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# THE KNOWLEDGE CIRCLE FOR INCLUSION'S INDIGENOUS CAREER NAVIGATORS PROGRAM (ICNP) 2023-2024 REPORT

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## Message from the Champions for Indigenous Federal Employees



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**Valérie Gideon**, Deputy Minister, Crown and Indigenous Relations and Northern Affairs Canada

**Michael Mills**, Associate Deputy Minister, Public Services and Procurement Canada

**Gina Wilson**, Deputy Minister, Indigenous Services Canada

We are incredibly pleased to see the widespread adoption of the Indigenous Career Navigators Program (ICNP) across so many departments, agencies, and crown corporations. The feedback we have received from Indigenous employees in various organizations underscores just how vital and impactful the services provided by the Navigators have been. These Navigators play a crucial role in supporting Indigenous recruitment, retention, and career advancement. They also offer invaluable, culturally safe spaces where employees can receive personalized advice, encouragement, and a supportive ear.

The ICNP is not only a testament to our commitment to diversity and inclusion but also an effective mechanism for implementing key recommendations from the Many Voices one Mind report. We want to extend our sincere appreciation to the Knowledge Circle for Indigenous Inclusion, specifically Anna Fontaine and Michèle Elliott, for their vision and dedication to making this program a reality.

Most importantly, we want to recognize and thank all the Navigators for their extraordinary work. You truly are making a positive impact. Let us continue to build on this success, working together to increase Indigenous representation at all levels and to make the federal public service a more welcoming and supportive environment for Indigenous employees.

## Many Voices One Mind: A Pathway to Reconciliation

In 2016, Deputy Minister Wilson launched the Many Voices one Mind (MVOM) initiative with the support of Deputies across government. The goal was to better understand the challenges and barriers that Indigenous peoples face within the public service. In December 2017, a final report and action plan was published, identifying concerns in five main areas: Indigenous Recruitment and Retention; Cultural Competency; Training and Development; Talent Management; and Creating a Safe Space for Indigenous public servants.

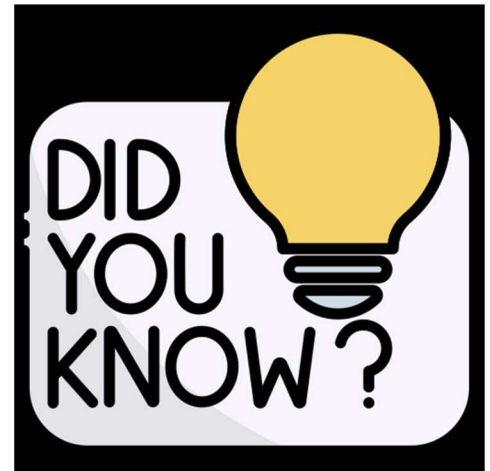
Since the release of the MVOM report and corresponding action plan, departmental progress scorecards have been developed to help departments regularly evaluate and measure their progress across all 5 areas.

## Indigenous Career Navigators Program History

Reconciliation within the public service requires fundamental change and a government-wide commitment to action. Recognizing this, in June 2019 the Clerk of the Privy Council announced the Knowledge Circle for Indigenous Inclusion (KCII) to directly support the MVOM work across the Government of Canada. Shortly after, KCII developed and implemented the Indigenous Career Navigators Program (ICNP).

The ICNP program has since expanded and is being offered in over 40 departments, agencies and/or crown corporations. This year, 7 new Indigenous Career Navigators were identified and trained, bringing the total number of trained and active Navigators to 58 for the 2023-24 fiscal year.

While the representation of Navigators across government is impressive, one of the ongoing challenges the ICNP continues to face is that various departments do not have a dedicated or permanent source of funding for the Navigator roles. Subsequently, each Department, depending on its financial strength and/or commitment to the ICNP, must decide whether or not their Navigators can dedicate themselves to this work on a full-time or part-time basis. Currently, 50% of the Indigenous Career Navigators are working on a full-time basis and 50% are working as part of a micro-mission (a certain amount of hours or days per week is dedicated to this work).



The Knowledge Circle for Indigenous Inclusion manages/chairs the following programs and circles:

- ❖ Indigenous Senior Leaders Circle in collaboration with the Office of the Chief Human Resources Officer (OCHRO) / Treasury Board of Canada Secretariat
- ❖ Indigenous Executive Network (IEXN)
- ❖ Elders and Knowledge Keepers Circle
- ❖ Indigenous Speakers and Ambassadors Circle (ISAC)
- ❖ Indigenous Wellness Circle
- ❖ Indigenous Student Outreach Initiative (ISOI)
- ❖ Indigenous EX-Talent Referral Service
- ❖ Indigenous Coaching and Counselling Circle (ICCC)
- ❖ Indigenous Career Navigators Program (ICNP) and Indigenous Career Navigators Circle (ICNC)

It is clear now more than ever that diversity within the public service is critical to improving the quality of public services that are delivered to Canadians and those living in Canada. We continue to witness an unprecedented eagerness for change, and are just beginning to access the immense untapped potential of Indigenous workers.

KCII's vision is to support Indigenous employees working in government by helping them to navigate through obstacles related to recruitment, retention and advancement. The ICNP also navigates managers seeking to recruit and or support Indigenous employees. This can be done with the help of a Navigator.

Some examples of the services and supports Navigators provide to Indigenous employees include:

- Support in developing personal learning plans;
- Drafting covering letters and resumes;
- Offering career advice and guidance;
- Preparation for interviews and/or writing exams;
- Linking employees to developmental programs or job shadowing opportunities; and,
- Sharing resumes with hiring managers.

Some examples of the services and supports Navigators provide to hiring managers, staffing and human resources include: assistance in finding Indigenous candidates to suit their organizational needs, access to a diversified group of Indigenous candidates, resources on how to retain and support Indigenous employees in the workplace.

The success of the ICNP has been recognized across government. In fact, a number of government departments are now looking to KCII for help and guidance on how to create successful diversity and inclusion programs. For example, Health Canada is using the ICNP Framework to create Navigator roles for Persons with Disability. Crown Indigenous Relations and Northern Affairs Canada is using it for their Black African employees, and the Public Service's Community of Practice on Career Management has established Navigator roles for all Government of Canada employees looking for support and advice on career management, based on KCII's ICNP.

**Our objective is to establish a federal public service that is more inclusive, diverse, and accessible for Indigenous employees.**

One way to achieve this is by ensuring Indigenous Peoples have equal opportunities while acknowledging the valuable contributions they make. A diverse workforce strengthens us, increases our ability to adapt, and enhances our ability to provide better programs and services to everyone.

- Knowledge Circle for Indigenous Inclusion

## Our Clients at a Glance

2022-23 Program Reach	2023-24 Program Reach
1,209 Indigenous clients who sought support/advice	1,954 Indigenous clients who sought support/advice
287 clients, or 24%, were bilingual in French and English	969 clients, or 49.6% were bilingual in French and English
76% were anglophones	50.4 % were anglophones
869 clients, or 72%, were federal public servants	999 clients, or 51% were federal public servants
340 clients, or 28%, were external to government	955 clients, or 49% were external to government

### About the Surveys

***It is important to note that fiscal year 2023-24 was met with budget restraints and hiring freezes. These two factors inevitably impacted the success of the ICNP, and must be taken under account while reading this report.***

Three surveys were created by the KCII to analyze the performance of the ICNP from April 1, 2023 to March 31, 2024. Separate and distinct surveys were developed for three groups:

- Indigenous employees that used the ICNP;
- ICNP Navigators; and,
- Human resource officers and/or hiring managers that had used one or more services under the ICNP.

This report describes and presents the data collected from these surveys. Where possible, responses to open ended questions were weighted, grouped into themes and conclusions drawn.

### Methods

The ICNP Navigators were responsible for sharing the surveys with participants in each group using existing networks (e.g. Indigenous Employee Networks), distribution lists and internal client contacts.

On May 13, 2024, participants in all three groups received an email from a Navigator with a link to their survey. Each participant was given 39 days to complete it, with the exception of the Navigators survey – which was extended for an additional 16 days in an effort to boost the response rate. Survey Monkey, a secure and anonymous survey platform was used to administer the survey. A total of 145 individuals responded across 32 departments (59 Indigenous employees, 34 Navigators and 52 hiring managers/human resources, N=145).

#### Indigenous Employee Survey

The Indigenous employee survey included 22 questions that ranged in type (e.g. open/closed questions, multi-point Likert-scale questions). Most had an option to provide additional text to help respondents

clarify or elaborate on their answers. Generally speaking, the survey questions tried to measure self-reported levels of satisfaction and dissatisfaction, how they found out about the program, reason they sought assistance, how the program assisted them, strengths and areas for improvement, and overall experience. The latter half of the survey included 10 statement questions and participants were asked to indicate how strongly they agreed with each one. For example, Question 16 stated: “Policies are in place to address discrimination and harassment against Indigenous employees” with the following options: agree; somewhat agree; neutral; somewhat disagree; disagree.

### Navigators Survey

The Navigators survey consisted of 13 mostly open questions about their role as a Navigator. Questions were focused on self-reported levels of satisfaction, sources of motivation, challenges, successes/positive outcomes, and suggestions for program improvement. The survey also asked the Navigators what they liked best about the program, demonstrable positive changes/program impacts, and whether or not they would recommend the program to others.

### Hiring Managers/Human Resources Survey

Lastly, the hiring managers/human resources survey included 19 questions ranging from overall satisfaction with the program, how they learned about the ICNP, reasons for using the program, suggestions for improvement, and 10 statement questions. For example, Question 14 stated: “Policies are in place to address discrimination and harassment against Indigenous employees” with the following options: agree; somewhat agree; neutral; somewhat disagree; disagree.

The 10 statement questions in the Indigenous employees survey and the hiring managers/human resources survey were identical. This was deliberate to enable KCII to compare and contrast the differing perspectives and beliefs between the two groups. These results will be described in the *Indigenous Perspectives* section later in the report.

## Findings

### Indigenous Employees

A total of 59 Indigenous employees responded to the survey. A majority of the respondents reported being pleased with the services and supports they received. Overall, 90% of Indigenous employees reported being “very satisfied” and “satisfied” with the program.

Similar to any program evaluation, it is important to examine the quality of the services that are being delivered to clients. Regarding the quality of services that were delivered by the ICNP Navigators and their effectiveness, 59% of Indigenous employees reported that the services they received were “very effective”, 29% perceived them to be “somewhat effective”, and 12% felt they were “somewhat” to “very ineffective”. ***Interestingly, the data showed a strong correlation between service quality and the capacity of the Navigator. For instance, self-reported service levels of “very effective” were significantly dependent on whether or not the Navigator was working on a full-time or part-time basis.***

A large percentage of Indigenous employees (47%) learned about the program through word of mouth, presentations to senior management or through peer networks/groups. Client referrals (25%), email (22%), posters/newsletters (8%) and lastly, human resources (7%) were the other methods of communication and referral. This data suggests that the ICNP is not reaching human resources as well as it could be, and ***that more work needs to be done to connect Indigenous Navigators to human resource***

managers. Additionally, greater efforts to connect KCII and its Navigators with the Office of the Chief Human Resources Officer (OCHRO) may help to increase awareness and encourage uptake across all of its departmental human resource offices.

Figure 1.1



Staffing opportunities remain the primary reason why Indigenous employees sought assistance from the program (42%), demonstrating a desire for change or career advancement. Career advice (21%), assistance with staffing processes (17%), other (15.5%) which consisted of more than one selected option, and seeking information (5.2%) were the other motivating factors.

While there were a number of unique and diverse responses collected for

Question 4: “How did the ICNP assist you”, there were 5 prevalent and recurring themes. These include:

1. Increased awareness of job opportunities within the organization;
2. Provided assistance with the application process;
3. Facilitated opportunities for promotion and career advancement;
4. Offered emotional support and understanding; and,
5. Improved visibility for Indigenous job seekers.

When asked about what Indigenous employees liked best about the ICNP, 32% responded that it was the support they received from their Navigator. Support was followed closely by personal touch (21%), mentorship (13%), sense of community (11%), friendship/honesty (9%), having a personalized career coach (7%) and lastly, (6%) reported that the program’s Indigenous perspective was the best part of the program for them. Figure 1.1 illustrates the seven categories Indigenous employees identified as being the best part of the ICNP.

When asked about what Indigenous employees liked the least about the ICNP, the responses varied significantly. Further, because the survey question was open, each comment tended to be specific to the employees situation. Therefore, each response was reviewed and categorized into the following categories, in no particular order of importance:

- Demand is greater than what ICNP can provide;



- Lack of follow-up/delays in responding;
- Not enough information on what services are available;
- Job search did not result in a pool or a promotion;
- Unsure of the link between the navigators and human resources (i.e. confidentiality concerns);
- ICNP not being implemented across all of government;
- Inconsistent messaging from ICNP and senior management in some departments; and,
- No dedicated navigator for each department/agency.

While some Indigenous employees were critical of the availability or outcome of the services and supports they received under the ICNP, a large majority were extremely satisfied. Nonetheless, it is important that the program take stock of any/all suggestions for improvement. Although not all of the suggestions are feasible, a number of them will be considered moving forward.

Indigenous Employees Suggestions for ICNP Improvement:

1. Regular opportunities for Indigenous employees to meet with hiring managers in-person or virtually;
2. Feedback from the hiring managers/HR to Indigenous employees (via the Navigator) on why certain resumes were considered and others not;
3. Increasing capacity within the ICNP by ensuring that each participating Department, Agency or Crown Corporation has full-time dedicated Navigators;
4. Using the program to fast track federal hiring processes;
5. Ability for the ICNP to influence hiring decisions and provide second language training; and,
6. More specific information on the types of services/supports available to employees under the ICNP.

### Indigenous Navigators

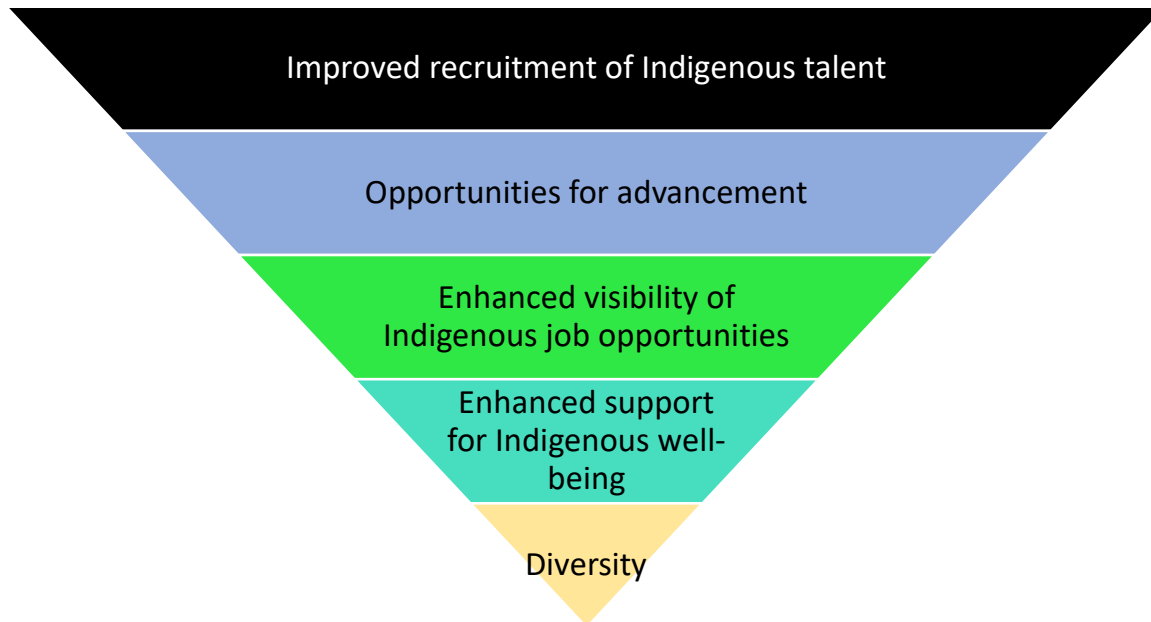
A total of 34 Navigators responded to the Navigators-specific survey. Currently, ICNP has a roster of 58 Navigators; however, new Navigators are always being onboarded, making it difficult to determine how many Indigenous Navigators there were at the time the survey was launched. Regardless, it can be assumed that the response rate was over 50%, which is considered excellent. When asked what motivates our Navigators to continue this work, an overwhelming majority indicated that they are motivated to “change the culture of government so that Indigenous representation is at all levels”. Other sources of motivation included “the satisfaction in supporting someone and seeing them succeed”, “networking and meeting new people”, “breaking down barriers in government”, and “development and growth”. A significant number of the Navigators reflected back on their early years working in government and remarked that they wish they had received the same guidance and support that the ICNP offers.

That said, the Navigators are in a unique position of being the intermediary between the hiring managers/HR and the Indigenous employees. Their perspectives and observations are therefore critical to the success of the ICNP. Question 3 asked Navigators to indicate if the ICNP has made improvements in their department and to specify in which area(s). The results demonstrate that the ICNP and its Navigators feel as though the program has significantly improved the recruitment of Indigenous talent, enhanced the visibility of Indigenous job opportunities, and overall, increased the number of career advancement opportunities for Indigenous employees. Figure 2.1 illustrates the top five improvements

that Navigators reported seeing within their Department, Agency or Crown Corporation for 2023-24. Respondents were encouraged to select more than one improvement.

Figure 2.1

### Top 5 Program Improvements as Reported by Indigenous Navigators for 2023-24



Conversely, Question 7 asked the Navigators what would prevent them from recommending the program to others. This question was open-ended and while most of the comments were positive and affirming in

*"Besides adding "miigwetch" to an email signature, nothing about Indigenous practices is integrated in a meaningful way"*

*Anonymous*

nature, it is worth quoting the response of one navigator, "my workplace is not a culturally competent workplace, so if someone is apprehensive about entering the public service, at broad, that is always in the back of my mind. I don't want to help bring someone into an environment that would be harmful to them".

***This comment reiterates the fact that while hiring managers may be eager to recruit Indigenous employees, it is equally important that they invest in***

***making sure that the workplace is ready and capable of receiving and retaining them.*** For instance, ensuring that any onboarding materials include information about cultural events, services or systems that may be available to them as an Indigenous employee. Another example could be co-developing policies that explicitly state how Indigenous perspectives are considered in decision-making process and having this information clearly and publicly displayed, and lastly, providing Indigenous employees with meaningful opportunities that complement their skills and interests.

While hiring managers may assume that Indigenous employees will communicate their needs to their supervisor – be it cultural, personal or other – this is not always the case. In fact, it can be particularly

hard for new employees to communicate openly and honestly about their needs and wants, especially if they are still trying to prove themselves in the workplace.

Program design, quality assurance, and program delivery are critical components to the success of any program. As such, it was important that the survey assess what, if anything, the Navigators and hiring managers/HR would change so as to improve the ICNP. These included: creating a virtual hub for both hiring managers and Navigators to share and exchange resources and information; standardized training for Navigators with opportunities to refresh their skills throughout the year; education and information for hiring managers on what it means to offer cultural supports in the workplace; increased capacity within KCII to continue and expand the program, and greater alignment with national recruitment initiatives across government. Figure 2.2 provides an infographic of these 5 main areas of improvement.

Figure 2.2



### Hiring Managers/Human Resources

A total of 52 Respondents completed the hiring managers/HR survey. Of this group, 62% were hiring managers, 17.3% were HR advisors, and 21.1% included a mix of Senior Advisors, Diversity/Inclusion Advisors and Indigenous Managers. The primary reasons why they sought assistance from the ICNP was

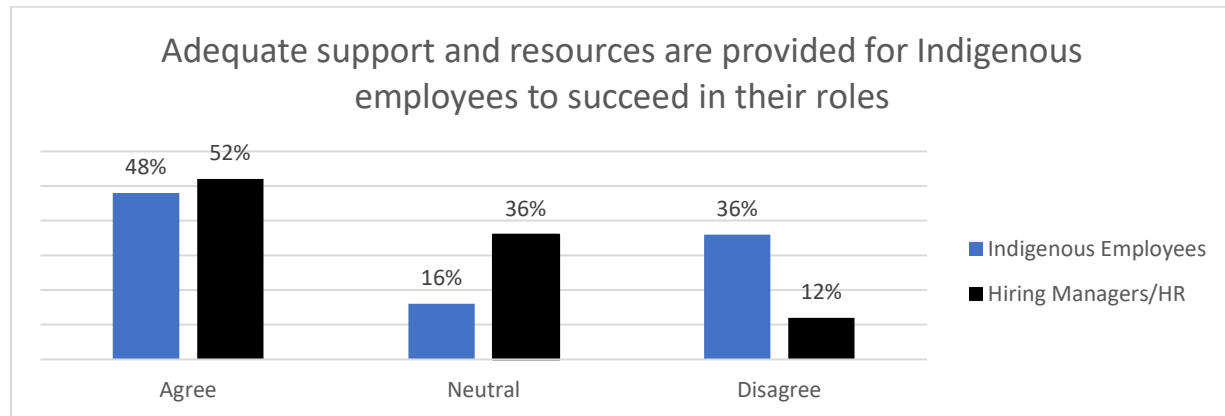
to access resumes of Indigenous candidates, seek advice on how to support their Indigenous employees and/or both.

Of the hiring managers/human resource officers that completed the survey, 96% reported being satisfied with the services provided by the ICNP. The way in which hiring managers first discovered the ICNP varied, with a majority of managers learning about the program from a colleague or client, followed by presentations by the Navigators or KCII staff, and lastly, via email and referrals from HR.

Most of the hiring managers commented positively on how responsive their Navigator was and appreciated the tailored support they received. When asked about what or how the program could improve, the responses were fairly consistent – **that the ICNP be mandatory for all departments, agencies, and crown corporations. Additional suggestions included: generating greater awareness of the program using townhalls, having KCII present at ADM or DM-level retreats, and that Indigenous candidates clearly indicate on their resumes the substantive group and level they are seeking opportunities in.**

Question 9 was a statement question that measured whether or not hiring managers felt that their Indigenous employees had “adequate support and resources” to succeed in their roles. The results were interesting. A number of respondents interpreted “adequate support and resources” to mean training dollars. Others interpreted the question to mean access and availability to mental health supports and wellness resources. Regardless, 36% of the hiring managers felt unable to comment on this question citing the fact that they themselves are non-Indigenous and therefore selected “neutral” as a response. Figure 2.3 illustrates the diversity in responses from both the Indigenous employees and hiring managers.

Figure 2.3



## Indigenous Perspectives

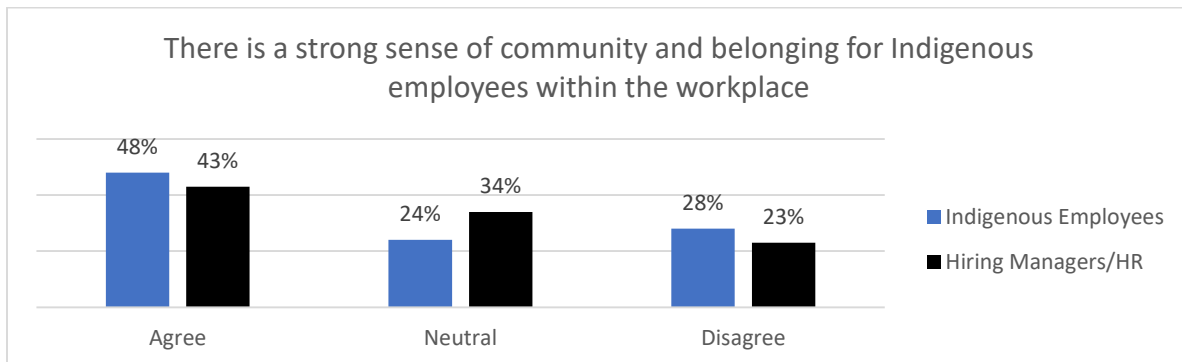
Both the Indigenous employees and hiring managers survey included 10 statement questions. Respondents were given the following options, and were asked to select one: I strongly agree, I somewhat agree, I am neutral, I somewhat disagree and I strongly disagree. Unfortunately, because Likert-scale responses are subjective, one person’s “strongly agree” might be another’s “somewhat agree”. As a result, KCII made the decision to group “strongly and somewhat together” such that it would be easier to identify the data.

While the responses for all 10 questions will not be fully outlined in this report, the questions that resulted in the most interesting findings will be presented.

Overall, 66% of Indigenous employees reported feeling comfortable sharing their identity with others in the workplace. Interestingly, this was not the case for Indigenous hiring managers, with only 30% reporting that they feel comfortable expressing their identity. It should be noted however, that the hiring managers survey did not collect information about ethnicity, race or Indigenous status to ensure anonymity. Therefore, it is possible that some of the hiring managers that completed the survey are themselves Indigenous. As such, it is difficult to determine whether or not hiring managers responded to this question as a hiring manager and/or if they responded to this question as an Indigenous hiring manager. If the latter, then it may be worth examining why Indigenous managers or executives feel uncomfortable sharing their Indigenous identity in the workplace.

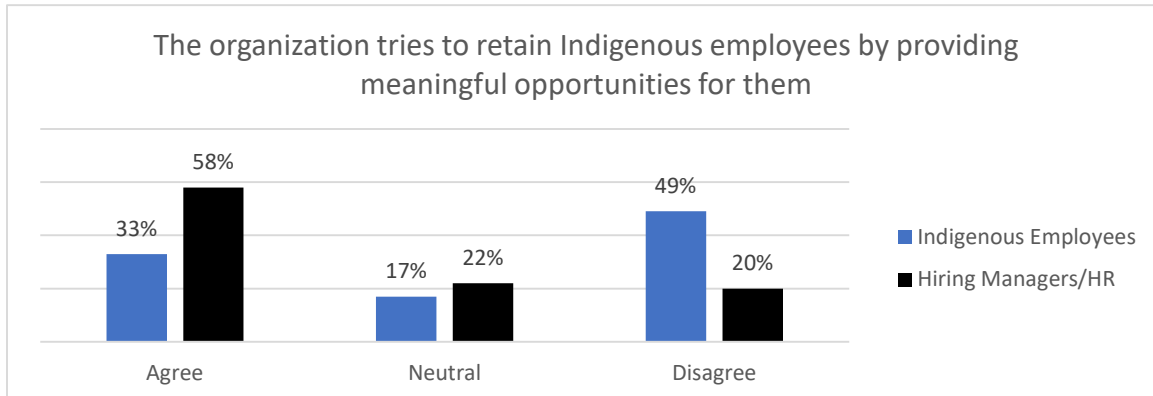
It is encouraging to see that almost half (48%) of the Indigenous employees reported feeling a strong sense of community and belonging for Indigenous employees in the workplace. It is also encouraging to see that a large percentage of hiring managers (43%) also agreed with this statement. While some Indigenous employees (24%) and hiring managers (34%) felt undecided or neutral on the matter, 28% of Indigenous employees disagreed with this statement, as did 23% of the hiring managers. These results indicate that more work can be done to ensure Indigenous employees feel connected to their colleagues and peers in the workplace (Figure 2.4).

**Figure 2.4**



It is widely recognized that task significance is one component of job satisfaction. To account for the fact that projects and daily tasks can fluctuate significantly in government positions, the statement question focused instead on “meaningful opportunities”. Specifically, respondents were asked to react to the following question: “the organization tries to retain Indigenous employees by providing meaningful opportunities for them” (Figure 2.5). Sadly, only 33% of Indigenous employees agreed with this statement, 17% indicated that they were neutral and a staggering 49% disagreed with this statement. Conversely, 58% of hiring managers agreed with this statement, indicating that there is a clear disconnect between the two groups. Moving forward, it is recommended that more effort and attention be provided to ensuring that vacant positions be advertised with an accurate job description and that the transferable skills and interests of an Indigenous employee be considered when selecting a candidate.

Figure 2.5



## Barriers

All three groups identified **Official Language requirements as a barrier** to Indigenous employees receiving equal access to career advancement opportunities. **There was also recognition that hiring Indigenous candidates who live in their home community/territory has been made more difficult by the return to the office policy.** Unless they choose to relocate at their own expense or seek permission from their ADM, the 3-day office mandate makes it difficult to recruit and/or retain these individuals. Conversely, Indigenous people living more than 125km from their designated workplace may not be interested in exploring a career within government.

When asked to identify what barriers Indigenous employees continue to face, most Navigators felt that career advancement remains the number one barrier for Indigenous employees (94%). This was followed closely by recruitment (75.8%), retention (75.8%) and onboarding (58%).

**Lack of support from senior management was also seen as a barrier by the Indigenous Navigators.** Specifically, they felt that if senior management was serious about the program, they would provide resources towards it (i.e. authorizing an FTE to work full-time as a navigator vs. a micro-mission).

Financial resources was identified by many as a barrier to the program and its progression. This has been further compounded by the Government of Canada's two-phase effort to refocus government spending, announced last March as part of Budget 2023. Subsequently, most departments have instituted a hiring freeze which has reduced the number of new hires, retention of students, those working as a term or on contract. **Further to the barrier listed above under lack of support from senior management, it will be interesting to see how each Department navigates their strategic review process over the next few years and whether or not the ICNP is considered to be an essential program by senior management.** Regardless of how the next few years unfold, it is critical that we shift our attention and efforts to retaining our existing Indigenous employees. In other words, check in with them, have a conversation and ensure that they have everything they need to succeed.

## Overall Recommendations

It is evident that the demand for the ICNP remains strong. Indigenous employees continue to show interest in the program, and are generally very satisfied with the services and supports they receive. Similarly, interest and satisfaction among hiring managers remains consistent and the Navigators continue to feel inspired and motivated to do this work.

*"we partnered with a hiring board from another department to be able to pull from their Indigenous science-based pool. [It is exciting] to find new and innovative solutions to work with existing policies"*

Given its success, it is recommended that the program continue to evolve and expand across government. It is critically important that senior leadership continue to

advocate and promote the program to their colleagues and peers, and to create full-time Navigator positions when possible.

After analyzing the survey data and reviewing all of the comments that we received, one clear recommendation emerged – if hiring managers use the ICNP to hire an Indigenous candidate, equal effort and consideration should be given to what cultural protocols and supports could be integrated into workplace policies.

Another recommendation to consider is language. Specifically, when looking at a candidates language profile (if and where possible) consider any Indigenous languages spoken as opposed to looking strictly for French as a second language.

Lastly, getting creative and/or using flexibilities that exist within human resource policies and procedures is recommended when trying to hire an Indigenous employee. Similarly, maximizing the usage of satellite offices or identifying existing regional structures and designating them as Government of Canada workplaces would help to eliminate the distance barrier for Indigenous peoples living in their home territory/land.

## Breakdown of Recommendations for Each Department/Agency/Crown Corporation

- Create Navigator roles within your department/agency/crown corporation.
- Make connections between the ICNP and the MVOM Recommendations.
- Firmly implement the ICNP so that it becomes a permanent program in your organization.
- Due to its success rate, find salary dollars to fund full-time Navigator roles (rather than micro-missions).
- Use flexibilities that exist in HR to hire Indigenous candidates (flexibilities around official languages, telework, remote locations, etc.).
- Encourage managers and HR advisors to contact Navigators for resumes of Indigenous students, employees, and external candidates.
- Promote the services the Navigators offers.

## Conclusion

It is evident that the ICNP is playing a crucial role in fostering a more inclusive and equitable federal public service. The program's success in breaking down barriers and providing personalized one-on-one support to Indigenous employees has not gone unnoticed. In fact, the program's success has led to increased collaboration with other departments, agencies and crown corporations, who are looking to the ICNP for guidance and support in establishing Navigators for their own equity-deserving groups.

Furthermore, the following initiatives were created from the success of the ICNP:

- The Indigenous EX-Talent Referral Service (a service to connect EX-01, 02, 03, and EX minus 1 aspiring to the EX-Cadre, with senior hiring managers);
- The Indigenous Student Outreach Initiative (connecting Indigenous students and graduates with hiring managers).

Lastly, ICNP Working Groups were created at the beginning of fiscal year 2024-25 to continue building a stronger program and offering better services. The working groups are the following:

- Regional Working Groups (BC, Prairies, Manitoba, NCR, Atlantic, etc);
- Career Fairs and Outreach;
- Human Resources / Diversity and Inclusion;
- Communications;
- MVOM, Policy, Advocacy, and Reporting.

KCII would like to thank everyone who has participated in the program, promoted and prioritized it within their organization. We are grateful for all of the individuals who helped make this report possible, including those individuals who took the time to complete and submit the survey.

If you have questions, would like additional resources, or would like to be connected to an Indigenous Career Navigator, please email the Director of the Indigenous Career Navigators Program (ICNP), Michèle Elliott at [michele.elliott@sac-isc.gc.ca](mailto:michele.elliott@sac-isc.gc.ca) or their generic email at [crra-itrc@sac-isc.gc.ca](mailto:crra-itrc@sac-isc.gc.ca).



**Data Visualization Hub** – link: [Data visualization hub \(psc-cfp.gc.ca\)](https://psc-cfp.gc.ca)

Based on the 2023 Staffing and Non-Partisanship Survey results, **Indigenous Peoples** report the weakest perceptions regarding staffing processes and non-partisanship in the Canadian federal public service.

Here's a breakdown of key findings:

- **Merit-based staffing:** Indigenous employees were less likely than other groups to agree that staffing processes are merit-based and free from political influence.
- **Transparency:** They also expressed lower levels of agreement that staffing processes are transparent and that assessment criteria are clear and consistently applied.
- **Barriers and biases:** Indigenous respondents were more likely to report facing barriers in staffing processes and to perceive bias in hiring decisions.
- **Non-partisanship:** While still generally positive, Indigenous employees reported lower levels of agreement than other groups that political neutrality is respected in the workplace.
- **Career progression:** Indigenous employees were less likely to feel they have equal opportunities for career advancement compared to other groups.

These findings indicate that Indigenous Peoples continue to face systemic barriers and challenges in accessing and advancing within the federal public service. While efforts have been made to increase representation, the survey results underscore the need for further action to address the unique challenges faced by Indigenous employees and ensure equitable access to opportunities.

It's important to note that other equity-seeking groups, such as persons with disabilities and visible minorities, also reported experiencing challenges in the staffing system. However, the survey results suggest that Indigenous Peoples face the most significant barriers and have the least positive perceptions of the system.