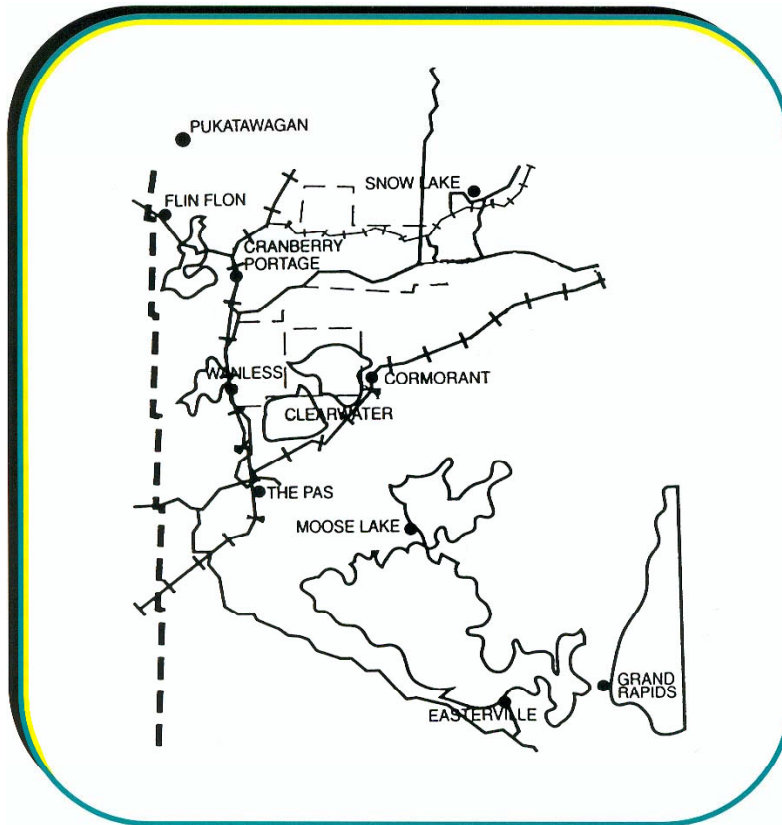


NOR-MAN Regional Health Authority

Representative Workforce Program

2004 - 2006

(Up-dated June 2005)



Acknowledgements

We thank the groups involved in making this program a success:

- Aboriginal and Northern Affairs
- Manitoba Advanced Education & Training
(Employment & Training Services Branch)

**NOR-MAN Regional Health Authority
Representative Workforce Program**

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NOR-MAN Regional Health Authority Representative Workforce Program

Executive Summary

The Representative Workforce Program (RWP) is the result of an agreement between NOR-MAN Regional Health Authority (NRHA), Aboriginal and Northern Affairs, and Manitoba Advanced Education & Training (Employment & Training Services Branch) that will facilitate the participation of Northerners into healthcare occupations, with the ultimate goal of developing recruitment strategies and programming to create a representative labour force.

An Aboriginal Strategist was hired for a one-year term to develop strategies to initiate the program and develop a document with guidelines that NRHA would continue to follow to achieve the goals that were agreed to by all parties involved. This document is viewed as a guideline, and as such, additions and changes may be initiated for the betterment of the program.

The commitment of the NRHA is to strengthen its Aboriginal partnerships and provide leadership in the Human Resource sector by identifying and supporting a representative workforce. A rapidly increasing Aboriginal labour force offers excellent opportunity to recruit qualified Aboriginal employees at all levels.

Community meetings and presentations with Aboriginal organizations provided the opportunity for sharing ideas, establishing partnerships, and making recommendations to have this program succeed.

The ambassadors of the RWP are the managers of the Health Authority. They drive the plan by creating dialog with staff and ensuring that it reflects the overall direction of the program. The RWP will require the commitment and resources of the NRHA's executive management team and all other levels of staff, union leaders, partners, and community organizations to succeed in the delivery of this program.

Partnerships will require the establishment of a relationship involving close coordination and cooperation between the parties having individual and joint rights, responsibilities, and authorities in an environment that reflects and fosters fairness and equity, mutual respect and dignity, open communication, and trust.

The parties agree to work with the Aboriginal community, unions, and employees to develop culturally appropriate programs, employment and career development, linkages to the local Aboriginal labour force, employment opportunities, business development initiatives which may generate opportunities for Aboriginal employment, and develop an action plan with short and long term strategies.

NRHA Aboriginal Definitions

For the purpose of this document, NRHA has defined the term “Aboriginal” person as follows:

Aboriginal Peoples

Aboriginal peoples are defined as First Nations, Métis and Inuit.

Indian

This term was used by explorer Christopher Columbus to describe the first people of this country. Columbus thought he found India so he called the inhabitants “Indians”. The *Indian Act* utilizes “Indian” to describe the original inhabitants of Canada.

Treaty Indian

An Indian person is one who is a descendant of family members who signed treaty with the British Monarchy and/or receives annuities from the Canadian government. Treaty Indians are registered as Indians under *The Indian Act*. Generally, all Treaty Indians are Status Indians, but Status is not necessarily Treaty.

Status Indians: Persons of Aboriginal blood/ancestry who are registered as Indians in the Indian Register maintained by the federal government according to *The Indian Act*. Each status Indian is affiliated with an Indian Band. A status Indian (First Nations) is registered with the federal Department of Indian and Northern Affairs and is therefore more easily identified. All registered Indians have special rights and privileges under *The Indian Act* and Constitution of Canada.

Non-status Indians

Indian people or those who are descendants of Indian people, who have lost the right to be registered as Indians defined by The Indian Act, but who identify with the Indian community culturally and/or linguistically. Individuals, families, and bands may have missed the treaty signing process for various reasons that included absences in their particular region to hunting seasons, migration, or any other reason which kept them away at that particular time in history. Also someone who may have lost status due to enfranchisement or the old marriage provisions under *The Indian Act*, 1976.

Métis

People who have Aboriginal blood/ancestry, those who self-identify as Métis and those who are recognized by the Métis Nations. People of a mixed North American Indian and European ancestry. No true definition. Could also be descendents of people from the Red River area.

Inuit

Aboriginal inhabitants of Northern Canada, Northern Quebec, and Labrador. The federal government’s power to make laws with respect to Indians, and lands reserved for Indians, were interpreted to extend to the Inuit by the Supreme Court of Canada in 1939. The Inuit; however,

are not covered by The Indian Act, and only the Inuit in Northern Quebec and Labrador receive services. The term “Eskimo” is not longer used to describe the Aboriginal peoples of the Canadian north. It is an Algonkian term used by the Dene to describe their traditional enemies, whom they fought over hunting territories and means “eaters of raw meat”. The INUIT have always referred to themselves as Inuit, “The People”.

Native

A generic term used to describe people of Indian or Inuit ancestry including Treaty, Non-status, and Métis people. Many Indians prefer not to be called “Native”.

First Nations

The term used by the original inhabitants of this country to describe themselves and with whom treaties were signed.

Indigenous

People who occupied a region at the time of its contact with colonial powers of the outside world. Born to or produced naturally in a land or region.

•Section 1

Vision, Purpose, Goals And Objectives

I Vision, Purpose, Goals and Objectives

I.1.1 Vision

“To provide a workforce that is representative of the population in the communities we serve”

I.1.2 Purpose

To increase the over-all awareness of diversities of Aboriginal people, through cross-culture training for all the staff within NOR-MAN Regional Health Authority. This plan will be used by the NOR-MAN Regional Health Authority and will complement the five-year strategic HR business plan.

I.1.3 Overall Purpose

The purpose of the Representative Workforce Program is to provide guidance for the Executive Directors, Managers, and Staff of the NOR-MAN Regional Health Authority to understand the benefits of a representative labour force.

The Program will identify components targeted for each of the major categories of Aboriginal inclusion. Taking into account the present level of staffing, vacancies from the workforce due to retirement, resignation and other causes, and entry into the workforce from training programs and other sources, the plan will indicate how the cross-cultural training may be implemented. The Program will also provide some indication of the future costs of developing this Representative Workforce Initiative.

It is essential that this planning document be seen as a flexible plan, that is regularly and systematically reviewed and up-dated in light of any relevant changes that have occurred or seem probable to occur. These changes may be related to such determinants as developments in government policy regarding health or health service personnel, changes in Manitoba’s economic or social situation, demographic factors, and/or changes within the health care delivery system. This list is by no means exhaustive.

I.1.4 Goals

The tri-party partners of this program agreed to a set of goals to be used as a guideline to establish this program. These goals are listed below and again in Table 2, page 31 along with goal accomplishments and recommendations. The partners agree to work with the Aboriginal community, unions, and employees to develop these goals:

Goal 1

- Programs to increase awareness and understanding of Aboriginal culture in the current health care workforce.

Goal 2

- Aboriginal employment and career development. Create a workforce that is better equipped to respond to a growing Aboriginal clientele; provide meaningful opportunities for Aboriginal people to participate in the workforce and community.

Goal 3

- Linkages to the Aboriginal labour force.

Goal 4

- Programs to promote employment opportunities for Aboriginal people.

Goal 5

- Initiatives of mutual benefit designed to meet the goals of the WRP.

Goal 6

- Develop an action plan indicating both short and long-term strategies. Included in this are:
 - Monitoring progress of the agreement
 - Evaluating results of the agreement

1.1.5 Objectives

- To enhance the capacity of NRHA to become competent in hiring Aboriginal professionals. RWP is essential to NRHA corporate values and will be measured on ~~how management supports and integrates this initiative~~. evidence-based documentation of a representative workforce.

By no means does this document cover all the Human Resource areas necessary to implement a program of this magnitude. It can be viewed as a flexible program built to be revised, reviewed, and renewed, as necessary in accordance with the five-year Human Resources Plan.

- To provide a framework for consistent decision-making regarding a representative workforce.
- To identify where resources may be required.
- To identify needs for external assistance with cross-cultural facilitation and provide on-going education to all staff.

1.2 Collaboration, Linkages and Partnerships

1.2.1 NOR-MAN Regional Health Authority

The NOR-MAN Regional Health Authority was established in 1997 under the provisions of the Regional Health Authorities and Consequential Amendments Act (Bill 49). As the primary provider of health services for the NOR-MAN region, the NRHA delivers a range of services to approximately 30,578 people. In addition to the Manitoba-based population, approximately

7,000 north-eastern Saskatchewan residents have access to acute, ambulatory, diagnostic and emergency care services in Flin Flon.

1.2.2 Planning

The current *Strategic Plan 2001-2006* provides the framework for the development of annual program budgets and activity plans for NOR-MAN Regional Health Authority. The content of the *Strategic Plan* has been taken into account in the development of this workforce plan, but the workforce plan covers a considerably longer time span.

1.2.3 Community Health Needs Assessment Report 2004

A comprehensive Community Health Needs Assessment (CHNA) has been undertaken for the region. The goal of this project was to provide a solid base of facts and data to guide future decision-making in the region. It is a systemic, data-driven approach to determining the health status, behaviours and needs of the residents in a geographical region. The wealth of information provided in this report is useful to planners, decision-makers, and policy makers in the NOR-MAN region.

We thank the editors of this report for allowing us to use some of their data in the Workforce Strategy Program document.

1.2.4 Collaboration

1. NOR-MAN Regional Health Authority has developed policies and procedures that will assist with the delivery of this program. These include:
 - Hiring Statement (II-D-90) *“The NRHA is committed to a representative workforce and as such as developed a Representative Workforce Strategy”*
 - Education Bursary and Education leave of absence (II-A-60) *Bursary available to each high school in our region.*
 - Other personnel accommodations based on individual requests and operational requirements.
2. Organizational Arrangements for Workforce Planning
 - The Chief Executive Officer (CEO) and the Executive Director of Human Resources coordinate and oversee all activities related to workforce planning.
 - The Executive Director of Human Resources and the Aboriginal Recruitment Officer were responsible for the preparation of the RWP plan.
 - In preparing the RWP, the Aboriginal Recruitment Officer liaised closely with the staff of all departments and with officers and representatives of Aboriginal outside agencies including the Ministry of Employment Training and Youth.
 - The Finance and Human Resources Departments have a payroll system in place, which accommodates the tracking of the self-identification information, subsequently providing the ability to extract it as necessary.
 - Responsibility for monitoring the implementation of the approved workforce plan will be shared equally between Senior Management and the HR CQI team. Data required

pertaining to this report could be accessed from the Human Resources Information System (HRIS) or Payroll staff.

- In view of the inevitable and sometimes unforeseeable changes in the health field and in the wider political and economic situation, it is essential to make regular and systematic reviews of the RWP. The annual review of the workforce plan is to be undertaken in association with the annual budget preparation process. The Human Resources Office will be responsible for the preparation of an annual report of staffing statistics, education, and other matters relevant to the review of the plan.

1.3 Linkages and Partnerships

- The Recruitment Officer has teamed up with the University College of the North Student Recruiter to go to high schools in the region to do classroom presentations. Each presents on their respective organizations, which complement one another. The NRHA presentation informs students of the careers available within the organization, education required, earnings once in the work field, and employment possibilities. UCN presentation informs students of the courses they teach (many are conducive to healthcare careers), bursaries available, and other pertinent information. These classroom presentations are preferable to career fairs as the students are more attentive and it provides for a question and answer period in their own setting.
- Career Fairs have taken place (and attended) at Frontier School Division, Cranberry Portage, Joe A. Ross School, Opaskwayak Cree Nation, Flin Flon School Division, and Kelsey School Division.
- Northern Aboriginal Festival & Community Awards is a new venture going into its second year, which will take place November 2005. Swampy Cree Tribal Council in conjunction with Manitoba Aboriginal Youth Career Awareness Committee are hosting this northern version of the Manitoba Aboriginal Youth Achievement Awards. It is held over a period of 2 functional days of displays, interactive demonstrations and presentations with a focus on increasing the career awareness of Aboriginal youth. We participated in last year's event and will be participating in the upcoming sessions as well.
- Manitoba Aboriginal Youth Career Committee (MAYCAC) is a committee that was formed in 1987 by a group of concerned and dedicated individuals who had an active interest in career planning and development for Aboriginal youth in Manitoba. We established a partnership with them, which provided two students with the opportunity to spend one-half day a week in a career of their choice shadowing a professional who was chosen to be their mentor. This proved to be a successful initiative in that the students completed the program, received a credit in school, and a certificate of accomplishment from MAYCAC. The program was not available in the north but the facilitators are looking at getting it running for next year.
- District Advisory Councils (DHC) – NOR-MAN RHA has seven committees serving its communities. The are Grand Rapids, Easterville, The Pas, Flin Flon, Snow Lake, Cranberry Portage, and Cormorant. The DHC members are our link to the communities and were involved in all aspects of the community consultation process.
- RHA Board Membership – is well represented by the communities it serves. The 2005/06 Board has members from Flin Flon (3), The Pas (3), Opaskwayak Cree Nation

(2), Snow Lake (1), Sherridon (1), Grand Rapids (1), Cranberry Portage (2), and Moose Lake (1).

- The appointments to the Board were announced by the Honourable Tim Sale, Minister of Health and came into effect April 1, 2005. Candidates were followed a nomination or self-nomination process.
- A call for nominations was advertised in the local newspapers.
- Aboriginal Liaison Worker (ALW) – both Flin Flon and The Pas hospitals have an Aboriginal liaison worker on staff. Their mandate is to provide liaison, interpretative and advocacy services to the Aboriginal patients, thereby helping them to adjust to hospitalization and their subsequent care with major consideration given to language and cultural differences.
 - An accomplishment of this program was to provide Cultural Awareness to newly hired staff at every General Orientation session: this is presented by the ALW.
 - Aboriginal Chaplains provide religious/spiritual care to those requesting it at the bedside, throughout palliative care, and where the need arises. Church services also take place.
 - The ALW interacts with various external agencies, nursing station personnel, and health care providers as required.

I.4 Interpreter Services

- A list of Cree interpreters is available in the absence of the ALW. Some of the interpreters are from the community and some work for the RHA in other capacities.

I.5 Communication Protocol

- The Primary Health Care Centre staff have a working relationship with the Aboriginal health care organizations, educational institutions, and other Aboriginal organizations such as the Metis Centres and Friendship Centres in the region. An overview of this information is in the attached Aboriginal Health Strategy.

1.6 Cultural Diversity: Cultural Awareness Education

- Cultural Awareness is offered to all newly hired staff at general orientation. This presented by the Aboriginal Liaison Workers.
- Speakers have also been brought in to present to staff of all levels to deliver cultural awareness to all levels of staff.
- Staff have attended sessions out of town to gain more information as to how other regions are handling it and what there is to offer our staff.
- The Medicine Wheel video has been purchased for Flin Flon, Snow Lake, and The Pas. This video is utilized during general orientation and is available to staff.
- There is no library of Aboriginal-specific resources in The Pas hospital site; however, all computers have access to the Internet, which has a wealth of information pertaining to treaty rights, residential schools, etc. We also have a Resource Centre that will obtain literature on any give subject upon request. Rosaire House has a library which houses various resources pertaining to the Aboriginal culture.

- Cultural ceremonies and large gatherings – Rosaire House clientele has smudging ceremonies and gather in their meeting room for ‘circle’ talk. They utilize a stone, which is passed from person to person when it is their turn to speak if they wish.

I.7 Aboriginal Human Resource Initiatives/strategies

- Recruitment presentations are carried out in the high schools in the region. The PowerPoint presentation addresses health related careers, the education required, and how much money can be earned in each when entering the workforce. This also provides for a question and answer period. An open invitation is extended to students to contact us at any time for additional information or one-to-one meetings.
- Student tours have taken place, which involved students from the Joe A Ross School and various departments within the hospital.
- Have revised the Application for Employment to provide a section for self-identification.
- Attend career fairs in schools in the region – both adult and youth.
- Have created a field in the HRIS to accommodate the tracking of self-identified Aboriginals as they come into the workforce or have self-identified on surveys.
- Include a line in all advertising that NRHA is committed to being an equal opportunity employer and qualified applicants are encouraged to apply and self-identify on their resume.
- Advertising is done in Aboriginal newspapers, journals, organizations, and offices.
- An HR strategy linking us with Partners for Careers has resulted in our receiving resumes for specific positions. Their office maintains a database of resumes for Aboriginal candidates, which are available to organizations such as ours.
- When the RWP first began, we did not have a system in place for tracking the number of Aboriginals occupying positions with the RHA but did estimate approximately 10%. We now have a tracking system in place, have done 2 surveys asking for self-identity, and have a self-identity section on our Application for Employment form. As this initiative is still in its infant stage, we still have not had sufficient feedback to provide an accurate ratio of Aboriginal staff vs. the region’s demographics.

I.8 Integrating the regional Aboriginal-specific Health Strategy into Existing and Future Deliverables

For all NOR-MAN Regional Health Authority performance deliverables, we have had involvement and support from our Aboriginal partners in the development and ongoing implementation with programs such as immunization, injuries, STD reduction strategy, Co-occurring Disorders Initiative, diabetes, and Primary Health Care. **See Addendum for Aboriginal Health Strategy – Status Report February 2005.**

Section 2

Population

Today's Population and Supporting Demographics

Researching and analyzing the local population demographics and other data is the first step in assisting in the development of a representative workforce. This section will present this information.

2.1 Population of NOR-MAN RHA Labour Force

NOR-MAN Regional Health Authority has varies from approximately 930 to 1000 employees. It is assumed that the labour force population will remain the same for the next few years due to budgetary restrictions.

2.2 Population Within NOR-MAN Region

The total population of the NOR-MAN Region is **25,010**, (see Table #1) This information is from Manitoba Health, Health Information Services (June 1, 2002) and the numbers in this table are not consistent with the statistics from the Department of Indian Affairs.

The estimated Aboriginal population for Northeast Saskatchewan is 3770; this does not include the Town of Creighton or Denare Beach, Sask.

Community	Children Ages 0-9		Youth Ages 10-19		Adult Ages 20-29		Adult Ages 30-44		Adult Ages 45-64		Seniors Ages 65+		Total # %	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Flin Flon	709	(11)	996	(17)	789	(12)	1458	(23)	1683	(26)	829	(13)	6480	(26)
Grand Rapids	133	(19)	127	(19)	88	(13)	160	(23)	126	(18)	26	(4)	685	(3)
RM of Kelsey	414	(16)	511	(19)	390	(15)	506	(19)	759	(29)	196	(7)	2652	(11)
Snow Lake	173	(14)	206	(16)	155	(12)	318	(25)	319	(25)	87	(7)	1265	(5)
The Pas	1312	(17)	1208	(16)	1087	(14)	1830	(24)	1666	(21)	538	(7)	7783	(30)
Chemawawin First Nation	179	(31)	144	(25)	56	(10)	137	(23)	52	(9)	19	(3)	585	(2)
Grand Rapids First Nation	88	(23)	99	(26)	48	(13)	89	(23)	42	(11)	20	(5)	379	(2)
Mathias Colomb Cree Nation	389	(31)	291	(23)	168	(13)	220	(18)	104	(8)	54	(4)	1242	(5)
Mosakahiken Cree Nation	105	(27)	88	(23)	55	(14)	71	(19)	44	(11)	10	(3)	383	(2)
Opaskwayak Cree Nation	230	(18)	210	(17)	175	(14)	276	(22)	215	(17)	45	(4)	1247	(5)
Unorganized Territories	592	(26)	459	(20)	350	(15)	472	(20)	347	(15)	120	(5)	2309	(9)
Totals	4324	(17)	4339	(17)	3361	(13)	5537	(22)	5357	(21)	1944	(8)	25010	

NOR-MAN Population Breakdown by Community and Age

Fast Facts:

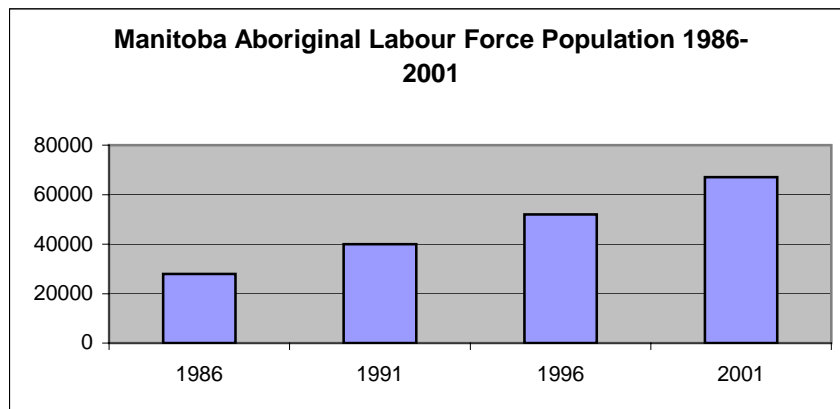
- In Manitoba, the Aboriginal population is projected to increase by 38% between 1995 and 2011; non-Aboriginal growth is estimated to grow by 9%
- Between 1981 and 1991, the number of Aboriginal peoples with post-secondary education has tripled, with an increase from **3.5%** in 1986 to **5.7%** in 1996
- By **2016**, 1 in 4 workforce entrants in Manitoba will be of Aboriginal ancestry

INAC 2004

2.3 Manitoba Aboriginal Labour Force 1986-2001

The Aboriginal labour force has increased steadily in the past fifteen years. In 1986, there were 28,000 Aboriginal people working in Manitoba. Today it has risen to over the 67,000 mark.

Chart #1

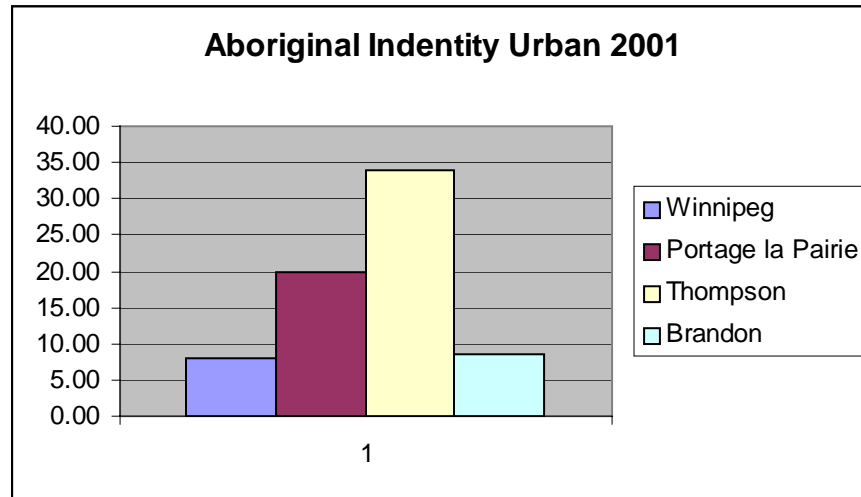


INAC 2004 Sources: Statistics Canada: DIAND Core Census Tabulations, 1996, 2001; Census 1986: Aboriginal Peoples Output Program; Census 1991: Profile of Canada's Aboriginal Population; Manitoba Aboriginal Affairs Secretariat: Aboriginal People in Manitoba 2000.

2.4 Aboriginal Population in Manitoba's Urban Centers 2001

The most significant share of Aboriginal people is in the municipalities of Thompson (34%), Portage la Prairie (20%), Brandon (9.5%) and Winnipeg (8%). The remaining 28.5% is distributed throughout the province, in the NOR-MAN region; approximately 40% of the population is Aboriginal.

Chart # 2

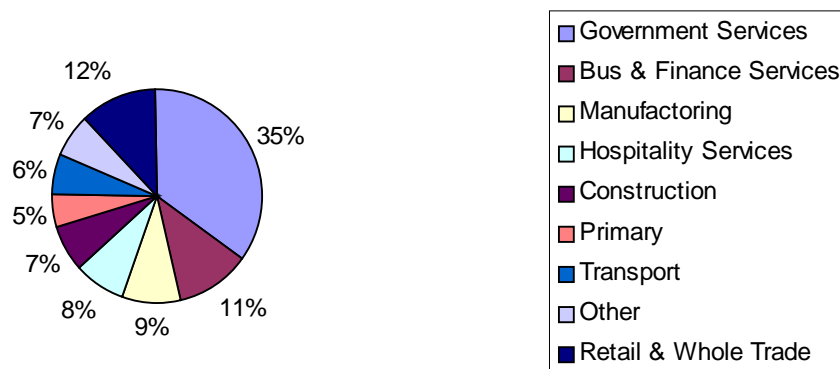


INAC 2004 Source: Statistics Canada: Census 2001

2.5 Distribution of Aboriginal Labour Force in Manitoba by Economic Sector 2001

Chart #3

Aboriginal Labour Force Distribution



INAC 2004 Source: Statistics Canada: Census 2001

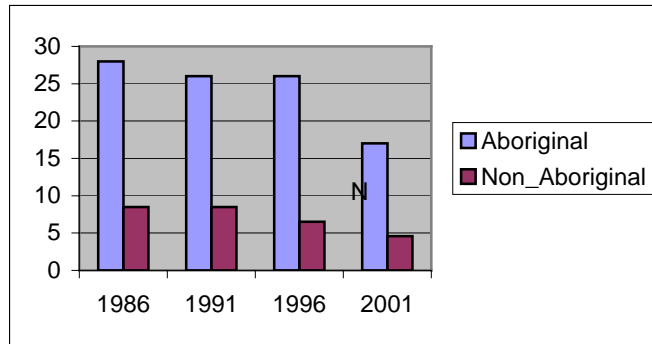
Government Services has the largest Aboriginal labour population at (35%), followed by the Retail and Wholesale Trade Sector (12%), Business & Financial services 11%, Manufacturing 9%, etc. Over one third of the Aboriginal working population are employed in government services, health, education, and public administration.

2.6 Aboriginal and Non-Aboriginal Unemployment rates in Manitoba 1986-2001

Although the unemployment rate for Aboriginal people has been decreasing slowly since 1986 (7%), it still remains three times higher than that of the non-Aboriginal (4.6%). (INAC 2001)

Chart #4

Aboriginal & Non-Aboriginal Unemployment Rates in MB

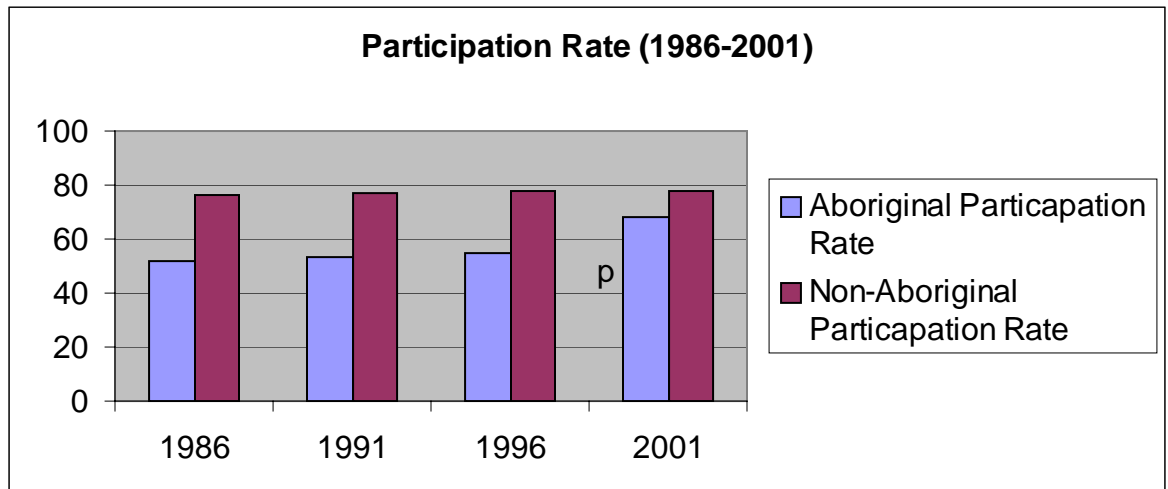


INAC 2004 Sources: Statistics Canada: DIAND Core Census Tabulations, 1996, 2001: Census 1986: Aboriginal Peoples Output Program; Census 1991: Profile of Canada's Aboriginal Population

2.7 Aboriginal and Non-Aboriginal Participation Rates 1986-2001

The Aboriginal participation rate in 1986 was at 53% and it has been steadily increasing to 61%. However, this figure still falls short of the average non-Aboriginal person 79% (2001) participating in the labour force.

Chart #5

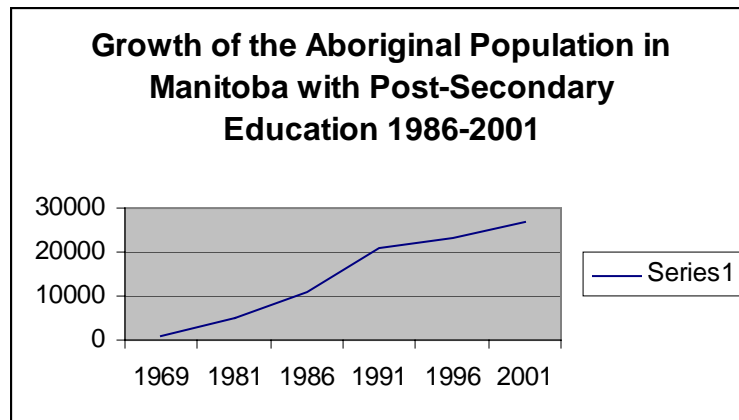


INAC 2004 Sources: Statistics Canada: DIAND Core Census Tabulations, 1996, 2001: Census 1986: Aboriginal Peoples Output Program; Census 1991: Profile of Canada's Aboriginal Population

2.8 Growth of the Aboriginal Population with Post-Secondary Education 1986-2001

In 1969, less than 100 Aboriginal people in the province had post-secondary education, most recently, 2001, there was over 41,000. Aboriginal people are now as likely as non-Aboriginal to have trades training, but still less likely to have a university education.

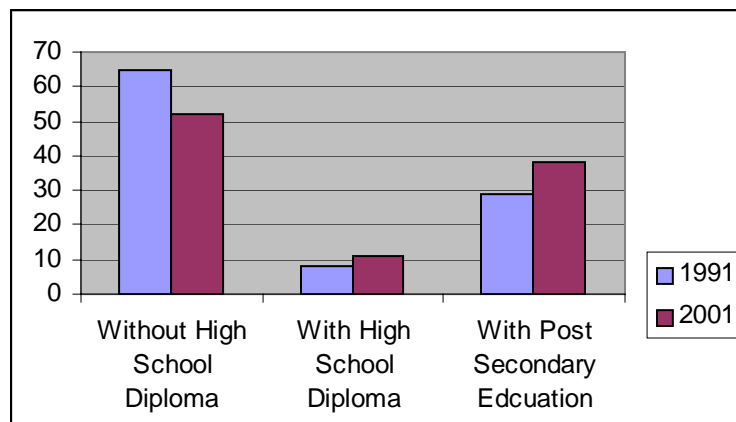
Chart #6



INAC 2004 Sources: Statistics Canada: DIAND Core Census Tabulations, 1996, 2001: Census 1986: Aboriginal Peoples Output Program: Census 1991: Profile of Canada's Aboriginal Population

2.9 Manitoba Aboriginal Workforce by Level of Education Attainment 1999-2001

Chart #7



INAC 2004 Source: Statistics Canada: DIAND Core Census Tabulations, 1991, 2001

There is a significant decrease in the dropout rate of Aboriginal people, since 1991. Aboriginal people attaining education has increased from 26% to 38%.

Conclusion

The statistics support the value of a Representative Workforce and the benefits gained by the same. The principle foundation of NRHA's RWP is the Human Right's Code of Manitoba, under which discrimination is against the law. The code allows the NHRA, to implement "special programs" intended, to assist disadvantaged peoples to achieve equal opportunity.

As all the data indicates in this section, the Aboriginal demographics are changing so drastically, that entrepreneurs and businesses are viewing this segment as an untapped human resource.

Section 3

NRHA Current Workforce

3.0 NOR-MAN Regional Health Authority

Almost all health service personnel in NOR-MAN Regional Health Authority work within a hospital setting, long term care facilities, and community services.

Core Services provided by NOR-MAN Regional Health Authority are:

1. Health Promotion & Education
2. Health Protection
3. Prevention & Community Health Services
4. Treatment, Emergency, & Diagnostic Services
5. Development e& Rehabilitation Support Services
6. Home-based Care Services
7. Long term Care Services
8. Mental Health Services
9. Substance Abuse & Additions
10. Palliative Care
11. Physician Services

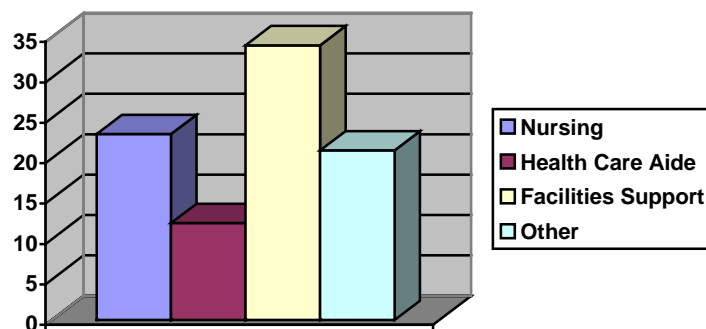
This workforce plan is principally concerned with developing a representative labour force. Aboriginal Cultural training will be offered to **ALL** personnel. It is recommended that all Health Care providers participate in cultural awareness sessions.

3.1 The size/composition of the current NOR-MAN Regional Health Authority workforce - January 2003

This is the current employment breakdown of the labour force with NRHA. As stated, there are 937 employees within the NRHA organization.

23% Nursing, **12%** Health Care Aides,
34% Facility Support, and **21%** Professional, Technical & Other

Chart # 8



Source: NRHA HR Quality Scorecard, December 2003

Conclusion

With approximately 937 employees working for NRHA, it is imperative that a system to track staff who attend cultural awareness training is developed and implemented. The tracking of data is done in the Staff Education department database, which ensures

confidentiality and provides continuity. Participation in cultural awareness **must be mandatory**. This workforce program is principally concerned with developing a representative labour force in all NRHA sites. Thus NRHA can improve on the NRHA's cultural understanding of Aboriginal peoples in the NRHA region.

Section 4

Action Plan Key Components

4.1 Action Plan Challenges

The Action Plan identified that a major challenge for the future is to have a representative workforce in the NOR-MAN Regional Health Authority. There are three key components of the Aboriginal Programming that need to be defined.

- ◆ Develop a Representative Workforce Agreement with Aboriginal program stakeholders, Industry and NRHA.
- ◆ Enhance education programs; and
- ◆ Invest in Aboriginal Culturally awareness training.

To support the idea of a representative workforce, we need to explore what other organizations are doing to accomplish their corporate goals. Barriers are crucial areas that need to seriously be considered while developing Aboriginal programming.

Fast Facts:

In the next decade, employers will be confronted with the fact that 70% to 80% of all new labour force entrants will come from the four designated groups. Because of the changing demographics of Canadian society, *Aboriginal employment programs are a good investment for the future*, if not an economic necessity.

Manitoba Bureau of Statistics predicts that the Aboriginal population will grow by 9.5% over the 25-year projection period; from 120,600 in 1991 to 192,400 by 2016. This represents an average growth rate of 1.9% versus a projected rate of 0.3% for the Non-Aboriginal population. Moreover, Canada's visible minority population is expected to account for approximately 20% of all adults by the year 2016.

4.2 Other Organizations Developing Aboriginal Programming

Department of Indian Affairs has a program called Aboriginal Workforce Participation Initiative, The Department of National Defence (DND) has developed an Aboriginal Awareness Training Program along with a self-declaration process, and Ontario government has implemented an Employment Equity Program for its employees. These are the founding guidelines to be used while developing appropriate HR avenues for Aboriginal programming.

Prince Albert Parkland Health Region also has a program called Aboriginal Employment Development Program – Building a Representative Workforce. This is a partnership agreement between Saskatchewan Government Relations and Aboriginal Affairs and the Prince Albert Parkland Health Region. These partners work with the Aboriginal community, unions, and employees to develop strategies to succeed in integrating Aboriginal people into the workforce and creating an equal playing field. The Representative Workforce Strategy operates under the premise that an employer's workforce should reflect the broader labour force in the area that the employer conducts business. In Saskatchewan, Aboriginal persons of labour force age represent approximately 9% of the overall labour force.

Reasons for Building a Diverse Workforce

1. Aboriginal population is the fastest growing population.
2. Promotes a work environment, which respects, values, and accommodates the different perspectives and needs of the Aboriginal population.
3. To be better able to provide health services to the population served.
4. Assists in the generating of new ideas, creativity, and innovation.
5. NRHA staff will have a greater appreciation of these cultural dynamics, for example, comprehending the emphasis of family during a death or birth and accommodating them in these times (have a place where the overflow can sit).
6. Gain a better understanding of our clients. Aboriginal staff will enhance the ability to better serve Aboriginal peoples by improving your business understanding of clients as will co-operative partnerships and collaborative community development.
7. Introduce diversity to our workplace. Aboriginal peoples bring more than special skills to the workplace; they offer new perspectives such as understanding and knowledge of the cultural and being able to speak the language.
8. Develop a stable and dedicated local workforce. Increasing the number of Aboriginal employees, particularly in remote areas, has proven to be a wise move as the turnover rate for Aboriginal employees at workplaces near Aboriginal communities is well below the national average.
9. Form positive relationships with a future workforce. The Aboriginal population is growing rapidly, creating a new profile for the workplace. It's estimated the number of Aboriginal peoples will increase by 50 percent in the next 25 years

Basic Principles

1. Employment decisions are made on the basis of individual merit and ability;
2. Each individual is treated with dignity and respect;
3. The elimination of discrimination and harassment;
4. Barriers that prevent employees' from having a fair chance to participate and succeed in the workplace are identified and removed

Fast Fact:

Election Canada stated in the First Perspective Newspaper, (June 2004) that in the **Churchill Riding (216)** the Aboriginal voting population (73,428) is the second highest in Canada at **53%**, next to Nunavut 26,745, which is roughly estimated at 85%. (First Perspective Newspaper June 2004)

4.3 Barriers

A barrier can be defined as any "real and/or perceived obstacle, which limits or impedes equal access to any participation in any service or program. These impediments usually can be linked to communications, services, practices, and policies that do not meet, or are unable to respond to the needs of people outside of the predominant culture of the organization."

The four designated groups are not homogeneous; therefore, it is difficult to list a set of barriers that are common to all. Although there are barriers common to each group (i.e., negative attitudes), they do have different needs specific to a group as well as individual needs within each group.

Another issue regarding communication problems is the very value of speech itself. In some cultures, speech is desirable and used for social purposes and task performance. On the other hand, silence can have a negative value in another culture. Silence may be interpreted as a lack of interest, unwillingness to communicate, hostility, anxiety, shyness, or a sign of interpersonal incompatibility or silence may be valued or seen as a sign of wisdom; therefore, it is easy to see how communication problems can occur between differing cultures and ethnicity.

Eye contact is another communication technique that can lead to misunderstandings. For example, some people may use eye contact as a measure of how closely the other person is listening. Lack of eye contact may also be misinterpreted as a sign of inattention, rudeness, or dishonesty, when in fact; quite the opposite could be true.

People of different cultures and gender behave towards each other in ways they believe are proper, yet each may view the other with disapproval and mistrust. Only when they recognize different standards of behavior can they adapt to one another, or at least understand and respect their differences.

It is clear those different views of speech, non-verbal communication, and silence can lead to communication problems when people from different cultures (or gender) meet. (SK Government)

Section 5

Communication Strategy

5.0 Purpose of the Communication Plan Representative Workforce Program

This document is the Communication Management Plan for the Representative Workforce Program (RWP) that is being conducted for developing a representative labour force. One of the primary goals of the Communication Plan is to raise awareness and promote the RWP.

The Communication Plan has the following purpose:

- To present the RWP to the decision makers of NRHA.
- Promote the program externally to communities and local agencies and organizations.

5.1 List of Communications Mechanisms

The RWP project will make use of the following communications mechanisms:

- Presentations to various groups and stakeholders.
- Open Letter(s) to Staff and Unions after final approval from NRHA.
- Consultation with the Director of Communication.

With the implementation of the various communication strategies, NRHA will be more effective in demonstrating a positive represented workforce.

Exposing the RWP to as many organizations, communities and services will enhance the validity and encourage interest in this new and exciting initiative.

5.2 Goals and Affected Areas

The following table describes the goals of the agreement and the areas that will be affected by integrating Aboriginal Programming.

Goal	Affected Area	Accomplishments	Recommendations
1. Programs to facilitate constructive race and cultural relations	Advertising	<ul style="list-style-type: none"> • Advertise employment positions on major Aboriginal websites, newspapers, & journals • Post advertisements with Aboriginal agencies that serve the designated group agencies 	
	Training & Development	<ul style="list-style-type: none"> • Integrated the cultural awareness component in the General Orientation • Workshops with speakers brought in to deliver Cultural Awareness to staff 	<ul style="list-style-type: none"> • Ask Aboriginal Groups to do presentations to the Executive & Management. • Secure the Cultural training (Administrative task) and ensure that it will be on-going.
	Ethnic, Racial & Gender Harassment		<ul style="list-style-type: none"> • Develop a policy that employees must take the cultural training. • Publicize policies and complaint processes regarding harassment in the workplace.
	Education & Awareness	<ul style="list-style-type: none"> • Leadership development sessions regarding the Medicine Wheel & verbal history of Moose Lake was provided by Elder John Martin. • Lunch & Learn Sessions for staff re RWP • Display of Aboriginal artifacts & information about Aboriginal peoples on display. • Aboriginal cultural awareness provided at General Orientation to all new staff. • Use Aboriginal Role Models and mentors. 	<ul style="list-style-type: none"> • Healing, Wakes and Holy Water, this list is not exhaustive. • Have a Smudge room/Spiritual room available for staff and clients • Have the RCMP Native Spirituality Booklet as a resource, available to ALL staff of NRHA. • Publish more articles on the benefits of attending the Aboriginal Awareness training. • Develop policy on Representative workforce.
2. Aboriginal employment & career development	Retention	<ul style="list-style-type: none"> • NRHA participation with University College of the North –Aboriginal Student Centre. 	<ul style="list-style-type: none"> • Provide career counselling for Aboriginal employees wanting to advance in the organization • Be clear and concise about employment advancements. • Develop a program where Aboriginal employees

Goal	Affected Area	Accomplishments	Recommendations
			<p>can have some input in the integrating of new programs.</p> <ul style="list-style-type: none"> Organize an Aboriginal Support Group
	Recruitment	<ul style="list-style-type: none"> Self-declaration on Application Forms 	<ul style="list-style-type: none"> Create a concept that will pave the way to better prepare youths & individuals wanting work & staying in the north.
	Other initiatives	<ul style="list-style-type: none"> Implemented a committee to work on establishing a Child Care Program or Day-care on-site for employees 	<ul style="list-style-type: none"> Establish an educational sponsorship program or have bursaries available to Aboriginal people wishing to further their education in the health field.
3. Linkages to Aboriginal labour force	Recruitment	<ul style="list-style-type: none"> Developed a self-declaration form Lunch & learn session delivered by the Aboriginal Recruitment Officer <p>Presentation were done at:</p> <ul style="list-style-type: none"> Schools: Frontier School (Cranberry Portage), Grand Rapids School, Margaret Barbour Collegiate, Sturgeon Landing, Kelsey Learning Centre, Moose Lake, Snow Lake, and Joe A Ross, Manitoba Metis Federation, The Pas Regional Office-Local Management Board Cree Nation Health Opaskwayak Employment & Training - RWP presentation Opaskwayak Employment & Training – training classes Opaskwayak Social Development Department – working with high risk people. Friendship Centers (The Pas & Flin Flon.) Swampy Cree Tribal Council Local Job Fair (July 2004) District Health Councils at Easterville, Grand Rapids, and Cranberry Portage. 	<ul style="list-style-type: none"> Develop database system to identify potential candidates who are currently in post-secondary institutions. Record successes and difficulties. Develop a review process for all vacancies. Career presentations with ALL Aboriginal Groups in the Region. Ensure the Aboriginal Recruitment Officer is allocated adequate resources when doing Job & Career Fairs and Classroom presentations. Be visible at Aboriginal events and maintain that visibility. By 2006 there will be 360,000 Aboriginal youth entering the workforce – view this as an opportunity for recruitment. Increase visibility in all high schools in the region we serve Continue to work with MAYCAC program Continue relations with Swampy Cree Tribal Council and their Northern Aboriginal Community Awards program
	Retention	<ul style="list-style-type: none"> Linkages to Practicing Elders. NRHA participation with Keewatin 	<ul style="list-style-type: none"> Participate in the National Aboriginal Day (June 21) activities.

Goal	Affected Area	Accomplishments	Recommendations
		Community College –Aboriginal Student Centre.	<ul style="list-style-type: none"> Support Aboriginal organizations in any Human Resources capacities, when possible, with employment related requests.
4. Programs to promote employment opportunities for Aboriginal people	Advertising		<ul style="list-style-type: none"> Ensure all advertising reaches target groups. Advertise successes of programs such as MAYCAC
	Recruitment	<ul style="list-style-type: none"> HR has a method of identifying future labour requirements. Have done presentations to high schools and adult classes regarding health-related careers. 	<ul style="list-style-type: none"> Work with unions and contractors regarding the under-representation workforce. Continue doing presentation in all high schools in the region
	Alternate Hiring Practices	<ul style="list-style-type: none"> A joint-partnership program was formed providing MAYCAC students the opportunity for summer employment, this is a joint-partnership program. 	<ul style="list-style-type: none"> Mentor Aboriginal employees wishing to enter into management sector prior to the leaving of the last manager, ensuring integration of duties, and transfer of skills.
5. Business development initiatives if mutual benefit designed to meet an Aboriginal health need within the community, which generates an opportunity for Aboriginal employment.	Recruitment	<ul style="list-style-type: none"> NRHA has developed a Representative Workforce program MAYCAC program partnership with NRHA Met with a majority of the Local Aboriginal Organizations in and around the NRHA Region. 	<ul style="list-style-type: none"> Use Aboriginal role models and mentors. Support Aboriginal organizations in any Human Resources capacities, when possible, with employment related requests.
6. Develop an action plan indicating both short & long-term strategies including co-monitoring progress & co-evaluation results of the agreement.	Executive & Management Involved	<ul style="list-style-type: none"> The Representative Workforce Program has been developed and HR will provide follow-up accordingly. The HR Quadrant HRT database tracks all Aboriginal staff who have self-identified 	<ul style="list-style-type: none"> Have managers state if employees are Aboriginal, data placed in the yearly evaluation process. (This is an inexpensive way to survey staff and promote dialog regarding the RWP) Determine the knowledge of the RWP among employees.
	Other Initiatives		<ul style="list-style-type: none"> Consult with other RHA's and ensure linking to their programs

Section 6

Aboriginal Cultural Outline

6.0 Cross-cultural Training for NOR-MAN Regional Health Authority

Background:

There was a tobacco offering given to Mr. John Martin (Aboriginal Elder) by the Aboriginal Recruitment Officer. After consulting with Elder Mr. John Martin, a recommendation was made to have Elder John Martin facilitate several workshops. The topics of these workshops will cover the history, traditions, and the interpretations of the Indian Act, Inherent Rights, and Treaty Rights. A more advanced curriculum will be developed at a later date.

The intent of the training is to incorporate **capacity building**, (process of corporate change). Another significant factor is to make NRHA's work environment more encouraging and inviting to Aboriginal people.

Workshop Description:

- ◆ To promote a better understanding of the Medicine Wheel in the daily activities of Aboriginal People.
- ◆ To provide NRHA management & staff with a realistic and sensible view of Aboriginal life today, which will include components that are culturally, historically, and spiritually appropriate.
- ◆ To promote an appreciation of cultural differences that will build a healthier workplace.
- ◆ To provide a basic understanding of the dynamics of Aboriginal inclusion in the work place.

Interactive Approach:

The Medicine Wheel is one way to look at the developmental process of:

- ◆ Individual and family
- ◆ Community
- ◆ Workplace
- ◆ Outside influences (Laws, government, and agencies)
- ◆ Video (The Medicine Wheel – copy available in Flin Flon, Snow Lake, and The Pas)

Project Rationale:

- Having the Elders available at these sessions will reinforce the commitment of the NOR-MAN Regional Health Authority towards Aboriginal inclusion.
- NRHA can seek the advise of traditional Aboriginal Elders and Healers.

Education:

Cross Cultural training is included with the NRHA general orientation program, which is scheduled on a regular basis.

More cultural workshops will be announced as the program progresses.

6.1 Partnership with Manitoba Aboriginal Youth Awareness Committee

Manitoba Aboriginal Youth Career Awareness Committee (**MAYCAC**) was formed in 1987 by a group of dedicated individuals who were concerned by the need to put positive Aboriginal role models before Aboriginal youth.

Today MAYCAC has a solid history of success in achieving its objectives, which include: promoting positive Aboriginal role models, providing employment, mentorship, and work experience opportunities. This encouraging of early career planning provides NRHA and Aboriginal students with the opportunity to develop careers, and for integration into the workplace.

This partnership provides NRHA with opportunity to link to schools with culturally appropriate programs for Aboriginal students.

NRHA signed a contract with MAYCAC in December 2003 to deliver the program. After consultation with staff from Margaret Barbour Collegiate Institute and Joe A Ross School, a selection process took place. Resumes and employment applications were submitted to the Aboriginal Recruitment Officer, interviews were setup, and two students were selected. The students completed this program and will receive credits for their participation in the program

6.2 National Aboriginal Day June 21

NRHA participated in the National Aboriginal Day on June 21, 2004 by displaying some local Birch-bark items and having INAC information available regarding the demographic and history of Canada's Aboriginal peoples.

Section 7

Resource Contacts

Representative Workforce Strategy Contacts

This list briefly outlines contacts utilized for this program. Additional information (including Bands and language spoken are) pertaining to the communities in the NOR-MAN region is available in the NRHA Community Health Assessment Report 2004.

Easterville / Chemawawin First Nation

Population: 90/1394

Community Contacts:

Chemawawin First Nation
PO Box 9
Easterville, Manitoba R0C 0V0
Telephone: 204-329-2161 Fax: 204-329-2017

Easterville Community Clerk
Box 116
Easterville, Manitoba, R0C 0V0
Phone 329-2080, Fax 329-2130
Office hours are Monday to Friday 9:00 - 5:00

Nursing Station:

Box 122 Easterville MB. R0C 0VC0
Phone 204- 329-2212, Fax: 204-329-2337

Tribal Council:

Swampy Cree Tribal Council
Box 150
The Pas MB
R9A 1K3
Phone: 204-623-3423, Fax: 204-623-2882

HR Community Contact:

Employment & Training The Pas HRDC Office 204-627-8311
Manitoba Metis Federation – The Pas Regional Office 204-623-5701

School Contact:

Chemawawin Elementary & Junior High School
K to Senior I–Serves Easterville/Chemawawin treaty & non-treaty students
Principal: Klaus Kelm
Telephone 204 329 2115, Fax: 204 329 2214
Website: will have one in fall of 2004

Cranberry Portage

Population **732**

Administered under the RM of Kelsey

Address: 264 Fischer Avenue
Box 578
The Pas, MB R9A 1K6
Phone: 623-7474, Fax: 623-4546
E-Mail: rmkelsey@mts.net

Nursing Station: Cranberry Portage Nursing Station
Box 186
Cranberry Portage MB R0B 0H0
Telephone: 204-472-3338, Fax: 204 472 3477

HR Community Contacts:

Employment & Training – The Pas Office, 204 627 8311
Manitoba Metis Federation – The Pas Regional Office 204 623 5701

School Contacts: Frontier Collegiate
Principal: Mr. W. Taylor
Telephone: 204-472-3431, Fax: 204 472 3192
Email: wtaylo@frontiersd.mb.ca
Cranberry Portage MB R0B 0H0

Cormorant

Population **400**

Community Contacts:

Cormorant Community Clerk
Cormorant Post Office
Cormorant, Manitoba, R0B 0G0
Phone 357-2145
Fax 357-2224
Office hours are Monday to Friday 9:00 - 5:00

HR Community Contacts:

Employment & Training The Pas Office 204 627 8311
Manitoba Metis Federation The Pas Regional Office 204-623-5701

Nursing Station: Cormorant Nursing Station
Box 186
Cormorant MB R0B 0G0

Telephone: 204-357-2161
Fax: 204 357 2259

School Contact: Cormorant Lake School
General Delivery, R0B 0G0
Principal: Edith Turner
Telephone: 357 2225
Fax: 357 2178
Email: cormorantlake@frontiersk.mb.ca
Grades: Nursery – Senior 2
Area: Frontier School Division Area 4: Cranberry Portage

Flin Flon

Population 6572
Community Contact:
City of Flin Flon
204-687-7511
Greenstone Community Futures
204-687-6967

HR Community Contacts

Employment & Training
204-687-1600
Manitoba Metis Federation – The Pas Regional Office 204-623- 5701
Flin Flon Indian & Metis Association Friendship Center: 204-687- 3900
Partners for Careers Sharon Roberts: email pfc@mts.net

School Contact: Hapnot Collegiate
115 Green Street, Flin Flon MB R8A 0P7
Telephone: 204 687 7506, Fax: 204 687 8667
Aboriginal Worker, Marcy Johnson 204-687-7506
Counsellor, Sandra Garinger, 687 7506

Grand Rapids First Nation

Population 1308
Community Contact:
Grand Rapids First Nation
Box 500, Grand Rapids MB
R0C 1E0
Phone: 1-204-639-2219, Fax: 204-639-2503

Tribal Council: Swampy Cree Tribal Council

Box 150
The Pas MB R9A 1K3
Tel: 204-623-3423, Fax: 204-623-2882

Nursing Station: Grand Rapids Nursing Station
Box 35
Grand Rapids MB R0C 1E0
Phone: 204-639-2215, Fax 204-639 2448

School Contact: Grand Rapids School
(Nursery to Senior 4)
Principal Trevor Reid
Grand Rapids MB R0C 1E0
Telephone: 204-639-2451, Fax: 2605
Email: grandrapids@frontiersd.mb.ca

Town of Grand Rapids

Population: 335

Community Contact:

Employment & Training The Pas HRDC Office 204 627 8311
Manitoba Metis Federation The Pas Regional Office 204-623-5701

Grand Rapids Town

200 Grand Rapids Drive
Box 301, Grand Rapids MB
R0C 1E0
Phone: 639-2260 Fax: 639-2475
E-Mail: towngra@yahoo.ca

Other contacts same as Grand Rapids First Nation

**Mathias Colomb Cree Nation
Pukatawagan**

Population 2791

Community Contact:

Mathias Colomb Band Government
Band Manager, Telephone 553 2089
Fax: 204 553 2419
School Board Office 204 553 2022

Tribal Council: Swampy Cree Tribal Council
Box 150

The Pas MB
R9A 1K3
Phone: 204-623-3423, Fax: 204-623-2882

Nursing Station: Pukatawagan Nursing Station
Pukatawagan, MB. R0B 1G0
Phone: 204-553-2271, Fax: 204-553-2241

School Contact: Principal Wilfred Mercer
Pukatawagan Education Authority
Box 319
Pukatawagan MB R0B 1G0
Telephone 204 553 2130

Moose Lake / Mosakahiken First Nation

The community has been represented since June 1971 by an elected mayor and council under *The Northern Affairs Act*.

Population **212/1502**

Community Contacts

Moose Lake Community Council
General Delivery
Moose Lake, Manitoba R0B 0Y0
Phone 678-2161, Fax 678-2133
Office hours are Monday - Friday 9:00 - 5:00

Mosakahiken Cree Nation
General Delivery
Moose Lake, MB. R0B 0Y0
Phone: 204-678-2113, Fax: 204-678-2292
Education Authority 204-678-2237

Tribal Council: Swampy Cree Tribal Council
Box 150
The Pas MB R9A 1K3
Phone: 204-623-3423, Fax: 204-623-2882

HR Community Contact:

Moose Lake Employment Centre 204-678-2170
Employment & Training The Pas HRDC Office 204-627-8311
MMF – contact The Pas Regional Office 204-623-5701

School Contact: Rod Martin School
Principal: Jerry Kozlowski
General Delivery Moose Lake MB R0B 0Y0

Email: rodmartin@frontiersd.mb.ca
Telephone: 678 2353, Fax: 678 2312
Grades: Nursery – Senior 1
Area: Frontier Schools Area 4: Cranberry Portage

Opaskwayak Cree Nation

Population **4588**

Community Contact:

PO Box 1000
Otekeka Mall, The Pas, MB. R9A 1L1
Phone: 204-627-7100 / 1-888-763-1566, Fax: 204-623-3819
Opaskwayak Educational Authority 204 627 7431, Fax 623 2870
Email: oea@mts.net

Employment & Training:

204-627-7125

Health Facilities:

Opaskwayak Cree Nation Health Authority
Telephone: 204 627 7025, Fax 204 623 5496

Cree Nation Tribal Health Centre
Telephone 204 627 1500, Fax 204 623 7809

Tribal Council:

Swampy Cree Tribal Council
Box 150
The Pas, MB R9A 1K3
Phone: 204-623-3423, Fax: 204-623-2882

School Contacts:

Joe A. Ross School
Box 10160
Opaskwayak Cree Nation R0B 2J0
Principal: Ms. Pauline McKay
School Counsellor: Shawn Wilson
Phone: 204 623-4286 Fax: 204 623 4442

OCN Adult Training Centre
Melvin Fosseneuve / Carolynn Constant

Peter Ballantyne Cree Nation Denare Beach SK

Population **150**

Band: Peter Ballantyne Cree Nation

Community Contact:
Marie Gunville 1-306-362-2189

Tribal Council: Prince Albert Chiefs Management
Box 2350
Prince Albert, SK.
SOP E0E
Tel: 306-953-7200, Fax: 306-764-6272

School Contact: Students (K-11) attend school in Creighton and grade 12 in Flin Flon.

**Peter Ballantyne Cree Nation
Sandy Bay SK**

Population 1092

Community Contact:
Peter Ballantyne Cree Nation Band Office.
Opawikoscikan Reserve # 201
2300-10th Ave.
Prince Albert SK S6V 6Z1
Phone: 306-765-4400, Fax: 306-9534420

Tribal Council: Prince Albert Chiefs Management
Box 2350
Prince Albert, SK SOP E0E
Tel: 306-953-7200, Fax: 306-764-627

Nursing Station: Sandy Bay Nursing Station
General Delivery
Sandy Bay, SK SOP 0G0
Phone: 306-754-2188, Fax 306-754-5429

School Contacts:
Rob Shukin, Principal
Desmond Leitch, Vice-Principal, Grades Seven to Twelve
Heidi Boyson, Vice-Principal, Grades K to Six
phone: 306 754 2139
fax: 306 754 2130
email: robshukin@nlsd113.net

Wendy Blackmon, Guidance Counsellor
Lisa Desnomie, Student Support Worker
Mona Caribou, Student Support Worker
Linda Mckay, Social Worker
Jean Morin, Elementary Resource
Graham Whiting, Middle Years Resource
David Ross, Resource Reading
Phone: 306 754 2139, Fax: 306 754 2130
email: wendyblackmon@nlsd113.net

**Peter Ballantyne Cree Nation
Pelican Narrows SK**

Population **1028**

Community Contacts:

Peter Ballantyne Cree Nation Band Office.
Opawikoscikan Reserve # 201
2300-10th Ave.
Prince Albert, SK. S6V 6Z1
Phone: 306-765-4400, Fax: 306-953 4420
HR Officer Shirley Morin:
Email shirleymorin@sasktel.net
Send all relevant job postings to Shirley

Tribal Council: Prince Albert District Chiefs Management
Box 2350
Prince Albert, SK.
Phone: 306-953-7200, Fax: 306-764-6272

Nursing Station: Pelican Narrows Nursing Station
General Delivery
Pelican Narrows SK S0P 0E0
Telephone: 306-632-2046, Fax 306 632 4444

School Contact: Wapanacac School
Box 100
Pelican Narrows SK S0P 0E0
Principal: Raymond Highway
Email: sophie01@sasktel.net

**Peter Ballantyne Cree Nation
Sturgeon Landing, Saskatchewan**

Population **44**

Community Contacts:

Peter Ballantyne Cree Nation Band Office.
Opawikoscikan Reserve # 201
2300-10th Ave.
Prince Albert, SK. S6V 6Z1
Phone: 306-765-4400, Fax: 306-953 4420

Band Councilor: Gertie Budd 306-688-4511

Tribal Council: Prince Albert District Chiefs Management
Box 2350
Prince Albert, SK.
Tel: 306-953-7200
Fax: 306-764-6272

Nursing Station: Sturgeon Landing Nursing station has employed two community workers, covering health and community development.

School Contact: Students attend Frontier School Division in Cranberry Portage – they are bussed daily.

HR Community Contact: **HR Officer Shirley Morin: Email shirleymorin@sasktel.net**
Send all relevant job postings to Shirley

Sherridon/Cold Lake

Population 97

Community Contact:

Community Administrator
Phone: 204-468-2026, Fax 204 468-2110
Employment & Training Flin Flon HRDC Office 204-687-1600
MMF – contact The Pas Regional Office 204-623-5701

Band: N/A

School Contact: Cold Lake School
Operated by Frontier School Division – 3 teachers/2 teacher aides
Telephone: 204-468-2021

Snow Lake

Population 723

HR Community Contact:

Employment & Training- Flin Flon HRDC Office 204-687-1600

MMF –The Pas Regional Office 204-623-5701

Band: N/A

School Contact: Joseph H. Kerr School
100 Poplar Avenue
Snow Lake, MB. R0B 1M0
CANADA
Telephone: (204) 358-2281
Fax: (204) 358-2116

The Pas

Population 7773 (includes Carrot River Valley)

Community Contacts:

Elder John Martin – University College of the North 204-627-8581
Louise Dewar, University College of the North – 627 8637, fax 627 8514
Employment & Training
204-627-8311, Fax: 204-623-5792
Manitoba Metis Federation
The Pas Region Inc.
204-623-5701
The Pas Local
204-623-1599
The Pas Friendship Centre Inc.
204 627 7500; fax 623 4268

Partners for Careers: Kirk Mutanen: Email partfc@mts.net
Kelsey Adult Learning Center
204-623-1420
Kelsey School Division No. 45
204-623-6421

Margaret Barbour Collegiate
204-623-3485
The Town of The Pas
204-627-1100, Fax: 204-623-9263

Wanless

Population 200

Community Contact:

Employment & Training The Pas HRDC Office 204-627-8311
MMF – contact The Pas Regional Office 204-623-5701

School Contact:

Students attend school in The Pas, Kelsey School Division No. 45

Aboriginal contacts for recruitment/advertising jobs:

Arlene Goulet – will distribute throughout the Aboriginal community.

AWPI Coordinator

Economic Development, Indian & Northern Affairs Canada

Room 200, #1 First Nations Way

Regina SK. S4P 7K5

Telephone: (306) 780 8370

Fax: (306) 780 6997

Email: GouletA@inac-ainc.gc.ca

Website: http://www.ainc-inac.gc.ca/sk/ai_e.html

Ordean Goulet – will distribute in northeast Saskatchewan

Northlands College

Creighton SK

Telephone: 306 688 8841

Email: goulet.Ordean@northlandscollege.sk.ca

Partners for Careers: will distribute to all Aboriginal/Metis offices across Manitoba

Roberta Hewson

Executive Director

Partners for Careers

309 Balmoral St. South

Winnipeg, MB R3C 4A8

Telephone: 204 945 0447 or 1 800 883 0398

Fax: 204 948 2714

Email: rhewson@gov.mb.ca

Tracy Anderson

Aboriginal Employment Newsletter (bi-weekly) goes across Canada

Fax 519 752 0441

Telephone 1 800 668 9852 ext 30

Email: tanderson@oigroup.ca

Peter Ballantyne Cree Nation Band Office.

Opawikoscikan Reserve # 201

2300-10th Ave.

Prince Albert, SK. S6V 6Z1
Phone: 306-765-4400, Fax: 306-953 4420
HR Officer Shirley Morin:
Email shirleymorin@sasktel.net
Send all relevant job postings to Shirley

Websites

National Aboriginal Health Organization (NAHO) www.naho.ca
Took Kits for Employment

www.ainc-inac.gc.ca/ai/awpi/
Connecting Employers, Employees

<http://inclusionnetwork.ca>
Realistic Targets

www.ajic.mb.ca
Programs, services

www.ainc-inac.gc.ca
Videos

www.motionvisual.com

All schools in Manitoba are listed in this website:
www.grandpajunior.com/Manitoba.shtml

Section 8

Appendix

Appendix A – Workshop Agenda & Cultural Awareness, by Elder John Martin

This document is presented by Elder John Martin at NRHA general orientations to new staff. The purpose of this document is to provide NRHA employees with information about Aboriginal people and to promote dialog for participants to discuss issues related to Aboriginal people, employment, and other related topics.

Appendix B – Manitoba Aboriginal Population Projection 1991 – 2016

A study prepared for the Native Affairs Secretariat, Manitoba Northern Affairs by the Manitoba Bureau of Statistics.

This report contains a set of projections for Manitoba's Aboriginal populations. Projections of Canada's Aboriginal persons were done by Statistics Canada's Employment Equity Data Program (EEDP) by Province and Territory for the period 1991 – 2016. The base population for these projections was the 1991 Census, adjusted for net Census under coverage and unenumerated Indian Reserves.

Appendix C – RCMP Native Spirituality Guide

The purpose of this guide is to help police officers gain an understanding of sacred ceremonies practised and sacred items carried by many Native People across Canada.

The information can be utilized in any setting where interaction with Aboriginal people takes place.

Appendix D – Performance Deliverables – Regional Aboriginal Health Strategy

This report provides information that relates to the RW Program in that it lists partnerships and linkages and other key strategies that are vital to the success of program as well.