

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [IRR Expanded Executive Committee](#)  
**Subject:** EEC Follow-Up re: New Division  
**Date:** Monday, November 20, 2017 2:37:28 PM  
**Attachments:** [New Ministry Structure November 20.pdf](#)

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Team,

In follow-up to Thursday's announcement regarding the appointment of our new colleague Jessica Wood as ADM, Reconciliation Transformation and Strategies, I have attached a document that outlines the new division structure and division accountabilities for government's new mandate and direction.

For those of you who have been assigned actions which are now the responsibility of a different ADM, there will be some required transition and, in some cases, this may take some time so in the meantime keep working with the executive member who had been previously accountable. I'll make sure we save a few minutes at our next EEC meeting to answer questions and for any further discussion that is needed.

As I stated on the all-staff call and in our advance discussions, I am delighted with how this realignment will support the efforts ahead to establish a reconciliation vision for government.

Doug

## MIRR STRUCTURAL CHANGE

### CONTEXT

The Ministry has evaluated functions and structures that support the government's mandate direction and priorities, in the context of executive-level support. Instead of continuing with an executive model that includes an Associate Deputy Minister and Chief Operating Officer, the ministry will create a new division headed by an Assistant Deputy Minister to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation. This new division will align existing accountabilities in the organization and emerging areas of responsibility as outlined in the mandate letter with complementary reconciliation functions and objectives.

### COMMUNICATIONS ROLL-OUT

Activity	Timing	Lead
<b>Pre-announcement and Announcement(week of Nov 14)</b>		
<b>OIC completed</b>	<b>November 16</b>	<b>PSA – Anita Owens</b>
High level update to EEC	Tues, Nov 14	Doug C
Confidential discussion with EDs impacted	Tues, Nov 14	Doug C and Laurel
Email Core Exec with roll-out document	Wed, Nov 15	Jennifer
Collaborate with GCPE	Wed, Nov 15	Shawna, Karen and Chris
Meeting with impacted team	Wed, Nov 15 or Thurs Nov 16 (prior to all-staff announcement)	ED (possibly with DM)
Follow-up conference call with EEC	Wed, Nov 15 or Thurs Nov 16 (depending on DC schedule)	Doug C
All-Staff Call (depending on OIC timing)	Thurs, Nov 16 (9:30am)	Doug C
DM Message to all-staff	Immediately all-staff/OIC completion	Doug C
<b>Post announcement</b>		
Division meeting with new ADM	Week of Nov 20	TBD
Follow-up email to EEC	Week of Nov 20	Doug C
New ADM walk-about (meet and greet) in Victoria offices	Week of Nov 20	TBD
Briefings with Senior Leads	Week of Nov 20	TBD
Draft bio/ possible Q/A (include headshot and bio)	Nov/Dec	Tonja - TBD
All-Staff Gathering – Executive speaking opportunity	Nov 29	TBD

## **Questions and Answers**

### **What is changing and why is the change happening now?**

The recent secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) provided for a review of executive-level support. It was decided that instead of continuing with an executive model that includes an Associate DM and COO, the ministry will create a new division headed by an ADM to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation.

This division will be known as the Reconciliation Transformation and Strategies Division and will be led by Assistant Deputy Minister Jessica Wood and two Executive Directors, including a new Executive Director of Reconciliation Strategy, a position recently filled by Rachel Holmes following an EOI process for a Strategic Project Lead.

### **Why the change?**

Aligning existing areas of accountability and emerging files with complementary functions and objectives put the ministry in the best position possible to achieve the government's reconciliation commitments. This new structure aligns the entire ministry for better collaboration both externally and internally, and provides the most effective design for the extensive engagement taking place as we partner with and support First Nations and Indigenous peoples in determining a reconciliation vision.

A division devoted to transformation and strategy will also help accelerate the creation of the vision which will guide the adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission (TRC) Calls to Action, and the Tsilhqot'in Supreme Court decision. This change itself is grounded in the guidance outlined in the TRC Calls to Action and UNDRIP.

### **When will the changes take effect?**

The changes are effective November 20, 2017 which is when the new ADM joined the ministry. Understandably, it will take time to initiate and realize the new division itself, from an operational perspective.

### **What does this mean for me?**

Changes to ministry structures are not uncommon in government, and for this ministry. The work that individuals in MIRR do every day, whether directly or indirectly, to contribute to reconciliation and improve the lives of Indigenous peoples continues. For some areas in the ministry, this work will take place under a new structure that will be more effective in realizing government's reconciliation vision.

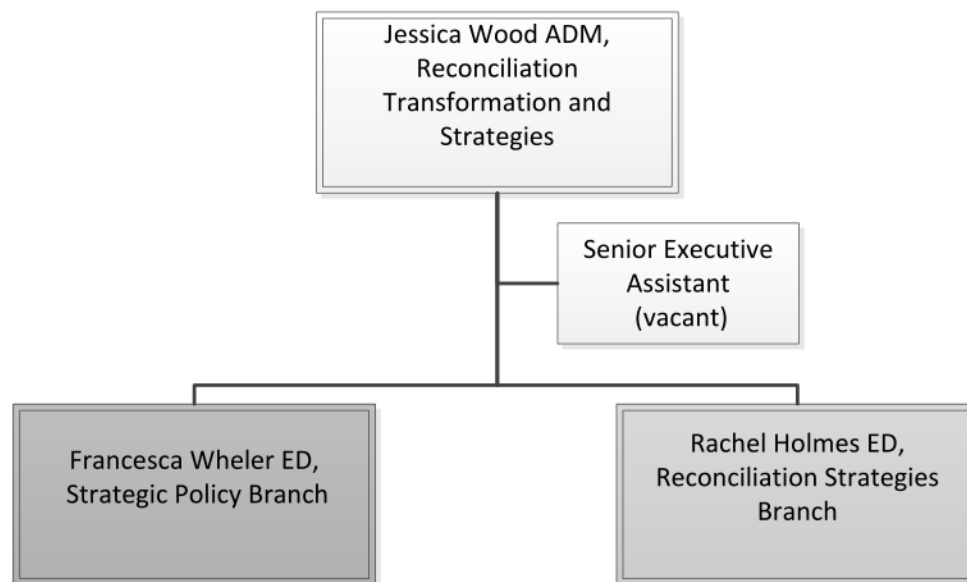
## Divisional Accountabilities for New Mandate and Direction

ADM, Reconciliation Transformation and Strategies Division				
Function	Associated actions	MIRR Lead or Support	Partner Agency	Assigned* to (*please note individual assigned does not necessarily reflect formal ADM reporting relationship)
<b>Establish Reconciliation Vision</b>	Create engagement strategy framework to support reconciliation vision	Lead		Rachel Holmes
	Establish indigenous advisory group (input into engagement strategy)	Lead		Rachel Holmes
	Adapt/adopt federal principles	Lead		Francesca Wheler
	Revise Commitment Document with the FNLC	Lead		Francesca Wheler
<b>Federal Engagement</b>	Develop MIRR federal government strategy	Lead		Giovanni Puggioni
<b>New Revenue Sharing model</b>	Create a gaming working group with First Nations	Joint Accountability	FIN	Rob Draeseke
	Develop a new forestry revenue sharing mandate to advance CRA tables	Joint Accountability	FLNROD	Trish Balcaen
	Revise ECDA mandate	Joint Accountability	MEM	Rob Draeseke
	Develop gaming revenue sharing model	Joint Accountability	FIN	Rob Draeseke
	Develop new Reconciliation based revenue sharing model (NST)	Joint Accountability	FIN	Rob Draeseke
<b>Public Service Capacity and Competency</b>	Develop communications approach to reconciliation/ indigenous inclusion	Support	PSA	Rachel Holmes
	Align the reconciliation vision with the PSA's Diversity and Inclusion Strategy	Support	PSA	Rachel Holmes
<b>Implement UNDRIP and TRC Calls to Action and case law</b>	UNDRIP guidance and messaging	Lead		Rachel Holmes
	TRC calls to action	Lead		Rachel Holmes
	Identify initial policy, program and legislation priorities based on preliminary indigenous input (subset to large mandate, understand priorities) work occurring under commitment document	Support		Rachel Holmes
	Identify additional policy, program and legislation priorities based on further input from partners	Support		Francesca Wheler
	Proposal on how to meet mandate direction around fully adopting the Tsilhqot'in decision	Lead		Francesca Wheler



ADM, Strategic Partnership and Initiatives				
<b>Social</b>	Indigenous language funding strategy and confirm process for investment	Lead		Juanita Berkhout
	Confirm funding for Aboriginal Friendship Centres	Lead		Stuart Gale
	Human Rights Commission - complete indigenous engagement	Support	GCPE	Rachel Holmes
	Off-reserve/urban indigenous strategy	Lead		May Mah-Paulson
	Social Determinants of health - regional engagement sessions and report out	Joint Accountability	HLTH	May Mah-Paulson
	Finalize MNRA II action plan	Lead		Stuart Gale
	Develop proposed models of First Nations governance for Child Welfare (linked to Commitments Document)	Support	CFD	Rachel Holmes
<b>Emergency Management</b>	Initiate a joint review of lessons learned from recent emergencies	Support	EMBC	May Mah-Paulson
	Develop a joint emergency management strategy	Support	EMBC	Janice Franklin
<b>Economic</b>	Decision on Indigenous Skills and Training program	Joint Accountability	AVED	Juanita Berkhout
	BCAFN Economic Development and Fiscal Relations Strategy	Joint Accountability	JTT	Juanita Berkhout
ADM, Negotiations and Regional Operations				
<b>Transform the Treaty Process</b>	Develop Rights and Recognition Approach to Treaty (includes certainty and links to Multilateral engagement)	Lead		Francesca Wheler
	Multilateral Engagement Strategy - Negotiation support funding, shared territory and overlap issues	Lead		Francesca Wheler/ Rob Draeseke
	Multilateral Engagement Strategy - Role of the British Columbia Treaty Commission	Lead		Francesca Wheler/ Rob Draeseke
<b>Modernize Land Use Planning</b>	Develop LUP framework	Support	FLNROD	Geoff Recknell
	Engage First Nations on development of a collaborative stewardship framework	Support	FLNROD	Giovanni Puggioni

## New Division Structure and Responsibilities



### **Responsible for:**

- Strategic Policy Branch operations
- B.C.'s adoption of federal principles
- Revise Commitment document with FNLC
- Mandate direction around fully adopting the Tsilhqot'in decision.
- Identify initial policy program and legislation priorities, based on preliminary engagement and input and provide recommendations on subsequent approach.

### **Responsible for:**

- Provide leadership and strategic advice related to the development of an engagement strategy to support the creation of a reconciliation vision. This includes the establishment and management of an Indigenous advisory group and subsequent engagement processes.
- Manage development of recommendations, briefings and reports as needed.
- Oversee research as required to support the work of the Indigenous advisory group.
- Identify and pursue key cross-ministry and cross-government linkages with government reconciliation commitments to support alignment and collaboration across projects and initiatives.
- Advise on the development of education, tools and resources for the public service, in alignment with the diversity and inclusivity strategy.
- Advise on the development of external engagement and communications approaches, tools and resources, and support Indigenous engagement in cross-government initiatives (for example, re-establishment of Human Rights Commission, and electoral reform).

**From:** [Roberts, Connie A IRR:EX](#)  
**To:** [Keene, Jeff IRR:EX](#)  
**Cc:** [French, Shawna IRR:EX](#); [Ponchet, Kim IRR:EX](#)  
**Subject:** FW: Service Request - Transfer Out s.15  
**Date:** Tuesday, November 21, 2017 11:11:52 AM

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Hi Jeff,

Please see the below from our IT.

**Thanks,**  
**Connie Roberts**  
*Administrative Coordinator to the  
Honourable Scott Fraser  
Minister of Indigenous Relations and Reconciliation  
Room #323, Parliament Buildings  
Victoria, BC  
Phone: 250-387-0680*

---

**From:** de Sousa, Jacob FIN:EX  
**Sent:** Tuesday, November 21, 2017 11:11 AM  
**To:** Roberts, Connie A IRR:EX  
**Subject:** RE: Service Request - Transfer Out s.15

Hi Connie,

I have now called this order in as an emergency. I'll notify you when it's complete.

Cheers,

Jacob de Sousa

Acting Senior Service Desk Analyst

FIN IMB Service Desk

Information Management Branch

Supporting the Ministry of Finance, Office of the Premier and various other Agencies, Boards  
& Commissions

Tel. 9-250-387-8912 (for internal calls) 250-387-8912 (for external calls)

Warning: This email is intended only for the use of the individual or organization to whom it is addressed. It may contain information that is privileged or confidential. Any distribution, disclosure, copying, or other use by anyone else is strictly prohibited. If you have received this in error, please telephone or e-mail the sender immediately and delete the message.

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**From:** de Sousa, Jacob FIN:EX  
**Sent:** Tuesday, November 21, 2017 10:54 AM  
**To:** Roberts, Connie A IRR:EX  
**Subject:** RE: Service Request - Transfer Out s.15

Hi Connie,

iStore order s.15 has been created for this request, and I will be calling it in as an emergency shortly.

Cheers,

Jacob de Sousa

Acting Senior Service Desk Analyst

FIN IMB Service Desk

Information Management Branch

Supporting the Ministry of Finance, Office of the Premier and various other Agencies, Boards  
& Commissions

Tel. 9-250-387-8912 (for internal calls) 250-387-8912 (for external calls)

Warning: This email is intended only for the use of the individual or organization to whom it is addressed. It may contain information that is privileged or confidential. Any distribution, disclosure, copying, or other use by anyone else is strictly prohibited. If you have received this in error, please telephone or e-mail the sender immediately and delete the message.

**From:** Roberts, Connie A IRR:EX [mailto:Connie.Roberts@gov.bc.ca]

**Sent:** Tuesday, November 21, 2017 9:25 AM

**To:** FIN IMB Service Desk (78912) FIN:EX; Roberts, Connie A IRR:EX

**Subject:** Service Request

-----  
Checkout Information  
-----

\*--Site Contact Information--\*

Name: Connie Roberts

Phone: 2503870680

Address:

\*--Billing Information--\*

Account: PREM-MINISTER OF INDIGENOUS RELATIONS & RECONCILIATION

Ministry Number: s.1

Responsibility Centre: s.17

Service Code: s.17

Project Number: s.17

Expense Authority Name: Gordon McLean

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Request(s)  
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\*--Account - Transfer Out--\*

First Name: Jessica

Last Name: Wood

IDIR: s.15

Cut off current access at 11:59pm on this day: 2017/11/21

Ministry transfer to: Indigenous Relations and Reconciliation

H Drive contents to be transferred: Yes

E-Mail contents to be transferred: Yes

Comments: Emergency Order: As of yesterday, Jessica Wood has moved from the Minister's Office or IRR over to the Ministry offices of IRR on Jutland as a new Associate Deputy Minister. Cut off access for the Minister's office can be done ASAP as she started her new position yesterday.

Also, please note that Jessica will be taking her cell phone with her: s.22  
-----

*Request sent from:* Roberts, Connie A IRR:EX

*Email:* [Connie.Roberts@gov.bc.ca](mailto:Connie.Roberts@gov.bc.ca)

*Server time:* 2017-11-21 09:25:15

**From:** [French, Shawna IRR:EX](#)  
**To:** [Melles, Jennifer IRR:EX](#); [Keene, Jeff IRR:EX](#)  
**Subject:** FW: Status of Onboarding  
**Date:** Wednesday, November 22, 2017 12:44:00 PM

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FYI

*Shawna French*

Director, Executive Operations

Deputy Ministers Office

Ministry of Indigenous Relations & Reconciliation

\*\*\*\*\*

5th Floor - 2957 Jutland

Victoria BC

Phone: 250 356-6330

Cell: s.22

<mailto:Shawna.French@gov.bc.ca>

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**From:** Boyd, Wes CSNR:EX  
**Sent:** Wednesday, November 22, 2017 12:40 PM  
**To:** Wood, Jessica :EX  
**Cc:** French, Shawna IRR:EX  
**Subject:** Fwd: Status of Onboarding  
FYI

Sent from my iPad

Begin forwarded message:

**From:** "Searle, Barb J CSNR:EX" <[Barb.Searle@gov.bc.ca](mailto:Barb.Searle@gov.bc.ca)>  
**Date:** November 22, 2017 at 12:34:14 PM PST  
**To:** "Boyd, Wes CSNR:EX" <[Wes.Boyd@gov.bc.ca](mailto:Wes.Boyd@gov.bc.ca)>  
**Subject:** Status of Onboarding

Hi Wes,

I just confirmed with the team that things are moving with the transfer for Jessica

- **EA is being set up now** – she can technically sign contracts/payments today
  - The requirement to take the training before setup has been waived but she will need to complete it in the next week or so
- **CFS (Oracle) systems access** has been requested – should be available tomorrow
- **Time & Leave access** is in progress – could be available tomorrow or Friday
- **BMO Travel card** has been requested – could take till Friday or Monday to process
- **IDIR transfer from the Minister's office** to MIRR is in the works – it could take until Friday or Monday to complete
- **Workstation and smart phone** are active but coding and admin rights will take until Friday or Monday to transfer

If Jessica has any concerns or needs to talk to a manager .. Michelle Roland (Budgets Director) or Tabitha Garcia (FinOps Manager) are her two key contacts. Both are actively supporting Jeff.

**Barb Searle**

Director – Financial Operations (Natural Resource Ministries)

Financial Services Branch (FSB) | Corporate Services for the Natural Resource Ministries (CSNR)  
iPhone: s.22 Office: (250) 356-2418 **Email:** [Barb.Searle@gov.bc.ca](mailto:Barb.Searle@gov.bc.ca)

From: [IRR Comms IRR:EX](#)  
To: [IRR All excluding Minister's Office](#)  
Subject: Notes from the Nov. 16th All Staff Call  
Date: Wednesday, November 22, 2017 12:04:38 PM  
Attachments: [RE Post First Nations Leaders Gathering .msg](#)

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## **All Staff Call Notes - Nov. 16, 2017**

### **DM Doug Caul moderated**

- ADM Laurel Nash recognized Louis Riel Day and the flag-raising ceremony at the BC Legislature.
- She noted that PECSF officially ended Nov. 10 but staff can make donations all year round.

### **MINISTRY UPDATE**

- Introduced Jessica Wood, ADM of a new division, Reconciliation Transformation and Strategies. Find out more in [Doug's introduction message](#).
  - DM recommended that staff if they haven't done so already read the [Minister's mandate letter](#) and the [Minister's letter to DM Caul](#) regarding these matters as our job is to implement the recommendations in the letter over the next four years.
  - A [DM message](#) was sent out to all staff on Friday with an overview of most of what was communicated during the call.
  - Some additional points that were raised, include:
    - We need to make sure that we show up at negotiation tables in a different way, prepared to listen and respond.
    - The Minister hearing positive reviews from First Nations about the new way of communicating.
    - Need to work with [all Indigenous people/organizations](#) – including First Nations, Métis and Inuit.
- s.12,s.13

### **ALL STAFF GATHERING**

- Preparations are well underway for the All-Staff Gathering on Wednesday, November 29, at the Songhees Wellness Centre. The agenda will be coming out shortly.
- Acknowledge that bringing everyone in the ministry together, in one place, is success itself.
- This gathering will be an opportunity for the entire MIRR community to discuss government's reconciliation priorities.
- There will be external speakers to talk about innovation and building on our organization's innovation strengths, including his Honour Steven Point, who will be giving the keynote address.
- MIRR's former Aboriginal Intern Gordon Murray (Gordy Bear) is the emcee for the day.
- There are opportunities for networking and for staff to ask questions and discuss the answers together.
- Later that evening, staff will have the option of attending a more relaxed event – a MIRR All-Staff Appreciation Social is being held from 5:30 – 9:30 pm. Invites have been sent out by email, the Minister is expected to attend.
- Thanks to the planning team for their extensive efforts to get these events off the ground.

### **EMPLOYEE ADVISORY COMMITTEE (EAC)**

- Earlier this month, the new Employee Advisory Committee held its first meeting.
- Doug Caul is the chair for this representative group of employees who have stepped up to collaborate on ministry priorities.
- The EAC is a key part of the ministry's governance structure and will support continued work towards key actions in goal three of the ministry's strategic plan – ensuring a strong, resilient organization – as well as other key corporate priorities (communications, transformational and strategic initiatives, human resources and organizational health).

### **MIRR'S SUCCESSION MANAGEMENT STRATEGY**

- MIRR, like all other ministries, is working on new ways to manage succession in our ministry.
- MIRR's succession management strategy builds on our 2016-2018 Strategic Plan, including activities like the launch of a New Employee Passport, and the MyPerformance Handbook.
- You can find out more about MIRR's succession management strategy and stay up to date on ongoing work on our [MIRR intranet site](#). You can also read [Doug's message](#).
- If you have questions, please connect with [Jennifer Melles](#) in the DMO or contact [Susan Morneau](#), our Strategic HR Advisor.

### **CABINET AND FIRST NATIONS LEADERSHIP GATHERING FOLLOW-UP**

- Thank you again to everyone for all the hard work that has gone into the First Nations Leadership Gathering meeting, follow-up letters and phone calls.
- All the scribe notes and commitments for our ministry are now tracked in the FNLG master tracking document at s.15

- Shawna French sent out instructions (attached) a few weeks ago on how to update the status of each of your files.
- **These updates are due by end of this week, no later.**
- If you have any questions or concerns, please contact Shawna French or Jeff Keene.

#### **SITE C AND FIRST NATIONS PERSPECTIVES**

- The provincial government is committed to making a decision on Site C by the end of the year.
- To support this, Ministers Mungall (Minister of Energy, Mines and Petroleum Resources) Minister Fraser met with Treaty 8 First Nations last week.
- Staff in our northeast office supported the Minister in these meetings.

Thanks,

The MIRR Comms Team



From: [Scott, Douglas S IRR:EX](#)  
To: [Caul, Doug D IRR:EX](#)  
Cc: [Wood, Jessica IRR:EX](#); [French, Shawna IRR:EX](#)  
Subject: Re: 2 pm tomorrow: Q re: FN gaming revenue  
Date: Tuesday, November 21, 2017 7:50:29 AM

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No problem. Shawna - until shift to Jessica - let's plan the update schedule...

On Nov 21, 2017, at 7:39 AM, Caul, Doug D IRR:EX <[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)> wrote:

FYI. I think we should plan for semi-regular updates up thru the MO since we have been asked a couple times for updates. Thanks

Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

Begin forwarded message:

**From:** "MacMillan, Elizabeth PREM:EX"  
<[Elizabeth.MacMillan@gov.bc.ca](mailto:Elizabeth.MacMillan@gov.bc.ca)>  
**Date:** November 21, 2017 at 7:55:43 AM MST  
**To:** "Caul, Doug D IRR:EX" <[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)>  
**Subject:** Re: 2 pm tomorrow: Q re: FN gaming revenue

Hi Doug — I think nothing more than 'this is a priority area for which there is a longstanding commitment'. And presumably if the public service is getting organized to deliver on it, there would be key leads ID'd in responsible ministries. I promise to relay any greater sense I get when I relay the Scott & Jessica info you've provided.  
s.12,s.13

On Nov 21, 2017, at 6:19 AM, Caul, Doug D IRR:EX  
<[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)> wrote:

What's behind the question Elizabeth?

We are going to move the lead to Jessica Wood eventually but she's brand new with us so Doug will carry for now.

Dc

Doug Caul  
Deputy Minister

Ministry of Indigenous Relations and Reconciliation

On Nov 21, 2017, at 7:06 AM, MacMillan, Elizabeth  
PREM:EX <[Elizabeth.MacMillan@gov.bc.ca](mailto:Elizabeth.MacMillan@gov.bc.ca)> wrote:

Many thx Doug

On Nov 20, 2017, at 10:25 PM, Caul, Doug  
D IRR:EX <[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)> wrote:

Hi Elizabeth. Doug Scott is the  
MIRR lead. Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous  
Relations and Reconciliation

On Nov 20, 2017, at 7:51 PM,  
MacMillan, Elizabeth  
PREM:EX  
<[Elizabeth.MacMillan@gov.bc.ca](mailto:Elizabeth.MacMillan@gov.bc.ca)>  
wrote:

Hello Doug – spoke  
w Lori this aft who  
thought there was  
likely a MIRR person  
working with a FIN  
person. And that you  
might know who the  
MIRR person was.  
Trying to compile  
this response by 2  
pm tomorrow with  
other info requested  
today.

Thx

E

**s 15**

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**From:** MacMillan,  
Elizabeth PREM:EX  
**Sent:** Monday,  
November 20, 2017  
1:46 PM  
**To:** Wanamaker, Lori

FIN:EX

**Subject:** Q re: FN

gaming revenue

Hello Lori – grateful

for a few of your

minutes by ph re: a

Q that arose at PJH

pre-brief on this

item.

Thx

E

s.15 - - - - -

**From:** [Ponchet, Kim IRR:EX](#)  
**To:** [French, Shawna IRR:EX](#)  
**Subject:** RE: Equipment for Jessica Wood  
**Date:** Monday, November 20, 2017 9:48:52 AM

---

Michael is looking into it.

*Kim Ponchet*

Correspondence Team Lead

Ministry of Indigenous Relations & Reconciliation

Phone: 250-953-3531

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**From:** French, Shawna IRR:EX  
**Sent:** Monday, November 20, 2017 9:22 AM  
**To:** Ponchet, Kim IRR:EX  
**Subject:** RE: Equipment for Jessica Wood  
Thanks! And her phone is all good to keep?

*Shawna French*

Director, Executive Operations

Deputy Ministers Office

Ministry of Indigenous Relations & Reconciliation

\*\*\*\*\*

5th Floor - 2957 Jutland

Victoria BC

Phone: 250 356-6330

Cell: 250 222-2222

<mailto:Shawna.French@gov.bc.ca>

---

**From:** Ponchet, Kim IRR:EX  
**Sent:** Monday, November 20, 2017 9:03 AM  
**To:** French, Shawna IRR:EX; Wood, Jessica IRR:EX  
**Subject:** FW: Equipment for Jessica Wood  
FYI ☺

*Kim Ponchet*

Correspondence Team Lead

Ministry of Indigenous Relations & Reconciliation

Phone: 250-953-3531

---

**From:** Davies, Michael ISMC:EX  
**Sent:** Monday, November 20, 2017 6:32 AM  
**To:** Ponchet, Kim IRR:EX  
**Subject:** Equipment for Jessica Wood  
Good morning, Kim

As you may have noticed, I dropped off a Surface Pro 3 dock, keyboard, and mouse. I will be picking up the Surface Pro 3 for her this morning at 9AM and will drop by immediately after to get Jessica set up.

I hope this is okay with Jessica.

Cheers,

Michael Davies

Enhanced Executive Support Analyst

Office of the Chief Information Officer

Phone: 250-704-1941

**From:** [Keene, Jeff IRR:EX](#)  
**To:** [Roberts, Connie A IRR:EX](#)  
**Cc:** [French, Shawna IRR:EX](#); [Ponchet, Kim IRR:EX](#)  
**Subject:** RE: Service Request  
**Date:** Tuesday, November 21, 2017 10:00:08 AM

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Thanks so much Connie! If you do need anything from us please let us know ☺

Jeff Keene

Strategic Planning and Performance Coordinator,  
Deputy Minister's Office,  
Ministry of Indigenous Relations and Reconciliation,  
250-356-2011

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**From:** Roberts, Connie A IRR:EX  
**Sent:** Tuesday, November 21, 2017 9:32 AM  
**To:** Keene, Jeff IRR:EX  
**Cc:** French, Shawna IRR:EX; Ponchet, Kim IRR:EX  
**Subject:** FW: Service Request  
**Importance:** High

Hi Jeff,

Further to our chat, the Transfer Out for Jessica is in the works, please see the below, and once I have the iStore order #, I will send that to you as well. Ryan is connecting with Telus to get Jessica's account moved over to Jutland. I will also be sending an email to our Finance person to cancel Jessica's travel card as of today!

I think that should do it on our end and if you have any questions, just let me know!

**Thanks,**

**Connie Roberts**

*Administrative Coordinator to the  
Honourable Scott Fraser  
Minister of Indigenous Relations and Reconciliation  
Room #323, Parliament Buildings  
Victoria, BC  
Phone: 250-387-0680*

**From:** Roberts, Connie A IRR:EX [<mailto:Connie.Roberts@gov.bc.ca>]  
**Sent:** Tuesday, November 21, 2017 9:25 AM  
**To:** FIN IMB Service Desk s.15 FIN:EX; Roberts, Connie A IRR:EX  
**Subject:** Service Request

-----  
Checkout Information  
-----

\*--Site Contact Information--\*

Name: Connie Roberts  
Phone: 2503870680  
Address:

\*--Billing Information--\*

Account: PREM-MINISTER OF INDIGENOUS RELATIONS & RECONCILIATION  
Ministry Number: 022  
Responsibility Centre: 32085  
Service Code: 34097  
Project Number: 3210422

Expense Authority Name: Gordon McLean

-----  
Request(s)  
-----

\*--Account - Transfer Out--\*

First Name: Jessica

Last Name: Wood

IDIR: s.15

Cut off current access at 11:59pm on this day: 2017/11/21

Ministry transfer to: Indigenous Relations and Reconciliation

H Drive contents to be transferred: Yes

E-Mail contents to be transferred: Yes

Comments: Emergency Order: As of yesterday, Jessica Wood has moved from the Minister's Office or IRR over to the Ministry offices of IRR on Jutland as a new Associate Deputy Minister. Cut off access for the Minister's office can be done ASAP as she started her new position yesterday.

Also, please note that Jessica will be taking her cell phone with her: s.22  
-----

*Request sent from:* Roberts, Connie A IRR:EX

*Email:* [Connie.Roberts@gov.bc.ca](mailto:Connie.Roberts@gov.bc.ca)

*Server time:* 2017-11-21 09:25:15

**From:** [Wood, Jessica IRR:EX](#)  
**To:** [Boyd, Wes CSNR:EX](#)  
**Cc:** [French, Shawna IRR:EX](#); [Higgins, Catherina M CSNR:EX](#)  
**Subject:** RE: Today or tomorrow  
**Date:** Wednesday, November 22, 2017 8:59:16 AM

---

Sounds good.

---

**From:** Boyd, Wes CSNR:EX  
**Sent:** Wednesday, November 22, 2017 8:59 AM  
**To:** Wood, Jessica :EX  
**Cc:** French, Shawna IRR:EX; Higgins, Catherina M CSNR:EX  
**Subject:** Re: Today or tomorrow  
How about 1pm and I can drop by your office?

Sent from my iPad

On Nov 22, 2017, at 8:46 AM, Wood, Jessica :EX <[Jessica.D.Wood@gov.bc.ca](mailto:Jessica.D.Wood@gov.bc.ca)> wrote:

Good morning Wes,  
That would be great. I can do either 1 or 3 pm today?  
Jessica.

---

**From:** Boyd, Wes CSNR:EX  
**Sent:** Wednesday, November 22, 2017 7:23 AM  
**To:** Wood, Jessica IRR:EX  
**Cc:** French, Shawna IRR:EX; Higgins, Catherina M CSNR:EX  
**Subject:** Today or tomorrow

Morning Jessica, looking at my calendar and wondering if you have some time today or tomorrow to meet? Probably need an hour.

I can go over some of my responsibilities in more detail and how Corporate Services for the Natural Resources (CSNR) is structured and services.

Can also chat about your budget and expense authority (eg FM 111 course).

Wes

Sent from my BlackBerry 10 smartphone on the Rogers network.

**From:** [XT:Ruperto, Dave IBM:IN](#)  
**To:** [Keene, Jeff IRR:EX](#)  
**Cc:** [Baleshta, Brian E CSNR:EX](#); [Roberts, Connie A IRR:EX](#); [Rejminiak, Dave CSNR:EX](#); [de Sousa, Jacob FIN:EX](#); [Davies, Michael ISMC:EX](#); [French, Shawna IRR:EX](#)  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation  
**Date:** Wednesday, November 22, 2017 2:03:09 PM

---

I just spoke to the team and the OUT was requested to be completed first thing this morning, but the IN had not yet been received. The transfer OUT is now scheduled to be completed today - the user will get disabled at midnight. The team sent a note to the Preparer stating this and that if they would like the OUT to be completed sooner, to reply to their email with what time the user would be logged off.

The transfer IN is scheduled to be completed first thing tomorrow morning.

Let me know if there are any questions, comments, or concerns.

Thanks

Dave Ruperto

Service Delivery Manager  
BC Government Workplace Support Services  
IBM Global Services - Global Technology Services  
Office: 250-298-9848 | Mobile: s 15 | E-mail: [dave.ruperto@ca.ibm.com](mailto:dave.ruperto@ca.ibm.com)

---

**From:** "Keene, Jeff IRR:EX"  
**To:** "XT:Ruperto, Dave IBM:IN"  
**Cc:** "Baleshta, Brian E CSNR:EX" , "Roberts, Connie A IRR:EX" , "Rejminiak, Dave CSNR:EX" , "de Sousa, Jacob FIN:EX" , "Davies, Michael ISMC:EX" , "French, Shawna IRR:EX"  
**Date:** 2017/11/22 01:54 PM  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

---

I think there are also difficulties because there are two different IT shops.....1 at the Leg and 1 in the Ministry??

**From:** Dave Ruperto [<mailto:dave.ruperto@ca.ibm.com>]  
**Sent:** Wednesday, November 22, 2017 1:53 PM  
**To:** Keene, Jeff IRR:EX  
**Cc:** Baleshta, Brian E CSNR:EX; Roberts, Connie A IRR:EX; Rejminiak, Dave CSNR:EX; de Sousa, Jacob FIN:EX; Davies, Michael ISMC:EX; French, Shawna IRR:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Hi Everyone

Although the transfer IN was submitted as an EO, there might have been multiple orders ahead of it in the EO queue, so it would get actioned in the order they were received.

For any future ADM/VIP/etc orders, it's always good to send me the order #s in advance so I can ensure the order gets completed as soon as possible.

I've sent the order #s to the team and will respond back with an ETA.



Thanks

Dave Ruperto

Service Delivery Manager  
BC Government Workplace Support Services  
IBM Global Services - Global Technology Services  
Office: 250-298-9848 | Mobile: s 15 | E-mail: [dave.ruperto@ca.ibm.com](mailto:dave.ruperto@ca.ibm.com)

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From: "Keene, Jeff IRR:EX" <[Jeff.Keene@gov.bc.ca](mailto:Jeff.Keene@gov.bc.ca)>  
To: "Baleshta, Brian E CSNR:EX" <[Brian.Baleshta@gov.bc.ca](mailto:Brian.Baleshta@gov.bc.ca)>, "de Sousa, Jacob FIN:EX" <[Jacob.deSousa@gov.bc.ca](mailto:Jacob.deSousa@gov.bc.ca)>, "Rejminiak, Dave CSNR:EX" <[Dave.Rejminiak@gov.bc.ca](mailto:Dave.Rejminiak@gov.bc.ca)>, "XT:Ruperto, Dave IBMC:IN" <[dave.ruperto@ca.ibm.com](mailto:dave.ruperto@ca.ibm.com)>  
Cc: "Davies, Michael ISMC:EX" <[Michael.5.Davies@gov.bc.ca](mailto:Michael.5.Davies@gov.bc.ca)>, "French, Shawna IRR:EX" <[Shawna.French@gov.bc.ca](mailto:Shawna.French@gov.bc.ca)>, "Roberts, Connie A IRR:EX" <[Connie.Roberts@gov.bc.ca](mailto:Connie.Roberts@gov.bc.ca)>  
Date: 2017/11/22 01:43 PM  
Subject: RE: Urgent: New ADM at Indigenous Relations and Reconciliation

---

Thanks so much ☺

**From:** Baleshta, Brian E CSNR:EX  
**Sent:** Wednesday, November 22, 2017 1:43 PM  
**To:** Keene, Jeff IRR:EX; de Sousa, Jacob FIN:EX; Rejminiak, Dave CSNR:EX; XT:Ruperto, Dave IBMC:IN  
**Cc:** Davies, Michael ISMC:EX; French, Shawna IRR:EX; Roberts, Connie A IRR:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

From what the attachment said, her ID will be disable at Mid-night tonight and will not be up until the XFER IN is completed.

Since there is an ER request on the XFER IN, it should get done first thing, but do not know exactly what time that will be or how long it will take, but I will try and find out

Brian Baleshta – Field Technology Services Analyst  
Technology Services Group – IMB CSNR Serving the Natural Resource Sector  
2<sup>nd</sup> Floor, 2975 Jutland Road, Victoria, BC, V8W 9M1  
Office ( UC Phone ) : ( 778 ) 698-2713  
Fax: ( 250 ) 356-9239  
E-Mail: [Brian.Baleshta@gov.bc.ca](mailto:Brian.Baleshta@gov.bc.ca)  
Mailing Address:  
Information Management Branch  
Ministry of Forests, Lands and Natural Resources  
PO Box 9364  
Victoria, BC  
V8W 9M3

**From:** Keene, Jeff IRR:EX  
**Sent:** Wednesday, November 22, 2017 1:41 PM  
**To:** Baleshta, Brian E CSNR:EX; de Sousa, Jacob FIN:EX; Rejminiak, Dave CSNR:EX; XT:Ruperto, Dave IBMC:IN  
**Cc:** Davies, Michael ISMC:EX; French, Shawna IRR:EX; Roberts, Connie A IRR:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Ok once you get ahold of shared services can you ask them what specific time they will be doing the transfer in? and, specifically how long her computer will be down while they are doing the transfer in? Just so I can tell her.

**From:** Baleshta, Brian E CSNR:EX  
**Sent:** Wednesday, November 22, 2017 1:39 PM  
**To:** Keene, Jeff IRR:EX; de Sousa, Jacob FIN:EX; Rejminiak, Dave CSNR:EX; XT:Ruperto, Dave IBMC:IN  
**Cc:** Davies, Michael ISMC:EX; French, Shawna IRR:EX; Roberts, Connie A IRR:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation  
**Importance:** High

It would be first thing in the morning - Shared Services doesn't do XFER's after hours ( as far as I know )

I will get a note off to 77000/Shared Services and try and find out what is happening, as if the XFER OYUT was dated for yesterday and our XFER IN was dated to day, the XFER IN should be happening right now.

Then again, Jessica was able to log on this morning, which isn't normal during a XFER OUT/IN combo, so ... not sure why that happened

Both orders ( XFER OUT and IN ) had been made ER orders, so ... something went wrong

Brian Baleshta – Field Technology Services Analyst  
Technology Services Group – IMB CSNR Serving the Natural Resource Sector  
2<sup>nd</sup> Floor, 2975 Jutland Road, Victoria, BC, V8W 9M1  
Office ( UC Phone ) : ( 778 ) 698-2713  
Fax: ( 250 ) 356-9239  
E-Mail: [Brian.Baleshta@gov.bc.ca](mailto:Brian.Baleshta@gov.bc.ca)  
Mailing Address:  
Information Management Branch  
Ministry of Forests, Lands and Natural Resources  
PO Box 9364  
Victoria, BC  
V8W 9M3

**From:** Keene, Jeff IRR:EX  
**Sent:** Wednesday, November 22, 2017 1:35 PM  
**To:** de Sousa, Jacob FIN:EX; Baleshta, Brian E CSNR:EX; Rejminiak, Dave CSNR:EX  
**Cc:** Davies, Michael ISMC:EX; French, Shawna IRR:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Ok what time is the transfer out taking place? Midnight? Could I request for them to transfer in at midnight tonight? Do they work then?

Jeff Keene  
Strategic Planning and Performance Coordinator,  
Deputy Minister's Office,

Ministry of Indigenous Relations and Reconciliation,  
250-356-2011

**From:** de Sousa, Jacob FIN:EX  
**Sent:** Wednesday, November 22, 2017 1:29 PM  
**To:** Baleshta, Brian E CSNR:EX; Keene, Jeff IRR:EX; Rejminiak, Dave CSNR:EX  
**Cc:** Davies, Michael ISMC:EX; French, Shawna IRR:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Hi folks,

Jessica's transfer out was submitted with an effective end date of November 21<sup>st</sup>, 2017 and was called in as an emergency as requested by the IRR Minister's Office. It is unclear to me why SSBC has set Jessica's IDR to expire at the end of 2017-11-22; perhaps this occurred because they did not match up the Transfer Out and In orders until today. Regardless, if Jessica wants the Transfer Out/In to occur earlier she can contact s.15 with a time that she will be offline as per the following directions provided by ID Admin:

"Your account has been set to expire at the end of 2017-11-22 so that your transfer can begin on the following business day. If you would like the transfer completed sooner than this, please reply with a time when you will be logged off. \*\* Please ensure you obtain your Supervisor's approval prior to requesting a change to the original transfer date. \*\*"

Hope that helps and let me know if you need more information,

Jacob de Sousa  
Acting Senior Service Desk Analyst  
FIN IMB Service Desk  
Information Management Branch  
Supporting the Ministry of Finance, Office of the Premier and various other Agencies, Boards & Commissions  
Tel. 9-250-387-8912 (for internal calls) 250-387-8912 (for external calls)

Warning: This email is intended only for the use of the individual or organization to whom it is addressed. It may contain information that is privileged or confidential. Any distribution, disclosure, copying, or other use by anyone else is strictly prohibited. If you have received this in error, please telephone or e-mail the sender immediately and delete the message.

**From:** Baleshta, Brian E CSNR:EX  
**Sent:** Wednesday, November 22, 2017 1:19 PM  
**To:** Keene, Jeff IRR:EX; Rejminiak, Dave CSNR:EX; de Sousa, Jacob FIN:EX  
**Cc:** Davies, Michael ISMC:EX; French, Shawna IRR:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

From what that looks like ( to me ), is that the XFER OUT is going to happen today and then the XFER IN.

In most XFER OUT/IN combo's - the ID is end dated on the day of the XFER OUT - which I am assuming that the premier's Office did.

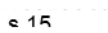
If they dated it for today, the XFER IN will not happened until tomorrow.

Do you know who might have submitted the XFER OUT order - so we could ask?

Dave R made the XFER IN and ER order, but the XFER OUT has to be completed first.


I saw that in the attached e-mail Jacob de Sousa was CC'd, so am assuming he might know about the XFER OUT

Looks like he is in a meeting until 13:00


I have already submitted the istore to have Jessica assigned to 

Can submit an istore order for VPN after the ID is XFER IN - can I use the same coding/EA as in the BSD Ticket

Client = 

RESP = 

Service Line = 

Project = 

EA = Shawna French

Brian Baleshta – Field Technology Services Analyst  
Technology Services Group – IMB CSNR Serving the Natural Resource Sector  
2<sup>nd</sup> Floor, 2975 Jutland Road, Victoria, BC, V8W 9M1  
Office ( UC Phone ) : ( 778 ) 698-2713  
Fax: ( 250 ) 356-9239  
E-Mail: [Brian.Baleshta@gov.bc.ca](mailto:Brian.Baleshta@gov.bc.ca)  
Mailing Address:  
Information Management Branch  
Ministry of Forests, Lands and Natural Resources  
PO Box 9364  
Victoria, BC  
V8W 9M3

**From:** Keene, Jeff IRR:EX  
**Sent:** Wednesday, November 22, 2017 12:58 PM  
**To:** Baleshta, Brian E CSNR:EX  
**Cc:** Rejminiak, Dave CSNR:EX; Davies, Michael ISMC:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

She needs VPN.

Her Computer # @ IRR: 

My computer number: 

Also, we got a weird email and Jessica is concerned about it. I have attached to this email.

Jeff Keene  
Strategic Planning and Performance Coordinator,

Deputy Minister's Office,  
Ministry of Indigenous Relations and Reconciliation,  
250-356-2011

**From:** Baleshta, Brian E CSNR:EX  
**Sent:** Wednesday, November 22, 2017 11:06 AM  
**To:** Keene, Jeff IRR:EX  
**Cc:** Rejminiak, Dave CSNR:EX; Davies, Michael ISMC:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Once the ID is XFER'd IN, there still may be a few istore orders to submit.

Does Jessica need VPN or DTS?

Not sure what happened with her Cell Phone, but we might have to order MDMS again

Is  the computer Jessica will be using at IRR?

If so, we can submit an istore to have it assigned to her ( making her the ADMIN on it )

Also looks like that computer is in the ENV OU and not the IRR OU - will have to get it moved

What is your computer number, so I have something to compare to ?

Brian Baleshta – Field Technology Services Analyst  
Technology Services Group – IMB CSNR Serving the Natural Resource Sector  
2<sup>rd</sup> Floor, 2975 Jutland Road, Victoria, BC, V8W 9M1  
Office ( UC Phone ) : ( 778 ) 698-2713  
Fax: ( 250 ) 356-9239  
E-Mail: [Brian.Baleshta@gov.bc.ca](mailto:Brian.Baleshta@gov.bc.ca)  
Mailing Address:  
Information Management Branch  
Ministry of Forests, Lands and Natural Resources  
PO Box 9364  
Victoria, BC  
V8W 9M3

**From:** Keene, Jeff IRR:EX  
**Sent:** Wednesday, November 22, 2017 11:02 AM  
**To:** Baleshta, Brian E CSNR:EX  
**Cc:** Rejminiak, Dave CSNR:EX; Davies, Michael ISMC:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Thanks!! You guys are so helpful 😊😊

**From:** Baleshta, Brian E CSNR:EX  
**Sent:** Wednesday, November 22, 2017 11:02 AM  
**To:** Keene, Jeff IRR:EX  
**Cc:** Rejminiak, Dave CSNR:EX; Davies, Michael ISMC:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Sorry - I should have CC'd you.

Dave R will make it an ER request

Brian Baleshta – Field Technology Services Analyst  
Technology Services Group – IMB CSNR Serving the Natural Resource Sector  
2<sup>rd</sup> Floor, 2975 Jutland Road, Victoria, BC, V8W 9M1  
Office ( UC Phone ) : ( 778 ) 698-2713  
Fax: ( 250 ) 356-9239  
E-Mail: [Brian.Baleshta@gov.bc.ca](mailto:Brian.Baleshta@gov.bc.ca)  
Mailing Address:  
Information Management Branch  
Ministry of Forests, Lands and Natural Resources  
PO Box 9364  
Victoria, BC  
V8W 9M3

**From:** Keene, Jeff IRR:EX  
**Sent:** Wednesday, November 22, 2017 11:01 AM  
**To:** Baleshta, Brian E CSNR:EX; Rejminiak, Dave CSNR:EX; Davies, Michael ISMC:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation

Hi there,

How do I make an ER request?

Thanks,  
Jeff

**From:** Baleshta, Brian E CSNR:EX  
**Sent:** Wednesday, November 22, 2017 10:57 AM  
**To:** Rejminiak, Dave CSNR:EX; Keene, Jeff IRR:EX; Davies, Michael ISMC:EX  
**Subject:** RE: Urgent: New ADM at Indigenous Relations and Reconciliation  
**Importance:** High

Istore s.17 has now been submitted oXFER IN Jessica Wood ( ADM ) to IRR ( with the following info ).

Please make a ER request - thanks

**SERVICES**

AUTH  
SF&P  
E-Mail

**XFER OUT:**

Istore 830045

**XFER IN:**

**Added as part of the SF&P Comments**

This is an XFER IN ( from the Minister's Office ) to IRR ( EXEC ) and we will accept ADM Jessica Wood's data ( H drive and e-mail ) if sent from the Minister's Office ( s.15  
[Jessica.D.Wood@gov.bc.ca](mailto:Jessica.D.Wood@gov.bc.ca))

XFER OUT order ( s.17 )

IRR ( EXEC ) groups that Jessica needs to be a member of, are:

SECURITY GROUPS:

ABR\_A\_EO\_CabRes  
WS\_IAM\_VIPACCESS  
ABR\_A\_ATN\_Public\_Shr  
ABR\_A\_ATN\_Strategic\_Negotiations\_C

JTST\_W\_SPEDADMCSSP\_R  
MEM\_AP\_MMSPROD\_C  
IRR\_MB\_LRBVACAT  
ABR\_A\_ATN\_PCR  
ABR\_A\_Aboriginal\_Policy  
ABR\_L\_S92013  
FLNR\_AP\_CSNR\_GHG30  
MEM\_AP\_GOECD  
MNGD\_A\_OGD\_External  
MEM\_A\_MACRD\_Org\_Chart  
MEM\_AP\_GMMS\_VIC  
ABR\_A\_ATN\_SI\_Division\_C  
ABR\_A\_ATN\_ABR  
MEM\_A\_USERS

ABR\_A\_ATN\_Support  
ABR\_A\_NROD\_NROBBranchExec  
ABR\_A\_NROD\_Templates  
ABR\_A\_S92000\_ExecutiveOffice\_NegotiationsRegOpsDiv  
ABR\_A\_S92000\_ExecutiveOffice\_ExecutiveOfficesAdmin  
ABR\_L\_ATN  
ABR\_A\_ATN\_Templates

DISTRIBUTION LISTS:

IRR Expanded Executive Committee  
CSNR FSB EA MIRR DISTN  
NRTS NRPP Steering Committee  
IRR Executive  
IRR Senior Leadership Team  
WSSD SSBC VIP Plus Grp 3  
NRS Assistant Deputy Ministers  
BCPSA Agency ADM List  
MARR Report Distribution

ENV WSA Implementation Provincial Distribution List  
FLNR TOPFN PFF FNSC  
NRS ADM Committee Natural Resources Associates  
IRR FN LNG DMC  
IRR SPID Leadership Team  
IRR Supervisors Excluded  
IRR CFN Negotiations Interagency Team  
IRR LRB Leadership  
IRR 5th Floor Staff  
CSNR FSB NRS Financial Contacts  
IRR CAARF  
IRR SID ADM Office  
IRR PCR All Staff

IRR CRA

FLNR ADM Committee Natural Resources  
NRTS NRPP Steering Committee  
IRR NROD SR Manager Committee  
IRR NROD ADM Office

Thanks

Contact for Request = Brian Baleshta  
Contact Phone Number = (250) 356-2072

**Added as part of the check out Comments:**

INSTR#1:

This istore request is an XFER IN of Jessica D Wood's ( IDIR ID = s.15 ) ID from the Ministers Office ( Office of the Premier ) and we will accept ADM Jessica Wood's data ( H drive and e-mail ) if sent from the Minister's Office ( s.15 [Jessica.D.Wood@gov.bc.ca](mailto:Jessica.D.Wood@gov.bc.ca))

The XFER OUT iStore number from FLNR is s.17

Please update the follow GAL items for Jessica:

Description should be = < BLANK >  
User Profile Logon Script to = log00069\common.exe /ABR

Thanks

**ADDED AS A FIELD in iStore order:**

Company should be = Indigenous Relations and Reconciliation - USED Company / Ministry on Messaging Service Screen  
Dept. should be = Reconciliation Transformation and Strategies - USED Department on Messaging Service Screen  
Title should be = Assistant Deputy Minister Reconciliation Transformation and Strategies - USED Job Title on Messaging Service Screen  
Office should be = ADM's Office - USED Office Name ( install Location ) on Common Info Screen and - USED Company / Ministry on Messaging Service Screen  
Phone Number should be = 778 587-2058- USED User's Phone on Messaging Service Screen  
Fax Number should be = < BLANK >  
Mobile Number should be = < BLANK >  
Address should be = 5th floor 2957 Jutland Road Victoria BC V8T 5J9, Canada - USED Floor/Suite ( Install Location ) on Common Info Screen

XFER OUT – istore s.17  
XFER IN - istore = s.17

Brian Baleshta – Field Technology Services Analyst  
Technology Services Group – IMB CSNR Serving the Natural Resource Sector



2<sup>nd</sup> Floor, 2975 Jutland Road, Victoria, BC, V8W 9M1  
Office ( UC Phone ) : ( 778 ) 698-2713  
Fax: ( 250 ) 356-9239  
E-Mail: [Brian.Baleshta@gov.bc.ca](mailto:Brian.Baleshta@gov.bc.ca)  
Mailing Address:  
Information Management Branch  
Ministry of Forests, Lands and Natural Resources  
PO Box 9364  
Victoria, BC  
V8W 9M3

**From:** Rejminiak, Dave CSNR:EX  
**Sent:** Wednesday, November 22, 2017 9:07 AM  
**To:** Baleshta, Brian E CSNR:EX  
**Subject:** FW: Urgent: New ADM at Indigenous Relations and Reconciliation  
**Importance:** High

Would you help with the process please...

David


David Rejminiak, MBA,  
Director, Technology Services;  
IT Service Manager for the Resource Sector;  
Corporate Services for the Natural Resource Sector;  
Telephone: 250-387-6358  
<mailto:Dave.Rejminiak@gov.bc.ca>

**From:** Keene, Jeff IRR:EX  
**Sent:** Wednesday, November 22, 2017 8:26 AM  
**To:** Rejminiak, Dave CSNR:EX  
**Subject:** Urgent: New ADM at Indigenous Relations and Reconciliation

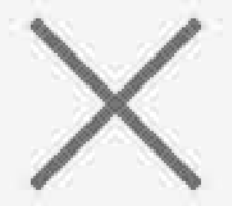
Hi Dave,

We have a new ADM here. She is coming from the Minister's office. The MO has done her transfer out iStore  
◀ 17 Do I now submit a transfer in through NRS service desk for her? Please help! Haha I've never done this before.

Jeff Keene  
Strategic Planning and Performance Coordinator,  
Deputy Minister's Office,  
Ministry of Indigenous Relations and Reconciliation,  
250-356-2011



jessica



10:50 AM

So question on Jessica

Morning!

Doug wants this to go out today so we can get Jessica some support asap. No budget hit. Thx

9:57 AM

Sorry I didn't respond yesterday...i didn't totally know. Jessica's position is temporary. So I guess the move is too? I'm trying to find out

8:45 AM



Emily Howells

Jessica's appointment is permanent right.

4:22 PM



Jennifer Molineux

Hi! . I was just wondering if you heard anything from Jessica re: her resume.

2:28 PM

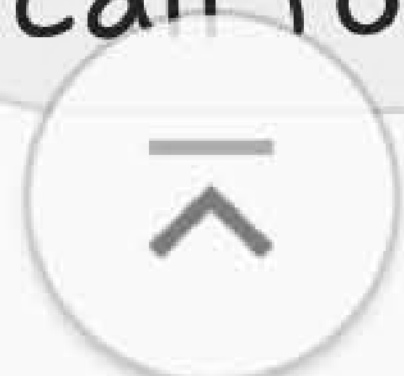
Will call you right back! Just moderating the tng planning call for Jessica

1:43 PM



Jonathan Sas

Gimme a shout when you are



jessica



J

12:42 PM

Jessica wants you training today too. You good with That?

Jessica wood and Jonathan  
Sass

Hey! Is Jessica the one  
fully responsible for  
correspondence?

Hey Jessica! Do you have a min to call me after your next meeting? Hoping you can track down finance MA Rob Gillezeau and find out some info the PO needs.

D

2:55 PM

J

12:54 PM

# Jonathan Sas



<

jessica

×

11:39 AM

track down finance MA Rob Gillezeau and find out some info the PO needs.

Danielle Root

D

Ya and I'm going to try and teach Jessica tomorrow

2:55 PM

Jessica Wood

J

Hi Shawna - this is Jessica Wood - the other MA for MSF - just wanted to make sure you had my cell #

12:54 PM

Jonathan Sas

J

I'm sure that's fine. Will check with Jessica and Jonathan about the timing and briefing and we'll get back to you.

12:01 PM

8:28 PM

Neilane thinks that was a mem minute...so we wouldn't be able to get until tomorrow unless Jessica went to Dave nik

Jordan Humphries

J

Jessica had it. I believe she gave it to Tom

8:56 AM

From: [Melles, Jennifer IRR:EX](#)  
To: [Nash, Laurel IRR:EX](#); [Scott, Douglas S IRR:EX](#); [Caul, Doug D IRR:EX](#); [French, Shawna IRR:EX](#)  
Cc: [Williams, Karen IRR:EX](#)  
Subject: Confidential: New Ministry Structure and Rollout  
Date: Wednesday, November 15, 2017 8:03:05 AM  
Attachments: [s.12](#)  
[ATT00001.htm](#)

---

Good morning:

s.12,s.13

I'm working with Rachel on establishing a working copy of 30/60/90 and a resource plan for when briefings with Jessica begin next week. Doug has had a conversation with Rachel about the new structure but not specifically who she will be reporting to.

Doug C and Laurel you'll see that I've left it to you to decide the best way to have the conversation with Francesca.

s.22

Karen Williams, whose handy work you will see throughout, has been fully brought into the conversation and will be assisting with the roll out while I'm away.

Happy to discuss further.

Jennifer

From: [Caul, Doug D IRR:EX](#)  
To: [IRR All](#)  
Subject: DM Message: Welcome ADM Jessica Wood  
Date: Thursday, November 16, 2017 9:27:04 AM

---

Dear team,

I am writing to announce changes to the Ministry's executive.

I am very pleased to inform you that Jessica Wood will join the MIRR team as Assistant Deputy Minister, Reconciliation Transformation and Strategies. Known as Si sityaawks (Woman who creates change), Jessica is from the Gitksan/Tsimshian Nations with familial roots amongst the Tahltan and Nisga'a Nations. She has deep roots in community development, and organizational and social planning, with a focus on issues impacting Indigenous women, gendered violence and sex work. Also a visual storyteller and writer, Jessica's photography and journalism have been featured internationally.

As ADM, Jessica will be responsible for a new division that will develop the government's reconciliation vision and lead the necessary transformation for B.C. to adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada's Calls to Action, and the Tsilhqot'in decision. She will be supported by Executive Director Rachel Holmes, who was the successful candidate in a recent expression of interest for a strategic project lead on cross-government reconciliation, and Executive Director of Strategic Policy Francesca Wheler, and her branch members, who will continue to carry all of their current responsibilities into the new division.

A division devoted to transformation and strategy will also help accelerate the changes that are needed to develop government's reconciliation vision through engagement with Indigenous peoples. I also look forward to the experience and perspectives Jessica will bring to our leadership team. Like a number of you, I have had the opportunity to interact with Jessica in her recent role as a Senior Ministerial Assistant to Minister Fraser. To say the least, I have been impressed and, over the past few weeks, decided to put things in motion to bring her on to the MIRR team. I want to add that while Minister Fraser is sad to see Jessica leave his office, he was very quick to support this move.

Each one of us contributes to reconciliation in the work we do every day. These changes will bring new capacity and added ideas to our work, and the alignment we need to realize government's mandate. While it will take some time to organize the new division from an operational perspective, Jessica begins her work with us on Monday, November 20. Please join me in welcoming Jessica and the new Reconciliation Transformation and Strategies division to MIRR.

Doug

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [IRR Expanded Executive Committee](#)  
**Subject:** EEC Follow-Up re: New Division  
**Date:** Monday, November 20, 2017 2:37:28 PM  
**Attachments:** [New Ministry Structure November 20.pdf](#)

---

Team,

In follow-up to Thursday's announcement regarding the appointment of our new colleague Jessica Wood as ADM, Reconciliation Transformation and Strategies, I have attached a document that outlines the new division structure and division accountabilities for government's new mandate and direction.

For those of you who have been assigned actions which are now the responsibility of a different ADM, there will be some required transition and, in some cases, this may take some time so in the meantime keep working with the executive member who had been previously accountable. I'll make sure we save a few minutes at our next EEC meeting to answer questions and for any further discussion that is needed.

As I stated on the all-staff call and in our advance discussions, I am delighted with how this realignment will support the efforts ahead to establish a reconciliation vision for government.

Doug

**From:** [Nash, Laurel IRR:EX](#)  
**To:** [Boyd, Wes CSNR:EX](#)  
**Subject:** FW: Confidential: New Ministry Structure and Rollout  
**Date:** Wednesday, November 15, 2017 9:15:00 PM  
**Attachments:** s.12  
ATT00001.htm

---

Hi we will need to transfer the budget allocation we have for Francesca with her as soon as part of this process.

There is no plan to transfer any other staff from spid to the new division.

thanks

*Laurel Nash*

Assistant Deputy Minister  
Strategic Partnerships and Initiatives Division  
Ministry of Indigenous Relations and Reconciliation  
250 953 4004 or 250 508 1670

---

**From:** Melles, Jennifer IRR:EX  
**Sent:** Wednesday, November 15, 2017 8:03 AM  
**To:** Nash, Laurel IRR:EX; Scott, Douglas S IRR:EX; Caul, Doug D IRR:EX; French, Shawna IRR:EX  
**Cc:** Williams, Karen IRR:EX  
**Subject:** Confidential: New Ministry Structure and Rollout  
Good morning:  
s.12,s.13

I'm working with Rachel on establishing a working copy of 30/60/90 and a resource plan for when briefings with Jessica begin next week. Doug has had a conversation with Rachel about the new structure but not specifically who she will be reporting to.

Doug C and Laurel you'll see that I've left it to you to decide the best way to have the conversation with Francesca.

s.22

Karen Williams, whose handy work you will see throughout, has been fully brought into the conversation and will be assisting with the roll out while I'm away.

Happy to discuss further.

Jennifer



**From:** [Williams, Bryan FLNR:EX](#)  
**To:** [Nash, Laurel IRR:EX](#); [Balcaen, Trish L IRR:EX](#); [Hamilton, Chris FLNR:EX](#)  
**Subject:** FW: DM Message: Welcome ADM Jessica Wood - MIRR  
**Date:** Monday, November 27, 2017 12:22:34 PM  
**Attachments:** RE Common Law view of reconciliation post Ktunaxa Nation Case.msg  
Re Reviewing Professional Reliance in the NRS.msg  
image001.png

---

FYI

This new ADM, Jessica Wood, and I s.22  
s.22

s.22

Anyway, I've passed along my ideas on reconciliation in the NRS. I'd be happy to chat with you if you are curious to learn more about this concept.

Sincerely,

Bryan

---

**From:** Williams, Bryan FLNR:EX  
**Sent:** Monday, November 27, 2017 12:00 PM  
**To:** Wood, Jessica IRR:EX  
**Subject:** FW: DM Message: Welcome ADM Jessica Wood - MIRR  
Congratulations and welcome to the public service, Jessica! I am proud that we have a fellow Gitanyowzer in executive!

I've been in the BC Public service for over 10 years now. I've worked on the issue of fish farms, BC Parks, Fish and Wildlife management, and treaty negotiations. I've been part of everything from leading negotiations on multi-million dollar settlements, to court ordered consultation and accommodation. I've also been part of provincial policy development on consultation, reconciliation, and accommodation. I like the vision of your division and I'd be more than happy to contribute my over 10 years of experience in the natural resource sector, plus my knowledge as a hereditary chief, to help your team however I can. That is, if you were ever interested in having me contribute.

I've already been shopping around an idea that could be transformational in terms of how we do consultation in BC. In the absence of treaties and costly court declarations that recognize aboriginal rights and title, the courts have said that the best legal instrument available is consultation. The courts have also reiterated that indigenous people do not have a veto in consultation. This is problematic in terms of advancing reconciliation in my opinion because:

1. Consultation is often combative. The onus is often placed on indigenous nations to "prove" the nature and extent of their aboriginal rights, while government is seen being in denial of the existence of aboriginal rights.
2. Consultation and accommodation can be complex and a huge driver of workload. Indigenous nations often lack the capacity to meaningfully participate in consultation.
3. Consultation can be a driver of uncertainty for all parties involved (indigenous nations, industry, and government), particularly in regards to major projects and the protection of rights and title (i.e. Trans Mountain, Site C, Fish Farms).
4. Consultation and accommodation is usually not an appropriate place to deal with the socio-economic aspects of reconciliation.

Since consultation does not appear to be going anywhere soon, I've proposed an idea to create a professional association for the practitioners of consultation and accommodation (email attached). If there is no veto in consultation, then perhaps we can at least share responsibility for defining and

governing 'how' consultation will be done in BC! This collaborative approach has huge potential to advance reconciliation in the natural resource sector. I think it's a great opportunity to transform an area of business that has sucked many resources away from both indigenous nations and the BC government alike! So far I have received positive feedback from one ADM, and if you see this as something that could fit within your branch, I'd be more than happy to give you more details on the concept.

Anyway, I am proud of your accomplishment. Welcome to the public service and I look forward to seeing your team create innovative approaches to the many long standing challenges in terms of reconciliation in BC.

Sincerely,



Bryan Williams  
Manager, Aboriginal Relations  
Regional Operations | Northeast Region  
Phone (250) 847-7675 | Cell s.22  
Forests, Lands and Natural Resource Operations

---

CONSIDER A CAREER IN B.C.'s NORTH

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**From:** Chan, Debbie JAG:EX  
**Sent:** Friday, November 17, 2017 1:34 PM  
**To:** Brewer, Kristen FLNR:EX  
**Subject:** FW: DM Message: Welcome ADM Jessica Wood - MIRR  
FYI – in case you hadn't yet seen this.

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Thursday, November 16, 2017 9:27 AM  
**To:** IRR All  
**Subject:** DM Message: Welcome ADM Jessica Wood  
Dear team,

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needed to develop government's reconciliation vision through engagement with Indigenous peoples. I also look forward to the experience and perspectives Jessica will bring to our leadership team. Like a number of you, I have had the opportunity to interact with Jessica in her recent role as a Senior Ministerial Assistant to Minister Fraser. To say the least, I have been impressed and, over the past few weeks, decided to put things in motion to bring her on to the MIRR team. I want to add that while Minister Fraser is sad to see Jessica leave his office, he was very quick to support this move.

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Doug

From: [Melles, Jennifer IRR:EX](#)  
To: [IRR Executive](#)  
Cc: [Boyd, Wes CSNR:EX](#); [Wood, Jessica IRR:EX](#)  
Subject: Materials: Core executive meeting this morning  
Date: Monday, November 20, 2017 10:30:22 AM  
Attachments: [s.12,s.13](#)

---

Hello all:

Please see the attached to support the discussion around exec roles and responsibilities this morning.

Jennifer

Page 041 to/à Page 059

Withheld pursuant to/removed as

s.12;s.13

From: [Caul, Doug D IRR:EX](#)  
To: [Nash, Laurel IRR:EX](#); [Scott, Douglas S IRR:EX](#); [French, Shawna IRR:EX](#); [Melles, Jennifer IRR:EX](#); [Williams, Karen IRR:EX](#)  
Cc: [Howie, Matthew IRR:EX](#)  
Subject: s.13  
Date: Wednesday, November 15, 2017 6:03:36 PM  
Attachments: s.13

---

Hi folks – plse have a look at the DM message (please just focus on that as it will go out tomorrow morning at about 930). Francesca aware and I'll inform Rachel tonight as well. If any major concerns with the DM message, let me know tonight!

Thanks

DC

Page 061 to/à Page 065

Withheld pursuant to/removed as

s.13

## MIRR STRUCTURAL CHANGE

### CONTEXT

The Ministry has evaluated functions and structures that support the government's mandate direction and priorities, in the context of executive-level support. Instead of continuing with an executive model that includes an Associate Deputy Minister and Chief Operating Officer, the ministry will create a new division headed by an Assistant Deputy Minister to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation. This new division will align existing accountabilities in the organization and emerging areas of responsibility as outlined in the mandate letter with complementary reconciliation functions and objectives.

### COMMUNICATIONS ROLL-OUT

Activity	Timing	Lead
<b>Pre-announcement and Announcement(week of Nov 14)</b>		
<b>OIC completed</b>	<b>November 16</b>	<b>PSA – Anita Owens</b>
High level update to EEC	Tues, Nov 14	Doug C
Confidential discussion with EDs impacted	Tues, Nov 14	Doug C and Laurel
Email Core Exec with roll-out document	Wed, Nov 15	Jennifer
Collaborate with GCPE	Wed, Nov 15	Shawna, Karen and Chris
Meeting with impacted team	Wed, Nov 15 or Thurs Nov 16 (prior to all-staff announcement)	ED (possibly with DM)
Follow-up conference call with EEC	Wed, Nov 15 or Thurs Nov 16 (depending on DC schedule)	Doug C
All-Staff Call (depending on OIC timing)	Thurs, Nov 16 (9:30am)	Doug C
DM Message to all-staff	Immediately all-staff/OIC completion	Doug C
<b>Post announcement</b>		
Division meeting with new ADM	Week of Nov 20	TBD
Follow-up email to EEC	Week of Nov 20	Doug C
New ADM walk-about (meet and greet) in Victoria offices	Week of Nov 20	TBD
Briefings with Senior Leads	Week of Nov 20	TBD
Draft bio/ possible Q/A (include headshot and bio)	Nov/Dec	Tonja - TBD
All-Staff Gathering – Executive speaking opportunity	Nov 29	TBD



## **Questions and Answers**

### **What is changing and why is the change happening now?**

The recent secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) provided for a review of executive-level support. It was decided that instead of continuing with an executive model that includes an Associate DM and COO, the ministry will create a new division headed by an ADM to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation.

This division will be known as the Reconciliation Transformation and Strategies Division and will be led by Assistant Deputy Minister Jessica Wood and two Executive Directors, including a new Executive Director of Reconciliation Strategy, a position recently filled by Rachel Holmes following an EOI process for a Strategic Project Lead.

### **Why the change?**

Aligning existing areas of accountability and emerging files with complementary functions and objectives put the ministry in the best position possible to achieve the government's reconciliation commitments. This new structure aligns the entire ministry for better collaboration both externally and internally, and provides the most effective design for the extensive engagement taking place as we partner with and support First Nations and Indigenous peoples in determining a reconciliation vision.

A division devoted to transformation and strategy will also help accelerate the creation of the vision which will guide the adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission (TRC) Calls to Action, and the Tsilhqot'in Supreme Court decision. This change itself is grounded in the guidance outlined in the TRC Calls to Action and UNDRIP.

### **When will the changes take effect?**

The changes are effective November 20, 2017 which is when the new ADM joined the ministry. Understandably, it will take time to initiate and realize the new division itself, from an operational perspective.

### **What does this mean for me?**

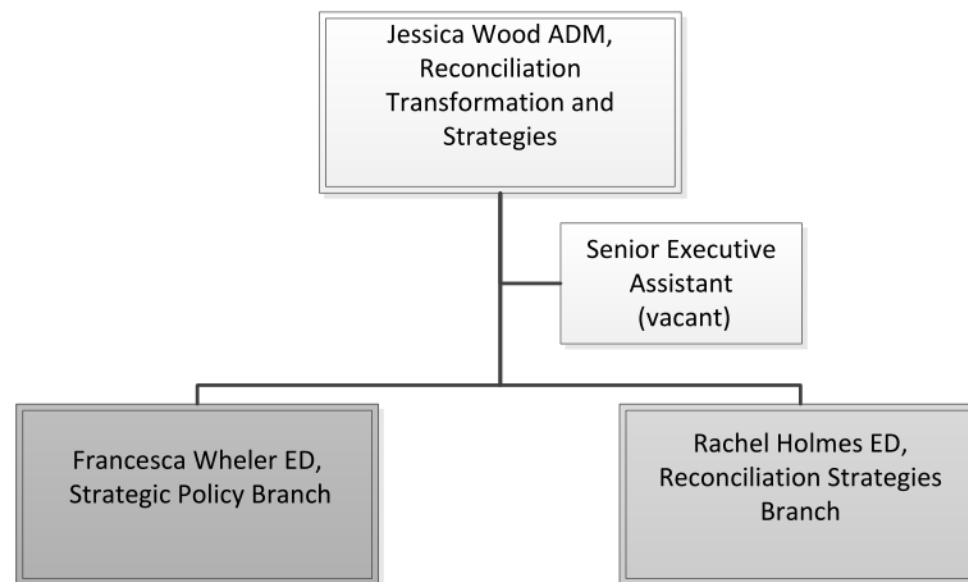
Changes to ministry structures are not uncommon in government, and for this ministry. The work that individuals in MIRR do every day, whether directly or indirectly, to contribute to reconciliation and improve the lives of Indigenous peoples continues. For some areas in the ministry, this work will take place under a new structure that will be more effective in realizing government's reconciliation vision.

## Divisional Accountabilities for New Mandate and Direction

ADM, Reconciliation Transformation and Strategies Division				
Function	Associated actions	MIRR Lead or Support	Partner Agency	Assigned* to (*please note individual assigned does not necessarily reflect formal ADM reporting relationship)
<b>Establish Reconciliation Vision</b>	Create engagement strategy framework to support reconciliation vision	Lead		Rachel Holmes
	Establish indigenous advisory group (input into engagement strategy)	Lead		Rachel Holmes
	Adapt/adopt federal principles	Lead		Francesca Wheler
	Revise Commitment Document with the FNLC	Lead		Francesca Wheler
<b>Federal Engagement</b>	Develop MIRR federal government strategy	Lead		Giovanni Puggioni
<b>New Revenue Sharing model</b>	Create a gaming working group with First Nations	Joint Accountability	FIN	Rob Draeseke
	Develop a new forestry revenue sharing mandate to advance CRA tables	Joint Accountability	FLNROD	Trish Balcaen
	Revise ECDA mandate	Joint Accountability	MEM	Rob Draeseke
	Develop gaming revenue sharing model	Joint Accountability	FIN	Rob Draeseke
	Develop new Reconciliation based revenue sharing model (NST)	Joint Accountability	FIN	Rob Draeseke
<b>Public Service Capacity and Competency</b>	Develop communications approach to reconciliation/ indigenous inclusion	Support	PSA	Rachel Holmes
	Align the reconciliation vision with the PSA's Diversity and Inclusion Strategy	Support	PSA	Rachel Holmes
<b>Implement UNDRIP and TRC Calls to Action and case law</b>	UNDRIP guidance and messaging	Lead		Rachel Holmes
	TRC calls to action	Lead		Rachel Holmes
	Identify initial policy, program and legislation priorities based on preliminary indigenous input (subset to large mandate, understand priorities) work occurring under commitment document	Support		Rachel Holmes
	Identify additional policy, program and legislation priorities based on further input from partners	Support		Francesca Wheler
	Proposal on how to meet mandate direction around fully adopting the Tsilhqot'in decision	Lead		Francesca Wheler

ADM, Strategic Partnership and Initiatives				
<b>Social</b>	Indigenous language funding strategy and confirm process for investment	Lead		Juanita Berkhout
	Confirm funding for Aboriginal Friendship Centres	Lead		Stuart Gale
	Human Rights Commission - complete indigenous engagement	Support	GCPE	Rachel Holmes
	Off-reserve/urban indigenous strategy	Lead		May Mah-Paulson
	Social Determinants of health - regional engagement sessions and report out	Joint Accountability	HLTH	May Mah-Paulson
	Finalize MNRA II action plan	Lead		Stuart Gale
	Develop proposed models of First Nations governance for Child Welfare (linked to Commitments Document)	Support	CFD	Rachel Holmes
<b>Emergency Management</b>	Initiate a joint review of lessons learned from recent emergencies	Support	EMBC	May Mah-Paulson
	Develop a joint emergency management strategy	Support	EMBC	Janice Franklin
<b>Economic</b>	Decision on Indigenous Skills and Training program	Joint Accountability	AVED	Juanita Berkhout
	BCAFN Economic Development and Fiscal Relations Strategy	Joint Accountability	JTT	Juanita Berkhout
ADM, Negotiations and Regional Operations				
<b>Transform the Treaty Process</b>	Develop Rights and Recognition Approach to Treaty (includes certainty and links to Multilateral engagement)	Lead		Francesca Wheler
	Multilateral Engagement Strategy - Negotiation support funding, shared territory and overlap issues	Lead		Francesca Wheler/ Rob Draeseke
	Multilateral Engagement Strategy - Role of the British Columbia Treaty Commission	Lead		Francesca Wheler/ Rob Draeseke
<b>Modernize Land Use Planning</b>	Develop LUP framework	Support	FLNROD	Geoff Recknell
	Engage First Nations on development of a collaborative stewardship framework	Support	FLNROD	Giovanni Puggioni

## New Division Structure and Responsibilities



### **Responsible for:**

- Strategic Policy Branch operations
- B.C.'s adoption of federal principles
- Revise Commitment document with FNLC
- Mandate direction around fully adopting the Tsilhqot'in decision.
- Identify initial policy program and legislation priorities, based on preliminary engagement and input and provide recommendations on subsequent approach.

### **Responsible for:**

- Provide leadership and strategic advice related to the development of an engagement strategy to support the creation of a reconciliation vision. This includes the establishment and management of an Indigenous advisory group and subsequent engagement processes.
- Manage development of recommendations, briefings and reports as needed.
- Oversee research as required to support the work of the Indigenous advisory group.
- Identify and pursue key cross-ministry and cross-government linkages with government reconciliation commitments to support alignment and collaboration across projects and initiatives.
- Advise on the development of education, tools and resources for the public service, in alignment with the diversity and inclusivity strategy.
- Advise on the development of external engagement and communications approaches, tools and resources, and support Indigenous engagement in cross-government initiatives (for example, re-establishment of Human Rights Commission, and electoral reform).

From: [IRR Comms IRR:EX](#)  
To: [IRR All excluding Minister's Office](#)  
Subject: Notes from the Nov. 16th All Staff Call  
Date: Wednesday, November 22, 2017 12:04:38 PM  
Attachments: [RE Post First Nations Leaders Gathering .msg](#)

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## All Staff Call Notes - Nov. 16, 2017

### DM Doug Caul moderated

- ADM Laurel Nash recognized Louis Riel Day and the flag-raising ceremony at the BC Legislature.
- She noted that PECSF officially ended Nov. 10 but staff can make donations all year round.

### MINISTRY UPDATE

- Introduced Jessica Wood, ADM of a new division, Reconciliation Transformation and Strategies. Find out more in [Doug's introduction message](#).
  - DM recommended that staff if they haven't done so already read the [Minister's mandate letter](#) and the [Minister's letter to DM Caul](#) regarding these matters as our job is to implement the recommendations in the letter over the next four years.
  - A [DM message](#) was sent out to all staff on Friday with an overview of most of what was communicated during the call.
  - Some additional points that were raised, include:
    - We need to make sure that we show up at negotiation tables in a different way, prepared to listen and respond.
    - The Minister hearing positive reviews from First Nations about the new way of communicating.
    - Need to work with [all Indigenous people/organizations](#) – including First Nations, Métis and Inuit.
- s.12,s.13

### ALL STAFF GATHERING

- Preparations are well underway for the All-Staff Gathering on Wednesday, November 29, at the Songhees Wellness Centre. The agenda will be coming out shortly.
- Acknowledge that bringing everyone in the ministry together, in one place, is success itself.
- This gathering will be an opportunity for the entire MIRR community to discuss government's reconciliation priorities.
- There will be external speakers to talk about innovation and building on our organization's innovation strengths, including his Honour Steven Point, who will be giving the keynote address.
- MIRR's former Aboriginal Intern Gordon Murray (Gordy Bear) is the emcee for the day.
- There are opportunities for networking and for staff to ask questions and discuss the answers together.
- Later that evening, staff will have the option of attending a more relaxed event – a MIRR All-Staff Appreciation Social is being held from 5:30 – 9:30 pm. Invites have been sent out by email, the Minister is expected to attend.
- Thanks to the planning team for their extensive efforts to get these events off the ground.

### EMPLOYEE ADVISORY COMMITTEE (EAC)

- Earlier this month, the new Employee Advisory Committee held its first meeting.
- Doug Caul is the chair for this representative group of employees who have stepped up to collaborate on ministry priorities.
- The EAC is a key part of the ministry's governance structure and will support continued work towards key actions in goal three of the ministry's strategic plan – ensuring a strong, resilient organization – as well as other key corporate priorities (communications, transformational and strategic initiatives, human resources and organizational health).

### MIRR'S SUCCESSION MANAGEMENT STRATEGY

- MIRR, like all other ministries, is working on new ways to manage succession in our ministry.
- MIRR's succession management strategy builds on our 2016-2018 Strategic Plan, including activities like the launch of a New Employee Passport, and the MyPerformance Handbook.
- You can find out more about MIRR's succession management strategy and stay up to date on ongoing work on our [MIRR intranet site](#). You can also read [Doug's message](#).
- If you have questions, please connect with [Jennifer Melles](#) in the DMO or contact [Susan Morneau](#), our Strategic HR Advisor.

### CABINET AND FIRST NATIONS LEADERSHIP GATHERING FOLLOW-UP

- Thank you again to everyone for all the hard work that has gone into the First Nations Leadership Gathering meeting, follow-up letters and phone calls.
- All the scribe notes and commitments for our ministry are now tracked in the FNLG master tracking document at s.15

s.15

- Shawna French sent out instructions (attached) a few weeks ago on how to update the status of each of your files.
- **These updates are due by end of this week, no later.**
- If you have any questions or concerns, please contact Shawna French or Jeff Keene.

**SITE C AND FIRST NATIONS PERSPECTIVES**

- The provincial government is committed to making a decision on Site C by the end of the year.
- To support this, Ministers Mungall (Minister of Energy, Mines and Petroleum Resources) Minister Fraser met with Treaty 8 First Nations last week.
- Staff in our northeast office supported the Minister in these meetings.

Thanks,

The MIRR Comms Team

**From:** [Nash, Laurel IRR:EX](#)  
**To:** [Boyd, Wes CSNR:EX](#)  
**Subject:** Re: Confidential: New Ministry Structure and Rollout  
**Date:** Wednesday, November 15, 2017 9:20:30 PM

---

The announcement will happen tomorrow so we can bring him in whenever you are ready to discuss.

Laurel Nash  
Assistant Deputy Minister  
Strategic Initiatives and Partnerships Division  
Ministry of Indigenous Relations and Reconciliation  
250 953 4004  
250 508 1670  
Sent from my iPhone

On Nov 15, 2017, at 9:18 PM, Boyd, Wes CSNR:EX <[Wes.Boyd@gov.bc.ca](mailto:Wes.Boyd@gov.bc.ca)> wrote:

Ok thanks. We will need to Resource the new position from existing resources....I need to bring Ranbir into the loop.

Wes

Sent from my iPad

On Nov 15, 2017, at 9:15 PM, Nash, Laurel IRR:EX <[Laurel.Nash@gov.bc.ca](mailto:Laurel.Nash@gov.bc.ca)> wrote:

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There is no plan to transfer any other staff from spid to the new division.

thanks

*Laurel Nash*

Assistant Deputy Minister  
Strategic Partnerships and Initiatives Division  
Ministry of Indigenous Relations and Reconciliation  
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Doug C and Laurel you'll see that I've left it to you to decide the best way to have the conversation with Francesca.

I'll be available this week sporadically but Karen Williams, whose handy work you will see throughout, has been fully brought into the conversation and will be assisting with the roll out while I'm away.

Happy to discuss further.

Jennifer



From: [Caul, Doug D IRR:EX](#)  
To: [Wheler, Francesca M IRR:EX](#)  
Cc: [IRR Expanded Executive Committee](#)  
Subject: Re: EEC Follow-Up re: New Division  
Date: Monday, November 20, 2017 5:34:59 PM

---

Absolutely. Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 20, 2017, at 4:17 PM, Wheler, Francesca M IRR:EX <[Francesca.Wheler@gov.bc.ca](mailto:Francesca.Wheler@gov.bc.ca)> wrote:

Hi Doug,  
This is great information. Can I share it with my team?  
Francesca

---

Francesca Wheler  
(250) 360-6002

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Monday, November 20, 2017 2:37 PM  
**To:** IRR Expanded Executive Committee  
**Subject:** EEC Follow-Up re: New Division  
Team,

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Doug

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [Williams, Karen IRR:EX](#)  
**Cc:** [Nash, Laurel IRR:EX](#); [Scott, Douglas S IRR:EX](#); [French, Shawna IRR:EX](#); [Melles, Jennifer IRR:EX](#); [Howie, Matthew IRR:EX](#)  
**Subject:** Re: s.12  
**Date:** Wednesday, November 15, 2017 7:31:55 PM

---

Thanks Karen. s.12

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 15, 2017, at 6:25 PM, Williams, Karen IRR:EX <[Karen.Williams@gov.bc.ca](mailto:Karen.Williams@gov.bc.ca)> wrote:

Thank you Doug. s.12,s.13  
s.12,s.13

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Wednesday, November 15, 2017 6:04 PM  
**To:** Nash, Laurel IRR:EX; Scott, Douglas S IRR:EX; French, Shawna IRR:EX; Melles, Jennifer IRR:EX; Williams, Karen IRR:EX  
**Cc:** Howie, Matthew IRR:EX  
**Subject:** s.12

Hi folks – plse have a look at the DM message (please just focus on that as it will go out tomorrow morning at about 930). Francesca aware and I'll inform Rachel tonight as well. If any major concerns with the DM message, let me know tonight!  
Thanks  
DC

**From:** [French, Shawna IRR:EX](#)  
**To:** [Scott, Douglas S IRR:EX](#); [Nash, Laurel IRR:EX](#)  
**Subject:** urgent req: new ADM  
**Date:** Friday, November 17, 2017 9:40:03 AM  
**Importance:** High

---

Hi Guys,

I thought I had included this one in my ask but I didn't. Need to send out an EOI today for 2 month backfill of Kim Ponchet's SEA position to support Jessica. Doug wants this out asap. Can you please provide your approval or let me know if you have concerns? Fully forecasted and no budget hit to the DMO.

Thanks,

*Shawna French*

Director, Executive Operations

Deputy Ministers Office

Ministry of Indigenous Relations & Reconciliation

\*\*\*\*\*

5th Floor - 2957 Jutland

Victoria BC

Phone: 250 356-6330

Cell: 250 222-2222

[mailto: Shawna.French@gov.bc.ca](mailto:Shawna.French@gov.bc.ca)

**Leinweber, Rachelle R IRR:EX**

---

**From:** Melles, Jennifer IRR:EX  
**Sent:** Wednesday, November 15, 2017 8:03 AM  
**To:** Nash, Laurel IRR:EX; Scott, Douglas S IRR:EX; Caul, Doug D IRR:EX; French, Shawna IRR:EX  
**Cc:** Williams, Karen IRR:EX  
**Subject:** Confidential: New Ministry Structure and Rollout  
**Attachments:** s.12,s.13 ;  
ATT00001.htm

Good morning:

s.12,s.13

I'm working with Rachel on establishing a working copy of 30/60/90 and a resource plan for when briefings with Jessica begin next week. Doug has had a conversation with Rachel about the new structure but not specifically who she will be reporting to.

Doug C and Laurel you'll see that I've left it to you to decide the best way to have the conversation with Francesca.

s.22 Karen Williams, whose handy work you will see throughout, has been fully brought into the conversation and will be assisting with the roll out while I'm away.

Happy to discuss further.

Jennifer

Page 079 to/à Page 084

Withheld pursuant to/removed as

s.12;s.13

**Leinweber, Rachelle R IRR:EX**

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**From:** Caul, Doug D IRR:EX  
**Sent:** Monday, November 20, 2017 2:37 PM  
**To:** IRR Expanded Executive Committee  
**Subject:** EEC Follow-Up re: New Division  
**Attachments:** New Ministry Structure \_November 20.pdf

Team,

In follow-up to Thursday's announcement regarding the appointment of our new colleague Jessica Wood as ADM, Reconciliation Transformation and Strategies, I have attached a document that outlines the new division structure and division accountabilities for government's new mandate and direction.

For those of you who have been assigned actions which are now the responsibility of a different ADM, there will be some required transition and, in some cases, this may take some time so in the meantime keep working with the executive member who had been previously accountable. I'll make sure we save a few minutes at our next EEC meeting to answer questions and for any further discussion that is needed.

As I stated on the all-staff call and in our advance discussions, I am delighted with how this realignment will support the efforts ahead to establish a reconciliation vision for government.

Doug

## Leinweber, Rachelle R IRR:EX

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Thursday, November 16, 2017 9:27 AM  
**To:** IRR All  
**Subject:** DM Message: Welcome ADM Jessica Wood

Dear team,

I am writing to announce changes to the Ministry's executive.

I am very pleased to inform you that Jessica Wood will join the MIRR team as Assistant Deputy Minister, Reconciliation Transformation and Strategies. Known as Si sityaawks (Woman who creates change), Jessica is from the Gitksan/Tsimshian Nations with familial roots amongst the Tahltan and Nisga'a Nations. She has deep roots in community development, and organizational and social planning, with a focus on issues impacting Indigenous women, gendered violence and sex work. Also a visual storyteller and writer, Jessica's photography and journalism have been featured internationally.

As ADM, Jessica will be responsible for a new division that will develop the government's reconciliation vision and lead the necessary transformation for B.C. to adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada's Calls to Action, and the Tsilhqot'in decision. She will be supported by Executive Director Rachel Holmes, who was the successful candidate in a recent expression of interest for a strategic project lead on cross-government reconciliation, and Executive Director of Strategic Policy Francesca Wheler, and her branch members, who will continue to carry all of their current responsibilities into the new division.

A division devoted to transformation and strategy will also help accelerate the changes that are needed to develop government's reconciliation vision through engagement with Indigenous peoples. I also look forward to the experience and perspectives Jessica will bring to our leadership team. Like a number of you, I have had the opportunity to interact with Jessica in her recent role as a Senior Ministerial Assistant to Minister Fraser. To say the least, I have been impressed and, over the past few weeks, decided to put things in motion to bring her on to the MIRR team. I want to add that while Minister Fraser is sad to see Jessica leave his office, he was very quick to support this move.

Each one of us contributes to reconciliation in the work we do every day. These changes will bring new capacity and added ideas to our work, and the alignment we need to realize government's mandate. While it will take some time to organize the new division from an operational perspective, Jessica begins her work with us on Monday, November 20. Please join me in welcoming Jessica and the new Reconciliation Transformation and Strategies division to MIRR.

Doug

## Leinweber, Rachelle R IRR:EX

---

**From:** Williams, Bryan FLNR:EX  
**Sent:** Monday, November 27, 2017 12:23 PM  
**To:** Nash, Laurel IRR:EX; Balcaen, Trish L IRR:EX; Hamilton, Chris FLNR:EX  
**Subject:** FW: DM Message: Welcome ADM Jessica Wood - MIRR  
**Attachments:** RE: Common Law view of reconciliation, post Ktunaxa Nation Case?; Re: Reviewing Professional Reliance in the NRS

FYI

This new ADM, Jessica Wood, and I s.22  
s.22

s.22

Gitanyow, which is

where I am from. Anyway, I've passed along my ideas on reconciliation in the NRS. I'd be happy to chat with you if you are curious to learn more about this concept.

Sincerely,

Bryan

---

**From:** Williams, Bryan FLNR:EX  
**Sent:** Monday, November 27, 2017 12:00 PM  
**To:** Wood, Jessica IRR:EX  
**Subject:** FW: DM Message: Welcome ADM Jessica Wood - MIRR

Congratulations and welcome to the public service, Jessica! I am proud that we have a fellow Gitanyowzer in executive!

I've been in the BC Public service for over 10 years now. I've worked on the issue of fish farms, BC Parks, Fish and Wildlife management, and treaty negotiations. I've been part of everything from leading negotiations on multi-million dollar settlements, to court ordered consultation and accommodation. I've also been part of provincial policy development on consultation, reconciliation, and accommodation. I like the vision of your division and I'd be more than happy to contribute my over 10 years of experience in the natural resource sector, plus my knowledge as a hereditary chief, to help your team however I can. That is, if you were ever interested in having me contribute.

I've already been shopping around an idea that could be transformational in terms of how we do consultation in BC. In the absence of treaties and costly court declarations that recognize aboriginal rights and title, the courts have said that the best legal instrument available is consultation. The courts have also reiterated that indigenous people do not have a veto in consultation. This is problematic in terms of advancing reconciliation in my opinion because:

1. Consultation is often combative. The onus is often placed on indigenous nations to "prove" the nature and extent of their aboriginal rights, while government is seen being in denial of the existence of aboriginal rights.
2. Consultation and accommodation can be complex and a huge driver of workload. Indigenous nations often lack the capacity to meaningfully participate in consultation.
3. Consultation can be a driver of uncertainty for all parties involved (indigenous nations, industry, and government), particularly in regards to major projects and the protection of rights and title (i.e. Trans Mountain, Site C, Fish Farms).
4. Consultation and accommodation is usually not an appropriate place to deal with the socio-economic aspects of reconciliation.



Since consultation does not appear to be going anywhere soon, I've proposed an idea to create a professional association for the practitioners of consultation and accommodation (email attached). If there is no veto in consultation, then perhaps we can at least share responsibility for defining and governing 'how' consultation will be done in BC! This collaborative approach has huge potential to advance reconciliation in the natural resource sector. I think it's a great opportunity to transform an area of business that has sucked many resources away from both indigenous nations and the BC government alike! So far I have received positive feedback from one ADM, and if you see this as something that could fit within your branch, I'd be more than happy to give you more details on the concept.

Anyway, I am proud of your accomplishment. Welcome to the public service and I look forward to seeing your team create innovative approaches to the many long standing challenges in terms of reconciliation in BC.

Sincerely,



Bryan Williams  
Manager, Aboriginal Relations

Regional Operations | Northeast Region  
Phone (250) 847-7675 | Cell s.22  
Forests, Lands and Natural Resource Operations

CONSIDER A CAREER IN B.C.'s NORTH

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**From:** Chan, Debbie JAG:EX  
**Sent:** Friday, November 17, 2017 1:34 PM  
**To:** Brewer, Kristen FLNR:EX  
**Subject:** FW: DM Message: Welcome ADM Jessica Wood - MIRR

FYI – in case you hadn't yet seen this.

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Thursday, November 16, 2017 9:27 AM  
**To:** IRR All  
**Subject:** DM Message: Welcome ADM Jessica Wood

Dear team,

I am writing to announce changes to the Ministry's executive.

I am very pleased to inform you that Jessica Wood will join the MIRR team as Assistant Deputy Minister, Reconciliation Transformation and Strategies. Known as Si sityaawks (Woman who creates change), Jessica is from the

Gitksan/Tsimshian Nations with familial roots amongst the Tahltan and Nisga'a Nations. She has deep roots in community development, and organizational and social planning, with a focus on issues impacting Indigenous women, gendered violence and sex work. Also a visual storyteller and writer, Jessica's photography and journalism have been featured internationally.

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A division devoted to transformation and strategy will also help accelerate the changes that are needed to develop government's reconciliation vision through engagement with Indigenous peoples. I also look forward to the experience and perspectives Jessica will bring to our leadership team. Like a number of you, I have had the opportunity to interact with Jessica in her recent role as a Senior Ministerial Assistant to Minister Fraser. To say the least, I have been impressed and, over the past few weeks, decided to put things in motion to bring her on to the MIRR team. I want to add that while Minister Fraser is sad to see Jessica leave his office, he was very quick to support this move.

Each one of us contributes to reconciliation in the work we do every day. These changes will bring new capacity and added ideas to our work, and the alignment we need to realize government's mandate. While it will take some time to organize the new division from an operational perspective, Jessica begins her work with us on Monday, November 20. Please join me in welcoming Jessica and the new Reconciliation Transformation and Strategies division to MIRR.

Doug

**Leinweber, Rachelle R IRR:EX**

---

**From:** Nash, Laurel IRR:EX  
**Sent:** Wednesday, November 15, 2017 9:15 PM  
**To:** Boyd, Wes CSNR:EX  
**Subject:** FW: Confidential: New Ministry Structure and Rollout  
**Attachments:** s.12,s.13 ;  
ATT00001.htm

Hi we will need to transfer the budget allocation we have for Francesca with her as soon as part of this process.

There is no plan to transfer any other staff from spid to the new division.

thanks

*Laurel Nash*

Assistant Deputy Minister  
Strategic Partnerships and Initiatives Division  
Ministry of Indigenous Relations and Reconciliation  
250 953 4004 or 250 508 1670

---

**From:** Melles, Jennifer IRR:EX  
**Sent:** Wednesday, November 15, 2017 8:03 AM  
**To:** Nash, Laurel IRR:EX; Scott, Douglas S IRR:EX; Caul, Doug D IRR:EX; French, Shawna IRR:EX  
**Cc:** Williams, Karen IRR:EX  
**Subject:** Confidential: New Ministry Structure and Rollout

Good morning:

s.12,s.13

- - - - -  
I'm working with Rachel on establishing a working copy of 30/60/90 and a resource plan for when briefings with Jessica begin next week. Doug has had a conversation with Rachel about the new structure but not specifically who she will be reporting to.

Doug C and Laurel you'll see that I've left it to you to decide the best way to have the conversation with Francesca.

s.22 Karen Williams, whose handy work you will see throughout, has been fully brought into the conversation and will be assisting with the roll out while I'm away.

Happy to discuss further.

Jennifer

**Leinweber, Rachelle R IRR:EX**

---

**From:** Melles, Jennifer IRR:EX  
**Sent:** Monday, November 20, 2017 10:30 AM  
**To:** IRR Executive  
**Cc:** Boyd, Wes CSNR:EX; Wood, Jessica IRR:EX  
**Subject:** Materials: Core executive meeting this morning  
**Attachments:** MIRR Proposed Ministry Alignments\_Comms roll out\_Nov 20.docx

Hello all:

Please see the attached to support the discussion around exec roles and responsibilities this morning.

Jennifer

## MIRR STRUCTURAL CHANGE

### CONTEXT

The Ministry has evaluated functions and structures that support the government's mandate direction and priorities, in the context of executive-level support. Instead of continuing with an executive model that includes an Associate DM and COO, the ministry will create a new division headed by an Assistant Deputy Minister (ADM) to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation. This new division will align existing accountabilities in the organization and emerging areas of responsibility as outlined in the mandate letter with complementary reconciliation functions and objectives.

### COMMUNICATIONS ROLL-OUT

Activity	Timing	Lead
<b>Pre-announcement and Announcement(week of Nov 14)</b>		
<b>OIC posted</b>	<b>November 16</b>	<b>PSA – Anita Owens</b>
High level update to EEC	Tues, Nov 14	Doug C - complete
Confidential discussion with EDs impacted	Tues, Nov 14	Doug C and Laurel
Email to Core Exec with roll-out document	Wed, Nov 15	Jennifer
Collaborate with GCPE	Wed, Nov 15	Shawna, Karen and Chris
Meeting with impacted team	Wed, Nov 15 or Thurs Nov 16 (prior to all-staff announcement)	ED (possibly with DM)
Follow-up conference call with EEC	Wed, Nov 15 or Thurs Nov 16 (depending on DC schedule)	Doug C
All-Staff Call (depending on OIC timing)	Thurs, Nov 16 (9:30am)	Doug C
Core Executive Briefing	Thurs, Nov 16 (morning)	Jennifer and Shawna - TBD
DM Message to all-staff	Immediately following OIC posting	Doug C
<b>Post announcement</b>		
Division meeting with new ADM	Week of Nov 20	
New ADM walk-about (meet and greet) in Victoria offices	Week of Nov 20	
DM to DM memo	Week of Nov 20 or Nov 27	Doug C
Draft bio/ possible Q/A (include headshot and bio)	Nov/Dec	Tonja - TBD
All-Staff Gathering – Executive speaking opportunity	Nov 29	

## **Questions and Answers**

### **What is changing and why is the change happening now?**

The recent secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) provided for a review of executive-level support. It was decided that instead of continuing with an executive model that includes an Associate DM and COO, the ministry will create a new division headed by an Assistant Deputy Minister (ADM) to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation.

This division will be known as the Reconciliation Transformation and Strategy Division and will be led by Assistant Deputy Minister Jessica Wood and two Executive Directors, including a new Executive Director of Reconciliation Strategy, a position recently filled by Rachel Holmes following an EOI process for a Strategic Project Lead.

### **Why the change?**

Aligning existing areas of accountability and emerging files with complementary functions and objectives put the ministry in the best position possible to achieve the government's reconciliation commitments. This new structure aligns the entire ministry for better collaboration and provides the most effective design for the extensive engagement taking place as we partner with and support First Nations and Indigenous peoples in determining a reconciliation vision.

A division devoted to transformation and strategy will also help accelerate the changes that are needed to establish the vision which will guide the adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission (TRC) Calls to Action, and the Tsilhqot'in Supreme Court decision. This change itself is grounded in the guidance outlined in the TRC Calls to Action and UNDRIP.

### **When will the changes take effect?**

The changes are effective November 20, 2017 which is when the new ADM joins the ministry. Understandably, it will take time to initiate and realize the new division itself, from an operational perspective.

### **What does this mean for me?**

Changes to ministry structures are not uncommon in government, and for this ministry. The work that individuals in MIRR do every day, whether directly or indirectly, to contribute to reconciliation and improve the lives of Indigenous peoples continues. For some areas in the ministry, this work will take place under a new structure that will be more effective in realizing government's reconciliation vision.

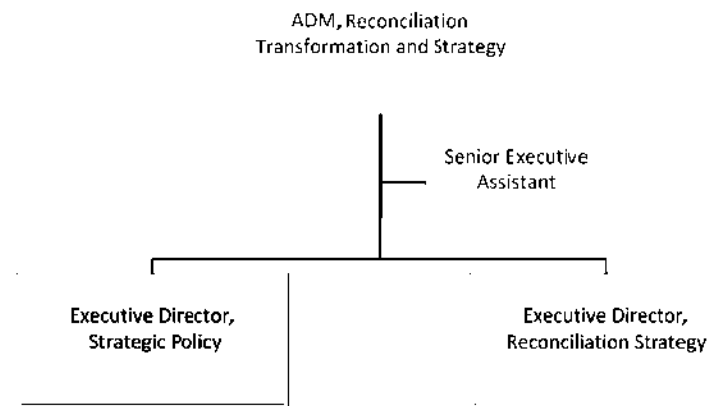
## Proposed Accountabilities for New Mandate and Direction

Function	Associated actions	MIRR Lead or Support	Partner Agency	Assigned* to (*please note individual assigned does not necessarily reflect formal ADM reporting relationship)
<b>Establish Reconciliation Vision</b>	Create engagement strategy framework to support reconciliation vision	Lead		Rachel Holmes
	Establish Indigenous advisory group (input into engagement strategy)	Lead		Rachel Holmes
	Adapt/adopt federal principles	Lead		Francesca Wheler
	Revise Commitment Document with the FNLC	Lead		Francesca Wheler
<b>Federal Engagement</b>	Develop MIRR federal government strategy	Lead		Giovanni Puggioni
<b>New Revenue Sharing model</b>	Create a gaming working group with First Nations	Joint Accountability	FIN	Rob Draeseke
	Develop a new forestry revenue sharing mandate to advance CRA tables	Joint Accountability	FLNROD	Trish Balcaen
	Revise ECDA mandate	Joint Accountability	MEM	Rob Draeseke
	Develop gaming revenue sharing model	Joint Accountability	FIN	Rob Draeseke
	Develop new Reconciliation based revenue sharing model (NST)	Joint Accountability	FIN	Rob Draeseke
<b>Public Service Capacity and Competency</b>	Develop communications approach to reconciliation/ indigenous inclusion	Support	PSA	Rachel Holmes
	Align the reconciliation vision with the PSA's Diversity and Inclusion Strategy	Support	PSA	Rachel Holmes
<b>Implement UNDRIP and TRC Calls to Action and case law</b>	UNDRIP guidance and messaging	Lead		Rachel Holmes
	TRC calls to action	Lead		Rachel Holmes
	Identify initial policy, program and legislation priorities based on preliminary indigenous input (subset to large mandate, understand priorities) work occurring under commitment document	Support		Rachel Holmes
	Identify additional policy, program and legislation priorities based on further input from partners	Support		Francesca Wheler
	Proposal on how to meet mandate direction around fully adopting the Tsilhqot'in decision	Lead		Francesca Wheler

<b>Social</b>	Indigenous language funding strategy and confirm process for investment	Lead		Juanita Berkhout
	Confirm funding for Aboriginal Friendship Centres	Lead		Stuart Gale
	Human Rights Commission - complete indigenous engagement	Support	GCPE	Rachel Holmes
	Off-reserve/urban indigenous strategy	Lead		May Mah-Paulson
	Social Determinants of health - regional engagement sessions and report out	Joint Accountability	HLTH	May Mah-Paulson
	Finalize MNRA II action plan	Lead		Stuart Gale
	Develop proposed models of First Nations governance for Child Welfare (linked to Commitments Document)	Support	CFD	Rachel Holmes
<b>Emergency Management</b>	Initiate a joint review of lessons learned from recent emergencies	Support	EMBC	May Mah-Paulson
	Develop a joint emergency management strategy	Support	EMBC	Janice Franklin
<b>Economic</b>	Decision on Indigenous Skills and Training program	Joint Accountability	AVED	Juanita Berkhout
	BCAFN Economic Development and Fiscal Relations Strategy	Joint Accountability	JTT	Juanita Berkhout
<b>Transform the Treaty Process</b>	Develop Rights and Recognition Approach to Treaty (includes certainty and links to Multilateral engagement)	Lead		Francesca Wheler
	Multilateral Engagement Strategy - Negotiation support funding, shared territory and overlap issues	Lead		Francesca Wheler/ Rob Draeseke
	Multilateral Engagement Strategy - Role of the British Columbia Treaty Commission	Lead		Francesca Wheler/ Rob Draeseke
<b>Modernize Land Use Planning</b>	Develop LUP framework	Support	FLNROD	Geoff Recknell
	Engage First Nations on development of a collaborative stewardship framework (with NST examining environmental stewardship and decision making to advance CRA tables)	Support	FLNROD	Giovanni Puggioni



## Proposed Structure of new Division



### **Responsible for:**

- Strategic Policy Branch operations
- B.C.'s adoption of federal principles
- Revise Commitment document with FNLC
- Mandate direction around fully adopting the Tsilhqot'in decision.
- Identify initial policy program and legislation priorities, based on preliminary engagement and input and provide recommendations on subsequent approach.

### **Responsible for:**

- Provide leadership and strategic advice related to the development of an engagement strategy to support the creation of a reconciliation vision. This includes the establishment and management of an Indigenous advisory group and subsequent engagement processes.
- Manage development of recommendations, briefings and reports as needed.
- Oversee research as required to support the work of the Indigenous advisory group.
- Identify and pursue key cross-ministry and cross-government linkages with government reconciliation commitments to support alignment and collaboration across projects and initiatives.
- Advise on the development of education, tools and resources for the public service, in alignment with the diversity and inclusivity strategy.
- Advise on the development of external engagement and communications approaches, tools and resources, and support Indigenous engagement in cross-government initiatives (for example, re-establishment of Human Rights Commission, and electoral reform).

## Leinweber, Rachelle R IRR:EX

---

**From:** French, Shawna IRR:EX  
**Sent:** Friday, November 17, 2017 9:40 AM  
**To:** Scott, Douglas S IRR:EX; Nash, Laurel IRR:EX  
**Subject:** urgent req: new ADM

**Importance:** High

Hi Guys,

I thought I had included this one in my ask but I didn't. Need to send out s.22  
s.22 . Doug wants this out asap. Can you please provide your approval or let me  
know if you have concerns? Fully forecasted and no budget hit to the DMO.

Thanks,

*Shawna French*

Director, Executive Operations  
Deputy Ministers Office  
Ministry of Indigenous Relations & Reconciliation  
\*\*\*\*\*

5th Floor - 2957 Jutland  
Victoria BC  
Phone: 250 356-6330  
Cell: s.22  
[mailto: Shawna.French@gov.bc.ca](mailto:Shawna.French@gov.bc.ca)

## Leinweber, Rachelle R IRR:EX

---

**From:** Nash, Laurel IRR:EX  
**Sent:** Wednesday, November 15, 2017 9:20 PM  
**To:** Boyd, Wes CSNR:EX  
**Subject:** Re: Confidential: New Ministry Structure and Rollout

The announcement will happen tomorrow so we can bring him in whenever you are ready to discuss.

Laurel Nash  
Assistant Deputy Minister  
Strategic Initiatives and Partnerships Division  
Ministry of Indigenous Relations and Reconciliation  
250 953 4004  
250 508 1670  
Sent from my iPhone

On Nov 15, 2017, at 9:18 PM, Boyd, Wes CSNR:EX <[Wes.Boyd@gov.bc.ca](mailto:Wes.Boyd@gov.bc.ca)> wrote:

Ok thanks. We will need to Resource the new position from existing resources....I need to bring Ranbir into the loop.

Wes

Sent from my iPad

On Nov 15, 2017, at 9:15 PM, Nash, Laurel IRR:EX <[Laurel.Nash@gov.bc.ca](mailto:Laurel.Nash@gov.bc.ca)> wrote:

Hi we will need to transfer the budget allocation we have for Francesca with her as soon as part of this process.

There is no plan to transfer any other staff from spid to the new division.

thanks

*Laurel Nash*

Assistant Deputy Minister  
Strategic Partnerships and Initiatives Division  
Ministry of Indigenous Relations and Reconciliation  
250 953 4004 or 250 508 1670

---

**From:** Melles, Jennifer IRR:EX  
**Sent:** Wednesday, November 15, 2017 8:03 AM  
**To:** Nash, Laurel IRR:EX; Scott, Douglas S IRR:EX; Caul, Doug D IRR:EX; French, Shawna IRR:EX  
**Cc:** Williams, Karen IRR:EX  
**Subject:** Confidential: New Ministry Structure and Rollout  
Good morning:  
s.12,s.13

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s.22

Karen Williams, whose handy work you will see throughout, has been fully brought into the conversation and will be assisting with the roll out while I'm away.

Happy to discuss further.

Jennifer

## Leinweber, Rachelle R IRR:EX

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Monday, November 20, 2017 5:35 PM  
**To:** Wheler, Francesca M IRR:EX  
**Cc:** IRR Expanded Executive Committee  
**Subject:** Re: EEC Follow-Up re: New Division

Absolutely. Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 20, 2017, at 4:17 PM, Wheler, Francesca M IRR:EX <[Francesca.Wheeler@gov.bc.ca](mailto:Francesca.Wheeler@gov.bc.ca)> wrote:

Hi Doug,  
This is great information. Can I share it with my team?  
Francesca

---

Francesca Wheler  
(250) 360-6002

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Monday, November 20, 2017 2:37 PM  
**To:** IRR Expanded Executive Committee  
**Subject:** EEC Follow-Up re: New Division

Team,

In follow-up to Thursday's announcement regarding the appointment of our new colleague Jessica Wood as ADM, Reconciliation Transformation and Strategies, I have attached a document that outlines the new division structure and division accountabilities for government's new mandate and direction. For those of you who have been assigned actions which are now the responsibility of a different ADM, there will be some required transition and, in some cases, this may take some time so in the meantime keep working with the executive member who had been previously accountable. I'll make sure we save a few minutes at our next EEC meeting to answer questions and for any further discussion that is needed.

As I stated on the all-staff call and in our advance discussions, I am delighted with how this realignment will support the efforts ahead to establish a reconciliation vision for government.

Doug

## Leinweber, Rachelle R IRR:EX

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Wednesday, November 15, 2017 7:32 PM  
**To:** Williams, Karen IRR:EX  
**Cc:** Nash, Laurel IRR:EX; Scott, Douglas S IRR:EX; French, Shawna IRR:EX; Melles, Jennifer IRR:EX; Howie, Matthew IRR:EX  
**Subject:** s.12,s.13

Thanks Karen. s.12

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 15, 2017, at 6:25 PM, Williams, Karen IRR:EX <[Karen.Williams@gov.bc.ca](mailto:Karen.Williams@gov.bc.ca)> wrote:

Thank you Doug. s.12  
s.12

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Wednesday, November 15, 2017 6:04 PM  
**To:** Nash, Laurel IRR:EX; Scott, Douglas S IRR:EX; French, Shawna IRR:EX; Melles, Jennifer IRR:EX; Williams, Karen IRR:EX  
**Cc:** Howie, Matthew IRR:EX  
**Subject:** s.12,s.13

Hi folks – plse have a look at the DM message (please just focus on that as it will go out tomorrow morning at about 930). Francesca aware and I'll inform Rachel tonight as well. If any major concerns with the DM message, let me know tonight!

Thanks  
DC

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [IRR All](#)  
**Subject:** DM Message: Welcome ADM Jessica Wood  
**Date:** Thursday, November 16, 2017 9:27:04 AM

---

Dear team,

I am writing to announce changes to the Ministry's executive.

I am very pleased to inform you that Jessica Wood will join the MIRR team as Assistant Deputy Minister, Reconciliation Transformation and Strategies. Known as Si sityaawks (Woman who creates change), Jessica is from the Gitxsan/Tsimshian Nations with familial roots amongst the Tahltan and Nisga'a Nations. She has deep roots in community development, and organizational and social planning, with a focus on issues impacting Indigenous women, gendered violence and sex work. Also a visual storyteller and writer, Jessica's photography and journalism have been featured internationally.

As ADM, Jessica will be responsible for a new division that will develop the government's reconciliation vision and lead the necessary transformation for B.C. to adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada's Calls to Action, and the Tsilhqot'in decision. She will be supported by Executive Director Rachel Holmes, who was the successful candidate in a recent expression of interest for a strategic project lead on cross-government reconciliation, and Executive Director of Strategic Policy Francesca Wheler, and her branch members, who will continue to carry all of their current responsibilities into the new division.

A division devoted to transformation and strategy will also help accelerate the changes that are needed to develop government's reconciliation vision through engagement with Indigenous peoples. I also look forward to the experience and perspectives Jessica will bring to our leadership team. Like a number of you, I have had the opportunity to interact with Jessica in her recent role as a Senior Ministerial Assistant to Minister Fraser. To say the least, I have been impressed and, over the past few weeks, decided to put things in motion to bring her on to the MIRR team. I want to add that while Minister Fraser is sad to see Jessica leave his office, he was very quick to support this move. Each one of us contributes to reconciliation in the work we do every day. These changes will bring new capacity and added ideas to our work, and the alignment we need to realize government's mandate. While it will take some time to organize the new division from an operational perspective, Jessica begins her work with us on Monday, November 20. Please join me in welcoming Jessica and the new Reconciliation Transformation and Strategies division to MIRR.

Doug

Mon, Nov 20, 6:43 AM

Sure I'll be just before 8 and will do it then

Mon, Nov 20, 8:02 AM

Should be good to go with the password above

Remember to change it in your phone too

Thank you!

I assume you'd like to have a weekly meeting with Jessica?

Mon, Nov 20, 10:21 AM

Yes. Thanks

s.22

s.22

...bring the form I left on your table



iMessage







DC

i

Doug

Does seem to be on.

Doesn't

Wed, Nov 15, 8:10 AM

Do you need a quick meeting with the others this week before Jessica starts? Doug S is on the tour and laurel is in van on Friday but I could set a short call

Morning Matt. I'll work from home and then head downtown for the 10AM.

Let's chat at 830 with Shawna.

Ok..I moved our check in to later so that it's in person and Shawna can join

Ok.



iMessage





L Halls



Thu, Oct 19, 10:21 AM

Hi Lori. I talked to Don last night about an option to backfill for Neilane but as an ADM position. Can we connect this morning and I can fill you in?

I'm in interviews can I call you at 11:30 or 11:45

Ok thanks.

Thu, Oct 19, 11:47 AM

Just tried calling you. Call me when you're free



iMessage





L Halls



Message  
Sun, Oct 22, 7:35 PM

Hi Lori. Jessica Wood is interested but hasn't said yes yet. She knows it's an adm position (not Assoc) and that a convo with you is next. MSF is VERY supportive. Would you be able to connect with her tomorrow? I'll send contact.

Jessica Wood  
MIRR MO



Hi Doug. I will reach out to Jessica tomorrow.

Do you have a resume?



iMessage





L Halls



Sun, Oct 22, 10:44 PM



Jessica\_Wood\_CV\_J...

She tells me

s.22

s.22

s.22

. DC.

Tue, Oct 24, 4:00 PM

Met with Jessica today.  
She is impressive. I'm in  
Estimates this afternoon  
but maybe we could  
connect tomorrow on our  
conversation?



iMessage





L Halls



s.22  
s.22  
DC.

Tue, Oct 24, 4:00 PM

Met with Jessica today. She is impressive. I'm in Estimates this afternoon but maybe we could connect tomorrow on our conversation?

Sounds good.

Fri, Oct 27, 11:26 AM

s.13



iMessage





L Halls



Thanks. Are you ok?

I'm ok.

s.22

s.22

s.22

Don is fine with moving ahead and says Geoff is as well. Then I ran into Geoff who say it's "fantastic".

s.13

If you agree I will offer to Jessica and will do that today.



iMessage





3 People

Wed, Nov 15, 6:07 PM

Hi all. Jessica's OIC will be posted at 930 tomorrow morning. I'll inform all staff then. 👍

Scott Fraser

SF

Alright! Oh no!

Jonathan Sas

JS

Wow!

Jessica Wood

JW

Eeee! Here we go.

Thank you everyone :)

Jonathan Sas



iMessage







3 People

SF

Alright! On no!

JS

Wow!

Jessica Wood

JW

Eeee! Here we go.

Thank you everyone :)

Jonathan Sas

JS

So proud and excited for you my friend !

Jessica Wood

JW

I should probably draft something to say to my colleagues?



iMessage







L Halls



D Wright



iMessage

Tue, Oct 31, 8:14 AM

Don Wright

Any value in me talking to Jessica to give the win one for the hipper speech?

She hasn't given me an answer yet so yes! Thanks Don.

Don Wright

Ok. Can you send me her cell?

Wed, Nov 1, 11:16 AM

Jessica Wood said yes.



iMessage





L Halls



D Wright



answer yet so yes.  
Thanks Don.

Don Wright



Ok. Can you send me her cell?

Wed, Nov 1, 11:16 AM

Jessica Wood said yes.  
We are aiming for Nov 20  
start. She expressed to me  
appreciation for her  
meetings with both of you.  
My thanks as well. I'll be in  
touch Lori. Doug

Lori D Halls



Excellent!



iMessage





G Meggs



iMessage

Wed, Nov 15, 7:21 PM

Hi Geoff. Jessica Wood's OIC appointing as ADM in MIRR will be posted tomorrow morning around 930. I'll inform ministry staff then. FYI. Not sure whether you or Jessica want to inform folks in your end. Doug Caul

Delivered



iMessage





N Mayhew



something up.

Wed, Nov 15, 8:42 PM

Hey thought you'd like to know we will announce Jessica tomorrow. Start Monday. Dc

Thu, Nov 16, 6:16 AM

Exciting. Send me the announcement if you have time. You and I have lunch booked for early in December so you'll be able to let me know how it is going.



Text Message





N Mayhew

No problem. I was glad to be a part of it. It was kind of like a full circle since I was there in the beginning. That is all the meeting commitments now done but you know I am available for any questions anytime and I will be picking your brain on some things as well.

Sat, Nov 4, 2:41 PM

Did Jessica take the ADM role?

She did! Sorry. Should have let you know.



Text Message





N Mayhew



Wed, Oct 18, 7:12 PM

I think you should seriously consider Jessica to backfill behind me. Just had a side bar conversation with her after I briefed MSF for CCSI and she was asking about my background so I took the opportunity to ask her about hers.

s.22

s.22



Text Message







N Mayhew

is the only level of public service she hasn't worked for.

Wed, Oct 18, 8:56 PM

Thanks N. I really appreciate your perspective. Don is supportive and will talk to Geoff tomorrow. I'll talk to Lori H tomorrow and call MSF on Friday, and then Jessica.

Don prefers bringing her in as ADM because Assoc DMs are "DMs in waiting". And we don't know



Text Message





N Mayhew



Don prefers bringing her in as ADM because Assoc DMs are "DMs in waiting". And we don't know enough yet.

s.13,s.22

s.13,s.22

s.13,s.22

Don is

open to the proposition that we could even keep her if/when you come back.

s.13,s.22

s.13,s.22

Thu, Oct 19, 5:52 AM



Text Message







N Mayhew

Yes that's fine. Btw - I talked to Jessica a couple times this weekend. She was surprised and had lots of the normal questions and didn't say yes just yet. Lori Halls is talking to her today. And last but not least, MSF is very supportive- I talked to him Friday.

Yes I knew you had talked to Jessica as she reached out to me in confidence on the weekend likely with all the same questions she had of you. In short I told her I thought it was a great



Text Message





N Mayhew

of the normal questions and didn't say yes just yet. Lori Halls is talking to her today. And last but not least, MSF is very supportive- I talked to him Friday.

Yes I knew you had talked to Jessica as she reached out to me in confidence on the weekend likely with all the same questions she had of you. In short I told her I thought it was a great opportunity for her to trial the public service and do some really meaningful work.



Text Message



## Post Employment Restrictions for Senior Management in the BC Public Service

### Definitions

**"confidential information"** means information that is unavailable to the public;

**"outside entity"** means a person or entity other than a public sector employer as defined in section I of the *Public Sector Employers Act*;

### BEFORE LEAVING PUBLIC SERVICE

- 1 (1) the following are conditions of your employment with the government:
  - (a) you must not allow yourself to be influenced in carrying out your employment responsibilities by prospects for or an offer of
    - (i) employment as an employee of an outside entity; or
    - (ii) remuneration or other reward from an outside entity for doing anything for it in a capacity other than as an employee of the outside entity;
  - (b) you must immediately disclose to the Deputy Minister to the Premier and Head of the BC Public Service Agency
    - (i) any offer described in paragraph (a), if the offer does or could place you in a conflict of interest situation; or
    - (ii) your acceptance of any offer described in paragraph (a).

### AFTER LEAVING PUBLIC SERVICE

- 2 (1) The following are conditions of your employment with the government:
  - (a) after your employment ends, you must not disclose confidential information that you obtained through your employment;
  - (b) if you had a substantial involvement in dealings with an outside entity at any time during the year immediately preceding the end of your employment then, for a year after the end of your employment, you must not
    - (i) accept an offer of employment, an appointment to the board of directors or a contract to provide services to that outside entity;
    - (ii) lobby or otherwise make representations for that outside entity to the government; or
    - (iii) give counsel to that outside entity, for its commercial purposes, concerning the programs or policies of any organization or ministry of the government in which you were employed at any time during the year immediately preceding the termination of your employment; or
  - (c) until one year after your employment ends, you
    - (i) must not lobby or otherwise make representations for any outside entity to any ministry or organization of the government in which you were employed at any time during the year immediately preceding the termination of your employment; or
    - (ii) act for an outside entity in connection with any ongoing proceedings, transaction, negotiation or case in which the outside entity and the government are involved
  - (A) if you, during your former employment with the government, acted for or advised the government concerning the proceedings, transaction, negotiation or case; and
  - (B) acting for the outside entity in that connection would result in the receipt by the outside entity of a private or commercial benefit or of any benefit not for general application.

### REDUCTION OF ONE-YEAR LIMITATION

The Head of the BC Public Service Agency in consultation with the Deputy Minister to the Premier may reduce the one-year restriction, upon your application, after considering the following:

- (a) the circumstances under which your employment ended;
- (b) your general employment prospects;
- (c) the significance to the government of information you possessed by virtue of your position with the government;
- (d) the desirability of a rapid transfer of your skills to an employer other than the government;
- (e) the degree to which the new employer might gain unfair commercial advantage by hiring you;
- (f) the authority and influence you possessed while employed by the government;
- (g) the disposition of other cases.

Effective October 30, 2009

**From:** [Wood, Jessica IRR:EX](#)  
**To:** [Caul, Doug D IRR:EX](#); [Sas, Jonathan IRR:EX](#); [Fraser, Scott IRR:EX](#)  
**Subject:** RE: DM Message: Welcome ADM Jessica Wood  
**Date:** Thursday, November 16, 2017 3:27:49 PM

---

Thank you Doug,

It is a warm and wonderful welcome.  
I'm looking forward to Monday!

Jessica.

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Thursday, November 16, 2017 2:49 PM  
**To:** Sas, Jonathan IRR:EX; Wood, Jessica IRR:EX; Fraser, Scott IRR:EX  
**Subject:** Fwd: DM Message: Welcome ADM Jessica Wood

Hi. Thought you'd like to see this.  
Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

Begin forwarded message:

**From:** "Caul, Doug D IRR:EX" <[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)>  
**Date:** November 16, 2017 at 9:27:00 AM PST  
**To:** IRR All s.15  
**Subject:** DM Message: Welcome ADM Jessica Wood

Dear team,

I am writing to announce changes to the Ministry's executive.

I am very pleased to inform you that Jessica Wood will join the MIRR team as Assistant Deputy Minister, Reconciliation Transformation and Strategies. Known as Si sityaawks (Woman who creates change), Jessica is from the Gitksan/Tsimshian Nations with familial roots amongst the Tahltan and Nisga'a Nations. She has deep roots in community development, and organizational and social planning, with a focus on issues impacting Indigenous women, gendered violence and sex work. Also a visual storyteller and writer, Jessica's photography and journalism have been featured internationally.

As ADM, Jessica will be responsible for a new division that will develop the government's reconciliation vision and lead the necessary transformation for B.C. to adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada's Calls to Action, and the

Tsilhqot'in decision. She will be supported by Executive Director Rachel Holmes, who was the successful candidate in a recent expression of interest for a strategic project lead on cross-government reconciliation, and Executive Director of Strategic Policy Francesca Wheler, and her branch members, who will continue to carry all of their current responsibilities into the new division.

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Each one of us contributes to reconciliation in the work we do every day. These changes will bring new capacity and added ideas to our work, and the alignment we need to realize government's mandate. While it will take some time to organize the new division from an operational perspective, Jessica begins her work with us on Monday, November 20. Please join me in welcoming Jessica and the new Reconciliation Transformation and Strategies division to MIRR.

Doug

From: [Caul, Doug D IRR:EX](#)  
To: [Fraser, Scott IRR:EX](#)  
Subject: Re: DM Message: Welcome ADM Jessica Wood  
Date: Thursday, November 16, 2017 5:47:44 PM

---

Thanks Minister. Glad the week went well. And thank you for your support on this move with Jessica! Talk to you tomorrow. Not freezing here!

Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 16, 2017, at 3:42 PM, Fraser, Scott IRR:EX <[Scott.Fraser@gov.bc.ca](mailto:Scott.Fraser@gov.bc.ca)> wrote:

Thanks Doug, As I read this, I sit waiting for a plane in Fort St. John s.16  
s.16 Jessica is working  
across the table to compile the results of those meetings and I am sad that her role  
as my MA is coming to a close... but excited about the future and her new role in  
this ministry.  
Boy, it's cold!  
Scott

Sent from my iPhone

On Nov 16, 2017, at 3:48 PM, Caul, Doug D IRR:EX <[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)>  
wrote:

Hi. Thought you'd like to see this.  
Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

Begin forwarded message:

**From:** "Caul, Doug D IRR:EX"  
<[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)>  
**Date:** November 16, 2017 at 9:27:00 AM PST  
**To:** IRR All s.15  
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perspective, Jessica begins her work with us on Monday, November 20. Please join me in welcoming Jessica and the new Reconciliation Transformation and Strategies division to MIRR.

Doug



**From:** [Taylor, Sheila A SDSI:EX](#)  
**To:** [Wood, Jessica :EX](#)  
**Cc:** [Caul, Doug D IRR:EX](#); [Keene, Jeff IRR:EX](#)  
**Subject:** RE: Introduction  
**Date:** Wednesday, November 22, 2017 6:22:24 PM

---

Hi Jessica and yes, please have Jeff connect with my office. I look forward to meeting you!

Sheila

---

**From:** Wood, Jessica :EX  
**Sent:** Wednesday, November 22, 2017 9:17 AM  
**To:** Taylor, Sheila A SDSI:EX  
**Cc:** Caul, Doug D IRR:EX; Keene, Jeff IRR:EX  
**Subject:** RE: Introduction

A'ma'sai,

Thank you for the introduction Doug.

Sheila, thank you for agreeing to meet with me. I really look forward to the opportunity to connect in person.

Shall I ask my E/A (Jeff Keene) to connect with yours to set something up? I'm happy to come to you.

Jessica.

Jessica Wood  
*Si Sityaawks*  
Assistant Deputy Minister  
Reconciliation Transformation and Strategy  
Ministry of Indigenous Relations and Reconciliation

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Monday, November 20, 2017 3:28 PM  
**To:** Wood, Jessica IRR:EX  
**Cc:** Taylor, Sheila A SDSI:EX  
**Subject:** Introduction

Hi Jessica – as I mentioned, Sheila has expressed a willingness to meet with you in the near future as part of your orientation to the public service. I will leave it to you to coordinate on a date and time that works for you two.

Sheila – thank you!

DC

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

**From:** [Wood, Jessica :EX](#)  
**To:** [Wanamaker, Lori FIN:EX](#); [Caul, Doug D IRR:EX](#)  
**Cc:** [Nicholson, Riley FIN:EX](#)  
**Subject:** RE: Introduction  
**Date:** Wednesday, November 22, 2017 9:18:52 AM

---

A'ma'sai Lori,

And thank you for the warm welcome.

I look forward to meeting you too, and will set something up soon.

Looking forward to it.

Jessica

---

**From:** Wanamaker, Lori FIN:EX  
**Sent:** Monday, November 20, 2017 6:42 PM  
**To:** Caul, Doug D IRR:EX  
**Cc:** Wood, Jessica IRR:EX; Nicholson, Riley FIN:EX  
**Subject:** Re: Introduction

Thanks for the virtual introduction, Doug.

Hi Jessica. I'm looking forward to meeting you. Please contact Riley Nicholson (copied here) and she will find a convenient time for us to meet.

Welcome to the BC public service.

Lori

On Nov 20, 2017, at 6:33 PM, Caul, Doug D IRR:EX <[Doug.Caul@gov.bc.ca](mailto:Doug.Caul@gov.bc.ca)> wrote:

Hi Jessica - this is an email introduction for you to meet Lori. Lori has expressed a willingness to meet with you as part of your orientation to the public service. I will leave it to you to connect with her office to set a date and time.

Also - Lori has asked that you please send your CV in advance.

Lori - thank you!

Doug

Sent from my iPad

**From:** Owens, Anita PSA:EX  
**To:** Caul, Doug D IRR:EX; Melles, Jennifer IRR:EX  
**Cc:** French, Shawna IRR:EX  
**Subject:** RE: offer letter for Jessica Wood  
**Date:** Friday, November 24, 2017 12:30:20 PM  
**Attachments:** Wood, Jessica - Appt letter.docx  
Post Employment Restrictions Senior Executive.pdf

---

Draft letter and Post Employment Restrictions attached. Ready for review and letter head.  
Sorry, should have got this to you sooner!

Regards,  
Anita

Anita Owens, A/Executive Advisor  
Executive Recruitment and Executive Support Services  
Talent Management Division | BC Public Service Agency  
250 361-8614

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Friday, November 24, 2017 12:06 PM  
**To:** Melles, Jennifer IRR:EX  
**Cc:** Owens, Anita PSA:EX; French, Shawna IRR:EX  
**Subject:** Re: offer letter for Jessica Wood

Monday is fine. But she should have one soon!  
Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 24, 2017, at 11:42 AM, Melles, Jennifer IRR:EX <[Jennifer.Melles@gov.bc.ca](mailto:Jennifer.Melles@gov.bc.ca)> wrote:

Hi - Anita would have this and it looks like she is out of the office today. Can this wait till she is back on Monday or should I track it down through other channels.

Jennifer

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Friday, November 24, 2017 11:39 AM  
**To:** Owens, Anita PSA:EX; Melles, Jennifer IRR:EX  
**Subject:** offer letter for Jessica Wood

Hi – where is this at? Please and thanks.  
DC

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [Owens, Anita PSA:EX](#)  
**Subject:** RE: OIC - Cabinet Operations  
**Date:** Tuesday, November 14, 2017 3:55:00 PM

---

Thursday is fine

---

**From:** Owens, Anita PSA:EX  
**Sent:** Tuesday, November 14, 2017 2:25 PM  
**To:** Caul, Doug D IRR:EX  
**Subject:** OIC - Cabinet Operations

s.12,s.13

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Tuesday, November 14, 2017 2:22 PM  
**To:** Owens, Anita PSA:EX  
**Subject:** RE: Salary - JW

Thanks Anta – we will be ready to announce tomorrow once we get confirmation. And I will ask Matt to find time for you and me this week to discuss orientation. OK?

DC

---

**From:** Owens, Anita PSA:EX  
**Sent:** Tuesday, November 14, 2017 1:34 PM  
**To:** Caul, Doug D IRR:EX  
**Subject:** RE: Salary - JW

Doug:

s.12,s.13

Yes, let's work on a plan for Jessica. Sasha Hobbs used to do that work with us but she also has just accepted a new role so we (Lori Halls and Executive Recruitment) are taking the opportunity to update the orientation and customize it based on each individual. I will set up something for us to work on that.

Anita  
Anita Owens, A/Executive Advisor  
Executive Recruitment and Executive Support Services  
Talent Management Division | BC Public Service Agency  
250 361-8614

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Tuesday, November 14, 2017 12:34 PM  
**To:** Owens, Anita PSA:EX  
**Subject:** Re: Salary - JW

Hi again Anita. What is the timing for the OIC?

Also - I'm looking for suggestions on an orientation plan we can put together for Jessica. Needs to reflect that while she has some Gov't experience she will be brand new to the BC PS. Should we work with you on that?

Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 14, 2017, at 11:16 AM, Owens, Anita PSA:EX <[Anita.Owens@gov.bc.ca](mailto:Anita.Owens@gov.bc.ca)> wrote:

Ok. thank you.  
Anita

---

**From:** Caul, Doug D IRR:EX  
**Sent:** Tuesday, November 14, 2017 11:15 AM  
**To:** Owens, Anita PSA:EX  
**Subject:** Re: Salary - JW

Hi Anita - s.13

I asked that over with Lori in advance.

Thanks  
DC

Sent from my iPad

On Nov 14, 2017, at 10:24 AM, Owens, Anita PSA:EX <[Anita.Owens@gov.bc.ca](mailto:Anita.Owens@gov.bc.ca)> wrote:

Hi Doug –the salary I have recommended <sup>s.13</sup>  
s.13

Are you good with that?

Anita Owens, A/Executive Advisor  
Executive Recruitment and Executive Support Services  
Talent Management Division | BC Public Service Agency  
4<sup>th</sup> Floor – 810 Blanshard Street | Victoria BC | V8W 2H2 | 250 361-8614  
"Talent wins games, but teamwork and intelligence win championships."  
<image003.png>

*Acknowledging with gratitude the **Lekwungen Peoples, Traditional Keepers of this Land,***

*where this email is coming to you from.*

*Today, Lekwungen refers to the Songhees and Esquimalt First Nations Communities and their descendants.*

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [Valley, Nancy PSA:EX](#)  
**Cc:** [Owens, Anita PSA:EX](#); [Howie, Matthew IRR:EX](#)  
**Subject:** RE: OIC for Jessica Wood  
**Date:** Wednesday, November 15, 2017 5:07:00 PM

---

Thanks Nancy

---

**From:** Valley, Nancy PSA:EX  
**Sent:** Wednesday, November 15, 2017 3:38 PM  
**To:** Caul, Doug D IRR:EX  
**Cc:** Owens, Anita PSA:EX; Howie, Matthew IRR:EX  
**Subject:** OIC for Jessica Wood

Good afternoon Doug,

Jessica Wood's OIC is going to the LG for signature tonight. It will have tomorrow's date on it and will be released just after 9:30am.

If you have any questions or concerns, please contact me.

Thank you and have a nice evening!

**Nancy Valley, Project Assistant**

Exec. Recruitment and Exec. Support Services - Talent Management Division  
BC Public Service Agency  
4th Floor, 810 Blanshard Street, Victoria, BC, V8W 2H2  
Ph: 250-812-9268  
[www.gov.bc.ca/myhr/contact](http://www.gov.bc.ca/myhr/contact) 250.952.6000 Toll Free 1.877.277.0772



Where ideas work



**From:** [French, Shawna IRR:EX](#)  
**To:** [Owens, Anita PSA:EX](#); [Caul, Doug D IRR:EX](#)  
**Cc:** [Valley, Nancy PSA:EX](#)  
**Subject:** RE: OIC signed - Jessica Wood  
**Date:** Thursday, November 16, 2017 9:27:29 AM  
**Attachments:** [DM Message Welcome ADM Jessica Wood.msg](#)  
[image001.png](#)  
[image002.png](#)

---

Attached

*Shawna French*

Director, Executive Operations

Deputy Ministers Office

Ministry of Indigenous Relations & Reconciliation

\*\*\*\*\*

5th Floor - 2957 Jutland

Victoria BC

Phone: 250 356-6330

Cell: 250 356-6330

<mailto:Shawna.French@gov.bc.ca>

---

**From:** Owens, Anita PSA:EX  
**Sent:** Thursday, November 16, 2017 9:06 AM  
**To:** Caul, Doug D IRR:EX; French, Shawna IRR:EX  
**Cc:** Valley, Nancy PSA:EX  
**Subject:** OIC signed - Jessica Wood

The OIC for Jessica Wood has been signed. Any communication on this can go out.  
Please send me a copy of the communication for our files.

Thank you.

Anita

Anita Owens, A/Executive Advisor

Executive Recruitment and Executive Support Services

Talent Management Division | BC Public Service Agency

4<sup>th</sup> Floor – 810 Blanshard Street | Victoria BC | V8W 2H2 | 250 361-8614

"Talent wins games, but teamwork and intelligence win championships."

*Acknowledging with gratitude the **Lekwungen Peoples, Traditional Keepers of this Land**, where this email is coming to you from.*

*Today, Lekwungen refers to the Songhees and Esquimalt First Nations Communities and their descendants.*

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [Owens, Anita PSA:EX](#)  
**Subject:** RE: Salary - JW  
**Date:** Tuesday, November 14, 2017 2:21:00 PM

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Thanks Anta – we will be ready to announce tomorrow once we get confirmation. And I will ask Matt to find time for you and me this week to discuss orientation. OK?

DC

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**From:** Owens, Anita PSA:EX  
**Sent:** Tuesday, November 14, 2017 1:34 PM  
**To:** Caul, Doug D IRR:EX  
**Subject:** RE: Salary - JW

Doug:

s.12

Yes, let's work on a plan for Jessica. Sasha Hobbs used to do that work with us but she also has just accepted a new role so we (Lori Halls and Executive Recruitment) are taking the opportunity to update the orientation and customize it based on each individual. I will set up something for us to work on that.

Anita  
Anita Owens, A/Executive Advisor  
Executive Recruitment and Executive Support Services  
Talent Management Division | BC Public Service Agency  
250 361-8614

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**From:** Caul, Doug D IRR:EX  
**Sent:** Tuesday, November 14, 2017 12:34 PM  
**To:** Owens, Anita PSA:EX  
**Subject:** Re: Salary - JW

Hi again Anita. What is the timing for the OIC?

Also - I'm looking for suggestions on an orientation plan we can put together for Jessica. Needs to reflect that while she has some Gov't experience she will be brand new to the BC PS. Should we work with you on that?

Dc

Doug Caul  
Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

On Nov 14, 2017, at 11:16 AM, Owens, Anita PSA:EX <[Anita.Owens@gov.bc.ca](mailto:Anita.Owens@gov.bc.ca)> wrote:

Ok. thank you.

Anita

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**From:** Caul, Doug D IRR:EX  
**Sent:** Tuesday, November 14, 2017 11:15 AM  
**To:** Owens, Anita PSA:EX  
**Subject:** Re: Salary - JW

Hi Anita - s.13

I asked that over with Lori in advance.

Thanks

DC

Sent from my iPad

On Nov 14, 2017, at 10:24 AM, Owens, Anita PSA:EX <[Anita.Owens@gov.bc.ca](mailto:Anita.Owens@gov.bc.ca)> wrote:

Hi Doug –the salary I have recommended s.13

s.13

Are you good with that?

Anita Owens, A/Executive Advisor  
Executive Recruitment and Executive Support Services  
Talent Management Division | BC Public Service Agency  
4<sup>th</sup> Floor – 810 Blanshard Street | Victoria BC | V8W 2H2 | 250 361-8614

"Talent wins games, but teamwork and intelligence win championships."

<image003.png>

*Acknowledging with gratitude the **Lekwungen Peoples, Traditional Keepers of this Land**,  
where this email is coming to you from.*

*Today, Lekwungen refers to the Songhees and Esquimalt First Nations Communities and their  
descendants.*

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Withheld pursuant to/removed as

s.22

**From:** [Caul, Doug D IRR:EX](#)  
**To:** [IRR All](#)  
**Subject:** DM Message: Welcome ADM Jessica Wood  
**Date:** Thursday, November 16, 2017 9:27:05 AM

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Dear team,

I am writing to announce changes to the Ministry's executive.

I am very pleased to inform you that Jessica Wood will join the MIRR team as Assistant Deputy Minister, Reconciliation Transformation and Strategies. Known as Si sityaawks (Woman who creates change), Jessica is from the Gitxsan/Tsimshian Nations with familial roots amongst the Tahltan and Nisga'a Nations. She has deep roots in community development, and organizational and social planning, with a focus on issues impacting Indigenous women, gendered violence and sex work. Also a visual storyteller and writer, Jessica's photography and journalism have been featured internationally.

As ADM, Jessica will be responsible for a new division that will develop the government's reconciliation vision and lead the necessary transformation for B.C. to adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada's Calls to Action, and the Tsilhqot'in decision. She will be supported by Executive Director Rachel Holmes, who was the successful candidate in a recent expression of interest for a strategic project lead on cross-government reconciliation, and Executive Director of Strategic Policy Francesca Wheler, and her branch members, who will continue to carry all of their current responsibilities into the new division.

A division devoted to transformation and strategy will also help accelerate the changes that are needed to develop government's reconciliation vision through engagement with Indigenous peoples. I also look forward to the experience and perspectives Jessica will bring to our leadership team. Like a number of you, I have had the opportunity to interact with Jessica in her recent role as a Senior Ministerial Assistant to Minister Fraser. To say the least, I have been impressed and, over the past few weeks, decided to put things in motion to bring her on to the MIRR team. I want to add that while Minister Fraser is sad to see Jessica leave his office, he was very quick to support this move.

Each one of us contributes to reconciliation in the work we do every day. These changes will bring new capacity and added ideas to our work, and the alignment we need to realize government's mandate. While it will take some time to organize the new division from an operational perspective, Jessica begins her work with us on Monday, November 20. Please join me in welcoming Jessica and the new Reconciliation Transformation and Strategies division to MIRR.

Doug

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Withheld pursuant to/removed as

s.12;s.13

**From:** [Melles, Jennifer IRR:EX](#)  
**To:** [Howie, Matthew IRR:EX](#)  
**Cc:** [French, Shawna IRR:EX](#); [Caul, Doug D IRR:EX](#); [Root, Danielle IRR:EX](#)  
**Subject:** FOR DISTRIBUTION PLS: EEC follow up re: new division  
**Date:** Monday, November 20, 2017 2:01:32 PM  
**Attachments:** [New Ministry Structure November 20.pdf](#)

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*Matt* - Please send out the below and attached to EEC members on behalf of Doug this afternoon – he has already given his okay to send without his review.

*Shawna/Danielle* – can we make sure there is a few minutes on the next EEC agenda for any discussion.

Thanks,  
Jennifer

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Team,

In follow-up to Thursday's announcement regarding the appointment of our new colleague Jessica Wood as ADM, Reconciliation Transformation and Strategies, I have attached a document that outlines the new division structure and division accountabilities for government's new mandate and direction.

For those of you who have been assigned actions which are now the responsibility of a different ADM, there will be some required transition and, in some cases, this may take some time so in the meantime keep working with the executive member who had been previously accountable. I'll make sure we save a few minutes at our next EEC meeting to answer questions and for any further discussion that is needed.

As I stated on the all-staff call and in our advance discussions, I am delighted with how this realignment will support the efforts ahead to establish a reconciliation vision for government.

Doug

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Withheld pursuant to/removed as

s.12;s.13



**From:** [Howie, Matthew IRR:EX](#)  
**To:** [Howie, Matthew IRR:EX](#)  
**Subject:** FW: EEC Follow-Up re: New Division  
**Date:** Monday, November 20, 2017 2:41:35 PM  
**Attachments:** [New Ministry Structure November 20.pdf](#)

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Matthew Howie  
A/Senior Executive Assistant to  
Doug Caul, Deputy Minister  
Ministry of Indigenous Relations & Reconciliation  
Phone: 250-356-1394

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**From:** Caul, Doug D IRR:EX  
**Sent:** Monday, November 20, 2017 2:37 PM  
**To:** IRR Expanded Executive Committee  
**Subject:** EEC Follow-Up re: New Division

Team,

In follow-up to Thursday's announcement regarding the appointment of our new colleague Jessica Wood as ADM, Reconciliation Transformation and Strategies, I have attached a document that outlines the new division structure and division accountabilities for government's new mandate and direction.

For those of you who have been assigned actions which are now the responsibility of a different ADM, there will be some required transition and, in some cases, this may take some time so in the meantime keep working with the executive member who had been previously accountable. I'll make sure we save a few minutes at our next EEC meeting to answer questions and for any further discussion that is needed.

As I stated on the all-staff call and in our advance discussions, I am delighted with how this realignment will support the efforts ahead to establish a reconciliation vision for government.

Doug

Mon, Nov 20, 6:43 AM

Sure I'll be just before 8 and will do it then

Mon, Nov 20, 8:02 AM

Should be good to go with the password above

Remember to change it in your phone too

Thank you!

I assume you'd like to have a weekly meeting with Jessica?

Mon, Nov 20, 10:21 AM

Yes. Thanks

s.22

s.22

...bring the form I left on your table



iMessage





DC



Doug

Does seem to be on.

Doesn't

Wed, Nov 15, 8:10 AM

Do you need a quick meeting with the others this week before Jessica starts? Doug S is on the tour and laurel is in van on Friday but I could set a short call

Morning Matt. I'll work from home and then head downtown for the 10AM.

Let's chat at 830 with Shawna.

Ok..I moved our check in to later so that it's in person and Shawna can join

Ok.



iMessage



## MIRR STRUCTURAL CHANGE

### CONTEXT

The Ministry has evaluated functions and structures that support the government's mandate direction and priorities, in the context of executive-level support. Instead of continuing with an executive model that includes an Associate Deputy Minister and Chief Operating Officer, the ministry will create a new division headed by an Assistant Deputy Minister to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation. This new division will align existing accountabilities in the organization and emerging areas of responsibility as outlined in the mandate letter with complementary reconciliation functions and objectives.

### COMMUNICATIONS ROLL-OUT

Activity	Timing	Lead
<b>Pre-announcement and Announcement(week of Nov 14)</b>		
<b>OIC completed</b>	<b>November 16</b>	<b>PSA – Anita Owens</b>
High level update to EEC	Tues, Nov 14	Doug C
Confidential discussion with EDs impacted	Tues, Nov 14	Doug C and Laurel
Email Core Exec with roll-out document	Wed, Nov 15	Jennifer
Collaborate with GCPE	Wed, Nov 15	Shawna, Karen and Chris
Meeting with impacted team	Wed, Nov 15 or Thurs Nov 16 (prior to all-staff announcement)	ED (possibly with DM)
Follow-up conference call with EEC	Wed, Nov 15 or Thurs Nov 16 (depending on DC schedule)	Doug C
All-Staff Call (depending on OIC timing)	Thurs, Nov 16 (9:30am)	Doug C
DM Message to all-staff	Immediately all-staff/OIC completion	Doug C
<b>Post announcement</b>		
Division meeting with new ADM	Week of Nov 20	TBD
Follow-up email to EEC	Week of Nov 20	Doug C
New ADM walk-about (meet and greet) in Victoria offices	Week of Nov 20	TBD
Briefings with Senior Leads	Week of Nov 20	TBD
Draft bio/ possible Q/A (include headshot and bio)	Nov/Dec	Tonja - TBD
All-Staff Gathering – Executive speaking opportunity	Nov 29	TBD

## **Questions and Answers**

### **What is changing and why is the change happening now?**

The recent secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) provided for a review of executive-level support. It was decided that instead of continuing with an executive model that includes an Associate DM and COO, the ministry will create a new division headed by an ADM to focus on the engagement towards, and development of, the government's new reconciliation vision and lead the necessary transformation.

This division will be known as the Reconciliation Transformation and Strategies Division and will be led by Assistant Deputy Minister Jessica Wood and two Executive Directors, including a new Executive Director of Reconciliation Strategy, a position recently filled by Rachel Holmes following an EOI process for a Strategic Project Lead.

### **Why the change?**

Aligning existing areas of accountability and emerging files with complementary functions and objectives put the ministry in the best position possible to achieve the government's reconciliation commitments. This new structure aligns the entire ministry for better collaboration both externally and internally, and provides the most effective design for the extensive engagement taking place as we partner with and support First Nations and Indigenous peoples in determining a reconciliation vision.

A division devoted to transformation and strategy will also help accelerate the creation of the vision which will guide the adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission (TRC) Calls to Action, and the Tsilhqot'in Supreme Court decision. This change itself is grounded in the guidance outlined in the TRC Calls to Action and UNDRIP.

### **When will the changes take effect?**

The changes are effective November 20, 2017 which is when the new ADM joined the ministry. Understandably, it will take time to initiate and realize the new division itself, from an operational perspective.

### **What does this mean for me?**

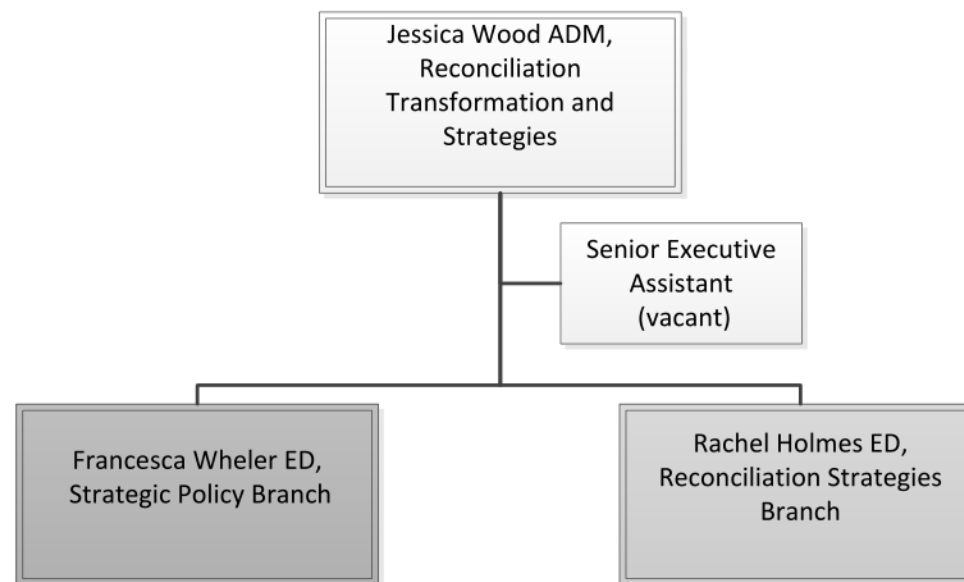
Changes to ministry structures are not uncommon in government, and for this ministry. The work that individuals in MIRR do every day, whether directly or indirectly, to contribute to reconciliation and improve the lives of Indigenous peoples continues. For some areas in the ministry, this work will take place under a new structure that will be more effective in realizing government's reconciliation vision.

## Divisional Accountabilities for New Mandate and Direction

ADM, Reconciliation Transformation and Strategies Division				
Function	Associated actions	MIRR Lead or Support	Partner Agency	Assigned* to (*please note individual assigned does not necessarily reflect formal ADM reporting relationship)
<b>Establish Reconciliation Vision</b>	Create engagement strategy framework to support reconciliation vision	Lead		Rachel Holmes
	Establish indigenous advisory group (input into engagement strategy)	Lead		Rachel Holmes
	Adapt/adopt federal principles	Lead		Francesca Wheler
	Revise Commitment Document with the FNLC	Lead		Francesca Wheler
<b>Federal Engagement</b>	Develop MIRR federal government strategy	Lead		Giovanni Puggioni
<b>New Revenue Sharing model</b>	Create a gaming working group with First Nations	Joint Accountability	FIN	Rob Draeseke
	Develop a new forestry revenue sharing mandate to advance CRA tables	Joint Accountability	FLNROD	Trish Balcaen
	Revise ECDA mandate	Joint Accountability	MEM	Rob Draeseke
	Develop gaming revenue sharing model	Joint Accountability	FIN	Rob Draeseke
	Develop new Reconciliation based revenue sharing model (NST)	Joint Accountability	FIN	Rob Draeseke
<b>Public Service Capacity and Competency</b>	Develop communications approach to reconciliation/ indigenous inclusion	Support	PSA	Rachel Holmes
	Align the reconciliation vision with the PSA's Diversity and Inclusion Strategy	Support	PSA	Rachel Holmes
<b>Implement UNDRIP and TRC Calls to Action and case law</b>	UNDRIP guidance and messaging	Lead		Rachel Holmes
	TRC calls to action	Lead		Rachel Holmes
	Identify initial policy, program and legislation priorities based on preliminary indigenous input (subset to large mandate, understand priorities) work occurring under commitment document	Support		Rachel Holmes
	Identify additional policy, program and legislation priorities based on further input from partners	Support		Francesca Wheler
	Proposal on how to meet mandate direction around fully adopting the Tsilhqot'in decision	Lead		Francesca Wheler

ADM, Strategic Partnership and Initiatives				
<b>Social</b>	Indigenous language funding strategy and confirm process for investment	Lead		Juanita Berkhout
	Confirm funding for Aboriginal Friendship Centres	Lead		Stuart Gale
	Human Rights Commission - complete indigenous engagement	Support	GCPE	Rachel Holmes
	Off-reserve/urban indigenous strategy	Lead		May Mah-Paulson
	Social Determinants of health - regional engagement sessions and report out	Joint Accountability	HLTH	May Mah-Paulson
	Finalize MNRA II action plan	Lead		Stuart Gale
	Develop proposed models of First Nations governance for Child Welfare (linked to Commitments Document)	Support	CFD	Rachel Holmes
<b>Emergency Management</b>	Initiate a joint review of lessons learned from recent emergencies	Support	EMBC	May Mah-Paulson
	Develop a joint emergency management strategy	Support	EMBC	Janice Franklin
<b>Economic</b>	Decision on Indigenous Skills and Training program	Joint Accountability	AVED	Juanita Berkhout
	BCAFN Economic Development and Fiscal Relations Strategy	Joint Accountability	JTT	Juanita Berkhout
ADM, Negotiations and Regional Operations				
<b>Transform the Treaty Process</b>	Develop Rights and Recognition Approach to Treaty (includes certainty and links to Multilateral engagement)	Lead		Francesca Wheler
	Multilateral Engagement Strategy - Negotiation support funding, shared territory and overlap issues	Lead		Francesca Wheler/ Rob Draeseke
	Multilateral Engagement Strategy - Role of the British Columbia Treaty Commission	Lead		Francesca Wheler/ Rob Draeseke
<b>Modernize Land Use Planning</b>	Develop LUP framework	Support	FLNROD	Geoff Recknell
	Engage First Nations on development of a collaborative stewardship framework	Support	FLNROD	Giovanni Puggioni

## New Division Structure and Responsibilities



### **Responsible for:**

- Strategic Policy Branch operations
- B.C.'s adoption of federal principles
- Revise Commitment document with FNLC
- Mandate direction around fully adopting the Tsilhqot'in decision.
- Identify initial policy program and legislation priorities, based on preliminary engagement and input and provide recommendations on subsequent approach.

### **Responsible for:**

- Provide leadership and strategic advice related to the development of an engagement strategy to support the creation of a reconciliation vision. This includes the establishment and management of an Indigenous advisory group and subsequent engagement processes.
- Manage development of recommendations, briefings and reports as needed.
- Oversee research as required to support the work of the Indigenous advisory group.
- Identify and pursue key cross-ministry and cross-government linkages with government reconciliation commitments to support alignment and collaboration across projects and initiatives.
- Advise on the development of education, tools and resources for the public service, in alignment with the diversity and inclusivity strategy.
- Advise on the development of external engagement and communications approaches, tools and resources, and support Indigenous engagement in cross-government initiatives (for example, re-establishment of Human Rights Commission, and electoral reform).