



Indigenous Attraction, Recruitment, & Retention Strategy Tool

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IN COLLABORATION WITH



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Purpose

The purpose of this document is to serve as a guide to help organizations create more inclusive and culturally sensitive policies and procedures to attract, recruit and retain more Indigenous people into workplaces.

Getting Started

Ensure the support and participation of your organization's Leadership in all phases of your attraction, recruitment, and retention strategy, including:

- All strategies or frameworks that include Indigenous peoples should include approval and consent from Human Resources, Management and Leadership from within your organization.
- If no Indigenous committee or working groups exist within your organization, or if you have not built a relationship with the Indigenous community, enlist, or engage with an Indigenous consultant or an Indigenous organization to fulfill strategies with an Indigenous lens.
- Ensuring that you incorporate [Principles of Truth and Reconciliation](#) into your strategy.

Attraction

Marketing to the Indigenous Professional and Other Potential Employees

- Consider: What does this activity entail; how do we make better efforts to market specific professional roles? How do you profile the benefits of working within your organization? Where and which platforms do you market to?
- Promote positions within the Indigenous organizations where you have built a relationship.
- Create or build an accessibility statement specific to Indigenous peoples to utilize as a 'pitch' for attracting Indigenous employment seekers.
- Ensure job postings are specific to the audience you are trying to attract. For example, Indigenous Peoples (First Nations, Métis, and Inuit).
- Are you marketing your posting on the right social media platforms? For example, Facebook is the platform of choice for most Indigenous communities.



Promoting a Culturally Safe and Diverse Workplace

- Consider what your organization has done to create a culturally safe and diverse workplace. Does your workplace currently include Indigenous employees?
- What efforts or organized activities exist within your workplace that ensure that it is one that is culturally safe? Share them with potential new employees.
- Have you engaged with Elders in your process of ensuring that your workplace is culturally safe for Indigenous employees?
- What cultural activities are you willing to acknowledge/celebrate in the workplace?
- Does your organization deliver 'unconscious bias training'?
- Gain an understanding of the market / geography you are working within (digital connectivity, accessibility, usage of appropriate social media platforms).

Understanding Benefit Systems That Impact Indigenous People and Employment

- Have a clear understanding of NIHB ([Non-Insured Health Benefits](#)) and how they affect the benefit status of Indigenous peoples in the workplace.
 - Example: are you asking for benefit coverage proof, either through status or beneficiary status if the employee turns down your benefits package?
- How do collective agreements, including unions, affect your opportunity to proactively increase the representation of Indigenous employees? How will you work within those collective agreements and partners to ensure a more diverse and inclusive recruitment strategy, policy and workplace?

Importance of Visual Representation

- How will your current Indigenous employees support increased diversity efforts?
- Are your current employees willing to participate in mentorship or onboarding activities?
- Ensure your current Indigenous employees have a voice during the on-boarding process.
- Use focus groups and other means of receiving input from current Indigenous employees and understand their experiences to inform efforts related to representation.

Recognition of Cultural Responsibilities for Indigenous Peoples

- Recognize and, where appropriate, provide time for Indigenous employees to honor their culture through specific days such as: Indigenous Peoples Day, Indigenous Veterans Day, National Day to Honour Indigenous Women and Girls, Hunting and Fishing rights and personal days.
- Have a conversation with your Indigenous employees to learn more and also do your own self-learning and research.



Recruitment

Train 'Recruiters'

- Be specific to attending to Indigenous peoples needs while understanding the cultural differences and backgrounds.
- Ensure recruiters or talent acquisition specialists are trained in Indigenous history, cultures, etc. Many specialists have no 'real world' examples of current Indigenous issues that the potential employee may be speaking of during initial contact.
- Training should also include ensure cultural awareness and how to create safe and inclusive non-bias environments.

Style Job Postings Towards Indigenous People

- Consider use of language – for example, refrain from using the acronym BIPOC, as it is not a term accepted widely by all communities
- How do you ensure no race-shifting occurs? Consider how your organization verifies Indigenous identity.
- Be specific about the official languages that you require people speak as a job requirement (do you mean just English and French)?

Interview Practices (Do they reflect/utilize an Indigenous lens)

- How do you ask the important questions through an Indigenous lens?
- Seek advice from Indigenous partners to ensure you have used an Indigenous lens when creating your interview questions.
- Consider if you are able to have Indigenous representation on your hiring committees?
- The correct use of terminology is important.
- Be consistent with messaging and questions.

Onboarding for Indigenous Employees

- It's important to consider who conducts your onboarding – do they promote and demonstrate a culture of inclusivity? How long is your onboarding period? What skills has the new employee already acquired? How to ensure a smooth transition into the workplace?
- Do you have a mentor to offer? Indigenous services and/or Elders to connect your new employee to?
- Communicate the opportunities to celebrate and practice Indigenous ceremony, culture, and responsibilities.
- Encourage a participation survey for a three-month post hire for Indigenous employees; how can one make the onboarding process better?



Retention

Inclusion Practices – What Does This Mean?

- Ensure your best practices are identified.
- Define inclusion within ‘your’ workplace.
- Engage in community to enlist guest speakers for lunch and learns.
- Offer floater days specific to Indigenous people's needs (hunting, cultural, observation).
- Complete on-going surveys and other means of collecting feedback from new employees to gauge their sense of belonging within.
- Promote a culture of well-being, and being supportive of one another.
- Encourage an environment of proactive learning, especially for cultural awareness and EDI (Equity, Diversity, and Inclusion).

Mandated Cultural Sensitivity Training for All Staff

- Specific to Indigenous Canadian history, Westernization, Colonization, Christianization, Royal Commission on Aboriginal Peoples (RCAP), Truth & Reconciliation Commission of Canada (TRCC), United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), Missing & Murdered Indigenous Women & Girls (MMIWG), etc.
- Be open to learning from your staff and encourage an environment of shared responsibility.

Best Practices of Working with Indigenous Peoples

- Inventory what already exists in your organization.
- Outreach work: Ensure your organization's participation to events in local communities; make your presence known to build trust and relationships. Follow up on any relationships you create and commitments you make.
- Inform new employees about your organization’s Employee Resource Groups, if applicable.
- Ensure as a manager/director that you determine what the (employee) needs and how you can support them to be successful both during onboarding and throughout the Employee Life Cycle (e.g., Recruitment, Retention, Retirement)
- “What can we do together?” is a great introductory question and asking what the organization can do to improve their overall experience, as part of your employee surveys and retention strategies.
- Get to know your employees on a personal and professional level.

Professional Development

- Consider how to ensure movement and growth within the workplace; having Indigenous people in leadership positions ensures diversity on all levels.
- What internal/external committees, cross-departmental growth opportunities or mentorship opportunities could this employee be involved in/contribute to?



- If applicable, work with your union partners to help support the succession planning process for Indigenous people in order to ensure that they are not overlooked or are faced with hidden barriers to promotion or advancement within your organization.

Goal Setting and Personal Workplans

- How structured and how often is performance management including goal setting completed within your organization; with every employee?
- Commit to one-on-one time/coaching with your staff.
- Have a personal development plan for your staff to assist them with their learning and development plans.





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