

# INDIGENOUS RECRUITMENT & RETENTION



A ROADMAP FOR CANADA'S  
TRUCKING AND LOGISTICS INDUSTRY

[www.truckingHR.com](http://www.truckingHR.com)



# ? About Trucking HR Canada

Trucking HR Canada is an industry leader, spearheading collaboration among the stakeholders in the Canadian trucking and logistics industry to:

- Identify Human Resource issues, trends, opportunities and challenges
- Support the industry in recruiting and retaining the Human Resources needed to meet industry demand
- Partner on initiatives impacting Human Resources for the industry
- Provide a national forum for gathering and exchanging knowledge on HR issues, and sharing best practices
- Promote the trucking and logistics industry's careers

As a national partnership-based organization, we promote the provision of safe, secure, efficient, and professional trucking services in Canada. The organization is a neutral forum for gathering and exchanging ideas, information and knowledge on Human Resources and best practices in training. Our focus is on trucking and logistics needs within the freight transportation network.

## DYK?



Trucking HR Canada offers practical **toolkits and reports** on a variety of HR issues facing the Canadian trucking and logistics industry.

Our **weekly e-newsletter** is free. Subscribe today to stay on top of the latest Trucking HR trends and learn practical tips.



We recognize employers with sound HR policies and practices through **The Top Fleet Employers** program with the goal of raising the bar in HR within the trucking and logistics industry.



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Our **Women with Drive Leadership Summit** is the go-to event for anyone in the trucking and logistics industry looking to learn more about women in the industry.



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# contents

<b>The Business Case for Recruiting &amp; Retaining Indigenous Peoples</b> ...	4
Assumptions about the Industry.....	6
Barriers to Entry and Employment in the Industry.....	6
What Indigenous Peoples Look for in Careers and Jobs.....	6
Perceived Opportunities for Indigenous Peoples in Trucking and Logistics.....	6
<b>Community Outreach</b> .....	8
Get Started.....	8
Be Visible.....	8
Build Relationships.....	9
Build Familiarity.....	9
<b>Recruitment and Hiring</b> .....	11
Build a Pipeline of New Talent.....	12
Get the Word Out about Openings.....	12
Be Personal and “Easy to do Business With”.....	14
Be Culturally Competent and Bias-Aware.....	14
Support Candidates’ Decision Making.....	15
<b>Orientation and Onboarding</b> .....	16
Orientation: Beyond the Basics.....	16
Onboarding: A Smooth Transition.....	17
<b>Training Resources</b> .....	20
Creating Partnerships.....	20
Accessing Resources and Funding.....	21



# THE BUSINESS CASE FOR RECRUITING & RETAINING INDIGENOUS PEOPLES

## Introduction

Canada's trucking and logistics industry is growing. It is hard to overstate the critical importance of the industry to Canada's economy. Yet, shortages in key occupations such as drivers and mechanics put this industry at risk.

Recent research based on forecasts from the Conference Board of Canada estimate that a driver supply and demand gap of 34,000 by 2024. In addition, many employers expect shortages for other key occupations - including dispatchers, senior managers, technicians, mechanics and more. The implementation of successful recruitment and retention strategies is more important than ever.

Yet, the fastest growing demographic in the country, Indigenous peoples, are largely under-represented across all occupations within the trucking and logistics industry. They represent a significant untapped labour in the industry, and employers who have implemented diversity and inclusion recruitment initiatives are reaping the benefits.

# Indigenous peoples in Canada – Snapshot

**46%**  
of Canada's 1.5 million  
Aboriginal peoples are  
under 24. More than half  
live in cities.



## The Aboriginal communities

**60.8%** First Nations  
**32.3%** Métis  
**4.2%** Inuit

### Aboriginal Peoples Education Level age 18-44

	High school diploma	Post Secondary credentials
First Nations living off reserve	72%	43%
Inuit	42%	26%
Métis	72%	47%

Indigenous Peoples comprise three groups: Inuit, Métis and First Nations. Of Canada's 1.5 million Indigenous peoples, 46% are under the age of 24, and more than half live in cities. Trucking HR Canada engaged with Indigenous communities and interviewed trucking and logistics employers to better understand their perspective on the industry and the opportunities that exist for recruitment and retention. The following pages highlight the findings of these interviews as well as practical steps to take should your fleet seek to increase its efforts to recruit and retain from a diverse labour pool.



**Of Canada's 1.5 million Indigenous peoples, 46% are under the age of 24, and more than half live in cities.**

# Indigenous perspectives on the trucking & logistics industry

Indigenous community representatives as well as Indigenous workers in the industry were interviewed on their current perspective with regards to the trucking and logistics industry. Their perception of the industry can be categorized as follows: assumptions, barriers to entry, careers and job opportunities, perceived challenges.

## Assumptions about the Industry

- Safety concerns – physical nature of the work, mechanical equipment
- Not family friendly – stemming from perceived extended periods of time on the road
- Lack of variety of work
- Dual citizenship (ease of crossing US/CAN border) is viewed as a benefit



## Barriers to Entry and Employment in the Industry

- Lack of awareness about the range of career opportunities
- Lack of awareness of actual job requirements and expectations
- Insurance rates
- Required driving experience
- Health – high prevalence of diabetes among Indigenous population



## What Indigenous Peoples Look for in Careers and Jobs

- Good pay and benefits
- Regular hours (Monday to Friday); locations close to home
- Flexible work opportunities
- Opportunities for training, development and promotion
- Work-life balance
- Culturally diverse and sensitive workplaces
- Mentorship



## Perceived Opportunities for Indigenous Peoples in Trucking and Logistics

- Having a family member (direct relation) or community member already employed within the industry helps to meet the desire for mentorship and orienting new workers to the industry
- Indigenous peoples can become self-employed (through becoming owner-operators)



# Successful recruitment & retention initiatives from trucking & logistics employers

Several trucking and logistics employers have implemented recruitment and retention initiatives that have proven successful in accessing this untapped labour pool. In 2016, Trucking HR Canada published a business case on diversity and inclusion in the industry, highlighting how some of them are reaping the benefits and diversifying their workforce. You can read the business case on Trucking HR Canada's website.

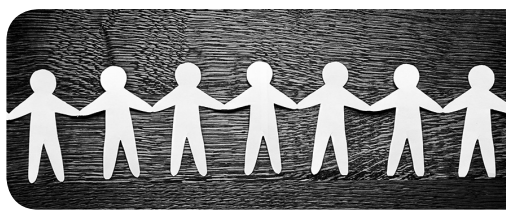
## Based on the examples of successful fleets included in Trucking HR Canada's business case, eight best practices emerge:

- Participating in job fairs and career days within Indigenous communities and training institutions
- Partnering with Indigenous communities
- Communicating directly through Indigenous media
- Pre-employment/Work-readiness training
- Onboarding mentorship
- Developing accommodation plans for flexible work arrangements
- Developing workplace diversity programs
- Providing life skills training



The following resources have been developed to support your fleet's efforts to recruit and retain Indigenous peoples, so that you can reap the benefits of an expanded labour pool too. The resources include:

1. Community Outreach
2. Recruitment and Hiring
3. Orientation and Onboarding
4. Training Resources



# COMMUNITY OUTREACH

Many employers across a range of industries find that typical lines of communication and advertising are not as effective for reaching Indigenous Peoples. One useful addition to a recruitment strategy is to reach out to potential candidates through Indigenous communities where your fleet has operations. The objective is to build trusting relationships with communities so that they can become your partners in enhancing awareness of the trucking and logistics industry and creating interest in your company's career opportunities.

**No one outreach approach will work in every situation and in every community. This tool focuses on some tactics that have been found to work well, including:**

- Being visible within the local Indigenous community(ies)
- Developing positive relationships with communities and career influencers
- Building familiarity through social media, site visits, ride-alongs, and job fairs for community members
- Maintaining an ongoing connection and highlighting the successes of Indigenous peoples within your fleet



## The roadmap

### Get Started

- Identify communities in your areas of operations.
- Choose a few priority communities to focus on. Successful outreach to Indigenous communities requires a commitment and investment of your time. Rather than spreading your attention too widely, it is better to have solid relationships with a few communities.

### Be Visible

- Start early. Build a calendar and take part in community activities to gradually build relationships.
- Get involved in local issues that affect the Indigenous community. Demonstrate genuine interest. Understand that a socially responsible relationship will be broader than simply finding employees for your operation.



- Be prepared to invest your time. You may have to attend meetings, career fairs and community events many times before you can establish trust and meaningful relationships leading to results.

### **Build Relationships**

- Personal contact is the best method for establishing effective partnerships.
- Ask people in your current network for introductions to others in the community.
- Do not assume that one contact point will reach the full community. Take a comprehensive approach:
  - In rural and remote communities, some contacts include:
    - Economic Development Officers
    - Band Council office or hamlet office
    - Career Development Officers and/or career advisors in colleges and high schools
    - Local agencies that hold agreements under the Aboriginal Skills and Employment Training Strategy (ASETS) (see a list of Indigenous agreement holders online here)
    - Local women's networks
    - Businesses that might also have (or need) employees with transferable skills
  - In urban centres, some additional contacts could include:
    - Friendship Centres
    - Métis organizations
- Don't underestimate the importance of first impressions. Consider cultural norms before starting out. For example, in many communities, cold calling and leaving messages are unlikely to get a prompt response.

### **Build Familiarity**

- Do not assume that all community members will have a good understanding of the trucking and logistics industry. For example, there is limited awareness of occupations other than long haul truck drivers. It is important to showcase additional occupations such as dispatcher, technician, supervisor and trainer.
- Review your social media presence and your website to check that it gives broad-based information on the various opportunities, in an easy-to-use format. Ensure that it shows your fleet's workplace culture and the diversity of employees who are a part of it. Find out which social media platforms are most widely used within the targeted communities.



**As you build some trust with your initial contacts, seek an introduction to Elders and elected officials.**



- Put information and success stories in local media such as radio, community newsletters and newspapers.
- Invest in educating career advisors and other influencers so that they can be good sources of information to Indigenous job seekers.
- Partner with the community on initiatives that provide a personal, active introduction to your operation. These might include information sessions, community job fairs, ride-alongs for interested and potential candidates, and site visits to your terminal.
- Be sure to consult closely with community representatives to develop a common understanding of shared interests, concerns, expectations and responsibilities. Do not limit participation only to potential hires; remember to include the extended family and other members of the community.



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# RECRUITMENT AND HIRING

The number of Indigenous workers in the trucking and logistics industry continues to remain well below the average for the Canadian workforce. There are skilled workers available across the country – in remote, rural and urban settings. More than half of Canada’s Indigenous population lives in cities.

Employers in the trucking and logistics industry as well as other like-minded industries in Canada have achieved important business benefits by successfully hiring from the Indigenous population. Their experience shows that success will come from being intentionally inclusive in their recruitment and retention practices. For examples of trucking and logistics companies who are reaping the benefits of inclusive workplace, read Trucking HR Canada’s *Changing Workforce: Leading by Example business case*.

Effective recruitment practices and programs incorporate the best practices for sourcing and identifying qualified candidates, while also reflecting the particular characteristics of some of Canada’s Indigenous peoples:

- Community and family can be very important to Indigenous candidates. The perspectives of significant others can have a strong influence on a candidate’s decision.
- Not all candidates will have ready access to telephones or computers. In remote communities, internet may be unreliable.
- Employment and training opportunities can be limited for Indigenous peoples, particularly in remote or rural communities. Résumé gaps in education and formal work experience are not uncommon. They may not have multiple employers, or many contacts who are not related to them, to call upon for references.
- Cultural differences are likely to have an effect on how candidates approach their job search and how they present themselves in an interview.



**Success will come from being intentionally inclusive in their recruitment and retention practices.**

# The roadmap

## Build a Pipeline of New Talent

Collaborate with Indigenous groups and other stakeholders to reduce barriers by supporting skill development – such as through job readiness programs. Consider:

- Contact local Indigenous-focused training and development programs to explore opportunities to integrate trucking-relevant content and work experience.
- Offer bursaries or scholarships to students who have demonstrated the interest and potential to pursue a career in the trucking and logistics industry.
- Collaborate with local industries that offer work awareness and skill readiness programs for Indigenous peoples. Sectors such as electricity generation, mining, forestry, agriculture, and construction trades offer programs that may have transferrable skills. Quality candidates in these programs might decide that those industries are not the right fit and could be interested in pursuing opportunities in the trucking and logistics industry.

## Get the Word Out about Openings

Use local approaches in targeted communities. Remember that word of mouth will be a powerful channel to spread news. Consider the following:

- Face-to-face direct communication, such as: job fairs, community meetings, training school visits, seminars and workshops, one-on-one or small group meetings. These are good opportunities to create relationships, confront misconceptions about the industry and answer questions.
- Print media, such as: community newsletters, local and/or Indigenous newspapers, posters, flyers or direct mail. These are relatively low cost and can be particularly effective for getting the word out in rural and remote communities and through urban Friendship Centres.
- Broadcast media, such as: Aboriginal media, TV and radio. Remote communities, in particular, rely heavily on their local radio for news and information. These media also create an opportunity for a more personal touch, through testimonials from current workers or welcoming statements from company owners.
- Influencers and contact points, such as: parents and extended family, community leaders, current employees in the community, training programs, and Indigenous career counselors. If you have already created trusting relationships with people in this network, they can be powerful contacts with potential candidates.



**Success will come from being intentionally inclusive in their recruitment and retention practices.**



- Aboriginal Employment, Skills and Training (ASET) holders. These organizations work directly with Indigenous peoples seeking employment and can help find suitable candidates. A full list of ASET holders is available online.
- Indigenous businesses and contractors operating in the region might include: potential partners, shippers or receivers; businesses that might be able to share a workforce with transferable skills; and employers who might partner with you for cross-referrals of applicants. Many Indigenous communities are affected by large-scale projects (such as hydro, mining, forestry) with an interest in transitioning local employees into sustainable employment once the projects end.

**Consider national or regional hiring initiatives that can uncover candidates for immediate openings but also for future opportunities. Some Indigenous-focused outreach vehicles include:**

- The 'Inclusion Network': a national job board devoted to Indigenous hiring, available at [inclusionnetwork.ca](http://inclusionnetwork.ca). It allows for the posting of jobs and has the capability to search for candidates through a résumé database powered through the Workopolis Niche Network.
- The Turtle Island Native Network is a resource that provides a listing of Indigenous groups and organizations by province
- Nation Talk, a well-known Indigenous-focused communications network includes a Job Board.
- Métis Employment Services offers employers the opportunity to post company job openings on the MES job board and possible circulation to selected community agencies within the targeted area
- A listing of Indigenous media, such as BC's Raven's Eye or Ontario Birchbark, can be found at [AMMSA.com](http://AMMSA.com).



## Be Personal and “Easy to do Business With”

Many employers have had success with streamlining their recruitment processes to better suit Indigenous applicants. Consider adapting the following practices:

- Identify a specific individual on your recruitment team who can be the ongoing point of contact for Indigenous applicants. Ensure that this person’s name and contact information are widely available. Take care to have continuity in this role; it will be helpful in building trusting relationships.
- Offer multiple ways to submit applications, including ‘walk-ins’. Many Indigenous candidates from rural or remote communities will have limited familiarity with online job application processes and might have inconsistent access to the internet.
- Be prepared to support Indigenous applicants with preparing a résumé and completing the application process. Let them know what to expect from the interview process.
- Provide constructive feedback to unsuccessful candidates. This investment of time will strengthen relationships and help build the qualifications of your talent pool.

## Be Culturally Competent and Bias-Aware

An inclusive and welcoming process for Indigenous candidates will also benefit all other applicants and contribute to effective hiring decisions.

- Create diverse interview panels.
- Educate interviewers and hiring managers about cultural differences and how they can prompt incorrect assumptions and unconscious biases. Some common differences include:
  - Soft handshake
  - Longer periods of silence
  - A focus on listening rather than talking
  - Soft-spoken communication
  - A lack of eye contact
  - Emphasis on group success, rather than highlighting individual accomplishments
  - Hesitation to promote oneself or express ambition for advancement
  - Frequent temporary jobs or gaps in work experience
  - A collaborative and inclusive approach to decision-making (including job offers)
- Just prior to interviewing an Indigenous candidate, take a few minutes with the interview panel to review cultural differences and prepare for an inclusive and bias-aware process.



**Offer multiple ways to submit applications, including ‘walk-ins’.**



**Just prior to interviewing an Indigenous candidate, take a few minutes with the interview panel to review cultural differences and prepare for an inclusive and bias-aware process.**

## Support Candidates' Decision Making

Remember that there are many influencers within some Indigenous communities.

- Make information about your openings, your company and the industry widely available. Provide it in formats that would be relevant to job seekers, extended family members, elected community representatives, Elders, training and education partners, and employment counsellors. Offer an invitation to participate in candidates' familiarization visits, information sessions, and negotiations of the job offer. If the job will require being away from the individual's home community, discuss the implications and how he or she can remain connected.

Candidates might not have a lot of familiarity with the trucking industry and its working conditions and expectations.

- Use practical, experience-based approaches to ensure candidates are well informed. Consider site visits; realistic job previews; ride-alongs; one-on-one conversations with trainers, mentors/coaches or current employees.



# ORIENTATION AND ONBOARDING

Early days are important in assuring the success of a new hire. While the terms orientation and onboarding are often used interchangeably by employers, there is a clear distinction. It is sometimes said that “Orientation” is an event and “Onboarding” is a process. Orientation is a necessary, basic “first day” introduction to the work environment; it is welcoming yet largely administrative. Onboarding is a longer-term investment in integrating the new hire into the job expectations, the team, and the company’s culture.

## The roadmap

### Orientation: Beyond the Basics

Most employers have a checklist for employee orientation – items that are covered on the first day or perhaps in the first week of employment. Some Indigenous employees might have had less experience with formalized employment. They may also have closer ties to extended family and their community. Keeping this in mind, they will benefit from specific attention to certain aspects such as:

- Employee Handbook
  - Review your company’s employee documentation for readability and clear language. For some Indigenous employees, English or French might not be their first language.
- Administration of pay and benefits
  - New hires who have had inconsistent or short-term jobs previously might not have had experience with paycheques and deductions. Some Indigenous people, particularly those from rural and remote communities, might not have a bank account or experience with electronic banking. Take time to ensure the new hire has a clear understanding of the processes.
  - If new hires are likely to incur expenses that are later reimbursed by the company, make sure that they have access to credit or funds for this purpose.



**For some Indigenous employees, English or French might not be their first language.**



- Many Indigenous households will include extended family members who might be dependents of the employee; they may not be considered 'dependents' under the definitions used by your company's benefits provider. Be sure that there is a clear understanding of the benefits coverage and its limitations.
- If your company offers an Employee and Family Assistance Plan (EFAP), discuss whether it has provisions for culturally relevant supports such as discussions with an Elder.
- Review of key policies
  - Consider the previous work experience of the new hire and emphasize certain policies and procedures accordingly. For example, if previous jobs have been flexible or 'on-call', emphasize your hours of operation and the individual's expected hours of work.
  - Discuss the company's policies around harassment and creating a welcoming work environment. Ensure the newly hired employee knows whom to approach if he or she has a concern and feels fully comfortable to do so.
  - Explain the company's leave policies. For many Indigenous employees, commitments to extended family and community will be very important. Bereavement or emergency care leave that is limited to immediate family members can create unintended barriers. For people from remote and rural communities, there may be expectations that they will participate in hunting and gathering activities in certain seasons. Identify possible solutions well in advance of needing them.
  - Review carefully any policies that include a definition of 'family members' or 'immediate family'. For example, if your company has a policy of allowing spouses or children to accompany drivers as 'riders', explain how children are defined and consider whether an extension to other members of an employee's extended family would be appropriate.

### **Onboarding: A Smooth Transition**

There are cultural characteristics of many Indigenous peoples that should be considered during the onboarding process. A poor onboarding process can turn a carefully recruited and enthusiastic employee into a turnover statistic. Ensure a successful integration of the new hire and build employee engagement by taking account of characteristics such as learning style, essential skills, lifestyle changes, and your organization's culture. It is worth repeating that there is a great variety among Indigenous groups and individuals – the following tips will be helpful but remember that not all observations will be equally applicable to all of your Indigenous hires.



**There is a great variety among Indigenous groups and individuals – the following tips will be helpful but remember that not all observations will be equally applicable to all of your Indigenous hires.**



Indigenous peoples generally have a learning style that is based on oral traditions and experience.

- Consider providing a coach for job tasks. Ensure that the coach understands how some cultural differences can appear and might affect the coaching relationship. Highlight to the coach the strengths and experience that the new hire will bring to the organization.
- Review training methods to focus on practical, hands-on experience.

Some new hires might have good qualifications overall yet be lacking in some of the essential skills including numeracy or literacy. Take steps early in the onboarding process to address any gaps so that they do not become barriers to learning and effective job performance.

- Assess the individual's comfort with using relevant work documentation, developing schedules, recording information, and performing any required calculations. Have a candid and respectful discussion about any gaps and jointly develop a plan to address them.
- Ask the job coach to watch for any difficulties and confirm to the coach that the organization is committed to working with the individual to improve their skills.
- Provide language training if needed to improve English or French oral and written communication skills.

Many Indigenous employees may have had limited experience with full-time employment and regular paycheques. Others will be relocating from their home community and might, for example, be living in an urban environment for the first time. These life changes can pose additional challenges to a new hire who is already getting accustomed to new colleagues, a new work environment, and new job tasks.

- Connect them to a trusted employee who can support the new hire in adjusting to the work environment and possibly a new lifestyle. Other Indigenous employees, counselors or Elders can have valuable perspectives to share.
- Check in often with the new hire to ensure that everything is going smoothly. If they have relocated, provide additional support depending on their needs, such as:
  - Help them to connect with Indigenous resources and groups in the new location
  - Find accommodation, setting up bank accounts, accessing healthcare, using public transportation, etc.

- Consider reaching out to the employee's spouse to support them with the transition, particularly if the family has relocated or if the new employee is required to spend long periods away from home. Invite the family to visit the workplace, or do a ride-along, in those important early days. Make it easy for employees to keep in touch, by providing the technology and the skills for video calls and other communications.

Your organization's work culture will have characteristics that might be at odds with the expectations and customs of the new employee. When working with Indigenous employees in particular, it is helpful for both employer and employee to be clear on the following norms and expectations:

■ **Time:**

- How important is punctuality? What is considered "late" to a meeting or appointment or for a work deadline?



■ **Formality:**

- Are first names commonly used? What is the expected 'dress code' in various situations?
- How formal or informal are relationships between supervisors and employees? How much personal information is shared?
- How much flexibility is there to make changes and exceptions – are decisions made 'on the spot' or is there a form and procedure for most decisions?



■ **Communications:**

- How direct is the communication style?
- How do people express disagreement?
- How are various non-verbal behaviours interpreted – e.g., lack of eye contact, periods of silence in a discussion, preference for listening vs. talking.



■ **Individualism:**

- What are the expectations regarding individual performance vs. teamwork?
- How is good performance recognized and rewarded – publicly or privately; group or individual?





# TRAINING RESOURCES

Employers who are keen to hire Indigenous employees can benefit from providing training support to this talent pool. Indigenous candidates and current employees can bring important benefits to trucking and logistics companies yet may require training to become performing contributors. Some Indigenous people will have been out of the education system for several years or they may not have had full access to an educational system that worked for them.

## The roadmap

### Creating Partnerships

Many trucking firms will find it most feasible to partner with other organizations to provide training support to potential or current Indigenous employees.

- Identify the Indigenous service providers that hold agreements with the federal government under the Aboriginal Skills and Employment Training Strategy (ASETS). There are more than 600 points of service across Canada where agencies provide a range of employment and training services to increase Indigenous access to stable, meaningful employment. These are valuable contacts for employers (see a list of Indigenous agreement holders online)
- Ask local secondary and post-secondary institutions what programming they offer for Indigenous students, in particular. Explore whether trucking-relevant or transferable skills and content are offered or could be integrated into the program(s).
- Identify specialized training programs in the areas where you hope to recruit or where you have operations. Consider partnering with them to seek funding to open up access to potential candidates for trucking jobs.
- Approach local communities to explore possibilities for mutually beneficial initiatives. Be prepared to provide assurances that real employment opportunities exist and that your company is prepared to make a long-term commitment to the community and the program participants.



**Approach local communities to explore possibilities for mutually beneficial initiatives.**

- Look for other employers, or local business or industry associations that might benefit from collaborating on a training initiative. The trucking industry has many transferable skillsets that could also be of interest to other employers.
- Be alert to innovative approaches to training and skill upgrading. For example, the Saskatchewan Indian Institute of Technologies (SIIT) developed a Mobile Training Lab that can take training programs to remote communities. Such initiatives succeed in removing barriers to Indigenous employment by bringing together multiple stakeholders in creative possibilities.

### Accessing Resources and Funding

There are many sources of support – financial and otherwise – for Indigenous-focused training initiatives that improve employment prospects. Programs change frequently; review the examples and information sources below as a starting point to find the right solutions for your training needs.

- Encourage qualified candidates and employees to apply for government-funded programs and financial assistance for individuals. Possibilities include: apprenticeship grants, student loans, Indigenous-focused bursaries and scholarships, employment readiness programs, essential skills and academic upgrading, and tools subsidies. Support the individuals in completing the required paperwork, or connect them with counselors in local postsecondary institutions, Friendship Centres, or band offices.
- Employers can be eligible for financial support for training, apprenticeships, and job creation. Some funding programs are federally administered and available across the country, while others are specific to a region or province. For example:
  - The Government of Canada provides a tax credit to support hiring apprentices (e.g., transport trailer technician or truck and transport mechanic).
  - Nationally, the Congress of Aboriginal Peoples provides assistance and funding for training and skills development to Aboriginal Peoples living off-reserve, including wage subsidies to employers.
  - BC offers tax credits for a wide range of occupations, including many non-Red Seal training and apprenticeship programs available through the Industry Training Authority (ITA). There is a particular focus on Indigenous people through the Indigenous Peoples in Trades Training (IPTT) initiative.
  - Aboriginal Futures (Alberta) offers wage subsidies; summer placements; and paid training for safety tickets, skill enhancement, pre-apprenticeship and apprenticeship programs and vocational studies.



**Employers can be eligible for financial support for training, apprenticeships, and job creation.**



- In Ontario there is a new system of apprenticeship grants available, with bonuses of up to \$2500 if the apprentice is from an under-represented group, including Indigenous peoples.
- The New Brunswick Employer Wage Incentive has special provisions to encourage the hiring of Indigenous employees. It allows for priority and more flexible eligibility, as well as a higher level of wage subsidy.
- See the *Funds for Fleets* resource at TruckingHR.com, that outlines several funding programs that are applicable to the trucking industry.



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This initiative required the participation of numerous individuals and organizations. We would like to thank the following individuals who generously gave their time to take part in this initiative to support employers in the recruitment and retention of Indigenous peoples.

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Atikameksheng Anishnabek  
Assembly First National (AFN)  
Batchewana First Nation  
Building Trades Council  
Cambrian College  
Canadore College  
Coral Rapids Power Corporation  
Dryden Native Friendship Centre  
Garden River First Nation  
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Serpent River First Nations  
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