



Competition #64414

Office of the Representative for Children and Youth

Position Title: Deputy Representative for Advocacy and First Nations, Métis and Inuit Relations

Classification: Executive Compensation Framework - Assistant Deputy Minister 1 (permanent, full-time)

Location: Victoria, B.C.

Salary: \$145,000.16 - \$185,000.01.

In recognition of the critical importance to this role of a lived understanding of Indigenous communities, history, values and culture, and in keeping with the Special Program Approval granted by the BC Human Rights Tribunal pursuant to s.42(3) of the *Human Rights Code*, this competition is available to Indigenous applicants only.

The Representative for Children and Youth (RCY), an independent officer of the B.C. Legislature, works to influence positive change to B.C.'s child-, youth- and young adult-serving system. The Representative's Office provides advocacy support to people dealing with the service system and advocates directly on behalf of children, youth and young adults, monitors and reviews government services to children and youth and reviews and investigates selected deaths and critical injuries of children and youth who are receiving services.

The Deputy Representative works collaboratively with the Representative and Deputy Representative, Operations, to set and enact the vision and strategic priorities for the organization. The Deputy Representative leads RCY's individual and systemic advocacy program, including systemic issues and youth and community engagement, and leads the First Nations, Métis, and Inuit Relations team. This role works closely with the Representative to foster and enhance cultural awareness and safety within the RCY and thoughtfully integrate Indigenous ways of knowing and being into the RCY's work. The Deputy will also work with the Representative to establish and sustain respectful working relationships with First Nations, Métis and urban Indigenous leaders, advisors, Elders and knowledge keepers at the provincial, Nation and community levels.

Please note:

- This position is excluded from union membership
- The Deputy must be willing to travel extensively to meet the operational needs of the Office. This will include overnight stays and travel to rural and remote areas. In keeping with RCY's support to balancing work, family and other commitments, travel will be planned in advance whenever possible.
- The successful applicant requires a police record check and is subject to a criminal record review.

TO PREPARE YOUR APPLICATION:

1. Review the **job profile (attached below)** and [Q&A document](#), which provide further detail on the accountabilities and qualifications for the position, and also what to expect during the application process.
2. Reflect on your interests and experience and what draws you to this position. Consider how best to demonstrate the way your experience matches the qualifications listed for this position.
3. Consider joining the Representative for one of two scheduled webinars to learn more about the RCY, the Deputy position and to ask questions:
 - Monday, January 27, 2020 – 12:00 – 1:00 p.m.
 - Monday, February 3, 2020 – 1:00 – 2:00 p.m.

Information on how to register for the webinar will be available on the RCY careers page. The webinars will be recorded and available later for viewing on the RCY Careers page.

TO APPLY:

4. Submit a cover letter and resume detailing your relevant work experience and how you meet the stated qualifications
5. Include the position title and competition number on the cover letter and in the email subject line
6. Applications must be submitted by email to jobs@rcybc.ca by **5:00 p.m. on Monday, February 10, 2020.**

Only those applicants who pass the initial screening based on the **education and experience qualifications specified in the job profile** will be considered for the next step in the selection process. It is therefore most helpful if:

- your resume and cover letter clearly specify how your education and experience meet the required job qualifications
- your resume includes the month and year(s) for each job in your employment history as well as the job-related responsibilities.

Unfortunately, if it is not clear to the panel that you meet the education and experience requirements for the position, your application will not be considered further.

As clear, concise writing and a good eye for detail are requirements for this senior Deputy role, please note that the content and/or format of your cover letter and resume may be evaluated as part of the assessment process.

Only those applications submitted to the Office of the Representative for Children and Youth directly by email will be considered. Please DO NOT apply for this position by submitting your profile on the B.C. Government Hiring Centre website.

Please note that incomplete applications or late applications will not be evaluated or acknowledged.

Your application must be received by 5:00 p.m. on Monday, February 10, 2020.

By submitting your application, you certify that all information submitted is true, complete and correct. Any information provided in your application, any assessment documents or processes and/or an interview that is found to be false or misrepresented in any respect, may eliminate you from further consideration for employment or may result in dismissal.

Contact:

Linda Shout

Director, Human Resources

Linda.shout@rcybc.ca

Job Profile

Office of the Representative for Children and Youth Deputy Representative for Advocacy and First Nations, Métis and Inuit Relations Job Profile

In recognition of the critical importance to this role of a lived understanding of Indigenous communities, history, values and culture, and in keeping with the Special Program Approval granted by the BC Human Rights Tribunal pursuant to s.42(3) of the *Human Rights Code*, this competition is available to Indigenous applicants only.

Purpose of the Office of the Representative for Children and Youth

The Representative for Children and Youth (RCY) is an independent officer of the B.C. Legislature and works to influence positive change to B.C.'s child, youth and young adult-serving system.

The *Representative for Children and Youth Act* (the Act) provides that the Representative is to:

- Support, assist, inform and advise children, youth and their families who need help in dealing with public bodies that provide designated services

- Support, assist, inform and advise young adults and their families who need help in dealing with CLBC or are receiving, or eligible to receive, services under the Agreements with Young Adults or Tuition Waiver Programs
- Monitor, review, audit and conduct research regarding designated services
- Review, investigate and report on certain child deaths and critical injuries relating to children in care or children and youth who have been receiving reviewable services
- Report to the Legislative Assembly, the Select Standing Committee on Children and Youth and the public through annual and special reports about the effectiveness and responsiveness of designated services and recommendations for their improvement.

The work of the RCY is undertaken by approximately 70 team members working out of offices in Victoria, Burnaby and Prince George. As a rights-informed organization, we are guided by the United Nations Convention on the Rights of the Child (UNCRC), the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

Deputy Representatives

The RCY has two Deputy Representatives: the Deputy Representative for Operations and the new role of Deputy Representative for Advocacy and First Nations, Métis and Inuit Relations. Both report directly to the Representative and are formally delegated responsibilities to contribute to the achievement of the Representative's mandated role.

The Deputy Representative for Operations provides leadership for the entire organization on Corporate Services, including financial management, human resources, technology, information and privacy and communications, and also provides leadership to the Critical Injuries and Death Review Team and the Monitoring Team. The responsibilities for the Deputy Representative for Advocacy and First Nations, Métis and Inuit Relations are described in this job profile

As members of the Senior Executive team, the two Deputies work collaboratively with the Representative and with each other to set and enact the vision and strategic priorities for the organization. The Deputies are accountable for ensuring that operations are aligned with the vision and priorities and that each team is working effectively towards key objectives and outcomes. The Deputies are expected to provide non-partisan advice to the Representative and the Select Standing Committee on Children and Youth, and actively advocate for reform to services and programs for children, youth and young adults.

As members of the Executive team, the Deputies work with the Representative and their executive colleagues to discuss and make decisions on strategic and operational plans, organizational design, project oversight, human resources, policies and procedures, emerging issues, innovation, and influence, and communications.

The Deputies are expected to develop strong collaborative working relationships with a variety of government and non-government agencies and to represent the Representative and the RCY

in diverse forums. They operate in a highly sensitive and often controversial environment, where confidentiality is paramount and rigorous adherence to the confidentiality provisions in the *RCYA* and to the applicable provisions in the *Freedom of Information and Protection of Privacy Act* are essential.

The Deputies are expected to bring a diverse body of knowledge and experience to their roles in areas such as:

- Knowledge about the history of the First Peoples and the lands now known as British Columbia
- Awareness of the significance of customs and protocols, and appreciation for the aspirations and resilience of First Nations, Métis, Inuit and urban Indigenous¹ peoples living on the lands now known as British Columbia
- Knowledge of colonization and the impact of historical, intergenerational and inherited trauma on children, youth, families and communities
- Knowledge of the ethno-cultural composition of communities in B.C. and the experience of immigration, settlement and community building
- Experience working within diverse cultural contexts or between cultures
- Experience working with and within child-serving systems
- Knowledge about the challenges facing children in government care
- Awareness of the diverse needs of children and youth living with special needs, mental health and/or substance use challenges
- Experience working with the *Child, Family and Community Service Act*, the *Adoption Act*, the *Community Living Authority Act* or related legislation and regulations
- Experience with leading and influencing systems change

The Deputies will lead multi-disciplinary project teams and are expected to exemplify leadership, strategic vision, cultural humility, teamwork, ethics, diplomacy, kindness, tact and discretion.

Deputy Representative for Advocacy and First Nations, Métis and Inuit Relations

The Deputy Representative for Advocacy and First Nations, Métis and Inuit Relations is a new position that has been established to bring a stronger focus and intention to the expanding advocacy mandate of the RCY, and to our work in support of First Nations, Métis, Inuit and urban Indigenous children, youth and young adults.

¹ Urban Indigenous: As a result of colonization and the disruption and extinguishment of Indigenous people's connection to family, community and culture, there are people who identify as Indigenous who have been disconnected from their cultural roots and are not yet able to identify themselves as being of a particular First Nation, or Métis or Inuit community, or who choose to identify as having multiple ties and identities or as urban-residing Indigenous peoples. In recognition of the wishes expressed by people with whom RCYBC has learned from, RCYBC includes urban Indigenous as a group to whom we are also accountable and acknowledge.

Advocacy

Advocacy is at the heart of our work in the RCY. Through *individual advocacy*, we have the opportunity to directly influence the experiences that children, youth, young adults and their families have when they need help to access designated services². Through *systemic advocacy*, we have the opportunity to inform and shift the practices, services, programs and policies of public bodies so that children, youth and young adults receive appropriate and timely services and supports that foster positive life outcomes.

The RCY's mandate for Advocacy has recently expanded to include young adults between 19 and 24 years old who are receiving or eligible for Agreements with Young adults and the Tuition Waiver Program. Legislative amendments are anticipated in 2020 or 2021 which will further expand the scope of the RCY's advocacy work. The Deputy Representative will provide leadership and support to the Advocacy team during this time of significant growth and change, ensuring that our systems, practices, and communications are reflective of the unique needs of this young adult population. They will also collaborate with the ministry and program leaders affected by the legislative amendments and mandate expansion to ensure that the RCY's role is well understood and that clear practices, systems and communications are established.

The Deputy Representative will also provide organization-wide leadership for the Youth and Community Engagement strategy – ensuring that the RCY has a clear, ethical sustainable and meaningful framework for engagement and that youth voices and perspectives are reflected and honoured in our work.

First Nations, Métis, and Inuit Relations

In all areas of our work at the RCY, we observe that First Nations, Métis, Inuit and urban Indigenous children, youth and families who are receiving supports and services that are respectful, timely, culturally appropriate, trauma-informed, and family and community centred experience more sustained success and better outcomes. Unfortunately, many children, youth, young adults and their families who are involved with the current child, youth and family-serving systems are not getting what they need to help them address the long-term impacts of colonization and consequent trauma, and to restore family and community well-being and resilience.

² Designated services are government-funded services or programs for children and their families, as defined in the *RCY Act*, which include: family support, child protection, foster care, adoption, guardianship, children and youth with disabilities, early childhood development and child care services, mental health and addiction services for children, youth justice, services for youth and young adults during their transition to adulthood and up to age 24 if receiving or eligible to receive Agreement with Young Adults and/or Tuition Waiver, and CLBC services for young adults between their 19th and 24th birthdays,

Given RCY's commitment to rights, advocacy, and child and youth well-being, we are actively identifying, recommending and advocating for ways to:

- Reduce the overinvolvement of the child welfare system in the lives of First Nations, Métis, Inuit and urban Indigenous children and youth and their families
- Reduce the number of First Nations, Métis, Inuit and urban Indigenous children and youth in government care and living away from their families and communities
- Improve the quality and effectiveness of the designated services provided to the children, youth and families who are being served by the Ministry of Children and Family Development, Delegated Aboriginal Agencies and other public bodies
- Inspire and support child and family-serving systems to become more culturally aware and to deliver culturally appropriate services
- Monitor implementation and impacts of the *Federal Act Respecting First Nations, Inuit and Métis children, youth and families* within BC.

To achieve this, the RCY is engaged in both internal and external relational work. Within RCY we are committed to becoming a culturally safer organization and integrating Indigenous ways of knowing and being into our daily practice. We are also supporting all staff to develop a critical understanding of the history of Indigenous Peoples within the nation now known as Canada and the impact of colonization on the contemporary experience of children, youth, families and communities, and on current systems, structures and politics.

External relations are also critical. The RCY is committed to working closely with First Nations and Métis leadership, as well as Delegated Aboriginal Agencies, BC Friendship Centres and other Indigenous organizations, to ensure that our work both addresses concerns of importance to these partners and highlights opportunities to improve the experience of and outcomes for First Nations, Métis, Inuit and urban Indigenous children, youth and young adults in need of services.

The Deputy Representative will work closely with the Representative to foster and enhance cultural awareness and safety within the RCY and thoughtfully integrate Indigenous ways of knowing and being into the RCY's work. The Deputy will also work with the Representative to establish and sustain respectful working relationships with First Nations, Métis and urban Indigenous leaders, advisors, Elders and knowledge keepers at the provincial, Nation and community levels.

The Deputy Representative will provide leadership and support to the First Nations, Métis and Inuit Relations (FNMIIR) Team as they engage with diverse organizations and communities and monitor, research and evaluate government's responses to key external reports and recommendations. These reports include the Calls to Action from the Truth and Reconciliation Commission, the Calls for Justice in the Report on the Missing and Murdered Indigenous Women and Girls Inquiry, the Canadian Human Rights Tribunal's decisions on child welfare services provided to First Nations children, and the Indigenous Resilience, Connectedness and Reunification Report for BC.

Specific Accountabilities

Advocacy Responsibilities

- Support the Executive Director of Advocacy in providing leadership and support to the Advocacy team during a time of significant growth and change
- In consultation with the Executive Director of Advocacy, bring select advocacy cases to the attention of senior MCFD, DAA or CLBC leaders where the needs and interests of the children, youth or young adults are seriously at risk
- In consultation with the Executive Director of Advocacy, elevate issues arising from individual advocacy that speak to broader systemic issues and discern where and how best to raise awareness and advocate for systems change
- With the Representative and the Executive Director of Advocacy, develop a phased implementation plan and steward the legislative, organizational and relational changes necessary to fulfill the RCY's expanded advocacy mandate
- Collaborate with ministries, health authorities, CLBC and program leaders affected by the mandate expansion to ensure that the RCY's role is well understood and that clear practices, systems and communications are established
- With the Deputy Representative for Operations and the Executive Director of Advocacy, ensure that information management systems and data collection practices are developed to enable greater use of advocacy data to inform systemic issues, action and reports
- With the Representative and Executive Director of Advocacy, provide organization-wide leadership for the development, implementation and monitoring of the RCY's Youth and Community Engagement strategy
- Provide organization-wide leadership to ensure that youth voices and perspectives are reflected and honoured in all aspects of RCY's work.

First Nations, Métis and Inuit Relations Responsibilities

- Provide organizational leadership and guidance within the Executive Team to build and maintain relationships with First Nations, Métis, Inuit and urban Indigenous leadership, organizations and communities
- Provide organizational leadership to ensure that the joint agreements, memorandums and protocols that have been established or that will be established with First Nations Leadership Council, Métis Nation BC, Delegated Aboriginal Agencies Directors' Forum and other Indigenous organizations are fulfilled by the RCY
- With the Representative, support implementation of the RCY's cultural safety framework and strategy
- With the Representative, establish and sustain respectful working relationships with First Nations, Métis and urban Indigenous leaders, advisors, Elders and knowledge keepers at the provincial, Nation and community levels
- Support the ED of Advocacy in providing leadership and support to the FNMIR team as they engage with diverse organizations and communities

- Support the ED of Advocacy in providing leadership and support to the FNMIR team to monitor, research and evaluate government's responses to the Calls to Action from the Truth and Reconciliation Commission, the Calls for Justice in the Report on the Missing and Murdered Indigenous Women and Girls Inquiry, the CHRT rulings, the Indigenous Resilience, Connectedness and Reunification Report for BC and other key external reports.
- Maintain active communication with stakeholders, including Indigenous organizations in British Columbia, such as the First Nations Summit, Union of British Columbia Indian Chiefs, BC Assembly of First Nations, Métis Commission, First Nations Health Authority, First Nations Education Steering Committee, BC Association of Aboriginal Friendship Centres, as well as Federal government partners including Indigenous Services Canada and the Ministry of Crown-Indigenous Relations and Northern Affairs Canada
- Provide guidance to RCY teams that are engaged in complex and sensitive projects such as audits, investigative reports and/or reviews involving Delegated Aboriginal Agencies
- Provide advice to all RCY program areas on issues relating to practices, policies and services for First Nations, Métis, Inuit and urban Indigenous children, youth and their families
- Participate in the scoping and review of RCY projects, investigations and activities to ensure issues relating to First Nations, Métis, Inuit and urban Indigenous children, youth and young adults are raised and addressed.

Corporate Responsibilities

- Ensure performance goals and measurements are effectively monitored
- Participate in monthly and quarterly Critical Injury and Death Review meetings
- Review and provide input into draft reports
- Prepare and deliver verbal and written briefings, presentations, issue papers, plans and reports for the Executive Team's or Representative's review
- Lead or participate in inter-jurisdictional and national committees and forums
- Identify and bring forward resource pressures and requirements to the Deputy Representative for Operations to inform financial management decisions
- Identify, document and address human resource issues in consultation with the Representative, Deputy Representative for Operations, Executive Director of Advocacy, Managers of FNMIR and Advocacy and/or the Director of Human Resources, as appropriate
- At the request of the Representative, prepare and deliver presentations to the Select Standing Committee on Children and Youth.

Key Links

In order to accomplish objectives, the Deputy Representative for Advocacy and First Nations, Métis and Inuit Relations regularly communicates with:

Representative for Children and Youth

Deputy Representative for Operations

Executive Team: confers with executive colleagues regarding cross-program and program specific issues and co-leads Executive Team meetings.

Select Standing Committee on Children and Youth: provides information and advice to the Committee as required.

Senior officials of government (provincial and federal) and external agencies associated with the provision of programs and services to children, youth and young adults , including Ministry of Children and Family Development, Community Living BC, Ministry of Health, Health Authorities, Ministry of Education, Ministry of Attorney General, Ombudsperson, Public Guardian and Trustee, Office of the Human Rights Commissioner, Coroner, Provincial Health Officer, Indigenous Services Canada and Crown-Indigenous Relations and Northern Affairs Canada: engages, shares information, leads initiatives, encourages collaboration and advocates for change to increase the accountability of the public bodies for the provision of effective designated services for children, youth and young adults.

Directors of Delegated Aboriginal Agencies: engages, shares and receives information, participates in initiatives, encourages collaboration, fosters community and organizational capacity and advocates for systems change to better meet the needs of First Nations, Métis, Inuit and urban Indigenous children and youth; acts in accordance with the negotiated memorandum and protocols between the RCY and the DAA Directors.

First Nations and Métis political and community leaders and representatives: fosters respectful relationships, shares and receives information, participates in initiatives when invited, creates opportunities for input into RCY strategic priorities, initiatives and reports, identifies systemic issues and advocates for enhanced effectiveness and responsiveness of designated services for children, youth and young adults; acts in accordance with the negotiated memoranda and protocols between the RCY and First Nations Leadership Council the RCY and Metis Nation BC.

Community social sector leaders: fosters respectful relationships, shares and receives information, leads or participates in initiatives, creates opportunities for input into RCY strategic priorities, initiatives and reports, identifies systemic issues and advocates for enhanced effectiveness and responsiveness of designated services for children, youth and young adults.

Media and public forums: at the request of the Representative, engages with media and participates in public forums to enhance awareness and understanding of child and human rights and the circumstances and interests of children, youth and young adults who have complex needs and vulnerabilities.

Qualifications

Given the depth and breadth of responsibilities held by the Deputy Representatives, there is no substitute for experience. Successful candidates will have a minimum of 15 years of experience in diverse roles which would include a mix of front line, supervisory, relational influence and leadership responsibilities.

Education

As per the [*Representative for Children and Youth Regulation*](#), a degree from a university or college in a relevant discipline is required. The successful candidate will ideally have education and knowledge at the level of a graduate or professional education. **There are many different ways in which this could be obtained** such as through:

- Formal post-secondary education at a Professional, Masters or PhD level in a relevant discipline (e.g. law, social work, child and youth care, Indigenous studies, Indigenous governance, public administration, education, psychology, medicine, gender studies)
- Structured, intentional teachings from Elders and Knowledge Keepers
- Professional development educational and learning opportunities
- Community and work experience in which skills and knowledge are developed over time
- First Nations or Métis political leadership or governance roles
- A combination of formal and informal learning and education

Experience

- Experience as an effective individual and/or systemic advocate
- Experience with or involvement in the lives of First Nations, Métis, Inuit and/or urban Indigenous children, youth, young adults and their families and communities
- Experience working in respectful, sustained and meaningful ways with First Nations, Métis, Inuit and/or urban Indigenous leaders, communities, services providers and/or networks, with preference given to experience in British Columbia
- Experience delivering one or more of the “designated services” for children, youth, young adults and families as defined in the *Representative for Children and Youth Act*, either within British Columbia or in another similar jurisdiction
- Considerable experience in a senior management/leadership role(s) within the social services sector, including contributing to strategic planning and decision-making, issues management, and policy/program development, implementation and leadership
- Considerable experience working with public bodies such as ministries, health authorities, school districts, courts, Crown agencies, independent officers of the Legislature, public guardian or coroners service
- Experience leading multi-disciplinary teams
- Experience leading or contributing to the design and implementation of systems reforms
- Experience with senior level administration and financial management, within government, authorities, agencies or councils.

Knowledge

- Demonstrated commitment to connecting with and practicing cultural ways, the ongoing development of cultural knowledge, and integrating Indigenous ways of knowing, being and doing into practice
- Understanding of the principles and characteristics of cultural safety and how to foster culturally safer practices and workplaces
- Knowledge of the *Representative for Children and Youth Act, Child, Family and Community Service Act, Youth Justice Act, Adoption Act, Community Living Authority Act, Mental Health Act*, the *Federal Act Respecting First Nations, Inuit and Métis children, youth and families*, and other federal and provincial legislation related to children and youth and social and health services
- Knowledge of the publicly funded program and support services' infrastructure for children, youth, young adults and families in British Columbia
- Knowledge of the political and governance structures of First Nations and Métis communities in British Columbia, and of Federal/Provincial/Territorial relationships, agreements, tensions and issues that impact Indigenous children, youth and young adults
- Knowledge of the unique role, purpose and functions of an Officer of the Legislature and of the interrelated values of independence, non-partisanship and accountability.

Skills and Abilities

- Demonstrated skills in engagement practices congruent with Indigenous ways of knowing, being and doing e.g. circle practices, respect for protocol, ceremony
- Commitment to building and fostering culturally aware and safer environments in diverse environments
- Demonstrated skills in successfully establishing collaborative working relationships with public sector leaders, community service providers, and First Nations, Métis, Inuit and urban Indigenous leaders and organizations
- Ability to hold space for tensions and complexity associated with different worldviews while also respectfully advancing a focus on the well-being and best interests of children, youth and young adults; constructive and respectful use of power
- Demonstrated skills and strengths in oral and written communication
- Team leadership skills to create a positive environment that embraces innovation and change
- Superior ability to think strategically and critically, analyze and solve problems and simultaneously lead multiple projects and multi-disciplinary teams
- Demonstrated conflict-resolution skills and influence leadership to effectively address situations or circumstances involving differing or conflicting views and opinions
- Demonstrated track record in exercising the utmost discretion with highly sensitive and confidential issues.

Other requirements

The Deputy must be willing to travel extensively to meet the operational needs of the Office. This will include overnight stays and travel to rural and remote areas. In keeping with RCY's support to balancing work, family and other commitments, travel will be planned in advance whenever possible

The successful applicant requires a police record check and is subject to a criminal record review.

Competencies

The *Indigenous Relations Behavioural Competencies* and *Core Competencies for Strategic Leaders in the BC Public Service* both apply to the Deputy Representative position. While all competencies are relevant and desirable, the capacities of greatest importance in this position are:

Indigenous Relations Behavioural Competencies (<https://www2.gov.bc.ca/gov/content/careers-myhr/job-seekers/about-competencies/indigenous-relations/fact-sheet>)

- **Indigenous centred service approach** is a desire to serve Indigenous peoples, focusing one's efforts on understanding their interests in order to increase the quality of the service and produce better outcomes. It implies a willingness to support Indigenous peoples in determining their own future.
- **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 peoples. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.
- **Change leadership** is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change. The change leader learns from other leaders and elders, models the vision and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.
- A **Credible Champion** shows courage and conviction in advocating for change for the betterment of Indigenous peoples. This means stepping forward, from a place of respect and knowledge, to name needed change and to champion it. This may mean challenging current business practices and attitudes. A credible champion is admired and respected by

Indigenous peoples, is deeply knowledgeable in the culture of those with whom they work, and demonstrates outstanding performance as identified by Indigenous people and the public service. A credible champion remains self-aware and maintains effective relationships.

- **Cultural agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation.

Core Competencies for Strategic Leaders in the BC Public Service

(https://www2.gov.bc.ca/assets/gov/careers/for-job-seekers/about-competencies/strategic_leaders_competency_guide.pdf)

- **Vision and Goal Setting** involves knowledge and skills in establishing official and operative goals for the organization/units and to establish a system of measuring effectiveness of goal attainment.
- **Building Strategic Alliances** involves knowledge and skills to engage in internal and external stakeholder analysis and to negotiate agreements and alliances based on a full understanding of power and politics.
- **Creating and Managing Change** involves knowledge and skills to manage in the organization through setting direction and urgency, building a coalition of support, communicating widely, handling resistance to change and facilitating implementation of successful change actions.
- **Solving Problems Creatively** involves knowledge and skills in fostering creative problem solving in the organization through critical reflection, problem analysis, risk assessment and rewarding innovation.
- **Building Team Orientation** involves knowledge and skills in developing group identity, participative decision making and open and effective communication.
- **Communicating Effectively** involves good presentation skills (verbal and written), careful listening to different audiences and diverse perspectives in order to understand their key points and major concerns, problem framing and use of presentation technologies.