

ACR Aboriginal Programs Project Program Template

Program Area:	1.0	Corporate Policy
Sub Program:	1.1	Building Commitment to Corporate Aboriginal Policies
Template:	1.1.9	National Aboriginal Program
Sponsor(s):	<i>Xerox Canada Ltd.</i>	

1. Objective

To support Aboriginal community economic development, foster a labour force consistent with Xerox future employment requirements, and develop markets through strategic community investments and initiatives.

2. Description

The Xerox National Aboriginal Program consists of two components:

- **Community relations** which is intended to contribute towards building a labour market consistent with Xerox future employment requirements and contribute towards community economic development via knowledge transfer and capacity development.
- **Marketing** which is intended to upgrade existing office technologies, define markets and opportunities, and increase profile through strategic community investments and alliances.

Within these two broad components, the Xerox National Aboriginal Program is defined, implemented and measured on four levels: employment, business development, capacity development and community relations.

(1) Employment

We will have achieved our desired state when our Aboriginal workforce population mirrors the availability of the workforce in all the markets where we operate.

Activities:

- Providing career information to university Aboriginal student centres
- Distribution of job postings to Aboriginal organizations
- Participating in career fairs
- Recruiting scholarship applicants
- Building an Aboriginal employees forum
- Distribution of community and cultural information via intranet
- Providing Aboriginal community awareness training for managers
- Working with agents to advance Aboriginal employment opportunities

(2) Business development

We will take actions to contribute to the success and potential of Aboriginal-owned businesses by purchasing products and services from them and sharing learning and development programs along with our employee's experience and expertise.

Activities:

- Conducting business with 12 Aboriginal suppliers across Canada
- Expanding supplier program and working with Corporate America to build Canadian Minority and Aboriginal Supplier Development Council
- Searching for Aboriginal suppliers through Procurement Strategy for Aboriginal Business (PSAB) supplier inventory and the Inuit Business Database (IBD)
- Participating in supplier trade shows
- Extending the Xerox Marketing Partnership Program to Aboriginal print companies
- Continuously seeking new Aboriginal business partners

(3) Capacity development

Our organization is committed to helping Aboriginal people develop their full potential through learning and development initiatives in order for them to reach their full employment potential. We wish to be a leader in corporate Canada in the development of Aboriginal information technology literacy.

Activities:

- Spread Your Wings scholarship program launch January 2003
- Profiling scholarship recipients
- Promoting internship initiatives through INRoads and Career Edge
- Developing an apprenticeship program for youth
- Leadership awards

(4) Community relations

We will play a leadership role in corporate-Aboriginal relations through open and honest communications. We will provide resources and tools to help strengthen community institutions, individual skills and knowledge so we can all reach our goals.

Activities:

- Financial contributions to Aboriginal organizations
- Encouraging employee participation in Aboriginal communities
- Skills and knowledge transfer through business partnerships

3. Implementation

Xerox Canada's involvement with the Aboriginal community began in 1994 with the creation of the Aboriginal scholarship program. The scholarship was created to assist Aboriginal students in developing skills related to information technology.

Since that time the program has evolved to become a permanent feature of Xerox Canada. Its development was guided by a joint initiative sponsored by the Canadian Council for Aboriginal Business and the National Quality Institute called the Progressive Aboriginal Relations (PAR) program. Xerox has achieved the PAR Silver Level designation. This recognition is the result of our implementation of initiatives that contribute to the economic prosperity of the Aboriginal community. Key features of the program include:

- It is national in scope and encompasses First Nations, Inuit and Métis. Opportunities in education/training, employment, professional and business development are distributed among all Aboriginal communities and regions. Xerox uses employment targets in each region.
- Xerox has leveraged its coverage model to support value-added community benefits and opportunities through distribution by local representatives and authorized agents. Xerox learning culture supports Aboriginal community awareness.
- Strict business ethics guidelines are not compromised. For example, pricing in one region for any one product will be the same in another region in the same industry/market type.
- Success requires executive leadership and direction, long-term commitment and patience, innovation and creativity. Aboriginal organizations and associations provide valuable assistance for program improvement.
- Responsibility within Xerox for driving its commitment to the Aboriginal community is at the senior executive level including the president, vice president - human resources, quality and communications, and vice president - North American agent operations.
- Contributions and donations have a (a) national focus, (b) promote direct and measurable community benefit, and (c) contribute towards Xerox business objectives, i.e., marketing strategy. The priority for Xerox corporate contributions is to advance education and information technology literacy, i.e., the Xerox Canada Aboriginal Scholarship Program for Aboriginal students in information technology related studies (computer/math or science, business administration or electronic commerce, engineering).

4. Timeframe for Results

Commitment to an Aboriginal program began in 1994 with the Aboriginal Scholarship Program. Regional commitments and initiatives continued to 1999. In that year, the first Aboriginal program manager was hired. A pilot initiative in conjunction with PAR was undertaken in 2000. A national program was developed in 2001 on four levels - employment, community relations, business development and capacity development.

Every facet of the program is measured in a quarterly review process where every manager and VP is accountable for results - performance evaluation process and continuous improvement components of the Xerox Total Quality Framework.

5. Measurable Criteria

The key measure is increased sales of Xerox products and services to Aboriginal customers. Performance criteria used to judge success in the Aboriginal market are:

- The CCAB (Canadian Council for Aboriginal Business) and National Quality Institute review and evaluate Xerox achievements at the time of application for PAR level designation.
- The Aboriginal marketing program is an integral part of the Xerox business model supporting existing and new customers. Not unlike other Xerox industry and business managers, sales targets are set and are measured on a quarterly basis. The marketing manager works with the director of marketing and more than 50 sales managers to deploy strategies that reflect the Aboriginal business market.

6. Budget

Contributions, donations and events are identified in the previous business year. Budget allocations for special events, joint projects and initiatives reflect Xerox corporate contributions policy. The marketing budget supports developing markets and sales activity.

7. Partners and Sponsors

Xerox Canada Ltd. Some important partnerships include the Canadian Council for Aboriginal Business, which allows Xerox to advance its goals in Aboriginal/corporate relations; the Aboriginal Financial Officers Association, which focuses on development of financial planning, document cost containment and impact of office equipment and digital technologies acquisitions; and CANDO, which focuses on supplier development through Xerox purchasing requirements.

8. Experience with the Program

Achievements, activities and initiatives that reflect Xerox's experience with the program are:

- Xerox secured the PAR Silver Level designation in 2003
- Annual \$96,000 commitment to Aboriginal Scholarship Program. Since 1994, Xerox has provided scholarship awards to more than 60 Aboriginal students
- Sponsorship of events that promote professional development: Council for the Advancement of Native Development Officers and the Aboriginal Financial Officers Association of Canada (Excellence in Leadership award)
- Internship program through InRoads for students interested in human resources and financial analysis
- Developing new approaches to finding and attracting sales representatives in support of regional and local employment opportunities
- 95 percent Aboriginal employee retention across all departments/occupations
- Strengthening partnerships with Aboriginal business to add value and savings for Aboriginal customers. Ten Aboriginal-owned businesses are on the Xerox preferred suppliers list. More than \$200,000 in rebates have been issued through First Nations Buying Group.

9. General Applicability

This program may be of interest to companies which are looking to sell products and services to Aboriginal customers.

10. Additional Information or Support

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