

Indigenous Engagement Strategy



**MANITOBA
CONSTRUCTION
SECTOR COUNCIL**



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**MANITOBA
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What is the purpose of Indigenous Engagement Strategy

An Indigenous Engagement Strategy (IES) serves to provide guidance to Industry as organizations strive to increase the participation of Indigenous people in all aspects of the employment cycle. The IES also provides opportunities for Manitoba Construction Sector Council (MCSC) to share information, discuss common challenges, address systemic barriers, promote Indigenous employment and provide support to one another.

The IES further identifies ways to establish and integrate traditional practices in relation to recruitment, retention and advancement that will improve and increase Indigenous representation in the workforce. Also, the IES provides additional techniques for companies to lead, participate and liaise with a diverse range of stakeholders, identify and respond to business needs and create partnerships that enhance the ability to work together on Indigenous employment issues.

Why Manitoba Construction Sector Council?

MCSC will provide support to members by:

- » Building on best practices that promote the skills and talents of Indigenous people;
 - » Exploring and advancing human resource issues with strategic best practices;
 - » Providing links to organizational workplace strategies through networking;
 - » Examining approaches and results in organizational effectiveness;
 - » Developing and promoting the capacity for change management;
 - » Recognizing the cost of doing business;
 - » Providing short and long term advice on the importance of investing with Indigenous business and community
- To allow a focus on Indigenous human resources that will work to foster their perspectives, values, histories and experiences in Indigenous employment strategies.
 - To provide an opportunity for MCSC to dialogue on Indigenous employment issues and provide support to one another.
 - To problem solve with others who understand and experience similar workplace challenges.
 - To provide and share examples of current best practices.
 - Increase opportunities to network with future stakeholders, partners and investors.



Indigenous Engagement Strategy

MCSC has developed an Indigenous Engagement Strategy (IES) with practical steps to begin the progression toward developing and implementing a successful IES within an organization. MCSC will create mutual and beneficial partnerships with stakeholders and work with organizations to increase Indigenous representation in their workplace.

Mission Statement: This statement should clearly identify an organization's individual needs relative to the IES and its commitment to the success of the strategy.

Teachings that are identified through knowledge and traditional values will show others how Indigenous communities may do business. It will provide an opportunity to create a foundation for positive partnerships and guide activities and decision making consensually planned, implemented and maintained to best serve the interest of our industry. Most importantly to gain respect and trust of the communities.

Partnerships with communities, Indigenous businesses, educational institutions, labour unions, training and employment agencies and various other organizations are critical in helping to improve Indigenous representation in the workforce while enhancing Indigenous employment opportunities within MCSC.

Strategic Direction in the areas of attraction, advancement and retention is the foundation to the success of an IES.

Activities stem from a strategic direction that looks at five critical areas: recruitment, selection, advancement, retention and promotion.

Indicators of Success are necessary to the successful implementation of the strategy by measuring progress and identifying opportunities for improvement.



The Manitoba Construction Sector Council has done a great job of developing their Indigenous Engagement Strategy. I commend you for it, and wish you success."

ROBERT FALCON-OUELLETTE, MP Winnipeg Centre



The IES plan is intended to guide MCSC on the development and implementation of a strategy that is based on cultural, demographic and socio-economic realities such as:

- Census Canada statistics states that:
 - » Indigenous people are the youngest and fastest growing segment of the Canadian population
 - » Winnipeg has the largest population of Indigenous people of all metropolitan areas in Canada
 - » Winnipeg is home to the largest Métis community in Canada¹
- The Indigenous population is a large available and untapped resource and could assist organizations in meeting the future needs of the Manitoba labour force
- With the onset of land claims, residential school settlements and high population growth and economic development, Indigenous people are asserting greater influence in the economy and represent a growing financial strength with purchasing power
- With changes in legislation resulting from upcoming Treaty Land Entitlements (TLE), Indigenous people are becoming influential decision makers relating to economic and natural resource development opportunities
- Studies reveal that a workforce that is diverse and respectful is a happy and productive workforce and is beneficial to an organization's overall corporate culture
- Expected high percentage of retirements in the next five to ten years will create a labor force shortage that can be filled with skilled Indigenous workers.

The IES provides six key components that can be applied by any organization in order to increase meaningful participation of Indigenous people in the workforce.

We have placed each component in a traditional circular configuration that illustrates six necessary factors that are equally important and inter-dependent of one another.

¹ Census Canada



1. PARTNERSHIP & COLLABORATION

Our partnerships and collaboration provide opportunities to learn share and work with various groups. Through research, goals and outcomes, and accountability, your organization will gain an understanding and knowledge of various Indigenous recruitment and retention strategies. Developing partnerships and collaborating can assist MCSC at becoming successful in building a representative workforce and business.

Research

Conducting research on what other organizations have done to develop and implement an IES will provide a clear understanding of steps needed to begin the planning process. Observing best practices undertaken in our industry and/or by similar organizations can assist us in our own efforts. Seeing what partnerships they have sought and maintained will further help us establish our own.

Collaborating with Indigenous organizations and businesses allows organizations to understand the Indigenous community and how to work with both urban and rural communities. Working together builds relationships and an understanding of employment issues.

Establishing stakeholder committees/employment working groups creates dialogue between organizations, government, unions, Indigenous community and educational institutions. Our committee will provide an opportunity to learn about current events, gain valuable feedback of the necessary changes and to develop working groups when needed.

Goals and Outcomes

Ensure the right stakeholders attend regular meetings to assist in the development of short and long-term goals. The development of a scheduled timetable ensures committees stay on task and provides expectations for desired outcomes.

Establishing a chair maintains that working groups are focused while maintaining accountability. Developing a term of reference provides the committee with direction and guidelines. It also may be wise to develop a co-chair that will involve the Indigenous community or business you are dealing with.

Accountability

Establishing a quarterly, bi-annual or annual monitoring reporting system creates an opportunity to compare (increase/decrease comparison) of MCSC prior year activities. A progress report mechanism also shows whether there is a need to revise other strategies for development and ensure everyone's accountability. Initially meetings may happen monthly to deal with any issues and iron out the processes.

Integrating accountability measures into a review process for managers (i.e., a 6 month report of organizational accomplishments pertaining to promoting a diverse and respectful workplace).

The more dialogue and openness with Indigenous business/community, the more transparent we become.



MCSC programs such as Job Readiness and Intro into the Construction Industry have greatly improved absenteeism, professionalism and ensured expectations were met between Indigenous employees and contractors.”

COLLEEN MUNRO, *President, Hugh Munro Construction Ltd.*

Suggested Procedure:

1. Senior Management Commitment with Employee Support

- a. An Indigenous Engagement Strategy (IES) requires support from the highest level of management in order to succeed. Without this, we suggest you stop here.
- b. The organization must be willing to spend the time and resources to implement a strong strategy for equitable outcomes. Walk the talk.
- c. Provide existing employees, right from the start, reasons and importance, especially if you already have the Indigenous talent, of an IES while ensuring their continuing role within your organization.
- d. Your IES strategy needs a strong link with internal Human Resource department or hiring managers.

2. Hire an Indigenous Liaison

- a. An organization should consider the development of an Indigenous Liaison to assist in the development of partnerships and in the implementation of the IES.
- b. The Indigenous Liaison will assist in making connections with organizations and the Indigenous community and will provide linkages to the Indigenous workforce in your area.
- c. The individual hired should know the history, issues and economic development partnership practices of Indigenous communities.

3. Purpose of the Partnership

- a. To gain knowledge and understanding of the community, organization or business you are partnering with.
- b. To exchange information between MCSC and the community, organization or business you are wishing to partner with. This should include education, training, employment policies, recruitment and hiring process.
- c. The IES must fit your future employment needs and be a part of the mission statement and objectives of your organization.
- d. The IES must be incorporated into your human resource initiative to assist the organization in meeting its human resource needs.
- e. Development of partnerships to identify strategies and programs to help prepare Indigenous people in acquiring the necessary skills for employment.
- f. Consider the time/length of Partnerships.
- g. Investment that is made for future businesses.

4. Needs Assessment

- a. Outline a business case that will work for MCSC
- b. Perform audits of the existing workforce to identify diversity of staff.
- c. Identify high demand occupations to ensure capacity building.
- d. Audit Indigenous employees to identify long and short-term training and education requirements.
- e. Work with unions to develop representative workforce language when needed.
- f. Set realistic employment goals for Indigenous groups with timeframes attached.

5. Identify Stakeholder/Establishing Partners

- a. Research organizations and stakeholder groups.
- b. Senior people need to be at table to assist in decision-making process.
- c. Consider establish business, education, employment and training partnerships with Indigenous political and non-political organizations such as:
 - i. MAHRS – Manitoba Aboriginal Human Resources Strategists
 - ii. MMF – Manitoba Métis Federation
 - iii. AMC – Assembly of Manitoba Chiefs
 - iv. MKIO – Manitoba Keewatinook Ininew Okimowin
 - v. Southern Chiefs Organization
 - vi. Tribal & Community Councils
 - vii. Red River College - Aboriginal Student Support Centre
 - viii. University of Manitoba – ACCESS Programs
 - ix. University of Winnipeg – Aboriginal Student Support
 - x. Centre for Indigenous Human Resource Development (CAHRD)
 - xi. Urban Circle
 - xii. UCN (The Pas, Thompson)
 - xiii. TACC –Tale’awtxw Aboriginal Capital Corporation
 - xiv. Aboriginal Capital Corporations
 - xv. Canadian Aboriginal Mining Association
 - xvi. Canadian Council for Aboriginal Businesses

6. Partnership Goals/Strategic Outcomes

- a. Hold regular meetings to assist in the development of short term and long-term goals.
- b. Develop terms of reference to fit with all groups involved.
- c. Develop timetable for tracking outcomes.
- d. Look at how we see the outcomes unfold.

7. Develop Internal Policies and Procedures to Support the Goals

- a. Implement human resource audit reviews to identify and eliminate systemic barriers.
- b. An IES requires a direct link to human resource activities to ensure capacity building of the Indigenous community to fulfill your organization’s needs (i.e. review job postings)
- c. Determine pre-employment needs.
- d. Develop job readiness and internship and mentorship programs.
- e. Establish community support with an effective outreach program.
- f. Ensure that job qualifications reflect real qualifications (bona fide occupational qualifications - BFOQ)
- g. Develop an exit interview process and/or report on each termination.

8. Implement Accountability and Evaluation Mechanisms

- a. Hold regular meetings to assist in the development of short and long-term goals
- b. Develop realistic timeframes for outcomes.
- c. Establish a monitoring and reporting system and distribute to all stakeholders.
- d. Integrate accountability measures into a review process for manager (i.e., 6 month reports on actions and accomplishments on promoting a diverse and respectful workplace)
- e. Make management responsible for not meeting goals which have no validity for not being successful.



We must engage with and grow meaningful relationships between Manitoba’s Indigenous peoples and the heavy construction industry. Our collective future can only improve if we commit to working together to mutual benefit.”

CHRIS LORENC, B.A., LL.B., *President, Manitoba Heavy Construction Association (MHCA), and Western Canada Roadbuilders & Heavy Construction Association (WCR&HCA)*





Developing the potential of Manitoba's young people including our Indigenous community is important for a future efficient professional construction Industry. Our Indigenous people are rooted in Manitoba and it is important to build on this commitment and their potential." ANDY DUTFIELD, VP/GM La Farge, Vice Chair MCSC Board



IES MANAGEMENT STRATEGY

Goal: To ensure that managers are accountable and responsible for the implementation and commitment to Indigenous employment within their own organization.

Strategies

- Work with proper decision makers to incorporate the IES plan into the corporate plan.
- Work with managers to integrate initiatives into operational planning at all levels.
- Work with managers to identify the process used to promote Indigenous employment in their workplace.
- Work with managers to identify their human resource succession planning.
- Develop a communication strategy to educate managers and staff.
- Review and revise job descriptions to identify the manager's responsibilities.
- Work with management to commit to an evaluation and assessment process of manager's performance towards goals and objectives.
- Develop an evaluation and assessment process to identify the quality of the manager's performance towards Indigenous employment.
- Work with managers to develop an orientation package that would reflect the commitment to Indigenous employment.





2. WORKFORCE MENTORSHIP PREPARATION

Preparing the workforce is very important. It helps to establish trust and understanding through such activities as forming partnerships with the Indigenous community and providing cultural awareness training for all employees to feel inclusive and secure in their workplace.

Communication Strategy

The communication strategy is one of the most important points in an IES. It is a vital part of an organization's mission statement with an objective to fit the training and employment needs. There should be prior contact /notification with community to seek individuals who may qualify for work.

An effective on-going communication strategy provides everyone, including the Indigenous community, with the knowledge and understanding of an organization's commitment to Indigenous employment and needs.

To ensure success in the strategy, the organization and its key stakeholders, (i.e. community members and employees) need to be part of the communication and understand and support the strategy. The organization should be meeting and communicating with Indigenous businesses and community prior to any work being done. Clear communication will result in fewer issues as work progresses.

Creating an Inclusive Environment

All employees need to feel secure about their role in an organization and should not feel threatened. Being part of the strategy will ensure employees make the workplace a safe comfortable place for all workers. This would certainly be the place for Indigenous Liaison to be involved in.

An IES should indicate that hiring, recruiting and retaining all employees is based on qualifications ensuring that candidates meet all the standards. Many times when Indigenous people are hired in a workplace, there can be an assumption suggesting that "they" were hired based on ancestry not on their education, qualifications and training.

Indigenous Cultural Awareness Training Program

Prepare the workplace by promoting a better understanding of Indigenous cultural and community issues. Cultural awareness training programs should be delivered in a non-threatening learning style. Sensitive issues will arise and should be addressed in a safe, comfortable and respectful environment. The training program should include resources and speakers from your workplace and/or community to speak on personal life experiences that help everyone understand a different worldview.

To ensure buy-in from everyone in an organization, the training program should be rolled out initially to the organization's leadership. Once senior managers have been trained, continue to train the remaining employees.

Suggested procedure:

1. Support of Senior Management

- a. Obtain senior management support to attain Indigenous representation
- b. Ensure senior management is committed to allocating time and resources
- c. Obtain senior management's approval to review existing human resource systems and policies
- d. Establish policies that ensure corporate culture includes creating an "equitable and inclusive workplace" and an atmosphere of mutual respect.
- e. Communicate the new way of doing business to ensure it is understood by all staff

2. Needs Assessment of Your Organization

- a. Create policies and procedures to support goals
- b. Ensure collective bargaining language and agreements are respected

3. Communication Strategy

- a. Ensure strategy is part of the mission statement and objectives
- b. Include employees on working committees to work on various initiatives
- c. Communicate strategy to everyone in organization.
- d. Ensure commitment to the strategy is clearly understood
- e. Ensure commitment to the Indigenous community and their employment needs is communicated

4. Formal Partnerships within the Indigenous Community

- a. Identify key candidates within the communities (i.e. local hiring)
- b. Equip community with understanding and access to information
- c. Provide knowledge, skills and training where necessary
- d. Ensure retention of existing employees
- e. Ensure management of relationships between the various organizations and sectors
- f. Develop a partnership to implement project based pre-employment training initiatives in or near the community

5. Indigenous Cultural Awareness Training Program

- a. Provide Indigenous cultural awareness training to all staff
- b. Ensure the training is a fact based program inclusive of all First Nations, Métis and Inuit with the following knowledge: contemporary, historical, economical, educational, the intergenerational effects of residential schools and colonization, the social conditions & poverty, self-government and land claims treaty land entitlement (TLE)
- c. Training to address attitudinal and systemic barriers in the hiring process
- d. Provide a supportive, non-threatening learning environment
- e. Ensure training is conducted by professional or community facilitators
- f. Use the two-step training process (i.e. management followed by all employees)
- g. Maintain resource and information packages as reference material for future participants



It is important to have 'job readiness' and project specific training, as well as a worksite orientation in order to successfully fulfill the joint venture's expectations."

BRENT GOOD, *Project Safety Coordinator/Trainer – Hugh Munro Construction Ltd.*





3. RECRUITMENT AND OUTREACH

Today's economy has become more and more competitive. With the predicated aging workforce retirements resulting in workforce shortages, organizations need to become an employer of choice. Organizations can do this with recruitment and outreach efforts that will ensure the success of their organization.

Resources and Staff Allocation

Financial and resource support from senior management is crucial to ensure a sign of commitment to an IES. MCSC can hire a full time Indigenous Liaison to make connections and develop positive relationships between the Indigenous community and your organization.

Supporting Indigenous programs which can include University/College or Training programs shows that an organization is interested in working with the community. Provide summer employment to Indigenous students, which give them hands on experience within your organization.

Participation/Support

Collaborating with various educational /employment programs and the Indigenous community helps to build

trust and shows commitment from an organization. It is important for an organization to work with the Indigenous community, participate in community events and become a member on committees or boards. Building internal and external working groups are very important because they provide an organization with knowledge of other Indigenous recruitment and outreach efforts.

Developing partnerships with educational and training institutions is important to an organization for recruitment opportunities and to meet and gain relationships with future employees.

Career/Employment Awareness

Attending career/employment fairs and provide community events providing career awareness presentations, facilitating workplace tours and hiring Indigenous summer students are various ways of providing future employees:

- An understanding of various career opportunities
- In-depth information about your organization
- Hands-on work experience
- Life skills and financial management experience

“

As an Indigenous individual who has been involved with recruitment and retention for the last 25 years, the one common factor I see is that individuals assume that they are experts and they are not. They make decisions not on facts but what they believe is true. This is why we created the Indigenous Engagement Strategy. Therefore I would suggest that they either hire or seek an Indigenous person who has the expertise to assist in reaching their goals.” JOE THOMPSON, Consultant at MAHRS



RECRUITMENT STRATEGY

Goal: To develop and enhance outreach and communication strategies that will increase the number of qualified Indigenous in the workforce

Strategies

- Develop a career brochure to identify future vacant positions.
- Develop a PowerPoint Presentation that identifies career opportunities for Indigenous communities.
- Conduct outreach recruitment for current and future job opportunities.
- Participate and promote at career fairs
 - » Involve HR staff at career fairs
 - » Involve Indigenous Liaison
 - » Involve Indigenous employees
- Organize recruitment seminars/discussions at Universities, Colleges, High Schools, and Communities.
- Outreach to students to apply for summer employment.
- Establish partnerships with organizations and departments to provide work experience training programs.
- Network with Indigenous communities that promote/refer employment opportunities.
- Inform managers of work experience initiatives.
- Monitor/profile inventory consisting of potential candidate database.

HIRING STRATEGY

Goal: To integrate measures with human resource practices that will increase the number of Indigenous candidates selected in competitions.

Strategies

- Designation and/or preference for positions used in the selection process.
- Develop PowerPoint presentation that identifies the importance of IES.
- Continue to review and change the selection process.
- Implement outreach recruitment measures that will increase the number of Indigenous employees hired.
- Establish a process that will include the right representation on hiring committee.
- Conduct an employment systems review to identify any systemic barriers.

Suggested procedure:

1. Resources and Staff Allocation

- a. Ensure financial support and resources from senior management
- b. Access an Indigenous liaison
- c. Conduct environmental scan to identify human resource needs and skill gaps within the organization
- d. Discuss compensation packages offered in the organizations
- e. Identify costs and procedures of competition process
- f. Identify contact listings internally and externally
- g. Develop an Indigenous network distribution list for advertisement purposes

2. Collaborating with Indigenous Communities

- a. Sponsor various educational programs
- b. Participate in community and cultural events
- c. Provide opportunities for employees to be involved in the community
- d. Advertise in the Indigenous newspapers/community papers
- e. Send employment opportunities to First Nation communities
- f. Provide work experience, work exposure or job shadowing

3. Networking/Participation

- a. Networking with the Indigenous community is a way to build professional relationships that will actively promote interactions and sharing of information. Benefits of networking are:
- b. Communicating with other sources to achieve the organization's objectives
- c. Gathering and sharing of information about other organizations and their employment practices
- d. Obtaining support and/or referrals from other sources
- e. Having the opportunity to volunteer and participate on community based committees/boards
- f. Maximizing the opportunity to build relationships and highlight your organization
- g. Providing an opportunity to learn, discuss similar topics, and seek solutions to challenges

4. Career Awareness and Capacity Building

- a. Encourage Indigenous people to apply for employment opportunities within your organization
- b. Ensure your Indigenous employees attend career and job fairs that are held in the Indigenous communities
- c. Conduct presentations at high schools and post-secondary institutions that have a high Indigenous population. This should also include Indigenous communities in the vicinity of work or future work
- d. Provide summer employment to Indigenous high school and post-secondary students
- e. Provide work experience opportunities to Indigenous people



“

CSAM's mission, vision and strategic plan is to strengthen the safety culture in Manitoba's construction industry with proactive education, training and consulting that supports safe work practices, career development and COR/SECOR certification across the province. Our partnership with the MCSC has created new opportunities for workers, member companies and northern communities across Manitoba to have access to our library of quality education and training in the workplace.” MIKE JONES, Executive Director, Construction Safety Association of Manitoba



DEVELOPMENT AND PROMOTION STRATEGY

Goal: To increase training and promotional opportunities for Indigenous employees by working closely with managers to initiate strategies that encourage employees to participate in their development and training plans.

Strategies

- Encourage managers to allow employees access to training.
- Promote training and development.
- Encourage participation in activities relating to personal/developmental growth.
- Encourage managers to identify possible employees for training and development opportunities.
- Encourage managers to develop individual action plans that identify training needs and resources of employees.
- Encourage managers to promote existing Indigenous employees from within.
- Develop a proactive initiative to promote women in trades.

“

As a Metis woman who has worked for both Manitoba Hydro as a recruiter and the MCSC as an instructor, I have seen positive results when industry and communities work together to invest in the Indigenous labour force. It has been extremely rewarding to deliver Job Readiness training to Indigenous youth in their own communities and see their growing excitement as they embark on careers in the construction industry. This Aboriginal Engagement Strategy presents a tremendous opportunity for industry to tap into a growing talent pool and build a stronger Indigenous work force for the future.” ANDREA CANADA, Consultant at MAHRS





4. RETENTION

Retention is an essential part of building capacity within your organization. With the predicted workforce shortages, it is critical to retain existing employees. Organizations can retain employees through orientation, relationship building, training opportunities and having a staff support system in place.

Orientation

Orientation is important because it provides awareness and understanding of the organization's mandate, vision, goals, benefits and organizational chart. Providing a job description to the new employee provides a clear understanding of their role and responsibilities and assists with clear expectations.

Having a "go to person" in an organization provides new employees with a person to approach with questions, such as *Where is the photocopier or the washroom? When are our lunch and coffee breaks? Where can I retrieve mail, filing, office materials, etc.?* Having a "buddy system" in place for coffee and/or lunch to help the new employee feel comfortable and included in the workplace.

Relationship Building

To build a positive relationship with your employees, an organization needs to support their employees. (i.e. a manager with an open door policy shows employees you are there for them to express concerns or ask questions at any time).

Outlined expectations provide employees with an understanding of the work requirements. Performance evaluations open communication between the manager

and employee so they learn their strengths and areas that need improvement. Establishing long and short-term development plans provides opportunity for greater job performance. Indigenous Liaison is a resource that can be used as a first contact with community or business.

Training Opportunity

Internship programs allow employees to gain skills and knowledge in order to better understand the organization. Mentorship programs prepare existing employees with skills and experience to compete for more senior positions.

Advancement opportunities such as posting advertisements in specific work areas give employees the opportunity to apply. Providing after-hour or in-house training gives employees tools to advance to higher positions within an organization.

Staff Support System (Internal and External)

Providing staff with resource material and support systems allows employees to maintain job satisfaction.

It is important to develop and maintain an Indigenous employee support network within the organization. This type of network provides Indigenous employees with a contact person of the same background.

Having a "Count Me in Database" provides Indigenous employees with more resources and lets them know whom they can reach out to for support in their own community.

Suggested procedure:

1. Orientation

- a. Provide all employees with an orientation of the organization and its mandate, guiding policies, goals, vision and compensation benefits
- b. Review employment policies and procedures with the employee
- c. Establish a "go to person" for new employees to approach anytime with questions
- d. Establish a "buddy system" for new employees to feel included from the onset of employment
- e. Implement a system that will allow employees to provide feedback about the organization

2. Relationship Building

- a. Know and support your employees
- b. Establish an open door policy for all employees
- c. Outline expectations of managers and employees
- d. Conduct performance appraisals
- e. Ensure job descriptions clearly outline position duties and responsibilities
- f. Survey workforce through employees' feedback
- g. Conduct workforce surveys to identify Indigenous representation throughout organization

3. Staff Training and Personal Development

- a. Implement internship programs within the organization
- b. Provide new and existing employee with mentors to ensure career development
- c. Discuss innovative workplace health practices, such as work-life balance initiatives
- d. Post advertisements within specific areas that are easily accessible to existing employees

4. Staff Support System

- a. Provide staff with support and resource material such as:
 - i. Info on union representative & collective agreement
 - ii. Employee Assistance Program
 - iii. Addictions Foundation of Manitoba (AFM)
 - iv. An Elder and Traditional Ceremonies
 - v. Community Resources
 - vi. Human Resources & Management Support
- b. Establish an Indigenous Employee Support Network
- c. Establish a "Count Me In Database"

RETENTION STRATEGY

Goal: To monitor the development and retention of Indigenous employees hired and provide them with the support required to maintain long term employment.

Strategies

- Encourage Managers to develop career and training plans for employees.
- Acquire feedback from employees regarding concepts.
- Track Indigenous employees to ensure that goals are being met.
- Conduct exit and on-site interviews to gather information/data that will assist in retaining new and existing employees.
- Encourage all employees to attend Cultural awareness training.
- Conduct presentations that explain the importance of culture/history.
- Work with internal and external partners to provide support that address employee issues and needs.
- Monitor turnover rates to identify values or percentages and failures and/or issues.



5. SUCCESSION PLANNING, TRANSITION AND CAREER PATHING

Developing a pool of competent candidates leads to a stronger and viable organization. For example during retirement phases, employee transitions plans can be crucial performance indicators for organizations to ensure the transfer of skills and knowledge.

Developing career paths help design, develop and implement practices and resources that assist employees in making important and rewarding contributions to an organization. Career pathing shows employees what the opportunities look like within an organization and provides a plan on how to get there.

Financial and Human Resource Allocation

Connect your Indigenous Engagement Strategy directly to management/human resource plans ensures involvement from everyone (i.e. by connecting succession plans directly to management's operational plans). This ensures that all management levels of an organization understand and contribute to the process. Also, it ensures that all plans and procedures are in line with organization's objectives

Ensure that accountability in hiring, retaining and advancing Indigenous employees within targeted occupational areas is reflected. Focus on performance measures and communicating career progression to all employees and identify reasonable and practical plans that meet the needs of the organization from entry to senior level.

Identify Gaps and Positions

Conducting workforce audits will assist organizations in preparing and anticipating future staffing requirements. Recognize potential in employees to fill skill gaps and ensure proper training is in place. Conduct surveys to identify measurement levels pertaining to: occupations, qualitative, and quantitative criteria.

Career Pathing Guidelines – Training and Developmental Plans

Assist all employees in developing, enhancing, and transferring their skills and abilities to help the organization to increase overall productivity. Filling vacancies with internal candidates makes good business sense; however conducting periodic skills and inventory assessments will help identify future training and development needs.

Staff training and development plans not only have a positive effect on retention, but also sends a message that the organization promotes employee growth and learning. Utilize an approach to connect the selection process, development potential, performance appraisal and succession planning needs. Ensure career path has various areas of entry points that would be dependent on individual training needs.

Identify the various positions, skills, and knowledge requirements with the organization and communicate career pathing opportunities to all employees. Formalize the career path; define the required experience and skills, expectations for performance and duties and responsibilities required of the position.



MCSC's Indigenous engagement helps young Indigenous people to see that with training, attitude and experience there are opportunities for them in their everyday and working lives now and in the future."

GILBERT MANITOPYES, *Aboriginal Liaison Engineering & Operations, Manitoba Infrastructure*

Suggested procedure:

1. Financial and Human Resource Allocation

- a. Connect Indigenous Engagement Strategy directly to MCSC planning process
- b. Connect succession plans directly to management's operational plans
- c. Management accountability reflected in job descriptions
- d. Hire, retain and promote Indigenous people within targeted occupational areas
- e. Focus on development resources and performance measures
- f. Facilitate smooth transitions (i.e. job shadowing, mentoring)
- g. Need to receive buy-in from all levels of an organization to succeed
- h. Reasonable and practical processes that meet the needs of the organization from entry to senior level
- i. Communicate career progression to all employees
- j. Provide access to technology based tools (i.e. computers, intranets)

2. Identification of Gaps and Positions

- a. Occupational Criteria
 - i. Various types of occupations
 - ii. Knowledge, skills, duties and responsibilities for each occupation
 - iii. Composition of the existing workforce
 - iv. Partnerships with Indigenous organizations and/or education/training facilities
 - v. Determine if jobs are full-time, part-time, or casual.
 - vi. Exit Interviews

- a. Qualitative Criteria
 - i. Management accountability mechanisms
 - ii. Workplace environment scan (i.e. diversity, respectful workplace)
 - iii. Career pathing referral initiatives
 - iv. Indigenous employees have equitable access to training
 - v. Comprehensive orientation sessions provided to all employees
 - vi. Use of "preference" and "designated" in recruitment process
 - vii. Formal on-going surveys with existing employees
 - viii. Formal exit interviews

- b. Quantitative Criteria
 - i. Number of anticipated retirements and vacancies
 - ii. Occupational turnover rates and net impact
 - iii. Indigenous employee promotion and retention information
 - iv. Tracking total number of Indigenous applicants
 - v. Tracking total number of Indigenous candidates interviewed
 - vi. Indigenous representation (by classification and occupation)
 - vii. Number of harassment/discrimination grievances



Indigenous people are the untapped labour pool required to address skill shortages in the construction industry. Manitoba Homebuilders Association is working with Manitoba Construction Sector Council to identify, develop and deliver trade specific training and engage Indigenous communities across the province."

MIKE MOORE, *President*
Manitoba Homebuilders Association



Manitoba is on the cusp of enjoying a demographic dividend, particularly within indigenous populations. Manitoba holds a strategic advantage but faces a real risk of missing this opportunity for engagement. This is a critical juncture and we recommend extensive and sustained investments in education and training initiatives to develop a future Indigenous workforce that will shape our collective future.” SUDHIR SANDHU, Chief Executive Officer, Manitoba Building Trades & Allied Hydro Council

3. Training and Developmental Plans (Identifying Internal Candidates)

- a. Develop effective succession plans to anticipate skills and training requirements key employees likely to replace retiring workers.
- b. Ensure staff participate with the development of their transitional needs, such as:
 - i. Provided with an opportunity to be selected to gain more knowledge and training
 - ii. Provided with an opportunity to rotate in job with higher level responsibilities
 - iii. Provided with an opportunity to have acting status in a higher level position
 - iv. Being provided with a mentor
- c. Identify the skills required to address the challenges and/or vacancies
- d. Create a skills and interest profile of employees to determine potential candidates
- e. If possible, increase the flexibility of the workforce and offer temporary, special or part-time assignments
- f. Build a partnership between the organization and employees by increasing opportunities for growth and development

4. Career Pathing Guidelines

- a. Show employees what their future can look like and provides a roadmap of how to get there
- b. Must be driven by employees (not by the organization)
- c. Access to competency training/skills development
- d. Access to formal classroom training
- e. Provide on-the-job training
- f. Provide informal learning within the workplace
- g. Implement Knowledge transfer initiatives – mentoring, cross-training, job-sharing and job-shadowing
- h. Identify specific skill and knowledge requirements for each position (competencies)
- i. Implement development plans that combine technical and soft skills training with the identified positions and responsibilities



By providing positive Indigenous role models to Indigenous youth, through stories and seeing these people in the workplace will demonstrate, they too, can succeed and become positive role models for their children and community.”

CLAYTON SANDY, retired civil servant for MB4Youth





6. SUPPORTIVE EDUCATION SYSTEM

Making the connection to educational institutions is important for employers and companies interested in increasing their representation figures. Indigenous graduate rates are increasing along with an interest across disciplines. It is vital that future students are aware of the range of programs, supports and services. Together we can share the new retention programs and career opportunities developed for Indigenous students and their families.

Many educational and training centers have an Indigenous support center where students feel comfortable with facilities that offer everything from a

computer lab, kitchen, lounge area and a phone area. Many other support systems such as Elder and academic advising, peer counseling and other personal support systems will assist the learning process and enhance positive outcomes for the students.

Weekly guest speakers and industry presentations create awareness and let students know of opportunities available within your organization.

Education is not about one person; rather it is a community of support!

IES Joint Ventures

Joint venture in an Indigenous Community/Business is not as easy as it appears. Main stream allows specific processes to take place in meeting the demands of the contract and the venture. One must look at the big picture that allows an opportunity for success. The venture must be understood in the entirety and not assumed that it is. Issues have developed because of the lack of communication and assumptions we place on the Indigenous community.

Below is a checklist that allows business to approach a community with some basic knowledge develop a basic plan that will allow the opportunity for employees to succeed.

Goal: To ensure that MCSC recognizes that business, community, resources, and decision making are different in each community and must be responsive to the needs of their partners and /or clients

Strategies

- Work with leaders of community that provide insight on how decisions are made in community.
- Work with Community in developing operational planning procedures.
- Build capacity by bringing in partners to understand all aspects of the business.
- Understand the capacity of the community/business.
- Work with community to provide training opportunities for their members.
- Develop a short and long term strategy of how a successful partnership can occur within an Indigenous community.
- Review past experiences and identify the strengths and weakness of past ventures.
- Recognize issues of recruitment and retention and come up with best practices.
- Develop an evaluation and assessment process that encourages collaboration and open discussion on projects.
- Develop a strategy to enhance MCSC's commitment to the communities they work with.
- Seek best practices within MCSC and industry.

Relationship Building

Relationship building is crucial in developing a relationship whether it is short or long term. Businesses sometimes do not understand that relations are not only important for satisfied clients but also for future ventures. Traditionally, mainstream's goal is to get the job done and leave with no dialogue or any relationship building with the community. It is important that relationships are built in a trusting and respectful manner.

Below is a checklist that allows business to approach a community with some basic knowledge in how to build and/or improve their plan in relationship building.

Goal: To recognize that MCSC must build a relationship that builds trust for current and future business

Strategies

- MCSC will develop a process that looks at communities and their capacities
- Work with community openly and honestly
- Build capacity with MCSC leadership and members by developing workshops that pertain to increase awareness of Indigenous History
- Develop a network where communication is done on a regular or frequent basis.
- Participate in community events by attending, donating or sponsoring
- Review strategy regularly until process is understood and implemented
- Have community meetings with leadership on projects, future projects and employment opportunities
- Recognize that each community may operate differently and may need more interaction
- Seek feedback from MCSC and all stakeholders



MCSC would like to acknowledge the great efforts of
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Indigenous Engagement Strategy.





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