

**STRATEGIC ORIENTATION Interpretive Guide**

**STRATEGIC ORIENTATION** is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous people in a way that meets the collective public interest. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.

**BEFORE AND DURING THE INTERVIEW**

- Review both “ready” and “not ready” behaviours. See the Indigenous Relations Behavioural Competency dictionary for the entire list. Select behaviours critical to success. The candidate may demonstrate other valid “ready” and/or “not ready” behaviours not listed.
- Avoid listening only for key words. Listen to the full story, depth, and quality of the example, and consider everything you hear, see, and notice during the interview.

**AFTER THE INTERVIEW**

- Did they demonstrate openness and curiosity when providing examples?
- Did the candidate show their understanding and competence at the required readiness level?
- If the candidate does not have direct experience working with Indigenous people, are the thinking, attitude, and behaviours demonstrated translatable to working effectively with Indigenous people? Imagine the candidate actually carrying out the duties of the position and interacting with (and/or supporting) Indigenous people, communities, governments and organizations. When you listen to what the candidate is telling you, does it give you confidence the candidate will work with the respect needed to be ready?
- Use the Interpretive Wheel to evaluate the response and assign a numerical score.

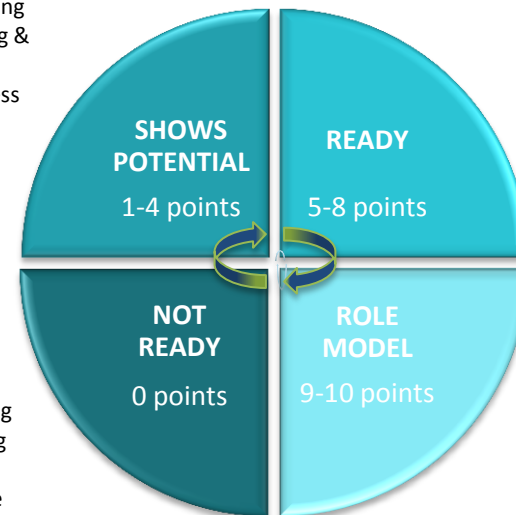
***DID the candidate demonstrate...?***

| Some examples of <b>READY</b> thinking, approach, and behaviours                                                                                         | Some examples of <b>NOT READY</b> thinking, approach, and behaviours                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <i>Understands how the goal of Indigenous self-determination influences the work</i>                                                                     | <i>Exhibits little or no understanding of how the goal of Indigenous self-determination drives the work</i> |
| <i>Initiates deep Indigenous engagement in a collaborative and culturally respectful way to determine long-term issues, opportunities, and direction</i> | <i>Is in a hurry to act on a "good enough" solution without considering the impact over the long term</i>   |
| <i>Learns how success looks for Indigenous people and derives motivation from that understanding</i>                                                     | <i>Prioritizes goals of the public service without considering Indigenous self-determination goals</i>      |
| <i>Considers Indigenous interests and issues in the greater context of all citizens and all communities</i>                                              | <i>Makes strategic decisions without full engagement of Indigenous people</i>                               |
| <i>Seeks new ways to include and integrate Indigenous interests into a larger context</i>                                                                | <i>Dismisses old knowledge and uses only current information</i>                                            |
| <i>Looks for and leverages links and commonalities between the goals of the public service and those of Indigenous people</i>                            | <i>Designs strategies based on current political climate that may not be sustainable</i>                    |
| <i>Other:</i>                                                                                                                                            | <i>Other:</i>                                                                                               |

Some **READY** behaviours  
 Partial understanding of required thinking & behaviours  
 Attitude of openness & curiosity  
 Could be effective with development support

Mostly **NOT READY** behaviours  
 At this time:  
 Lacks understanding of required thinking & behaviours  
 Little or no attitude of openness & curiosity

**INTERPRETIVE WHEEL**



**READY** behaviours only  
 Adequate understanding of required thinking & behaviours  
 Attitude of openness & curiosity

**READY** behaviours only  
 Advanced understanding of required thinking & behaviours  
 Demonstrates and encourages openness & curiosity in others  
 Presents as a credible champion