



Aboriginal Human  
Resource Council

connections – partnerships – solutions

# BREAKING NEW GROUND ENHANCING YOUR INCLUSION PERFORMANCE

2011/2012  
ANNUAL  
REPORT

# CONTENTS



## 04

### OUR REVENUE SOURCE

Our work in Indigenous inclusion is positively changing workplaces across Canada.

## 06

### SNAPSHOTS OF SUCCESS

Everyday, we help companies and Aboriginal employees to prosper and grow.

## 08

### OUR PARTNERS

Our *Leadership Circle* partner group consists of public and private organizations that support the cause of workplace inclusion.

# 10

## DELIVERING SERVICES AND SOLUTIONS

From training workshops to consulting services, we work hard at delivering results that make a difference.

# 11

## OUR RESEARCH AND DEVELOPMENT AGENDA

Through research and surveys, we better understand how organizations establish successful inclusive workplaces.

# 12

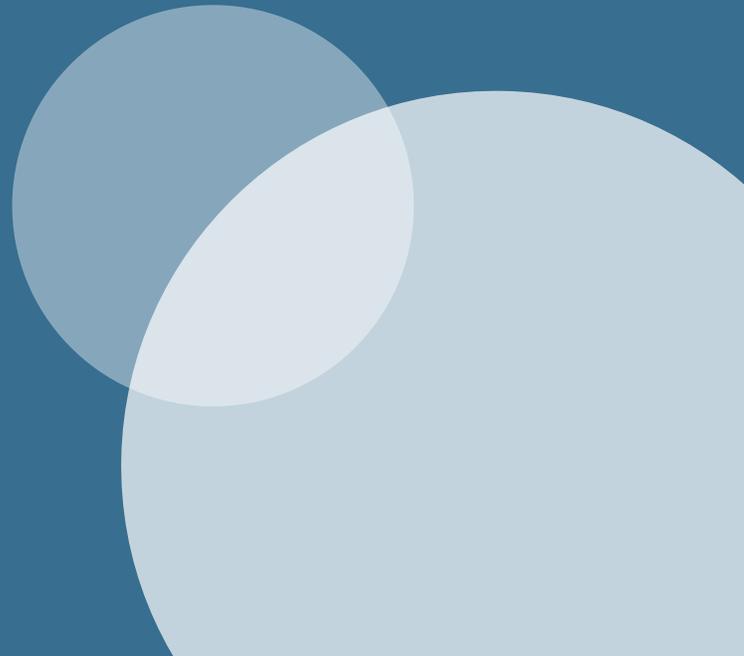
## INCLUSION WORKS '12

Our national annual signature event, *Inclusion Works*, shared ideas and solutions in a multi-faceted format.

# 14

## INCLUSION INNOVATIONS

We hosted Canada's first *National Aboriginal VIRTUAL Recruitment Fair* using technology and people to create winning connections.





# OUR REVENUE

**“WE GET GREAT VALUE FROM THE COUNCIL’S PROGRAMS, SERVICES AND NETWORK... THIS ABORIGINAL ORGANIZATION LEADS THE WAY IN PROVIDING US WITH REAL VALUE.”**

**ROB G. JOHNSTON**  
Regional President  
RBC Royal Bank  
and council Board Co-Chair

Our work in Indigenous inclusion is:

- positively changing workplaces across Canada
- increasing workplace performance
- creating real social and economic inclusion for Aboriginal people, communities and workplaces

Key Objectives in 2011/2012:

1. The growth of our *Leadership Circle* program by 38 per cent.
2. Fostering connections between employers and the Aboriginal workforce.

**Our Employer Focus**

We assist and guide our *Leadership Circle* partners and public/private sector organizations to build successful enterprise-wide inclusion strategies and practices.

Our products and services offer solutions in four realms that are highly-valued and effective:

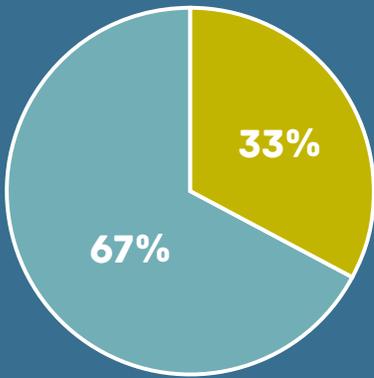
- human resources
- corporate social responsibility/leadership
- communications/marketing
- procurement



# REVENUE STRUCTURE

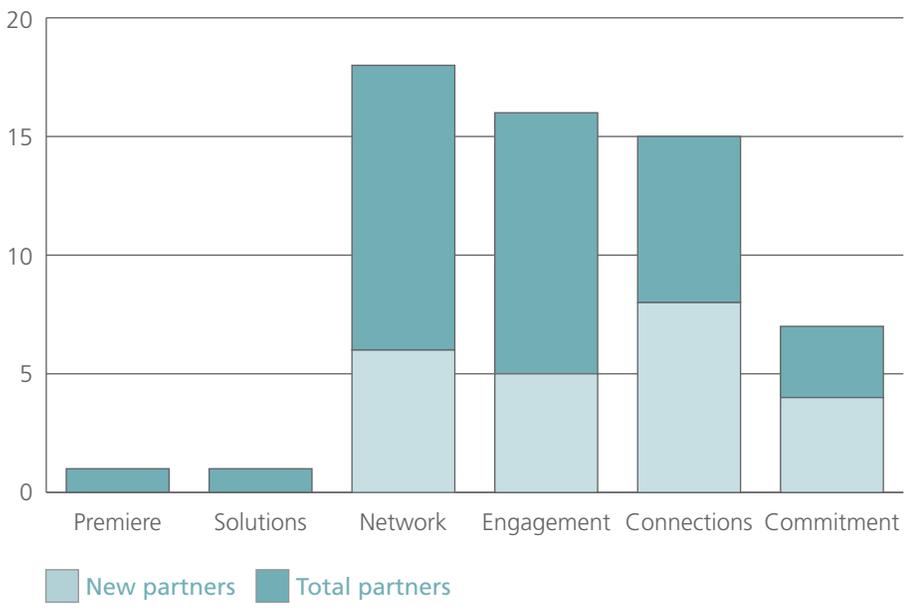
Our business transactions reached more than 432 organizations this year.

- Sales of products and services – \$1.03 million
- Government – \$2.3 million



# SOURCES

Leadership Circle Partners

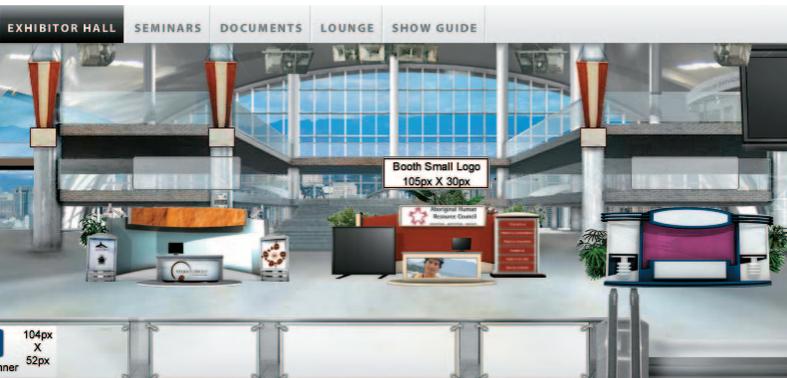




*We hosted Canada's first National Aboriginal Virtual Recruitment Fair – 35 employers and 620 First Nations, Métis and Inuit job seekers from across Canada participated.*

**“THAT (NATIONAL ABORIGINAL VIRTUAL RECRUITMENT FAIR) WAS ABSOLUTELY WONDERFUL! I AM TOTALLY IMPRESSED! I HAVE BEEN SEARCHING FOR JOBS ONLINE CONSTANTLY THAT SUIT MY QUALIFICATIONS, AS WELL AS MY INTERESTS, WITH NO LUCK SO FAR. I FOUND THREE POSSIBLE CONNECTIONS IN ONE HOUR ON YOUR SITE! THANK YOU SO MUCH!”**

**SACHA DEWOLFE**  
New Brunswick



# SNAPSHOTS OF

**“PART OF THE VALUE OFFER OF THE COUNCIL IS ITS ABILITY TO OFFER A WIDE RANGE OF CONTACTS AND EXPERIENCES WHICH CAN HELP ORGANIZATIONS LEARN FROM EACH OTHER AND CLIMB THE INCLUSION CONTINUUM.”**

**DAN BROWN**

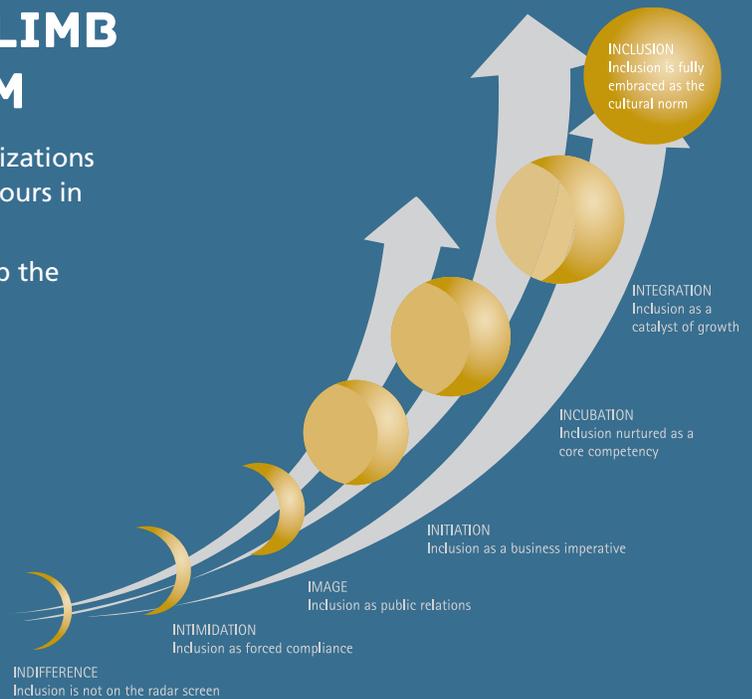
Manager – Process Automation and Control  
Syncrude Canada  
and Council Board Member

- We made advances in inclusion research:
  - new Aboriginal procurement curriculum
  - solutions to Aboriginal workplace retention
  - corporate social responsibility
- We organized an employer and youth forum and reported back on the outcomes for the Assembly of First Nations under their National Panel on First Nations Elementary and Secondary Education initiative.



# WHAT WE DO – HELP YOU CLIMB THE INCLUSION CONTINUUM

- Our work focuses on helping public and private organizations achieve more rigorous practices, strategies and behaviours in Aboriginal inclusion.
- As organizations master the various aspects, they climb the *Inclusion Continuum*.



# SUCCESS

- Our new online strategy that will officially launch in the fall of 2012 with a new website and online training classroom called the "*Inclusion Classroom*."
- Our *Inclusion Works '12* event was a huge success with our most successful *National Aboriginal Recruitment Fair* to date.
- Extended collaboration with more Aboriginal Employment Centres (Aboriginal Skills Employment Training (ASET) holders) to connect their services to Canadian employers and to deliver them more value through our events.
- Continued success with *Mastering Aboriginal Inclusion*, *Guiding Circles* and *Aboriginal*

*Procurement* was experienced. This year marked a special milestone: the 1000th community practitioner completed *Guiding Circles* training.

- PTI Group Inc. was the first employer partner to conduct a beta test of our new *Aboriginal Inclusion Workplace Assessment Tool*. Some key insights were:
  - benchmarking on the *Inclusion Continuum*
  - vice-presidents across the organization addressed inclusion investments, strategies and outcomes
  - value to the company (implementation of the recommendations created through the use of this tool)

- Governance changes created more opportunities for employers to serve on our board.
- Achieved ISO re-certification in January 2012.



**KEVIN WASSEGIJIG**  
 Director  
 First Nation and Corporate Affairs  
 Casino Rama



**Leadership Circle**  
Aboriginal Human Resource Council

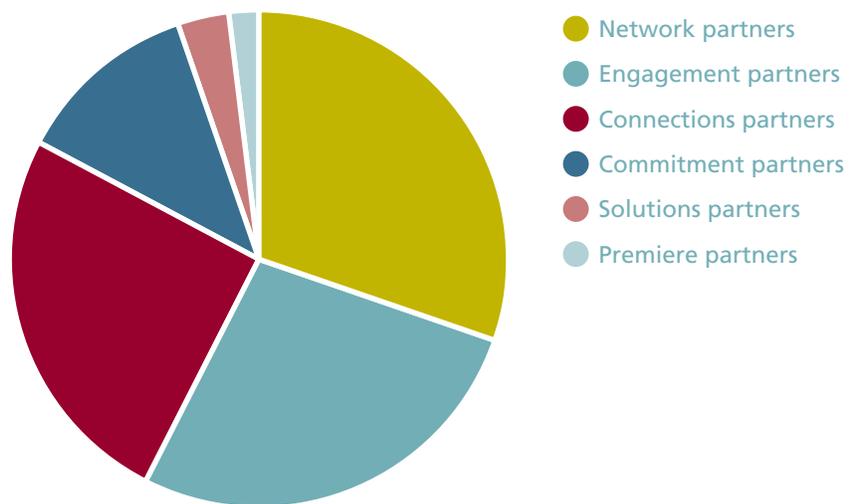
# OUR PARTNERS

**“WE ARE SO VERY PLEASED TO WELCOME OUR NEW PARTNERS AS WELL AS THANK THOSE WHO RENEWED THEIR ANNUAL MEMBERSHIP.”**

**PAT BAXTER**  
Co-Chair, Board of Directors

Our growing *Leadership Circle* partner group consists of public and private organizations that support the cause of workplace inclusion and want to formally align with this important cause.

Leadership Circle partners



# EXPANDING OUR REACH

## Getting Our Message Out

Our communication reach was extended by embracing social media tools such as Twitter, Facebook, LinkedIn and YouTube. Our use of multi-media approaches has clearly amplified our message of inclusion as shown below:

- 62,653 website visitors.
- 5,990 international visitors; the biggest majority came from the USA, Australia, France, India, the UK, Nigeria, Germany and Russia.
- New visitors accounted for 64 per cent of these visits — up 2.29 per cent from the previous year.
- Mobile visitors were up 200 per cent, showcasing our need to build products that are mobile friendly.
- 141 email blasts were distributed to provide information on events, news and our products and services line.
- Four newsletter issues were produced this past year.

A network of allies in the United States continues to develop through our partnership with the National Native American Human Resources Association. International exposure for our products and services was gained through this and other networks we have nurtured.

We shared our social enterprise strategies and employer models with Australia.



*Leadership Circle* partnership grew by 30 per cent this year and includes 61 public and private organizations including companies, educational institutions, unions, provincial/federal government agencies and Aboriginal companies/organizations. Our reach to public and private organizations also grew, serving 289 clients.

During the past year, we worked with numerous partners that bring value to our work. Some examples include:

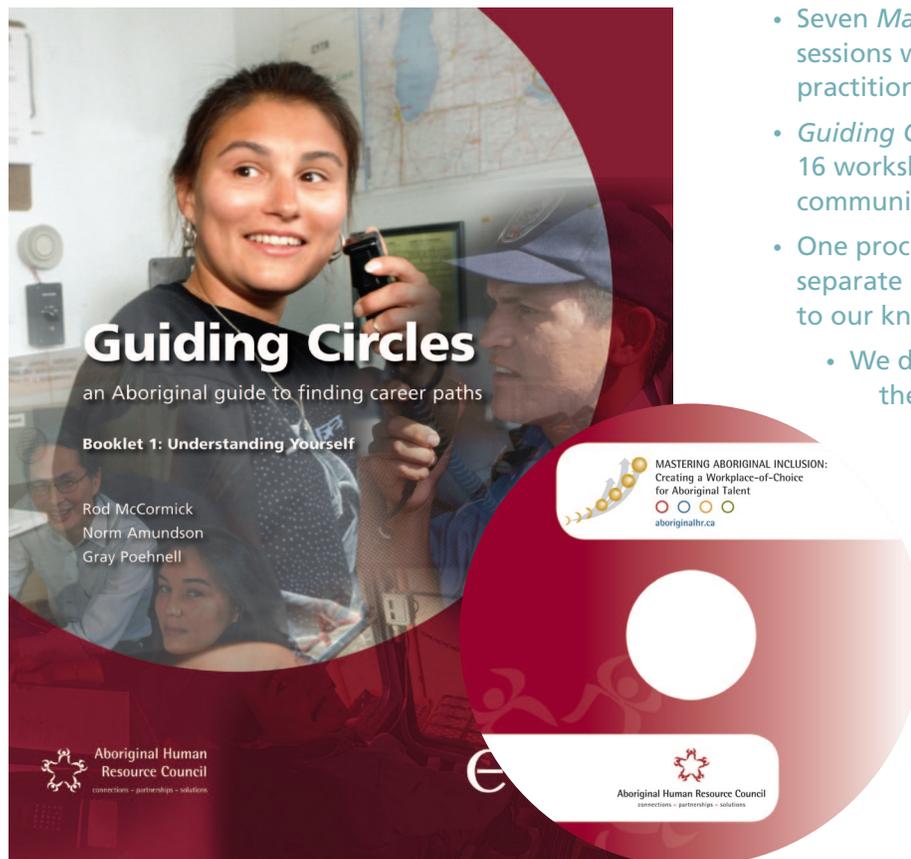
- Aboriginal and Northern Affairs Canada (Inclusion Works)
- Aboriginal Skills Employment Training (ASET) agreement holders throughout Canada
- Ashoka Canada (Changemaker Program)
- Assembly of First Nations (Panel on Education)
- Canadian Institute of Mining (Aboriginal Inclusion Awareness)
- Electricity Sector Council (Aboriginal Procurement)
- Ergon (Guiding Circles)
- Human Resources and Skills Development Canada (Sector Council Program)
- Impakt (Corporate Social Responsibility Assessment)
- Mining Human Resource Council (Mastering Aboriginal Inclusion)
- Procurement Management Association of Canada (Procurement Training)
- Workopolis (Inclusion Network national online job site)

# DELIVERING SERVICES AND SOLUTIONS

**“THE CANADIAN MORTGAGE AND HOUSING CORPORATION IS PLEASED TO PARTNER WITH THE ABORIGINAL HUMAN RESOURCE COUNCIL TO SUPPORT EMPLOYMENT OPPORTUNITIES FOR ABORIGINAL CANADIANS. WE FEEL PRIVILEGED TO BE AMONG YOUR LEADERSHIP CIRCLE PARTNERS AS WE SHARE YOUR COMMITMENT TO SOCIAL AND ECONOMIC INCLUSION FOR ABORIGINAL CANADIANS.”**

**DEBBIE STEWART**

CMHC Manager – HR Client Service Strategy & Delivery  
February 10, 2012



## Guiding Circles

an Aboriginal guide to finding career paths

Booklet 1: Understanding Yourself

Rod McCormick  
Norm Amundson  
Gray Poehnell

- Seven *Mastering Aboriginal Inclusion* training sessions were delivered to 115 managers and practitioners from 26 different organizations.
- *Guiding Circles* experienced an exciting year with 16 workshops delivered to 266 practitioners in communities across Canada.
- One procurement workshop was held and two separate projects were delivered which added to our knowledge in this area.
  - We delivered a total of seven projects with the support of provincial and federal government funding.

# INCLUSION REWARD POINTS

Our *Leadership Circle* program offers a great deal of flexibility. Partners buy into a menu of products and services but they can also use additional *Inclusion Reward Points* to customize their services and achieve support for their corporate goals. Examples of how they invest their points include:

- Online management learning or instructor-led training
- Assessment tools
- Gifting to the Aboriginal community
- Council advisory services, customized speaking and workshop engagements
- Events (i.e. *Inclusion Works*, recruitment fairs, *Leadership Circle Think Tank*)
- Advertising and sponsorship of *Inclusion Works*
- CSR programs and strategies



Employers invest in the four realms of the *Inclusion Continuum*.

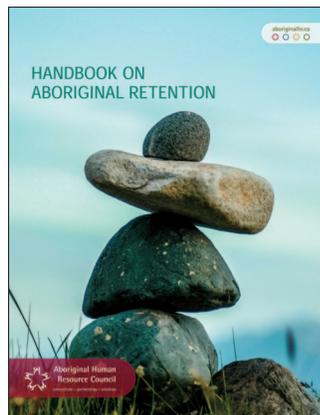
# OUR RESEARCH AND DEVELOPMENT AGENDA

Through research and surveys with our partners, the council better understands how organizations establish successful inclusive workplaces.

The council also leverages its public funds by conducting research that adds to our knowledge base. In 2011-2012, we leveraged \$2.3 million in public funds which contributed to our operations and our research efforts to benefit employers and Aboriginal people.

## Aboriginal Employment Mining Survey

- We conducted a survey of companies in the extraction sector.
- We queried Aboriginal employment numbers.
- We explored Aboriginal human resource practices used in this sector.



## Solutions to Aboriginal Retention in the Workplace

- We produced a handbook on retention with funds from Human Resources and Skills Development Canada.
- We learned that non-Aboriginal organizations can gain many advantages from understanding how Inuit people design their workplaces.

## Aboriginal Procurement Research

- In this project, we worked with the Electricity Sector Council to conduct research on the opportunities for Aboriginal suppliers in this sector.
- In a separate procurement project, funded by the federal department of Aboriginal Affairs and Northern Development Canada, we conducted three roundtables across Canada. This research helped develop a new online procurement training program.

## Corporate Social Responsibility Insights

- We partnered with Impakt to complete a survey of corporate social responsibility (CSR) practices as they apply to Aboriginal people and communities.

# INCLUSION WORKS '12

**“MY HAT GOES OFF TO EACH AND EVERY SINGLE PERSON WHO MADE INCLUSION WORKS '12 POSSIBLE. I FEEL SO COMPLETELY BLESSED, ETERNALLY GRATEFUL AND CONTINUED EXCITEMENT WITH RESPECT TO HAVING THE OPPORTUNITY TO ATTEND SUCH AN AMAZING AND INSPIRING EVENT.”**

**DEANA NICHOLSON**

*Inclusion Works '12*  
Grad/Heavy Equipment Operator  
Kamloops, BC

Our national annual signature event, *Inclusion Works*, was held in Edmonton, AB, May 2-4, 2012. *Inclusion Works '12: U and iSharing Solutions* was built around a theme that shares ideas and solutions to advance Aboriginal inclusion through new innovations that include the presence of web-based technology and online learning.

This multi-faceted event delivered a program that brought tremendous value including:

- A national Aboriginal recruitment fair.
- Management learning with practical solutions offered to the inclusion challenges that many organizations face.
- Pre-event workshops in procurement, *Mastering Aboriginal Inclusion*, communications/marketing and *Guiding Circles*.
- A panel of experts offered insightful comments at the “Big Solutions Reveal.”
- Thought leaders, Wab Kinew, Dr. Martin Brokenleg and John Ibbitson, provided deep insights into Aboriginal development issues. Dr. Brokenleg delivered a moving personal insight into the struggles and opportunities we see with Aboriginal youth.
- Shel Holtz, internationally renowned social media guru, dazzled the audience with a journey into social media that included Aboriginal inclusion applications.
- Our Spring Festival at the Winspear Centre was a super networking hit and the party games were hilarious.
- Our Young Indigenous Professionals advisory committee members (pictured below) played an important role to connect and build relationships with Aboriginal graduates and employers, and they provided valuable contribution to the executive learning sessions.

**“92 PER CENT OF PARTICIPANTS STATE THEY GET GREAT VALUE FROM THE INCLUSION WORKS MANAGEMENT LEARNING EVENT.”**





**“AFTER *INCLUSION WORKS '12*, I SIMULTANEOUSLY RECEIVED ACCEPTANCE INTO THE THIRD YEAR OF A UNIVERSITY CIVIL ENGINEERING DEGREE PROGRAM, AND THREE GREAT JOB OFFERS, WHICH I PERSONALLY THOUGHT OF AS DREAM JOBS. I THOUGHT ABOUT THE MANY ACCOMPLISHED UNIVERSITY GRADUATES I MET AT *INCLUSION WORKS* AND THE MOTIVATING SPEECH FROM WAB KINEW WHO SAID: “EDUCATION IS THE NEW BUFFALO.” HIS MESSAGE, ALONG WITH THE DETERMINATION OF THOSE UNIVERSITY GRADUATES HELPED ME DECIDE TO DECLINE THE GRACIOUS JOB OFFERS IN ORDER TO PURSUE MY CIVIL ENGINEERING DEGREE. THIS ENDEAVOUR, WHICH I AM PURSUING WITH CONFIDENCE, WILL DELIVER ME AND ONE OF THE GREAT COMPANIES I HAD THE PLEASURE OF BEING INTERVIEWED BY AT *INCLUSION WORKS '12*, GREATER VALUE. I WILL ALSO DEMONSTRATE TO MY SON, PHOENIX, AND TO FUTURE GENERATIONS, THAT OPENING THE DOORS TO HIGHER EDUCATION IS OPENING THE DOORS TO ENDLESS OPPORTUNITIES.”**

**JOSEPH WABEGIJIG**

Civil Engineer, Algonquin College  
Ottawa, Ontario (WIKWEMIKONG First Nation)

# INCLUSION INNOVATIONS

**“THIS REVOLUTIONARY APPROACH TO A CAREER FAIR GOT A LOT OF INTEREST FROM LEADERS HERE. THE FACT IT CAME FROM AHRC VALIDATES WHY WE HAVE YOU AS OUR ONLY ABORIGINAL PARTNER.”**

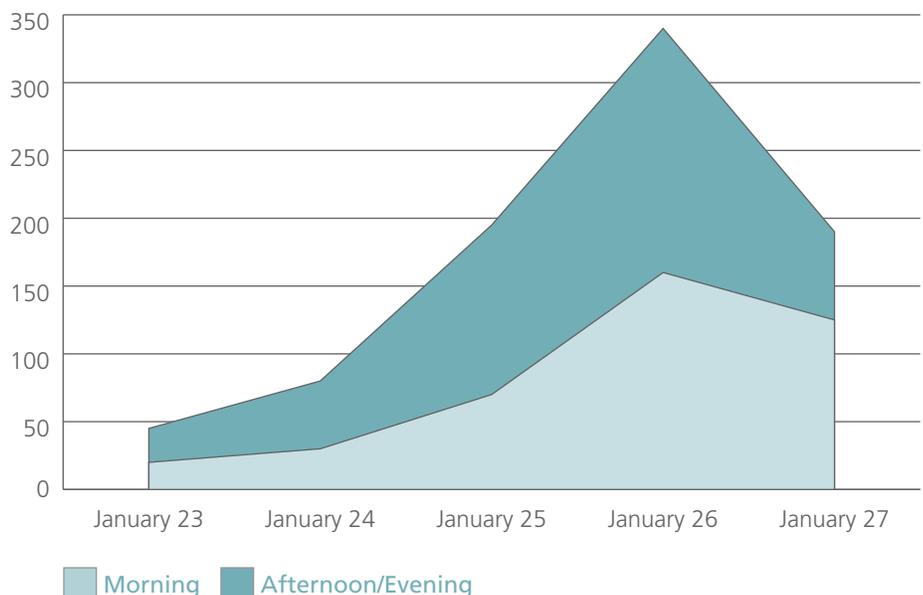
**TEJ HAZRA**

Head of Diversity and Inclusion  
HSBC Bank Canada

**Virtual Recruitment Fair**

In January 2012, we hosted Canada’s first National Aboriginal VIRTUAL Recruitment Fair. In total, 35 employers and 620 First Nations, Métis and Inuit job candidates from across Canada registered for the event, which was held for two days — January 26-27, 2012. Employers set up and staffed virtual booths with many experimenting with the virtual fair format for the first time.

**Virtual Recruitment Fair Registration Traffic**

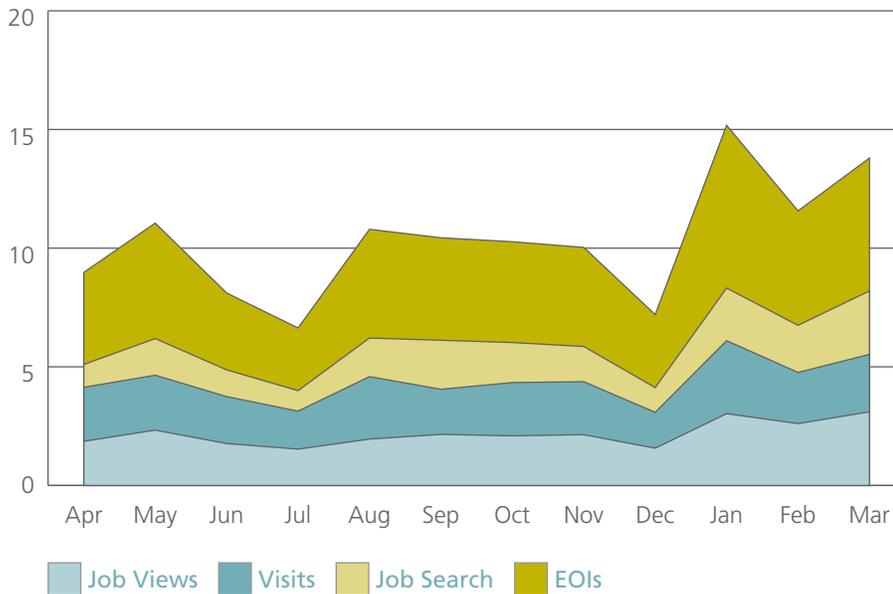


# INCLUSION NETWORK GROWTH

## Inclusion Network Canada's National Aboriginal Online Job Site

The council's partner, Workopolis, operates the technology behind the Inclusion Network — the most successful niche job site they offer.

Inclusion Network Candidates



**1319**

total employers on the  
*Inclusion Network* April 1, 2011

**1398**

total employers  
as of March 31, 2012

**+5.99%**

79 new employers

**23**

active employers, April 1 2011

**36**

active employers, March 31 2012

**56.5%**

increase in active employer

**7107**

total number of candidates  
on the *Inclusion Network*  
April 1, 2011

**7874**

total number on March 31, 2012

Increase of **767**  
or **10.79%**

The Inclusion Network is brought to you by the Aboriginal Human Resource Council and the Workopolis Niche Network



# IN SUMMARY

**“I NOTE THE PROGRESS THE ABORIGINAL HUMAN RESOURCE COUNCIL HAS MADE IN SUPPORTING INCLUSION PRACTICES OF CANADIAN EMPLOYERS AND YOUR SUPPORT FOR THE FEDERAL FRAMEWORK FOR ABORIGINAL ECONOMIC DEVELOPMENT...”**

**THE HONOURABLE DIANE FINLEY**

Minister for Human Resources and Skills  
Development Canada  
January 24, 2012

Our collective success is the result of our close connections to our corporate, government, educational and Aboriginal partners and our relationships with non-government and non-profit partners.

In 2012-2013, partners can look forward to our upcoming online *Inclusion Classroom* which will provide them with valuable training through our new website. As well, our programs will go deeper into our four inclusion realms, which have become the hallmark of our work in Aboriginal inclusion.

Also, look for the launch of our new website in the fall of 2012. The site will support our online digital strategy and host a number of online tools as follows:

- *Aboriginal Workplace Inclusion Assessment Tool*
- *Inclusion Classroom*
- A shopping cart of tools, training and templates
- News feed (i.e. breaking news that impacts Aboriginal/business communities, success stories, census data, labour market information)
- Online community-of-practice
- Membership-based benefits (online conversation, pricing and research benefits)
- *Leadership Circle* partner profile management system
- An enhanced profile for Aboriginal Employment Centres (ASET agreement holders)

**“THE ABORIGINAL HUMAN RESOURCE COUNCIL HAS HELPED MY ORGANIZATION IN ENCOURAGING ABORIGINAL ENGAGEMENT IN THE GROWING SASKATCHEWAN ECONOMY. AFTER HOSTING MASTERING ABORIGINAL INCLUSION TRAINING AT ENTERPRISE SASKATCHEWAN I FIND MY DEVELOPMENT STAFF PROACTIVELY SEEKING WAYS TO INCLUDE ABORIGINAL PARTICIPATION IN THEIR MAINSTREAM PROJECTS AND ACTIVITIES.”**

**KELLY FIDDLER**

Aboriginal Business Development Manager, Enterprise Saskatchewan



708 - 2nd Avenue North, Saskatoon, SK S7K 2E1 Canada | 866.711.5091 | [contact.us@aboriginalhr.ca](mailto:contact.us@aboriginalhr.ca) | [aboriginalhr.ca](http://aboriginalhr.ca)

Canada

The Aboriginal Human Resource Council wishes to acknowledge partial funding support from the Sector Council Program, Human Resources and Skills Development Canada and Aboriginal Affairs and Northern Development Canada.