



The Reconciliation Journey for Organizations toolkit



This learning package is intended to be used by learners taking the online course, and has room to take notes for individual and team exercises.

Please see the right side column – this is where you can jot down ideas or action items that you, your team and/or your organization could do for reconciliation. You will refer to this column of ideas or action items as you get closer to completing your team’s reconciliation plan.

Name:



Organizational Audit for Reconciliation

The Reconciliation Journey

Pre-requisites	Literacy Senior leadership & board full support for reconciliation Commitment & practice of anti-racism
The Minimums	Audit your starting place Audit HR for Indigenous inclusion Hire Indigenous employees, leaders, board members Apply an Indigenous Lens Strengthen service delivery to Indigenous clients Build Indigenous partnerships

Plus the unique work that only your organization can do to ensure Indigenous equity, change your sector and even change whole systems.

The purpose of this self-audit for an organization is to mark progress already made towards reconciliation and note areas to continue work for improvement. This audit is part of the larger course developed by The IRG, *The Reconciliation Journey for Organizations Toolkit*.

This is meant to spark discussion within organization and not as a tool of judgement. Each organization has its own starting place and journey. The work that is prioritized within an organization from this self-audit should not be the sole responsibility of the Indigenous lead or similar type position. This is organization-wide work which requires the commitment of senior leadership, the predictability and resourcing of reconciliation written into a strategic plan, and ongoing supports to bring it to life.

The examples are meant to serve as a reference to help you reflect on how reconciliation is potentially embedded throughout your organization; they are not a comprehensive list or checklist of requirements. For instance, if you mark “5” for one of the competencies, it is not implied that your organization is performing all the activities in the specific examples of Early and Established. Moreover, your organization might not be doing any of the specific examples listed below, but we hope you can compare the scope and depth of your activities to the implementation level reflected in the examples.

Early		Established			Strong	
1	2	3	4	5	6	7
Not yet, or learning stage.	Leadership commitment in principle but not yet on paper	Work and discussions have started but no change or action yet	Reconciliation plan is complete but not started or in initial stages of implementation	Working towards this but not fully achieved	Fully achieved and in place with evidence (i.e. policies, procedures, evergreen plans)	Practices are sustainable and ongoing, shared with others as wise practice
<i>Most organizations will take a year to work through the Early stages.</i>		<i>Most organizations will take one to two years in this stage.</i>			<i>Most organizations will maintain an evergreen status in these stages.</i>	

References: California Department of Public Health baseline organizational assessment for equity infrastructure, Bay Area Regional Health Inequities Initiative, Human Impact Partners, Coalition of Communities of Color, Government Alliance on Race and Equity, Catalyst Canada, Australia Reconciliation Action Plan, Truth and Reconciliation Calls to Action

1	2	3	4	5	6	7
Commitment to Anti-Racist Organization						
<p>Develop measures and data to accurately know the equity groups served and gaps in service delivery.</p> <p>Promote job specifications and qualifications that emphasize value of experience in the local community and reflect the skills and characteristics desired to address health equity (language capacity, understanding of root causes, cultural humility, listening skills, willingness to learn).</p> <p>Develop inclusive job postings, that contain language such as: <i>“We believe that all people, regardless of race, ethnicity, sexual orientation, gender identity, age, language, ability, etc., should have the opportunity to lead healthy lives.”</i></p> <p><i>“We work to eliminate disparities through our program by <insert program objective>.”</i></p> <p>Make an intentional effort to share job postings with equity community members/residents.</p>	<p>Actively use goals and metrics to assess progress in increasing staff diversity, and in service delivery.</p> <p>Written procedures exist to increase recruitment, hiring, retention, and promotion of staff reflective of populations served.</p> <p>Staff expansion to support and advance equity: bilingual staff, community engagement experts, community health (or sector specific) workers, and policy analysts.</p> <p>Internal equity workgroup involves staff at all levels and from diverse backgrounds that address concerns related to diversity, equity, and inclusion.</p> <p>Equity staff weigh-in during the development of program and project planning.</p> <p>Agency-wide trainings, intra-departmental workgroups, peer learning sessions, and/or other approaches create space to reflect and discuss equity-related content during normal business hours (not lunch, breaks, or after work).</p> <p>Work with HR to reform classification minimum requirements/ qualifications to remove barriers for underrepresented groups (e.g., allowing equivalent experience to substitute for formal education, and/or broadening options for educational credentials).</p>	<p>Robust staff diversity reflects the equity populations served at all levels of the organization.</p> <p>Senior leadership (CEO, VPs) accountable to uphold policies and procedures for anti-racism and inclusion across the organization.</p> <p>Periodic assessment to review policies & procedures to ensure inclusion of diverse staff.</p> <p>Hiring managers receive equity-related training, including implicit bias training on a recurring basis (e.g., every 2 years).</p> <p>Workplace policies include racism and discrimination as disciplinary incidents with written procedures to respond.</p> <p>Workplace policies create a foundation for staff to feel supported and self-motivated to attend trainings and additional education opportunities that advance their equity skillsets.</p>				
Senior Leadership and Board Commitment to Reconciliation						
<p>(Covered for the most part in next areas.)</p> <p>Senior leaders and board commit on paper to implementing reconciliation, and talk about the potential with staff routinely.</p>	<p>Senior leaders, board and the organization priorities the work of reconciliation with funding and human resources, time, and communication.</p> <p>Senior leaders model and share about their own learning journey in reconciliation.</p>	<p>Senior leaders and the board routinely speak to other organizations to advocate for Indigenous inclusion and reconciliation work.</p>				

Literacy for Reconciliation

Staff, leadership and board receive in-depth training in Indigenous cultural competence and reconciliation:

- o Enough knowledge about First Nations, Inuit and Métis peoples to uphold a distinctions-based approach as well as respect similarities, and respect for Indigenous knowledge systems
- o Enough knowledge about Canada's history and impacts on Indigenous peoples to respect Indigenous people's need for self-determination, healing and rights.
- o Cultural competence to be able to enter into effective discussions about cultural safety for Indigenous clients, employees, partners and communities.
- o Beginning discussions with others about what reconciliation could look like in Canada.

Organizational subculture reflects value for learning and innovation necessary to develop new approaches that address Indigenous equity and reconciliation.

Land acknowledgements are routinely done for events.

Incorporate reconciliation into mission statement, vision, and values.

Agency-wide trainings, intra-departmental workgroups, peer learning sessions, and/or other approaches create space to reflect and discuss Indigenous inclusion & equity, reconciliation-related content during normal business hours (not lunch, breaks, or after work).

Normalize conversations about reconciliation in organizational dialogue. Share an understanding of key terms, such as social justice, implicit bias, institutional racism, oppression, and power.

Staff, leadership and board members are able to do personalized land acknowledgements with meaning.

Develop an organizational reconciliation action plan with funding through an internal reconciliation group/team with representation from all departments and written commitment and support from senior leadership.

Staff, leadership and board members take responsibility for their own ongoing learning through a yearly learning plan tied to the performance review cycle.

Staff, leadership and board members are supported to and routinely attend Indigenous community events (i.e. National Reconciliation Day, Indigenous History Month, local events, etc).

Audit HR for Indigenous inclusion

<p>Develop measures and data to accurately understand the proportion of Indigenous employees and gaps across staff, leadership and board.</p> <p>HR staff and hiring managers deepen understanding with training and ongoing learning to combat Indigenous bias in HR procedure and processes.</p>	<p>Reconciliation teams (including trained staff and Indigenous community advisors) routinely help examine HR policies and ensure they are not reinforcing cultural bias, barriers, and inequities for Indigenous peoples.</p> <p>Performance management reviews include Indigenous cultural competence and reconciliation competencies, as well as ongoing learning for reconciliation.</p> <p>Opportunities exist for staff to voice concerns about Indigenous inclusion and reconciliation within the organization (e.g., staff listening sessions with senior leaders or human resources; diversity, equity, and inclusion (DEI) comment box, etc.).</p>	<p>The Indigenous employee group is supported and their voice is respected by leadership and board members.</p> <p>Job specifications and qualifications include KSA for Indigenous inclusion, cultural competence and reconciliation for every job and level in the organization, with increasing expectations for higher level positions.</p> <p>Disciplinary procedures and policies are in place for incidents of interpersonal racism against Indigenous peoples.</p>
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Increase Indigenous inclusion in the workforce

<p>Develop inclusive job postings that contain language such as land acknowledgements and organizational commitment to reconciliation.</p> <p>Develop job postings which link to the internal reconciliation work, such as: <i>“We work to eliminate disparities for Indigenous peoples through our program by <insert program objective>.”</i></p> <p>Make an intentional effort to share job postings with Indigenous community members/residents.</p>	<p>Share job postings through Indigenous media and Indigenous networks.</p> <p>Reconciliation teams (including trained staff and Indigenous community advisors) routinely help examine HR recruitment and retention and ensure they are not reinforcing cultural bias, barriers, and inequities for Indigenous peoples.</p> <p>Specify Indigenous hiring targets across staff, leadership and board, and meet them.</p> <p>First Nations, Inuit and Métis peoples are part of staff teams, management and leadership and board.</p>	<p>Organization plans with Indigenous partners to develop and sponsor an Indigenous internship program to give back to Indigenous capacity development.</p> <p>HR policies are inclusive of Indigenous cultures (i.e. important cultural events have similar respect as Christian holidays), upholds national set-aside days including the National Day of Reconciliation as days off for Indigenous staff.</p>
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Implement an Indigenous Lens

Dedicate funding to Indigenous-only staff positions responsible to coach others to implement reconciliation throughout the entire organization.

Deepen organizational learning about unique contexts within Indigenous communities which may face barriers in service delivery.

Implement participatory research activities that involve Indigenous peoples in identifying and reflecting on issues that affect their lives and sharing ideas for community-driven solutions.

Staff applies an Indigenous reconciliation lens with an emphasis on some upstream system change to budget, resource, policy, process, and data decisions – with leadership support.

Update funding methodologies to embed reconciliation principles and intentionally invest in vulnerable Indigenous communities.

Streamline and simplify the contract process (including RFP processes) to support participation by a wider range of Indigenous community partners.

Build Indigenous equity-related criteria into grant and contract requirements.

Organization's budget allocations align with reconciliation goals, policies, and/or values.

Documented policies, procedures, and resources relevant to all staff (e.g., employee handbook, onboarding trainings) reflect Indigenous inclusion and reconciliation.

Reconciliation teams (including trained staff and community advisors) routinely help examine organizational policies and ensure they are not reinforcing cultural bias, barriers, and inequities for Indigenous peoples.

Require vendors and contractors to adhere to the same reconciliation practices and policies as organization.

Allocate resources toward upstream policy, systems, and environmental interventions that address Indigenous inequities.

Involve Indigenous stakeholders in shaping budgetary priorities and reviewing funding proposals.

Use place-based and/or distinction-based models to align investments across sectors, establish flexible funding for Indigenous-led efforts, and address root cause issues in focused geographic areas experiencing inequities.

Organization's strategic operation plan, performance management, and quality improvement processes emphasize reconciliation with clear and measurable goals.

Collect, share, and use feedback on Indigenous community satisfaction with organizational reconciliation efforts as a standard practice, through a defined policy and processes.

The organization is not only continually learning and transforming but is sharing and initiating learning processes with the community/ residents and other agencies.

Strengthen Indigenous service delivery

Develop measures and data to accurately understand the proportion of Indigenous clients and communities served, and gaps.

Art work in the workplace reflects Indigenous artists with appropriate description and references to the artist.

Organizational commitment to serve Indigenous clients with excellence.

Select job positions specialize in serving Indigenous clients.

Create internal efforts to identify opportunities to address reconciliation in internal policies and procedures.

Front-line staff have enough training to recognize unique barriers that may exist for Indigenous clients and supported to work to resolve them in a systemic manner.

Client complaints, feedback and quality improvement processes are culturally safe (including processes that reflect Indigenous practices/approaches)

Internal structures (e.g., committee, workgroup, teams, staff) exist to organize and implement long term reconciliation work; supported at all levels of the organization.

Program/project funding set-asides to ensure excellent services for Indigenous clients.

Programs/services are provided in Indigenous communities.

Allocate resources to support Indigenous community engagement, including to compensate or provide supportive services (e.g., simultaneous interpretation, childcare, food) to community members/residents for providing their time and expertise to inform planning and evaluating services.

Build Indigenous Partnerships

Networks exist for information sharing with Indigenous partners and stakeholders.

Organize workgroups involving Indigenous partners and stakeholders for specific projects.

Provide input and assistance through informal partnerships with Indigenous stakeholders.

Develop strategies to build and sustain trust and engagement with Indigenous community members in organizational activities.

Targeted instances of active Indigenous partnership and engagement in specific programs.

Partnerships have clear roles, scope, expectations, and processes with adequate resources and authority (e.g., MOUs, co-developed charters, executive sponsorship).

Establish Indigenous community/resident advisory committees or boards (or other community engagement venues).

Engagement activities are accessible and relevant for all; with intentional support (e.g., childcare, refreshments, scheduling, physical and linguistic accessibility) to promote Indigenous community/resident participation.

Regularly dialogue with Indigenous community partners to discuss progress, challenges, and next steps, and seek feedback to improve partnerships.

Organization routinely participates in Indigenous-led sector events and is seen as an ally.

Reconciliation policy and operations include Indigenous community/resident engagement.

Structure collaborations as collective impact initiatives: leverage a common agenda, share a measurement system, reinforce mutual activities, communicate continuously, and have a backbone support organization.

Create mechanisms to provide compensation for Indigenous community/resident expertise as an asset and domain of specialized knowledge and consultations (e.g., contracts, paid volunteers/inters).

Invest in capacity building for staff and Indigenous community/residents (e.g., leadership academies, technical assistance) to help all parties prepare for quality engagement to increase the voice and influence of Indigenous communities/residents in policy change.

Collaboration with Indigenous partners reflects trust, shared ownership, community-driven planning, organizing, and consensus building.

Indigenous partnerships inform and/or lead to changes in organizational policies, processes, and practices.

The organization sponsors Indigenous-led sector events.

Develop organizational-specific work to further reconciliation

Once the first 7 areas are well underway, an organization will be ready to plan and implement unique work in reconciliation that only they can do. After enough literacy is developed and enough internal reconciliation work and change is underway, there will be enough organizational credibility to start something truly groundbreaking for reconciliation. This level of reconciliation work will fundamentally change an organization and challenge whole systems. This is the type of work required to ensure Indigenous inclusion and reconciliation.

The Pre-requisites to start reconciliation

Literacy

The majority of employees, leaders and board members have enough knowledge and abilities to talk about reconciliation without doing harm to Indigenous peoples:

- Enough knowledge about First Nations, Inuit and Métis peoples to uphold a distinctions-based approach as well as respect similarities;; and respect for Indigenous knowledge systems
- Enough knowledge about Canada's history and impacts on Indigenous peoples to respect Indigenous people's need for self-determination, healing and rights.
- Cultural competence to be able to enter into effective discussions about cultural safety for Indigenous clients, employees, partners and communities.
- Beginning discussions with others about what reconciliation could look like in Canada.

Senior leadership and board commitment to reconciliation

Organizations need to have in place the commitment by senior leaders and the board to do reconciliation, including a commitment to space, time and resources. Like any change that is strategic, reconciliation will require space and time as well as resources.

Commitment and practice of anti-racism in the organization

An organization fundamentally needs to uphold equity and be actively anti-racist, meaning, practicing learning more to do better to support cultural safety for employees who may be at risk of racism. Organizations need to be able to do it internally before they have credibility to do it externally with Indigenous partners. This isn't a checkbox, it is rather a commitment of senior leadership, a stated requirement like a code of conduct, and practice that managers, teams and leaders do daily.

The Minimums that organizations will do for reconciliation

1. Audit your reconciliation work. What has already been done on the themes of reconciliation?
2. Review and strengthen HR for Indigenous inclusion. Remove any unintentional barriers for Indigenous candidates and Indigenous employees.
3. Increase Indigenous voices in staff and leadership.
4. Apply an Indigenous lens
5. Strengthen cultural safety and service excellence for Indigenous clients
6. Build Indigenous partnerships
7. Determine your unique value-add for reconciliation

Lesson: Introduction to the Course

1. Individual Exercise - Research organizations doing reconciliation

In almost every sector in Canada there are companies and organizations committed to doing reconciliation and making a difference. Please take 20 minutes to review these examples: University of Calgary, BC College of Family Physicians, Stratos, RBC. **What captures your attention about these examples?**

Lesson: What is a reconciliation journey in your organization?

2. Individual Exercise - Read the TRC & UNDRIP

If you have not read these documents, please print off or source a copy of the TRC Calls to Action and UNDRIP, and review now: TRC Calls to Action, UNDRIP.

3. Individual exercise: research additional reconciliation stories

When you think about reconciliation, are there additional organizations out there that are doing reconciliation? Who comes to mind? It could be a university, a municipal government, a national company, a non-profit. **What in your perspective are they doing that is positive?**

There's no right or wrong answers here. This is intended to deepen your thinking about the myriad ways that organizations can contribute to reconciliation. This may require you to do some online learning. Take down some notes, and be prepared to share your learning with your team.

4. Team Exercise - Review Baseline Audit for Reconciliation and discuss progress and opportunities

Please schedule an hour long meeting for your team, and bring the Baseline Audit.

What has your organization accomplished already in the Pre-requisites, and are there areas to improve?

What has your organization accomplished already in the Minimums, and are there areas to improve?

Please ensure to take notes of your discussion, and be prepared to share a summary of your team's discussion to your organization.

Lesson: Overview of Prosci Change Management

5. Individual Exercise - what worked and what could have been improved in past organizational changes

Please complete this exercise on your own. Consider a change that you have experienced in your career at work. It could have been a restructure, a new system, or a new way of doing something in your work.

1. **Consider the communication you received about the change in advance of the change? During the change? After the change? In terms of communication, what worked? What about the communication helped you to do this change?**
2. **What are the top two things that worked, and one thing that you wish had been done in communication?**

Next, let's consider the reconciliation plan in your organization. **In terms of doing a reconciliation plan in your organization, are there areas that see have been communicated well? Are there gaps or communication that you need to hear more on?**

6. Team Exercise – Build team energy for reconciliation

Goals of the exercise

- Hold a structured discussion with team to hear from each team member about their hopes and visions for reconciliation
- Create team energy for reconciliation

Process

1. Set aside an hour within the next week to work through this exercise. Communicate to your team that the lesson must be completed by each member before this exercise.
2. Assign a facilitator in advance to ensure that each team member is heard.
3. Assign a note taker in advance to ensure the discussion has a written product that can be used by the team in the future.
4. Facilitator tips:
 - a. Start the meeting with a welcome that creates safety.
 - b. Do a quick 2-3 minute review of the organization's commitment to reconciliation, what senior leadership has said in regards to reconciliation, how team members have completed some learning (such as ICCH) that prepares the team for the next step.
 - c. Do a quick 1-minute review of the document below and communicate that the team will complete the sections which are relevant, as some sections may not.
 - d. Encourage "blue sky" visions for reconciliation without judgement. This is a creative exercise. Use techniques that you are familiar with to encourage lively and safe discussion.
5. Ensure there is one document at the end of your discussion that can be used in the future. Circulate the completed document to your team.

Today-Tomorrow Exercise

QUESTION 1: What could change in the work, product, partnerships and outcomes of my organization?

Consider: What would you like your organization to be known for in 2 years, for reconciliation?

Today (how it is today)	Tomorrow (how it could be in the future)	Size of impact (1-low impact, 5-high)

QUESTION 2: What could change in the work, product, partnerships and outcomes of my team?

Consider: What would you like your team to do for reconciliation?

To prompt discussion, consider using the team aspect column. For example: What would change in who are our partners? What would change in our processes?

Team aspect	Today (how it is today)	Tomorrow (how it could be in the future)	Size of impact (1-low impact, 5-high)
Partners			
Client service			
Processes			
Systems			
Tools			
Job roles			
Critical behaviours			
Mindset, beliefs, attitudes			
Reporting structure			
HR, performance reviews			

Lesson: Strengthen anti-racism and inclusion for Indigenous employees

7. Individual Exercise - research inclusive language specific to Indigenous peoples

Are there resources on using inclusive language specific to Indigenous peoples?

Do some online sleuthing to find if there's any existing resources out there. Avoid using resources that are more than 2 years old. Don't use resources created by a non-Indigenous organization. Find resources that have obvious Indigenous creators involved. Please bring your work to your next team meeting.

8. Team Exercise - Audit a policy for inclusive language specific to Indigenous peoples

Please set aside an hour in your next team meeting to do an audit of at least one program/policy, and preferably two or three depending on the length of document, for Indigenous inclusive language.

Before the meeting, please review 3 to 4 examples of Indigenous inclusive language policies, and here are

2. Keep in mind that currency matters for inclusive language - look for examples which are no more than 2 to 3 years old: University of Victoria, McMaster

Are there aspects to improve to ensure Indigenous peoples can see themselves in your policy/program?

Do you need a fresh set of eyes on the document? Consider reaching out to Indigenous employees to request their perspective, but remember! An Indigenous employee can say no, they don't have to do this labour for you. What's in it for the Indigenous employee to help you? How can you ensure their safety throughout the team discussion?

And now. Make the proposed changes to the policy/program, and take it up for approval. After this step is completed, make a priority list of the next policies and documents for an Indigenous inclusion audit with the goal to complete all priority documents within a year.

For large policies or programs, or policies that need significant work for Indigenous inclusion, you may want to start a task-based Reconciliation Team that reviews the document together, with Indigenous partners and/or clients involved.

Lesson: Learn more about Indigenous organizations in your sector

9. Team Exercise - Find Indigenous organizations in your sector

Please protect at least 30 minutes at your next team meeting. In advance of the meeting, please do some research on your own to find out who the Indigenous associations are in your sector. Please bring your research to your team meeting.

Does your organization already have a relationship with the Indigenous organization?

Are there any upcoming Indigenous sector events that should be on the organizational radar?

Some may ask if your organization's Indigenous relations team should be responsible for this work. The importance of reconciliation does give responsibility to every team to do some work and be coherent about Indigenous organizations in your sector.

Lesson: Build relationships with Indigenous partners

10. Individual Exercise - Build understanding of current Indigenous partners

In reconciliation the involvement and partnership of stakeholders is important. Take a minute and take down some notes.

Who are Indigenous stakeholders for my organization?

Do we have an Indigenous circle/advisory/committee of external partners? Who sits on this committee? Am I familiar with the results and advice from this group?

Do we have an Indigenous partner organization? Is there an MOU with them? Am I familiar with this relationship?

Further in this course there will be opportunity to learn more about Indigenous partnership development.

11. Individual Exercise - Two-eyed seeing

Elder Albert Marshall is Mi'kmaw from Eskasoni and has taught about a way of seeing the world. Please take the time to watch this whole video of Elder Albert speaking and teaching. This is practice in learning in a different culture as the Elder is teaching from his way, with story and taking the time to do it well. Indigenous knowledges are shared in a connected way, how it connects to other things and constructs. Indigenous truths rarely come in 2 minute soundbites.

Your task is to listen, and to be ready to describe what two-eyed seeing means to you in your work. **Please take down some notes to share your top 3 take-aways at your next team meeting.**

Etuaptmunk Two-Eyed Seeing with Albert Marshall.
1hr45min

12. Team Exercise - Review best practices in Indigenous partnerships

Please schedule a 90 minute team meeting to discuss some best practices in building partnerships and relationships with Indigenous partners.

In advance of this meeting, please review one of the following resources, and be prepared to bring forward one best practice from your research: We Want Real Partnership: UNDRIP Gives Us the Means, Best Practices Guide: building resort partnerships with First Nations, Indigenous Engagement and Cultural Safety Guidebook: A Resource for Primary Care Networks

What is one best practice from at least one of these resources?

13. Team Exercise – what are we doing well and what can we improve

This is such an important topic that another team meeting is required. Please book an hour long meeting for this exercise.

In advance of this meeting, please review the Indigenous Partnerships Readiness inventory. What is your organization already doing well, and what might be improved? Be ready for team members to have different response to each criteria, and be ready to talk through this inventory together. This may give you some direction on what to work on to build effective partnerships with Indigenous partners.

What are we doing well?

What can we improve?

Please keep notes of your team discussion, including potential action items to strengthen your team's readiness for partnerships. There may also be some items that could be used to measure or evaluate the quality of partnerships.



The Indigenous Partnerships Readiness Inventory

Adapted from the Wilder Collaboration Factors Inventory, www.wilderresearch.org

About your non-Indigenous organization:

Factor	Statement	Strongly disagree	Disagree	Agree	Strongly Agree
Literacy and prerequisites have been completed	The majority of our employees have enough literacy and cultural competence. We are committed to the practice of anti-racism especially for Indigenous peoples.				
History of participation in the community	We participate as an organization in local Indigenous events. We have worked collaboratively with Indigenous organizations in the past.				
Knowledge of Indigenous organizations and leaders	The Indigenous organization is a legitimate leader in the sector. Others in Indigenous networks who are not part of the collaboration say this is the 'right' organization to partner with.				
Mutual respect, understanding and trust	We have respect for the Indigenous partner, understanding of their role in the sector, and trust in their perspectives. We are a trustworthy partner, and value our commitments.				
Skills in communication and negotiation	Our people leading the relationship development are skilled in communication and negotiation, including conflict resolution.				
Favourable climate and resources	The time is right for this partnership because we can commit the time towards building the relationship. We have enough understanding of the pressures on the Indigenous partner to be aware of their competing priorities.				
Partners see the relationship as reciprocal	My organization will benefit from this partnership. The Indigenous partner will benefit from this partnership. Partners are full and equal members with no sense of power imbalance.				
Multiple layers of participation	The people involved in our collaboration represent a cross-section of those who have a stake in what we are trying to accomplish. We have the people at the table to be able to make decisions on behalf of the organization, not just a part.				
Ability to negotiate and compromise	People involved in the partnership are willing to compromise on important aspects of our project				
Process and outcome	We value the process as much as, and perhaps more than, an outcome. We will protect the relationship even if we don't meet an outcome. Everyone who is a member of our partnership wants this to succeed. The level of commitment of partners is high.				

Factor	Statement	Strongly disagree	Disagree	Agree	Strongly Agree
Flexibility	<p>There is a lot of flexibility when decisions are made, and people are open to discussing different options.</p> <p>People in this partnership are open to different approaches to how we can do our work. They are willing to consider different ways of working.</p>				
Development of clear roles and policy guidelines	<p>People in the partnership have a clear sense of their roles and responsibilities.</p> <p>There is a clear process for making decisions in this partnership.</p> <p>There is a clear process for resolving conflicts in this partnership.</p>				
Adaptability	<p>Partners believe the partnership can withstand changing conditions such as less or more funding, changing political climate or change in leadership.</p> <p>This partnership will thrive even if it had to make major changes to plans.</p>				
Respectful pace of development	<p>The partnership has tried to take on the right amount of work at the right pace, through consensus.</p> <p>We are currently able to keep up with the work necessary to coordinate all the people, partners and activities related.</p> <p>We are respectful of the potential of cultural events which take priority for the Indigenous partner.</p>				
Open and frequent communication	<p>Partners and people openly communicate with one another.</p> <p>I am informed as often as I should be about what goes on in this partnership.</p> <p>I have a clear understanding of what our partnership is trying to accomplish.</p> <p>People in our partnership know and understand the goals.</p>				
Established informal relationships and links	<p>Communication among the people in the partnership happens both at formal meetings and in informal ways.</p> <p>I personally have informal conversations about the partnership and with people involved in the partnership.</p>				
Shared vision	<p>The partnership and the people involved are dedicated to the idea that we can make a difference together.</p> <p>We understand that we can't achieve our goal, without the partnership.</p>				
Sufficient funds, staff, materials and commitment	<p>We are ready to provide the funds to support the partnership as a mark of reconciliation.</p> <p>We have dedicated staff/protected time to build and maintain the relationship.</p>				
Skilled leadership	<p>The people in leadership positions for this partnership have excellent cultural competence to work with Indigenous partners.</p>				

Lesson: Apply an Indigenous lens to programs/services

14. Individual exercise: Jagged worldviews colliding

Please take some time to read this seminal piece by Leroy Little Bear titled Jagged World Views Colliding, a chapter in Reclaiming Indigenous Voice and Vision. It's about the ethical space that is required to find common ground between cultures and knowledge systems.

This work of Indigenizing or applying an Indigenous lens is truly about ethics. It's not a checkbox approach.

What's your two take-aways from this article?

15. Individual Exercise - Deepen knowledge about Indigenous communities

Please take some time to deepen your understanding about a few Indigenous communities. This is a list of public videos and resources. Please watch at least 4 of the following:

- Taku River Tlingit First Nation's Journey to Revitalize its Indigenous Laws. About land and Indigenous knowledges. 8min
- Life on the reserve, Kiashke Zaaging Anishinaabek (Gull Bay). About infrastructure, development and hope. 41min
- Urban, Indigenous, Proud. Series of 5 short docs on National Film Board
- Spirit to Soar. About First Nations education and racism in Thunder Bay. 44min
- A taste of Nunavut. 50min
- Canada's Waterless Communities: Neskantaga. 16min
- T'Sou-ke First Nation: A leader in the innovative use of renewable energy in Canada, 8min

What is similar to your community? What's different? What is striking about these Indigenous communities?

Next, please search for available and public resources about the First Nations or Inuit or Métis or Indigenous urban community nearest you, or nearest to your head office.

What can you learn about the infrastructure strengths and gaps, community priorities, celebrations and people of this community?

Finally, please listen to Elders. Ronnie Dean Harris (Stō:lo/St'át'imc/Lil'wat/N'laka'pamux), Woodrow (Woody) Morrison (Cherokee/Haida) and Kat Norris (Lyackson), hosted by Kim Haxton (Wasauksing), share their stories of ancient history, lived experiences, cultural teachings, relationships to land and waters, and what we need for survival. This is an opportunity to practice listening to Elders who share knowledge and story in their own cultural ways.

In the Beginning. 1hr30min video.

What have you learned?

16. Team exercise – reframing for learning

This has been perhaps a more difficult lesson, with lots of content and some warnings that we won't know it all. What is enough? It's not a question of scale of numbers or a test, it's a question of mindset.

Please protect 30 minutes at your next team meeting to share **what you are looking forward to learning from Indigenous peoples?**

How will you choose to do so with respect and reciprocity?

Role-Specific Lessons

There may be additional lessons for you, if your role is listed in the additional lessons section. Please track your thoughts, team discussions and action items through these additional lessons.

FINAL LESSON – The Reconciliation Journey Workplan

17. Individual exercise - review and prioritize potential reconciliation action items

In advance of the team meeting, please review the Base Audit for Organizations. It's been a few weeks, and it's time to take another look at this document.

Are there action items that rise to the top of your priority list in the examples on this document?

Please review your participant workbook to see what ideas/action items for reconciliation you've already noted down in the right column.

What are your top 10 priorities for potential action items to do in the first year, the second year and the third year? Are there action items that might carry over multiple years?

Be prepared to share and discuss your priority list with your team.

18. Team Exercise – draft team reconciliation workplan

Please book a good two hour meeting, perhaps even outside of the office, to start compiling potential action items that your team could do for reconciliation. Please find a facilitation technique that will work for your team to ensure that every team member has an opportunity to share. Flipcharts or some way of tracking ideas as they are shared would be helpful.

There will likely be a mix of action items that an individual could do, the team could do, and/or the organization could do.

Once all of the potential action items have been tabled and on flipcharts, then spend some time discussing whether there is a clear way to prioritize them. There's no one way to prioritize, so this warrants a discussion.

At the end of the meeting, please ensure your product is a prioritized list of action items that your team could do for reconciliation. It may even have some sequence (things that could be done now, next year, etc). Please ensure you keep track of every idea that is shared, even if it doesn't make it onto the priority list. This is important information.

By this time, the Reconciliation Team will have communicated to the whole organization what the next steps are to combine each team's list into a larger draft reconciliation plan, as well as the process to a final reconciliation plan.