

10:50 AM So question on Jessica

Morning! s.22
s.22

9:57 AM Doug wants this to go out today so we can get Jessica some support asap. No budget hit. Thx

8:45 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



Emily Howells

Jessica's appointment is permanent right.

4:22 PM



Jennifer Molineux

Hi! s.22
s.22

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

2:28 PM

Will call you right back! Just

Kowalewsky, Sheila J IRR:EX

From: French, Shawna IRR:EX
Sent: Wednesday, November 22, 2017 12:44 PM
To: Melles, Jennifer IRR:EX; Keene, Jeff IRR:EX
Subject: FW: Status of Onboarding

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: 250-213-7671
[mailto: Shawna.French@gov.bc.ca](mailto:Shawna.French@gov.bc.ca)

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>
Date: November 22, 2017 at 12:34:14 PM PST
To: "Boyd, Wes CSNR:EX" <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: (250) 507-0361 Office: (250) 356-2418 Email: Barb.Searle@gov.bc.ca

From: IRR Comms IRR:EX
Sent: Wednesday, November 22, 2017 12:05 PM
To: IRR All excluding Minister's Office
Subject: Notes from the Nov. 16th All Staff Call
Attachments: RE: Post First Nations Leaders Gathering

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

name and advise each First Nation that staff will be in contact. This means the staff contact name provided in each of the First Nation letters should be proactively reaching out to the Nation for follow up.
If you have any questions or concerns please contact me.
Thanks,

Shawna French
A/ Executive Director
Deputy Ministers Office
Ministry of Indigenous Relations & Reconciliation

5th Floor - 2957 Jutland
Victoria BC
Phone: 250 356-6330
Cell: 250-213-7671
[mailto: Shawna.French@gov.bc.ca](mailto:Shawna.French@gov.bc.ca)

Kowalewsky, Sheila J IRR:EX

From: Ponchet, Kim IRR:EX
Sent: Monday, November 20, 2017 9:49 AM
To: French, Shawna IRR:EX
Subject: RE: Equipment for Jessica Wood

Michael is looking into it.

Kim Ponchet

Correspondence Team Lead
Ministry of Indigenous Relations & Reconciliation
Phone: 250-953-3531

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: 250-213-7671
[mailto: Shawna.French@gov.bc.ca](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

Kowalewsky, Sheila J IRR:EX

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

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 |
|--|---|--------------------------|
| Pre-announcement and Announcement(week of Nov 14) | | |
| OIC completed | November 16 | PSA – Anita Owens |
| 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 |
| Post announcement | | |
| 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?

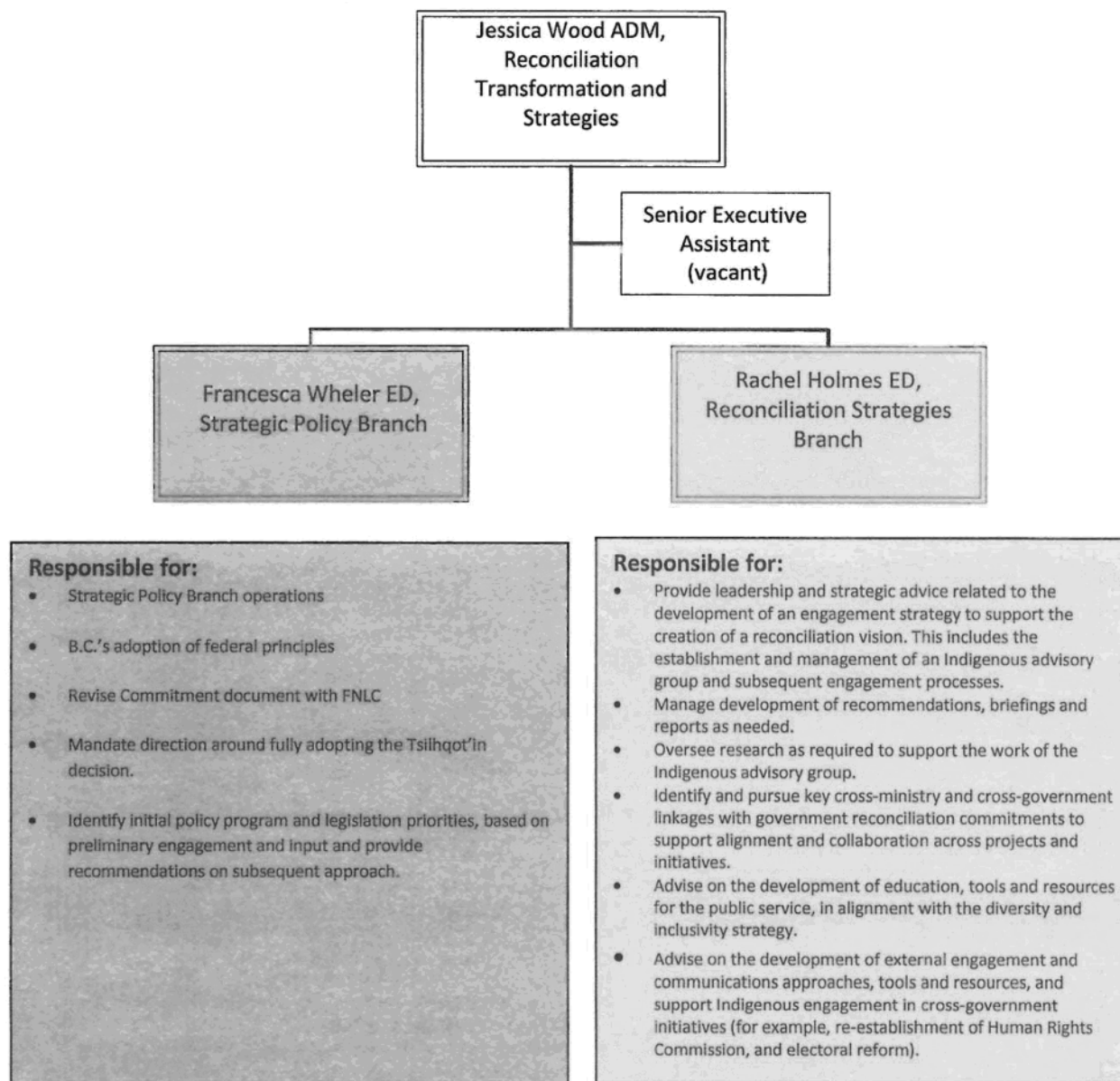
Changes to ministry structures are not uncommon in government, and for this ministry. The work that individuals in MIRR do every day, whether directly or indirectly, to contribute to reconciliation and improve the lives of Indigenous peoples continues. For some areas in the ministry, this work will take 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) |
| Establish Reconciliation Vision | 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 |
| Federal Engagement | Develop MIRR federal government strategy | Lead | | Giovanni Puggioni |
| New Revenue Sharing model | 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 |
| Public Service Capacity and Competency | 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 |
| Implement UNDRIP and TRC Calls to Action and case law | 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 | | | | |
|--|---|----------------------|--------|--------------------------------|
| Social | 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 |
| Emergency Management | 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 |
| Economic | 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 | | | | |
| Transform the Treaty Process | 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 |
| Modernize Land Use Planning | 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



Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Friday, November 24, 2017 3:06 PM
To: Perry, Katelyn IRR:EX
Subject: FW: offer letter for Jessica Wood
Attachments: Post_Employment_Restrictions_Senior_Executive.pdf; Wood Jessica - Appt letter.docx

Good afternoon:

For formatting and DC's letter head please. The second is just an attachment.

Thanks,
Jennifer

From: Owens, Anita PSA:EX
Sent: Friday, November 24, 2017 12:30 PM
To: Caul, Doug D IRR:EX; Melles, Jennifer IRR:EX
Cc: French, Shawna IRR:EX
Subject: RE: offer letter for Jessica Wood

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> wrote:

Hi - Anita would have this s.22
Is.22 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

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 1 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

Page 018 to/à Page 019

Withheld pursuant to/removed as

s.22

Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Friday, November 24, 2017 11:43 AM
To: Caul, Doug D IRR:EX; Owens, Anita PSA:EX
Cc: French, Shawna IRR:EX
Subject: RE: offer letter for Jessica Wood

Hi - Anita would have this s.22
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

Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Friday, November 10, 2017 1:05 PM
To: Caul, Doug D IRR:EX
Cc: French, Shawna IRR:EX; Williams, Karen IRR:EX
Subject: RE: MIRR Proposed Ministry Alignments & PSA Blurb

Agreed, this was meant to help guide consensus with core executive before developing broader communication. We will make those changes clear in the comm's roll out. I'm planning on including Chris Harbord to help shape broader communication – there will be an interest externally to these changes that I'd like her consideration on.

Thanks,
Jennifer

From: Caul, Doug D IRR:EX
Sent: Friday, November 10, 2017 12:56 PM
To: Melles, Jennifer IRR:EX
Cc: French, Shawna IRR:EX
Subject: Re: MIRR Proposed Ministry Alignments & PSA Blurb

I'm good with this Jennifer. Thanks! One point though: table may be confusing as it could be read as others like Rob D would report to JW.

Let's add a pre-announcement call with EEC and senior leaders to the plan (sorry if I missed it in there).
Dc

Doug Caul
Deputy Minister
Ministry of Indigenous Relations and Reconciliation

On Nov 8, 2017, at 3:58 PM, Melles, Jennifer IRR:EX <Jennifer.Melles@gov.bc.ca> wrote:

Doug,

Please see the blurb that I propose to send to PSA needed for the OIC approval.

If you can scan through the package above,^{s.13}
s.13

Once you are happy, lets share more broadly with core exec and open have a quick dialogue.

Happy to discuss further.

The secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (Associate DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) in late October deepened

the ongoing evaluation of ministry functions and structures that support the government's mandate direction and priorities, in the context 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 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.

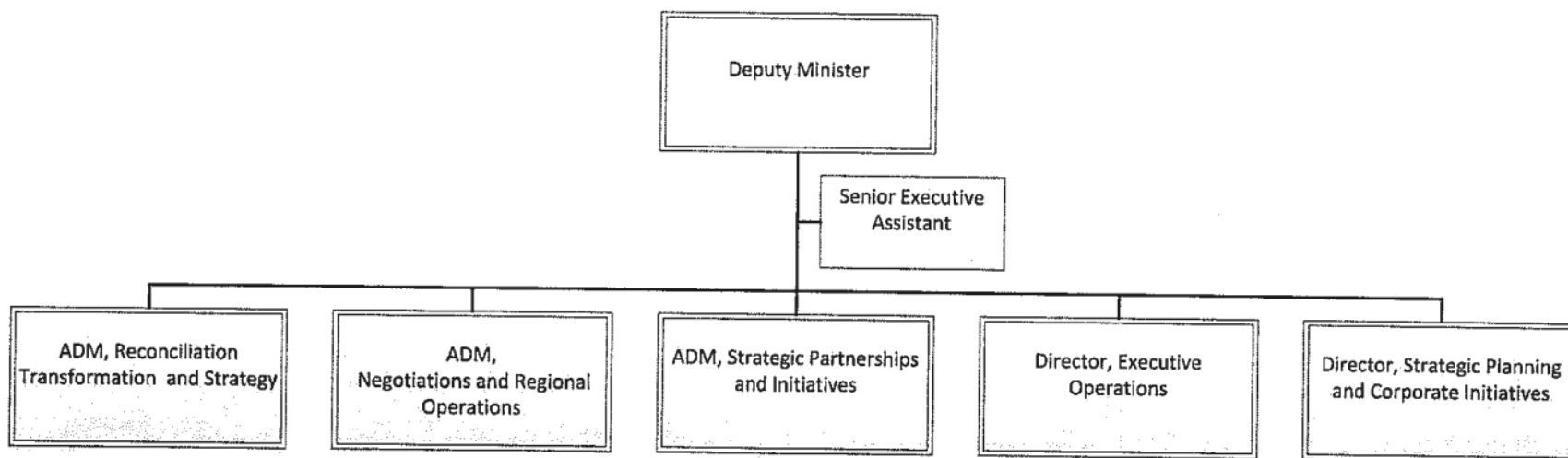
MIRR Structural Change Proposal

November 8, 2017

Context

The secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (Associate DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) in late October deepened the ongoing evaluation of ministry functions and structures that support the government's mandate direction and priorities, in the context 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 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.

Proposed DMO structure

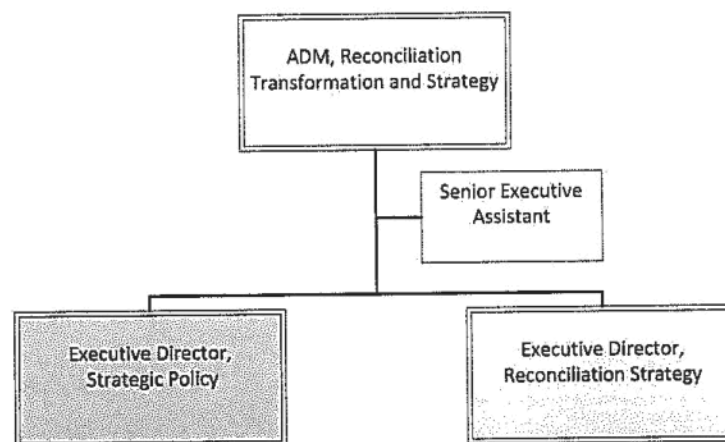


Proposed Accountabilities for New Mandate and Direction

| ADM, Reconciliation Strategy and Transformation | | | | |
|---|--------------------|----------------------|----------------|------------------------|
| Function | Associated actions | MIRR Lead or Support | Partner Agency | Assigned to |
| Establish Reconciliation Vision | s.12 | Lead | | Rachel Holmes |
| | | Lead | | Rachel Holmes |
| | | Lead | | Francesca Wheler |
| | | Lead | | Francesca Wheler |
| | | Lead | | Giovanni Puggioni |
| Federal Engagement | | Joint Accountability | FIN | Rob Draeseke |
| New Revenue Sharing model | | Joint Accountability | FLNROD | Trish Balcaen |
| | | Joint Accountability | MEM | Rob Draeseke |
| | | Joint Accountability | FIN | Rob Draeseke |
| | | Joint Accountability | FIN | Rob Draeseke |
| Public Service Capacity and Competency | | Support | PSA | Rachel Holmes |
| | | Support | PSA | Rachel Holmes |
| Implement UNDRIP and TRC Calls to Action and case law | | Lead | | Rachel Holmes |
| | | Lead | | Rachel Holmes |
| | | Support | | Strategic Project Lead |
| | | Support | | Francesca Wheler |
| | | Lead | | Francesca Wheler |

| ADM, Strategic Partnership and Initiatives | | |
|--|------|--------------------------|
| Social | s.12 | Lead |
| | | Lead |
| | | Support |
| | | Lead |
| | | Joint Accountability |
| | | Lead |
| | | Support |
| Emergency Management | | Support |
| Economic | | Support |
| | | Joint Accountability |
| | | Joint Accountability |
| | | |
| | | Juanita Berkhout |
| | | Stuart Gale |
| | | GCPE Rachel Holmes |
| | | May Mah-Paulson |
| | | HLTH May Mah-Paulson |
| | | Stuart Gale |
| | | CFD Rachel Holmes |
| | | EMBC May Mah-Paulson |
| | | EMBC Janice Franklin |
| | | AVED Juanita Berkhout |
| | | JTT Juanita Berkhout |
| ADM, Negotiations and Regional Operations | | |
| Transform the Treaty Process | s.12 | Lead |
| | | Lead |
| | | Lead |
| | | Support |
| | | Support |
| Modernize Land Use Planning | | |
| | | FLNROD Geoff Recknell |
| | | 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
- UNDRIP Guidance
- TRC Calls to Action
- 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. s. 12
- Manage development of recommendations, briefings and reports as needed.
- s. 12
- 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).

Communications and roll out plan

Key Messages

What is changing and why is the change happening now?

The recent the secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) deepened the ministry's review, in the context 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 Engagement, 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?

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.

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|--|------|--------|
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| Draft bio/ possible Q/A (see below) | | |
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| All-Staff Call (Lync opportunity for regional folks to see the boardroom) | | |
| All-Staff Gathering – Executive speaking opportunity | | |
| | | |
| | | |

Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Tuesday, November 14, 2017 8:01 AM
To: Williams, Karen IRR:EX
Subject: RE: Jessica Wood CV

No she didn't, unfortunately. I can give her a call though.

From: Williams, Karen IRR:EX
Sent: Friday, November 10, 2017 5:48 PM
To: Melles, Jennifer IRR:EX
Subject: Re: Jessica Wood CV

Thanks Jennifer. Did Anita provide any thoughts on timing for signing/posting next week?

From: Melles, Jennifer IRR:EX
Sent: Friday, November 10, 2017 5:31 PM
To: Williams, Karen IRR:EX
Subject: FW: Jessica Wood CV

FYI

From: French, Shawna IRR:EX
Sent: Friday, November 10, 2017 4:21 PM
To: Melles, Jennifer IRR:EX
Subject: Fwd: Jessica Wood CV

Sent from my Samsung Galaxy smartphone.

----- Original message -----

From: "Wood, Jessica IRR:EX" <Jessica.D.Wood@gov.bc.ca>
Date: 2017-11-10 10:39 AM (GMT-08:00)
To: "Owens, Anita PSA:EX" <Anita.Owens@gov.bc.ca>
Cc: "French, Shawna IRR:EX" <Shawna.French@gov.bc.ca>
Subject: Jessica Wood CV

Hi,

Attached is my CV and below are a couple bios that may be of assistance. Thank you for your patience. Let me know if you require anything further.

s.22

From: Owens, Anita PSA:EX
Sent: Tuesday, November 7, 2017 10:47 PM
To: Wood, Jessica IRR:EX
Subject: Please send me your Resume

Hi Jessica – Can you send me your most recent resume or a brief summary of your background and experience including education. I need to provide your background in my Briefing Note for your OIC appointment.

Thank you!
Anita

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

Page 031 to/à Page 033

Withheld pursuant to/removed as

s.22

Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Friday, November 10, 2017 12:43 PM
To: Williams, Karen IRR:EX; French, Shawna IRR:EX
Subject: RE: Communications support
Attachments: s.12,s.13

Sensitivity: Confidential

Thanks Karen – a couple of changes included. But substantively I think you hit everything.

J

From: Williams, Karen IRR:EX
Sent: Friday, November 10, 2017 10:49 AM
To: Melles, Jennifer IRR:EX; French, Shawna IRR:EX
Subject: RE: Communications support
Sensitivity: Confidential

Hi both,
s.12,s.13

Shawna, I'll book some time in your calendar (and for Jennifer too, if she can dial in) for early next week.
Thanks,
Karen

From: Melles, Jennifer IRR:EX
Sent: Friday, November 10, 2017 10:42 AM
To: Williams, Karen IRR:EX; French, Shawna IRR:EX
Subject: Communications support

Hi Ladies:

I talked to DC about Karen helping out with the communications around the new ADM and division. He is good with bringing her in before the OIC is dropped so we can work on the communications together.

I have talked to Karen and we are pulling together a roll-out plan to accompany the division outline that I already sent to Doug.

Thanks,
Jennifer

Jennifer Melles
Director, Strategic Planning & Corporate Initiatives
Deputy Minister's Office
Ministry of Indigenous Relations and Reconciliation
Direct: 250-356-0885
Cell: 250-213-1198

Page 036 to/à Page 037

Withheld pursuant to/removed as

s.12;s.13

Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Friday, November 24, 2017 3:58 PM
To: Owens, Anita PSA:EX; French, Shawna IRR:EX
Subject: FW: offer letter for Jessica Wood
Attachments: Post_Employment_Restrictions_Senior_Executive.pdf; J.Wood.docx

Please see attached the formatted and slightly revised offer letter.

It has been signed by Doug now and Jessica has taken the offer away for review. Jessica has also now been provided with the standards of conduct as I understand she will be asked to take the Oath again. Are there other pieces that we should be helping to coordinate, such as her signed OIC, we would like to get it framed.

Thanks,
Jennifer

From: Owens, Anita PSA:EX
Sent: Friday, November 24, 2017 12:30 PM
To: Caul, Doug D IRR:EX; Melles, Jennifer IRR:EX
Cc: French, Shawna IRR:EX
Subject: RE: offer letter for Jessica Wood

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> wrote:

Hi - Anita would have this s.22
s.22 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

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 1 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

Page 041 to/à Page 042

Withheld pursuant to/removed as

s.22

Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Wednesday, November 8, 2017 4:10 PM
To: Owens, Anita PSA:EX
Subject: MIRR Proposed Ministry Alignments_Backgrounder
Attachments: MIRR Proposed Ministry Alignments_Backgrounder Nov 8 v2.docx

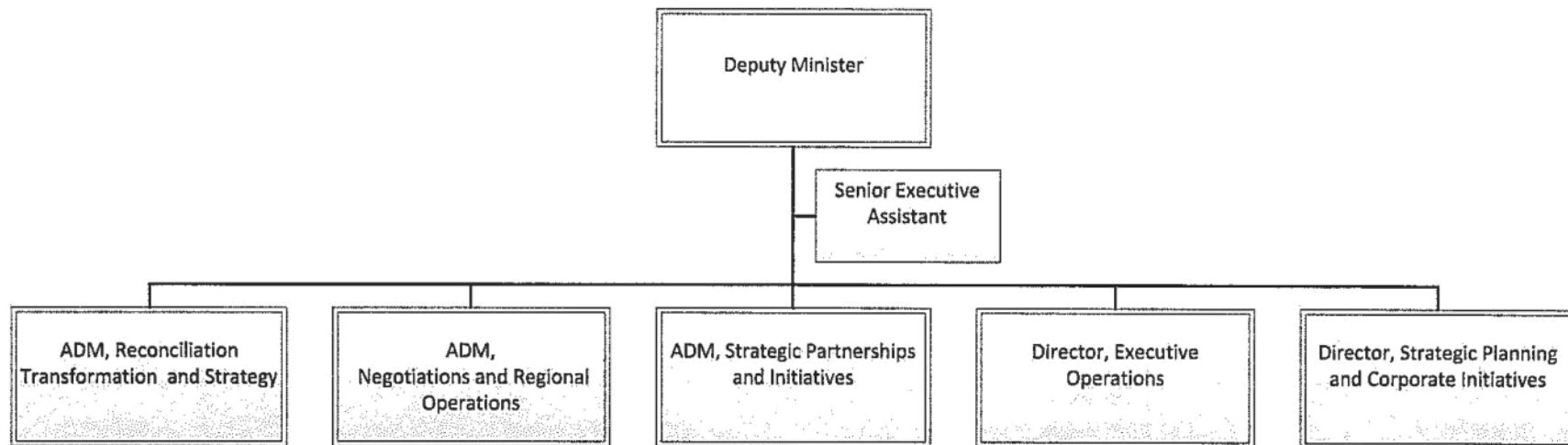
As discussed.

Thanks,
Jennifer

Context

The secondment of Neilane Mayhew, MIRR's former Associate Deputy Minister (Associate DM) and Chief Operating Officer (COO) to the Ministry of Mental Health & Addictions (MHA) in late October deepened the ongoing evaluation of ministry functions and structures that support the government's mandate direction and priorities, in the context 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 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.

Proposed DMO structure

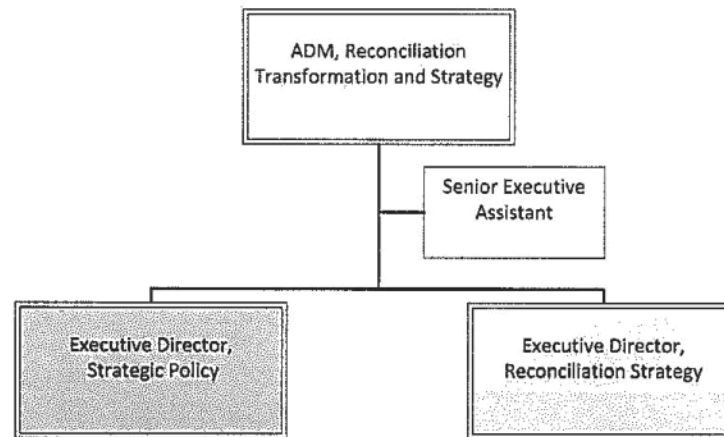


Proposed Accountabilities for New Mandate and Direction

| ADM, Reconciliation Strategy and Transformation | | | | |
|---|--------------------|----------------------|----------------|------------------------|
| Function | Associated actions | MIRR Lead or Support | Partner Agency | Assigned to |
| Establish Reconciliation Vision | s.12 | Lead | | Rachel Holmes |
| | | Lead | | Rachel Holmes |
| | | Lead | | Francesca Wheler |
| | | Lead | | Francesca Wheler |
| Federal Engagement | | Lead | | Giovanni Puggioni |
| New Revenue Sharing model | | Joint Accountability | FIN | Rob Draeseke |
| | | Joint Accountability | FLNROD | Trish Balcaen |
| | | Joint Accountability | MEM | Rob Draeseke |
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| | | Support | | Francesca Wheler |
| | | Lead | | Francesca Wheler |

| ADM, Strategic Partnership and Initiatives | | | | |
|--|------|----------------------|--------|--------------------------------|
| Social | s.12 | Lead | | Juanita Berkhout |
| | | Lead | | Stuart Gale |
| | | Support | GCPE | Rachel Holmes |
| | | Lead | | May Mah-Paulson |
| | | Joint Accountability | HLTH | May Mah-Paulson |
| | | Lead | | Stuart Gale |
| | | Support | CFD | Rachel Holmes |
| | | Support | EMBC | May Mah-Paulson |
| | | Support | EMBC | Janice Franklin |
| | | Joint Accountability | AVED | Juanita Berkhout |
| Emergency Management | | Joint Accountability | JTT | Juanita Berkhout |
| Economic | | | | |
| ADM, Negotiations and Regional Operations | | | | |
| Transform the Treaty Process | s.12 | Lead | | Francesca Wheler |
| | | Lead | | Francesca Wheler/ Rob Draeseke |
| | | Lead | | Francesca Wheler/ Rob Draeseke |
| Modernize Land Use Planning | | Support | FLNROD | Geoff Recknell |
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Proposed Structure of new Division



Responsible for:

- Strategic Policy Branch operations
- B.C.'s adoption of federal principles
- Revise Commitment document with FNLC
- UNDRIP Guidance
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- Mandate direction around fully adopting the Tsilhoqot' in decision.
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Communications and roll out plan

Key Messages

What is changing and why is the change happening now?

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| | | |
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Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Wednesday, November 8, 2017 2:07 PM
To: Williams, Karen IRR:EX
Subject: MIRR Proposed Ministry Alignments_Background Nov 8
Attachments: MIRR Proposed Ministry Alignments_Background Nov 8.docx

For your confidential input please.

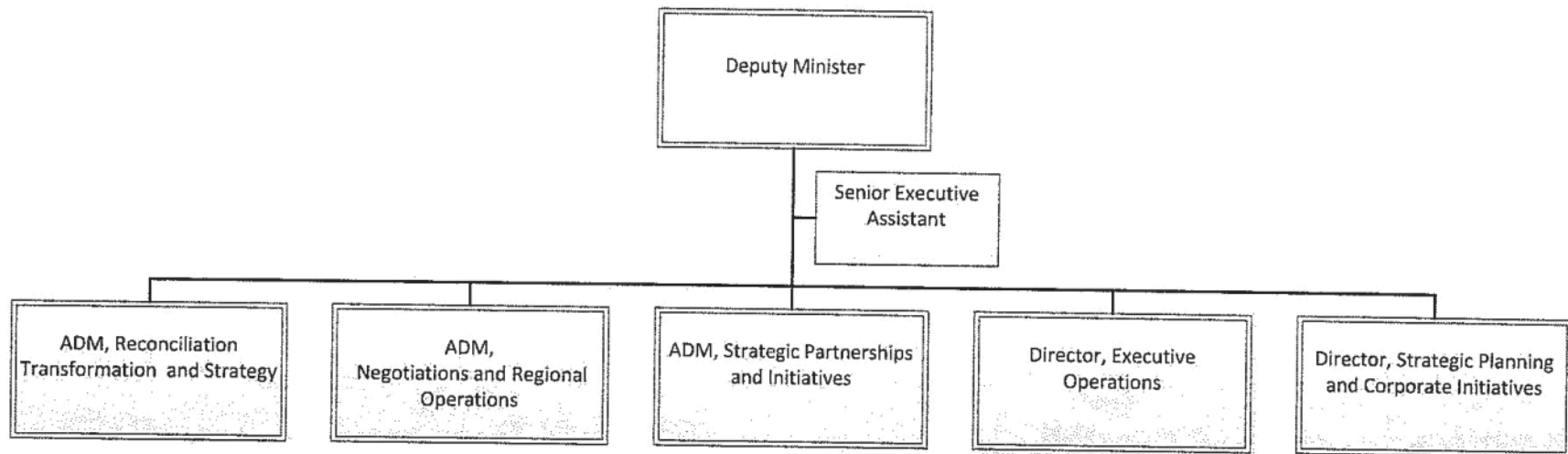
MIRR Structural Change Proposal

November 8, 2017

Context

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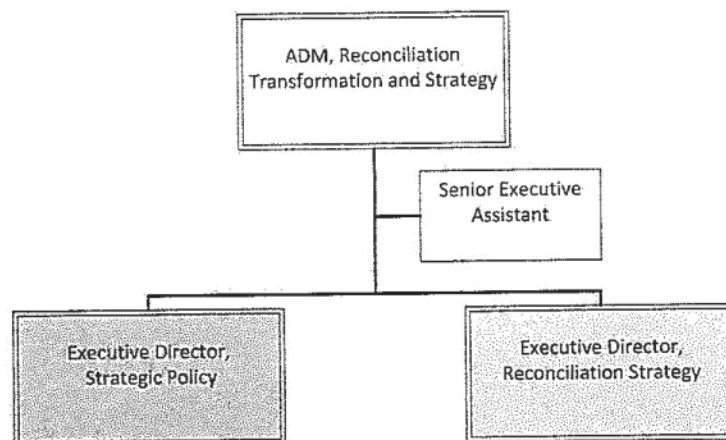


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| ADM, Negotiations and Regional Operations | | |
| <div>Transform the Treaty Process s.12</div> <div>Modernize Land Use Planning</div> | Lead | Francesca Wheler |
| | Lead | Francesca Wheler/ Rob Draeseke |
| | Lead | Francesca Wheler/ Rob Draeseke |
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| | | |
| | | |

Keene, Jeff IRR:EX

From: Melles, Jennifer IRR:EX
Sent: Monday, November 6, 2017 2:49 PM
To: Owens, Anita PSA:EX
Cc: French, Shawna IRR:EX
Subject: New ADM position with MIRR

Hi Anita,

I just left you a voice message but was looking to connect around the necessary actions to bring on our new executive member, Jessica Wood.

Please contact me at your earliest convenience so we can chat about the job profile and the like.

Best,
Jennifer

Jennifer Melles
Director, Strategic Planning & Corporate Initiatives
Deputy Minister's Office
Ministry of Indigenous Relations and Reconciliation
Direct: 250-356-0885
Cell: 250-213-1198

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



DC



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





Thu, Oct 19, 10:21 AM

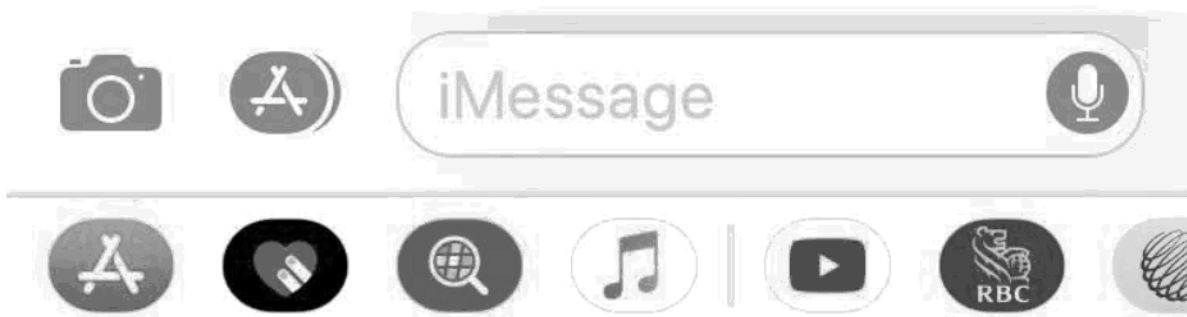
Hi Lori. I talked to Don last night about an option to backfill for Neilane but as an ADM position. Can we connect this morning and I can fill you in?

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





L Halls

iMessage
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

JW

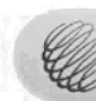


Hi Doug. I will reach out to Jessica tomorrow.

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.

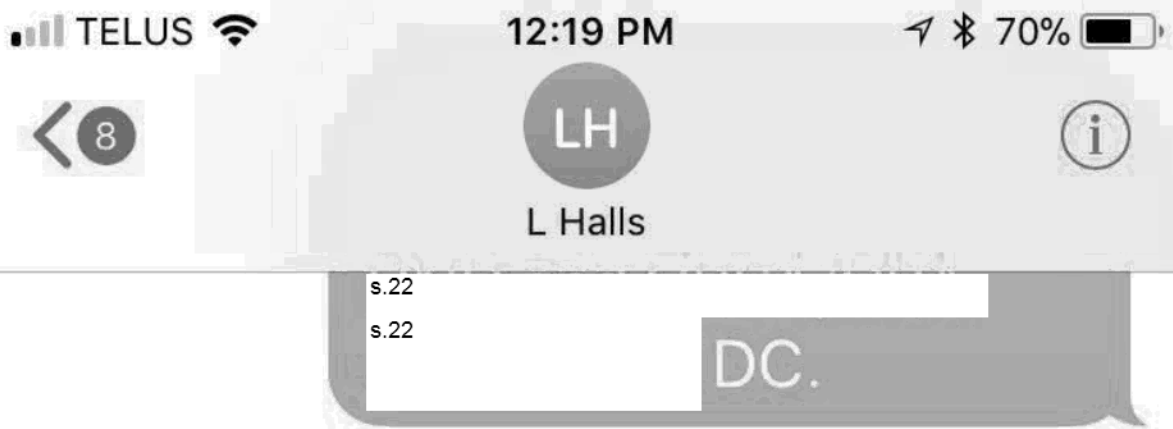
Tue, Oct 24, 4:00 PM

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



iMessage





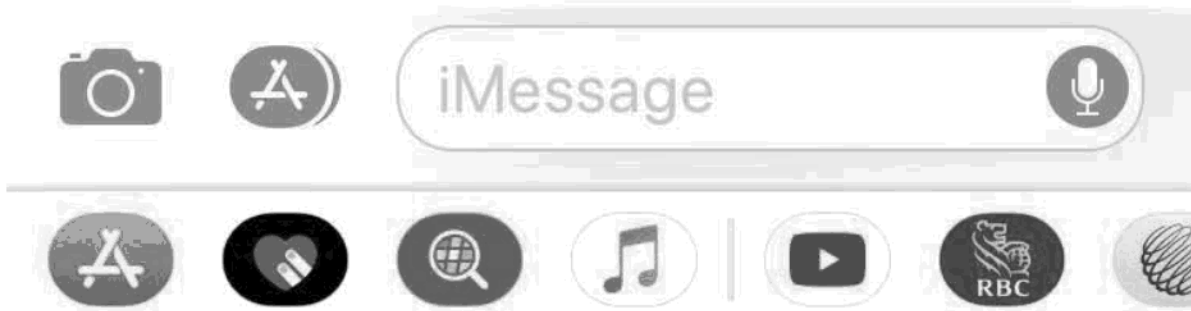
Tue, Oct 24, 4:00 PM

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





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".

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

s.13



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

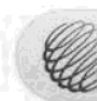
Eeee! Here we go.

Thank you everyone :)

Jonathan Sas



iMessage





3 People

SF AAlright! On no!

Jonathan Sas

JS Wow!

Jessica Wood

Eeee! Here we go.

JW Thank you everyone :)

Jonathan Sas

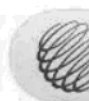
JS So proud and excited for you my friend !

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?

DW

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

Don Wright

Ok. Can you send me her cell?

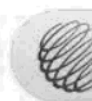
DW

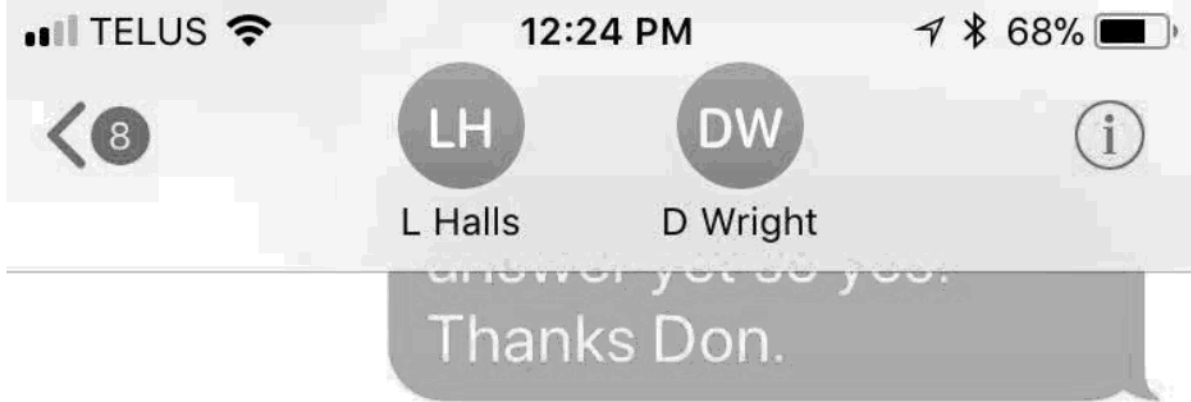
Wed, Nov 1, 11:16 AM

Jessica Wood said yes.



iMessage





Don Wright

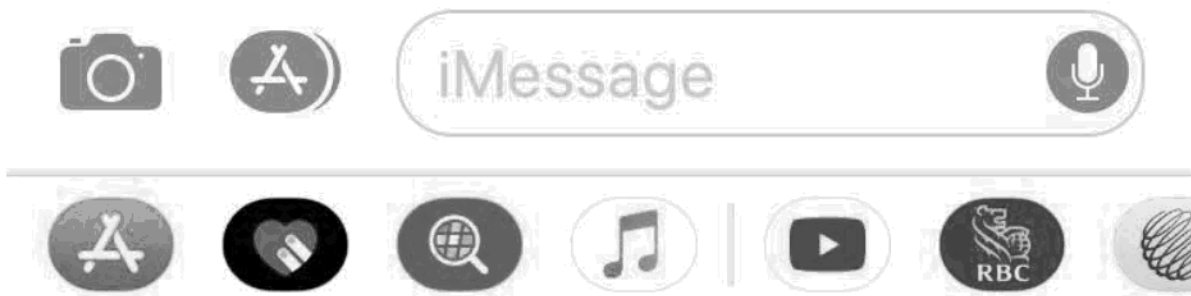
DW
Ok. Can you send me her cell?

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

LH
Excellent!





G Meggs

iMessage

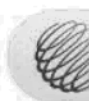
Wed, Nov 15, 7:21 PM

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

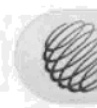
Hey thought you'd like to know we will announce Jessica tomorrow. Start Monday. Dc

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





NM



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.

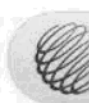
Sat, Nov 4, 2:41 PM

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





NM



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>
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.

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: [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> 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>
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>
Date: November 16, 2017 at 9:27:00 AM PST
To: IRR All ^{s.15} >
Subject: DM Message: Welcome ADM Jessica Wood

Dear team,

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executive.

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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: [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> 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> 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> 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> 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
4th 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 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: 250-213-7671

<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

4th 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

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

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> 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> 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
4th 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.*

Page 095 to/à Page 096

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

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

Page 098

Withheld pursuant to/removed as

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](#)

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

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.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](#)

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

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



DC



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 |
|--|---|--------------------------|
| Pre-announcement and Announcement(week of Nov 14) | | |
| OIC completed | November 16 | PSA – Anita Owens |
| 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 |
| Post announcement | | |
| 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?

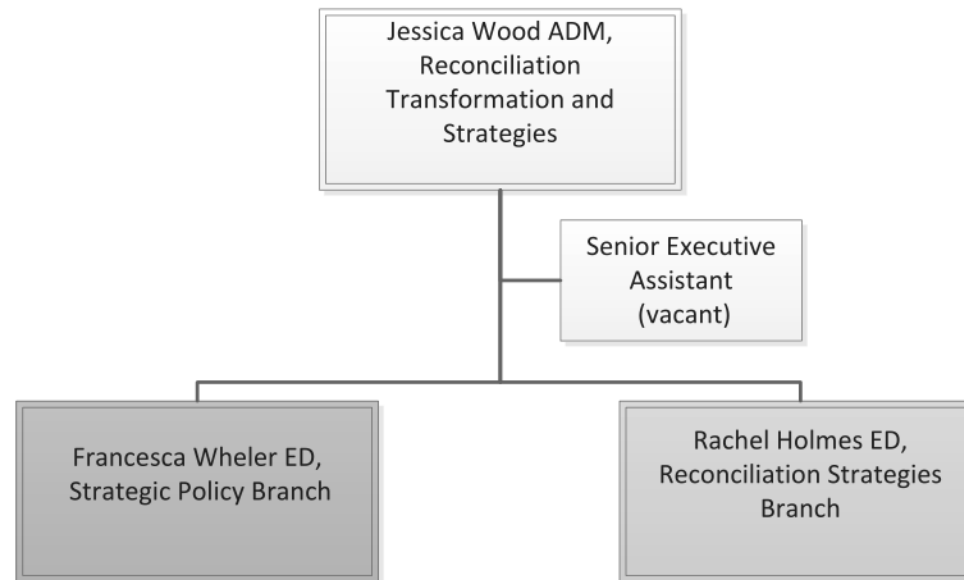
Changes to ministry structures are not uncommon in government, and for this ministry. The work that individuals in MIRR do every day, whether directly or indirectly, to contribute to reconciliation and improve the lives of Indigenous peoples continues. For some areas in the ministry, this work will take 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) |
| Establish Reconciliation Vision | 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 |
| Federal Engagement | Develop MIRR federal government strategy | Lead | | Giovanni Puggioni |
| New Revenue Sharing model | 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 |
| Public Service Capacity and Competency | 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 |
| Implement UNDRIP and TRC Calls to Action and case law | 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 | | | | |
|--|---|----------------------|--------|--------------------------------|
| Social | 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 |
| Emergency Management | 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 |
| Economic | 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 | | | | |
| Transform the Treaty Process | 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 |
| Modernize Land Use Planning | 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).