and attitudes a person must have to be considered competent in an occupation. DACUMs are developed by those with expertise in the occupation. Relevant training and assessment tools can be developed on the basis of a DACUM chart.

DACUM charts benefit four important stakeholder groups. They assist:

- **employers and industry associations** by:
 - identifying training needs
 - identifying the competencies required to successfully perform in the occupation
 - providing the basis for development of job descriptions and performance evaluations
 - assisting with staff recruitment by defining areas of required proficiency
- **employees** by:
 - providing a basis for self-assessment
 - identifying career path and skill transfer opportunities within the occupation and the industry
 - identifying training needs
 - enhancing public and professional image
- **educators/trainers** by:
 - providing a guide for relevant curriculum and program development
 - identifying learning modules for specific skills
- **learners/trainees** by:
 - providing detailed information about the requirements of an occupation
 - identifying training required to meet career goals
 - providing a basis for self-assessment.

DACUM HOW A DACUM CHART IS USED

A DACUM chart is composed of three sections:

1. Major Category:
 - identifies a general activity within an occupation
 - in the following example, the major category is **1. EXECUTIVE FUNCTIONS**
2. Skill:
 - identifies a general skill within the general activity
 - in the following example, the skill is **A. Coordinate Council and Public Meetings**
3. Subskill:
 - identifies a specific activity or task required of an individual in this job
 - in the following example, there are two subskills:
 - 1.A.1 Observe parliamentary procedures; and
 - 1.A.2 Schedule meetings

Each subskill has four small boxes beneath it. These boxes can be used to record:

- a performance evaluation, by supervisors during on-the-job training or by educators at a learning facility, or
- a self-assessment, by learners, trainees and employees.

Major Category	Skill	Subskill	
1. EXECUTIVE FUNCTIONS	A. Coordinate Council and Public Meetings	1.A.1 Observe parliamentary procedures	1.A.2 Schedule meetings
		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

The boxes on the chart may be used to perform evaluations or assessments, providing on-going snapshots of an individual's performance over time. There are many ways to rate performance. The following is one example:

Sample Rating Scale

1. individual can perform parts of this skill satisfactorily but requires frequent assistance and/or supervision to perform the entire skill
2. individual can perform this skill but requires periodic assistance and/or supervision
3. individual can perform this skill satisfactorily without assistance or supervision
4. individual can perform this skill satisfactorily and can lead others in performing it

DACUM **JOB DEFINITION**

Under the general direction of Council, the First Nation Administrator provides overall leadership for the implementation and delivery of programs and services for the benefit of the membership and community.

The occupation of First Nation Administrator is also known by the following titles:

- Band Manager
- Executive Director

DACUM **ACKNOWLEDGEMENTS**

The following individuals are gratefully acknowledged for their expertise, commitment and energy, which made the development of this DACUM chart possible:

Albert Canadien, Deh Gah Got'ie Dene Council, Fort Providence, NT

Jane Cazon, Liidlii Kue First Nation, Fort Simpson, NT

Alison de Pelham, Liidlii Kue First Nation, Fort Simpson, NT

Laura Duncan, Wha Ti First Nation, Wha Ti, NT

John Ivey, Dogrib Rae Band, Fort Rae, NT

Patricia Jocko, Indian and Northern Affairs Canada, Yellowknife, NT

Joseph Kochon, Beh dzi Ahda" First Nation, Colville Lake, NT

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Lana Paulson, Gameti First Nation, Rae Lakes, NT

**FIRST NATION ADMINISTRATOR
DACUM CHART**

FOR THE NORTHWEST TERRITORIES, CANADA

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill											
1. EXECUTIVE FUNCTIONS	A. Coordinate Council and Public Meetings	1.A.1 Observe parliamentary procedures	1.A.2 Schedule meetings	1.A.3 Prepare agendas	1.A.4 Record minutes, submit for approval and distribute								
	B. Implement Band Council Resolutions (BCR)	1.B.1 Implement council directions and decisions	1.B.2 Prepare BCR	1.B.3 Submit BCR for approval	1.B.4 Submit approved BCR to Indian and Northern Affairs Canada and other agencies as required								
C. Provide Support to Chief and Council		1.C.1 Act as delegate	1.C.2 Chair meetings	1.C.3 Prepare briefing notes, position, discussion and decision papers	1.C.4 Provide council orientation	1.C.5 Present council training portfolio	1.C.6 Advise chief and council						
		1.C.7 Make recommend- ations	1.C.8 Seek legal interpretation and advice	1.C.9 Communicate legislative requirements to council	1.C.10 Draft policies and guidelines	1.C.11 Prepare for land claim negotiations and implementation	1.C.12 Demonstrate awareness of traditional native law and customs						

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
1. EXECUTIVE FUNCTIONS Cont'd	C. Provide Support to Chief and Council Cont'd	1.C.13 Apply for reserve status tax exemption	1.C.14 Manage tribal council issues	1.C.15 Liaise with band companies, designated organizations and outside agencies	1.C.16 Reinforce council solidarity	1.C.17 Set goals and objectives	1.C.18 Lobby government and agencies
	D. Ensure Compliance	1.D.1 Comply with policies and procedures	1.D.2 Identify applicable legislation	1.D.3 Demonstrate familiarity with applicable legislation	1.D.4 Comply with applicable legislation		
	E. Act as Executor/Executrix	1.E.1 Provide signing authority	1.E.2 Recommend appointees to council and elected boards	1.E.3 Monitor appointments and duties	1.E.4 Exercise Power of Attorney	1.E.5 Act as Commissioner of Oaths	1.E.6 Perform executor/ executrix duties
	F. Co-ordinate Elections	1.F.1 Hire returning officer	1.F.2 Conduct enumeration and post list	1.F.3 Determine polling station	1.F.4 Revise and update election policies and procedures	1.F.5 Set date for open and close of nominations, advance poll and election	1.F.6 Post election procedures

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
1. EXECUTIVE FUNCTIONS Cont'd	F. Co-ordinate Elections Cont'd	1.F.7 Prepare ballots	1.F.8 Supervise elections	1.F.9 Supervise ballot count	1.F.10 Finalize results	1.F.11 Observe appeal period	1.F.12 Submit results to Indian and Northern Affairs Canada
2. FINANCE	A. Prepare Budget	2.A.1 Prepare main estimates	2.A.2 Submit budget for approval	2.A.3 Prepare project estimates	2.A.4 Set fees for service	2.A.5 Allocate funds to program activity	2.A.6 Forecast cash flow
		2.A.7 Develop remedial action plan					
	B. Ensure Implementation of General Accounting Principles	2.B.1 Comply with finance committee policies	2.B.2 Prepare requisitions and purchase orders	2.B.3 Issue invoices	2.B.4 Verify invoices	2.B.5 Issue cheques	2.B.6 Reconcile bank statements
2.B.7 Verify time sheets	2.B.8 Process payroll	2.B.9 Prepare and remit source deductions	2.B.10 Prepare T4 and T4A summaries	2.B.11 Collect and deposit funds	2.B.12 Manage cash flow		

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
2. FINANCE Cont'd	B. Ensure Implementation of General Accounting Principles Cont'd	2.B.13 Reconcile accounts monthly and at year end	2.B.14 Submit audit to council for approval	2.B.15 Follow up on management letters	2.B.16 Provide copies of audit to funding agencies		
	C. Conduct Financial Analysis	2.C.1 Review quarterly variance reports	2.C.2 Adjust budget estimates	2.C.3 Amend project budgets	2.C.4 Submit report to council for approval	2.C.5 Provide reports to funding agencies	
D. Provide Financial Services	2.D.1 Collect management fees	2.D.2 Receive grants	2.D.3 Invest funds	2.D.4 Identify funding sources	2.D.5 Negotiate loans, overdrafts, lines of credit, fees, transfers and contracts		
E. Contract Management	2.E.1 Prepare tender contract documents	2.E.2 Tender contracts	2.E.3 Award contracts	2.E.4 Coordinate contracts	2.E.5 Monitor and evaluate contracts	2.E.6 Prepare project reports	
		2.E.7 Provide contract services					

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill											
3. COMMUNITY SERVICES	A. Assist Boards and Committees	3.A.1 Provide support to Elder's Council	3.A.2 Provide support to Youth Council	3.A.3 Provide assistance to Education Board	3.A.4 Provide support to elected boards	3.A.5 Develop terms of reference for boards and committees	3.A.6 Assist with administrative duties of portfolio						
	B. Provide Social Services	3.B.1 Manage drug and alcohol programs	3.B.2 Organize workshops and conferences	3.B.3 Promote community well-being	3.B.4 Administer income support								
	C. Provide Health Services	3.C.1 Manage health agency services	3.C.2 Ensure provision of home care services	3.C.3 Ensure provision of elder support services	3.C.4 Ensure provision of medical transport	3.C.5 Arrange for Community Health Representative							
	D. Manage Recreation Services	3.D.1 Oversee recreation programs	3.D.2 Coordinate special events	3.D.3 Coordinate fundraising	3.D.4 Coordinate volunteers								
	E. Provide Community Education Training Programs	3.E.1 Manage adult basic education	3.E.2 Provide childcare services	3.E.3 Provide outreach services	3.E.4 Provide school bus services								

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
3. COMMUNITY SERVICES Cont'd	F. Provide Justice Services	3.F.1 Implement court orders	3.F.2 Act as justice committee secretary	3.F.3 Participate in sentencing circles	3.F.4 Write impact statements	3.F.5 Administer traditional justice camps	3.F.6 Coordinate court sessions
	G. Respond to Community Concerns	3.F.7 Administer crime prevention programs	3.F.8 Administer liquor prohibition				
		3.G.1 Provide support to band members	3.G.2 Assist with accessing government and agency services	3.G.3 Provide references	3.G.4 Write letters	3.G.5 Plan funerals	3.G.6 Provide elder packages
		3.G.7 Provide translation and interpretive services					
H. Manage Economic Development	3.H.1 Develop business plans	3.H.2 Analyze business plans	3.H.3 Provide project management	3.H.4 Provide development advisors	3.H.5 Support development advisors	3.H.6 Manage subsidiaries	

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
3. COMMUNITY SERVICES Cont'd	H. Manage Economic Development Cont'd	3.H.7 Manage joint ventures	3.H.8 Promote business community	3.H.9 Provide consulting services			
	I. Provide Housing	3.I.1 Allocate housing	3.I.2 Administer housing program	3.I.3 Provide tenant relations	3.I.4 Assist with housing needs survey	3.I.5 Co-ordinate repairs and maintenance	
	J. Manage Cultural Programs	3.J.1 Provide treaty supplies	3.J.2 Promote arts and crafts	3.J.3 Promote traditional and cultural activities	3.J.4 Promote aboriginal language use	3.J.5 Organize spiritual and cultural gatherings	
	K. Manage Resources	3.K.1 Assist with non-renewable resource development	3.K.2 Assist with renewable resource development	3.K.3 Respond to environmental issues	3.K.4 Assist with protection of traditional land	3.K.5 Manage resource harvesters' program	
4. PUBLIC WORKS	A. Manage Municipal Services	4.A.1 Ensure provision of water, sewage and solid waste management	4.A.2 Oversee road, airstrip, light and signage maintenance	4.A.3 Ensure provision of airport services	4.A.4 Provide municipal administration	4.A.5 Oversee facilities and equipment maintenance	4.A.6 Monitor communication equipment

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
4. PUBLIC WORKS Cont'd	B. Manage Protective Services	4.B.1 Ensure civil emergency measures are in place	4.B.2 Provide search and rescue services	4.B.3 Provide fire protection services	4.B.4 Coordinate law enforcement services	4.B.5 Respond to emergency calls	
	C. Manage Community Land	4.C.1 Assist with preparation of community land use plan	4.C.2 Assist with land use and land leases				
5. ADMINISTRATION	A. Develop Plans	5.A.1 Conduct strategic planning	5.A.2 Prepare mission statement	5.A.3 Define goals and objectives	5.A.4 Conduct capital planning	5.A.5 Develop and manage human resource strategy	5.A.6 Develop and manage communica- tions strategy
		5.A.7 Prepare work plans	5.A.8 Schedule resources	5.A.9 Prepare contingency plans			
	B. Provide Office Administration	5.B.1 Manage office	5.B.2 Manage records	5.B.3 Maintain supplies inventory	5.B.4 Maintain capital asset inventory	5.B.5 Make purchases	5.B.6 Obtain insurance coverages

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
5. ADMINISTRATION Cont'd	B. Provide Office Administration Cont'd	5.B.7 Coordinate travel	5.B.8 Maintain band membership list	5.B.9 Respond to surveys	5.B.10 Review local business licences	5.B.11 Issue local business licences	5.B.12 Conduct research
		5.B.13 Maintain copyright on intellectual property	5.B.14 Respond to research applications				
6. PERSONNEL	A. Recruit Staff	6.A.1 Develop job descriptions	6.A.2 Screen applicants	6.A.3 Conduct interviews	6.A.4 Select candidates	6.A.5 Hire staff	
		6.B.1 Provide orientation	6.B.2 Oversee probation	6.B.3 Provide direction and supervision	6.B.4 Delegate responsibilities	6.B.5 Monitor performance	6.B.6 Conduct performance appraisals
	B. Manage Staff	6.B.7 Conduct staff meetings	6.B.8 Motivate staff	6.B.9 Recognize achievements	6.B.10 Promote team environment	6.B.11 Provide counselling and employee assistance	6.B.12 Promote staff

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
6. PERSONNEL Cont'd	B. Manage Staff Cont'd	6.B.13 Terminate staff					
	C. Administer Programs	6.C.1 Ensure workplace safety	6.C.2 Administer benefits	6.C.3 Resolve grievances	6.C.4 Provide staff housing	6.C.5 Determine wages and salaries	
	D. Train and Develop Staff	6.D.1 Encourage career planning	6.D.2 Provide professional development opportunities	6.D.3 Provide on-the-job training			
7. PROFESSIONALISM	A. Possess Professional Attributes	7.A.1 Possess sense of humour	7.A.2 Cooperate with others	7.A.3 Demonstrate resourcefulness	7.A.4 Demonstrate honesty	7.A.5 Respect self and others	7.A.6 Demonstrate responsibility and accountability
		7.A.7 Demonstrate flexibility and adaptability	7.A.8 Respond positively to others	7.A.9 Practice patience	7.A.10 Take direction	7.A.11 Demonstrate diplomacy	7.A.12 Demonstrate ethical behaviour

Occupation of First Nation Administrator DACUM Chart

Major Category	Skill	Subskill					
7. PROFESSIONALISM Cont'd	A. Possess Professional Attributes Cont'd	7.A.13 Act as a role model	7.A.14 Display leadership qualities	7.A.15 Practice mediation skills	7.A.16 Demonstrate problem-solving abilities	7.A.17 Make decisions	7.A.18 Pursue personal and professional development
		7.A.19 Take initiative	7.A.20 Manage stress	7.A.21 Mentor team members	7.A.22 Resolve conflicts	7.A.23 Demonstrate awareness of relevant trends and decisions	7.A.24 Achieve results
		7.A.25 Develop awareness of traditional knowledge	7.A.26 Manage time				
	B. Use Communication Skills	7.B.1 Write proposals and reports	7.B.2 Write business correspondence	7.B.3 Facilitate meetings and workshops	7.B.4 Provide information	7.B.5 Demonstrate media relations skills	7.B.6 Perform public relations duties
	C. Use Technical Skills	7.C.1 Use Internet	7.C.2 Act as equipment technician	7.C.3 Demonstrate advanced computer skills	7.C.4 Develop database and systems	7.C.5 Manage database and systems	

DACUM

APPENDIX

LIST OF LEGISLATION AND POLICIES

The following list is offered as a reference for relevant legislation and policies that may apply to this occupation in the Northwest Territories. It is intended as a guide only. The list may not include all relevant items to specific areas and situations.

1. Aboriginal Custom Adoption Recognition Act
2. Access to Information and Protection of Privacy Act
3. Area Development Act
4. Business Corporations Act
5. Business Incentive Policy
6. Business Licence Act
7. Canada Wildlife Act - Federal
8. Canadian Charter of Rights and Freedoms - Federal
9. Charter Communities Act
10. Child Welfare Act
11. Cities, Towns and Villages Act
12. Civil Emergency Measures Act
13. Commercial Tenancies Act
14. Commissioner's Airport Regulations
15. Commissioner's Land Act
16. Commissioner's Land Regulations
17. Community Employees' Benefits Act
18. Community Employees' Benefits Program Transfer Act
19. Conflict of Interest Act
20. Department of Indian Affairs and Northern Development Act – Federal
21. Department of Justice Act – Federal
22. Education Act
23. Environmental Protection Act
24. Evidence Act
25. Financial Administration Act
26. Fire Prevention Act
27. Frustrated Contracts Acts
28. Gwich'in Comprehensive Land Claim Agreement
29. Hamlets Act
30. Indian Act - Federal
31. Indian Oil and Gas Act – Federal
32. Judicature Act
33. Labour Standards Act
34. Land Titles Act
35. Local Authorities Elections Act
36. Mackenzie Valley Resource Management Act – Federal
37. Mine Health and Safety Act
38. Motor Vehicles Act
39. N.W.T. Housing Corporation Act
40. Northwest Territories Act - Federal
41. Planning Act
42. Property Assessment and Taxation Act
43. Public Health Act
44. Public Highways Act
45. Public Trustee Act
46. Residential Tenancies Act
47. Safety Act
48. Sahtu Dene and Metis Comprehensive Land Claim Agreement
49. Settlements Act
50. Societies Act
51. Territorial Lands Act - Federal
52. Transportation of Dangerous Goods Act
53. United Nations Act - Federal
54. Wildlife Act
55. Workers' Compensation Act