

***“Governance and Management
Assessment – Introducing a
Valuable Measurement Tool”***



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Introduction



- This presentation introduces the “Governance and Management Assessment Tool (GMAT)”.
- This project was conducted under the direction of Romeo Crow Chief, President, AFOA, Alberta Chapter.
- The principal consultants were Robert Breaker and Dr. William Wong.

Background



- Initially, in 2007, INAC was interested in a review of the “Accountability and Management Assessment Process” (AMAP).
- After we had completed a survey of a number of First Nations in Alberta that had recently completed AMAP, we felt it was preferable to redesign a new instrument that can better serve the First Nations Leadership and Management.

Redesign Principle 1 - A Tool for First Nation Governance



A redesigned AMAP should first and foremost address First Nations governance. It should be designed from First Nation's perspective and not from government's perspective. It should provide Chief and Council with a true assessment of the scope and practice of governance as leaders of their Nations.

Redesign Principle 2 - A Management Development Tool

A redesigned AMAP should assess the strengths and weaknesses of First Nations in specific areas for management and professional development. It will provide information to allow First Nations to undertake professional and human resource development initiatives and related training activities for leadership, management and administration staff.

Redesign Principle 3 – A Performance Management Tool

A redesigned AMAP can help First Nations to assess and improve organizational performance management regarding:

1. Governance of leadership/management
2. Strategic and Business planning
3. Programs and services effectiveness
4. Human resources development
5. Communication and Information Management

Redesign Principle 4 – **An Accountability Tool**



In addition to assessing First Nations Organizational Performance, a redesigned AMAP can assist First Nations to better address Financial Management and Accountability requirements of governments and implement a Results-based Management Accountability Framework (RMAF)

Results – A New

“Governance and Management Assessment Tool”

Based on the survey of First Nations on AMAP; extensive research and literature review on First Nations high performance organizations and accountability practices, a new Governance and Management Assessment Tool (GMAT) and a Guide Book were developed containing eleven (11) factors:

“Governance and Management Assessment Tool” Factors

- 1.** Through strategic and business planning, the First Nation is clear on its Vision, Mission, Values, Strategic Priorities, and Directions.
- 2.** The number one Core Business of the Nation is the People. Hence, the number one goal of the Chief & Council is to improve the quality of life and well-being of its members.
- 3.** The members elect the most committed candidates to serve as the Chief & Council.

“Governance and Management Assessment Tool” Factors

- 5.** The Chief & Council recruit and retain the most competent management and administrative staff to deliver effective and efficient programs and services to the members.
- 6.** The Nation has developed and sustained an economy that generates income and revenue for the Nation.
- 7.** Nation members actively practice traditional culture and speak their traditional language.
- 8.** Nation members engage in education and life-long learning that meet challenges of the 21st century. The Nation actively uses technology.

“Governance and Management Assessment Tool” Factors

- 8.** The Nation has a communication plan and strategy for serving both members and external stakeholders.
- 9.** The Chief & Council and the Administration are accountable to Nation members and external funders.
- 10.** The Nation manages its financial resources in a cost effective and efficient manner.
- 11.** The Nation has met the terms and conditions contained in all signed funding agreements, specifically with Indian and Northern Affairs Canada, and other governments and agencies.

Presentation of the
**“Governance and Management
Assessment Tool”**

Please refer to the two separate documents:

**“First Nations Governance and Management
Assessment Tool – Work Book”**

**“First Nations Governance and Management
Assessment Tool – Guide Book”**

Application of GMAT in First Nations in Alberta

Since the development of the “*Governance and Management Assessment Tool (GMAT)*”, a number of First Nation Chief and Council and senior management had piloted the GMAT in Alberta (Piikani Nation, Siksika Nation, Montana First Nation, Louis Bull Tribe, Kehewin Cree Nation, Alexander First Nation and Enoch Cree Nation).

Application of GMAT in First Nations in Alberta

These pilots were well attended by members of both leadership and management of the First Nations.

They were facilitated sessions by the consultants. Most participants responded favourably to the redesigned GMAT.

They generally felt that it presents a fairly true picture of where the Nations are at with respect to the eleven governance and management factors.

Real Live Demonstration of GMAT Application with the participants



- 1.** Using a facilitated process, apply GMAT with the participants of the AFOA National Conference workshop participants on 2 or 3 factors.
- 2.** Demonstrate the use of both the Work Book and the Automatic Scorecard in the assessment.

Next Step by AFOA Alberta



- We are planning a one-day training session on April 27, 2010 at the River Cree Resort & Casino, Enoch Cree Nation.
- The session is open for 50 participants. Free for AFOA Alberta members and \$150 for other chapters members
- The booklet will be available for purchase for \$40 at AFOA Alberta Website www.afoaab.com or call 403-734-5446 to order from our office

NOTE: The order form will be available on the website the week of March 8, 2010