

MASTERING ABORIGINAL INCLUSION IN MINING



Creating a Workplace-of-Choice
for Aboriginal Talent



Aboriginal Human Resource Council
connections – partnerships – solutions

Canada's leading innovators in Aboriginal
recruitment, retention and advancement

Developed in partnership with



mihhr.ca

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Aboriginal Inclusion is....

- The “culture” of a workplace that attracts, engages, and advances Aboriginal talent.
- When a successful collection of HR policies, practices and training are combined with positive human behaviour, it results in an inclusive workplace where Aboriginal people can advance to their full potential.



MAI in Mining....

- Corporate HR training model and support tools created by and for the mining industry to help you recruit, retain and advance an Aboriginal workforce
- Training covers:
 - Business case: Why devise the strategy?
 - History: moving from exclusion to inclusion
 - Communication : effective tools and tips
 - Recruit, Retain, Advance: new strategies
 - Accountability and Measurement: support success



 **THE INCLUSION CONTINUUM**
An employer's map to Aboriginal inclusion

INCLUSION

Inclusion is fully embraced as the cultural norm

INTEGRATION

Inclusion as a catalyst for growth

INCUBATION

Inclusion nurtured as a core competency

INITIATION

Inclusion as a business imperative

IMAGE

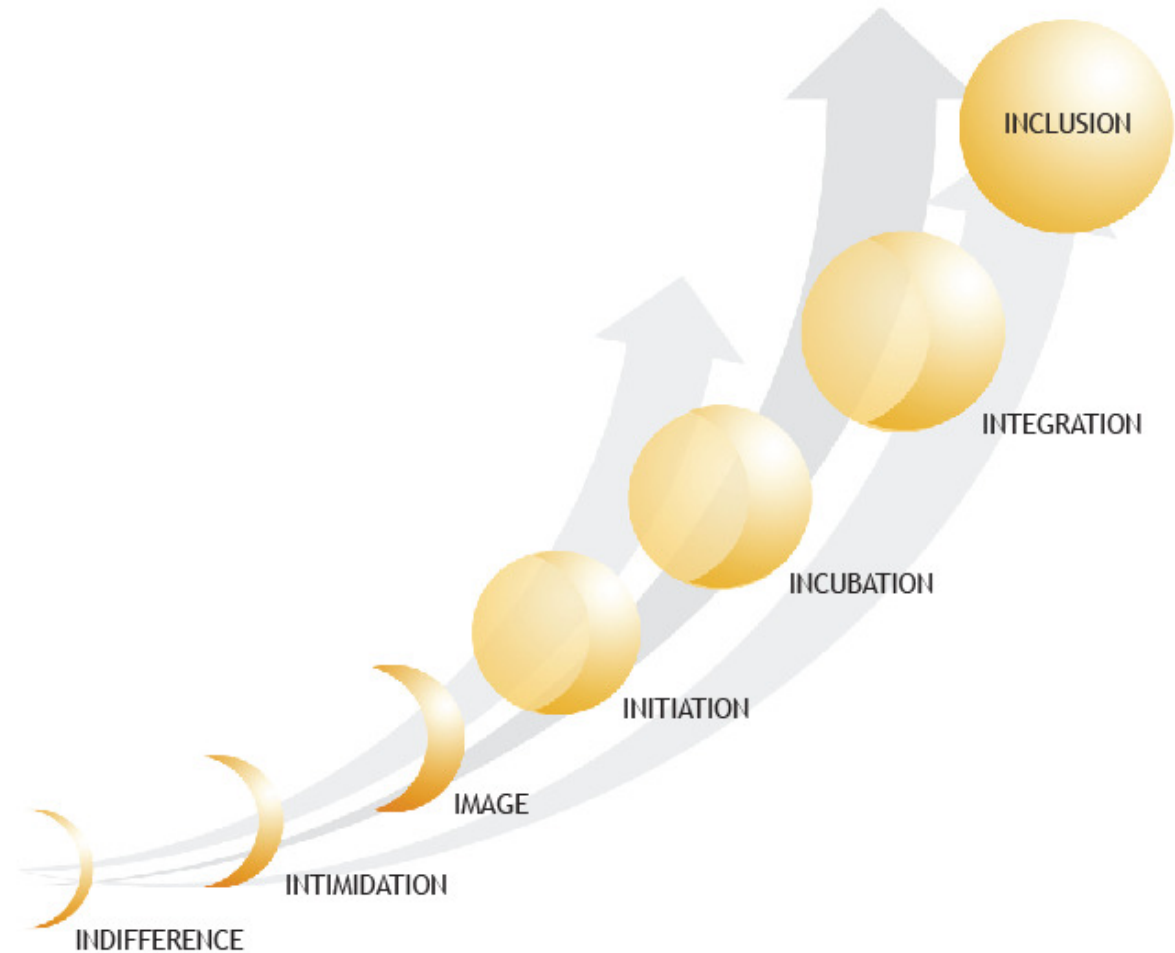
Inclusion as public relations

INTIMIDATION

Inclusion as forced compliance

INDIFFERENCE

Inclusion is not on the radar screen



Stage 1: Indifference

Main feature	Denial that Inclusion is an issue
Attitude	“You don’t like it here, go somewhere else!”
Characteristics	<ul style="list-style-type: none">• Low level or no awareness of diversity issues• Low employee morale• Discrimination and harassment go unchallenged• Negative stereotypes prevail



Stage 2: Intimidation

Main feature	Reacting to external pressure but see no link between diversity and corp. strategy
Attitude	“I’m not happy about having to deal with these complainers!”
Characteristics	<ul style="list-style-type: none"> • Begrudging • Containing discrimination rather than encouraging diversity • Policies are applied, keeping discrimination complaints at bay

Stage 3: Image

Main feature	Motivated by desire for positive recognition
Attitude	“Come see our Aboriginal employee in the mailroom.”
Characteristic	<ul style="list-style-type: none">• Great Aboriginal artwork• “Token” Aboriginal employee(s)• Inclusion efforts are an extension of corporate PR rather than corporate HR



Stage 4: Initiation

Main feature	<p>A champion of inclusion initiates a fundamental shift towards Aboriginal Inclusion as a business case</p>
Attitude	<p>“Joe is a strong advocate for Aboriginal relations and is going to help us understand this community.”</p>
Characteristic	<ul style="list-style-type: none"> • Organization is awakening to the prospect of true Inclusion • Managers are motivated to learn what is needed to effect change • Change agents are not all alone, but find they have friends, often in very high places.



Stage 5: Incubation

Main feature	Executives and the board have committed the organization to growing a culture of Aboriginal Inclusion
Attitude	“We believe Aboriginal people have a lot to contribute to our organization.”
Characteristics	<ul style="list-style-type: none"> • Inclusion is a core competency • Managers are held accountable for their handling of diversity issues • Aboriginal Inclusion is a strategic path to organizational growth.



Stage 6: Integration

Main feature	Organizational goals and Aboriginal Inclusion goals are linked together.
Attitude	“We need Aboriginal employees at all levels of the organization.”
Characteristics	<ul style="list-style-type: none">• Diversity is linked to strategic plans• Aboriginal people are targeted for succession planning initiatives• Managers are measured by their handling of issues of Aboriginal Inclusion



Stage 7: Inclusion

Main feature	Inclusion is a keystone of organization's corporate identity
Attitude	“Inclusion is a cultural norm within our organization.”
Characteristics	<ul style="list-style-type: none">• Employees are engaged at all levels of the organization• High employee morale• Greater retention• Commitment to continuous improvement



8 Elements of an Effective Aboriginal Inclusion Strategy

1. Leadership and Commitment
2. Diversity
3. Measurement
4. Accountability
5. Recruitment
6. Employee Engagement
7. Succession Planning
8. Training



1. Leadership Commitment

- Single most important factor for successful implementation
- Ensures visibility and commitment of time and resources

2. Diversity

- Integrate diversity initiatives into strategic planning efforts to contribute to the achievement of improved individual and organizational performance



3. Measurement

- What gets measured....gets done
- Apply quantitative and qualitative measures to assess the impact of Aboriginal diversity initiatives

4. Accountability

- Ensures managers are responsible for diversity ; link performance assessment and compensation to progress of Aboriginal diversity initiatives



5. Recruitment

- Remove barriers in recruitment process and in the workplace & try new solutions
- Expand your outreach activities by using Aboriginal media, networks and resources

6. Employee Engagement

- When Aboriginal diversity is seen as an integrated organizational value and understood across the company; employees will support, promote, and nurture initiatives



7. Succession Planning

- Ongoing identification and development of Aboriginal managers/team leaders in all departments helps to:
 - Address your leadership needs
 - Helps align your company as an employer of choice

8. Training

- Inform and educate management and staff to increase competencies in:
 - communication ,diversity imperatives, community outreach, team building, decision making, etc.



Case Study: Mining Industry

The Scenario:

- You are a senior manager with the task of hiring 400 employees for the new, non-unionized pelletizing plant.
- You have six months until the plant is operational.
- Within a 100km radius, there are several small towns and several Aboriginal communities.



Case Study: 1 topic per table

Leadership Commitment

- As the leadership team, how will you demonstrate to the rest of your organization your commitment to Aboriginal Inclusion?

Communications

- List at least 2 communications activities that you can develop that will demonstrate your company's commitment to Aboriginal Inclusion *within* the company and to *engage* the community?

Recruitment

- Identify some outreach recruitment activities that you will implement.



In conclusion

- Developing an Aboriginal inclusion strategy has many opportunities to help you become an employer of choice for Canada's Aboriginal talent
- Yellowknife November 26-27, 2009
- www.aboriginalhr.ca & www.mihhr.ca

