NAVIGATING INDIGENOUS EMPLOYMENT CATALOGUE:

A Systems-based Program for Employers

IndigenousWorks
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Introduction

Here is the Catalogue for ‘Navigating Indigenous Employment’, our systems-based program to help small, medium, and large companies, educational institutions and public organizations 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 and organizations that want to grow their Indigenous employment numbers. Federally regulated companies will find this program to be especially 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.

The prices listed in this catalogue are already discounted by 15% to reflect your membership benefit in our Leadership Circle for Indigenous Inclusion. If you are not a member please ask about our pricing.

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.
Navigating Indigenous Employment – Program and Service Offer

01 Foundations & Baseline
1. Defining Your Baseline Measurements
2. An Indigenous Labour Market Ecosystem: Our Model & Research Platform
3. Prioritizing Indigenous Employment and Workplace Inclusion Goals

02 Attraction and Talent Pipeline
4. Building Your Indigenous Talent Pipeline
5. Your Indigenous Employment Brand and Talent Attraction Strategy

03 Cultural Safety & Competency
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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
Foundational pillars

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

1. **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 also benefit from a stronger understanding of corporate realities. Our program underscores the need for respect and reciprocity.

2. **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 approaches that are designed to grow Indigenous strategies across the company.

3. **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 and organizations 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.

4. **TRUTH AND RECONCILIATION**
   Indigenous Works sees tremendous value in the work of the Truth and Reconciliation Commission which challenged the institutions which make up this country to each play a role to redress the impacts of residential schools in Canada. 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.’ Similarly, educational institutions, NGOs and Federal, Provincial, Territorial and Municipal governments are responding to the TRC calls to action.

5. **ACCESSIBILITY**
   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) the Indigenous Workplace Inclusion Continuum and, (2) Corporate/Indigenous Partnership Model.

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 and sophisticated 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.

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.

Our Navigating Indigenous Employment program describes the processes and systems which describe how employment partnerships are built between 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. These discounted prices are exclusively for organizations that are members of Indigenous Works Leadership Circle for Indigenous Inclusion. Non-members can contact us for pricing.

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.

Price:
3 Year Members $6,375.00 + GST
Non-Members $7,500.00 + GST

2. Mapping Your Indigenous Labour Market Ecosystem

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. Circling the candidates and the companies are an array of organizations that play a variety of roles as funders, as specialists in career planning, talent sourcing, skills upgrading, cultural awareness training, and many other kinds of niche products and services in Indigenous employment and human resources. Your understanding and mastery of the Indigenous labour market ecosystem is essential to your success in Indigenous employment and workplace inclusion. We can help you map your ecosystem in the areas where you operate and this will identify groups and organizations with whom you can partner, leverage, and learn from as you develop and implement your own Indigenous strategies, practices, and systems.
### Lead Organizations

**Supply Side**
- Indigenous employees
- Indigenous communities
- ISET organizations
- Friendship Centres
- SPF organizations
- Education Institutions
- Post-secondary Institutions
- Indigenous Ec. Dev organizations

**Other**
- Federal Government Labour Market Program Partners
- Other levels of Government Labour Market Program departments
- Company and Private Foundations
- Citizen investors or Venture philanthropists – those prepared to make donations or more sustainable investments in social innovations
- Financial institutions – providers of Social Impact Capital

**Demand Side**
- Large, medium and small employers (mainstream and Indigenous)
- Hiring and recruitment agencies
- Labour organizations that direct hire

### Influencers and Specialized Knowledge

- Labour market information developers
- Career counselling and information organizations
- Other Indigenous NGOs
- Training providers
- Essential skill and literacy organizations

- Other government organizations
- Policy organizations
- Other Foundations
- Regulatory bodies and organizations
- Communications and media especially Indigenous
- Social media – e.g. LinkedIn

- Industry training authorities, providers and associations
- HR associations and other professional organizations
- Other Industry and Labour organizations
- Intermediaries (e.g. companies that own web-based recruitment links)
- Workplace organizations

### Indigenous Labour Market Outcomes

- More effective skills & education outcomes;
- Higher quality careers right up to the Boardroom;
- Improved job readiness;
- More jobs for disabled Indigenous people;
- More women in non-traditional vocations;
- Re-skilling and training mid-career people.

- More inclusive workplaces;
- Increased alignments between talent needs and training investments;
- Competitive source of labour/ cost per job;
- Increased labour mobility;
- More effective upgrading & retraining;
- World class productivity.

### Ultimate Outcomes Sought = Increased Indigenous Participation in Canadian Labour Markets

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:**
- 3 Year Members: $6,375.00 + GST
- Non-Members: $7,500.00 + GST

### 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 your 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

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 your company and to further position you 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 5 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 - $7,500

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 currently 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 - $7,500
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 a thought-leadership workshop circle to discuss your company’s personal descriptors and metrics on Indigenous workplace inclusion. Through the circle 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 workshop and Report on Your Company’s Indigenous Workplace Inclusion Standards and Criteria - $6750

7. Delivering Cultural Competencies

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

7.1 Cultural Awareness Training

Indigenous Works has a wide experience on developing customized on-line cultural awareness training. We will be pleased to meet with you to discuss the training needs you envisage for your organization. Once we have done this needs assessment we can develop a more accurate proposal for you.

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 Processes

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. Suddenly, 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 these kinds of 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 Process Documentation - $10,000

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 have trouble attracting and recruiting Indigenous talent. We will examine your recruitment strategies, practices, and systems from beginning to end. 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. Lack of customization in your advertising and postings makes your organization less attractive to Indigenous people as it does not 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? The report we provide is not intended to be an Indigenous employment systems’ review but a thorough analysis of the recruitment strategies you use and how they should be customized for Indigenous talent audiences.

Price:

3 Year Members $18,275.00 + GST
Non-Members $21,500.00+GST
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 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,

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?

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. There is no doubt that senior managers at many companies support reconciliation and they devote resources to it, but these priorities sometimes get lost at the middle management level.

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 develop recommendations for 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

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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 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 will look 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 to communicate the report findings to different team members or groups that need to be part of their implementation.

Report and Recommendations - $25,000
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.

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

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 Resource Booklet also available at - $1,000**

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


Indigenous Works knows that it is 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 - $3,500**

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 Briefing – Indigenous Employment Issues and Opportunities: The Indigenous Landscape

Indigenous Works’ experience is that it is crucial that your senior management and leadership develop an understanding of the importance of building relationships and 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 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 $1500 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. This briefing session will make use of our conference platform to bring in senior leaders from various locations, as needed.

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 vital. They need to understand that this is about a company journey and that success will 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 - $4,500


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?

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 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 Three Other Products


Indigenous Works’ Barometer is a structured methodology which mines your 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 the apparent impasse are your middle managers that can’t (or won’t) implement the vision. What are they thinking, and what issues really need to be surmounted? Our proven methodology analyzes the issues and barriers you face in your efforts to implement your strategies, grow your Indigenous employment results, or achieve your workplace inclusion goals.

We do confidential interviews with your managers to learn what their realities are and what insights they have about the bottlenecks or systems barriers to your Indigenous employment and workplace goals. We wrap up the interview results into a summary of core top-line issues, perspectives, and productive recommendations. We find that employees are generally candid and more than willing to share their insights, especially when it’s with an independent third party. The Barometer survey works with any group of employees within your company that may be experiencing problems implementing your organization’s Indigenous employment or workplace inclusion goals. These employees need a voice and a way to see the bigger issues.

The independent third-party report we develop provides a baseline for discussion. Your employees and managers see their opinions reflected in a neutral narrative. The final report serves as a springboard for further discussion and planning. Get all your staff on-board, surmount the hurdles, and accelerate your employment and workplace goals.

Price:
- 3 Year Members $25,000.00 + gst
- Non-Members $29,500.00 + gst
2. Conducting a comprehensive Indigenous Employment 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 challenges to completing this documentation. We will work hand in hand with your Human Resource or D&I Unit to prepare your Indigenous Employment Systems Review and your Three-year Indigenous Employment Equity Plan.

Our step-by-step approach begins with a formal work-plan outlining the steps we will take to complete your Indigenous Systems Review and EE Plan.

- Comprehensive Project Workplan and Charter
- 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
- Directional Framework and Goal setting
- Quantitative Analysis – Using WEIMS Data
- Developing Your EE Plan – 3-year comprehensive activities, policy recommendations, your Indigenous employment brand and much more
- Final EE Plan and Presentation

Pricing

Employment Equity Systems Reviews and Plan vary with a number of factors including the amount and level of detailed labour market data and program information that is available, the current understanding of system processes and challenges and experience with EE audits and reviews. The low range is 50-90K and the higher range is 90-125K. A quote will be prepared after meeting with your company to determine the scale and scope of work to be completed.

3. 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 the Indigenous relations dimension of RFP’s can be worth as much as 25% of your proposal. We can help you develop the documentation that you need to stand out in the mix of bid proposals that large companies will inevitably review.

Are you a company that needs to develop an Indigenous Bid Response Package and 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 present 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 Program;
- 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’
Indigenous Works

Indigenous Works is an Indigenous not for profit Business and is listed as a member of the federal government’s Procurement Strategy for Aboriginal Business Program and on the Canadian Council for Aboriginal Businesses’ Directory of Indigenous Businesses.

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