

## SCHEDULE 12-8

### EMPLOYMENT FRAMEWORK (OPERATIONAL JOBS)

This framework reflects steps which Manitoba Hydro (“Hydro”) and the Keeyask Cree Nations (the “KCN”) believe will lead to the employment of Members in Hydro’s ongoing operations.

The framework refers to “Stages” which could occur sequentially, but not necessarily so. The “Actions” reflect some of the key activities that would support each Stage. Some of the Actions are still conceptual while others have moved to development and implementation. A number of the described actions could be undertaken at any given time. A description of the Actions follows this table. Where in the actions it states that any particular party will take the lead, such party will do so working closely with the other parties.

Stage	Actions
<i>Stage 1: Systemic Foundations</i>	<ul style="list-style-type: none"> <li>-Annual Community Profiles</li> <li>-Job Requirement Validation</li> <li>-School Counsellor Orientation</li> <li>-Special Pre-Placement Programs</li> <li>- Hydro HR Forecasts</li> <li>- Annual Employment Targets</li> </ul>
<i>Stage 2: Manitoba Hydro &amp; Career Awareness</i>	<ul style="list-style-type: none"> <li>-Role Model Teams</li> <li>-Annual “Hydro Day” Community Event</li> <li>-Annual “Career Exploration Day” Community Event</li> <li>-Early Years Classroom Visits</li> <li>-Middle &amp; Senior Year School Career Fair</li> </ul>
<i>Stage 3: Career Exploration</i>	<ul style="list-style-type: none"> <li>-Middle &amp; Senior Years Classroom Visits</li> <li>-“Take Our Kids to Hydro Day”</li> <li>-Career Exploration Workshops</li> <li>-Career Exploration Camps</li> <li>-Facility Tours</li> <li>-Work Exposure Program</li> </ul>
<i>Stage 4: Career Preparation</i>	<ul style="list-style-type: none"> <li>-Interactive activities</li> <li>- Life Skills Training</li> <li>-Individualized Student Career Planning</li> <li>-Resume/Application/eRecruitment Training</li> <li>-Work Experience Program</li> </ul>
<i>Stage 5: Employment Preparation</i>	<ul style="list-style-type: none"> <li>-Interview Workshops/Mock Interviews</li> <li>-Student Internship Program</li> <li>-Student Mentorship Program</li> <li>-Summer Employment</li> <li>-Academic Upgrading/Enrichment Program</li> </ul>

<i>Stage 6: PPT Employment Bridging</i>	- Gap Training - Apprenticeship Transitions
<i>Stage 7: Recruitment and Employment</i>	-Community-based Recruitment Drive -New Hire Orientation -New Hire Mentor/Buddy Match -Monitor and Track Success

***Stage 1: Systemic Foundations***

**Annual Community Profiles** – The KCN will take the lead in documenting current and future community capacity. This is important “supply” data that will be part of setting annual employment targets and the development of targeted special employment measures.

Current status: This project was started Summer 2007.

**Job Requirement Validation** - Hydro will take the lead in ensuring that the entry requirements for its positions are appropriate and do not pose an unnecessary barrier to employment.

Current status: A job validation methodology has been researched. Training of staff will begin early 2008, using the Line Trades and Power Electrician classifications as a pilot.

**School Counsellor Orientation** – The KCN will take the lead in ensuring that local school counselors are familiar with the employment framework, are skilled in coaching students through the career planning and employment search processes.

Current status: Discussions with the school has begun.

**Special Pre-Placement Programs** - Manitoba Hydro will take the lead in exploring KCN’s desire to develop a pre-placement program specifically for its members.

Current status: Specific discussion of this action has not taken place and remains a concept at this point.

**Hydro Human Resource Forecasts** - Hydro will continue to prepare its internal human resource forecasts as part of its planning process. This will provide a picture of current and future recruitment priorities.

Current status: Forecasts are prepared annually and results shared.

**Annual Employment Targets** - Hydro will take the lead in developing a reasonable timetable in which to achieve employment targets.

Current status: The working group has begun work on this action.

## ***Stage 2: Manitoba Hydro & Career Awareness***

**Role Model Teams** - Hydro will take the lead in identifying current Aboriginal employees, particularly those from the KCN communities, to participate in various community-based activities that raise awareness of Hydro careers.

Current status: Work has not begun on this action.

**Annual “Hydro Day” Community Event** – The KCN will take the lead in organizing a regular “Hydro Day” for all Members to participate in and learn more about Hydro and its careers.

Current status: While the concept requires more work, a number of activities were planned and implemented for TCN and War Lake in August 2007.

**Annual “Career Exploration Day” Community Event** – The KCN will take the lead in organizing regular “Career Exploration Day” to focus more specifically on career awareness.

Current status: While the concept requires more work, a number of activities were planned and implemented for TCN and War Lake in August 2007.

**Early Years Classroom Visits** – The KCN will take the lead in arranging for Hydro representatives to visit youth earlier in their school and to introduce them to some of the company’s special programming for kids, e.g. Louie the Lightning Bug.

Current status: Work has not begun on this action.

**Middle & Senior Year School Career Fair** – The KCN will take the lead in arranging for Hydro, and possibly other employers, to participate in career presentations and displays targeting middle and senior school students.

Current status: Work has not begun on this action.

## ***Stage 3: Career Exploration***

**Middle & Senior Years Classroom Visits** – The KCN will take the lead in arranging for Hydro to participate in class visits where interactive activities and discussion will take place regarding career possibilities.

Current status: Work has not begun on this action.

**“Take Our Kids to Hydro Day”** – The KCN will take the lead in arranging for Grade 9 students to attend a Hydro work site for a day, along with their parent or other sponsor as an introduction to different Hydro related careers.

Current status: Work has not begun on this concept.

**Career Exploration Workshops** – The KCN will take the lead in arranging for career exploration workshops to be held with students and involving Hydro employees who can deliver programs such as Junior Achievement’s Economics of Staying in School Program.

Current status: Work has not begun on this action.

**Career Exploration Camps** - Hydro will take the lead in exploring the KCN’s desire to develop a career exploration camp for their communities’ youth.

Current status: Work has not begun on this concept.

**Facility Tours** - Hydro will take the lead in arranging for students and job seekers to tour various company facilities as a way to learn more about operations and their related career paths.

Current status: Work has not begun on this action.

**Work Exposure Program** - Hydro will take the lead in developing a program designed to give students and adult learners an opportunity to job shadow employees in a variety of settings as a way to learn more about various career paths.

Current status: The program model has been developed and implementation details are being finalized. Implementation is planned for Spring 2008.

#### ***Stage 4: Career Preparation***

**Interactive activities** - Hydro will take the lead in developing interactive activities that will provide students and job seekers with an orientation to applied skills assessments that form part of the trades recruitment process.

Current status: While the concept requires more work, some interactive activities were developed for the communities’ Hydro Day held August 2007.

**Life Skills Training** – The KCN will arrange any necessary Life Skills training for their members who are readying themselves for employment.

Current status: Work has not begun on this action.

**Individualized Student Career Planning** – The KCN will develop individualized career plans for their students so career interests are defined and that all requisite education and work experiences are in place.

Current status: Work has not begun on this action.

**Resume/Application/eRecruitment Training** – The KCN will provide training to their students and job seekers in resume preparation and employment search, including the use of online application systems.

Current status: Work has not begun on this action.

**Work Experience Program** – The KCN will work with Hydro staff administering the company's Work Experience Program to place students in unpaid, short term assignments within Hydro so that academic learning can be applied to a work setting.

Current status: Work has not begun on this action.

### ***Stage 5 - Employment Preparation***

**Interview Workshops/Mock Interviews** – The KCN will take the lead in arranging for student/job seeker training in the areas of behaviour based interviewing. This will include an opportunity for students/job seekers to participate in mock interviews with Hydro employee volunteers or role models.

Current status: While some orientation was provided to CNP staff in August 2007, further work is required on this action.

**Student Internship Program** – The KCN will work with Hydro and the appropriate education authority to establish an internship program that would enable students to participate in a work placement for high school credit, followed by paid summer employment.

Current status: Preliminary discussions were held with TCN educators in December 2007 regarding this initiative. Further work is required on this action.

**Student Mentorship Program** – The KCN will take the lead on establishing a mentorship program within its schools, linking students with Hydro employee volunteers. This could also include tutoring support.

Current status: Work has not begun on this action.

**Summer Employment** – The KCN will take the lead in identifying students available for summer employment with Hydro and other employers, and then work closely with Manitoba Hydro in matching students to available summer jobs.

Current status: Efforts were made to hire students for Summer 2007. The process for Summer 2008 and beyond is now being developed.

**Academic Upgrading/Enrichment Program** – The KCN will take the lead in identifying any academic upgrading or other actions that would align with students’/job seekers’ individualized career plans.

Current status: Work has not begun on this action.

### ***Stage 6 - Employment Bridging for PPTs***

**Gap Training** - Hydro will take the lead in identifying a potential process to bridge Pre-Project Trainees’ skills to those required in the company’s ongoing jobs.

Current status: Work has not begun on this concept.

**Apprenticeship Transitions** - Hydro will take the lead in identifying a potential process to bridge Pre-Project Apprentices to related apprenticeships required in the company’s ongoing operations.

Current status: Work has not begun on this concept.

### ***Stage 7 - Recruitment and Employment***

**Community-based Recruitment Drive** - Hydro will take the lead in ensuring that the process for major recruitments includes community-based communications and visits.

Current status: Work has not begun on this action.

**New Hire Orientation** - Hydro will take the lead in reviewing its new hire orientation process to ensure that KCN members are welcomed and experience a positive introduction to the company and their work areas.

Current status: Work has not begun on this action.

**New Hire Mentor/Buddy Match** - Hydro will take the lead in identifying a process to match new KCN hires with a mentor or “buddy” so that they are welcomed, supported, and experience a positive start to their careers.

Current status: Work has not begun on this action.

**Monitor and Track Success** – The KCN and Hydro will monitor the participants of this employment framework as well as the effectiveness of the framework elements. This will provide an opportunity to measure and success and introduce any special measures or interventions at an appropriate time.

Current status: Detailed work has not begun on this action.

## **GOAL SETTING FRAMEWORK**

The working group will develop a process that could be used to establish a realistic timetable for achieving agreed upon employment targets. To begin, Hydro has shared the formula it uses to calculate its employment equity targets. While this exact methodology does not lend itself to smaller populations, it does reflect two important elements in the goal setting exercise: “Demand” (potential job openings) and “Supply” (communities’ capacity to refer employment or pre-employment ready candidates). Hydro accurately forecasts its vacancies. The KCN’s role is to assess where Members are in terms of education, career interest, and job readiness. This will be important in establishing a realistic time table for achievement of targets and in determining the extent and timing of special measures that may have to be introduced to influence the capacity of Members.