

AFOA Saskatchewan's
Governance Structure and Processes
(Roles and Responsibility of Leadership)
January 16,2019



Perception Test

1. If you died what animal would you come back as? Describe with three adjectives
2. What is your favorite Color? Describe with three adjectives



Traditional View

Relational

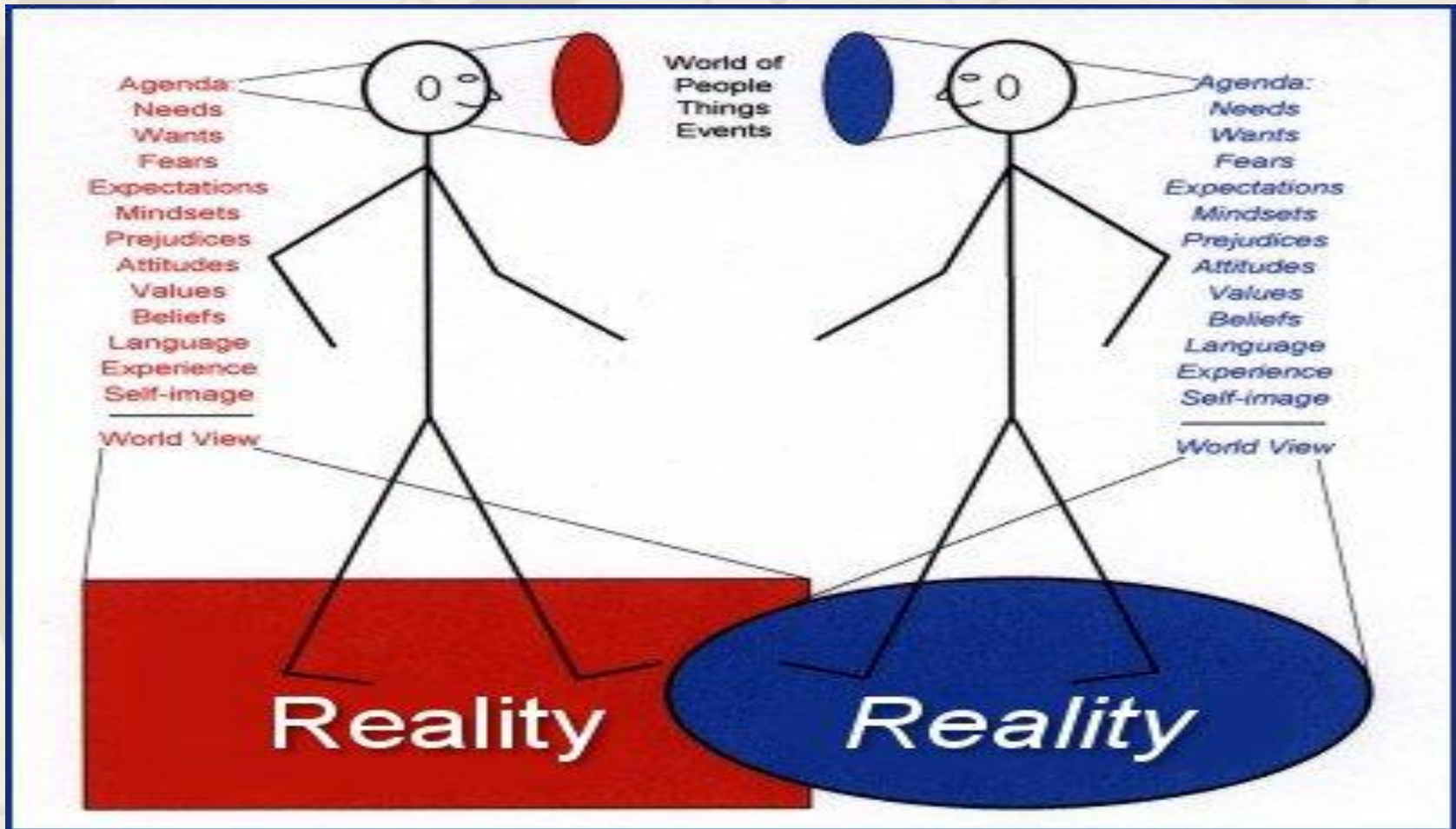
- » It is intuitive, spiritual and fluid.
- » Balance and harmony in relationships are among the multiple variables. Including metaphysical forces make up the core thought system
- » Every event is in relation to all other events, regardless of time, space, or physical existence. Health only exists when things are in harmony.



Linear View

- » It is worldly and rooted in the logic of cause and effect
- » In human services, intervention is targeted toward cause and system, and the relationship between intervention and symptom are measured
- » Its about me not us as community

PERCEPTION



Community Awareness

- » Magical Awareness – Chief and Council are responsible for my well being
- » Fanatical Awareness – Chief and Council are Doing it all wrong, they are part of the system
- » Critical Awareness – Chief and Council question if there is legitimate systems in place to govern the community

Governance

- » At the heart of the concept of governance is the creation of effective, accountable and legitimate systems and processes where citizens articulate their interests, exercise their rights & responsibilities and reconcile their differences.

Five Principles of Good Governance

- 1) **Legitimacy and Voice** (participation and consensus orientation)
- 2) **Direction** (strategic vision)
- 3) **Performance** (responsiveness, effectiveness, and efficiency)
- 4) **Accountability** (Accountability and transparency)
- 5) **Fairness** (Equity and Rule of Law)

The Powers of Chief and Council

- » The Indian Act gives power to the Chief and Council as a collective body.
- » The “First Nations Governance Handbook” lists five important governance roles that councillors must fulfill:
 - Representative Role
 - Policy-Making Role
 - Monitoring Role
 - Political Role
 - Law-Making Role

5 Key Governance Responsibilities of Council

- 1) Overseeing Strategic Management**
- 2) Hiring and Directing the Executive Director**
- 3) Maintaining Good Relations with the Members**
- 4) Protecting Community Assets**
- 5) Fulfilling Fiduciary and Legal Responsibilities**



Legal Duties of Council

- » Further to their fiduciary and legal responsibilities, the Council has a range of legal duties to ensuring the good governance of their community. These principles are:
- Duty of Honesty
 - Duty of Loyalty
 - Duty of Care
 - Duty of Skill
 - Duty of Diligence

Best Practice - Council's Competency

- » Key competencies for Leadership should be developed according to principles of good governance
- » Leadership skills should include:
 - People skills – conflict resolution, communication etc.
 - Negotiation
 - Understanding of Laws and Policies that impact the community
 - Financial Management
 - Understanding of Fiduciary and Legal obligations

Duties and Responsibilities of Chief and Council

- » Consult with membership on continuous basis to determine their needs and seek their direction
- » Report regularly to membership on the activities of Chief and Council
- » Ensure regular meetings are held to deal with business of the community
- » Work with Administration in the sound management of community resources

Best Practice - Standard of Ethical Conduct

- » First Nation Leadership and management should be governed by one basic concept. They must have integrity. This means:
- They must have a keen sense of responsibility to their membership, and
 - They must retain that sense of independence that will enable them to exercise their professional judgment without restriction or bias.
 - Council members shall refrain from abusive conduct, personal charges or verbal attacks upon the character of staff, members, boards and each other.

Responsibilities in Conduct

» RESPONSIBILITIES TO INDIVIDUALS

- Ensure the communications of rights, responsibilities and information to foster informed decision-making.
- Respect the customs and beliefs of others, consistent with the mission of the First Nation.
- Respect the confidentiality of information, unless it is in the public interest or required by law to divulge information.

Responsibilities continued

» RESPONSIBILITIES TO THE ORGANIZATION

- Strive to provide quality services.
- Communicate truthfully and avoid misleading or raising unreasonable expectations in others.
- Use sound management practices and ethical use of resources.

Responsibilities continued

» RESPONSIBILITIES TO COMMUNITY AND SOCIETY

- Serve the public interest in an ethical fashion and consider the effects of decisions on the community and society.
- Abide by the laws of government and foster an environment where fairness applies and discrimination, harassment or abuse of any sort is opposed.
- Contribute to improving the climate for First Nation communities.

An Accountability Framework for Council (FTA) – Are your processes accountable -

» Transparency

- Council will be open on their decision making process

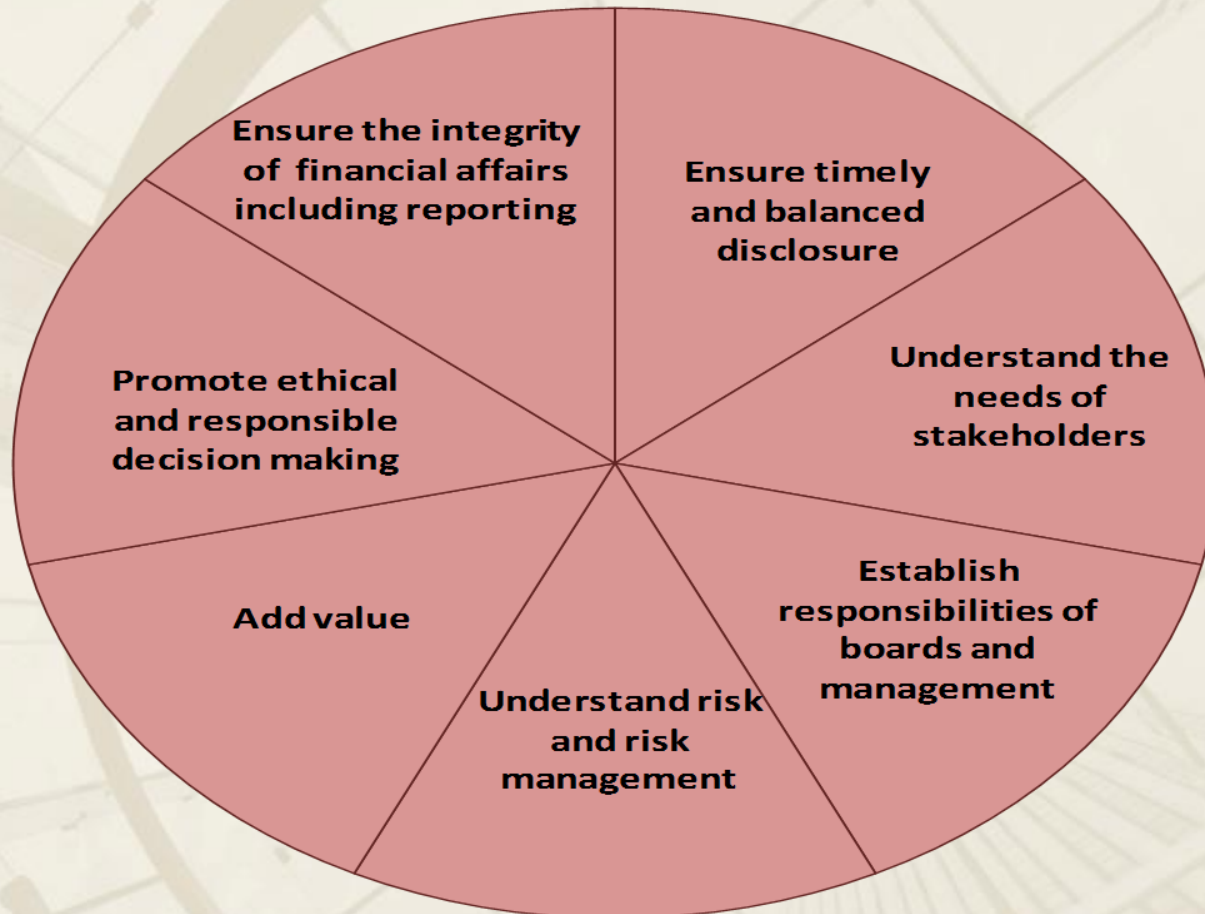
» Disclosure

- Council will disclose laws, codes, policies and procedures impacting community membership

» Redress

- Have an appeal process with disputes on laws, code, policies and procedures

Broad Accountability Framework -



Lead and Motivate Staff

10 keys to leading and motivating staff.

- Find out what motivates the people who report to you
- Hire and keep people who are good at the work
- Get people working on what's important
- Explain and train
- Let people work
- Be generous with praise and recognition
- Expect excellence
- Care about people and show it
- Treat employees with respect
- Lead by example

