

**ASSEMBLY OF FIRST NATIONS  
FIRST NATIONS LABOUR MARKET STRATEGY  
DRAFT FOR DISCUSSION – NOT FOR DISTRIBUTION  
ISSUE PAPER 9 – Institution Building**

**DESCRIPTION:**

Strong, stable, professionally staffed institutions are a key element reflecting nation-to-nation, government-to-government relations and to achieving positive labour market outcomes for First Nations

**OPTIONS:**

1. Recognize institution building as an explicit goal of FNLMS supported by goals, measures and resources
2. Build in roles and resources to the First Nation Labour Market Commission Secretariat to develop managerial, administrative, program and service capacity
3. Explore different avenues to develop capacity: IT, training, HR practices and recruiting, board training and governance models, use of results-based models accountability models to favour a continuous improvement culture

**RATIONALE:**

Building strong First Nations labour market institutions must be a goal of the strategy and this goal must be resourced if First Nations autonomous decision making and delivery of effective, culturally sensitive programming is to happen.

**CONSIDERATIONS:**

- This should mean removing the uncertainty and destabilizing effects of periodic program renewal which goes down to the wire to often only result in temporary extensions, and providing stability, predictability and long term funding to FNLMS
- Removing capacity building from administrative costs
- Building a role for the Secretariat in institution/capacity building
- Developing goals and metrics to track progress in institution building
- Develop an Institution Building Plan focusing on areas of greatest return

**RECOMMENDED OPTION:**

Implement all options

**DECISION:**

**DATE AND VERSION:**

Draft 2, November 23, 2016

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**Annex: Role of FN Labour Market Commission Secretariat**

- Establish common policies for the use of FNLMA
- Establish common tools for the use of FNLMA
- Research and distribute information on best practices, provide model program design for use by FNLMA
- Facilitation and coordination of Human Resources services for FNLMA: recruitment, selection, policies, work descriptions
- Clearinghouse of key documents and First Nations statistics for FNLMA
- Point of contact with Canada to vet potential changes before such changes are authorized.
- Advocacy for FNLMA having issues with Canada.
- Source of expertise on provincial agreements and facilitator of better relations with provinces.
- Support for FNLMA requiring capacity development
- Advocacy for developmental changes to the overall agreement
- Organization of regular regional meetings to discuss developments and obtain regional perspectives.
- Development and dissemination of key training curricula for front-line and financial staff in the face of turnover and operational changes.
- Preparation of briefing packages for the Commission and First Nations political leadership
- Development of a strategy for cultural competency among government staff working with FNLMA.
- Outreach to national interests in industry and labour.
- Undertake key research projects.
- Profiling of best practice among FNLMA.
- Possible lead role in development of a database solution for the First Nations agreement
- Liaison with other development sectors (post-secondary, social, etc.)