



Module 4 - Recruit, Retain and Mentor

In this unit, you will learn to navigate these difficult topics:

- How to assess your workplace before integrating a diverse workforce.
- How to recruit Indigenous Women and Two-Spirit, transgender and gender-diverse (2SLGBTQIA+) people.
- How to retain employees and apprentices.
- How to effectively mentor and train new generations of trades people.

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Program

Canada 

Module Overview

1. Diversity, Equity and Inclusion

- 📖 Diversity, Equity and Inclusion
 - ❓ What is the first step of a DE&I Strategy?
 - ❓ A Commitment to Diversity, Equity and Inclusion
-

2. Recruit and Retain

- 📖 Diversity Recruiting Strategy
-

3. Mentorship

- 📖 Mentorship
 - ❓ What Is the first step for a successful mentorship?
 - ❓ What is NOT a quality of a good mentor?
-

4. Trauma-Informed Employers

- 📖 Why a Trauma-Informed Approach?
-

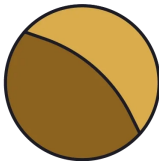
2 How do you envision incorporating trauma-informed practices and cultural sensitivity into your interactions, recruitment, and retaining practices with Indigenous people?

Diversity, Equity and Inclusion

Diversity, Equity and Inclusion

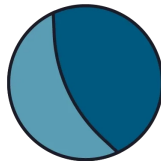
Diversity recruiting contributes to better overall performance. Attracting diverse talent drives innovative results in your company.

Companies that invest time and resources into strengthening their **Diversity, Equity and Inclusion (DE&I)** strategies benefit from an increase in profitability, market expansion and innovation.



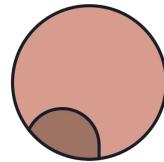
Diversity

To welcome individuals from all backgrounds, worldviews, experiences and identities into our workplace.



Equity

To ensure all employees have equal access to opportunities, safety, mentorship, and advancement.



Inclusion

To respect and value those differences, recognizing the value of diverse employees that bring different perspectives.

SMEs - Barriers and Needs for DE&I

Small and Medium sized Enterprises (SMEs) are businesses with anywhere from one to 499 paid employees. In 2019, 89 per cent of employed individuals in the private sector in Canada worked for SMEs. The number of SMEs with workforces of one to 99 employees represented 97 per cent by 2020. SMEs are fundamental to the Canadian economy because they contribute greatly to the net employment growth through job creation nationwide.

Many SMEs, particularly the smallest enterprises, tend to not have the financial resources or time to devote to diversity and inclusion development, like expansive recruitment strategies and flexible work allowances. Those smaller enterprises are likely to undertake informal human resources management practices, hiring through word-of-mouth.

A **DE&I Strategy** involves working together to create welcoming and safe workplace environments for everyone. Diversity, Equity and Inclusion is a business tool to maximize workforce potential through:

- Inclusive recruitment strategies to account for diverse candidates.
- Retaining talent through conscious engagement.
- Providing equal access to advancement and leadership positions.

The first step toward a successful DE&I Strategy consists of identifying and **addressing systemic barriers** as an exercise to integrate a diverse pool of workers into a culturally safe workplace.

By gathering information from your organization, you can develop the foundation of your Diversity, Equity and Inclusion (DE&I) Strategy. Workforce demographics, employee surveys and other formal feedback (client, providers...) would throw light on your analysis by providing relevant data and awareness of your strengths and weaknesses as an organization. Your company might have other sources of data that could be useful to think strategically about equity, inclusion and diversity. Once the data has been collected, consider if there are any gaps in those resources. Ask what is the organization not tracking and why.

Workforce Demographics

- If you divide your workforce data by racial categories, how do your overall findings compare to the larger demographics in the societal context?
- If you divide your workforce data by gender categories, how do your overall findings compare to the larger demographics in the societal context?
- Who are the minorities in your team and why? Are there disparities between groups or missing groups?
- If you analyze the organizational chart, what are the commonalities/differences between top management and entry level workers?

Workplace Environment

- What are the strengths and challenges indicated by your internal data collection?
- What is the level of safety and comfort of your team?
- What is the level of exclusionary behaviour denounced?
- What support systems are in place for advancement and development?
- Are equal access to mentoring opportunities and technical trainings provided for all levels of staff?
- Are workers from under-represented groups hired in leadership and management positions?
- Are events and activities accessible for workers with disabilities?
- Are the facilities accommodating all employees needs?
- How are issues of harassment and discrimination addressed in the workplace?
- Are your marketing materials (including the images on the corporate website) representing the diversity of your employees?

Assessment of DE&I Culture in the organization

- Conversations about inclusion and diversity are familiar in your organization.
- Your company leaders know the demographics of the organization.
- Your company has qualitative and quantitative data from employees on their experiences in the workplace.
- The organization has facilitated conversations to hear all employees' experiences through DE&I (Training, focus groups, mediated debates, surveys).
- Your company measures employment engagement regularly.
- Your leaders know the current state of psychological safety, trust, and inclusion in the organization?

Enhancing the Retention and Advancement of Indigenous Women in the Trades

CHALLENGES AND BARRIERS

Biased societal attitudes and beliefs about Indigenous people and gender roles and/or expectations about the trades.

Biased organizational practices, policies, norms and standards.

Discriminatory attitudes, negative influences and discouragement from colleagues.

A person's beliefs, self-perception and self-confidence.

MACRO

ORGANIZATIONAL

INTERPERSONAL

INDIVIDUAL

ENABLING FACTORS

Employers committed to Reconciliation and to the National Strategy to support women in the Trades.

Equitable hiring and advancement practices. Addressing sexism and harassment in the workplace.

Supportive mentors and welcoming supervisors and peers.

Supports to address needs and concerns, fears and struggles for success.

DE&I Strategy

✓ **Commitment**

Provide a brief overview of the importance of Diversity, Inclusion and Equity to fulfilling the mission and vision statements of the organization. For example, “Our company is committed to creating an inclusive workplace where everyone feels valued and respected in their differences”.

✓ **Self-Assessment**

An overview of the current strengths, challenges, opportunities and needs reflected on the data collected by the organization in relation to equity, inclusion and diversity. For example, “We need every employee committed to this strategy, by working together and being open to change”.

✓ **Purpose, Vision and Values**

Provide short and long-term goals and expected outcomes and deliverables, including the purpose, vision and values of your strategy.

- The **Purpose** of the strategy is to integrate DE&I values and practices into existing corporate processes and enable progress to be measured.
 - The **Vision** shall align with having a respectful and supportive workplace that attracts, welcomes and retains a diverse workforce that represents our communities.
 - Recognize the **Value** of diversity by respecting and valuing individual differences, diverse backgrounds and experiences. Appreciate the value of inclusion by addressing the barriers in corporate practices. Harness a corporate culture of equality where workers are treated with dignity, respect and fairness.
-

✓ **Implementation**

The road map for ongoing work toward achieving your DE&I Goals starts by assigning roles and responsibilities within the organization to coordinate the implementation plan. Timelines help maintain consistency and transparency in communicating the progress toward your goals. Monitoring the plan progress helps you revise the strategies based on ongoing findings.

✓ **Evaluation Plan**

The effectiveness or completion of your diversity and inclusion goals will be reported to management as feedback on the implemented actions, the progress made and the remaining challenges. Any recommended adjustments to policy or practices presented through qualitative and quantitative data resources.

What is the first step of a DE&I Strategy?

- Align the budget to implement the strategy.
 - Address systemic barriers to uncover the issues.
 - Implement diversity recruitment.
-

A Commitment to Diversity, Equity and Inclusion

Match the answers with data below:

a) *Respect individual differences, diverse backgrounds and experiences. Address barriers in corporate practices and treat all employees with dignity and fairness.*

c) *Integrate DE&I values and practices into existing corporate processes and enable progress to be measured.*

b) *Have a respectful and supportive workplace that attracts, welcomes and retains a diverse workforce that represents our communities.*

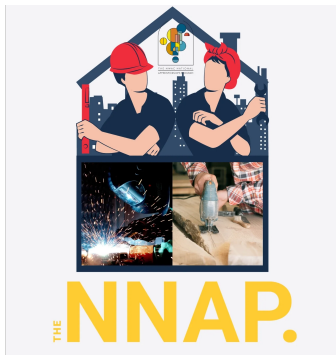
Purpose

Vision

Value

Recruit and Retain

Diversity Recruiting Strategy



- Indicate in recruitment materials that your company is serious about hiring women.
- Place job ads in the [NAP Portal](#), where Indigenous Women and gender-diverse individuals will see them.
- Ensure that recruitment and hiring committees represent your diversity values.
- Conduct orientation for new apprentices.
- Ensure a safe and harassment-free environment.

Diversity recruiting is the practice of hiring candidates using a process that is free from biases for or against any individual or group of candidates. It is still merit-based recruitment and still aims to find the best possible candidate, but it's structured to give all applicants, regardless of background, an equal opportunity.

Audit Your Previous Job Ads

The best way to understand if there are biases in your recruiting is to proceed with an audit of your past ads and review what changes could be made for the wording to speak to a broader pool of candidates. The language used might be directing the attention of a specific demographic or experience level. Find ways to be more inclusive in your language to appeal to candidates from under-represented groups in your industry. You can also add specific target audiences in the job description, inviting diverse talent to apply for the position.

Job Posts Sourcing

When sourcing diverse candidates, keep in mind sources may be leaving behind specific demographics. Same source of candidates, same results. There are great job boards online specific for Indigenous Peoples, for women in male-dominated industries, for newcomers, and other under-represented groups. Find online groups and associations to source diverse talent. The more flexibility in your sourcing channels for recruitment, the more connections with a diverse pool of candidates.

Employees' Connections

Before posting a new job offer, ask your employees to promote the position among their communities, acquaintances and networks. This recruitment strategy creates links with the community and showcases your commitment to increasing the pool of candidates from specific groups of people.

Apprenticeships and Internships

By offering apprenticeship training, internships and co-op training positions, you provide an equal opportunity to all your employees. This is a great way to encourage new workers to challenge themselves and look for advancement and learning within a safe workplace. Providing a first employment opportunity to youth and local communities encourages growth and future retention.

Blind Resumes and Interviews

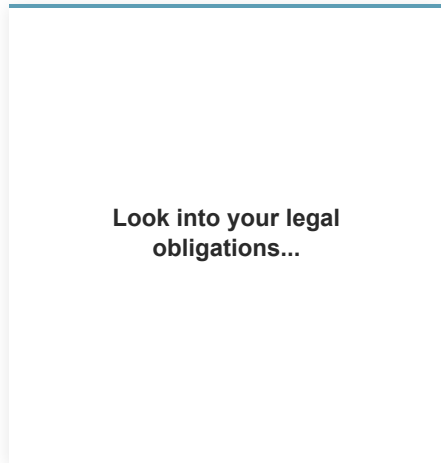
To remove bias from the selection process of your employees, turn a blind eye to all personal information on resumes. Unconscious bias will play a role when reading names, dates of birth, or locations. Before meeting a candidate, provide the questions by email, and then analyze the responses from all candidates blindly before making a decision.

Retaining Diverse Talent

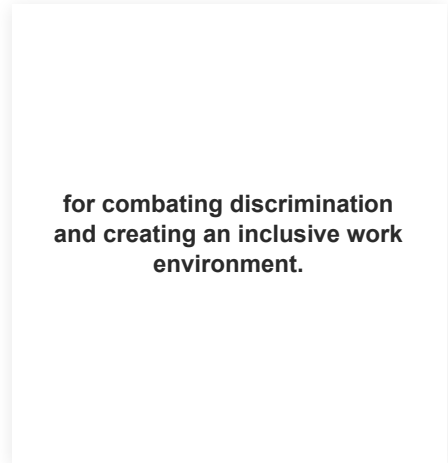
Diversity and inclusion are opposite sides of the same coin. Diversity refers to the demographics employees belong to; inclusion is the equal treatment of those people. When you achieve true inclusion, all employees feel as if they belong and have access to the same opportunities.

Flipcard 1

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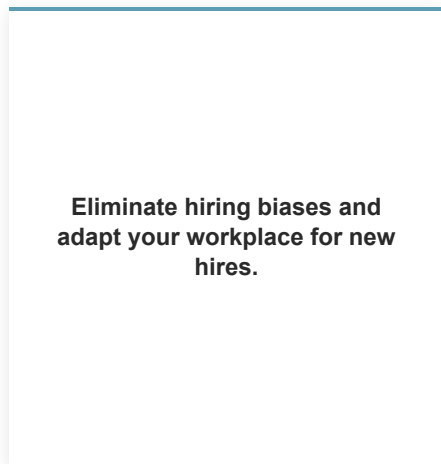


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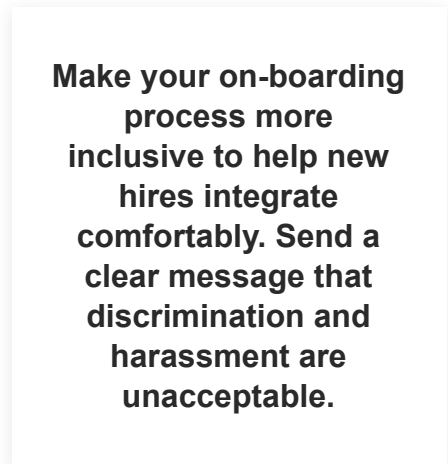


Flipcard 2

Front



Back



Flipcard 1

Front

Corporate training and policies
that reflect your commitment
to DE&I.

Back

**DE&I training is
helpful for all
personnel, including
managers, mentors
and human
resources
employees.**

Flipcard 2

Front

**Firmly stop and address
sexism, harassment and
discrimination.**

Back

**Create awareness of
what constitutes
sexism, harassment
and discrimination.
Develop a complaint
mechanism,
investigate promptly
and provide the
complainant with a
safe work
environment.**

New Employee Orientation

Employee orientation is part of a long-term investment in an employee. It is an initial process that provides easy access to basic information, programs and services, gives clarification and allows new employees to take an active role in your organization.

✓ Welcoming

Introduce new employees to their environment.

- Make new employees feel comfortable and welcome.
 - Create a positive work environment.
 - Encourage supportive and welcoming supervisors and peers.
 - Know the diversity of your team. Visible diversity refers to characteristics that are more easily observed, such as gender, race, age and certain abilities. Invisible diversity refers to characteristics that aren't always readily apparent, such as religion, sexual orientation and neurodiversity. When you're aware of the diversity of your team, you'll have more insights as to common preconceptions or misconceptions they might be dealing with. In turn, you can gain a better understanding of how to limit the impact of those attitudes in the workplace.
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✓ Standards

Establish clear standards to:

- Help reduce disputes and limit liability.
 - Listen to accommodate employees.
 - Offer equal and competitive compensation.
-

✓ Policies

Inform employees of company policies.

- Ensure career awareness and learning support.
 - Consult and accommodate Indigenous Peoples rights. Co-develop policies and plans that may have an impact.
 - Proclaim and uphold a culture of security and respect.
 - Enhance organizational policies and practices to address sexism and harassment.
 - Strengthen health and safety programs and policies.
 - Develop flexible workplace policies and practices.
 - Implement workplace training interventions to build respectful workplaces.
-

✓ **Commitment**

Demonstrate a commitment to equal treatment.

- Provide holistic supports for Indigenous workers.
 - Promote gender diversity in the workplace.
 - Create supports to address individual needs and barriers, such as flexible workplace policies and work/family balance.
-

✓ **Culture**

Introduce your business

To ensure mutual understanding and respect, your entire team needs to buy into the goal and objectives of improving diversity, equity and inclusion. After all, your workers are the ones who drive the company culture. This can be part of the company's mission, a project goal or even your organization's social responsibility initiatives. The purpose is to unify people, so they can work together more effectively.

How do we encourage our employees to represent a culture of equity, diversity and inclusion?

- Share the corporate history, mission statement, goals and objectives, and organizational structure.
- Inform adequately about job description, tasks and timelines, future plans, and dress code, etc.
- Provide operational guidelines, safety procedures and technical information.
- Offer a tour of the facilities and identify the safety equipment.
- Discuss applicable legislation and provide available manuals.

✓ **Training**

Provide quality training

Real leaders develop future leaders, and training is an important aspect of developing and growing a team. Ensure that all employees have equal access to educational opportunities, whether that's external training or attending conferences and workshops. Also ensure that succession plans include diverse talent. Couple this with the training and development plan to ensure those individuals are ready for promotion when opportunities become available.

Mentorship

Mentorship

Structural, institutional, cultural, and unconscious barriers continue to hinder women's contributions to economic growth, sustainable development, and business productivity. When companies focus on women's empowerment and invest in creating leadership positions for women, they are making business sense. Some companies put in place progressive workplace policies that support women's professional development and promote opportunities for others to follow. Mentoring programs, in particular, provide an educational training to staff, increasing job satisfaction, reducing turnover and transferring leadership and management skills to a diverse new generation of workers.

Participating in mentoring programs has benefits for mentees, like financial compensation, promotions, career advancement opportunities, job satisfaction and greater commitment within the organization. Mentoring programs can advance women's empowerment. A workplace mentoring program **improves relationships and company culture, supports succession planning, knowledge transfer, retention, and leadership.**

The first step for an SME to start a mentoring program is to **train the trainer**. Any mentoring program must be thoroughly planned and be preceded by trainings to the employees on communications techniques, productivity and efficiency, health and safety, human rights policies, and mentoring concepts and strategies. The training sessions should also teach mentors how to create safe environments with trust and openness.

Roles and Responsibilities of a Mentor

1. **Guiding and Advising:** Providing guidance and advice to the mentee based on their own experience and expertise.
2. **Sharing Knowledge:** Sharing relevant knowledge, skills, and insights to help the mentee grow and develop.
3. **Setting Goals:** Assisting the mentee in setting clear and achievable goals, both short-term and long-term.
4. **Providing Feedback:** Offering constructive feedback to help the mentee improve their performance and skills.
5. **Coaching and Teaching:** Actively coaching and teaching the mentee, helping them acquire new skills and expand their knowledge.
6. **Role Modeling:** Demonstrating professionalism, ethics, and best practices as a positive role model for the mentee.
7. **Listening and Empathizing:** Actively listening to the mentee's concerns, challenges, and questions and providing emotional support when needed.
8. **Problem-Solving:** Helping the mentee work through challenges and solve problems they encounter in their personal or professional life.
9. **Networking:** Assisting the mentee in building their network and connecting them with relevant contacts in the field.
10. **Tracking Progress:** Monitoring the mentee's progress and adjusting the mentoring approach as needed.
11. **Motivating and Encouraging:** Offering motivation and encouragement to help the mentee stay focused and inspired to achieve their goals.
12. **Confidentiality:** Maintaining the confidentiality of the mentee's personal and professional information.
13. **Time Commitment:** Dedicating time and being available for regular meetings and communication with the mentee.
14. **Self-Reflection:** Continuously self-reflecting on their mentoring approach and seeking ways to improve and enhance the mentoring relationship.

These roles and responsibilities can vary depending on the specific mentoring situation and the needs of the mentee.

Qualities of a Good Mentor

1. **Experience:** A good mentor has relevant experience in the field they are mentoring in.
2. **Patience:** They are patient and understanding, allowing mentees to learn at their own pace.
3. **Effective Communication:** Good mentors are skilled communicators, able to convey ideas and provide constructive feedback.
4. **Empathy:** They understand and empathize with the challenges and needs of their mentees.
5. **Availability:** A good mentor is available for their mentees and is accessible when needed.
6. **Positive Role Model:** They lead by example, demonstrating professionalism and ethical behavior.
7. **Supportive:** They offer encouragement and help mentees set and achieve their goals.
8. **Adaptability:** Good mentors can adjust their mentoring style to suit the needs and learning preferences of their mentees.
9. **Listening Skills:** They actively listen to their mentees, taking in their concerns and questions.
10. **Open-Minded:** A good mentor is open to new ideas and perspectives, fostering creativity and innovation in their mentees.

Designing a Mentoring Plan

Designing a mentoring plan involves creating a structured roadmap for a specific mentoring relationship. Here are the steps to design an effective mentoring plan:

1. Clarify Objectives:

- Clearly define the purpose and objectives of the mentoring relationship. What does the mentee want to achieve, and how can the mentor assist?

2. Establish Roles and Expectations:

- Define the roles and responsibilities of both the mentor and mentee.
- Discuss expectations for communication, frequency of meetings, and commitment.

3. Set SMART Goals:

- Work with the mentee to set Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals.

4. Create a Meeting Schedule:

- Determine the frequency and duration of mentoring meetings.
- Set a regular meeting schedule that suits both the mentor and mentee.

5. Identify Resources:

- Determine what resources, tools, or materials will be needed to achieve the goals and support the mentee's development.

6. Action Plan:

- Outline specific steps and actions the mentee will take to work towards their goals, with the mentor's guidance.

7. Feedback and Assessment:

- Establish a process for giving and receiving feedback.
- Set milestones for assessing progress and adjusting if necessary.

8. Communication Methods:

- Decide on the preferred methods of communication (in-person, virtual, email, phone, etc.) and how to handle urgent issues.

9. Confidentiality:

- Discuss the importance of confidentiality and establish trust between the mentor and mentee.

10. Problem-Solving Approach:

- Determine how challenges and obstacles will be addressed within the mentoring relationship.

11. Evaluate Success:

- Establish criteria for measuring the success of the mentoring relationship based on the achievement of goals and the mentee's growth.

12. Document Progress:

- Keep records of overall progress, including key takeaways and action items.

13. Continual Improvement:

- Regularly evaluate the effectiveness of the mentoring plan and adjust as needed to better serve the mentee's needs.

14. Closure and Transition:

- Plan for the eventual closure of the mentoring relationship, ensuring a smooth transition for the mentee to continue their growth independently or with a new mentor.

15. Gratitude and Acknowledgment:

- Recognize and appreciate the mentor's contributions to the mentee's development, and vice versa.

Remember that a mentoring plan should be a collaborative effort between the mentor and mentee, tailored to the specific goals and needs of the mentee. It should be flexible and adaptable to accommodate changes as the relationship progresses.

Implementing a Mentoring Plan

1. Select applicants based upon values of under transparency and equality. Determine the suitability of mentor and apprentice in matching (gender, age, race, experience, personalities). It is important to address potential power dynamics in the training to prevent any harassment or discrimination in the workplace.
2. Encourage women mentees to lead the process by being involved in the design of the program or setting the meetings, the schedule, or the reporting to enable them to feel more empowered and feel confident to apply for leadership roles.
3. Building trust in a mentoring relationship happens at an individual's level, meaning we must focus on the person, find commonalities, engage in conversation, exchange open-ended questions, manage, and respect personal boundaries and avoid any loss of trust through the length of the program.
4. Allocate adequate time for mentoring.

Monitoring a Mentoring Plan

- How is the program evaluated and by whom?
 - Establish criteria and a schedule for formal performance evaluation by the journey person.
 - Assess performance and provide feedback on specific tasks and assignments.
 - Identify gaps in learning to address further during technical training.
 - Skills evaluate safety practices, communication skills, work ethic and job planning.
 - As part of the evaluation process, employers also identify the tasks learned from the logbook issued by the apprenticeship authority.
-

What Is the first step for a successful mentorship?

- Constant supervision.
 - Train the mentor.
 - Allow autonomy.
-

What is NOT a quality of a good mentor?

- Leadership skills.
 - Bias and prejudice.
 - Effective Communication.
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End of Section 3

Trauma-Informed Employers

Why a Trauma-Informed Approach?

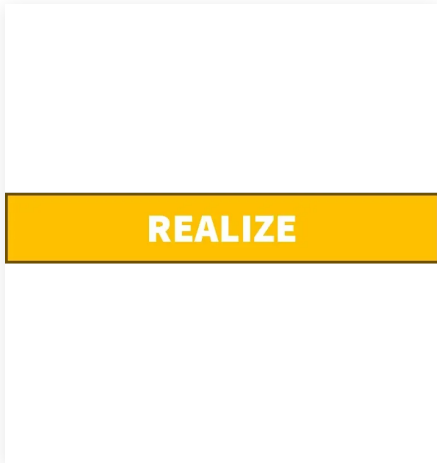


For Indigenous Peoples in Canada, intergenerational trauma has been passed down through generations. Today, it is embedded into the fabric of many communities nationwide. Healing from intergenerational trauma is a complex and ongoing process that requires collective efforts from both Indigenous and non-Indigenous communities.

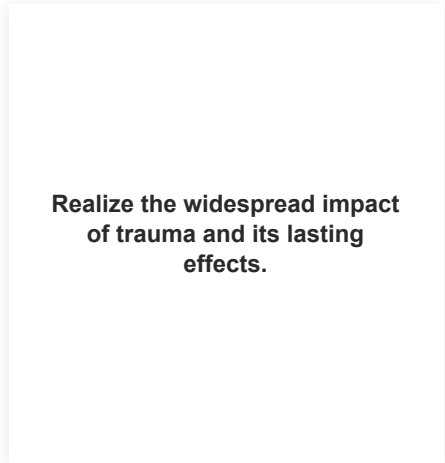
Explore the Four Rs for a Trauma-Informed Approach.

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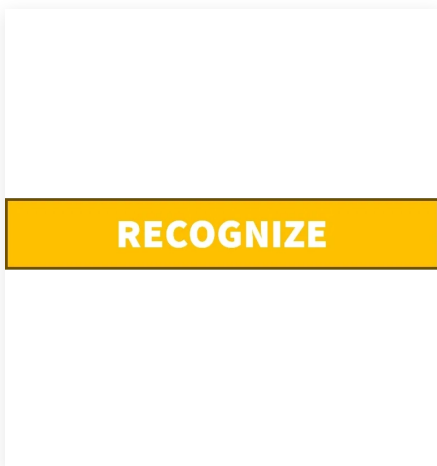


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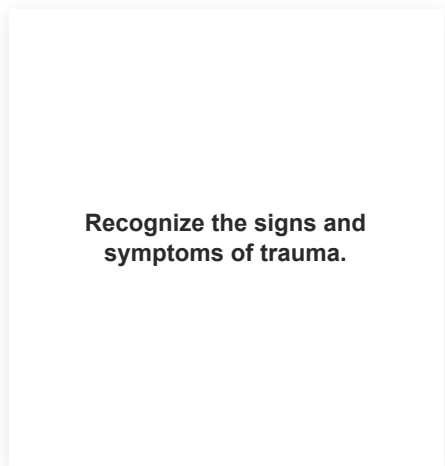


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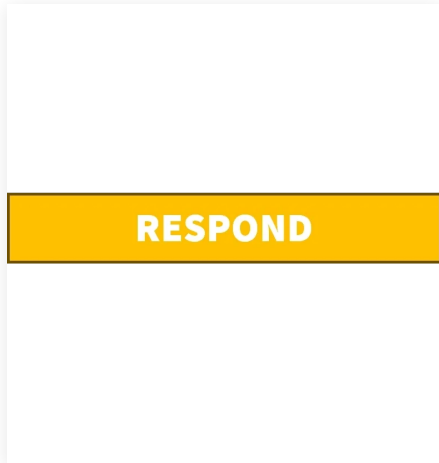


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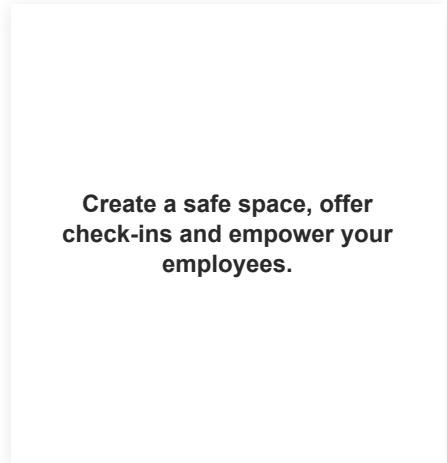


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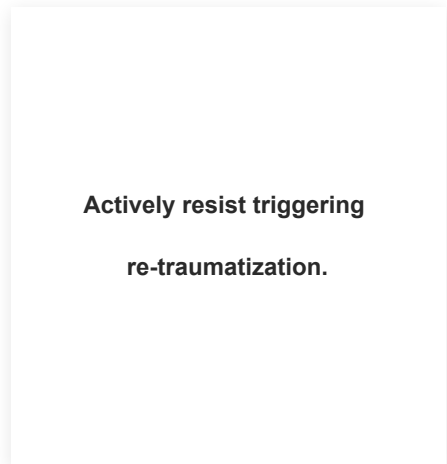


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<https://www.youtube.com/embed/VFgN11fe0A>

The residential school era left devastating impacts on the health and well-being of Indigenous Peoples. Today, we work towards awareness in Canadian society about the emotional costs and the implications of that inheritance.

Intergenerational Trauma is a term that refers to the process by which trauma is transmitted from one generation to the next. This could happen genetically and affect our physiology. It could also happen through interaction with others, because individuals disconnect emotionally and act out their trauma on others. Finally, if conditions do not improve, the trauma could be transmitted socially by the repetition of patterns.

From colonization and dispossession, Indigenous Peoples have experienced social trauma in many forms:

- The **pass system** required Indigenous Peoples to acquire a pass to leave their reservations, impeding self-sufficiency and restricting mobility rights.
- The **residential school system** left lasting effects on communities and family interactions. Physical, emotional and sexual abuses left the Survivors traumatized and with disrupted attachment.
- The **Sixties Scoop** apprehended Indigenous children to place them in adoption. Many adults struggle to communicate and trust after a neglected childhood, experiencing significant mental health issues.
- Knowing of **Missing and Murdered Indigenous Women and Girls** is a reality that connects Indigenous Peoples across Canada.

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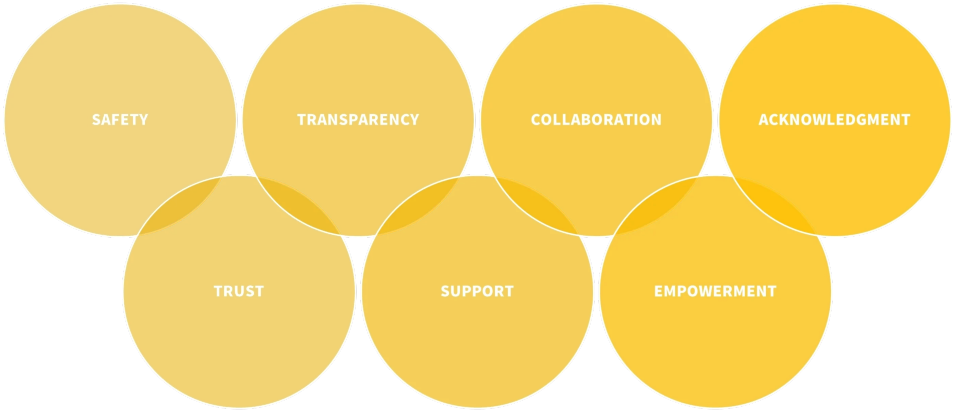
DOWNLOAD FILE

https://www.nwac.ca/assets-knowledge-centre/Fact_Sheet_Missing_and_Murdered_Aboriginal_Women_and_Girls.pdf

What Can I Do as an Employer?

During the pandemic, organizations struggled to provide the leadership and support needed by their employees, which has opened a conversation about the importance of taking steps to build trauma-informed workplaces.

- People need to feel genuinely heard and have their community traumas acknowledged.
- Employers can provide mental health resources to support their staff.
- Build trust by providing supports, by committing to active listening and by creating policies that adhere with your values.
- Trauma affects people in different ways, but you can recognize certain commonly found patterns like the repetition of the abuse, the traumatic bonding, the cycles of violence and addiction, the denial, the mistrust, hyper-vigilance, depression, toxic emotions, and other ways to cope with the pain.



End of Section 4

How do you envision incorporating trauma-informed practices and cultural sensitivity into your interactions, recruitment, and retaining practices with Indigenous people?

You have reached the end of the Module