



# Presentation to the CCAA National Labour Market Strategy Day

Indigenous / Aerospace Workforce Development  
Best Practices

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# Background

- Late 90's - Manitoba Aerospace Human Resources Council (MAHRC) recognized the need for Indigenous inclusion in the workplace because of:
  - Federal Contractors Program for Employment Equity
  - Workforce demographics
  - It was the right thing to do
- 1999 - MAHRC approached the Centre for Indigenous Human Resource Development (CAHRD) because they:
  - Had established 25 years of Urban based education, training & employment services in Winnipeg
  - Were eager to become a partner with the sector



## Boeing, MAHRC, CAHRD Partnership

- CAHRD and MAHRC have partnered together since 2000 to increase the numbers of Aboriginal employees in the local Aerospace sector (over 140 Aboriginal new hires).
- With the rollout of the 787, Boeing Winnipeg started working with CAHRD and MAHRCC in the fall of 2006 to recruit Indigenous employees.
- Since 2006, Boeing has hired 43 Indigenous trainees from CAHRD/MAHRCC programs - 8 of which were through the Connecting Aboriginal to Manufacturing (CAM) program in 2012
- Plan is to hire 15 Indigenous trainees in June 2018



# Indigenous / Aerospace Workforce Development

- Between 2000 and now, together we have delivered over 45 training programs with approximately 80% of participants achieving employment.
- Every program has been a learning process not only for the participants but for the partnership between industry, CAHRD and the Community.
- The core components of all our programs are:
  - Recruitment
  - Selection
  - Pre-technical training
  - Technical training
  - Work experience
  - Retention



# The Looming Labour Shortage

- “Beginning sometime in the middle of the next decade for the first time in at least a hundred years, the number of people willing and available to work in Canada will be smaller than the number of jobs potentially available for them”
- - Dalhousie University Prof. Emeritus Dr. Jim McNivens
- “Canada could experience a one million worker shortage by the year 2020 but for some sectors, shortages already exist” - Conference Board of Canada
- “This shortage can be attributed to demographic changes in the labour force such as age and education levels that have evolved slowly over time, are well forecasted and well known” - Schwind, Das, & Wagar, 2000



# Statistically Speaking

- 1 in 5 employees in the Canadian workforce be between the ages of 55 and 64” - Conference Board of Canada
- “Manitoba projects the growth of the older adult population (65+) to increase by 60% by the year 2028, compared with a growth rate of 19.1% for ages 15 - 64 for the same period”  
- Manitoba Bureau of Statistics
- “Growth in the number of births in the province of Manitoba will weaken as the baby boomers move out of their prime child-bearing years. A fertility rate below the replacement rate will further compound the issue. Manitoba’s women are assumed to give birth to an average of 1.86 children per woman over her lifetime - one of the highest fertility rates in Canada, but still well short of the replacement rate of 2.1” - Provincial Outlook



# Recruitment

- Most Indigenous people are unfamiliar with the careers in the Aerospace sector.
- Many Indigenous people do not believe they have a chance to get a job in the industry.
- Some Indigenous people don't have the skills to participate in the post secondary training that is necessary in order to access careers in the sector.
- We have found that it is important to recruit from where people are at, assess their capacity to “catch up” and then provide needed “gap” training.



# Selection

- Includes a fairly intense interview and screening process to assist people in identifying current and future barriers to completing the training and entering the workforce.
- CAHRD's expertise is instrumental in designing tools and instruments that assisted the partnership to develop the skills to select the right people
- MAHRC brings the expertise of understanding industry needs and workplace culture
- CAHRD helps clients secure the following: criminal record check, security clearances, personal identification and living supports.
- Our most recent company partners tell us that our programs are of high quality and they are very pleased with the employees that graduate from the programs.





# Indigenous Demographics

- In Canada, the Indigenous population is growing at a rate of six times that of non-Indigenous - Statistics Canada
- Canada's Indigenous population is expected to grow by 1.8% annually, more than twice the rate of 0.7% for the general population. The aboriginal birth rate is 1.5 times the Canadian birth rate - Statistics Canada
- The median age for the non-Indigenous population is 40 in Canada compared to a median age of the Indigenous population of 27 to 24 in Manitoba - Statistics Canada
- In 2017 Indigenous peoples aged 20 to 29 makes up almost 24% of the population in Manitoba - Statistics Canada



# Pre-technical Training

- Is made up of four components. These components align with the Indigenous Community understanding of wholeness. The non-Indigenous community would call these life skills and essential skills.
- The four components:
  - Emotional
  - Physical
  - Intellectual
  - Spiritual
- The pre-technical training can run from 1 month to 5 months, depending on the program.



# Work Experience

- Depending on the program may be built into training and can run from 4 to 10 weeks depending on the length of the program
- Industry gets a chance to “try before they buy”
- Also, allows for buy in from the shop floor - i.e. the immediate co-workers come to have an appreciation for the trainee and often advocate to hire the individual
- Gives the partnership an opportunity to step in and address issues that may affect the transition from training to work
- Lets the participants learn about the work place and experience the company’s culture first hand (They also can “try before they buy” the workplace.)



# Retention

- MAHRC has had an Indigenous Liaison Officer/Projects Coordinator on staff since 2000. (Job Coach)
- The funding for this position has mainly come from CAHRD and/or through government funding.
- The Job Coach is responsible to work with the instructors to keep on top of punctuality and attendance in the classroom.
- The Job Coach is responsible for keeping track of the participants in technical training, work experience and employment and to help the trainees identify resources to assist if/when problems arise.
- To this end, the Job Coach is the first line of contact for instructors and supervisors, so that issues can be identified and dealt with before they become barriers.



# The Partnership Model

- All the partners develop and agree on specific targets and goals
  - CAHRD
  - MAHRCC
  - Boeing, Standard Aero, Magellan
- All partners work hard to fulfill their individual commitments
- Each of the partners has something to gain and they share in the responsibilities



# Benefits for the Indigenous Community:

- Opportunity for new relationships and partnerships
- New opportunities for employment in a growing industry
- Included in the decision making process throughout the program
- Able to participate in the design and delivery of the training programs
- Have access to a flexible training program responsive to the Indigenous communities need~



# Benefits for the Indigenous Community:

- Able to participate in long term training and employment planning with industry
- Have access to client supports - Job Coaches and Industry Mentors
- Able to participate in the process of breaking down barriers and stereotyping
- Work experience placements which gives individuals opportunities to prove themselves



# Industry Participation

Industry has an important role to play to make the initiatives successful:

- Provide an advocate/champion who will impress upon others in the company the importance and value of the program(s).
- Mentors from the workplace are needed to attend information sessions and/or go into the technical training facility to meet with and encourage the participants to excel.
- Company commitment to hire successful participants unless there is a change in the economy or the company's business plan.





# Industry Participation

- Companies need to honestly assess and monitor their workplace culture and be prepared to engage in thoughtful discussions with their employees.
- Companies may need to take/supply Indigenous Awareness training to their managers, supervisors and other workforce.
- The companies need to make a commitment of resources. This can mean: HR expertise, lending equipment, supplying surplus materials, security checks (ITAR), meetings, allow access for follow up, free up recent graduates to attend presentation / career fairs, etc.



# Benefits for Industry Investment:

- Participation in the decision making process throughout the program;
- Access to a motivated and trained workforce;
- Ability to participate in the design and delivery of the training programs;
- Ability to access a flexible training program responsive to their needs;
- Helps industry with their long term New Hires planning;
- Participate on Neeginan's Advisory Teams;



# Benefits for Industry Investment:

- Services of a Job Coach through MAHRC
- The Job Coach assists with:
  - Any issues during training;
  - Transition issues from training to work;
  - Any job retention issues;
  - Any cross communication issues;
  - Almost any basic barrier to success that may come up



# Lessons Learned

- The CAHRD / Aerospace relationship is key. We don't always agree but we listen to each other and respect each other's positions.
- The model may have many participating stakeholders but the partnership between CAHRD and MAHRC is paramount.
- Get everything in writing so all partners have a full understanding of the terms of the initiative.



# Lessons Learned

- Every project has its challenges and rewards
- We have also learned that we are equally responsible for the success and the challenges. This is a true partnership.
- If you have good partners and projects, finding new stakeholders is easier.
- A good partnership also ensures that the projects are more cost effective.



# Questions?





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