



Innovative Models in Recruitment, Retention, Advancement

Recruitment

(Susan Haywood, Human Resource Systems Group)

As organizations come to grips with the diversity of their workforces, they need to ensure that their own cultural values and norms do not become barriers in the interview process. Often interviewers attribute some underlying meaning to a candidate's behavior during the interview that may not be accurate. For example, a candidate's lack of eye contact, soft handshake or soft-spoken style may be perceived as an indication of a candidate's inability to perform the duties of the job rather than simply a cultural difference.

HRGS's initiative, **Competency Based Selection Interviewing**, provides a practical approach to the bias-free selection of staff for both entry-level positions and promotion, and includes the essential techniques of selection in a multicultural environment. It also allows candidates to share the knowledge, skills and experiences they have accumulated regardless where they acquired these attributes. We have instructed and advised on this method around the world to great success and are now looking for ideas on how to apply this concepts to benefit the Aboriginal population. Please visit us at www.hrsg.ca for more information.

Retention

(Linda Manning, Leveraging Immigrant Talent)

Our work has involved developing an interactive online learning game for managers that alerts them to what were often unconscious tendencies of cultural orientation. The game first focuses on their own culture and implicit values, then the game takes it further to help managers understand the roles they play in employee engagement, performance appraisal, and identification of high potential employees. The effect is to make them conscious how long-seated behaviours may get in the way of recruiting and retaining qualified employees. Instead of a focus on the employee and possible limitations their 'culture' brings to the workplace, the focus of this game is on enabling managers and organizations to open their perceptions to under-recognized and undervalued competencies of some employees.

The game is called **TalentNet**. In its current form it is focused on employers working with immigrant talent. We are seeking funds to take advantage of the learning model, learning framework, and functionality in TalentNet, with the goal of creating a similar tool for organizations seeking out Aboriginal employees. Read more at www.leadershipdiversity.ca.

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Advancement

(Ed Wissian, Aboriginal Advisor to the Commander of the Canadian Defence Academy)

The Aboriginal Leadership Opportunity Year (ALOY) is conducted at the Royal Military College of Canada in Kingston. ALOY engages upwards to 20 or so mostly young Aboriginal candidates each year from across Canada to be a part of 12-month no obligation program at RMC. ALOY candidates are engaged in academic studies, strong athletics, Aboriginal culture, and military and leadership training. ALOY is incredibly challenging in all aspects: physically, intellectually, socially, emotionally, and culturally. ALOY comes with long hours, early mornings, late evenings, compulsory activities, room inspections, uniforms, rules, regulations, discipline -- all at a very fast pace. It is a university experience unlike no other.

ALOY serves the role of a legitimate and challenging "initiation," equivalent to ceremonies that accent the movement to another stage of the life journey. The young men and women who come out of ALOY do not always enter the military. While some candidates are selected for the Regular Officer Training Program (ROTP) by the Canadian Forces, many ALOY alumni go onto university and industry, while others return to their communities, all with a new confidence in their leadership abilities. For more: go to www.forces.ca, and search for ALOY.