

**Self-Evaluation – “YEAR 3”: (Sept 16, 2021, Sept. 16, 2022)**

Employee Name: <b>Irene Linklater</b>	Job Title: <b>Executive Director</b>
Date:	Performance Evaluation – Board Executive Meeting Date (TBC)

**Please complete the following information to help prepare for your performance review. Use the spaces provided to include appropriate comments about your job and your performance.**

**1. What do you consider to be the top three to five priorities of your job as you understand them?**

**1. Operations:**

- (a.) Working closely with Director Legal Services to operationalize NALSC legal services unit, and directing in working with Managers in the departments of Justice program, Human Resources, and Finance activities to expense approved funding budgets for effective service delivery and successful Audit.
- (b.) Planning with Sr. Staff and Board to propose a new Operations Model to achieve NALSC’s Mandate, Mission, Vision that may require External Expert.
  - Design to factor in an accountability framework and coordination of roles of the different services and programs to align with evolving strategies across the NAN territory
  - Specific Element FLY-IN and Satellite Courts and justice systems to meeting needs of NAN members/NALSC clients and communities.
  - Goal: Coordination bridging into the Board Approved 5 Yr. Strategic Plan and 4 quadrant elements by explicit discussion on priorities to making intentional choices to action the plan for both organizational and operational success. To formal discussion with Board at Board Retreat.
- (c.) Striving for capacity growth for increased funding for community-based justice programs and staffing.
- (d.) Transition Planning for Office Relocation in 2023 to Chapple’s Building.

- 2. Funding Access and Reporting:** Increasing Staff numbers in the Development of Skills Sets and Writing Strategies for successful PROPOSAL WRITING expertise to generate additional revenue and take funding opportunities to improve legal and justice program services. Active Proposal Writing that supports Establishing a relationship with the funder; creating project scope, needs assessments, succinctly defined summary and objectives with a reasonable Budget, reporting and deliverables with Active review of annual budgets and workplans for continued annual and some multi-year funding. Staff to be successful in new On-Line Reporting – Transfer Payment Ontario.

3. **Board of Director Meetings:** Regular Communication with Board Chair to ensuring quarterly Board of Director meetings held (Executive Committees as necessary) with Agendas that are timely, focused on key issues, supporting documentation, prepared presenters, action items (motion or consensus) for Board Decision making, setting policy, to setting priorities, solving problems, and planning and evaluation (strategic plan). Developing and maintaining respectful and professional relationship with Board of Directors and Chiefs.
  4. **2022 NALSC-LAO New Legal Services agreement:** To providing technical support to the LAO-NAN LEGAL Executive Negotiation Team and providing materials and reviewing drafts from Legal Advisor retained by Board.
  5. **Cultivate partnerships** and additional ones that supports NALSC.
    - With funders, judicial personnel, policing services, social agencies, health, and mental health services providers
    - With NALSC Member NAN Chiefs and Councils, Tribal Councils, Independents, Alliances.
2. **What do you see as your greatest accomplishment or successful efforts since the beginning of your employment with Nishnawbe-Aski Legal Services Corporation?** (For Yr. 3 Evaluation)
1. Successful recruitment of Manager of Legal Services.
  2. Successful Joint Annual General Assembly (for 2021 held February 2022 due to COVID) in partnership cost sharing with NAPS – Successful VIRTUAL AGM with Quorum achieved allowed for amendments to Board approved amendments to By-Law No. 1 and related Board Policy. To Quorum for Board meetings and to Annual General Meetings of Member/NAN Chiefs.
  3. Successful 2nd Joint AGM 2022 held September 14, 2022, in partnership cost sharing with NAPS that build on the PRE-ENGAGEMENT FLY-IN COURTS Reopening funding with 2 Successful Member Resolutions passed.
  4. NALSC 5-Year Strategic 2020-2026 presented, and Board approved.
  5. Successfully worked with Board and External Legal Counsel OKT to resolving 2016 Litigation against NALSC (John Bilton vs. Mary Bird, Celina Reitberger, NALSC); communicated with INTACT Insurer litigation counsel, two different coverage counsels; and Successful traditional reconciliation to settlement held with some Board attending at May 2022 Board meeting with Elder Teri Fiddler.
  6. Continuation of Law Society of Ontario Complaints (commenced Dec. 2019) by NALSC Board of Directors motion against 3 Crown Counsel: coordination with retained legal counsel OKT Justice Harry LaForme – provided Pro-Bono as a Gladue legal issue of national interest.
  7. Completion of Broken Trust Executive Governance Committee appointment: Reinvestigations of Deaths in Thunder Bay as Recommended in Broken Trust – The Report of the Office of the Independent Police Review Director. Report issued May 2022.
  8. Broken Trust dissatisfaction of EGC Report led to Chief Coroner’s Authority to establish an Advisory Circle (a member) to a 2<sup>nd</sup> Report as a ‘Systemic Report’

that is to highlight the voices, experiences of Families to the 9 Reinvestigation lost loved ones. Three Writers were confirmed and meetings with Families began in September. Report with review by Families targeted for November 2022.

9. Proposed Board Retreat for Fall 2022 approved by Board and scheduled for October 12 & 13, 2022 to be held in Vancouver and confirmed meeting with BC First Nations Justice Council.

**3. In what area or areas would you like to gain more experience, training, or education?**

To NALSC Mandate, Mission, Vision, and Principles:

- a.) NALSC Mandate for Law Reform – addressed in AGM 2022 Resolutions No. 2 and No.3 September 2022.
  - 1.) Developing a broader justice strategy to transition out of LAO administration for NALSC to become a stand-alone legal services institution with appropriate authorities and statutory/legislated direct funding.
  - 2.) Infusing Anishnawbe Law that is bridged to current Canadian criminal law and family law in parallel legal systems. Utilize my knowledge and experience in working with Anishnawbe Elders in transcribing laws as spoken in Anishnawbe language interpreted into English in conjunction with my western legal knowledge in law drafting – or being part of a process that is community based for Traditional forms of community based justice and law related services and programs to demonstrate improvements to current justice system and including access to justice, culturally competent informed legal counsel, to addressing systemic racism of the full current cycle of the justice system in all its forms or institutions and personnel: courts, judiciary, crown counsel, private practice lawyers, LAO certificate lawyers, court administrators and other court staff.
  - 3.) Collaboration initiatives to partaking in the respect and enforcement of Anishnawbe laws that is not subordinate to Canadian Law but exist in reciprocal legal regimes.

**4. What activities or trainings have you participated in to develop yourself professionally?**

A busy schedule has postponed identified Workshops. This will be completed by December 2022.

**5. What could you do to perform your job duties and assigned tasks more efficiently?**

1. Recommendation to Board on the Proposed Organizational Model to address expansion of NAN LEGAL and to decrease and eliminate silos of program functions into interconnected departments knowing what the others do and referrals to be applied.
  - a.) Recommendation to Board for an Executive Committee of additional position as a title a new Positions as follows: resourced in management fee funding to

be a core position. *Operations Manager*– focused on day-to-day administration operational oversight job functions to another position.

b.) *Retain External Counsel* for non-employment law advice– legal advisor as proposed in 2021 Job Description

2. Human Resources: with participation of HR Manager to hire an HR administrative assistant position or equivalent.

**6. What are your primary goals and objectives for the organization in your admin role as Executive Director?**

1. To conduct NALSC review for a new Operations Model with the Board to the goal of achieving NALSC’s mandate, mission, vision, and principles that aligns with the new Strategic Plan 2020-2026 Directions and Implementation Plans effectively as well as to addressing new funding opportunities in justice programming as NALSC is seen by many funders as stable and accountable.

**7. What kinds of professional development activities would you like to do during the coming year?**

1. Succession planning workshop.

**8. Other Comments:**

1.) Some Elements of a new Operations Model to altering organizational structure –

I repeat what I provided in my Year 2 Evaluation – in 2021 as follows.  
An innovative approach requires allowing NALSC to focus on Legal Services and the Justice Program Areas as to the specific unique needs of each with respect to, among other matters, including but not limited to the following.

a.) Differentiated resources: the reality of multiple funders with differing budget levels approved such as salaries for staff positions results in unequal levels across the services and program classifications to wage grids. (NALSC has hired a consultant to conduct a review and make recommendation to creating wage parity although it seems this is likely to be on a program-by-program basis)

b.) Coordination: A coordination across the NALSC about the LAO legal services that has potential to expand with addition of 4 new Staff Lawyers and the different program areas in particular Restorative Justice that has the greatest number of programs and staff of 24 to one Manager and the potential growth in Gladue Writer and Aftercare programming in this fiscal year.

- c.) Collaboration: Achieve greater collaboration amongst the staff in the learning of intersectional complimentary roles of each of the programs collectively to meeting the needs of clients – or wrap around services. And increased collaboration and partnership with funders, justice system personnel, and external experts.
- d.) Streamlining decision making processes: Delegation of decisions to management and supervisory staff. Decision roles to be clarified.
- e.) Strategic Plan 2020-2026: identifies through its 4 Directions interrelated to each Implementation Plan that identifies the importance of implementing the plans to pave the way to Operational and Organizational success.
- f.) Strategic Clarity: Towards ensuring improved organizational performance to current focus on – direct services, advocacy, and community building of 49 First Nations
- g.) Front line operational perspective: a key component is staff of the front line on operational perspective to move the strategy to day-to-day reality of what operating model must accomplish.
- h.) Funding: This will need significant investment in funding and is achievable.
- i.) What will success look like? This would include the following and be further defined in the review process.
  - Greater Anishnawbe community-based voice
  - Greater collaboration with justice system and funders
  - Reduced statistics of NAN First Nations in existing justice system and more referrals and participation in Restorative Justice and Traditional Justice
  - Increased capacities in NAN communities
  - Increased funding in NAN communities
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