

First Nation Administrator

Primary Duties and Core Competencies

HayGroup[®]

First Nations Public Service Initiative

Under the Joint Planning and Policy Development Forum

Application - First Nations Public Service Initiative and its relation to these Core Competencies

This document contains the primary duties and core competencies for the administrator's position. The competencies and primary duties will serve as the foundation piece for the development of a number of related staff improvement tools. The document provides an overview of the key roles and responsibilities of the First Nation administrator's position and the competencies required to do the job.

Through the First Nations Public Service Initiative these core competencies can be developed into a set of recruitment, training, development, curriculum and performance review tools for First Nation administrative staff.

Recruitment: Tools such job descriptions, materials for advertising a position, interview questions related to the competencies and candidate evaluation procedures can be developed.

Training: Tools for training new staff, individual learning plans, orientation materials, and problem solving options during the initial employment period are possible next steps.

Development: Self-evaluation forms, competency upgrading resources, on-the-job certification programs and career advancement materials could be built.

Performance Review: Tools to provide fair and effective feedback on staff performance and strategies for improvement based on the competencies and primary duties.

Training Curriculum: Curricula for training students seeking a career in the First Nations Public Service as well as develop extension courses to assist current band staff upgrade their skills are possible.

The First Nations Public Service initiative will be working on developing these types of tools. As a start, this document will be developed into a Competencies and Primary Duties toolkit to be published in 2003.

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First Nation Administrator Competency Model and Primary Duties Development

Background and Process

Information regarding the competencies for successful performance in the First Nation administrator's role was gathered through a series of progressive steps:

Organizational Familiarization: A review of key background documents was done to develop a clear understanding of the duties and scope of the First Nation administrator's role.

Benchmark Research: Data was collected from Hay Group's international competency database to provide a comparison of competency models from organizations with similar roles, to create a preliminary competency model for the First Nation administrator's role.

Task Group Meetings: To ensure the competency model reflected the true requirements of the role, several First Nation administrators provided key input into the challenges currently facing the role, as well as detailed information about the Primary Duties of the role. Additionally, this group was asked to share behavioural examples of some of the key Primary Duties of the role.

Task Group Review: The Task Group reviewed a draft version of the competency model, as well as the Primary Duties defined for the role.

First Nation administrator's Conference: The conference provided an opportunity for a large number of administrators to provide input into the process. Two different working sessions were convened, the first focused on gathering input on why certain behaviours were important, and what they help administrators accomplish on a daily basis. The second session gathered anecdotes and stories about when these behaviours were demonstrated. Notes were taken during each of these sessions, and have been used to revise this document.

What is a Competency?

The First Nation administrators Core Competency Model provides a detailed description of the behavioural competencies and their associated measurement scales.

By demonstrating these sets of behaviours, First Nation administrators will contribute to effectively addressing the Band's mission, vision, values and current strategic issues while having the capability to overcome the key challenges facing their role and harnessing new opportunities successfully.

A competency is any observable and/or measurable knowledge, skill, ability or behaviour that contributes to successful job performance. Competencies are intended to provide a clear picture of the types of behaviours required in a particular job in order to support successful performance within an organization.

First Nation Administrator Core Competency Model

Overview Primary Duties and Competencies

The Primary Duties form the basis of the selection of the Core Competencies for the administrator's position. These Primary Duties were developed by the First Nation Administrator Task Group. (See appendix B) They have been grouped into eight categories of related activities.

Policy: The development of policies, procedures and bylaws for the review and approval of Chief and Council.

Financial: Financial management of the Band's resources.

Council: Preparation of materials and reports in support of Band Council operations.

Staff: Human resource management.

Government Relations: Managing agreements and relationships with other levels of government.

Community Relations: Maintaining an open, equitable and service oriented relationship between the community and the administration.

Planning: Assisting the Chief and Council with the design and implementation of physical development and strategic plans.

Practical Reserve Issues: Manage the community's infrastructure and assets.

The competencies have been grouped into four clusters: Thinking Capabilities, Leadership Effectiveness, Self Management and Social Awareness. Each cluster covers a broad range of behaviours and provides an overall picture of the focus of the different behaviours.

Thinking Capabilities: This cluster captures the behaviours associated with problem-solving and planning, and one's cognitive ability to research, analyze and make well thought out decisions which are aligned to the Band's strategic direction.

Leadership Effectiveness: This cluster groups leadership qualities and behaviours that allow one to have an impact on their employee's development, and understanding of their role. In addition, this cluster draws on behaviours associated with one's ability to align others to the Band's vision.

Self Management: This cluster includes the competencies related to one's ability to know one's own strengths, preferences, and personal resources and be able to apply those to guide one's performance.

Social Awareness: This cluster includes the competencies related to one's ability to effectively interact with others, which includes being aware of others' needs, feelings and concerns. This cluster also draws on behaviours associated with being socially aware of the work environment and how best to make a positive impact.

Format of a Competency

Each competency is defined and formatted in the same way as shown below. Each competency contains four components: a Title, a Definition, a Core Question, a Why is it Important Section, and a Behavioural Scale. Each of these components is explained in more detail on the next page.

Title: *Managing Band Resources*

Core Question: Do you manage Band resources effectively?

Definition: The ability to understand and effectively manage organizational resources (e.g., people, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., member satisfaction) and quantitative (e.g., service costs) needs.

Why is *Managing Band Resources* Important? In an environment with limited resources, and ever-increasing demands and expectations, effective management of resources reduces burnout, and ensures delivery of services in the most effective way possible. It also ensures that we are making optimal use of people, finances, time and other assets to deliver services to the Band.

Easier Behaviour To Demonstrate  Behavioural Scale  More Complex Behaviour To Demonstrate

1. Understands	2. Defines Basic Requirements for Resource Effectiveness	3. Advocates Effective Utilization	4. Benefits the Band
<ul style="list-style-type: none"> Understands key resource issues affecting one's responsibilities and how these relate to the Band. Achieves results using assigned resources. 	<ul style="list-style-type: none"> Creates a clear picture of resource effectiveness requirements within the Band Administration. Ensures appropriate accountability and performance standards are met, and that defined policies are adhered to. Ensures that things are done using efficient and effective alternatives while maintaining quality of programs, processes or services. Sets performance standards, monitors progress and intervenes at an early stage to ensure deliverables of all resources meet agreed quality and timeframes. 	<ul style="list-style-type: none"> Promotes the need for and demonstrates the effective utilization of resources to Band Administration, Chief and Council, and the community. Explains the use of funding to staff and Chief and Council, and other key individuals. Obtains ongoing information and feedback about resource utilization and makes timely, effective decisions. Identifies and acts on resource sources (e.g. additional funding sources, etc.) which will assist in achievement of organizational goals. 	<ul style="list-style-type: none"> Makes decisions that improves the management of Band resources. This includes utilizing resources to meet current and future business goals, with a view and tie-in to the tactical and strategic aspects of the Band. Provides leadership outside of the Band in effective management and stewardship of Band resources.

Components of the Competency Profile

Title: Defines the competency name.

Core Question: This section summarizes the fundamental objective of being able to demonstrate the competency.

Definition: The definition provides a technical definition of the competency, and explains what the competency means. It indicates the types of behaviours that will be described in the scale. This provides a common language that everyone using the competency can understand in the same way.

Why is it Important: This section provides a brief description about how this competency will help an Administrator perform their job more effectively. This information was gathered during the First Nation administrators Forum.

Behavioural Scale: Each competency also has associated levels of proficiency, which together form a competency scale. These levels within a scale provide descriptions of the types of behaviours that one would expect to observe at each level of the competency. The scales are structured so that they increase in terms of the complexity and intensity of behaviour shown. The levels of the scale are numbered in ascending order (from 3 to 5 levels, depending on the competency).

The scales have two critical characteristics. The first is that they are progressive. This means that each level is more complex, and more difficult to perform than the previous level. The second characteristic is that they are cumulative. This means that levels within a scale build upon each other such that, for example, in order to perform level 3, one must also be able to perform the behaviours outlined in all levels below, levels 1 and 2.

First Nation Administrator

Primary Duties

First Nation Administrator Primary Duties

During the Task Group meetings, participants were asked to identify the Primary Duties for the First Nation administrator's role. The Primary Duties of the administrator served as a framework for the competency model development.

It is clear from the depth and scope of the Primary Duties for the First Nation administrator role that the job is complex. Multiple skills are required to perform the job successfully.

Policy

- Ensuring staff follow their policies
- Develop and draft policies and bylaws for council
- Implement policies and bylaws
- Concerned with legal liability and compliance
- Keep up to date with changing policy
- Be familiar with all relevant policies and able to make decisions on them – overview basic knowledge
- Interpret applicable legislation (e.g. Indian Act, labour code, legislative tools, labour standards, etc.)
- Understand/interpret contribution agreements

Financial

- Expenditure authorization – write cheques
- Ensuring proper financial management (e.g. funding agreement)
- Securing funding
- Develop budgets
- Internal control
- Prepare regular reports on Band and financial position

Council

- Advising/informing council, community
- Prepare for council meetings
- Implement council decisions
- Liaise with council (community members)
- Assist council put third party protocols together
- Work with council to develop budgets

Staff

- Ensuring standard practice instructions and policies are followed by staff
- Follow up with department heads
- Hiring, discipline, firing
- Letters, reports and signing off for staff
- Training, orientation and development for staff
- Clarifying performance expectations
- Managing grievances and appeals

Government Relations

- Reporting to department in social services, capital, education
- Develop working relationships with other governments

Community Relations

- Keep community members informed and up to date on issues and activities
- Develop working relationships with community

Planning

- Ensure tools/policies in place to support effective administration and management
- Create community plan – gather input, present back to community, obtain Chief and Council approval and implement
- Provide business advice to members on business plans/ideas
- Economic development planning

Practical Reserve Issues

- Reserve maintenance run effectively (roads, trees trimmed)
- Capital projects (e.g. road construction, subdivision)
- Systems maintenance (Office Systems)
- Emergency services run effectively
- Dispute resolution
- Be present at community functions and be supportive
- Handle crisis events and refer to department head
- Enforcement of bylaws
- Fill in to other areas during holidays
- Be on call
- Advocacy for issues

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Primary Duties by Competency

First Nation Administrator Primary Duties by Competency

The matrix below outlines which Primary Duties are most directly supported by each competency.

Competencies by Cluster	Primary Duties							
	Policy	Council	Financial	Staff	Government Relations	Community Relations	Practical Reserve Issues	Planning
THINKING CAPABILITIES CLUSTER								
Managing Band Resources	✓	✓	✓	✓	✓	✓		✓
Problem Solving and Judgement	✓	✓		✓		✓		
LEADERSHIP EFFECTIVENESS CLUSTER								
Building Self Reliance		✓		✓		✓		
Concern for Order and Quality		✓	✓	✓	✓	✓		✓
Team Leadership		✓		✓		✓		✓
SELF MANAGEMENT CLUSTER								
Flexibility	✓	✓	✓	✓			✓	✓
Initiative		✓	✓	✓	✓	✓	✓	✓
Reflecting on Difficulties	✓	✓	✓	✓	✓	✓		
SOCIAL AWARENESS CLUSTER								
Impact and Influence		✓	✓	✓	✓	✓	✓	
Listening, Understanding and Responding	✓	✓	✓	✓	✓	✓	✓	✓
Organizational Awareness	✓	✓		✓	✓	✓		✓
Strategic Use of Relationships	✓	✓	✓		✓			✓

First Nation Administrator

Competencies

THINKING CAPABILITIES CLUSTER

- Managing Band Resources
- Problem Solving and Judgement

SELF MANAGEMENT CLUSTER

- Flexibility
- Initiative
- Reflecting on Difficulties

LEADERSHIP EFFECTIVENESS CLUSTER

- Building Self Reliance
- Concern for Order and Quality
- Team Leadership

SOCIAL AWARENESS CLUSTER

- Impact and Influence
- Listening, Understanding and Responding
- Organizational Awareness
- Strategic Use of Relationships

Managing Band Resources

Core Question: Do you manage Band resources effectively?

Definition: The ability to understand and effectively manage organizational resources (e.g., people, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., member satisfaction) and quantitative (e.g., service costs) needs.

***Why is Managing Band Resources Important?** In an environment with limited resources, and ever-increasing demands and expectations, effective management of resources reduces burnout, and ensures delivery of services in the most effective way possible. It also ensures that we are making optimal use of people, finances, time and other assets to deliver services to the Band.*

1. Understands	2. Defines Basic Requirements for Resource Effectiveness	3. Advocates Effective Utilization	4. Benefits the Band
<ul style="list-style-type: none"> • Understands key resource issues affecting one's responsibilities and how these relate to the Band. • Achieves results using assigned resources. 	<ul style="list-style-type: none"> • Creates a clear picture of resource effectiveness requirements within the Band Administration. • Ensures appropriate accountability and performance standards are met, and that defined policies are adhered to. • Ensures that things are done using efficient and effective alternatives while maintaining quality of programs, processes or services. • Sets performance standards, monitors progress and intervenes at an early stage to ensure deliverables of all resources meet agreed quality and timeframes. 	<ul style="list-style-type: none"> • Promotes the need for and demonstrates the effective utilization of resources to Band Administration, Chief and Council, and the community. • Explains the use of funding to staff and Chief and Council, and other key individuals. • Obtains ongoing information and feedback about resource utilization and makes timely, effective decisions. • Identifies and acts on resource sources (e.g. additional funding sources, etc.) which will assist in achievement of organizational goals. 	<ul style="list-style-type: none"> • Makes decisions that improves the management of Band resources. • This includes utilizing resources to meet current and future business goals, with a view and tie-in to the tactical and strategic aspects of the Band. • Provides leadership outside of the Band in effective management and stewardship of Band resources.

Problem Solving and Judgement

Core Question: Do you understand cause-and-effect chains and relationships?

Definition: The ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Why is Problem Solving and Judgement Important? *Problem Solving and Judgement helps you to make the appropriate decisions within the context that you are facing. It helps you to sort through the complexity of a situation, and identify the critical issues. It helps you to evaluate implications of alternatives, and to identify the most appropriate action for the situation. It helps you to identify solutions acceptable to both Chief and Council and the community that will support the health and success of the Band. It helps you to think on your feet and identify solutions quickly if necessary, but it also helps you to identify the situations where you need to take some extra time to find the best solution.*

1. Breaks Down Problems	2. Sees Basic Relationships	3. Sees Multiple Relationships	4. Makes Complex Plans or Analyses
<ul style="list-style-type: none"> • Make a list of items (e.g., a "To Do" list). • Breaks problems down into simple lists of tasks or activities. • Reacts on gut feel. • Sees the obvious answer, and takes action. • Deals with crises requiring immediate decisions. 	<ul style="list-style-type: none"> • Sees single causal link between components of a problem/situation ("if this, then that" thinking). • Develops pro-and-con lists and establish basic priorities or relationships. • Recognizes cause and effect relationships. • Identifies the order in which a list of tasks should be done in order to most effectively address an issue. • Considers whether those immediately involved in the issue should be involved in the creation of a solution. • Provides a solution to an issue that fits within current policy. 	<ul style="list-style-type: none"> • Breaks down complex situations into manageable parts in a systematic way. • Recognizes several likely causes of events, or multiple consequences and undertake activities accordingly. • Acquires new information and applies knowledge to analyze issues and resolve problems. • Considers whether others beyond those directly involved should be involved in solution creation. • Creates a solution by considering changes to existing policy and evaluating consequences of decisions. 	<ul style="list-style-type: none"> • Identifies a number of solutions and weighs the value of each to improve results. • Peels back multiple layers of complex problems. • Uses several analytical techniques to break apart complex situations or problems to reach a solution. • Demonstrates a sophisticated level of evaluative judgement that goes beyond simply drawing conclusions. • Creates a solution by creating new policy or by substantially revising old policy.

Building Self Reliance

Core Question: Do you work to develop other people and groups' ability to act independently?

Definition: The ability to share responsibility with individuals and groups in order to build their capabilities and their sense of commitment and ownership. People who build self reliance in others participate and contribute at high levels, are creative and innovative, take sound risks and are willing to be held accountable for the development of others. They also foster teamwork among employees, and with colleagues, and, as appropriate, facilitate the effective use of teams.

Why is Building Self Reliance Important? *Building Self Reliance is important so that your role can be more than just focused on human resource issues. It assists you in not feeling overwhelmed, and ensures that your staff and others can function independently. It helps ensure that all members of the community (including Chief and Council and staff) are capable of accomplishing their roles*

1. Expresses Positive Expectations	2. Delegates Routine Tasks	3. Delegates Activities	4. Delegates Fully
<ul style="list-style-type: none"> • Expresses positive expectations of others, speaks of others in positive terms. • Trusts their judgement and believes that they know what they are doing; shows respect for others' intelligence. 	<ul style="list-style-type: none"> • Gives routine tasks to others; shares accountabilities with others. • Demonstrates trust in others' ability to accomplish independent tasks to acceptable levels of performance. • Gives detailed instructions and/or on-the-job demonstrations to explain what needs to be done to complete a particular task. • Builds accountability within individuals so that they want to accomplish tasks and succeed. 	<ul style="list-style-type: none"> • Demonstrates trust by recognizing and acknowledging that others have the skills and abilities necessary to achieve high goals. • Gives how-to directions, standard training or demonstrations and explains the reasons and the context surrounding a particular activity. • When delegating uses methods such as asking questions and following up to confirm that others have understood directions. • Builds accountability within individuals so that they want to accomplish activities and are comfortable making decisions. • Prepares others so that when this, or a similar activity occurs again, they'll be able to handle it on their own. 	<ul style="list-style-type: none"> • After assessing others' competence, delegates full authority and responsibility with the latitude to do a task in their own way, including the opportunity to make and learn from mistakes in a non-critical setting. • Arranges experiences for others to build up their skills and confidence. • Arranges appropriate and helpful assignments to foster a person's learning and development. • Prepares staff so that they're capable of dealing with unforeseen events. • Builds accountability within individuals so that they want to take control and initiate opportunities

Concern for Order and Quality

Core Question: Do you demonstrate attention to detail in all you do?

Definition: Reflects an underlying drive to reduce uncertainty in the work area, ensure quality in the delivery of services, and comply to existing rules, regulations and legislation. It is expressed in such forms as monitoring and checking work or information, insisting on clarity of roles and expectations, setting up and maintaining systems that enhance quality and maximize efficiencies.

Why is Concern for Order and Quality Important? *Concern for Order and Quality in the obtaining of funding and managing those funds once obtained is a critical piece of the Band Administrator's role. Concern for Order and Quality helps you with filling out detailed forms accurately to managing the myriad of details for a complex project in a thorough and systematic manner. It helps you be aware of the small details that can sometimes have a huge impact on a project.*

1. Checks Own Work	2. Monitors Own and Others' Work	3. Monitors Data or Projects	4. Develops Systems
<ul style="list-style-type: none"> • Double-checks the accuracy of information or own work in an effort to assure quality. • Keeps work organized and in control. • Follows all standard practices and procedures. • Complies with all policies or regulations relevant to own area of work. 	<ul style="list-style-type: none"> • Monitors quality and accuracy of own and others' work. • Checks to ensure that procedures and policies are followed. • Keeps a clear, detailed record of own or others' activities. • Follows a logical, step-by-step approach to work • Uses a continuous and systematic approach to own work; doesn't assume all is correct. 	<ul style="list-style-type: none"> • Acts proactively to help assure or improve quality. • Monitors progress of deliverables against milestones or deadlines. • Monitors data, discovers weaknesses or missing data and seeks out information to keep order in existing systems. • Understands the implications of errors from a policy/legislative point of view. 	<ul style="list-style-type: none"> • Develops and uses systems to organize and keep track of information, e.g., working logs, filing systems, accessibility of information. • Identifies weaknesses in working practices and recommends where efficiency and quality can be improved. • Provides checking systems for others to ensure quality is in line with requirements and to maximize efficiencies. • Creates consistency in policy application.

Team Leadership

Core Question: Do you lead your team to work effectively together?

Definition: Is a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The “team” here should be understood broadly as any group with which the person interacts regularly.

Why is Team Leadership Important? *Team Leadership allows you to create a vision for your staff, to help them understand what that vision will accomplish for the community, and what that vision means for their roles within the team. Team Leadership helps you to create efficient, effective teams that are clear about what they need to accomplish, and that work well together and support each other.*

1. Keeps People Informed	2. Promotes Team Effectiveness	3. Advocates for the Group	4. Positions Self as the Leader	5. Communicates a Compelling Vision
<ul style="list-style-type: none"> • In a leadership role, lets people affected by a decision know what is happening, even if they are not required to share such information. • Makes sure the group has all the necessary information. • States agendas and objectives, controls time, makes assignments, etc. 	<ul style="list-style-type: none"> • As a leader, uses strategies to promote team morale and productivity, including recognizing the performance of the team. • Demands accountability. • Resolves team conflict within the group. • Builds commitment within the team to reach the desired results. • Filters priorities for the team to ensure staff are not overwhelmed and goals are met. 	<ul style="list-style-type: none"> • Advocates for the group and its reputation. • Makes sure the practical needs of the group are met: obtains needed personnel, resources, information for the group and uses them efficiently. • Removes barriers for the group, allowing the group to accomplish desired results 	<ul style="list-style-type: none"> • Ensures that others support the mission, goals, agenda, climate, tone, policy. • Sets a good example (e.g., models desired behaviour). • Is a credible leader. • Uses own enthusiasm and commitment to motivate and guide others to achieve results. • Assists others in understanding the practical outcomes of the vision, and the implications for the team. 	<ul style="list-style-type: none"> • Has a genuine belief in the vision and communicates to others in a way that generates excitement, enthusiasm and commitment to the group mission. • Provides direction to the band and community in instances where direction isn't clear. • Foresees future trends and opportunities and works with the team to develop strategies to meet future challenges.

Flexibility

Core Question: Do you adapt to change and adjust your approach when required?

Definition: The ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as situations change and accepting changes within one's own job or Band.

Why is Flexibility Important? Flexibility allows you to be willing and able to change the way you approach situations so that new ideas and solutions are encouraged and recognized. Sometimes change is forced upon us, and in these cases, flexibility allows you to be open to the change, and able to maintain your focus and consider different ways of doing things, learn new approaches and shift activities to meet the new priorities.

1. Values Need for Flexibility	2. Demonstrates Flexibility	3. Adapts Approach	4. Adapts Strategy
<ul style="list-style-type: none"> • Accepts that other people's points of view are reasonable or valid. • Acknowledges that people are entitled to their opinions, and accepts that they are different. • Steps into co-workers' tasks when needed or required. 	<ul style="list-style-type: none"> • Works creatively within standard procedures to fit a specific situation. • Understands policies and can work within them to meet work group, team or individual goals. • Can adjust standard procedures during emergencies or special situations in a manner that still ensures the work gets done. 	<ul style="list-style-type: none"> • Changes one's approach as required to achieve intended outcomes. • Changes priorities as required in order to respond to numerous, diverse challenges and demands. • Changes approach in order to achieve unity or balance with different groups, while still keeping end goal in mind. 	<ul style="list-style-type: none"> • Changes the overall strategy or plan and implements new practices when original approach and assumptions are no longer valid. • Able to shift strategic focus and activities quickly in response to changing Band priority. • With changes to Chief and Council, works to implement changes to policy and programs offered to the community.

Initiative

Core Question: Do you recognize opportunities and act on them?

Definition: Is identifying a problem, obstacle or opportunity and taking action and/or proactively creating opportunities to resolve or prevent problems.

Why is Initiative Important? Initiative ensures plans are in place to support the success and growth of your Band and community. Initiative ensures that you and your team are capable of dealing with short term, or crisis events, but that you've also spent time creating a vision for the future, and understand what needs to be done to accomplish those objectives.

1. Addresses Current Opportunities or Problems	2. Proactively Anticipates Near-Term Opportunities	3. Anticipates Long-Term Opportunities	4. Plans for the Future
<ul style="list-style-type: none"> • Addresses problems as they arise, resolving them within a day or two. • Recognizes and acts upon present business opportunities in one's job. • Persists when things do not go smoothly • Does not procrastinate 	<ul style="list-style-type: none"> • Plans ahead to meet deadlines or job demands. • Looks at the short term to create opportunities or minimize potential problems. • Has a system to identify near term opportunities and address these. • Thinks beyond the obvious and takes action to avoid or minimize potential or likely problems 	<ul style="list-style-type: none"> • Takes action to create an opportunity or avoid future crisis within the coming year. • Thinks ahead, year-to-year, and plans for contingencies • Anticipates opportunities within the next year that could have a significant impact on the Band. • Anticipates problems by developing a better understanding of current issues • Puts plans in place now to ensure that future opportunities are realized 	<ul style="list-style-type: none"> • Anticipates business and community situations over a year ahead. • Anticipates funding, community issues, growth, cost management and service opportunities over a year ahead to create opportunities and avoid potential problems. • Sees and acts on emerging long-term opportunities and problems hidden in the future, that others have not recognized are there. • Develops and implements comprehensive plans that bridge complex issues and span across time

Reflecting On Difficulties

Core Question: Do you reflect on difficult situations in order to improve future performance?

Definition: Is the willingness to “work through” the personal experience of having contributed to an unsuccessful outcome. It is expressed by how individuals explain problems, failures or negative events and what they have learned from those difficulties.

Why is Reflecting On Difficulties Important? Reflecting on challenging or unsuccessful situations allows you to learn and grow as an individual and a leader. It provides you with feedback on your strengths and weaknesses on a personal level, and provides valuable insight and information on the dynamics at work within your working environment and community. At the very least it helps you better prepare for similar situations in the future.

1. Remains Positive	2. Takes Responsibility	3. Learns from Mistakes and Successes	4. Shares Learning with Team
<ul style="list-style-type: none"> • Re-energizes after loss or failure or after encountering a significant hurdle to readdress the situation and to overcome it. • Approaches new situations with continuing positive outlook, despite previous disappointments. 	<ul style="list-style-type: none"> • Acknowledges personal responsibility for outcomes, even when not all elements of a situation are within direct control but could have been personally managed. • Identifies all components or implications of a problem, and ensures that they are resolved 	<ul style="list-style-type: none"> • Analyzes situations on an ongoing basis to improve own performance. • Designs a personal action plan to address own issues constructively and decisively. 	<ul style="list-style-type: none"> • Deals openly with failure by bringing team together to define specific problems and present solutions. • May involve team in diagnosis and in developing solutions to effectively transfer knowledge into the organization.

Impact and Influence

Core Question: Do you put thought and planning into how you might most effectively influence your audience?

Definition: The ability to influence, persuade, or convince others to adopt or support an idea and to take action where required. It involves an understanding of key stakeholders, and the use of techniques, presentations or negotiation skills to achieve desired results.

Why is Impact and Influence Important? *Impact and Influence allows you to accomplish things with the support of others, rather than struggling against their resistance. It helps you to convince others of the worthiness of a particular action or decision, and ensures their support going forward. In particular, it helps you to align Chief and Council and community needs, by helping you to communicate each groups' point of view. It helps you outside of your Band, as well, by allowing you to communicate your position in a manner that is compelling and meaningful to your audience, and ultimately gains consensus with your audience.*

1. States Intention but Takes No Specific Action	2. Relies on the Facts to Persuade	3. Uses Knowledge of the Audience to Tailor Actions or Words	4. Uses Indirect Influence
<ul style="list-style-type: none"> Intends to have a specific effect or impact; expresses concern but does not take any specific actions. 	<ul style="list-style-type: none"> Uses direct persuasion in a discussion or presentation (e.g. data, uses concrete examples, visual aids, demonstrations, etc.). Makes no apparent attempt to adapt presentation to the interest and level of the audience. States the basic facts behind a position or argument. 	<ul style="list-style-type: none"> Adapts a presentation or discussion to appeal to the interest, needs and level of the audience. Anticipates and prepares for the audience's reaction. Plans current actions/words based on previous interactions with the audience. Reduces discrepancies and inconsistencies that might be preventing your audience from understanding key information. 	<ul style="list-style-type: none"> Involves other key individuals, who are already in support of your position, to lend additional support for your position or point of view. This might include experts, community input, politicians, etc. Finds strong, credible voices and works with them to impact and influence key stakeholders.

Listening, Understanding and Responding

Core Question: Do you demonstrate a sensitivity to others and understand the underlying message?

Definition: The ability to accurately listen and understand, and then respond appropriately when interacting with individuals and groups.

Why is Listening, Understanding and Responding Important? *Listening, Understanding and Responding is critical to being able to understand a situation or another person's point of view. Understanding allows you to respond effectively to people with diverse needs and backgrounds. Listening carefully allows you to address underlying issues, and create stronger relationships. Active listening and asking the right questions allows you to uncover and solve problems that might not always be obvious.*

1. Listen Actively	2. Effectively Uses Empathy	3. Accurately Assesses Human Behaviour
<ul style="list-style-type: none"> • Actively listens to others individually or in groups or listens when approached by others. • Picks up on others' immediate feelings and emotions. • May ask questions to confirm understanding of the speaker. 	<ul style="list-style-type: none"> • Actively seeks to understand others by getting the facts and pertinent information and reiterating this information to check understanding before drawing conclusions. • Responds in ways that communicates clear understanding. • Demonstrates the ability to see things from another's perspective; open to others' feelings. • Interprets information beyond what is said, especially where thoughts, concerns or feelings are poorly expressed by others. 	<ul style="list-style-type: none"> • Understands underlying or unexpressed thoughts, feelings or concerns • Accurately assesses root causes of individual/group behaviours ("they're behaving this way because ...). • Demonstrates sensitivity to subtle, underlying causes of behaviour and acts to help resolve personal issues/problems. • Understands the longer-term reasons for behaviour; how different individuals respond to different situations.

Organizational Awareness

Core Question: Do you demonstrate an ability to understand and use the realities of organizational structure and politics?

Definition: The acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

Why is Organizational Awareness Important? *Knowing Organizational realities allows you to develop solutions that fit within the community, and meet its needs. Your complex environment demands knowledge of funding agencies, relevant government departments, and other stakeholder organizations, as well as your own community realities. You need to understand the role and culture of your community, and the objectives of your Chief and Council to be better able to serve our community's needs, to anticipate changes and stay both versatile and committed. Organizational Awareness allows you to accomplish the results you need through the most effective channels.*

1. Understands Formal Structure	2. Understands Informal Structures	3. Understands Climate and Culture	4. Understands Organizational Politics	5. Understands Underlying Organizational Issues
<ul style="list-style-type: none"> Recognizes or uses the formal structure or hierarchy of an organization, "chain of command," positional power, rules and regulations, Standard Operating Procedure, etc. 	<ul style="list-style-type: none"> Understands (uses) informal structures (identifies key actors, decision-influencers, etc.). Applies this knowledge in support of the formal structure. 	<ul style="list-style-type: none"> Recognizes unspoken organizational limitations - what is and is not possible at certain times or in certain positions. Recognizes and uses the corporate culture and the language, etc., that will produce the best response. 	<ul style="list-style-type: none"> Understands, describes (or uses) ongoing power relationships within the organization (alliances, rivalries), with a clear sense of organizational impact. Understands agendas of key stakeholders and opinion leaders. 	<ul style="list-style-type: none"> Understands (and addresses) the reasons for ongoing organizational behaviour or the underlying problems, opportunities or political forces affecting the organization, (e.g., current social trends, demographic changes, union policies, national or historical issues that affect opportunities, etc.). Identifies and uses synergies between different stakeholders.

Strategic Use of Relationships

Core Question: Do you co-operate and work with others effectively to achieve work-related objectives?

Definition: Involves building and maintaining ethical relationships or networks of contacts with people who are, or may be, influential in achieving work-related goals.

Why is Strategic Use of Relationships Important? *Strategic Use of Relationships is critical for the Administrator because you routinely need to accomplish results through others, inside and outside of your band and community. Drawing upon, and pooling talent and resources can accomplish results where it didn't seem possible on your own. Given the complexity of your role, having an established network of contacts will work as a support for you in your role, allowing you to seek answers and advice quickly and easily.*

1. Establishes Formal Working Relationships	2. Develops Longer-Term Relationships	3. Uses Relationships	4. Builds a Network of External Relationships
<ul style="list-style-type: none"> • Makes a conscious effort to establish and build rapport with colleagues and stakeholders with whom you have regular contact. • Identifies and refers to areas of mutual interest as a means of establishing a personal relationship. 	<ul style="list-style-type: none"> • Meets regularly with stakeholders, colleagues, etc. when no specific project/initiative is underway. • Initiates social contact designed to improve the longer-term working relationship with the stakeholders. • Shows interest in colleagues and stakeholders issues and activities. 	<ul style="list-style-type: none"> • Calls upon established relationships in the Band or beyond in an ethical manner, to gain entry to higher levels/decision-makers to achieve an important goal. • Asks for referrals to other related Bands or organizations. • Nurtures the relationship over time to build rapport and trust and develop a basis for future relations. 	<ul style="list-style-type: none"> • Develops and maintains a planned network of relationships with peers, stakeholders, colleagues within First Nations and government. • Uses the broader network to identify opportunities, gather information and seek input to problems, with a view to sustaining success. • Identifies significant business opportunities, key contacts in the Band or government and finds ethical ways to make personal connections.

Appendix A:

First Nation Administrator Conference Input

Why it Matters

What follows is the input gathered at the First Nation administrator's Conference. Administrators were asked for each of the competencies, "Why does this behaviour matter to your role?" The intent of the session was to gather information around why the competencies might be important to the administrators, and what did the competencies help administrators accomplish in their roles.

Competency and Definition	First Nations Forum Participants Comments on "Why it Matters"
<p>Managing Band Resources is the ability to understand and effectively manage Band resources. This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative and quantitative needs.</p>	<ul style="list-style-type: none"> • This is the essence of the job, and is critical to the functioning of the band • You always have more to do than you have to do it with • Have to spread good people thin - risk of burn-out • Often need to adjust people's expectation to manageable level and only offer services that you can afford to deliver • May not have the right amount of funding to do the work—have to juggle timing, priorities, workload (eg. Small bands have to do same amount of administrative reporting as larger bands, with fewer resources, staff) • Have to create miracles to find resources - financial, human resources (almost on edge of being illegal in order to carry out services for community) • Expectations from funding sources on reporting—but don't have appropriate resources to do correctly(eg. Finding funding to pay auditor) • In order to maximize full efficiency (in order to take full advantage of opportunities) • The ability to say 'No' when required - for example to the expense of paving a road when it wasn't in the budget. • Funds are limited - other resources also, including employees • Investment in staff retention to protect investment and knowledge • Key focus is service to community - resources need to be integrated • Properly manage funds - open doors increases credibility • Allows for pro-active action rather than re-active • Provides accountability back to members - increases confidence • Assists in empowering band managers in doing their job effectively • Services are provided appropriately to the community • Establish principles and criteria for effective management • Clear, fair policies - objective decision making

Competency and Definition	First Nations Forum Participants Comments on “Why it Matters”
<p>Problem Solving and Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.</p>	<ul style="list-style-type: none"> • Solutions driven by policy; helps you design policy • Does precedence help you decide • Decisions are made on the fly; one needs to react quickly; helps one continue to move forward, • Helps to build credibility and demonstrate sound judgement • Assists in one’s ability to run a smooth ship • Allows one to help support council making decisions • To anticipate problems and prepare answers • Prevents upward delegation • Have to be able to respond to many different questions from Chief and Council • To manage conflict (crisis) • To evaluate consequences of decisions • Separating emotional factors from the decision making • Lack of written documentation, official records
<p>Building Self Reliance is the ability to share responsibility with individuals and groups so that they have a deep sense of commitment and ownership. People who build self reliance in others participate and contribute at high levels, are creative and innovative, take sound risks, are willing to be held accountable and demonstrate leadership. They also foster teamwork among employees, and with colleagues, and, as appropriate, facilitate the effective use of team.</p>	<ul style="list-style-type: none"> • Less upward delegation if others can get things done • To help others feel more included – you’ve worked together towards a solution • Decrease your own workload • Increases others’ self esteem, confidence • Helps others to understand everyone’s tasks and duties • Helps you to promote within • Acknowledges skills and expertise of others • Helps to create stability within the organization • He/she should be providing staff with relevant information, proper tools and knowledge regarding various policies so that they can do their job. • Band administrator delegates responsibility and holds staff responsible • Administrator is not overwhelmed with too much work, is able to share it with all staff • Build capacity and leave a legacy with staff • Builds trust and staff self-reliance • A trusting administration = a trusting community - more likely to obtain positive input from community members • Reduce costs - consultants are expensive • Need to have strong and capable staff • Must be able to deal with unforeseen events - staff must know how to deal also • Need to foster staff continuity • Build accountability in staff - they will want to accomplish tasks and succeed • Staff feel they have more control over their work • Creating an environment where staff feel comfortable to make the decision • Need to understand community dynamics - explain to staff

Competency and Definition	First Nations Forum Participants Comments on “Why it Matters”
Building Self Reliance, con’t	<ul style="list-style-type: none"> • Provide monthly update accounting information so council aware of financial situation • Opportunity to teach - share best practices
<p>Concern for Order and Quality reflects an underlying drive to reduce uncertainty in the work area, ensure quality in the delivery of services, and comply to existing rules, regulations and legislation. It is expressed in such forms as monitoring and checking work or information, insisting on clarity of roles and expectations, setting up and maintaining systems that enhance quality and maximize efficiencies.</p>	<ul style="list-style-type: none"> • To increase productivity • To assist in planning • Creates professionalism • Keeps you within budget • Creates credibility – outside the band, too • Trust – consistency of product is important • Band administrators have to take responsibility to really know what's going on in the band office financially; standard policies would help to prevent problems, or people becoming angry • The administrator needs to be bold in addressing personnel issues even at the risk of one’s job security to push for consistency in human resource policy • Deadlines, notices need to be followed • Maintaining community policy is important for compliance • Code of ethics conduct is established • Keeps funds flowing in/out • Sets effective example for employees • Need to have staff follow through - need constant monitoring • Reduces repetitive tasks • Often need back up plans/strategies • Administrator needs to find balance between supportive behaviour and hard line
<p>Team Leadership implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The “team” here should be understood broadly as any group with which the person interacts regularly.</p>	<ul style="list-style-type: none"> • To provide guidance, direction, smooth sailing for team • To develop trust • To create confidence that you know what you’re doing • Inclusion → to include others in the vision • To align use of limited resources to meet goals • To overcome ego and involve the best people for the organization • The administrator needs to ensure that there is clarity of terms of reference for committees as well as policies developed • Staff morale - Band Administrator supports staff through difficulties and work • Regular meeting with staff to work as a team to resolve/address problems • Everyone works toward same goal • Morale advantage when they know they are part of the team • Large organizations need clear leader - minimizes conflicts over different directions - strong leader ties these different goals together • Must have information to explain goals/objective to promote working together • No trust = no team = no one will listen = break down of order

Competency and Definition	First Nations Forum Participants Comments on “Why it Matters”
Team Leadership, con’t	<ul style="list-style-type: none"> • If there is not trust a lot of wasted time on office politics • Build trust - no favourites • “Pre-accountability” need to have criteria already known to reduce chance of problems • Need consistency when implementing policies • Leadership - settings the pace - fostering creativity - look at ways to be flexible with programs/policies • Leadership can foster/influence staff to expand programs • Need to explain staff’s action reflect on all organization • Promotes participation in decision making
<p>Flexibility is the ability and willingness to adapt to and work effectively within a variety of diverse situations, and with diverse individuals or groups. Flexibility entails understanding and appreciating different and opposing perspectives on an issue, adapting one’s approach as situations change and accepting changes within one’s own job or organization.</p>	<ul style="list-style-type: none"> • Activities within a day are always changing • Multi-tasking is a reality • To instill confidence in fellow workers • Shows that you’re open minded and will consider other ideas • Prevents tunnel vision • Adapt to others viewpoints - see both sides of issue(ex: Council members disagree on issue the Band Administrator tries to find a middle ground on both sides of issue) • Adapt to changes of chief and council, changes program/policy effects programs delivered to community members • Trying to achieve unity or balance with different groups in community • Flexibility - on the way programs are delivered - Band administrators and staff • Each community is different - If something does not work, need to evaluate why - and then adapt accordingly • Policy: Band administrator have to be creative to make things fit. Policy/Programs don’t match the needs - Band administrator make them fit • Flexibility with staff work hours for family wellness • Adapt to new council • Wearing different “hats” • Funding rules and regulations Provincial/Federal are rigid while own source revenues have more flexibility • Walking between INAC world view and community collective reality
<p>Initiative is identifying a problem, obstacle or opportunity and taking action and/or proactively creating opportunities to resolve or prevent problems.</p>	<ul style="list-style-type: none"> • To prevent stagnation • Leads to long-term planning • Linked to vision of community • Ability to interpret direction from leaders and run with it • Ability to fill in the blanks and create plans based on limited information • Initiative makes things happen • Helps progress toward achieving goals - helps to give the direction • Band administrators with initiative role model for staff • Helps build better planning capabilities • Ability to get priorities done even in a crisis • Finger on pulse - sometimes not good to act too quickly • Setting day to day priorities in relationship to changes that occur daily

Competency and Definition	First Nations Forum Participants Comments on “Why it Matters”
Initiative, con’t	<ul style="list-style-type: none"> • Provide direction to staff; what do they need to know; what is too much information • Helps administrator to identify organization’s needs + communicate to Chief and Council • Preparation/readiness allow for growth - professional, First Nation and personal. • Create solutions • Away from dependence toward self – sufficiency • Identify ways of being more effective
<p>Reflecting on Difficulties is the willingness to “work through” the personal experience of having contributed to an unsuccessful outcome. It is expressed by how individuals explain problems, failures or negative events and what they have learned from those difficulties.</p>	<ul style="list-style-type: none"> • In order to learn • Ability to analyze • Means you’ll change your own bad habits • To help organization improve • Ensure same errors aren’t made over • Allows you to focus on strengths, deal with own weaknesses • On-going process - learn from mistakes, use experience to improve service delivery • Builds confidence/trust in co-workers when they see you use reflection as a tool to do your job • Recognize difficult situation - find the positive - share with staff • Community factions - assumptions, opposing ideas • Self - inventory - development plan • Personal/community growth • Develop wisdom • Identify and act on boundaries/limitations
<p>Impact and Influence is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of techniques, presentations or negotiation skills to achieve desired results.</p>	<ul style="list-style-type: none"> • Understand we are Administrators not decision makers • This is a major competency – if you can’t sell your ideas... • Selling change – people don’t like change • Know how to elevate issues to the council level • Have to know your audience • one of band administrator's main roles is to influence • Chief and Council to make right decision (eg. financial feasibility, moving forward, avoid insolvency) and based on what community wants (need to be able to show supporting materials–research, financial figures, forecasting based on community need) • There is difference in the way different departments within the band are administered–have to be able to deal with all of them--some are political; some have different policies than others (eg HR) • The administrator needs to be inclusive and consult with community representatives in policy making recommendations - ie - housing communities • Fine line on advising council on things that the Band Administrator feels are not working • First Nation and Non First Nation's - need to understand each other, build trust and work together

Competency and Definition	First Nations Forum Participants Comments on “Why it Matters”
Impact and Influence, con’t	<ul style="list-style-type: none"> • Opportunities for communication • Ability to influence and persuade outside the community • To obtain Chief and Council, community support for initiatives • Instills confidence in staff • Helps establish roles and responsibilities in all areas of Band governance • Environment of Community and staff inclusiveness evolves • Controls or eliminates resistance to get things done • Stronger impact due to “give and take” dialogue /shared power • Makes administrator’s job easier - becomes facilitator of the wishes of Chief and Council and the community
Listening, Understanding and Responding is the ability to accurately listen and understand, and then respond appropriately when interacting with individuals and groups.	<ul style="list-style-type: none"> • I primarily deal with people that is the core of what I do • If you don’t listen people think you don’t care • “a given” this is what an administrator does • We deal daily with serious social issues we have to empathize • There is a lot of history in relationships on Indian Bands • Sometimes you need to “let it go” or you will get burnt out • Sometimes band administration staff expect community to understand what the band office is doing - while in reality, the community does not • Have to be able to listen not be reactionary; everyone has the right to state their opinion • Have to be able to deal with angry people to find out what they are angry about • When policies change, band staff need to update membership, need to be able to communicate well • Need to be a good responder since band administrators need to represent the interests of community • This kind of training really helps to deal better with outside agencies • As band administrator, act as team leader for all band departments; responsible for bringing departments with disagreement together (e.g. the social services and education conflict) • Staff - home problems effect work • Lack of written documentation, official records • Demonstrates that you understand what’s been said • Gives people a chance to vent • Allows others to perceive you as approachable • People become part of the response • Helps identify key issues, barriers • Allows effective response • Helps others answer their own questions

Competency and Definition	First Nations Forum Participants Comments on “Why it Matters”
<p>Organizational Awareness is the ability and willingness to align one’s own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.</p>	<ul style="list-style-type: none"> • Creates trust between all levels of management (staff, community) and governing body • Creates stability and order • Shows your support to organizational direction • Helps your staff become more efficient • There is difference in the way different departments within the band are administered have to be able to deal with all of them--some are political; some have different policies than others (eg HR) • Band administrators have to work to reduce discrepancies, inconsistencies, promote fairness - act as liaison between Chief and Council, and the band membership • The administrator needs to have knowledge of policy and procedures of various government departments to be ready for future challenge • The administrator needs to demonstrate excellent understanding of the policies and process of various government departments (ie. Social Assistance) • Band administrator/staff are members of community - becomes difficult to keep clear boundaries around business • Some Chief and Council can have political impact on projects/work plans • People know where they need to go • Relations with other organizations (treaty and Tribal councils) are critical • Better understanding of roles and responsibility - elected officers vs employed staff • Advantage of bylaws vs policy and procedures • Informing membership of protocol, respect of the decisional structure • Family – Clans - Band administrators that work with their own community face additional challenges because of member perception of a conflict of interest. • Need to understand community dynamics - explain to staff • Understand social issues - how it affects administration and Council • Draw Lines - ensure people stay within those Lines - Admin - or political • To understand organizations connected to First Nation
<p>Strategic Use of Relationships involves building and maintaining ethical relationships or networks of contacts with people who are, or may be, influential in achieving work-related goals.</p>	<ul style="list-style-type: none"> • Have to be able to analyse, and keep on top of what's going on in the community all the time • No formal training - peers and associates become teachers • Building up contacts for support (personal) and ideas • Exchange of knowledge for opportunities • Hiring references

Appendix B:

First Nation Administrator Task Group

The First Nations Public Service Committee appointed a Task Group of First Nation administrators to assist with the development of the draft Primary Duties and Core Competencies model. Members represent the various geographical regions of British Columbia, band sizes, urban and remote bands, treaty and non-treaty, and male and female administrators.

Because of the wide range of activities an administrator has to deal with, twenty-one core competencies were initially identified. There were too many to deal with practically so the Task Group assisted the HR Consultants to narrow the competencies down to the twelve shown in this document.

First Nation administrator's Task Group members were:

Lawrence Ambers,	'Namgis First Nation
Criag Buchan,	Stone Indian Band
Brian Cofsky,	Ditdaht First Nation
Anita Dick,	Ashcroft First Nation
Joe Gosnell Jr.,	New Aiyansh Village Government
Dan Henry,	Coast Salish Education & Training Society
Mildred MacKenzie,	T'it'g'et Administration
Bill Moore,	Fort Nelson First Nation
Fred Shiffner,	Tsawwassen First Nation
Larry Skulsh,	Kispiox First Nation
Norman Taylor,	Ucluelet First Nation