

ASSEMBLY OF FIRST NATIONS
FIRST NATIONS LABOUR MARKET STRATEGY
DRAFT FOR DISCUSSION – NOT FOR DISTRIBUTION
ISSUE PAPER 20 – ESDC/SC Delivery

DESCRIPTION:

A major issue for renewal is the service delivery culture at ESDC and Service Canada (SC) which has been described as check-list, compliance based. SC staff frequently do not have the professional skills and qualifications or the cultural sensitivity to play a value-added role in a respectful partnership, - this issue needs to be addressed early in the process and at a high level if anything is going to change

OPTIONS:

1. Recommendation to Minister to address the skill level and delivery strategy for SC (ESDC must display and present the arguments for its operating costs to deliver the strategy in the MC)
2. All SC and ESDC front line delivery and policy staff must take cultural sensitivity training from options recommended by FNs
3. Joint Implementation Workshops be held to work through the desired relationship coming out of renewal. Partnership, respect, value-added role, autonomous decision making
4. ESDC review its policies and rules to eliminate the micro-management that has built up in the strategy (eg. communications, cost categories, caps) and return to a model of approving a strategic business plan

RATIONALE:

Organizational, business or delivery culture is an outcome of rules, processes, roles and relationships as well as of knowledge and skills (we do what we know how to do)

The success of grants and contributions must be built on trust - the government transfers funds to third parties to achieve important objectives because they can do it better. The objectives of the strategy are as important to agreement holders than to the Government or officials since it is their communities that are at stake. Agreement holders cannot be treated as the enemy or as a risk if the strategy is to succeed

ESDC/SC staff must have the skills, competencies and knowledge required to oversee the transfer of \$millions in multi-year agreements and contribute to building strong First Nations institutions:

- Cultural
- Financial
- Relationship
- Government machinery
- Private sector

CONSIDERATIONS:

This may impact classification and level of SC staff.

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ESDC manages grants and contributions out of fear of bad press and not of joy in success and good news

SC delivery structure cannot accommodate higher, professional classification levels in its organization since they cannot fit into the hierarchy of the organization

RECOMMENDED OPTION:

DECISION:

DATE AND VERSION:

Draft 1, November 23, 2016

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