# BAND MANAGER

**DUTIES AND RESPONSIBILITES** 

## Definition of Management

 Management primarily directs and is accountable for a group of people, resources and functions based on principles and initiatives that have already been established. Management is scientific, tactical, and substantive in terms of the approach to task completion. Its primary focus is on "getting things done." Another common view is that managers possess unique skills, knowledge and experience to direct specific task oriented endeavors

# Differences Between Leadership and Management

 Leaders have followers while managers have subordinates. Leaders inspire others to achieve goals while managers direct others to complete tasks. Leaders are people oriented and goal driven while managers are task oriented and goal driven. Leaders have the ability to see the big picture while managers focus on the task at hand. Leaders promote new direction while managers assign new tasks.

# Differences Between Leadership and Management Cont.

- Leaders have the responsibility of instilling motivation and meaning in terms of accomplishing organizational goals.
- On the other hand, managers have a responsibility for people and resources with the primary goal of getting work done as efficiently as possible
- Being a good manager and a good leader are separate roles.

## Band Manager Duties

- The Band Manager approach to coordinating and managing the executive or administrative function is perhaps the most common method used by First Nation communities today.
- In the Band Manager approach, the administrative responsibility is delegated to one person, the "Band Manager". Under the system, the Band Manager plans, coordinates, directs, supervises, and controls the staff and financial resources in carrying out the programs and services which result from the Council's by-laws and policy decisions. Policy enforcement becomes the main duty.

## Band Manager Duties

- As part of his/her duties, the Band Manager is responsible for the overseeing of the cash management and reporting on all band programs. The Band Manager is responsible for all programs such as public works, housing, social, health, sports and recreation, education, and support staff.
- Under any situation, the Band Manager provides permanency and competence. Since everything goes through the Band Manager this promotes a more stable environment for decision making

## Band Manager Duties Cont.

• In order to facilitate the work of the Band Manager, the workload is usually divided into a number of program areas with a person in each program area being responsible for different programs. The program head ,administrator or director, as this person is often called, reports to the Band Manager on all areas of the program such as staffing issues, financial issues ,reporting etc.

## Band Manager Duties Cont.

- The administrative staff in each program area also has reporting relationships so that each person in the organization knows to whom he or she is accountable. They will report to the respective Directors, or Program Manager who in turn report to the Band Manager.
- Under this system all reporting regarding administrative matters or regarding policy recommendations is made to Council by the Band Manager.

# Pros of having a Band Manager

- He/she can gain insight into the overall operation of the First Nation
- \* He/she can effectively plan organizational goals because his/her experience within the First Nation.
- \* Routine worries of Council members can be alleviated by having a Band Manager. There is a go to person for Band Members, Staff and Council.

# Pros of having a Band Manager Cont.

- \* The Band Manager can effectively recommend policies since he/she does have a good grasp of what the First Nation administration needs
- \* Separates the Political function from the Administrative function of Band business because the Administrative functions could be done by the administrator only; as a result this will give Council members more time to spend on First Nation political and other organizational activities.
- \* Funding agencies have one person to contact for reporting and other issues

# Pros of having a Band Manager Cont.

- \* Concerns such as; Who is responsible for purchasing program supplies? And Who hires and fires are concerns which must have detailed policies stipulating resolutions regarding these and other problems.
- \* These are the Band Manages Duties to make sure policy in these areas are being constantly review and followed

# Cons of having a Band Manager

- \* Council may become too far removed from the administrative functions that he/she cannot provide effective policy recommendations.
- \* Some programs may report directly to Council, and therefore may leave the Band Manager uncertain as to the overall situation or actions taken by certain programs.
- \* Council members may feel threatened because of the Band Manager's ongoing interaction and high profile within the community

#### Cons of having a Band Cont.

- Generally, with a competent and dedicated
  Band Manager, there is no problem.
- It is important, however, that both Council and the Band Manager be aware of the possible drawbacks in order to avoid any of the conflicts as mentioned in the previous slides.

## Band Manager Alternative

- One alternative used by some communities, especially in smaller communities, is to have the Chief act as the Band manager or Chief Executive Officer. In this case there is a close link between the political and executive functions of Council.
- The shortcoming here may stem from turnover in Chiefs and, as a result, there may be a lack of continuity in programs and services.

## Band Manager Alternative

Chief Financial Officer is another form of Band Manager with an emphasis on the FINANCES The CFO usually has some kind of designation such as CA,CMA, CGA or CAFM

This would allow the CFO to oversee all aspects of finances and usually always has cheque signing authority over all programs

#### SUMMARY:

The Band Manager is responsible for the management, administration and delivery of all Band Programs and services in order to ensure that the needs of the Band Members are met in a reasonable, effective and efficient manner.

#### OVERVIEW OF POSITION:

Reporting to the Chief and Council, The Band Manager will oversee all operations of the Band. The Band Manager will ensure that all operations are conducted in a respectful and responsible way, ensuring that all decisions and actions meet the relevant legislation, policies and procedures. He/she is responsible for all financial transactions, program and services created and implemented by the Band Council, and all staff.

#### RESPONSIBILITIES:

- Manage all operation for the Band
- Manage all financial operations
- Manage and supervise Band staff
- Manage the delivery of Band programs and services
- Coordinate community development activities
- Band Council Support and Administration
- Perform other related duties as required

#### JOB QUALIFICATIONS:

- The incumbent must have a proficient knowledge, academic (or post-secondary) education and work experience in the following areas:
- Financial management and generally accepted accounting principles
- Budgeting
- Human resources management
- Program management and delivery
- Program and Stall Evaluation experience
- An understanding of roles and responsibilities of Boards/Committees
- Must be bondable
- Must hold a valid drivers licence and access to reliable transportation

#### SKILLS:

The incumbent must demonstrate the following skills:

- Team leadership and management skills
- Financial management skills
- Supervisory and Human Resource Management skills
- Knowledge of contract law
- Strategic planning skills
- Analytical and problem solving skills

#### **SKILLS CONT:**

- Decision making skills
- Negotiations skills
- Effective verbal and written communication skills
- Computer skills such as spreadsheet and word-processing programs at highly proficient level
- Ability to prepare reports, policies and motions
- Time management skills