CAHRMA Overview

Is an non-profit organization supporting Human Resource professional working for, or providing professional Human Resource services to Aboriginal Communities.
Our Vision

To be a driving force to build better work environment for the Aboriginal communities and offer a source – the association, to Aboriginal peoples across Canada, providing HR practitioners with similar issues while building relationships to address the challenges and strengthen their communities.
CAHMRA will create:

- Effective HR tools designed to complement and support economic development and enhance business strategies that will assist communities in becoming self-sufficient in this competitive global economy.

- A national membership network of HR practitioners to focus on the specific needs and requirements of Aboriginal communities, businesses, and people.

- Education and awareness that respects and celebrates the Aboriginal culture as an integral component within Canada, and within our world.

- Professional certification through an established partnership with NNAHRA, the Native North American Human Resource Association.

- Partnerships with organizations in the Aboriginal community, professional associations, provincial and federal government entities.
Becoming a Strategic Partner

- Knowledge requirements
- Staying focused on issues that matter to the business
- Delivering capabilities that make a real difference
Defining HR Planning

- Human resource planning is a process that identifies current and future human resource needs for an organization to achieve its goals.
- Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization.
HR is a fairly complex field, combining organizational skills and attention to details with the ability to connect with people. A high degree of technical skill (strong knowledge of legislation, research and writing, policy development, strong document management skills) and soft skills and people focus (tactfulness, mediation skills, oral communication, coaching skills) is required.

This assessment tool examines:
- HR Context
- HR Policy Framework
- HR Planning
- HR Administration
- Recruitment
- Retention
HR Capacity Assessment

HR Context

Under what conditions does your HR staff or unit work under? In this section, we want to look at management capacity in the workplace/community, training and qualification of your HR staff, what equipment do you have available for your HR staff, and the policies that you have established for the workplace and community governance.

1. Trained Management and Leadership

   The effectiveness of any HR staff person or unit is affected by the level of capacity and organization of management. After all, HR is meant to support management, not to take over their work of actually managing employees.

   | Leadership and management knows the community mission, vision and values | Response |
   | Leadership and management regularly shares the mission, vision and values with employees, community, and external partners |         |
   | Leadership and management fosters a positive and motivational energy within the workplace |         |
   | Leadership and management regularly practices strategic planning |         |
   | Leadership and management understands the role and the value of HR in strategic planning |         |
   | Leadership and management involves employees and community in the strategic planning process |         |
   | Leadership and management regularly monitors progress of projects, programs, and initiatives |         |
Policy Framework Sample

HR Capacity Assessment

Policy Framework

What policies are in place now? How do you review and maintain those policies? How up to date are your policies? Do they meet labour laws, workplace safety and health laws? It is important to have a clear understanding of your current policy framework.

5. HR Policy

Human Resource policies are the primary tool that will enable you to ensure that employees are treated fairly and have their basic rights protected. There are a number of key components that must be included in a set of policies, such as travel, sick leave, vacation time, etc. However, there are also policies that may only be developed down the road when you encounter some situation or issue.

As you go through your policies, you need to include those that are relevant today. It is not worthwhile, nor possible, to try to include absolutely everything that may one day be relevant.

<table>
<thead>
<tr>
<th>Response</th>
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<tbody>
<tr>
<td>a. Has a set of HR policies been written and implemented?</td>
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<td>b. Are the policies consistently enforced?</td>
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<td>Are the policies enforced the same for all employees, regardless of their status (family status, employment status, ethnic or residency status, religious status, etc.)?</td>
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<tr>
<td>d. Do the policies include compensation and benefits?</td>
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<td>e. Do the policies include reward and disciplinary guidelines?</td>
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<tr>
<td>f. Do the policies outline a recruitment process?</td>
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<td>g. Do the policies include an occupational health program?</td>
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HR Capacity Assessment

Planning

Without proper planning, all other aspects of HR management will be done without direction or vision. This section will assess your workplace on forecasting, estimating need, planning, and strategy development.

8. Forecasting Demand and Estimating Supply
Progressive employers do not wait until last minute before recruiting to fill a need. Instead, they forecast their need ahead of time and begin the recruitment process ahead of time.

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<tr>
<td>a. Does your workplace have an annual HR plan in place?</td>
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<td>b. Is the plan aligned with your community or organization strategic plan?</td>
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<td>c. Does your HR staff and management regularly examine the workplace for any skill or people gaps (in other words, are you lacking important skills or are you understaffed)?</td>
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<td>d. When trying to anticipate future need, does HR or management examine staff turnover?</td>
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<td>e. Does HR or management examine local labour market information for trends?</td>
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<td>f. Does HR or management research local training initiatives, courses, etc. (i.e. Projected numbers of graduations from these educational programs)?</td>
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<tr>
<td>Does HR or management research university or college participation or student enrollment to determine future need?</td>
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Approaches to Merging Strategic and HR Planning

- Afterthought / “Add-on”
- Isolated
- Integration
Approaches to Merging Strategic and HR Planning

**Afterthought/“Add-on”**
- The focus is on business planning, with HR practices considered as an afterthought.
- Line managers own the HR discussions, with tangential involvement of HR professionals.
- The outcome is a summary of HR practices required to accomplish business plans.

**Isolated**
- The focus is on HR practices and how the HR function can add value to the business.
- HR professionals work on the plan and present it to line managers.
- The outcome is an agenda for the HR function, including priority HR practices.

**Integration**
- The focus is on a synthesis of business and HR planning.
- Line managers and HR professionals work as partners to ensure than an integrated HR planning process occurs.
- The outcome is a plan that highlights HR practices that are priorities for accomplishing business results.
Integrated HR and Business Planning

- Is the foundation for assessing and understanding the current and future needs of the organization.
- Is an important building block in continuously improving and building the human capacity of the organization to deliver service to clients.
- Identifies optimal strategies and activities for important HR management components such as recruitment, retention, learning development, employee engagement, promotion, succession and employment equity.
Integrated HR and Business Planning

- Takes place at all levels
- Is information driven
- Identifies risks and challenges
- Is transparent, values-based and well communicated
- Planning efforts are monitored, measured and evaluated
Integrated HR and Business – 5 Step Process

1. Perspective
   - Determine your business goals

2. Scan
   - Scan the environment

3. Gap Analysis
   - Conduct a gap analysis

4. Priorities
   - Set HR priorities to help achieve goals

5. Performance
   - Measure, monitor and report on progress
Community Resource Information System (CRIS)

CRIS is a licensed database program for preparing profiles detailing the education, skill levels and experience for employable persons in Aboriginal communities, to assist in matching available skills with employment opportunities now or in the future and career planning for members that wish to qualify to participate in training and apprenticeship programs for various trades.
Challenges

- Lack of Human Resource support
- Lack of Awareness
- Lack of trust
- Trained, experienced workers
- Database
Engagement Strategy

1. Partner with the community
2. Assess and document the community’s resources
3. Create the link
4. Engage Industry
CRIS has been designed to:

1. Maintain a single point of entry for human resources
2. Create a skills inventory
3. Facilitate the flow of real time information
CRIS

- CRIS has been designed to:
  4. Identify skills gaps in the community
  5. Generate resumes
  6. Match community members with potential employers
Community Interviews

➢ To populate CRIS and broad based assessment, CAHRMA will conduct interviews with community members.
The assessment is designed to identify community assets related to economic development.
Broad Base Assessment

- The Assessment includes:
  - Site selector information
  - Demographics
  - Labour force characteristics
  - Key industries
  - Transportation information
  - Infrastructure information
Community Portal

An essential component of the Engagement Strategy is the Community Portal.

The Portal will:
- contain information about the community
- will inform companies on how to properly engage the community
- Will provide a platform for the community’s workforce and businesses
Portal - Workforce

- Employers can send job postings to the communities' HR Coordinator through the Community Portal.
The HR Coordinator can then identify qualified individuals from CRIS and forward resumes to employer.
Portal - Business

- The Portal will contain a list of Aboriginal owned businesses operating in close proximity.
- Information will be from the broad based assessment.
Benefits of a Successful Engagement Strategy

1. Positive relationships with Industry/Community partners
2. Access to new employment/employees and economic development opportunities
3. Creation of a skills inventory
4. Ability to identify members who require education and training
5. Reduced cost associated with relocating employees from out of the province
Questions?

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www.cahrma.ca