Cases on Social Issues: For Class Discussion

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KWANTLEN POLYTECHNIC UNIVERSITY
SURREY, BC

Contents

Territorial acknowledgment

This book was written with support from Kwantlen Polytechnic University. Kwantlen Polytechnic University (KPU) takes its name from the Kwantlen First Nation. We work, study, and live in a region south of the Fraser River which overlaps with the unceded traditional and ancestral lands of the Kwantlen, Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt and Kwikwetlem peoples.

If you are interested to note what native land you are on, point to this resource: https://native-land.ca/

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On the unceded, ancestral, traditional territories of hən̓q̓əmin̓əm̓-speaking Coast Salish peoples

Contributors

Case 1: Homophobia at work

Deirdre Maultsaid & Gregory John

Case 2: Safety in an Indigenous Community

Deirdre Maultsaid & Gregory John

Acknowledgements

Advice provided by

Inspired by and created as a composite of real-life events.

Introduction

This is the first edition of the Cases on Social Issues: For Class Discussion. Visit [Cases on Social Issues: For Class Discussion – 2nd Edition](#) for more cases.

What is this resource?

This open educational resource contains cases for class discussions or group work. Case discussions enhance students' ability to collaborate and to develop ethical and critical decision-making skills. The cases included in this resource are unique as they centre on contemporary social issues, featuring underrepresented and marginalized voices.

Who should use this resource?

These cases were designed for upper-level undergraduate or graduate students in the humanities, social sciences, business, healthcare, science, agriculture, environmental studies, law and other programs.

How to use this resource?

Each realistic case is supplemented with notes for teaching strategy, possible discussion questions, and a short optional reading list. The teaching notes can also be used by student facilitators.

In recognition of the experiences of the diverse populations represented, the background description and scenarios are protected by a Creative Commons license that allows use in unadapted form only. All other content is open and adaptable.

This resource is a work in progress. The currently published cases, Case 1 and Case 2, are inspired by post secondary student input. More cases will be added following further student input. Thank you.

CASE 1: HOMOPHOBIA AT WORK

This case for class discussion is about homophobia in a mining company.

We include background on the social issues, on the company and on the employee*. Then, we describe the critical events that inspire the discussion plus provide discussion prompts. We also include teaching notes and a short bibliography of relevant reading.

*Although inspired by real-life events, the company and characters are fictitious.

1 Background on the Social Issues

The workforce is diverse

Many organizations recognize that the inclusion of perspectives from a diverse workforce can lead to stronger teamwork and better decision making. Therefore, organizations should be motivated to be inclusive because it can lead to business success. Organizations also want to maintain their reputation and engage with a wide range of clients, suppliers, and communities affected by their business. (Organizations also have diversity and inclusion policies because it is a legal requirement to protect the human rights of all employees in Canada.)

Figure 1: A meeting of a diverse group of workers (Krukov, n.d.)

Figure 2: A meeting of a diverse group of workers (Jopwell, n.d.)

Diverse workplaces must be safe for everyone

Approximately 13% of Canadians identify as LGBTQ2+, and 4.9% identify as Indigenous. Many identify as both. For youth, the percentage of those who identify as LGBTQ2+ or are questioning their identity, the number can be as high as 24%.

Indigenous people, people of colour and members of the LGBTQ2+ group say they should feel safe and protected at work and have input and influence on projects at all levels.

Are our workplaces emotionally and physically safe for everyone? Gregory John, a gay Indigenous man, says that in order to have real collaboration at work, we have to ensure everyone's safety, both individually and as a group. Among other issues, this means ensuring individuals' safety from homophobia, transphobia, sexism, racism, violence, and threats to their reputation and career. For example, LGBTQ2+ employees do not always feel safe with being out and staying out at work. It can be particularly difficult to be out and work in cisgender, heterosexual and still male-dominated Canadian industries such as mining, forestry, energy and even finance.

Indigenous people, other people of colour and LGBTQ2+ people bring multiple perspectives

The essential contributions of Indigenous people, people of colour and LGBT2+ people should be valued.

Although Indigenous people are a fast-growing population and are seeking post-secondary education and starting businesses, organizations need an intentional recruitment process in place to acquire Indigenous talent and to integrate and retain these employees.

"*Indigenous talent is going to be a key component in addressing labour shortage concerns*", says Gregory John based on his various experiences as an Indigenous relations specialist in energy and engineering, procurement, and construction

projects in Western Canada. Many Indigenous communities are deeply involved in developing their natural resources and improving their own communities.

Figure 3: From McLeod Lake Indian Band, Indigenous employees of Duz Cho Construction in northeast B.C. work on tree clearing in the Peace River district. (Photo: Canadian Energy Centre, 2020, not the company discussed)

However, it can be difficult for Indigenous people to work in controversial development projects while maintaining trusting partnerships with industries such as mining, forestry and energy. Companies have previously focused on extraction over local impact, emphasized profit over bringing local benefits and given little recognition to Indigenous titles on the land

Gregory John, in his experiences as an Indigenous relations specialist, has learned to communicate effectively. He says,

> *"Acknowledging being gay and Indigenous has gifted me two additional perspectives to see through. My [multiple] perspectives have been key in allowing me to do this work [Indigenous relations] without making major mistakes. These perspectives have been the foundations for me to mitigate the risk associated with working with diverse communities. Western Society teaches us to make many assumptions before collaborating. With diverse communities, collaboration must start before the first question is asked as there are so many unknowns. Making assumptions here will have serious and potentially project-ending/fatal consequences. Realizing I do not know everything is key. Approaching this work with humility is the key to its success."*

Deliberately including LGBTQ2+ people at all levels of a company helps build trust and increases productivity, which improves the collegial atmosphere and morale for everyone. In complex projects, companies need their staff to use different ways of problem solving based on their experiences, perspectives and wisdom. To succeed, companies need their employees to be open to new ideas and to be empathic of each other and the clients they serve. Also, LGBTQ2+ clients and suppliers want to see themselves represented by the staff of companies. Clients, suppliers and communities want to know that companies understand their needs.

Figure 4: A transgender woman and gender non-conforming person laughing at work. (Drucker, n.d., The Gender Spectrum Collection)

Figure 5: A suited man with a version of an LGBT2+ flag.
(Shvets, n.d.)

By being vulnerable and empathetic and bringing multiple perspectives (gay, Indigenous, urban) to a situation, Gregory John has learned to successfully navigate controversial conversations at work and in the Indigenous communities he has visited. He says it is important to be completely responsive.

"If we're not able to remove ourselves from our bias and our own perceptions of people, then we're going to come to the wrong answer."

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2 Scenario for Discussion: Homophobia at work

Background on the Company

SilverRocks is a lithium mining company with head offices in downtown Vancouver and is trading on the Toronto Stock Exchange. SilverRocks' lithium resource is located in the brine beneath the surface of depleted oil reservoirs in Northern Alberta, though it is also developing open pit mines in eastern British Columbia and investigating geothermal energy sources of lithium. Lithium is used in batteries and in metal production and has many other lucrative applications. The fledging electric car industry holds great promise for companies such as SilverRocks.

Figure 6: A depiction of sampling for lithium for future mining. (Frontier Lithium, 2021, not the company discussed)

Old oil reservoirs and open pit mines are sources of environmental concern and controversy for rural and Indigenous communities. Environmental impacts on wildlife habitats, waterways, and arable land must be assessed before launching new business activities and developments. As outlined in the federal, provincial and territorial governments regulatory frameworks for development, local Indigenous communities must be consulted on business activities and developments that will affect them. Through consultation, each party must share information and concerns in a way that ensures all issues are addressed and risks are mitigated from every angle. Risks can be environmental (land, water, air), land-based, financial, cultural/ceremonial, and, where applicable, risks to Treaty rights.

Indigeneity or the Canadian process of Reconciliation are not discussed as cultural or political concepts at SilverRocks, though the Indigenous perspective and consultation with affected communities is very important to SilverRocks. SilverRocks considers the company to be "objective" about their proposed developments.

Although SilverRocks is located in Vancouver and there are people of colour working there, more than 85% of the employees of SilverRocks are white, cisgender, male and heterosexual. There are a few women: a finance manager, an engineer and so on. Only Christmas is acknowledged as an office celebration.

There are no diversity and inclusion programs or policies except for the *Worksafe BC*-mandated one-hour training session on harassment at work. Senior leadership does not talk about diversity and inclusion in strategic planning.

Before a project meeting, when briefly talking about current Indigenous blockades on forestry roads and protests of racism by Indigenous leaders, Dale, a gay, Indigenous employee, heard someone say, "*I really don't see colour; I mean, you can be blue and have four ears, I will work with you.*" Others nodded.

Background on the Employee

The Employee

Dale is a gay, Indigenous employee who works in public relations in the head office at SilverRocks. Dale helps run community engagement in rural and Indigenous communities affected by the mining. Dale is sunny and warm with clients, with prospective partners, and at community meetings. He is able to get most people engaged and genuinely talking about the issues at hand in a solution-oriented way.

Most people at the office, although polite, do not try to befriend Dale or include him in conversations. Dale is neither out nor in the closet as a gay man at work. There is nowhere to talk about sexual orientation. Dale has low-level anxiety all the time. He does not feel safe. He wonders,

> "*Am I hand-talking too much?*" "*I better not cross my legs one over the other as that's how women sit, not men.*" "*Will the wrong people here gain the information that I am gay and not take me seriously, or worse, threaten my job and/or limit career growth opportunities within the company simply because I am too different to deserve these opportunities?*"

Dale's Role as Indigenous Relations Advisor

At every project planning meeting, Dale has asked for time on the agenda to talk about how important Indigenous relations are. Dale has learned that their organization's teams must go without a fixed agenda when they meet with local Indigenous communities. Every Indigenous community has its own protocols, and SilverRocks must adopt these ways of doing business before trust can be established. SilverRocks will work with the IT group, finance, and leadership to craft emails and other formal project communications to Indigenous communities. Communication must be sent to the right person in the community while carefully saying the right things that open and maintain dialogue. If SilverRocks offends someone and triggers the long-standing mistrust and frustration of local Indigenous communities, the projects will fail.

Dale knows that when the SilverRocks teams visit Indigenous communities, they should learn about the community's culture, economy, and businesses; how to pronounce the Chief and Council's names; and how to say "hello" in their local language. Each Indigenous cultural group (e.g. Stö:lo, Cree, Blackfoot, Tsimshian, Wet'suwet'en) has their own cultural protocol, such as the gifting of tobacco or salmon and/or allowing time for an opening prayer to a business meeting.

Dale knows that preparing for these meetings in this manner will allow the Indigenous representatives to listen and observe everything that is going on. And then the SilverRocks team, with their technical focus, must be ready to hear and tell personal stories to connect with the community authentically while also preparing themselves to hear all concerns as they occur.

Dale has counselled the SilverRocks team many times: If a community wants to talk about water, talk about water. If an elder wants a chance to speak but is tired and emotional today, have tea and wait for tomorrow. If youth want to speak about land issues but are not technically knowledgeable and want to speak more from the heart, the company representatives should listen and do the work of interpreting their meaning so the company can hear and understand what the community is saying.

Dale will check his own biases and expects everyone else, including SilverRocks employees and the local communities, to also assume nothing. **Everyone must be open to true collaboration**. This takes a lot of time and effort.

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Frontier Lithium (2021). Channel Sampling for Lithium. [photo]. Frontier Lithium Canada News. [photo used with permission; not the company discussed in the case]. https://www.frontierlithium.com/news

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3 Critical events to inspire discussion

Dale, the project manager and several engineers go on a field trip to the East Kootenay region of British Columbia to do a check in and quick site tour of the proposed new mine. They do not have any community meetings planned. Dale and the project manager had previously set up an information table with maps and project information in the field office on site. Anyone that had business with the mine could see the information. Dale, the Public Relations and Indigenous Relations expert, has told the project manager several times that they should be having more active, frequent community meetings. Head office personnel should more frequently visit local towns and Indigenous communities. There is tension between Dale and the project manager.

After the group has completed their work checking on the mine site, they go out to dinner at the Bar and Grill in the local town. Everyone is drinking beer and eating burgers.

> *One of the engineers, X, jokingly mentions that he is not happy sharing a hotel room with another engineer, who has already made a mess in there.*
> *The hotel roommate engineer, Y, says, "I used a few towels. Don't be such a [homophobic slur]."*
> *The other engineer, X, laughing and making a pretend horrified face, says, "All that [swear word] cologne, I am pretty sure you are a [homophobic slur]. I need my own room!"*

Everyone laughs but Dale, who is shaken and fearful. No one notices or does anything about Dale's discomfort.

When they return to Vancouver, Dale goes to the project manager's office to state that the situation in the bar was upsetting and unacceptable.

> *The project manager says, "All right, we were out in the wild. Everyone was just letting loose and having fun. If you have a problem with it, go tell X and Y [the engineers]."*

Dale sees the Office Manager/Human Resources Manager to discuss it.

> *The office manager suggests that Dale talk to the engineers directly to "sort out your own problems and resolve your own conflicts".*

Dale is hearing that he should not make a big deal out of the incident and that he does not have support. Dale is now depressed and anxious and struggling to concentrate at work.

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4 For discussion: What should happen now?

Questions about individual employees

- Is it the obligation of a member of a marginalized group, like Dale, to speak up to protect their own dignity, rights and safety? How should Dale do this? To whom should he speak?
- Is the fact that Dale is distressed a personal problem he has to solve or is it an organizational problem?
- Should Dale try to blend in? Would that be considered more "professional"?
- Should Dale advocate for substantial improvements? Should Dale assert himself as an opinion leader?
- What kinds of improvements should he advocate for?
- What if someone like Dale wants to advocate for the integration of LGBT2+ ways of thinking?
- What if someone like Dale wants to advocate for the integration of Indigenous ways of knowing into the organization? How would he do that? To whom should he speak?
- What are the benefits and challenges to Dale advocating for improvements?
- Should other bystanders speak up/take action against discrimination?
- Other relevant questions students should discuss

Questions about the organization

- What will be the consequences if the organization does nothing about the incident described above? Should Human Resources create mandatory policies and practices for the whole organization? What should they be?
- In what ways could Human Resources encourage voluntary improvements?
- What are the benefits and challenges to bringing about voluntary improvements?
- Should Human Resources mandate training programs?
- Should these issues be discussed in staff meetings?
- Other relevant questions students should discuss

Questions about the leadership

- Are there threats to the reputation of the company?
- What role does senior leadership have in this situation?
- Other relevant questions students should discuss

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5 Teaching Notes: Scenario on Homophobia at Work

Note to teachers:

The scenario deals with sensitive and controversial issues and discussing it may be upsetting for some students, especially those who identify in similar ways to Dale. Please provide context about Indigenous issues (particularly in Canada) and LGBTQ2+ issues, especially context that challenges common assumptions. This context would help prepare students for a robust but respectful discussion. Please see the bibliography below or seek other like sources from your own Diversity and Inclusion specialists, Indigenous advisors, or educational supports.

It is important not to generalize language with Indigenous people. You will commonly see Indigenous people use the terms Indian, Aboriginal, First Nations and Indigenous interchangeably, but this language choice is not an option for non-Indigenous people. It is okay to interject to say some language is inappropriate. Most Indigenous peoples prefer to be identified by the name of their specific Nation, tribe, or band. Check with Indigenous advisors at your institution.

What will students discuss?

- As relevant to course learning outcomes, students will be able to discuss any of the following:
- gender stereotyping, bias, racism, tokenism
- Indigenous racism
- homophobia
- humour at work
- diversity, equity and inclusion, belonging, justice, dignity, human rights
- mental health at work
- professionalism, organizational development, leadership
- human resources, talent management
- policy making and enforcement
- internal communication, organizational culture
- strategic communications, strategic planning
- public relations
- approaches to decision making and persuasion
- mutual care and safety at work
- other relevant topics

Students may argue that a member of a marginalized group should speak up and represent their constituent population, or they may argue that for reasons of personal safety, the member should be silent and try to blend in.

Students may argue that bystanders should stand up against discrimination in their organization.

Students may choose to argue for a mandated or a voluntary approach from Human Resources, leadership or institution-wide committees. They may be guided to discuss the merits and barriers to implementing any of the following ideas or others.

Internal practices – mandated

- Strategic planning
- Enforceable policies
- Talent management/hiring practices
- Diversity and inclusion programs and workshops
- Anti-racist, anti-homophobic workshops

Internal culture – voluntary

- Leadership personal storytelling
- LGBTQ2+ network/committee
- Multicultural network/committee
- Indigenous network/committee
- Connections with Indigenous communities
- Social gatherings/celebrations
- Internal intelligence about who works there: maps/languages/stories of heritage shared at meetings, in celebrations, etc.
- Ally programs/safe spaces, desks with pride flags

Students may brainstorm ideas for actions senior leadership could take to improve the company's reputation. They may be guided to discuss the merits and barriers to implementing any of the following:

- Leaders take training as above or otherwise
- Do public speaking/presentations/videos about improvements the company is making
- Publish report cards on diversity and inclusion programs
- Start dialogues within industry on social media about barriers to improvement
- Champion employees publicly (with their consent)
- Get involved in philanthropy
- Offer scholarships
- Promote and partner with smaller businesses that are Indigenous or LGBTQ2+ owned
- Have senior leadership visit affected towns and Indigenous communities

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CASE 2: SAFETY IN AN INDIGENOUS COMMUNITY

This case for class discussion is about safety in an Indigenous community, as related to upcoming mining projects in the region.

   We include background on the social issues, on the company and on the employee*. Then, we describe the critical events that inspire the discussion plus provide discussion prompts. We also include teaching notes and a short bibliography of relevant reading.

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However, it can be difficult for Indigenous people to work in controversial development projects while maintaining trusting partnerships with industries such as mining, forestry and energy. Companies have previously focused on extraction over local impact, emphasized profit over bringing local benefits and given little recognition to Indigenous titles on the land

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issues are addressed and risks are mitigated from every angle. Risks can be environmental (land, water, air), land-based, financial, cultural/ceremonial, and, where applicable, risks to Treaty rights.

Indigeneity or the Canadian process of Reconciliation are not discussed as cultural or political concepts at SilverRocks, though the Indigenous perspective and consultation with affected communities is very important to SilverRocks. SilverRocks considers the company to be "objective" about their proposed developments.

Although SilverRocks is located in Vancouver and there are people of colour working there, more than 85% of the employees of SilverRocks are white, cisgender, male and heterosexual. There are a few women: a finance manager, an engineer and so on. Only Christmas is acknowledged as an office celebration.

There are no diversity and inclusion programs or policies except for the *Worksafe BC*-mandated one-hour training session on harassment at work. Senior leadership does not talk about diversity and inclusion in strategic planning.

Before a project meeting, when briefly talking about current Indigenous blockades on forestry roads and protests of racism by Indigenous leaders, Dale, a gay, Indigenous employee, heard someone say, *"I really don't see colour; I mean, you can be blue and have four ears, I will work with you."* Others nodded.

Background on the Employee

The Employee

Dale is a gay, Indigenous employee who works in public relations in the head office at SilverRocks. Dale helps run community engagement in rural and Indigenous communities affected by the mining. Dale is sunny and warm with clients, with prospective partners, and at community meetings. He is able to get most people engaged and genuinely talking about the issues at hand in a solution-oriented way.

Most people at the office, although polite, do not try to befriend Dale or include him in conversations. Dale is neither out nor in the closet as a gay man at work. There is nowhere to talk about sexual orientation. Dale has low-level anxiety all the time. He does not feel safe. He wonders,

> *"Am I hand-talking too much?" "I better not cross my legs one over the other as that's how women sit, not men." "Will the wrong people here gain the information that I am gay and not take me seriously, or worse, threaten my job and/or limit career growth opportunities within the company simply because I am too different to deserve these opportunities?"*

Dale's Role as Indigenous Relations Advisor

At every project planning meeting, Dale has asked for time on the agenda to talk about how important Indigenous relations are. Dale has learned that their organization's teams must go without a fixed agenda when they meet with local Indigenous communities. Every Indigenous community has its own protocols, and SilverRocks must adopt these ways of doing business before trust can be established. SilverRocks will work with the IT group, finance, and leadership to craft emails and other formal project communications to Indigenous communities. Communication must be sent to the right person in the community while carefully saying the right things that open and maintain dialogue. If SilverRocks offends someone and triggers the long-standing mistrust and frustration of local Indigenous communities, the projects will fail.

Dale knows that when the SilverRocks teams visit Indigenous communities, they should learn about the community's culture, economy, and businesses; how to pronounce the Chief and Council's names; and how to say "hello" in their local

language. Each Indigenous cultural group (e.g. Stö:lo, Cree, Blackfoot, Tsimshian, Wet'suwet'en) has their own cultural protocol, such as the gifting of tobacco or salmon and/or allowing time for an opening prayer to a business meeting.

Dale knows that preparing for these meetings in this manner will allow the Indigenous representatives to listen and observe everything that is going on. And then the SilverRocks team, with their technical focus, must be ready to hear and tell personal stories to connect with the community authentically while also preparing themselves to hear all concerns as they occur.

Dale has counselled the SilverRocks team many times: If a community wants to talk about water, talk about water. If an elder wants a chance to speak but is tired and emotional today, have tea and wait for tomorrow. If youth want to speak about land issues but are not technically knowledgeable and want to speak more from the heart, the company representatives should listen and do the work of interpreting their meaning so the company can hear and understand what the community is saying.

Dale will check his own biases and expects everyone else, including SilverRocks employees and the local communities, to also assume nothing. **Everyone must be open to true collaboration**. This takes a lot of time and effort.

Image attributions

Frontier Lithium (2021). Channel Sampling for Lithium. [photo].Frontier Lithium Canada News.[photo used with permission; not the company discussed in the case]. https://www.frontierlithium.com/news

Chapter attributions

3 Critical events to inspire discussion

Dale, the project manager and several engineers are planning a trip to Northern Alberta to hold community meetings and an open house to discuss the possible partnership with the affected Indigenous communities in the area of the proposed lithium mining.

Some members of the three Indigenous communities have expressed frustration with the process through emails and phone calls to SilverRocks. They feel rushed. They are experiencing pressure from members of their communities who want to protest the lithium mine development.

There has been heated language on social media with someone posting on a Facebook page, "SilverRocks will bring in [swearword] from Newfoundland and make us hire them. We have lots of unemployed people ready here. The partnership is just [swear word]. Meet at the rodeo grounds. Let's show SilverRocks what we think." This post got momentum: community protests and road blockades were planned.

The particular members of the SilverRocks team were individually mocked.

The project manager was called names.

Dale was called a "*sellout*" as an Indigenous person.

Leaders in the communities heard through local talk that some protestors have planned to damage the company rental cars, to smash up the open house displays in the trailers on site and to disrupt the community meetings.

4 For discussion: What should happen now?

Questions about individual employees

- What should Dale, who has experience navigating the complex issues involved in mining businesses and Indigenous communicating, do?
- Who should he talk to?
- How can Dale protect everyone's ability to collaborate despite their very different views?

Questions about the organization

- Should SilverRocks hold the community meeting now? What would the implications of postponing be? Who gets to decide?
- Should there be concern for the safety of individual SilverRocks employees, whatever their identities, whatever their roles in the company?
- How should SilverRocks approach the security issue with the communities? What should they do?
- Should SilverRocks discuss the controversial issues with the community? Or should it approach this as a business-as-usual, logistical issue of simply needing a few security personnel?
- Should SilverRocks bring the RCMP to the community meetings? Should it hire its own security force?

Questions about the community

- How should concern for the safety for all the people in the Indigenous communities, including the leadership, elders and youth in the Indigenous communities, be shown?
- Should the community change the approach to consultation? Why? How?
- How can the community and the company listen, even to those that are angry, and hold a different perspective on partnering with the company?
- Should the Indigenous community provide security?

Questions for everyone affected

- How can a standard of care for everyone be maintained? What would it look like?
- Whose role is it to maintain a standard of care and safety?

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5 Teaching Notes: Scenario on Safety in an Indigenous Community

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Note to teachers

The scenario deals with sensitive and controversial issues and discussing it may be upsetting for some students, especially those who identify in similar ways to Dale. Please provide context about Indigenous issues (particularly in Canada) and LGBTQ2+ issues, especially that challenges common assumptions. This context would help prepare students for a robust but respectful discussion. Please see the bibliography below or seek other like sources from your own Diversity and Inclusion specialists, Indigenous advisors, or educational supports.

It is important not to generalize language with Indigenous people. You will commonly see Indigenous people use the terms Indian, Aboriginal, First Nations and Indigenous interchangeably, but this language choice is not an option for non-Indigenous people. It is okay to interject to say some language is inappropriate. Most Indigenous peoples prefer to be identified by the name of their specific Nation, tribe, or band. Check with Indigenous advisors at your institution.

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What will students discuss?

As relevant to course learning outcomes, students will be able to discuss the following:

- stereotyping, bias, racism, tokenism
- Indigenous racism
- homophobia
- diversity, equity and inclusion, belonging, justice, dignity, human rights
- professionalism, organizational development, leadership
- human resources, talent management
- policy making and enforcement
- internal communication, organizational culture
- business development, strategic communications, strategic planning
- public relations, marketing
- approaches to decision making and persuasion
- environmental issues for business
- entrepreneurship, business partnerships
- Indigenous economic development
- Indigenous land claims, treaties and traditional territories

- Reconciliation processes with the Indigenous peoples of Canada
- the "duty to consult" Indigenous communities affected by development
- community engagement
- representation by those affected in all decisions
- mutual care and safety
- political protest, controversy
- criminalization of public protests
- other relevant topics

The company's obligations

- Students may argue that Dale has a special role, as an Indigenous employee of the company, to mediate and allay tensions.
- Students may argue that the company has the right to protect its employees and can bring a police escort or private security to a formal meeting.
- Students may discuss the implications of assuming the local situation is "dangerous".
- Students may discuss what it means that some people have criticized the company publicly. How should the company respond and where?
- Students may discuss the company's obligations to consult with the Indigenous communities affected, even if tensions are high.

The community's obligations

Students may argue that any security issues have to be solved by the community affected, even if that means discussing controversial issues with community leaders or not visiting the community at this time.

Collaborative solutions

Students may discuss:

- The concept of open discussion and consultation that includes everyone
- The question: Without collaborative solutions to safety, could business negotiations continue?
- The implications of making security everyone's problem
- The varying perceptions of decision making: that is lies solely with the Indigenous communities, that it lies solely with the companies investing and doing the work, that there has to be a collaborative solution.

Negotiated partnerships and collaborative solutions for everyone's safety.

Chapter attributions

6 Bibliography for Case 2

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Versioning History

AMANDA GREY

This page lists major changes to this book with major changes marked with a 1.0 increase in the version number and minor changes marked with a 0.1 increase.

Version	Date	Change
1.0	March 1, 2022	Original [Cases on Social Issues: For Class Discussion](#) created (Cases 1-2)
2.0	March 13, 2023	Second Edition published with Cases 3-7 added