

# Indigenous Training and Skills Development Hub

## Implementation Plan

November 2022

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## 1.0 Project Overview

**During Indigenous Program Review (IPR), it was identified that to offer and sustain meaningful employment and career progression, communities would need more training tools and support. It was recommended that the Department of Fisheries and Oceans (the Department) secure a long-term source of funding to augment the training and skills development activities that its programs cannot fully support. This includes training related to commercial, scientific, technical, and management careers in fisheries, oceans, aquaculture, fish habitat, and aquatic resources.**

The Indigenous Training and Skills Development (ITSD) project was launched in 2020 to understand how training-related IPR recommendations could be achieved. The ITSD project made recommendations for the Department, program participants, Indigenous communities, and federal partners to support the development of consistent tools and practices, and strategies to leverage complementary initiatives, all to maximize resources and advance opportunities.

The ITSD Hub Project was approved for 3 years of funding from the Strategic Partnerships Initiative (SPI) in February of 2022 to implement the ITSD recommendations identified between 2020-2021. **The following ITSD Implementation Plan (“Implementation Plan”) is a supporting document to the ITSD Summary Report** (available at [www.indigenousfisheries.ca](http://www.indigenousfisheries.ca)). The Implementation Plan presents a phased approach to implement the thirteen (13) ITSD recommendations and launch the ITSD Hub.

## 1.1 ITSD Recommendations

Further investment in training and skill development is critical to the continued success of the Department’s core programs and ongoing capacity development across Indigenous communities and organizations. The ITSD recommendations are built off best practices and measured successes within the Department’s established core Indigenous Programs (PICFI and AICFI).

The thirteen (13) ITSD recommendations are organized into four themes: (1) training coordination, (2) resource development, (3) performance monitoring and (4) partnerships and diversification.

### 1. *Training Coordination*

- a. **Establish AAROM, AFS and AFG training coordinators**
- b. **Dedicate an external Indigenous body to coordinate training nationally**

### 2. *Resource Development*

- a. **Establish AAROM department and AFS management training modules**
- b. **Continue to work with aquaculture training institutes to develop standardized curricula**
- c. **Continue to work with Conservation and Protection to develop standardized AFG training and curriculum**
- d. **Maintain up-to-date and accessible career training path backgrounders**
- e. **Provide a stand-alone training database to AAROM, AFS and AFG program participants**
- f. **Produce an Indigenous training passport for program participants**

### 3. *Performance Monitoring*

- a. **Regularly review the training needs of commercial enterprises (under AICFI, PICFI and NICFI) and Indigenous organizations supported by AAROM, AFS, and AFG**
- b. **Continue to track and coordinate DFO-CCG training and skills offerings**

### 4. *Partnerships and Diversification*

- a. **Identify federal strategies, programs and partners to advance training and skills development initiatives**
- b. **Create opportunities for mentorships, internships, on-boarding and other knowledge-transfer activities**
- c. **Create opportunities for Indigenous training and skill development within DFO-CCG procurement contracts**

## 1.2 ITSD Hub

Implementation of the above ITSD recommendations will develop robust coordination systems, resources, and efficiencies across the Department’s Indigenous Programs. These systems,

resources and best practices will be offered to other governmental agencies engaged in Indigenous training and skill development initiatives through the creation of a new, long-term, government-wide program called the Indigenous Training and Skill Development Hub (“ITSD Hub”).

The ITSD Hub will be established by the Department and the National Indigenous Fisheries Institute (NIFI) following the implementation of the ITSD recommendations. The ITSD Hub will be a centre for innovation and information-sharing across Federal departments with the mandate to improve community training and skills development initiatives, monitoring, and outcomes.

## 2.0 Project Impacts

The implementation of the ITSD recommendations and the creation of the ITSD Hub (“the Project”) will achieve the following objectives:

1. **Implement ITSD recommendations within DFO’s Indigenous Program Department to expand training and skills development opportunities across Indigenous Programs.**
2. **Provide Indigenous communities with planning tools and funding to support career progression in the fisheries and oceans sector for their members.**
3. **Utilize these systems and resources to create the ITSD Hub to support the success of other Federal departments engaged in Indigenous training and skills development initiatives.**

**The Project will have wide-reaching impacts within and beyond the fisheries sector. The 3-year project will improve the quality of life for Indigenous communities by investing in the development of a highly skilled work force. The Project will create diverse Indigenous job opportunities, innovative and community-based training initiatives, and the establishment of systems to support Indigenous career stability, progression and transition across career paths.**

**The Project will advance economic reconciliation, increase employment, improve safety in the fisheries and marine sector, support food security and contribute to overall community well-being. Investments in Indigenous training and skill development are essential for Indigenous peoples to meaningfully participate and thrive in the Canadian economy.**

## 3.0 Project Phasing

The Project is broken into three phases:

- Phase 1: Planning (June 2022 – March 2023)
- Phase 2: Capacity and Resource Development (March 2023 – March 2024)
- Phase 3: ITSD Hub Operations (September 2023 - March 2025)

The first two phases of the project will define and implement the ITSD training coordination and resource development recommendations. Phase 3 will utilize the performance monitoring resources to make adaptations and operationalize ITSD Hub services.

The Project is planned to commence in Spring of 2022 and will span over 3 years.

### 3.1 Phase 1: Planning

Phase 1 will start in the Spring of 2022 and end in March of 2023 and will focus on **detailed project planning and skill identification to support training coordination and capacity development in phase 2**. An organizational chart has been drafted to support the planning phase (see Figure 1).

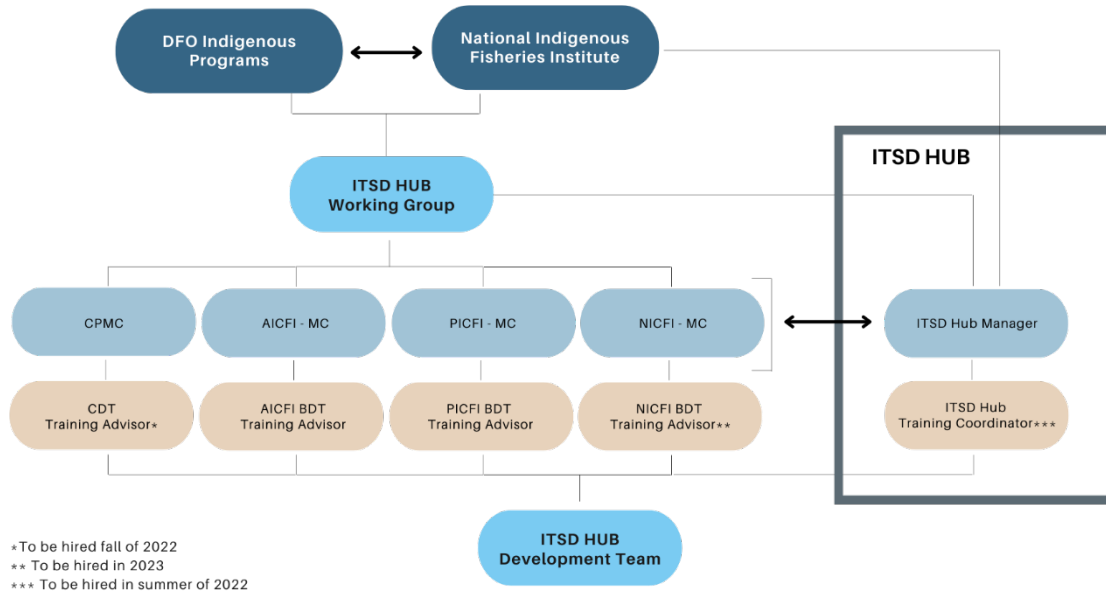


Figure 1. Draft ITSD Hub Project Organizational Chart (September 2022)

Representatives from DFO Indigenous Programs and NIFI will be selected to form the ITSD Hub Working Group, which will lead ITSD project planning activities in Phase 1. Materials and plans developed during the planning phase will be reviewed and approved by the ITSD Hub Working Group. These materials will include a Project Management Plan to define the project charter, scope, schedule, cost, stakeholders, quality management, communications, risk management, roles and responsibilities amongst project partners and progress metrics to support internal and external (SPI) project reporting.

Planning updates and progress will be presented to the AICFI, PICFI and NICFI Management Committees. The ITSD Hub manager will be responsible for connecting and scheduling meetings with partners to collect insight during the planning phase. Examples of partners include Training Coordinators within the AICFI and PICFI programs.

Recruitment and selection of the ITSD Hub Coordinator will take place in Phase 1.

#### Phase 1 Outcomes:

- Establish ITSD Hub Working Group
- Finalize Project Management Plan
- Recruit and hire the ITSD Hub Training Coordinator

### 3.2 Phase 2: Capacity and Resource Development

**Phase 2 will start in March 2023 and last 12 months (until March 2024).** Phase 2 will focus on onboarding the ITSD Hub Training Coordinator, and working with the Capacity Development Team (CDT) housed within the Confederacy of Mainland Mi'kmaq (CMM), to develop resources and provide training services and opportunities to individuals participating in DFO's Collaborative Indigenous Programs. The CDT will include a program lead and training advisors with links into the regions—similar to the Business Development Team (BDT) developed within the commercial programs (PICFI and AICFI).

The National Indigenous Fisheries Institute (NIFI) will act as the national, external Indigenous body assigned to track, coordinate and organize training to link Indigenous communities and groups to other federal, provincial, territorial, non-governmental and industry training and skill development activities. The ITSD Hub Manager and ITSD Hub Coordinator will be housed at NIFI and will work to establish lines of communication and share information to create efficiencies across the BDTs and CDT.

Training Advisors within the CDT, AICFI BDT, PICFI BDT, NICFI BDT (once the position is filled) and the ITSD Hub Training Coordinator will make up the ITSD Hub Development Team (see Figure 1), which will focus on resource development, data collection and coordination. This Development Team will be managed by the ITSD Hub Manager and will support AAROM departments and communities participating in commercial and collaborative programs to plan their training needs, find local and cost-efficient trainers and training programs, secure training funding, and track training expenditures and other key statistics.

Deliverables in Phase 2 will work from best practices and resources established within DFO's Indigenous commercial programs (PICFI and AICFI) and establish direct linkages into the newly formed Capacity Development Team (CDT) and the RMOT program. All deliverables will be reviewed and approved by the ITSD Hub Working Group prior to finalization and broad circulation.

#### Phase 2 Outcomes:

- Dedicate an external Indigenous body to coordinate training nationally
- Support the development of the RMOT curriculum
- Support the establishment of AAROM, AFS and AFG training coordinators (CDT)
- Explore stand-alone training database options for AAROM, AFS and AFG program participants
- Produce an Indigenous training passport for program participants
- Develop AAROM department and AFS management training modules

### 3.3 Phase 3: ITSD Hub Operations

**Phase 3 will start in September of 2023 and end in March of 2025 (19 months).** Efforts will be made to adapt resources and systems developed in Phase 2, track performance (career progression, transition, job stability, training, skill development etc.), identify further training needs, and operationalize ITSD Hub services.

The ITSD Hub Development Team will review the needs of program participants at an annual in-personal meeting, collect training data and quantify project impact, and maintain or adapt training modules and resources accordingly. New opportunities and partnerships will be identified by NIFI to create opportunities for mentorships, internships, on-boarding and other knowledge-transfer activities. NIFI will also work to find alignment between ITSD initiatives and

other IPR recommendations, specifically the inclusion of Indigenous training and skills development percentages within high-value procurement contracts.

A suite of training and coordination services will be established within the ITSD Hub and offered to other federal partners. Once services are operational, work will be done to develop an ITSD Hub Strategic Plan and Operating Model, to identify core funding and partnerships to transition the project into a long-term program to support Indigenous training and skills development innovation and information-sharing across the Canadian government.

Phase 3 Outcomes:

- Review the training needs of commercial enterprises (under AICFI, PICFI and NICFI) and Indigenous organizations supported by AAROM, AFS, and AFG at an annual in-person meeting
- Develop and revise resources as identified in the training and skill development meetings and by commercial and collaborative training coordinators/advisors
- Maintain up-to-date and accessible career training path backgrounders
- Work with training advisors and partners to create opportunities for mentorships, internships and skills transfer activities
- Identify opportunities for alignment between ITSD Hub activities and IPR recommendations
- Collect training data, update training database and produce impact reports as required
- Offer training development services to federal partners
- Develop ITSD Hub Strategic Plan and Operating Model