



FISHERIES ENTERPRISE  
**MANAGEMENT TRAINING**

# Human Resources Module

Fisheries Enterprise Management Training

# Agenda

- Welcoming by Elder
- Overview
- Background
- Group Norms
- Reflection Journal
- Introduction to Human Resources

# Ice Breaker - Activity

Find 10 Things You Have in Common with Others Participants

- Find ten things that you have in common with every other person in the group.
- The commonalities they identify must have nothing to do with work.
- This activity helps the group explore shared interests outside of the workplace, build rapport and understanding.

(You may not select body parts that they have in common or use types of clothing as commonalities.)



# Overview of the Project

- This four-day course will support the participants' capacity to understand the full depth of Human Resource Management and utilize tools to manage their Commercial Fishing Enterprise.
- The primary objectives this Human Resources Management module is to empower managers and employees, and offer effective accelerated adult learning techniques including case studies, role playing, group discussions, and participation engagement techniques.

# Background

- Commercial Fishing Enterprises have extensive experience and knowledge.
- Some CFEs may benefit from further development of fundamental business acumen and industry knowledge necessary to thrive.
- Training in Human Resources will empower CFEs to strengthen their business, better manage risks and challenges, seize new opportunities for diversification, and enhance overall economic performance. To this end, this Human Resources Module has been developed.



# Learning Objectives and Outcomes

- Understand Federal and BC Legislation Human Resources standards (and where to find the most up-to date information).
- Develop key policies and procedures on the most relevant HR topics for participants (discipline, Worksafe, harassment etc.).
- Utilize best practice recruitment and selection techniques .
- Learn key training and development initiatives and the difference between this and professional development .
- Understand performance evaluation and key variables.
- Utilize techniques for effective Human Resources communication
- Explore varying communication and leadership styles, and complete self-assessments of personality/communication approaches.
- Develop appropriate resolutions for common workplace conflicts and discussions involving communication, conflicts, personalities and leadership.

# Reflective Journal

- Thoughts and observations
- Ideas for own or other CFEs
- Questions
- Homework activities
- Diagrams, drawings
- Key points
- Hand or electronically
- Confidentiality



# Our Four Days

An overview of the instructional plan

# 4 Days – Lecture, Activities, and Networking

- Day 1:
  - **Human Resources Management Course Overview**
  - **Overview of HR**
- Day 2:
  - **Policies and Procedures**
- Day 3:
  - **Recruitment, Selection & Benefits**
- Day 4:
  - **Personalities and Conflict Resolution**

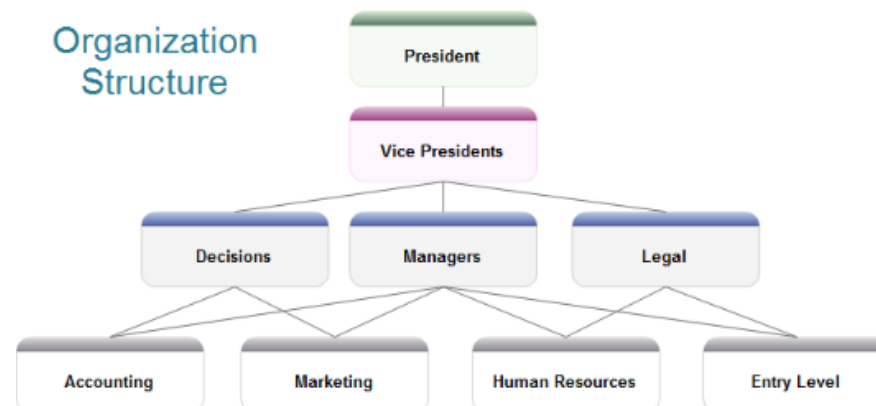
# Day 1

# Overview of HR

Review participant booklet for detailed agenda

# Organizational Structure

- The organizational structure of the Communal Fishing Enterprise and the structure of the band and community, will determine many of the specific relationships and issues of the human resource functions.
- Draw a flow chart of the positions in your CFE; situate it within the larger community.
- Indicate (circle) all the positions that have a Human Resource Function. List the areas of responsibility of each of these as it pertains to HR.



# Organizational Structure – Group Activity

- Each group will select one of the points above and discuss the influence on the HR function within the CFE. Each group will appoint someone to report to the larger group and then each topic will be discussed.



# Roles and Responsibilities

*“In the beginning, the role of your HR team was largely functional. It was centered around payroll, leave, policy making and training. Recruitment generally meant putting an ad in the paper and hoping for the best or hiring a recruiter. Then things changed.”*

## HR Functions

<https://www.youtube.com/watch?v=ukmC6F0JvQw>

# Goals of Human Resource Management

- The goal of HR is to create a system that improves the overall efficiency and success of the CFE.
- Individually list 5 words to define the Success in your CFE
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.



# People

- Cultural - First Nation
- Political - Communal
- Legal - Federal, Provincial, Human Rights, Labour Standards etc.
- Ethical - Fairness & Confidentiality

Empowering People – That is the real asset

- List two ways you empower your fellow colleagues
- List two ways you feel empowered as an employee



# Retention

- Give Your Employees the Metrics They Need (Participants offer examples from their CFE)
- Recognize a Healthy Work/Life Balance
- Be the Best (place in the community to work)
- Give Your Employees Options
- Keep a Close Eye on Management (people quit managers not the company usually)

# Rewards and Motivation

- Group Activity: Come up with 3-5 creative rewards that could motivate your team and CFE employees.



# Reflection

Transfer out

# Day 2

# Policies and Procedures

Review participant booklet for detailed agenda

# BC Employment Standards

- Employment standards are the minimum standards of employment for workplaces required by law.
- BC Employment Standards  
<https://www2.gov.bc.ca/gov/content/employment-business/employment-standards-advice/employment-standards>

# Employment standards cover many aspects of employment including:

- 
- **Minimum wage**
  - **Minimum daily pay**
  - **Meal breaks**
  - **Payment of earnings (paydays)**
  - **Hours of work**
  - **Overtime**
  - **Statutory holidays**
  - **Annual vacation**
  - **Vacation pay**
  - **Employment of people under 18**
  - **Leave from work**
  - **Resolving disputes**
  - **Termination**
  - **Maternity leave**
  - **Weekly day of rest**
  - **Deductions**
  - **Keeping records**
  - **Sexual harassment**
  - **Probationary periods**
  - **Parental leave**
  - **Definition of "employee"**
-

# Human Rights Legislation

- Human Rights legislation is put in place to protect people from discrimination. It seeks to guarantee people equal treatment regardless of certain identified characteristics (called “prohibited grounds of discrimination”) that have attracted historical stereotyping or bias in relation to employment.
- The Employment Equity Act

<http://laws-lois.justice.gc.ca/eng/acts/E-5.401/index.html>

- The Canadian Human Rights Act

<http://laws-lois.justice.gc.ca/eng/acts/h-6/>

Employers, including non-profit organizations, need to be aware of human rights legislation as it applies to all practices of employment, including:

- 
- Recruitment ads
  - Application forms
  - Interviews
  - Hiring
  - Dismissal / Termination
  - Promotion
  - Demotion
  - Benefits
  - Wages
  - Workplace harassment
-



# Health & Safety Legislation

- Occupational Health and Safety legislation regulates the standards of workplace health and safety with the aim to prevent workplace accidents, injuries and diseases, and also outlines consequences for breaches of those standards.
- Health and Safety Committee
- Health and Safety Representatives
- Legislation

<https://www.worksafebc.com/en>

# Day 2 Afternoon

Review participant booklet for detailed agenda

# Policies and Procedures

- Purposes of having policies and procedures:
  - Everyone knows what is expected of them
  - Pre-determined outcomes
  - Fairness
  - Accountability
  - Protection
  - On-Boarding
  - Approval of Chief & Council
  - Authority
  - Other?

# Another key component of the enterprise

- “who we are and how we do things”, in any organization (Pealow, 2005).
- Without policies & procedures, your enterprise may be at risk
- They influence major decisions and actions
- Business plans are supported by policy

# Examples of organizational policies:

- Human Resource Policies
- Leasing Policies
- Communication Policies
- Workplace Safety Policies
- Board of Directors Terms of Reference
- Training and Education Policies
- Administrative Appeal/Grievance Procedures
- Technology and Privacy Protection Policies
- Financial Administration Policies
- Access to Information Procedures
- Conflict of Interest Guidelines

# Policies and Procedures – Hiring in CFE

- Work term - seasonal
- Illness or injury
- Layoffs if necessary
- Alternate work assignments
- Weather days
- Termination criteria - firing
- Severance packages if applicable
- Unacceptable behaviors regarding: Safety, Theft, Drugs / Alcohol

# Policies and Procedures – Activity

- Do you/we have Policies and Procedures in our band?
- Do you/we have Policies and Procedures in the CFE?

If Yes:

- What topics are covered?
- What does it look like? – Digital / Hardcopy binder
- Where do we keep it?
- When did I use it last?
- When has it been a really helpful tool?

# Policies and Procedures – Activity

If No:

- When would a Policy and Procedure have been really helpful?
- What am I going to do about this?
- What will you take back to your manager/team?



# Guiding Questions:

- Are these documents important?
- If so why? If not, why?
- What policies could be developed to make your CFE stronger?

# Common Policies and Procedures

- Confidentiality agreements
- Contracts/letters of employment
- Disciplinary process (review example in participant handbook)
- Sexism, racism, harassment
- Worksafe/Fishsafe BC

# Reflection

Transfer Out

# Day 3

# Recruitment, Selection & Benefits

Review participant booklet for detailed agenda

# Recruitment and Selection

- Current CFE situation/need
  - Current assignments
  - Individuals experiences
  - Certification and training
  - Job performances
  - Employee aspirations and goals

More vessels will require more people. Larger vessels may require higher certification. New species will require different skills.

Diversification initiatives will require additional planning, and perhaps new people or more training for existing staff.

# Job Descriptions/Expectations

- **Group Activity - Analyze the job of an "Assistant Manager".**
- Break into three groups. Each group will analyze the job of an "Assistant Manager" using the 6 steps. Each group will work on a one of the items below:
  - 1) Writing a job description,
  - 2) Selecting employees,
  - 3) Deciding on compensation for that job.
- **Each group will report back to the class, then we will discussion and compare analysis. Use hand-outs for more information.**

# Recruitment and Screening

- Finding employees with the knowledge, skills and competencies you need to fill positions can be challenging. Having a good job description will help this. Realistically, in the fishery you probably have a pool of trained and experienced crew that you depend on from year to year.
- Discuss ideas to expand this group and build it for the future, including engaging the next generation. How do we get the new generation interested in Fisheries?

# Interviews

- Structure a fixed set of questions for all applicants.
- Have detailed information about the job for which applicants are interviewing.
- Minimize any prior knowledge of applicants' background, experience, interests, test scores, or other characteristics.
- Ask behavioural questions that require applicants to give detailed accounts of actual job behaviours.
- Use a standardized evaluation form.
- Take notes during the interview.
- Avoid short interviews that encourage premature decision making.
- “Being an effective manager requires good selection skills. Today we will learn how to become a good interviewer”



# Interviews

During the interview:

- Make the interviewer comfortable (rapport building).
- Discuss the purpose and structure of the interview.
- Ask your questions.
- Close the interview – ask if there are any questions you have not asked and inform them of the next step (follow up after the interview).

# Interview Tips

- Review Job Description
- Select appropriate questions
  - Be wary of local laws
  - Be wary of discriminating questions
  - Focus on job skills and ability to perform as needed
  - Use appropriate open and closed-ended questions
- Make a comfortable environment for the interviewee
- Describe the interview process
- Close the interview allowing for questions from interviewee and description of next steps

# Recruitment and Interview Considerations

- What are the administrative and management needs of the CFE over the next 1, 3, 5 years?
- Have current managers reached their top level or do they have room to advance? Are they overworked?
- What are industry trends, species, fishing areas, how might these affect the human resource requirements of the CFE?
- Have current crew members self-identified their career plans?
- Where are the personnel gaps in the CFE?
- Demographics - how old / healthy are your current Captains?
- Is the available younger workforce being prepared for the future?

# Who is the next generations of Fishers?

- Youth in the community
- 16+ weekend and summer jobs
- In-school promotion - career planning
- Co-op or class for fishing possible?
- Evening classes: boating, navigation, gear mending
- Mentoring

# Where to find your next hires/new fishers?

<b>Source</b>	<b>Advantages</b>	<b>Disadvantages</b>
Internet	Reaches large numbers of people; can get immediate feedback	Generates many unqualified candidates
Employee referrals	Knowledge about the organization provided by current employee; can generate strong candidates because a good referral reflects on the recommender	May not increase the diversity and mix of employees
Company Web site	Wide distribution; can be targeted to specific groups	Generates many unqualified candidates
College recruiting	Large centralized body of candidates	Limited to entry-level positions
Professional recruiting organizations	Good knowledge of industry challenges and requirements	Little commitment to specific organization

# Training and Development

- Transport Canada (TC) has jurisdiction over all matters of vessel safety and personnel certification.
- Department of Fisheries and Oceans (DFO) has jurisdiction over species.
- These are two very distinct areas regarding training. Vessel safety and personnel certification is regulated under the Canada Shipping Act 2001. It is interpreted and enforced by Transport Canada.
- <http://laws-lois.justice.gc.ca/eng/acts/C-10.15/>.

# Areas of Training

- Onboarding- a new chance every season
- Harvesting
- Diversification
- Vessels
- Personnel
- Safety
- Mentorships
- Courses
- Ongoing-in house ?

# Professional Development

- What is the difference between professional development and training and development?
- “Professional development is learning to earn or maintain professional credentials such as academic degrees to formal coursework, attending conferences, and informal learning opportunities situated in practice.”
- **Individual Exercise**

**List Your 3 Professional Development Goals (not to be shared)**



# On-boarding

- How could similar steps be used in your CFE to create a simple more user friendly on-boarding training/system.
  - 1
  - 2
  - 3
  - 4
  - 5

# Performance Evaluation

- Performance Evaluation (appraisals) and feedback are critical to:
  - Employee motivation and morale
  - Employee success and advancement
  - Management HR decisions and planning
- Contact Point gives great self-assessment practices  
<https://contactpoint.ca>

# 5 Steps to Effective Appraisals

- Define expectations
- On-going feedback and coaching
- Evaluation and discussions
- Determine rewards/consequences
- Conduct development and opportunity

# Pay and Benefits

- Training or certification required?
- Responsibilities of the position?
- Supervisory capacity?
- Financial capacity- budget?
- Responsible for expensive equipment or product? Is there a range scale for each position?
- Do individuals place in the range scale by experience/ education? Are there performance incentives?
- Is there job associated perks- vehicles, free fish?
- Is there job specific conditions, i.e. by species or gear type?
- Are there benefits or is it strictly pay?
- Industry standards
- Community history
- Effective experiences- your or others. Overall vision of the CFE

# Pay and Benefits Exercise

- Group Exercise:  
Compare these two employees – which position deserves a higher salary? Why? List all the determining factors in your decision.
- 1) Retail store employee - Hours of work 6 / day  
Days / week = 6
- 2) Plant processing employee – Hours of work 10 / day  
Days/ week = 6 /day (plus 4 hours on Sunday delivering bait).

# Labour Relations

- Having policies and procedures protects and provides structure for labour relations.
- Labour relations refer to the activities of dealing with employees or their representatives. For example, if your CFE operates a fish plant, does a union represent the employees?

## *Employment Standards- Regulations:*

- *The labour jurisdiction under which First Nations Communal Fishing Enterprises fall can be a point of controversy. Canada and each province has a Department of Labour & Occupational Health and Safety*
- [http://www.hrsdc.gc.ca/eng/labour/labour\\_law/index.shtml](http://www.hrsdc.gc.ca/eng/labour/labour_law/index.shtml)

# Day 3 Afternoon

Review participant booklet for detailed agenda

# Interview Practice

- Review sample questions provided
- In groups let's practice



# Questions NOT to ask

- Take 3 minutes to write down as many as you can remember.
- Be prepared to share some with the class

# Interviewee Practice

## Group Exercise

Write six questions that could be used in an interview.

### Job Specific

- 1)
- 2)

### Situational

- 1)
- 2)

### Behavioral

- 1)
- 2)

# Activity

- In groups let's practice
- Timing:
  - Team develops 5 questions (10 minutes)
  - Determine who will be interviewer, interviewee, and observer
  - Interview time (10 minutes maximum)

# Interviews

- Structure a fixed set of questions for all applicants.
- Have detailed information about the job for which applicants are interviewing.
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# Reflection

Transfer Out

# Day 4

# Dealing with People

Review participant booklet for detailed agenda



# Communication

- Fisheries Coordinator/ managers are constantly dealing with people. When dealing with people, communication is a key factor in determining success.
- Communication is also heavily affected by perception.
- Personalities, values, attitudes and moods, as well as culture, experience, and knowledge, can all affect their perception of information. Bias or stereotyping individuals also affects our communication.
- Be a good listener. Pay attention and try to focus on the other person. Listen to the words, as well as watch for what they are not telling you.

# Personalities

- Taking time to understand your own personality traits as well as those who you work with will be a huge help in effective communication.
- Let's all take time to do the Myers Briggs type personality test, which is one of the most well know tests used by many organizations. Be sure to keep your result for the afternoon sessions.
- <https://excellenceassured.com/myers-briggs-personality-types/free-myers-briggs-type-personality-test>

# Conflict Management Resolution

- Competitive - Know what they want and operate from a position of power. Tend to see the issue from their perspective and for their own need.
- Collaborative - Try to meet the needs of everyone involved. Acknowledge others viewpoints.
- Accommodating - Tends to take others into account at the expense of their own needs.
- Avoidance - Avoid conflict at all costs and take the default outcome.

# Conflict Resolution

- **Activity: Individual**  
Think of situations where you have been in a conflict, how did you react?  
Which style are you?
- Be prepared. Examine yourself - are you the problem? Own up and take responsibility.
- Gather all the information - define the problem.
- Deal with the issue early - don't let it grow out of proportion.
- Brainstorm with a trusted friend or co-worker to get a neutral opinion.
- Meet in a private neutral place .
- Control your body language - use a neutral voice, be kind.
- Share how you feel about the situation. Use “I” words to describe your side of the situation. Avoid absolutes such as “always” or “never”.

# Case Studies 1-5

- In groups pick a case to discuss and share with the group

# Leadership

## Managership

1. Engages in day-to-day caretaker activities:  
Maintains and allocates resources
2. Exhibits supervisory behaviour: Acts to make others maintain standard job behaviour
3. Administers subsystems within organizations
4. Asks how and when to engage in standard practice
5. Acts within established culture of the organization
6. Uses transactional influence: Induces compliance in manifest behaviour using rewards, sanctions, and formal authority
7. Relies on control strategies to get things done by subordinates
8. Status quo supporter and stabilizer

## Leadership

- Formulates long-term objectives for reforming the system: Plans strategy and tactics
- Exhibits leading behaviour: Acts to bring about change in others congruent with long-term objectives
- Innovates for the entire organization
- Asks what and why to change standard practice
- Creates vision and meaning for the organization
- Uses transformational influence: Induces change in values, attitudes, and behaviour using personal examples and expertise
- Uses empowering strategies to make followers internalize values
- Status quo challenger and change creator

Source: R. N. Kanungo, "Leadership in Organizations: Looking Ahead to the 21st Century," *Canadian Psychology* 39, nos. 1–2 (1998), p. 77.

# Leadership

- Autocratic style: centralized authority, low participation
- Democratic style: involvement, high participation, feedback
- Laissez-faire style: hands-off management

# Leadership

- Lack of institutional memory.
- Lack of organizational definition.
- Budget-driven decisions rather than needs driven.
- Crisis-driven management
- Shifting Priorities



# Day 4 – Afternoon

Networking

# Myers Briggs

- Everyone gets their own personality test and we review results

# Networking

- 30 second get to know each other
  - What is your Myers Briggs?
  - Where would you like to be in 5 years?
  - What is your weakness?
  - What's your greatest strength?
  - What kind of management/working style do you like?

# Networking

- What would you be doing if you weren't at your current job?
- If you were to tell one person "Thank You" for helping me become the person I am today, who would it be and what did they do?
- What movie or novel character do you most identify with?
- When are you the happiest?
- If you were to start a company from scratch, what values would you build it on?
- What characteristic do you most admire in others?
- What kind of impact do you believe you have on people?
- What's the most important lesson you've learned in the last year?
- How do you think your coworkers see you?
- If you ruled the world, what would you change on Day 1?

# Closing

# Close-out

- In-class course assessment
- Presentation: 3 Things you'll take from this course
- Wrap up and final networking



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