

ORGANIZATIONAL REVIEW

INDIAN OIL AND GAS (IOGC)

December 10, 2021

Prepared by TLS Enterprises

Winnipeg, MB

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May all those seeking a way forward be so inspired and held by the millions of us who carry hope for timely and effective action.

There are motions of the heart that occur only in quiet rooms, in the splendour of solitude where nothing and everything exists at the same time. Then you feel yourself part of the great wheel of creative, nurturing, loving, benevolent energy that is spinning around us all the time. That is what it means to be spiritual - to feel your spirit moving...In this stillness, I am the trees alive with singing. I am the sky everywhere at once. I am the light everywhere descending...I am my spirit rising. I am my prayers and my meditation, and I am fully captured in this now, travelling on a sacred journey through this one, shining day. Richard Wagamese in : Embers: One Ojibway's Meditations.

1. Background

TLS Enterprises, an independent consulting firm, was contacted by Indigenous Services Canada (ISC) to conduct an Organizational Review of Indian Oil and Gas Canada (IOGC) in June, 2021.

The Statement of Work said, in part:

Conduct an independent third-party organizational review to determine the health of IOGC's workplace environment and, if and where necessary, develop recommendations to address identified challenges and/or issues.

2. Process

2.1 Introduction

In order to begin the process, consultants read background information, including the Report from the Indigenous Committee ¹ Appendix A and other recent reviews like the Public Service Commission report. Indigenous Services Canada provided a Statement of Work (SOW) to the consultants but to supplement that, and before developing

¹ The Indigenous Employee Committee is a voluntary committee of Indigenous Staff, which is sanctioned by IOGC but their role and responsibilities and authority are not clear.

s.19(1)

questions for staff interviews, a mix of people (7 interviews) were interviewed to get their perspective on the important issues facing IOGC.

Following that, a Communication Plan was developed in order for staff at IOGC to be informed of the nature of the review. Their participation was essential to the success of the review. Steps included:

- An email from the Assistant Deputy Minister to all staff explaining the purpose of the Organizational Review.
- A subsequent email from TLS Enterprises, introducing themselves and explaining the process, particularly that all interviews would be confidential.
- An additional email from TLS Enterprises, explaining that a number of staff would be chosen at random, and an email invitation for an interview would be sent to those chosen. In addition, if anyone wanted an interview, they could contact TLS Enterprises directly and in confidence and TLS would make arrangements for a confidential interview.
- The Director of TLS Enterprises, with the help of Human Resources, set up a series of information sessions for all staff on Microsoft Teams to summarize the process but also to get comments and questions from participants.

A set of 69 questions Appendix B for the interviews was developed to cover the topic areas. There were 7 questions that were required to be asked of everyone in order to get comparable data. Beyond that, the interviewers had the flexibility to focus on questions that were the most important to the interviewee, or to provide the interviewees with the opportunity to express their own concerns.

As the Statement of Work (SOW) stated:

One-on-one interviews will focus on perceptions, concerns, and/or conflicts which may be impacting how staff feel about the workplace, work relationships and getting work done. It is important to note that information collected will be individuals' perspectives rather than factual evidence.

Interviewees were initially chosen by random, with a mix of people at various levels and positions. Twenty people were chosen randomly.² An email went from TLS Enterprises to all staff indicating if they were not chosen, that they could request an interview (self-select).

An additional thirty-five people requested an interview (self-select). Of those, r [REDACTED] employees. Some of these had heard about the review and contacted TLS. Others were suggested by employees and were contacted by TLS. Interviews were

² A TLS Associate chose people randomly from a staff list (approximately every 4th or 5th person) but ensured that there were individuals from every level within the organization.

included in Non-Indigenous as in most cases, their views on the topics were frequently similar. If it differed significantly from the general category of Non-Indigenous, their unique viewpoint was included

Because the number of visible minority interviewees is low, it was also difficult to incorporate their unique views without identifying them. However, in a different section of the report, the consultants addressed specifically what visible minority employees said.

The report includes many quotes. Quotes were chosen from different interviews and are intended to represent more than one individual's experience. Some quotes indicate if the speaker is Indigenous, or not, or a woman, or not, when it was important to show that the comment does not represent a particular group but crosses cultural and gender lines.

The term "Indigenous" has been used throughout for consistency. However, our preference would have been Aboriginal as it recognizes First Nations, Metis and Inuit in the Canadian Constitution.

The report also uses the plural pronoun "they" when it is important not to identify the speaker as "he" or "she". This was only used when necessary.

3. Overview

3.1. Introduction

Indian Oil and Gas is a unique organization. They are part of the federal government as a Special Operating Agency but their objective is to serve the First Nations communities who are their clients. They are situated on land in the Siksika Nation, and about [REDACTED]

The following breakdown of statistics was provided by IOGC.

IOGC Population by Number

IOGC			Indigenous			Visible Minority		
Total	Women	Men	Total	Women	Men	Total	Women	Men
85	[REDACTED]							

According to IOGC, there are approximately 85 staff.

Employment Percentages	IOGC Overall	Executive Group (AB 9-14)	Non-Executive Group (AB 1-8)
Indigenous	[REDACTED]		
People of Colour	[REDACTED]		

Women			

It was evident in the interviews that many of the Indigenous staff came to IOGC with high hopes of working in an organization that had Indigenous roots and was meant to serve First Nations people. Similarly, many Non-Indigenous staff had come to IOGC because they were interested in learning more about Indigenous culture and perspectives.

When Interviewees were asked what are the three best things about working for IOGC, most provided positive comments on IOGC. Common answers were, “*Being able to be in a continuous learning environment within a First Nations setting*” or “*Love working within the indigenous space and interact with First Nations.*” or “*the person I work directly for, very fair.*” or “*the work itself is interesting*”.. Others said:

The people. The content of the work is good

The flexibility to work from home. Grapevine is that it will continue after covid as long as people continue to work.

There is good culture and great people that work here, and good leaders too. It is great to see people that are competent and trying their best

Staff Location, First Nations land, view of the mountains, free parking, pretty drive

Also really like my boss, my supe. He is very supportive, kind intelligent articulate.

Work is fulfilling, job satisfaction

Pay and free parking

Although many were happy with the work and their direct boss, many were disappointed with the organization as a whole.

When asked what are the three most difficult aspects of the workplace, they said:

Lack of transparency in the HR process

Lack of trust in leadership

No one is held accountable.

There seems to be no accountability if an employee who behaves inappropriately. The perception is that managers are promoted or rewarded for bad behaviours

Inequitable unfair treatment

There is favouritism in the organization and the opposite of fairness.

Workplace culture – good aspects but there are darker aspects – what is tolerated hasn't shifted. E.g. Multiple times I had to go to HR for people yelling

The culture, systemic racism is the long game

Overall, based on the comments from the majority of staff in the interviews, IOGC is a difficult workplace for most staff. There is a culture of secrecy versus openness, there is fear of speaking out or presenting new ideas, and issues affecting staff are not dealt with and are either ignored or excused. What could be a dynamic and culturally sensitive organization is weighted down by unresolved conflict and a lack of cultural sensitivity.

IOGC could be an example of how an organization that has a significantly high ratio of Indigenous staff, and serves First Nations people, can work in harmony with the white culture, with visible minority cultures and with Indigenous people.

ISC and IOGC have an opportunity here to make IOGC a true example of an organization that recognizes and values different ways of working and incorporates alternative and culturally appropriate ways of working, within the framework of existing policies.

This report will provide information on the perceptions of staff, on how things work now, and how they can change to make IOGC, not only a healthy and respectful workplace, but a dynamic and participatory workplace, valuing a range of different perspectives and ideas.

3.2. Objectives

These are the objectives from the Statement of Work (order of points has been changed). The report will address each of the following in separate sections.

The Statement of Work says:

To examine the IOGC's operations as they may concern, but not be limited to:

- **Relationships between non-management, management, and executive staff (e.g., communication, dispute resolution, training and career development);**
- **How staff are recruited and/or promoted, including with regard to advertised or non-advertised positions and adherence to statement of merit criteria;**

- **How informal or formal allegations or reports of harassment, bullying, discrimination, or other unacceptable behaviours, are treated by managers and executives, including what measures are taken with regard to their prevention;**
- **Facilitating a culturally-sensitive, inclusive, and respectful work environment (e.g., onboarding new employees that may have limited experience with Indigenous peoples or issues related to them).**

In particular, the review will explore the above mentioned subject areas, including any potential sexism, racism, or discrimination.

4. Relationships

One objective in the Statement of Work was stated as follows:

To examine the IOGC's operations as they may concern, but not be limited to relationships between non-management, management, and executive staff (e.g., communication, dispute resolution, training and career development).

(Dispute Resolution, training and career development are covered later in the Report)

4.1 Relationships – External Factors

One external factor which affects the leadership at IOGC is the inter relationship between the Indian Resource Council IRC³ and IOGC. While this was not examined by this review, the lack of clarity about roles and future direction creates feelings of uncertainty for employees and therefore affects their work environment and the security of their positions.

A second external factor is the overall question of how much flexibility IOGC has as a Special Operating Agency to make changes generally or changes to accommodate Indigenous ways of working and values. While IOGC is a government organization, it is unique as it has a high percentage of Indigenous staff, operates on Indigenous land and serves First Nations people exclusively. They are mandated to follow the Financial Administration Act and the policies of the Public Service Commission (PSC).

Their classification system, however, is unique to IOGC but also controlled to some degree by the Public Service Commission (PSC). The question is, how much flexibility does IOGC have to change their operations to be more congruent with Indigenous

³ IRC was founded in 1987 by Chiefs representing the oil and gas producing First Nations. Their mandate is to support First Nations in their efforts to attain greater management and control of their oil and gas natural resources. ;<http://irccanada.ca/about/>

s.19(1)
s.21(1)(a)
s.21(1)(b)

See my notes

values? How can IOGC follow government policies but incorporate ways of operating that recognize the values of Indigenous staff and communities? It is a difficult conundrum for IOGC's managers and Executive.

As one person said:

(Why I choose to work with IOGC) First Nations are a big component of environmental work. But I hadn't had much experience with them so I thought this would be a good opportunity. The job met my expectations about learning about First Nations culture. But disappointed - thought as a Special Operating Agency it would have more flexibility. [REDACTED] But I found IOGC to be the most bureaucratic that I've ever worked for. [REDACTED]

Recommendations - External Factors

It is recommended that:

1. [REDACTED]
2. [REDACTED]

4.2. Relationships - Strategic Planning

An open and inclusive planning process can be helpful in promoting a cohesive organization where staff share a common vision and purpose.

It was interesting to see the commitment that staff expressed about the goals of IOGC. They felt their role was valuable in serving First Nations communities. It was both positive in terms of their work but negative in that they felt IOGC could be more effective in meeting the needs of First Nations communities. They felt they have good ideas, but little input into planning.

In spite of the commitment, staff showed limited understanding of the direction of IOGC and how they were a part of the organization. They did not feel that they were part of the visioning and strategic planning process and got little positive feedback on the progress of the overall organization.

Senior managers were asked about the Strategic Planning process and how staff were involved and what feedback staff received on the progress that IOGC was making, and their part in successes. [REDACTED]

[REDACTED] It was unclear among staff what each of those were and what the process was.

For the purpose of this report, a Strategic Plan is a 3 to 5 year plan with a shared vision statement, with goals that address not only the business side but goals for creating a respectful workplace, for career development of staff and for addressing changes in the workplace. The plan involves input from staff at all levels. The plan is implemented, monitored and achievements are communicated to staff so that they know that their contribution to the whole has made a difference.

One senior manager described the existing planning process as follows:

The Strategic Plan is developed by managers, directors and the CEO with the help of 2 external consultants. The management and implementation plans are posted on the IOGC intranet and are available to all staff. It is also communicated to staff through directorate meetings, "stand ups" and All Staff meetings. Supervisors and managers include a requirement in their performance review agreement that they discuss the Management Plan with their staff.

Throughout this review, there are several common themes at IOGC. One common theme was the discrepancy between what is the intended goal and what actually happens. There is the theory - and then there is the practice. The practice is not always congruent with the theory. As one interviewee put it, "it's all words on paper, not action".

This also appears to be the case with strategic planning. Essentially, the Executive with outside consultants develop the plan, and meet with some managers about the plan. Managers are then supposed to tell their staff about the plan, but according to staff, that does not happen. The Standup meetings are usually approximately 15 minutes long and are voluntary. They are more about "management telling" than "management listening".

Staff viewed Strategic Planning as very much a to- down process with little involvement from staff. Some staff were not concerned about consultation but the majority of staff comments were:

It's difficult dealing with supervisors and managers who don't listen to anybody and run off on their own bright ideas without knowledge and experience that employees have.

Managers do not ask us what our concerns are and what we can do better. They don't talk to us.

No consultation - it is disrespectful. It's like I don't matter

Heavy bureaucracy. Government can be like that but it's very high here. Organization doesn't understand when they are successful or not.

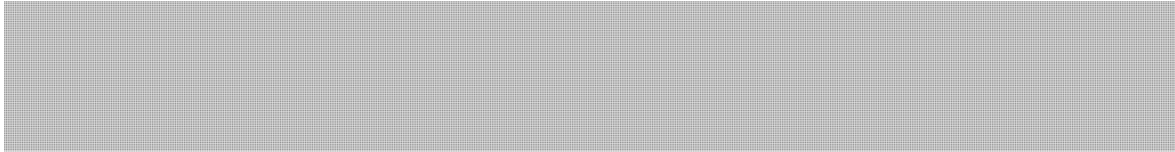
Recommendations - Strategic Planning

It is recommended that:

s.19(1)

s.21(1)(a)

s.21(1)(b)

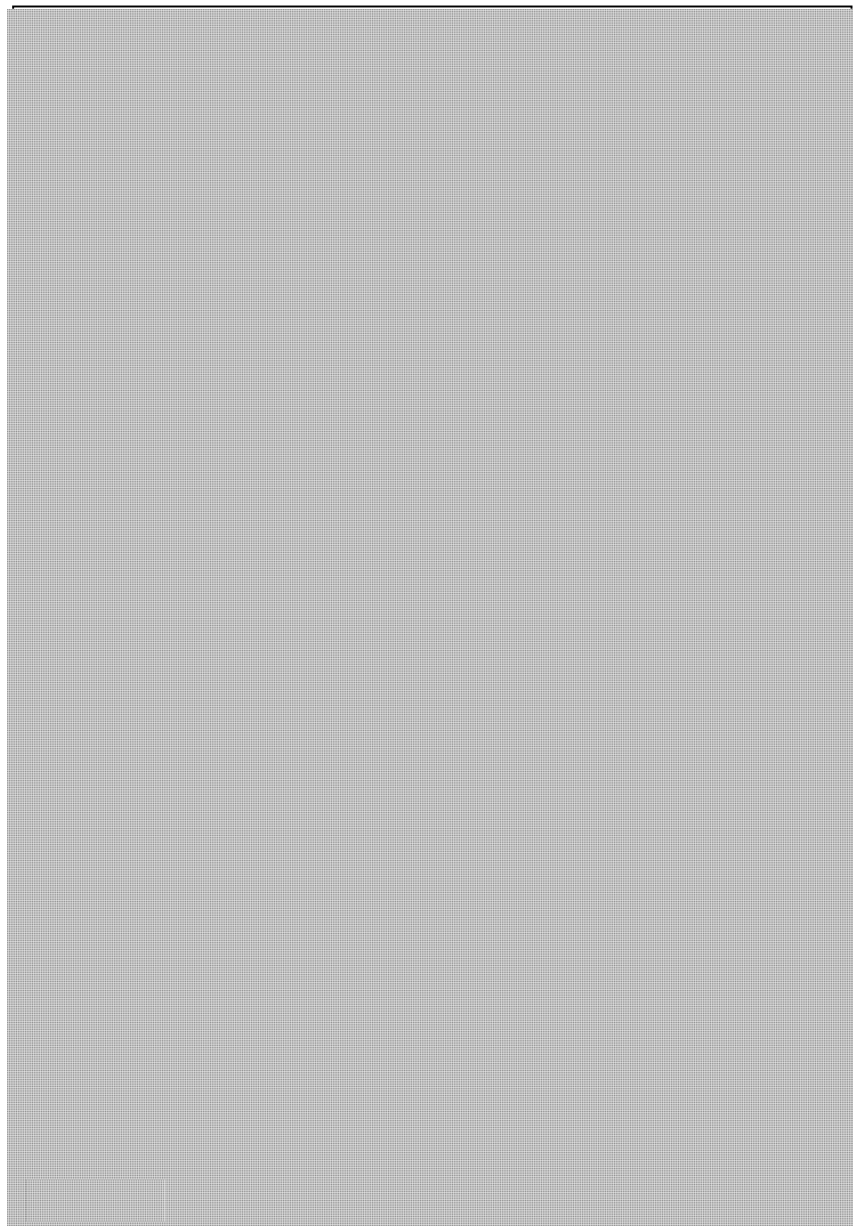


4.3. Retaliation

Too many interviewees talk about fear of retaliation. For them, there is a reluctance to share an opposing view.

manager said she disagreed with the CEO

This was not an anomaly and not unusual. Staff had examples of having difficulties with their manager for disagreeing, that took the form of “cold shoulder”, lack of acting assignments, or poor performance evaluations.



This included putting in a complaint or grievance. Complaints were discouraged and there was no support from the organization to resolve a difficult situation or file a complaint or grievance. Fear of retribution prevented the resolution of problems between staff or staff and managers.

That kind of a workplace prevents an organization from growing and encouraging new ideas. Everything about the way IOGC is managed is focused on keeping a lid on problems.

s.19(1)

s.21(1)(a)

s.21(1)(b)

As one interviewee said:

It is not a respectful workplace. Employees are undervalued, they are targeted if one speaks up about the working conditions.

Recommendations - Retaliation

It is recommended that:

1.

2.

3.

s.21(1)(a)

s.21(1)(b)

4.4. Relationships – Accountability

If there are major concerns by staff, this is one of them. The following three comments exemplify many similar viewpoints on accountability

Ongoing reluctance to address inappropriate behavior. Then the bar gets pretty low for what you are allowed to do.

We have several long term staff who have underperformed and behaved in an insubordinate or inappropriate manner. The managers just won't hold them accountable or take action. It is too much work, so they don't do anything.

The message to the staff is you can behave inappropriately and nothing will happen. Ultimately the good people will stop caring if the bad people are not held accountable.

This attitude is evident throughout the whole organization. If anyone tries to get an issue resolved, it goes up the ladder and disappears into thin air.

It does not appear that Senior managers follow up on what action a lower level has taken. It appears that there is a reluctance to deal with issues of poor performance or conflict, and avoidance is often the strategy.

(More detail in ***Performance Management and Dispute Resolution)

Recommendations - Accountability

It is recommended that:

1.

2.

4.5. Relationships – Communication

Staff generally see the four Executive members as a close knit group, maintaining unquestioning support of one another. This group is seen to have very tight control on information and little transparency,

Information for staff is available on the intraoffice site called the Gazette. There are weekly “Stand Up” meetings which are voluntary and anyone can attend, or not. According to a senior staff person they are usually about 15 people at this meeting and there is an update for staff. They can go longer but it appears that it is primarily one

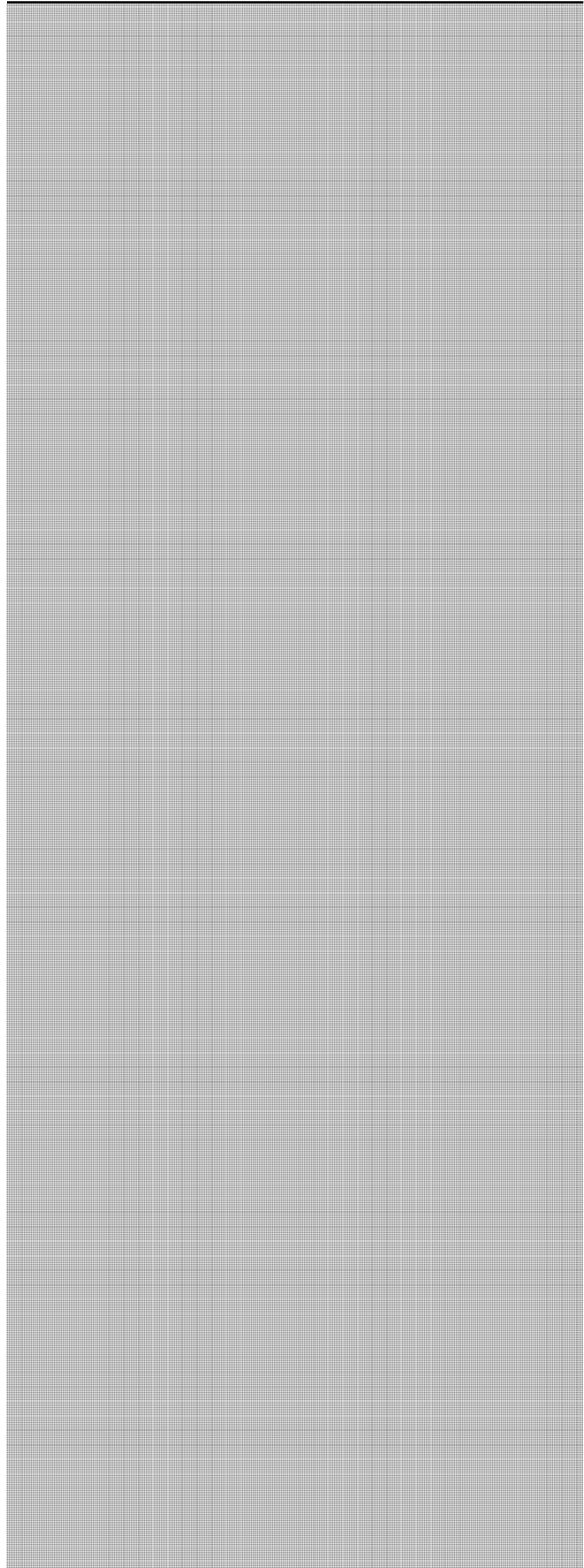
s.19(1)

s.21(1)(a)

s.21(1)(b)

way communication, with limited input from staff. There are also occasional all staff meetings, but it was unclear how often those occur or what the format was.

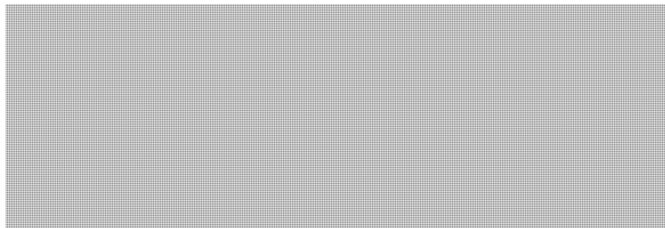
Interviewees were asked if they got information to do their job. Most felt they did for the normal tasks they were responsible for. What they lacked was an understanding of “the big picture”.



One issue that arose was the need for improved technology. Some felt that technology at IOGC was inadequate and out-dated, and was particularly important now with people working from home. Some said they had to compile numerical reports by hand because the existing software would not provide necessary reports on operations, compliance, and other informational requirements.

Recommendations - Communication

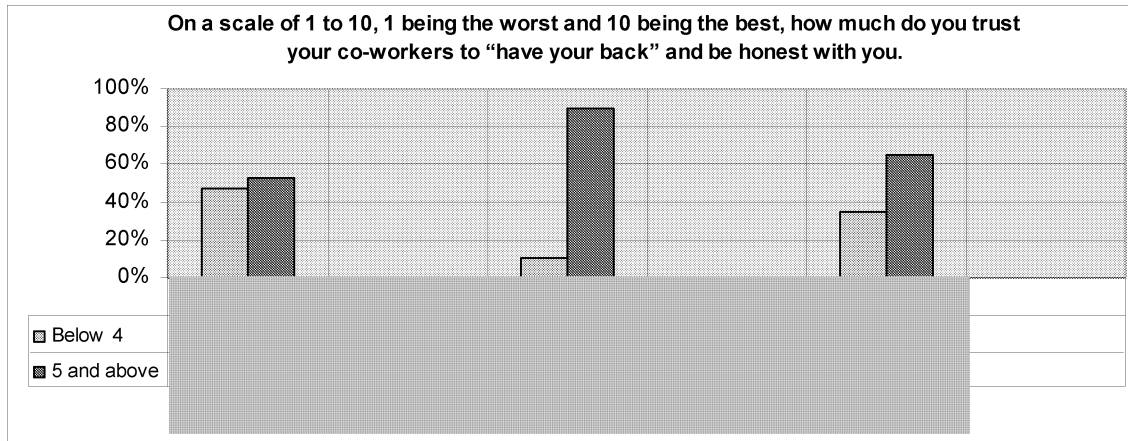
It is recommended:



4.6. Relationships - Trust

Interviewees were asked how much they trust co-workers and how much they trust managers to “have your back” and be honest with you?.

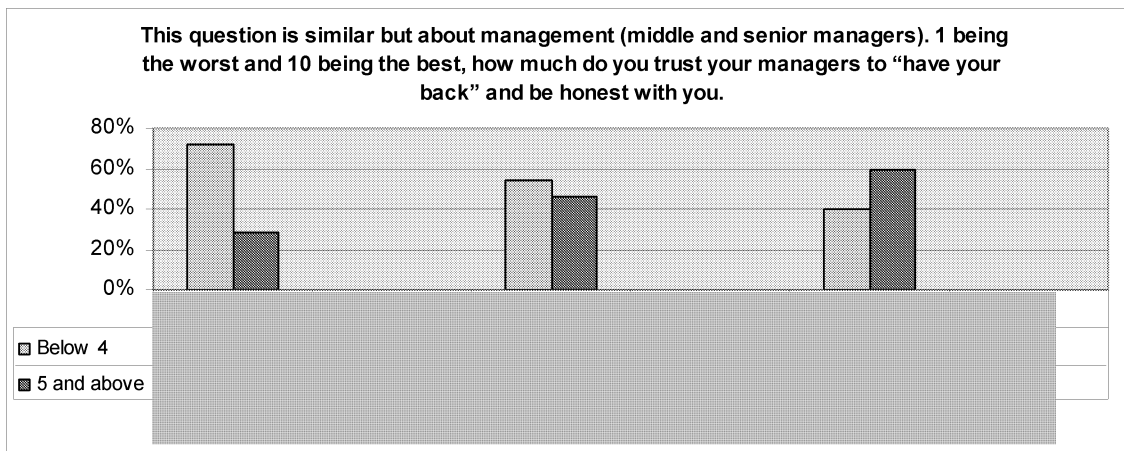
The chart below indicates the responses related to co-workers:



Please note: The charts are meant to be illustrative only. The categories of 5 and above shows those who are neutral about trust (5) or had a positive response (6 to 10). Those from 1 to 4 inclusive were less positive.

However, the high level of trust of all co-workers is a positive sign; co-workers have a huge impact on the ability of an organization to make change and their willingness to working together with co-workers is significant.

There was a significant difference between trusting managers and trusting co-workers. Interviewees were asked how much they trust managers.



It is evident that trust of managers is highest [REDACTED]
[REDACTED] Overall, trust is a weak point.

When people feel like they are not part of the big picture and they don't know what's going or they don't feel they are told the truth or they fear retaliation for expressing a different viewpoint, they lose trust.

Building trust is essential for managers and supervisors to effectively lead an organization. To quote Stephen Covey, *“Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.”*

Within IOGC, building trust means solving all the issues of concern to staff that have eroded trust – it means improving all the areas mentioned in this section, particularly communication with an emphasis on listening, honesty and transparency and building positive relationships.,

5. Recruitment and Promotion

From the Statement of Work:

To examine the IOGC's operations as they may concern, but not be limited to: How staff are recruited and/or promoted, including with regard to advertised or non advertised positions and adherence to statement of merit criteria.

5.1. Role of Human Resources

In hiring and promotion, Human Resources (HR) usually has an important role to play to ensure fairness and equity. In IOGC, It was apparent that there is not a clear understanding of the role of Human Resources.

While employees believe that HR should support employees, both management and Human Resources have expressed the view that Human Resources is there to support management, not staff.

As one manager said:

Human Resources is not there for staff. They can provide information on resources. That's the extent of their role but not advice or options or represent them in any ways. [REDACTED] added “But shouldn't HR be there for the organization,- to make it the best it can be?”

Employees, however, are very aware of this position on the role of Human Resources. Consequently, they are reluctant to go to them for any help. As an employee said,

There is a disconnect about what people feel HR should be doing. Staff feel that HR should assist more with staffing and disputes. They don't understand that HR cannot.

I trust HR for the most part. Employees sometimes have a disconnect with HR's purpose. I trust them. They try to help. They advise us of options. They cannot necessarily fire or reprimand. Some employees think they should. Employees do not have a clear idea of HR's role.

Generally, there is much confusion about the role of HR and high expectations from some that HR should have the ability to support staff. However, it is clear HR takes direction from senior staff and have limited power to over-ride decisions by senior managers.

There were comments from HR about their role and the difficulty that arises from the misunderstanding:

In the absence of a union, they (staff) think HR is there to represent the employee. No, we are not, it's a tough straddle sometimes because we sometimes think the action by the supervisor, manager or director is inappropriate against the employee but we have to lobby for management.

HR supports Management. Our responsibility is to work with management to help them advise employees. We are there to support and advise management. It is difficult because there is no union. It is hard to advise both sides in an adversarial situation. We do our best to advise both sides.

HR is thrown under the bus on a regular basis which breeds distrust not just between Senior Management and HR but staff and HR. Staff don't know who to believe. It is more convenient for Senior managers to have staff angry at HR than to blame those who are subdelegated with staffing authority. Senior Management does not support HR and they should be when we are blamed for something that was a decision made by Senior Management.

It was clear from the interviews and discussions with Human Resources, managers and Senior Management that HR has limited power to resolve disputes or to ensure fairness in the application of HR policies. They are strongly directed by Senior management and have little say in staffing decisions, complaints, or performance measurement. For example, to file a complaint, a staff person can go to HR, fill out a complaint form that goes directly to the CEO for a decision.

s.19(1)

s.21(1)(a)

s.21(1)(b)

[REDACTED]

I noticed there was no Indigenous people in HR even though there was a large number of Indigenous people. I also noticed that the managers weren't empathic to Indigenous people. Life happens and you sometimes have to take time off HR needs to be trauma informed. And more awareness on the Indigenous side. -

[REDACTED] (manager)

[REDACTED]

While that may be a good move, this is only going to alleviate the situation minimally. First, the job description is a generic job description for an HR Advisor. There are no special skills required, no reference to understanding the culture or how to deal with staff who are affected by trauma.

Secondly, HR as it is presently set up, has little power to influence change. It is mostly informational and may be helpful in providing information on policies or procedures, but have limited ability to change the way the systems works. Is it possible to have an HR person provide the support in a complaint against management that people feel they need? It is unlikely and may end up being a disappointment to staff who hope for that support.

[REDACTED]

Being within the existing HR unit may not produce the hoped-for results. From the information received in the review, it appears that HR does support management and is heavily influenced by management, with little say in decisions.

In most HR processes - like Performance Rating, Statement of Merit, Job Descriptions, Selection- these are all the responsibility of the employee's manager or the hiring manager. Those decisions are within the scope of a manager and managers should be accountable for their decisions. Presently, HR is often blamed for unpopular decisions, of which they often have no control. Enhancing their role in monitoring and holding managers accountable may go a long way in improving the perception of staff of the role of HR.

s.21(1)(a)

s.21(1)(b)

Recommendations – Role of Human Resources

It is recommended that:

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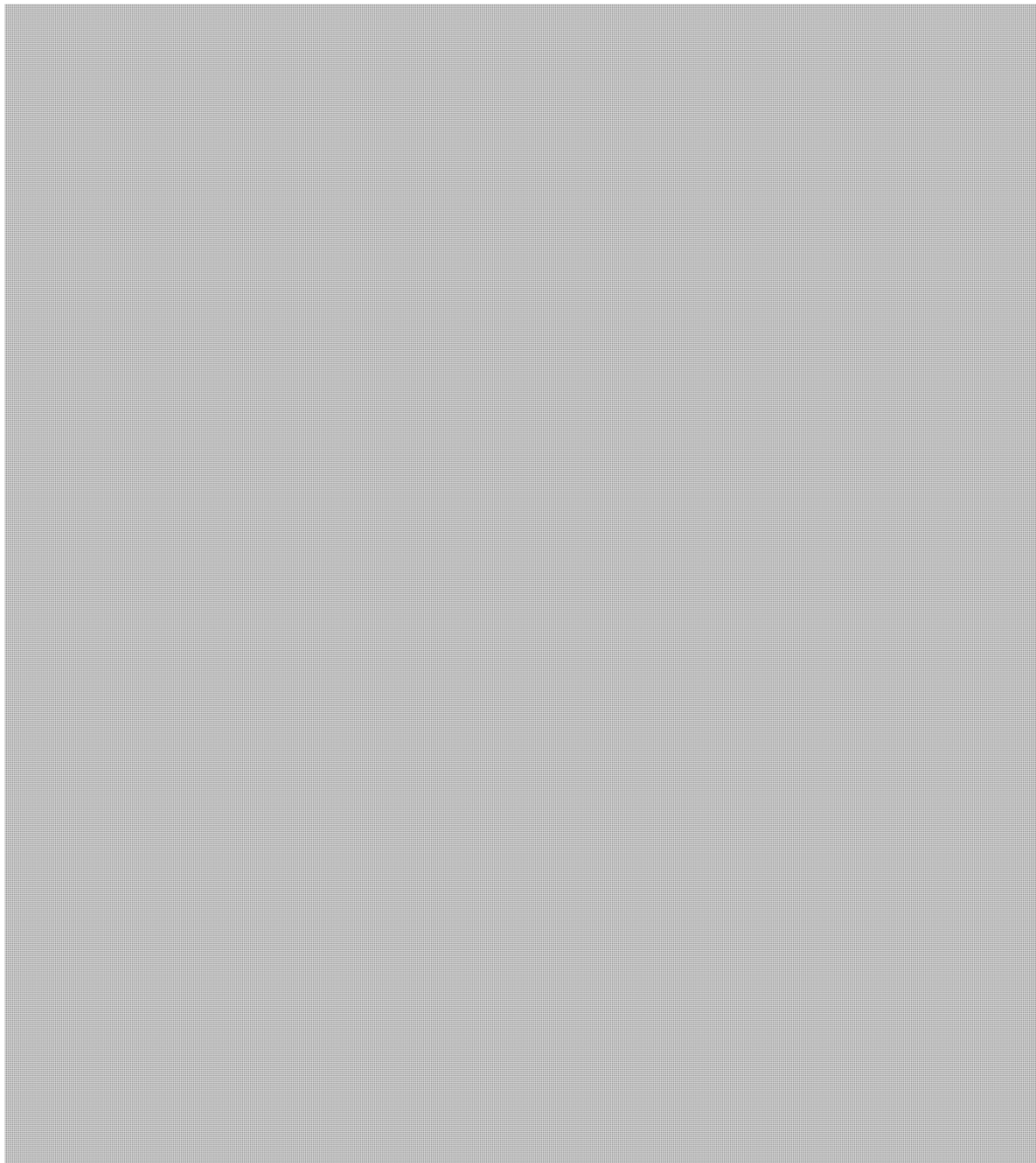
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5.2 Hiring and Recruitment

In order to understand hiring and recruitment at IOGC, Consultants sought information from Human Resources (HR) and reviewed relevant IOGC policies⁶.

According to HR:

All staffing processes must be in accordance with policy and all applicable legislation. Consideration will be given to the measures outlined in INAC's Indigenous Recruitment and Retention Framework when making staffing approach decisions.

All jobs whether, Internal or External, are posted on Government of Canada website and HR also sends out an email link to all IOG employees. All applications must be done online.

Whether it is an Internal or External Process the Public Service Commission (PSC) is the first step in the screening process. They do a computerized screening based on responses to the questionnaire. Step 2 PSC sends list of names. The board members do a manual screening based on education and experience requirements.

The minimum educational requirements based on the Qualification Standards set by Treasury Board Secretariat (TBS)⁷ are followed.

The Key Leadership Competencies set out by TBS have been implemented in the staffing processes (to aid in adding strong leadership in our supervisors, managers and directors). As well as general competencies for non-managerial staff⁸.

The Hiring Manager determines the process and who gets the job. The Hiring Manager decides who to hire. It can be the person with the lowest score if they are the best person for the job or to increase Indigenous or Visible Minority staff. As long as the candidate meets the Statement of Merit.

The Hiring Manager can decide to open it up to Indigenous only.

⁶ IOGC STAFFING FRAMEWORK, ADVERTISED and NON-ADVERTISED APPOINTMENT PROCESSES, AREA OF SELECTION and INDIGENOUS RECRUITMENT AND RETENTION FRAMEWORK

⁷ <https://www.canada.ca/en/treasury-board-secretariat/services/staffing/qualification-standards/core.html>

⁸ <https://www.canada.ca/en/public-service-commission/services/staffing-assessment-tools-resources/human-resources-specialists-hiring-managers/management-toolkit/competencies.html>

Preference could be given to Indigenous applicants. This has been on every one of our posters for the last several years. HR directive many years ago. It was identified as an Organizational need. We do not have any Indigenous only positions. We do have the ability to run staffing processes that open to applicants that are Indigenous only. We can also have processes for visible minority, women or those disabled if our numbers fall below the market workforce availability numbers.

On every staffing poster, we include the following statement under organizational needs "In support of achieving a diversified workforce, selection may be limited to candidates self-identifying as members of one of the following designated Employment Equity groups: Indigenous."

If the Executive approves, you can be appointed without competition. But the employee has to be assessed against the Statement of Merit Criteria. It has to be posted and employees at IOGC can file a staffing complaint.

When asked whether HR is responsible for holding the hiring managers accountable if proper procedures and policies are not followed, HR replied:

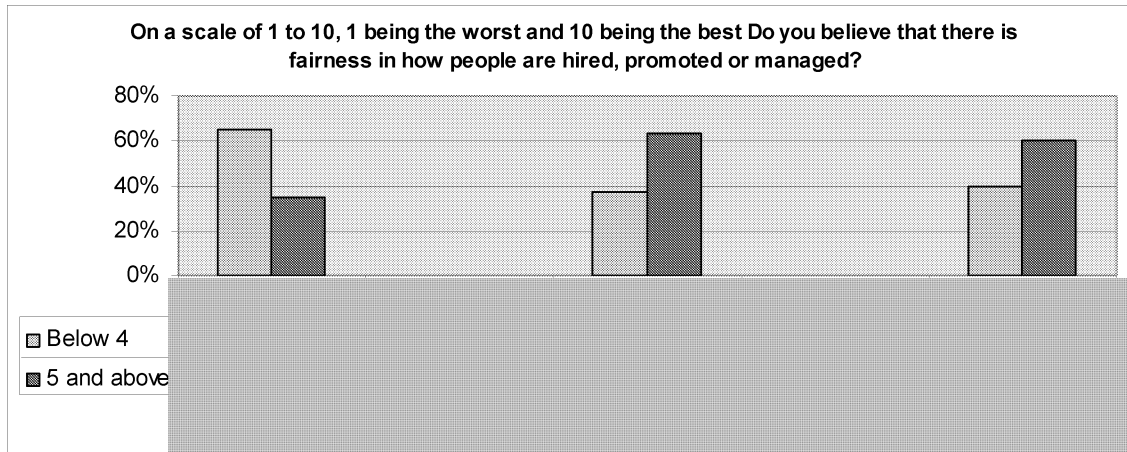
We hold them accountable by asking questions if it does not look right. It is not just the manager that runs the process. There are at least 2 people on the panel, including a female and an Indigenous person. We can't have a rogue manager. HR runs the process and reviews that candidates are assessed correctly. PSC reviews our staffing files. The Director signs the Letter of Offer, not the manager. The Director has Sub Delegated Authority from the Deputy Minister.

In theory, these policies and procedures are fair and unbiased. In reality, the staffing practices differ from the theory and the reality is perceived by many employees as unfair.

Most interviewees were asked: On a scale of 1 to 10, 1 being the worst and 10 being the best, "Do you believe that there is fairness in how people are hired, promoted or managed?" The answers are shown in the graph below, with a disproportionate number of Indigenous staff believing it is unfair:

s.19(1)

s.21(1)(b)



5.3 External Hiring

HR indicated that jobs can be limited to internal staff or expanded to the general public. All job postings, internal and external are sent to all IOGC staff. HR added:

Legally all jobs are posted on Jobs.gc.ca (National Govt of Canada website). As well, job opportunities are sent to Inuit organizations that IOGC reports to, the advisors that the CEO reports to and they shoot them out to communities that have Oil and Gas. Sometimes we advertise in newspapers. Jobs are posted on Oil and Gas websites.

There were perceptions, however, that there is a greater emphasis on hiring people from outside, than hiring, training or developing staff from inside. Comments were:

It is very sad for me to see people work hard and been there a long time and then there is someone from outside who gets the job...why not develop the internal people? Help our staff first, stop external hirings. People get discouraged by that and then they don't apply when they see it and it does worsen the culture. It is de-motivating.

Employees expressed concerns that staff are not given opportunities and that many staff were hired externally. One supervisor expressed concern, saying:

In an average government scenario, people are changing jobs every couple of years, but here you have people bottle necked in certain jobs, while pulling people from oil and gas industry to get expertise but not necessarily in a way that is promoting Indigenous employees.

Many employees were frustrated by the number of staff hired [REDACTED]

While it is preferable to promote or develop internal staff, there are situations where it is necessary to recruit Indigenous people with skills that are not available internally.

The government of Canada publication, Many Voices One Mind: a Pathway to Reconciliation describes methods of how the development of internal staff can be accomplished⁹.

The Public Service Commission Hiring Guides¹⁰ are also an excellent source of information on applying the Principles of Fair Assessment.

According to HR at IOGC, they do send job openings to Inuit or First Nations communities that are part of IOGC and also post on Oil and Gas websites. It was not mentioned whether they send to Indigenous organizations, organizations representing visible minorities, or immigrant groups, or have any other pro-active programs like internships for youth or other innovative recruitment programs.

One interesting aspect of external hiring by IOGC is a predilection for identifying people to ask them to consider an opening. It appears that they are then given a contract or a term and appointed without competition. Whether this happens has not been verified and may require further investigation. but it looks to staff like favouritism or hiring friends, and this is not viewed by employees as a fair and objective process.

Because of comments about more external hiring than internal, even for Indigenous employees, HR was asked for the numbers. The information provided was that there were 3 internal competitions in the last 3 years. In 2 of them, the successful candidates [REDACTED] The third competition was unsuccessful.

In the same time frame, there were 11 external appointments, 5 term and 6 indeterminate [REDACTED] Some of these required technical skills. There were no Indigenous people hired in either external appointments or internal appointments from existing internal staff.

Recommendations – External Hiring

It is recommended that:

1. [REDACTED]

⁹ [Many Voices One Mind: a Pathway to Reconciliation - Canada.ca](http://www.canada.ca/en/public-service-commission/services/public-service-hiring-guides/Fair-assessment-diverse-workplace/removing-barriers-part-2.html)

¹⁰ www.canada.ca/en/public-service-commission/services/public-service-hiring-guides/Fair-assessment-diverse-workplace/removing-barriers-part-2.html

¹¹ www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service2.html

s.19(1)

s.21(1)(a)

s.21(1)(b)

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5.4 Term Appointments

A member of HR explained that Term appointments are used for short term operational needs. It is up to the Executive to determine whether they would use an Internal or External process but usually it is Internal. He said *“if the term exceeds 3 years, you are appointed to a permanent position. If an employee is not really working out, then the term would just end.”*

He clarified *“It is not in the organization’s interest to arbitrarily get rid of people. Once you go to the time and effort of hiring a term, you want the term to work out. It is in the best interest for all to help them improve and get better.”*

A number of staff did not believe that the process is as fair as outlined by HR.

Another talked about a colleague who had worked for [REDACTED] [REDACTED] said, *“It’s hard to work like that. It’s kind of like the carrot where they dangle it.”*

A staff person told consultants there are a number of people hired as casual, contract or term and that it creates animosity. They said, *“Indeterminate have been there a long time but contract people stay late because they want to get a job; they want to be seen as go getters. Some have been in contracts for a long time and can’t even compete for their own jobs.”*

At times, the use of Term appointments is absolutely necessary and can be used to fulfill short term operational needs, but the intention of terms is not as a quasi “probationary period”. Some managers indicated that they would hire a person as a term in an indeterminate position to see if they worked out. Too many terms lead to a sense of insecurity with staff and that factor needs to be considered when deciding to appoint as a term, rather than indeterminate.

Some staff also believed that terms positions and contract positions are used to bring people in from outside IOGC, and then external people are able to compete internally. This area needs to be examined further.

s.21(1)(a)

s.21(1)(b)

Recommendations - Term Appointments

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- 2.
- 3.

5.5 Acting Appointments

According to Human resources, there are Acting under 4 months and Acting over 4 months. Both are viewed as being the decision of the manager but reviewed and approved by the Executive.

According to HR, they are not usually external only, but it could happen.

Acting appointments are necessary to fill short term vacancies and are an effective developmental opportunity for employees. Many employees were satisfied with the process and did not see any unfairness about who and how people were selected for the position. However, others were frustrated. They had concerns about the selection process; they felt the remuneration was inadequate for the additional workloads; they did not receive training for the position; and in some situations, were ineligible to apply for the position when it became Indeterminate.

With regards to the selection process, employees wonder why there are so many acting assignments, and why they weren't always aware when an acting opportunity became available.

Comments consultants heard are similar to the following:

Sometimes we will get an email stating so and so is now in charge. We did not even know the position was available. We ask why that person was chosen and after a long time, they will come up with some type of story or excuse. i.e. they qualified on a competition a long time ago. It happens all of the time.

s.19(1)

s.21(1)(b)

Consultants were told of times when people were appointed to acting positions over 4 months without competition.

A few other employees commented that the amount of pay they received was insufficient.

Others thought the difference in pay was not worth the extra workload.

Some employees expressed dismay that they did not receive adequate training to perform the duties of the new position. Comments were similar to the challenges experienced by one woman who had accepted an acting assignment. *“There was no training offered so I had to learn on the job. It was horrible, there were no processes and no procedures in place.”*

There is a perception that employees in acting assignments are unable to get the indeterminate position:

Do acting for one year and do a good job and then outside person gets the job. And that outside person doesn't know what they are walking into.

People in the acting positions very seldom get appointed. I don't know why. The job usually gets posted outside. There are a lot of people hired from the Alberta Energy Regulator (AER.).

IOGC always hires from outside even when someone has been acting in the position. AER people are always getting hired. The people from AER who get hired were known to IOGC.

According to the Indian Oil and Gas Policy and Procedures Directive both advertised and non-advertised internal appointments are subject to recourse¹³. It was unfortunate that interviewees were not aware of their rights. Many people believe they have no recourse if they are not selected for an acting assignment saying, *“I am not aware of any recourse that is available for an acting opportunity. Usually staff are asked who is interested. They could ask why not selected, but no recourse.”*

Recommendations - Acting Appointments

It is recommended that:

¹³ Indian Oil and Gas Policy and Procedures Directive, Area of Selection Annex B

s.21(1)(a)

s.21(1)(b)

1.

2.

5.6 Contracts

Several interviewees raised concerns about people being hired on contracts. There was one particular contract that raised questions among staff, and that was a person who was hired to coach senior managers. Some said that contracts are used to bring “friends” into the organization or external people who then can apply for internal jobs. These opportunities were not open to internal staff and some felt this blocked their ability to compete for those jobs.

The review attempted to get further information on the numbers and types of contracts but contracts do not come under the purview of HR. Because the salaries come out of operational budgets and not regular salary dollars, it was difficult to assess the magnitude of this way of hiring.

Recommendations – Contracts

1.

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5.7 Overall Review of Hiring

There are principles which apply to all hiring whether Term, Acting, Indeterminate or Contracts. IOGC is a diverse workplace and the people who work there must be able to work in harmony with different cultures. Managers must be able to manage in ways that use the knowledge and skills of people from many cultures.

Although this section focuses on Indigenous people, the same principles apply to visible minorities.

This is not just the opinion of the consultants, but also expressed by Scott Serson, former President and Nurjehan Mawani, former Commissioner of the Public Service of Canada:

The face of Canada is rapidly changing. According to the 2001 Census, since 1996 there has been a 25% increase in the number of visible minorities and a 22% increase in the Aboriginal population.

As the largest employer in Canada, the federal Public Service is committed to building an inclusive workplace whose composition reflects the diversity of the population it serves. We want to attract all citizens to careers in the federal Public Service, not only to draw on their talents, but also to ensure their varied perspectives are taken into account in creating programs and policies to serve the diverse Canadian population.

In such a context, it is imperative that managers, who in the modernized human resources management regime have considerably more responsibility for resourcing, equip themselves to meet the challenge of assessing candidates from a wide range of backgrounds and experience.

*To support hiring managers, the Public Service Commission's (PSC) Personnel Psychology Centre has produced this document, *Guidelines for Fair Assessment in a Diverse Workplace: Removing Barriers to Members of Visible Minorities and Aboriginal Peoples*, as well as an earlier companion piece, *Guidelines for Assessing Persons with Disabilities* (September 2002); both can be found on the *Personnel Psychology Centre* Web site. Hiring managers and human resources specialists will find them to be essential tools to help build and maintain a diverse federal workplace.*

*The PSC, as an independent agency responsible to Parliament for ensuring that the merit principle is applied in resourcing for the Public Service, will be closely monitoring departments' assessment and selection practices. These *Guidelines for Fair Assessment in a Diverse Workplace* are not just "recommended reading," they are an indispensable tool for human resources specialists and hiring managers, who are key players in improving representativeness.*

It is to our nation's advantage that we are able to draw on the many talents, backgrounds and experiences of Canadians living from coast to coast to coast. In doing so, we benefit from a wide range of perspectives that nourish creativity, foster innovation and represent the views of an increasingly diverse society.

*Scott Serson
President*

*Nurjehan Mawani
Commissioner*

The guidelines referred to talk about the recognition of differences and being adaptable in the hiring process to accommodate differences. For example, many people find the selection board with 3 or 4 people sitting in judgement, intimidating. Indigenous people have an unfortunate history of having white people in power judging them, and the hiring

s.19(1)

s.21(1)(b)

process then becomes even more intimidating. Many feel they do not do well on boards because of cultural differences.

IOGC does have a practice of having an Indigenous person on a selection board, which is a step in the right direction. [REDACTED]

In the document mentioned in the letter above Fair Assessment in a Diverse Workplace, it says

In addition to being valid and reliable, assessment instruments must provide candidates with an equal opportunity to demonstrate their qualifications. No single assessment instrument can take everything into account, and candidates may react differently to different forms of assessment. Accordingly, when feasible, it is advisable to use more than one source of information, not only across different qualifications, but also for the same qualification. For example, information from an interview and a reference check can be combined to assess an ability. Multi-method assessments increase candidates' opportunities to demonstrate their qualifications and can also provide more complete and hence more valid assessment.¹⁴

Specific areas on systemic discrimination in hiring and recommendations are listed in the Section on Facilitating a culturally-sensitive, inclusive, and respectful work environment.

5.8 Favouritism in Hiring

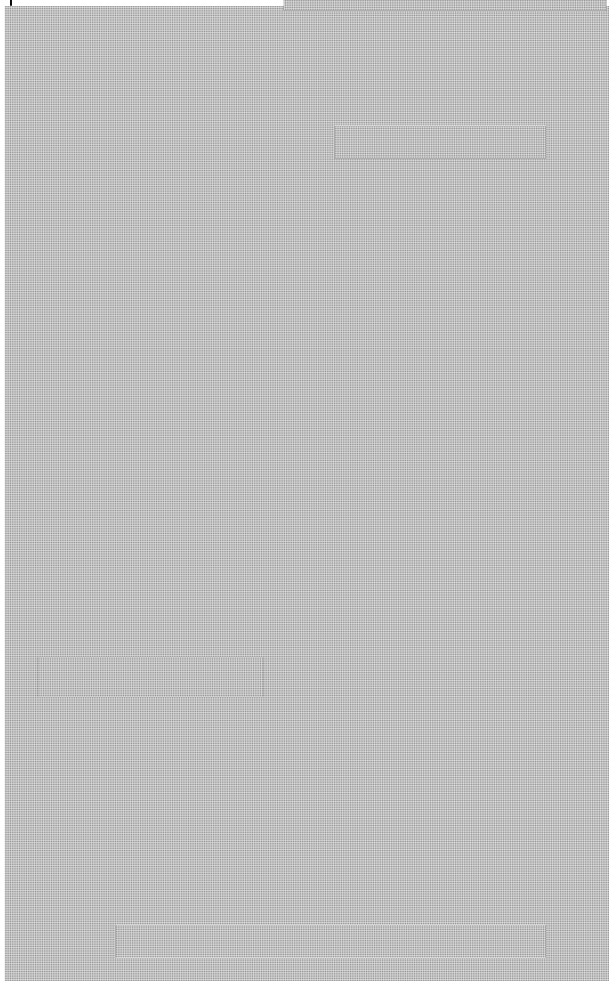
There is a strong perception of favouritism when selecting candidates for both external and internal appointments. This perception is held [REDACTED]
[REDACTED] The following remarks are examples of comments made:

¹⁴ www.canada.ca/en/public-service-commission/services/public-service-hiring-guides/Fair-assessment-diverse-workplace/removing-barriers-part-2.html

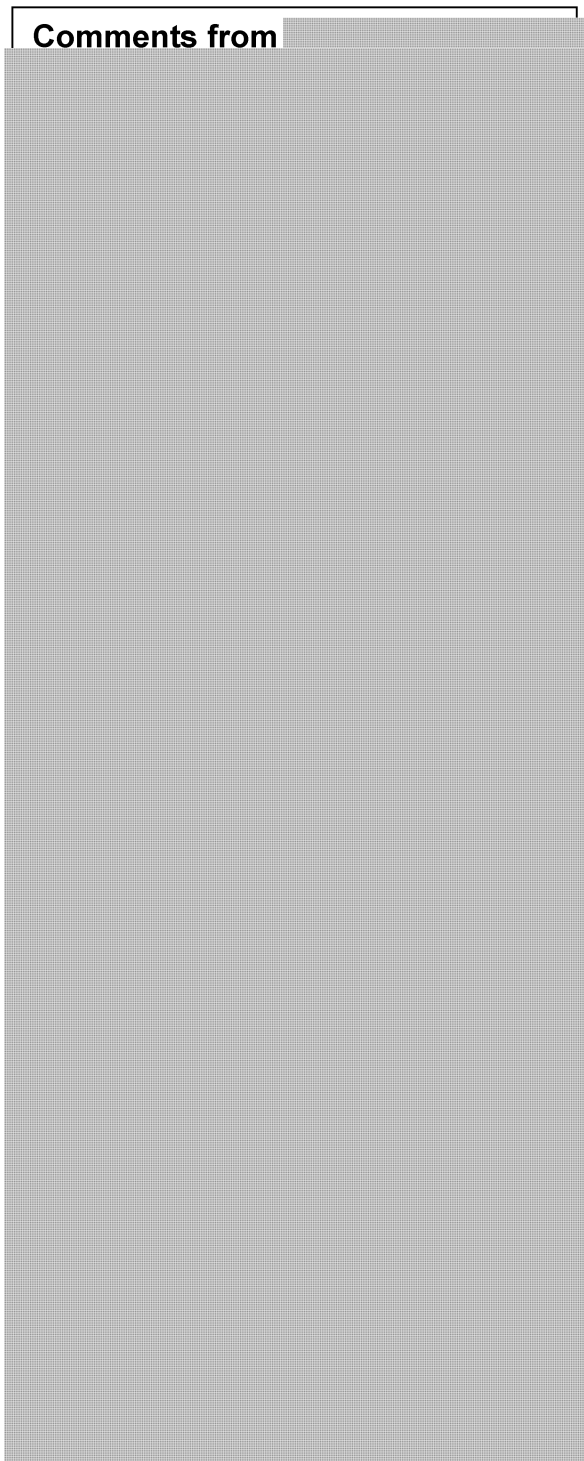
s.19(1)

s.21(1)(b)

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s.21(1)(a)

s.21(1)(b)

Consultants did not probe into specific cases, however, based on the number of negative comments regarding favouritism, consultants believe there is a likelihood there is favouritism when selecting candidates for appointments in all categories.

Recommendation – Favouritism:

1.

2.

6. Dispute Resolution

From the Statement of Work:

To examine the IOGC's operations as they may concern, but not be limited to: How informal or formal allegations or reports of harassment, bullying, discrimination, or other unacceptable behaviours, are treated by managers and executives, including what measures are taken with regard to their prevention.

6.1 Characteristics of Conflicts at IOGC

Many of the interviewees, when discussing conflict resolution, referred to an unusually high amount of unresolved conflict in the workplace, to the point where some disrespectful behaviours - such as raised voices, interrupting, dismissing, etc. - were normalized, and not always dealt with or challenged by peers or managers, even when directly witnessed by others. In fact, many examples were provided by interviewees where it was felt that managers/executives not only don't always intervene when there is poor behaviour, but it is sometimes the managers/executives themselves displaying these types of behaviours. One person stated:

People tend to be cordial but there is a lot of backdoor stuff going on that is not respectful. Lots of history buried in this organization, bad vibes among people (who are) fundamentally different. It starts at the top...people see it so they behave the same way. Don't believe the leadership follows that at all. They will say it and put it in writing but they don't do it.

6.2 Do conflict resolution systems work?

s.21(1)(b)

The lack of effective conflict resolution systems, and consequently unresolved conflict, has contributed significantly to a perception of a toxic workplace at IOGC.

Interviewees were confused about what processes are available to them. Different interviewees suggested different routes when asked “What would you do if you had a conflict or a harassment complaint?” Many said they would just live with it because they lacked faith in the system or feared retribution.

Some had tried different routes with little or no resolution. Some felt that they had experienced retaliation from raising a concern and would never do that again. Others felt that trying to resolve an issue was difficult because you were on your own, with no support in a process that can be intimidating.

The following are some of the avenues mentioned which illustrates the confusion among staff about how to go about resolving a dispute or harassment:

Informal Resolution

When asked about how people typically resolve conflict at IOGC, many interviewees said that they avoid confrontation. They're concerned that the situation will become heated and public when tension does arise.

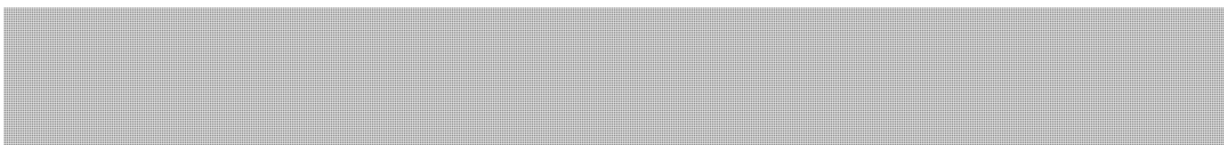
There are some who feel they are able to work out differences with co-workers or managers, but too many don't feel they have the skills or the power to do that, so the stress of being in conflict continues.

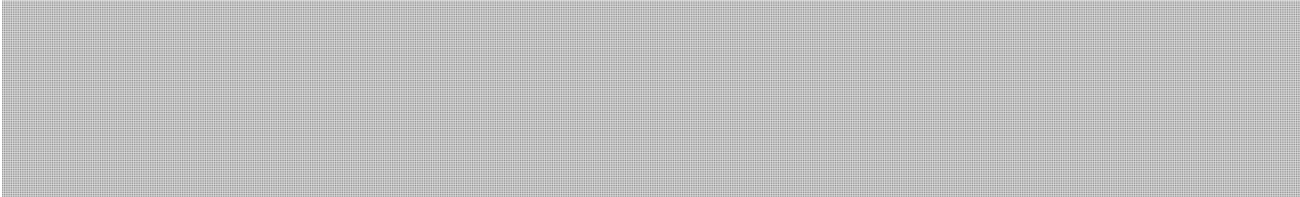
Go to Your Manager

Some interviewees did say that they would go to their manager and would expect to get help. For others, it is the manager with who they have conflict, and they see no way around it.

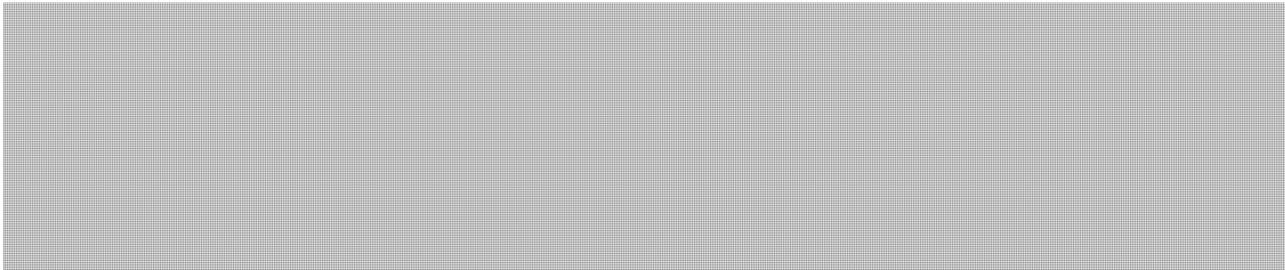
The question is, do managers at IOGC have the skills and the training to do conflict resolution effectively? Many felt they did not.

An interviewee, a manager, had a perspective saying that managers and supervisors are not well equipped to deal with employees concerns that may relate to more complex issues. They stated:





In other cases, managers sometimes find it difficult to deal with conflict. Several interviewees described conflict situations where managers did attempt to deal with an issue, but the employee went directly to the CEO or a member of the executive who then intervened. This is a difficult scenario, as there are likely times when an employee needs to "leap frog" and bring an issue to the attention of a higher level of management. The downside of this approach is that if it done too often, or too frivolously, it can undercut the authority of the manager and his/her willingness to address difficult situations. As one manager stated:



Several other managers stated they were having difficulty performance managing in addressing disrespectful behaviour because it was interpreted as "singling them out" by the employee, and they were instructed to be less critical by a member of the executive.

Go to Human Resources

Generally, interviewees expressed a lack of trust with going to HR with their concerns. There is a widespread belief that HR is there to protect management's interest, not theirs. HR did state that they would try their best to provide information and options for resolving issues with employees, but did not dispute the fact that they would not be able to mediate conflict or advocate on behalf of an employee, and that ultimately HR was indeed there to support management.

One manager said:

I hear through the grapevine the handful of formal complaints going to HR – didn't hear that it was resolved and both parties came away upset. e.g. One person pissed off someone, and I know everyone was unhappy...what is the least HR can do but still get away with checking the box and saying we dealt with. Management wants to do the minimum and just check the box but not really do anything...so things get shoved under the rug until it blows up. People don't like change so the managers don't want to make change.

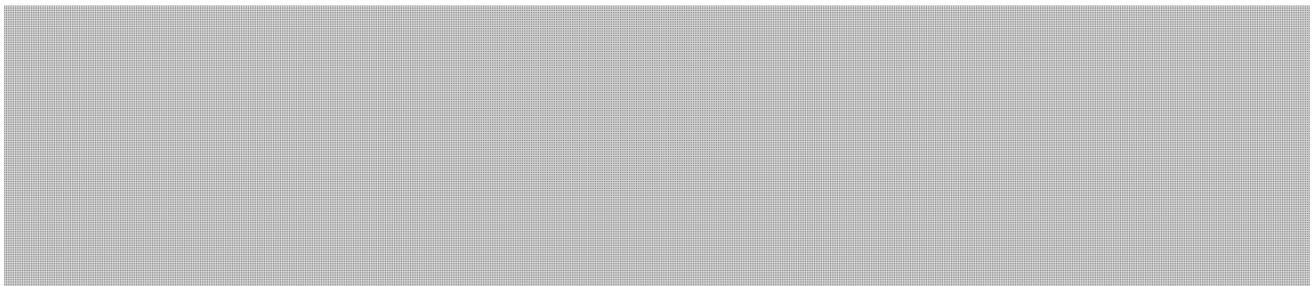
A number of [REDACTED] employees believed that HR was poorly equipped to deal sensitively or supportively with issues related to racism.

➡ **Go to the Canadian Human Rights Commission**

Some interviewees said they were told by managers or HR to go to the Canadian Human Rights Commission (CHRC) and file a complaint. Would they not prefer to resolve it in house? First of all, the complaint has to be based on one of the prohibited grounds. Some are; some are not. Secondly, the Commission is unlikely to investigate unless the avenues within the organization have been exhausted. Considering the confusion about internal avenues, this would likely be a barrier to getting resolution from CHRC.

➡ **Go directly to the CEO**

As mentioned previously, some staff, [REDACTED] go directly to the CEO with an issue. The CEO does have an open-door policy and does listen. However, staff do not see any results from their efforts. It is possible that matters are taken up with the offending party, but the complainant is unaware of any action on their behalf.



According to interviewees, there are times when the CEO does react and goes to the manager [REDACTED]. One manager explained his perspective. He said:

When Senior Management hear a complaint and they are reactive and take action, this emboldens those who display that type of behavior of going directly to the CEO. They do not create a space where it is functional and respectful exchange of ideas. But more like terrorist negotiation where it is charged and protective and reactive.

Going to the CEO directly is not understood by [REDACTED] staff who strongly believe that employees should adhere to the “chain of command”. Most would never do

that. However, the norm in First Nations communities is to go to the Chief to resolve an issue and it is quite a usual process. This difference may cause misunderstanding between those of Indigenous descent versus Non-Indigenous.

 **Go directly to the Assistant Deputy Minister (ADM)**

Some interviewees said they would go to the ADM although no one interviewed said they had done that and what the results were but considered it an option.

 **File a harassment complaint**

Before January 1, 2021

IOGC did have a policy on harassment prevention prior to January 1, 2021, but few employees were aware of it. The process for filing a harassment complaint was to go to HR, fill in a complaint form and the matter would go to the CEO for resolution. Most felt that nothing happened from that action, except for suspected retaliation. HR would not be involved except to provide information on the process.

IOGC does have Harassment Advisors (HA's) who are staff volunteers with some training. Their roles is primarily to provide advice, but not mediate or advocate. One person said:

We have a list of harassment officers if you don't want to deal with it on your own. Four of them; (it is a) volunteer position. And they can try to settle it or refer on to a formal complaint

Harassment Advisors – they are in place but I honestly don't know if they get engagement. People didn't even know that I have a team member who is one. Not much done in terms of selection process of HA's, not much training for them...they are not experts. Not intentionally made for them to be experts.

Some interviewees mentioned the existence of several Harassment Advisors at IOGC. Other interviewees were unaware of the existence of Harassment Advisors, and for those who knew of them – many said they would likely not use them as a resource in resolving conflict. Their role is essentially to provide information but neither to resolve conflict or to advocate on the behalf of a person with a complaint.

In regard to the need more cultural support/awareness among those assisting employees with conflicts, many interviewees who knew of the Harassment Advisors were unsure whether any of the HA's were Indigenous, and how much training/experience they had in dealing with matters related to culture/race or trauma.

s.21(1)(b)

s.21(1)(d)

How were complaints dealt with prior to January 1, 2021? HR was asked how many that went to the CEO were formally investigated? The answer was there was one 7 years ago.

File a Grievance

There is an IOGC Policy of filing grievances, although many staff are unaware of how to do that or are reluctant to do that. Some fear retaliation; some assume it will accomplish nothing, and it is simply too hard to go through the process alone, with no support. They felt that the grievance process is difficult to navigate even with proper support.

The CEO has the final say in a grievance. There is no recourse. In fact, all roads led to the CEO.

Go to the Centre for Integrity, Values and Conflict Resolution

Some interviewees had in fact contacted the Centre. From what they understood, the Centre is focused on mediation or resolution and not investigation. There were examples of satisfactory results, but some did not want a mediation – they wanted an investigation, as is their choice, but they could not get IOGC to undertake an investigation.

Say nothing; do nothing

Unfortunately, this is a choice made by many staff. They are not sure where to go when they are faced with racist comments or a bully making fun of them in public. If they do try to resolve it through their manager, often the manager will not take it seriously and hope that the problem will just go away. If they go to Human Resources, they will be given a link to the OIGC website and a form. If they pursue it, they do it on their own with no support. They also worry about retribution if they insist to take it further. They have seen others who have had negative consequences.

And in the end, nothing changes. No action is taken that they can see.

So, interviewees believe that the workplace developed into a workplace where harassment is ignored or even tolerated. Conflict goes unresolved and does not go away – but develops into acrimonious relationship throughout the organization.

s.21(1)(a)

s.21(1)(b)

Some organizations brag that they have no complaints. Some managers in IOGC said that. This, however, ought to be a red flag indicating that staff are fearful of making complaints. No organization has zero conflict. We are all human. But without dependable processes to resolve conflict or deal with harassment or workplace violence, it not only continues, it gets more pervasive.

Changes with the Canada Labour Code - After January 1, 2021

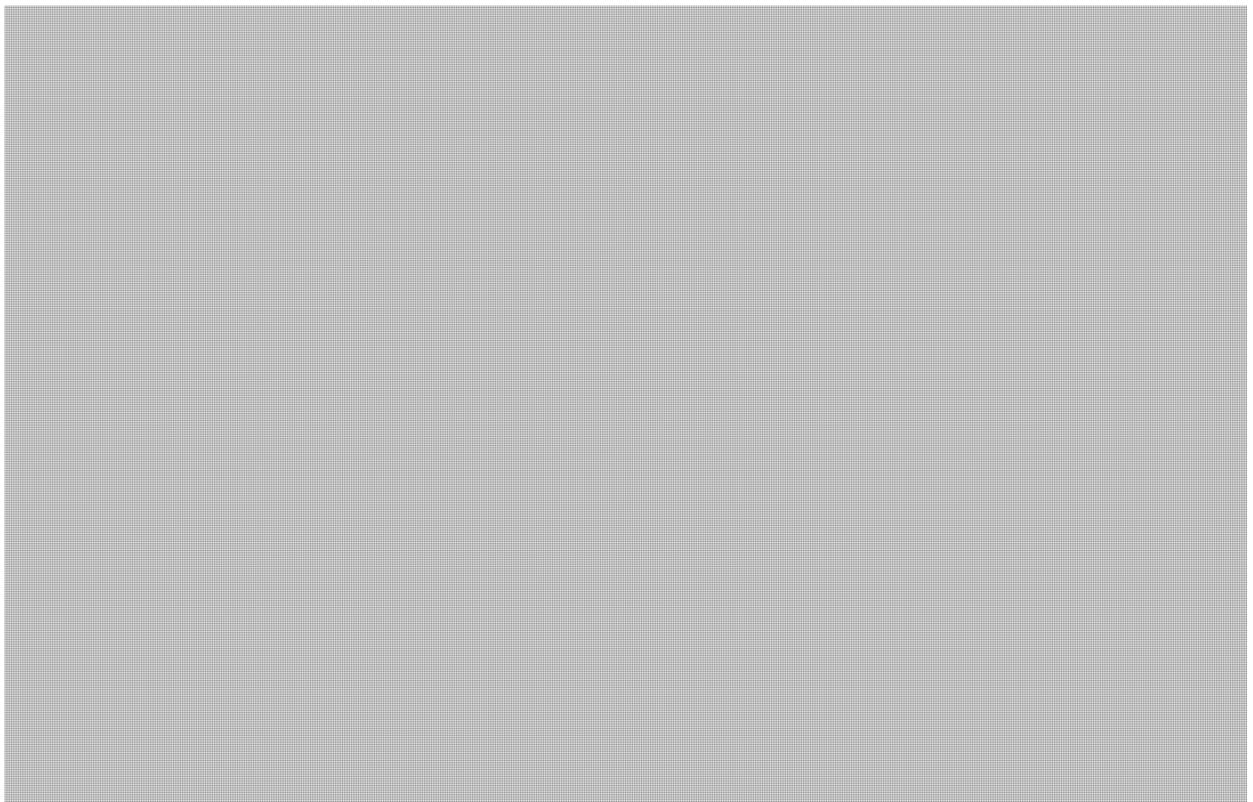
The plan for IOGC under Bill 65 is to have complaints go to Health Canada to investigate. It is still unclear if and how complaints were being dealt with informally or before a formal complaint is lodged.

Health Canada will hire an investigator to investigate. They will decide whether it is in fact harassment or workplace violence, or not. In those cases where it is, it is an assumption that the results will be forwarded to the Executive of IOGC to determine disciplinary/remedial action.

It is unclear how the complainant will be aware of the fact that their complaint was taken seriously and that action has been taken. For the perspective of some staff, complaints disappear without feedback to the complaint. The question is, will IOGC take action when a case is founded, or will it be ignored?

Recommendations - Dispute Resolution

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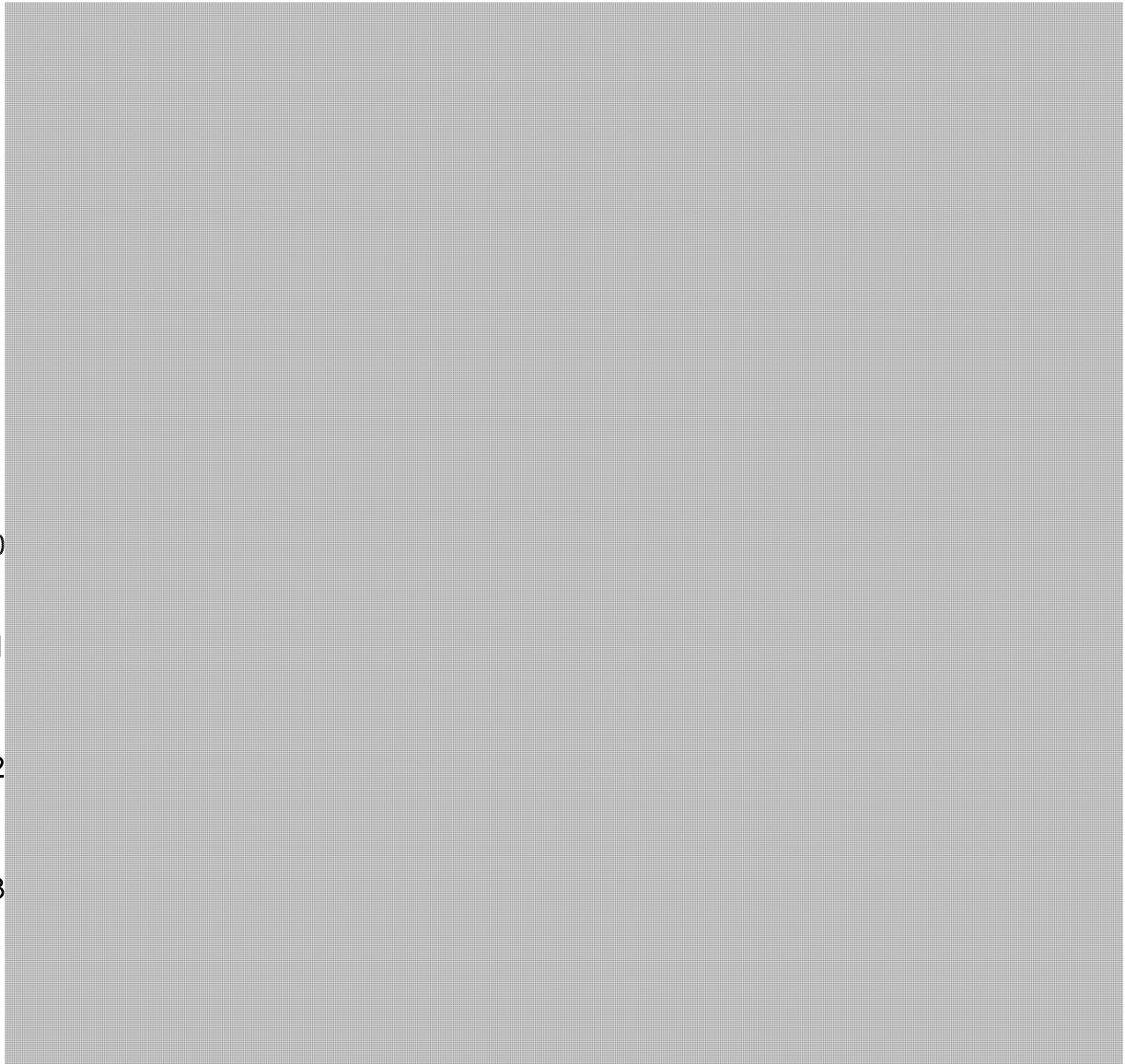
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7. A Culturally-sensitive and Respectful Work Environment

From the Statement of Work:

To examine the IOGC's operations as they may concern, but not be limited to: How informal or formal allegations or reports of harassment, bullying, discrimination, or other unacceptable behaviours, are treated by managers and Executives, including what measures are taken with regard to their prevention.

7.1 Issues Specific to Women

Throughout the report, many of the points mentioned and the recommendations also apply to women employees.

It was interesting to note, however, there was not many interviewees expressing specific concerns about sexual remarks or sexual harassment.

The majority of concerns were more global in nature, and were often about career progression, including not valuing their experience and being shut out of the “Old Boys Club”. In IOGC, the Senior Executive group (four people) is seen to be a close knit group, supportive of one another, demonstrating a version of “Group Think” – people outside are not included. (There is one woman Executive but she is also seen as part of the Club). Interviewees, male and female, talked about the requirement for “loyalty” which can be seen as it being necessary to agree with the CEO and not offer an opposing view. Women are often seen to have alternative views and there may be a subtle resistance to including them in the Club.

To keep an organization vibrant and in touch with the community, it must be recognized that having a mix of women, with their viewpoint, in the senior levels of the organization.

In reviewing information from the interviews conducted, it is evident that some interviewees at IOGC believe there is a glass ceiling for women:

[Redacted] The position levels for women are not equal to men. It is an Old Boy's Club [Redacted] toward women. They just don't do what is required if they are directed to by a woman. [Redacted]

Yes. I see the (in a unit) women who are skilled and knowledgeable, they never get beyond the secretary level. They deal with very complicated policies; everyone goes to them for their knowledge, yet they are never considered for supervisor or manager positions. Never once. The excuse is that they don't have the education, but even if you do or the posting says “other experience...” they still won't get the position. Only [Redacted] friends of Management and exec. - [Redacted]

Female managers are all paid lower than men. It is like a “Me Too” movement that we all talk about. It is an Old Boys Club, there is no wage disparity across the org. We have asked for a revision to that and the boss won't do it. We are not valued as women by Management for the roles we have. The Classification

System is outdated and biased, with inequities built within it. [REDACTED]

It is an Old Boy's Club. The people in senior management come from the gas and oil sector, which is notorious for that kind of attitude. They are predominantly men with outdated discriminatory worldviews and perspectives. Individuals make offhand remarks and jokes that are misogynistic, and no one calls it out. It is accepted and encouraged." [REDACTED]

Question: Do senior managers make people feel valued and respected? If not, why not? No not at all. Your expertise and knowledge is disregarded. I have never seen anything this bad in my life. [REDACTED]

[REDACTED]

Reviewing the Employment Equity statistics, it is clear that, while IOGC has a majority of female employees, the number in higher level management is limited. There was no firm data but from the information received there did not appear to be significant differences in education or experience between men and women. Highly technical jobs are also in this category and those tend to be predominately male.

Employment Equity Percentages	Labour Market Availability	IOGC Overall	Executive Group (Manager or technical specialist in this pay range (AB 9-14))	Non-Executive Group (AB 1-8)
Women	61.8%	69.4%	[REDACTED]	[REDACTED]

[REDACTED] percent of the Executive group being women is not unreasonable but many women, particularly [REDACTED], appear to be in the lower levels of the Executive group (AB 9 to 14 group). They expressed the view that they have hit a barrier to

¹⁵ According to HR, women are not paid less than men. They said salaries are “based on the classification level of the position; gender is not a factor in that decision. Pay ranges have a minimum to maximum, as employees progress through the range they will be paid at the maximum rate”. Women, however, were predominant in lower classification levels and therefore overall in lower pay ranges.

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progressing further. It may be worth exploring further the actual progression of men versus women upward through the ranks into higher positions.

Executive Group Numbers (Middle and Senior Managers)

Classification	IOGC		Indigenous		Visible Minority	
	Women	Men	Women	Men	Women	Men
AB 09						
AB 10						
AB 11						
AB 12						
AB 13						
AB 14						
Totals						

Recommendations - [REDACTED]

It is recommended that:

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]

7.2 Issues Specific [REDACTED]

There were few negative comments from [REDACTED] interviewees about the organization. A few refused to be interviewed.

[REDACTED] It seemed that they were careful and did not want to criticize.

In terms of upward mobility, this group of employees [REDACTED] had fewer numbers but are more represented at senior levels than [REDACTED]. There have been three internal competitions in the last 3 years. Two [REDACTED] were successful [REDACTED] One competition was cancelled.

Employment Equity Percentages	Labour Market Availability	IOGC Overall	Executive Group (AB 9-14)	Non-Executive Group (AB 1-8)
Indigenous	4.7%			
People of Colour	13.6%			

Why this is happening is unknown. It may be that many [REDACTED] are highly educated and IOGC values education qualifications. It is positive to see this diversity valued at IOGC. It is however unfortunate [REDACTED] did not feel they were accorded the same respect for their knowledge and experience.

[REDACTED] mention experiencing racial comments or “jokes”, from both Indigenous and Non-Indigenous co-workers. Although they were frequently framed as humour, the employees found them offensive. That should not occur in a respectful workplace.

7.3 Issues [REDACTED]

Today Indigenous people are reconstituting and rejuvenating their cultures, languages and economies after a long period of colonization and loss. Healthy community and community development requires time to re-examine “our own ways” and to determine the “best” or most “wise” pathway forward. Cynthia Wesley-Esquimax, Ph.D., of the Chippewa of Georgia Island First Nation in the article Wise Practices¹⁶.

You might expect IOGC to be an example of how an organization can demonstrate ways of respecting Indigenous culture. Almost [REDACTED] they operate on Indigenous land, and their goal is to serve First Nations communities. Many interviewees did not think this is the case.

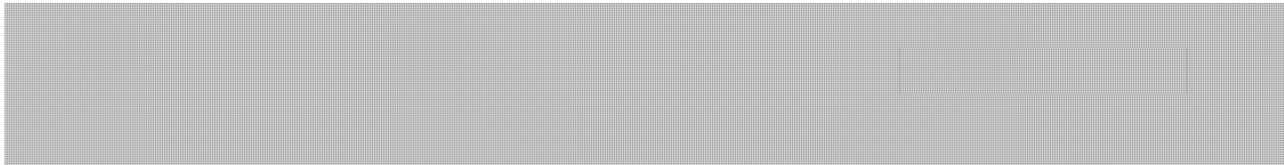
Indian Oil and Gas is seen by many [REDACTED] as a toxic organization where [REDACTED] face difficult challenges in their work environment. The issues reported throughout the Organizational Review included racist remarks, discrimination, and bullying, recruitment of employees outside the organization, high turnover [REDACTED] limited access to staff development and restricted career path progression.

Fear of losing their jobs and retribution are expressed about raising issues.

¹⁶ Cynthia Wesley-Esquimax, Ph.D., of the Chippewa of Georgia Island First Nation and Chair of Truth and Reconciliation, Lakehead University,

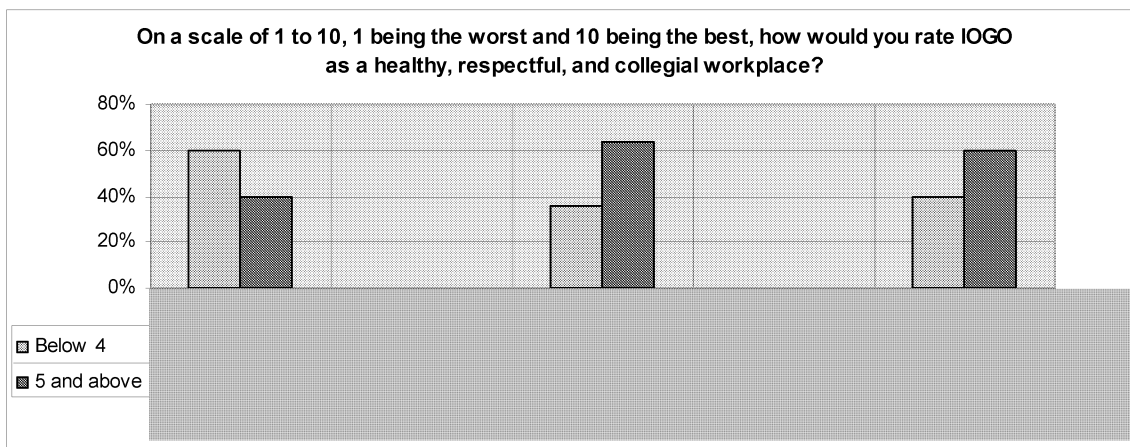
s.19(1)

They expressed frustration over the lack of transparency and openness and inadequate communication, saying that racial incidents are regularly downgraded as though unimportant, and action planning for improvement is absent or invisible.



Experiencing racism is part of a disrespectful workplace. Do [redacted] believe that IOGC is a respectful workplace? The graph below indicates that many do not.

Interviewees were asked: On a scale of 1 to 10, 1 being the worst and 10 being the best, how would you rate IOGO as a healthy, respectful, and collegial workplace?



A large proportion [redacted] say that IOGC is not a respectful workplace for them. They say they experience racism from supervisors, management and fellow employees. Racism includes racist remarks, prejudiced attitudes, discriminatory behaviour and institutionalized practices resulting in racial inequality. Concerns are not consistently acknowledged and reporting incidents of racism and sexism is discouraged.

7.4 Racism

The first step in facilitating a culturally sensitive, inclusive and respectful workplace is acknowledging that there is racism. There are many forms of racism, some blatant and more often, subtle. Most people know that it is unacceptable to make racist comments, but some still make remarks and they are hurtful.

The following are some examples provided by those interviewed:

s.19(1)

[REDACTED] They are afraid to bring their concerns to their supervisors or Human Resources, especially if they are complaining about their manager or their supervisor.

Human Resources is not seen to be an ally. Here are some incidents provided by interviewees:

- [REDACTED]
- Another example is of an employee [REDACTED]
[REDACTED]
[REDACTED] Human Resources was not helpful to [REDACTED] in resolving the issue.

Both of these examples illustrate the difficult situations employees are experiencing when reporting incidents. They did not believe there was procedural fairness or any documentation of these cases of harassment and abuse. They appear to be dismissed and not investigated. Employees feel they have no place to go.

A number of interviewees said that the CEO, who is the final decision maker in complaints, is not helpful to them. They believe he does not deal with incidents of racism.

Some interviewees reported that inappropriate comments have also been made to [REDACTED] although the people interviewed were reluctant to complain about it.

It must also be acknowledged that inappropriate comments are also made by [REDACTED] While there certainly is concern about historical and present inequities, it is unfortunate that the workplace has become a minefield and many people feel unsafe. All inappropriate remarks must be addressed by managers.

7.5 Discrimination

Discrimination is the unjust or prejudicial treatment of different categories of people especially on the grounds of race, age, or sex. The Canadian Human Rights Act defines discrimination as “*an action or decision that treats a person or a group badly for reasons such as their race, age or disability. These reasons, also called grounds, are protected under the Canadian Human Rights Act.*”¹⁷

Prejudicial treatment and discriminatory practices at IOGC were described by some of the interviewees. There were a number of individual examples provided of Indigenous employees who have many years of experience but did not have the benefit of upward mobility, causing frustration and anger. It was also reported that experienced Indigenous employees are expected to, and do, train non-Indigenous employees in the skills required for the position. Once trained, interviewees say the people they trained are upwardly mobile while the Indigenous staff remain in the same position. Many have been in the same position for many years.

Indigenous people who have applied, and got the position are not always properly trained or supported. An employee reported, “*There were no ‘one on one’ meetings; no briefings on priorities, objectives or clear direction for the position assigned.*”

7.6 Systemic discrimination

“*Systemic discrimination has been defined as practices or attitudes that have, whether by design or impact, the effect of limiting an individual's or a group's right to the opportunities generally available because of attributed rather than actual characteristics.*” Supreme Court of Canada, 1 S.C.R. 1114 at p. 1138

The Supreme Court of Canada has provided a definition of systemic discrimination. The Ontario Human Rights Commission has published a further explanation of racial systemic discrimination saying:

Racial discrimination can result from individual behaviour as well as because of the unintended and often unconscious consequences of a discriminatory system. This is known as systemic discrimination.

¹⁷ <https://www.chrc-ccdp.gc.ca/en/about-human-rights/what-discrimination>

Systemic discrimination can be described as patterns of behaviour, policies or practices that are part of the structures of an organization, and which create or perpetuate disadvantage for racialized persons.

A review of systemic discrimination within an organization means looking at systems or the way things are done that have a negative impact on racialized groups.

In staffing systems, for example, are there aspects of the system that could be improved to enhance the ability of Indigenous staff to compete while still respecting existing government policies, procedures and ways of working?

Under the existing formal process, every selection board, must have at least one Indigenous person and one woman involved in the assessing of applicants. The board can be 2 to 3 members and the Indigenous person and woman can be the same designate.

Although there is [REDACTED] on the interview panel, many believed that it had little impact on selecting the best candidate for the position. The comment made [REDACTED] was, *“IOGC was set out to be of service to the Indigenous community, but this knowledge and the skill of working with the communities are not considered. It looks to me that it’s an impediment to the organization to be Indigenous.”* This seemed to be the consensus [REDACTED]

[REDACTED] also felt that some [REDACTED] who are on the panel, are not always aware of the Indigenous culture. Comments were similar to the comment made [REDACTED]

[REDACTED]

One employee suggested that Board questions should always include a question similar to *“What do you know about Indigenous people and what do they want?”*

Some of the [REDACTED] interviewed mentioned that [REDACTED] do not interview well on selection boards. They said it is difficult for them to speak of their accomplishments. [REDACTED]

[REDACTED]

To have to answer questions that are in a foreign language to them and - the colonial process being implemented. For an organization that claims to be Indigenous oriented, it is very unfair.

One interviewee suggested that consideration be given to a more culturally relevant process. For example, having tea and sitting around a table in a conversational style. Or having another Indigenous person and an Elder involved in the interview to ensure a process that is accommodating to Indigenous people.

A [REDACTED] manager had a similar view. [REDACTED]

[REDACTED]

[REDACTED]

HR was asked to comment on the belief that Indigenous peoples do not perform well on boards. HR responded “*All candidates should be treated equally. All races could have the same problem. I don’t interview well.*” They went on to say that HR ensures the process is fair to all.

[REDACTED]

These struggles are not just rumblings of the discontent. Fairness is relative and Indigenous employees believe that the manner in which the questions are asked and the process used in interviews does not recognize the differences in the culture. Based on the experience of many staff, there does not appear to be an understanding or willingness to be proactive in recognizing and accommodating differences.

The reluctance by Indigenous people to speak on boards is a very serious and legitimate concern and that it is not limited to IOGC. The Public Service Commission also identified a similar concern. In their report on the audit of Employment Equity Groups, they wrote:

s.21(1)(b)

See my notes

Indigenous candidates experienced their largest decrease in representation at the assessment stage, and we found that this was associated with the use of interviews. Previous research on the performance of Indigenous candidates during interviews has identified cultural factors, including a hesitance to highlight personal successes, which may be interpreted by interview panels as a lack of achievement. Cultural factors may also be at play for other employment equity sub-groups who may approach interviews differently.”¹⁸



While competition posters say preference for Indigenous candidates, there were no successful Indigenous candidates in the last 3 years on internal competitions. The consultants were told that certain positions could be open to only Indigenous candidates but it is up to the manager to decide who they hire. This is allowed under the Employment Equity Act.¹⁹ HR was asked how many positions were so designated. In

¹⁸ public-service-commission/services/publications/audit-of-employment-equity-representation-in-recruitment.

¹⁹ Notwithstanding any other provision of this Act, where a private sector employer is engaged primarily in promoting or serving the interests of Aboriginal peoples, the employer may give preference in employment to Aboriginal peoples or employ only Aboriginal peoples.

s.19(1)

s.21(1)(b)

the last 12 years, there has been one, and that was for a position in Human Resources. This is another example of where the theory and reality do not match.

Many employees that were interviewed are frustrated by the inability to advance in their career because they do not have a University Degree or Certification. The fact is that, according to Statistics Canada, 9.8% of Indigenous adults have a university degree compared to 26.5% of Non-Indigenous adults who had a university degree

While it was recognized there are, without a doubt, several positions within the organization that would require a degree, in many cases a combination of knowledge and experience should be considered.

[REDACTED] explained:

I understand that some positions require technical knowledge and may need a university degree but not all management positions require a university degree. Indigenous people have the knowledge of the culture and of the people. IOGC was set out to be of service to (the communities), but this knowledge and the skill of working with the communities are not considered. [REDACTED]

When asked how many positions at IOGC require a specialized degree, like engineering or accounting, the answer was 15 to 20%.

[REDACTED] emphasized that the knowledge of the Indigenous culture, the language and the community have to be considered as well as the skills to do the job. [REDACTED] "A university degree does not ensure good management skills if the person in management does not know the community or the culture or how to resolve conflict and does not know how to be respectful."

A review of the Government of Canada Qualification standards for the core public administration group stated that Employer-approved alternatives to Education are permitted for individual classifications and that when used, the employer-approved alternatives **must** be specified on the statement of merit criteria.

*Employer-Approved Alternatives to Post-Secondary Training*²⁰

Unless otherwise stipulated in the specific Qualification Standard, the employer-approved alternatives to graduation with a degree from a recognized post-secondary institution are:

²⁰ www.canada.ca/en/treasury-board-secretariat/services/staffing/qualification-standards/core.html

s.19(1)

s.21(1)(b)

1. A satisfactory score on the Public Service Commission test approved as an alternative to the completion of university; or
2. An acceptable combination of education, training and/or experience.

When asked about this, HR advised consultants, "A hiring manager can choose to add experience or a combination of education and experience. It is up to the manager, not HR." A different person from HR said that there was little that could be done to assist an employee who did not meet the minimum education requirement and said, "The minimum education standard is set by the government occupational group that says you must meet "X" for education". While this may be true for positions with specific technical requirements, there is flexibility in other positions.

The following statements made by [REDACTED] are representative of comments heard throughout the review:

Always need a degree.

I OGC paid for [REDACTED] of them to go and get a degree.

There is no fairness, some people have been in the same position for a really long time. No movement up. We know the job but we don't all have the same level of education. If you don't have a degree, you cannot get promoted.

One [REDACTED] expressed her thoughts surrounding the requirement for a degree:

I think some people who don't have a degree have more knowledge than those with a degree. I think you need both. It is systematically unfair to those who could not afford to go to university or were not allowed the benefit of going to university. Good people with extensive experience are not hired because they don't have a degree.

[REDACTED] made a valid suggestion, "For some positions, there could/should be a degree equivalency i.e. university degree or 10 years' experience. That is just a suggestion, it would have to be discussed to determine experience equivalent."

Consultants realize that there are [REDACTED]

[REDACTED] Resource

Analysis (Petroleum) – [REDACTED] and Information Technology – [REDACTED] However, the concern is not for the specialized positions, but for other non- technical positions where those who do not have a degree would be at a disadvantage.

[REDACTED]

[REDACTED]

Recommendations – Racism, Discrimination, Systemic Discrimination

It is recommended that:

1. [REDACTED]
2. [REDACTED]

[REDACTED]

3.

4.

5.

6.

7.

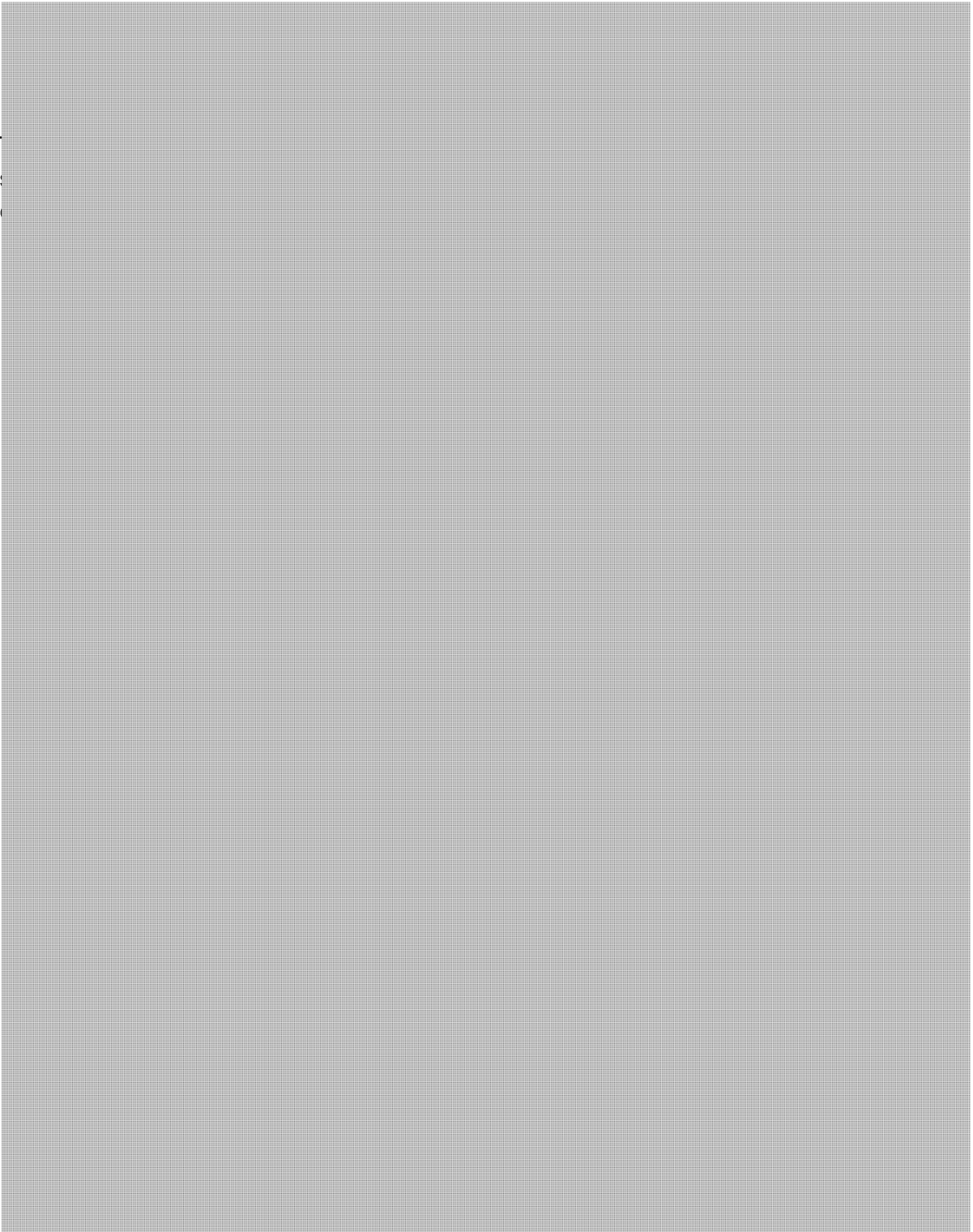
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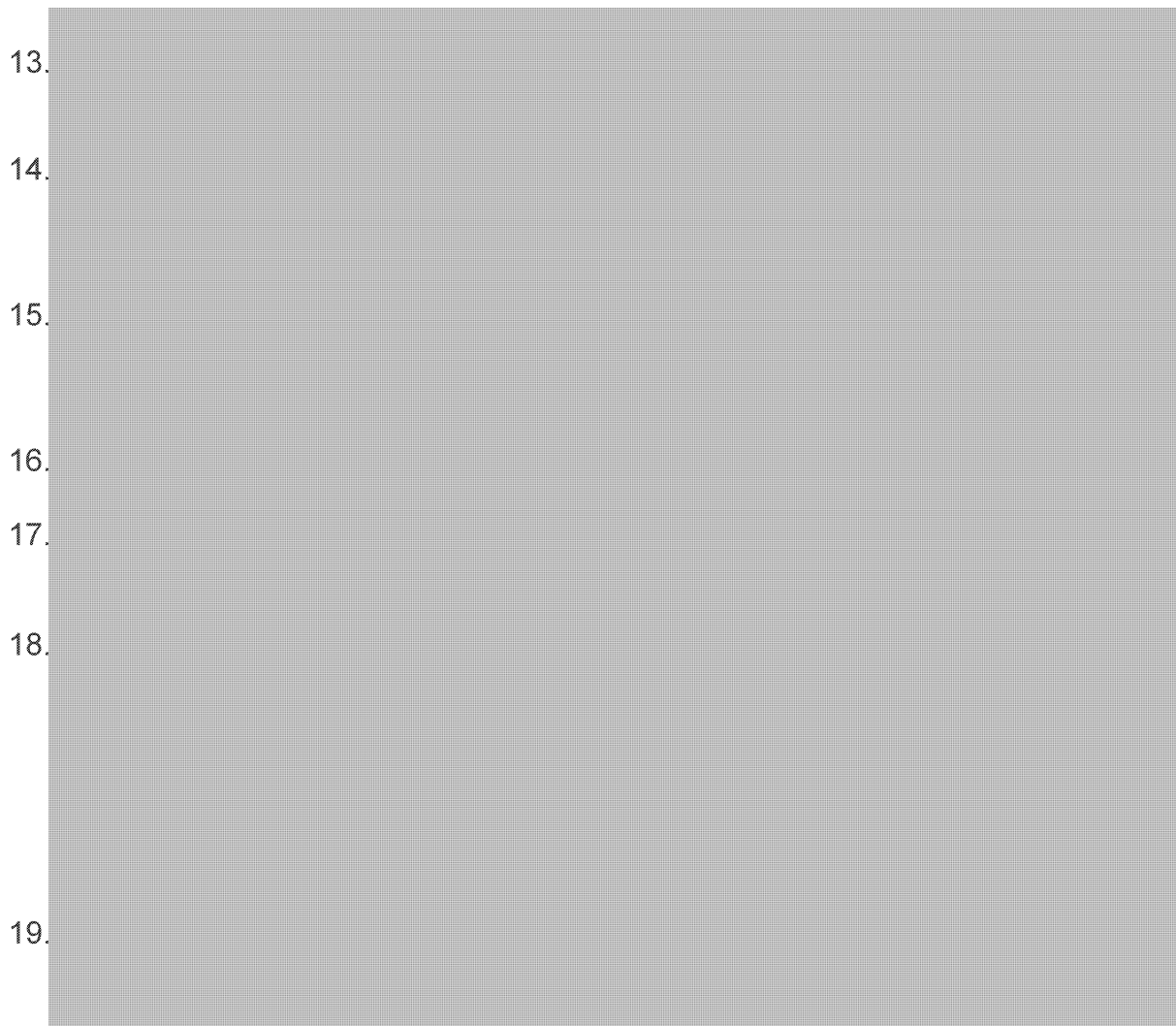
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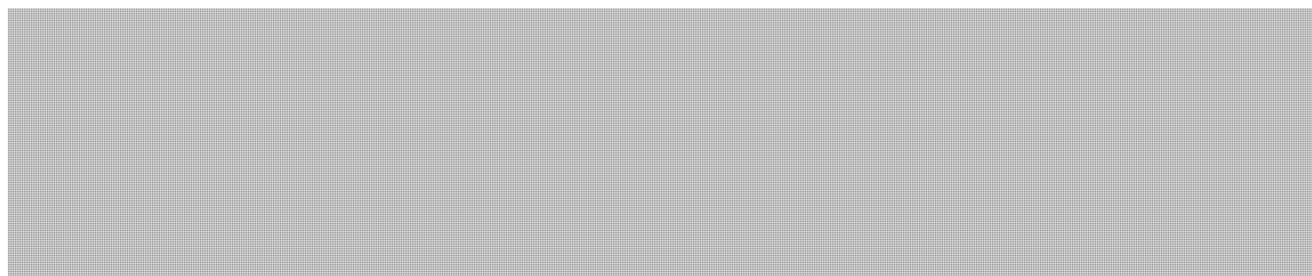




8. Employment Equity

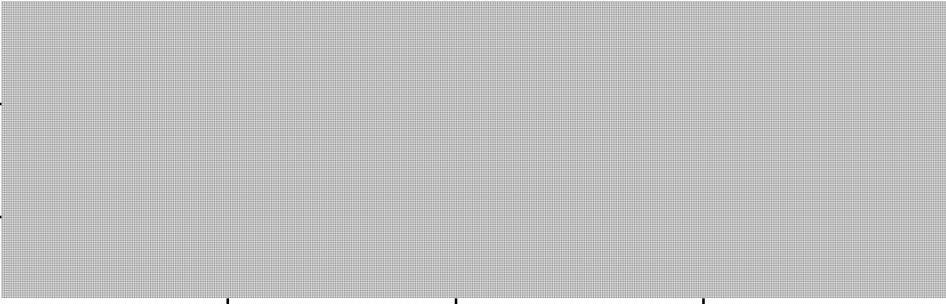
The following is a breakdown of the employment equity data as of November 2021:

Employment Equity Percentages	Labour Market Availability	IOGC Overall	Executive Group (AB 9-14)	Non-Executive Group (AB 1-8)
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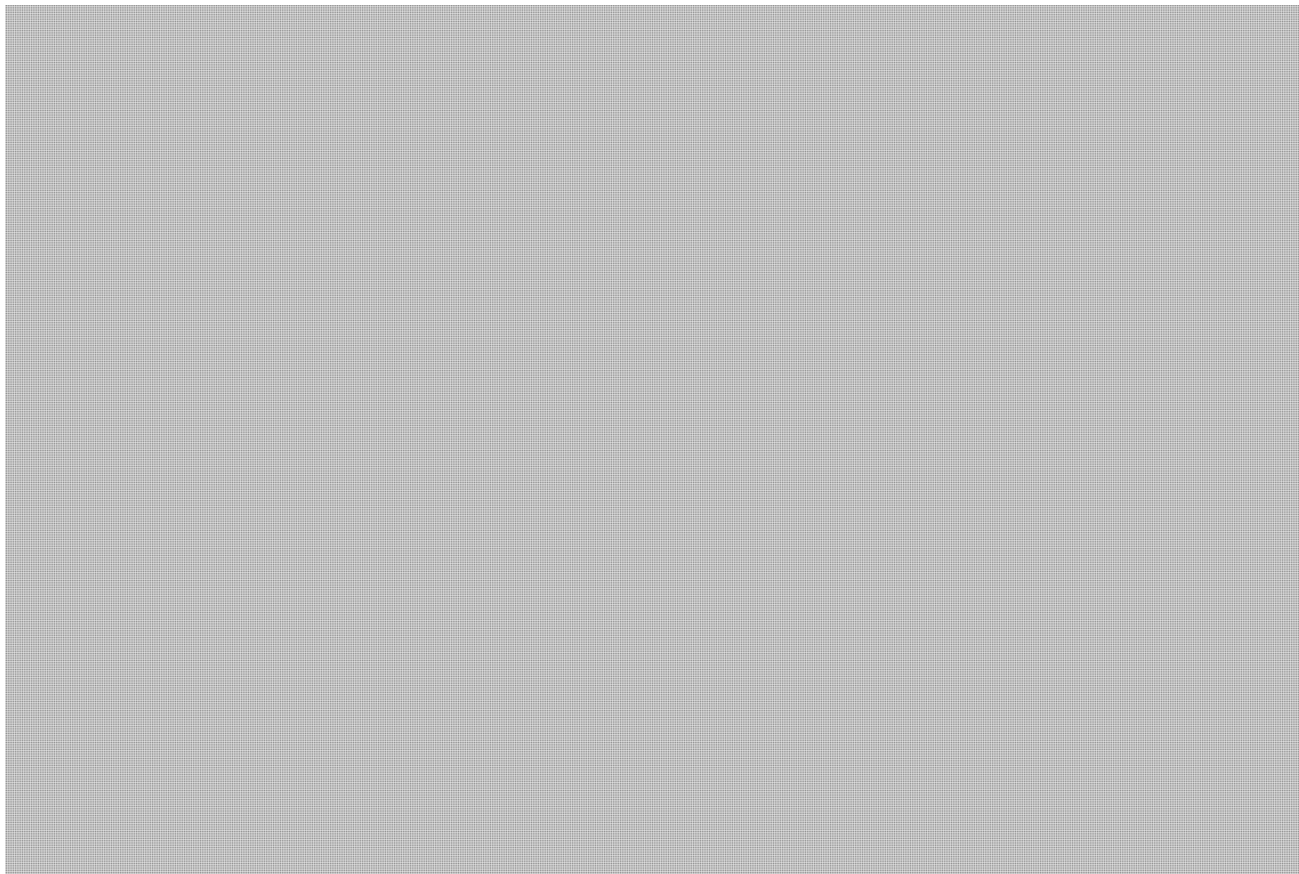
s.19(1)

s.21(1)(b)

Indigenous				
People of Colour				
Women				

According to Human Resources, the classification system is AB 3 to AB 14. IOGC has its own Classification System. Groups 3 to 8 are non-management. They have one set of terms and conditions of employment. Groups 9 to 14 are another contract with terms and conditions of employment. Not necessarily all of these groups are supervisors - it depends on the job (technologist, geologist, senior advisors).

IOGC appears to be proud of their equity figures since the numbers in all categories are higher than National figures for Labour Market Availability.



8.1 Implementing Employment Equity

s.21(1)(a)

s.21(1)(b)

[Redacted]

1. [Redacted]

[Redacted]

2. [Redacted]

3. [Redacted]

Recommendations – Employment Equity

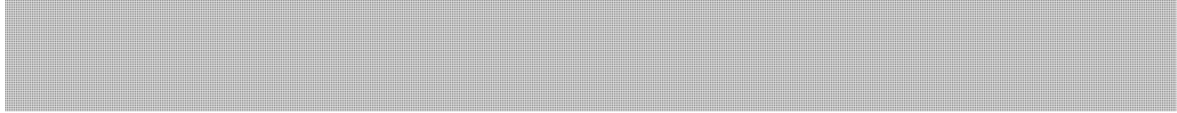
It is recommended that:

1. [Redacted]
2. [Redacted]
3. [Redacted]

s.21(1)(a)

s.21(1)(b)

4.



9. Moving towards Unity and Understanding

I Lost My Talk

I lost my talk

The talk you took away.

When I was a little girl

At Shubenacadie school.

You snatched it away:

I speak like you

I think like you

I create like you

The scrambled ballad, about my word.

Two ways I talk

Both ways I say,

Your way is more powerful.

So gently I offer my hand and ask,

Let me find my talk

So I can teach you about me. By Rita Joe, Mi'kmaq Indian

9.1 The Great Divide

There has developed over the years “The Great Divide” at IOGC which is pitting Indigenous people against Non-Indigenous people. Based on the experience of interviewees, it appears that this has been caused primarily by mismanagement and the confusion both groups feel about their job security, their fear of retribution, the lack of action on complaints and the absence of ongoing positive feedback. That’s where “blaming” starts.

On the other hand, the Organizational Review noted that there were the many positive comments from Indigenous people about their co-workers. They were very aware of the Seven Teachings, particularly kindness, and they try to hold true to that, in spite of what they saw as a dysfunctional workplace. Similarly, Non-Indigenous staff talked about having come to IOGC because of their respect for the culture and their willingness to learn more.

As Rita Joe says in her poems, listen. That is the first step in healing the workplace. Listen and respect other points of view and ways of working. Most staff appear to be willing to listen and to learn.

Any discussion about workplace relationships must include dealing with trauma. The impact of trauma on this workplace cannot be discounted. It is essential to recognize that people in this workplace have experienced trauma. Some people believe that trauma is something that someone should “just get over”. That is not helpful. Trauma exists and managers and co-workers need to validate that and learn how to support people with trauma so they can do their best work and to heal.

Not only are Indigenous people affected by trauma, but other co-workers may also be affected as well. People who have come from countries at war, as many immigrants have experienced, also carry that trauma with them.

Factual information

Trauma in the workplace is a reality today.

For Indigenous people, trauma is partly historical but it is still happening within this generation.

- Indian Residential Schools where languages and cultures were forbidden by Canadian law and policies
- Sixties (60s) Scoop where children were taken away from families and adopted to Non-Indigenous people or placed in Non-Indigenous foster care
- In recent months the bodies of children who never returned home are being found at residential school grounds across Canada causing more anguish and trauma

[REDACTED]

The abusive treatment committed on Indigenous children is still being felt by second, third, and fourth generations. The 60s Scoop children are also with us today. Some of the children are finding their way home and feel displaced. And some children will never find their way home.

The discovery of the unmarked burial sites at Indian Residential Schools, has an effect on all Canadians, but is profound trauma for Indigenous people.

The trauma cannot be ignored. IOGC needs to have culturally appropriate supports, with help from people who understand trauma, and be able to understand individuals who are dealing with trauma. Co-workers and managers also need to understand and deal in a supportive way with people who have been traumatized. Most employees are trying to do their best, but sometimes, a precipitating incident, can remind them of the trauma and they can't cope.

[REDACTED]

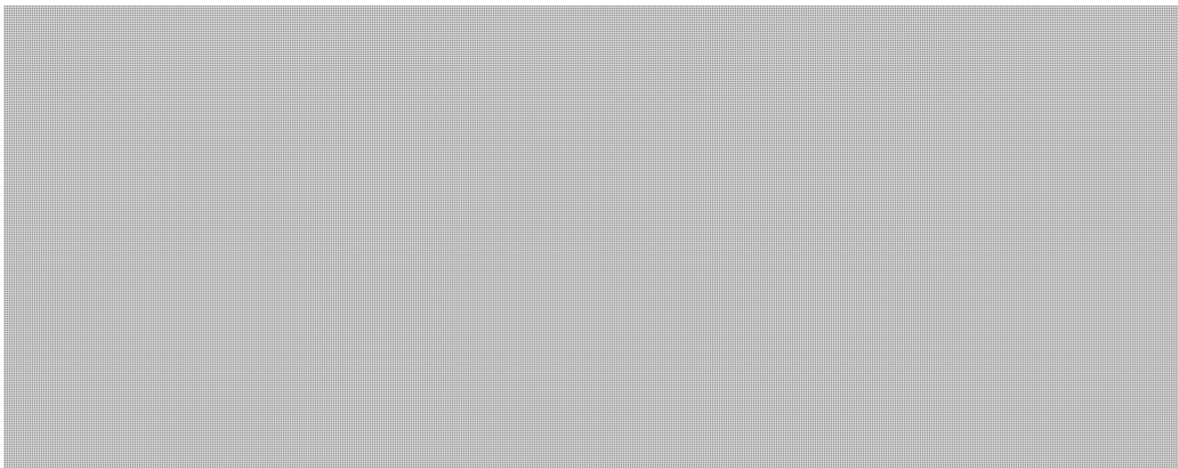
[REDACTED]



Recommendations – The Great Divide

It is recommended that:

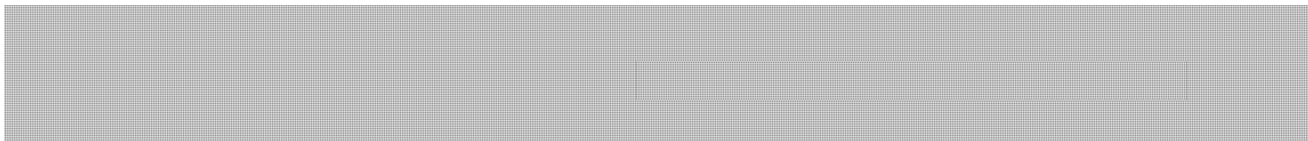
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9.2 Healing the Great Divide

According to many interviewees who have experienced racism, racism does exist at IOGC.

Interviewees who said they had experienced racism were asked “what makes you feel that it’s racist?”, it was difficult for them to articulate.



On the other hand, [redacted] would comment on the actions of [redacted] staff saying, “*They don’t speak up in meetings. Have the nothing to say*”, or “*they talk about dealing with the whole person. What does that mean?*” or, “*They get the work done but they don’t respond well to deadlines.*”

It is the contention of the Consultants, that some of the tension between the groups is an enormous lack of understanding of the different ways of working and different world views. Creating an understanding of the difference may go a long way in resolving the divide.

This basic cultural difference between [redacted] on work is illustrated in the following chart. Seeing and understanding these different world views will be helpful.

**Pages 64 to / à 65
are withheld pursuant to sections
sont retenues en vertu des articles**

19(1), 21(1)(a), 21(1)(b)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

Page 66

**is withheld pursuant to sections
est retenue en vertu des articles**

21(1)(a), 21(1)(b)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

s.19(1)

s.21(1)(a)

s.21(1)(b)

[Redacted]		
[Redacted]	[Redacted]	[Redacted]
[Redacted]		
[Redacted]	[Redacted]	[Redacted]

Prepared for TLS Enterprises by Doris Young and Beverly Suek

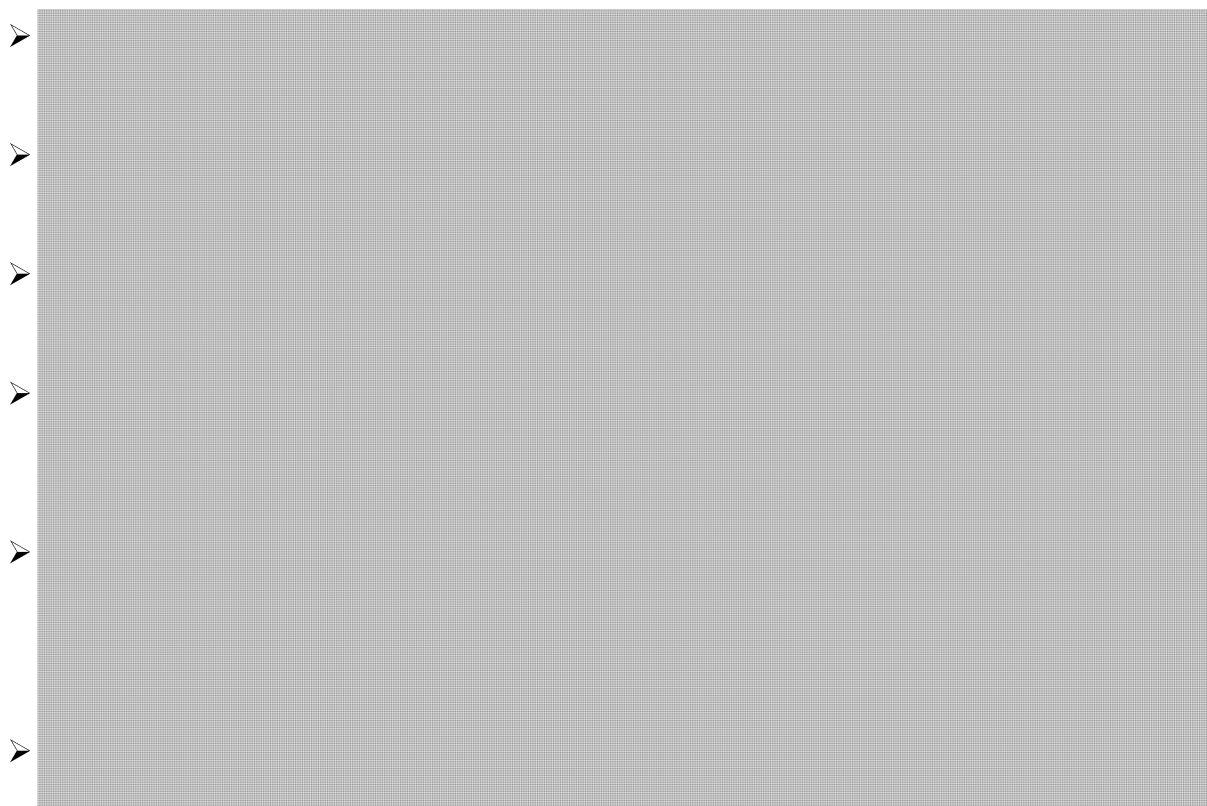
Knowing the different world views at work is essential for a positive and respectful environment. Presently, there is frustration on both sides because of a lack of understanding the differences. There are both [Redacted] who don't know these cultural differences. [Redacted]

[Redacted]

s.19(1)

s.21(1)(a)

s.21(1)(b)



s.21(1)(a)

s.21(1)(b)

Recommendations – Healing the Great Divide

It is recommended that:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.



10. Conclusion

It was evident from talking to 55 people at IOGC and exploring their concerns and their hopes, that all of them want change. While there may be a “great divide” among groups, individually there was a great deal of appreciation of one another as individuals.

Whether [REDACTED] the most common thread was caring about co-workers.

As one person said, and this is reflected in the thoughts of many others:

Learning Indigenous culture is fantastic. I've been in other govt. depts and had none of this. Nothing. I thought I knew, but, I knew nothing. We've had

Indigenous Days, Indigenous teachers, Elders. It's been wonderful, learning the culture and being friends. It's cool.

Yes, IOGC needs a vision of a healthy workplace and good leadership to get them there.

Positive change is a very real possibility with commitment from managers and individual staff, following the seven teachings: *Love, Respect, Humility, Courage, Honesty, Wisdom and Truth.*

People are hopeful that change will happen and the workplace will be healthy and respectful to all.

In memory of Dave Courchene – Nii Gaani Aki Innini (Leading Earth Man) who said:

No matter what race of people we come from, we all desire the same things. We all have the same passion. We want to love. When we nurture the spirit, the spirit will guide us. Spirit is and always will be about guiding humanity to what each of us wants and craves, which is simply to love one another.

INDIGENOUS EMPLOYEE COMMITTEE

REPORT ON ACTION ITEMS

BACKGROUND

Indian Oil and Gas Canada (IOGC) is a Special Operating Agency within Indigenous Services Canada. IOGC is responsible for the management and regulation of oil and gas on designated First Nation lands in Canada. IOGC is comprised of four directorates: Executive, Lease and Royalty Administration, Regulatory Compliance and Planning and Corporate Services.

Recent news articles have raised systemic racism and discrimination issues within Indigenous Services Canada (ISC) and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC). Deputy Ministers from ISC and CIRNAC recognized “that these unacceptable situations exist, and that they are unfortunately all too frequent.” ISC and CIRNAC and IOGC acknowledge that they can do better and are fully supportive of identifying and implementing necessary actions and changes.

IOGC staff are seeking meaningful action and change on diversity and inclusion, violence and harassment prevention, mental health awareness, systemic racism, harassment, bullying, and discrimination.

The Executive Team has said “All of us are responsible for raising our individual and collective awareness and taking an active role in improving our workplace. We know there is more work to do at all levels of our organization, and we encourage you to share your ideas and solution-based feedback with your colleagues, Manager and Director. We are also looking into additional ways to more fully engage you on these issues.”

CURRENT STATE

At the request of the Executive Director, the Indigenous Employee Committee came together and brainstormed a list of issues, grouped them and developed action items. It developed a mandate and terms of reference; it submitted a list of issues to the ADM for the terms of reference as requested; it's had 10 meetings with an average attendance of fourteen people to discuss and summarize the findings of violence and harassment prevention, mental health awareness, systemic racism, harassment, bullying, and discrimination, within IOGC's systems. There are 3 columns of information: The Issue column is the overarching issue, the Comments column is a summary of the conversation on the topic and the Action Items column are some ideas to help remedy the Issue item.

The July 21, 2021 CBC article, [Crown-Indigenous Minister Carolyn Bennett's office is a 'toxic' workplace, ex-staffers claim | CBC News](#), indicates these issues are still relevant and at the forefront.

The following additional information was found and is included for your reference.

s.21(1)(a)

s.21(1)(b)

REFERENCES

UNDRIP, Article 17:

3. Indigenous individuals have the right not to be subjected to any discriminatory conditions of labour and, inter alia, employment or salary.

Many Voices One Mind, 2017:

Indigenous Peoples continue to face barriers to public service employment, despite the rich resources, skills and diversity they can provide. The Deputy Ministers committed to the implementation of the Many Voices One Mind Action Plan.

The Scorecard has five areas of focus.

1. Encourage and support Indigenous People to join the Public Service
2. Address bias, racism, discrimination and harassment, and improve cultural competence in the Public Service
3. Address training, development and career advancement concerns expressed by Indigenous employees
4. Manage Indigenous talent and promote advancement to and within the Executive Group
5. Support, engage and communicate with Indigenous employees and partners

The Scorecards also revealed areas where more work needs to be done, especially supporting career advancement, developmental opportunities for Indigenous talent.

The Scorecards showed minimal internal engagement with Indigenous employees even among departments who reported having an Indigenous employee network.

The Strategic Outcomes:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Indigenous Employee Secretariat, Environmental Scan, 2020:

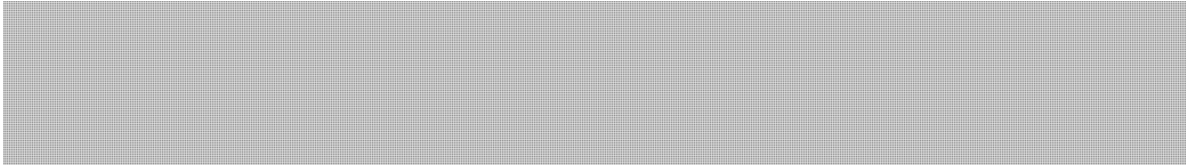
The Indigenous Employee Secretariat (IES) is a shared service between CIRNAC and ISC to support the work done by Indigenous employees and Indigenous employee groups including, the IACs, AENs and CANE in each sector and region. IOGC CANE is mentioned in the scan. The IES serves as an information center through which employees at CIRNAC and ISC can inquire and be referred to those responsible for various Indigenous related-programs, initiatives, and events.

In addition, the IES assists in demonstrating the departments' commitment to reconciliation by building and strengthening relationships with internal and external Indigenous networks and partners and to assist in collaboration with the Corporate Indigenous Workforce Directorate (CIW) in Human Resources in implementing various measures to:

s.21(1)(a)

s.21(1)(b)

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-
-
-



IOGC Management Plan

Human Resources Plan

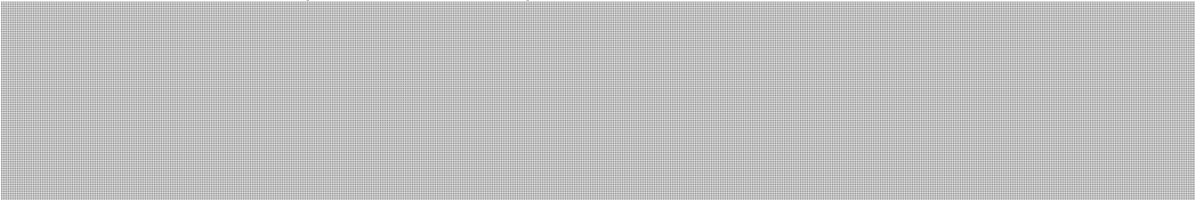
IOGC is committed to ensuring a safe and healthy work environment where all staff are valued and treated with respect, dignity and fairness.

A key focus for IOGC in the coming year will be the proactive investigation and resolution of systemic racism, harassment and/or discrimination claims. Committees will be established to:

- Identify concrete actions required to address employee racism and discrimination concerns,
- Liaise with management and the Executive team on concerns raised
- Identify supports, education, and training needed to provide Indigenous staff with a healthy, safe and respectful workplace

IOGC's Executive and Leadership teams will be responsible for:

-
-
-



Employee capacity building, development, and support will also be a focus in the coming year. Specifically in 2021-22 IOGC will:

-
-
-
-
-
-
-
-



Pink highlights = Exec please review carefully – edits made from June 7, 2021 session

The Human Resources function contributes to the achievement of IOGC's mandate by supporting the provision of the HR services listed below as directed by Senior Management and in accordance with Government of Canada guidelines.

s.21(1)(a)

s.21(1)(b)

- Human resources planning and reporting.
- Staffing.
- Labour relations and workplace well-being.
- Compensation and benefits.
- Training and career development.
- Classification and organizational design.
- Human resources policy development.
- HR Systems and Information Management
- Official languages.

2021-22 Human Resource Related Initiatives

HR is also responsible for activities as directed by the Government of Canada and those in support of ongoing IOGC operations - as such a majority of capacity is dedicated to those requirements. In 2021-22, in addition to the general HR functions listed above, specific activities will include:

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s.21(1)(a)

s.21(1)(b)

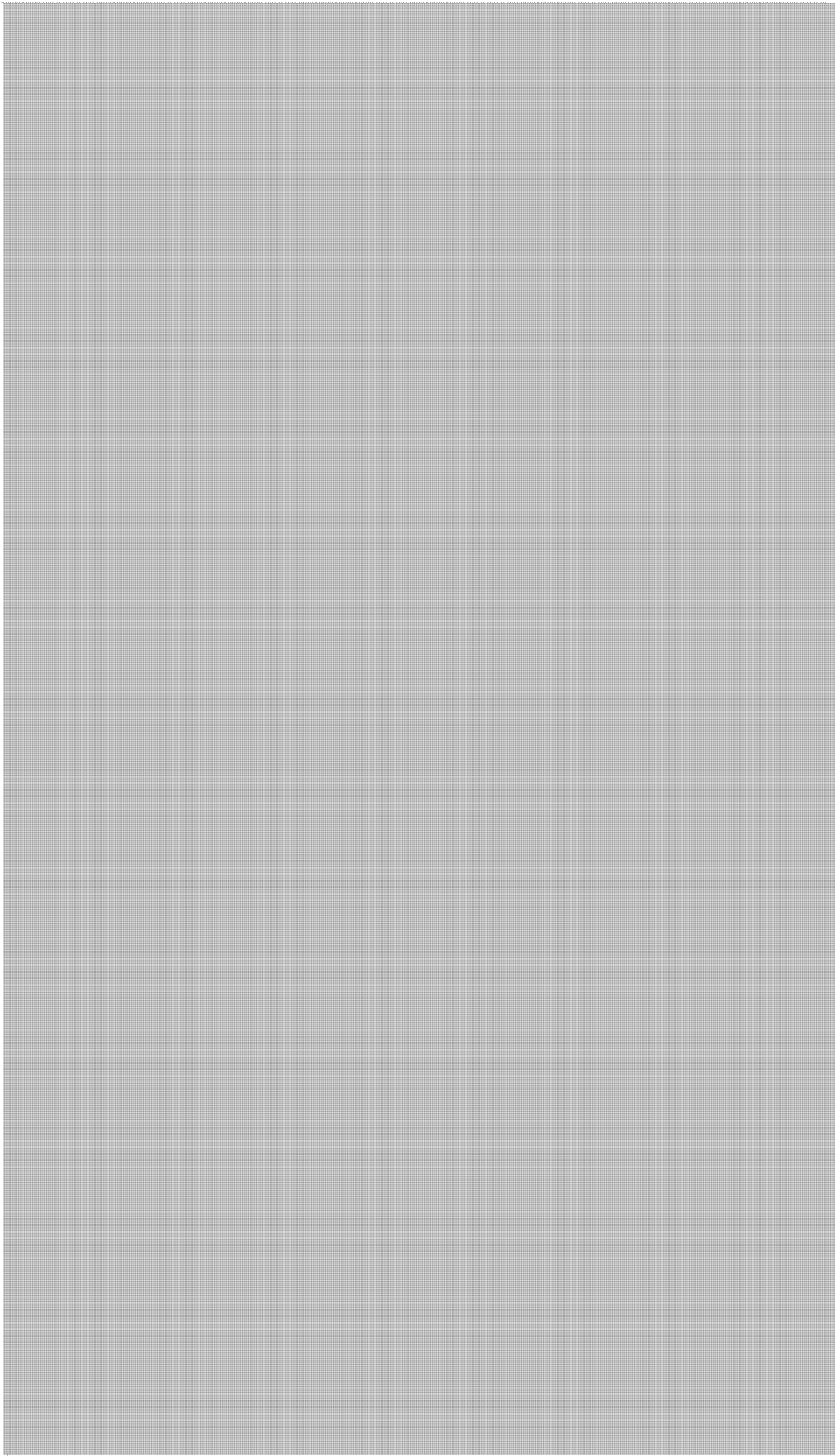
Issue	Comments	Action Items
<p data-bbox="204 239 419 270">ACTION ITEM 1</p> <p data-bbox="204 352 455 554">There needs to be a complaint process which has a prompt response to supervisor/manager bad behaviours.</p>		

s.21(1)(a)

s.21(1)(b)

ACTION ITEM 2

**An Indigenous HR
Liaison is needed.**



s.21(1)(a)

s.21(1)(b)

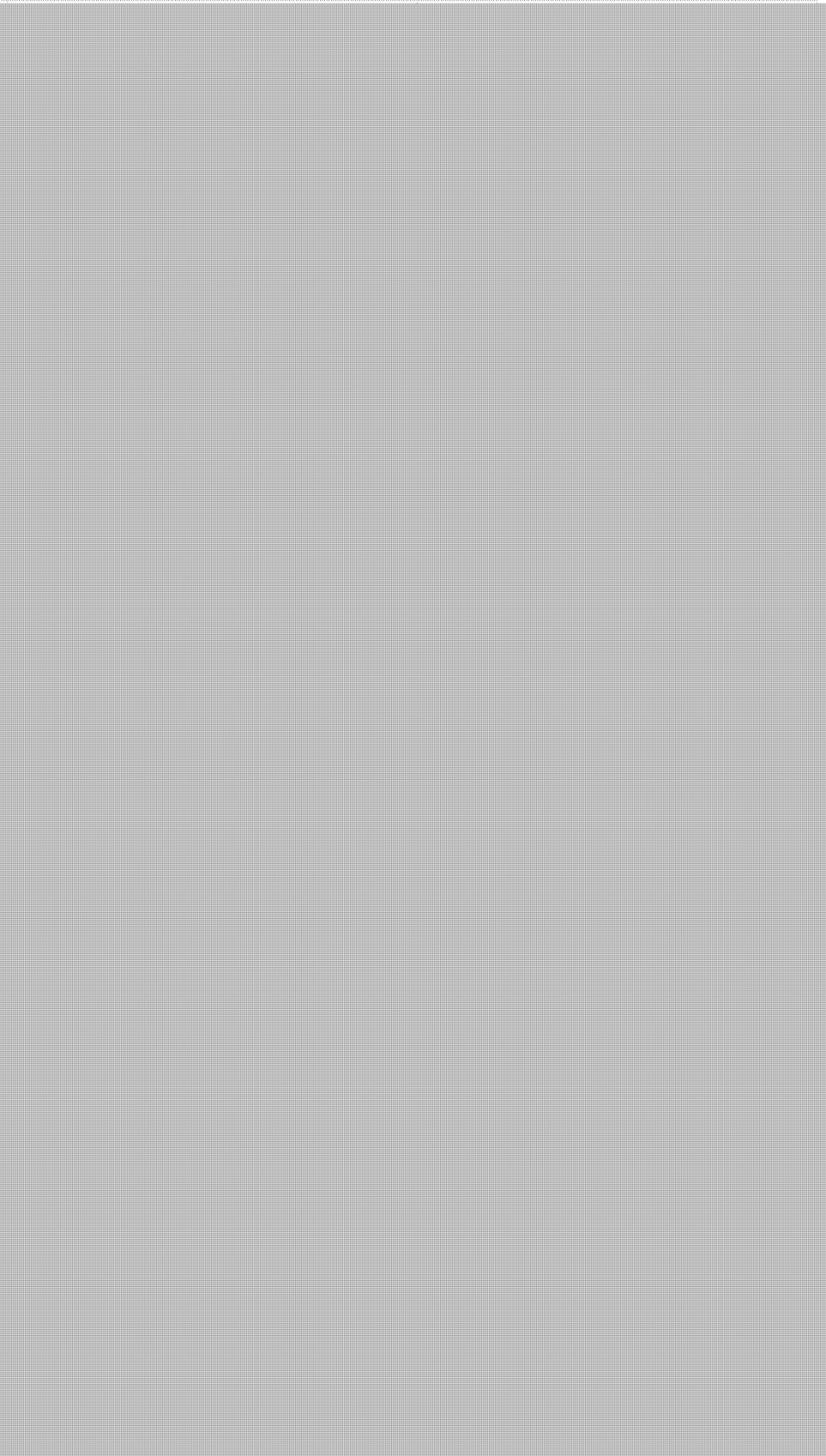
Issue	Comments	Action Items

s.21(1)(a)

s.21(1)(b)

ACTION ITEM 3

**Supervisors/Managers
discretion in learning
plan is a barrier.**



s.21(1)(a)

s.21(1)(b)

ACTION ITEM 4

Control issues with leaders – it is not teaching, coaching or mentoring, there is no respect.

Review of discretion in policies, eg. Banked time, sick leave, mentor policy, work monitoring and reporting.

s.21(1)(a)

s.21(1)(b)

Issue	Comments	Action Items

s.21(1)(a)

s.21(1)(b)

Action Item 5

There is too much supervisor/manager discretion in the classification policy, sick leave, bereavement leave, term employees, making it a toxic work environment.

Need an Elder in Residence.

s.21(1)(a)

s.21(1)(b)

Issue	Comments	Action Items

Appendix B – Questionnaire

(Note: sections or questions marked with a star* are required)

*Stats

Management
Non-management

Random
Self Select
No longer there

Ask if they identify as:

Indigenous
Visible Minority
Non Indigenous or non VM

Ask if they identify as:

Male
Female
Non gender specific

***Section One: Introduction** (ask everyone. To be collated (By indigenous, sex, mgt)

1. What is your present position?
2. How long have you worked for IOGC?
 - Less than a year
 - 1 to 8 years
 - 9 years to 20 years
 - More than 20 years
3. Why did you choose to work for IOGO? Has it working lived up to your expectations? Why or why not?
4. How would you compare working at IOGO to other workplaces you have worked in terms of a respectful workplace?

5. Would you say that in regard to IOGI being a respectful workplace, has it changed over the last ten years? Better or worse? Why or why not?

***Section Two: Questionnaire** (ask everyone. To be collated by admin person. By indigenous, sex, mgt)

6. On a scale of 1 to 10, 1 being the worst and 10 being the best, how would you rate IOGO as a healthy, respectful, and collegial workplace?

a. Respect

b. 1 _____ 5 _____ 10

7. On a scale of 1 to 10, 1 being the worst and 10 being the best, how much do you trust your co-workers to “have your back” and be honest with you.

a. Trust between staff

b. 1 _____ 5 _____ 10

8. This question is similar but about management (middle and senior managers). 1 being the worst and 10 being the best, how much do you trust your managers to “have your back” and be honest with you.

a. Trust between staff and management

b. 1 _____ 5 _____ 10

9. On a scale of 1 to 10, 1 being the worst and 10 being the best Do you believe that there is fairness in how people are hired, promoted or managed?

a. Fairness (no favouritism, cliques)

b. 1 _____ 5 _____ 10

10. On a scale of 1 to 10, 1 being the worst and 10 being the best, do you believe you get the information you need to do your job?

a. Communication

i. 1 _____ 5 _____
_____ 10

Section Three: Discrimination harassment

11. The Code of Ethic states “*Treating all people with respect, dignity and fairness is fundamental to our relationship with the Canadian public and contributes to a safe and healthy work environment that promotes engagement, openness and transparency. The diversity of people and the ideas they generate are the wellspring of our spirit and innovation*”

Is that reality for you or is the reality different from the objective? Yes
No Why or why not?

12. Explain harassment (ongoing negative comments) and discrimination (not getting opportunities because of race?) Have you experienced harassment or discrimination in the last 5 years?

13. Let's focus on harassment. *If a co-worker or manager were harassing you, what would you do?” (Would you deal with it or try and ignore it?)

14. If you decided to complain, what would be the process?

15. Would you have confidence that it would be dealt with and treated seriously?
Why or why not?

16. Would you be concerned about retaliation? From whom?

17. If you have been harassed in the last 5 years, what happened?

18. Were you satisfied with the results? Why or why not?

19. Have you ever witnessed harassment of others? Describe.

20. Did you take any actions? Did anyone?

21. In terms of discrimination, have you applied on a competition for which you felt qualified, and not been successful? What happened?

22. Do you believe it was in any way related to your race or gender?

23. Explain systemic racism. In terms of the overall organization and how it works, do you think there is systemic racism? Why?

Section Four: Racism

24. What does the term racism mean to you?
25. Have you experienced racism?
26. If yes, what happened. What was the impact on you?
27. Did it impact your work? In what ways?
28. Can you share concerns relating to racism with a person in authority? If no, why not?
29. How are matters relating to discrimination resolved
30. In terms of hiring and promotions, are the experience and knowledge of Indigenous people, who may not have university degrees but have other experience and knowledge, taken into consideration as bona fide qualifications? Describe what?
31. Do you think knowledge of Aboriginal cultures, including language and community is an important consideration?
32. Are you aware of the recommendations from the Truth and Reconciliation? If yes, do you see them being incorporated into IOGC? How?
33. We understand there is an Indigenous committee. Is it effective? Why or why not?
34. What power do they have?
35. Are you aware of Healing Circles? Have you participated? How effective are the Healing Circles?
36. Are these done on a regular basis? How frequently? Are they open to all staff? Do all staff attend?
37. Does management or HR attend? How do you feel about that?
38. Do you believe that organization is culturally sensitive in relation to the Indigenous culture? In what way?

39. What measures would you like to see to enhance cultural sensitivity?

Section Five: Sex/Gender

40. Explain systemic discrimination. In terms of the overall organization and how it works, do you think there is systemic discrimination based on gender? Why?

41. What measures would you like to see to enhance understanding of gender differences, harassment and discrimination?

Section Six: dispute resolution

42. How do you think people usually work out their differences? (They ignore it, work it out directly, lobby others, go to a manager?)

43. If you had a conflict with a co-worker, what would you do?

44. If you had a conflict with your manager, what would you do?

45. Is there an internal process for handling differences between people? What?

46. Is it effective? Would you use it? Why or why not?

47. Do you have any ideas on how to improve the way conflict is handled at IOGC?

Section Seven: Human Resources Policies and Practices

48. In general, do you believe recruitment and promotion is fair and equitable? Why or why not?

49. Do you believe the process for selecting acting assignments is fair? If not, why not? What specific concerns do you have?

50. Are there policies or procedures that you believe work against fairness?

51. Are training or developmental opportunities available and open to all? (We have been told you can only get training that relates to your existing job, not for development. Explore)

52. Are all staff given an opportunity for promotional assignments i.e. acting?

53. What recourses are available to employees not selected for an opportunity?

54. Do you believe HR is aware of the cultural needs of Indigenous employees and the Indigenous ways should be learned and respected? Please comment

Section Eight: Trust

55. Do you trust HR? Why or why not?

56. How have your dealings with HR been? Positive, negative? If negative, why was that?

57. Do you believe that HR is there to be helpful to staff or just to management? Why?

58. Why would you like to see change?

59. Do you trust Management? Why or why not?

60. Why would you like to see change?

61. How would you describe the relationship amongst employees? Is there trust?

Section Nine: leadership

62. Do you feel confident in the leadership in terms of having a clear direction for IOGC and communicating that to staff? Why or why not?

63. Do senior managers make people feel valued and respected? If not, why not?

64. Do middle managers or supervisors make people feel valued and respected? If not, why not?

65. Do you believe that managers have the skills to effectively manage people at IOGC?

66. Would you say that decision making is consultative (involving people in the decisions that affect them) or authoritarian (making decisions without consultation)? Why?

***Section Ten – Enhance Positives (ask everyone)**

67. *What are the three most difficult aspects of working at IOGC? (Get more detail)

68. *What are the three best things about working here? (Detail)

69. *If you were in charge and had a big budget, what would you do to improve the working relationships at IOGC?