

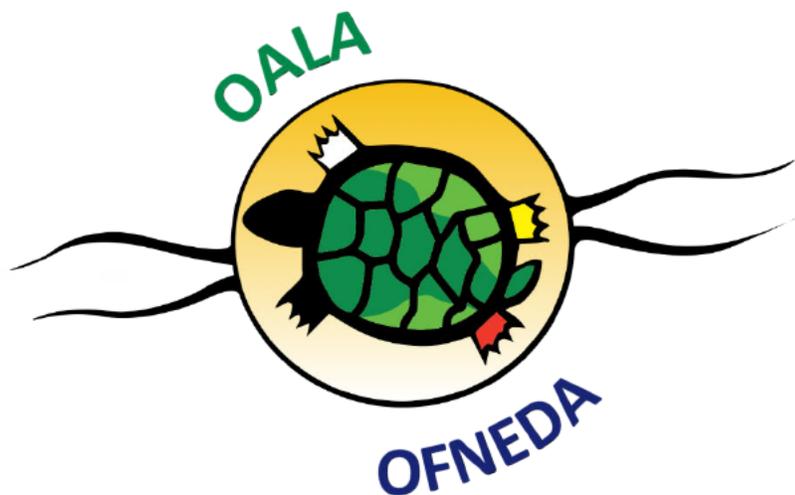
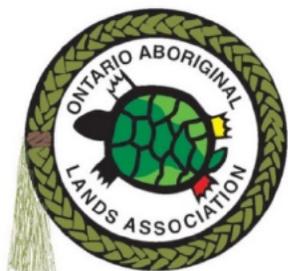


SUPPLEMENTARY TOOLS GUIDE

for Lands, Environment & Economic Development
Professionals in Ontario First Nations



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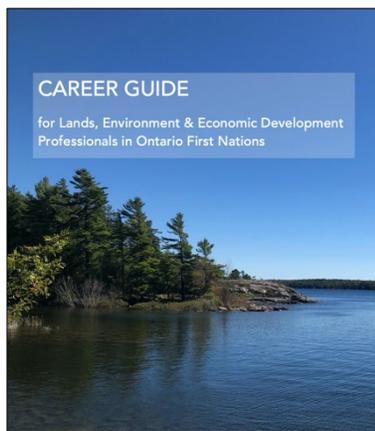


Preface

Lands, Environment and Economic Development Professionals are vitally important to the wellbeing of First Nations communities. Proper Lands, Environment, and Economic Development are the foundation upon which communities flourish. Your work can quite literally make the difference between a community thriving and a community declining. Your work is important!

Occupying one of these positions in your community should be seen as much more than just filling a job. It should be seen as undertaking a professional career, and setting strong foundations in place for seven generations to come. It implies a willingness to keep your credentials up to professional standards; to always strive to obtain positive results; and to provide leadership as best you can in your area of expertise in your community.

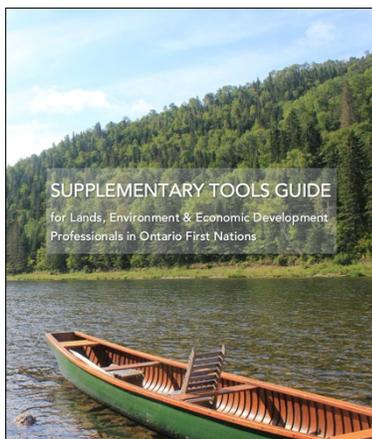
With this in mind, an in-depth Lands, Environment and Economic Development Career Guide Survey was conducted in autumn 2020 by the Ontario Aboriginal Lands Association (OALA) and the Ontario First Nations Economic Developers Association (OFNEDA). The purpose of this survey was to gain up-to-date insights into the state of each profession; including the successes, challenges, and opportunities for growth that are available to Lands, Environment and Economic Development Professionals. Gaining a clear understanding of the current conditions within each profession is key to providing you with effective tools and resources. The following three Guides were created to meet your professional needs so that you may achieve excellence in your work.



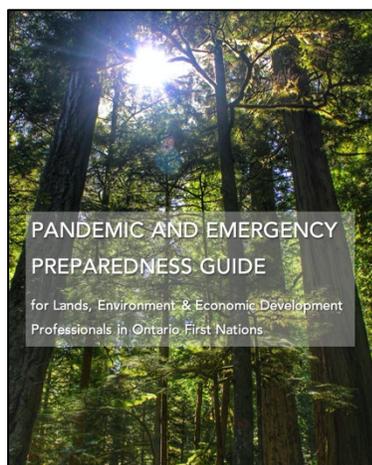
The findings from the 2020 Survey are summarized in the *Career Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations*. Read the *Career Guide* for detailed information, statistics, tables and charts that illustrate the current trends in Lands, Environment and Economic Development Professions. You will find the latest information on themes such as Job Titles; Education; Succession Planning; Job Schedules and Time Demands; Salary and Compensation; Training and Professional Development; Job Satisfaction; Effects from COVID-19, and more.



The primary findings captured in the *Career Guide* are accompanied by two complementary Guides.



The Supplementary Tools Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations provides tangible resources to assist you in your career development. The results from the 2020 Survey confirmed that Lands, Environment and Economic Development Professionals are expected to wear many hats on a daily basis. The *Supplementary Tools Guide* is intended to support and guide you in key areas of your day-to-day responsibilities, including time management; proposal writing; succession planning; self-care; and many more helpful tools, templates and resources.



The Pandemic and Emergency Preparedness Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations addresses some of the challenges that survey participants reported experiencing during the COVID-19 pandemic, combined with strategies to prepare for future pandemic and emergency events. This Guide provides recommendations and lessons learned from First Nation communities during COVID-19; tools for identifying essential services; planning for departmental continuity and resumption; project management while working from home; protecting your health and safety; funding relief; sample pandemic and emergency plans, and adaptable templates.

These Guides have been created for professionals working in Lands, Environment and Economic Development in Ontario First Nations. For those considering entering one of these fields; for those currently in the field, and for those who need to recruit and manage such professionals.

Our roles within Lands, Environment and Economic Development are intricately related. We may each have our own specific skills and knowledge sets, but it is abundantly clear that in order to ensure community success, we need to work effectively together. Lands, Environment and Economic Development go hand in hand.

You are welcome to share these documents with your organizations and colleagues. Contact OALA or OFNEDA to enquire about receiving a copy of these documents:

- Ontario Aboriginal Lands Association (OALA): <https://oala-on.ca>
- Ontario First Nations Economic Developers Association (OFNEDA): <https://ofneda.ca>



Introduction

This *Supplementary Tools Guide* offers a collection of essential tools intended to support Lands, Environment and Economic Professionals to carry out your responsibilities. This Guide was developed with insights from the Lands, Environment and Economic Development Career Guide Survey conducted in autumn 2020 by OALA and OFNEDA. In response, this Guide contains readily available strategies intended to save you time, energy, and to excel in your role. You will find information and tools for:

- Accessing Additional Training and Accreditation
- Project Planning and Time Management
- Proposal and Procedural Writing
- Business Planning and Assessment
- Succession Planning
- Tools for Collaboration
- Wellness and Self-care for Employees and Teams
- Primary Duties for Lands, Environment and Economic Development Professionals
- Sample Interview Questions
- Work Plan
- Performance Appraisal

In recognition of the growing demands and changing reality facing professionals, these simple tips, tools and templates may foster a sense of focus, balance and ease within your day-to-day activities. We hope that this content will inspire you to create your own collection of trusted strategies for managing your time, projects and career path.

These tools and templates are intended to provide guidance, as well as to supplement existing policies and procedures that are already in place at your First Nation. **However, any changes to your operational documents should be done so with the support and involvement of your department or superiors.**



Accessing Additional Training and Accreditation

In addition to the resources in this Guide, you are encouraged to continue to explore training possibilities that will further your qualifications and enhance your skills. The investments you make towards your career development will bring rewards of increased knowledge and expertise, while keeping you up to date with new information, policies, and regulations needed to serve your First Nation.

Lands Management

NALMA offers a Professional Lands Management Certification Program (PLMCP) that will meet the existing, emerging and future needs of First Nation Lands Managers. It should be noted that having a Certified Lands Manager working within an RLEMP First Nation is a requirement for funding purposes. A complete description of this program can be found at:

<https://nalma.ca/units/professional-development-unit>

NALMA also has published a number of toolkits of interest to Land Managers, including:

- Additions to Reserves/Reserve Creation Toolkit
- Land Regimes Toolkit
- Locatee Leasing Toolkit
- Commercial Leasing Toolkit
- Reserve Land Designation Toolkit
- Land Use Planning Toolkit
- Environmental Management Toolkit
- Survey Toolkit
- Estates Management Toolkit
- Matrimonial Real Property (MRP) Toolkit
- Introduction to Land Management Toolkit

Learn more about NALMA's Specialized Training here: <https://nalma.ca/units/specialized-training>



Environmental Management

Environment Professionals may consider the resources below for training, education and certification opportunities. Note that this is not an extensive list and there are many more programs to explore at a College or University level in Ontario and across Canada, including programs with Indigenous Knowledge components and specializations.

For professionals seeking introductory training and resources for environmental management, NALMA offers a comprehensive *Environmental Management Toolkit* that explores:

- Environment on First Nations Lands
- Environmental responsibilities under various Land Regimes
- Environmental Legislation
- Overview of Environmental Management
- Creating an Environmental Management Plan
- Additional helpful Resources and Tools

Learn more about NALMA's Environment Unit here: <https://nalma.ca/units/environment-unit>

Education

Various universities offer Bachelor's Degrees in Sciences (Environmental, Geography, Geology, Biology, Ecology, etc.); Environmental Studies and/or Sciences, such as Environmental Management; Indigenous Environmental Studies and/or Sciences; Climate Change Studies; Urban Design; Civil Engineering, etc. Colleges also offer programs such as Environmental Technician Studies; Fish and Wildlife Technician Studies, Ecological Restoration; Forestry, etc.

Environmental Technician Programs and other Environmental Certificate programs

- Centennial College: <https://www.centennialcollege.ca/programs-courses/full-time/environmental-technician/>
- Fleming College: <https://flemingcollege.ca/programs/environmental-technician>
- Seneca College of Applied Arts and Technology: <https://www.collegesinstitutes.ca/members/seneca-college-of-applied-arts-and-technology/>
- Building Environmental Aboriginal Human Resources – Environmental Careers Organization Canada (BEAHR/ECO Canada): <https://www.eco.ca/beahr/>

Certifications

- Associated Environmental Site Assessors of Canada (AESAC): <https://aesac.ca/trainingcourse/#id=104&wid=901&cid=1687>
- Professional Geoscientists of Ontario (PGO): <https://www.pgo.ca/registration/apply-online>
- Canadian Council Certified Technologists (CCT): <https://www.cct.ca/careerzone/technicians-technologists>



Economic Development

The Council for the Advancement of Native Development Officers (Cando) offers both Professional Aboriginal Economic Developer (PAED) and Technician Aboriginal Economic Developer (TAED) Certification. To learn more about these programs, visit: <http://www.edo.ca>

There are also many courses available through both non-First Nation and First Nation specific programs:

- Economic Developers Association of Canada (EDAC): <https://edac.ca/about/about-edac/>
- Economic Developers Council of Ontario (EDCO): <https://www.edco.on.ca>
- Various post-secondary institutions such as Algoma University, the University of Waterloo, and the Anishnabek Education Institute.



Chapter 1: Project Planning and Time Management

Lands, Environment and Economic Development Professionals perform vital work for their communities, often juggling multiple projects and shouldering heavy workloads. In the 2020 Survey, 52% of professionals indicated that Project Management is one of the top areas of expertise required in their current positions; while 38% of professionals indicated that it is a top area they would like to receive training. Many professionals are working across departments, committees, and worksites. Professionals are also potentially required to perform alternate responsibilities during a pandemic or during an emergency situation.

With these factors in mind, it is worthwhile to take a step back to consider your activities and projects strategically before commencing planning and implementation phases. When managing multiple projects, the first step is to evaluate your list of tasks and to determine priorities. This practice will allow you to organize your time and energy, as well as your team's. The insights from this approach may reveal the next steps, a new course of action, or missing gaps. It is also best to leave room for flexibility to adjust your objectives when necessary.

We hope that the tips and templates in this chapter inspire you to step foot into new projects and roles prepared and energized to achieve excellence.

Bear in mind that the key is to work "smarter," not "harder" to accomplish your goals! A smart approach to goal setting is characterized by the qualities below.

S Specific
M Measurable
A Action-orientated
R Realistic
T Timed
E Evaluated
R Reviewed

Image credit: Pharmacy Complete



Tips for Balancing Workloads

Some simple tips to incorporate into your daily routine may include:

- Write down all of your important goals and priorities in one place. Write down every commitment you make at the time you make it.
- Spend time planning your to-do list—20 minutes at the beginning of each week and 10 minutes at the beginning of each day.
- Do one thing at a time well: It takes time to start and stop working on each activity. It is best to stay with a task until it is completed.
- Handle each task only once and never more than twice—Don't set anything aside without taking action.
- Set aside personal relaxation time during the day:
 - Don't work during lunch. It is neither noble nor nutritional to skip important energy input and stress-relieving time.
 - Throughout the day, ask yourself, What's the best use of my time right now?
 - As the day grows short, focus on projects you can least afford to leave undone.
- Plan vacations as time permits, whether it be a mini-vacation of two or three days, or longer. Leave your work at home (or at your desk if you work from home). The harder you work, the more you need to balance your leisure time.

(Source: Success.com)



Image credit: Oli Dale/Unsplash



It is equally important to consider how you approach your projects. The following tips can inspire you to think critically about how to harness your strengths and become more efficient in order to balance your workload.

- Acknowledge You Can't Do It All
 - Be honest with yourself and team about your ability to commit to projects and where your limits lie.
- Focus on Your Unique Strengths
 - Think about how you can bring the most value to your work and the projects you undertake.
- Use the Strengths of Your Team
 - Rather than doing everything ourselves and working in siloes, work together according to your strengths.
- Focus on Priorities
 - Tasks can be considered Most Urgent, Important or Most Valuable. The Eisenhower Matrix below is a tool that separates your tasks into four possibilities:
 - Urgent and important (tasks you will do immediately)
 - Important, but not urgent (tasks you will schedule to do later)
 - Urgent, but not important (tasks you will delegate to someone else)
 - Neither urgent nor important (tasks that you will eliminate)

Eisenhower Matrix Planning Tool

	URGENT	NOT URGENT
IMPORTANT	DO <i>Do it now.</i>	DECIDE <i>Schedule a time to do it.</i>
NOT IMPORTANT	DELEGATE <i>Who can do it for you?</i>	DELETE <i>Eliminate it.</i>

Image credit: James Clear



- Take Time Out
 - Refresh your energy often so that you can tackle your workload.
 - Take time out of your day to go for a walk or exercise.
 - Leave early when possible.
- Maintain a Healthy Work-Life Balance
 - It is important to take pride in your work, and it is just as important to claim the many other unique aspects in your life. It is within your power to create a holistic lifestyle that honours your time, energy and diverse experiences.
- Stop Multitasking
 - Stay focused on one project before moving on to the next one to avoid becoming overwhelmed.
- Work in Blocks of Time
 - Work on a task for a sustained period of time. E.g., for 50 minutes, then take a 10-minute break.
- Get Rid of Distractions
 - Distractions cost a great deal of time; invest in making changes to give yourself the space and quiet you need to work at your best.
- Commit Focused Time to Smaller Tasks
 - Tackle a series of smaller tasks instead of leaving them until the last minute.
- Take a Time Audit
 - Find clarity by analyzing where you are spending your time, so that you can refocus if need be.
- Protect Your Confidence
 - To perform at our best, we must feel confident in ourselves. Creating revitalizing rituals and practices that you can access throughout the day boosts your confidence.

Critical Questions to ask when beginning a project

- What's the purpose of the project?
 - How important is it?
 - When does it need to be delivered by?
 - What is the best result and worst result for this project?
 - What are the Key Performance Indicators?
 - What do the project plan and key milestones look like?
 - Who is working on this project?
 - What is everyone's responsibilities?
 - What tolerances can I add in?
 - What are the review stages?
 - What are the challenges we may face and the solutions for these challenges?
- (Lifhack.org)



An example of a general project planning cycle is depicted below. Note that each project is unique and may require different and more detailed steps, roles and timelines. Consider creating a flowchart or other visual element to assist you and your team in the planning process.



Image credit: Kissflow Project



Chapter 2: Professional Writing Tools

Proposal Writing

As a Lands, Environment or Economic Development Professional, it is highly probable that you will be required to prepare funding or project proposals. Thirty six percent of participants in the 2020 Survey indicated that Proposal/Report Writing is among the top areas of expertise required in their position; while 23% of participants indicated that they would like to receive more training in this area. Indeed, crafting a strong proposal is foundational to securing support and buy-in for key initiatives, while fostering clear communication and understanding between partners and organizations.

Preparing to write a proposal requires dedicated time and focus at the outset. Once complete, proposals can become established tools within your library of resources. By taking the time to create a document that is shelf-ready, you can easily adapt and enhance your proposal with fresh information for future projects.

The key to proposal writing is to be specific, clear and concise in order to lay out a focused description of your request. This is a great exercise to clarify your own desired outcomes and to map out your plan. There are a variety of proposal writing styles, however they all share a set of common elements. The template on the following page outlines a comprehensive proposal outline. **Please note that if you are applying for funding, carefully read any submission instructions to ensure you are following the required format and including the mandatory information requested by the funder or grant-maker.**

Tips for writing a proposal

- Specifically state the desired outcomes of your project. This can be done by stating clear, measurable objectives. Use the SMARTER acronym in Chapter 1 to craft your objective. For example, “deliver completed environmental impact assessment for proposed site with planning committee by the end of the month”.
- Be clear and concise by writing in an active voice and eliminating redundancies. For example:
 - Original sentence: “After reviewing the data collected for the Comprehensive Community Plan, completed by the community in 2017, in order to proceed with the proposed development of land, for a building identified for economic development purposes, it is recommended that we proceed with the completion of an environmental site assessment. (48 words)
 - Edited sentence: “The 2017 Comprehensive Community Plan identifies the need to proceed with the proposed land development, identified for economic development purposes. It is recommended that we proceed with an environmental site assessment.” (31 words)
 - Learn more about strengthening your writing here:
https://owl.purdue.edu/owl/general_writing/academic_writing/paramedic_method.html



Proposal Template

To provide examples of how to craft a proposal, we will use the scenario of an Environment Manager applying for funding to improve community waste management services. Note that these examples should serve as jumping-off points, while a full proposal will include more detailed paragraphs. You may use the suggested page length in the right column as a guide.

<p>Cover Letter</p> <p><i>Introduces your proposal</i></p>	<ul style="list-style-type: none"> • The project mentioned in the very first line • Request the grant amount • Describe how this project is important, and how it will further the organization's mission • List the contents of the proposal • Add any references to previous contacts with the organization • Give contact details in case the funder wants any additional information • The cover letter must be signed by your organization's authorized signing authority (Chief, Manager, etc.) 	<p>1 page</p>
<p>Title Page</p>	<p>Professional style</p>	<p>1 page</p>
<p>Table of Contents</p>		<p>1 page</p>
<p>Project Overview (Executive Summary)</p> <p><i>Umbrella statement of your project and summary of the entire proposal</i></p>	<p>Statement example: Based on the results of a recent waste audit, needs assessment and community engagement sessions, the First Nation's waste management strategy includes securing funding for accessible community and household bins, curbside waste and recycling pick-up, and educational workshops on waste sorting practices.</p>	<p>1 page</p>
<p>Background</p> <p><i>About your First Nation/department/business organization and the community it serves</i></p>	<p>Example: Provide vision statement, brief history, description of population size, economic and land activities etc.</p>	<p>1 paragraph to 1 page</p>
<p>Project Rationale</p> <p><i>Why is this project necessary?</i></p>	<p>Example: Implementing sustainable waste management solutions has been identified as a key approach to eliminating contamination and illegal dumping issues, creating economic opportunities, improving the health and wellbeing of community members, and optimizing land use.</p>	<p>1 to 2 pages</p>
<p>Project Goals & Objectives</p> <p><i>Demonstrate expected results</i></p>	<p>Example: The goal of the community waste management plan is to divert 30% of waste from landfill in three years by:</p> <ul style="list-style-type: none"> • Hosting monthly educational workshops to entire community • Distributing posters and media campaigns on recycling and waste sorting practices 	<p>1 page</p>



	<ul style="list-style-type: none"> • Distributing new bins to each household by end of year • Implementing weekly curbside pickup 	
<p>Project Description</p> <p><i>Nuts and bolts of the project: activities, responsibilities, timelines, key deliverables, stakeholders who may be integral to project success etc.)</i></p>	<p>Example: The Environment Manager is responsible for steering project implementation in collaboration with the Lands, Housing and Public Works departments. The Environment Manager will hire two staff and direct training required to manage waste facilities and operate new trucks on a weekly basis.</p>	1 to 3 pages
<p>Budget</p> <p><i>Financial description of the project plus explanatory notes</i></p>	<p>Example: The First Nation requests \$11,000 to be used for the development and delivery of educational materials by a hired consultant, and to promote changes through print materials, radio, television and social media advertising.</p> <ul style="list-style-type: none"> • Consultant - \$5000 • Print and materials - \$4000 • Advertising - \$2000 	1 page
<p>Partnerships</p> <p><i>Describe any partners that may be participating in the project, and the benefits of the partnership (cost-sharing, mentorship, training, etc.)</i></p>	<p>Example: The neighbouring municipality has shared advice regarding garbage trucks and equipment, and has agreed to participate in monthly planning meetings, and to mentor newly hired waste management operators with periodic check-ins.</p>	1 paragraph to 1 page
<p>Project Evaluation</p> <p><i>How you will measure the success/results of your project</i></p>	<p>Example: The project results will be evaluated by comparing an audit of the number of garbage bags per household every year, and by weighing loads at the waste facility weigh station to measure reduction in waste generation.</p>	1 to 2 pages
<p>Follow-up</p> <p><i>Sustaining your project</i></p>	<p>Example: The effectiveness of the waste management plan will be monitored and evaluated regularly by the Environment Manager, and the plan will be reviewed annually by the planning committee. A follow-up survey will be sent out to members to gauge community response to changes.</p>	1 page
<p>Appendices</p> <p><i>Supporting documentation</i></p>	<p>Example: include summary of strategic plan, terms of reference etc.</p>	As required

Template Source: The Centre for Innovation and Entrepreneurial Leadership

Access a Sample Proposal here: https://www.kurzweiledu.com/files/proof_resources_grant1.pdf



Procedural Writing

In the 2020 Survey, 43% of participants indicated that their departments did not have specific procedures in place or they were unsure. Writing procedures is another exercise in creating a strong foundation that brings clarity and efficiency for your team. Procedures go hand in hand with your organization's policies by defining what to do, when to do it, how to do it, and how to avoid errors. These instructions will be beneficial in training, orientation, and as a reference to ensure everyone is on the same page.

Some examples of typical situations that warrant standard procedures include preparedness for high turnover rates, succession planning, and ensuring continuity of activities that are essential regardless of holidays or unexpected vacancies.

You will need to write a procedure when a procedure:

- Is lengthy (e.g. year-end reporting)
- Is complex (e.g. benefits administration)
- Is routine, but it is essential that everyone strictly follows rules (e.g. registering documents)
- Demands consistency
- Involves documentation
- Involves significant change

When there are unwritten rules, and a procedure:

- Has serious consequences if done wrong (e.g. mismanagement of budget)
- Similar questions are asked repeatedly
- People seem confused
- There are too many ways that people interpret the procedure

Steps to Writing a Procedure

1. Gather Information: speak with the experts on your team about the task to collect information you need.
2. Write the Procedure:
 - a. Write actions out in the order in which they happen. Start with the first action, and end with the last action.
 - b. Avoid too many words. Communicate clearly with specific language.
 - c. Use the active voice.
 - d. Use lists and bullets.
 - e. Don't be too brief, or you may give up clarity.
 - f. Explain your assumptions, and make sure your assumptions are valid.
3. Enhance the Procedure with visual elements (if necessary)
 - a. Create flowcharts, Q & A, a play script, a matrix etc. to visually complement your written procedure. An example of a simplified procedure for hiring a new employee is depicted on the next page.



Example of Simplified Procedure for Hiring

HIRING PROCESS



Image Source: Venngage.com



Tools for Writing and Assessing Business Plans

If you are an Economic Development Professional, part of your role may involve supporting local business owners and start-ups with their business planning tools. In the 2020 Survey, 71% of Economic Development Professionals indicated that Business Development is among their top areas of expertise; while 33% indicated that they would like to receive more training in this area. A key building block to starting and owning a business is to write a business plan. There are variations on the elements and scope of a business plan, depending on the size and goals of a business; smaller businesses may use a business plan as a roadmap to guide employee training and sales strategies, while other companies may use their plan as a tool to seek funding, investments or partners. On the following page, we have included a one-page business plan template with guiding questions and examples that would be suitable for entrepreneurs or small businesses that offer simple products or services. To learn about preparing a full-length business plan, see the components and link in the box below.

Elements of a Business Plan

The Indigenous Business Planning Workbook and Business Development Canada outline the essential information that is generally included in a full business plan:

1. **Cover page & Table of Contents**
2. **Executive Summary:** A summary of the reasons you are seeking financing;
3. **Business overview:** A brief description of your company & where it stands in the marketplace;
4. **Sales and marketing plan:** The strategies that will be used to target your customers;
5. **Human resources plan:** Details on your key staff, HR policies and procedures;
6. **Operating plan:** A description of the physical aspect of your business operations;
7. **Action plan:** The planned actions for the business over the next 2 to 3 years;
8. **Financial Appendix:** The facts and figures that back up what you say in your plan.

To download full multi-paged business plan templates, including financial appendices, instructions, visit the following links:

Indigenous Business Planning Workbook: <https://businesslink.ca/assets/uploads/2019/01/Business-Planning-Workbook.pdf>

Aboriginal Business Development Toolkit: <https://www.ccab.com/tfab/wp-content/uploads/sites/2/2018/06/Aboriginal-Business-Development-Toolkit.pdf>

Business Development Canada: <https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/business-plan-template>



One-Page Business Plan Template for a Service Business

As an Economic Development Professional, it is important to be well versed in business plans so that you are equipped to support entrepreneurs and business owners in your First Nation with their planning needs. For instance, you may review community members' business plans and advise them on strategies that will continue to grow their businesses. To assist you in this role, an example of a simple one-page business template has been included for your reference. This template is suitable for freelance businesses that provide services, such as consultants, graphic designers, landscapers, and delivery services. For a one-page plan, the answers should be 1-2 sentences. Template Source: <https://www.thebalancesmb.com/one-page-business-plan-templates-4135972>

Business Planning Template – Service	
Business Plan	Company Name
Vision	<p>This section should articulate your hopes and dreams for the business. You can write a vision statement. For example:</p> <ul style="list-style-type: none"> -What are you building? -What do you see this business becoming in x years? -How do you plan to grow the business and to what degree? For example, will you hire employees, open up branch outlets, or take the business public? -Do you eventually plan to sell the business for profit or to provide money for your retirement?
In Business Overview (or Mission)	<p>The business overview or mission should describe how you intend to achieve your vision. For example:</p> <ul style="list-style-type: none"> -What services will you provide? -What is your target market—who will buy your services? -How will your service offerings address the needs of customers, for example, what is your unique selling proposition? -How will you provide your services? Will you offer your services online, through your home business, or at a business location?
Pricing Strategy	<p>The pricing strategy section needs to demonstrate how your business will be profitable. Summarize your projected revenue and expenses:</p> <ul style="list-style-type: none"> -How much will you charge for your services? -Briefly describe how your pricing will be competitive enough to attract customers but be high enough to generate a profit after subtracting expenses. -Consider breakeven analysis and pricing strategies.
Advertising and Promotion	<p>This section describes how you intend to get the word out to customers about your services. For example:</p> <ul style="list-style-type: none"> -What are the most efficient ways to market your services? For example, will you market them via a business website, email, social media, or newspapers? -Will you use sales promotional methods such as pricing discounts for new customers?



	<ul style="list-style-type: none">-What marketing materials will be used—business cards, flyers, or brochures?-What about referrals?
Objectives	<p>This section lists your objectives and metrics for success by time frame, as well as potential questions or challenges. For example:</p> <ul style="list-style-type: none">-Capture 20% of the local market share by year end-Gain five steady customers in the first six months of operation-Earn a net income of \$50,000 for the first fiscal year-List any obstacles or concerns, for example: Winter season or poor spring weather reduces demand for landscaping services.
Action Plans	<p>Briefly describe the action items needed to achieve your objectives, using milestone dates. For example:</p> <ul style="list-style-type: none">-By "date" a fully-equipped home office will be completed.-By "date" business licenses and insurance acquired.-By "date" purchase of delivery van negotiated with dealer.-By "date" launch business website with description of services and price list.-By "date" social media marketing plan in place and potential customers connected via Facebook and LinkedIn.-By "date" subscribed to cloud-based accounting software and setup customer invoice templates.-Describe possible solutions for any potential obstacles: If landscaping services cannot be delivered due to bad weather, look into providing other services such as snow clearing or tree pruning.



Business Plan Assessment Checklist

Just as important as advising entrepreneurs on writing a business plan is the ability to assess their plan and provide critical feedback that will strengthen the business plan. Note that the following list is not a comprehensive guideline from which to write a complete business plan, but it should assist in evaluating and improving an existing plan.

Executive Summary

An Executive Summary should be clear, concise and convincing.

- Can your business concept be summarized after reading only the executive summary?
- Is your executive summary to the point?
- Does the executive summary make the reader want to read more?

Mission, Goals & Objectives Statement

A Mission Statement sums up the values, purpose and vision of a company in a focused statement. Does the plan:

- Clearly state your company's philosophy of how the owners do (or plan to do) business?
- Clearly state what your company does to satisfy its internal measure of success?
- Identify how it serves the needs of the customer?
- Clearly state where your company is going?
- Create a timeline or set of goals and objectives to reach these goals?

Background Information

This section primarily presents the industry in which the business operates. It could also include information about the company's stage of development and general growth strategy. Does the plan:

- Discuss past and present industry trends that affect your business?
- Provide a clear insight as to where the industry is heading?
- Discuss economic, social or political trends that affect the industry?
- Indicate current stage of development for both the industry and your company?
- Outline a growth strategy?



Organization and Management

This section should contain your company's legal form of ownership. This section should also contain information on the people and structures that will make your business run smoothly and successfully. Does the plan:

- Indicate your company's legal form of ownership?
- Outline the responsibilities and qualifications of the management team?
- Highlight the strengths and weaknesses of the team?
- Estimate a timeframe for hiring additional personnel?
- Discuss the availability of workers needed for growth?
- Include an organizational chart or explain clearly the management hierarchy including the breakdown of responsibilities?
- Discuss outside service advisors, such as CPA, attorney, insurance agent or board of advisors?
- Discuss how records, budgets and management control are kept?
- Discuss an outside board of advisors?
- Address workforce issues?
- Present how risk management issues will be adequately addressed, such as insurance, safety training, computer backup procedures and disaster recovery programs?

Product/Service Line

This section should clearly identify what products or services your business will offer.

- Does your company clearly define what products or services you will offer?
- Does your company clearly define what benefit(s) the product/service provides to customers?
- Is information included about seasonality of products or services?
- Is it clear where the product or service is in its lifecycle (stages of life for the product)?
- Is it clear where or when your company anticipates future growth?
- Does your company discuss new products or services?
- Does your company address suppliers if appropriate?
- Are inventory management issues and challenges addressed, if applicable?
- Is there a unique niche or unique role this product or delivery of this product will fill?

Marketing Plan

This plan usually identifies the markets a business intends to serve and its position within its market.

Market Analysis

- Did your company clearly state the target market on which it will focus its marketing efforts?
- Is your company able to describe its target customer profile?
- Did it clearly state the size of its target market?
- Is the target market information backed up with research such as demographics and statistics, also including sources for that information?
- Has market research — primary or secondary — been done?
- Does your company clearly state future trends in your target market?
- Are these trends backed up with research?
- Does your company clearly define opportunities for growth within its industry?



Competitive Analysis

Does your company:

- Clearly identify its competitors?
- Clearly state its strengths and weaknesses compared to its competitors?
- Clearly identify and discuss barriers to entry?

Marketing Strategy

Does your company:

- Have a marketing plan and timeline determined?
- Have a customer service plan outlined?
- Address how it will maintain production/quality levels to meet customer orders/demand?
- Discuss marketing strategies and media choices?
- Explain the assumptions it makes about its marketing strategies?
- Substantiate its reasons for making these marketing strategy decisions?
- Track — or plan to track in the case of a start-up — the results of its marketing efforts?
- Provide costs associated with promotional tactics discussed?
- Address pricing of its products or services?
- Utilize demographic information or other anecdotal information to explain its pricing strategy?
- Discuss where its pricing strategy positions itself within the market?
- Address how the product or service will be delivered to the market?

Financial Statements & Projections

The financial section is where your company lists the financial requirements for launching or growing the business. The financial section is comprised of cash flow projections, financial statements and supporting financial information.

- Does the company list assumptions made in the financials?
- Are most normal business expenses listed and taken into account?
- Has the plan included statements that illustrate the financial feasibility of the business?
- Are the assumptions from other aspects of the plan incorporated in the financial assumptions?
- Does the plan address the assets required to operate the business and how those assets will be acquired?
- Is the company's break-even point identified and discussed, preferably for each general product or service line?
- Is the company's gross margin tallied in the plan's financial statements?
- Does the business address cash flow?

Business Plan Assessment Checklist Source: Cose.org



Chapter 3: Succession Planning and Mentorship

Succession planning and mentorship are indispensable practices for ensuring continued productivity and growth of your department. In the 2020 Survey, over 60% of all respondents did not have a succession plan in place, while 19% were unsure if a plan is in place for their position. With 38% of Economic Development and 47% of Lands Professionals over the age of 55, it is necessary to invest in succession planning and mentorship to ensure for a smooth transfer of knowledge and skill to younger or newer employees when these experienced professionals retire. This chapter will provide you with information about the benefits of succession planning and mentorship, as well as tips and steps you may use within your department.

Succession Planning

Every organization naturally evolves as employees come and go. Succession planning is the practice of continually supporting employees on their career development path, as well as preparing for transitions when employees begin and leave their positions. It is wise to plan for the future by identifying potential candidates to replace an employee when they decide to leave their role. An employee may be planning to retire, or may need to leave their role temporarily due to an emergency situation, or may resign unexpectedly—it is wise to plan for a number of scenarios. For many First Nations, especially those with small populations, it may be challenging to retain employees. It is important to have a plan in place to ensure that qualified candidates will take on positions that are essential to the community. As we will explore, there are a number of creative ways to nurture individuals to take on these roles.

By making successional planning a priority as a manager, you will become in tune with the rhythms of your workplace, including the opportunity to work closely with each of your employees to understand their career needs and goals. This is an excellent tool for gaining a clear sense of where your organization is headed and for building a cohesive team.

As a professional, you can play an important role in successional planning by reflecting on your career needs, goals and aspirations. For instance, you may be interested in opportunities for mentorship and training within your position, or to prepare for another role. Or, if you possess a great deal of experience, consider offering mentorship to a colleague in a junior position. For example, Lands Managers should be considered high priorities for succession planning since they hold valuable knowledge, background and history. Lands Managers are typically involved in projects that take years to implement, often overlapping with the terms of Chief and Council. Activities related to estates, development, environment, permits, leases are founded upon lands management. The interrelated nature of these essential activities reinforces the need to plan for a sustained transfer of knowledge, skills and responsibility.

- **Planning Tip:** a simple tool for succession planning includes developing a desktop manual, or a series of operational manuals, that provide instructions that any employee can easily follow. This tool supports succession planning, whether it be for retirement, a job change, or a sudden vacancy. Many little duties go unnoticed until a challenging situation arises; having a desktop manual will allow you to establish consistency day-to-day, and to be prepared for unexpected situations.

Stages of Succession Planning

Mississauga First Nation outlines a detailed process in their policy for Organizational Succession Planning. A portion of this sample plan has been adapted and included below. Note that these principles and steps are intended to offer guidance and inspiration. However, it is important to tailor a succession plan according to the needs of your own department, and if applicable with support from Human Resources, and Training and Employment staff in your First Nation.

This section focuses primarily on Organizational Succession Planning that is used for regular succession planning scenarios. Mississauga First Nation also recommends putting in place an Unplanned Succession Protocol which is used to prepare for department/business continuity in the scenario that an employee becomes absent or leaves their position unexpectedly. See the link below for more information.



Many thanks to Mississauga First Nation for sharing this sample policy for the benefit of other First Nations to use and adapt for their own needs.

Learn more about approaches to succession planning, and access the full sample policy, along with helpful templates: https://www.mississaugi.com/uploads/1/0/2/6/102634872/succession_plan_-_approved_july_25_2018.pdf

Organizational Succession Planning – Sample Policy

Traditionally, succession planning has sometimes taken a replacement approach, often focusing on executive level positions. One or two successors might be identified and selected, most likely based on the exclusive input of their immediate supervisor, and then placed on the fast-track into a senior position. Today, succession planning has evolved into a process that can be used to:

- Replenish an organization's Human Resources (HR) at a broad or specific level;
- Identify, assess and develop employee or community member knowledge, skills and abilities to meet the current and future staffing needs of the organization; and
- Ensure a continuous supply of talent by helping employees and community members develop their potential, as successors for key departmental positions.

Some of the current practices in succession planning include the following:

- Knowing what jobs at various levels, if removed, would cause a significant loss to the organization, and which of these jobs are at risk of low retention.
- Knowing which employees are interested in key positions, and demonstrate short and/or long-term potential for succession.
- Significant investment to ensure that employees have appropriate and structured learning, development and training opportunities to fulfill their potential.
- Aligning succession planning with current and anticipated department goals and objectives.

Managing succession planning is principally about knowing the needs of the organization and its employees and developing the capacity to address emerging issues that can or will affect departmental/business continuity. The stages of an Organizational Successional Planning process are outlined below.

STAGE 1: Identify Key Areas and Positions

A key position or occupational group can be defined in many different ways, but two important criteria that should be considered are criticality and retention risk. A critical position is one that, if it were vacant, would have a significant impact on the organization's ability to conduct normal operations. The significance of the impact could be considered in terms of safety, project delivery, financial operation, efficiency, public opinion etc. Retention risk refers to positions where the departure of an employee is expected (e.g. retirement) or likely (e.g. history of turnover). By examining these criteria on a low-to-high scale, an organization can determine what positions require short or long-term planning.

Specific Steps for Stage 1 may include:

- Every year Directors/Managers will answer the following questions. This process can be aided by creating a chart that organizes every level of positions in your department hierarchically, so that you can visualize the relationship between positions, understand where the gaps are, and pinpoint where succession planning should become a priority. Compile the information in preparation for a review of current employment files and job descriptions, and performance appraisals.
 - Which positions, if left vacant, would cause major difficulties in achieving current and future goals?
 - Which positions, if left vacant, would be detrimental to the health, safety, or security of the department and community?



- Which positions would be difficult to fill because the position requires specialized expertise and/or the incumbent possesses a wealth of institutional knowledge?
- For which necessary skills in your branch or sector is there a current or projected labour market shortage, or which positions have been traditionally difficult to fill?
- Is there a need to plan for anticipated positions that do not currently exist?
- Each year after the Managers answer these questions, a review of current employment files and job descriptions should be carried out in collaboration with HR staff (if possible). This review should include flagging those with the following attributes during individual performance appraisals:
 - Retirement forecasts.
 - Turnover rates.
 - Current and expected vacancies.
 - Changes to existing programs and services.
 - Highly specialized function.
 - Unsatisfactory performance appraisals.
- These results may be shared with Chief & Council, who may highlight or add any targeted positions.

STAGE 2: Identify Competencies for Key Areas and Positions

All positions have a requisite set of knowledge, skills and abilities that are expected of employees who are filling that function. Thus, knowing the competencies of a job is a mandatory component of recruitment, serving as a general baseline to measure against interested potential candidates. However, succession planning provides an opportunity to review the competencies traditionally associated with jobs, particularly with respect to current goals and objectives. Several ways to determine and develop required competencies include:

- Reviewing job descriptions, advertisements, and relevant merit criteria.
- Interviewing current and former job incumbents.
- Interviewing supervisors, clients, and other stakeholders.
- Conducting focus groups and surveys.
- Reviewing any existing development programs (i.e. leadership competencies).
- Reviewing organizational values.

Specific Steps for Stage 2 may include:

- The HR department upon completion of standardizing job descriptions will ensure department heads receive a copy of each job.
- Directors and Managers must review job descriptions and ensure the accuracy and detail is tailored to the position within the department.
- Directors/Managers/HR will fill out a yearly Succession Plan. Follow this link to view a template:
 - https://www.mississauga.com/uploads/1/0/2/6/102634872/succession_plan_-_approved_july_25_2018.pdf
- Directors/Managers/HR will develop a detailed competency list for each prioritized position.

STEP 3: Identify Interested Employees and Assess Them Against Capabilities

The key purpose of identifying and assessing employees against core job competencies is to help focus their learning and development opportunities in order to prepare them for future roles in the organization. Traditional approaches to succession planning have the potential to result in a one-sided selection process – the organization identifies a key position, and then executives select a high-potential individual for preparation or training. Given the potential sensitivity around the decision-making process in these situations, an employee might be advised about their prospective opportunity for advancement in private. This process is not transparent and can negatively impact the morale of other employees (including the person chosen for succession) and their relationship with the organization.

Modern approaches to succession planning suggest that transparency and accountability are the best practices for an organization. Recruitment in the public service is based on merit, fairness and respect, and these concepts are maintained and supported by the succession planning process. To demonstrate these values, succession planning must be:



- Objective and independent of personal bias;
- Merit-based;
- Communicated and understood by all employees; and
- Transparent at all stages of the process.

This step of the succession planning process is closely related to regular recruitment practices, but succession planning goes one-step further by helping interested candidates develop the requisite skills prior to the formal recruitment process that begins once a position becomes vacant.

Specific Steps for Stage 3 may include:

- Each year during the General Membership Meeting (Audit Presentation), a report shall be given on the effectiveness of the Organizational Succession Plan and feedback should be solicited.
- Consider the development of a Skills Registry database for your First Nation, to be updated yearly by Employment and Training and/or Education departments. The database could include:
 - Name
 - Location
 - Education/Licensing/Certification
 - Training
 - Age
 - Work history/experience
 - Current post-secondary enrollment and program completion date
- The Managers advised by the Risk Management & Strategic Planning Director and the HR department will identify current employees interested in advancement within the organization. Some critical considerations that may help departments prepare for this step include:
 - Ensuring there has been one-on-one discussion with employees regarding their career goals and interests.
 - All employees have been made aware of available succession opportunities.
 - Do employees understand the purpose and process of succession planning? Specifically, do they understand that they are not guaranteed a promotion as a result of this process?
 - Do employees understand that they are not guaranteed a promotion as a result of this process?
 - Do employees who were not considered for a current opportunity understand that they can be considered in the future with further development of their knowledge, skills, and abilities?
 - How will the organization communicate the outcome of an internal succession-based appointment?
- In the event that a targeted succession plan has been mandated by Chief & Council, the relevant Director/Manager in conjunction with the HR department will follow a posting procedure as outlined in a Personnel policy, changing the job expectations to reflect the developmental processes that will occur. Identification of suitable candidates will be completed by the appropriate Director/Manager advised by the Risk Management & Strategic Planning and HR department. Candidates will be asked to submit:
 - A letter of interest in the position indicating a willingness to participate in succession planning
 - A current Resume/CV

STAGE 4: Develop and Implement Succession and Knowledge Transfer Plans

Once the relevant candidates have been identified, based on their interest and potential for success in a key position, your department/organization must ensure that these employees have access to focused learning and development opportunities.

Specific Steps for Stage 4 may include:

- The Manager responsible, advised by Risk Management & Strategic Planning and HR staff will create a comprehensive learning plan for the candidate, keeping the following factors in mind:
 - Plans should focus on decreasing or removing the gap between expected competencies and the current knowledge, skills and abilities of candidates.
 - Manage expectations—modern succession planning is based on learning and development to fulfill employee potential, rather than merely filling a vacancy.
 - Develop a list of qualified trainers, for example:



- Resume building
- Networking
- Communication
- First Nation Internal Staff Candidates—there are a wide range of learning and development opportunities to consider, which can include:
 - Professional Development;
 - Mentoring, coaching or job-shadowing;
 - Documenting critical knowledge;
 - Job assignments that develop and/or improve a candidate’s competencies;
 - Job rotations; and
 - Formal external education and training.
- First Nation Membership Candidates—learning and development opportunities could include:
 - Mentoring, coaching or job-shadowing;
 - Outreach activities to Post-Secondary Students;
 - Documenting critical knowledge;
 - Dedicated Summer Employment;
 - Academic year project assignments;
 - Attending position related meetings, events or workshops; and
 - Encourage candidate to tailor assignment to department interests.

STAGE 5: Evaluate Effectiveness

Once a succession plan has been established, monitoring its efficiency and effectiveness will be essential. Thus, each succession plan should be developed within an evaluation framework in order to measure progress and success, as well as provide any evidence to support changes to the succession planning process.

Specific Steps for Stage 5 may include:

- Evaluations for Candidates
 - The match-up of specific candidates and positions will be laid out in the specific Learning & Development Plan. At each stage, either the candidate or department will consider whether to continue with the plan.
 - Candidates in the process shall be evaluated according to the Learning and Development Plan.
 - The evaluations will be included in the employee record.
 - Within 6 months of a successful full-time mentorship position, Chief and Council at a duly convened meeting, shall approve the candidate to be offered the position for which they are being mentored.
 - In the event that the candidate declines, the standard process for filling positions shall commence.
- Evaluation of Policy by Staff— to be completed 3 years post approval:

Planning to collect and assess these types of information will ensure that the organization monitors its succession planning activities, appropriately measures success, and adjusts the process accordingly given sufficient evidence. Some evaluative considerations for departments to consider might include:

 - Are there any additions or concerns to be addressed?
 - Functional strengths and weaknesses.
 - Potential gaps in planning and assumptions.
 - Impact of the process relative to stated goals and objectives.
 - How the process operates – the relationship between inputs, activities, outputs, and outcomes.
 - Have all key jobs been identified, and do they have succession plans?
 - What is the impact of succession plans on the business continuity in key positions?
 - What are the areas for improvement in the succession planning process?
- Evaluation of Policy by Community Members – to be completed five (5) years post approval

Evaluating succession planning efforts will help to ensure the effectiveness of the process by providing information regarding:

 - Is this an acceptable process for the First Nation?
 - Are there any changes that the community believes would better reflect the values of the First Nation?
 - Have the changes suggested by the community been incorporated into the plan?



- What are the areas for improvement in the succession planning process?
- How the process operates – the relationship between inputs, activities, outputs, and outcomes
- Impact of the process relative to stated goals and objectives
- Functional strengths and weaknesses
- Potential gaps in planning and assumptions
- Cost-effectiveness and cost-benefit

To view the complete Succession Plan Policy made available online by Mississauga First Nation, visit:

https://www.mississaugi.com/uploads/1/0/2/6/102634872/succession_plan_-_approved_july_25_2018.pdf

First Nations Land Management Resource Centre (FNLMRC) provides additional succession planning tools:

<https://labrc.com/resource/human-resources/>



Mentorship

Mentorship goes hand in hand with succession planning. Mentoring in the workplace is the pairing of an experienced or skilled person (mentor) with a person who would like to improve his or her skills (mentee). The mentor acts as a role model and supports the mentee to develop skills and gain knowledge by sharing resources and advice to help them improve their abilities.

Traditionally, senior employees mentored junior colleagues; today, there are more creative opportunities to explore in today's workplace that are not necessarily focused on age or hierarchy. More focus is placed on matching experienced colleagues with those who are keen to learn specific skills. Additionally, there are opportunities for mentees to offer knowledge to their mentors, creating a reciprocal relationship. For example, younger employees may have helpful knowledge and skills related to technology and software that they can share with others.

At its core, effective mentorship will create a healthy, open and encouraging workplace for employees of all ages and levels of experience. Mentorship will bring many benefits to your organization and department, including an increased culture of positivity and inclusion within the workplace, and a higher likelihood of employee retention. Meanwhile, mentees will benefit from improved skills, increased self-confidence, motivation, job satisfaction and productivity. Mentors will benefit from increased opportunities to share skills and knowledge; to develop leadership skills; increased job satisfaction; and a sense of value in the workplace. Overall, mentorship builds stronger relationships in the workplace, and in turn, contributes to increased circulation of valuable knowledge.

Here are some tips to bear in mind for setting up a successful mentorship program in your department:

- **Goal setting is key:** whether initiating a formal or informal mentorship, mentors and mentees should set specific goals from the beginning that will guide the relationship.
- **Avoid a one-size-fits-all approach:** developing a customized mentorship experience will increase the likelihood of success for mentors and mentees.
- **Create a questionnaire:** gather information about your employees' skills, communication styles and overall career goals in order to match the right mentor and mentee.
- **Establish mentorship guidelines:** establish clear responsibilities and regular check-ins so that the mentorship experience remains positive and mutually beneficial.
- **Make mentorship an integral part of your culture:** ensure that new and current employees are aware of mentorship opportunities, and take time to continually develop best practices and approaches.
- **Use team meetings:** lunch hour learning sessions, newsletters or emails to communicate how mentoring can be used to develop skills.
- **Plan events:** where interested employees can network with potential mentors or mentees. If possible, invite a mentor or mentee to talk about their experience.
- **Use mentoring:** to train new employees.
- **While most mentoring occurs in pairs, there are other approaches to consider:**
 - **Mentoring Circles** – A mentor works with a group of mentees. This is a good solution when it is difficult to find mentors. The mentor provides advice and guidance to the group and encourages the mentees to help one another.
 - **Peer or Team Mentoring** – Team members or peers mentor each other. Peer mentoring may be established to address a particular issue or problem. This type of mentoring is appropriate for cross-training (training



across different jobs and/or tasks), team building, and developing the skills and knowledge of new employees.

How to be a mentor

Mentoring can be a rewarding experience. If you would like to be a mentor, look for opportunities to help others improve their skills in your workplace. Once you have established a relationship with your mentee, it is up to you to make it work. The following guidelines can help you maintain a successful mentoring relationship.

Guidelines for mentors

Preparing for mentoring

- Think about a time when you were a mentee. What did you like or not like about the experience? How did your mentor help you?
- Make sure you understand your roles and responsibilities as a mentor, as well as the responsibilities of the mentee.
- Familiarize yourself with the skills required for roles in your department.

Establishing the mentoring relationship

- Meet with your mentee to discuss goals, expectations and interests. Ask questions such as:
 - What would you like to get out of this experience?
 - What skills are you confident about? What skills would you like to improve?
- If the mentee has a Learning Plan, you may want to review this with them.
- Clarify and define the mentoring relationship. Make sure that you and the mentee have a common understanding of the following:
 - Confidentiality (for example what information will be kept confidential and what information can be shared)
 - The duration of the relationship
 - How often, where and how long you will meet
 - Preferences for receiving feedback, etc.
- You and your mentee may want to create and sign a document to clarify the mentee's learning goals, as well as mentor and mentee expectations and responsibilities.
- Talk about the mentee's preferred learning strategies (for example observation, reading, discussion) to determine the best way to achieve his/her learning goals.
- Identify strategies or activities that will support the mentee's learning goals. Activities could involve practicing skills or tasks, trying new projects or assignments, job shadowing, self-study, etc.

Working with your mentee

- Familiarize yourself with resources that could help your mentee achieve their learning goals.
- It is important that you guide and assist the mentee to achieve their objectives. It is not, however, your job to solve a mentee's problems or to complete work assignments for them.



- Constructive feedback is an important part of the mentoring relationship. Use statements such as:
 - "I have a few ideas that might help..."
 - "I liked the way you..."
 - "Have you ever considered...?"
 - "May I show you how I do it?"
- Provide feedback in a supportive way. If you do not feel comfortable with providing feedback, seek advice from other mentors.
- Do not hesitate to seek advice from other mentors when you need ideas or suggestions.
- Do not judge the mentee. It is your job to support and encourage them; respect is critical to the success of the mentoring relationship.

How to be a mentee

Mentoring can be a rewarding experience for the mentee. If you would like to be a mentee, look for opportunities to work with another employee to improve your skills. Once you have established a relationship with your mentor, it is up to you to make it work. The following guidelines can help you maintain a successful mentoring relationship.

Guidelines for mentee

Preparing for mentoring

- Think about what you want to accomplish through mentoring. What are your learning goals?
- Make sure you understand your roles and responsibilities as a mentee, as well as the responsibilities of the mentor.
- Familiarize yourself with the essential skills required for jobs in your department.

Establishing the mentoring relationship

- Meet with your mentor to discuss your goals, expectations and interests. Be clear and specific about what you want to accomplish. If you have a learning plan, you may want to review this with them.
- Clarify and define the mentoring relationship. Make sure that you and the mentor have a common understanding of the following:
 - Confidentiality (for example what information will be kept confidential/what information can be shared)
 - The duration of the relationship
 - How often, where and how long you will meet
 - Preferences for receiving feedback, etc.
- You and your mentor may want to create and sign a document to clarify your learning goals, as well as mentor and mentee expectations and responsibilities.
- Talk about your preferred learning strategies (for example observation, reading, discussion) to determine the best way to achieve your learning goals.



- Identify strategies or activities that will support your learning goals. Activities could involve practicing skills or tasks, trying new projects or assignments, job shadowing, self-study, etc.

Working with your mentor

- Be enthusiastic and open to new learning opportunities.
- It is important that you work with the mentor to achieve your learning objectives. It is not, however, the mentor's job to solve your problems or to complete work assignments for you. You must take responsibility for your own work.
- Constructive feedback is an important part of the mentoring relationship. Be open to constructive criticism and try to learn from it. You should also provide feedback to your mentor on the mentoring relationship to help ensure it is successful.
- Do not judge or criticize the mentor. Respect is critical to the success of the mentoring relationship.

Sources: Human Resources and Skills Development Canada, and Brandman University.



Chapter 4: Tools for Collaboration

While every department is unique, many departments share common goals and challenges that are best met by working together rather than apart. This is truer than ever as many professionals may be working remotely and facing additional challenges since the onset of COVID-19. Strengthened relationships will arise from a willingness and openness to share knowledge, regular updates, best practices, resources and to collaborate on projects and issues of common concern.

In the 2020 Survey, professionals reported contributing large portions of their time working on many different activities and with many departments, such as Council (Briefings, Updates, Supports), Committees, Consultations, Housing, Forestry, Public Works, Administration, in addition to time spent working in their own department.

Lands, Environment, Economic Development Professionals also reported collaborating fully or intermittently with one another's departments, along with Chief and Council, Department Portfolio Holders and Committees, Finance, Capital Projects and Public Works. These findings point to the intertwined nature of departments; strong collaboration between departments is key to project success.

As much as possible, look for opportunities to break down siloes by working with colleagues from related departments, councillors, and perhaps municipal councillors on projects that would benefit from cross-collaboration. A wide range of perspectives and expertise will safeguard against future obstacles and enhance your chances of achieving success.

Some tips for building cross-departmental collaboration include:

- Become familiar with the goals of your First Nation. There may be Comprehensive Community Plans or other studies that will identify shared/common interests between departments. It's up to the departments to make those goals a reality.
- It is also important for departments, as they create their own strategic plans/work plans, to include feedback from other departments who may be directly/indirectly impacted by workload.
- Become familiar with other department's roles, processes, capacities and challenges in order to create better synergies and to respect each other's professional approaches and constraints.
- Work toward holistic project goals recognized by everyone to guide shared objectives.
- Create a shared language amongst colleagues that embodies your shared values, vision and goals, while defining how each person's role is important to overall success.
- Share important information with each other to ensure everyone is on the same page.
- Foster open and consistent communication, including timelines and work goals within departments in order to achieve alignment.
- Practice transparency, empathy and understanding at all levels in your departments. This openness will create an atmosphere of safety and trust rather than separation.
- Encourage open feedback so that colleagues feel secure in raising concerns or sharing new ideas.
- Create a sense of community within the workplace with spaces or practices for casual check-ins.
- Celebrate success and milestones as a group!

Some ideas to inspire collaboration include:

- Casual or preliminary project meetings open to participants from multiple departments and leadership, followed by regular check-ins.
- Opportunities to get to know one another, such as a shared meal or event (within safe gathering guidelines or virtually)
- Utilizing software applications for virtual collaboration, such as Microsoft Teams, Slack, Asana, Miro, Zoom etc.
- Annual Reports
- Strategic Plans (First Nation and Departmental)
- Comprehensive Community Plans
- Land Use Plans



Group Project Planning Template

Below is a template to assist in group project planning developed by Cambium Indigenous Professional Services, which was introduced at the OALA Links to Learning Conference in September 2019. This template can be expanded to become a poster size designed for multiple professionals, such as Lands, Environment and Economic Development, as well as Housing and Health departments etc. to add notes to the board. It can also be shared electronically.

The goal of this template is to show the responsibilities of each department, at different stages of a project. By identifying these roles and responsibilities early on, it can help to streamline the project so that work can happen simultaneously, and no one is left in the dark. Once everyone has added notes, you will have a holistic project outlook. By gathering diverse areas of expertise in one place, you will be well informed and prepared to synchronize goals and objectives, anticipate challenges and roadblocks, and move forward with next steps.

Example: Evaluating proposed site for new community centre.

Responsibilities and Accountability	Opportunity Definition	Engagement / Inputs
<p>Lands: Determine land and type of interest sought, any land status issues</p> <p>Environment: Sensitive wetland nearby – evaluate potential impact on endangered species of turtle and nesting birds.</p> <p>Ec. Dev: Creating employment opportunities</p>	<p>Lands: Need or opportunity to identify LUP or uses as identified in a LUP</p> <p>Environment: Add information boards about local environment projects and goals; youth education</p> <p>Ec. Dev: Sustainable employment opportunities for local members to manage new building; site for trainings, events and craft sales.</p>	<p>Lands: Ways to identify, educate and deal with opposition to the project</p> <p>Environment: Engage with local Elders, Knowledge Holders and Ecologists about risks and benefits of proposed site to local environment</p> <p>Ec. Dev: Engage local business owners, potential partners and other stakeholders, and craft makers to learn about their needs with new centre</p>
Operational Considerations	Financial Considerations	External or Other Considerations
<p>Lands: Infrastructure or lack of services, unsuitable for planned use due to environmental factors or location</p> <p>Environment: Monitor potential impacts with annual wetland assessment and track trends over time</p> <p>Ec. Dev: Maintenance of new building, water and services</p>	<p>Lands: Cost of surveys, designations if required, zoning,</p> <p>Environment: Cost for assessments</p> <p>Ec. Dev: Costs of training new employees, grants for local businesses to set up booths etc.</p>	
<p>Key Takeaways:</p>		
<p>When built, the new community centre will be used on regular basis for many occasions and purposes.</p>		



It is best to wait for the environmental impact assessment results before proceeding with next steps.

The community centre should raise awareness to the surrounding land, and potentially include zones for outdoor gatherings, education programming, and community gardening.

Next Steps:

In the meantime, alternate sites will be explored as a backup plan.

Economic Development planning can begin regardless of location; developing criteria for 2 part-time positions.

Preliminary community updates and engagement can be held.

Template developed by: Cambium Indigenous Professional Services



Chapter 5: Tools for Wellness, Self-care and Team-care

More than ever, it is essential to care for ourselves, our families, and communities in order to sustain our mental, physical, spiritual and emotional health. In times when we are under a great deal of pressure, experiencing anxiety and fatigue, we must embrace practices that return us to balance and vitality.

In the 2020 Survey, 64% of professionals reported taking time for self-care, while 62% of professionals agreed that their supervisor is supportive of mental health and self-care practices, and that the workplace encourages a work/life balance. Some professionals reported using self-care as a practice to cope with change and unpredictability during COVID-19. Other approaches included regular meetings to check in on staff projects and wellness; practicing compassion and patience with colleagues and self; ceremony and spirituality; and calling for increased health and mental health services in First Nations communities.

To continue to grow these vital practices, we will explore a variety of self-care inspirations that you can draw upon while at work and at home to sustain your inner wellness. In turn, you will naturally recharge your ability to perform professionally. In addition to these resources, take time to reflect on traditions from within your culture and personal practices that are most nourishing to you.

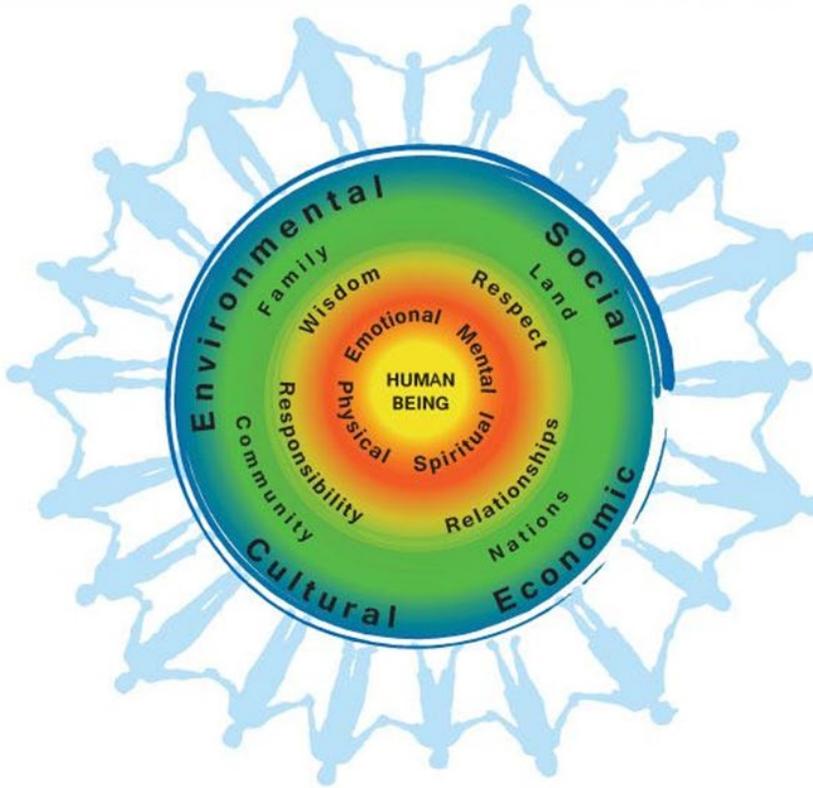
Important: If you are struggling with mental health issues, severe burnout or other personal challenges, speak with your manager or a trusted colleague, and seek professional care. Use the numbers and links below for toll-free numbers:

- Call 911 or your local emergency services in case of an emergency.
- <https://www.camh.ca/> (The Centre for Addiction and Mental Health)
- <https://ontario.cmha.ca/provincial-mental-health-supports/> (Canadian Mental Health Association)
- <https://letstalk.bell.ca/en/ways-to-help>
- Contact Mental Health Professionals in your community.



First Nations Perspective of Wellness

- A visual expression of the First Nations Perspective on Wellness – the way it has always been.
- Passed down from our Elders and traditional healers.
- Wellness belongs to every human being and their reflection of this Perspective will be unique.



The First Nations Perspective of Wellness diagram aims to visually depict and describe the First Nations Health Authority Vision. Learn more about wellness with the First Nation Health Authority: <https://www.fnha.ca/wellness/wellness-and-the-first-nations-health-authority>

The First Nations Health Authority has identified the following key wellness streams:

Be Active

- Helpful tips for being active when you are busy:
 - Keep a pair of walking shoes at work
 - Keep clothes you need for a workout in your car
 - Keep hand weights near your television or phone
- Walk regularly:
 - Take breaks from work to get fresh air and refresh your energy
 - A wonderful way to spend time with family and friends, and to reconnect to the land
 - Increase your energy level
 - Enhance your mental wellbeing
 - Helps you to relax and sleep better
 - Helps you to reduce your body fat and tone your muscles
 - Increase bone density, thereby helping to prevent osteoporosis
 - Help increase flexibility and co-ordination



Eat Healthy

- Eat whole foods (vegetables, fruits, beans, lean poultry/meats, seafood, fish, grains)
- Eat Traditional Foods (fish, berries, seafood, wild meats, roots)
- Drink water (6-8 glasses/day)
- Avoid hydrogenated and trans-fats; as well as reduce saturated fats
- Eat vegetables with every meal
- Avoid sugary drinks (pop, energy drinks, ice teas, lemonades, sugary coffee drinks, fruit drinks)
- Mindful Eating (Sit for all meals, focus on eating)

Nurture Spirit

Nurturing spirit is the aspect in your life that makes you smile! This is about what makes you feel good and connected. This builds your self-esteem, self-confidence and allows you to be connected to others, Mother Earth and yourself. Nurturing your spirit supports your mental, emotional and physical aspects of your being. Even though your spirit is fundamental in your wellness, it is often overlooked or not supported when discussing your health.

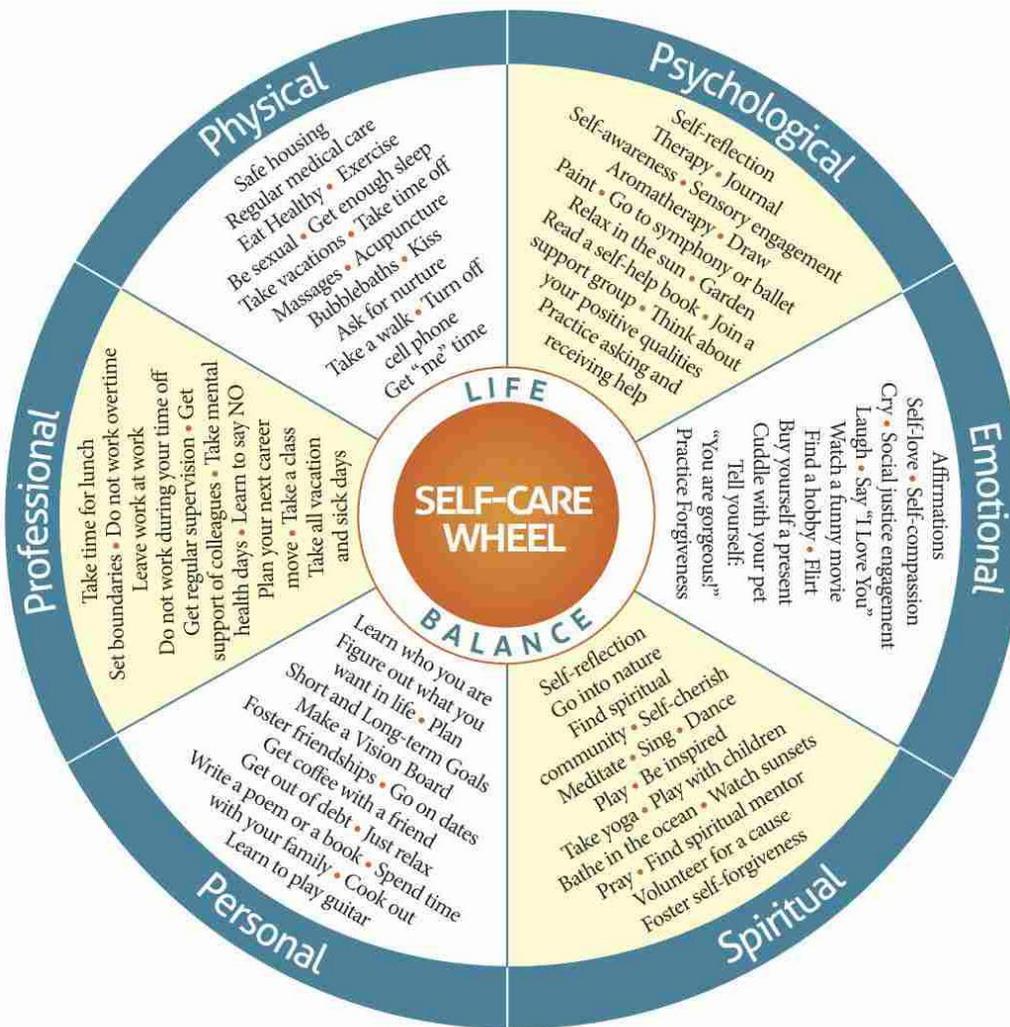
Nurturing your spirit may include creating space for spirituality through drumming, dancing, connecting with ancestors and Creator. Other practices may include taking time for self to decompress or manage stress through yoga, meditation, time on the land or water, crafting, learning a new hobby—anything that feeds your spirit!

Self-Care Wheel

A self-care wheel is a tool that can be used to help to prevent burnout, and instead revitalize our wellbeing. Find inspiration for self-care activities in a widely-used version below. Which ideas resonate with you?



SELF-CARE WHEEL



This Self-Care Wheel was inspired by and adapted from "Self-Care Assessment Worksheet" from *Transforming the Pain: A Workbook on Vicarious Traumatization* by Saakvitne, Pearlman & Staff of TSI/CAAP (Norton, 1996). Created by Olga Phoenix Project: Healing for Social Change (2013).

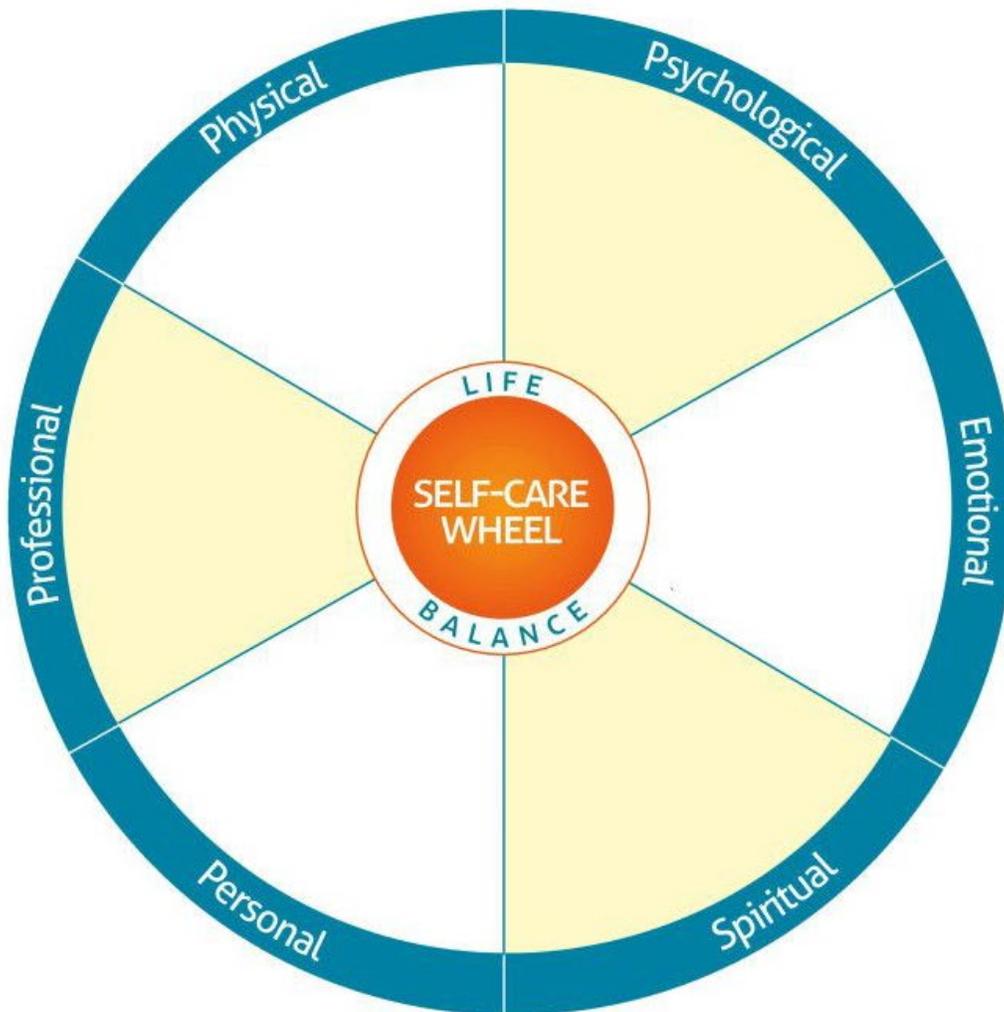
Dedicated to all trauma professionals worldwide.

www.OlgaPhoenix.com

Take time to brainstorm and fill in your own choice of self-care activities using this blank template.



SELF-CARE WHEEL



This Self-Care Wheel was inspired by and adapted from “Self-Care Assessment Worksheet” from *Transforming the Pain: A Workbook on Vicarious Traumatization* by Saakvitne, Pearlman & Staff of TSI/CAAP (Norton, 1996). Created by Olga Phoenix Project: Healing for Social Change (2013).

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Using your self-care wheel

- Assess your wellness. Which segments of the wheel are in need of more attention? What practices will support those areas that have been neglected?
- Plan how you will set a dedicated self-care routine in motion.
- Follow through with your self-care by scheduling, committing and sharing your plan with others.

Self-Care Activities for your Professional Domain

In particular, be mindful of designing a healthy routine while at work that will provide you with a strong foundation from which to sustain and grow your career.

- Make time for lunch, and take regular breaks
- Do not repeatedly work late
- Do not work during time off
- Find a good mentor
- Get support from colleagues
- Take mental health days
- Learn to say NO
- Plan your current or next career
- Learn, take a class
- Take all vacation and sick days
- Set boundaries. Where does work start and end?

Team Care, Community Care

There is growing awareness that to be truly well, we must go beyond self-care by embracing care for our teams as a whole, along with our families and communities. In this way, wellness becomes a shared and enriching experience, and a way to connect with your culture and traditions.

What are some ways we can nourish ourselves, while nourishing others?

Some ideas include (meeting virtually or within safe gathering guidelines):

- Attending Ceremonies
- Smudging
- Drum and Craft-making
- Singing, Music and Dance
- Gathering Medicines
- Gardening
- Cooking
- Traditional Skills
- Storytelling
- Camping
- Weekly yoga or other exercise sessions
- Book clubs/swaps
- Volunteering
- Creative Arts
- Sports and Recreation



Explore Opportunities in your Community

Take time to explore additional opportunities to nurture your mental, physical and spiritual wellness:

- Explore traditional healing, wellness and mental health programs in your community.
- Reach out to see if there are Knowledge Holders in your community.
- Reach out to health departments and cultural centers to learn about programs and activities available.



Appendix

Appendix A: Summary of Primary Duties for Lands, Environment and Economic Development Professionals

This section provides sample job titles and primary duties that may be used to craft specific job descriptions for positions in Lands, Environment, and Economic Development Departments. You may use these flexible options to build a job description to suit the unique needs of your Department and First Nation. Job titles were gathered from the 2020 Survey and represent the variety of positions that exist for Lands, Environment and Economic Development Professionals. While there are similarities amongst various positions in each Department, it is important to bear in mind that the levels of responsibility, demands and required skills will differ for Directors, Managers, Officers, Clerks, Technicians, etc. **Therefore, please use these samples only as a general guide when creating a specific job description.**

When creating a complete job description, it is important to adapt and enhance these samples using specific information tailored to your Department. For example, you may wish to add additional information such as Key Duties and Responsibilities, Knowledge and Skills, Desired Qualifications, Education and Experience Requirements, Certifications, etc. A detailed job description will aid in selecting an ideal candidate for a position in your Department, and will continue to guide the expectations, objectives and day-to-day responsibilities associated with the position.

To access additional resources and to enquire about detailed sample job descriptions, contact:

- Ontario Aboriginal Lands Association (OALA): <https://oala-on.ca>
- Ontario First Nations Economic Developers Association (OFNEDA): <https://ofneda.ca>
- First Nations Land Management Resource Centre (FNLMRC): <https://labrc.com>



Lands Management Professional (RLEMP/FNLM)

Sample Job Titles

Lands Governance Director
Lands Manager
Lands Management Officer
Lands Assistant
Lands Administrator
Lands Clerk
Lands Registry Clerk
Lands GIS Technician
Lands, Membership and Estates Manager
Lands, Membership and Research Director
Lands and Estates Administrator
Lands and Natural Resources Director/Coordinator/Assistant
Lands and Resources Director/Officer/Technician
Land Code Coordinator
Membership, Lands and Estates Clerk
Community Land Use Planner
Compliance Supervisor
Duty to Consult Coordinator

Key Duties and Responsibilities

The Lands Management Professional will administer/assist with administration of the lands and resources management of their First Nation under the *Indian Act*, RLEMP, or FNLM land regimes by ensuring compliance of regulations and policies, by providing technical advice, maintaining accurate and secure lands records, and ensuring the accurate preparation and registration of lands transaction documents. Reporting to the First Nation Chief and Council, and their registered members, the Lands Management Professional corresponds with and supports the community's goals for sustainable development and sound governance, by promoting a safe and healthy environment for the management of lands and resources.

Policy Development

- Understand policies, directives, regulations and legislation as they relate to your First Nation.
- Develop policies as directed or through the authority provided by the direct reporting relationship of the First Nation that may include, Chief and Council, Lands Committees, Band Manager, or equivalent.
- Develop and implement policies and procedures for all types of lands transactions, including ownership transfers, leases, rights of ways, resource extraction permits.
- Respond to recommendations regarding policy from any of the above including community members.
- Monitor policies to ensure compliance and continued effectiveness within the First Nation.
- Respond to any breaches in policy with recommendations for actions or policy change.
- Knowledge of Federal and Provincial Statutes and Regulations governing land use.

Lands Management

- Attend Chief & Council meetings, Land Committee meetings, Managers and Staff meetings, Community meetings, and other additional planning meetings as required.
- Provide guidance, advice, support on lands management regulations, policies and procedures to Chief & Council, Staff and other stakeholders involved in lands transactions.
- Draft land band council resolutions and agreements.
- Accurately interpret lands documents.
- Minimize risks by obtaining assistance and guidance from legal counsel on matters involving potential litigation.
- Working knowledge of the computerized lands programs, such as: Indian Lands Registry, First Nations Lands Registry, TLIMS (Trust & Lands Information Management System) and others as designed for lands.
- Provide information to members about the status of their lands and issues related to granting, transferring or alienation of interests in those lands.
- Knowledge of Canada Lands Survey (CLSR) FN approval process for deposition into the NRCan registry
- Define survey plans and RSO sketches and relating findings in ground layout work.
- Liaise with ISC, band members and third parties to resolve issues relating to the management of their lands under the Act or applicable land regime



- Assist the First Nation and its members with individual lands holdings, leases, permits and estates where lands are involved.
- Must be able to determine land tenure, accessibility and feasibility of a lands transaction, by having the ability to conduct historical research, verify lands status reports, perform lands encumbrance checks, to ensure subleases, allotments and transfers and provide accurate information to third parties, as requested.
- The accurate preparation, review, process and recording of secure lands transactions.
- Evaluate the legal sufficiency and accuracy of lands agreements, documents for recommendation for registration in a registry system based on land regime.
- Develop and review land interest agreements, leases, right-of-way and permits; notifying interest holders of potential expiration or changes.
- Ensure proper monitoring of leases, permits and other lands related documents in accordance with land regime governance.
- Prepares lease applications, new leases (residential, commercial, retail, industrial agreements), assignments, lease renewals, addendums to leases, rent revisions, and relinquishments of leases. Prepare permits, rights of way, additions to reserve proposals, allotments, transfers, mortgages, affidavits of execution, letters of direction and various other legal documents relating to lands.
- Knowledge of By-Law Development, Land Code Development, approvals, enactments and enforcement policies.
- Knowledge of Environmental Management Planning processes including monitoring, compliance and remediation strategies.
- Knowledge of Land Use Planning processes including plan development, community engagement, monitoring, and compliance strategies.
- Knowledge of Addition to Reserve and Treaty Land Entitlement Policies.
- Knowledge of Reserve Land Designation & Commercial Leasing
- Maintain a working knowledge of Indigenous Services Canada registry and regional office's legal requirements with regards to documents submitted for approval and registration.
- Develop and complete departmental annual work plan.
- Maintain confidentiality.

Project Management

- Determine priorities, deadlines and workload to meet demands.
- Communicate with members, individually and at formal Meeting of Members, about activities, finances and proposals (may chair such meetings).
- Coordinate and facilitate planning and production meetings with staff, clients, and project personnel for First Nation initiatives.
- Coordinate activities of departments, agencies, and contractors until project completion.

Financial Management

- Plan and manage the operating budget of the Lands Department
- Maintain and document financial transactions.
- Collect, maintain, and process rental, lease, permit payments and accurately record.
- Negotiate rates for different uses of lands, and collect and deposit revenue from lands under Land Authority guidelines.

Human Resource Management

- Working understanding of legislation and policy relating to employee health and safety and the Canada Labour Code.
- Communicate with Council about lands issues; where required, orient new council to lands management laws, policies and practices.
- Recommend and/or approve training and development plans.
- Provide a team-based approach to all lands development initiatives to ensure the First Nation receives the most efficient and responsive services.
- Establish priorities, delegate work to office support staff, and ensure deadlines are met and procedures followed.
- Supervise, monitor, coach and direct all Lands Department employees with a direct reporting relationship.
- Provide recognition, discipline and evaluations as required by First Nation Policy and Procedures.
- Review and resolve all conflicts within the Lands Department to ensure the department operates in an efficient and effective manner for the First Nation and the membership.



Administrative

- Comprehensive knowledge of the *Indian Act*, Regulations and/or Land Code as they pertain to the administration and management of Indian Reserve Lands.
- Provide and receive factual information directly, and by telephone in a positive manner, seeks to maximize good working relationships, and communication in various forms (email, social media).
- Assemble data and prepare periodic and special reports, manuals and correspondence for review.
- Occasionally required to drive, fly long distances to attend meetings, training or workshops.
- Develop and maintain a lands department filing system and database; keeping all documents current and accurate.
- Other matters delegated by the Chief & Council.



Environmental Management Professional

Sample Job Titles

Director of Lands, Resources & Environment
Resource Director
Environmental Coordinator
Environmental Technician
Environment Administrative Assistant
Environmental Assessment Officer

Key Duties and Responsibilities

The Environmental Professional is responsible for managing, protecting and enhancing the health of the environment, as mandated by the First Nation. Environmental Professionals must be able to identify and resolve a variety of environmental issues and threats. Environmental Professionals will co-ordinate the efforts of operational staff, while working with Chief and Council, federal, provincial, and municipal bodies, partners, proponents, and others, on a regular basis. Environmental Professionals must understand political, social, legal, and economic issues, as well as aspects of environmental science and technology. Environmental Professionals will be expected to act as environmental leaders in their communities.

Policy Development

- Oversee implementation of First Nation's environmental management mandate/plan, including compliance with federal and provincial laws and regulations related to environmental management; environmental impact assessment; species at risk; water protection; land use controls; sustainability initiatives; and other key environmental policies related to day-to-day First Nation operations.
- Provide environmental input towards the development and amendment of land use plans and regulatory by-laws as required.
- Incorporate changes in environmental legislation and the development of best management practices into First Nations operations.

Environmental Management

- Co-ordinate all aspects of a First Nation environmental management mandate/plan, which may include: risk assessment; implementing and monitoring environmental protection measures; pollution reduction and prevention; solid waste management and recycling programs; wastewater management; protection and restoration of at-risk and endangered species; assessment and remediation of contaminated sites; climate change management; engaging with Traditional Environmental Knowledge; agricultural activities; or other environmental activities as required.
- Implement environmental management best practices into First Nations operations.
- Assess, protect and monitor environment from adverse effects of economic development and resource extraction activities, including mitigating risks to human health and safety.
- Co-ordinate First Nations environmental assessment processes, and First Nation's participation in external environmental assessment processes. Roles may include defining project Terms of Reference, providing oversight, reporting to Chief and Council, reviewing reports, and coordinating monitoring of environmental assessment mitigation strategies and commitments.
- Evaluate best management practices and emerging technologies, and provide technical and general information to other First Nations departments and community members.
- Develop environmental awareness initiatives for community members and political leaders.
- Oversee auditing and reporting of environmental performance, providing results to internal and external bodies, as required.
- May manage enforcement, prosecution, and adjudication actions, such as instances of illegal dumping.
- Participate in consultations as needed.

Project Management

- Lead or assist in activities such as Environmental Inventory/Planning, Environmental Protection Planning, and Waste Management Planning, Forestry, Consultations, Committees, Land Claims, Community Governance Strategy, Land Use Planning, Land Codes and Additions to Reserve (ATR's), and other initiatives as required.



- Collaborate and contribute time to departments and services such as Economic Development, Lands, Chief and Council, Housing, Public Works and Capital Projects, and others as required.
- Prepare project proposals, carry out surveys and mapping, data collection, GIS, and other field work as required.
- Deliver briefings, environmental status reports and recommendations to Chief and Council.
- Develop and co-ordinate environmental purchasing decisions.
- Identify environmentally sound business opportunities.
- Co-ordinate contracts with consultants, lawyers, and other external support for services related to environmental management.
- Write environmental reports, monitoring studies, and state of the environment reports.
- Facilitate committee meetings, make presentations to municipalities, community, and environmental groups.

Financial Management

- Plan and manage the operating budget of the Environment Department in accordance with the approved budget.
- Maintain a positive working relationship with First Nation Finance Department to ensure accurate reporting procedures are being followed.
- Identify and apply for funding opportunities for projects as required.

Human Resource Management

- Working understanding of legislation and policy relating to employee health and safety and the Canada Labour Code.
- Communicate with Chief and Council about environmental issues; where required, orient new council to environmental management laws, policies and practices.
- Recommend and/or approve training and development plans.
- Co-ordinate ongoing training for environmental staff in environmental issues and responsibilities.
- Provide a team-based approach to all environmental management initiatives to ensure the First Nation receives the most efficient and responsive services.
- Establish priorities, delegate work to office support staff, and ensure deadlines are met and procedures followed.
- Supervise, monitor, coach and direct all Environmental Staff with a direct reporting relationship.
- Provide recognition, discipline and evaluation as required by First Nation Policy and Procedures.
- Review and resolve all conflicts within the Environment Department to ensure the department operates in an efficient and effective manner for the First Nation and the membership.

Administrative

- Serve as the administrator for environmental programs for the First Nation, including preparation of budgets, staffing plans, etc.
- Oversee the issuance of permits, which may be prepared by the Environmental Technician.
- Co-ordinate compliance and monitoring of environmental legislation.
- Occasionally required to drive, fly long distances to attend meetings, training or workshops.
- Other matters delegated by the Chief & Council.



Economic Development Professional

Sample Job Titles

Chief Executive Officer for Community Economic Development
Director Economic Development & Training
Director of Business and Enterprise
Economic Development Director
Economic Development Manager
Economic Development Officer
Economic Development Coordinator
Housing Administrator and Economic Development Officer
Manager of Community Economic Development
General Manager of Economic Development and Business Operations
Manager of Economic Resources and Community Development
Community Economic Development Officer
General Manager
Band Economic Development Officer

Key Duties and Responsibilities

The Economic Development Professional is responsible for promoting employment, assisting community members in drafting business plans, negotiating resource and other arrangements with corporations and partners, and encourage sustainable business and industry development in a First Nation community.

Policy Development

- Develop policies as directed or through the authority provided by the direct reporting relationship of the First Nation that may include, Chief and Council, Economic Development Committees, Band Manager or equivalent.
- Respond to recommendations regarding policy from any of the above including community members.
- Monitor policies to ensure compliance and continued effectiveness within the First Nation.
- Respond to any breaches in policy with recommendations for actions or policy change.

Economic Development

- Conceptualize new initiatives for the First Nation through contact with First Nation members, Chief and Council, or any outside sources that may provide new opportunities for economic development with the First Nation.
- Prepare conceptual presentations to Chief and Council to determine if the opportunity should be a community based or independent initiative.
- Maintain relationships and engage in joint projects or initiatives with other organizations engaged in economic development in the region.
- Provide business counselling and entrepreneurship related activities.
- Act as a community member advocate with all funding sources.
- Build relationships with all existing First Nation businesses.

Project Management

- Manage all aspects of First Nation sponsored initiatives for economic development projects including finalizing project work plans, sourcing and use of funds, signing of contracts within policy and procedure parameters.
- Manage activities such as Business Development, Economic Development Planning, proposal and report writing, strategic planning.
- Coordinate and monitor activities of staff involved in projects, whether they are First Nation initiatives, or independent developments.
- Explore networking opportunities to advance community development, infrastructure and employment.
- Lead or assist with initiatives such as Comprehensive Community Planning, Capital Planning, Economic Development Strategic Planning, Community Governance, Land Use Planning, Consultation Strategy, Land Claims and Land Code Activities as required.



- Collaborate with and contribute time to departments and services such as Chief and Council, Committees, Environment, Housing, Public Works, Membership, Training and Employment, Administration, Consultations, as required.
- Coordinate and facilitate planning and production meetings with staff, clients, and project personnel for First Nation initiatives.
- Update and maintain communication with clients regarding project activities including the use of project flowcharts and story boards to ensure investors remain informed.
- Coordinate activities of departments, agencies, and contractors until project completion.

Financial Management

- Maintain a positive working relationship with First Nation Finance Department to ensure accurate reporting procedures are being followed.
- Prepare funding proposals to secure any and all funding available to the First Nation through government or privately sponsored programs in the areas of economic development, education and infrastructure.
- Assist in the financial reporting or submit all financial reports to required supporting agencies.
- Plan, administer and control research, project and administrative budgets for First Nation projects, department, support services, equipment, supplies, etc.

Human Resource Management

- Provide recognition, discipline and evaluations as required by First Nation Policy and Procedures.
- Review and resolve all conflicts within the Economic Development Department to ensure the department operates in an efficient and effective manner for the First Nation and the membership.
- Provide a team-based approach to all economic development initiatives to ensure the First Nation receives the most efficient and responsive services.
- Establish priorities, delegate work to office support staff, and ensure deadlines are met and procedures followed.
- Supervise, coach and direct all Economic Development Staff with a direct reporting relationship.

Administrative

- Ensure the timely preparation and accuracy of all documents generated by the Economic Development Department are completed based on time sensitive parameters.
- Assemble data and prepare periodic and special reports, manuals and correspondence for review.
- Occasionally required to drive, fly long distances to attend meetings, training or workshops.
- Other matters delegated by the Chief & Council.



Appendix B: Sample Interview Questions

In the 2020 Survey, professionals identified Human Resource Management as a skill that is used on a daily basis. We have included a sample interview and summary to assist you in this process

Sample Hiring Committee Questions

The following are some examples of questions that may be presented within a hiring committee session. Questions will start in a manner that is general and will provide introductory information to the board about the applicant. The board will then proceed to questions that are more specific about the tasks associated with the position.

Typical Interview Questions/Discussions for a Professional Position

- Please tell us about yourself.
- Why are you interested in working for this organization?
- Tell us about your education.
- Why have you chosen this particular field?
- If you were hired, what ideas/talents could you contribute to the organization?
- What are your strengths/weaknesses?
- How do others describe you?
- Please provide an example of working within a team environment.
- Please provide an example of your leadership capabilities.

Specific Interview Questions for a Position in...

Economic Development	Lands Management
<ul style="list-style-type: none"> <input type="checkbox"/> What is the process for gaining authority to move a project into the development phase? <input type="checkbox"/> What are the major components of a business plan? <input type="checkbox"/> Do you have previous experience in business planning? <input type="checkbox"/> What types of funds assist in First Nation Economic Development? <input type="checkbox"/> How do you gather membership input? 	<ul style="list-style-type: none"> <input type="checkbox"/> What is the process for gaining authority to move a project into the completion phase? <input type="checkbox"/> What is the land regime of this First Nation? <input type="checkbox"/> Do you have previous experience in lands management? <input type="checkbox"/> What types of funds assist in First Nation Lands Management? <input type="checkbox"/> How do you gather membership input?



Sample Interview

The following questions are grouped to correspond roughly to an Interview Summary Form that could be used by an interviewer who will rate the quality of answers provided by an applicant. It should be noted that the questions are designed to provide input into several different areas and a complete response may cross over the section groupings.

Tips for Interviewers:

These questions are only suggestions devised to obtain general information needed to assess whether an applicant is qualified for the position and, perhaps more importantly, whether they have the right attitude to work both diligently and responsibly within the organization. During the interview a more specific and detailed question that is directly related to the community, organization or position may be included. Be aware of non-verbal cues, such as body language, and the confidence and conciseness with which questions are answered.

1 - Educational Background and Work Experience

1. In your post-secondary education, what was your main course of study? Why did you choose that field?
2. What skills, relevant to the position applied for, have you gained and developed from your educational experience and/or other training?
3. Describe your duties and responsibilities in each of the three most recent jobs you've held.
4. What were some of your major accomplishments in jobs previously (or currently) held? What were some disappointments and how did you overcome them?
5. How have you benefitted from previous employment in terms of your skills and personal development?
6. What are your interests outside of work and why?
7. What accomplishments have you had in activities outside of work and school?

2 - Personal Qualities

1. Think about one of the jobs you've had that you feel has been significant in your life. What did you like and dislike about this job and why?
2. Why are you applying for this position? Why do you want to work for our First Nation?
3. What are your strengths and weaknesses (list three or four of each)? How are you working to overcome your weaknesses?

NOTE: Good interviewers will take this opportunity to ensure you bring up something particular about your current company or its business environment that shows specific work habits and techniques used by you within the work environment.



3 - Interpersonal Qualities and Communication Skills

1. Describe a situation in which you had difficulty with a co-worker or supervisor, such as a personality conflict or a misunderstanding. How did you handle it?
2. Consider a job in which you had contact with customers or clients and think of a time when a customer or client came to you with a complaint. Describe what happened, how upset the person was, and how you dealt with the situation.

4 - Organizational Skills

1. Explain how you organized your workload in a job in which you worked reasonably or completely independently.
2. Consider this hypothetical situation: If several people depend on you to do certain tasks for them and someone needs you to do something else on top of your regular workload, what would you do? If you've taken on the extra project and it's so time consuming that you know you'll have problems finishing either it or your regular work, how would you handle the situation and why?
3. Describe an instance when you've changed or attempted to change the way a certain task was done. What kinds of changes became more productive? What changes didn't?

5 - Technical/Mechanical Skills

1. Do you have experience using (name relevant computer applications)? How much experience do you have with these applications and in what ways have you worked with them?
2. What experience do you have with project management?
3. What types of projects have you provided the leadership?
4. What do you consider the primary supports to community for lands, environment or economic development?
5. What are the primary documents that provide the guidelines for lands, environment or economic development within the community?

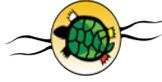
Interview Summary

As the interviewer, you will rate the applicant on a scale. For this example, a scale of one to five is used to assess qualities and skills. One meaning the applicant has little or no ability in this area, and five meaning they have excellent abilities and qualities. The categories correspond to the grouping of the Interview Questions Form so that this form can be done simultaneously with the interview. The interviewer will consider all of the information that the applicant provided from both an application for employment form and the interview discussion.

Name of applicant _____ Interviewer _____
Position applied for _____ Department _____
Interview date _____ Hiring deadline: _____

Section 1: Summary of Education Requirements

Meets Posted Educational requirements Yes No



Additional Education _____

Section 2: Rating the applicant

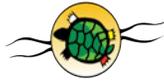
1 - Educational Background and Work Experience		2 - Personal Qualities		3 - Interpersonal Qualities and Communication Skills	
Question 1	1 2 3 4 5	Question 1	1 2 3 4 5	Question 1	1 2 3 4 5
Question 2	1 2 3 4 5	Question 2	1 2 3 4 5	Question 2	1 2 3 4 5
Question 3	1 2 3 4 5	Question 3	1 2 3 4 5		
Question 4	1 2 3 4 5				
Question 5	1 2 3 4 5				
Question 6	1 2 3 4 5				
Question 7	1 2 3 4 5				
Total		Total		Total	

4 - Organizational Skills		5 - Technical/Mechanical Skills	
Question 1	1 2 3 4 5	Question 1	1 2 3 4 5
Question 2	1 2 3 4 5	Question 2	1 2 3 4 5
Question 3	1 2 3 4 5	Question 3	1 2 3 4 5
		Question 4	1 2 3 4 5
		Question 5	1 2 3 4 5
Total		Total	

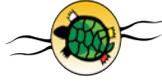
Other skills needed for the position. Note that these skills could be specific to the position, for example: Certified Land Manager.

1		1	2	3	4	5
2		1	2	3	4	5
3		1	2	3	4	5
4		1	2	3	4	5
5		1	2	3	4	5
Total						

Section 3: Checklist



<input type="checkbox"/>	Permission to check employment and personal references
<input type="checkbox"/>	Date available confirmed
<input type="checkbox"/>	Meets educational requirements
<input type="checkbox"/>	Meets work experience requirements
<input type="checkbox"/>	Recommend for follow-up interview
<input type="checkbox"/>	Recommend for hiring



Appendix C: Work Plans

In the 2020 Survey, professionals indicated that strategic planning is a skill that is used on a daily basis, while committee management are skills used on a monthly basis. With this in mind, we have included information and tools for work planning to aid in your various project management endeavours.

Work planning is a process that occurs at many levels in a program or organization. Writing a work plan allows managers and staff to plan specific activities, to determine the resources that will be required to carry out these activities, and to prepare a budget for them. During the work planning process, the manager will identify activities that will be carried out over a specific period of time, such as the upcoming year, quarter, month, or week. The resulting work plan will state the objectives and the corresponding activities to be carried out. Once this is determined, each of the objectives can be scheduled into a chronological sequence of the activities, as well as who will complete them and what resources will be required. These activities, when carried out, will allow the department to achieve its objectives. The budget covering the cost of these activities should be compared with the available funds, and the work plan should be modified if the activities are too costly.

Work Plans Require a Team Effort

As a manager, to identify the people who should be involved in developing work plans, ask yourself who is going to implement the activities? When you are developing a work plan for yourself or others within your department, you will need to think through the details of the activities to be carried out in order to achieve your objectives. To accomplish this, it may be helpful to consider these questions:

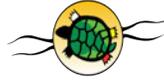
- What activities will be undertaken in order to reach objectives?
- Who will carry out these activities?
- When will the activities be conducted?
- What resources will be needed?

These questions may concern community priorities, department priorities, allocation of staff time, appropriateness of individual, department or community goals, internal coordination, and coordination opportunities with other organizations. Such analysis and discussion are essential for successful work planning because they allow staff to understand why the activities are necessary and to determine the best way to carry out these activities.

Below are some basic steps to preparing a work plan for yourself, your department, or your employees. You will find a sample work plan is on further on.

Nine Steps to Preparing an Annual Work Plan

1. Decide who will be involved in writing the work plan.
2. Schedule work planning meetings three months before the current work plan expires.
3. Review the current work plan with the work-planning group.
4. Discuss with the work-planning group whether the current activities need to be modified.
5. If necessary, conduct a brainstorming exercise to come up with new activities.
6. Write out each activity in detail.
7. Determine who will be responsible for carrying out each activity.
8. Decide what resources will be required to carry out the proposed activities.
9. Check the budget to make sure that adequate funds are available to carry out the activities.



Work Plan Template

The purpose of the **Work Plan Template** is to break down the goal setting process into smaller, more actionable steps. This template helps with outlining what is needed to accomplish each goal. The goals can be listed first and then ranked in order of priority.

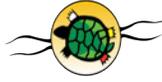
This sample template illustrates the types of considerations that you will need to keep track of with several projects on the go. This type of work plan is well suited to a spreadsheet application where you can size the columns as needed and add rows when new information is to be added.

This work plan allows you to sort by priority as they change over time. It will help you manage your time and resources while highlighting anticipated problems and possible alternatives or solutions.

You may, copy, enlarge or print this template to use for your projects.

Work Plan Template

Deliverable	Tasks	Owner	Deadline	Budget	Notes/Comments
1. (Example) Community engagement for matrimonial real property law	-Gather input and feedback from colleagues, other departments, and community members -Provide follow up engagement based on comments if needed		September 10, 2021	N/A	-Share final report with leadership and community members
2.					
3.					
4.					
5.					



Appendix D: Employee Performance Evaluation

In the 2020 Survey, 30% of professionals reported never receiving a performance evaluation or appraisal. Important for both managers and employees, the performance evaluation will provide you with valuable information on your job performance to date. It is designed to provide you with basic information based on the job and the organizational values that you are trying to achieve. From this information, new and more detailed goals can be developed that are based on the long-term strategic plans of the organization. An Annual Performance Evaluation offered by the First Nations Land Management Resource Centre (FNLRC) is included below, which you are welcome to adapt to your own department's needs.

Annual Performance Evaluation Template

The Annual Performance Evaluation is designed to provide the employee and their supervisor an opportunity to discuss job performance, set goals for professional development, discuss expectations and accomplishments, and establish objectives for contributing to the department plan.

Employee Name:	
Department:	Example: Lands Office
Employee Position:	
Plan Period:	Date: _____ to Date: _____

The evaluation should be completed for the one-year period preceding the last evaluation date. It is essential that the "comments" section of each rating factor is filled in by both the employee and supervisor. Key accomplishments, goals, and objectives the coming fiscal year need to be documented within this form. Training and Development needs for the upcoming fiscal year need to be documented within the work and development plan forms. In order to prepare for and to complete this evaluation, you may require:

- Current job description
- Land Governance Office Strategic Plan
- Personnel Policy Manual
- Oath of Confidentiality

The "comments" section of each rating factor is filled in by both the employee and supervisor. Key accomplishments, goals, and objectives and training, development needs for the upcoming fiscal year need to be documented within the work and development plan forms.

Once the evaluation is completed by both parties, it is then discussed in detail to ensure employee understanding. All sections of this form are to be completed including signatures from the employee, supervisor, and the next level of management in order to acknowledge the discussion.



Scale
<p>5 – Outstanding</p> <ul style="list-style-type: none"> • Individuals in this category demonstrated exceptional ability to exhibit organizational values • All job competence requirements, planned goals, and objectives were achieved well above expectations • Accomplishments were made in unexpected areas
<p>4 – Exceeds Expectations</p> <ul style="list-style-type: none"> • Individuals in this category consistently exceed expectations in most of the organizational values • All requirements were met and goals and objectives were achieved above the established standards
<p>3 – Solid Performer</p> <ul style="list-style-type: none"> • Individuals in this category consistently meet expectations and at times exceed them in demonstrating organizational values • The requirements of performance were met and goals and objectives were achieved
<p>2 – Developing Performer</p> <ul style="list-style-type: none"> • A rating at this level reflects that the individual is in a growth and learning mode in terms of organizational values and/or job competence • Greater growth and development in the role can and are in the process of being achieved • Developmental goals and skills development support will help this individual continue to learn and grow their capabilities • New employees, newly promoted employees, or transferred employees tend to fall into the growth and development mode • Support: requires support in the form of coaching and feedback to continue making progress
<p>1 – Improvement Required</p> <ul style="list-style-type: none"> • Performance is somewhat below expectations for full competence, but some elements of satisfactory performance are exhibited • A rating at this level anticipates that improvement is achievable • This rating requires that a performance support plan be written • Supervision: Requires greater than usual time and attention by supervisor

PART 1 – General Performance Areas

Indicate the performance level rating for each of the following categories. Comments must be entered and be related to the performance factor. **The performance standards are examples only. You may add other examples in the comments sections.**

Job Skills and Knowledge	
<ul style="list-style-type: none"> • Possesses sufficient job skills to carry out job duties 	<p>Employee Comments:</p> <ul style="list-style-type: none"> •

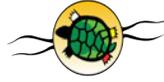


<ul style="list-style-type: none"> • Has in-depth knowledge of [FN] and its business operations • Applies job skills and knowledge • Understands job requirements 	Supervisor Comments: <ul style="list-style-type: none"> • 				
<i>Supervisor's Use Only</i>	1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding
Planning and Organizing					
<ul style="list-style-type: none"> • Aligns work and development plans with departmental strategic plan • Work and development plan is practical and measurable • Plans and prioritizes workload and meets deadlines • Work is well organized and efficient 	Employee Comments: <ul style="list-style-type: none"> • 				
	Supervisor Comments: <ul style="list-style-type: none"> • 				
<i>Supervisor's Use Only</i>	1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding

Communications					
<ul style="list-style-type: none"> • Develops and maintains effective working relationships • Communicates clearly and effectively, verbally and in writing • Works to resolve difficult issues • Displays consistent respectful communications 	Employee Comments: <ul style="list-style-type: none"> • 				
	Supervisor Comments: <ul style="list-style-type: none"> • 				
<i>Supervisor's Use Only</i>	1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding
Quality of Work					
<ul style="list-style-type: none"> • Timely, accurate, and thorough deliverables • Exhibits professionalism, verbally and in writing 	Employee Comments: <ul style="list-style-type: none"> • 				



<ul style="list-style-type: none"> • Strives to improve work performance • Consistent 	Supervisor Comments: <ul style="list-style-type: none"> • 				
<i>Supervisor's Use Only</i>	1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding
Initiative					
<ul style="list-style-type: none"> • Problem solves using solution-oriented ideas • Active participant in departmental/organizational activities • Actively works to improve own and <FN> capacity • Demonstrates willingness to take on and complete additional tasks without direction 	Employee Comments: <ul style="list-style-type: none"> • 				
	Supervisor Comments: <ul style="list-style-type: none"> • 				
<i>Supervisor's Use Only</i>	1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding
Work Habits					
<ul style="list-style-type: none"> • Shows good attendance including punctuality • Respects and follows <FN> policies and procedures • Follows instructions through to task completion • Dependable • Displays good teamwork and respectful behaviour 	Employee Comments: <ul style="list-style-type: none"> • 				
	Supervisor Comments: <ul style="list-style-type: none"> • 				
<i>Supervisor's Use Only</i>	1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding
Demeanour					
<ul style="list-style-type: none"> • Treats all <FN> stakeholders respectfully • Engaged in carrying out job responsibilities 	Employee Comments: <ul style="list-style-type: none"> • 				



<ul style="list-style-type: none"> • Relates well with staff and external clients • Exhibits professional behaviour 	Supervisor Comments:				
	•				
<i>Supervisor's Use Only</i>	1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding

OVERALL RATING *Supervisor's Use Only*

1 <input type="checkbox"/> Improvement Required	2 <input type="checkbox"/> Developing Performer	3 <input type="checkbox"/> Solid Performer	4 <input type="checkbox"/> Exceeds Expectations	5 <input type="checkbox"/> Outstanding
---	---	---	---	---

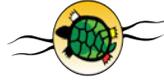
PART 2

Key Accomplishments

Employee Comments:	•
Supervisor Comments:	•

PART 3

<input type="checkbox"/> Job Description Reviewed	Supervisor Initials	
	Employee Initials	
<input type="checkbox"/> Personnel Policy Reviewed	Supervisor Initials	
	Employee Initials	
<input type="checkbox"/> Oath of Confidentiality Signed	Supervisor Initials	
	Employee Initials	
<input type="checkbox"/> Employee Learning and Development Plans have been reviewed and are in alignment with the departmental strategic plan	Supervisor Initials	
	Employee Initials	



My signature below indicates the following:

- I have reviewed and discussed my performance with my supervisor
- I have a clear understanding of what is expected of me in the upcoming performance period
- I am in agreement with the evaluation unless otherwise noted in the employee comments section

Employee Signature:		Date:	
Supervisor Signature:		Date:	

Manager / HR / Administrator

Name:		Title:	
Signature:		Date:	

Many thanks to the First Nations Land Management Resource Centre (FNLRC) for generously sharing this Annual Performance Evaluation to assist Lands, Environment and Economic Development Professionals in their career success.

Learn more about FNLRC and access more helpful resources here: <https://labrc.com>



Closing

OALA and OFNEDA hope that this Guide will become a valuable resource on your path to success, and that it may be a source of support during both challenging and exciting situations. May it bring you inspiration and remind you that we are all in this work together! Above all, we thank you for bringing your commitment, integrity and talents to your communities so that they will thrive for many generations to come.

For any comments or questions about this Guide or related documents, please contact us via the websites below:

- Ontario Aboriginal Lands Association (OALA): <https://oala-on.ca>
- Ontario First Nations Economic Developers Association (OFNEDA): <https://ofneda.ca>

