

INTRODUCTION

No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed relationship.

 Prime Minister's mandate letter to Minister Bennett

MESSAGE FROM THE DEPUTY MINISTERS

The Blueprint 2020 vision is one of a world-class Public Service equipped to serve Canada and Canadians now and into the future. The Government is committed to a public service that meets the needs and expectations of Canadians across the country. At Indigenous and Northern Affairs Canada (INAC), meeting the needs of today and tomorrow means working with Indigenous people on **reconciliation** and **building relationships** based on the recognition of rights, respect, and cooperation and partnership.

A successful journey toward reconciliation is one where Indigenous teachings, culture, traditions and practices are embraced in the spirit of their contribution to the Canadian fabric. It is where Governments, civil society, educational institutions, corporations, and non-Indigenous Canadians work in **partnership** with Indigenous people, forging new ways of **achieving better results** and a stronger country.

Pursuing this goal has us focusing our efforts on transforming operational practices to advance new and innovative initiatives, as well as working closely with partners and stakeholders, while continuing to carry out our day-to-day operations. This means we are not only doing things differently, **we are doing things we've never done before.** For example, we are working in partnership with First Nations, Inuit, and Métis to find better ways to achieve self-determination and co-develop policy. These initiatives, and others like them, are opening the door to a new kind of Canada where the Government and the public service are working in partnership with those we serve.

Part of INAC's renewal involves focusing on the people within the Department and the supports they need to undertake these innovative approaches. We are **building capacity**, including a special focus on Indigenous recruitment, in order to have a workforce that is culturally sensitive and representative of the Canadian population. To this end, we have a number of exciting and innovative recruitment efforts underway, in collaboration with the Public Service Commission and other Departments.

An important aspect of supporting our employees is recognizing the importance of workplace well-being and promoting a **healthy work environment**; one where people have the opportunity they need to thrive and where they feel safe and supported in seeking help to address issues that affect their well-being. In this respect, work is well underway at INAC to develop a Mental Health and Workplace Well-being Strategy that takes into account Indigenous principles of respect and wellness. We're engaging employees through focus groups and an online survey on the existing challenges and finding ways to overcome them and create a healthier workplace.

INAC employees are on a new path, one where the principle of reconciliation has infused our work with a deeper sense of purpose. As we continue to work every day to build better relationships and find new ways of working, we are creating stronger communities and promoting economic growth. While acknowledging the mistakes of the past, we are building a better Canada.

SECTION 1

To do their best for Canadians, public servants need to work in a healthy environment that is characterized by respect, that embraces differences and diversity, and that supports with compassion individuals struggling with mental health challenges..

 Twenty-third Annual Report to the Prime Minister on the Public Service of Canada by the Clerk of the Privy Council

RESPECTFUL WORKPLACES

Indigenous teachings form the foundation of our approach to workplace well-being and mental health in our department. Humanity, humility, compassion and empathy are key drivers to achieve our healthy workplace. This year, we are working towards the development of our workplace well-being and mental health strategy, which will be informed by the suggestions of our employees and endorsement of our leadership.

A number of employees within the Department have a deep understanding of the **cultural context** that affects our work. They are sharing that knowledge with colleagues. For example:

- Tim O'Loan, a policy analyst in the Policy and Strategic Direction sector (Intergovernmental and International Relations Directorate) participated in the Truth and Reconciliation Commission's hearings for a year with Justice Murray Sinclair. During this time, he heard stories from intergenerational survivors of residential schools and developed a deep understanding of the impacts of colonial policies that shaped our country. This experience has shaped Tim's role in the Department and set him on a personal path to share the knowledge he acquired with employees throughout the Department.
- Pr. Nadia Ferrara has been passionate about reconciliation throughout her career, making it her life's work. Her cultural sensitivity to and knowledge of these issues is apparent in her third book, *Reconciling and Rehumanizing Indigenous-Settler Relations*, as well as in her popular FedTalk on the same subject. She has facilitated countless workshops with more than 1,300 employees across departments, urging staff to consider the principles of Indigenous community development in their daily work, regardless of their policy or program responsibilities, creating the conditions for whole-of-government action on the national priority of reconciliation.





The renewed sense of purpose within the Department has led to a strong desire to understand and recognize Indigenous principles of respect and the value of Elders' teachings. Employees have developed their own Indigenous cultural awareness activities based on their needs and the recognition that they must understand the culture and incorporate these principles into their work in order to "live reconciliation".

INDIGENOUS CULTURAL AWARENESS

The Chief Financial Officer's Indigenous Culture Awareness Learning Day offered 14 different workshops and activities for employees to choose to attend. Most of the workshops were hands-on and practice driven. From an Indigenous Culture initiation session to an INAC Art Collection tour to Medicinal Plant Pouch crafting workshops, the events extensively covered the traditions and protocols of First Nation, Inuit and Métis peoples. The initiative was created to provide a learning opportunity for all CFO sector employees with different levels of knowledge of Indigenous cultures.

Result: Over 300 employees participated. After attending the event, employees felt strongly that they had been brought together and were more connected to the community that the Department serves. The workshops tapped into a real need by corporate services staff to understand and feel directly engaged in facilitating the Department's mandate of improving socio-economic outcomes for Indigenous people and to participate in reconciliation.

The Lands and Economic Development (LED) sector established an Indigenous Advisory Committee made up of employees from across the sector dedicated to making LED culturally inclusive and a workplace of choice for Indigenous employees. The sector developed a strategic plan to promote cultural inclusiveness within the sector, along with tangible measures to improve the recruitment, retention, development and advancement of all employees in LED.

Result: Employees have a better understanding of the context in which they work, a stronger sense of belonging and an understanding of each other, as well as a strong sense of purpose and career orientation for employees in the branch.

Indian Oil and Gas Canada (IOGC) developed a relationship with the Tsuu T'ina Language Centre to promote the Tsuu T'ina language with IOGC staff and help build a more respectful workplace. Indigenous cultural awareness and appreciation is a strong element of a respectful workplace, especially in IOGC's case (their office is physically located on the Tsuu T'ina Nation).

Result: Staff recognize that a respectful workplace extends outside of their interactions with one another and promotes Indigenous cultural awareness.

The Indian Residential Schools Adjudication Secretariat held sessions with Indigenous Elders, as well as one-on-one sessions. Elders also participated in all staff meetings.

Result: Employees got a better understanding of Indigenous principles of respect and the importance of recognizing Elders as a valuable source of knowledge and wisdom.

Quebec Region's Indigenous cultural awareness program is comprised of two internal training sessions on Indigenous history and Quebec's Indigenous nations. These are provided by a regional employee in collaboration with the Canada School of Public Service during Indigenous Awareness Week in May. Other activities were offered that week, such as an Indigenous lunch and film viewings.

Result: Employees in the Quebec regional office have a better understanding of Indigenous issues, the historical context of the Indian Act and the role of federal departments on Indigenous issues. The program also creates awareness of the shared role of various federal departments in delivering programs and services to Indigenous communities and promotes a better collaboration and sharing of information between departments.

Workplace Well-being and Mental Health:

Your Say!



MENTAL
HEALTH AND
WORKPLACE
WELL-BEING

Mental Health and Workplace Well-being have also become a focus for the public service, as we try to find a better **balance** between the demands of work and a healthy life. In June 2016, the Deputy Minister at INAC appointed the Associate Deputy Minister as Champion for workplace well-being and mental health, lending visibility to this subject as one of the key priorities for the department. Creating respectful workplaces is not an aspirational goal: the Government of Canada's mandate for Indigenous people means that we have an important job to do and we need people to feel engaged in order to succeed. In September, we introduced an innovative approach to employee engagement: 14 members of the INAC Workplace Well-being and Mental Health Steering Committee were appointed, representing their community — officers, middle managers, Indigenous employees, executives, administrative support and millennials were tasked with engaging and leading discussions with their own communities. In addition, a made-in-INAC survey was launched in November for employees to have their say on issues that matter to them.

Concurrently, within individual sectors, a number of initiatives are taking form to address the needs of employees and managers to support well-being and promote a healthy workplace.

LED and IOGC Mental Health Framework and Mental Health Managers' Toolkit

As part of the Federal Workplace Wellbeing and Mental Health Strategy, working groups in the Lands and Economic Development (LED) sector and at Indian Oil and Gas Canada (IOGC) developed strategies and frameworks to build awareness of mental health issues in the workplace and to provide skills and tools to employees to promote positive mental health. These efforts led to the development of the LED Sector Mental Health Framework and the IOGC's relationship building with the Mental Health Commission of Canada.

These initiatives have contributed to creating a respectful and healthy workplace, opening dialogue on a wide range of mental health issues, and developing tools and training that seek to promote positive mental health among LED employees. Widespread engagement and communication on the Framework are crucial for staff and management buy-in.

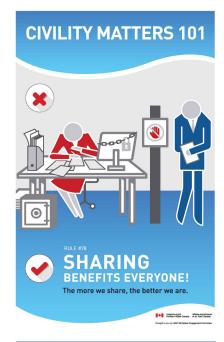
As a result, the IOGC has seen an increased use of tools to manage and resolve conflicts.

Cultivating a safe atmosphere and earning trust among colleagues who participate in activities and events is key to having open and honest dialogue.

CIVILITY IN THE WORKPLACE

In response to the 2014 Public Service Employee Survey results, which found that interactions in the workplace were suffering as a result of technology, the Workplace Engagement Committee within INAC's Northern Affairs Organization came up with a "civility matters" campaign. The campaign features a set of four posters based on daily office interactions. The posters were developed to create a simple yet effective visual with the overarching goal of getting people to talk about issues regarding incivility in the workplace and its detrimental effects.

The "Civility Matters!" workshop was offered by Craig Dowden, Ph. D., and proved to be another popular learning opportunity. It was delivered to seven different groups in the Department over the course of the year. This session provides information on how to cultivate a respectful public service, informs attendees on how incivility affects the workplace and productivity of employees, and provides information on the impacts of incivility on teams, physical and mental health, clients, commitment and engagement of employees. Attendees learned about the most common mistakes that lead to incivility, such as the use of mobile devices, the language in emails and how we treat each other.









SPIRIT



Rehumanizing Indigenous-Settler Relations





A QUARTERLY MAGAZINE TO CONNECT EMPLOYEES

The Internal Communications team has created a dynamic and relevant employee magazine focused on health and well-being. It makes smart use of new technologies by promoting the ability to share the articles among colleagues and to start discussion on the various topics within the magazine by means of a comment section for each article.

The content is also presented using a variety of media such as podcasts and videos, encouraging employees to connect to each other using different platforms.

The magazine is highly collaborative, calling upon employees in all sectors and regions to contribute articles on a regular basis. It is also a way to share ideas and best practices, and to showcase the work of colleagues across the department.

Spirit makes use of linkages with other government departments to promote resources available across Government. (Example: iHireaboriginal toolkit for hiring managers on GCpedia.). Through Spirit magazine, employees are bringing the issue of Indigenous culture, history and contemporary issues to the forefront for employees, and engaging staff in a conversation about the issues that affect us all, creating a strong sense of community at INAC.



Featured



People are our most valuable resource

A conversation with the Associate Deputy Minister and Champion, Workplace Well-Being and Mental Health

I think engagement is going to be fundamental to our efforts and to our success. We need to get a really good understanding of our own work environment, understand our culture, and understand what makes it tick.

Diane Lafleur

SECTION 2



ABORIGINAL STUDENT
RECRUITMENT
NITHE FEDERAL PUBLIC SERVICE

Are you looking for a student job related to your field of study?

The Government of Canada Federal Student
Work Experience Program (FSWEP)
is the solution!



QS-6366-100-BB-A

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RECRUITMENT AND ONBOARDING

At INAC, as in every government department, there is a constant need to recruit and retain employees, as well as develop talent within the organization. As with every government department, we face the current reality of hiring millennials who have a non-traditional view of what constitutes a career, as well as capturing the vast knowledge of baby-boomers before they retire and leave the public service.

In addition to these realities is the fact that the Indigenous population in Canada is the fastest growing segment of the population, which represents an important opportunity for government departments to increase their efforts to attract and hire Indigenous employees.

At INAC, we strive to ensure that the department has a workforce that is culturally sensitive and representative of our Indigenous partners. To that end, a number of initiatives are taking place to seek out and attract Indigenous employees.

• The iHireaboriginal student recruitment campaign was born from a successful pitch by the Quebec regional office during the Department's 2014 Dragon's Den event promoting a new approach to recruitment, retention and career management of Indigenous students. The iHireaboriginal team worked closely with the Public Service Commission of Canada (PSCC) and the Canada Revenue Agency, offering advice regarding obstacles to student hiring and sharing INAC's experiences and expertise about the best solutions to these challenges. Regional staff were determined to promote awareness of employment opportunities among Indigenous students and to provide useful tools to help them find jobs at INAC and in other federal government departments.

A formal partnership was established between INAC and the PSC, which led to the development of a variety of creative tools to boost students' interest in the federal public service. The team developed posters, videos and social media campaigns to reach out to Indigenous youth. These products were distributed through a network of colleges, universities and Indigenous organizations. The iHireAboriginal team members also met face-to-face with Indigenous students at schools and job fairs to do a first-person sales-pitch. Just as important was outreach to INAC managers. The team collaborated with their Human Resources colleagues and the Blueprint 2020 Champion before developing guides and templates to make it easier for managers to hire Indigenous students.

These efforts and partnerships yielded an unparalleled intake of Indigenous students into the Department. Indigenous youth in the Federal Student Work Experience Program (FSWEP) regional inventory doubled. The number of Indigenous students hired by the Quebec Office, where the efforts were focused during the first year, rose a whopping 47% in 2015, accounting for roughly half of new recruits.

Each and every time a government employee comes to work, they do so in service to Canada, with the goal of improving our country and the lives of all Canadians. The Government (...) is committed to (ensuring) that it is innovative, agile,

collaborative and

high-performing.

- Budget 2016

iHireAboriginal continues to grow towards the ultimate goal of increasing the hiring of Indigenous students by at least 50%. Since January 2016, iHire video capsules are on the INAC internet site and INAC's YouTube channel. The team has solicited other federal partners (Service Canada, Parks Canada, Public Service Commission) and Indigenous partners (First Nations of Quebec and Labrador Youth Network) to show the videos through their networks. The Project team won a Public Service Award of Excellence in the Living the Blueprint 2020 Vision category in October 2016.

The next phase of the project has the team working to take this initiative to a national level, establishing a student ambassador network to help connect with prospective new recruits at events across the country.

Other initiatives are happening across the department, for example:

 At Indian Oil and Gas Canada (IOGC), staff have been developing relationships with local college and university Indigenous career centres to promote Indigenous FSWEP summer hiring.

These relationships have resulted in a significant increase in Indigenous students filling IOGC summer student vacancies, with more than 80% of IOGC students self-identifying as Indigenous.

Education Social Development Partnership Programs (ESDPP) Aboriginal
 Human Resources Working Group is a team of co-workers ranging from student
 interns to managers who are working to attract and retain more Indigenous employees
 in INAC's workforce. Their mission is to encourage the recruitment, promotion, retention
 and representation of Indigenous workers in their Sector by making the workplace a more
 appealing and hospitable place for Indigenous employees. Activities organized by the
 working group include staff sensitivity training, Indigenous awareness sessions and the
 deployment of a Sector in-house Elder.

This approach has been adopted as a model that is now being emulated by many other sectors and work units across the Department. By focusing on what matters — increasing the inclusion of Indigenous employees — they've had a profound impact on the well-being of the sector as a whole.

• In the Resolution and Individual Affairs sector, management has been working on renewing the scarce departmental resources in the Registration and Certificate of Indian Status processing directorate, and cross-training officers to offer better client service. They established a dedicated training team, developed training materials and training plans. An intense recruitment process has been underway requiring some creative long term planning. The sector has also thought about how to retain new employees in the long term, placing a great importance on offering training opportunities for employees to pursue continuous development and see their careers within the Department now and into the future.

The sector is actively involved in succession planning, staffing the key positions to be prepared for the influx of applications that are expected with upcoming changes to the *Indian Act*. Four new processing officers for the SCIS were recruited and have had an immediate positive impact on service delivery to First Nation clients. Each employee completed a formal 6-week training course. Twenty-nine registration officers were recruited and/or trained to reduce the backlog of registration application for Indian Status. A number of the registration officers are also enrolled in a training program. The new trainees have been performing at higher than expected levels, and have reduced the backlog in registration.

• In the **Nunavut Regional Office**, participants of the **Inuit Learning Development Project** work 4-month rotations in 3 different Government departments and Nunavut

Tunngavik Inc. (NTI) to gain experience and expand their knowledge base with a view to helping them develop their careers.

Currently, the second cohort of the program is underway, following the graduation of 8 participants from the first cohort. Plans are in the works to run a third cohort in Fall 2017.



SECTION 3

LAND CLAIMS

OTHER ACTIONS TO RENEW THE PUBLIC SERVICE

The role of the public service has shifted from one of advising the government of the day to being a full partner with Government and Canadians to develop programs and policies.

At INAC, in the context of reconciliation, this means bringing more people around the table to develop innovative ways of working together to reach the best possible outcomes for all.

One of the ways we are innovating is through **Exploratory Tables** with regard to advancing self-determination. Canada's primary policy tools for addressing Aboriginal rights and advancing reconciliation have been the Comprehensive Land Claims and Inherent Right policies. While these policies have guided negotiations to reaching a number of modern treaties and self-government agreements, they have also been largely criticized for being inflexible and unresponsive to the unique circumstances of First Nations, Inuit and Métis groups.

In response to calls from Indigenous groups for alternate and more flexible tools to address their rights and interests, Canada has established Exploratory Tables with a number of First Nations, Inuit and Métis groups across the country to advance their journey to self-determination as a partnership that is premised on recognizing rights, respect, and being more responsive.

These discussions are concrete ways of expressing the Crown's commitment to renewing the relationship with First Nations, Inuit and Métis through dialogue and jointly setting priorities at the community level. These Tables also offer concrete examples of areas for future policy reform. As discussions evolve, Canada and Indigenous groups move closer towards reconciling and renewing nation-to-nation relationships based on the recognition of the rights and interests of Indigenous groups, but as important in a spirit of respect, cooperation and partnership.

Similarly, through a collaborative self-government fiscal policy development process, the Government is working in partnership with Indigenous self-governments and negotiating groups to jointly revise and update the policy framework underlying self-government fiscal arrangements. This exercise of joint policy development allows the parties to **explore and develop solutions** for realizing the full potential of self-government agreements.



COMMUNICATIONS COMPONENT:

The launch of the National Inquiry into Missing and Murdered Indigenous Women and Girls' website was led by INAC in collaboration with Status of Women Canada and Justice Canada, with support from Public Safety Canada and the RCMP. It adopted a "digital-bydesign" approach whereby all content was created primarily for the website and user needs shaped the design of the website. Some of the results stemming from this work are:

- More people visited the website as a primary source of information
- The MMIWG pages were the most visited INAC web pages ever
- We increased social media traffic on INAC channels #MMIWG
- Minister Bennett made herself available for over 60 interviews
- The on-line survey was accessed 10,000 times
- There was continuous promotion through social media and Canada.ca carousels

In addition to these historic new ways of working with those we serve, we are doing other innovative work. For example:



National Inquiry into Missing and Murdered Indigenous Women and Girls

 Launch of the National Inquiry into Missing and Murdered Indigenous Woman and Girls

An extraordinary team of public servants from across government joined forces to organize and execute an unparalleled Canada-wide pre-inquiry consultation process to engage family members and loved ones of murdered and missing Indigenous women and girls, as well as survivors of violence, seeking their input on the structure and scope of a national inquiry.

Within 10 weeks of the government announcement of the inquiry, the Secretariat and Communications Branch had designed and fully implemented the complex project. Their work included the development of a discussion guide, conducting 18 face-to-face meetings across the country, rolling out an extensive social media campaign to enable participants to take part virtually, and facilitating extensive media coverage at every stop with the three Ministers leading the process.

Team members created a respectful, safe and caring environment that enabled people to tell their harrowing and frequently horrific stories — often for the first time — and provided extensive counselling and emergency support services to many through very difficult days. At great physical, emotional and psychological cost, team members put their hearts and souls on the line because of their profound commitment to public service and justice for murdered and missing Indigenous women and girls.

The Indian Residential Schools Adjudication Secretariat (IRSAS) makes it a priority to develop and maintain relationships with Indigenous and non-Indigenous stakeholders, partners and communities to ensure strong relationships with a focus on working together to support claimants. Thanks to the ingenuity of the Lost Claimant Protocol Team, hundreds of individuals who almost missed the opportunity to have their cases reviewed because the IRSAS could not track them down, received their rightful claims. The Team overcame numerous hurdles to address a gap in the Indian Residential Schools Settlement Agreement. Innovative thinking was used to develop a three-stage process to locate missing claimants in partnership with other governments as well as not-for-profit and private sector organizations across Canada.



Because of these innovations, as of March 2016, almost 600 claims that might otherwise have been overlooked were referred for review. Almost half of those subsequently re-engaged in the Independent Assessment Process, helping to fulfill its aim to support a fair and lasting resolution to the legacy of Indian Residential Schools. The Team's creativity gave former residential school residents a claimant-centered, non-adversarial way forward, tangibly demonstrating the federal government's commitment to reconciliation.

 Manitoba Regional Emergency Management Team can be counted on to deliver emergency management assistance in times of crisis through its productive partnership with the Province of Manitoba, the private sector and voluntary organizations — whether in response to floods, fires or other emergencies.

Thanks to its strong relationships and to continual improvements to its business practices to increase the value of the services it delivers, last year the team successfully fulfilled the department's responsibilities in an efficient, timely and accountable fashion. Among its innovations, the group created "blitz" teams for the reconciliation and payment of over 100,000 invoices from vendors that assisted First Nations evacuees. This work included the repair of critical infrastructure, including housing in First Nations communities, to enable 200 evacuees to return home. Another team success was the development of a flexible agreement with the Canadian Red Cross to work together to address whatever Mother Nature might send Manitoba's way. This led to more effective responses in crisis situations, reduced expenditures on overtime and earned the team a letter of commendation from the Red Cross.

• Budget 2016 implementation

Staff in the Chief Financial Officer's sector, in collaboration with employees across the department, have been working diligently to get the influx of money from Budget 2016 out the door and working for communities by way of school renovations, infrastructure projects, and countless other community-led initiatives. In order to convert budget commitments into actual projects, the sectors had to move quickly, creating over 200 positions to staff up and expedite the money to the various projects as efficiently as possible. As a result, spending is on track and forecast to be fully disbursed by March 2017. More than 50% of the Budget 2016 funds allocated to education and social development have been disbursed to date.

The Comprehensive Community Planning (CCP) Pilot project is a holistic process
that engages community members in planning and implementing the long-term vision for
their community.

INAC's BC Region supported the implementation of community identified priorities through engagement with community, working across directorates and with other partners (i.e. Heritage Canada, Public Safety Canada).

Through these partnerships, we were able to effectively respond to community priorities by making strategic infrastructure such as playgrounds, emergency management planning and training, family violence prevention projects and community safety supports.



The region developed a new way of working collaboratively with communities, within departments, and across departments to support community priorities.

The CCP pilot project provided support to five communities and a total of 14 projects from multiple programs and other partnership, with monetary support totaling over \$3 million in strategic investments.

SOCIAL MEDIA

INAC's social media team completed an analysis on the evolution of INAC's <u>Facebook</u> and <u>Twitter</u> followers. What they found is very interesting:

As of August 2014, INAC had 1,459 followers on the English Facebook channel and 334 on the French channel. As of November 30, 2016, we now have 13,762 followers on the English channel and 13,788 on the French channel. That's an increase of 843% on the English side and 4028% on the French!



On Twitter, we had 9,510 English followers and 1,626 French followers. We now have 18,100 people following us on the English channel and 3,074 people monitoring the French channel. This represents an increase of 90% in both English and French audience ratings.



That means that we have increased our followers in the last two years by **well over 35,000 people**. Our messages are reaching in excess of three times more people than they were approximately two years ago!

Kudos to the social media team and to everyone who provides us with engaging content!

CONCLUSION

INAC is changing the way we work with government, with other departments, with Canadians, and with Indigenous people. We are changing the way we work, period. We are trying new ways and new things; focusing on working *with* those we serve to develop these new approaches. We have made some exciting progress, and there is a lot more to do going forward in writing a better history. This is work that we are excited to take on.

Blueprint 2020 is a great catalyst for departments to examine with a critical eye how they carry out their work, to share best practices from within public service and beyond, and to broaden their horizons with regard to how we can better serve Canadians today and in the future.

We look forward to continuing this exciting transformation and sharing our successes and failures to help advance everyday excellence in the public service.









