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Building *Nunavut* Together
Nunavut liuqatigiingniq
Bâtir le *Nunavut* ensemble

District Education Authority Office Manager Training 2017/2018 Report



Department of Education, Partner Relations
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Introduction

The Department of Education (Department) recognizes the value of the District Education Authorities (DEA) and is committed to providing training and support so that every DEA has the same opportunity to fulfill their full potential and contribute to their communities and children's education. The Department has approved and supports annual regional DEA Office Manager training that focuses on capacity building for office procedures, financial accountability procedures and administration of Department funded programs.

The purpose of this document is to: (a) provide training highlights from the regional training events; b) share participant post-training evaluation results; and, (c) provide recommendations for future training events.

Background and Overview

The Department offers annual regional training for DEA Office Managers. This was the third consecutive year the Department invited DEAs to send a DEA Member together with their Office Manager to their regional training event. Three separate regional training events were planned and delivered across the territory starting in September and finishing in October 2017.

REGION	LOCATION	TRAINING DATES	TRAINING LOCATION
Kitikmeot	Cambridge Bay	September 19 - 21, 2017	Helen Maksagak Centre
Qikiqtani	Iqaluit	October 3 - 5, 2017	Aqsarniit Middle School
Kivalliq	Rankin Inlet	October 17 - 19, 2017	NAC - Kivalliq Hall

Partnerships

The Department believes in investing in relationships through trust and mutual understanding, and by engaging stakeholders in a common purpose – the success of DEAs. We recognized the importance of partnering with those external stakeholders who have the expertise, knowledge and skills that complement and enhance ours. Forming partnerships with stakeholders is an essential key strategy to meeting the DEA needs and opportunities.

An advisory team consisting of educational stakeholders including Coalition of Nunavut DEAs (CNDEA), DEA Office Managers, DEA Development Officers, and Superintendent of Schools helped establish the scope, structure of the training and training methods to be used.

Furthermore, the Executive and Intergovernmental Affairs supported this training through the Specialized Training Funding program.

Standardized Delivery

To build on current successes, the Department contracted Nasajit Services to assist in the development and delivery of the training events in each of the regions. The purpose of having one contractor and trainer was to ensure territory-wide consistency in the quality of training, as well as a standardized approach to its delivery.

The Partner Relations Coordinator organized and facilitated the work of the advisory group, as well as worked with the contractor to ensure the training content and delivery methods met the intended quality and goals.

Learning Approach

Fostering positive learning and working environments helps to create welcoming training experiences where participants feel safe and ready to learn. To promote a welcoming and positive learning environment, throughout the training, participants were encouraged to share their successes, knowledge and experiences. Another key factor to the success of our participants is leadership. Throughout the training advanced participants were encouraged to assist others; thus providing leadership opportunities and building a community of learning within each region.

In keeping with adult learning principles, the training activities incorporated a mix of presentation styles such as PowerPoint, case studies and hands-on activities. The goal of the activities was to provide Office Managers with relevant practical activities and experiences of their daily, weekly and monthly tasks.

Processes were built into the activities in an effort to bring together the training material and required tasks in a meaningful way. Participants expressed appreciation and support for these types of activities, indicating they helped them learn and be open to sharing.

Training Topics

The topics below were identified as the greatest training needs from stakeholder collaboration meetings, survey results and participant training feedback evaluations. The topics and key learning objectives of the 2017/2018 three day regional training included:

Office Manager Responsibilities

An introduction to roles and responsibilities of an Office Manager, including:

- Office Manager's job description
- Confidentiality of information
- Phone and office etiquette
- Filing systems

Contribution Agreements

An overview of various funding resources was provided, including:

- Government of Nunavut (GN) Contribution Agreements
- Contribution Agreement funding schedules

- Third party programs
- Locally raised funds

Internal Controls

An overview was provided on how to implement internal control processes, including:

- Efficiency and effectiveness of operations
- Safeguarding DEA assets and funds
- Fraud prevention and detection
- Law and regulation compliance
- Reliability of financial reporting
- Timely preparation of financial information

Financial Reports and Budgets

An overview was provided on the importance of financial reports, including:

- Discuss early decision making
- Evaluate needs, available funds and risk
- Purpose of financial reports
- Developing a budget
- Interpreting a budget

Invoices and Payables

An overview was provided on how to process invoices and payables, including:

- Invoice categories (Recurring, Purchase Order and Direct Payment)
- Opening, sorting mail
- Coding and approvals
- Manual Cheque Register
- Managing signed vendor cheques
- Handling missing invoices
- Handling overpayments and double payments
- Processing payments
- Managing Co-op and Northern store accounts

Funding and Cheques for Deposit

An overview was provided on how to process various funding resources, including:

- Receiving cheques via mail
- Coding and approvals
- Sending cheques to bookkeeper for deposit
- Tracking Contribution Agreement payments
- Tracking direct deposit payments
- Following up on funds owed to the DEA

Payroll and Honoraria

An overview of how to process payroll and honoraria was provided, including:

- Timesheet deadlines and processing
- Overview of honoraria rates - GN FAM 810 and DEA By-law
- Honoraria coding
- Completing TD1 and TD1NU
- Issuing payments
- Utilizing the manual Cheque Request technique
- Handling over and under payments

Financial Reports

An overview was provided on financial reports and preparing for a financial audit, including:

- Reviewing the bookkeeper's financial report package
- Discussing how financial reports relate to each other
- Utilizing the financial reports for decision making
- Preparing documents for yearly audit
- Preparing GN quarterly reports

Preparing Budgets

An overview was provided on how to prepare a DEA budget using financial reports, including:

- Utilizing the Department's budget templates

- Utilizing financial reports as source for budget development
- Demonstrating budget adjustments

Financial and Budget Reports

An overview was provided on interpreting financial and budget reports, including:

- DEA finance responsibilities
- Analyzing financial reports
- Presenting financial reports to DEA members
- Utilizing the Department's DEA quarterly review budgeting template

The Participant Training Evaluation Form and Analysis

Evaluation Form and Scale

In order to provide a means of reflecting on the impact of the training provided to the DEA Office Managers and DEA members, a feedback form for participants was developed. Participants were asked to complete the evaluation form following the training. Responses were anonymous and participation was voluntary.

The evaluation form used a 4-point Likert scale rating system for all questions. Responses were coded according to a scale that included 1=Strongly Disagree; 2=Disagree; 3=Agree; and 4=Strongly Agree. Participants also had the opportunity to add comments to each section's questions.

The six specific sections included on the evaluation form were:

- (A) questions related to the general evaluation of the training;
- (B) questions related to the training instructor's knowledge, professionalism, preparedness, participant interaction, engagement and overall skills;
- (C) questions related to the training topics, organization, flow, clarity, time allocated, up-to-date information, coverage of topics and level of technical detail;
- (D) questions related to the relevance of training activities, instructor's familiarity with activities, success in building practical skills, number of activities and time allotted to activities;
- (E) one open-ended question about the training experience; and,
- (F) one open-ended question about suggestions for improvements to the training.

For the purposes of this report, an analysis of participant feedback will be reported by region and within the six specific sections referenced above. All participant comments are also included and presented verbatim.

A brief summary of the mean score (a value out of 4) will be reported for each section. A value of 3.0 or higher indicates strong agreement. Caution should be exercised applying this rating for training that involved a small number of participants, as results can be skewed by outlier ratings. Data gathered from previous and subsequent feedback surveys will allow for comparison and meaningful trends to be seen.

Kitikmeot Region Evaluation and Analysis

General Evaluation Mean Scores

The Office Manager and DEA Member combined mean score for the training was **3.70/4**. This high value highlights that participants strongly agreed that the training met their expectations.

Figure 1: Responses to the Question, "Overall, The Training Met My Needs." (Combined n=10)

KITIKMEOT: Questions and Results					
A.	General Evaluation	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. Overall, the training met my needs.	<i>Overall Mean for General Evaluation, Question A1</i>	4.0 / 4	3.4 / 4	3.70

General Evaluation Additional Comments (Verbatim Responses)

Question A1: "Overall, the training met my needs."

- Sometime weather is a issue. Try to a different place to have training
- I will feel more confident helping out manager
- No improvements
- I was delayed by two & half days due to fog

Your Instructor Mean Scores

With regards to the instructor, the ratings were very high. The combined mean score was **3.81/4**. This value highlights that participants agreed that the instructor actively invited questions, was prepared and was available for individual help.

Figure 2: Responses to the Seven (7) Questions Regarding "Your Instructor" (Combined n=10)

KITIKMEOT: Questions and Results					
B.	Your Instructor	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. My instructor had a full understanding of the topics.		4.0 / 4	3.6 / 4	
	2. My instructor actively invited questions.		3.8 / 4	3.8 / 4	
	3. My instructor answered the questions asked.		3.8 / 4	3.4 / 4	
	4. My instructor was available for individual help.		4.0 / 4	3.8 / 4	
	5. My instructor conducted themselves in a professional manner.		3.8 / 4	3.8 / 4	
	6. My instructor provided time for follow-up.		3.8 / 4	3.8 / 4	
	7. My instructor was prepared.		4.0 / 4	3.8 / 4	
		<i>Overall Mean for Your Instructor, Questions B1 - B7</i>	3.90	3.71	3.81

Your Instructor Additional Comments (Verbatim Responses)

Question B1: *“My instructor had a full understanding of the topics.”*

- Awesome & Funny.

Question B2: *“My instructor actively invited questions.”*

- More microphone for speaking
- Have a generic sign-in of the computer
- Challenged us

Question B3: *“My instructor answered the questions asked.”*

- Some were directed @ GN

Question B4: *“My instructor was available for individual help.”*

- There were no written comments

Question B5: *“My instructor conducted themselves in a professional manner.”*

- There were no written comments

Question B6: *“My instructor provided time for follow up.”*

- As much as needed

Question B7: *“My instructor was prepared.”*

- Very prepared & knew all the required info
- Very organized

Training Topics Mean Scores

With regards to relevancy of the training topics, the ratings were very high. This value highlights that participants agreed that the training time was allocated appropriately; content was current and was presented in a meaningful way. The combined mean score for training topics was **3.67/4**.

Figure 3: Responses to the Six (6) Questions Regarding "Training Topics" (Combined n=10)

KITIKMEOT: Questions and Results					
C.	Training Topics	Likert-scale rating for this survey indicated the following:	Office Manager Mean	DEA Member Mean	Combined Mean
		1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree			
	1. The topics covered during the training met my needs.		3.6 / 4	3.4 / 4	
	2. The topics were organized.		4.0 / 4	3.6 / 4	
	3. We spent enough time on each topic.		3.8 / 4	3.6 / 4	
	4. The training covered up-to-date-topics.		4.0 / 4	3.6 / 4	
	5. The training covered the topics I need to do my job.		3.8 / 4	3.4 / 4	
	6. The training had the right amount of information per topic.		4.0 / 4	3.4 / 4	
<i>Overall Mean for Training Topics, Questions C1 - C6</i>			3.87	3.50	3.67

Training Topics Additional Comments (Verbatim Responses)

Question C1: “The topics covered during the training met my needs.”

- No comment
- Very helpful

Question C2: “The topics were organized.”

- More room / too hot
- No comment
- Organized good
- Good flow, from start to finish

Question C3: “We spent enough time on each topic.”

- I like the timing, timing is good
- Did not feel rushed

Question C4: “The training covered up-to-date topics.”

- There were no written comments

Question C5: “The training covered the topics I need to do my job.”

- I am a DEA member but this will be helpful

Question C6: “The training had the right amount of information per topic.”

- There were no written comments

Hands-On Activities Mean Scores

The combined mean for all questions in this set was **3.57/4**. Results showed that participants agreed the activities were relevant to their roles and responsibilities, practical skills were built, the number of activities and time provided was satisfactory.

Figure 4: Responses to the Six (6) Questions Regarding "Hands-On Activities" (Combined n=10)

KITIKMEOT: Questions and Results					
D.	Hands-On Activities	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. Overall, the activities met my needs.		3.8 / 4	3.2 / 4	
	2. The training activities were related to the training goals.		4.0 / 4	3.2 / 4	
	3. The instructor was familiar with the training activities.		4.0 / 4	3.2 / 4	
	4. The hands-on activities helped me build useful skills.		4.0 / 4	3.2 / 4	
	5. There were a right amount of activities per topic.		3.8 / 4	3.4 / 4	
	6. There was enough time to complete the activities.		3.8 / 4	3.2 / 4	
<i>Overall Mean for Hands-On Activities, Questions D1 - D6</i>			3.90	3.23	3.57

Hands-On Activities Additional Comments (Verbatim Responses)

Question D1: ***“Overall, the activities met my needs.”***

- To improve the hands-on training, I would suggest to narrow the questions. I felt they were a little broad and therefore was hard to understand what was asked of me. Ex. Module 4
- They were great, not too much time

Question D2: ***“The training activities were related to the training goals.”***

- Teach how to “save as” in the right folder

Question D3: ***“The instructor was familiar with the training activities.”***

- Instructor was knowledgeable of course 😊

Question D4: ***“The hands-on activities helped me build useful skills.”***

- Always makes us stronger

Question D5: ***“There were a right amount of activities per topic.”***

- Perfect

Question D6: ***“There was enough time to complete the activities.”***

- As we get stronger with knowledge, complete faster

Open-Ended Questions (Verbatim Responses)

Question E. “What did you like most about the training?”

- I really liked how it was primarily hands-on
- Really helped understand what was being said in the PowerPoint
- All of it. Made me wiser more knowledgeable of education
- Good & lively instructor
- That each topic was covered very well & clear
- There was enough info & everyone was patient
- Budgeting and preparing for the auditor
- Budgets ☺
- Very interesting and a fun bunch to learn from
- Hope to see you guys again next year
- Fantastic instructor ☺
- The whole course
- Training opened up a lot about budgets. Which made it more understanding

Question F. “How can we make this training better?”

- See note in hands-on activity. Other than that it was great
- To improve the hands-on training, I would suggest narrowing the questions. I felt they were a little broad and therefore was hard to understand what was asked of me. Ex. Module 4
- Thank you!
- DEA training needs to have budget attach to it. So we know our responsibilities
- Thank you all
- Go to another community or YK for training, more space bigger training space
- Bring the principals
- I think the training was pretty good
- Very nicely organized & lots of information
- Can you please have them translated into Inuktitut for non-English speaking trainees
- I would like to see more conversation and explanation on bank reconciliations

- How to explain to the Board what they are looking at and why it's important for them to know
- Do another training for smaller communities
- Give us a list of participants, so we can keep in touch
- Set it up in Yellowknife – it's easier to flight out and in

Kivalliq Region Evaluation and Analysis

General Evaluation Mean Scores

The combined mean score for the training was **3.75/4**. Participants felt the training met their expectations.

Figure 5: Responses to the Question, "Overall, The Training Met My Needs." (Combined n=8)

KIVALLIQ: Questions and Results					
A.	General Evaluation	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. Overall, the training met my needs.		3.5 / 4	4.0 / 4	3.75
			<i>Overall Mean for General Evaluation, Question A1</i>		

General Evaluation Additional Comments (Verbatim Responses)

Question A1: "Overall, the training met my needs."

- Do something else. We have been doing same course for years

Your Instructor Mean Scores

With regards to the instructor, the ratings were high. The combined mean score was **3.98/4**. Results showed that the participants appreciated the instructor's knowledge, professionalism and her ability to support the participants on an individual basis.

Figure 6: Responses to the Seven (7) Questions Regarding "Your Instructor" (Combined n=8)

KIVALLIQ: Questions and Results					
B.	Your Instructor	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. My instructor had a full understanding of the topics.		3.75 / 4	4.0 / 4	
	2. My instructor actively invited questions.		4.0 / 4	4.0 / 4	
	3. My instructor answered the questions asked.		4.0 / 4	4.0 / 4	
	4. My instructor was available for individual help.		4.0 / 4	4.0 / 4	
	5. My instructor conducted themselves in a professional manner.		4.0 / 4	4.0 / 4	
	6. My instructor provided time for follow-up.		4.0 / 4	4.0 / 4	
	7. My instructor was prepared.		4.0 / 4	4.0 / 4	
			<i>Overall Mean for Your Instructor, Questions B1 - B7</i>		
			3.96	4.00	3.98

Your Instructor Additional Comments (Verbatim Responses)

Question B1: “My instructor had a full understanding of the topics.”

- Very helpful and informative

Question B2: “My instructor actively invited questions.”

- They made it very clear when you ask

Question B3: “My instructor answered the questions asked.”

- Yes they did

Question B4: “My instructor was available for individual help.”

- Every step. Any help you want

Question B5: “My instructor conducted themselves in a professional manner.”

- I really enjoyed the way they handle

Question B6: “My instructor provided time for follow-up.”

- Very helpful to catch up

Question B7: “My instructor was prepared.”

- Very prepared, never confused

Training Topics Mean Scores

With regards to relevancy of the training topics, the ratings were very high. This value highlights that participants agreed that the content was current and topic coverage met their needs. The combined mean score for training content was **3.75/4**.

Figure 7: Responses to the Six (6) Questions Regarding "Training Topics" (Combined n=8)

KIVALLIQ: Questions and Results					
C.	Training Topics	Likert-scale rating for this survey indicated the following:	Office Manager Mean	DEA Member Mean	Combined Mean
		1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree			
	1. The topics covered during the training met my needs.		4.0 / 4	4.0 / 4	
	2. The topics were organized.		3.75 / 4	4.0 / 4	
	3. We spent enough time on each topic.		3.75 / 4	4.0 / 4	
	4. The training covered up-to-date-topics.		4.0 / 4	4.0 / 4	
	5. The training covered the topics I need to do my job.		4.0 / 4	4.0 / 4	
	6. The training had the right amount of information per topic.		3.75 / 4	4.0 / 4	
		Overall Mean for Training Topics, Questions C1 - C6	3.50	4.00	3.75

Training Topics Additional Comments (Verbatim Responses)

Question C1: “The topics covered during the training met my needs.”

- Already had these topics for the past few years

Question C2: “The topics were organized.”

- Always organized cause it’s always same

Question C3: “We spent enough time on each topic.”

- There were no written comments

Question C4: “The training covered up-to-date topics.”

- There were no written comments

Question C5: “The training covered the topics I need to do my job.”

- There were no written comments

Question C6: “The training had the right amount of information per topic.”

- There were no written comments

Hands-On Activities Mean Scores

The combined mean for all questions in this set was **3.84/4**. Results showed that participants agreed the activities helped build practical skills they need, and that there was enough time allocated for the activities.

Figure 8: Responses to the Six (6) Questions Regarding "Hands-On Activities" (Combined n=8)

KIVALLIQ: Questions and Results					
D.	Hands-On Activities	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. Overall, the activities met my needs.		3.75 / 4	4.0 / 4	
	2. The training activities were related to the training goals.		3.75 / 4	4.0 / 4	
	3. The instructor was familiar with the training activities.		4.0 / 4	4.0 / 4	
	4. The hands-on activities helped me build useful skills.		4.0 / 4	4.0 / 4	
	5. There were a right amount of activities per topic.		4.0 / 4	4.0 / 4	
	6. There was enough time to complete the activities.		4.0 / 4	4.0 / 4	
<i>Overall Mean for Hands-On Activities, Questions D1 - D6</i>			3.67	4.00	3.84

Hands-On Activities Additional Comments (Verbatim Responses)

Question D1: “Overall, the activities met my needs.”

- There were no written comments

Question D2: “The training activities were related to the training goals.”

- There were no written comments

Question D3: “The instructor was familiar with the training activities.”

- There were no written comments

Question D4: “The hands-on activities helped me build useful skills.”

- There were no written comments

Question D5: “There were a right amount of activities per topic.”

- We were all informed step by step

Question D6: “There was enough time to complete the activities.”

- Very helpful

Open-Ended Questions (Verbatim Responses)

Question E. “What did you like most about the training?”

- All the training that went on
- Budget reports
- Budgeting
- Doing the budgets and making our own budget plan for next contribution
- I like having a Board member present at the training. It helps a lot
- Financial statements
- Budget Reports
- Audit prep
- Hands on – practices

Question F. “How can we make this training better?”

- Move to a closer building/stay where they are booked at a hotel/suite
- Let other DEA members come who hasn't come to trainings so they can also have understanding, since it's always same training

Qikiqtani Region Evaluation and Analysis

General Evaluation Mean Scores

The combined mean score for the training was **3.80/4**. This high value highlights that participants agreed that the training met their expectations.

Figure 9: Responses to the Question, "Overall, The Training Met My Needs." (Combined n=11)

QIKIQTANI: Questions and Results					
A.	General Evaluation	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. Overall, the training met my needs.		3.6 / 4	4.0 / 4	3.80
<i>Overall Mean for General Evaluation, Question A1</i>					

General Evaluation Additional Comments (Verbatim Responses)

Question A1: "Overall, the training met my needs."

- More hands-on

Your Instructor Mean Scores

With regards to the instructor, the ratings were very high. The combined mean score was **3.95/4**. Results showed that the participants appreciated the instructor's knowledge, professionalism and her ability to support the participants on an individual basis.

Figure 10: Responses to the Questions Regarding "Your Instructor" (Combined n=11)

QIKIQTANI: Questions and Results					
B.	Your Instructor	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. My instructor had a full understanding of the topics.		3.8 / 4	3.8 / 4	
	2. My instructor actively invited questions.		4.0 / 4	4.0 / 4	
	3. My instructor answered the questions asked.		4.0 / 4	4.0 / 4	
	4. My instructor was available for individual help.		4.0 / 4	3.8 / 4	
	5. My instructor conducted themselves in a professional manner.		4.0 / 4	4.0 / 4	
	6. My instructor provided time for follow-up.		4.0 / 4	3.8 / 4	
	7. My instructor was prepared.		4.0 / 4	4.0 / 4	
<i>Overall Mean for Your Instructor, Questions B1 - B7</i>			3.97	3.93	3.95

Your Instructor Additional Comments (Verbatim Responses)

Question B1: “My instructor had a full understanding of the topics.”

- A bit too fast for me
- Next training should be somewhere more quiet
- Instructor was a good instructor

Question B2: “My instructor actively invited questions.”

- There were no written comments

Question B3: “My instructor answered the questions asked.”

- There were no written comments

Question B4: “My instructor was available for individual help.”

- There were no written comments

Question B5: “My instructor conducted themselves in a professional manner.”

- There were no written comments

Question B6: “My instructor provided time for follow-up.”

- There were no written comments

Question B7: “My instructor was prepared.”

- There were no written comments

Training Topics Mean Scores

With regards to the relevancy of the training topics, the ratings were very high. The combined mean score was **3.76/4**. This value highlights that the participants agreed that the training was organized; content was up-to-date and met their needs.

Figure 11: Responses to the Six (6) Questions Regarding "Training Topics" (Combined n=11)

QIKIQTANI: Questions and Results					
C.	Training Topics	Likert-scale rating for this survey indicated the following:	Office Manager Mean	DEA Member Mean	Combined Mean
		1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree			
	1. The topics covered during the training met my needs.		3.6 / 4	3.8 / 4	
	2. The topics were organized.		3.6 / 4	4.0 / 4	
	3. We spent enough time on each topic.		3.4 / 4	4.0 / 4	
	4. The training covered up-to-date-topics.		3.8 / 4	3.8 / 4	
	5. The training covered the topics I need to do my job.		3.6 / 4	3.8 / 4	
	6. The training had the right amount of information per topic.		3.6 / 4	4.0 / 4	
<i>Overall Mean for Training Topics, Questions C1 - C6</i>			3.60	3.92	3.76

Training Topics Additional Comments (Verbatim Responses)

Question C1: "The topics covered during the training met my needs."

- There were no written comments

Question C2: "The topics were organized."

- There were no written comments

Question C3: "We spent enough time on each topic."

- There were no written comments

Question C4: "The training covered up-to-date topics."

- Office Manager and I were 1 day late

Question C5: "The training covered the topics I need to do my job."

- There were no written comments

Question C6: "The training had the right amount of information per topic."

- There were no written comments

Hands-On Activities Mean Scores

The mean for all questions in this set was very high; the combined mean score was **3.74/4**. Results showed that participants agreed the activities were relevant to their roles and responsibilities, practical skills were learned and the number of activities was acceptable.

Figure 12: Responses to the Six (6) Questions Regarding "Hands-On Activities" (Combined n=11)

QIKIQTANI: Questions and Results					
D.	Hands-On Activities	Likert-scale rating for this survey indicated the following: 1 → Strongly Disagree; 2 → Disagree; 3 → Agree; 4 → Strongly Agree	Office Manager Mean	DEA Member Mean	Combined Mean
	1. Overall, the activities met my needs.		3.8 / 4	3.68 / 4	
	2. The training activities were related to the training goals.		3.6 / 4	3.5 / 4	
	3. The instructor was familiar with the training activities.		3.8 / 4	4.0 / 4	
	4. The hands-on activities helped me build useful skills.		3.6 / 4	4.0 / 4	
	5. There were a right amount of activities per topic.		3.6 / 4	4.0 / 4	
	6. There was enough time to complete the activities.		3.6 / 4	3.67 / 4	
<i>Overall Mean for Hands-On Activities, Questions D1 - D6</i>			3.67	3.81	3.74

Hands-On Activities Additional Comments (Verbatim Responses)

Question D1: “Overall, the activities met my needs.”

- Again a bit too fast

Question D2: “The training activities were related to the training goals.”

- Training were directly related to the DEA needs

Question D3: “The instructor was familiar with the training activities.”

- There were no written comments

Question D4: “The hands-on activities helped me build useful skills.

- There were no written comments

Question D5: “There were a right amount of activities per topic.”

- There were no written comments

Question D6: “There was enough time to complete the activities.”

- There were no written comments

Open-Ended Questions (Verbatim Responses)

Question E. “What did you like most about the training?”

- I liked all the training we were given
- Using the computer which I have struggled with

- Very well explained
- It was comprehensive and thought provoking, really making me ask myself on what we need for the school
- Good to be a part of hands-on, on behalf of the DEA member
- I liked I understood more on coding and budgeting
- This is my second trip to this training and I find it more understandable since I was here 2 years ago
- Computer skills
- Hands on activities
- The hands on one
- Contribution Agreements were hard to understand for me, which ones to work on. But I finally got the idea and the full picture. I will know better at the next quarterly reports

Question F. “How can we make this training better?”

- More hands on
- I would like to do more training on this
- When I get back home I’m going back to computer training
- Can’t get any better
- Maybe come into communities and teach all Board members
- N/A
- Nothing I can think of but keep providing training every year
- It’s a good refresher to attend every year
- Have a longer time so we can do everything
- Good question, not too sure
- It was better than all the courses I have taken in the past
- Thank you!

Findings and Recommendations

The Department recognizes that a successful training program is always a work in progress, and the training cycle isn't complete without an evaluation of training's effectiveness, which leads to decision-making and planning for future training. Thus, the Department has a useful and informative post-evaluation that is part of the overall training process.

This section identifies key findings and recommendations for future DEA Office Manager Training. The intent is to ensure that future training events build upon the successes of past regional training events. It is also intended to ensure challenges or areas for improvement that were noted by participants, trainers and/or those responsible for overseeing the training, are considered in future planning and implementation efforts.

This section encompasses reflections and recommendations related to the following areas:

- DEA Member Invitation
- Attendance
- Schedule
- Trainer
- Training Support
- Computer Resources
- Location and Facility
- Interpreter
- Translation
- Per Diem Advances
- DEA Honoraria
- Effective Training

DEA Member Invitation

The Department continues to support the recommendations from educational stakeholders, including the CNDEA, to include DEA members at the Office Manager training events. Given the important role that DEA members play in operational budgeting and fiscal responsibility one member from each DEA was invited to attend the training along with their Office Manager.

Most DEAs took advantage of this opportunity. Attending DEA members expressed appreciation for the opportunity to be involved and felt it contributed to their overall understanding of DEA financial roles and responsibilities.

In addition, several DEA members and Office Managers commented that having their school principal in attendance would also have been beneficial as it would help build teamwork and a greater understanding of each other's roles and responsibilities.

Recommendation: To build capacity and understanding, continue to invite one DEA member, preferably a member of the Finance Committee, from each DEA to attend Office Manager training.

Recommendation: To provide DEA/Principal partnership and engagement opportunities; and support Office Managers, work collaboratively with the Department to coordinate and provide awareness of, and access to, available resources and training in the area of DEA Office Manager financial responsibilities.

Attendance

In order to promote awareness of the training, increase participation rates and provide assistance to participants an early save the date announcement and communication initiative was employed.

Considerable time and resources were required to confirm registration, arrange participant travel, accommodation and per diem advances. At past training events, many flight and accommodation change requests were received and processed by the regional offices. These requests placed additional strain on personnel at the regional school operations but also meant the Department incurred extra costs due to late cancellations and change fees.

To minimize participant change requests, key messages were communicated through participant invitations. Furthermore, participants were asked to sign and submit a registration form to confirm their intent to attend and indicate that they agreed to the terms and conditions as outlined in the invitation.

As a result, regional school operations who were responsible for travel arrangements reported minimal change requests. Any personal change requests received were declined. Change requests due to personal emergencies were approved.

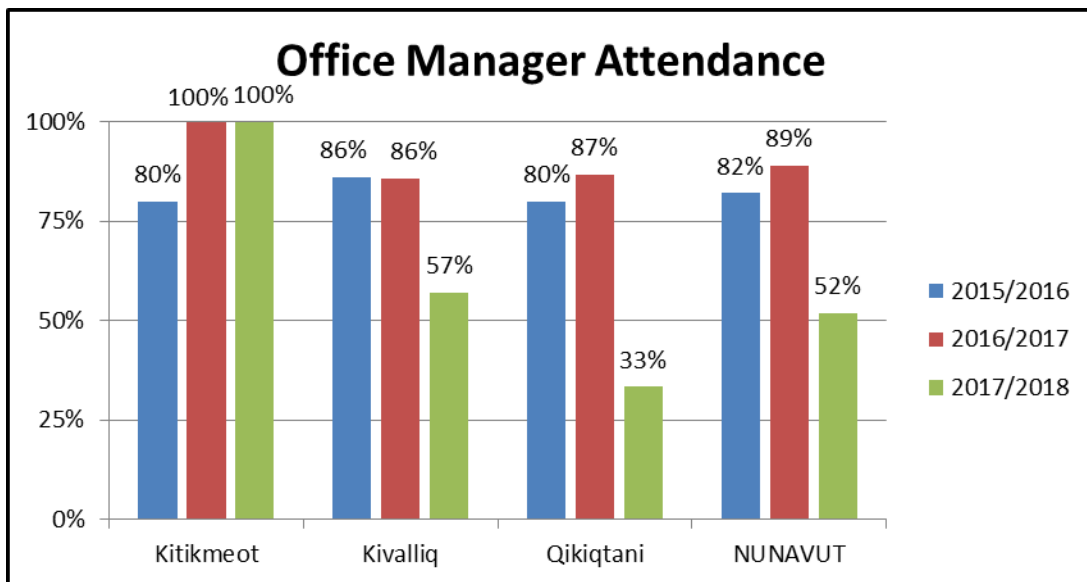
Recommendation: Continue to employ various mass communication tactics such as early save the date notices, invitation letters, reminder emails and phone calls.

Recommendation: Continue the best practice of participant's submitting signed registration forms.

Office Manager Attendance

Trends in data over the past three years indicate that the percentage of DEA Office Managers participating in the training is trending downward. Compared to 2016/2017, Kitikmeot's attendance remained the same at 100 per cent; Kivalliq declined from 86 per cent to 57 per cent; and Qikiqtani decreased from 87 per cent to 33 per cent. Compared to 2016/2017, territorial office manager attendance declined from 89 per cent to 52 per cent.

Figure 13: Percentage of Office Managers attending training over the past three years. Reported annually, by region and summarized for the territory.

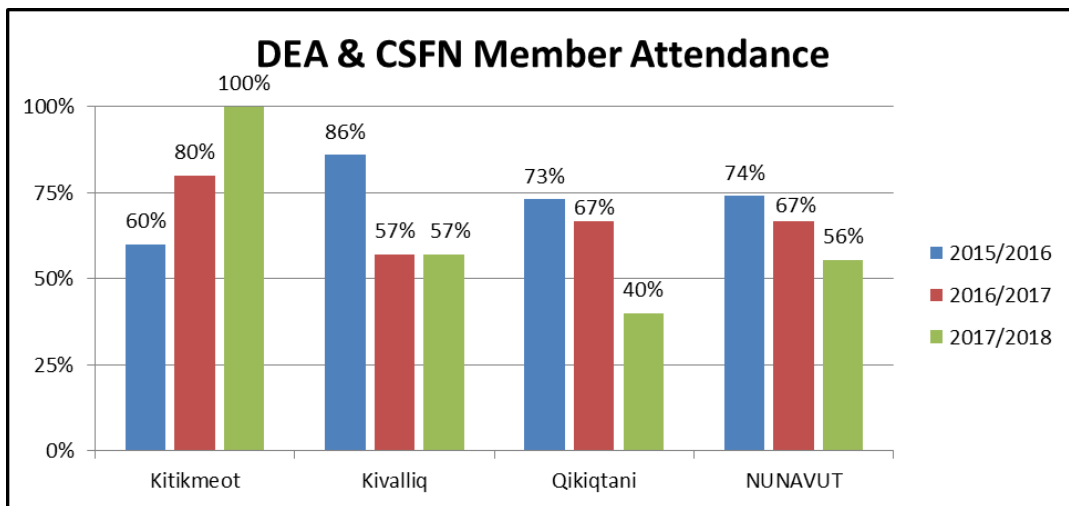


Note: The results shown represents the three most recent years of data.

DEA and CSFN Member Attendance

Overall, the DEA and CSFN member attendance is trending downward. Compared to 2016/2017, Kitikmeot was the only region whose attendance increased – an increase from 80 per cent to 100 per cent. Kivalliq remained the same at 57 per cent and Qikiqtani declined from 67 per cent to 40 per cent. Compared to 2016/2017, the territory's DEA and CSFN member attendance trended downward from 67 per cent to 56 per cent.

Figure 14: Percentage of DEA and CSFN members attending training over the past three years. Reported annually, by region and summarized for the territory.



Note: The results shown represents the most recent three years of data.

Non-Attendance

The table below shows reasons given by Office Managers and DEA/CSFN members for not attending the 2017/2018 training. The Kitikmeot region had 100 percent attendance. Three communities in Kivalliq region did not have representation from either their Office Manager nor DEA members. The Qikiqtani region had the highest percentage of non-attenders.

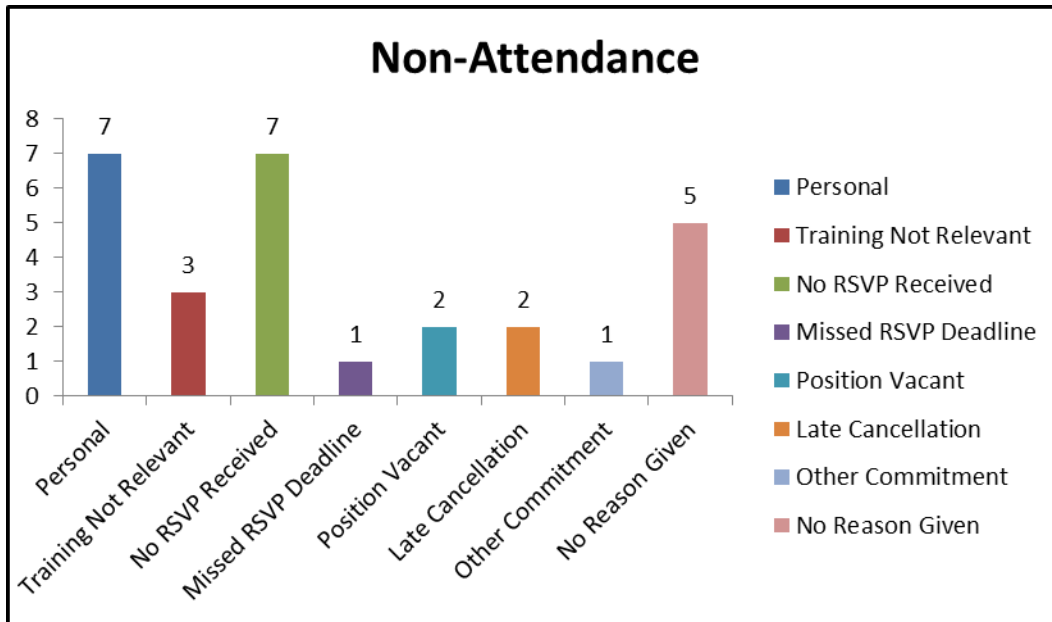
Figure 15: Reasons for non-attendance at 2017/2018 training, reported by region, community and position (Office Manager DEA/CSFN member).

REGION		Office Manager	DEA/CSFN Member
Kitikmeot			
Kivalliq	Arviat	Training Not Relevant	No Reason Given
	Baker Lake	Personal	No Reason Given
	Rankin Inlet	Training Not Relevant	No Reason Given
Qikiqtani	Apex	Position Vacant	No RSVP Received
	Arctic Bay	Position Vacant	No RSVP Received
	Cape Dorset	Personal	
	CSFN	No RSVP Received	No RSVP Received
	Grise Fiord		Late Cancellation
	Hall Beach	Personal	
	Iqaluit	Training Not Relevant	No RSVP Received
	Pangnirtung		Missed RSVP Deadline
	Pond Inlet	Personal	Other Commitment
	Qikiqtarjuaq	Late Cancellation	No Reason Given
	Resolute Bay	Personal	
	Sanikiluaq	Personal	No Reason Given
CNDEA		No RSVP Received	No RSVP Received

Note: Only communities that did not attend are shown.

The graph below combines the reasons given by Office Managers and DEA/CSFN members for not attending the 2017/2018 training. The reasons given categories are summarized for all Office Managers and DEA/CSFN Members.

Figure 16: The data summarizes the reasons given by Office Managers and DEA/CSFN members for not attending the 2017/2018 training. Data is summarized by category.



Note: Data shown is Office Manager and DEA/CSFN combined.

Attendance at Training

The training schedule was a full three day event with training hours from 8:30 AM to 5:00 PM.

Prior to the training, the Department used a number of means to share expectations related to attendance at the training sessions. These efforts included formal invitations via email, telephone follow ups that included the importance of daily attendance.

In addition, on-time expectations were restated at the first day of training. A daily attendance sign-in sheet was utilized to track participant daily attendance. Prizes were awarded to participants for early and on-time arrival.

Each region met acceptable attendance standards.

Recommendation: Continue to limit training events to actual training and do not add additional meetings or events that would extend the work day for participants

Recommendation: Continue to communicate via multiple methods (email, phone, District Education Authority Development Officers), follow-up and encourage attendance.

Trainer/Instructor

When planning the training sessions, the DEA Office Manager Training Advisory Group developed a set of required criteria for the training events. They did this based on principles of adult learning and the desire to provide effective learning in multiple formats, including visual and hands-on methods. The hands-on activities reflected the specific training needs of each region, based on knowledge of previous training events, consultations and DEA yearly financial audit reports.

One trainer was contracted to deliver territory-wide training. The intent was to ensure consistent and high quality instruction as well as standardized training resources and learning outcomes. Nasajit Services from Iqaluit was the chosen training provider. The following criterion was used to select the training provider:

- i) specialized and unique knowledge of DEA financials;
- ii) protocols and procedures that are specific to the DEA;
- iii) the ability to deliver consistent, standardized and sustainable territory-wide training;
- iv) capable of performing work efficiently within travel schedule set by the external auditors; and
- v) established relationships with DEAs in a bookkeeping capacity.

Nasajit trainer, Vicky Go, made one-on-one time available for all participants, which was over and above contractual agreement expectations. Participants expressed appreciation for this personalized attention and service. Participants stated during informal and formal feedback that having a consistent trainer was important to them.

Recommendation: Continue to contract Nasajit Services for future Office Manager training services.

Training Support

Some participants expressed a need for additional coaching support during the finance and budgeting sessions. It is important to note that 2017/2018 trainer to participant ratio ranged from 1:10 participants in Kitikmeot, 1:11 in Qikiqtani and 1:8 in Kivalliq. In addition, two assistant facilitators supported the training at each regional event.

Where possible, the training team accommodated DEA members who requested to work independently on the computer-based training tasks. Nine of fifteen DEA members chose to work independently, with the rest choosing to work alongside their Office Manager.

Some of the DEA members who chose to work independently expressed concerns that the training was moving too fast for them. Limited experience working with the Excel-based training software, and limited data entry skills, contributed to the concerns expressed by some DEAs.

If the Department intends to continue to offer DEA members the choice to work independently on the computer-based training tasks, it may be necessary to provide additional support for those individuals during this part of the workshop. Other options could be to provide alternative tasks for DEA members without prerequisite computer skills, which would require less data entry and enable them to work at their own pace.

To support the additional coaching request the Department determined the best course of action would be to increase the trainer to participant ratio during the finance and budgeting sessions. Regional School Operations was identified as the best resource to provide additional finance personnel to support the training as assistant trainers.

The Kitikmeot region provided their Finance Clerk whom played a significant role in supporting participants' success. Their participation also brought additional benefits to the training including:

- a) additional team building opportunities for RSO, DEA and Office Managers,
- b) modelling of positive and inclusive learning environments; and,
- c) increased awareness of individual Office Manager strengths and areas continuing to need support.

Both Qikiqtani and Kivalliq regions were unable to provide additional personnel support due to staffing constraints. Due to territory-wide vacancies there were no DEA Development Officers available to support the regional events.

Recommendation: Continue to provide additional coaching supports for participants, as needed.

Computer Resources

Each year securing suitable training space and computer resources for these training events is a challenge. Despite these challenges, the Department was successful in securing suitable computer laboratory space for all regional events.

Computers are used for the majority of the training, providing the opportunity for participants to train realistically using Department approved DEA budget and quarterly report templates.

While the ratio of one computer for every DEA representative team (Office Manager and DEA member) created opportunities for Office Manager/DEA teamwork, it is noted that some DEA members demonstrated appropriate technical skills, software knowledge and the desire to work on their own.

Therefore, the opportunity for DEAs to self-nominate should they like to work on their own computer was accommodated. In the future, additional resources may be required as more DEAs request to work independently.

Recommendation: The Department should purchase a minimum 20 suitable computers and software for all participants to use in future Office Manager/DEA training events.

Location and Facility

Providing a quality learning environment for all participants was important. Managing the logistical training needs posed a challenge due to accommodation availability and facility considerations, especially as it related to hands-on, computerized training events.

The Department has identified the following locations and facilities in each region as suitable training sites.

- Kitikmeot: Cambridge Bay, Helen Maksagak Centre, First Floor Boardroom
- Kivalliq: Rankin Inlet, Nunavut Arctic College, Kivalliq Hall computer laboratory
- Qikiqtani: Iqaluit, Aqsarniit Middle School computer laboratory*

*A few Qikiqtani participants commented that the training space at Aqsarniit Middle school was unacceptable due to noise from students. A key issue with moving to another location is securing 20 computers and workspace in Iqaluit.

Recommendation: Continue to plan and organize these events in advance so that suitable accommodations and facilities may be secured.

Interpretation Services

The Department is committed to providing participants with the opportunity to learn and engage with others in their language of choice. Through the registration process participants were asked if they wanted interpretation services during the training sessions. The Department received interpretation requests from one Kitikmeot DEA member and one Qikiqtani DEA member. Interpreters were hired to meet the needs of these DEA members. No participants from Kivalliq requested interpretation services.

Recommendation: Continue to provide quality interpretation services.

Translation

The Department recognises the concern among participants that training resources (PowerPoint, work binder and departmental provided templates) were not translated into all official languages, specifically Inuktitut to meet unilingual DEA member needs.

It is noted that all DEAs have adopted a DEA Office Manager's job description which states Office Managers be able to read and write effectively in both English and Inuktitut/Inuinnaqtun.

Recommendation: Based on consultation feedback, GN policies and to improve the learning experience of all participants, the presentation materials should be translated to Inuktitut and Inuinnaqtun.

Per Diem Advances

Per diem advance expectations and communication were identified as areas of communication improvement. To meet this need, supplementary information was added to both Office Manager and DEA member invitation packages.

Supplementary information included details pertaining to per diem entitlements, timing and how per diem advances are processed. The Financial Administration Manual (FAM) 820-1 Duty Travel directive was included as an attachment to support participant expectations and limit FAM policy misunderstandings.

To support finance operations and maintain seamless processing, participants were requested to complete a Vendor Update Request form. Thus, participant vendor accounts were set up in advance and/or updated with their current information.

Communication was enhanced leading up to each region's event as several reminder emails were sent highlighting the per diem advance process, including timing and cut off dates.

All pre-registered participants received per diem advances. There were no known participant grievances surrounding per diem advances.

Recommendation: Continue to communicate above mentioned expectations via invitation letters, FAM and reminder emails.

DEA Honoraria

Honoraria application and rules for remuneration were identified as areas of communication improvement. To meet this need, supplementary information was included in the DEA member invitation package.

The additional information included more details on DEA honoraria classification, maximum rates, timing and processing responsibilities. Financial Administration Manual (FAM) 810 Duty Travel directive was included as an attachment to support DEAs expectations and limit FAM policy misunderstandings.

Several reminder emails were sent to the DEAs highlighting the honoraria process, including allowable maximum rates, timing and processing responsibilities.

Recommendation: Continue to communicate responsibilities and expectations via invitation letters, FAM and reminder emails.

Effective Training

Investing in human capital is a prudent decision for every organization. The Department understands that training makes better employees, and better employees make better organizations. It's important to consider evaluation by return on investment, such as

- 1) training costs: design, development, promotion, administration, delivery, materials, facilities, travel, accommodations,
- 2) after training benefits such as labour savings, productivity increases, turnover costs, and,
- 3) budget limitations.

Participant feedback was very positive with scores ranging between 3.4 – 4.0/4.0 in each training evaluation category. Additionally, insightful feedback was received in the open comment sections.

Several Office Managers acknowledged that the training is a refresher and that it's important for them to attend each year to develop their skills and strengthen their knowledge. One Office Manager commented that the training was a repeat and that they would like different training.

The Department recognizes that office managers' skills are varied within each region. To overcome the wide-ranging skill issue a "community of learning" atmosphere was promoted where advanced participants were encouraged to support novices.

Recommendation: The Department should consider alternative training options in an effort to offer effective and sustainable training that will motivate and provide meaningful training experiences for the wide-ranging skill set of Office Managers.