



ORC INTEGRITY COMMITTEE

# REPORT TO THE CHIEFS OF ONTARIO LEADERSHIP

ROSEANNE ARCHIBALD COMPLAINT  
REGARDING ONTARIO REGIONAL CHIEF HARE

# ORC INTEGRITY COMMITTEE

- Composed of Grand Chief Abram. Barney Batise, Patricia Oakes, and Gary Dokis
- Appointed by the Leadership Committee pursuant to the COO Charter following COO's receipt of a complaint relating to ORC Hare from RoseAnne Archibald
- The ORC Integrity Committee's role is to conduct a preliminary review of the complaint and determine whether further investigation or other action is required to effectively address the complaint

# **BACKGROUND**

OVERVIEW OF COMPLAINT AND INFORMATION GATHERING

## OVERVIEW OF THE COMPLAINT

- A complaint was received by the Chiefs of Ontario on June 14, 2023 from (then) National Chief RoseAnne Archibald
- The complaint related to ORC Hare's conduct and treatment of Ms. Archibald at the Assembly of First Nations Executive Committee meetings of August 4, 2022, February 28, 2023, and June 14, 2023
- In her complaint, she alleged, that during these meetings, ORC Hare engaged in:
  - misogynistic behaviour;
  - gossiping and spreading of rumours, regarding but not limited to, how she ran her office, her credit cards, her hiring practices and AFN financial policy violations;
  - character assassination; and
  - ostracization of Ms. Archibald.

## VALUES AND WAYS OF RELATING

The standards of conduct expected by the Chiefs in Assembly of Regional Chiefs (and the National Chief) are informed by Indigenous values and ways of relating, which the Committee considered in its assessment of the complaint:

- **Seven Grandfather Teachings** – requires leaders to conduct themselves with kindness, respect, courage, humility, and honesty, to seek truth and wisdom, and above all, to treat each other with love
- **Eagle Staff** - ORC Hare carries the Eagle Staff on behalf of the COO and is therefore bound to conduct himself in accordance with the laws of the Nations that the Eagle Staff represents
- **Haudenosaunee's Great Law** – The Law follows 3 main principles: Righteousness, Civil Authority, and Good Mind. All the Chiefs hold up this Great Law like a standing circle of trees, supporting the Tree of Peace that grows in the middle and keeps the Tree from falling over.

## STANDARD OF CONDUCT

- The Committee also reviewed the standard of conduct that the ORC is expected to meet which is set out in COO's governance documents, in particular the Oath of Office and the Leadership Council's Code of Conduct
- The ORC is required to:
  - Perform their duties faithfully, honestly and the best of their judgment and ability;
  - Protect confidential information
  - Act with dignity and respect for
  - Not engage in any harassment or discrimination
  - Participate in Nationals Meetings in a constructive manner and not engage in disorderly or disruptive behaviour

## REQUESTED INFORMATION

- The Committee requested information and relevant documents from: ORC Hare, RoseAnne Archibald, the Chiefs of Ontario and the Assembly of First Nations
- Neither ORC Hare or Ms. Archibald provided further documentation
- The Chiefs of Ontario and AFN granted the Integrity Committee access to video recordings of the three Executive Committee Meetings described in the complaint.

## EVIDENCE REVIEWED

- The Integrity Committee received and reviewed the following documents and information:
  - Video recordings of Executive Committee meetings of:
    - Aug 4, 2022 (Summary Chart of video with links to relevant section of the video transcript is attached here as Schedule "A");
    - Feb 28, 2023; (Summary Chart of video with links to relevant sections of the video transcript is attached here as Schedule "B"); and
    - June 14, 2023 (Summary Chart of video with links to relevant section of the video transcript is attached here as Schedule "C");
  - Written Statement by Roseanne Archibald, July 10, 2023 (attached as Schedule "D"); and
  - Events at AFN General Assembly July 5-7, 2022.
- Media coverage and social media commentary during the time of the meetings and events were consider by the Committee as well



# FACTS

OVERVIEW OF THE EVENTS RELEVANT TO THE COMPLAINT

# THE ENVIRONMENT

- The Committee considered the events leading up to the three Executive Committee meetings as important background to understanding the environment in which the complaint arose:
  - May 2022 – Four workplace harassment complaints made against (then) National Chief Archibald and an investigator was appointed to review the complaints
  - Subsequent suspension of Archibald by the Executive Committee for breaching her confidentiality obligations
  - 2022 AFN General Assembly – Chiefs vote not to continue the suspension
  - The Executive Committee continues to meet despite the difficult and controversial circumstances

# AUGUST 4, 2022 – EXECUTIVE MEETING

- Key Exchanges between ORC Hare and Archibald, include:
  - ORC Hare expressed feeling bullied by Archibald – Archibald denied being a bully citing her strong personality and that often women are accused of being bullies when they are not
  - Disputes over the agenda
  - Archibald expressed feeling bullied by ORC hare and that he was silencing her
- Some of the discussions between ORC Hare and Archibald were quite heated
- Committee conclusions:
  - The exchanges between Archibald and Hare during this meeting clearly reflect rising tension and conflict between them because of events prior to the meeting
  - Elder, Barney Batise, shared that both Hare and Archibald appeared to "lose who they were" and forget how they should have been acting towards each other

FEBRUARY  
28, 2023 –  
EMERGENCY  
EXECUTIVE  
COMMITTEE  
MEETING

- Archibald raised the issue of the AFN's suspension of her credit card, due to unreconciled Visa bills and complained of the unfairness of AFN doing so – her demeanor throughout the meeting is calm and level
- ORC Hare spoke passionately at length about several topics including the need for Archibald to provide reconciliation for her credit cards and the need for transparency at Head Office
- ORC Hare interrupted Archibald once during the meeting

# JUNE 14, 2023 – EXECUTIVE COMMITTEE MEETING

- A contentious meeting – several exchanges between Archibald and ORC Hare
- Both Archibald and Hare accused each other of bullying the other
  - The Committee did not hear Hare bully Archibald
  - The Committee did hear Archibald bully Hare – interrupting, not letting him speak, and accused him of not following traditional protocol
- Key issues raised:
  - Objections to additions to the agenda by Archibald
  - Conflicts of interest in relation to Archibald and ORC Hare
  - Archibald’s attendance at the June 13, 2023 Ontario Chief’s Assembly
  - Archibald accused members of the Executive Committee of blocking complaints against themselves
- RC Hare was visibly beaten down by Archibald’s treatment of him and, at one point, was so overwhelmed he had to leave the room
- The Integrity Committee felt that Archibald appeared to be frustrating the EC’s process to suppress any discussion or dissent; and

# OBSERVATIONS

NOTES FROM THE COMMITTEE

# OBSERVATIONS

- ***Conflicts of Interest:*** The Committee noted a lack of clarity on the definition and management of conflicts by the members of the EC which led to disorder and the frustration of the EC's process and meeting goals
- ***Misogynistic behaviour:*** The Committee did not identify any behaviour that could be characterized as misogynistic by ORC Hare towards Archibald.
- ***Behaviour of Archibald:*** Archibald's own behaviour could be characterised as being aggressive and bullying towards the other Executive Committee members, including ORC Hare.
- ***Involvement of Lawyers:*** reliance on lawyers to comment on subjects in meetings appeared to worsen divisions between participants, and further distanced the National and Regional Chiefs from their own (Indigenous) laws, values, and protocols.

# OBSERVATIONS (CONTINUED)

- ***Role of Chair:*** Archibald consistently misused and abused the role of chair throughout EC meetings to suppress and redirect discussion and take control of the meetings and the agendas.
- ***Roberts Rules and the Conduct of Committee Meetings:*** EC meetings are conducted according to Robert's Rules of Order. There is obvious confusion about the operation of these strict rules which are grounded in colonial culture. The Integrity Committee is recommending that both the Chiefs of Ontario and the AFN ground meeting rules and processes in Indigenous, rather than colonial, values and practices.
- ***Distress, conflict, and disturbance of harmony:*** Throughout 2022 and 2023, the National Chief and all members of the Executive Committee were under a tremendous amount of pressure and in deep conflict. This has interfered with both Archibald and Hare's ability to express and regulate themselves. Restoring harmony among AFN leadership will be essential to being able to do the good work that is the Executive's mandate as directed by the Chiefs.



# CONCLUSIONS

DECISION & RECOMMENDATIONS

# DECISION

- The Committee has not identified:
  - any behaviour by ORC Hare which constitutes a breach of his obligations under the Chiefs of Ontario Governance documents and policies, or a breach of Canadian or Indigenous law; or
  - any evidence to support the allegations made by Archibald of ORC Hare's actions towards her which she characterizes as misogynistic behaviour, gossiping and spreading rumors, character assassination and ostracization. Archibald has not provided any evidence of these claims
- Ms. Archibald and ORC Hare clearly experienced conflict, but the conflict and heated exchanges do not amount to the behaviour described in the complaint
- **No further investigation of the complaint is required**

# RECOMMENDATIONS

- The Integrity Committee recommends the following:
  - **Ceremony** be used to bring members of the Executive Committee together and restore good relations and harmony between them;
  - COO offer both Archibald and Hare **spiritual and culturally-grounded care to recover and heal** from the events of the last year, and (if desired by either) a restoration of good relations between them;
  - Executive Committee members and Committee Chairs receive **training in their roles**, and the conduct of meetings and decision-making processes set out by the AFN and COO
  - All Committee and other **meetings begin with a teaching from elders/traditional knowledge keepers**, to set the appropriate tone for the meeting, and to establish the role of the elders/knowledge keepers in ensuring that meetings proceed in a good way;
  - **Knowledge keepers be included in the resolution of any difficulties encountered by any leaders** and other participants in COO and AFN activities;

# RECOMMENDATIONS (CONTINUED)

- The Integrity Committee recommends the following:
  - The Chiefs of Ontario **Charter be amended** to require that Chiefs in Assembly keep certain information, particularly information shared in in camera sessions, confidential;
  - Chiefs of Ontario **make a recommendation to the AFN that a conflict of interest policy** which expressly addresses the definition and management of conflicts be developed for the Executive Committee;
  - The **role of lawyers** in committee and other meetings **should be limited** to commentary on specific questions of Canadian law and ideally, avoided whenever possible;
  - COO **adopt Indigenous practices for discussion and decision-making**, in addition to Robert's Rules of Order, or adapt the Rules to work more effectively for COO, and request that AFN do the same; and
  - COO request and support **a formal separation of the AFN Executive from the AFN Board** as part of the restructuring of the AFN.

# NEXT STEPS

- The Committee intends to continue to support the Chiefs of Ontario, AFN, ORC Hare, and Archibald with a view to taking steps to promote restored harmony and good relations
- Healing from the events of 2022 and 2023 will be a lot of work and will take time
- Deliver letters to both ORC Hare and Ms. Archibald summarizing the conclusions of the investigation
- Report to the Chiefs in Assembly on the Integrity Committee's findings – a draft summary has been prepared
- Take steps to restore harmony among leadership as recommended in the investigation report
- Obtain direction from the Chiefs, where needed, to implement the Committee's recommendations, including the proposed revisions to the COO Charter, and advocating for changes to the AFN's procedures and governance documents