

## 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](http://mihhr.ca)

[aboriginalhr.ca](http://aboriginalhr.ca)



## 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.



 **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**

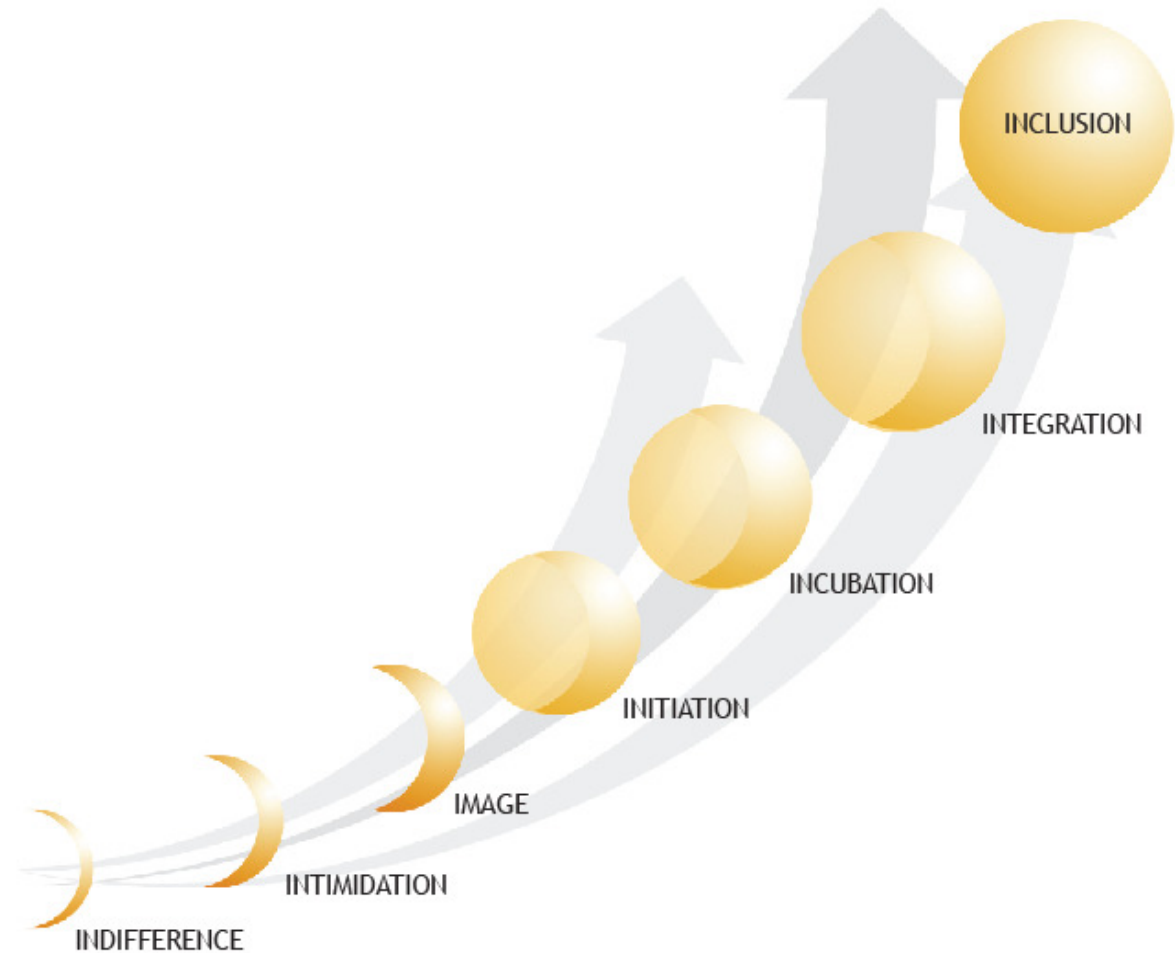
Inclusion as public relations

**INTIMIDATION**

Inclusion as forced compliance

**INDIFFERENCE**

Inclusion is not on the radar screen



## Stage 1: Indifference

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



## Stage 2: Intimidation

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

## Stage 3: Image

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

## Stage 4: Initiation

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



## Stage 5: Incubation

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

## Stage 6: Integration

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



## Stage 7: Inclusion

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



# 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
- Diversity can contribute to the achievement of improved individual and organizational performance
  - Enhances productivity and innovation
- Reduce costs
  - Reducing turnover
  - Increasing retention
  - Increasing morale



## 3. Measurement

- What gets measured....gets done
- Apply quantitative and qualitative measures to assess the impact of diversity initiatives
- Translates diversity initiatives into tangible results



## 4. Accountability

- Ensures managers are responsible for diversity
- Link performance assessment and compensation to progress of diversity initiatives



## 5. Recruitment

- Remove barriers in recruitment process and in the workplace
- Attract a supply of qualified, diverse applicants
- Expand your outreach activities



## 6. Employee Engagement

- Engaged employees drive diversity
- Engaged employees perform at a much higher level
- Engaged employees are involved and passionate
- If diversity is seen as vital...they will support and nurture it



## 7. Succession Planning

- Ongoing identification and development of a diverse pool of talent for:
  - Forecasts your leadership needs
  - Identifies and develops potential leaders
  - Selects people from among a diverse pool



## 8. Training

- Inform and educate management and staff to increase competencies in:
  - communication
  - diversity imperatives
  - conflict resolution
  - 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

## Leadership Commitment

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

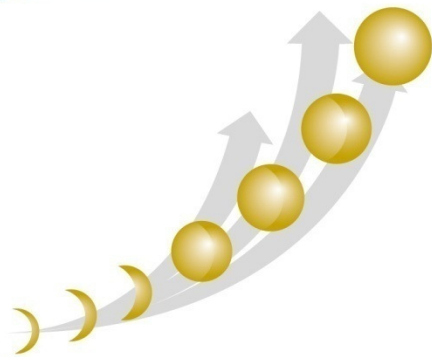
- Identify some outreach recruitment activities that you will implement.



## In conclusion

- Some HR departments work independently of other departments.
- Linking these elements to your overall organizational strategy will ensure that all areas of HR are familiar with and committed to the goals of the company.
- Ensure the success of an inclusive organization.





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