



ABORIGINAL HUMAN RESOURCE DEVELOPMENT COUNCIL OF CANADA
CONSEIL POUR LE DEVELOPPEMENT DES RESSOURCES HUMAINES AUTOCHTONES DU CANADA

**Aboriginal Human Resource
Development Council of Canada**

**Annual Report
April 01, 2005 to March 31, 2006**

May 30, 2006

Table of Contents

Introduction.....	2
Champions and Board of Directors - Guiding the Council.....	4
The Year in Review	6
Increased Inclusion Strategies Implemented By Employers	6
Increased Awareness and Attitude Shift by Employers.....	7
Knowing Current and Future Employment Opportunities and Skills/Competencies Required.....	8
Knowing the Services Offered By the Council.....	10
Connected With Skills and Tools to Work in Partnership to Improve Employment, Retention and Promotional Opportunity for Aboriginal People	10
Collaboration Among Stakeholders on Viable Employment Projects.....	11
AHRDA Holders Directly Involved In Innovative Sector Clusters.....	12
Public & Private Sector Resources Leveraged To Support Aboriginal HR Strategies.	13
Aboriginal People Engaged In Skills and Learning-Related Activities.....	15
An Effective Organization	16
Champions for 2005-2006.....	18
Board of Directors for 2005-2006	20
Networks of Change Members.....	22

Introduction

On behalf of the Aboriginal Human Resource Development Council of Canada I am pleased to present this 2005-2006 Annual Report. This was a successful year for the Council as it achieved its stated goals and objectives for the year.

Through its projects and its work with its partners, the Council created employment for over 190 Aboriginal people and provided skills and learning to an additional 297 people in communities and urban centres. Guiding Circles continues to be well received by practitioners and client groups with 200 career counsellors attending the program's workshops this year. Guiding Circles is getting more attention as well from international markets such as Australia. This exposure is helping to increase the profile and cachet of the career tool. Also successful this year is the initial launch of the Networks of Change and the Mastering Aboriginal Inclusion program. To March 31st 17 companies joined the Network and committed to work with the Council on the program's suite of Aboriginal recruitment and retention tools. The Annual Report provides an overview of these and some of the other many successes that the Council has enjoyed this year.

The Council achieved success this year designing and building new partnership networks among the private sector, labour, government, education and Aboriginal constituencies. The organization works closely with world class experts in a range of human resource areas such as career development, electronic job boards, organizational transformation, project design and applied research. As a national organization one of its key roles is to grow the understanding of best practices relating to Aboriginal human resources by transplanting models and effective strategies from one end of the country to the other.

In fall 2005 the Council began its national trades project which was approved funding by the federal department of Human Resources and Skills Development of \$2.6 million over three years. This overarching project will enable the Council to develop partnerships in sectors of the economy which require skilled trades people. A component of this project is a series of private sector engagement forums which the Council began this year under the name *Workforce Connex*.

As part of its trades agenda the Council continues to work closely with its provincial partners in the Alberta Aboriginal Apprenticeship Project which consistently receives accolades as the premiere apprenticeship model in Canada. The Council also worked with British Columbia Aboriginal

Aboriginal Human Resource Development Council of Canada

Development Agreement holders seeking to secure resources for their grassroots trades strategy which the Council helped design last year. The Council also worked with Ontario Aboriginal employment centres and laid foundations for future work in Québec and other regions of Canada. The Council's national aboriginal trades agenda will help position Aboriginal people in the skilled trades labour market and help to provide a solution to employers' growing skills gap.

The Aboriginal Human Resource Development Council of Canada is a national public-private partnership with the mandate to increase Aboriginal participation in Canadian labour markets. The Council is actively pursuing solutions to Aboriginal employment which are cost effective and sustainable in the long term.

Kelly Lendsay
President & CEO

Champions and Board of Directors - Guiding the Council

The Champions and Board of Directors are pleased to support the work of the Aboriginal Human Resource Development Council of Canada. The Council is dedicated to the exemplary practices in its governance, its management and its administration. The governing boards of the Council have provided the organization with a strategy - its Results based Management and Accountability Framework. The framework provides an enabling strategy for the Council to remain focused in its activities and operational plans. Together with management and the Council's funders the Board and Champions have established clear goals for the organization.

The goals of the organizations were provided further clarity this year through a "scorecard exercise" which the Council did at the beginning of the year. The scorecard exercise has provided improved means to determine the annual performance record of the organization while providing management with clear expectations. Based on a review on its scorecard metrics the Champions and Board are pleased with the results of the Council this year.

Fiscal 2005-2006 will be seen as a transition year as the Council positioned itself to develop increased engagements with a wide range of stakeholder interests. As well, the Council is laying the foundation for a financial diversity strategy that will enhance the organization as well as provide its stakeholders with the opportunity to demonstrate their alignment with the Council's mission and its work plan activities.

The Council Board and Champions were very pleased with the many activities that the Council undertook this past year. The Seventh Annual Champions event was a great success with a strong level of participation from business, Aboriginal organizations, labour organizations, education and government interests. Champions and board members acknowledge the support of the Government of Manitoba and the Honourable Oscar Lathlin, Minister for Aboriginal and Northern Affairs for co-hosting the Champions event in Winnipeg in December 2005. This was the first year that the Champions event was held outside of Ottawa, the result of the invitation and support of this minister and his staff. The support for the event from the record number of business representatives who attended was encouraging for the Council.

The Council's Champions and its Board of Directors were saddened by the passing of Chief Roy Mussell this past year. Roy Mussell served on the Council's Board and was a strong supporter of the organization for a number of years. As a memory to Roy and what he stood for, Champions and Board members announce the establishment of the Roy Mussell Dialogue ~ a series of papers, speeches and presentations that are dedicated to the Aboriginal human resource issues that Roy was passionate about in his lifetime. The Dialogue will take many forms and will help to continue the spirit of partnership and development that was a touchstone of Roy's lifetime work.

The Champions and Board of Directors also wish to acknowledge the Council's many partners. Our partners bring knowledge, experience, drive and passion. They

Aboriginal Human Resource Development Council of Canada

share the philosophy of inclusion which has become the hallmark of the Council. Canada's Aboriginal "baby-boom" is maturing and Aboriginal people are looking to opportunities in a wide range of labour markets. At the same time, Canadian businesses are faced with labour shortages across many sectors. They need highly skilled employees who can contribute to companies and their efforts to achieve the highest levels of productivity in a global economy. Inclusion is the answer.

The Council must play a bridging role, developing new and innovative ways of encouraging the recruitment and retention of Aboriginal people and helping workplaces to identify new talent to address their skills shortages while achieving increased productivity through inclusionary measures. Never have the Champions and Board members been so encouraged with the progress that is being made on these fronts in Canada. It is equally acknowledged that this journey is still a long way from its destination. Champions and Board members look forward to working with the Council in the coming years, working with our partners on this journey together.

Charlie Coffey
Council Champion Co-chair

Chief Sophie Pierre
Council Champion Co-chair

Rob Johnston
Board Co-chair

Anne Noonan
Board Co-chair

The Year in Review

The Council has had a highly successful year in 2005-2006. In its work plan, it has achieved significant success based on a review of year end results in comparison to forecasts committed to at the beginning of the year.

A final summary of results follows in this Annual Report. Results and achievements for the year are consolidated and grouped under the nine short-term outcome statements that are featured in the Council's *Results-based Management and Accountability Framework*. It is understood that most of the projects and activities address more than one strategic outcome.

Increased Inclusion Strategies Implemented By Employers

The Council has made strong headway engaging the private sector in several ways. The Mastering Aboriginal Inclusion program brought new investment and a better understanding of the challenges employers are facing in their efforts to source, recruit, advance and retain Aboriginal people. At the beginning of this year, the Council forecast that it would launch the program, recruit 20 companies, develop three program modules and engage the Champions in a recruitment program. By the end of the year it has achieved 90% of its recruitment target and it kept current on its product development plan. The Network of Change will spend the next year developing and refining this unique program dedicated to successful Aboriginal recruitment and retention practices.

I began a job search in July of 2005, just before my last official class ended in August of the same year. I regularly visited the iN site and kept it in "my favorites" along with other so called Aboriginal sites, but the iN site seemed to be the only one that produced any results. Thanks to the iN network I was given an interview that lead to other interviews and finally an offer of Aboriginal Specialist, Western Region with C.I.B.C., and a position I now currently hold. - Blaine Know, Aboriginal Specialist, Western Region, CIBC

We are very pleased to be part of the Networks of Change – a forward looking plan on innovative Aboriginal recruitment and retention practices which is addressing industries' needs - Pat Dillon, Teck Cominco (Network Member)

Increased Awareness and Attitude Shift by Employers

With 340K approved funding from HRSD, the Council launched a series of private sector engagement forums which it is marketing under the name "Workforce Connex". These workshops provide a venue to promote the AHRDA network to employers. During the reporting period, two Workforce Connex were held in Ontario and planning meetings were held for six others (NS, Labrador, Alberta, Manitoba, BC, Quebec) which will be delivered in 2005-2006.

The resources provided for the Workforce Connex forums have enabled the Council to visit regions of Canada where it has had virtually no previous presence. This has greatly aided and accelerated the process of building relationships with AHRDA holders, Service Canada representatives, provincial governments and agencies, employers and other key players in the trades and apprenticeship network. The forum platform and the resources attached to them have provided an asset that is useful to these different interests and so they are seeing the added value of the Council. This is particularly true in Nova Scotia, Quebec and Labrador where the Council has held steering committee meetings which are enabling of the planning required for the forums but also serve to *position* the Council in these regions. The benefits of this positioning will yield results in 2006-07 and beyond.

The Champions Event continues to be the Council's premiere venue which reaches many leaders and organizations and encourages their engagement in Aboriginal recruitment and

Most employers at the event all expressed the common opinion, that the forum is the first step to creating ongoing human resource strategies and establishing a line of communication. - Thunder Bay News Source

"I liked to find out about what business needs are and how we can meet them".

"Reinforced the importance of creating linkages with business/industry – work on marketing plan".

"Good group for the first forum".

"Excellent networking opportunity. Provided me & my organization with resources for future hiring needs".

"(I enjoyed) ...hearing from the employers that were there – I was surprised there weren't more".

"The honesty of the employers that were present.

It was engaging. Began a dialogue between businesses and AHRDA's".

retention issues. This year's event was held December 5 & 6, 2005. co-hosted by the Government of Manitoba's Aboriginal and Northern Affairs, the Honourable Oscar Lathlin Minister. This was the first time that the Champions' event was held outside of Ottawa. One hundred and seventy five guests confirmed for the reception and about as many confirmed for the lunch and the day long meeting event. Sixty nine different companies and organizations provided best practice examples and illustrations about their Aboriginal recruitment and retention practices. This is valuable information that will be "fed" into the Council's Mastering Aboriginal Inclusion program. Increased employer engagement will be evident in the future as the Council is able to provide ever more practical HR information, business case examples and other knowledge that companies can use to source and retain Aboriginal skilled workers.

The President/CEO spoke at over a dozen high profile events in fiscal 2005-06. Speaking engagements provide an opportunity for the Council to encourage businesses and other organizations to hire Aboriginal talent. Often the speaking venues include businesses that may not have a history of aboriginal recruitment. The Council's message becomes a catalyst for this to happen. Also, as a result of these communications activities the profile and reputation of the organization is growing.

Knowing Current and Future Employment Opportunities and Skills/Competencies Required

During the reporting period, the programs and projects delivered by the Council provided skills and learning to 297 Aboriginal people. The Council and its project partners provided direct

"Workforce Connex has been a win, win. The International Union of Operating Engineers and the local building trades received their need for partnership connections. I will coordinate a meeting with the local AHRDA representatives to share ideas and apprenticeship information with the Aboriginal people. I will also send a recommendation to all building trades to attend the Thunder Bay Job Fair in November."

Aboriginal workers make up 4.8% of the minerals and metals workforce. While a small percentage, this rate is much higher than in other industries and in the Canadian workforce overall. Aboriginal persons accounted for 2.6% of the Canadian workforce. Over 20% of the employers surveyed said their firms had an aboriginal human resource strategy-Prospecting the Future 2005

employment to 190 northerners through the Job Horizons: A Bridges to Employment. This compares very favourably with the 110 employment target set as the beginning of the year for the Job Horizon's project. The skills and learning achievements compares favourably against the combined target of 260 Aboriginal people receiving skills and learning forecast for the AAAP and Guiding Circles project at the commencement of 2005-06.

The Council continues to inform on policy. The Job Horizons project shows the value of developing strong expertise in a certain labour market. And, it shows the value of honing specialized partnership resources that can create meaningful relationships with the human resource departments of the companies.

As part of its national trades project, the Council is at the early days of working with four sector councils trying to articulate a national Aboriginal labour market strategy for these sectors in mining, construction and others. It is important that the AHRDCC work with these sector councils to develop systems and mechanisms that communicate their labour market expertise to the AHRDA network. Similarly, the AHRDCC can help bridge the AHRDA's expertise and their reach to the Aboriginal talent pool. New strategies need to be developed to make this labour pool more accessible to employers. Some of this groundwork was started in 2005-2006 with several of the sector councils, particularly those with need of skilled trades people. As the work continues increased engagements will result in collaborative arrangements that benefit both Aboriginal people and employers.

As one of the AHRDA holders in Alberta we believe that we have got some milestones out this initiative. I am happy to be part of the triple AAA Board as First Nation AHRDA we need to play a role with this initiative and I am extremely happy to work closely with Sandy Stevens from the Sector Council, she has a passion on this file. (Sylvia Monterrosa, Treaty Six, Alberta)

"Because of Job Horizons, there has been a dramatic change in the attitude of youth in our community of 500 people," says Max Morin, mayor of Ile-a-la-Crosse. "By helping to place 25 of our people in jobs with a real career future since April 2005, the project is creating the right kind of role models for our youth."

Knowing the Services Offered By the Council

Awareness of the Council and its products and services is growing. Consider that just a short three years ago, few AHRDAs knew of the Council or what it does. Now, most AHRDAs know about the Council. It is welcomed in areas where it has not worked before because its reputation precedes it and AHRDAs recognize the value of the services it can offer. When the Council attends large AHRDA events and its President asks whether they have heard of Guiding Circles or the BEAHR project, most hands go up. It is no longer a case of lack of awareness as much as issues such as product/service accessibility and relevance in relation to client needs. The Council, with its small staff numbers, continues to seek creative ways of providing services needs to the national AHRDA network, over 300 organizations across Canada.

This year, for the first time, the AHRDCC held a meeting with select AHRDA stakeholders to discuss the ways that it could evolve its products and services in the future to better meet the needs of AHRDA client groups. The AHRDA Roundtable could become a regular event and mechanism to help ensure that its client base continues to be made aware of the Council's value proposition.

Connected With Skills and Tools to Work in Partnership to Improve Employment, Retention and Promotional Opportunity for Aboriginal People

The Council's infrastructure agreement with HRSD secured \$2,957,232 funding from the Aboriginal Affairs Division (AAD) and Human Resource

"Guiding Circles understands the barriers faced or encountered by the Aboriginal to secure employment. A new approach to assisting clients to understand their weakness and strengths in life."

"Definitely a workshop worth taking, very informative for clients and workers. It really helps build relationships between client and counsellors. The workshop took what I had in me and taught me to teach others to understand themselves better. Excellent for Career counsellors"

"Good practical training- more directed to the needs of our clients. Thank you for sharing your knowledge with us"

"I was very impressed with the versatility of the material. I loved the logic of using the circle"

Partnerships Division for 33 months (July 1, 2004 – March 31, 2007). The Council's work plan for this agreement lists 59 discrete activities which it is responsible for completing. At March 31, 2006 the Council had kept up to date on 51 of these items or 88% of its work plan. Last year the Council reported that it had kept current on 92% of its activities.

In addition to its administration of its infrastructure agreement, the Council has kept up to date with the project agreements that it administers with funders. It has completed the majority of activities within those agreements that have also contributed to its 2005-2006 work plan. Project activities are detailed in its agreements for the national trades project, BEAHR, AAAP, Job Horizons/Bridges to Employment, and others.

Aboriginal participants who attended the Plastics Sector Council Roundtable session in Calgary in April 2005 thought the roundtable was extremely helpful and informative and a good way to engage the Aboriginal community in the opportunities offered by this sector.

Collaboration Among Stakeholders on Viable Employment Projects

The Council extended its reach with its stakeholder interests; i.e. with the private sector, with AHRDAs, with education facilities, with unions and with others. Through its partnerships and program activities the Council had a high level of engagement and collaboration with an estimated:

- 259 small, medium and large businesses, (an increase of 60 employers over the previous year).
- 8 unions, (approximately the same number as last year);
- 52 education facilities, (a five time increase over the previous year);

In October, 2005, BEAHR launched the Environmental Monitor Training Program and the opportunity for educators and environmental practitioners, both private and public, to license the program for local delivery. Over 90 education facilities responded to the request to deliver the program. Three colleges in each of NWT, Manitoba and Nova Scotia were chosen to pilot the program this year.

- 146 AHRDAs and LDMs (*more than double the number from last year*);
- 31 different federal, provincial and municipal government agencies, (*a three-fold increase stemming from increased engagements with municipal governments*);
- 24 NGO's, (*not recorded last year as a distinct category*).

Increases are due to the nature and number of activities which the Council undertook in 2005-06 compared with previous years. Programming is more relevant, more tangible and more apt to result in direct benefits and relationship building.

AHRDA Holders Directly Involved In Innovative Sector Clusters

Apart from its interactions with sector councils under its trades project, during the reporting period the AHRDCC worked closely with several sector councils serving on one board, sitting on five committees (Mining, Environment, Canadian Apprenticeship Forum, Trucking, Ironworkers), and providing technical expertise in other ways.

The Aboriginal Sector Council worked with the Plastics Sector Council to organize a Calgary based roundtable in April 2005. The roundtable was one of several used to gather information for a report by the plastic sector Council entitled *Profitability and Diversity: A Report From the Round Table Discussions with Selected Employment Groups*. Fifteen Aboriginal people participated in the roundtable and offered their perspectives and ideas about ways to encourage aboriginal peoples' entry into the plastic sector.

The Association of Canadian Community Colleges completed an important report this year about Meeting the Needs of Aboriginal Learners: An Overview of Current Programs and Services, Challenges, Opportunities and Lessons Learned (June 2005). This document provides an excellent baseline of information about the efforts being made across the country to attract Aboriginal people to the college system with programs that are relevant and lead to employment. Up to 80% of colleges that contributed to the study (61 colleges out of the 140 ACCC network) indicated that they offer some Aboriginal specific career and technical programs.

The AHRDCC participated in a working committee chaired by the Mining Sector Council which guided the development of a new study on the human resource challenges facing the mining industry. A key theme in this document is "working with Aboriginal people".

During the reporting period, 3 new AHRDA partnership clusters were developed for the Environmental Monitor Training Program. An Employer Guide and Job Candidate Guide were produced for the project. This program is gaining traction at the community level and will translate into training and jobs in 2006.

These projects are helping to create partnerships between sector councils, employers and AHRDAs. They are producing new career awareness and labour market information. New strategies are being developed in sectors of the economy which have historically had a lower level of Aboriginal participation.

Public & Private Sector Resources Leveraged To Support Aboriginal HR Strategies

Using the 2005-2006 Council's infrastructure budget of \$ 995,452.00 as a reference point, the organization leveraged an additional \$2,203,129.00 of public and private funds in the current fiscal year. The ratio of leveraged funds in relation to infrastructure was 1:2.2. In other words, for every dollar of infrastructure funds the Council received from HRSD for its infrastructure support in 2005-2006, it leveraged an additional \$2.22 from public and private sources. The Council documented that in 2004-2005 it leveraged \$ 2,444,823 million in public and private spending against AHRDCC's infrastructure budget of \$1,080,713 or a ratio of 1:2.26.

The Council continues to participate in many stakeholder events which enable it to promote its key messages. The President/CEO continues to sit on the Corrections Canada Advisory Board (CORCAN) and this provides a venue for the Council to advance the training needs of Aboriginal people who are in correctional facilities or in transition.

Canada is experiencing a labour shortage in the designated and Non-designated trades. With a current construction boom in Manitoba this problem is further exacerbated. One solution is tapping into a largely untapped labour market...the Aboriginal people of Manitoba and Canada. The National Trades Project seeks to link both the demand and the supply side of construction labour. I am hoping that the conclusion of the project outlines a strategy to successfully recruit, train, and link Aboriginal people to the construction industry. - Jeffrey Betker, Co-Chair, Stakeholder Advisory Group Hydro Northern Training Initiative

If the current year's annual budgets for the BEAHR and Ironworker partnership projects with Eco Canada and the Construction Sector Council were factored into the leverage calculation, (as they were last year) then the ratio of funds leveraged by the Council's infrastructure budget in 2005-06 would be 1:2.9. If other sector council partners' funding were included in the calculation then the leverage ratio would be higher yet.

On the matter of the Council's infrastructure funding, the current thinking is that a two year agreement will be sought with HRSD and then a five year commitment will be contemplated. This could enable the Council's funding request to coincide with the AHRDA renewal request in 2009. Discussions have been ongoing between senior management and HRSD officials on this matter. The issue occupied an important part of management's and the executive board members' time during the reporting period.

Moving from the financial to other types of leverage it will be noted that the Council has made inroads with its outward communications. A year from now, if the same effort toward communications continues, the Council's attention from the media is anticipated to be much stronger than it has ever before been. Increased media coverage will mean the Council is better able to get its message out and attract more engagements and investments which benefit Aboriginal people and employers seeking skilled labour.

And, one final note on leverage, the Council raised over \$340,000 in financial support from the private sector which helped to support the organization's distribution and delivery of its products and services to a growing national audience.

Senior management was successful this year in its outreach to the AHRDA community. As referenced earlier in this report, the resources provided to the Council for the Workforce Connex and trades initiatives enabled the Council to meet more regularly with AHRDAs. Senior management led several of these initiatives travelling to Montreal, Halifax, Membertou, Vancouver, Ontario, Alberta and Manitoba to meet personally with the AHRDAs.

Aboriginal People Engaged In Skills and Learning-Related Activities

The Council's national trades agenda gained momentum. It has formed a partnership with the Membertou First Nation and its trades Division. It is at the early stages working with AHRDAs on a province wide trades coordinated trades strategy that will sustain the work that has started with the Workforce Connex forum planned for June at Membertou. It has commenced planning for the eastern trades symposium which will bring together many trades players from the Atlantic regions. There are also promising developments in Quebec where the Council has made progress working with the AHRDAs on a coordinated trades strategy and a fall employers' forum. The Council has played a small role in the development of the Ontario trades strategy and it continues to assist the BC AHRDA on its trades IMPACT strategy. Its work in Alberta with the AAAP has firmly established a model project which Western Economic Diversification considers to be its best Aboriginal investment to date. As the Council continues to work with regional projects, it is growing its national Aboriginal trades agenda.

The Council has put renewed focus on projects that help the pre-employment needs of Aboriginal people. It has successfully advanced a proposal on a second Guiding Circles booklet and it is currently negotiating a final agreement on a 500K contribution from HRSD. It has contributed to two essential skills projects with the ESPORT project and the Trucking Sector Council and it is now negotiating a third project which will establish a 750K project to test essential skills curriculum for Aboriginal people who are seeking entry to apprenticeship programs. This project

... "It is vital that we take steps now to appropriately handle the shortages of skilled trades people that are expected in the years ahead. For Aboriginal Canadians this is a win-win situation, in that it creates the prospect to position aboriginal people to access opportunity while at the same time increasing aboriginal participation in the trades. I commend you and the other council champions for your efforts to make this proposal a reality". – Minister Pearl Calahasen, Aboriginal Affairs and Northern Development, Government of Alberta

focus is consistent with the Board's interest in youth.

An Effective Organization

The Council is committed to exemplary management and governance in the interests of maintaining its reputation as an effective organization. This year the Council undertook activities which are helping to sustain the health of the organization. A productive and healthy organization is better positioned to achieve its mandate and outcomes.

The trades project almost doubled the Council's staff complement and has required that new and more formal systems be developed in order to ensure that productivity is maximized. One of the key challenges for the Council for this year has been managing its growth.

The Council created new revenue streams, particularly with the private sector. There is a strong desire to achieve financial diversity and not to be so reliant on HRSD. The Council is exploring new ways that it can tap into new sources of revenue. A promising source is that of foundations. The changeover to becoming a more entrepreneurial organization has been encouraged by the introduction of new management systems. Projects and activities are now run as cost centres and staff are asked to develop business plans for their units. They are accountable for achieving their business targets. This new culture change reflects the desire to re-balance the public-private model. The changes that were put into play in 2005-2006 will take a year to show results with even stronger private revenues anticipated in 2006-2007.

On balance, this has been highly successful year for the Council. The organization remains a highly effective way to advance new solutions to

Why is career planning so important to employers and employees alike? Productivity and Workplace satisfaction go hand in hand. Canadians should be encouraged to learn about career planning and developing a career path at the earliest stages.

Engagement makes a difference. High levels of engagement bring measurable benefits. Engaged employees are far less likely to leave for another job than their peers,"; 63% of Canadians that are highly engaged have no plans to leave their current employer, versus only 12% of the disengaged group.

Highly engaged employees also believe they can and do contribute more directly to business results than less engaged employees. For instance, 84% of highly engaged employees believe they can impact the quality of their company's work product, compared with 31% of the disengaged, and engaged employees believe they can impact customer service and lower costs in their job or work unit. (Towers Perrin Global Workforce Study, 2005)

Aboriginal human resource development. The activities of the Council are helping to connect Aboriginal people to a host of new opportunities in sectors of the economy where there has historically been a low level of participation. The Council is doing effective engagement work, encouraging increasing numbers of employers to consider Aboriginal people as viable solutions to their labour market needs. Increased Aboriginal recruitment and retention is evident. The Council continues to represent an excellent investment vehicle for government and the private sector, providing good value and high returns. The groundwork laid this year is going to bring even stronger results next year as the Council completes 2006-2007 work plan activities and the final year of its current infrastructure agreement.

The Council has an admirable record of financial stewardship and it is growing its acumen in project management.

Champions for 2005-2006

John Bernard
President
Donna Cona Inc.

The Honourable Maxime Bernier
Minister of Industry
Government of Canada

Chief Patrick Brazeau
Congress of Aboriginal Peoples

Gerald Brown
President
Association of Canadian Community Colleges

The Honourable Pearl Calahasen
Minister of Aboriginal Affairs and Northern Development,
Government of Alberta

James (Jim) E. Carter
President and Chief Operating Officer
Synchrude Canada Ltd.

Clément Chartier
President
Métis National Council

Charles S. Coffey (Co-Chair)
Executive Vice-President
Government and Community Affairs
RBC Financial Group

The Honourable Charles Dent
Minister of Education, Culture and Employment
The Government of the Northwest Territories

National Chief Phil Fontaine
Assembly of First Nations

The Honourable Gary Lunn
Minister of Natural Resources
Government of Canada

Kenneth V. Georgetti
President
Canadian Labour Congress

Beverley Jacobs
President
Native Women's Association of Canada

Martin (Marty) Klyne
Chairman
National Aboriginal Economic Development Board

Aboriginal Human Resource Development Council of Canada

Jose Kusugak

President
Inuit Tapiriit Kanatami

The Honourable Oscar Lathlin

Minister of Aboriginal and Northern Affairs
Government of Manitoba

Joseph T. Norton

V.P. Government Affairs
Mohawk Internet Technologies

Tim Penner

President
Procter & Gamble Canada

Paul Perkins

VP Policy & Planning
Vancouver Corporate Office
Weyerhaeuser

Chief Sophie Pierre, OBC (Co-Chair)

President
St. Eugene Mission Resort Development

The Honourable Diane Finley

Minister of Human Resources and Social Development
Government of Canada

The Honourable Jim Prentice

Minister of Indian Affairs & Northern Development
Federal Interlocutor for Métis & Non-Status Indians
Government of Canada

The Honourable Maynard Sonntag

Minister of First Nations & Métis Relations
Government of Saskatchewan

Board of Directors for 2005-2006

Patricia Baxter

Consultant
Aboriginal Issues

Terry Anne Boyles

Vice-President, Member Services & Public Policy
Association of Canadian Community Colleges

Eleanor Brockington

Director, Policy and Strategic Initiatives
Aboriginal Affairs Secretariat
Government of Manitoba

David Chartrand

President
Manitoba Métis Federation

Keith Conn

Director General
Aboriginal Relations Office
Employment Programs Branch
Human Resources and Social Development
Government of Canada

Roberta Hewson (Treasurer)

Executive Director
Partners for Careers

Robert (Bob) A. Johnson

Customer Business Development
Canada West
Procter & Gamble Canada

Rob G. Johnston (Co-Chair)

Vice President, Sales Support
RBC Financial Group

Giselle Marcotte

Director, Aboriginal Relations
Saskatchewan First Nations and Métis Relations

Karen MacKenzie

Director
First Nations and Metis Relations
Aboriginal Affairs and Northern Development
Government of Alberta

Jeff Moore

Executive Director
Aboriginal Business Canada

Aboriginal Human Resource Development Council of Canada

Anna Molley

Public Relations and Marketing Manager
Donna Cona Inc.

Roy Mussell (deceased)
Sto:lo Nation

Anne Noonan (Co-Chair)

Nika Technologies Inc.

Line Paré

Director General
Indian and Northern Affairs
Education Branch
Government of Canada

Jerry Peltier

National Manager
Congress of Aboriginal Peoples

Valeri Pilgrim

Employment and Training Coordinator
Socio-Economic Development Department
Inuit Tapiriit Kanatami

Mike Rushby

Vice President, Human Resources
Weyerhaeuser Company Limited

Barbara Shumsky

Manager Government & Public Affairs
Synchrude Canada Ltd.

Leslie Spillett

Provincial Speaker
Mother of Red Nations Women's Council of Manitoba
Provincial/Territorial Member Affiliate -
Native Women's Association of Canada

Hassan Yussuff

Secretary-Treasurer
Canadian Labour Congress

Observer

Doug Moulton

Senior Consultant
Sectoral Partnerships
BC/Yukon Regional Headquarters
Human Resources and Skills Development
Government of Canada

Networks of Change Members

Air Canada Jazz
Laurel Clark

Cameco Corporation
Jamie McIntyre

Canadian Armed Forces Recruiting Centre (Winnipeg)
Captain Dan Dubois

Diavik
Darryl Bohnet

Duke Energy Gas Transmission
Danny Strilchuk

Enbridge Pipelines Inc.
Lyle W. Neis

EnCana Corporation
Andrew Popko

NorTerra Inc.
Wanda Norweigan

RBC Financial
Rob Johnston

Government of Saskatchewan
Giselle Marcotte

SIAST (Saskatchewan Institute for Applied Science and Technology)
Gary Mearns

Seabase Limited
Rick Strong

Shell Canada Limited
Denise McBride

Suncor Energy Inc.
Linda Bona

Syncrude Canada Limited
Barbara Shumsky

Teck Cominco
Patricia Dillon

TransCanada Pipelines Limited
Robert Kendel

Trinidad Drilling
Donna Hudson

Weyerhaeuser Company Limited
Rose Dashchuk



**Aboriginal Human Resource Development Council of Canada
Conseil Pour Le Développement Des Ressources Humaines
Autochtones Du Canada**

**820 - 606 Spadina Crescent East
Saskatoon, Saskatchewan S7K 3H1**

TEL: 306-956-5360

FAX: 306-956-5361

TOLL-FREE: 1-866-711-5091

www.ahrdcc.com