

# MINISTERIAL STRATEGY

## for Labour Market Integration of First Nations and Inuit People

Abenakis • Algonquins • Attikameks • Crees • Hurons-Wendats • Innus • Inuit • Maliseets • Micmacs • Mohawks • Naskapis  
Algonquins • Attikameks • Crees • Hurons-Wendats • Innus • Inuit • Maliseets • Micmacs • Mohawks • Naskapis • Abenakis  
Attikameks • Crees • Hurons-Wendats • Innus • Inuit • Maliseets • Micmacs • Mohawks • Naskapis • Abenakis • Algonquins  
Crees • Hurons-Wendats • Innus • Inuit • Maliseets • Micmacs • Mohawks • Naskapis • Abenakis • Algonquins • Attikameks  
Hurons-Wendats • Innus • Inuit • Maliseets • Micmacs • Mohawks • Naskapis • Abenakis • Algonquins • Attikameks • Crees  
Innus • Inuit • Maliseets • Micmacs • Mohawks • Naskapis • Abenakis • Algonquins • Attikameks • Crees • Hurons-Wendats  
Inuit • Maliseets • Micmacs • Mohawks • Naskapis • Abenakis • Algonquins • Attikameks • Crees • Hurons-Wendats • Innus  
Maliseets • Micmacs • Mohawks • Naskapis • Abenakis • Algonquins • Attikameks • Crees • Hurons-Wendats • Innus • Inuit  
Micmacs • Mohawks • Naskapis • Abenakis • Algonquins • Attikameks • Crees • Hurons-Wendats • Innus • Inuit • Maliseets  
Mohawks • Naskapis • Abenakis • Algonquins • Attikameks • Crees • Hurons-Wendats • Innus • Inuit • Maliseets • Micmacs  
Naskapis • Abenakis • Algonquins • Attikameks • Crees • Hurons-Wendats • Innus • Inuit • Maliseets • Micmacs • Mohawks

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# MESSAGE FROM THE MINISTER OF EMPLOYMENT AND SOCIAL SOLIDARITY



At a time when Québec needs all its workers, the labour market integration and participation of First Nations and Inuit people must be prioritized. The Gouvernement du Québec is determined to ensure the participation of a maximum number of them in the labour market, particularly by facilitating access to public employment services.

The first Ministerial Strategy for Labour Market Integration of First Nations and Inuit People, which was approved unanimously by the members of the First Nations and Inuit Labour Market Advisory Committee, will make it possible to favour better use of the leverage at our disposal to increase participation in the labour market by Aboriginal women and men.

We developed this Strategy, guided by the will to work in concert with the First Nations and Inuit partners and with the regional and local communities. Also, we are confident of arriving at concrete and profitable results for the population as a whole.

Thanks to an improved, concerted intervention aligned with that of their partners, we will contribute, all together, to the improvement of living conditions of the First Nations and Inuit populations and their integration into the labour market and keeping them employed.

A handwritten signature in black ink, appearing to read 'F. Blais', with a long horizontal flourish extending to the right.

François Blais

Minister of Employment and Social Solidarity

Minister responsible for the Capitale-Nationale region

# MESSAGE FROM THE MINISTER RESPONSIBLE FOR NATIVE AFFAIRS



The labour market participation and integration of Aboriginal people are priorities shared by the Gouvernement du Québec and the Aboriginal community. The Ministerial Strategy for Labour Market Integration of First Nations and Inuit People, which will be included in the Government Action Plan for Social and Cultural Development of First Nations and Inuit People, is a concrete action of our government to achieve this goal.

This Strategy reflects our intention to carry out a government intervention adapted to Aboriginal realities.

The members of the First Nations and the Inuit thus will benefit from programs and services that meet their needs better. This effort of the Government reflects its will to improve their living conditions.

I am convinced that the implementation of this Strategy, developed with the participation of all the partners concerned, will greatly favour access to employment for Aboriginal women and men.

A handwritten signature in black ink that reads "Geoffrey Kelley". The signature is written in a cursive, flowing style.

Geoffrey Kelley

Minister responsible for Native Affairs

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# FOREWORD

The Ministère du Travail, de l'Emploi et de la Solidarité sociale (MTESS) contributes to the prosperity, collective wealth and development of Québec by:

- facilitating a balance between workforce supply and demand;
- promoting the attainment of fair working conditions and harmonious labour relations;
- promoting the economic and social inclusion of the most vulnerable members of society;
- supporting community action and volunteering.

Its mission also includes providing citizens and businesses across Québec with one-stop access to service, for simplified access to public services.

The MTESS also has the mission to contribute to employment and workforce development and fight unemployment, social exclusion and poverty to better serve Québec's economic and social development. The intervention of the MTESS is rooted in the conviction that employment is the best way to reduce poverty and ensure the financial autonomy and social integration of people who are fit to work.

The MTESS believes that the active participation of as many First Nations and Inuit (FNI) people as possible in the labour market is essential to enabling them to contribute to and develop in society. Québec must succeed in meeting the challenges that low growth and an aging population pose for economic development, and consequently, Québec's standard of living.

In this context, and to act on the Formal Opinion on the Relevance of Developing a Ministerial Strategy for Socio-professional Integration of First Nations and Inuit (FNI) People: a Contribution to the Development of Québec, which the First Nations and Inuit Labour Market Advisory Committee (FNILMAC) submitted to the CPMT in July 2013, the MTESS is deploying the Ministerial Strategy for Labour Market Integration of First Nations and Inuit People, with the collaboration of the FNILMAC and several partners.

This strategy is at the core of the first of the four points of the MTESS Mission Statement presented at the beginning of this foreword, namely facilitating a balance between workforce supply and demand.

The strategy accounts for the MTESS directions regarding services to Aboriginal people, arising from the Government directions regarding Aboriginal affairs:

- a) the MTESS is involved in favour of Aboriginal people;
- b) the **primary responsibility** belongs to the Federal Government<sup>1</sup>;
- c) the MTESS acts in **complementarity<sup>2</sup> and avoids double funding**;
- d) the decision is made at the local level.

Moreover, the Strategy respects the agreements made by the Gouvernement du Québec<sup>3</sup>, those made by the MTESS with Aboriginal organizations, and the 2014-2020 Canada-Québec Agreement<sup>4</sup> concerning the transfer of funds from the Canada Job Fund and the Canada-Québec Labour Market Agreement in Principle<sup>5</sup>. It also respects the agreements the Aboriginal organizations have signed with the Federal Government regarding employment and training measures and services.

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1 Special rules apply to the Aboriginal Nations covered by Agreements (Inuit, Crees and Naskapis).

2 Idem.

3 [www.autochtones.gouv.qc.ca/rerelations\\_autochtones/ententes/liste\\_ententes\\_conclues\\_en.htm](http://www.autochtones.gouv.qc.ca/rerelations_autochtones/ententes/liste_ententes_conclues_en.htm)

4 [www.canada.ca/en/employment-social-development/programs/training-agreements/cjf/quebec.html](http://www.canada.ca/en/employment-social-development/programs/training-agreements/cjf/quebec.html)

5 [www.canada.ca/en/employment-social-development/programs/training-agreements/lmda.html](http://www.canada.ca/en/employment-social-development/programs/training-agreements/lmda.html)

# 1 CONTEXT

## 1.1 THE SITUATION OF FIRST NATIONS AND INUIT PEOPLE ON THE LABOUR MARKET

Eleven Aboriginal nations are present in Québec: ten First Nations (Abenakis, Algonquins, Attikameks, Crees, Hurons-Wendats, Innus, Maliseets, Micmacs, Mohawks, Naskapis) and the Inuit. On the whole, these communities represent over 100,000 people, nearly 1.2% of the population of Québec<sup>6</sup>, which had 8,263,600 inhabitants in July 2015.

In Canada, Québec has one of the smallest FNI shares of the country's population, behind Ontario and Prince Edward Island. Moreover, Québec FNI represent only 10.4% of Canada's FNI population.

The following data comes from a research study commissioned by the FNILMAC, primarily taken from the data of the 2011 Statistics Canada National Household Survey (NHS) and other reports of that Federal Government agency<sup>7</sup>.

### 1.1.1 First Nations and Inuit People on the Labour Market in Québec

In Québec, the FNI employment rate (51%) is higher than the one prevailing in the rest of Canada (46.5%). However, Québec FNI show an employment rate 9 percentage points lower than the rate for population as a whole, which is 59.9%.

The FNI unemployment rate in Canada is 18.4%, compared to 7.8% for the rest of the population, whereas it is 15.1% for Québec FNI, a rate twice as high as that of the population as a whole (7.2%).

Canada's FNI participation rate is 56.9%, a negative variance of nearly 9 percentage points relative to the country's population as a whole. It is 60.1% for Québec FNI, a negative variance of 5 percentage points relative to the rest of the population as a whole.

Several factors may be at the origin of these differences in labour market participation by FNI people in Québec or Canada and the population as a whole.

Thus, a Canadian study (Ciceri and Scott, 2006), cited in a Statistics Canada analytical report<sup>8</sup>, highlights the factors that may be at the origin of these differences: a lower level of schooling, insufficient training, poorer proficiency in French or English, single-parenthood, greater geographical mobility, and discrimination.

### 1.1.2 Socioeconomic and Demographic Characteristics of First Nations and Inuit People

From 2006 to 2011, the FNI population increased six times faster (+24.9%) than the population of Québec as a whole (+4%), growing from 76,045 people in 2006 to 94,995 in 2011.

During that period, population growth was faster among the First Nations (+27%) than among the Inuit population (+15%).

Women respectively account for 51.2% of the members of the First Nations (FN) and 50.2% of the Inuit population. This proportion is 50.7% in the population as a whole.

<sup>6</sup> Indigenous and Northern Affairs Canada, Indian Register as at January 31, 2015 (the Akwasasne Mohawks residing in Québec were included) and Ministère de la Santé et des Services Sociaux du Québec concerning the Inuit population (January 31, 2015).

<sup>7</sup> *L'état du marché du travail au Québec pour les PNI : situation récente et tendances*, research produced by Mr. Régent Chamard. The data must be interpreted and used prudently, due to certain constraints (less detailed regional data, refusal of some communities to respond to the NHS).

<sup>8</sup> Statistics Canada, analytical document, Bougie, E., Kelly-Scott, K., and Arriagada, P., *The Education and Employment Experiences of First Nations People Living Off Reserve, Inuit and Métis, Selected Findings from the 2012 Aboriginal Peoples Survey*, November 2013, p. 28.

The projections indicate that FNI population growth will continue. Their number should increase from 95,000 in 2011 (taking undercoverage into account<sup>9</sup>) to a population of 128,000 to 163,000 people in 2031.

It is also recognized that people living off reserve in 2011 formed the majority of the FNI population, or 53.2%. In 2006, this proportion was only 48.7%. Québec reports a higher proportion of FNI living on reserve than the Canadian average.

People 15 to 24 years old make up more than one quarter of the First Nations population on the labour market. This proportion rises to one third for the Inuit. These are newcomers to the labour market.

The gap between the employment rates of the FNI and the population as a whole is very large for people under 34 years old, reaching 16.4 percentage points for the 15 to 24 age bracket (36.7% compared to 53.1%) and 18.4 points for the 25 to 34 age bracket (62.2% compared to 80.6%).

The employment rate for FNI women has grown, increasing from 49.3% in 2006 to 51.2% in 2011, and then to 52.7% in 2014. The situation is different for men, because their employment rate declined between 2006 and 2011, falling from 52.2% to 50.9 %, but rose again to 51.1% in 2014. The gap between the employment rate of Aboriginal men and the Québec male population as a whole was 11.4 percentage points (51.1% compared to 62.5%) in 2014, larger than the gap between the employment rates of Aboriginal women and all women (gap of 4.1 percentage points , or 52.7% compared to 56.8%). This trend of the presence of Aboriginal women on the labour market should be maintained.

A very high proportion of the Inuit population are not graduates (64.6%), while this rate is 40.6% for the FN. The proportion of university graduates among the FNI is 6.3% (nearly two thirds of whom are women), which is three times lower than for the population as a whole (18.6%). It is also noted that a very high percentage of young FNI people in the 15 to 24 age bracket do not have a secondary school diploma (63.7%).

The language obstacle to access the labour market varies, because three quarters of FN members know French, while this rate is only 29.3% among the Inuit. However, knowledge of English is more widespread among the Inuit (74%) than among the FN (51.7%).

The occupational structure of the jobs held by FNI people, compared to that of jobs for the population as a whole, reveals the relatively lower concentration of Aboriginal people in the highest skilled positions, such as managers and professionals. FNI people tend more to hold positions requiring lower qualifications, such as technical, intermediate or entry level jobs. However, from 2006 to 2011, the occupational structure shift toward higher skilled jobs, both for the Aboriginal population and for the population as a whole.

An overrepresentation of Aboriginal people is observed in certain economic sectors. This is the case for public administrations (18% compared to 7.4% for the population as a whole), healthcare and social assistance services (13.8% compared to 12.5%), and construction (7.2% compared to 5.6%). Consequently, some sectors have relatively fewer Aboriginal than non-Aboriginal people, such as professional, scientific and technical services (3.2% compared to 7%).

The ratio of average income (full-time work year-round) of FNI people relative to the population as a whole improved during the period from 2000 to 2010, rising from 81.2% to 86%. This having been said, in 2010, 47.9% of FNI people earned an annual income lower than \$20,000, while this proportion was 37.4% in the population as a whole.

The incidence of poverty is high among FNI people, according to the after-tax low income index. Indeed, nearly one quarter of them, of 22.6%, lived in a poverty situation in 2010, a higher proportion than in 2005 (20.7%). The increase mainly concerns the First Nations.

<sup>9</sup> **Undercoverage:** One of the goals of the Census is to count the entire population on the day of the count. However, it is inevitable that some people are not counted, while others are counted twice. The net undercoverage is obtained by establishing the difference between the number of people who could not be counted and the number who were counted twice. To determine the number of people who were not included in the Census or who were counted more than once, Statistics Canada conducts postcensal studies of a representative sample of the population. The results of these studies provide information that allows adjustment of the Census figures.

**Undercoverage of the Aboriginal Population:** During the 2011 NHS, Indian reserves and Indian settlements were partially counted (Akwasasne, Doncaster, Essipit, Kahnawake, Kanasatake, Lac-Rapide, Wendake).



## 1.2 FORMAL OPINION OF THE FIRST NATIONS AND INUIT LABOUR MARKET ADVISORY COMMITTEE

In July 2013, the First Nations and Inuit Labour Market Advisory Committee transmitted a document to the CPMT entitled *Formal Opinion on the Relevance of Developing a Ministerial Strategy for Socio-professional Integration of FNI People: a Contribution to the Development of Quebec*.

This opinion is based, in particular, on the report commissioned and obtained by the FNILMAC entitled *Portrait of First Nations and Inuit in the Québec Labour Market*, produced in 2013 (data taken mainly from the Statistics Canada 2006 Census), which had also made essentially the same findings as those contained in the research report cited in the previous section (Ciceri and Scott, 2006).

This opinion contained several recommendations, seeking to contribute to remedy the difficult and complex situation faced by FNI people to access the labour market. One of them was to develop a Ministerial Strategy for the social and professional integration of First Nations and Inuit people into the labour market. In March 2015, the MTESS made a commitment to the FNILMAC to develop such a strategy, based on the elements entirely or partially within its labour market integration responsibilities raised in the opinion.

# 2 MINISTERIAL STRATEGY FOR LABOUR MARKET INTEGRATION OF FIRST NATIONS AND INUIT PEOPLE

## 2.1 THE GUIDING PRINCIPLES OF THE STRATEGY

- The Ministerial Strategy for Labour Market Integration of First Nations and Inuit people concerns the Aboriginal people of Québec. It concerns the MTESS interventions with these people, particularly in partnership with the Aboriginal organizations that have a workforce and labour market development mandate, in compliance with the agreements made with businesses, organizations, municipalities, departments or governments, and specifically with the Federal Government.
- First Nations and Inuit people constitute a large labour pool, which is underrepresented on the labour market. By means of the Strategy, the MTESS seeks to increase their participation in employment by facilitating their labour market integration, for the purposes of contributing to the socioeconomic growth of Québec and the improvement of First Nations and Inuit living conditions.
- The Strategy is implemented in the territory of the regional directorates of Services Québec, accounting for the territorial and local realities, the particularities of the Aboriginal clientele and the labour market of each region, and the priorities of the regional and local planning of these directorates. The regional directorates of Services Québec are invited to mobilize, particularly by deploying targeted actions to contribute to reduce the gap between the employment rate of the FNI and non-Aboriginal populations.
- The Strategy encourages the staff of the public employment services network to consider the cultural specificity of the FNI clientele, particularly with the support of the Aboriginal workforce development organizations, in order to respond adequately and efficiently to their needs. In short, the interventions should account for individuals, the general context in which they operate, and therefore the impacts that may influence their path.
- The Strategy prefers the different potential partnerships and close and constant concerted action with the different institutions that represent the Federal Government, the Gouvernement du Québec, the Aboriginal organizations, the organizations involved in workforce development, and private enterprises.

## 2.2 DIRECTION 1

### **Increase the participation of members of the First Nations and Inuit in the labour market by facilitating their access to public employment services.**

The data on the socioeconomic and demographic characteristics of FNI people, presented in section 1.1.2, even though they have some limits (undercoverage), make it possible to obtain a general idea of the difficulties experienced by the FNI population regarding their increased active participation in the labour market.

Considering this, the Strategy puts the emphasis on greater participation by the FNI clientele in the measures of the public employment services.

Thus, the stakeholders, both Aboriginal and non-Aboriginal, will have to pool their means and efforts to target concerted actions that could have concrete effects on the improvement of the employment situation of the FNI clientele.

#### LINE 1.1

##### **Common understanding of the ministerial directions regarding the services the MTESS offers First Nations and Inuit people and the mandates devolving to the Aboriginal organizations in workforce and labour market development.**

It is essential that the public services network can have a precise and clear understanding of these directions, without ignoring the regional or local particularities, in order to ensure the uniform application of its services, thus avoiding disparities in the treatment of requests from FNI members or Aboriginal enterprises.

Four Aboriginal organizations have made agreements with the Federal Government, particularly in the context of the Aboriginal Skills and Employment Training Strategy. They are the Kativik Regional Government, the Assembly of First Nations of Quebec and Labrador (whose agreements are administered by the First Nations Human Resources Development Commission of Quebec), the Cree Nation Government and Algonquin Nation - Human Resources and Sustainable Development.

It is important that the public employment services be informed of the programs, measures and services offered by these organizations, in order to respond more adequately to the needs of FNI members and Aboriginal enterprises, and to avoid duplication.

#### LINE 1.2

##### **Contribution to preparation and support of First Nations and Inuit people who have employability needs, particularly through service agreements, in order to develop their job skills for better integration into employment.**

The MTESS partnership with different Aboriginal organizations, by making service agreements intended for the First Nations and Inuit clientele, should be consolidated in the next few years based on this Strategy in order to serve this clientele adequately, given that they generally experience a multitude of employment integration difficulties.

It is essential to increase the participation of FNI people in the labour market, not only to meet the challenges posed by the aging population for the balance of this market, economic growth and the standard of living, but also to improve their socioeconomic situation and that of their communities. One of the priorities of the MTESS is to strengthen its action with people who are part of groups underrepresented on the labour market.

A coherent and concerted multipartite collaboration of the MTESS with various workforce development organizations, including the Aboriginal organizations, with a view to structured and effective guidance of the FNI clienteles, should be deployed to support and accompany the participants in their vocational guidance, qualification and labour market integration approach. Special attention should be paid to youth, more vulnerable in terms of employment, to offer them services that meet their needs and encourage their motivation to engage in an approach that will lead them to employment.

## LINE 1.3

**Promotion of information on the labour market to the Aboriginal clientele and organizations, particularly in view of a better fit between Aboriginal workforce skills and the jobs to be filled.**

Labour market information (LMI) is an important tool at every stage of a career. In particular, it serves to support people who have questions about the skills to acquire to pursue the career they have chosen or to reorient themselves. LMI is accessible through the multiservice rooms of the local employment centres or the Services Québec offices and via the Emploi-Québec website ([www.emploi.quebec.gouv.qc.ca](http://www.emploi.quebec.gouv.qc.ca)).

LMI also addresses employers who are interested in the labour market situation or who are looking for competent labour.

Better promotion of LMI to the Aboriginal clientele would also make it possible to steer them efficiently to jobs offering favourable occupational outlooks and offer them services that facilitate their access to these jobs.

## LINE 1.4

**Improvement of the skills of the First Nations and Inuit workforce through qualifying training, in the perspective of the fit between training and employment, with the collaboration of the education network and Aboriginal organizations.**

Despite the Québec labour market's good performance over the past few years, some groups are still underrepresented, particularly Aboriginal people, for whom lower employment rates and higher unemployment rates are still observed than for the population as a whole.

This context motivates the pursuit of sustained efforts by the public employment services to facilitate labour market integration of FNI people who are living through difficult occupational transitions due to major barriers to employment, primarily regarding a lack of occupational and social skills.

Moreover, close collaboration among the different public services will facilitate access by FNI members to training in view of the development of skills allowing them to hold a job requiring an entry level, technical or intermediate level of knowledge. Support for acquisition of basic skills thus becomes an important prerequisite so these people can obtain an entry level job or pursue technical or intermediate training.

The MTESS will pursue its collaboration with the Aboriginal organizations to facilitate access by FNI clientele to workforce training and qualification, by paying special attention to the qualifying training related to an employment integration objective.

In collaboration with the education network, it would be relevant to explore the use of the process of evaluation and recognition of the skills FNI people will have acquired in the work environment or elsewhere.

## 2.3 DIRECTION 2

### Value the contribution of the First Nations and Inuit workforce on the labour market.

#### LINE 2.1

##### **Intensification of information and awareness for businesses and labour market partners to facilitate the hiring of First Nations and Inuit labour.**

The public employment services network will work to raise employers' awareness of the importance of hiring FNI people, particularly through business consulting services.

The CPMT also has a role to play in this regard with its different partners, including the business representatives and the members of the sector committees.

A partnership effort will be deployed with the collaboration of the Aboriginal organizations concerned, in order to trigger a change in the recruitment culture of the targeted businesses regarding FNI members.

#### LINE 2.2

##### **Interventions with employers through the Emploi-Québec measures and the programs of the Workforce Skills Development and Recognition Fund, facilitating labour market integration and retention of the FNI clientele, particularly by means of on-the-job training.**

The businesses will be supported in the hiring and retention of FNI people with the collaboration of the Aboriginal organizations concerned, by allowing them to explore new ways of doing things in order to adapt their work environment or their practices.

To level the structural barriers faced by FNI people, it is desirable for businesses to acquire knowledge of their culture, and thus strengthen the efficiency of management of their human resources.

The Strategy calls for support for the workforce training and qualification efforts of FNI people in low-skilled jobs, and with workers at risk of losing their employment, by preferring basic training and helping businesses fulfill their occupational qualification obligations related to the practice of certain trades or the performance of functions.

The promotion and use of the Workforce Skills Development and Recognition Framework by businesses, in close collaboration with the Comités sectoriels de main-d'œuvre, will contribute to the upgrade of the qualifications of FNI workers.

#### LINE 2.3

##### **Assistance for proactive placement in businesses of First Nations and Inuit people who have participated in public employment services.**

It is appropriate to favour structuring placement assistance approaches with FNI people who end their participation in an active measure, to facilitate their integration into the labour market in targeted businesses.

Post-participation guidance thus becomes an important step to ensure the success of this approach, especially in the case of FNI people. Collaborative ties should also be established with recruiting firms to alleviate any eventual difficulty that could hinder retention of this clientele in their jobs.

The Strategy will encourage the continuation or establishment of initiatives in view of favouring meetings between employees and FNI people looking for employment. This involves strengthening the ties between services to individuals and services to businesses, in a perspective of placement of the target clientele, particularly people who have completed their participation in an active measure.

## 2.4 DIRECTION 3

### Work together with the different partners of the regional and local environments to ensure coherent and promising interventions, and to encourage a diversified and solid partnership, the guarantor of success.

#### LINE 3.1

##### **Recognition of the need for better knowledge of the First Nations and Inuit workforce profile, particularly by conducting studies and research.**

The MTESS and the FNILMAC have an interest in sharing the most precise and most recent socioeconomic data relating to the FNI population. This data could facilitate the deployment of intervention strategies by the organizations active with FNI clientele so that they have the possibility of acquiring the necessary skills to hold and keep a job, in a perspective of the fit between training and employment. The needs of businesses thus will be easier to meet satisfactorily.

The MTESS thus could contribute to the launch of studies or research with the object of a sector, a designated clientele or an FNI community. This would make it possible to better specify the needs of the different clienteles and thus contribute to meeting them as adequately as possible, in partnership with the organizations concerned.

## LINE 3.2

**Intensification of structuring, coherent, concerted interventions, aligned with those that already exist, in collaboration with other bodies (Conseils régionaux des partenaires du marché du travail, different organizations, particularly Aboriginal organizations, other departments, Federal Government, and private or public institutions).**

The strengthening of concerted action with the partners, primarily the education network and the organizations active in employability, on the national and regional levels, as well as the Federal Government, will ensure the coherence of the intervention, particularly to take on the challenges associated with the transformations of the labour market and the perseverance of participants in employment measures.

Closer collaboration among the Conseils régionaux des partenaires du marché du travail (CRPMT), the Comités sectoriels de main-d'œuvre, the advisory committees and the Comités d'intégration et de maintien en emploi should improve the response to the needs of businesses and the groups underrepresented on the labour market.

FNI people are part of the groups most likely to encounter obstacles to their integration into employment, particularly a low level of schooling or literacy, or a lack of basic skills. The public employment services are largely based on the contribution of active community organizations in development of employability and the contribution of educational institutions. The participation of these partners is unavoidable to favour a better fit between training and employment and thereby a sustainable integration of FNI people into the labour market.

## LINE 3.3

**Inventory and continuous promotion of winning practices adapted to regional particularities, in collaboration with the community players.**

Although it is not easy to define the factors that must be combined to conclude that a practice is a winner, it remains that the network of public employment services or the FNI partners will be able to highlight the problems which, according to certain chosen criteria, will have given good results and thereby could be applied on a larger scale. The inventory of these practices is especially important regarding the cultural specificity of the FNI clientele.

It is important to be inspired by promising, proven methods or achievements, to be better equipped to improve the situation of the FNI clientele on the labour market over the next few years.

# 3 FOLLOW-UP OF THE STRATEGY

## 3.1 ACTION PLAN

The Ministerial Strategy for Labour Market Integration of FNI People will be applied by means of a five-year Québec Ministerial Action Plan, which will result in central and regional actions.

The responsibility for supervision of the implementation of this Strategy will be incumbent on the Direction des politiques d'emploi et des stratégies (DPES).

A report on the actions in the plan will be provided every two years. It will be produced by the MTESS, with the collaboration of the Aboriginal organizations.

## 3.2 FOLLOW-UP COMMITTEE

A follow-up committee will be established and will begin its activities six months after the start of implementation of the action plan. It will meet twice a year.

This committee will be composed of representatives of the MTESS from the Direction des politiques d'emploi et des stratégies (DPES), the Direction de l'analyse et de l'information sur le marché du travail (DAIMT), the Direction des relations intergouvernementales (DRI), the Direction du développement des compétences et de l'intervention sectorielle (DDCIS), and five members of the FNILMAC.

The assessment of the strategy will be produced at the end of the fifth year of its application.

# GLOSSARY

## Complementarity

This is the character of what is complementary (Académie française, 1986, and Dictionnaire Larousse). A complement is what can or must be added to complete something.

Complementarity, according to the MTESS directions regarding services to Aboriginal people, means that the MTESS intervenes to complete the intervention performed by means of funds granted by the Federal Government to Aboriginal organizations in employment and workforce matters. The MTESS contribution can take the form of financial contributions or offers of services to support the achievement of aspects partly covered by the principal funding, coming from the Federal Government, which has primary responsibility for training and development of the Aboriginal workforce. The MTESS must be seen as a potential partner in this regard, in addition to the Federal Government.

However, given the provisions of the James Bay and Northern Québec Agreement and the Northeastern Québec Agreement, agreements that have arisen or will arise from them, and the directions in matters of Aboriginal affairs of the Gouvernement du Québec, the Ministerial Strategy does not retain this concept of complementarity for the Aboriginal Nations covered by Agreements<sup>10</sup> when the MTESS participates in funding of major or large-scale projects.

## Public employment services

In addition to the universal intake, labour market information and placement services that it provides to the population as a whole and businesses, the MTESS offers specialized workforce services to businesses and to persons wishing to undertake an approach that ultimately will lead them to integrate into or stay in the labour market.

The MTESS provides information to the employers subject to the Act to promote workforce skills development and recognition (CQLR, Chapter D-8.3) and contributes to the activities of the CPMT, particularly with regard to the implementation of the subsidy programs of the Workforce Skills Development and Recognition Fund and the Workforce Skills Development and Recognition Framework.

The MTESS considers that workforce qualification is an essential pillar of the improvement of workers' productivity and therefore contributes to make businesses more competitive, in a context of accelerated technological change and economic globalization.

The external resources of the MTESS are important partners in the delivery of public employment services.

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<sup>10</sup> A Nation covered by an Agreement is a Nation that has made an Agreement with the Gouvernement du Québec and the Government of Canada, in particular. Currently, two Agreements have been signed in Québec, the James Bay and Northern Québec Agreement (Inuit and Cree) and the Northeastern Québec Agreement (Naskapis).









