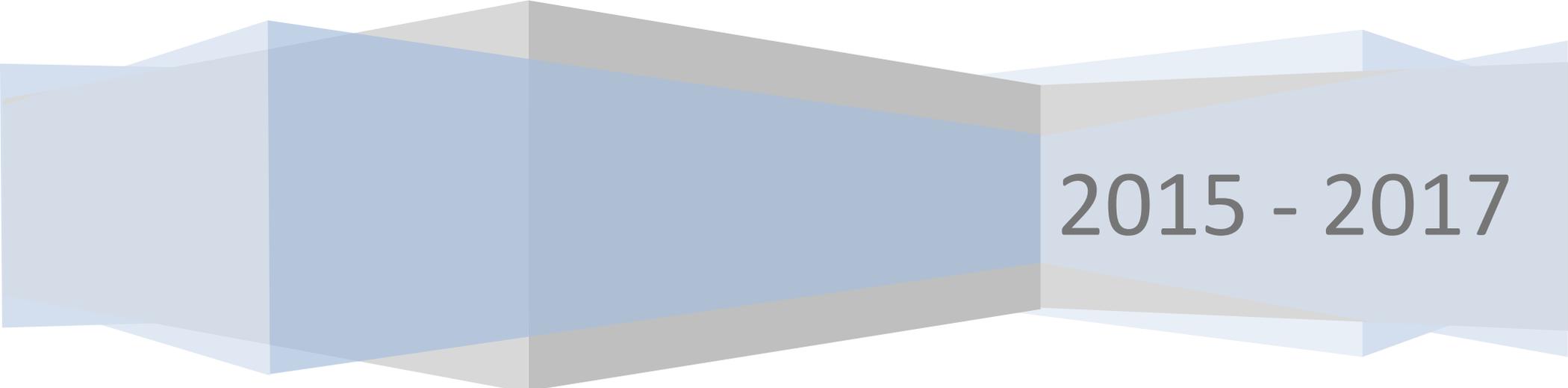


Final Agreement –
Representative Public
Service Plan
Operational Plan



2015 - 2017

This Final Agreement Representative Public Service Plan was developed in 2011 by the Yukon Public Service Commission in collaboration with seven self-governing Yukon First Nations (Champagne and Aishihik First Nations, Trondëk Hwëch'in, Vuntut Gwitchin Government, Little Salmon/Carmacks First Nation, Teslin Tlingit Council, Carcross/Tagish First Nation, and the First Nation of Nacho Nyak Dun). All self-governing Yukon First Nations were invited to participate.

August 2011: 3-year rolling Operational Plan was developed by Yukon Public Service Commission in collaboration with eight self-governing Yukon First Nations (including Selkirk First Nation)

October 2014: 2-year Operational Plan was developed by Yukon Public Service Commission in collaboration with ten self-governing Yukon First Nations (including Kwanlin Dun First Nation and Ta'an Kwäch'än Council)

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Final Agreement Representative Public Service Plan

Part 2: Operational Plan

Introduction:

In October 2014, as called for in the Final Agreement-Representative Public Service Plan (FA-RPSP) Strategy, the RPS Bilateral Working Group (a sub-committee of the Tripartite Implementation Working Group) met to evaluate and revise the three-year Operational Plan which was set to expire March 31, 2015.

This two-day meeting was held at the Kwanlin Dun Cultural Centre. It included representatives from Diversity Services (PSC) and nine Yukon First Nations and consisted of several presentations to help guide discussions on the future implementation of the plan's recruitment & retention activities. Discussions included:

- Annual RPS Reporting
- Yukon Aboriginal Labour Market Analysis
- Chapter 22 Definitions
- Aboriginal Recruitment and Development Program

These discussions highlighted the gaps and current challenges relative to FA-RPSP implementation and gave the working group an opportunity to collectively work together to find solutions that would not only ensure the continuity of successful implementation, but to further strengthen inter-governmental relationships.

These renewed endeavours have been designed to target certain Aboriginal demographics in both Yukon government and First Nation communities and are mutually beneficial to both levels of governments. Furthermore, in an effort to provide more transparency and clarity, all agreed upon initiatives have been incorporated into this plan and include lead responsibilities (YG / YFN) and activity status.

To align with the FA-RPS Strategy, the Operation plan is in effect until **March 31, 2017**, at which time both, Yukon government and participating First Nations may review and/or renew the entire Strategy and its components, provided the Objectives of Chapter 22 have not been met.

This Yukon-wide plan applies to all Yukon First Nation and other Aboriginal citizens of Yukon

Background

Eleven of the 14 Yukon First Nations have negotiated their land claims agreements and, for each of these First Nations, a Final Agreement and Self-Government Agreement are in effect. These modern day treaties place binding legal obligations on the Yukon, Canada and First Nations governments.

As identified in Chapter 22 of the Final Agreements, the Yukon government is required to have a Representative Public Service Plan. In order to signify their origin and to emphasize that the focus is on Aboriginal people, not all under-represented groups in Yukon government, the plan is called Final Agreement Representative Public Service Plan.

There are three components of the Final Agreement Representative Public Service Plan (FA-RPSP):

- a five year Strategic Plan which sets the framework for attaining the goal of proportional Aboriginal / non-Aboriginal representation in the Yukon government, including Goals, Objectives, Strategies and Performance Measures; and
- this Operational Plan, which outlines how the Strategic Plan will be accomplished and how tracking of progress toward meeting the Goals and Objectives will occur; and
- an Implementation Plan that contains more specific recruiting and retention activities utilized by both YG departments and Yukon First Nations to further support the overall FA-RPSP initiative.

This Final Agreement Representative Public Service Plan (FA-RPSP) Operational Plan has a number of purposes:

- Translates the Strategic Plan into an action plan;
- is a tool for increasing accountability and transparency. The performance measures and targets in the Strategic and Operational Plans give the First Nations' and Yukon governments a way to determine whether progress has been made toward the Goals;
- outlines the tools that will be treated as priority tools in the human resources activities of the Public Service Commission (PSC) and Yukon government departments; and
- provides direction to management on what they can do to attain the goal of a public service representative of Aboriginal people.

1. Goals

- A representative public service located in the Yukon, taking into account the Aboriginal / non-Aboriginal and gender make- up of the population of the Yukon; and
- A representative public service located in the Traditional Territory of the First Nation that reflects the Aboriginal / non- Aboriginal make-up of the population of the Traditional Territory of the First Nation.

2. Operational Tools

Chapter 22 of the Yukon First Nations' Final Agreements identifies the following tools or actions that can be used in achieving a representative public service: training, workplace support, preferential hiring, targeted recruiting, public information, designated positions, counselling, and data analysis. The treaties do not limit the tools to these; rather, they call for the parties to examine practical and effective ways to attain the Goals. They also call for the review of job descriptions and other job requirements to eliminate cultural bias in hiring and promotion and to ensure the employment requirements are reasonable to the job and do not provide barriers to Aboriginal people.

The philosophy of this Operational Plan is to select a specified number of human resource tools and monitor them to assess their effectiveness in helping the Yukon government to attain the Goals and Objectives of the Strategic Plan. The intent of specifying these Actions is not to limit activities but to focus activities and provide guidance to Yukon government staff in their human resource activities. The performance measures will be jointly reviewed annually by Yukon government and First Nations to determine whether desired progress has been made. If the Actions are not successful in attaining the goals of a representative public service, new or additional Actions will be inserted into this Operational Plan. A list of other potential Actions is provided in Appendix A.

3. Operational Plan

Objectives:

Identify what Yukon government and Yukon First Nations are committed to achieve in the next five years. They identify the purposes of the strategy and what the governments are actively striving to accomplish.

Strategies:

Identify the most effective ways to make progress toward achieving the Objectives. They identify how Yukon government and YFN governments will meet the Objective.

Performance Measures:

A performance measure is an indicator of progress toward the Objective. It must be meaningful, connected to the Objective, easily measurable with available information or data, and reasonably within the control of the parties.

Note: The performance measures in this revised plan have remained the same. Both Yukon government and Yukon First Nations will continue to monitor progress of the plans effectiveness and will be reviewed annually until the FA-RPSP expires on March 31, 2017.

Objective 4.1.

Proportional representation of Aboriginal people in Yukon government workforce in different occupations and classification levels

Strategy 4.1.1.

Use the tools provided in the YFN Final Agreements

Action

a) Use hiring process preferences, targeted recruiting, exemptions and under-fills as priority tools

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> Provide hands-on support to departments on staffing and RPS commitments, meet with all departmental Human Resource branches/Senior Management Teams and present new FA-RPSP approach 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Work with departments to look at developing strategic training/recruitment initiatives targeted to YFN/Aboriginal citizens 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Review Employment Equity Staffing Guidelines 	YG-CHRDS	Not started
<ul style="list-style-type: none"> Finalize drafted "Underfill" Staffing Guidelines 	YG-CHRDS	Done
<ul style="list-style-type: none"> Track FA-RPSP staffing statistics as part of dashboard report (see 4.2.2.) and provide data to departments and Deputy Minister Human Resource Committee (DMHRC) 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Jointly with RPS Working Group develop a communications strategy for new RPS approach that targets all YFN/Aboriginal citizens 	YG-CHRDS / YFNG	Not started

Action

b) Target YFN/Aboriginal citizens for casual, seasonal and temporary hires as this is the way most people enter the YG permanent workforce

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> Review current YG positions and encourage departments to consider exemptions or restrict/preference to YFN/Aboriginal citizens <ul style="list-style-type: none"> Conduct department scans that include position inventories of entry level and community positions, post-secondary/summer placements, hard to fill positions, critical shortages, succession plan opportunities Articulate diversity and inclusion as a core value for the organization 	YG-CHRDS	In progress
<ul style="list-style-type: none"> Research other jurisdictions on successful employment equity and RPS training and employment related initiatives 	YG-CHRDS	Done

Action

c) Treat employees of YFN governments as “in service” for temporary assignments (and YG-internal job competitions)

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> Meet with YEU to discuss options for including YFNG employees as “in service” for YG competitions 	YG-CHRDS	Not started
<ul style="list-style-type: none"> Invite YFNG employees to attend YG staffing information sessions; work closely with RPS Working Group to promote and encourage participation 	YG-CHRDS / YFNG	Not started
<ul style="list-style-type: none"> Encourage departments to consider restricting / preferencing TA postings to YFN/Aboriginal people 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Collaborate with RPS Working Group on communication of YG TA / employment opportunities <ul style="list-style-type: none"> – evaluate option to send report on YG TA’s to YFNG’s, post YFNG TA’s internally 	YG-CHRDS / YFNG	In progress

Strategy 4.1.2.

Target educated Aboriginal youth in particular and new entrants to the workforce in general for hiring into the YG public service

Action

a) Target a set number of Grad Corp, and youth/student hire positions to YFN members/Aboriginal people

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> Liaison with RPS Working Group to identify YFN students and graduates (link field of study with current or future YG positions where possible) <ul style="list-style-type: none"> – YFNGs to provide student and graduate lists 	YFNG / YG-CHRDS	In progress
<ul style="list-style-type: none"> Work with departments to identify STEP/GradCorps positions that can be preferenced/restricted and assist with application/proposal process (also through department scans) 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Encourage YFNGs to preference STEP positions 	YFNG / YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Liaison with Yukon College on practicum placements and job shadowing within YG (e.g. Office Administration program) 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Develop and execute marketing strategy for STEP, Grad Corps and other programs that target YFN/Aboriginal students and graduates <ul style="list-style-type: none"> – Create public web page that summarizes all RPS initiatives for YFN/Aboriginal 	YG-CHRDS / YFNG	Ongoing

- citizens interested in working for YG (“one stop shop”, link to it from YG Job page)
 - Consider creating job profiles with YFN/Aboriginal employees to market YG as employer of choice
 - explore interactive questionnaire that provides job suggestion at the end (see SASKTEL website)
 - RPS Working Group to provide CHRDS with advanced notice of YFN sponsored career fairs and provide necessary documents so CHRDS can encourage and coordinate YG departmental involvement/participation
 - compare YFNGs websites for how to market YG as employer to youth
- Provide on-going support and guidance to YFN/Aboriginal students and interns (consider empowerment workshop targeted at youth)
 - Work with PSC Policy branch to research other youth recruitment initiatives
 - Work jointly with RPS Working Group to identify individuals interested in YG employment (e.g. register and self-identify in e-recruitment, client/job database)
 - Develop YFN employability survey (both electronic and on paper) that targets youth, social assistance recipients, unemployed, individuals looking for a career change, post-secondary students, community champions
 - Explore how CHRDS and departments with youth programs like Y2C2 and COOP placements can work together to preference positions to YFN/Aboriginal students and build relationships for future placements (discuss potential career in YG with active candidates)
 - Utilize department scans to identify existing and future vacancies (“succession planning” for possible long-term training and employment opportunities for YFN/Aboriginal students, graduates, and ARDP candidates)

YG-CHRDS / YFNG

YG-CHRDS

YG-CHRDS / YFNG

YG-CHRDS

YG-CHRDS



Ongoing

In progress

Not started

Not started

In progress

Action

b) Secure full time employment to those YFN/Aboriginal citizens who have successfully completed their Grad Corp, youth hire experience, and Aboriginal Recruitment and Development Program (ARDP) assignments

Implementation Activity

Lead

Status

- Review and amend Grad Corps and leverage the ARDP

YG-CHRDS

Ongoing

<ul style="list-style-type: none"> • Monitor current ARDP assignments and promote exemptions for employees at end of placements (built into new program guidelines), assist departments when necessary 	YG-CHRDS	In progress
<ul style="list-style-type: none"> • Work with YFNGs to assist with funding sources (e.g. Training Policy Committee, Labour Market Agreements, Education, Co-Op, etc.) for bridge financing and/or training positions 	YG-CHRDS / YFNG	In progress

Strategy 4.1.3.

Use additional methods that have proven effective in increasing representation of equity target groups in Canadian governments

Action

a) Include progress in achieving the Final Agreement Representative Public Service as one of the performance factors in determining managers' compensation bonuses

Implementation Activity

Lead

Status

<ul style="list-style-type: none"> • Addressed in cabinet submission 	YG-CHRDS	In progress
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b) Review recruitment processes to be more effective in hiring Aboriginal people, including informal interviews and greater reliance on references

Implementation Activity

Lead

Status

<ul style="list-style-type: none"> • Survey YG YFN/Aboriginal employees on interview experiences 	YG-CHRDS	Not started
<ul style="list-style-type: none"> • Provide training on hiring procedures (including post-boards) to HR, managers, invite YFNG-HR <ul style="list-style-type: none"> – Promote Under-fill hires – Increase awareness of new RPS activities incl. ARDP 	YG-CHRDS / YFNG	ongoing
<ul style="list-style-type: none"> • Develop pictorials about recruitment process for applicants 	YG-CHRDS / YFNG	Not started

Performance Measures:

- Aboriginal Hire Ratio: The percentage of people hired externally who self-identify as Aboriginal.
- Yukon First Nation Hire Ratio: The percentage of people hired externally who self-identify as Yukon First Nation members.
- Proportion of Aboriginal/YFN and non-Aboriginal employees by job and classification level (01 – 10 / 11 – 22 / Managerial)
- Statistics on exemptions, restricted and preferenced competitions and offerings for post-secondary students/youth related to the FA-RPSP

Objective 4.2.

Contribute to well-functioning government to government relationships that strengthen both Yukon government and First Nations governments

Strategy 4.2.1.

Create a greater understanding between Yukon government and Yukon First Nations

a) In partnership between YG and YFN governments provide education to staff on the legal obligations of the Yukon treaties (whenever possible, courses should include a mix of staff from both governments)

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> • Work with SDB, Aboriginal Relations and YFN stakeholders to develop and facilitate training modules for new YG employees, promote diversity and inclusion 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> • Develop and facilitate FA-RPSP information sessions to YG employees (in particular new employees, Human Resource staff, managers), also include in leadership training like the Yukon Government Leadership Forum (YGLF) 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> • Update YG public information sessions on staffing (e.g. Employment Central, Yukon College, and YFNG sessions upon request) 	YG-CHRDS	Done

b) In partnership between YG and YFN governments, develop and provide First Nation cultural education to YG staff (and also provide education to FNG employees on YG)

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> • Work with SDB and YFN stakeholders to review current cultural training offered (e.g. Traditional Knowledge workshop, Yukon First Nation, History, Culture, Agreements & Self-Government course) 	YG-CHRDS	In progress
<ul style="list-style-type: none"> • Encourage YG employees to attend cultural events (e.g. Inland Tlingit or Moosehide Gathering, Yukon Public Service Week) 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> • YFNG employees can participate in any YG training (including selection training, leadership training and other high-level training offerings when seats are available) 	YG-CHRDS	Ongoing

c) Increase YFN/Aboriginal participation in the hiring process from start to finish of staffing actions (focusing on those positions where interaction with Aboriginal people is an important part of the job)

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> Work with RPS Working Group and departments to develop staffing protocol and guidelines on YG's commitment to involve YFN/Aboriginal people in recruitment process 	YG-CHRDS/ YFNG	Not started
<ul style="list-style-type: none"> YFNGs to provide contacts to coordinate participation on YG competitions 	YFNG	Not started
<ul style="list-style-type: none"> Assist departments with contacting and coordinating YFN/Aboriginal staffing board members 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Develop selection training for YFN community members participating in staffing boards (one day) 	YG-CHRDS	Not started
<ul style="list-style-type: none"> Maintain in-house database of YFN/Aboriginal "staffing board" participants 	YG-CHRDS	Ongoing

Strategy 4.2.2.

Demonstrate accountability and transparency in the government to government relationships associated with this FA-RPSP

a) Establish a joint FA-RPSP committee of YFN and Yukon governments to oversee progress in achieving a Final Agreement Representative Public Service within the Yukon government

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> Establish a baseline and focus on annual, continuous improvement; include stats on YFN/Aboriginal training (review annually) 	YG-CHRDS /YFNG	In progress
<ul style="list-style-type: none"> Meet with RPS Working Group at least two times per year 	YG-CHRDS / YFNG	Ongoing
<ul style="list-style-type: none"> FNGs to encourage members who work for YG to participate in Workforce Census 	YFNG	In progress

b) Publish this FA-RPSP and its annual performance measures on the Yukon government website on a yearly basis

Implementation Activity	Lead	Status
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- Prepare dashboard report for 2013/14, 2014/15, 2015/16 and include in 2016/17 final report

YG-CHRDS

In progress

Strategy 4.2.3.

Promote regular exchanges of employees between YG and YFN governments

a) Increase use of Temporary Assignments and secondments between YG and YFN governments

Implementation Activity

Lead

Status

- Liaison with RPS Working Group to identify TAs that would be beneficial to their organization, work with departments to identify potential TAs within YG for YFN employees
- YFNGs to send their TAs to E-recruitment.clientsupport@gov.yk.ca for posting

YG-CHRDS /
YFNG

Ongoing

YFNG

Ongoing

Performance Measures:

- Evaluation of survey results from Yukon government employees and from First Nation governments' employees attending training courses that are delivered in partnership between the governments
- Number of new Yukon government staff attending courses on the legal obligations of treaties and on Yukon First Nations' cross-cultural courses
- Number of secondments and temporary assignments of YFN staff to Yukon government jobs

Objective 4.3

Yukon government is a desirable place for Aboriginal people to work

Strategy 4.3.1.

Increase pride in being Aboriginal for those in the Yukon government workforce

a) Support the work of the Aboriginal Employees Forum, including the Aboriginal Employees Award of Honour, training and other initiatives

Implementation Activity

Lead

Status

- Promote AEF and encourage departments to allow YFN/Aboriginal employees to attend

YG-CHRDS /

Ongoing

training sessions and other events – YFNGs to encourage members that work for YG to participate	YFNG	
<ul style="list-style-type: none"> Continue inclusion initiatives <ul style="list-style-type: none"> Explore lunch & learn meetings on various topics Provide cultural programming on weekends and in the evenings Reinvigorate "Bridge of Trust" program (mentoring and support) 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Continue with Aboriginal Employee Award of Honour ceremony, explore implementation of Aboriginal Hall of Fame (role models, lead by example, success stories within YG) 	YG-CHRDS	In progress
<ul style="list-style-type: none"> Maintain and promote AEF website incl. the telegraph 	YG-CHRDS	In progress

Strategy 4.3.2.

Support Aboriginal employees in succeeding in the Yukon government work environment

a) Develop career development plans, training and coaching / mentoring to develop capacity of Aboriginal people working for the Yukon government

Implementation Activity	Lead	Status
<ul style="list-style-type: none"> Work with SDB to identify training opportunities for YFN/Aboriginal employees, reserve seats for YFN/Aboriginal employees in leadership programs 	YG-SDB / YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Assist SDB in developing career/training plans for YG YFN/Aboriginal employees 	YG-CHRDS	Ongoing
<ul style="list-style-type: none"> Identify current YFN/Aboriginal employees who have demonstrated capacity for senior-level YG positions and work with departments and SDB to position employees for promotions 	YG-CHRDS	Not started
<ul style="list-style-type: none"> Work with departments to target YFN/Aboriginal employees in succession planning (e.g. through department scans) 	YG-CHRDS	In progress
<ul style="list-style-type: none"> Encourage YFN/Aboriginal employees to access the Career Assessment Centre and self-identify on intake form 	YG-CHRDS /YFNG	Ongoing

Performance Measures:

- Number of Aboriginal people enrolled in career development training or having a coach / mentor
- Number of Aboriginal people enrolled in leadership and management training courses (not including one-off training courses not

- leading to capacity development)
- Number of AEF members

