

Department of Indian Affairs and Northern Development



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Yukon

Aboriginal Employment Plan

Contributions to Yukon Aboriginal Employment Plan were made by

- Michel Beauregard, Yukon Regional Office, DIAND
- Karen Besso, Mineral Resources Yukon, DIAND
- Rocky Dwyer, Corporate Human Resources, DIAND
 - Allen Edzerza, GIC Yukon, DIAND
 - Francine Gauthier Jones
- Aboriginal Workforce Participation Initiative, DIAND
 - Bill Gladstone, Forest Resources, Yukon, DIAND
 - Mike Ivanski, Yukon Regional Office, DIAND
 - Dave Jennings, CIG Yukon, DIAND
 - Dorothy McLeod, Yukon Regional Office, DIAND
- Bonita C. Coole-Stevenson, Information Management Branch, DIAND

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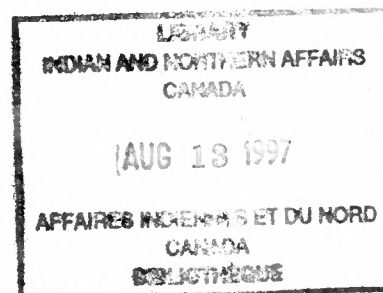


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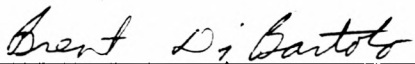
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This Yukon Aboriginal Employment Plan (YAEP) has been developed for the Department of Indian Affairs and Northern Development (DIAND) in response to the legislative requirements of an Umbrella Final Agreement (UFA), Article 22.4.1. It has been developed by an internal working group within DIAND, in consultation with Dana Naye Ventures and Hanson and Associates.

The signatures below hereby endorse this Yukon Aboriginal Employment Plan on behalf of DIAND, recognizing that the governing Federal plan is still under consultation with First Nations and may have bearing on the recommended strategies put forth in this document.



Mike Ivanski
Regional Director General
Yukon Region
DIAND



Brent DiBartolo
Assistant Deputy Minister
Corporate Services
DIAND



James Moore
Assistant Deputy Minister
Northern Affairs
DIAND

EXECUTIVE SUMMARY

“The priority of a Liberal government will be to assist Aboriginal communities in their efforts to address the obstacles to their development and to help them marshal the human and physical resources necessary to build and sustain vibrant communities”¹.

This statement sets the agenda for the Department of Indian Affairs and Northern Development (DIAND) to build a partnership with Yukon First Nations for the planning period 1997-1998 to 1999-2000. DIAND recognizes that much remains to be done to achieve this state of “vibrant communities”, and it must be done in an environment of fiscal restraint. This presents many policy challenges for the Department.

These challenges are also reflected in responding to the requirements of the Department, under Article 22.4.1 of the Umbrella Final Agreement and specific final agreements with the first four Yukon First Nations: The Champagne and Aishihik First Nations, the First Nation of Nacho Nyak Dun, the Telsin Tlingit Council and the Vuntut Gwitchin First Nation. The remaining 10 First Nations will be included in future plans as agreements are signed. This Yukon Aboriginal Employment Plan addresses all of the requirements and extends beyond the minimum, particularly in the areas of training and development of Aboriginal people in the Yukon Territory.

The initiatives identified in this plan are to be realized within DIAND’s existing resource levels. A key to achieving the aspirations of First Nations as full participants in the Federal Public Service is the creation of a dedicated partnership comprised of Treasury Board, Public Service Commission, other federal government departments and First Nations organizations.

This plan and the Government of Canada Plan has been developed on a consensus building process. This ensures that all significant interests are represented and respected through a forum where people can deal with each other directly. Further, it allows the parties to design a process that is effective for all parties, the issues and supports new partnerships and a cooperative problem solving approach. The final outcome maximizing the interests of all as well as beneficial to all.

A Steering Committee, as well as a Regional Consultative Committee are in place with DIAND representation at both levels.

¹Creating opportunities: The Liberal Plan for Canada, Red Book, Liberal Party Caucus, 1995-1998.

First Nation Organization

Government of Canada

Government of the Yukon Territory

Initiatives in Partnership

OBJECTIVE

The objective of this Yukon Aboriginal Employment Plan is to outline specific measures that are targeted towards increasing the participation of Aboriginal people employed within DIAND offices in the Yukon Territory to be representation of the Aboriginal population in the Yukon Territory for the planning period 1997 to 2000. To this end, the plan describes the current status of the Department of Indian Affairs and Northern Development with respect to Aboriginal representation by group and level, current recruitment and retention policies and initiatives, training and development practices employed and other support mechanisms that are available to facilitate the employment of Aboriginal people within the department.

Furthermore, this plan identifies specific short and medium term representation goals in DIAND's Yukon Region. As discussed and agreed to with the Champagne and Aishihik First Nations, the First Nation of Nacho Nyak Dun, the Telsin Tlingit Council and the Vuntut Gwitchin First Nation and the Federal government, the representation goals for the year 2000 have been established at a minimum of twenty-three (23) percent Aboriginal participation across all groups and levels within the department, with a subsequent increase to reflect a representative level of Aboriginal employment across all groups and levels (representative being the percent representation of Aboriginal people in the general population of the Yukon). In order to meet the Aboriginal representation targets, there are a number of specific initiatives that are described that support the attainment of these targets. These are described under the banners of DIAND's Human Resource Programs and Practices.

STRATEGIC ENVIRONMENT

DEVOLUTION OF THE NORTHERN AFFAIRS PROGRAM TO THE YUKON GOVERNMENT

The transfer of the remaining provincial-type programs to the Yukon Territorial Government (YTG) is one of the key initiatives of DIAND for the next two years. The following is a summary of major functions and activities currently carried out by the Northern Affairs Program in the Yukon.

Mining and Mineral Management

- ▶ promotion of mineral exploration, mine development and placer mining
- ▶ administration of minerals rights
- ▶ development of legislation and policy
- ▶ issuing grants, leases, licences, and permits
- ▶ monitoring exploration and mining activity
- ▶ collecting royalties and revenues
- ▶ mining land use regulations (MLUR)

Forest Management

- ▶ forest renewal
- ▶ fire suppression
- ▶ allocation of timber cutting permits
- ▶ determining, levying and collecting forest revenues
- ▶ protection of forests
- ▶ harvesting administration

Water Management

- ▶ implementing Yukon Waters Act and Regulations including environmental assessment, licencing, compliance and enforcement
- ▶ collection of hydrometric and water quality data
- ▶ conducting water supply studies
- ▶ flood predictions

Land Management

- ▶ environmental protection strategy
- ▶ conservation practices
- ▶ monitoring and enforcement programs
- ▶ issuing land use permits; quarry rights, permits and leases
- ▶ issuing and managing land leases, sales and easements

The federal government is proposing that the Yukon government provide each indeterminate employee of the DIAND Northern Affairs Program affected by devolution, offers of continuing employment at levels of compensation which are comparable to the levels enjoyed by the affected employees at the date of transfer and that the provisions of the Treasury Board Workforce Adjustment (WFA) policy are applied. Based on 1995-96 data, some 240 employees are expected to be directly affected by the transfer. DIAND is expecting YTG to provide their decision on DIAND's devolution proposal by April 1997. We recommend that YTG pursue the initiatives outlined in the DIAND Yukon Aboriginal Employment Plan (YAEP).

DIAND DOWNSIZING IN THE YUKON

DIAND was directed in 1993 to downsize its Yukon Region Indian and Inuit Affairs Program by 75 percent to assist DIAND in meeting its financial commitments to Yukon First Nations, as negotiated under Self Government Agreements. With the implementation of four Land Claim Settlements in February 1995, the Region has commenced its downsizing exercise.

It was thought that there would be 14 First Nation Final Agreements and Self Government within three years of the Government of Canada's approval of the Yukon Comprehensive Land Claim. It is now evident that it will take additional time to conclude agreements with the remaining First Nations. A phased approach that incorporates best available information has been used as a basis for preparation of the plan, on the likelihood of approval of additional First Nation Self Government Agreements. Phase I and II of the downsizing exercise have been completed.

Key components of the downsizing exercise include the analysis of transitional and residual roles, the identification of existing and required resource levels to meet downsizing commitments, and the residual responsibilities and identification of the human resource and organizational implications.

The final residual organization to fulfill the identified residual responsibilities will be dependent upon decisions taken regarding how the Yukon and three northern B. C. First Nations will be served as well as the role that has emerged for Claims and Indian Government. DIAND anticipates completion of the remaining claims by March 1998.

GUIDING PRINCIPLES

The Department of Indian and Northern Affairs Development has defined a set of principles to guide the establishment and delivery of its Yukon Aboriginal Employment Plan.

Principle # 1: DIAND's employees of the Yukon should be representative of the people of the Yukon.

A cornerstone of the Umbrella Final Agreement (Article 22.4.1), this principle has strong public support.

The Umbrella Final Agreement provides that "Where public service employment opportunities exist, Government shall assist in facilitating the training and professional development of the Yukon Indian People so that they will have access to such employment opportunities, with particular emphasis on increasing over a reasonable period of time, the number of Yukon Indian People in technical, managerial and professional positions within the public service". In practical terms, DIAND has established a goal of 24.8 percent Aboriginal employment rate by the year 2000. Through consultation and partnerships with First Nations, DIAND will help ensure that its programs, services and policies reflect the priorities of the First Nations population and their unique cultural and development circumstances.

Principle # 2: The public service should be sensitive to the culture, language and values of the First Nations population, while respecting Canadian norms of government and administration.

DIAND is to be representative, not only from a quantitative perspective, but also from a qualitative point of view. The development of the public service should reflect First Nations's and government's vision for the Yukon by fostering community pride and initiative.

The human resource development initiatives will have many unique features which prepare individuals to relate to local needs and priorities, and that they are delivered in a manner that is culturally sensitive. The approaches to training must have meaning and value within an Aboriginal cultural context. The impact of training should be measured not only in relation to quantitative outputs, such as the number of programs, courses and graduates, but also in qualitative terms, such as stability, responsiveness and relevancy.

Much of the training required will break new ground. Management and public administration theory and practice have to be adapted to blend with Aboriginal characteristics and the unique challenges of governing in a geographic isolated region.

Principle # 3: The federal and territorial governments, Aboriginal organizations and agencies must cooperate and coordinate their efforts and maintain an open dialogue with communities in order to prepare First Nation residents for employment in the Federal public service and to achieve a representative public service.

The magnitude of training and development needed to attain a representative public service requires that all levels of government, Aboriginal organizations and agencies combine their resources in cooperative coordinated fashion.

Training services must show flexibility with regard to entry requirements to accommodate some Yukon residents. Training and education services need to be innovative to overcome distance, isolation and other common barriers to further education and training.

Principle # 4: The development and training of a Federal public service must build on the strengths and competencies of Yukon residents and institutions.

First Nations residents have a wealth of knowledge and experience suited to public service work. Many have a vast knowledge of the region, their communities and culture. Many residents over 15 years of age who are not in school have marketable skills and work experience.

Yukon institutions, such as Yukon College, offer an increasing number of training and developmental programs. The Yukon College has programs in place that are sensitive to the needs and learning styles of Yukon residents and are reasonably responsive to labour market demands. For efficiency and effectiveness and to sustain training, Yukon organizations and institutions must play a lead role in the development of the government's human resource base. It is necessary to support these organizations and institutions so that they can respond to the public service's ongoing requirements for training and development.

Principle # 5: Education and training to provide qualified labour for the Federal public service must be seen as ongoing and part of a long-term developmental process, and education and training programs must be accredited wherever possible.

Developing the Federal government's human resources will never end. Training and professional development should be seen within this context, not simply as a stop-gap measure designed to meet quotas or employment targets. Training must be linked to the development and recognition of individual life skills and local capacity. Capacity building must be a central component of the Yukon Aboriginal Employment Plan development strategy for incremental assistance to ensure greater local employment and self-reliance over the long term.

Principle # 6: There should be equal opportunities for men and women in all education and training initiatives for Yukon First Nations residents.

Since gender equity is a principle that DIAND endorses, it should be applied to education and training initiatives established for the benefit of Yukon First Nations residents.

Principle # 7: Education and training programs and initiatives should be delivered where possible in the Yukon.

Given the difficulties and expense of transporting individuals and their families in order to participate in training, it is important to expend every effort to accommodate participants in the Yukon. Regional delivery and distance education are but two alternative delivery methods which can be used to allow participants to remain in social and geographic surroundings that provide the greatest level of comfort for the participants.

PLANNING ASSUMPTIONS

The following assumptions provide guidance and direction for the implementation of initiatives defined in this document.

- ▶ The objective is for DIAND's Yukon Region to have a representative workforce, within each category and across the Yukon Region generally. Specifically the target is 24.8 percent Aboriginal representation by the year 2000.
- ▶ DIAND will make it a priority to retain existing First Nations employees through promotions, training, assignments, deployments, etc. .
- ▶ It is anticipated that there will be fierce competition for hiring qualified Aboriginal candidates in all sectors of the economy.
- ▶ The voluntary self-identification process makes it difficult to adequately reflect Aboriginal representation within DIAND. Therefore, quoted representation figures may be lower than the actual number of Aboriginal employees within DIAND.
- ▶ The Yukon Regional Management Team will promote efforts and activities to dispel general perceptions concerning the unavailability of qualified Aboriginal candidates in the Yukon.
- ▶ The continuing increase in the Yukon Aboriginal population will necessitate an ongoing review of this plan.
- ▶ More Aboriginal youth are attaining higher levels of education and will undoubtedly be entering the labour force with better education, and with higher levels of expectations.
- ▶ DIAND's Aboriginal employment goals are based on it's current employment complement of 330.
- ▶ The Yukon Region is committed to the achievement of the representation goals of Aboriginal participation in DIAND's workforce.

DEMOGRAPHIC OVERVIEW - YUKON TERRITORY ABORIGINAL PEOPLE

Geographic isolation is, and will continue to be a major factor in sustaining long-term growth of the Yukon's Aboriginal labour market. Of equal importance in achieving meaningful gains in Aboriginal employment is addressing the unique challenges presented by the socio-demographic characteristics of the Yukon's Aboriginal population. Principal among these are the younger age profile of the potential pool of Aboriginal labour, the level of scholastic achievement, as well as the unique characteristics of the Yukon's labour market. These factors must be assessed for their short and long-term implications.

Demographics:

According to the 1991 Census², the population in the Yukon is about 27,655³. Of this, 23.1 percent (6,385) is Aboriginal, and 51.7 percent of the Aboriginal population is under 25 years of age. This compares to 34.8 percent of the non-Aboriginal population under 25 years of age. The percentage of the total Aboriginal population in the Yukon from zero to fifteen years of age was 33.6 percent compared to 21.9 percent for the non-Aboriginal population.

Table 1 - Yukon Population by Ethnicity, Age & Sex, 1991

Age	Total Aboriginal			Non-Aboriginal			Total Population		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
0-4	785	400	385	1,680	925	755	2,465	1,325	1,140
5-9	740	345	395	1,640	855	785	2,380	1,200	1,180
10-14	620	310	310	1,340	705	635	1,960	1,015	945
15-19	605	295	310	1,300	675	625	1,905	970	935
20-24	555	280	275	1,450	695	755	2,005	975	1,030
25-34	1,170	545	625	4,415	2,205	2,210	5,585	2,750	2,835
35-44	885	415	470	4,755	2,480	2,275	5,640	2,895	2,745
45-54	490	250	240	2,500	1,465	1,035	2,990	1,715	1,275
55-64	275	115	160	1,420	860	560	1,695	975	720
65-74	160	70	90	580	325	255	740	395	345
75+	95	45	50	200	130	70	295	175	120
Total	6,385	3,075	3,310	21,280	11,320	9,960	27,655	14,390	13,265

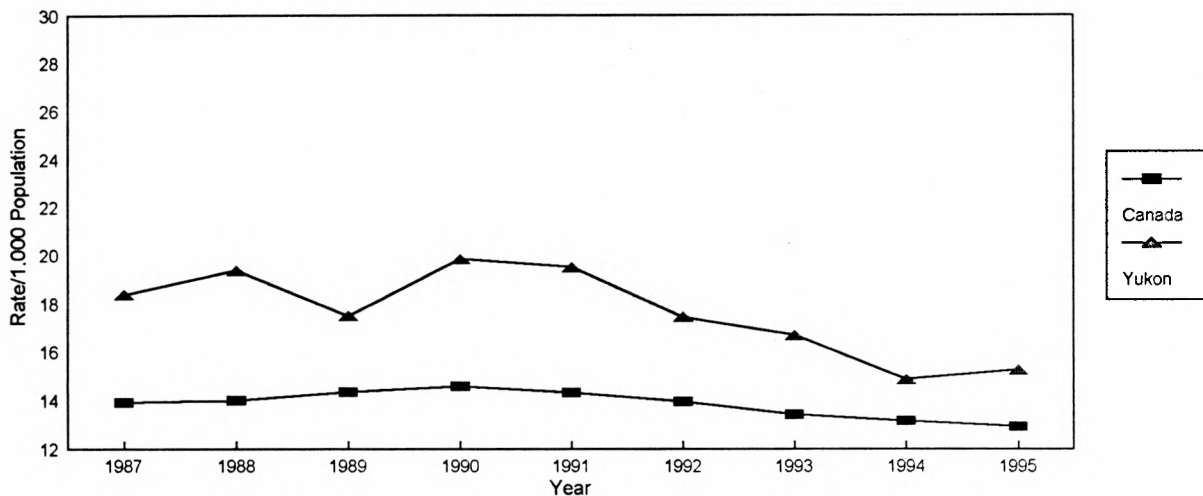
²Minor variations may occur between data quoted from various census tables due to random rounding.

³Final Postcensal Estimates of Population in the Yukon for 1991 is 29,100. Final Postcensal Estimates broken down by ethnicity are not available. The updated postcensal population estimates for 1995 is 30,100. DIAND Northern Indicators, October 1995.

Considering the percentage of Aboriginal people from zero to 14 years of age as compared to the same non-Aboriginal age group, and the potential for future growth of this age group, future representation requirements of DIAND may be affected as this group becomes part of the Yukon's potential labour force. Additionally, projections of the population with Aboriginal ancestry show a steady increase from 1997 to 2016. Using a medium growth scenario, the projected Aboriginal population in the Yukon is 7.5 per thousand for 1997, and 7.8 and 9.7 per thousand for 2000 and 2016, respectively⁴. Since the mid-1970's, the Yukon birth rate has been about 40 percent above the Canadian rate. In general, higher Northern birth rates occur because a larger proportion of the Northern population are females of child-bearing age, and fertility rates are higher.

The death rate in the Yukon is approximately 49 percent lower than the Canadian rate because of the territories' younger age structure. The death rate in Canada in 1995 was 7.2 deaths per 1,000 population as compared to 4.7 per 1,000 in the Yukon.

BIRTH RATE IN CANADA AND YUKON 1987-1995



Births and Birth Rate Table for Canada and the Yukon, 1987 - 1995

	1987	1988	1989	1990	1991	1992	1993	1994	1995
CANADA RATE	369,742 13.9	376,795 14.0	392,661 14.3	405,486 14.6	402,528 14.3	398,642 14.0	388,394 13.4	385,110 13.2	383,145 12.9
YUKON RATE	478 18.4	521 19.4	480 17.5	556 19.9	568 19.5	529 17.5	508 16.7	442 14.9	460 15.3

⁴Employment Equity Data Program, Statistics Canada, 1991.

Education:

Overall in the Yukon Territory in 1991, 12.4 percent of the Aboriginal population aged 15 to 19, 4.5 percent of the Aboriginal population aged 20 to 24, and 5.6 percent of the Aboriginal population aged 25 to 34 had less than a grade nine education. This compares with 3.1 percent of the non-Aboriginal population aged 15 to 19, 2.4 percent of the non-Aboriginal population aged 20 to 24, and 1.1 percent of the non-Aboriginal population aged 25 to 34 with less than a grade nine education.

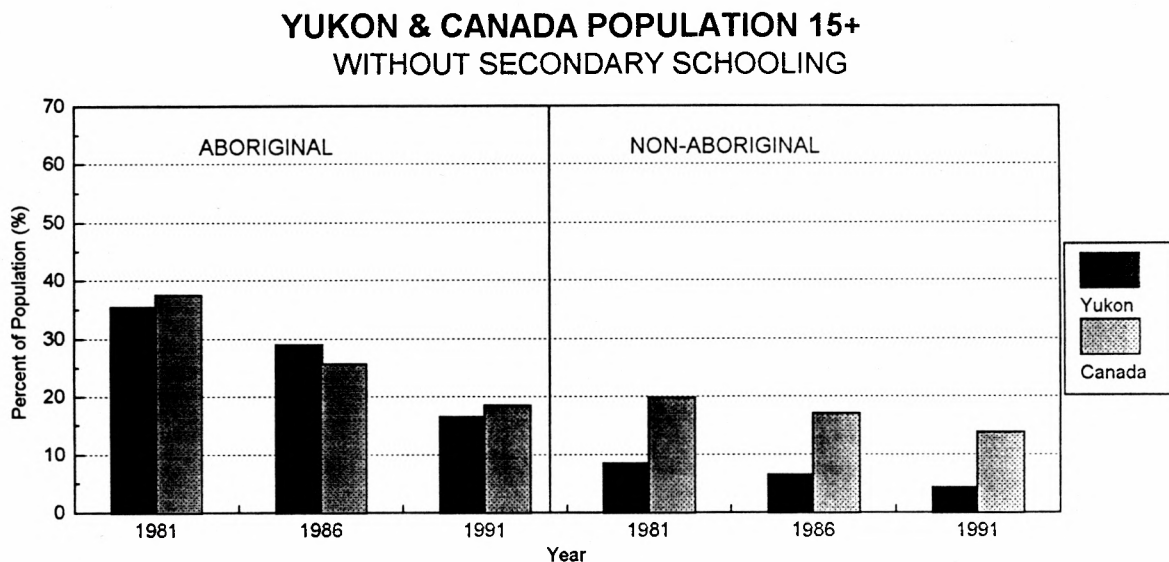


Table 2 - Level of Schooling of Aboriginal and Non-Aboriginal Population Aged 15+, 1981-1991

Yukon	ABORIGINAL			NON-ABORIGINAL			TOTAL		
	1981	1986	1991	1981	1986	1991	1981	1986	1991
LEVEL OF SCHOOLING:									
Elementary (less than grade 9)	925	985	700	1,205	910	715	2,130	1,895	1,415
Secondary (grades 9-13)	1,035	1,475	1,605	5,570	5,165	4,995	6,605	6,640	6,600
Post Secondary, non-university	565	790	1,610	4,295	4,505	6,185	4,860	5,290	7,795
University, without degree	80	130	225	1,805	1,825	2,205	1,885	1,955	2,430
University degree	20	20	105	1,495	1,685	2,505	1,515	1,705	2,610
Total Population 15+	2,615	3,400	4,245	14,370	14,090	16,605	16,985	17,490	20,850
Population 15+ with									
No Secondary Schooling (%)	35.4	29.0	16.5	8.4	6.5	4.3	12.5	10.8	6.8
Canadian Population 15+									
Without Secondary Schooling (%)	37.5	25.7	18.4	19.8	17.1	13.8	20.1	17.3	13.9

As well, the number of high school graduates as a percentage of grade 12 enrolment fluctuated between 1981-82 and 1986-87. From 1987-88 to 1990-91, rates increased. Since 1990-91, however, the number of graduates as a percentage of grade 12 enrolment fell from its 72.7 percent peak to 56.3 percent in 1993-94. In 1995-96, the number of graduates as a

percentage of grade 12 enrolment fell to 45.9 percent, down from 65.4 percent in 1994-95. Aboriginal academic achievement is, however, improving. Figures on school retention between 1986 and 1991 show the number of Aboriginal persons aged 15 years and over without secondary schooling as a percentage of the total population 15 years and over declined from 29.0 to 16.5 percent. Additionally, during the same period the percentage of the Aboriginal population 15 years and over in the Yukon attaining post secondary and university levels of schooling increased from 27.6 percent to 45.7 percent⁵.

LABOUR SUPPLY IN THE YUKON TERRITORY

Labour Force Overview:

In 1991 the potential Aboriginal labour pool was 4,245⁶ (population 15 years and over excluding institutional residents)⁷. Of this group, 2,260 or 53.2 percent were actively employed⁸ as compared to an employment rate of 77.0 percent for non-Aboriginal people.

In 1991 the unemployment rate for the Aboriginal population in the Yukon was 25.2 percent as compared to 8.6 percent for non-Aboriginals. In the Yukon, the largest proportion of both Aboriginal and non-Aboriginal populations were employed in the government services sector. Both federal and territorial employment increase during the summer months. Seasonal employment in forestry, tourism and construction jobs was largely responsible for this trend.

Labour Force Comparison - Education / Unemployment Rate:

Employment opportunities appear to increase as higher levels of schooling are achieved. Similarly, participation rates⁹ increase with higher levels of educational achievement. According to the 1991 Census, the Aboriginal participation rate increased and the unemployment rate decreased as the level of schooling increased. The participation rate for the Aboriginal population 15 years and

⁵Table 11, Northern Census Highlights 1991, Indian and Northern Affairs Canada - University levels includes with and without a degree.

⁶Note: 1,225 were not in the labour force and 760 were unemployed.

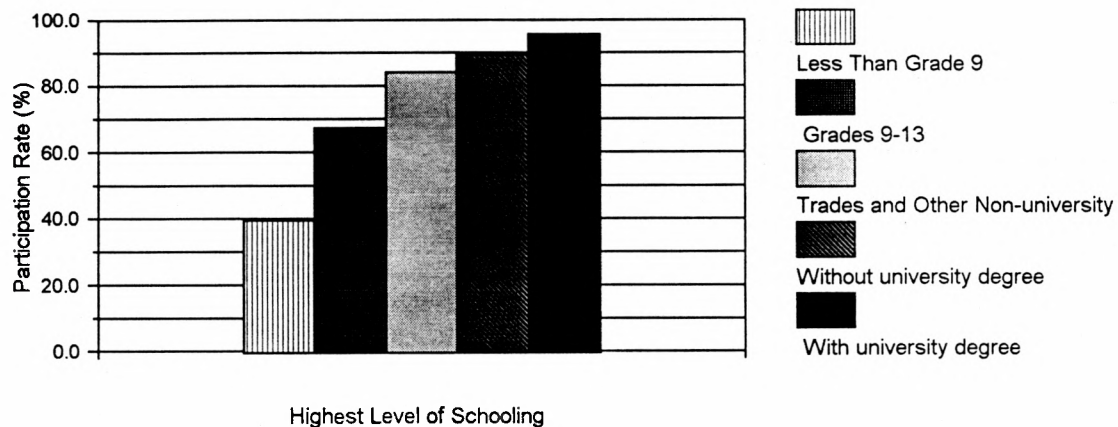
⁷Northern Census Highlights 1991, Indian and Northern Affairs Canada.

⁸Statistics Canada. 1991 Census Dictionary. Ottawa: Supply and Services Canada, 1992.

⁹Note: The participation rate is equal to the number of people 15 years or over who actively participated (employed or unemployed) in the labour force during the week prior to census enumeration divided by total population 15 years and over (expressed as a percentage).

over with a university degree was 95.5 percent compared to 39.4 percent for those with less than a grade 9 education. The unemployment rates for these same groups were 0.0 and 35.7 percent, respectively.

Aboriginal Participation Rate By Highest Level of Schooling



Aboriginal Unemployment Rate By Highest Level of Schooling

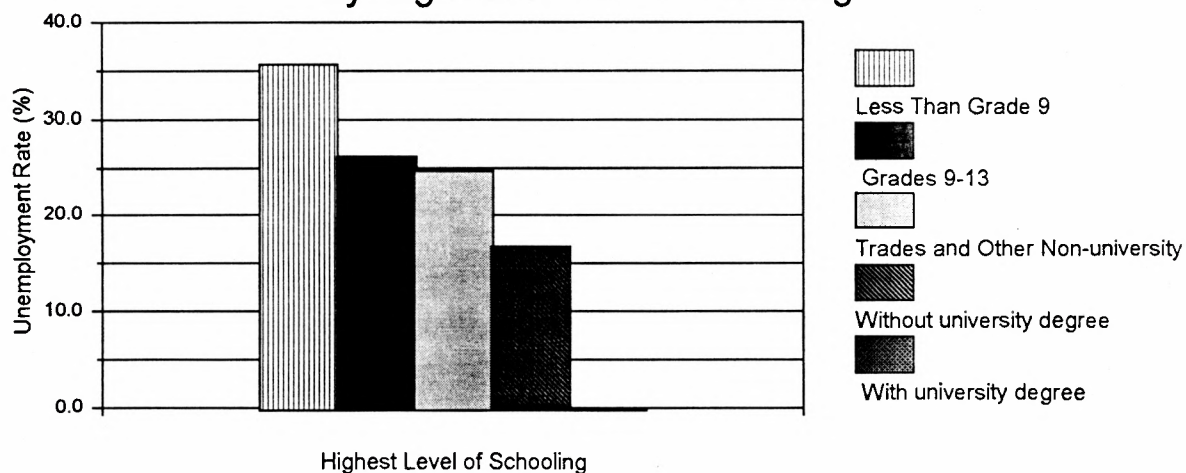


Table 3 - Aboriginal Labour Force Activity by Highest Level of Schooling, Yukon, 1991

HIGHEST LEVEL OF SCHOOLING	All Levels of Schooling	Less Than Grade 9	Grades 9 - 13	Trades and Other Non-university	University	With university degree	Without university degree
ABORIGINAL LABOUR FORCE (LF) ACTIVITY							
TOTAL LABOUR FORCE ACTIVITY (Population 15+)	4,330	710	1,640	1,635	350	110	235
TOTAL LABOUR FORCE (POP. 15+ In Labour Force)	3,075	280	1,105	1,375	320	105	210
Employed	2,300	175	815	1,030	275	105	170
Unemployed	775	100	290	340	40	0	35
NOT IN THE LABOUR FORCE	1,255	435	535	265	25	0	25
Participation rate	71.0	39.4	67.4	84.1	91.4	95.5	89.4
Unemployment rate	25.2	35.7	26.2	24.7	12.5	0.0	16.7
Employment/ population ratio (Employment rate)	53.1	24.6	49.7	63.0	78.6	95.5	72.3

A number of factors may partially explain these figures. In general, the isolation of most Aboriginal communities limits the number and type of job opportunities available. Increased participation rates and lower unemployment rates may reflect the small number of Aboriginal people with university education relative to the number of jobs requiring workers with a university education. Increasing levels of unemployment for those with lower educational levels may also be partially explained by the willingness of those with higher levels of education to fill jobs requiring less education.

Notwithstanding this, in the Yukon in 1991, a larger percentage of the non-Aboriginal labour force, compared to the Aboriginal labour force, were employed in sectors traditionally identified as requiring higher levels of education.

Labour Force By Industry Division:

In the Yukon between 1986 and 1991, the total Aboriginal labour force increased by 35.7 percent, from 2,225 to 3,020 persons. During the same period, the non-Aboriginal labour force increased by 20.2 percent, from 11,635 to 13,990 persons (Table 4).

The largest proportion of the Aboriginal population was employed in the government services sector. The construction sector showed the largest increase, from 7.6 percent in 1986 to 10.4 percent in 1991. The largest decrease occurred in the transportation, communications and utilities sector, decreasing from 11.2 percent in 1986 to 6.2 percent in 1991. The proportions of the Yukon non-Aboriginal population between the 1986 and 1991 census year working in

government services, health and education, construction, and agriculture, fishing, trapping and forestry increased. The largest increase was recorded for the government services sector where the proportion increased from 18.4 percent in 1986 to 21.3 percent in 1991. The largest decrease occurred in the other services sector where the proportion dropped from 19.8 percent in 1986 to 15.3 percent in 1991.

Table 4 - Yukon Labour Force¹⁰ by Industry Division, 1986-1991

	1 ABORIGINAL			2 NON-ABORIGINAL			3 % SHARE OF 1991 TOTAL ALL INDUSTRIES	
	1986	1991	Absolute Change	1986	1991	Absolute Change	Aboriginal	Non- Aboriginal
TOTAL LABOUR FORCE	2,225	3,028	796	11,635	13,990	2,355		
Experienced Labour Force	2,095	2,950	855	11,510	13,695	2,385		
Inexperienced Labour Force	130	70	(60)	125	95	(30)		
Not in Labour Force But Last Worked in 1990 or 1991		515			1,140			
TOTAL ALL INDUSTRIES	2,095	3,465		11,510	15,035		100.0	100.0
Agriculture, Fishing, Trapping & Forestry	85	150		230	640		4.3	4.3
Mining, Oil, & Gas	80	130		835	910		3.8	6.1
Manufacturing	45	60		285	340		1.7	2.3
Construction	160	360		805	1,320		10.4	8.8
Transportation, Commun., & Utilities	235	215		1,490	1,650		6.2	11.0
Trade	160	340		1,900	2,350		9.8	15.6
Finance, Real Estate, and Insurance	25	40		350	415		1.2	2.8
Government Services	650	1,065		2,115	3,205		31.3	21.3
Federal	120	N/A		780	N/A		N/A	N/A
Territorial	110	N/A		1,005	N/A		N/A	N/A
Local	425	N/A		315	N/A		N/A	N/A
Health & Educational Services	195	375		1,225	1,905		10.8	12.7
Other Services	445	710		2,280	2,300		20.5	15.3

¹⁰Statistics Canada. 1991 Census data from Catalogue #94-325, 1986 Census data from Special Tabulations for the Strategic Analysis Division, DIAND, April 1986.

LABOUR DEMAND IN THE YUKON TERRITORY

There is already fierce competition in most sectors of the Yukon Territory for Aboriginal people with post-secondary education and managerial or administrative skills. The competition for skilled Aboriginal labour will increase substantially as a result of the legislative requirements of the Umbrella Final Agreement Article (UFA) 22.4.1 and the increased recruitment activity of other government departments and First Nation requirements (First Nation requirements will increase significantly as devolution occurs). Organizations are likely to experience increased turnover as employees seek to gain new job experience and/or career advancement opportunities elsewhere.

Estimating the number of positions in the Yukon resulting from the implementation of the UFA gives a sense of the magnitude of demand for Aboriginal labour in the years to come.

Public Service Aboriginal Representation within the Yukon Territory - March 31, 1996¹¹

Category	# of Positions Public Service	# of Aboriginals Public Service	% of Aboriginals Public Service	# of Aboriginal Positions Required to meet Implementation Requirements
Executive	6	0	0%	1
Scientific & Professional	137	4	2.9%	28
Administration & Foreign Service	160	27	16.9%	10
Technical	156	10	6.4%	26
Administrative Support	145	28	19.3%	5
Operational	73	10	13.7%	7
Total	677	79	11.7%	77

A closer look, however, suggests that the actual number of Aboriginal employees required will be much greater than the 77 positions forecasted above. The following trends¹² support the

¹¹Source: Treasury Board Secretariat.

¹²Yukon Short-term Economic Outlook, Yukon Economic Development, Yukon Territorial Government, 1996.

additional requirement for Aboriginal employees:

- ▶ the federal government will require at least 77 more Aboriginal employees in order to reach the 23 percent representation target;
- ▶ construction and infrastructure development associated with the Brewery Creek mine is likely to generate 140-150 or more long-term jobs, many offering high wages, depleting the current available pool of Aboriginal people to recruit from;
- ▶ the signing of a socio-economic agreement between Viceroy Resource Corporation and the Tr'on dek Hwechin'in which provides band members with job training, contracting opportunities and an opportunity for a joint-venture exploration program¹³;
- ▶ the signing of a socio-economic agreement between B.Y.G. Natural Resources Inc. and Little Salmon Carmacks First Nation which provides job training and initiatives, mine contract and joint ventures¹⁴;
- ▶ major construction projects such as the general hospital along with the continued re-construction projects on the Alaska Highway;
- ▶ job sharing, as currently defined by Treasury Board (TB) would increase labour requirements by about ten (10) percent, adding eight (8) employees to the Federal government;
- ▶ the attrition rate for Aboriginal employees is likely to remain at about three (3) percent annually; and,
- ▶ about five (5) percent of Aboriginal employees will leave their jobs and not seek immediate re-employment.

Using a three (3) to one (1) ratio; theoretically, the labour demand is estimated at 231 aboriginal recruits.

Increased sharing of information will be needed regarding job descriptions, competency profiles and entry qualifications for each position in other government departments in order to assess specific training needs and prepare training plans.

¹³Up. here, Volume 12. Number 6, p 20.

¹⁴Ibid

DIAND HUMAN RESOURCES PROGRAMS AND PRACTICES

Based on the 1994/95 Employment Equity in the Public Service Annual Report, DIAND's 20.7 percent Aboriginal representation rate reflects DIAND's commitment in developing, supporting and sustaining special initiatives directed toward Aboriginal recruitment.

For example, position descriptions are reviewed to ensure the inclusion of Aboriginal content including the level of direct and indirect contact with First Nations. In an effort to ensure that there is no systemic discrimination or barriers that mitigate against Aboriginal employment, Statements of Qualifications (SOQ) are reviewed on an ongoing basis. Specifically, clauses relating to awareness of Northern issues, Aboriginal culture and environment, with mention of the "ability to communicate effectively with and establish working relationships with Aboriginal people".

Other types of criteria to be revised / examined are:

Education: A secondary school diploma or an acceptable combination of education, training and/or experience;

Experience: Experience in working with Aboriginal people; and,

Testing: No formal testing is required for this position.

Furthermore, the generic Statements of Qualifications will also include the specific requirements for:

Knowledge: Knowledge of Aboriginal culture (i.e. language, history, political structure, philosophy, social-economic needs, education and learning processes)

Ability: Ability to effectively communicate and interact with Aboriginal people; and,

Personal Suitability Demonstrated sensitivity to Aboriginal people

Recruitment begins with a decision on the area of competition¹⁵ for a position. When staffing

¹⁵Note: A Manager can stipulate the Area of Selection when staffing under AEP authority.

positions in the Yukon, DIAND policy on the area of selection options, in the sequence in which they are to be considered, are:

- ▶ a departmental or inter-departmental competition in the Yukon or the North;
- ▶ consideration of Employment Equity program participants;
- ▶ an open competition in the Yukon or the North;
- ▶ an inter-departmental competition in the Yukon and/or the North and other areas (e.g. southern Canada); and,
- ▶ an open competition in the Yukon and other areas.

The recruitment procedures normally followed by the Yukon Regional Human Resources office include extensive distribution of competition posters, notices and pamphlets in Hamlet offices, the Whitehorse Friendship Centre and Government buildings throughout the Yukon Territory. As well, advertisements are taken out in the three regional newspapers (Whitehorse Star, Yukon News and l'Aurore boréale) in English and French.

With respect to the composition of the selection boards, DIAND's practice is to include, where possible, a representative from one of the Designated Aboriginal Organizations (DAOs) as a full member of the selection board. Overall, in 1995-96, 83 percent of all competition boards throughout the department had an Aboriginal representative as a member of the selection committee¹⁶.

Once employed within DIAND, there is a range of support programs available, from specific training and development initiatives and liberal application of the education leave policy to upgrade scholastic degrees and specified skills. Additionally, there exists a range of employee assistance programs including a 1-800 number offering a 24 hour a day counselling service and several other support programs. These programs are available to all staff members, including Aboriginal employees.

A number of these initiatives are outlined in the departmental Employment Equity Activities report¹⁷. Of particular note are those activities aimed at increasing awareness and familiarity with Aboriginal culture. DIAND provides an Aboriginal Awareness program that is mandatory for all employees of the Department. Another program recently developed and delivered is the Inuit

¹⁶Employment Equity Activities 1995-1998, Department of Indian Affairs and Northern Development, Year-End Report as at March 31, 1996.

¹⁷Employment Equity Activities 1995-1998, Department of Indian Affairs and Northern Development.

Awareness Program. A full three day session is offered, focusing on those unique aspects of Inuit culture and cultural diversity. New employees usually attend such sessions shortly after joining the Department and are encouraged to undertake the programs again, after two or three years time of employment within DIAND.

In 1995-96, sixteen Aboriginal Awareness Workshops were held across the country attended by 224 employees¹⁸. As well, two Inuit Awareness Workshops were piloted in the National Capital Region for Northern Affairs staff, and are now offered to all staff desiring to participate.

The departmental Employee Assistance Program (EAP) is a support vehicle that is made available to all employees and their families seven days a week, twenty-four hours a day. Employees are made aware of the program through an annual distribution of a pamphlet outlining the services available and the various options available.

This is further reinforced through the delivery of a minimum of four training sessions per year outlining EAP programs to employees and managers in each Region. There is also:

- ▶ a quarterly bulletin issued by the EAP program;
- ▶ generally one or two articles per year on the EAP Program in the departmental Personnel Bulletin;
- ▶ the departmental Orientation Package contains specific reference material on the EAP Program. This Orientation kit is provided to all new employees upon appointment to a position; and
- ▶ union representatives are involved in communicating the departmental EAP program through their member newsletter, issued a minimum of every quarter.

Other specific initiatives undertaken in 1995-96 included the funding of a full-time Aboriginal Employment Coordinator in the NCR, who is mandated to search inventories of Aboriginal candidates from inside and outside government to make referrals for every competition held within the department in NCR.

To facilitate alternate working arrangements (telework, part-time, etc.), the Department promotes the availability of such programs through an annual letter to all employees describing the benefits of flexible work arrangements. Each region is then mandated to adopt various types of arrangement, ranging from part-time work to telework to a form of self-funded leave, recently announced by the central agencies, whereby an employee would work for a portion of the year, receive a pro-rated compensation package (e.g. 3/4 of a normal) for a full 12 month period, thereby continuing to receive remuneration while pursuing other interests (e.g. hunting, being out on the land, fishing, etc.). All of these options are described in the DIAND publication entitled

¹⁸Employment Equity Activities 1995-1998, Department of Indian Affairs and Northern Development, Year-End Report as at March 31, 1996.

"A Flexible Workplace, a Guide to Work and Leave Options" which is distributed to all employees on a regular basis. In the Yukon, 31 (21 compressed work week / 10 leave income averaging) employees have utilized these options.

In order to provide Aboriginal employees with an increased understanding of opportunities available to them, DIAND also sponsors information sessions for designated groups on employment equity initiatives and specific training and development initiatives. These *lunch and learn* sessions are held regularly and provide a forum for employee groups to raise and discuss training and development opportunities, identify the need for additional programs and form their own support group.

A 50 percent Aboriginal recruitment goal for DIAND was approved by senior management in 1995. In late 1994, Regional Directors General and Assistant Deputy Ministers were asked to identify positions that could be staffed by Aboriginal candidates during the period 1995-1998. In the Yukon, recent external efforts have resulted in 49.2 percent First Nations appointments.

The Summer Student Program provides Aboriginal students with employment opportunities during the summer months. The program is open to Aboriginal students who are attending secondary or post-secondary institutions and who intend to return to full-time studies in the calendar year he/she is seeking summer employment. All appointment under the program are effective between April and September. Aboriginal summer students hired under this program gain valuable work experience and/or training and skills; an opportunity to experience to work for DIAND and to determine their interest in a possible career with the department or the federal public service. In 1996, DIAND provided 172 Aboriginal students with summer employment. In the Yukon, 18 of the 47 summer recruits were Aboriginal students. The Yukon region is committed to achieving the highest Aboriginal student recruitment level possible for 1997.

Recognizing the limits of recruitment, DIAND also strives to retain Aboriginal employees once hired. In order to identify and deal with issues specifically relating to the reasons for turnover, including Aboriginal departures, DIAND has implemented an Exit Interview process for all employees. These interviews are entirely voluntary, and various options exist. The process may be as simple as completing a questionnaire or be as extensive as a detailed interview with a designated Regional Exit Interview Officer, whichever the employee prefers.

The Department offers numerous training and development initiatives specifically geared to raising the skills and/or academic achievement of Aboriginal employees. Once such program is the Aboriginal Employment Program (AEP)¹⁹. The AEP is a consolidation of four former programs, namely:

¹⁹Aboriginal Employment Program, DIAND Personnel Bulletin, 1995 Volume 7, Number 13.

- ▶ Indian and Inuit Recruitment and Development Program (IIRD)
- ▶ Native Development Program (NDP)
- ▶ Indian and Inuit Graduate Opportunity Program (IIGOP); and
- ▶ Direct Hire Program

The AEP has two unique features: funding assistance to help managers achieve their Aboriginal employment goals; and a special staffing authority from the PSC to assist in the recruitment of Aboriginal candidates under *Section 44* of the *Public Service Employment Regulations*. This authority is directly linked to the departments AEP initiative. Under the guidelines established for this program, the objective is to provide opportunities for Aboriginal people from within and outside the Public Service to acquire the necessary qualifications through on-the-job experience and/or formal training to join or advance within the department. This includes all positions, except those in the Executive Group for which the PSC retains exclusive staffing authority. Participation in the program is complete once the training plan has been achieved and the participant has progressed to the target level. As well, this program can be used to appoint Aboriginal people who already possess the required qualifications to positions to do the full job identified under the program. It also includes the authority to recruit and refer Aboriginal summer students.

Funding for the program is generally provided by the manager or on a 50/50 cost shared basis by the individual managers and the Native Employment, Employment Equity, and Executive Group Services Directorate (NEEE & EGS). The AEP has been recognized by the Public Service Commission as an approved Employment Equity Program, and as such, allows for special measures to recruit Aboriginal candidates. Access to positions within the Department can be restricted to Aboriginal candidates and appointments are not subject to the regular appeal process.

DIAND is seeking means, in partnership with the PSC in order to further address the human resources challenges associated with Aboriginal employment.

Within the framework of the Aboriginal Workforce Participation Initiative (AWPI), this process was recently used to recruit 21 Inuit into various positions as trainees. Each trainee is undergoing a concentrated training and development curriculum, focusing on developing the specific skill sets required for that position, with the process being rigorously planned and discussed with the employee prior to being undertaken, and closely monitored while in progress. An AWPI coordinator position is presently being staffed in the Yukon regional office. In 1996/97, the intention is to use AWPI's network to assist in the recruitment of more Aboriginal people.

Another program introduced in 1995 is the Aboriginal Masters Program (AMP)²⁰. The aim of the program is to provide personally tailored, accelerated training and development opportunities to Aboriginal Masters degree graduates. The participants are hired into full-time, indeterminate

²⁰Update to the Human Resources Committee (DIAND) on the Aboriginal Masters Program, May 27, 1996.

positions at the PM - 04 level. After a year, these participants are reclassified to the PM - 05 level if their evaluations are positive. After four six-month developmental assignments are concluded, the participants are appointed to permanent positions. In 1995, 52 applications were received, and after having passed through the selection process, four appointments were made. In 1996, 50 applications were received, four appointments were made under the AMP.

In 1996 DIAND in partnership with the Nunuvut Secretariat introduced the Sivuliuqtit-Nunavut Management Development Program (S-NMDP). The aim of S-NMDP is to develop a cadre of Inuit managers for potential future employment within the Nunavut public service, its institutions and agencies. S-NMDP is a three year management development program, comprised of three blocks of ten month assignments interspaced with three formal learning sessions. A strong emphasis is placed on networking skills. Distance education and networking are part of the innovative training methods used to provide on-going learning and developmental assignments. Another important element of the program is the mentoring component which contributes to the personal and professional development of participants through a process that builds on the cultural values of Inuit of Nunavut. The program objective is to recruit Inuit land claim beneficiaries having a minimum of two years work experience at the middle management level. Participants must also display proficiency in Inuktitut and English. The Sivuliuqtit-Nunavut Management Development Program is offered through the Nunuvut Arctic College and the Canadian Centre for Management Development. The academic portion being delivered in Rankin Inlet. As with other AEP salary costs are shared between the host organization and DIAND's NEEE & EGS Directorate. The Nunuvut Secretariat covers training, relocation and other non-salaried costs. There are currently ten participants in the program. It is feasible that a partnership with DIAND, Yukon First Nations, and YTG learning institutions could result in a similar program.

The Department also made judicious use of the Public Service Commission's Special Measures Innovation Fund (SMIF), which offers resources on a matching basis to assist federal departments in meeting their Employment Equity goals.

DIAND ABORIGINAL REPRESENTATION - 1996

DIAND currently has 330 positions²¹ located within the Yukon Territory. The current²² (fall) representation of Aboriginals stands at 17.9 percent (59 of 330).

Table 5a - DIAND Aboriginal Representation within the Yukon Territory - Term

Occupational Group	# of Aboriginals	% Aboriginals as compared to Total	# of Non Aboriginals	% of Non Aboriginals	Total # Table A	P1RT*
Executive/ Management	0	0%	0	0%	0	0%
Officer Level	6	27.3%	16	72.7%	22	12.6%
Administrative Support	8	16.7%	40	83.3%	48	32.2%
Totals	14	20%	56	80%	70	21.2%

Table 5b - DIAND Aboriginal Representation within the Yukon Territory - Indeterminate

Occupational Group	# of Aboriginals	% Aboriginals as compared to Total	# of Non Aboriginals	% of Non Aboriginals	Total # Table B	P1RT*
Executive/ Management	0	0%	6	100%	6	100%
Officer Level	15	9.8%	138	9.2%	153	87.4%
Administrative Support	30	29.7%	71	70.3%	101	67.8%
Totals	45	17.3%	215	83.7%	260	78.8%

Table 5c - DIAND Aboriginal Representation within the Yukon Territory - Combined

Occupational Group	# of Aboriginals	% Aboriginals as compared to Total	# of Non Aboriginals	% of Non Aboriginals	Total # Tables A + B	Combined % Total
Executive/ Management	0	0%	6	100%	6	100%
Officer Level	21	12%	154	88%	175	100%
Administrative Support	38	25.5%	111	74.5%	149	100%
Totals	59	17.9%	271	82.1%	330	100%

*P1RT - Percentage In Relation to Occupational Group (Combined) 5c Total

²¹Note: Term employees - 70 and Indeterminate employees - 260.

²²DIAND HRIS as of October 31, 1996.

For comparative purposes, Aboriginal representation within the Yukon Territory at August 30, 1996 summer was 22 percent (79 of 362). This is included to show the variation between summer and fall employment levels.

Table 6 - DIAND Aboriginal Representation within the Yukon Territory - 1996

Occupational Group	# of Aboriginals	% of Aboriginals	# of Non Aboriginals	% of Non Aboriginals	Total #	% Filled
Executive/ Management	0	0%	5	100%	5	100%
Officer Level	23	13%	150	87%	173	100%
Administrative Support	56	30%	128	70%	184	100%
Totals	79	22%	283	78%	362	100%

In support of the Umbrella Final Agreement, DIAND anticipates staffing a minimum of 23 positions in the Yukon with Aboriginal incumbents. The current projections are for a total of ten (10), positions in 1997/1998, six (6) positions in 1998/1999 and six (6) positions in 1999/2000. It is forecast that two (2) positions will be at the Executive/Management level, nineteen (19) positions will be at the officer level and two (2) will be in the administrative and clerical support occupational group.

More specifically, the twenty (23) positions will require individuals with skills in program management, human resources, financial management, communications and general administrative skills. Current information would indicate that it is feasible to directly recruit skilled Aboriginal candidates to fill these positions via existing Aboriginal recruitment programs within DIAND.

DIAND ABORIGINAL REPRESENTATION - 2000

The breakdown of Aboriginal representation within DIAND operations in the Yukon Territory should be as follows in the year 2000.

Table 7 - DIAND Aboriginal Representation within the Yukon Territory - 2000

Occupational Group	# of Aboriginals	% of Aboriginals	# of Non Aboriginals	% of Non Aboriginals	Total #	% Filled
Executive/ Management	2	33.3%	4	66.7%	6*	100%
Officer Level	40	23%	135	77%	175	100%
Administrative Support	40	27%	109	73%	149	100%
Total	82	24.8%	248	75.2%	330	100%

*Includes one (1) new AMED position

By the year 2000, Aboriginal representation in the Yukon region should achieve the minimum target level. The representation of Aboriginal employees within DIAND operations inside the Yukon Territory is projected to stand at a minimum of 24.8 % (82 of 330) based on the current number of existing positions.

The increases required to achieve the targets identified in Table 7 are composed of two (2) Aboriginal employee at the Executive/Senior Management level, nineteen (19) Aboriginal employees at the junior to mid-level officer level and two (2) Aboriginal employees at the support staff level.

The intention is to staff the positions locally, hiring individuals for the target positions through the application of Section 44 Regulations. Further training and development of Aboriginal employees could be achieved through AEP, preparing individuals for enhanced responsibilities within the organization. This would have the effect of enhancing retention rates while providing promotional opportunities.

ABOVE & BEYOND INITIATIVES

Further to the human resources previously cited, there are numerous initiatives aimed at increasing the representation of Aboriginal employees within the Department. In support of these initiatives and with the intention of increasing the representation rate of Aboriginal people within the Yukon Territory, DIAND will, of course, continue to adhere to existing policies and practices.

A key to achieving the aspirations and objectives of First Nations as full partnerships in the federal public service is the creation of a dedicated partnership comprised of the Treasury Board, the Public Service Commission, other government departments, the Yukon Territorial Government and First Nations organizations.

In June 1996, the government decided to renew and enhance the Aboriginal Workforce Participation Initiative's (AWPI) mandate. The "External" component, lead by DIAND will promote a representative Aboriginal workforce at all levels of government, and throughout all sectors of the economy. The "Internal" component lead by the TBS in partnership with the Public Service Commission will work to achieving AWPI objectives within the federal public service's employment equity framework.

The objectives of the external component of AWPI are to:

- ▶ to increase the general level of awareness about Aboriginal employment issues;
- ▶ to increase employers' capacity to recruit, promote and retain Aboriginal employees; and,
- ▶ to expand partnerships with Aboriginal people and other stakeholders as a means of achieving AWPI objectives.

In addition, building of partnerships with all levels of government, employers in all sectors of the economy, labour organizations and First Nations and Inuit organizations, is a key factor in achieving a representative level of Aboriginal participation in the Canadian workforce. AWPI will play an important role as the catalyst in helping DIAND's Yukon Region meet its objectives contained in the plan.

One of DIAND's major commitments under AWPI is to work closely with First Nations in developing strategies to enhance Aboriginal representation in the labour force. One of the ways to work with First Nations as well as with all stakeholders is to create both national and regional AWPI consultation committees to discuss Aboriginal employment issues, strategies and partnerships to implement specific projects aimed at realizing our joint Aboriginal employment goals.

In 1995, DIAND contracted with the consulting firm of Price Waterhouse - Aboriginal Services Division to conduct a needs assessment on Aboriginal employment. The findings of the report suggest that many employers are interested in Aboriginal employment issues and that the AWPI could play an important role in increasing the employment levels of Aboriginal people by developing and implementing strategies to address the challenges faced by employers in recruiting and retaining Aboriginal person. For example, employers need to access Aboriginal candidates, and seek opportunities to promote job opportunities to the Aboriginal community. The ultimate, long-term objective is to increase the participation rate of Aboriginal people in the Canadian workforce.

In addition to DIAND, other federal departments should undertake a number of activities to support the AWPI objectives. Information concerning objectives, activities, results and impacts are presented in the AWPI Logic Model presented on **the following page**.

EXTERNAL AWPI LOGIC MODEL

Ultimate Objective

To increase the participation of Aboriginal people in the Canadian workforce

↓ (1)

↓ (2)

↓ (3)

Objectives

To increase the general level of
awareness about Aboriginal people
and issues

To increase capacity among
employers to recruit, promote, and
retain Aboriginal employees

To expand external recruitment

↓

↓

↓

Activities

- ▶ Produce promotional material
- ▶ Distribute promotional material
- ▶ Organize conferences/workshops
- ▶ Participate in conferences/workshops

- ▶ Identify best practices
- ▶ Communicate best practices
- ▶ Develop tools
- ▶ Communicate/distribute tools
- ▶ Facilitate pilot projects

- ▶ Communicate events
- ▶ Inform stakeholders about networks
- ▶ Create networks
- ▶ Participate in networks

↓

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Results

- ▶ Information kits and other promotional material
- ▶ Distribution of promotional materials
- ▶ Workshops, conferences, information session, etc.
- ▶ Active participation in relevant events

- ▶ Best practices identified
- ▶ Best practices shared with employers
- ▶ New tools developed to facilitate employment of Aboriginal people
- ▶ New tools distributed
- ▶ Pilot projects facilitated

- ▶ New networks
- ▶ Information sharing on events and existence of networks
- ▶ Active participation in networks

↓

↓

↓

Intended Impacts

- ▶ Increased knowledge of employers on the situation and support mechanisms
- ▶ Increased concern among employers about the situation
- ▶ Increased willingness to act to modify the situation

- ▶ Increased skills of employers in employing Aboriginal peoples
- ▶ Increased use by employers of existing mechanisms to facilitate Aboriginal employment

- ▶ Increased participation of employers and Aboriginal people in networks
- ▶ Increased active participation of DIAND and OGD's in networks
- ▶ New relationships and partnerships between employers and Aboriginal people

↓

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↓

Ultimate Impact

Increased involvement of employers in developing proactive strategies and initiatives to increase the participation of Aboriginal people in the Canadian workforce

Pre-employment Initiatives:

Pre-employment initiatives which could be developed jointly between federal government departments, stakeholders and First Nations, may include:

- ▶ Providing Career Fairs / Symposia in First Nation communities;
- ▶ Establishing links with universities / colleges recognized as distance education leaders;
- ▶ Exploring with stakeholders the development of a job shadowing program;
- ▶ Promoting and providing interchange opportunities to internal and external First Nation employees and organizations;
- ▶ Promoting resume and Application for Employment training in First Nation communities;
- ▶ Enhancing the utilization of Summer Student / Co-op programs;
- ▶ Developing in partnership with stakeholders an Apprentice Training Program partnership; and,
- ▶ Promoting the development of Student Summer Camps in partnership with all stakeholders.

Partnership Initiatives:

Partnership initiatives which could be developed jointly between federal government departments, stakeholders and First Nations, may include:

- ▶ School Mentoring Partnerships between federal government departments and First Nation Schools;
- ▶ Developing a promotional strategy with stakeholders to increase the level of self-identification within the public service;
- ▶ Developing and training a cadre of First Nation selection board members;
- ▶ Providing selection interview skills training in First Nations communities;
- ▶ Enhance *Lunch and Learn* sessions by inviting YFN Elders to share cultural values;
- ▶ Contracting with First Nations to provide in-house Cultural Awareness Training;
- ▶ Reviewing current procurement practices to identify contracting opportunities for First Nations; and,
- ▶ Partnership with stake holders to develop and maintain a comprehensive Yukon First Nations skills inventory.

DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT - BEYOND 2000

With the implementation of specific initiatives described in this plan, DIAND should readily achieve its Aboriginal initiatives for 2000. The challenge then facing the Department is to achieve the initiatives identified for post 2000, or as a minimum, lay the foundation for the achievement of those initiatives.

With reference to the Yukon Aboriginal Employment Plan, a key factor to the success of DIAND achieving its employment target of a representative Aboriginal workforce, is the continued utilization of existing programs, and/or the development of new ones, as required.

Partnerships in the area of training and employment with other federal departments, the Yukon government and First Nations organizations could be developed to maximize the use of training dollars to develop human resources in the Yukon Territory.

There are a plethora of initiatives specifically geared towards skills upgrading and enhancing academic qualifications of Aboriginal candidates. The following is a list of activities undertaken or planned by the Department, in support of the implementation of Article 22.4.1 of the Umbrella Final Agreement and the four specific final agreements.

The potential for increases in Aboriginal representation within DIAND in the Yukon Territory will come about with the implementation of the Umbrella Final and Specific agreements. Although premature at this stage to speculate as to the competencies and skill sets required to staff anticipated positions, there are some general principles that must be adhered to in staffing of positions.

The use of specific inventories at DIAND headquarters should assist in the identification of Aboriginal candidates for positions in the Yukon. These inventories are targeted at the Executive and Middle management levels. They maintain a listing of Aboriginal candidates, identifying specific skill sets and training and development undertaken. They can be used to assist in the staffing of positions within DIAND and other government departments. As well, DIAND in partnership with First Nation organizations will establish a Yukon specific Aboriginal candidate inventory to assist in the staffing of positions within DIAND.

Beyond the specifics of the training and development initiatives cited above, DIAND has and is implementing additional measures which are geared towards improving the skill of Aboriginal people in the Yukon.

One such measure is the introduction of the "Aboriginal Management Executive Development (AMED)" Program. This program will qualify Aboriginal DIAND employees from the EX minus 1 and EX minus 2 levels. The program functions by identifying vacant EX 1 positions within every region, and appointing Aboriginal DIAND employees in an acting capacity for a

minimum of one year as they undergo intensified training and development. Upon successful completion of the acting assignment and requisite training, the Aboriginal incumbent is appointed to the position on an indeterminate full-time basis.

Additionally, Fire Management Yukon which operates the fire management program for DIAND provides a three (3) day Wild Land Fire Fighter training program open to residents of the Yukon. During 1996, four (4) courses provided training to 74 people, band members from the Champagne and Aishihik First Nation, the Teslin Tlingit Council, the Little Salmon/Carmacks First Nation, the Tr'on Dek Hwech'in First Nation (Dawson First Nation) and the Selkirk First Nation participated in the training program.

As well, DIAND in conjunction with Yukon First Nations is developing an 8 day Crew Member and Crew Leader Fire Fighter training programs which will comply with Canadian Interagency Forest Fire Centre (CIFFC) national standards. It is anticipated these training programs will be implemented by the summer of 1997.

Under the "Stay-in-School" theme of initiatives, last year DIAND sponsored an Aboriginal Career Symposium which was broadcast through IBC, to 146 communities in the north, including the Yukon communities. A video focusing on the experience of Inuit youth participants and reinforce the value of staying in school to achieve personal and career goals will be available in March 1997. This year, DIAND will continue to sponsor the Career Symposium. It is intended to have available copies of the video, which could be distributed for use in the Yukon and the northern communities. As well, DIAND sponsored four Aboriginal youth and one Aboriginal chaperone to attend the "Engineering Exploration Science Summer Camp" at Concordia University in July 1996. The intention was to have the students and chaperon subsequently develop a similar program for implementation within the North, specifically geared to Aboriginal Youth. A similar approach was undertaken through the sponsorship of one Aboriginal individual's attendance at the GNWT "Introduction to Architecture, Engineering and Computer Careers Program", which ran for six weeks in July and August, 1996. These types of activities could be implemented in the Yukon, if stakeholders are willing to participate in a joint venture.

MONITORING / ACCOUNTABILITY

The specific and general activities involved in the implementation of this Yukon Aboriginal Employment Plan will be integrated into DIAND's Employment Equity Plan. As well, the employment equity goals established in the YAEP will be incorporated in management contracts of each member of the Yukon Executive Committee and his or her subordinates, establishing managerial accountability by linking employment equity accomplishments to performance appraisals. Each individual manager accountable for those Employment Equity activities within their sphere of responsibility must report on a quarterly basis achievements and results. The overall accountability for this Aboriginal Employment Plan rests with the Deputy Minister of DIAND. A tri-annual plan is developed with a review and update occurring on an annual basis. The results of initiatives and activities are detailed in an annual report on Employment Equity initiatives.

The achievement of this Aboriginal Employment Plan will also be subject to an annual review through the DIAND's employment equity reporting system and consultation with First Nations as necessary.

COMMUNICATION

In the same spirit of partnership that DIAND has promoted and encouraged in developing the training and development initiatives for the Yukon Territory, DIAND will work in partnership with First Nation organizations, TBS and PSC to develop a communication strategy for this Yukon Aboriginal Employment Plan that will make information available to Aboriginal people of the Yukon as well as current DIAND employees. This strategy will encompass specific initiatives and will be implemented as soon as possible after February 14, 1997.