June 19, 2018

TO ALL IBEW FIRST DISTRICT LOCAL UNIONS

Greetings:

June 21 marks National Indigenous Peoples Day, a day for all Canadians to recognize and celebrate the unique heritage, diverse cultures and outstanding achievements and contributions of First Nations, Inuit and Metis Peoples. The original National Aboriginal Day was first celebrated on June 21, 1996, after being recognized through a proclamation by then Governor General, Romeo LeBlanc. The government named this day specifically to coincide with the Summer Solstice, a day that had been marked by Indigenous celebrations for many years prior.

Local Unions across the IBEW in Canada have taken steps to become more inclusive, many of which were reported on in our Barometer Report done a couple years ago and included with this letter. Most recently, the work through the Muskrat Falls Project in Newfoundland and Labrador made great strides with the Innu Communities to put local people to work first, provide training and apprenticeship opportunities and create a meaningful and lasting partnership for the IBEW and local peoples. This is a great example, but we need to do more.

We need to consciously strive to work with our local Indigenous Communities and break down barriers – both seen and unseen – to apprenticeships and obtaining union membership. We need to continue to better our relationship with Indigenous Peoples, ensuring they have the opportunity to have strong, labour representation and access to good jobs and apprenticeships, all across our country.

It is important, not only today, to recognize the rich history, traditions and cultures of Indigenous Peoples and everything they have done to build our country, but to recognize the importance of reconciliation and respect to the mistakes of the past.

I would encourage you, if you haven’t had the chance, to read the Calls to Action outlines in the Final Report of the Truth and Reconciliation Commission. Today provides an opportunity to reflect on the past, and a chance to recommit ourselves to strengthening our relationship with our Indigenous brothers and sisters. Click here for a list of events taking place across Canada.

In solidarity,

Bill Daniels
International Vice President

BD/In

Encl.

cc: First District Representatives
    System Council #11
    IBEW CCO
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>IBEW Barometer Objectives</td>
<td>4</td>
</tr>
<tr>
<td>Barometer Description</td>
<td>5</td>
</tr>
<tr>
<td>The Barometer &amp; Workplace Inclusion System</td>
<td>6</td>
</tr>
<tr>
<td>Observations : Managers’ Insights</td>
<td>9</td>
</tr>
<tr>
<td>Summary Observation and Recommendations</td>
<td>18</td>
</tr>
<tr>
<td>Summary Observation</td>
<td>16</td>
</tr>
<tr>
<td>Recommendations</td>
<td>19</td>
</tr>
<tr>
<td>Appendix 1: Customized IBEW Barometer Questions</td>
<td>29</td>
</tr>
<tr>
<td>Appendix 2: Sample Transmittal Letter</td>
<td>30</td>
</tr>
<tr>
<td>Appendix 3 - Interview list</td>
<td>31</td>
</tr>
<tr>
<td>Appendix 4: Nine Point Framework</td>
<td>32</td>
</tr>
</tbody>
</table>

Report Presented by:

Kelly J Lendsay, MBA, BSEP, CAFM  
President & CEO

Craig J Hall, MBA

Aboriginal Human Resource Council  
708 - 2nd Avenue North  
Saskatoon, Saskatchewan, Canada  
S7K 2E1
Overall, the Barometer survey results compiled by the Aboriginal Human Resource Council indicate that the International Brotherhood of Electrical Workers (IBEW) Locals in First District have made significant inroads in encouraging Aboriginal employment, building capacity for local Aboriginal initiatives and helping to position the union as a whole to be supportive of Aboriginal engagements and relationship building.

Many of the Locals have put into place effective Aboriginal strategies & practices and they have developed and attained knowledge & know-how which could help IBEW First District to adopt (in the future) more formal approaches to building successful Aboriginal engagements and relationships. Under consideration is the development of a directional plan or strategy which could leverage those engagements and relationships on a more national scale in order to create value for communities, for client companies, for union Locals and IBEW First District as a whole.

**Commendable Effort on the Part of Many IBEW Locals** — IBEW Locals are making good headway with their Aboriginal engagements and employment efforts. Locals have already put into place many of the organizational competencies needed to position the union for future success. Some tangible results have already been achieved. Now the task ahead is to consider the possibility and ways of further growing and embedding a strategy throughout IBEW First District.

Our recommendations are summarized in three categories and an additional 16 sub-recommendations are provided in the final section of the report.

1. Grow and support IBEW Locals’ efforts in Aboriginal engagement and employment.

2. Encourage the dialogue and systems needed between and among IBEW Locals to share and pool intelligence as well as results on Aboriginal employment and engagement strategies.

3. Define and vision a comprehensive strategy or framework for Aboriginal engagement and employment which supports local, regional and national needs for IBEW.
Our full comments in this report include an analysis of the organizational competencies that many IBEW Locals have already successfully developed in their respective Aboriginal engagements and relationship building. It shows that they have achieved success in many areas. If the decision is made to build out a more comprehensive strategy there are organizational competencies and successes which can be leveraged.

We use the Aboriginal Human Resource Council’s Inclusion Workplace System as the terms of reference for our analysis. This is described in the first section of the report followed by 85 observations about the IBEW Local Aboriginal strategies & practices and knowledge & know-how cultivated to date. The last section of this report is devoted to our summary observation and recommendations.
This report provides an overview of the International Brotherhood of Electrical Workers (IBEW) results from the Aboriginal Human Resource Council’s (the Council) Barometer Survey completed in July 2015. IBEW is working with the Council to understand the ways in which the union and its member organizations can grow Aboriginal inclusive workplaces, improve engagements and build sustainable and effective inclusion strategies. In addition, a national Indigenous strategy is contemplated which could differentiate IBEW from its competitors and bring added value to the union and its Locals in a variety of ways.¹

IBEW commissioned the Council’s Barometer survey in order to engage critical team and Local members on Aboriginal employment initiatives. This report, and further work, will assist IBEW in identifying areas for strategic and tactical development and will support increased Aboriginal engagement and relationship building.

IBEW is committed to building internal capacity, developing strategic relationships and enhancing Aboriginal employment opportunities by establishing and nurturing strong relationships with Aboriginal communities and creating opportunities for Aboriginal people and business.

IBEW is at the early stages of developing a directional plan potentially leading to a national Aboriginal engagement strategy. Through the Barometer exercise we have begun to assemble some sense of the momentum already achieved by many of the IBEW Locals with their various Aboriginal engagements.

The Barometer has been a valuable exercise for the IBEW to gain an understanding of the top line issues it faces as it commences efforts to further introduce and embed Aboriginal inclusion strategies. It has provided an initial probe and record of work completed already.

¹Note - We use the terms Aboriginal and Indigenous interchangeably in this report.
The Aboriginal Human Resource Council’s is pleased to present its Barometer Report to Tom Reid, Executive Assistant to the International Vice-President International Representative and Kate Walsh, Strategic Coordinator, NextGen Initiative.

The barometer objectives were shared and finalized with First District. In addition to the objectives listed below, it was proposed to create a loose knit “reference group” from the list of interviewees to act as a touchstone on Aboriginal strategy within the IBEW. An implicit aim of the report was to build consensus on workplace inclusion performance, planning and strategy. This inaugural report will serve as a benchmark report for future reference.

**IBEW Barometer Objectives**

- To gauge the state of Indigenous inclusion and activities at Locals;
- Identify important issues, considerations and barriers that need to be addressed in formulating a strategy;
- Take the true “pulse” of IBEW organizational readiness to support its Aboriginal inclusion efforts;
- Identify and describe positive and negative perceptions;
- Identify roles, activities, tools and training the District should undertake to help support Locals and make Indigenous inclusion a priority;
- Deepen our understanding of Aboriginal issues, partnerships and opportunities;

The Council completed confidential interviews with 22 members. The respondents provided insightful and transparent comments, critiques, ideas and suggestions. Appendix 1 includes the interview list.

The collaborative effort between the Council and IBEW is a unique first in Canada. While IBEW has been a proud member of the Council’s Leadership Circle for more than six years, this is the first time a national union has undertaken a barometer analysis and report. This point underscores IBEW’s leadership and vision to advance inclusion leadership.

This barometer achieved its stated objectives. We were able to drill down more deeply into IBEW’s organizational strategies and practices. Based on the input from the interviewees, we were able to extrapolate their insights and information to benchmark your organization’s readiness for Aboriginal strategies. We believe there are some economies of scale and cost savings that will guide your organizational inclusion investments, resources and actions more effectively and efficiently. Finally, the report provides a way for IBEW to encourage further dialogue and consensus building for a collaborative national approach to Aboriginal inclusion strategies. Better organizational cooperation, improved outcomes and shared leadership can be built into your future strategy and design.
The barometer review is a diagnostic assessment using our proprietary nine-point framework and workplace inclusion system to examine and evaluate the efficiency and effectiveness of IBEW’s workplace strategies, practices and behaviors. This particular barometer review is focused on the organizations “Workforce Development Pillars”.

The barometer assessment identifies your top-line issues and challenges. Each barometer is customized to focus on the organization’s key pressure points or issues. It involves one-on-one confidential phone interviews with managers for about thirty minutes to gather your insights and ideas in order to identify what is working and what is not, and to provide some ‘ground-truthing’ to guide future directional plans and strategies. We help you improve workplace performance by providing a third party analysis, observations and planning suggestions. The objective is to improve your ROI - a return on investment, inclusion and integrity.

IBEW partnered with the Council to conduct a Barometer to understand the ways in which its member organizations can grow inclusive workplaces, improve engagements and build sustainable and effective inclusion strategies.

This report presents the observations and recommendations from IBEW’s Barometer Review. It will provide a way for your organization to drill down on specific issues, challenges and opportunities. The collaborative nature of the barometer will encourage further dialogue on specific strategies and practices and in this way, build consensus toward enhancements to the IBEW’s enterprise-wide approach to Aboriginal inclusion.
This Barometer review offers a current status snapshot of workplace inclusion, and provides a baseline measurement from which to recommend the incremental organizational competencies needed to climb the Inclusion Continuum, the Council’s model and roadmap to Indigenous relations excellence.

The “heart” of the Council’s system is our seven stage proprietary model called the Inclusion Continuum. The model is used to illustrate the changes that companies and organizations make to become more inclusive, gradually enabling more effective workplace strategies, knowledge and know-how with which to build better engagements and working relationships with Indigenous people, businesses and communities. The Council’s Inclusion Continuum model represents the organizational competencies at each stage.

Companies demonstrate that they have improved organizational competencies as they continue to adopt increasingly sophisticated strategies and practices on an enterprise-wide basis, with a view to (i) achieving better results recruiting, advancing and retaining Indigenous employees, (ii) increasing business relationships with growing numbers of Indigenous companies and suppliers and (iii) increasing Indigenous community wellness.
We have also developed a nine-point indicator framework to assist our analysis of your Aboriginal engagement capacities. Each dimension of the Framework references an important part of the organizational knowledge, and know-how you need for your organization’s Aboriginal inclusion planning, engagements and relationship building.

<table>
<thead>
<tr>
<th>The Nine Point Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment &amp; Resources</strong></td>
</tr>
<tr>
<td>Your investment and resources significantly shifted your company’s efforts to develop your inclusion strategies, advance your inclusion practices or create effective partnerships with Indigenous people and communities.</td>
</tr>
<tr>
<td><strong>Employee Engagement</strong></td>
</tr>
<tr>
<td>Your employees are empowered by your inclusion practices, strategies and partnership building efforts.</td>
</tr>
<tr>
<td><strong>Responsibility &amp; Accountability</strong></td>
</tr>
<tr>
<td>Your set of strategies, systems and practices that are used to track, record and measure results have significantly changed how you embed the inclusion agenda in your workplace.</td>
</tr>
<tr>
<td><strong>Positioning</strong></td>
</tr>
<tr>
<td>Your branding and positioning signals your intent and goodwill to work closely with Indigenous people and communities to create partnerships for prosperity.</td>
</tr>
<tr>
<td><strong>Leadership &amp; Governance</strong></td>
</tr>
<tr>
<td>Your company’s leadership sets the design, tone and direction of the organization to work effectively with Indigenous people and communities.</td>
</tr>
<tr>
<td><strong>Social Impact</strong></td>
</tr>
<tr>
<td>The lasting and positive improvements the employer is making to the quality of life of citizens and communities including program and service delivery which builds capacity and wellness.</td>
</tr>
<tr>
<td><strong>Relationships &amp; Trust</strong></td>
</tr>
<tr>
<td>The employer’s values, commitment and practices have transformed the relationships and trust factor.</td>
</tr>
<tr>
<td><strong>Organizational Culture</strong></td>
</tr>
<tr>
<td>Your workplace systems and supports have created a workplace culture where employees are collectively working in the interests of developing positive and prosperous relationships between and among Indigenous and non-Indigenous people and communities.</td>
</tr>
<tr>
<td><strong>Value &amp; Validation</strong></td>
</tr>
<tr>
<td>Your assessment, verification and evaluation systems create benchmarks and measurements that affirm and validate your commitment and achievement on your inclusion mission.</td>
</tr>
</tbody>
</table>

The Council works with companies and organizations to develop performance based inclusion competencies which result in more inclusive workplaces in each of your business systems: Human Resources, Procurement, Corporate Social Responsibility, Leadership and Marketing & Communications. Healthy workplaces are those which engage and retain workers, leading to increased productivity.
We look at the organizational knowledge and know-how you have developed and how you leverage those knowledge assets to guide the development and implementation of your strategies and practices.

Organizations that develop these workplace skills and competencies are better able to execute powerful Aboriginal human resource strategies as well as build effective engagements and relationships with Indigenous people, businesses and communities to generate a higher ROI.
In this section we summarize the observations, perspectives and suggestions brought forward in the interviews. Common messages and themes are presented using the nine point framework. Any unique or contrary observations are also noted.

We have grouped our observations using a simple code for greater data visualization with a star, checkmark or flag. The observations speak to specific practices, programs and organizational competencies.

**Legend**

- ★ This signifies the areas where there is a high level of organizational competency (i.e. knowledge and know-how + strategies and practices in place).
- ✔ This signifies the areas where there is an adequate level of organizational competency.
- ✗ This signifies the areas where organizational competencies should be reviewed and possible action taken to remedy. A flag should not be construed as negative, merely that review should be considered.

**What We Heard...**

- ★ In the majority of interviews (80%+) we heard stories and examples about local leadership commitments and Aboriginal initiatives;

- ★ An opportunity exists for IBEW to innovate and create a leadership initiative to attract more Aboriginal talent and to differentiate IBEW from the competition;

- ★ A desire and need for a framework or strategy for IBEW was articulated;

- ✔ Many managers have experience working with Indigenous peoples and communities;

- ✔ Bringing Aboriginal (IBEW) employees and (IBEW) foreman to job fairs creates great role models and communicates our ‘hiring’ message;
Many managers have a good knowledge of the issues and challenges facing their local and the First Nation communities but many felt more knowledge was needed;

One business manager reported they had a “code of excellence” that addressed respectful workplaces, women, language and Aboriginal people.

A theme in the interviews included the recognition that you need to understand Aboriginal communities’ political realities;

There is no clear business case developed at the local and district levels;

Each manager/local has been left on their own with almost no communication or sharing between and among business managers;

The knowledge levels are generally low and cultural clashes have existed and will develop in the future without some clear planning and strategy going forward;

A national strategy from the ‘top-down’ could be perceived negatively and consequently there would be low uptake and support. There is a need to build a strategy or framework that addresses the leadership issues and challenges across Canada. There are a host of issues which need to be addressed about the strategy including its business case, timing, governance and other issues. Given its complexity and the fact that Locals are at many different stages of awareness and ability, a staged approach to developing a more formal strategy may be the best approach.

You have to respect the cultures; taking people from the south with no understanding or appreciation and putting them into the north without any orientation toward Aboriginal issues creates more problems. In general, Local managers need more orientation to Aboriginal people, cultures and practices in order to be successful in their engagements.

What We Heard…

Business managers have invested some resources into Aboriginal partnership and training programs;
Some training programs have resulted in Aboriginal participation in apprentices as well as community partnerships;

Through greater Local, regional and national collaborations, cost savings and economies of scale could be created on Aboriginal engagement matters and this would benefit the IBEW across Canada;

Some managers are aware of Aboriginal strategies, investments and positive outcomes in other sectors and with businesses. Increasingly businesses are adopting some kind of formal aboriginal strategy because the current economic and political climate requires it. Some businesses have said that they will not qualify for bids with large developers if they cannot evidence their Aboriginal track record, policies, practices and systems.

Working with Aboriginal people on engagement strategies requires a particular set of skills and knowledge. You need to invest in the right kind of people who can create effective engagements and partnerships;

There is no Aboriginal investment plan or strategy at a regional or national level. So initiatives are ad hoc in many places;

There is no formal way to gather consistent and uniform information or data to create better Aboriginal engagement plans;

There is no formal ‘accounting for people’. Hiring locally can be a real asset for IBEW and for the companies it works with. Hiring the right people and retaining them is good for the company though there is no formal way to recognize this on companies’ balance sheets.

What We Heard...

Managers have stepped up and initiated some form of Aboriginal engagement (two managers had no knowledge of Aboriginal initiatives and activities yet they took it upon themselves to educate and prepare for this work.);

Managers are holding themselves accountable to do their part on Aboriginal engagement in order to benefit the union, communities and the employees;
There is a strong desire to move forward with more formal frameworks, goals and measurement;

There is no formal sharing or accountability between and among districts and national office; Current models and programs could be shared regionally and nationally;

Although there are no mechanisms or practices in place to track the number of aboriginal members, many of the interviewees could estimate aboriginal membership numbers. In some of the larger locals they estimate between 25 and 95 aboriginal members and at the low, one or three aboriginal members. Some estimates of aboriginal membership are listed below:

<table>
<thead>
<tr>
<th>Estimated Number of Aboriginal Members</th>
<th>Total Membership Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>5000</td>
</tr>
<tr>
<td>25-40</td>
<td>1100</td>
</tr>
<tr>
<td>3</td>
<td>870</td>
</tr>
<tr>
<td>95</td>
<td>3000</td>
</tr>
<tr>
<td>1</td>
<td>400</td>
</tr>
<tr>
<td>15</td>
<td>1300</td>
</tr>
</tbody>
</table>

We need a central body that can serve as a liaison with a multitude of stakeholders;

Aboriginal employment quotas generally have a negative connotation and these (artificial) targets can create other problems;

Managers see the need for more formal knowledge and training (poor knowledge and stereotypes leads to culture clashes);

More coordination and connections are needed. There are ‘too many “pieces” out there in the Aboriginal human resource and employment community and how they are organized and operate. It is challenging to coordinate and connect them all;

The IBEW could be spread too thin and a strategic model needs to be developed for Local strategies; for example, joint training opportunities could be designed and built;
Do not create pre-apprenticeship or specialty programs that alienate Aboriginal employees from their fellow employees;

The business managers individually and collectively could be better utilized to contribute to programming strategies, practices and procedures.

IBEW should turn its attention to creating a more sustainable long term model of Aboriginal engagement that will support the efforts at the community and district level;

Workforce planning and business planning could be coordinated if governments and industry provided IBEW and Aboriginal communities with more advance notice of bid opportunities and projects. In addition better planning is needed to coordinate training numbers with actual job prospects. Better forecasting numbers need to be shared with the education institutions.

What We Heard...

Overall there is a high level of engagement from those IBEW Aboriginal employees who have been successful apprentices;

Some business managers have worked with local first nation community employment practitioners to create Aboriginal training, recruitment and engagement outcomes;

Tele-health is being adapted for digital learning in the electrical trades;

Generally many IBEW Locals have a good understanding of community and Aboriginal workforce engagement issues, gaps and challenges;

Good success has been reported in projects with communities like Haisla First Nation;

There needs to be greater sensitivity to (Aboriginal) learning cultures and styles. But also, Aboriginal people need to become more accustomed to the learning cultures and styles of worksites;
Culture clashes will exist but can be changed with education;

Managers are willing to adapt and support programs (like math upgrading) to bring people up to the high standards needed to ‘operate on the tools’. Many examples were provided about the innovations developed to encourage aboriginal readiness and training. Aboriginal people need to demonstrate an interest and a willingness to learn the trade. They can’t be forced into it;

Our trades training equips our members with other life skills that they can use in their community, home and personal life. Aboriginal people need soft skills, essentials skills and technical skills;

The manager for Local 75 (North) knows the northern communities and the “communities north of Merrit know our guy”

There was no mention of on-boarding and coaching to create better employee productivity, knowledge transfer and troubleshooting.

More needs to be done to ensure that more managers and employees have an understanding of the local Aboriginal context;

Math and education gaps continue to be a challenge.

Orienting people to the work culture and the transition issues and so on will help prepare Aboriginal people for successful employment.

What We Heard...

The way that the Locals are positioning themselves to work with Indigenous communities has been very positive.

IBEW could position its trade among the Aboriginal workforce as a trade of choice and this would offer a competitive advantage;

It is important to showcase programs and activities that work. Many locals don’t have a good understanding of what others are doing in this area of Aboriginal engagement. More sharing of ideas and practices is needed.
Managers identified gaps in education and curriculum gaps producing graduates without prerequisite math skills;

The community job fairs and outreach efforts have increased the awareness of the electrical industry and union opportunities;

Employee Assistance Programs have been successful with those Aboriginal employees seeking support and assistance;

Youth outreach needs to start at grade 8 for better branding and positioning;

More consideration should be given to how best to position a national strategy of framework or support local, district and national initiatives;

A top down program strategy will not work; strategy templates and ‘recipes’ should be created and shared;

Managers are committed to creating opportunities for Aboriginal people and communities but are generally averse to ‘specialty programs’ such as pre-apprenticeship;

There currently is no way to document, gather, share and communicate the full spectrum of Aboriginal initiatives across the IBEW;

Culture clashes and stereotypes do exist and cross cultural training strategies are needed.

What We Heard...

The community relationships can generate training and employment opportunities in the electrical trades;

Although there is momentum among many Locals, in some no activity has been initiated (Aboriginal community partnerships and relationship building);

Some misperceptions continue to exist about Aboriginal people but can be managed with effective training and education programs. As well there are many misunderstandings among Aboriginal people and career counselors about what the IBEW does and how it benefits workers.
Aboriginal Human Resource Council

**Themes and Observations**

**OBSERVATIONS: MANAGERS' INSIGHTS**

IBEW organizational culture is strong. There are synergies and fit with Aboriginal peoples struggle and IBEW’s commitment to people, fairness, jobs and community belonging.

Managers recognize the value of enhanced relationships and engagements with Aboriginal communities and could be better coordinated among districts;

There is mistrust between Aboriginal and non-Aboriginal people. Mistrust also exists between and among different Aboriginal communities. Part of the latter is due to the many different histories, cultures and languages which make up the Aboriginal communities. A mistake that non-Aboriginal Peoples make is to assume that Aboriginal people are homogeneous. In fact there is tremendous diversity among the various communities;

An investment in customized training and education Aboriginal programs would contribute to improvements and strengthening of IBEW’s organizational culture.

IBEW’s culture is shaped by a range of cultures across Canada. There is an opportunity to create more horizontal connections between Locals in order to share information and create some economy of scales in Aboriginal programming.

**What We Heard...**

- Many managers see the value of hiring from local Aboriginal communities where the IBEW and its company partners operate;
- The collective efforts of IBEW’s District are highly visible in the union context and in the Canadian public at large;
- Residential schools experience has created resentment and bitterness - more trust building is needed;
- There is no concrete way to measure the level of social capital and trust.
Apprenticeship programs generally work well. Aboriginal people can succeed. However, some reported that they have experienced poor turnover and performance rates for both Aboriginal and non-Aboriginal apprentices.

Make sure that ‘special accommodation’ does not create backlash or resentment or misunderstandings;

There could be better linkages between and among Locals and districts;

A communications strategy and brand could improve the collective efforts for advertising, recruiting and apprenticeship processes.

The performance and productivity issues associated with Aboriginal apprenticeships should be addressed.

There was little or no mention of working with the community ASET holders - the ‘Aboriginal Skills, Employment and Training Strategy’ practitioners.

Some Local managers may need help building the business case as well as with cultural issues and respectful work place training;

What We Heard...

IBEW and its managers are committed to assisting Indigenous people, businesses and communities to achieve better socio-economic outcomes;

There is a good track record of supporting social and community initiatives;

Improved math and education outcomes would reduce transition program needs and create more apprenticeship opportunities;

More could be done to orientate Aboriginal employment counsellors to the electrical trades;

Enhance the organizational culture for ‘all’ employees to bridge the cultural divide.
We have one summary observation as well as 3 recommendations (and 16 sub-recommendations) which follow from the interviews, our analysis and our report.

**Summary Observation**

Overall, the Barometer survey results indicate IBEW Locals have made significant inroads in encouraging Aboriginal employment, building capacity for local initiatives and helping to position the union as a whole to be supportive of Aboriginal engagements and relationship building.

Many of the Locals have put into place effective Aboriginal strategies & practices and they have developed and attained knowledge & know-how which could help IBEW District One to adopt (in the future) more formal approaches to building successful Aboriginal engagements and relationships and to leverage those relationships on a more national scale to create value for communities, for client companies, for union Locals and IBEW first district as a whole.

In many cases the Aboriginal inclusion efforts initiated by many Local business managers have been done in isolation of other Locals’ experiences and initiatives. That is to say, many managers initiated Aboriginal engagement efforts with little or no communication,

**Commendable Effort on the Part of many IBEW Locals** – IBEW Locals are making good headway. Locals have already put into place many of the organizational competencies needed to position the union for future success. Tangible results have already been achieved. Now the task ahead is to further grow and embed the strategy throughout IBEW First District and continue to grow the opportunity. As well, some Locals have made a conscious decision not to develop any Aboriginal specific programs because it doesn’t fit their situation. For those who want to do this work, how could they improve?
Stage 4 - Initiation - Inclusion as a Business Imperative

Commendable Local effort - IBEW has already achieved some good momentum on Aboriginal engagement work at many of its Locals. If it so chooses, there is an opportunity to leverage those engagements and relationships and build a national Aboriginal framework or strategy.

The interviews that were done with many of the IBEW Locals provided an understanding of the approaches and philosophies which they are using in their Aboriginal engagements. Overall, these approaches indicate an effective and practical approach to building relationships with Aboriginal people, businesses and communities.

Many Locals have done a good job developing an effective working relationship and a level of trust with local Aboriginal leaders. As well there is a growing understanding among Locals that Aboriginal relations could and should assume a level of high strategic importance for IBEW as a strategic matter which needs to be carefully nurtured and managed.

IBEW’s senior management recognizes the value and importance of fostering effective Aboriginal engagements and relations.

IBEW is encouraged to undertake more extensive review of the groundwork activities being undertaken by all the Locals. This could be done through a survey or further interviews. A full picture of on-the-ground engagements would be useful information.

Recommendations

We offer the following 3 recommendations and 16 sub-recommendations.

1. Grow And Support IBEW Locals’ Efforts In Aboriginal Engagement And Employment.
IBEW Locals are making good headway with Aboriginal engagements and relationship building. Locals are at different stages of their engagement work with many just beginning while others have developed sophisticated competencies. Here we want to relate some suggestions on how those individual initiatives could be supported. Areas of support include the following.

- Templates and Engagement Guides
- Access to training especially to grow cultural competencies
- Aboriginal Coaching and Mentoring Programs - Training and Set-up
- Understanding the Aboriginal employment program scene
- Information Packages for Aboriginal people - “About IBEW Locals”


The template would essentially provide a “How-to” Guide to Aboriginal Engagement. It would outline the main steps toward successful engagement, how to introduce and communicate the idea, internally and externally and how to promote and advance the initiative once some initial steps were successfully taken.

As part of a Guide with a “step by step” approach, there could also be general information provided about Aboriginal decision-making structures and how Aboriginal communities are organized. There could be links to maps of Aboriginal communities. The Guide could contain information that would help Locals to understand a bit about the history of Aboriginal people including recent court decisions and how these are impacting on the relationships between businesses, government and Aboriginal organizations. The implications for IBEW would also be included in this analysis. Information about government programs and approaches to community consultation could be included as background. General background knowledge would complement the part of the Guide focused on the “how to” of engagement.

b. Provide Access To Training Opportunities To Assist The Aboriginal Engagement Process.

Individual Locals need to know where to access training expertise. What is needed is the compilation of a list of training resources including people and consultants that can provide in-person facilitation as well as other training modalities such as on-line training.
A range of cross cultural training needs to be provided, all with a view to enhancing knowledge of Aboriginal people and developing the cultural competencies needed to attract them to the jobs IBEW has to offer. A training “needs assessment” exercise would bring some better definition to the kinds of cultural content and competencies needed for different groups within union Locals. For example, a short version of cross cultural awareness could be provided to the general employee population. Whereas a more intensive “cultural competencies for supervisors of Aboriginal people” learning program would offer more intensive training; customized to the needs of that particular group. Some groups can take e-learning while others need in-person training. We recommend an overall needs assessment which will formalize the type and content of training needed throughout the organization. The Council has its Inclusion Classroom e-learning materials as well as providing in-person training sessions which will be of interest to IBEW Locals. The union could initiate an Expression of Interest to identify prospective facilitators, trainers and on-line programming once it has completed its Needs Assessment.

c. Coaching and Mentoring programs are needed to encourage Aboriginal hires and to retain them.

For those Locals that hire or work with companies that do, it is important to provide supports so that Aboriginal hires will be successful. Aboriginal Liaison specialists can provide an effective “go-between” with the union, companies and Aboriginal workers. One Liaison specialist could serve a number of different Locals. Another proven strategy is to provide both mentoring and coaching. Mentoring and coaching in a cross cultural setting requires some training and orientation. Some companies have introduced programs to help mentors and coaches do an effective job. This training program as well as some instruction on how Locals could establish their own Aboriginal coaching and mentoring program would be highly beneficial. This coaching and mentoring could be developed as part of, or separate to, Aboriginal on-boarding programs.

d. Build information packages that help locals understand the “program machinery and the “Aboriginal Employment Scene” which has evolved over the years to help Aboriginal people connect with jobs, especially in the trades and apprenticeship areas.
Over the years government has invested in a variety of infrastructure, machinery networks and programs which are run by Aboriginal people. There are labour market initiatives, publications about Aboriginal employment, Aboriginal Skills and employment organizations, specialty groups which focus on Aboriginal participation in the trades, government programs specific to Aboriginal trades, essential skills programs to assist Aboriginal people to pass apprenticeship exams and so on. These Aboriginal employment initiatives have had a thirty-year genesis beginning with programs like “Pathways” which have evolved to their current complex network of programs and initiatives. Locals would benefit from some kind of “Primer” that would explain how these initiatives have evolved and how these Aboriginal employment centres and programs currently function and work with one another. Understanding these programs and their history will help accelerate engagements at a Local level.

e. Develop information packages that help Aboriginal people understand what the union does and how to access work through the Locals.

Aboriginal people and Aboriginal career counselors generally have a low level of understanding of what unions do and how to access jobs and training (for their Aboriginal job-seeking clients) through them. Orientation materials for the union do not typically depict Aboriginal people and they may not even be written in ways which “grab” Aboriginal peoples’ attention. Generic information materials about IBEW featuring First Nation, Métis and Inuit people could be produced and made available to individual Locals. As part of your strategy considerations, IBEW needs to address its brand and perception inside aboriginal communities and among aboriginal people more generally. What perceptions do they have of unions more broadly and more specifically about IBEW and the electrical trades?

2. Encourage The Dialogue And Systems Needed Between And Among IBEW Locals To Share And Pool Intelligence As Well As Results On Aboriginal Employment And Engagement Strategies.

IBEW Locals are at different levels of understanding and competency when it comes to Aboriginal engagement. Moreover, as a whole there is not currently much sharing that goes on between and among Locals with respect to their Aboriginal engagement systems, practices and successes. Although there are exceptions to this, in general the knowledge sharing and “learning culture” in this area is weak. It makes sense to grow this learning culture and introduce rudimentary systems so that Locals can more readily exchange information on Aboriginal engagement and thereby accelerate their efforts. Five ways of achieving this are as follows.
• Put rudimentary reporting systems in place
• Pool intelligence on common issues
• Create a space in regular IBEW meetings to share information about Aboriginal people, culture and engagements
• Make better use of your assets - your current Aboriginal employees.
• Create White Papers as a way to circulate best practices and signal/ position IBEW’s strategic interest in Aboriginal engagement.

a. Create Some Rudimentary Reporting Systems So That Information Can be Shared.

A semi-annual update could be instituted to obtain some information from Locals about their Aboriginal engagement activities. To make this less onerous this could be set up as an interview perhaps completed by the Aboriginal Human Resource Council. Starting with those IBEWS that were not interviewed for this barometer, the Council could contact other Locals and gather further intelligence about what they have been doing in this area. The growing baseline information could be circulated as a kind of newsletter update.

b. Pool intelligence on common issues.

IBEW Locals reiterated the issues and constraints they were facing with their respective Aboriginal engagements. Many Locals have problem-solved these common issues in different ways, many with success. Compiling this information into some kind of circular or newsletter is a good step toward a “community of practice”. Again, interviews with IBEW Locals are suggested as a way of pulling the information rather than requiring additional reporting from them. The more this can be facilitated the more it is likely to be completed. At this early stage of development putting onerous reporting requirements on IBEW Locals would seem to be counter-productive.

Some of the issues which IBEW Locals are trying to address are as follows:

► How to encourage Aboriginal youth to attain the Math essential skills they need to enter into apprenticeship programs?

► How to introduce career pathing information to primary and secondary schools and encourage consideration of a career in electrical?

► How to better coordinate labour market planning so that schools and training institutions are pushing out numbers of candidates commensurate with available projects and work?
Administrative structures needed to make accommodations around entry requirements, e.g. grade 12.

How to build job readiness “soft skills” in young Aboriginal workers?

How to engage with aboriginal communities?

How to develop partnership opportunities?

c. Create a space in regular IBEW meetings where information about Aboriginal people, culture and engagements can be shared.

d. Make Better Use Of Existing Assets - Your existing Aboriginal Workers

There are some Aboriginal people that are already working with IBEW Locals, or been placed by them (or by companies they work with). These Aboriginal people have successfully negotiated IBEW systems and they have strong loyalties and attachments to the organization. Individually and collectively they hold important information, perspectives and intelligence which could be leveraged. Could a voluntary Aboriginal committee be developed from these individuals who may be willing to offer advice on how to continue to engage and recruit Aboriginal people? Could they be called upon to act as spokespersons for IBEW and its drive to engage Aboriginal people and communities? Their testimony will go far into Aboriginal communities. How could these individuals be called upon to organize: enlisting them to play a strategic role in IBEW’s collective engagement efforts?

e. Produce White papers to encourage discussion and to begin the positioning of IBEW Locals and their good work in Aboriginal engagement.
White Papers are increasingly being used by larger organizations as a way to create some profile around certain issues. They have several uses. They are a way to announce an organization’s interest to a certain issue or strategy and a way to call upon prospective allies and partners. White Papers are used by companies as a way to set the stage for new products or services or to help define the demand factors that are driving the need for such products and services. White Papers are generally used further back in the marketing cycle as a way to prepare the market. Similarly, White Papers can work for IBEW to position its interests in Aboriginal engagements and signal to stakeholders, both internal and external, a forthcoming strategy or differentiator. IBEW Locals could be asked to sponsor these White Papers which would focus on a particular Aboriginal engagement issue and how they solved it. It would be a way to pool information and practices, but with a more strategic purpose.

What is the business case for a dedicated Aboriginal strategy? Will the strategy improve access to a broader labour pool? Or perhaps there are a wider set of drivers and values which can provide the substantiation for the strategy. It will be important to define the internal and external drivers for a strategy. Why would this be in the interests of members? Some observations.

3. Define And Vision A Comprehensive Strategy Or Framework For Aboriginal Engagement And Employment Which Supports Local, Regional And National Needs For IBEW.

There are directional and leadership issues which must be resolved as part of the strategy formation. One approach is to conduct a facilitated session(s) to vision what a strategy could look like, what issues would seem to be solved by it and what utility and cost-benefit a comprehensive Aboriginal strategy has for IBEW. Below are some of the considerations which need to be discussed as part of the decision whether to have a strategy, define how it will add value and determine its components. In brief the considerations are as follows:

- Business case, Timing, Scope and Design
- Governance and Policy Platform
- Principles, Goals and Objectives
- Accountability Framework
- Communications and Branding
- Local, Regional and National Partnerships

a. Business Case, Timing, Scope and Design

What is the business case for a dedicated Aboriginal strategy? Will the strategy improve access to a broader labour pool? Or perhaps there are a wider set of drivers and values which can provide the substantiation for the strategy. It will be important to define the internal and external drivers for a strategy. Why would this be in the interests of members?
Many of the companies with which Locals currently work have their own Aboriginal strategies and there is an increasing expectation that IBEW needs to have something in place to align with those companies’ interests. As well, looking at the growing body of legislation and government decisions which support Aboriginal participation in major projects it could be argued that this too is creating a more compelling need for organizations like IBEW to take a distinctive stand on this issue. A third rationale is to cite the competitive advantages of having an Aboriginal strategy in contrast to other union or labour organizations that may not be so well positioned. A forth consideration is this. If IBEW doesn’t define its own strategy then it runs the risk of others defining it for them.

Is this the right time? In the long term the industry is potentially facing a high retirement and exit rate. Tapping into the Aboriginal talent pool with some 400,000 ready to enter the job market over the next few years may be worthy of consideration. What other factors are converging both internally and externally that would make an Aboriginal strategy more compelling for IBEW? This is what it needs to determine. The timing question? Why now?

Initially, the strategy will likely be largely focused on Aboriginal employment. However, in time, consideration should be given to two other areas.

- A dimension of the strategy could seek to encourage Aboriginal participation in IBEW supply chain. As part of procurement programming a further consideration may be a supplier development program. Aboriginal business outreach is needed to encourage their participation in the organization’s supply chain. Some Aboriginal employees may also want to become owners or managers of contracting companies. So a component of the strategy which focuses on support to Aboriginal business development may have merit.

- Develop a formal corporate social responsibility initiative dedicated to Aboriginal community interests and wellness. This initiative could include in-kind or financial donations toward Aboriginal causes. This is an important way to help position the union and its Aboriginal strategy.
Is the IBEW Aboriginal strategy proposed as a linear strategy with formal goals and objectives or could it be more of a framework, i.e. a set or ‘range’ of goals with individual Locals deciding how they choose to fit in and specific objectives they would choose to adopt. Deciding the design and format of the strategy will impact the outcomes, implementation and many other factors.

b. Governance and Policy Platform

The main consideration about the governance model for an Aboriginal strategy is this. How could something be designed that brings (national) efficiencies but also serves the needs of Locals without forcing something on them?

What committees or structures need to be established to provide direction to the question of the strategy? How will national, regional and Local interests be reflected in this model?

IBEW’s Aboriginal policy statement can simply consist of statements of commitment or it can include specific financial appropriations and specific goals and targets. An Aboriginal policy statement is an important part of your strategy because it unifies your commitment and shows to stakeholders that you have resolve.

c. Principles, Goals and Objectives

We heard throughout the interviews that “standards” concerning safety, productivity and technical ability cannot be compromised. There can only be one set of standards. What other principles should guide the strategy?

What would be the goals and objectives of the strategy and how should they be set? How will the strategy address some of the core issues which are currently being encountered i.e. access to a labour pool, lack of interest from Aboriginal youth to enter this industry, etc.

d. Accountability Framework

Reporting and accountability systems need to be developed together. At the root of this matter the IBEW, should it choose to go down this path, will need to be able to evidence the number of Aboriginal people it hires, both directly and even indirectly. Gathering this information throughout the country will require that your IT “people” system be developed or adapted for Aboriginal hiring and tracking.
Transparent annual reporting would help inform stakeholders and Aboriginal communities what efforts and progress is being made. This system and its implementation require a commitment from IBEW. Once a strategy is launched there will be expectations about performance.

e. Communications and Branding

Some up-front work is needed to ensure that the strategy, once at the design stage and underway, can be effectively shared and communicated with Aboriginal people and groups. This will require some research into communications channels and building understanding about how best to reach Aboriginal audiences. Ideally, the strategy will be developed with input and consultation with the Aboriginal community.

Some organizations like to give their Aboriginal strategy a specific name and “descriptors” to give it added profile and identity. One company we know sponsored a contest and commissioned a painting by an Aboriginal artist along the theme of sustainable environmental practices, something the company was promoting in its work with Aboriginal people and communities. Creating themes and identifiers is a good way to introduce a new strategy and give it the kind of profile that is needed to distinguish what you stand for and what you hope to achieve with successful Aboriginal engagements and relationships.

f. Local, Regional and National Partnerships.

It will be important to stratify IBEW’s Aboriginal partnerships so that Locals are dealing with nearby partnerships while first district has developed complementary national partnerships. Each local, provincial and national entity is responsible for managing and sustaining their respective partnerships.
IBEW First District contracted the Council to conduct a Barometer for the organization to gather insights and perspectives from the Locals on IBEW’s Indigenous inclusion efforts. The barometer consists of one-on-one thirty minute phone surveys to examine the top-line issues, opportunities and challenges.

**IBEW Barometer Objectives**

- It will help gauge the state of Indigenous inclusion and activities at Locals;
- It will identify some important issues, considerations and barriers that need to be addressed in formulating a strategy;
- It will take the true “pulse” of our organizational readiness to support your Aboriginal inclusion efforts;
- It will identify and describe positive and negative perceptions;
- It will identify roles, activities, tools and training the District should undertake to help support Locals and make Indigenous inclusion a priority;
- It will deepen our understanding of Aboriginal issues, partnerships and opportunities;

**Additional outcomes**

- It will create a loose knit “reference group” that can continue to act as a touchstone on the state of readiness regarding Aboriginal strategy within the IBEW;
- The report can be used to build consensus on workplace inclusion planning, moving forward. It will also serve as a benchmark report for future reference.

**Barometer Questions**

1. Tell me a bit more about yourself and your role;
2. Generally speaking, what are your perceptions about Aboriginal issues and programming either at your Local or perhaps in other Locals you have heard about;
3. Are you aware of any Aboriginal strategies or programs at your LOCAL or perhaps at some other Local;
   a. What do you think works? What does not work?
4. What kind of tools, supports and training do Locals need?
5. What might be some challenges or barriers to creating an Indigenous inclusion strategy for the First District?
6. Looking back on the conversation, is there anything you wanted to add?
Mr. Lorne Newick  
Business Manager  
IBEW, Local Union 105  
685 Nebo Road, RR #2  
Hannon, ON L0R 1P0  

Dear Brother Newick:

The IBEW is pleased to be working in conjunction with the Aboriginal Human Resource Council to gather your insights and perspectives on how we can create a direction plan leading to an Aboriginal engagement strategy. This letter is requesting your support and participation.

To achieve this objective the Council will be customizing their barometer exercise for the IBEW. The barometer is a tool that identifies and measures key top-line issues, challenges and opportunities facing our organization. It involves one-on-one confidential phone interviews with 20-30 Business Managers for approximately thirty minutes each. We will receive a diagnostic report with observations and recommendations that will guide future strategy development.

The Barometer Report will be a valuable exercise for the IBEW to gain an understanding of the top line issues we face as we commence efforts to further introduce and embed Aboriginal workplace inclusion strategies. This is a good first step in developing a comprehensive Aboriginal strategy and for taking part in future diagnostic assessments. The Barometer Report and its compilation will serve as a further probe and record, complementing our shared commitment to advance an Aboriginal strategy.

We hope you will participate in the barometer exercise. The interviews are approximately thirty minutes in length and are kept confidential. Sample questions have been attached for your referral. The Aboriginal Human Resource Council will be providing us with a report with their observations and recommendations.

Kelly J. Lendsay and Trina Maher will be conducting interviews June 15 - July 10, 2015. You will be receiving an email from either Paula Sawyer psawyer@Aboriginalhr.ca or Trina Maher trina@bridgingconcepts.ca to schedule a date and time for interviews.

Your participation, assistance and support would be greatly appreciated.

In solidarity,

Bill Daniels  
International Vice President  

BD/In  

Encl.
<table>
<thead>
<tr>
<th>LOCAL</th>
<th>BUSINESS MANAGER</th>
<th>CITY</th>
<th>PROVINCE</th>
<th>TELEPHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>254</td>
<td>John Briegel</td>
<td>Calgary</td>
<td>AB</td>
<td>(403) 250-5558</td>
</tr>
<tr>
<td>424</td>
<td>Kevin Levy</td>
<td>Edmonton</td>
<td>AB</td>
<td>(780) 462-5076</td>
</tr>
<tr>
<td>213</td>
<td>Adam Van Stainburg</td>
<td>Port Coquitlam</td>
<td>BC</td>
<td>(604) 571-6500</td>
</tr>
<tr>
<td>230</td>
<td>Phil Venolt</td>
<td>Victoria</td>
<td>BC</td>
<td>(250) 388-7374</td>
</tr>
<tr>
<td>258</td>
<td>Doug McKay</td>
<td>Burnaby</td>
<td>BC</td>
<td>(604) 520-3305</td>
</tr>
<tr>
<td>993</td>
<td>Glen Hilton</td>
<td>Kamloops</td>
<td>BC</td>
<td>(250) 376-8755</td>
</tr>
<tr>
<td>2034</td>
<td>Mike Vellie</td>
<td>Winnipeg</td>
<td>MB</td>
<td>(204) 944-2034</td>
</tr>
<tr>
<td>2085</td>
<td>Russ Shewchuk</td>
<td>Winnipeg</td>
<td>MB</td>
<td>(204) 982-2085</td>
</tr>
<tr>
<td>37</td>
<td>Ross Galbraith</td>
<td>Fredericton</td>
<td>NB</td>
<td>(506) 455-0037</td>
</tr>
<tr>
<td>502</td>
<td>Jean Marc Ringuette</td>
<td>Saint John</td>
<td>NB</td>
<td>(506) 635-8535</td>
</tr>
<tr>
<td>1620</td>
<td>Terry Rose</td>
<td>St. John’s</td>
<td>NL</td>
<td>(709) 753-6071</td>
</tr>
<tr>
<td>625</td>
<td>Tim Swinamer</td>
<td>Halifax</td>
<td>NS</td>
<td>(902) 450-5625</td>
</tr>
<tr>
<td>105</td>
<td>Lorne Newick</td>
<td>Hannon</td>
<td>ON</td>
<td>(905) 679-0641</td>
</tr>
<tr>
<td>115</td>
<td>Bill Pearse</td>
<td>Kingston</td>
<td>ON</td>
<td>(613) 547-4115</td>
</tr>
<tr>
<td>120</td>
<td>Paul Dolsen</td>
<td>London</td>
<td>ON</td>
<td>(519) 652-2929</td>
</tr>
<tr>
<td>303</td>
<td>Mark Cherney</td>
<td>Niagara Falls</td>
<td>ON</td>
<td>(905) 354-4303</td>
</tr>
<tr>
<td>353</td>
<td>Steve Martin</td>
<td>Toronto</td>
<td>ON</td>
<td>(416) 510-3530</td>
</tr>
<tr>
<td>402</td>
<td>Glen Drewes</td>
<td>Thunder Bay</td>
<td>ON</td>
<td>(604) 623-5759</td>
</tr>
<tr>
<td>530</td>
<td>Mick Cuteford</td>
<td>Sarnia</td>
<td>ON</td>
<td>(519) 344-4154</td>
</tr>
<tr>
<td>636</td>
<td>Barry Brown</td>
<td>Mississauga</td>
<td>ON</td>
<td>(905) 286-0330</td>
</tr>
<tr>
<td>2067</td>
<td>Neil Collins</td>
<td>Regina</td>
<td>SK</td>
<td>(306) 352-1433</td>
</tr>
<tr>
<td>1574</td>
<td>Bud McCue</td>
<td>Whitehorse</td>
<td>YT</td>
<td>(867) 667-6552</td>
</tr>
</tbody>
</table>
### APPENDIX 4: NINE POINT FRAMEWORK

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INVESTMENT &amp; RESOURCES</strong></td>
<td>Your investment and resources significantly shifted your company’s efforts to develop your inclusion strategies, advance your inclusion practices or create effective partnerships with Indigenous people and communities.</td>
</tr>
<tr>
<td><strong>EMPLOYEE ENGAGEMENT</strong></td>
<td>Your employees are empowered by your inclusion practices, strategies and partnership building efforts.</td>
</tr>
<tr>
<td><strong>RESPONSIBILITY &amp; ACCOUNTABILITY</strong></td>
<td>Your set of strategies, systems and practices that are used to track, record and measure results have significantly changed how you embed the inclusion agenda in your workplace.</td>
</tr>
<tr>
<td><strong>POSITIONING</strong></td>
<td>Your branding and positioning signals your intent and goodwill to work closely with Indigenous people and communities to create partnerships for prosperity.</td>
</tr>
<tr>
<td><strong>LEADERSHIP &amp; GOVERNANCE</strong></td>
<td>Your company’s leadership sets the design, tone and direction of the organization to work effectively with Indigenous people and communities.</td>
</tr>
<tr>
<td><strong>SOCIAL IMPACT</strong></td>
<td>The lasting and positive improvements the employer is making to the quality of life of citizens and communities including program and service delivery which builds capacity and wellness.</td>
</tr>
<tr>
<td><strong>RELATIONSHIPS &amp; TRUST</strong></td>
<td>The employer’s values, commitment and practices have transformed the relationships and trust factor.</td>
</tr>
<tr>
<td><strong>ORGANIZATIONAL CULTURE</strong></td>
<td>Your workplace systems and supports have created a workplace culture where employees are collectively working in the interests of developing positive and prosperous relationships between and among Indigenous and non-Indigenous people and communities.</td>
</tr>
<tr>
<td><strong>VALUE &amp; VALIDATION</strong></td>
<td>Your assessment, verification and evaluation systems create benchmarks and measurements that affirm and validate your commitment and achievement on your inclusion mission.</td>
</tr>
</tbody>
</table>