



Cowichan Tribes

Strategic Plan (2019-2024) Development

Staff Questionnaire Summary Report

May 2019



Table of Contents

Introduction	3
Question 1: What are our strengths? What do we do well as an organization?	4
Question 2: From your perspective, what are two (2) challenges that we have as an organization that we should address to help Cowichan Tribes work more effectively?	6
Question 3: Looking at the world around us, what are some of the factors, issues or trends that will likely impact us (economic, social, technological, environmental, etc.) that we should prepare for?	8
Question 4: As an organization, we are guided by our Vision Statement which states that “Through our heritage the Cowichan Tribes will work together for a healthier, safer and stronger nation.” What should Cowichan Tribes accomplish over the next 5 years (by end of 2024) to help realize our vision?	10
Question 5: What do you think would be the most positive and impactful change that Cowichan Tribes could make, as an organization, by the end of 2019? These could include quick-start projects (inexpensive and easy to execute) that could take place immediately to improve Cowichan Tribes operations.	12
Question 6: Our Mission Statement drives us to be a "community-driven organization" that "promotes the respect of our culture and traditions and the individuality and success of our people." What concrete steps could we take to become a truly community-driven organization?.....	14
Question 7: What concrete steps could we take to promote the respect of Quw’utsun /Hul’q’umi’num culture and traditions?	15
Question 8: What concrete steps could we take to promote the individuality and success of our people?	17
Question 9: In addition to the Cowichan Teachings, are there any values or principles that you think should guide our organization? Feel free to suggest key words or statements.	18
Question 10: What suggestions do you have to help make Cowichan Tribes a great workplace that attracts and retains talented employees?....	19
Question 11: If you had 3 wishes to make Cowichan Tribes the ideal place to live and work, what would you wish for?.....	21
Is there anything else you would like to add?	23

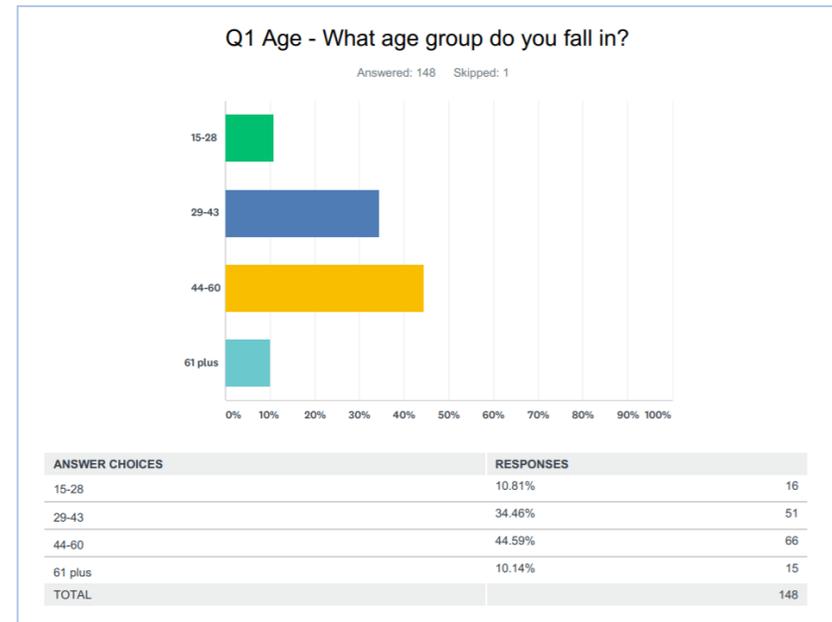
Introduction

The staff questionnaire was created to gather input from employees to develop the Cowichan Tribes Strategic Plan 2019-2024. The Strategic Plan will guide the work of all departments and Chief and Council. Its purpose is to help the organization be 'the best that it can be' to achieve meaningful results for the community, in alignment with the Cowichan Tribes [Comprehensive Community Plan](#).

The anonymous questionnaire was open to all staff between April 26 and May 17, 2019. It was designed by planning consultants from Roundtable and Alderhill Planning, with input from the Strategic Plan Working Group. The Working Group includes members of the Operational Leadership Team (heads of departments), the General Manager, representatives from Chief and Council, and Elder and youth participants.

A total of 162 responses were received across all age groups. Most were submitted online through survey monkey (149) with some paper copies submitted (13). The link to the questionnaire was sent in an email from the General Manager to all employees; it was also posted on the [staff area](#) of the website. Members of the Working Group visited all departments to raise awareness of the questionnaire and process, which included prize incentives of Five (5) \$75 Mastercard gift cards. Prize ballot entries were collected through a separate email process to ensure confidentiality.

Analysis of the results in this report was completed by consultants from Roundtable and Alderhill. All data entries were inputted into a word analysis software and the results were noted in a journal for later comparison. Responses were then reviewed, question by question, to identify common themes and ideas. Color codes were assigned to each theme, and all data entries with the appropriate color/theme were highlighted. After coding all the entries, an approximate count of the number of times each theme came up was recorded. The top 5-7 themes for each question are included in tables, along with accompanying sample quotes. All other themes that were mentioned more than once are included as bullet points underneath the tables. Finally, the results were cross-referenced with the results from the software analysis to see if there were any discrepancies.



Question 1: What are our strengths? What do we do well as an organization?

Theme	Quotes
Serving the community / Offering wide range of services and programs (36)	“We keep focused on the people and try our hardest to ensure that all are helped in all departments.”
	“Cowichan Tribes (CT) offers our community members' a wide range of services, such as, Dental, Slhexun Sun'ts'a, Kwunatsustul, LS, Home Care Assist., and Education to name a few.”
	“It is not often said positively but we serve the community with limited resources in ways that are not the same as the municipal gov or prov or feds but in a way that is unique to Quw'utsun Mustiimuhw.”
Honouring the culture, language, and teachings (27)	“Cowichan Tribes creates a strong sense of community and integrates culture in the day-to-day work we do to support members, family, children, and the community as a whole.”
	“The Culture of Cowichan people is what makes us who we are but it is also important to recognize the culture of Cowichan Tribes as an organization that helps all of us make it through each day and year after year, decade after decade”
	“We keep focused on the people and try our hardest to ensure that all are helped in all departments and continue to use our culture and traditional to enhance service to our people”
Working together, especially in times of need (18)	“We don't and shouldn't work in isolation considering the size of CT and the amount of our people who live off reserve, we need to continue to work with the greater community to get the things done for our people.”
	“Our strengths are working for our community. As an organization, we our learning well on how to work together as one”
	“Work together as One Heart One Mind and One Sprit. nutsa mut squwalouen.”
Always seeking ways to improve – professional Development (18)	“We have a lot of learning opportunities; the amount of Professional development opportunities is spectacular.”
	“We aim to better ourselves as an organization every year.”
	“The structure surpasses every band I've worked for.”

Collaborating and partnering with outside stakeholders (7)	"It is nice that there are managers who work with the teams, and that our managers have a manager to talk with for supervision as well. It is nice that HR is available to staff for support if needed."
	"We collaborate with other agencies when running programs, as well, we sit on various committees to enhance services for community members."
Strong or improving communication (8)	"Communication chain is getting better"
	"We are starting to work collaboratively across departments We are starting to look at how we can better empower our community'."
Listening to the community (8)	"All the attempts to get community involvement include a meal which helps get people in the door."
	"Having open communication with staff and community members."

Other Themes:

- Striving to employ Cowichan members (2)
- Technologically advanced organization (3)
- Flexibility, adaptability (5)
- Transparency (3)
- We are respectful (3)
- Committed (2)
- Caring/compassionate (3)
- Inclusion (3)
- Including our Elders (5)
- Leadership (5)

Other quotes:

"We have a generous benefits package and accommodate employee's needs."

"Cowichan Tribes is great at advocating for better for their people and working towards self-determination and self-governance."

"Making non-community members who are staff feel welcome Culture is a part of everything we do Providing services in a non-colonized manner."

"When the street lights were to be added to River Rd., there were stakeholders' meetings so that everyone affected by it would be able to add their input. That project was completed. The upgrades to the sewer and water was great. I noticed that the elders had their yards mowed and they were happy."

"Computer system that is excellent best weekly garbage and recycle program."

"Financial Management - from deficits to surpluses."

Question 2: From your perspective, what are two (2) challenges that we have as an organization that we should address to help Cowichan Tribes work more effectively?

Theme	Quotes
<p>Communication (including internal and external) (56)</p>	<p>“We don't communicate amongst ourselves or work together very well. We don't know what other depts. are doing”</p>
	<p>“Tribes needs better communication between departments and teams so as to reduce the barriers employees face in attempting to support Cowichan members.”</p>
	<p>“Communication is not always transparent from community members, leadership, and employees. It's a two-way street and not always communicated effectively or efficiently but it has always been a work in progress”</p>
<p>Coordination between departments and teams (21)</p> <p>Definition: Anything that is said that has to do with not working together or not coordinating efforts.</p>	<p>“I think all staff should learn what each department does. For e.g., I took a call from a person who said I was the 3rd person she spoke to. I gathered her information and transferred to the correct department.”</p>
	<p>“ALL departments are under ONE umbrella and we all should be working with one goal in mind”</p>
	<p>“Communication and unification in all departments would be helpful, so that crucial information is shared quickly and efficiently. A streamlined process would be beneficial for areas like proposal writing and overall funding opportunities that are encountered in order for optimal time management of staff.”</p>
<p>Community engagement / outreach / participation (11)</p>	<p>“I would like to see 4 or 5 community members who are not staff to go home to home visits to talk about Cowichan Tribes and the planning.”</p>
	<p>“We need more staff to address all of the needs of the membership to ensure Cowichan's full participation in the greater community/country ensuring our voice is heard.”</p>

<p>Unhealthy work environment (10)</p> <p>Definition: Anything that points to the existence of lateral violence, bullying, or other unhealthy behaviors and practices in the work place</p>	<p>“We should lift each other and take pride as a community. Our culture is unique and thrives each season. There are no generation gaps in the long house we are all students.”</p> <p>“I have observed a great deal of lateral violence while working at Cowichan Tribes and I feel that CT could do a better job at proactively dealing with this lateral violence, instead of letting it build up.”</p> <p>“I was in a department today and there was a lot of snapping at each other and talking behind each other’s back. It was disheartening to witness and we need to be in a good place with each other before we can request our members to be in a good place”</p>
<p>Limited capacity (8)</p>	<p>“We need to figure out how to build capacity with the resources we have as well as long term funding to increase current capacity to prioritize the momentous issues we face.”</p>
<p>Accountability with regard to following HR Policy (11)</p>	<p>“If we are going to say we are a professional organization, we need to be better organized and accountable. All staff need to go through an orientation that is the same to ensure work expectations and HR policy are outlined, in order for us to move forward and improve providing services to the community.”</p> <p>“As an employee who doesn't abuse the sick time, it's very frustrating to see people call in every Monday. It adds stress to the rest of the team. But nothing ever gets done. They just get away with it.”</p> <p>“Accountability (having the same standards for all, right across the board).”</p>
<p>Not enough office space (8)</p>	<p>Space for staff - we need additional buildings for community safety, justice, guardians, embracing life, capital projects, treaty, communications etc.</p>

Other Themes:

- Need to train and hire more Cowichan members (8)
- Health and wellness of staff (7)
- Land code (3)
- Housing (9)
- Education (14)
- Not enough parking space (2)
- Lost paperwork (2)
- Incorporating language and culture into workplace
- Ec dev (2)

Other quotes:

“Everyone has to remember who we work for, we are here to help our members, not to take advantage of their authority to belittle co-workers.”

“Could do better at being reducing damage to the environment by way of recycling, composting, etc.”

“We need a housing plan for our people and to build responsibility to house owners (we need more land for houses). We need economic development that leads to the development of sustainable employment for our people.”

“We need to offer more self-care and to teach people how better to look after themselves and for Tribes to provide and area that can be utilized for health and wellness.”

“We need to go through many Committees for an approval before moving forward. Sometimes this takes longer than it needs to make a simple change.”

Question 3: Looking at the world around us, what are some of the **factors, issues or trends** that will likely **impact** us (economic, social, technological, environmental, etc.) that we should prepare for?

Theme	Quotes
Climate change (30)	“Global warming is a big issue for us. Are we ready for emergency situations, fires, earthquakes, etc.?”
	“If climate change is coming quick, we should be doing our part to be more sustainable, and save our area.”
	“Whether it is climate change, lack of water, economic downturn, or other, Cowichan Tribes needs to be looking forward towards being healthy and sustainable for the long term.”
	“Due to climate warming, there is a risk that water levels will rise and pose a risk to the safety and wellbeing of those members unless action is taken before those risks materialize”

Lack of affordable housing / homelessness (30)	"Housing is a HUGE issue. There are no places to live in the greater community for First Nations people, let alone white people."
	Housing needs to be addressed for our growing waiting list (need more individual CMHC homes instead of Band rentals)
	we are at a housing crisis and from an economic standpoint the housing infrastructure is a major strain on Cowichan resources. We need better management of the current housing to ensure the units are adequately maintained and in good working order.
Technology and impact of living in digital age (17)	We don't have the technology part in place, we won't be able to keep up with the rest of the world.
	Technological advancements and improvements, especially within the administration field, are always occurring- being brought at least up to speed in these areas would definitely be beneficial to the entire organization.
Population growth (13)	"Our population growing so fast, going to run out of land and homes."
	We need to prepare for the growing population.
Economy (18)	Economically - times are changing and cost of living has gone up substantially within past 3 years. Wage parody to reflect cost of living should have awareness if costs go up.
	Canada is predicted to hit recession due to the surge in household debts and rising interest rates - this could affect our capital as we have loans and debts as a nation. It could also affect many of our members who were surviving pay cheque to pay cheque, and now will be sinking due to higher loan/interest costs.
	The cost of living is a struggle even for an employed person without any bad habits
Drug and alcohol use (16)	"The opioid epidemic is also a huge concern. How many of our people are living on the streets addicted to drugs?"
	"See so many homeless people, people suffering from addictions and new drugs to use and abuse."
	"I believe the opioid crisis and lack of housing are the top issues we are facing along with the large number of children that are in care of MCFD."
Natural disasters and emergencies (14)	"Is CT prepared if there is a wildfire or natural disaster? Is there a committee for this, who is on the committee? Do we have necessary funds set aside for an emergency?"
	"Cowichan is the most sensitive to environmental issues, flooding, severe flooding, food security, climate change. If we look to restore resilience in our staff and community then we will be more likely to succeed in the long run."

	“Our rivers are in danger every year the winters are colder and the spring and summers are hotter. have to prepare our children for the impact of that”
--	---

Other Themes:

- Aging population
- Children taken from families and put into care (4)
- Racism (5)
- Food security (3)
- Employment and education Includes barriers (11)
- Outside forces, organizations, government (7)

Question 4: As an organization, we are guided by our Vision Statement which states that “Through our heritage the Cowichan Tribes will work together for a healthier, safer and stronger nation.” What should Cowichan Tribes accomplish over the next 5 years (by end of 2024) to help realize our vision?

Theme	Quotes
More programming for culture and language / language immersion (22)	“Language is nestled in everything as is culture as is community but without language where are we really? There are 8 fluent speakers left. Each and every staff and community member need to step up and appreciate what is contained in the language and the understanding that it brings.”
	“We need to offer lessons on culture, language, medicines, and traditional foods to our people. Not just once a year or once a month run off the side of someone’s desk. But a dedicated team of people whose sole purpose is to re invigorate our old ways”
	“I feel that to preserve the culture and the language is most important, but to do this in a way that the younger generation will want to be a part of and to be proud of that.”
Find ways to address drug and alcohol use in community (14)	Be ready for increased drug use as it is rampant in the city. What are successful programs and strategies to help with this? Downtown east side in (DTES) in Vancouver has "culture saves lives"... something we can look into

(including building a treatment facility and offering programs and services for those struggling with drug addiction)	a dry out center would be a great addition to our community. the dry out center is culturally aware of different teachings.
	Safer-opioid epidemic. Unfortunately, none of us are exempt or immune from this, again, working in collaboration or partnering with other Tribes/Bands to build a treatment centre which would also create job opportunities.
Create more employment and training opportunities / increase opportunities for economic development (15)	“In working in education, I have seen many students come and go and see how many have been through trades program. we can build our own town community of auto shop, carpentry-cabinet making, beauty salons, many in health we can utilize -our elders, are just surviving on their income. and our own palliative care unit where our people have the option to die at home surrounded by family -working in partnership with surrounding communities.”
	“If we create better jobs, more members will be inclined to participate. This will decrease our unemployment rate, increase our workforce participation, and increase our average earnings.”
Provide more housing / improve current housing stock (17)	“100 homes for the reserve is a great start, two 25 lot subdivisions, as well as a 50-unit apartment building.”
Educate our members (including life skills, providing mentorship and programs) (12)	“Strongly encourage our people to become educated and credentialed to compete in a tough job market. Take charge, and take back our place in society, let everyone else know we are here!”
	“We need to work with young people in schools to support them as much as possible, as they are our future leaders”
Find ways to get to know one another and work together! (11)	“Some of us do not even know who works here or there or if they are actually an employee.”
	“All staff can work together as ONE team to provide a safer, healthier and stronger front for our community and that is respectful overall.”
Find ways to keep families together (8)	“FAMILY FAMILY FAMILY is the foundation of building a strong nation. All departments should uphold and work toward keeping families together and not feel judged but supported and encouraged. Every policy should focus around building the family.”

Build a wellness centre (5)	“We need a multi holistic wellness centre for everyone in our community, we cannot continue to do patch work on existing facilities. We need to promote health and wellbeing and culture to our people”
	“I think a wellness centre like Songhess would be so beneficial to CT. Youth I know would love to go hangout there and play sports and workout if there was something like that around”

Other Themes:

- Become more energy efficient (going paperless, recycling, etc.) (4)
- Improve immunization rates (2)
- New gymnasium (5)
- Improve safety of community (3)
- Clean up the reserve (6)
- More emphasis on prevention and being pro-active (as opposed to reactive) (3)

Question 5: What do you think would be the most positive and impactful change that Cowichan Tribes could make, as an organization, by the end of 2019? These could include quick-start projects (inexpensive and easy to execute) that could take place immediately to improve Cowichan Tribes operations.

Theme	Quotes
Community-wide cleanup (12)	“Not once a year, not "spring cleanup" but on-going yard maintenance. I know it's "enabling" but we have to start somewhere, we need to clean up so we can feel proud.”
	“How can we be happy if we wake up and look outside and see garbage EVERYWHERE?”

Uplift, support and engage the youth/children (5)	"Start working with our children at a younger age, so that they are aware of support systems in the community"
Improve collaboration between departments and teams / provide opportunities for team-building (10)	<p>"One simple one is that Cowichan Tribes departments to work together as one. Having the same goal when working for our community members."</p> <p>"Each department should pull together work on projects to help our community to help themselves."</p>
Community get-togethers (7)	"The community is always asking for community events and to be together, and I think messaging can be delivered at these events about anti-bullying, anti-violence."
Adapt greener practices: including Recycling and compost options, Go paperless (7)	"A great quick start project that would have a positive and impactful change would be to implement better recycling, composting and garbage disposing practices at our agency."
Do more community engagement / expand methods for seeking input from community (6)	"I know you can go door to door but that doesn't seem to be enough. There should be some way to reach "the people""
Offer training in life skills and team-building (10)	"Most positive impact would be to educate, fund as many training programs to prepare members for future."

Other Themes:

- Implement the Land Code (2)
- Offer “flex hours” (2)
- Host more BBQs (3)
- Use Hul’qumi’num in the workplace (3)
- Hire communications staff (3)

Question 6: Our Mission Statement drives us to be a "community-driven organization" that "promotes the respect of our culture and traditions and the individuality and success of our people." What concrete steps could we take to become a truly **community-driven** organization?

Theme	Quotes
Seek input and feedback from community (through regular meetings and surveys) / involve the community more (39)	<p>“Go out into the community and ask for guidance consistently, not just when you need to.”</p> <p>“Take the input of the community and summarize and ensure it is in a 5-year plan and take steps in each department to improve our communication with the community to make them aware as well as participate to improve our community. Not only take their input but to as well as involve them in finding solutions for the community.”</p>
Improve communication strategies (including reporting back, diversifying methods for reaching people – going door to door, social media) (19)	<p>“Door-to-door will always be the easiest most effective way to reach out to community members. Ask what they want and how they want to see it happen.”</p> <p>“Have a communications coordinator to interface with the community and direct them to the right department and or staff member. Someone whose job it is to know the going on off all the departments (but is not busy with other things).”</p>

Involve and support the youth more (5)	“We need to start supporting youth in more areas of schooling and employment, we need to have our own people ready to take on positions when people retire, or when we become self-governing the new jobs that come out of it.”
Improve transparency and accessibility to community (4)	“Educate the community on how this organization works, why the checks and balances, policies are in place, so that they know what we really do, not just what they think we do.”
	“There needs to be a constant focus on the people we serve and how our service can benefit or improve their lives.”
Seek guidance from Elders in community (4)	“Ask elders what they see is missing, not just a few elders but ones that are rarely turned to for advice as well.”
Set up committees with representatives from various community groups to meet regularly and share perspectives (4)	“Set up volunteer 'focus' groups under other committees and report up to CT to find out what is important to the community.”
	“Establish connections with the community and find out times and places where each group can meet. The goal to get a spokesperson from each group in the community that can spread information throughout the entire community if they cannot make it to every community event.”

Question 7: What concrete steps could we take to promote the respect of Quw’utsun /Hul’q’umi’num culture and traditions?

Theme	Quotes
Continue/expand and improve language class offering, use of language in workplace (31)	“Language and culture immersion should be offered in all departments and should be mandatory.”
Recruit and involve more Elder advisors (12)	“learn as much as we can from our Elders”
	“Include Elders in events”
	“WE need 'elder in residence' roles for our program planning and implementation”

Teach the young ones at early age (10)	“A majority of our population are younger, and to meet the needs for our youth is a main focus, by hosting more events/workshops to empower our youth is crucial. Elders are the strength of our community; they can educate our youth. An idea might be to have Hul'q'umi'num cultural classes/workshops/fair promoting cultural values, and having fun.”
	“Encourage at an earlier age to have our children visit their grandparents and even the elder's visits at the elder's building. Offer programs that include our youth with elders even if they are just instructing and sharing culture history and stories.”
Develop ways to publicly demonstrate Cowichan pride (including signage in Hul'q'umi'num language) (9)	“create more publicly accessible examples of culture in the greater community (i.e. signage with Hul'q'umi'num outside of the reserve, and more things renamed with Hul'q'umi'num names)”
	“We need to show our culture more in the community, we need to share our culture more with Hwunitum so they know who we are.”
	“Show pride in Cowichan... no more silo working. Cowichan should be one dep't with one logo and letter head.”
Being accountable, model what you want to see, live in culture (10)	“We need to practice what we preach, if we work to promote Quw'utsun/Hul'q'u mi'num language, we must learn, and not just go through the motions.”
	“Practicing teachings daily, and not picking and choosing which ones you want to follow’.”

Other Themes:

- Language immersion (2)
- Create safe space where people can go to learn about the culture (4)
- Regular culture nights to learn cedar weaving, knitting, cooking, etc. (3)

Question 8: What concrete steps could we take to promote the **individuality and success** of our people?

Theme	Quotes
Celebrate, recognize and acknowledge the successes (both big and small) of individuals and groups (40)	"Acknowledge everyone... we have new hires and they're not announced, we have new staff and not announced properly."
	"Acknowledge goes a long way, whether it's a single person or a group, the acknowledgement of them and their accomplishments will move them forward."
	"People will work harder when they are happy and their hard work and dedication is acknowledged."
Encourage and support community members to utilize their talents and pursue their goals (15)	"Each person has a gift, and a place in our world--encourage each other's gifts, and do the same for community members"
	"But those who have been successful academically and culturally MUST be used, pending their strong skill set. Supporting and encouraging continued educational opportunities should be continued. Taking those who gained their degrees, how can we honour them with having the skills be used within Cowichan Tribes?"
Education and training (24)	"Push to keep children in school"
	"Provide capacity development and educational opportunities"
	"Provide easy access training for people of all ages."
Promote values of equality and respect (7)	"We have to remember that we are all equal with our people that we work for. We have to make our people feel that this is really their organization."
Ask members what they need (7)	"Ask them what you can do to help them succeed and follow through."
	"Survey the members on what their challenges are and what areas they would like assistance from Cowichan Tribes as well as what they would like to see in their community."
	"Continue to value and listen to members"

Other Themes:

- Land code (2)
- Host a talent show (2)
- Health and wellness (4)
- Housing (4)

Question 9: In addition to the Cowichan Teachings, are there any values or principles that you think should guide our organization? Feel free to suggest key words or statements.

Theme	Quotes
Respect for each other, for ourselves, for the environment (25)	<p>“Each person is important. Tl'i'to'mukw' mustimuhw Respect yourself, respect one another.”</p> <p>“We are here to help our people, not put them down, we need to give them the self-esteem to believe.”</p>
The Cowichan Snuw'uy'ulh - Teachings of our elders are enough; learn how to apply them (12)	<p>“I think the list that was made up already by our elders is good, we just need to remember them, and promote it more to our employees to remind them.”</p> <p>“Cowichan Teachings. . . Live the culture and teachings. People use culture and teachings; it is a way of life.”</p> <p>“Snuw'uy'ulh first, followed by professional ethics.”</p>
Integrity (5)	<p>“Standing up for what you believe in, even if you are standing alone. Speaking truth to power without fear of reprisal.”</p>
Humility (5)	<p>“Remain humble - remember where we came from.”</p>
Equality – each person is important (8)	<p>“From time to time there is inequality from employee to employee, this causes resentment amongst employees.”</p> <p>“We are all equal - no one is better than another.”</p>
Teamwork – working together (11)	<p>“Encourage members to work together, no more blaming who did what and who didn't do anything, we all work together, in some way or another, be it a small step or lots of steps.”</p>
Love - taking care of self and others (10)	<p>“Take care of one another with acceptance.”</p> <p>“Self-care, taking care of yourself so you can care for others.”</p>
Focus on the children/youth (7)	<p>“Think that the younger generation will take over, teach them while they are young”</p> <p>“Take care of our youth as they are our future.”</p>

Other Themes:

- Transparency (3)
- Healthy living (2)
- Diversity (3)
- Honesty (2)
- Kindness (2)
- Accountability (3)
- Sharing (3)

Question 10: What **suggestions** do you have to help make Cowichan Tribes a great workplace that attracts and retains talented employees?

Theme	Quotes
Create a safe and healthy work environment by addressing lateral violence/harassment and encouraging positivity (14)	“I for one am grateful for everything I get from Tribes. However, we always struggle with lateral violence. I am a manager and I am constantly addressing it in staff meetings as well as individual meetings. I do not know how to stop it and it is a great stress on me as well as many of my staff.”
Treat all employees fairly and equally, give fair opportunities (19)	“Over the last couple years, we've had more than a few people be selected for the position more than once. I believe every student should get at least one opportunity per position to ensure too they explore every department and position to figure out what they would like to pursue.” For years I've seen many talented, positive, and motivated staff come and go because they've been treated poorly by the staff that have worked in this centre too long
Offer competitive and fair wages and benefits (15)	keep being a competitive employer by keeping up with salaries/benefit packages that other comparable employers offer (i.e. BC government, island health etc.). Enhance the pension plan to be more robust like the other employers offer.

	Some of our pay rates are below or well below the market rate for same jobs in other levels of govt.
	Raises once year to all departments not just the management and vacation time available.
Better communication (12)	"Communication is key"
Find ways to show appreciation for / recognition of employees (15)	"The more that staff feel that they have a purpose and are respected and seen as important, the more likely they will stay and give 110 percent."
	"I see some workers that are always being asked to help with other departments on top of their workload and they don't recognize for their hard work. These are the employees that we need to make happy as they are usually the first ones here in the morning and last ones out the door."
Promote self-care, health and wellness of staff (9)	"Allowing for 1-2 "mental health" days per year-to prevent burn-out."
	"Cultural ways of healing, such as, smudges, brushing off or trained elders to talk to would be nice to have for our workers."
	"Work benefits should cover long-term counselling. If we want to support growth and healing of the Cowichan community, we must support the staff to model that kind of behavior. Increase the 4 sessions to long-term."
Offer more training to employees and leadership development (10)	"I think that giving permanent staff opportunities to advance their skills and training will serve our nation. We have very smart, experienced staff who would benefit from more education."
Ensure that HR Policy is adhered to (7)	Be more stringent on your HR policy and remove biases. There seems to be a lot of business interaction based on personal relations with each other. We need to be held to a more professional standard.
	There are some employees that bring forward incidents to HR and do not receive positive feedback nor discipline.
	"Staff rooms to promote social interconnections a shower/locker room to promote active living incentive programs to encourage using public

More staff functions and opportunities for staff interaction (6)	transit/bikes/walking to work improved intra-departmental communication practices. “
	“A potluck breakfast or lunch where new employees can be announced and regular staff can connect and socialize with each other on a regular basis”
	“Quarterly whole staff functions- Not just the Christmas Dinner, maybe a Summer Staff Picnic at a waterpark or other venues.

Other Themes:

- Evaluations (4)
- Improve recruitment efforts (2)
- Hire people who are qualified for the position (5)

Question 11: If you had 3 wishes to make Cowichan Tribes the ideal place to live and work, what would you wish for?

Theme	Quotes
Affordable housing (23)	Better living conditions that is affordable, and treated equal with or without children, some us been waiting decades for a house
New facilities such as a gym and wellness centre (15)	New gymnasium/ sports plex/youth center/elders center. A wellness center to gather our youth and elders A new multi-story Health Centre with lots of parking, bike racks, showers, staff bathrooms, good air quality/air exchange.
A safe work environment, free of harassment/violence (13)	Wish this was a happy work environment for everyone.

More space for offices, parking, and programming (16)	More functional space to do the work at hand. we are overcapacity staff wise and lack the space to see all the community members.
Language (11)	<p>“More Hul'quim'inum!”</p> <p>“A complete language program offered outside of work hours to achieve fluency.”</p> <p>“Stress free Hul'q'umi'num lessons brought close to my location for a short time every day.”</p>
Better communication and coordination (14)	Inform community members openly of our office procedures. Most feel left in the dark and ignored.
Competitive wages that are well-suited for the cost of living (15)	Wages to support the cost of living increases. Gas, food, shelter and living costs are increasing daily. The grid freezing of limited employees' wages is unfair.

Other Themes:

- Clean up the land, take care of homes (8)
- Flexible work hours (9)
- Street lights on the reserve (2)
- Job opportunities and job creation (9)
- More staff appreciation and recognition (8)
- Everyone treated fairly and with respect (9)
- Accountability (6)
- Drug addictions/ rehab centre (4)

Is there anything else you would like to add?

Sample positive comments:	Sample comments that reference challenges:
<ul style="list-style-type: none"> • <i>I have always admired and respected working for this organization and with anything change is required to stay focused on the needs of the community and to stay engaged in why we are truly here.</i> • <i>I would like to add that over the past few years I have seen positive changes within our nation from Cowichan Tribes. I know as an employee quite often we become too focused on the negative comments from our members. Lift up your staff that quite often over work themselves to work for our community. More appreciation for staff with positive compliments.</i> • <i>I am fortunate to have management encourage teamwork, and they've boosted production levels with clear direction and/or by providing positive feedback. Huy'chq'u for allowing me to be part of an amazing team.</i> • <i>Cowichan Tribes is already a pretty ideal place to live and work.</i> • <i>I believe that CT employees have the best interest of the community members in mind when we come to work. We have come a long way from the days of "nepotism" and "closed doors". Over the years the services for CT community members have evolved and are being delivered in a way that is respectful. My biggest concern is for the ones "who have fallen through cracks" and are in need of support.</i> • <i>Thank you for having me it is a pleasure to have the opportunity to work at Cowichan Tribes. Even though some days are hard it is worth it on other days to be a part of our organization.</i> 	<ul style="list-style-type: none"> • <i>Something seriously need to be done to attract more students to our CT school</i> • <i>Songhees has a wellness center for their people and Tsawout has a fitness /wellness center as well</i> • <i>Council needs to be educated on all departments not specific to what committee they are on. Also, non Cowichan employees need to be educated on what Cowichan teachings and who we are and how far we come as First Nation people, it feels like a lack of sensitivity at times.</i> • <i>Cowichan Leadership can be the biggest oppressors of their own people. By allowing poor leadership. Until everyone is treated in a fair respectful manner, we will not be able to make any wishes come true.</i> • <i>I think it's sad and unfortunate that we've lost so many youth and other employees, all for a number of different reasons. But this will continue unless something changes.</i> • <i>There are a lot of staff that are absent regularly and predictably (ie Manager is away, paydays - Monday after, 20th of the month, etc). Check attendance of employees in each department. My opinion attendance is important. A job is a job.</i> • <i>Allot of money is spent on Christmas closure and snow days, this money can be saved and used for housing for CT people. CT is very generous with paid time.</i>

Sample comments with concrete suggestions:	Other miscellaneous comments:
<ul style="list-style-type: none"> • <i>Would like to see language being promoted in each dept, as this is how we live, breath, connect to everything</i> • <i>More support to staff and a mechanism for providing constructive feedback to management.</i> • <i>I would like to see that there are not immediate family members working in a certain department as this can be a conflict of interest and nepotism.</i> • <i>A communications officer/liaison would be an asset, to promote all that Tribes has to offer.</i> • <i>More Play Grounds for Kids. A Separate Community Hall for Funerals and other functions.</i> • <i>It would be beneficial to get to know other Department Managers and staff regularly.</i> • <i>Education to expand and a building for the YTT, QHS would be good for a school building for students, move away from portables.</i> • <i>Community hul'q'umi'num' language lessons and varying times of day for all Cowichan Tribes members - cultural stuff taught - weaving, knitting, spearfishing, etc.</i> • <i>Reclamation of language and culture in the organization. Translation/utilization of Hul'q'umi'num' whenever possible, Cowichan Tribes needs to create space and energy to learn and establish our language and culture.</i> • <i>Cowichan continues to grow and there needs to be a review of the space available for buildings / space for departments.</i> • <i>Security guard to be on site at administration complex during business hours.</i> 	<ul style="list-style-type: none"> • <i>Address or support the Murdered and Missing men, women and children, this is a nationwide concern, how do we address it nationally?</i> • <i>The 'Community attitude' to what Cowichan Tribes provides must change so they will accept the potential of self-empowerment for the families: elder/child care, wood, yard clean up, child care, food, education, expenses for sports events. If family units were in place, they have 'support' and do not feel so isolated. those on Social Assistance can be a 'pilot' group for Life Skills and Cultural and Traditional re-introduction. This would resolve the concerns for the youth addictions, child apprehensions, isolation for individuals who are challenged, similar to what we had in the past of the 'longhouse' environment.</i> • <i>Have to keep trying, cannot give up. staff need to support each other; staff need to support our members.</i> • <i>I am in the twilight years of my employment but want to remain connected to CT. Also, a strong believer in good succession planning bringing up the next generation of Cowichan grown employees.</i> • <i>Goal of healthy community: Cultural security, food security, energy security and economic security. Note that economic security on the list, but, not at the top.</i> • <i>I am proud to be an educated Cowichan Tribes member and employee; I would like to see more co-cohesiveness in the work we do for the Cowichan members.</i> • <i>In general, Cowichan Tribes must remember that they are doing very well given all the restrictions placed upon us by colonialism. We have made major leaps and strides since being allowed to do so, and in a much shorter timeframe than our western counterparts. This is important to remember so that we stay on</i>

<ul style="list-style-type: none"> • <i>Daycare at work site on grounds for single parents and when do we get raises for our hard workers</i> 	<p><i>this path and continually strive to improve the lives of our members, and the world around us. So please remember, we are coming from a good place looking for an even better future!</i></p>
--	---

Sample of comments about the staff questionnaire:

- *Thank you for the survey opportunity :)*
- *This questionnaire is too long and took more than 15 minutes*
- *I just want to thank you for sharing this survey and hope to see some of this change in the future.*
- *Please remember as first nation people we like to be asked in person not by FACEBOOK or email!*
- *I disagree with making people who are not confident with computers to have to fill out survey with computers.*
- *Thank you for including input, will there be a chance to see the outcome? Not word for word but the overall generalizations of this survey.*
- *Thank you for the opportunity to share our ideas as an organization.*

- ***End of survey summary report***