



**Kwanlin Dun First Nation  
Heritage, Lands and Resources Department**

# Capacity Development Plan

March 2008

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## Background

This report describes the results of a capacity assessment process that was undertaken by Kwanlin Dun First Nation Heritage, Lands and Resources department in the winter and spring of 2007. KDFN was funded through the Regional Economic Development Fund of Yukon Government (YG) as part of a pilot project that YG had initiated to assist First Nation lands departments in identifying their capacity issues and needs. Two other First Nations have also participated in this pilot project:

- Vuntut Gwitchin First Nation in 2006; and
- Carcross Tagish First Nation in 2007.

Kim Hardy of Hardy Spruce Development was retained to facilitate KDFN's capacity assessment process.

KDFN is a relatively new government having signed its land claim and self-government agreements in February 2005. These came into force April 1 of that year. The Heritage, Lands and Resources Department (HLRD) was established to fulfill the relevant requirements of the KDFN Final Agreement and other responsibilities related to land, fish and wildlife, and heritage resources on settlement land and within KDFN's Traditional Territory.

In terms of capacity issues, KDFN is the largest First Nation in the Yukon confronted with the challenge of managing growth in a rapidly developing urban environment while also dealing with the more typical land, resource, and heritage considerations throughout its Traditional Territory. This challenges the department to develop effective lands, resource, and heritage management strategies in a complex environment. This requires strong partnerships both internally with KDFN and externally with other levels of government and strategic planning on the part of the KDFN HLRD to ensure they stay focussed on their highest priorities. A key KDFN goal is to develop, conserve and protect KDFN lands and resources, while meeting the needs of KDFN citizens and beneficiaries today and into the future.

Careful planning is required on the part of KDFN HLRD so that they are able to manage these pressures. The capacity of staff in the Department is strong, yet staff numbers are small and they are faced with an overwhelming amount of work. In order to help identify and best respond to these pressures KDFN HLRD has embarked on this capacity development planning process.

## **Overview of the Process**

The capacity assessment process was conducted in three main stages:

- 1) Information gathering;
- 2) Strategic planning; and
- 3) Capacity development planning.

### ***Phase 1 – Information Gathering***

The first phase of the capacity assessment involved gathering data on all of KDFN's existing responsibilities related to heritage, land and resources. A contractor was hired to review the Final Agreement and Self Government Agreement to extract and summarize all responsibilities related to land, fish and wildlife, and heritage resources.

KDFN also canvassed governments who initiate projects in the Traditional Territory to determine the types of pressures and activities that would be coming KDFN's way in 2007. Information of this type was gathered from the City of Whitehorse and Yukon Government departments.

### ***Phase 2 – Strategic Planning***

The second phase of the capacity assessment began with a two-day strategic planning session in February 2007. This exercise involved all the staff of HLRD as well as two Councillors who have portfolios related to land and resources. At this session the vision and mission for the department were identified and goals and strategies for implementing the vision were discussed. This planning provided an opportunity to identify key partners, the history of HLRD and where it is today.

The following information from the strategic planning session was used to inform the next stage, the capacity assessment;

- Identification of partners (internal and external to KDFN);
- Identification of key responsibilities of the Department; and
- Letters from GY partners outlining upcoming projects and associated pressures.

## ***Phase 3 – Capacity Development Planning***

This phase involved identifying capacity issues through interviewing and surveying a wide range of participants including staff of HLRD, staff in other KDFN departments, certain KDFN Councillors and a number of external partners (e.g. City of Whitehorse and Yukon Government staff).

### **Individual Staff Interviews**

The HLRD has five staff, a Director, a Lands Administration Manager, a Land and Resource Planning Manager, a Fish and Wildlife Manager and a GIS / Land Management Officer (Appendix D for organizational chart). In order to garner an understanding of how staff members perceived the capacity of their department staff members were interviewed in relation to the following topics:

- Internal communication;
- Training needs;
- Equipment needs;
- Partnerships and relationships;
- Decision making; and
- Job satisfaction and Human Resources (HR).

### **KDFN HLRD Group Planning**

Throughout the strategic planning process the HLRD identified challenges and strengths that they need to address in terms of capacity as a Department. As a group, HLRD staff identified their challenges and opportunities in their working relationships with partners and within the community and KDFN as a whole.

### **KDFN Organizational Interviews**

Interviews were conducted either over the phone or in person with other KDFN staff including the Human Resources staff (HR Manager), the Executive Director, other Department Directors and the two Councillors with the HLRD portfolio. Topics discussed in these interviews were:

- The impact of HLRD work on other Departments;
- Overarching KDFN capacity issues;
- Interdepartmental communication and working processes; and
- Priorities for the HLRD.

### **Partner Survey**

Partner surveys included the main external clients that affect the work of HLRD. Because Yukon Government is a significant partner they are dealt with separately below. Of the other partners, sixteen surveys were distributed to KDFN HLRD partner organizations. Ten of the sixteen surveys were completed and returned from the following organizations:

- Department of Fisheries and Oceans;
- Natural Resources Canada;
- YESAA Whitehorse Designated Office;
- Two neighbouring First Nations (Carcross Tagish First Nation, Ta'an Kwach'an Council);
- Two consultants who work regularly with KDFN; and
- The Yukon Conservation Society.

. These surveys prompted partners to provide input in the following areas:

- Description of relationship;
- Strengths and opportunities for the partnership; and
- Challenges and weaknesses of the partnership.

### **YG survey and in person meeting**

Fifteen YG employees who work with KDFN HLRD on a regular basis were all asked to complete a survey. Ten surveys were returned. YG Departments that were surveyed were Community Services, Tourism and Culture, Energy, Mines and Resources, Land Claim Secretariat and Environment. The following topics were covered in the survey:

- Description of relationship;
- Strengths and opportunities for the partnership; and
- Challenges and weaknesses of the partnership.

The survey was followed up with an in person meeting, which allowed for a more detailed discussion and a chance to brainstorm solutions. A few YG employees that did not complete the survey participated in this meeting. The dialogue of this meeting covered the following;

- Elaboration of points made in the survey; and
- Brainstorm of ideas for process integration and relationship building.

### **Analysis and Action planning**

The issues and suggestions raised during the interviewing were then discussed at a Capacity Development workshop with HLRD staff and Councillors who were involved in the strategic planning process. Strategies to develop KDFN HLRD capacity were identified at this time and an action plan for implementation developed.

**The following are quotes from surveys submitted by partners of KDFN HLRD:**

*“KDFN HLRD always do their best to work to achieve common ground on issues.”*

*“My experiences have been positive. I am always well received in the office and feel that we have a good working relationship. The staff is professional and work well given the work load that they are tasked with.”*

*“Very positive, especially given the extent of the workload we realize all KDFN employees bear.”*

*“Professional, courteous, and very beneficial.”*

*“Staff are very motivated, responsive to suggestions, cooperative, interested in opportunities and are very articulate in fairly representing the views of the First Nation on sensitive matters.”*

## Overarching Capacity Themes

Throughout each stage of the capacity assessment there were key themes that impact all areas of capacity for KDFN HLRD.

1. *KDFN HLRD has more work than staff can presently handle* – This is a consistent theme throughout the assessment. A small number of staff are dealing with an overwhelming amount of work and pressures from internal and external partners.
2. *KDFN HLRD is working with the added pressures of being in a rapidly developing urban environment* – Reacting to development activities and plans from partners is making it difficult for the department to be proactive in achieving their own objectives.
3. *KDFN HLRD is working with in a newly established and developing government* – HLRD is establishing itself within a new government environment having signed the Final and Self-government agreements in 2005. This creates pressures related to finding resources (human and financial) and carrying out internal work in a timely and effective way.

## Suggestions and Recommendations

Analyzing the information from the different levels of the capacity assessment will help to address these overarching capacity themes. Some broader solutions to these overarching capacity challenges are to:

- Prioritize work to be done by KDFN HLRD and continue strategic planning annually;
- Conduct 5 year visioning on a regular basis;
- Designate a percentage of time that will be spent proactively working towards departmental goals. (40% reacting to outside pressures, 60% working on departmental goals and projects)
- Work on improving relationships with partners;
- Work to implement systems within KDFN that will help staff in carrying out work in a timely and efficient manner.

# Capacity Results from Individual Interviews with HLRD Staff

Based on the input from HLRD staff through interviews the following strengths and challenges were identified in relation to the department's ability to fulfill staff's individual capacity.

Strengths Related to Individual Capacity	Challenges Related to Individual Capacity
<ul style="list-style-type: none"> <li>• Present staff are highly skilled and knowledgeable in what they do</li> <li>• Staff appreciate the opportunity to self-start and be creative in their jobs</li> <li>• Staff work well together and there is a high level of trust</li> <li>• Flexible work arrangements are important to retain qualified staff</li> <li>• Training opportunities are valued and supported</li> </ul>	<ul style="list-style-type: none"> <li>• There is the potential for burn out amongst staff due to workload</li> <li>• Administrative tasks take up more time than they should because there is no administrative support</li> <li>• There is a lack of professional development opportunities for staff (evaluations, longer term career planning)</li> <li>• There is no cultural orientation or KDFN specific training available to non-FN staff</li> </ul>

## ***Suggestions and Recommendations***

Based on the results of the individual staff interviews the following strategies could be used to build upon KDFN HLRD strengths and mitigate challenges as they relate to individual capacity.

- Holding weekly staff meetings would allow everyone to know what everyone else is doing and where support is needed
- Hiring an administrative person that can support staff in some of the more clerical tasks
- Working with HR in professional development and training plans (identification of individual staff goals, establish feedback, evaluation and incentives)
- Identifying and pursuing strategic training opportunities rather than just participating in what is available
- Discussing the development of cultural orientation training within KDFN for new staff (particularly non-First Nation staff)

## Group Capacity Assessment Results

Group capacity assessment took shape through input and dialogue generated during the HLRD strategic planning process and individual interviews. The following challenges and strengths have been divided into capacity as a group and capacity in relation to infrastructure required by the HLRD.

Strengths Related to Group Capacity	Challenges Related to Group Capacity
<ul style="list-style-type: none"> <li>• Staff work effectively as a team and communicate well</li> <li>• HLRD strategic plan has been completed and is being implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Individual citizens and beneficiaries require attention that takes away from the proactive legislation and policy development work</li> <li>• Recruitment and retention challenges               <ul style="list-style-type: none"> <li>○ KDFN wages are low compared to partner governments making it difficult to attract qualified individuals (also probationary period is a dis-incentive to attracting good staff)</li> <li>○ Loss of corporate memory when staff leave</li> </ul> </li> <li>• The lack of a heritage person has resulted in a gap in carrying out the full HLRN mandate</li> <li>• Opportunities for community participation and engagement are often missed due to tight timeframes and lack of resources</li> </ul>
Infrastructure Capacity Strengths	Infrastructure Capacity Challenges
<ul style="list-style-type: none"> <li>• Current office environment supports the present staff</li> <li>• Good computer/IT systems and support</li> </ul>	<ul style="list-style-type: none"> <li>• Database and filing system for the department to organize information is needed</li> <li>• Future equipment and infrastructure needs (e.g. garage) for work on the land require budgeting and planning</li> </ul>

## ***Suggestions and Recommendations***

Based on these identified strengths and challenges the following strategies could be used to develop the capacity of HLRD as a group.

- Increase communication internally within KDFN (e.g. Managers more involved in departmental budgeting, information about and from Council meetings, more delegation of decision making – for example contribution agreement approvals could be delegated from Council to Directors)
- Identify new hires and develop a future organizational chart to prepare for future infrastructure
- Regarding recruitment, participate in career fairs, school initiatives, learning camps and other places that will educate potential future staff about KDFN HLRD and staff requirements
- Hire a Heritage staff person
- Work with KDFN to increase wages to an appropriate level to help recruit and retain qualified staff
- Hire someone to set up a departmental filing system (could be part of an administrative position or a contract)

# Organizational Capacity Assessment

The following capacity strengths and challenges relating to organizational capacity were identified throughout interviewing and surveying KDFN staff and leadership. Departmental Directors, the Executive Director and Council contributed to this process. KDFN HLRD staff input was also considered below.

KDFN HLRD Strengths Related to Organizational Capacity	KDFN HLRD Challenges Related to Organizational Capacity
<ul style="list-style-type: none"> <li>• HLRD is considered to have the most capacity within KDFN</li> <li>• The department is working well within KDFN and is seen to be a leader in the organization</li> <li>• Leadership and other departments support and respect the work and effort of the HLRD</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of prioritized strategic direction from leadership result in disconnects between departments</li> <li>• Few examples of collaborative planning or mutual goals</li> <li>• Decision making often has to happen at the Council level which can affect getting things done in a timely way</li> <li>• Other departments rely heavily on the established relationships within HLRD</li> <li>• Overall corporate policies and procedures (e.g. personnel policy, approval process for policies) are needed</li> </ul>

## ***Suggestions and Recommendations***

Based on these strengths and challenges the following are recommendations that the HLRD can take to improve their effectiveness working within the KDFN environment.

- Identify ways to integrate HLRD work with other departments
- Encourage Council and the Executive Director to identify goals and priorities and regular communications that would provide direction to HLRD
- Share HLRD strategic plan with KDFN Departments
- Introduce and include more staff in inter-departmental meetings and decision making (e.g. have meetings of Directors and Managers on a regular basis)
- Identify opportunities to devolve decision making authority to HLRD on certain issues (e.g. contribution agreements, certain policy issues)

## Partner Assessment

The following capacity themes arose out of responses to the partner survey and an in person meeting with GY staff that work with KDFN HLRD. Input from other interviews and surveys also contributed to these points;

<b>KDFN HLRD Capacity Strengths Related to Partnerships</b>	<b>KDFN HLRD Capacity Challenges Related to Partnerships</b>
<ul style="list-style-type: none"> <li>• Partners are impressed with the amount of work KDFN HLRD are able to do with few resources</li> <li>• Partners appreciate the ability, effort and professionalism of KDFN HLRD staff</li> <li>• Partners have expressed interest in integrating land use planning processes</li> <li>• Partners have recognized capacity as a huge challenge KDFN HLRD is facing and is willing to assist</li> <li>• KDFN HLRD is physically close to partners for meetings</li> <li>• There are opportunities to work with other First Nations on land use planning</li> </ul>	<ul style="list-style-type: none"> <li>• KDFN political positions often confuse partners in their relationship with HLRD</li> <li>• HLRD are often not able to make decisions at meetings</li> <li>• Funding opportunities are missed due to lack of resources to respond to them</li> <li>• Lack of partner awareness of KDFN HLRD goals and responsibilities</li> <li>• Time constraints prevent face-to-face meetings</li> <li>• Partners have many more demanding development projects that require KDFN HLRD participation than any other FN</li> <li>• Limited funding, time for putting together proposals is limited, funder criteria often drives KDFN programming</li> <li>• Expectation from partners that the self government agreement would “solve everything”</li> </ul>

## ***Suggestions and Recommendations***

Based on these identified strengths and challenges, KDFN HLRD should consider the following strategies in order to develop capacity in working with partners.

- Establish a working group with other First Nations with overlapping traditional territory for information sharing and project support
- Annually proactively request letters from YG and City of Whitehorse outlining initiatives requiring KDFN HLRD involvement
- Meet with YG partners for information sharing and relationship building rather than on “issues”
- Develop government to government relationships strategically and at both the officials and working levels
- Meet face-to-face as often as possible
- Ensure YG and others understand how to best communicate with KDFN HLRD (i.e. Not through CYFN)
- Communicate with partners whose projects the department is unable to respond to, preventing the perception of disinterest
- Share the capacity development plan with partners so they are aware of KDFN HLRD challenges and identify ways they can support it
- Better utilize YG staff and other partners to provide resources, advice and in-kind support to develop legislation, policies and planning
- Encourage partners to reduce the time and reporting requirements in funding proposals. Consider other options such as multi-year funding.

## Capacity Goals and Strategies

The following are the key goals that KDFN HLRD has identified in order to best meet their capacity challenges. Each goal is broken down into a number of strategies, which will move the Department towards fulfilling its goals. Each of these strategies has been broken out into detailed activities in the Capacity Development Action Plan in Appendix A.

### **Goal #1: Strengthen and inspire individual staff members so that they are best able to fulfill their roles and responsibilities**

- **Strategy 1:** Relieve administrative tasks of staff so that they are better able to implement the strategic plan
- **Strategy 2:** Develop tools for staff to most effectively manage workload
- **Strategy 3:** Ensure staffs are given an orientation to the Department and that non-citizen staff are provided with KDFN cultural orientation
- **Strategy 4:** Provide staff development opportunities and training that inspires productivity

### **Goal #2: Improve HLRD's capacity as a Department to work more productively and effectively as team**

- **Strategy 1:** Increase internal communication and team building
- **Strategy 2:** Pursue succession planning to ensure corporate memory is passed on
- **Strategy 3:** Provide support to KDFN to implement the following recommendations that would better enable HLRD to fulfill their goals

**Goal #3: HLRD is working with KDFN citizens, Council and staffs to most effectively meet its goals**

- **Strategy 1:** Fill the Heritage gap in the department
- **Strategy 2:** Recruitment of new staff
- **Strategy 3:** Improve communication within KDFN of HLRD activities and needs
- **Strategy 4:** Improve communication with Chief and Council
- **Strategy 5:** Review and clarify decision-making authority

**Goal #4: Work constructively with partners towards HLRD goals**

- **Strategy 1:** Develop productive working relationships with partners
- **Strategy 2:** Cross cultural training with partners
- **Strategy 3:** Better utilize partner resources
- **Strategy 4:** Strengthen relationships with other First Nation partners

# Capacity Assessment Summary

In response to the results of the four areas of the capacity assessment, KDFN HLRD identified both internal and external capacity challenges and strategies. The internal strategies focus on improving individual and group capacity, while the external strategies focus on improving partner and organizational capacity. The summaries below provide an overview of the prioritized strategies in the detailed Capacity Development Action Plan that follows.

## ***Internal Strategy Priorities***

### **Individual Capacity Assessment**

The capacity of each individual KDFN HLRD staff member is very high. Staff are qualified and well versed in their area of expertise. The main capacity challenge for KDFN HLRD in individual capacity will be to manage workloads. Individual staff members are working in a recently established department in a new government that is growing quickly in a rapidly developing part of the Territory. These pressures are causing staff to become reactive instead of proactive in achieving the departments goals which can lead to individual burn out. Clarifying individual roles, offering recognition of successes and providing staff with development opportunities will help to inspire productivity. Individually establishing a balance of 60% internal work and 40% responding to external demands will alleviate frustrations associated with accomplishing the overall goals of the department. Focusing on strengthening individual capacity within the KDFN HLRD will allow staff members to fulfill their roles and responsibilities to the best of their ability and prevent turn over.

### **Group Capacity Assessment**

KDFN HLRD staff is working at maximum capacity as a department. They are working in a demanding environment and are stretched thin due to shortage of staff members and an enormous amount of work with tight time constraints. Implementing the recently developed strategic plan with prioritized objectives will help streamline these demands on the department as a whole. Many of the capacity challenges facing KDFN HLRD as a group can be mitigated by increasing the efficiency of its internal systems such as filing, approval processes and communication. KDFN HLRD will need to increase its staff in order to effectively meet its goals. This will require a more suitable office space that can accommodate these future hires. Improving these areas of HLRD capacity as a Department will enable them to work more productively and effectively as a team.

## ***External Strategy Priorities***

### **Organizational Capacity Assessment**

The HLRD is viewed as a leader in KDFN and as highly functioning within the organization. The capacity challenges that the HLRD faces working with in KDFN have to do with external structure of the organization. Larger strategic priorities from leadership are required for the Department to best serve its function within the First Nation. This will also define a clear direction for the HLRD to work with other Departments in meeting overall goals. Improving communication within KDFN as a whole has been identified by HLRD as an important to its capacity development in addition to more direct communication with Chief and Council. Frequent inter-departmental meetings as well as strong overall communication for KDFN will support the HLRD capacity development goals. Clearly defined decision making authority and quicker response time will support HLRD partner capacity goals. Human resources and recruitment has been identified by the HLRD as a capacity development challenge and it will be important for KDFN to support its hiring needs. In order for HLRD to meet its goals it has identified strategies to work more effectively with KDFN citizens, Council and staff in the action plan that follows.

### **Partner Capacity Assessment**

An integral part of HLRD success is its capacity to work effectively with its partners. Working in the rapidly developing area of Whitehorse adds to the pressures placed on KDFN HLRD from its partners, particularly now with the YEESA application process. Partners view KDFN HLRD as having an enormous amount of work and are sympathetic to the demands placed on it. There are some misunderstandings of how partners can work effectively with KDFN HLRD. Communicating and establishing constructive working relationships with partner organizations will help clarify expectations for both HLRD and its external partners. Having a better understanding for the context in which KDFN HLRD works (i.e. communicating approval process timelines) will afford partners a better understanding of how to realistically work with the department. Sharing the strategic plan as well as the capacity development plan will allow partners to recognize what KDFN HLRD is working on and what the Departments priorities are. KDFN HLRD has identified capacity development strategies that will allow them to work constructively with their partners towards their goals.

## Capacity Development Next Steps

After reviewing and identifying the key capacity issues for KDFN HLRD, participants discussed strategies to mitigate and adapt to them. These strategies were identified through a brainstorming session and are detailed in the Capacity Development Action Plan that follows. Each strategy has been prioritized high, medium or low. The status column indicates where strategies are in their implementation and should be updated at staff meetings.

In order to effectively implement the Capacity Development Action Plan the strategies must be incorporated into KDFN HLRD work plans and reviewed and updated on an ongoing basis at staff meetings. Communication of the capacity development plan to partners and the rest of KDFN were identified as an important next step in implementing the action plan.

Steps to successful implementation of the Capacity Development Action Plan;

- Utilize the YG capacity development working group that has been established
- Work closely with Councillors who have been assigned the HLRD file
- Annually check in on the strategic plan to check off what has been accomplished and add new objectives
- Hold regular bi-weekly staff meetings

## Appendix A: KDFN HLRD Capacity Development Action Plan

**Capacity Development Goal #1: Strengthen and inspire individual staff members so that they are best able to fulfill their roles and responsibilities**

Strategies and Actions	Details	Priority	Status
<b>Strategy 1: Relieve administrative tasks of staff so that they are able to implement the strategic plan</b>			
Hire according to the organizational chart	<ul style="list-style-type: none"> <li>- Filling the human resource requirements of the department would relieve staff of tasks that are keeping them from fulfilling the goals of the strategic plan</li> </ul>	High	In progress
Office efficiency assessment/Centralize filing systems/Implement document tracking systems	<ul style="list-style-type: none"> <li>- Computer and hardcopy filing systems need to be centralized and organized</li> <li>- Get shelving</li> <li>- Clarify where originals/signed copies go</li> </ul>	High	In progress
Recommend more IT support for all of KDFN	<ul style="list-style-type: none"> <li>- The HLRD could use more IT support which would alleviate more staff time</li> </ul>	High	In progress
<b>Strategy 2: Develop tools for staff to most effectively manage workload</b>			
Develop individual work plans	<ul style="list-style-type: none"> <li>- Staff work plans should be accessible to other staff members</li> <li>- Work plans should be prioritized</li> </ul>	High	On going

Strategies and Actions	Details	Priority	Status
	and updated regularly		
Identify a percentage of time that will be dedicated to reacting to partner requests and how much will be dedicated to prioritized strategic plan items	<ul style="list-style-type: none"> <li>- Clearly defining a percentage of time spent on reacting to outside pressures will allow staff to focus on achieving goals</li> <li>- Suggested percentages were 60% on strategic plan items and 40% on external requests</li> </ul>	High	Needs to be worked into staff meetings and work plans
Identify opportunities to work with and use trainees	<ul style="list-style-type: none"> <li>- Look at potential candidates through Yukon College</li> </ul>	Low	
<b>Strategy 3: Ensure staff are given an orientation to the Department and that non-citizen staff are provided with KDFN cultural orientation</b>			
Organize staff trips onto settlement land	<ul style="list-style-type: none"> <li>- This will provide staff with first hand understanding of their work</li> </ul>	Medium	
Develop a staff orientation package	<ul style="list-style-type: none"> <li>- This would include KDFN cultural orientation as well as HLRD overview</li> </ul>	Low	
Develop a cultural orientation for non-citizen staff		Low	
Provide an overview of the Final Agreement for existing and new staff members	<ul style="list-style-type: none"> <li>- Providing a reference document and overview of the Final Agreement</li> </ul>	Low	
Provide opportunities for citizen and non-citizen staff to learn from one another	<ul style="list-style-type: none"> <li>- Improving communication and providing opportunities for staff to learn from each others knowledge</li> </ul>	Low	

Strategies and Actions	Details	Priority	Status
<b>Strategy 4: Provide staff development opportunities and training that inspires productivity</b>			
Find opportunities to meet with peer professionals	- Identify conferences and professional development meetings for staff to attend	Medium	On going
Provide an opportunity for staff to evaluate their performance and give feedback	- Conduct regular performance evaluations and job satisfaction reviews with staff members - Identify a way to recognize and celebrate the achievements of staff	High	In progress
Provide opportunities for staff to pursue training	- Training opportunities in the following areas; <ul style="list-style-type: none"> <li>• Stress relief</li> <li>• Community engagement</li> <li>• Time management</li> <li>• Proposal development</li> </ul>	High	On going
Ensure that there is support for leave	- Burnout is a risk in such a high stress environment and it was identified as being important for staff to fully utilize their ability to take leave within the parameters of the KDFN policy	Medium	Requires KDFN HR input

**Capacity Development Goal #2: Improve HLRD’s capacity as a Department to work more productively and effectively as team**

Strategies and Actions	Details	Priority	Status
<b>Strategy 1: Communication and team building</b>			
Structured one hour weekly team meetings	<ul style="list-style-type: none"> <li>- A focused one hour weekly meeting was suggested in order to better understand what staff were working on, meetings should;</li> <li>- Include individual work plan review</li> <li>- Include update progress on strategic plan items</li> <li>- Keep to one hour only</li> </ul>	High	In progress
Sharing individual work plans with one another/create out of office schedules	<ul style="list-style-type: none"> <li>- This will prevent duplication of work and help clarify who is working on which project</li> </ul>	High	
<b>Strategy 2: Succession planning to ensure corporate memory is past on</b>			
Take advantage of “acting” for one another	<ul style="list-style-type: none"> <li>- Acting for each other will provide an opportunity for staff to learn about each others roles and responsibilities</li> </ul>	Medium	
Create the budget as a Department	<ul style="list-style-type: none"> <li>- Developing the budget as a Department will allow for everyone to understand allocation of funds and will streamline finances</li> </ul>	Low	

Strategies and Actions	Details	Priority	Status
	- This will also make for less dependence on the Director		
Give Managers control over project budgets	- This will allow for more control and decision making over projects for managers and relieve the Directors time	Medium	In progress
Devolve decision making to staff	- Identify decisions made by the Director that could be made by other staff	Medium	
<b>Strategy 3: Provide support to KDFN to implement the following recommendations that would better enable HLRD to fulfill their goals</b>			
Create a resource room or library for KDFN staff	- This would provide a 'go to' location for citizens and beneficiaries as well as partners looking for more KDFN information	Low	

**Capacity Development Goal #3: HLRD is working with KDFN citizens, Council and staffs to most effectively meet its goals**

Strategies and Actions	Details	Priority	Status
<b>Strategy 1: Fill the Heritage gap in the department</b>			
Support the development of the Cultural Centre	<ul style="list-style-type: none"> <li>- The Centre will provide training opportunities and reinforce KDFN culture</li> </ul>	High	In progress
Hire a heritage coordinator/officer	<ul style="list-style-type: none"> <li>- This will alleviate other staff members from having to fill the heritage gap</li> <li>- This position will create the information required to make more effective YESSA applications</li> </ul>	High	In progress
<b>Strategy 2: Recruitment of new staff</b>			
Obtain internal approval for new positions		High	
Utilize Yukon Indian Persons Training Trust Fund	<ul style="list-style-type: none"> <li>- Develop an overall training plan that maximizes the trust fund</li> <li>- Pursue training that results in a job</li> </ul>	Low	
Engage Youth Council in HLRD projects	<ul style="list-style-type: none"> <li>- Identify KDFN youth interested in a career in lands management</li> </ul>	Low	

Strategies and Actions	Details	Priority	Status
Presence at career fairs	- Have a KDFN HLRD career opportunity table at career/job fairs	Low	
<b>Strategy 3: Improve communication within KDFN of HLRD activities and needs</b>			
Presentation of HLRD strategic plan	- Present the strategic plan to other Departments as well as citizens	High	
Interdepartmental Managers and Directors meetings	- Once a month meet with other KDFN Department Managers and Directors to improve communication	Medium	
Hold broader KDFN meeting for all Departments and staff	- This will increase communication and understanding of all departments work and how they relate	Medium	
Managers to participate in Directors meetings	- This will inform Managers of broader inter-departmental strategies and is an opportunity for succession planning	Medium	
Prepare Departmental updates or progress reports	- Sharing simple updates/reports will allow for other Departments and Council to better understand KDFN HLRD progress	Medium	Ongoing
Maximize Lands Committee in their advisory role	- In order to ensure KDFN input into HLRD there is an opportunity to maximize advise given from the Lands Committee	Medium	In progress

Strategies and Actions	Details	Priority	Status
Better utilize open houses and General Assemblies to raise awareness of HLRD	- Having a presence at KDFN events will increase citizens awareness of there activities	Low	Ongoing
Provide HLRD information and updates in the KDFN website and newsletter	- Raising awareness of HLRD will increase citizen knowledge of their initiatives and will save office time responding to individual requests	Medium	Ongoing
<b>Strategy 4: Improve communication with Chief and Council</b>			
Provide briefing notes/executive summaries	- This will provide a mechanism for HLRD to inform Chief and Council of issues that require a timely response	High	
Presentation of HLRD strategic plan and capacity development plan	- Presenting the capacity development plan to leadership will provide them with insight as to where to most effectively allocate resources and assess policy to better support HLRD	High	
Meet quarterly with Chief and Council	- This will provide an opportunity for HLRD to report back to Chief and Council and also to get clarity on the direction leadership would like to take on projects	High	

Strategies and Actions	Details	Priority	Status
<b>Strategy 5: Review and clarify decision making authority</b>			
Review decision making policy	<ul style="list-style-type: none"> <li>- This will clarify at what level which decisions must be made</li> <li>- Identify which decisions must be made by whom</li> <li>- Communicate this information to partners so they have an understanding of KDFNs decision making process and how it might affect their projects</li> </ul>	High	

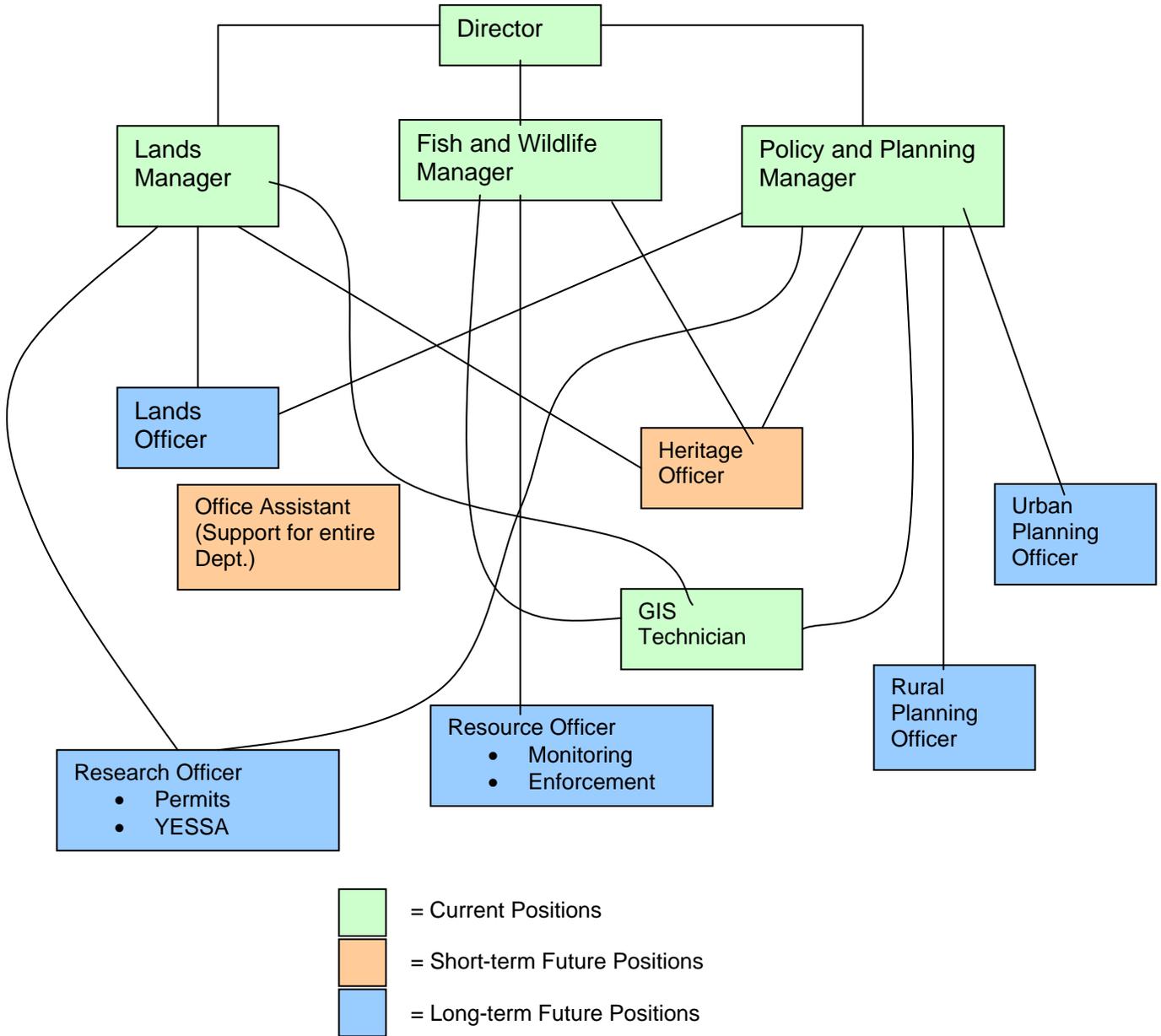
**Capacity Development Goal #4: Work constructively with partners towards HLRD goals**

Strategies and Actions	Details	Priority	Status
<b>Strategy 1: Develop productive working relationships with partners</b>			
Meet with partners for information sharing (EMR meeting)	<ul style="list-style-type: none"> <li>- Meeting with partners regularly to discuss productive projects instead of controversial issues will help to establish constructive relationships</li> </ul>	High	In progress

Strategies and Actions	Details	Priority	Status
Inter-organizational Land Manager meetings	<ul style="list-style-type: none"> <li>- Land managers should meet regularly in order to better understand emerging issues and identify shared resource opportunities</li> </ul>	Medium	In progress
Establish working relationships for government partners	<ul style="list-style-type: none"> <li>- Provide a basis from which relationships can be built</li> <li>- Establish terms of reference for partnerships</li> </ul>	High	
Meet with planners from other governments	<ul style="list-style-type: none"> <li>- Hold an introduction meeting that is not focused on issues</li> </ul>	Low	
Work with partners in clarifying whose signature is required on which documents	<ul style="list-style-type: none"> <li>- This will help partners and KDFN HLRD staff to understand when they require a signature from an elected official or staff</li> </ul>	Medium	
<b>Strategy 2: Cross cultural training with partners</b>			
Provide cross cultural training with government partners	<ul style="list-style-type: none"> <li>- Government of Yukon offers staff development training to its employees that could be broadened to include KDFN cultural orientation</li> </ul>	Medium	
Identify possible temporary assignments within partner governments	<ul style="list-style-type: none"> <li>- Working in a partners environment and visa versa would provide staff with insight into each others operations</li> </ul>	Medium	

Strategies and Actions	Details	Priority	Status
<b>Strategy 3: Better utilize partner resources</b>			
Identify overlap with other government projects	- Identifying overlap projects will help partners avoid duplication of work and will help them to better work together	Medium	
Identify partner resources and opportunities for cost and information sharing	- Through the capacity assessment a number of partners were identified as having overlap of information and infrastructure that could be shared	Medium	
<b>Strategy 4: Strengthen relationships with other First Nation partners</b>			
Pursue opportunities to share resources and information with First Nation Partners	- First Nation partners are establishing lands legislation and have the potential to share strategies and other information	Director/Managers	

## Appendix B: KDFN HLRD: Current/Future Organization Chart



\*More discussion around the function of property management and where this position should be held (Economic Development Department or Heritage Lands and Resources Department) is required.