

# HUMAN RESOURCES



First Nations  
**FINANCIAL  
MANAGEMENT  
BOARD**



What do we  
want to get  
from today?



# EXPECTATIONS



What did we  
get from  
today?



# KEY LEARNING OBJECTIVES



What are the HR FMS standards?



How do they apply to a First Nation?



# FMB's ROLE IN HR

First Nation  
governments have  
many HR needs



Tools/templates  
to support  
**FMS STANDARDS**

- FMB's role is to help Nations meet the FMS Standards
- Nations are encouraged to refer to professionals for legal and/or other HR advice as necessary

# HR MEANS WORKING WITH ALL DIFFERENT TYPES



## FISH

- Ambitious
- Driven by goals, values, productivity
- Works quickly, sometimes in a rush



## MOOSE

- Adapts to any environment
- Flexible team player
- Patient and agreeable



## TURTLES

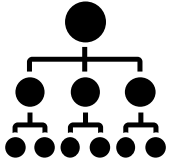
- Careful and methodical
- Wants things to be done properly, according to the right process
- Feels that others rush too much



## WOLVES

- Pack animal
- Cares about the welfare of the group
- Protective and looks to build consensus

**ORGANIZATIONAL  
CHART**



**HIRING**



**EMPLOYEE  
EVALUATION  
AND PLANNING**



**CORRECTIVE  
ACTION AND  
DISMISSALS**



**HR RECORDS  
MANAGEMENT**



# HR SAMPLE POLICY



# ORGANIZATIONAL CHART



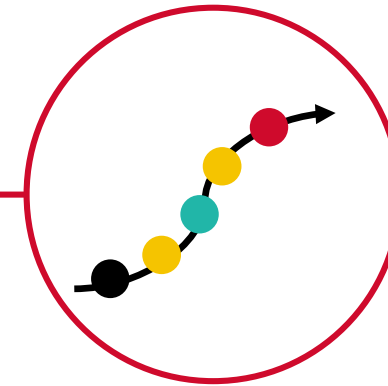
# WHO REPORTS TO WHOM?



Think of how the lines of communication work in your Nation



Write the role on the post-it note



Place the completed post-it note, where you think it fits best



# RESPONSIBILITIES

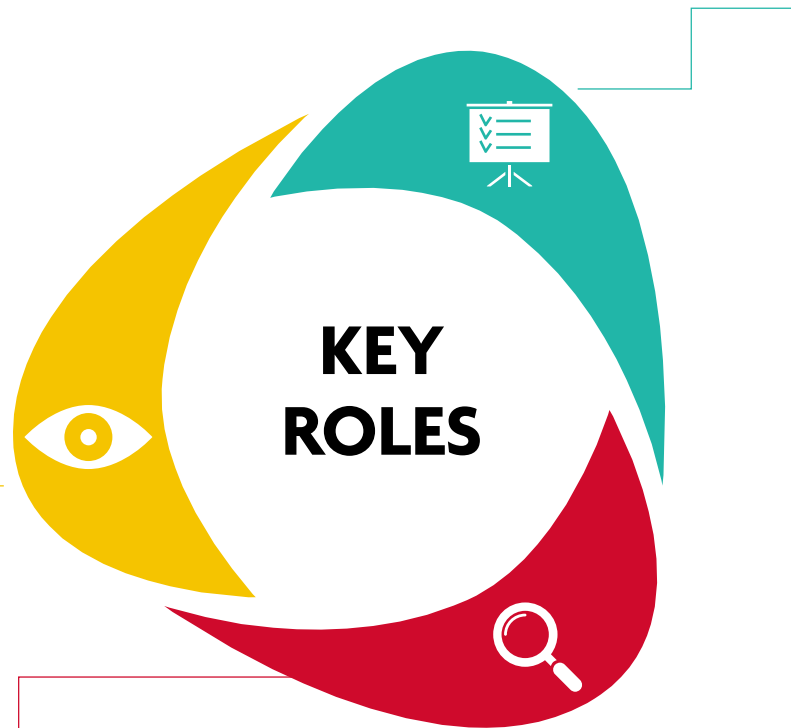
## ORGANIZATIONAL CHART

### COUNCIL ROLE

- Approves the chart
- Ensures chart shows governance, administrative and FMS systems, including committees

### EMPLOYEE ROLE

- Following the lines of communication
- Adhering to the reporting structure



### CAO

- Prepares chart
- Recommends chart to Council for approval
- Communicates chart to all those affected

# PROCEDURES

## ORGANIZATIONAL CHART



**Clearly show governance,  
administrative and financial  
management systems**

**Identify specific roles and  
responsibilities**

**Include committees,  
specifically the FAC**

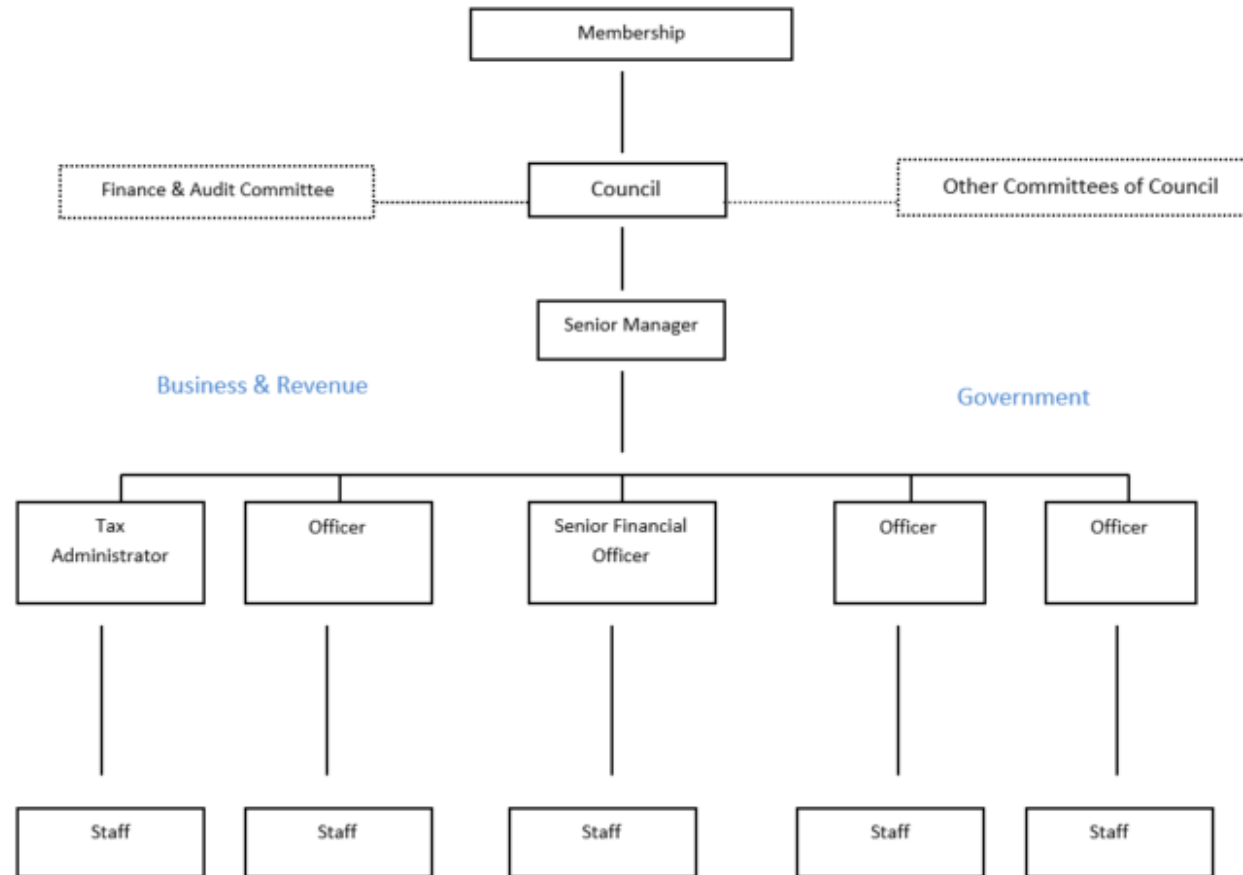
**Review annually and  
update as needed**

## Best Practices & Tools

Sample organizational chart  
template



# Sample Organizational Chart

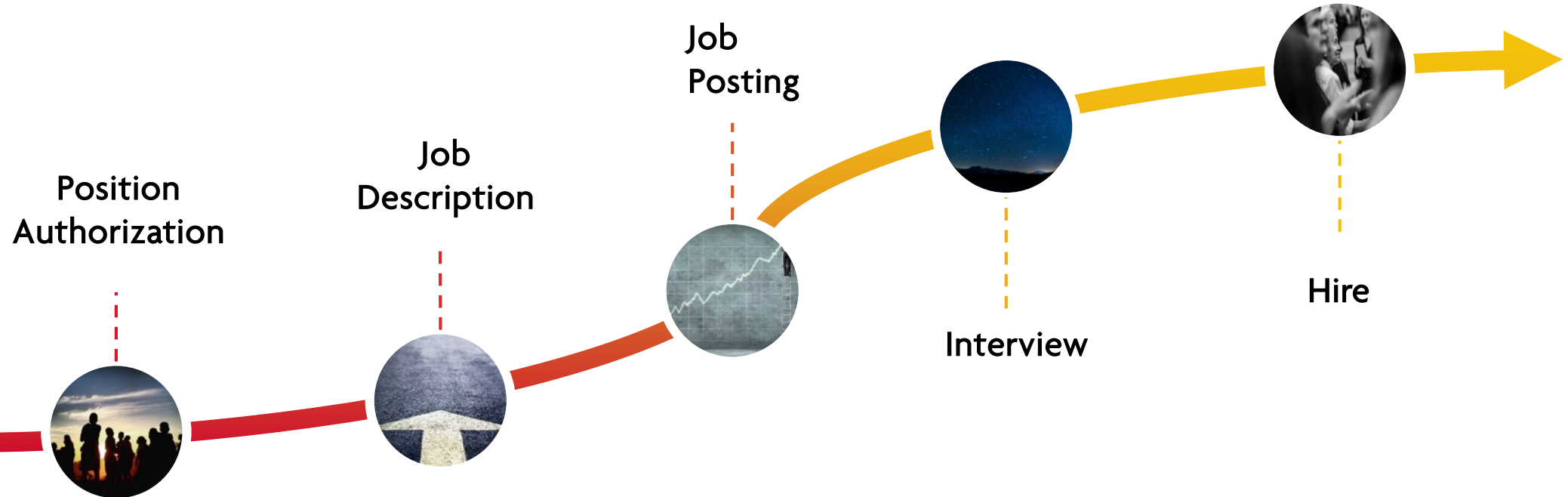


# HIRING





# HIRING PROCESS



# RESPONSIBILITIES

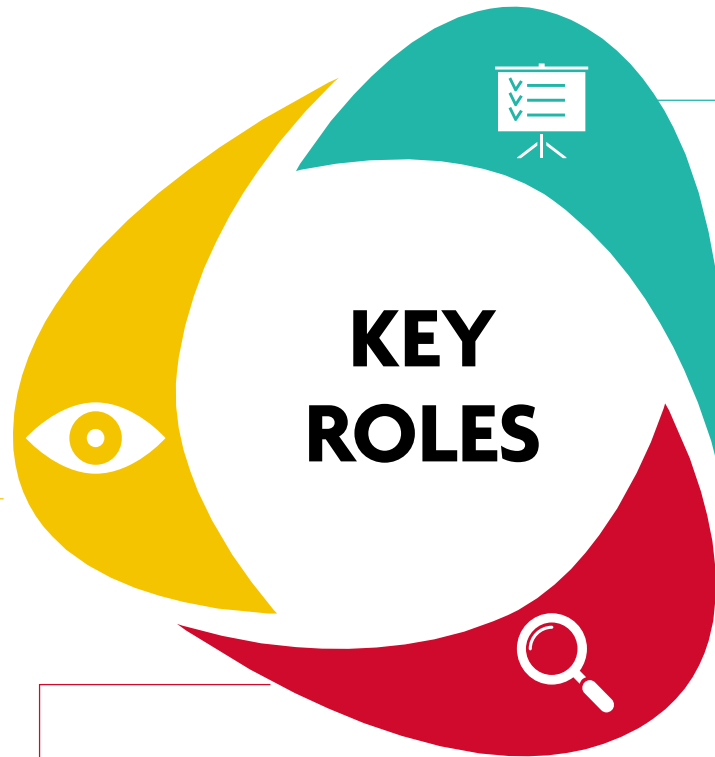
## HIRING

### COUNCIL ROLE

- Appoint Officers
- Follow policy to hire CAO

### HIRING MANAGER ROLE

- Complete hiring as per policy and obtain approvals as required



### CAO

- Supervise and approve hiring of all employees and Officers (other than CAO)



# PROCEDURES

## HIRING



**Position authorization /  
approval**

**Create / update job  
descriptions**

**Create job postings**

**Follow established interview  
procedures**

**Employment offer to hire**

## Best Practices & Tools

- Use multiple interviewers and a consistent format
- Use technology when it makes sense
- Complete new employee orientation
- Create checklists
  - ✓ Hiring / Job Offer
  - ✓ New Hire / Orientation

# **EMPLOYEE EVALUATION AND PLANNING**



# RESPONSIBILITIES

## Employee Evaluation and Planning

### COUNCIL ROLE

- Approve policy
- Evaluate Officers
- Establish employee training plan

### EMPLOYEE ROLE

- Understand expectations
- Participate in training to build skills
- Engage in the review process



### CAO

- Evaluate employees
- Provide training to optimize performance

### SUPERVISOR

- Hold planning sessions with employees to set performance goals and training needs with periodic reviews



# PROCEDURES

## Employee Evaluation and Planning



**Performance Planning Session**

**Periodic Performance Reviews**

**Performance Management**

## Best Practices & Tools

- Supervisor and employee set performance goals, determine training needs, discuss performance reviews, build engagement
- Supervisor and employee identify training needs
- Communicate the process early
- Performance Improvement Plan

# **CORRECTIVE ACTION AND DISMISSALS**



# RESPONSIBILITIES

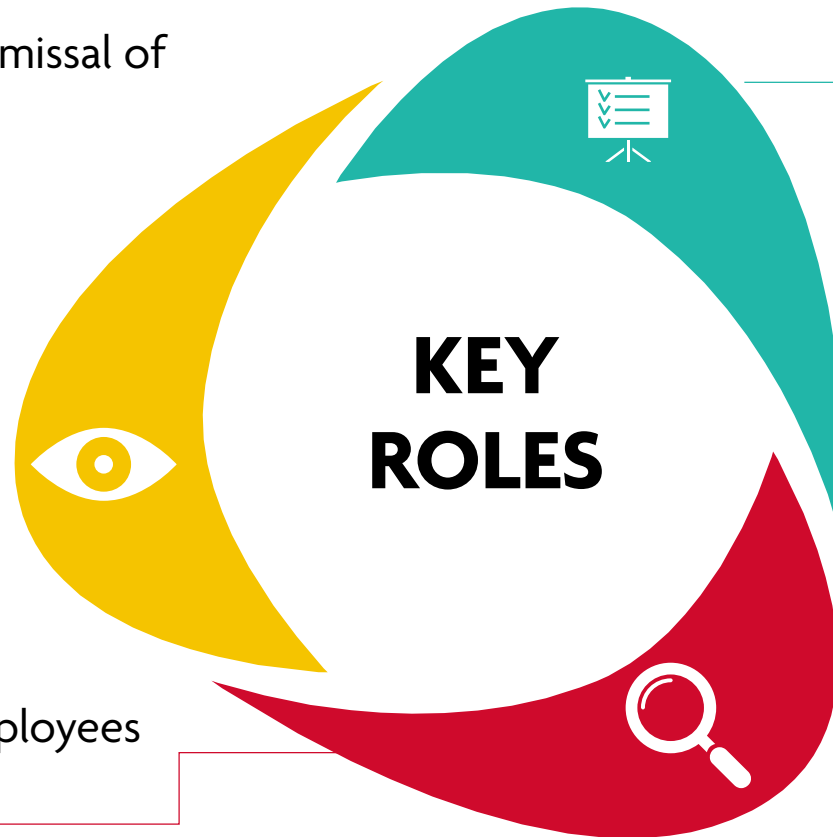
## CORRECTIVE ACTION AND DISMISSALS

### COUNCIL ROLE

Conduct corrective actions and dismissal of the CAO

### SUPERVISOR OR DESIGNATE

Conduct corrective actions for employees



### CAO

Final authority and responsibility for the dismissal of all employees and Officers



### EMPLOYEES

Responsible for abiding by the policies of the Nation including any codes of conduct, conflict of interest and/or confidentiality guidelines



# PROCEDURES

## CORRECTIVE ACTION AND DISMISSALS



### **Documentation & file retention**

### **Progressive discipline process:**

- **Verbal warning**
- **Written warning**
- **Suspension**
- **Termination**

### **Best Practices & Tools**

- Clear communication and performance management
- Document, document, document!
- Engage legal counsel / HR expert
- Ensure documentation is clear, relevant and timely

# **HR RECORDS MANAGEMENT**



# RESPONSIBILITIES

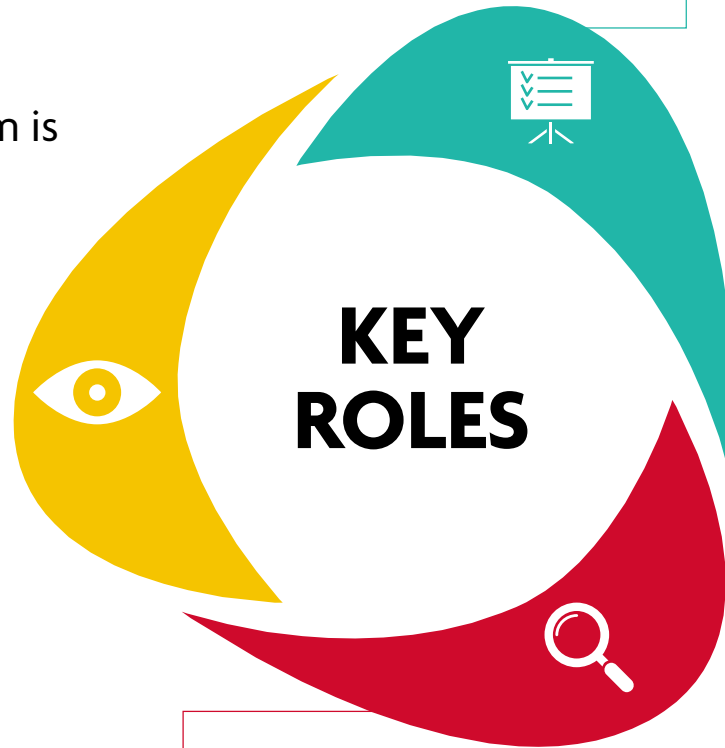
## HR RECORDS MANAGEMENT

### COUNCIL ROLE

Ensure a HR records management system is established and implemented

### HR EMPLOYEE

Implement the operational management of the system



### CAO

Oversight of HR records management and security



### SUPERVISOR

Ensure an employee file is generated each time a new employee starts with the Nation

# PROCEDURES

## HR RECORDS MANAGEMENT



**Maintain files regularly**

**Secure confidential files**

**Control access to files**

**Ensure one master file**

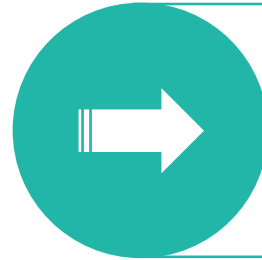
### Best Practices & Tools

- Create employee file checklist
- Follow document retention guidelines





# KEYS TO SUCCESS



Give clear direction and communicate

Document, Document, Document!



Have strong policies and follow them



# REFLECTION



What do we  
want to get  
from today?



# EXPECTATIONS



What did we  
get from  
today?

A glowing teepee in a snowy landscape under a night sky with the aurora borealis.

# QUESTIONS? Let's chat.

First Nations Financial Management Board

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