



Nuclear Waste Management Organization

2022/2023 Annual Evaluation Report
Executive Summary



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“Status quo hasn’t served Indigenous people and won’t serve them well in the future. If we’re acting in a manner that is consistent with the status quo we will not be successful as an organization. 100% we will not be successful. That’s our challenge, to change the way we’re doing business to prepare for success through reconciliation.”

~ Bob Watts from NWMO [#VoicesofReconciliation video series](#) (Video #8)

Executive Summary

This report is the 2022/2023 edition of the annual evaluation of the *Reconciliation Policy* implemented by the Nuclear Waste Management Organization (NWMO). The implementation of the policy marked the beginning of a ten-year Reconciliation plan. To date activities have included a series of mandatory staff Reconciliation training courses, relationship building, informal training opportunities, staff support systems, the implementation of the Reconciliation Assessment Tool, and community-driven workplans and projects. The Reconciliation Policy was birthed through ceremony in October 2019. At the end of 2020, a baseline assessment was conducted. This is the third year of NWMO’s Reconciliation initiative, and the last year of the first phase of the initiative, which has focused on relationships, building the capacity of NWMO staff, and staff applying the Reconciliation Policy in their roles. This report provides detailed evaluation feedback on the Reconciliation Policy’s impacts and outcomes for the 2022/2023 year and compares this data to previous years findings.

Methodology

The evaluation scope included an impact and initial outcome evaluation (specific to 2022) of the Reconciliation Policy. Data from the baseline assessment in 2020 and the 2021 findings were used as comparative data in order to assess the overarching impact of the first phase of the Policy. This evaluation sought to establish an understanding of the growth, outcomes and impacts of the Reconciliation Policy within NWMO staff, as well as promising approaches for maintaining and continuing the reconciliation journey on to its next phase in a good way. Impacts and outcomes which surfaced in 2022, were collected through survey tools. The survey provided space for stories told by NWMO staff using both qualitative and quantitative data. All staff at NWMO were invited to participate in the survey, with demographics of participants shared by identity as well as department. The analysis and report writing format was guided by the strengths-based teachings offered by Bob Watts, who offered the image of reconciliation work at NWMO as a young spirit in the formative stage of life, requiring independence and experiential learning as well as nurturing and guidance (see Appendix B for narrative on theory of change).



Evaluation Findings

Impacts of the Reconciliation Policy

NWMO staff participants shared that the Reconciliation Policy influenced an increased understanding of reconciliation and the actions that staff can take to influence change within NWMO and externally in community. As in 2021, staff reported the continuous learning streams, trainings and other educational/experiential learning opportunities such as lunch-and-learns as key influences that

support the increase in understanding, accountability, investment, and commitment to advance reconciliation within the work environment.

The Reconciliation Policy has continued to create a shift in the organization whereby staff participants felt an increased sense of priority, investment, and commitment to advance

reconciliation within the work environment. Staff increasingly reported applying the Policy to their roles, including incorporating Indigenous Knowledge in their work. Impacts of organizational changes influenced by the Reconciliation Policy were described by staff participants as creating an environment of dialogue and truth telling, shifting internal office dynamics and culture, and shifts in relational behaviours such as collaboration and consensus building as well as increased confidence in speaking out against racism in personal and workplace contexts. Additional impacts on behaviour changes were noted by staff participants when discussing how they engaged in ‘spending their privilege’. These include actions

such as sharing their learnings with family and friends, pushing for more application of the Reconciliation Policy in the workplace, and creating space for diverse voices and perspectives as well as further normalizing the acknowledgement of Indigenous sovereignty in the workplace.

Some staff members shared frustration with external barriers to applying the Policy in their roles at NWMO as well as reporting lacking the time and resources necessary to fully implement the Policy. Others shared that although they have increased understanding of reconciliation, but they are uncertain how to apply it to their specific roles within the organization.

Outcomes

When asked about the impacts of the Reconciliation Policy on the sense of ownership demonstrated by NWMO staff, staff participants described moderate to high levels of change since the baseline assessment in 2020. Ownership of Reconciliation since the 2021 assessment has not changed significantly, although staff express a moderate to high level of ownership. Levels of change of ownership were attributed to increased knowledge and awareness, self-directed learning, sharing learnings with the wider community and an ability to apply the Reconciliation Policy to their work. Staff participants shared that they work hard to influence change in practice by incorporating Reconciliation into their day-to-day work. Others shared that they are improving in their understanding of Reconciliation, but still need more time, support and tools to apply the Policy to their work.

Short-Term Growth through a Long-Term Lens

As of 2022, NWMO has completed the first phase of implementing the Reconciliation Policy. This phase has focused on building relationships between Indigenous and non-Indigenous communities and staff, building the capacity of NWMO staff to incorporate reconciliation in their work and utilize the Reconciliation Policy as a guiding document in these endeavours. Since the baseline assessment in 2020, the majority of staff have reported moderate-to-high levels of change in their understanding of Reconciliation and their associated actions both in and out of the workplace. In 2022, variance from moderate-to-high levels of change reported by staff was primarily related to experiences of stagnation or feeling an inability to apply the Policy to their roles. More time, resources, and department-specific methods will be needed to continue uplifting staff to apply the Reconciliation Policy. As an organization,

staff have reflected that NWMO has successfully created an apt learning environment resulting in a substantial increase in understanding of reconciliation and strengthened the capacity of NWMO staff. In the next phase of the Reconciliation Policy, the foundational elements that were solidified in the first phase of implementation will serve as a foundation to build stronger relationships and partnerships in community, as well as continuing to influence internal change within the organization.

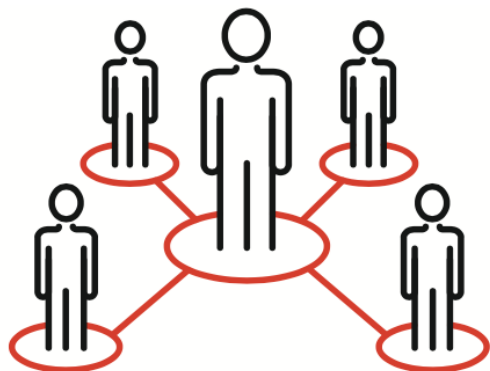


Table 1: Quantitative Data at a Glance

Activity	Indicator	Amount	
Participation in Evaluation	Number and percentage of NWMO staff participating	89 (35%)	
Staff ownership of reconciliation	Most common rating of staff ownership of reconciliation within their work (between 1-10)	7	
Reconciliation Training	Number and percentage of staff completed Reconciliation Training 1 in 2022	24 (11%)	
	Total number and percentage of staff having completed Reconciliation Training 1	170 (75%)	
	Number and percentage of staff completed Reconciliation Training 2 - Identity in 2022	55 (24%)	
	Total number and percentage of staff having completed Reconciliation Training 2 – Identity	145 (64%)	
	Number and percentage of staff completed Reconciliation Training 2 – Land in 2022	31 (13%)	
	Total number and percentage of staff having completed Reconciliation Training 2 – Land	155 (68%)	
	Number and percentage of staff having completed Reconciliation Training 3 in 2022	155 (68%)	
	Total number and percentage of staff having completed Reconciliation Training 3	155 (68%)	
	Reconciliation Assessments	Number of Reconciliation Assessments reflected as a Corporate Objective in 2022	8
		Number and percentage of Reconciliation Assessments completed in 2022	10
Partner Community projects	Number of partner community projects	8	
Indigenous Knowledge/Western Science (IK/WS) workshops	Number of Indigenous Knowledge/Western Science workshops hosted by NWMO	2	
	Total number of participants at the IK/WS workshops	60	
	Total number of NWMO staff at the IK/WS workshops	31	
Indigenous Staff at NWMO	Percentage of NWMO staff identifying as Indigenous in 2022	7.8%	