



Tip Sheet for Change Leaders

How do I get started?

- Ensure that you are clear on *your* role in Aboriginal relations. Is it a direct or indirect role, and how will you tell others about how you came to understand this? What is important to you about the public service working respectfully and effectively with Aboriginal people¹? Why is it important (to you, your branch, and your ministry)?
- Write down all the questions you had, or still have, about these competencies, and challenge yourself to find the answers. (Save the questions and solutions for others new to the competencies.)
- Continue to educate yourself until you feel very familiar with the competencies, the implementation guide, the quick guide, and their location on MyHR. Offer to give a tour to someone.
- With the support of your supervisor, incorporate competencies into your MyPerformance conversations and profile. Add them to your work goals (the goal is the “what” and the competency is “how you will do it”). Add them to your learning and development goals. Carve out a challenge for yourself for the year, stretch to achieve, and share your experience with others as you go. Become a [Credible Champion](#) and then develop other Credible Champions.
- Continually seek learning and teaching opportunities for yourself and others. Look for ways to learn directly from Aboriginal people and ways that you can contribute to the relationship building. If you are unsure about how to get started, talk with someone who can help, or volunteer for an Aboriginal community event. Demonstrate the competencies!
- Stay in touch with the spirit and story of the Aboriginal relations behavioural competencies development and consider your actions from the place of honouring the many contributors of wisdom and knowledge. Find your place in the story and take it forward as you go. Bring others into the story and help them name their place in it.

Your implementation team knows the business of your ministry and what will be important when designing an implementation strategy. This tip sheet offers some ideas that may be useful.

¹ “We recognize and honour that British Columbia’s Aboriginal population is distinct and diverse. Acknowledgement of this diversity is embedded in the phrase “Aboriginal people.” When used in the competencies and supporting materials, this phrase honours all First Nations, Inuit and Métis peoples of British Columbia. It encompasses individuals, communities, bands, nations, organizations and urban populations.”

Aboriginal Relations Behavioural Competencies *Implementation*

- Become familiar with the [Aboriginal Relations Resource Centre \(ARRC\) Intranet site](#) and refer others to the site.
- Join the [online conversation around implementing competencies](#). Access this forum to connect across the public service and maintain momentum. Offer your experiences and resources, and ask others for theirs. Test some of your ideas in this forum and ask for feedback.



What's the best approach for bringing the Aboriginal relations behavioural competencies into your work unit, branch, division, and/or ministry?

There is no one best approach. You and your implementation team understand the business of your ministry, the timing of events, changes and/or deliverables, and so on, that need to be considered in any implementation strategy. Following are some possibilities and only you and the team know which, if any, will work for your ministry.

- Organize an implementation team and begin or continue the conversation. Use the [Team Planning Worksheet](#) if useful. Read all of the ideas listed here to spur the team's creativity.
- Consider joining with your Aboriginal customers and clients to determine your strategy. In this way you are modeling the behaviours, the intention and the actions of the competencies and can share this example with others.
- You and your team may decide to start from the ground up, by educating and then using these competencies within a work unit or branch, refining your approach and practice, and finally showcasing the results to another branch.
- The team may decide to "go big or go home." Again, you and the team have the expertise within your ministry to determine where to focus your attention, be it in policy development, workforce planning, operational procedures or other. Ensure Executive engagement and support for everything you do. You may also look for cross-ministry opportunities.
- In the meantime, add the Aboriginal Relations Resource Centre (ARRC) resource link to your ministry intranet, and possibly the Aboriginal relations behavioural competencies separately – especially if you are engaged in launching your implementation strategy.

*Change comes from gentle pressure,
persistently applied.*

- Unknown



What are some ideas for working at a higher level, with a broad scope?

The following ideas are just that: ideas. You may use one of them, several, or none. If you find some that have potential within your ministry, you may want to start there. Engage your Executive in identifying actions. Look for “quick wins” to inspire the team and the ministry to continue to move forward.

- Submit a proposal to add implementation of the Aboriginal relations behavioural competencies to the branch, division, and ministry annual work plans.
- Propose a best practice to use the competencies with all projects (included in the project initiation document and the formal project plan). Add to team charters and agreements.
- Incorporate into terms of reference for councils and committees.
- Engage cross-ministry committees as champions and change leaders.
- Look for unusual or unique opportunities to partner with others around implementing competencies.
- Look for opportunities to incorporate into existing policies, programs and practices, or delegations of authority.
- Show the benefits of employee demonstration of Aboriginal relations behavioural competencies. Link to relationships, results, health and wellness, professional development, and other issues of importance to your ministry.
- Engage your community(s) of practice and professional groups (e.g. Strategic HR Council) in learning about these competencies and their implementation.
- Educate and engage widely and challenge others to do the same. Promote the implementation guide as the foundation for understanding why we have behavioural competencies for Aboriginal relations.
- When “transformation” comes to your ministry, look for opportunities within the changes. Anytime and anywhere there is change, opportunity exists.

You just do it one step at a time.

- Marian Wright Edelman

- Engage every employee new to the ministry around the competencies, in their official orientation.
- If you are contracting or delegating services outside of the public service, incorporate Aboriginal relations behavioural competencies into the request for proposal or other contracting documents. Make demonstration of competencies a requirement and ask them to describe where and how they demonstrate them.
- Add to your service list by making others aware of the competencies resource and note this as a customer service achievement for your ministry.
- Share the resource with those with whom you work outside of the public service:
 - Private sector and non-profit businesses with whom you work, who also work with Aboriginal people
 - Crown corporations and agencies
 - Institutions of education and higher education
 - Aboriginal organizations
 - Government of Canada partners
- Work with external communications departments to let the public know that your ministry is immersed in increasing ability to work respectfully, knowledgeably and effectively with Aboriginal people in BC (perhaps put this news on your ministry's external website).



How do I educate and/or train others in my ministry so that together we all can help staff and supervisors use the Aboriginal relations behavioural competencies?

Again, there is no one right answer. Educating and engaging others will be part of your implementation strategy, and will probably be connected to other variables, like whether your strategy is based both on informal and formal learning opportunities².

- These questions may be of use as you decide how to proceed:
 - What concrete results do you expect from engagement gatherings around the competencies? What are the learning outcomes?
 - Who is your target group? What is their work? What is their perspective? What is the benefit to them? What is the benefit to those they serve? What is the minimum they need to know in order to implement?
 - What is the best means for engaging them and creating a motivating environment? How will you bring the competencies' information to them? Who are the best people to bring that information? What can you do to signal to the group that this is different from regular "training"?
 - What do you want them to say about the experience? What will support their continued engagement?
- Consider how you were educated and engaged around the competencies. What worked and how do you want to bring it to your engagement gatherings and what could you tweak to improve effectiveness?
- Explore possible learning resources. One resource is the "Putting Your Learning to Work at Work" facilitation playbook, available from the BC Public Service Agency's Learning Centre, <http://thelearningcentre.gov.bc.ca/Shared%20Documents/documents/PrintPlaybook.pdf>

² [Recognize] that not everyone learns the same way and has different time pressures, commitments and different access to learning....[Support and promote] formal and informal learning, different delivery models (classroom, face-to-face, e-learning, videoconference, podcasts and blended formats that combine the different modes) and informal learning opportunities such as internships, mentorship, job shadowing and temporary assignments (Adapted from *Developing the Best: A Corporate Learning Strategy for the BC Public Service*, pg.13, BC Public Service Agency, accessed from @Work <https://www.gov.bc.ca/sites/default/files/pdf/LearningStrategy2011.pdf>).



My ministry doesn't directly work with Aboriginal people. How can I help those in the ministry to recognize that we still have a role in Aboriginal relations and therefore would benefit from implementing some of these competencies?

- How did *you* come to the understanding that Aboriginal relations are all of our responsibility in the BC Public Service? Or maybe you are not entirely there yet. What do you need to learn or do in order to lead from where you are? What will you tell others about your experience of coming to that understanding? How can you use it to engage and motivate others?
- Consider the business of your ministry. It's probable that at least some employees work directly with, or can identify how their work impacts Aboriginal people (e.g. contract management, policy development). Finding them may require you to think beyond your work unit, etc. and to really dig in to the functions of your ministry.
- If your work area provides services within the public service, ask who you serve: there may only be one degree of separation between your work and its impact upon Aboriginal people in BC. For instance, a corporate services division provides services internally, and quite likely to employees who work directly with, or whose work affects Aboriginal people. Part of providing the best possible experience to "internal customers" is understanding their experience and supporting them knowledgeably. Therefore, implementation of the [four suggested competencies](#)³ for all employees in the division makes good business sense and demonstrates excellence in customer service.
- If you are approaching implementation from a culture change perspective within your ministry, then you may want to make the case for every employee to have a basic understanding and competency in Aboriginal relations. Again, the four suggested competencies can assist you in organizing around a culture change.

³ [Self-Discovery and Awareness](#); [Sustained Learning and Development](#), [Cultural Agility](#), [Change Leadership](#)

Natsa'maht
*Working with
one heart and
one mind*

Organize a learning gathering

Develop credible champions

Add the ARRC and/or competencies link to ministry intranet

Promote sharing and learning in online group formats

Organize an implementation team

Tap into your own self-discovery, awareness and learning

Use MyPerformance, our approach to performance management

Policy Aboriginal communities Executive champions and leaders
Cross-ministry strategies Culture change Operational procedure Budget

**Aboriginal Relations Competencies
Implementation Strategy Tree**