

**Report to:**



# **Integrated Land Management Bureau (ILMB)**

## **First Nations Pilot Training Results & Recommendations**



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## Appendices

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#### Confidentiality/Validity

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# 1. EXECUTIVE SUMMARY

It is the Integrated Land Management Bureau's (ILMB) responsibility to “*deliver integrated natural resource information and services that are leading edge, timely, client-friendly and responsive, and that support a vibrant B.C. economy, healthy communities and a sustainable environment*”. Supporting the needs of existing and emerging clients is an important part of the work ILMB performs on behalf of the provincial government.

Over the past year, a number of First Nations associations have expressed an interest in learning more about internet based, web-enabled tools and services that are used to access corporate information managed by ILMB. In response to these requests, ILMB implemented an interim “pilot” training strategy to satisfy the immediate training needs of 28 First Nations new users representing seven First Nations associations (Soda Creek First Nations, Lytton First Nation, Oregon Jack Creek Band, Kanaka Bar First Nation, Boothroyd First Nation, Ashcroft First Nation and the Union of BC Indian Chiefs).

Three training sessions were delivered (two sessions in Kamloops; one in Vancouver).

## **The business goals and objectives of the “pilot” First Nations training were to:**

- Interact with First Nations representatives to better understand their needs (cultural, technical, non-technical and business) to ensure future First Nations training adequately addresses First Nations needs; and,
- Begin framing a precursory training methodology (based on observations and lessons learned during the “pilot” training) to form a General ILMB Training Strategy structure that is appropriately aligned with ILMB's vision for a User Experience Program.

## **The client specific objectives of the “pilot” First Nations training were to ensure:**

- First Nations understand the role ILMB performs in supporting strategic and operational planning, corporate information management and the provision of reliable citizen access to corporate information;
- First Nations are aware of web-enabled tools and services that could be used to provide more timely evaluation and response to strategic and operational resource proposals;
- First Nations are aware of how to use web-enabled tools to access government information that could support treaty negotiations (i.e. land use plans);
- An opportunity was provided for First Nations and FrontCounter BC personnel to meet and discuss government-to-government business processes (i.e.: referrals); and
- First Nations are aware of land and natural resource information and services offered to clients at no cost.

Overall, First Nations representatives were receptive to the new ideas and tools introduced during the “pilot” training and in terms of an “*information*” session, the targeted business and client specific goals and objectives were successfully achieved.

However, in terms of “*training*” to add client value, competency and the necessary skills to use ILMB’s web-enabled tools, the “pilot” First Nations training sessions ***were not entirely successful*** – our success was in the communication handouts, introducing our services and providing an orientation to the tools. The post pilot review and follow-up phase clearly reveal the majority of the First Nations training participants are ***not using the tools***. There are a number of issues and challenges causing First Nations hesitation not to use the tools, including:

- **ILMB web-enabled tools are unnecessarily complicated** and not designed for clients to easily understand or use with ease and confidence. By their very definition a web-enabled “self-serve” tool should not require the amount of training currently required for a user to use the tools. This issue is consistent with the general findings of the Client Access Tools (CAT) project;
- **ILMB web-enabled tools are not stable** and should not be exposed to an expanded group of First Nations users until performance and technical issues are addressed (i.e.: server and system errors were consistently encountered during the training, even though the training was delivered from the FrontCounter BC Kamloops facility/connections)<sup>1</sup>;
- **ILMB web enabled tools do not appear to “fit” within First Nations workflow** requirements. First Nations do not fully understand where or how to intersect the web-enabled tools into their day-to-day work processes. It is also unreasonable to assume First Nations are willing to adapt their “business” to accommodate the technical requirements of the web-enabled tools;
- **ILMB web-enabled tools and services are not intuitive or easy to use** and caution should be taken when depicting the tools and services as “self-serve” when there is a certain level of training required before a user is able to use the tools efficiently; and,
- **ILMB web-enabled tools are not provided in an environment to easily enable use by First Nations** and an assessment should be conducted to determine the technical and business readiness of potential users before future training is delivered.

It is worth noting that although there were challenges with the First Nations “pilot” training, a strong desire exists among several of the “pilot” First Nations associations to work collaboratively with ILMB to promote use of the web-enabled tools and services within their organization. The business drivers motivating this desire are:

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<sup>1</sup> Refer to Appendix B for a list of errors encountered during the First Nations training

- To **improve their ability** to comment and process referrals for strategic and operational proposals (through the use of the same information used by agency partners, such as FrontCounter BC);
- To **reduce the demand** on GIS departments by providing user-friendly and reliable mapping tools to operational personnel (forestry, fisheries and wildlife portfolio managers). It must also be noted that some First Nations associations do not currently have mapping capabilities, and ILMB could potentially provide mapping tools to fill this void.
- To **locate, view and download corporate information** for both normal in-house operational tasks and complex strategic analysis;
- To **respond to internal** (day-to-day community or social planning and management of heritage values) **and external enquiries** (government-to-government, industry or citizen) for general information (including locating natural and archaeological features, landmarks and other base features);
- To **produce maps** and other mapping products for reports, meetings and field work;
- To **access information** required for Treaty Negotiations to facilitate land use planning; and,
- To **conduct research and status** land, demographic and other cultural attributes.

This document is presented to ILMB executive for review and decision and is organized in the following manner:

**Section 1.1** contains recommended high level task breakdown for next steps

**Section 1.2** contains the project team and structure

**Section 1.3** contains a summarization of the key findings and observations noted during the First Nations “pilot” training initiative.

**Section 1.4** contains options and recommendations to deliver future First Nations training.

**Section 2.0** provides detailed analysis and narrative descriptions of the results and outcomes of ILMB’s First Nations “pilot” training initiative.

## 1.1. Next Steps

Given ILMB's desire to engage First Nations in a healthy working relationship and assist in geographically enabling First Nations front-line workers, it is recommended ILMB conduct the following activities:

1. Endorse First Nations Pilot Training Results and Recommendations report and the recommended option;
2. Present the First Nations Pilot Training Results and Recommendations to the First Nations Technology Council (FNTC);
3. Acquire funding to initiate and secure the ILMB-FNTC partnership strategy;
4. Develop a charter to establish partnership roles, responsibilities and activities;
5. Identify and select First Nations sampling sites within each region (based on High, Medium and Low business and technical criteria)
6. Conduct a Readiness Assessment of the First Nations sampling sites;
7. Assess and document existing business processes and user needs;
8. Determine training requirements;
9. Schedule and deliver training for the First Nations sampling sites; and
10. Monitor and analyze First Nations sampling sites to prove concept and training model.

It is estimated the First Nations proof of concept will require 1-2 months of combined ILMB-FNTC effort.

## 1.2. Project Team and Structure

The diagram below describes the First Nations Pilot Training project team and structure:



### 1.3. Key Findings

The table below describes observations and key findings of the “pilot” First Nations training initiative:

Finding	Supporting Comments
<p><b>First Nations are generally unaware of the web-enabled tools and services currently offered by ILMB</b></p>	<ul style="list-style-type: none"> <li>- 83% of the participants were not aware of the GeoBC Gateway;</li> <li>- 68% were not aware of iMap BC;</li> <li>- 72% were not aware of the ILRR<sup>2</sup>;</li> <li>- 56% had never used RAAD<sup>3</sup>;</li> <li>- 96% were not aware of Map View for the Web.</li> </ul> <p>ILMB should continue looking for opportunities to increase First Nations awareness of the web-enabled tools and services. Some outreach channels are already in place and have proven effective. These outreach channels include:</p> <ul style="list-style-type: none"> <li>• Conferences and trade shows (initial contact with the “pilot” First Nations training representatives was accomplished through this outreach technique).</li> <li>• There is a distinct business link between FrontCounter BC and First Nations to process referrals. During the First Nations “pilot” training sessions, a FrontCounter BC representative was present to answer questions and participate in discussions. Similar considerations should be explored for any future First Nations training initiatives.</li> <li>• A number First Nations Bands are keen to work with ILMB to deliver similar introductory workshops to members within their communities. There may also be potential opportunities to filter information through community workshops (such as workshops sponsored by the Union of BC Indian Chiefs).</li> </ul>

<sup>2</sup> Integrated Land and Resource Registry

<sup>3</sup> Remote Access to Archaeological Data

Finding	Supporting Comments
	<ul style="list-style-type: none"> <li>First Nations Technology Council (FNTC) has similar goals to ILMB and may want to work with ILMB to improve First Nations access to information.</li> </ul>
<p><b>Not all First Nation bands are ready to use ILMB services and some do not currently have the capacity to implement new skills</b></p> <p><b>and,</b></p> <p><b>First Nations participants are uncertain how to “fit” the new tools in their current business processes</b></p>	<p>Although most of the First Nations participants indicated they were keen to use the web-enabled tools at the end of the training, follow-up calls revealed <b>75% of the training participants had not used the tools within one week of returning to their office.</b> However, most of the training participants indicated they intend to use the tools in some capacity in the next month.</p> <p>First Nations communities are struggling to process and comment on the vast number of land referrals directed to their offices by various government agencies. Many of the Band offices are either under resourced, in the process of filling vacant positions to cope with the referral workload or have recently expanded or created a mapping/GIS department. Finding time to use the knowledge and skills gained from training is difficult. Options to consider for future training:</p> <ul style="list-style-type: none"> <li>Do not schedule training during February or March (staff are completing fiscal year end projects/reports or preparing for field season). Also need to allow for those First Nations actively engaged in hunting and gathering season (June to August) during which time First Nations capacity is diminished. Optimal time for training September through November.</li> <li>Ensure First Nations internal business flows, procedures, roles and responsibilities are well established and understood (through a business process review) prior to undertaking training.</li> <li>Prepare a post training plan to assist First Nations use the new skills within their daily schedule.</li> <li>Create implementation guidelines/procedures to transition offices currently using paper information management processes to electronic information management.</li> </ul>
<p><b>First Nations participants have varying levels of skills and internet accessibility</b></p>	<ul style="list-style-type: none"> <li>76% of the participants attending the “pilot” First Nations training sessions felt the pace of the training was “just right”; 20% felt the pace of the training was “too fast” and 4% felt the pace of the training was “too slow”. It was very clear at the beginning of each training session that a not all users were comfortable with the tools and</li> </ul>

Finding	Supporting Comments
	<p>many struggled to keep up.</p> <ul style="list-style-type: none"> <li>Some Bands do not have high-speed internet connectivity, creating performance and accessibility difficulties required to effectively use web-enabled tools or download large data files.</li> </ul> <p>Some options to mitigate these issues include:</p> <ul style="list-style-type: none"> <li>Conduct a detailed Training Needs Analysis and readiness assessment prior to training to ensure the training is feasible and suitable to the learners needs.</li> <li>Gather input for the design of the training from First Nations communities and ensure the training is customized to meet First Nations needs (i.e. process an ILMB land referral, complete an archaeology enquiry, etc.)</li> <li>Develop training sessions for “Beginner” and “Advanced” users</li> <li>Develop a First Nations “power users” group to act as post-training first-line of support.</li> </ul>
<p><b>Some First Nations business units feel ILMB web-enabled tools and services do not satisfy their information needs</b></p>	<p>Many of the “pilot” training participants are actively involved in research projects to record the dynamics of lands occupied by First Nations communities from a historical, political and cultural perspective. Some of the First Nations researchers feel ILMB’s web-enabled tools “are not applicable to my job”.</p> <p>While it is not within ILMB’s mandate to store or provide access to historical data (the LRDW does not contain archival documents relating to aboriginal or indigenous peoples), the information and tools offered through ILMB could potentially benefit First Nations research projects by:</p> <ul style="list-style-type: none"> <li>Establishing a “snapshot” of the current status of the land base and receiving automatic notification of ongoing changes (i.e.: ILRR’s Notification functionality)</li> <li>Building capacity internally. Some First Nations rely on consultants to locate information relating to cultural sites within and adjacent to a specific area of interest. A more cost effective method may be build in-house skills to acquire the information using “free” web-enabled tools</li> </ul>

Finding	Supporting Comments
	(such as RAAD).
<b>Many performance and technical issues impacted delivery of training<sup>4</sup></b>	Although the training sessions were delivered in a FrontCounter BC government office with better than average technical capacity, system inconsistencies, technical errors and generally poor performance occurred during the afternoon of all three “pilot” sessions.
<b>It is costly to deliver hands-on classroom-style training</b>	<p>It is estimated direct costs to develop and deliver the “pilot” First Nations training was in excess of \$1250.00/participant. There are over 200 First Nations Bands widely dispersed throughout the province that could potentially request training similar to the three “pilot” First Nations training sessions. The cost and effort to complete similar hands-on classroom-style training province-wide training is not financially viable. Options to consider:</p> <ul style="list-style-type: none"> <li>• Before undertaking future training sessions for First Nations, an estimate should be completed to clearly define high value business outcomes, key performance indicators and associated business case drivers.</li> <li>• Investigate opportunities to partner with other internal or external organizations for alternate funding and/or cost sharing agreements.</li> </ul>
<b>Support for web-enabled tools may create additional responsibilities for First Nations technical experts</b>	While the majority of the First Nations training participants struggled to understand the web-enabled tools, some of the training participants with a strong GIS background found the tools easy to use. First Nations GIS Technicians use sophisticated analytical technology to complete their day-to-day work and may not have a need to use the web-enabled tools. However, the First Nations GIS Technicians felt that implementation of ILMB web-enabled tools within their office would result in additional support demands on the GIS Technician.

<sup>4</sup> Refer to Appendix B for a list of errors encountered during the First Nations training

## 1.4. Options and Recommendations

It is well known that ILMB is currently in the process of evaluating new opportunities and options to streamline and improve delivery of corporate integrated natural resource information and services to their clients. The results of these evaluations or the future vision of access and viewing tools are not known at this time, this report is presented based on the following assumptions:

- The options and recommendations contained in this report are based on ILMB’s current suite of internet-based web-enabled tools;
- ILMB is responsible for ensuring training is available for tools and services developed and managed by ILMB;
- The cost to deliver the three First Nations “pilot” training sessions is estimated at +/- \$1,500.00/participant (including ILMB resource salaries). Given ILMB’s intention to provide First Nations training free of charge, it is assumed funding for future First Nations will be allocated from a First Nations focused program. It is also assumed the training cost per participant will be reduced when the recommended program is fully established; and,
- The GeoBC Service Desk ILMB will provide post training user support to First Nations (although the roles and responsibilities of the GeoBC Service Desk ILMB are not fully defined at this time).

Based on a review and analysis of the “pilot” First Nations training evaluations and extensive post-training interviews with the First Nations training participants, five options for future First Nations training are presented for executive review consideration.

**Note:** *an estimated annual cost reduction of 30% is anticipated following initial implementation of the program.*

Each option includes a high-level initial cost estimation based on the following annual cost ranges:

**High** - \$500,000.00 +

**Medium** - \$250,000.00 - \$500,000.00

**Low** – 0 - \$250,000.00

#### **1.4.1. Option 1: ILMB/First Nations Technology Council Partnership**

An ILMB/FNTC partnership is presented as the recommended option for future First Nations training for the following reasons:

- Creation of a cooperative and supportive structure will achieve (surpass) common goals;
- Equitable sharing of financial investment, decision making and other related operating procedures;
- Equitable sharing of risks, benefits and successes;
- Allows both parties to build internal capacity, knowledge and structure;
- Provides an all encompassing program that will improve First Nations ability to access and use corporate land and natural resource information;
- Provides the advisory structure necessary to control, monitor and evaluate and report on the effectiveness of the training program; and,
- The training model (planning, development, evaluation and monitoring process) produced from an ILMB/FNTC partnership could be used to shape a much broader ILMB provincial training strategy to meet the general training needs of other agencies, non-government organizations, private industry, the public, etc.

**Concept:** It is ILMB’s intention to build strong working relationships with First Nations to increase mutual cooperation, collaboration and trust. A partnership between ILMB and the First Nations Technology Council (FNTC) is based on the underlying principle that both parties share a common vision and strategic responsibility to improve opportunities for First Nations communities to access reliable and accurate resource information.

A partnership between ILMB and FNTC will require financial commitment by both parties. A cooperative business model for funding and delivering the program to achieve success must be further investigated to outline detailed specifications (roles and responsibilities), service expectations, quality standards and performance measurements<sup>5</sup>.

**Delivery Model:** ILMB’s primary contribution to the partnership is the creation of an internal full time position (FTE), focused exclusively on the coordination, planning and delivery of quality training to potential First Nations learners. Additional roles, responsibilities and activities of the FTE include:

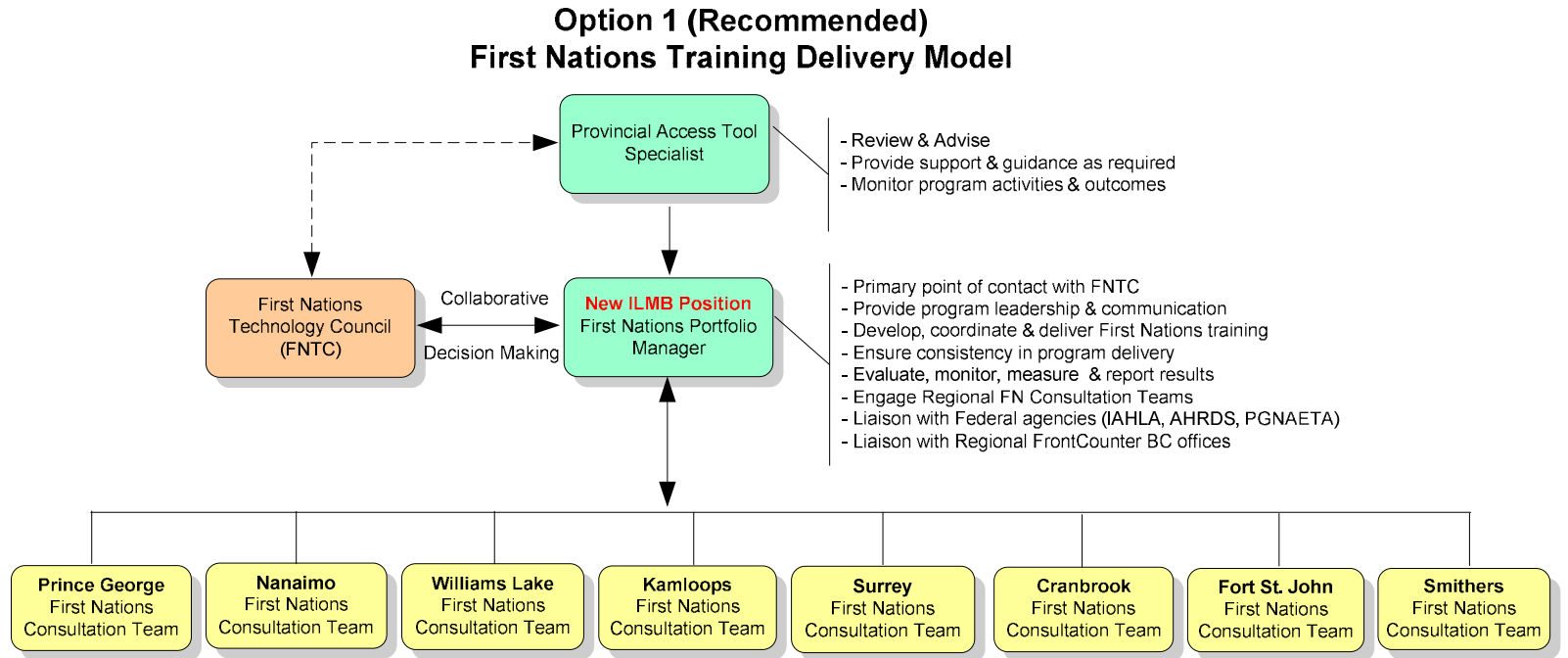
- supporting the business process re-engineering;
- one-on-one coaching;
- engaging / establishing partnerships with Federal agencies such as the Indigenous Adult and Higher Learning Association (IAHLA), the Aboriginal Human Resources Development Strategy (AHRDS) and the Prince George Nechako Aboriginal Employment and Training Association (PGNAETA). This would provide for the coordination and efficient delivery of multi-agency program activities and promote the leveraging of funding and resources to support a range of activities supporting capacity building within First Nations communities.
- other related duties to benefit the ILMB/FNTC partnership and First Nations communities.

Establishing a dedicated First Nations FTE within ILMB will provide a focus for emerging business drivers without disrupting other ILMB program areas. Under the direction of ILMB’s Provincial Access Tool Specialist, the new FTE would coordinate and liaison with the newly created First Nations Consultation Teams to ensure consistency throughout the province.

The delivery model for this option is illustrated in the high-level diagram below:

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<sup>5</sup> A Memorandum of Understanding between the First Nations Technology Council (FNTC) and Integrated Land Management Bureau (ILMB) is in place.

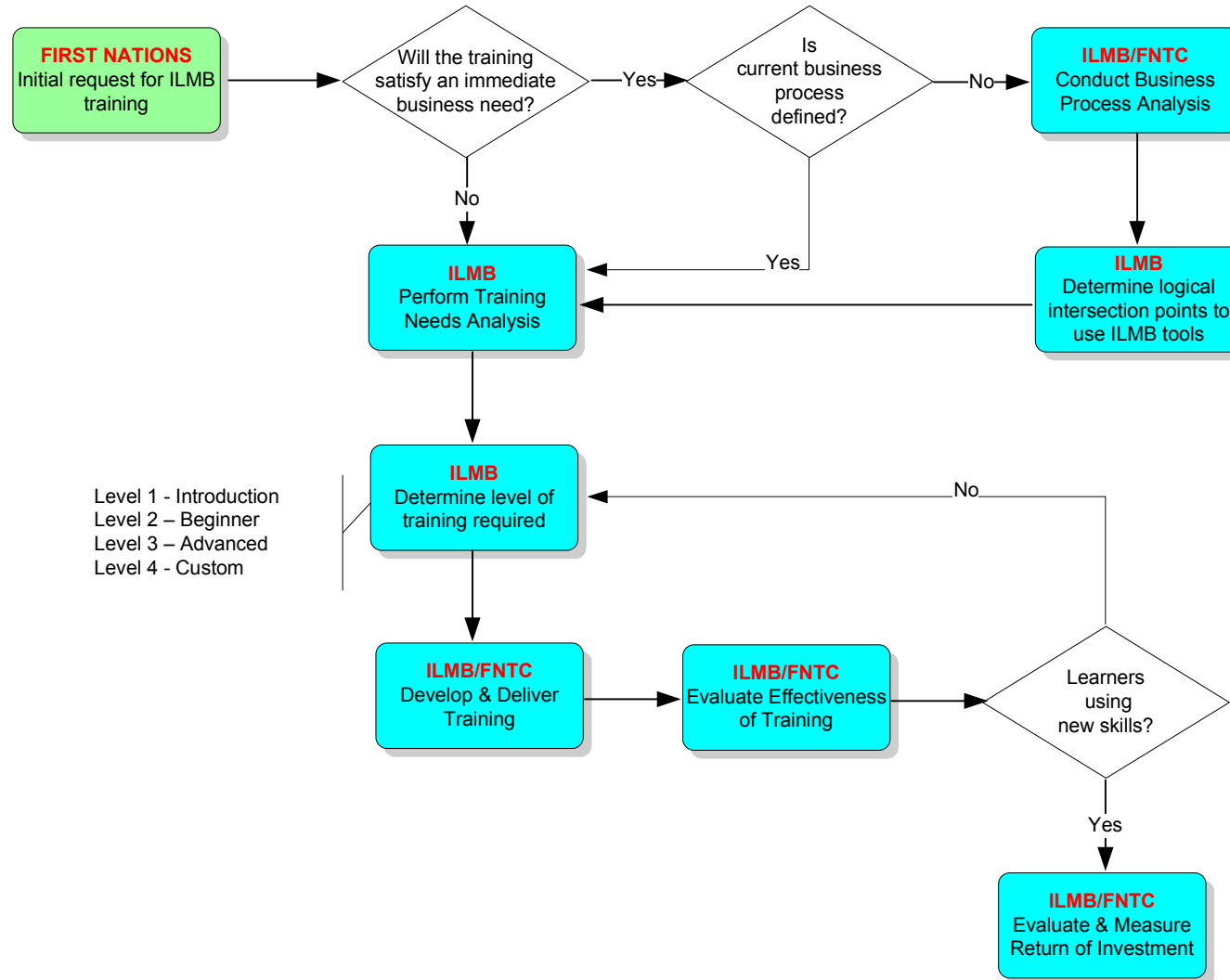


**Estimated impact to ILMB resources:** medium

**Estimated cost to implement:** low (assuming Regional First Nations Consultation Teams collaborative participation).

The diagram below illustrates a high level conceptual drawing of the ILMB/FNTC shared delivery model:

### ILMB/FNTC Partnership Training Delivery Framework



The following table contains the known benefits, constraints and limitations of implementing this option:

Benefits	Constraints & Limitations
<p><b>Benefits to ILMB:</b></p> <ul style="list-style-type: none"> <li>• Consistent with the premier’s goal to “<i>Make B.C. the best-educated, most literate jurisdiction on the continent</i>”;</li> <li>• Aligns with ILMB’s business commitment to build new working relationships with Aboriginal peoples;</li> <li>• Promotes service excellence to clients seeking access to corporate land and natural resource information;</li> <li>• Encourages collaborative management of land and resource assets;</li> <li>• Raises the client centric profile of GeoBC and is consistent with the underlying principles of a User Experience Program; and,</li> <li>• Aligns with other ILMB corporate initiatives (i.e.: First Nations Gateway, Referrals, Client Access Tools User Experience Program, FrontCounter BC business themes)</li> </ul> <p><b>Benefits to First Nations Technology Council (FNTC) and ILMB:</b></p> <ul style="list-style-type: none"> <li>• Utilizes FNTC’s established relationship with First Nations Bands to reach potential new users (largest outreach opportunity currently available to reach First Nations);</li> <li>• Promotes a shared FNTC/ILMB delivery model (funding, resources, training facilities, equipment etc.) to accomplish provincial First Nations training objectives;</li> <li>• Focuses on development of an appropriate and effective training program that will satisfy First Nations cultural, political and social learning needs;</li> </ul>	<ul style="list-style-type: none"> <li>• Requires capital funding and access to a FTE position within ILMB (i.e. one of the newly created First Nations business focused positions); and,</li> <li>• Not all First Nations Bands are familiar with the roles and responsibilities of ILMB or FNTC.</li> </ul>

### 1.4.2. Option 2: Train-the-Trainer

This option is presented for review and consideration, but is not recommended for implementation for the following reasons:

- Restricts ILMB’s ability to interact and nurture strong working relationships with First Nations; and,
- May be costly to implement and maintain (i.e.: cost to train and subsidize an unknown number of First Nations trainers).

**Concept:** This option examines the feasibility of implementing a Train-the-Trainer model using First Nations subject-matter experts as trainers to deliver training in various regional centers across the province. This option assumes First Nations subject matter experts will be receptive to a train-the-trainer concept and that First Nations community members will be receptive to peer-to-peer training.

The benefits and associated advantages of implementing a Train-the-Trainer concept are as follows:

- Empowers First Nations to develop internal training capacity;
- Provides a more comfortable training atmosphere for First Nations learners (assuming the trainer is a peer and possess similar cultural, political and social viewpoints);
- Provides an opportunity to reach underserved First Nations communities; and,
- Provides First Nations trainers with opportunities for personal development.

**Delivery Model:** The initial costs to prepare training materials and deliver professional training skills to selected regional First Nations trainer candidates would be undertaken by ILMB. Upon completion of the Train-the-Trainer program, all First Nations requests for training would be directed to the appropriate regional First Nations training representative for coordination, delivery and follow-up.

**Estimated impact to ILMB resources:** low

**Estimated cost to implement:** medium-high

The following table contains the known benefits, constraints and limitations of implementing this option:

Benefits	Constraints & Limitations
<ul style="list-style-type: none"> <li>• Training will be delivered from a First Nations business, cultural and political perspective;</li> <li>• Potential to build First Nations internal capacity to meet additional training needs within First Nations communities; and,</li> <li>• Reduces long term impact for ILMB resources and funding</li> </ul>	<ul style="list-style-type: none"> <li>• Limits ILMB control, influence and responsibility for delivering training for web-enabled tools under their jurisdiction;</li> <li>• Limits ILMB’s ability to monitor the quantitative and qualitative effectiveness of the tools and training;</li> <li>• Limits ILMB interaction with First Nations and restricts ILMB’s ability to build new working relationships with First Nations;</li> <li>• Currently, ILMB does not have funding or resources to dedicate to the organization or delivery of a Train-the Trainer program;</li> <li>• Agreements are not in place to offset the impact of using First Nations trainers to deliver training (compensation at the Band level for added responsibilities and loss of staff time to prepare and deliver training);</li> <li>• It is unknown who will fund the purchase of training equipment to deliver the training (training laptops etc.);</li> <li>• It is unclear who will fund First Nations travel expenses to deliver the training;</li> <li>• It is not known who will coordinate the training program when the First Nations trainers are trained;</li> <li>• It will be difficult to keep First Nations trainers apprised of new application development, releases and changes in technology;</li> </ul>

Benefits	Constraints & Limitations
	<ul style="list-style-type: none"> <li>• It is not known how many First Nations trainers will be required;</li> <li>• It is not known if there are individuals within the First Nations work force who are interested in becoming trainers; and,</li> <li>• First Nations communities are already fully engaged in other duties and may be reluctant to agree to the Train-the-Trainer concept or be willing to absorb any further workload.</li> </ul>

### 1.4.3. Option 3: FrontCounter BC

This option is presented for review and consideration, but is not recommended for implementation for the following reasons:

- FrontCounter BC does not currently have the resources or capacity to undertake First Nations training;
- FrontCounter BC is not currently responsible for delivering training for ILMB web-enabled tools and services, and
- The feasibility of this option has not been explored, rationalized or discussed with the FrontCounter BC Project Director.

**Concept:** This option examines the feasibility of utilizing regional FrontCounter BC personnel to coordinate and deliver training to First Nations clients within their geographic area.

The benefits and associated advantages of FrontCounter BC delivering First Nations training are as follows:

- Conduit for FrontCounter BC to establish strong working relationships with First Nations;
- Creates a unique opportunity for FrontCounter BC and First Nations to be mutually responsive and proactive in managing changing business pressures; and,
- Reduces training delivery and travel costs.

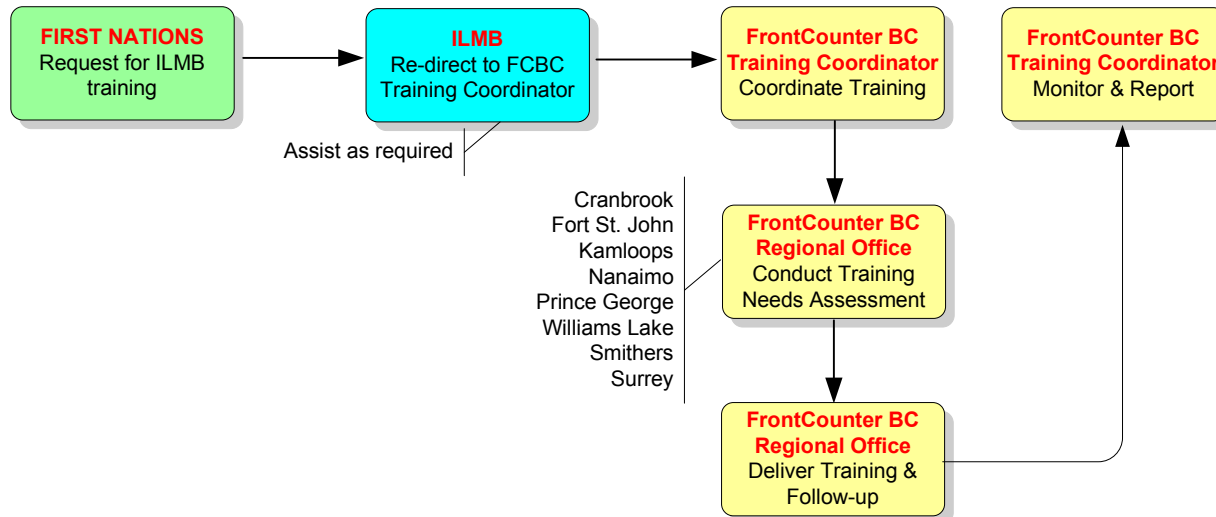
**Delivery Model:** ILMB would provide assistance “as required” and work collaboratively with the FrontCounter BC Training Coordinator to develop a provincial First Nations Training Strategy and training materials for delivery. Each FrontCounter BC regional office would be responsible for conducting a Training Needs Analysis for potential First Nations learners within their regional area; coordinating and scheduling training; delivering training; evaluating and conducting follow-up activities required to complete the training cycle.

**Estimated impact to ILMB resources:** low

**Estimated cost to implement:** low

The diagram below illustrates a high level conceptual drawing of the FrontCounter BC training delivery model:

### FrontCounter BC First Nations Training Delivery Framework



The following table contains the known benefits, constraints and limitations of implementing this option:

Benefits	Constraints & Limitations
<p><b>Benefits to FrontCounter BC:</b></p> <ul style="list-style-type: none"> <li>• Opportunity for regional FrontCounter BC offices to fulfill their responsibility to build new working relationships with First Nations;</li> <li>• FrontCounter BC personnel (GIS Technician/Natural Resource Officer) have the necessary business expertise in land and resource management and are already trained and using ILMB’s web-enabled tools and services.</li> <li>• Opportunity to gain efficiencies in processing strategic and operational proposals through mutual understanding of the referral process; and,</li> <li>• Opportunity for FrontCounter BC to gain a quicker turn-around-time for strategic and operational proposals.</li> </ul> <p><b>Benefits to ILMB:</b></p> <ul style="list-style-type: none"> <li>• Reduces the impact to internal ILMB resources;</li> <li>• Reduces the effort to co-ordinate province-wide training (a provincial FrontCounter BC Training Co-ordinator is already in place);</li> <li>• Reduces government travel costs and meets Green Initiatives; and,</li> <li>• Eliminates the need to book training venues (all</li> </ul>	<ul style="list-style-type: none"> <li>• FrontCounter BC does not currently have the mandate, nor the responsibility to deliver training on behalf of ILMB;</li> <li>• FrontCounter BC does not currently have the capacity or the resources to dedicate the necessary effort required to support a First Nations provincial training initiative;</li> <li>• A Memorandum of Understanding or Service Level Agreement relating to First Nations training does not currently exist between ILMB and FrontCounter BC;</li> <li>• Not all First Nations are receptive to the FrontCounter BC initiative and may not be receptive to training initiated through FrontCounter BC;</li> <li>• A FrontCounter BC training initiative would require FrontCounter BC and Land Information Management (LIM) personnel to work collaboratively. However, the roles and responsibilities of FrontCounter BC and Land Information Management (LIM) are not clearly understood at this time;</li> <li>• FrontCounter BC personnel have limited experience in developing and delivering training and may be reluctant to undertake a leadership</li> </ul>

<b>Benefits</b>	<b>Constraints &amp; Limitations</b>
FrontCounter BC boardrooms are suitable for training).	role in delivering First Nations training; and, <ul style="list-style-type: none"><li>• It is anticipated FrontCounter BC’s workload will continue to increase as more partner agency authorizations are offered to the public through the FrontCounter BC intake.</li></ul>

#### 1.4.4. Option 4: On-Demand Delivery

This option is presented for review and consideration, but is not recommended for implementation for the following reasons:

- Not consistent with ILMB’s long term vision to of service excellence to their clients;
- Limits ILMB’s ability to foster strong working relationships with First Nations (i.e.: a Training Needs Assessment or business re-engineering is not part of this solution); and
- Will require a significant commitment (time and effort) to sustain training requirements (development, delivery and evaluation) using existing ILMB resources.

**Concept:** This option is consistent with current practices and examines the feasibility of utilizing a team of ILMB business specialists to deliver training “as-and-when-needed”. Training development and delivery of services would be provided entirely by in-house ILMB experts.

The benefits and associated advantages of an ILMB On-Demand training delivery team are as follows:

- Reduces costs by eliminating use of contractors; and,
- Allows ILMB to control, monitor and evaluate the effectiveness of the training.

**Delivery Model:** As ad hoc requests for training are initiated by First Nations associations, ILMB would evaluate the training request using a set of pre-determined criteria to determine the level of training required. Once the extent of the training is known, a team of ILMB specialists would be assembled to coordinate, develop, deliver, evaluate and follow-up to ensure the training objectives were met.

**Estimated impact to ILMB resources:** high

**Estimated cost to implement:** high

The following table contains the known benefits, constraints and limitations of implementing this option:

Benefits	Constraints & Limitations
<p><b>Benefits to ILMB:</b></p> <ul style="list-style-type: none"> <li>Partially satisfies ILMB’s commitment to build new working relationships and trust with Aboriginal peoples;</li> <li>Reduces the need for contractors and builds upon internal expertise and knowledge;</li> <li>Training equipment (laptops) are already in place;</li> <li>Allows ILMB to respond to training requests in a timely manner; and,</li> <li>Partially satisfies ILMB’s responsibility to market ILMB tools and services.</li> </ul>	<ul style="list-style-type: none"> <li>Does not support a long range solution to promote an organized functional training strategy for First Nations training;</li> <li>Internal resources are not currently defined within ILMB to support this option;</li> <li>Funding to support travel requirements is not currently defined;</li> <li>Meeting the needs of ad-hoc training requests will be disruptive and difficult to resource as ILMB are currently fully engaged in other work duties;</li> <li>Limits First Nations awareness of ILMB tools and services as this option only addresses the needs of First Nations initiating a training request;</li> <li>A coordinator to manage the On-Demand training program does not exist; and,</li> <li>Limits opportunities to improve business and economic efficiencies (First Nations business processes, FrontCounter BC referral processes, etc.)</li> </ul>

**1.4.5. Option 5: FrontCounter BC Virtual University**

This option is presented for review and consideration, but is not recommended for implementation for the following reasons:

- Not consistent with ILMB’s desire or responsibility to foster strong working relationships with First Nations (does not promote communication, interaction or relationship building);

- Relies on First Nations to be “self-learners” and self-initiate training as and when needed; and,
- Initially costly to develop, design and maintain quality training products.

**Concept:** This option examines the feasibility of using FrontCounter BC’s Virtual University to house a library of business-related screen cams, demo tutorials, video taped lectures and other multi-media training products. Potential First Nations learners could be directed to the Virtual University to receive training and acquire business-related information. Alternatively, potential learners could access the Virtual University through the First Nations Gateway.

The benefits and associated advantages of FrontCounter BC’s Virtual University are as follows:

- Allows ILMB to provide basic training to a potentially large audience;
- Allows ILMB to deliver consistent and standard training; and
- Aligns with other ILMB initiatives (ie: First Nations Gateway)

**Delivery Model:** ILMB will sponsor development and recording of business-specific training<sup>6</sup> (i.e.: understanding the statusing process, understanding the referral process, how to use iMap BC etc.). Materials will be cataloged and promoted to the FCBC Virtual University. First Nations associations requesting training will be provided a list of available training topics and directed to the FrontCounter BC Virtual University website.

**Estimated impact to ILMB resources:** low

**Estimated cost to implement:** low-medium

The following table contains the known benefits, constraints and limitations of implementing this option:

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<sup>6</sup> Some training materials (such as iMap BC and ILRR) may already exist. However, some of these materials may be outdated and must also be evaluated to ensure relevance to First Nations business needs.

Benefits	Constraints & Limitations
<ul style="list-style-type: none"> <li>• Reduces long term cost of training;</li> <li>• Eliminates travel costs for both ILMB and First Nations;</li> <li>• Reduces long term impact to ILMB resources and is less disruptive to ILMB staff;</li> <li>• May eliminate the need for an ILMB training coordinator as this option could be managed through the First Nations Gateway initiative; and,</li> <li>• Provides training services to a widely disbursed audience.</li> </ul>	<ul style="list-style-type: none"> <li>• Only suitable for novice or new learners;</li> <li>• Relies on First Nations to be self-learners (not all learners are receptive to “virtual” training and many may lose interest);</li> <li>• Does not promote relationship building (impersonal and isolated learning experience);</li> <li>• Ensuring training materials are current and well maintained will be a challenge;</li> <li>• Difficult to monitor, acquire feedback or analyze effectiveness of the training material;</li> <li>• Difficult to deliver customized training;</li> <li>• Cost to develop training materials (screen cams, videos, taped interviews etc.) is not known and will require use of professionals in order to deliver a quality product;</li> <li>• Potentials learners must have access to equipment that will meet minimal technical requirements in order to access Virtual University;</li> <li>• Not effective for communities with limited internet access; and,</li> <li>• May result in increased calls to the Help Desk.</li> </ul>

## 2. DETAILED TRAINING ANALYSIS

### 2.1. Training Needs Assessment

One of the most important preliminary activities conducted during the First Nations pilot training initiative was to analyze and clarify the training needs and expectations of the First Nations participants.

A Training Needs Analysis telephone survey was conducted in early January 2008 to develop a user profile and collect broad needs assessment information that would determine the number of users, their current skills abilities and current and future training requirements.

Specifically, the Training Needs Analysis defined:

- the First Nations users and other potential users who expressed an interest in receiving information about ILMB tools and services;
- the number of individuals from each First Nation band requiring training as well as their current role, location and human and technical capacity;
- the ILMB applications of interest to First Nations (i.e.: iMap BC, ILRR, Discovery, Distribution, etc.);
- the skill levels or computer / internet experience (high, medium, low) of the potential training candidate (as ILMBs' tools are all web-based);
- the status and capacity of internet access;
- the extent of knowledge and desire of the training candidates to utilize ILMB tools (i.e.: familiarity and experience with iMap BC or the ILRR or dependence on other systems to meet their needs);
- if the training candidates use an established business process that could be potentially improved through use of iMap BC or the ILRR, and
- the key work components or functionality/tasks performed by the client (i.e. general information/viewing, statusing, research, etc.).

The Training Needs Analysis established criteria to develop and deliver the pilot training and was formulated to meet the explicit training needs of First Nations training candidates, specifically:

- What tasks are currently being performed that could potentially be improved;
- Preferred training focus;
- Number of training sessions required; and

- Training location, timing and other logistics.

The consolidated results of the First Nations Training Needs Analysis and subsequent training project plan are contained in the *March 31 2008 First Nations Training Needs Assessment and Interim Strategy.doc* available on the FrontCounter BC sharepoint site.

## 2.2. Post Training Analysis

This section provides summarized statistics of the First Nations training pilot and includes detailed analysis of the training evaluation comments, classroom observations and input provided through post-training telephone interviews conducted one week after training and one month after training.

The most significant finding from the post training follow-up analysis is the **majority of the First Nations training participants are not using ILMB tools or services** for the following reasons:

- Too busy with other workload priorities and don't have time to use tools or services;
- Do not know where or how the tools should be used;
- Working on other initiatives, year end reports etc.; and
- Setting up or attending other workshops or meetings.

The table below contains the results the one week and one month follow-up contact:

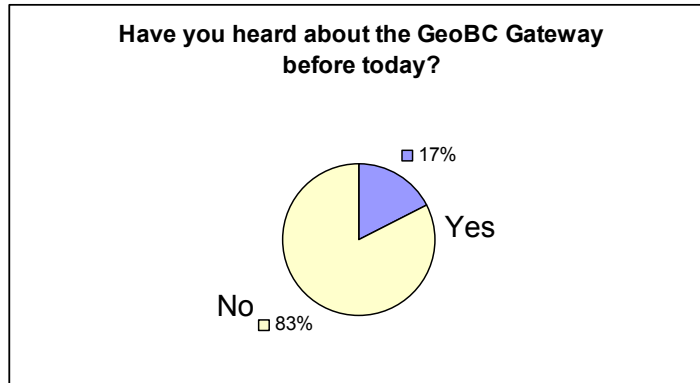
Question	One Week Follow-up	One Month Follow-up
<p><b>1. Have you had a chance to investigate or use any of the tools since your training?</b></p> <p><b>Note:</b> if respondent answered "No" to Question 1, skip to question 8</p>	<p>Yes: <b>33%</b> No: <b>66%</b></p>	<p>Yes: <b>6%</b> No: <b>94%</b></p>
<p><b>2. By using the tools, did you find you were able to do your job better or faster?</b></p>	<p>Yes: <b>50%</b> No: <b>0%</b> Not sure yet: <b>50%</b></p>	<p>Yes: <b>50%</b> No: <b>0%</b> Not sure yet: <b>50%</b></p>
<p><b>3. Did you show anyone else in your office the tools?</b></p>	<p>Yes: <b>5%</b> No: <b>95%</b></p>	<p>Yes: <b>10%</b> No: <b>80%</b></p>
<p><b>4. Will you continue to use the tools?</b></p>	<p>Yes: <b>100%</b> No: <b>0%</b></p>	<p>Yes: <b>100%</b> No: <b>0%</b></p>

Question	One Week Follow-up	One Month Follow-up
<b>5. Did you refer to your training manual when using the tools?</b>	Yes: <b>100%</b> No: <b>0%</b>	Yes: <b>20%</b> No: <b>80%</b>
<b>6. Was there anything you couldn't do or any functionality within the application that frustrated you?</b>	Yes: <b>0%</b> No: <b>100%</b>	Yes: <b>0%</b> No: <b>100%</b>
<b>7. Is there anything else we can do to help you?</b>	Yes: <b>0%</b> No: <b>100%</b>	Yes: <b>0%</b> No: <b>100%</b>
<b>8. Will you try the tools in the near future or is there a reason why you can't try and use the tools (too busy, don't have a BCeID, away from the office, too soon, etc.)</b>	Yes: <b>78%</b> No: <b>22%</b>	Yes: <b>45%</b> No: <b>55%</b>
<b>9. Is it ok if we call you again to see how you're doing?</b>	No: <b>100%</b> Yes: <b>0%</b>	<b>N/A – end of pilot</b>

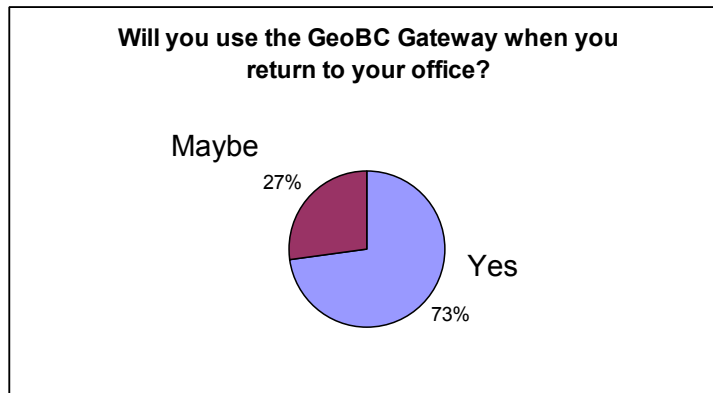
Although First Nations post-training use of ILMB tools and services is disappointing, the training evaluations on the day of training clearly indicated First Nations training participants were excited about the tools and intended to use most of the tools when they returned to their office – refer to itemized tool summaries below.

### 2.2.1. GeoBC Gateway

The majority of the First Nations training participants were not aware of the GeoBC Gateway or Natural Resource Information Centre (NRIC) prior to the training. Most participants agreed the site design was attractive and appeared user friendly, however, all agreed more time was needed (during and after training) to fully understand the usability of the GeoBC Gateway.



Although many of the participants felt they would explore the GeoBC Gateway when they returned to their office, many felt overwhelmed by the amount of information and the number of tools available. “*Why are there so many tools and what makes them different?*” Some felt the site was excessively complicated and felt a diagram or explanation of how the tools “fit” together would be helpful to understand the “big picture”. Others asked why tools familiar to them (such as BC Online) were not available on the site.



Comment from training participant: “*before the training in Kamloops, I had one technology “whiz” kid, now I have five I can call upon to find spatial information.*”

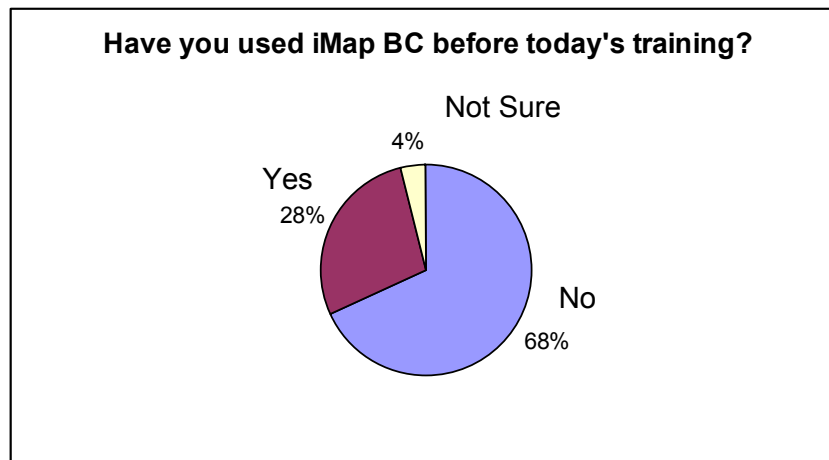
Participants showing an interest in using the GeoBC Gateway indicated they were most interested in:

- Locating Imagery (31%)
- Locating Information (26%)
- Learning more about ILMB) (23%)
- Making a map (14%)
- Accessing other Government websites (6%)

### 2.2.2. iMap BC

The majority of the First Nations training participants had not used iMap BC prior to the training. While the iMap BC portion of the training was hampered by performance and network issues<sup>7</sup>, participants acquired enough information about the application’s functionality to provide some ideas about how they could use iMap BC:

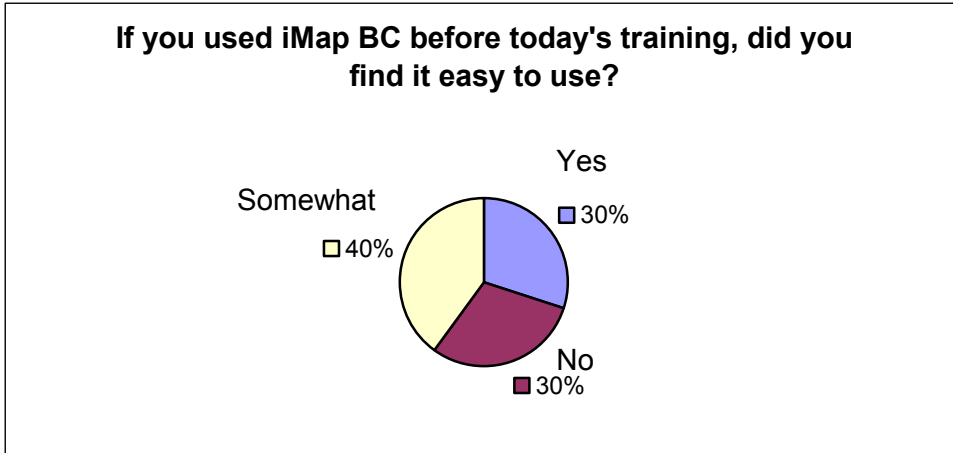
- Produce maps to enhance the quality and clarity of maps received from referral agencies;
- Assist in the processing of referrals;
- Produce maps for operational use, land claims, research, meetings and research;
- Locate natural and cultural features;
- Define an area of interest and export shapefile for use in ArcGIS;
- Assist in field work (mapping water systems, fence lines, etc.); and
- General information tool (measuring areas, distance etc.)



First Nations participants expressed a preference for hands-on training with generous opportunities for practice during the training.

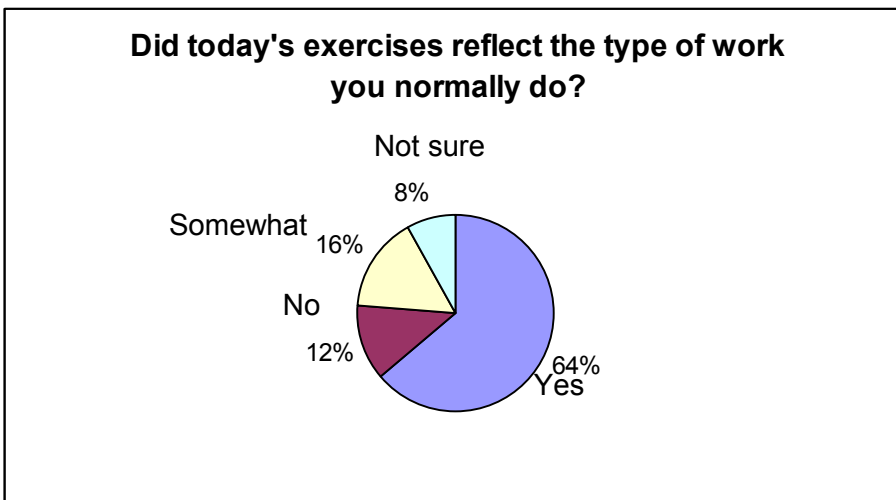
First Nation’s users familiar with GIS information systems and other web mapping applications felt iMap BC was “easy to use, quick and straight forward”. However, some of the training participants were dissatisfied with their initial iMap BC experience. A common complaint was that the application was “overwhelming” to a first time user: *“Before today, there were certain tools whose functions were not easy to figure out, so I had not used them.”*

<sup>7</sup> Refer to Appendix B for a list of errors encountered during the First Nations training



First Nations comment received: *“Don’t like the layer system when first learning”*

It is important for First Nations learners to meaningfully apply knowledge and skills acquired during training beyond the classroom environment. While generic iMap BC exercises were used during for the “pilot” training, future training exercises must be developed to anchor the classroom environment with real-life First Nations work activities. For example, during a follow-up telephone call with a training participant, the following comment was received: *“we need a better understanding of the purpose of each step; why are there so many steps; how does this fit into the work I do; what is the big picture? Would like the training to be a bit more tailored to how the tools fit into our business process.”*



First Nations comment received: *“Should provide “real life” exercises with step-by-step instruction so they can start using the tools immediately.”*

### 2.2.3. Integrated Land and Resource Registry (ILRR)

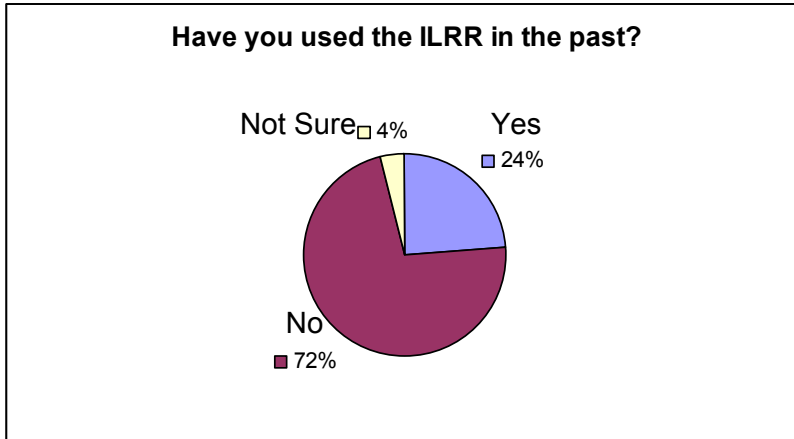
The majority of the First Nations training participants had not used the ILRR prior to the training. The ILRR portion of the training was also hampered by application performance, network issues and system errors<sup>8</sup>. However, the participants generally felt the ILRR “*could take out a lot of leg work*” of decision making and general research by:

- Processing and assessing referrals;
- Determining interest types (within research area, territorial boundary, unreserved land parcels, etc.);
- Analyzing long term environmental impacts;
- Monitoring Licensee progress and land management conflict resolution; and,
- General interest and responding to client enquiries.

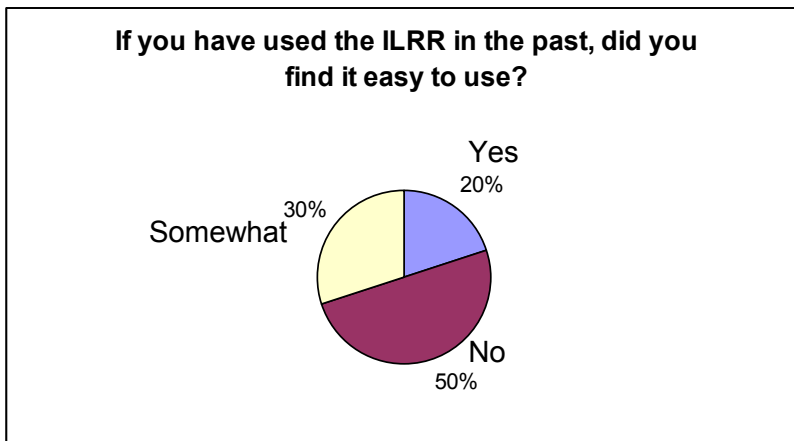
Only 24% of the First Nations participants had used the ILRR prior to the “pilot” training and only 4 percent had received any form of training relating to the application. Although First Nations had limited knowledge of the ILRR, the participants were quick to discuss the potential uses of the application. For example, one participant referred to the Federal government’s initiative for Heritage Protection Areas (HPA), an initiative to protect both cultural and environmental issues within an area of study. Part of the initial requirements of the HPA process is to complete full “snapshot” status of the current land base. The training participants felt the ILRR could be used to complete the initial status and the ILRR “Notification” functionality could be used to alert First Nations of any subsequent changes occurring in or around the study area.

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<sup>8</sup> Refer to Appendix B for a list of errors encountered during the First Nations training

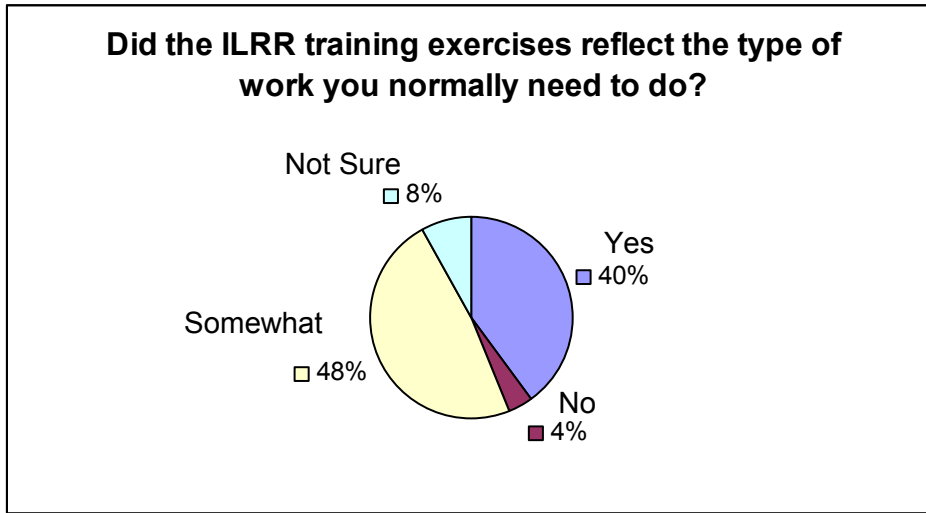


The training participants felt the ILRR was generally not easy to use or understand without formal training – “*feels like the user has to do a lot of work to get at desired information*”.



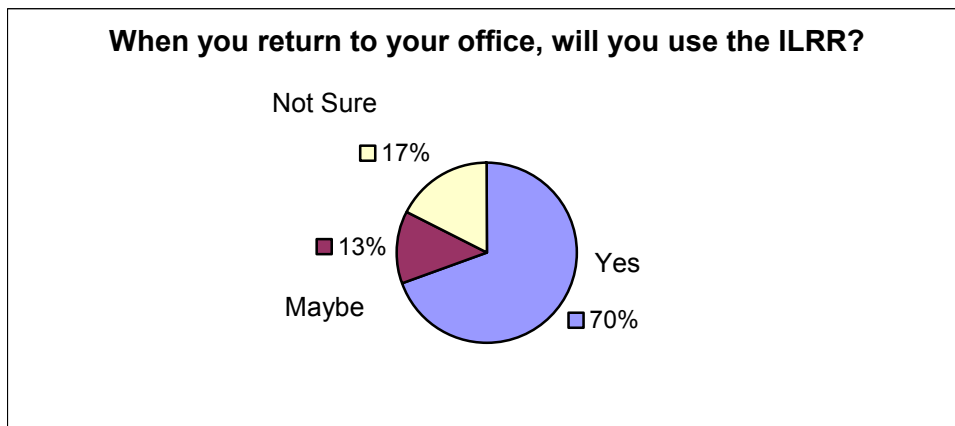
First Nations do not understand the different types of tenures granted and administered by government (i.e. Timber Sale Licence vs Tree Farm Licence).

For future First Nations training, it is essential the ILRR training exercises are customized to reflect a First Nations perspective: “*further practical exercises – give a blank referral (Forest Company), ILMB land referral, archaeology enquiry, etc.*”



Training participants felt more time should be devoted to ILRR exercises and less time to iMap BC.

Although technical problems prevented completion of all the ILRR exercises, most First Nations training participants felt they would try to use the ILRR when they returned to their office. Training follow-up indicated the training participants are making an effort to use the ILRR more than iMap BC (appears to be less interest in iMap BC at this time).

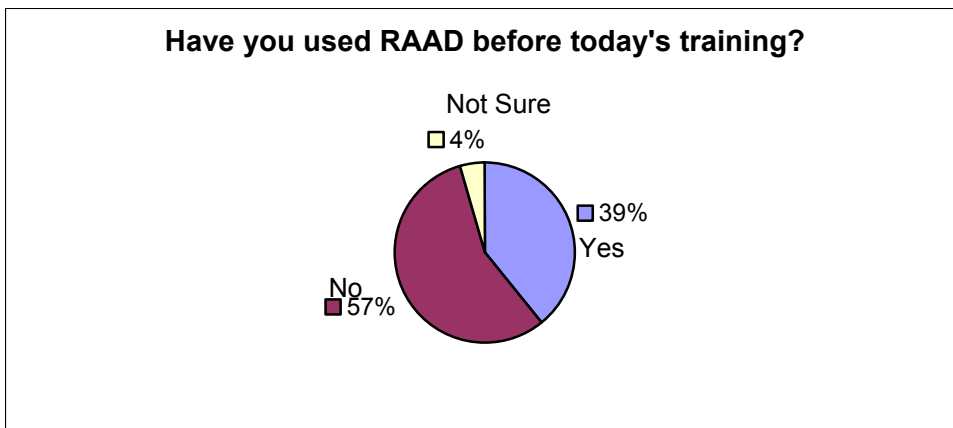


Comment received:  
*“I am using the ILRR to look for title for properties or Right-of-ways. In the past, I would have had to make numerous phone calls. Now I did it through the ILRR. Definitely helping and making my job easier and more efficient”.*

#### 2.2.4. Remote Access to Archaeological Data (RAAD)

The Ministry of Tourism, Sport and the Arts RAAD web application allows authorized users to view, select and download information about archaeological sites in British Columbia<sup>9</sup>. Access to the application is restricted to archaeological consultants, federal and provincial land use planning agencies, regional districts, municipalities and First Nations.

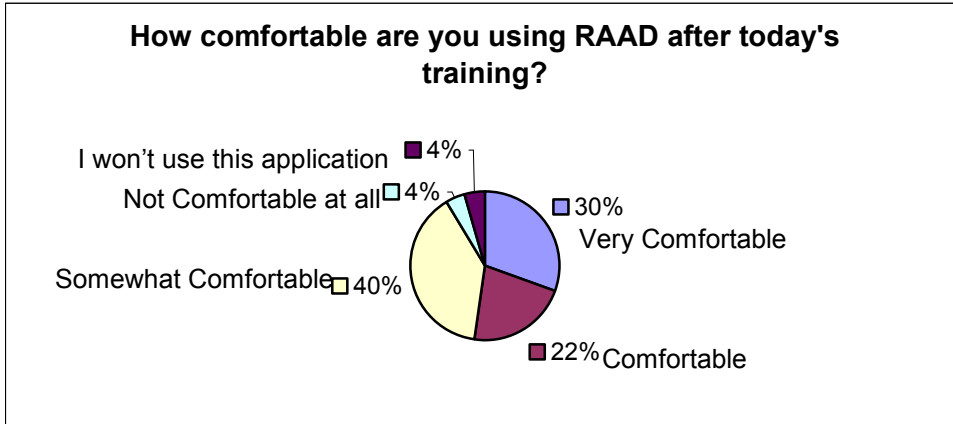
Although the majority of the participants had not used RAAD prior to the introductory training (57%), several of the participants are in the process of applying for access to the application as a direct result of the training. It is also interesting to note that the Union of BC Indian Chiefs regularly conducts workshops with community members to demonstrate the functionality of mapping tools, including RAAD.



RAAD is the official repository for archaeological information in British Columbia. While it was clearly stated during the “pilot” training session that there may be unknown or unrecorded sites not contained in RAAD, the application generated great interest and appears to have a potential to add high value to some of the First Nations training participants.

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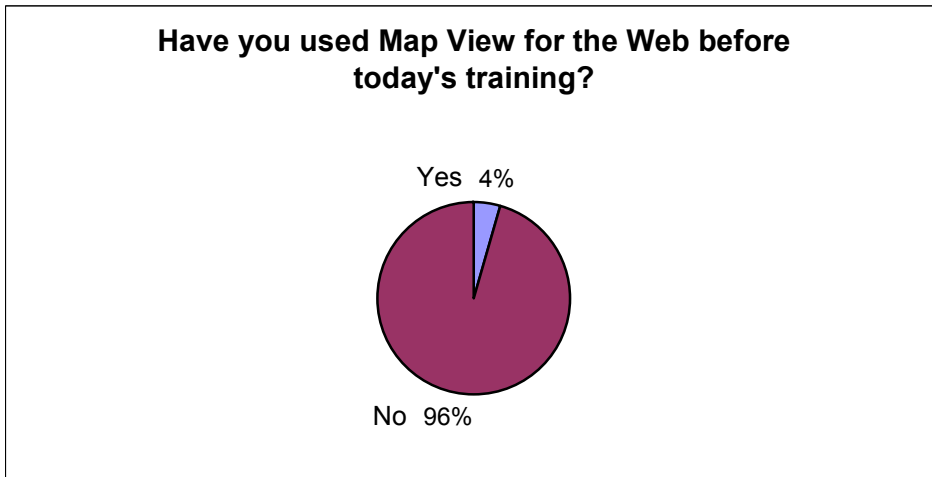
<sup>9</sup> All prospective users possess a valid BCeID account and must complete an Information Sharing Agreement with the Ministry of Tourism, Sport and the Arts



*Comment received:  
"I used RAAD before  
but had no clue what  
to do - now I think I  
can use it with some  
effectiveness"*

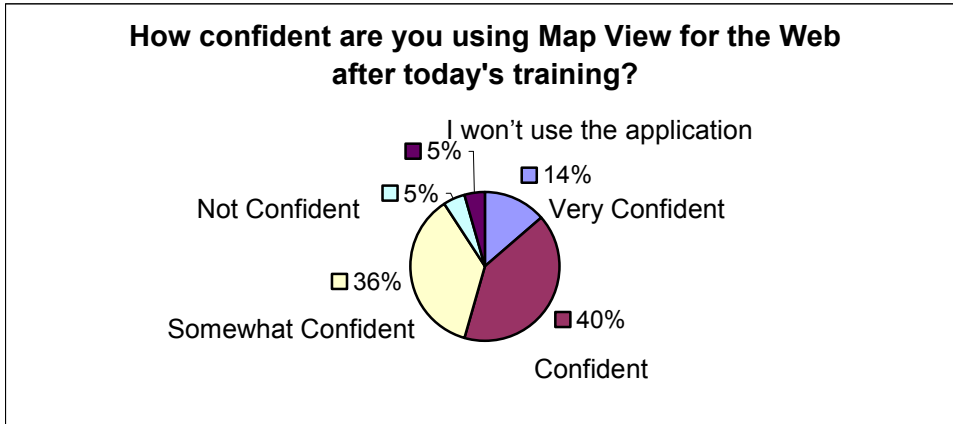
### 2.2.5. Map View for the Web

The Ministry of Forests Map View for the Web<sup>10</sup> is a web-enabled application that allows authorized users to browse LRDW holdings, produce a map report and perform common web-enabled tool functionality. Although the majority of the training participants were not familiar with Map View for the Web, there was some interest shown in the tool – primarily from the First Nations forestry, fisheries and wildlife business representatives.



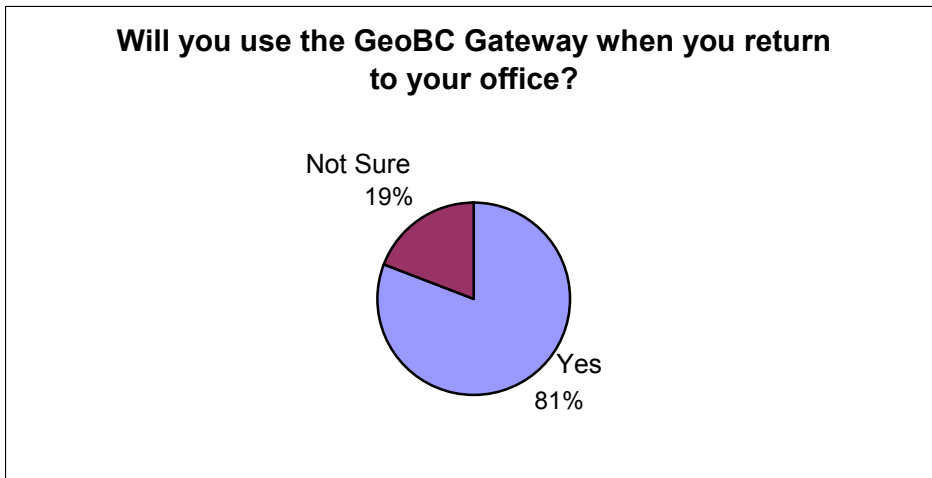
<sup>10</sup> All prospective users must possess a valid BCeID account.

Unfortunately, technical problems and system errors hampered the training participant’s ability to complete hands-on exercises using Map View for the Web. However, given the common functionality between iMap BC and Map View for the Web, most participants felt they would be able to use the application:



Note: System performance is a key enabler for successful training. Technical difficulties and system errors impacted the participant’s ability to complete many of the training exercises.

The majority of the training participants (83%) were not aware of the GeoBC Gateway or the Natural Resource Information Centre (NRIC) prior to the introductory training sessions. Although some participants (particularly the researchers) felt the GeoBC Gateway was “*interesting, but not particularly applicable to my job*”, most other participants appear pleased to have “*a single portal to all the sites*” and will use the GeoBC Gateway in the future:

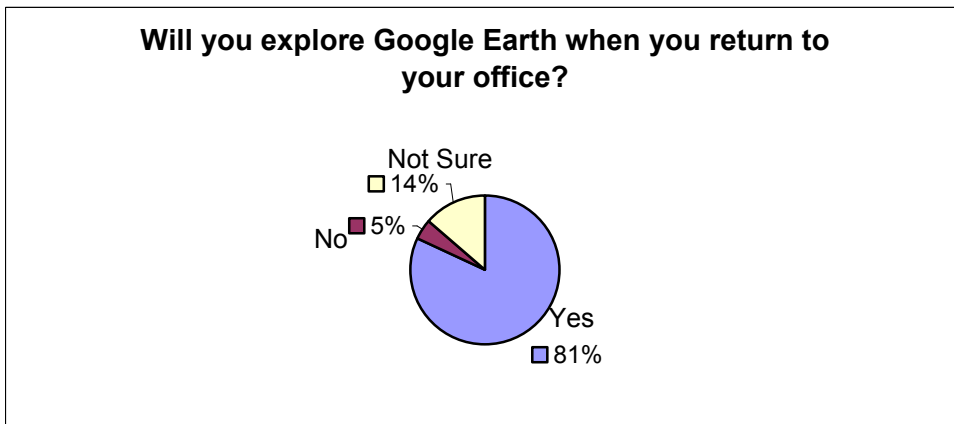


### 2.2.6. Google Earth

Although only a short time was spent demonstrating Google Earth during the “pilot” training sessions, the Blackcomb demonstration was well received by the training participants.



Comment received:  
*“I use Google Earth to find demographic information”.*



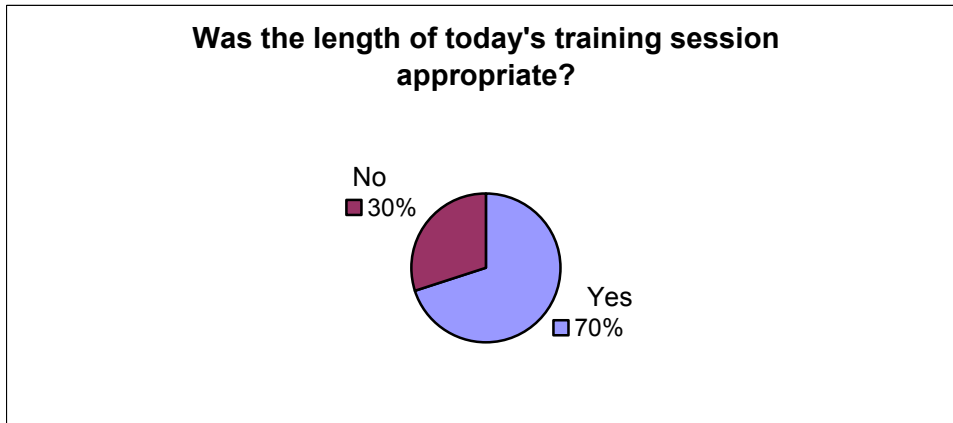
### 2.3. General Training Notes

It is very clear the “pilot” First Nations training sessions kindled a great interest to learn more about how to use ILMB tools and services. However, it is also very clear the First Nations participants did not quite understand how the tools “fit” with their existing business processes. The next critical step is to implement the new skills and technology – tailored specifically to the needs of First Nations business units and measure any gains in capability and/or performance.



Comment received:  
*“Focus training on one or two tools – too much material was covered in one day. Offer a ½ day course on ILMB’s Discovery Service.”*

It is important to understand the objectives of the “pilot” training sessions were not to transfer immediate and measurable skills, but rather was a means to introduce First Nations to the tools and services available through ILMB. The majority of the training participants felt the one day “introduction” adequately met this objective. First Nations participants are now ready to undertake more business-specific training. As a prerequisite to any future “introductory” training, it is strongly recommended the generic exercises used during the “pilot” training be revised to reflect First Nations work related tasks (such as processing a referral or performing a forestry or fishery related mapping task).



*Make every effort to ensure participants attending training have similar skill levels and perform a similar job function (business focus).*

## Appendix A. Document Control

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The table below reflects revisions to this document:

Version	Date	Description	Author
.01	February 27, 2008.	First Draft - no previous document	Sierra Systems
.02	March 25, 2008.	Incorporated comments from M. Madsen	Sierra Systems
FINAL	March 31, 2008	Incorporated comments from M. Madsen & R. Mark	Sierra Systems

## Appendix B. Training System Errors

The following system errors and technical difficulties were encountered during the “pilot” First Nations training sessions:

Date System Error Encountered	Error
Feb. 18, 2008 3:00 pm	System error - 5 of the 6 participants received following error: <b><i>“All Access is currently only permitted for IDIR users”</i></b> . This occurred while executing the Query Interest Record exercise on Forest File A70730 CP 100. One person successfully completed the exercise (2:55 pm). The same error re-occurred at 3:50pm when executing the exercise for the Custom Status Report.
Feb. 18, 2008	Throughout the training, applications were slow to respond/change screens.
Feb. 18, 2008	System inconsistency: From the GeoBC gateway, using quick links select ILRR rights and interests from the drop-down options. ILRR application opens. Close application. From the GeoBC gateway, use the quick links option again. This time a different GeoBC view opens instead of the ILRR application.
Feb. 18, 2008	Poor performance encountered with all applications running off the GeoBC gateway (specifically RADD & Map View for the Web). Unable to demonstrate RAAD and Map View for the Web due to system problems.
Feb. 19, 2008 11:00 am	Unable to launch Meta Data Service from within iMap (clicking on hyperlink in the Add Layers window)
Feb. 19, 2008 3:50 pm	Received server error when creating a Custom Status Query and Setting up a Notification – only 2 training participants were able to complete the exercise to completion.
Feb. 19, 2008	Unable to demonstrate RAAD and Map View for the Web due to system problems.
Feb. 19, 2008	Throughout the training, applications were slow to respond/change screens.

Date System Error Encountered	Error
Feb. 25, 2008	When saving iMap map session, received error – <i>“unable to save session”</i> - wrong server may have been called?
Feb. 25, 2008 2:10 pm	Received application error: <i>“An application error has occurred – “Unable to restart the session”</i>
Feb. 25, 2008 3:30 pm	Unable to access ILRR using BCeID access permissions - Server error when creating a Custom Status Query and Setting up a Notification – <i>“All Access is currently only permitted for IDIR users”</i> . Tried to mitigate problem by logging into ILRR using iDIR accounts. Attempted to complete the exercise, but continued to receive errors ( <i>“An application error occurred when processing your request.” “Search parameters do not meet ILRR validation requirements. Modify parameters, See Help” All Access is currently only permitted for IDIR users “</i> . Unable to complete exercise.
Feb. 25, 2008	Throughout the training, applications were slow to respond/change screens.