



**Navigating Indigenous
Employment Catalogue:
Discover a Systems-based
Program for Medium and
Large Companies,
Delivered On-line**

 IndigenousWorks

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INTRODUCTION

Here is the Catalogue for the ‘Navigating Indigenous Employment’, our new on-line systems-based program to help medium and large companies to achieve increased Indigenous employment and workplace inclusion. This product and service offer is built in modules so that employers can jump in and out of the program, according to your own pace and needs. It is intended for companies that want to grow their Indigenous employment numbers. Federally regulated companies will find this program to be very useful to fulfill on Employment Equity Legislation.

PROGRAM PRODUCT AND SERVICE MODULES

Indigenous Works’ Navigating Indigenous Employment program consists of 15 modules. Employers can access and implement any or all of these building block systems modules depending on your company’s needs.

If you are a member of our Council for Indigenous Inclusion and Employment Leadership, you will receive a discount off the price posted in this Catalogue.

1. Defining Your Baseline Measurements
2. An Indigenous Labour Market Ecosystem: Our Model & Research Platform
3. Prioritizing Indigenous Employment and Workplace Inclusion Goals
4. Building Your Indigenous Talent Pipeline
5. Your Indigenous Employment Brand and a Talent Attraction Strategy
6. Workplace Inclusion Design
7. Developing Cultural Competencies

Indigenous Works (formerly the Aboriginal Human Resource Council) was established in 1998 as a not for profit organization with a mandate ‘to increase the engagement of Indigenous people in the Canadian economy’. Under the leadership of its Board of Directors, Indigenous Works has spent the last 20+ years learning about the complex landscape which characterizes the working relationships between Indigenous organizations and corporate Canada. Indigenous Works has been ISO certified since 2010, one of only a few Indigenous organizations in Canada to have that accreditation. Indigenous Works has a reputation for quality work.

8. Growing Indigenous Employment Partnerships
9. Customizing Your Recruitment Strategies for Indigenous Audiences
10. Achieving Indigenous Economic Reconciliation
11. Indigenous Advancement and Retention
12. Innovating Indigenous Employment and Inclusion Policies
13. Communicating Your Indigenous Employment and Workplace Strategies
14. Roles and Support for Your Leadership and Senior Management
15. Managing Your Company's Reporting and Accountability Needs

Navigating Indigenous Employment - Program and Service Offer



FOUNDATIONAL PILLARS

There are six pillars on which the Navigating Indigenous Employment Program has been founded.

Reciprocal Values: Indigenous Works takes a values-based approach to its work on Indigenous employment. It takes the view that companies need to better understand Indigenous culture, history and worldview. Indigenous people and organizations can benefit from a stronger understanding of corporate realities. Our program underscores the need for respect and reciprocity.

Systems Process Thinking: Our program is rooted in systems thinking. It conceives of Indigenous employment efforts in the context of an Indigenous labour market ecosystem. Parts of the whole are inter-related and dependent on one another. Indigenous Works also looks at corporations in the same way. Corporate structures and functions are clearly defined, and the adoption of uniform operational systems enable company efficiency and performance. Systems-thinking in Indigenous employment matters is best achieved in the context of enterprise-wide strategies that are designed to grow Indigenous strategies across the company. For these reasons we take an enterprise-wide approach to Indigenous employment, for example, seeking to draw connections between your Indigenous attraction and recruitment strategies and other Indigenous relations strategies you may be making with Indigenous businesses and communities.

Two-Eyed Seeing: The strategies and best practices used in the Navigating Indigenous Employment' Program originate from Indigenous Works' client work with hundreds of medium and large companies that we have helped surmount Indigenous employment issues and challenges. Indigenous Works has also worked with many Indigenous organizations. Our purview is that of a bridge, with one foot in the corporate world and one foot in the Indigenous world. Our ability to translate meaning between these worlds is a large part of the success of our program. Indigenous Works' program philosophy is guided by 'Two-Eyed Seeing' which entails an appreciation and respect for Indigenous and corporate world views.¹

A Complex Landscape: Indigenous Works acknowledges that Indigenous employment is a challenging subject matter for companies. We hear this from

¹ Reference our paper on this subject (Coulbourne and al), 2019.

companies all the time. We also know from employment statistics such as those from the Government of Canada's employment equity programs that indicate that companies in many sectors have plateaued on their Indigenous employment efforts over the last decade. Companies need assistance to navigate this complex employment landscape. Our program gives you the tools and information to do just that.

Truth and Reconciliation: Indigenous Works sees tremendous value in the work of the Truth and Reconciliation Commission which challenged the very foundations and institutions which make up this country to each play a role to redress the impacts of residential schools in Canada.² Call to Action # 92 is focused on the role of businesses in Canada to employ Indigenous Canadians, educate its employees about Indigenous culture and history, and to accept fundamental principles such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) which establishes 'a universal framework of minimum standards for the survival, dignity and well-being of the Indigenous peoples of the world and it elaborates on existing human rights standards and fundamental freedoms as they apply to the specific situation of indigenous peoples.'³

Accessibility - On-line Delivery:

Our Navigating Indigenous Employment is delivered to you on-line, using a variety of web-based tools. Even our workshops. We work with you and your team entirely through phone and web-based conferencing using visual aides, video and web presentations. That means effective product/service delivery and no travel means less cost. This mode of delivery is not new for Indigenous Works. It's the way we always work. On-line delivery is an efficient and effective way to deliver our Indigenous employment services to your company.

INDIGENOUS WORKS APPROACH TO INDIGENOUS EMPLOYMENT AND WORKPLACE INCLUSION

Indigenous Works has developed two foundational models which it uses in its program: (1) *Indigenous Workplace Inclusion Continuum* and, (2) *Corporate/Indigenous Partnership Model*.

² Footnote here about the Truth and Reconciliation Commission

³ Reference here

Indigenous Inclusion Continuum

The “heart” of Indigenous Works’ system is its seven-stage model, the Inclusion Continuum. The model depicts the roadmap that companies follow to become more inclusive, gradually enabling more effective workplace and employment strategies to be developed. The Continuum model describes the organizational competencies needed at each stage to achieve elevated levels of performance in Indigenous employment and workplace inclusion.



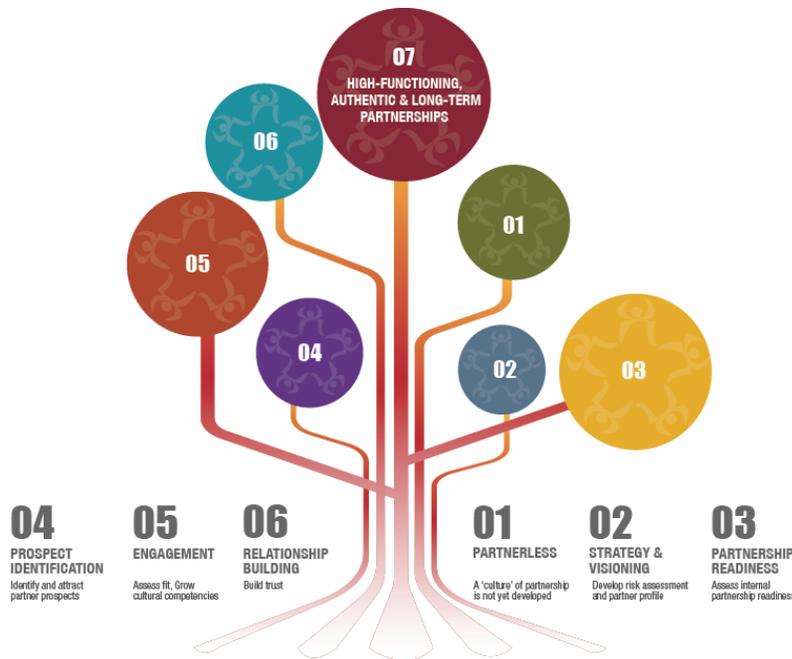
Indigenous Inclusion Model

Using its model, Indigenous Works looks at your company’s policies, strategies and practices, the organizational knowledge and (Indigenous cultural) know-how you have developed, and how you leverage those knowledge assets to guide the development and implementation of your Indigenous employment and workplace strategies and practices.

Corporate-Indigenous Partnership Model

Indigenous Works’ has also developed its ‘Corporate/ Indigenous Partnership Model’. The value of the model is that it makes possible much more detailed and precise observations about your company’s Indigenous engagement and partnership building acumen. We can be more diagnostic and prescriptive since

the diagram provides a way to ‘parse’ the discussion and pinpoint what aspects of partnership formation need to be addressed.



Corporate/Indigenous Partnership Model

Our Navigating Indigenous Employment program describes the processes and systems which describe how employment partnerships are built between medium/large companies and Indigenous organizations. Your ability to build collaborative employment strategies with Indigenous organizations improves with your ability to grow trusting relationships and engagements. We will teach you how. Employment partnerships are a way to create new value and leverage new opportunities for Indigenous recruitment, advancement and retention.

NAVIGATING INDIGENOUS EMPLOYMENT - ABOUT THE PROGRAM

Each of the modules of the Navigating Indigenous Employment is described here. Additional tools and materials are included along with pricing information. Indigenous Inclusion Council Members get a discount on each of

the product and service modules. Pricing information here is *before* the discount is taken into account.

1. Defining Your Baseline Measurements

What is Your Position on the Inclusion Continuum?

Indigenous Works will do a baseline with your company to determine your 'position' on the Inclusion Continuum. It's a way of benchmarking your progress and efforts to build an inclusive workplace and strategies for Indigenous employment.

Indigenous Works will give you a report at the end of your baseline exercise 'Your Position on the Inclusion Continuum'. We will also offer recommendations to enhance your organizational and cultural competencies, employment strategies and positioning. The baseline is a way for us to better understand your needs so that we can assist you further as our relationship develops.

Your Index Score on out Corporate-Indigenous Partnership Model

Your company's Corporate/Indigenous Engagement Index Score will be calculated using our survey methodology. The score tells you how *engagement ready* your company is to build authentic and trusting engagements and partnerships for employment with Indigenous organizations. You can compare your score with benchmarks from other sectors and industries.

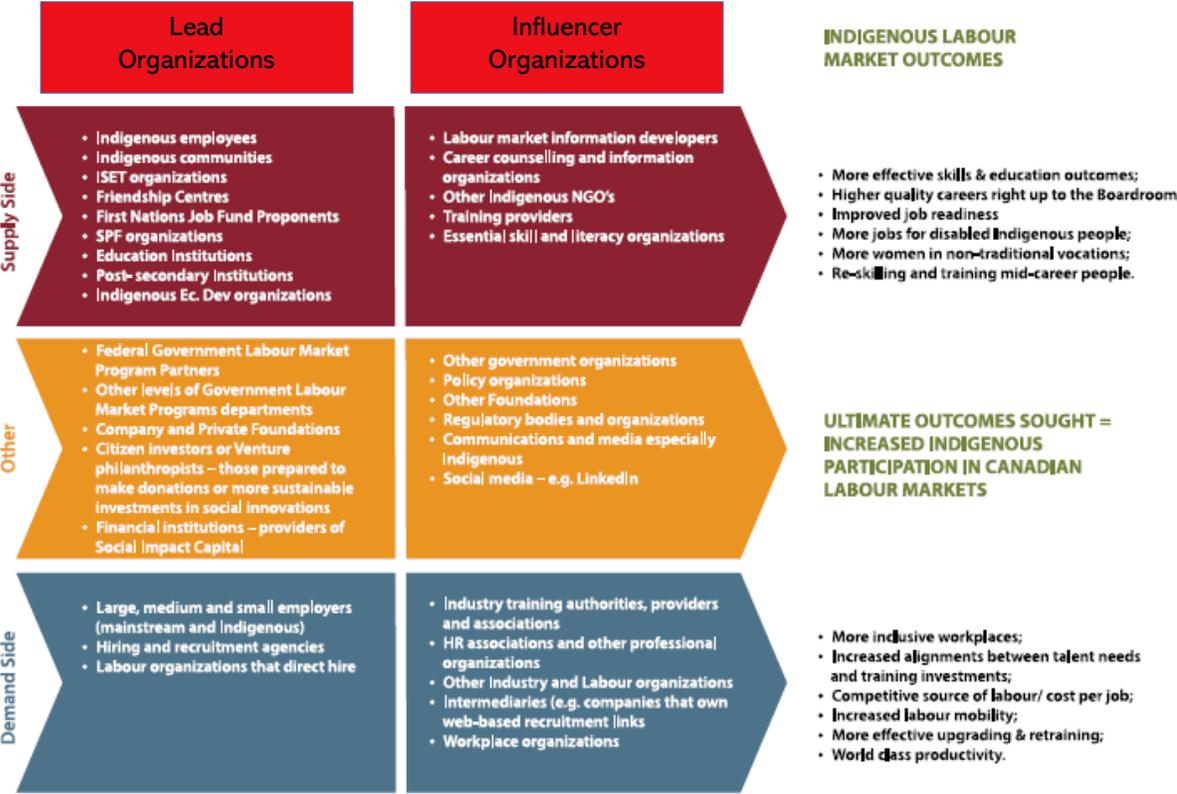
Cost for this Module is \$5,000 for the two Baselines.

2. An Indigenous Labour Market Ecosystem: Your Guide to Key Organizations and Resources

The Indigenous labour Market functions like an ecosystem with Indigenous job and career candidates seeking employment while employers are trying to source and hire the best talent. In between the candidates and the companies are an array of organizations helping this process. But you may not know them or how to tap into them. Some organizations that are operating within this landscape play a stronger role than others. Some organizations offer niche services or play other roles which influence the process. It is a crowded and busy mix of organizations within this landscape and it has become increasingly difficult to know and understand who does what.

Companies that are new to Indigenous employment or trying to strengthen their results will benefit from a better understanding of the many and varied organizations within this Indigenous labour market ecosystem. The organizations that are part of the ecosystem can help you secure the best talent. An example is the Indigenous Employment and Training organizations that have a vested interest in bridging candidates with jobs. These organizations are funded by the federal government and many have existed for more than two decades. Yet many companies we have worked with do not know them and haven't leveraged their expertise.

As a company, you need to gain mastery over the labour market eco-system in order to know what resources are available to you and who you can call upon for assistance. Companies that are successful making these connections generally have success achieving their Indigenous employment strategies.



Indigenous Works offers a Resource Guide which elaborates on the Indigenous Labour Market Ecosystem and explains more about the different organizations and their interdependencies. Our Guide lists the services and products which can be useful to you as you look to experts and assistance for your Indigenous employment and workplace inclusion efforts.

Price of the Guide - \$2,500

3. Prioritizing Indigenous Employment and Workplace Inclusion Goals

Indigenous Works can help your company establish realistic Indigenous employment and workplace inclusion goals. There are complexities to goal setting. You may lack general information about what constitutes a representative figure for Indigenous employment at your company. There are several different approaches to setting this target. Your company may also want to set goals for reconciliation, for corporate social responsibility, or for Indigenous procurement. All of these Indigenous employment and workplace inclusion goals require different approaches and metrics. We offer a complete Guide to setting these goals and to setting a Directional Framework for your company. This is something that can be used with your executive or leadership team. Our Guide gives you the information and benchmarks you need to set your Indigenous employment and workplace inclusion goals.

Price of the Guide - \$3,000

4. Building Your Indigenous Talent Pipeline

When we meet companies for the first time, we often hear the observation that Indigenous talent is hard to locate. Companies tell us that they don't know where to look. How do you build your talent pipeline? We have 10 strategies that we know of that will enable your company to identify the hidden Indigenous talent pool. This unique program provides you with 10 successful strategies that will help you locate the Indigenous talent you need for your company.

Price \$3000 - 'How to Build Your Indigenous Talent Pipeline'.

5. Your Indigenous Employment Brand and a Talent Attraction Strategy

There are two service offerings in this module.

5.1 Creating your Indigenous Employment Brand

5.2 Planning a Talent Attraction Strategy

5.1 Creating your Indigenous Employment Brand

While a recruitment strategy has a short-term hiring objective, the purpose of the Attraction Strategy is that it presents longer-fused messaging which positions the company and its brand in favourable ways to larger Indigenous audiences. Your company may have a clear employment brand for general audiences, but this may not resonate with Indigenous audiences. Lack of an Indigenous employment brand is a missed opportunity to educate Indigenous people about the company and to further position your organization as a workplace of choice with Indigenous people. Indigenous Works can help you articulate your brand and attract the Indigenous talent you are seeking.

What is your Indigenous employment brand and what are its main messages? What is your company seeking to convey to both internal and external audiences? What are the differentiating factors which make your company especially attractive to Indigenous job and career candidates? What is it about your company's mission which creates interest and excitement with Indigenous people? What are the values that your company holds and how do they align with Indigenous community values? Why would a talented Indigenous person choose a career with your company over other competitors within your sector? These are just a few of the questions which inform on your Indigenous employment brand. Indigenous Works can help you to define that brand. We use research and we interview Indigenous people who know your company and can offer opinions and advice on these matters.

- In addition to other research Indigenous Works will interview 10 of your closest Indigenous partners, stakeholders, or clients to ask them what they believe your company should be seeking to design by way of core brand messages. We believe these third-party inquiries will yield impartial and highly revealing insights.
- What is the current state of your company's Indigenous brand? What does your company need to say, do and evidence by way of a desirable brand?
- We will develop a report containing our findings and recommendations.
- We will develop a brand narrative that distills down the key messaging underlying your Indigenous employment brand

Research and Report - \$6,500

5.2 Planning a Talent Attraction Strategy

Equipped with a better understanding of your Indigenous employment brand your company needs to build a plan which will position that brand with Indigenous audiences. Indigenous Works can build your plan.

6. Workplace Inclusion Design

There are two modules in this section.

6.1 Cultural Inclusion Inventory

Indigenous Works will conduct a ‘cultural inclusion inventory’ of what and how your company currently recognizes and honours Indigenous culture and heritage in your workplace. Some examples of cultural inventory are these. Your company may do smudging or invite other forms of Indigenous ceremony into its meetings or gatherings, at times. It may have pieces of Indigenous artwork in various locations. Staff or managers may attend pow wows or other celebrations at times. You may provide donations or gifts in kind through your corporate social responsibility programs to Indigenous communities and you do things as a company which are socially responsible and responsive to Indigenous community needs. Your company may hold cultural awareness activities, or you may conduct outreach activities on June 21 which is National Indigenous Peoples Day. These workplace practices will be captured in a new cultural inclusion inventory. Your company probably does not keep a record of the multiple ways that it is recognizing and honouring Indigenous culture and heritage and therefore, no way of knowing how to improve upon your set of cultural practices. We will interview your employees, compile your inventory and make recommendations about the ways your company could add to the list or make the practices you do more uniform. Your ability to further embed existing and new cultural practices is part of defining your Indigenous workplace inclusion design.

Cultural Inclusion Inventory + Recommendations - \$3,500

6.2 Indigenous Workplace Inclusion Standards and Criteria Setting

Your company recognizes that the term ‘workplace inclusion’ means different things to different people. Looking at inclusion from an Indigenous lens implies that there are incremental attributes to a workplace which employees would agree is an Indigenous inclusive workplace. Your company may not have adopted a definition of what it means to have cultivated an Indigenous

inclusive workplace. You may not yet have developed the standards and criteria by which your company or its employees can make that assessment. You and your employees will want to bring some focus to this journey by better understanding what the end goal is for workplace inclusion design. Otherwise, how will you know how close you are to attaining that goal. This module creates the metrics by which you can assess your progress.

As part of this module, Indigenous Works will facilitate thought-leadership circles to discuss your company's personal descriptors and metrics on Indigenous workplace inclusion. Through the circles Indigenous Works will also introduce new concepts, standards and criteria so that your company can narrow or expand its definition and criteria as you see fit. Indigenous Works will produce a statement about what 'Indigenous workplace inclusion' looks like from your company's and its Indigenous employees' perspectives. The value of this initiative is to bring greater precision and cohesion to the terminology that your company is using to talk about and measure its state of Indigenous workplace inclusion. These definitions and standards will be highly instrumental in understanding Indigenous retention issues as well as further informing on your company's Indigenous employment brand.

Facilitated exercise, interviews and Report on Your Company's Indigenous Workplace Inclusion Standards and Criteria - \$4750

7. Delivering Cultural Competencies

In this module there are several ways we can assist you and your company.

7.1 Cultural Awareness Training

- On-line + video learning; and
- Resource Guide for Training including reference materials (books, videos, films, apps, podcasts, etc.) as well as a list of Indigenous consultants who provide experiential learning workshops.

The cultural awareness training modules provided by Inclusion Works address the knowledge levels required by your staff across a variety of functions. We have cultural training modules for your recruiters, for managers and for your leadership. A list of titles is below.

We also have a resource Guide available with the details of other source materials readily available for your employees often at no or low charge. These

include recommended films, web sites, apps and books, Indigenous media. We also provide a list of Indigenous consultants who do cultural awareness training.

Package of 6 modules + the Resource Guide - \$4750

7.2 Tip Sheets

Your company needs customized Indigenous resource learning materials. Here is a list of our current tip sheets which can be provided to your recruiters or other members of your staff. They are provided in pdf format. You can edit or customize them. You can distribute them to as many people as you wish within your company. They can be branded with your logo and other company identifiers at no additional charge.

- Doing an interview with an Indigenous candidate - Do's and Don'ts ~ \$1,500
- Supervising an Indigenous employee - What you need to know ~ \$ 2,000
- How unconscious bias may be influencing your candidates' selection ~ \$1,750
- History and its influence and impact on Indigenous workplace behaviours ~ \$1,500
- Racism and Workplace Inequities ~ \$ 1,500
- Questions Indigenous candidates may have about your company and your workplace ~ \$1750
- General socio-economic demographics about Indigenous people in Canada ~ \$2200
- On-boarding Indigenous employees ~ \$1,500
- Why Indigenous People quit their job: elements of Indigenous retention ~ \$2,000

8. Growing Indigenous Employment Partnerships

As your company goes about its Indigenous engagements, relationship building and partnership development, it will want to do so in a culturally responsible and responsive ways. In your work with Indigenous people, businesses and communities 'trust' must be a pivotal value that connotes what your company is striving for with its Indigenous relationships. How does your company demonstrate or operationalize trust? How is it represented or evidenced from

an organizational perspective? These themes and strategies are addressed in this module of our Navigating Indigenous Employment Program.

8.1 Documenting Your Indigenous Employment Partnership Systems

Indigenous Works will develop systems documentation for your company which explains or articulates the processes you use to conduct engagements, build relationships and develop formal partnerships with Indigenous employment organizations. Your partnership systems document will express the principles which will guide your Indigenous partnership formations. The document we produce will be a step-by-step template which takes you through the partnership formation process, so you know what to expect. Imagine a scenario. You are holding discussions with an Indigenous organization and you think everything is fine. All of a sudden, your calls are not being returned and the silence is deafening. What is that all about? In the systems document we will provide tips and suggestions on how to interpret the cues from your prospective partner.

The systems template can be provided as a resource throughout your company. If you are a large national company, the template means that your regional offices can adapt the process to their own region but each region is essentially following the same steps and using the same mechanisms to grow and build authentic, long-lasting relationships. We can also provide sample templates of the progressive instruments that can be used to document these evolving relationships (e.g. MOU, Statements of Intent and Cooperation Agreements).

Employment Partnership Systems Documentation - \$7,500

9. Customizing Your Recruitment Strategies for Indigenous Audiences

Your company may have a robust set of recruitment strategies and practices but if they have not been customized for Indigenous audiences then you may experience difficulty attracting and recruiting Indigenous talent.

It is important that your recruitment strategies and practices be examined from beginning to end. Taken together they represent a powerful system. What

are some of the customizations your company should be considering with your Indigenous recruitment strategy?

- Advertisements and job posting should feature images of Indigenous people or specifically reference Indigenous career aspirations (as a distinctive group in Canada). Lack of customization in your advertising and postings makes the company less attractive to Indigenous people as it does not concretely convey that Indigenous people are working or will want to work at your company.
- Does your company screen its job applications with the utmost fairness? Are unconscious biases influencing who you select for an interview? How do you guard against this?
- What are you doing in your company's onboarding processes to ensure that Indigenous peoples' first experiences in your workplace are positive? What steps are you taking to create an inclusive workplace?

This is a most important module in our program. Here, we analyze whether and how your existing recruitment strategies and practices can be customized for Indigenous audiences, job or career candidates. This is not a comprehensive Indigenous employment systems review but an analysis of the specific recruitment strategies you use and how they should be customized for Indigenous talent.

The documentation and recommendations we develop will be based on interviews with your recruiters, communications and managers.

Comprehensive Report on Your Company's Indigenous Recruitment Strategies - \$15,000

10. Achieving Indigenous Economic Reconciliation

In 2015, the Truth & Reconciliation Commission (TRC) released its report with 94 Calls to Action. The TRC engaged Indigenous and non-Indigenous Canadians to redress the legacy of residential schools and advance the process of Canadian reconciliation. The report released in 2015 made 'calls to action' to specific target groups. Recommendation 92 is directed to business and their leadership, calling on them to adopt the United Nations Declaration on the Rights of Indigenous Peoples, offer meaningful consultation and to develop long term sustainable opportunities from economic development projects as well as

education and training for managers in the history of Indigenous people, intercultural competency, human rights and anti-racism.

Employers can align their Indigenous engagement and recruitment efforts with these recommendations to demonstrate commitment and support for the reconciliation. They can provide information and training to their employees to encourage their understanding of Indigenous peoples and their history. Employers are encouraged to learn more about the TRC. It is important to at least read the full TRC Calls to Action.

Call to Action # 92 is directed to business.

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects;
- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects;
- iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.⁴

The shortcoming of the reconciliation agenda is that it lacks a framework for measurement and benchmarking progress. As the Canadian Chamber of Commerce has observed, businesses do not have a clear sense of how to respond to the calls to action.

Should there be priorities set for areas on which to move forward? If so, how should they be determined, and their success measured?

⁴ Truth and Reconciliation Commission, 2015

The Chamber and businesses state that there are no guidelines by which to assess the appropriateness, effort or depth of response to the Commission that is required by companies.⁵ There is no doubt that senior managers at FCC support reconciliation and they devote resources to it, but these priorities get lost at the middle management level in their effort to advance concrete measures which could be said to be an adequate response to the spirit and intent of the Commission’s Final Report(s) and to the specific calls to action.

In this module, Indigenous Works will lead your company’s cross divisional working group through a process to define how specifically your company is responding to the call to action #92 and how these efforts are progressing. (Statement of Progress) Companies need to bring clarity to this response both for internal and external audiences including employees and stakeholders. Your company is already probably doing many things in the spirit of reconciliation though you may not have documented what those activities are, and you may not appreciate the cultural significance of some of your efforts. Uncovering and compiling these different activities is an important part of the process Indigenous Works will be leading with your company working group. As part of this work, Indigenous Works will also make some additional recommendations of additional activities which your company could consider as part of its reconciliation journey. This is one of the most important pieces that your company can do to build its narrative for its Indigenous employment brand. Further, the document will build credibility and trust with your Indigenous partners and clients and it will encourage retention and engagement among your Indigenous employees.

Facilitation and Final Report - \$15,000

11. Indigenous Advancement and Retention

Indigenous Works will analyze your company’s current strategies and practices focused on Indigenous advancement and retention. We will do a systematic review. Our first stage review will conduct background research about your company’s previous efforts in areas of Indigenous employment. We will develop a “top line” picture of key issues, and themes relating to your company’s

⁵ Canadian Chamber of Commerce, ‘Coming Together Making Progress: Businesses Role in Reconciliation with Indigenous Peoples’, May 2017.

journey in Indigenous employment. What has been working well and what has been problematic in your organization's efforts to encourage Indigenous recruitment, advancement and retention?

We also will want to understand any historical antecedents which have shaped your company's current workplace and workforce circumstances as they pertain to Indigenous employment.

This first stage analysis will rely on the following to shape our understanding:

- Documents review (previous reviews, reports about your organization's work or efforts in Indigenous advancement/retention);
- Select interviews to develop both historical perspectives on current policy/ practices as well as top line captioning of key issues;
- Virtual focus group session (group session with estimated 15-20 HR, executives, HR policy owners and HR managers) to discuss past and current circumstances with Indigenous employment;
- Gather baseline data (Indigenous workforce analysis/profile e.g. # of Indigenous employees, numbers/occupations, gender split on areas such as Indigenous promotion or retention);
- We will want to see any surveys or work your company has done on employee engagement.

The output of this first stage review is a Current Circumstances Report providing (i) a review and account of your company's (Indigenous) advancement/ retention policies, strategies and practices, (ii) perspectives and opinions about top line issues in your company's current Indigenous advancement and retention successes.

The second stage review looks at the fine details of your workplace's policies, strategies, practices and systems for Indigenous advancement and retention. This is an in-depth analysis. We will consider these matters from both a human resource and a workplace perspective. For example, we will examine what specific HR strategies you are following to retain your Indigenous employees as well as consider what the workplace experience is for your Indigenous employees.

Some examples of the areas we will focus on include these.

- Equity and perceived equity on compensation/benefits;
- Onboarding/orientation practices

- Supervision of Indigenous employees;
- Performance appraisals;
- Advancement and promotion;
- Learning program/training programs/laddering;
- Current accommodations in place;
- Disciplinary actions;
- Exit/Dismissal (layoffs, termination, recall etc.);
- Analytics for the above
- Teamwork;
- Workplace harmony and cultural safety;
- Effectiveness of organizational structures in place to support Indigenous inclusion or Indigenous employment (e.g. a Diversity Committee?);
- Organizational culture (identifying indicators of culture and its implications for Indigenous employment/advancement and retention;
- Organizational climate, as it relates to Indigenous engagement.
- Anti-racist policies and how they are implemented and upheld.

Our report and recommendations will be comprehensive and will contain a roll-up chart which will provide an overview of the main observations and recommendations. The roll-up chart is important as a way to communicate the report findings to different team members or groups that need to be part of their implementation.

Report and Recommendations - \$20,000

12. Innovating Indigenous Employment and Inclusion Policies

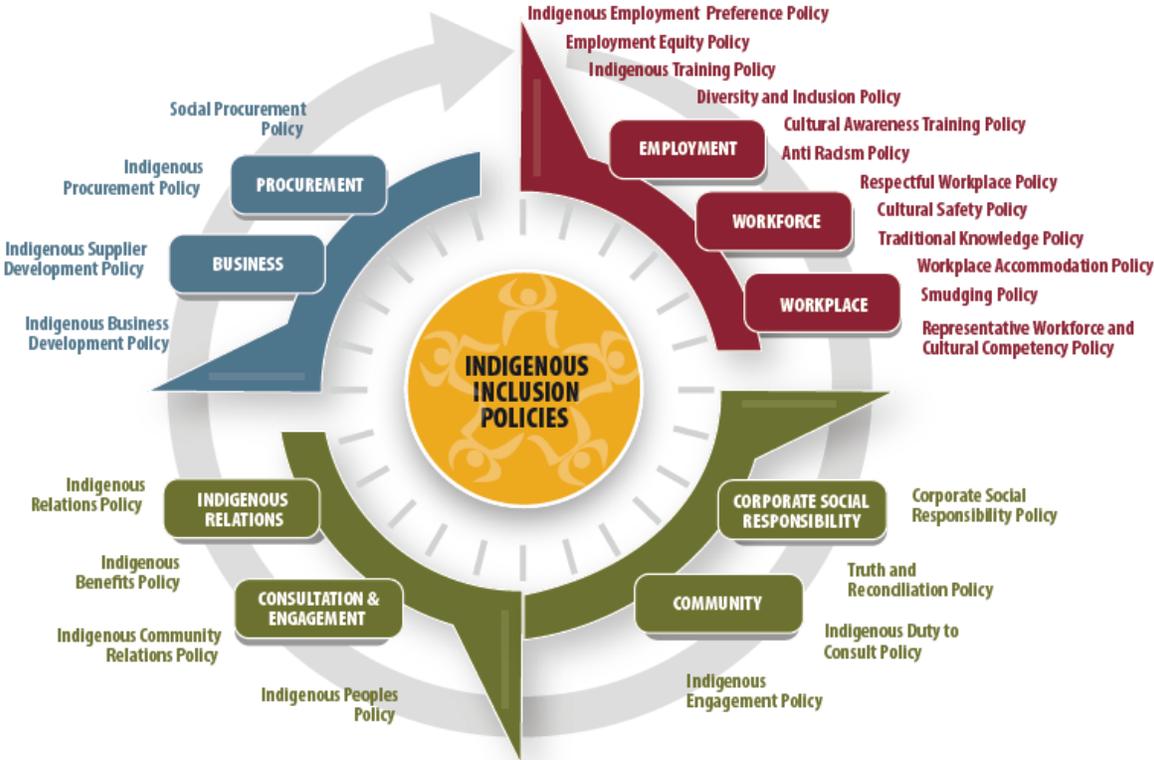
Is your company's goal to increase its Indigenous employment numbers? Perhaps you are a federally regulated company, or your offices are in or near areas with high Indigenous demographics. The adoption of a dedicated Indigenous inclusion or employment policy signals heightened importance of this goal throughout the company. What should the policy say? Indigenous Works completed research in 2018 and it identified 22 Indigenous-specific policy types in use across corporate Canada which broadly fall under the umbrella of Indigenous 'inclusion policies.'⁶

The adoption of an Indigenous inclusion policy offers an important way your company to convey that it has reached a level of maturity in your Indigenous

⁶ Indigenous Works - Indigenous Policies 2018

engagements or relations. Ideally, the policy should signify that your company has successfully integrated Indigenous inclusion principles into your core mission and business plan. This gives credibility and reputational value. At the same time, it also defines some important commitments and accountabilities. A further benefit, the adoption of a policy is also a way for your company to achieve the internal coordination needed (e.g. people, resource allocation) to achieve inclusion and employment goals.

INDIGENOUS INCLUSION POLICIES



A significant part of your Indigenous employment efforts depends on many managers and employees doing and coordinating the small systems steps needed to achieve incremental outcomes. Policy development and leadership can play an important role by helping to shape the culture and articulate what the expectations are respecting Indigenous employment. Monitoring and measuring the employment efforts among managers across your company will help to streamline and track the recruitment processes. An Indigenous Employment or Indigenous Relations Policy gives your efforts the authority and

priority you need to carry through. It embeds your efforts in important ways into the fabric of your company culture and your corporate plan.

Indigenous Works has a disciplined approach to Indigenous policy development. We can work with you every step of the way to help you develop your policy idea and carry it to final presentation to your leadership.

Indigenous Policy Development - \$15,000

Policy Development Booklet also available at - \$1,000

This is a Comprehensive 'How-to' Booklet for developing Indigenous Policies. The only one like it in Canada.

13. Guide to Communicating Your Indigenous Employment and Workplace Strategies

Indigenous Works knows that it is very important that your company effectively communicates your Employment Equity or Indigenous Employment Strategies. Indigenous Works will develop an internal and external communications plan for your company that will enable you to effectively socialize and communicate your Indigenous employment and workplace strategy. The Guide provides best practices on your communications needs with different audiences including general employee populations, regional staff, executive and leadership, Indigenous employees, suppliers, clients and shareholders.

Communications Best Practices Guides - \$2,500

We can also provide you with a proposal/pricing to develop a comprehensive communications Plan for your company to communicate its Indigenous employment and workplace inclusion policies, strategies and practices.

Customized Communications Plan - Ask for a Proposal and Price Estimate Following a one-hour consultation session.

14. Roles and Support for Your Leadership and Senior Management

In this module there are two ways we can assist you and your company.

14.1 Executive and Senior Management Briefings

14.2 Supporting Your Executives and Senior Management's Roles: Toward the Successful Development and Implementation of Your Indigenous Employment and Inclusion Strategies

14.1 Executive and Senior Management Briefing – Indigenous Employment Issues and Opportunities: The Indigenous Landscape

Indigenous Works' experience is that it is very important that your senior management and leadership develop an understanding of the importance of working with Indigenous people in the Canadian marketplace. Leadership needs to understand the broad strokes of the Indigenous landscape and its potential significance to your company's business growth.

Companies tell Indigenous Works that Indigenous employment is challenging. It is important that your senior leadership and management understands that successful Indigenous employment is very much a function of the journey that your company is choosing to make in areas of inclusion and reconciliation. Adopting a longer-term success arc is contingent upon senior company leadership and management understanding their roles in helping to support, position and communicate this journey and strategy, both internally and externally.

Senior leadership staff have busy schedules, but we find that sessions of 1 1/2 to 2 hours can provide ample opportunity for a thorough briefing, questions and discussion. Our President and CEO or one of our other senior staff will be pleased to conduct intensive briefings of this nature.

Our billing rate is about \$1350 a day and we will charge a 3-day fee to preplan and script this important briefing with you, customize the presentation materials, deliver the briefing and do a post-brief meeting.⁷ This briefing session will make use of our conference platform to bring in senior leaders from various locations, as needed.

⁷ Travel and accommodations will be charged at cost.

In this briefing, leaders and senior managers will not only gain an appreciation of the Indigenous employment landscape, they are also alerted to the unique roles that they need to play to support your company's Indigenous engagements and your Indigenous employment and inclusion strategies. Leadership buy-in on your Indigenous employment and workplace strategy is very important. They need to understand that this is about a company journey and that success is not achieved overnight. Process steps are mapped out in the briefing which will provide a tool for senior leadership to gauge success, monitor and support a complex strategy.

Briefing Preparation, Delivery and Post-delivery session - \$4,000

14.2 Guide to Support Your Senior Leadership's Roles Toward the Successful Implementation of Your Indigenous Employment and Workplace Inclusion Strategies

Your company's senior leadership needs to play at least six distinct roles to support your Indigenous employment and workplace inclusion strategies. How are you preparing your leadership for these roles?

1. Champion and advocate for Your Indigenous Employment and Workplace Inclusion Strategies.
2. Resource your company's Indigenous Employment and Workplace inclusion Strategies;
3. Put into place Interdepartmental, inter-company coordination of strategy implementations;
4. Implement an Accountability Framework for Your Strategies;
5. Represent Your Company at Indigenous events;
6. Help communicate what your company is doing.

Best Practices Guide for Senior Leadership - \$3,000

15. Managing Your Company's Reporting and Accountability Needs

The development and adoption of a comprehensive accountability system generally ensures that what a company wants to get accomplished, gets done. It is important in any accountability system that roles and responsibilities are clearly delineated; methods are put in place to measure progress towards

meeting goals; there are systems in place to report on this progress; and incentives are applied to facilitate these efforts and to reward achievement.

Accountability takes many forms. If you are a public company you are accountable to your shareholders. Senior leadership is responsible to the Board of Directors to put into place the appropriate strategies and to recommend policies or policy enhancements when they are needed. Companies are accountable to the public as well. On matters pertaining to Indigenous employment your company may be accountable to bodies such as the Canadian Human Rights Commission or to Employment and Social Development's Labour Program to ensure that you have in place an (Indigenous) Employment Equity Plan. There are many dimensions to the theme of accountability piece and how your company should address it.

Leadership will put into place a stronger responsibility and accountability framework towards meeting your Indigenous employment and workplace inclusion goals. Leadership will ensure that employment efforts toward Indigenous employment are effectively communicated. Systems will be developed for data gathering for aggregation and analysis at the corporate level.

Your company needs a comprehensive accountability framework. Indigenous Works offers a Handbook on the subject of Accountability and your Indigenous Employment and workplace inclusion policies and strategies.

Handbook - \$4,500

Be Sure to Ask About These Top Four Additional Products

1. Indigenous Workplace Barometer Climate Survey

This product mines you company employees to solve the biggest issues you face in your workplace. Indigenous Works has done many Barometer Surveys with public and private organizations, always with great results. Do you suffer from the 'Frozen Middle'? Your senior leadership has set a course for full Indigenous employment, but your apparent impasse are your middle managers that can (or won't) implement the vision. What are they really thinking and what needs to be surmounted? We do confidential interviews with your managers to learn

what their realities are, and we wrap up the themes into a summary of core issue, perspectives and productive recommendations. We find that managers are willing to share their insights with an independent third party. The barometer works with any set of cohorts within your company that may be hindering or wanting to champion some issues underlying successful Indigenous employment or workplace inclusion. But they need a voice. Get them on board and accelerate your employment and workplace goals.

Barometer Climate Survey, Analysis and Recommendations - \$15,000

2. Comprehensive Systems Review and Indigenous Employment and Workplace Plan

Does your company fall under Employment Equity Legislation? Do you need to prepare an Indigenous Employment Systems Review or three-year Employment Equity Plan? Anyone who is tasked with this knows that there are unique issues to completing the documentation needed for the Indigenous designated group.

We will work hand in hand with your Human Resource or Diversity and Inclusion Unit to prepare your Employment Systems Review and Your Three-year Employment Equity Plan.

Our step by step approach begins with a formal proposal to you outlining the workflow we will take to complete your Systems Review and EE Plan.

- Proposal
- Comprehensive Project Charter and Communications Plan
- Documents Review
- Analytics Review
- Interviews with your team and colleagues (recruiters, leadership, front line and managers +others)
- Facilitated Workshop - Your Company's Position on the Inclusion Continuum
- Dedicated Session - Assessing your Corporate Indigenous Index Score
- Policy review
- Strategy and Practices Review
- Indigenous Employment Systems Review identifies barriers to Indigenous employment using Indigenous Works 9-Point Framework
- Directional Framework and Goal setting
- Quantitative Analysis - Using WEIMS Data
- Developing Your EE Plan - 30year comprehensive activities, policy recommendations, your Indigenous employment brand and much more
- Final EE Plan and Executive Presentation

3. Indigenous Works and FIT First technologies Pilot Program



Join our test pilot of a game-changing technology that will enable your company to scientifically match the skills and interests of Indigenous candidates to the positions, skills and experience you need for the workplace. Land the best candidates based on a thorough pre-matching using proprietary algorithmic technology.

Fit First tools help employers and jobseekers find greater workplace success by combining advanced behavioral research, human analytics and Artificial Intelligence to develop a variety of cloud-based recruitment software solutions and HR tools, all backed by the intelligent 'Job Fit' model. Atlantic Superstores, Admiral Insurance, CanElson and Nestlé Waters have used this technology and reduced turnover, increased efficiencies, and generated a return on investment of more than 300% in one year - all through better people practices.

Use Fit First Technologies to recruit Indigenous employees and identify candidates that align with your company's true HR needs. Better fit means greater engagement and higher productivity. Most of all it will result in improved retention.

Inquire about Setting Up a Pilot for Your Company.

4. Bid Response Package

Are you a small or medium company that is bidding on jobs with companies that want you to explain what your approach is to Indigenous Relations? Maybe you are working in the energy or mining sector and you want to grow your business as part of the supply chain to larger companies or contractors that are developing projects that are near Indigenous lands. Some companies are asking that you include documentation about your strategies and your track record working with First Nations, Métis or Inuit. Sometimes this aspect of RFP's and bid evaluation can be worth as much as 25% of your proposal.

Are you are a company that needs to develop an Indigenous Bid Response Package and also grow your 'back-end' systems and practices to support your engagement and work with Indigenous communities? Call us. We can help you to develop your Package and the organizational competencies, training, cultural awareness and teamwork needed to fulfill on it. Companies that can not evidence their connections and working relationships with Indigenous communities may be losing to other bidders who can show this documentation. You may not even be in the running if you can not show that you have a strong Indigenous Relations Program in Place.

Documentation of the Package will vary depending on what components you currently have in place. We can help you build or refine any of these components. Some of the main features include the following documentation.

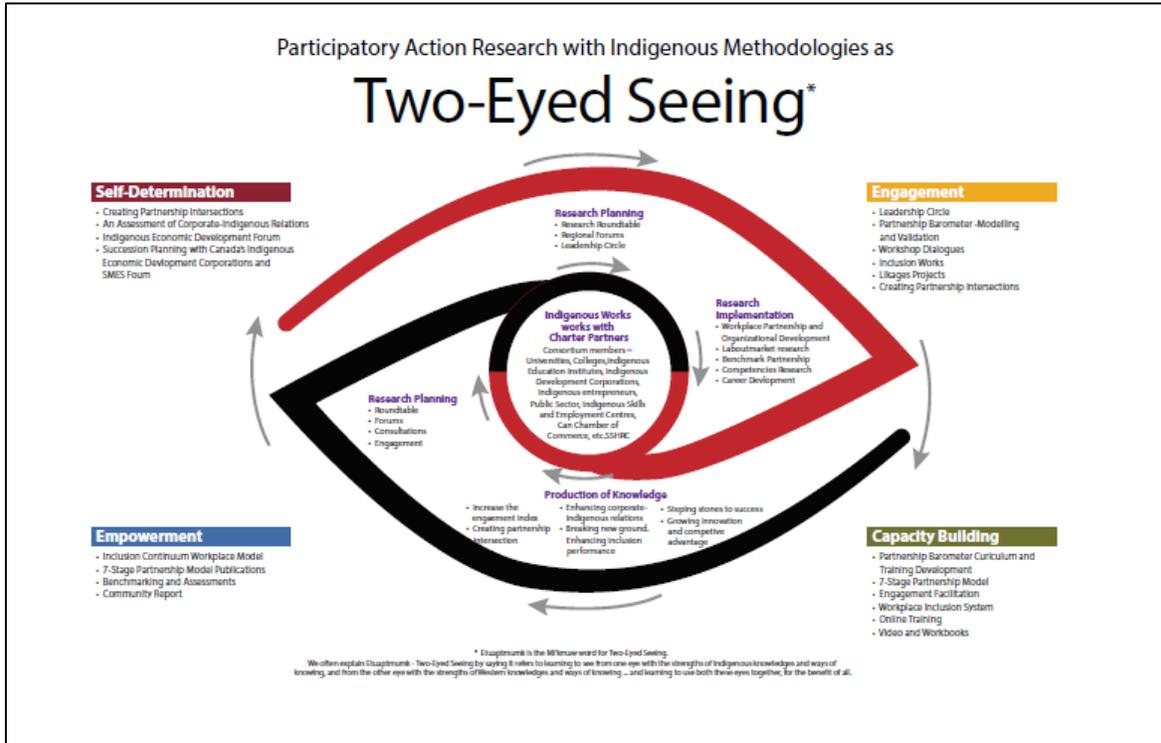
- Your Company's Indigenous Directive or Policy on Indigenous Employment, Business and Community Development;
- Your Indigenous Advantage;
- Procurement and Supplier Diversity Program;
- Indigenous Corporate Social Responsibility;
- Indigenous Employment Program;
- Indigenous Business Development including JV Opportunities;
- Statement on Reconciliation
- Indigenous Partnerships
- Other Components

Ask for a meeting and Quote from Indigenous Works to develop Your 'Bid Response Package'

[Join our Research Projects](#)

Indigenous Works is continuously advancing new research projects in the areas of Indigenous Employment and Indigenous Engagement. Join our projects or talk to us about leading or growing a new area of study. Our organization has been conferred Eligibility status by the Social Sciences and Humanities Research Council which means we can attract and deploy research funds. Our projects lead to publications and new innovations. We endorse the concept of two-eyed seeing, a Mi'kmaw concept called 'Utuaptmumk'. It refers to learning where you see from one eye with the strength of Indigenous knowledge and ways of knowing, and from the other eye with the strength of Western knowledge and ways of knowing. Our goal over time is to bring stronger

evidence-based research and thinking to the disciplines of Indigenous human resources and Indigenous Engagement.



APPENDIX 1- ABOUT INDIGENOUS WORKS

Indigenous Works is a national Indigenous not for profit organization that is ISO 9001 certified (quality management system). We were founded as a non-profit national organization in 1998 as a recommendation from the 1996 Report on the Royal Commission on Indigenous Peoples with a mandate to improve the inclusion and engagement of Indigenous people in the Canadian economy. We provide advisory services to private sector, Indigenous groups and government and we have developed a product and service suite for Indigenous human resource management and engagement/ partnership development. We have a research arm which has done a number of innovative national research projects. **Indigenous Works** is governed by a Board of Directors with private sector, Indigenous economic development corporations and independent directors.

Under its former name ‘Aboriginal Human Resource Council’, Indigenous Works spent 19 years learning about the complex landscape which characterizes the working relationships between Indigenous organizations and corporate Canada. For many of the earlier years of our organization’s history we focused on workplace inclusion strategies and indigenous workforce development.

During its first ten years Indigenous Works developed and delivered multi-party labour market projects which increased Indigenous employment in the skilled trades occupations. We launched ‘Workforce Connex’, the first national strategy to engage more than 2,000 participants from indigenous employment holders, public and private sector employer in every province and territory. And we worked with more than 20 sector councils to advance indigenous engagement, workplace models and approaches for specific sectors. We learned the value and importance of coordinating the resources offered by Indigenous communities, companies, employment organizations, post-secondary, labour and government agencies and how each of those groups contribute in some way toward the design of effective labour market ecosystems.

These multi-million-dollar labour market projects were highly successful though they required significant attention to management and coordination due to the number of ‘moving parts’ and the range of ‘stakeholder sensitivities’ in the projects. The governance models created for these projects were often very

complex and often very ‘noisy’ as would be expected when bringing together such diverse groups under one set of project goals. But while these projects had their highs and lows, they achieved results with hundreds of Indigenous people entering the trades and receiving the support they needed from communities and companies to successfully navigate their apprenticeships and even their journey person qualifications. In these large-scale multi-party projects, communication between and among groups was important. Generally, we found that cooperation was always improved by promoting better understanding of the organizational cultures of each group and with that, a better grasp of each other’s perspectives, interests and needs. As a theme, cultural understanding has remained a core element of the ethos of Indigenous Works in all our models, systems and programs.

Just over ten years ago (2007), we refocused our organization on the role of workplace inclusion, looking particularly at the ways that companies develop recruitment, advancement and retention strategies and the role that inclusive workplaces play in achieving better results in those areas. We developed workplace inclusion metrics based on the ‘Inclusion Continuum’ our seven-stage proprietary organizational development and competency-based model which was used to measure and benchmark companies’ efforts to achieve more inclusive workplaces along each of seven sequential stages. This new organizational development (OD) approach to identifying organizational competencies, management skills sets and workplace attributes was a global first.

We did major HR and employment Indigenous ‘systems reviews’ of companies’ Indigenous employment strategies and practices like those of Suncor and Scotiabank, to cite just two examples. We completed over 25 ‘barometer studies’ of workplaces and conducted interviews across many different organizations in a multitude of sectors. Examples include International Brotherhood of Electrical Workers (IBEW), Barrick Gold, and Goldcorp. We developed assessment tool surveys and worked with companies like Shell Canada, Delta Hotels, Civeo, Government of the Northwest Territories and others to gather data from thousands of employees and managers and benchmark their practices to produce an ‘Indigenous Workplace Inclusion Score’. We used a comprehensive battery of over 200 questions about workplace strategies and asked employees to agree/disagree using a 5-point Likert scale. We delivered a comprehensive multi-year racism-free workplace initiative with HRDC Labour.

We have learned much from our applied research. A common approach to these research projects was to be able to measure and document the differences in Indigenous and non-Indigenous employees' responses to our research questions about the effectiveness and impact of companies' Indigenous employment strategies and their workplace design. Indigenous employees' responses generally had lower scores reflecting their less favourable attitudes toward companies' strategies and efforts, suggesting a very different experience in the workplace despite companies' stance that theirs was/is a fully inclusive workplace. Again, these research projects with companies have underscored the importance of cultural orientation in Indigenous/corporate relations.

More recently, as part of our name change to Indigenous Works in November 2016, we expanded our purview and mandate to consider the total relationship between mainstream companies and Indigenous people, businesses and communities. Our name change was intended to signal our desire to maintain our interest in corporate workplaces and inclusion but also to consider the totality of the relationships between companies and Indigenous organizations. It also signaled our organization's intention to respond to the Truth and Reconciliation report and to elevate relationship and partnership building in Canada.

In this new body of work our approach to 'partnership matters' will continue to be grounded in the construction of modelling and conceptual frameworks which reflect our history and orientation toward organizational development (OD) and organizational competencies. We are now developing an OD/HR model which explores the evolution of Indigenous/non-Indigenous engagements and partnerships. On the business side our research will be informed by questions like these. What role can the formation of (Indigenous) partnerships play in companies' drive to fulfill on their corporate and business plans? How does partnership formation take root as a thematic agenda inside business organizations? How are partnerships generally supported from a leadership and management point of view? How is 'trust' in partnerships evidenced from an organizational perspective?

Our most recent work has been a collaboration with Mitacs, a research funder. This organization wants to expand its program offer to Indigenous people, businesses and communities. It is a fascinating project that promises to be a game-changer by elevating the role and kinds of Indigenous-led research needed to stimulate Indigenous socio-economic development and wellness.

Kelly J. Lendsay, President & CEO

A proud Indigenous leader of Canadian Cree, Métis, and European ancestry, a social entrepreneur who is internationally recognized as one of Canada's foremost innovators of Indigenous social & economic inclusion, corporate engagements and partnership bringing his message of inclusion to more than 250 audiences in Canada, USA and Australia.

His dynamic and sharp communications style and social entrepreneurial success has earned him the reputation as an engaging thought leader, facilitator and effective bridge-builder between Indigenous and non-Indigenous Peoples, companies and communities.

He earned his MBA in 1993, launched the first Indigenous business education program in Canada at the University of Saskatchewan in 1995 and is the inaugural council president leading the charge since 1998 to build stronger corporate - Indigenous engagements and growing the council into an ISO certified enterprise. He has served on over a dozen corporate, crown and non-profit boards in Canada, numerous advisory services and in 2015 graduated from the Director Education Program hosted by the Institute of Corporate Directors, Rotman's School of Management.

He was co-recipient of the Canadian Institute of Management's All-Around Outstanding MBA Graduate Award, recipient of the 2005 Saskatchewan Government Commemorative Medal, the 2012 Xerox Indigenous Financial Officers Association *Excellence in Leadership National Award* and appointed a Distinguished Lecturer by the Canadian Institute of Mining, Metallurgy and Petroleum (2009-10) and is an alumnus of the 1995 Governor General's Canadian Leadership Tour. Kelly was honoured by the University of Saskatchewan (U of S) as one of their "100 Alumni of Influence" in the last Century whose accomplishments have been recognized for influencing the growth and development of the university, the province, and the world during the last Century.

He also leads the Indigenous Works national charity, Kocihta, designed to empower Indigenous youth to reach their human resource and career potential. Kocihta is tackling the social deficits of poverty, despair and hopelessness and with a growing group of partners reversing the history of exclusion to unleash the path of human resource potential.

Lindsay was the first in his family to attend university where he earned his Bachelor of Science in Kinesiology-Physiology Minor and attained his MBA from

the U of S in 1993. He credits lifesaving and lifeguarding for developing his formative leadership abilities.

With an unwavering passion for an inclusive society, he moves seamlessly between both worlds fostering a spirit of trust, relationship and healthy partnerships. He has, and extends, great pride toward his Indigenous culture, his country, his province and his communities.

Kelly is active in running, kitesurfing, yoga, golf and attained his Black Belt in Tae-Kwon-do in 2015. He resides in Saskatoon with his wife Shiela and their children

His community service is extensive.

- National Board - Vanier Institute Board (current)
- National Board-Mothers Matter Centre: Proud Home of HIPPY Program (current)
- CORCAN-Corrections Canada Advisory Board (current)
- CoMPASS Advisory Committee: Heart & Stroke Foundation (current)
- Teach for Canada Advisory Board (current)
- North American Indigenous Games Board
- National Task Force on International Trade
- Canada West Foundation Urban Indigenous Strategy
- Sask Indian Gaming Authority Board (SIGA)
- Mining HR Council Board
- The Canadian Apprenticeship Forum Board
- SaskWater Corporation Board
- Royal Life Saving Society National Board
- CANDO Board - Council for the Advancement of Native Development Officers

Craig Hall, Chief Operating Officer

Craig has a diverse background in both the public and the private sector. He has held senior positions with government in Canada's far north in the areas of business development, culture and corporate affairs as well as in trade and investment. Craig has extensive project management experience through his trade work in Japan, the United States and Europe. He has a History degree from Carleton University and a Master of Business Administration (MBA) degree from the University of Exeter in the UK.

In 1986 he began a 12-year career with the Government of the Northwest Territories starting as a project officer in Baffin Island and then moved to Yellowknife where he was a Director with Economic Development and Tourism. During this period Craig negotiated several development agreements between the federal and territorial governments later putting in place the necessary administrative, communications, human resource and financial systems for their implementation.

Since 1999, Craig has worked with Indigenous Works providing strategic planning, project management and partnership development expertise. In his current role as Chief Operating Officer, Craig works closely with its clients developing innovative Indigenous human resource and partnership models. He has completed numerous Employment Systems Reviews for companies and directed over 150 projects with Indigenous Works most specializing in Indigenous human resource matters.

Steve Lindley

Stephen does consultancy work specializing in corporate sustainability and indigenous-corporate relations. Prior to 2018, Stephen was corporate Vice President of Aboriginal & Northern Affairs, for SNC-Lavalin Inc., Canada's largest Canadian-owned engineering and construction firm. He was with SNC-Lavalin for over 30 years where he contributed to Indigenous relations through engagement, partnerships, employment and procurement inclusion. In recent years he has conducted community engagement and helped develop and execute employment and procurement strategies that promote Indigenous inclusion on a variety of major projects. Stephen has also participated (and continues to participate) on environmental assessment projects, providing strategic advice on environmental assessment strategies and indigenous engagement, while participating on community engagement teams.

For more than twenty years, Stephen headed up the Environmental Assessment department for the SNC-Lavalin Ontario Region where he was responsible for conducting environmental assessments in the mining, infrastructure and power sectors within Canada and internationally. Through that timeframe Stephen was typically responsible for project management, Indigenous community engagement, coordinating Indigenous Traditional Knowledge studies and socioeconomic impact analysis. Stephen's EA experience includes international environmental assessments; federal Environmental Impact Statements under the Canadian Environmental Assessment Act, and recently, the Impact

Assessment Act; provincial full EAs and Class EAs. Projects ranged in size from small to multi-million-dollar budgets with multi-year schedules.

Stephen is currently Board Co-Chair of the national not-for-profit, *Indigenous Works* (previously *Aboriginal Human Resource Council*), Board Chair for the *Mothers Matter Centre/Aboriginal HIPPY* (previously HIPPY Canada), and a member of the Board of Directors of *Native Child and Family Services Toronto*, a licensed Children's Aid Society and programs/services provider to urban Indigenous people in Toronto. Stephen is also a past Board member of the *Canadian Chamber of Commerce* and the *Canadian Council for Aboriginal Business*. For 11 years, up to 2012, Stephen was an Adjunct Professor in the University of Toronto School of Engineering where he taught a course on environmental management for mining in the Lassonde School of Mineral Engineering.

Indigenous Works is an Indigenous not for Profit Business listed as a member of the federal Government's PSAB Program and on the Canadian Council for Aboriginal Businesses's Directory of Indigenous Businesses.



 Indigenous Works

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