

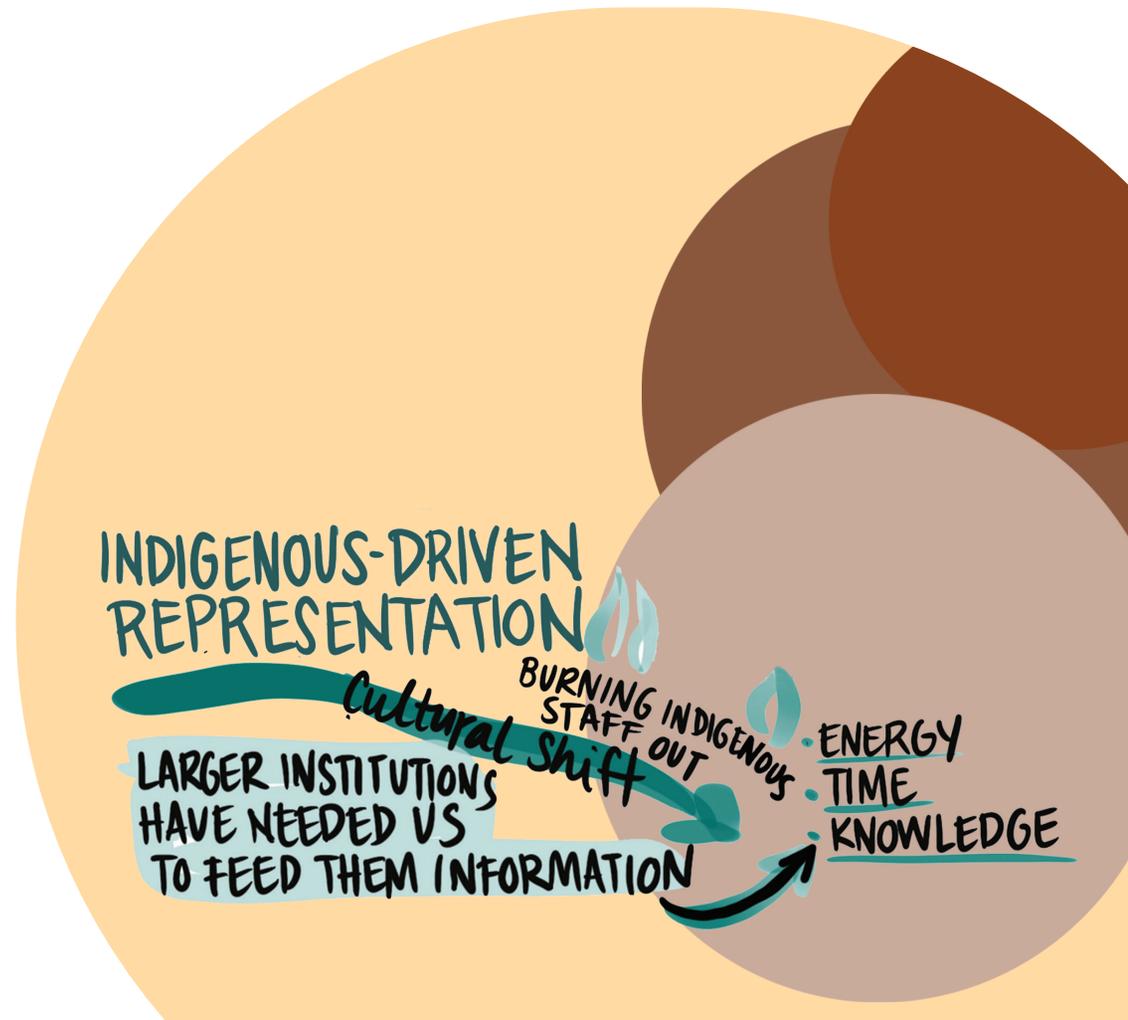


CANADIAN  
MUSEUMS  
ASSOCIATION

ASSOCIATION  
DES MUSÉES  
CANADIENS

# Becoming Better Employers

A Toolkit in Support of  
Moved to Action: Activating  
UNDRIP in Canadian Museums



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This quick reference guide moves through a series of tools and resources ordered to sequentially bring users through personal and institutional reflections, learning, and analysis, ending with specific recommended resources to assist in the practical application of the recommendations and standards in the Moved to Action report.

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UNDRIP principles and competencies must be integrated into all staff positions and all job descriptions, not simply those meant for Indigenous candidates. This resource provides considerations for ensuring UNDRIP awareness and competencies are the job of all positions in the museum. This resource is a companion to the “UNDRIP is Everyone’s Job” self-facilitated session toolkit.

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This section offers considerations for decolonizing hiring practices, as well as a series of supporting resources. Specifically, this section focuses on expanding job descriptions beyond “equivalent competencies”; considerations for recruitment and interviews; pay transparency; job posting considerations; as well as contract and compensation considerations.

## 13 Institutional Accountability (ICCA Resource)

This resource comes from the Indigenous Curatorial Collective | Collectif des commissaires autochtones (ICCA) Institutional Membership Handbook. The handbook was developed by Institutional Membership Coordinator, Laurena Finéus and Director of Membership, Emma Steen. To access the full handbook and join the ICCA’s growing community of arts professionals and institutions striving for a better and more equitable arts sector for all IBPOC curators and arts professionals, visit our website at [icca.art](http://icca.art) or reach out directly to [membership@icca.art](mailto:membership@icca.art).

## 19 Recommended Resources

Resources to assist in developing support from all levels of your museum for identifying implicit bias and systemic racism.

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This toolkit was developed in support of the Canadian Museums Association report, Moved to Action: Activating UNDRIP in Canadian Museums. For more information, and to review the report itself, visit [museums.ca/site/movedtoaction](http://museums.ca/site/movedtoaction).

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Canada

# Introduction

Decolonizing hiring and employment practices in museums is about more than simply employing Indigenous professionals. As noted in the Operations section of the *Moved to Action* report, decolonizing operations is at its core about creating spaces for Indigenous employees, collaborators, partners, and visitors. This requires both personal and institutional preparation and readiness.

As we embrace a museum environment where we ask visitors to confront racism, inequity, and colonial systems of oppression, particularly regarding Indigenous erasure from these spaces, we must ask ourselves: are we asking the same of museum operations? What systems persist in your museum to continue the exclusion of Indigenous peoples and perspectives and create barriers to entry, retention and leadership?

For these reasons, this quick reference guide moves through a series of tools and resources ordered to sequentially bring users through personal and institutional reflections, learning, and analysis, ending with specific recommended resources to assist in the practical application of the recommendations and standards in the *Moved to Action* report.

This quick reference guide is not comprehensive but offers key considerations and questions to get you started as you work towards dismantling systems of harm and exclusion in museums. It provides relevant and current supporting resources and examples to further assist your museum in your work to become better employers.



# Applying UNDRIP in Labour and Hiring Practices

This section on Accountability is adapted from the Indigenous Curatorial Collective | Collectif des commissaires autochtones (ICCA) *Institutional Membership Handbook*. You can find the complete section in this toolkit.

Creating a workplace that is supportive of Indigenous self-determination and attractive to Indigenous professionals depends on several factors, including re-evaluating the systems through which we hire, retain, and promote Indigenous professionals in museum spaces. Below, you will find some key considerations to begin assessing where your workplace may need to adapt to be more accountable.

## Institutional investment

How can your museum support (financially and otherwise) less short term relationships and investment in governance mentorship?

What changes need to be made at the governance level to provide space for this support?

## Employee investment

How can your institution put money into the growth and development of Indigenous staff, not on grant-based or short-term contracts, but at the core of your institutional funding?

What steps must be made to ensure work outside of contracts (engagement, consultation) will be honoured through consultant fees?

What steps must you take to make salaries transparent and public?

How can you commit funds towards mentorship positions?

## Succession Plans & Leadership Roles

What steps can your institution take for responsible succession planning in the form of laying out a step-by-step roadmap to support and elevate Indigenous and IBPOC staff into leadership roles?

## Transparency & Anti-Racist/ Anti-Colonial Structures

What steps need to be taken to ensure anti-oppressive training, policies and resources are at all levels of the museum?

What requirements need to be revised to address and overcome systemic limitations?

Has your institution adopted or are you in the process of adopting the Truth and Reconciliation's Calls to Action and UNDRIP?

Has your institution adopted or are you in the process of adopting any de-colonial or anti-colonial policies, protocols or practices?



# Decolonizing Your Hiring Process

Implementing UNDRIP into labour and hiring practices means UNDRIP principles and competencies must be integrated into all staff positions and all job descriptions, not simply those focused on Indigenous candidates. The development of hiring policies and practices that take Indigenous knowledge, experience, scholarship, and community relationships into account in areas of recruitment, evaluation, and compensation are essential pieces to decolonizing museum operations.

Museums must remember that the job is not a gift to Indigenous candidates, but the candidate is a gift to your institution. Demonstrating how your institution will be proactive in implementing and supporting the position is necessary. Show how you will support the position, specifically, and Indigenous self-determination generally through your strategic plan, anti-colonial policies or additional institutional supports.

## Hiring Policies and Practices

Before you develop job and begin the process of recruitment and hiring of Indigenous-specific positions, consider these preparatory questions about your workplace & learning required:\*

- Is your organization committed to ongoing training, education and professional development that seeks to develop an understanding of Indigenous histories and the impacts of colonization?
- What work have you done as an organization to decolonize your workplace culture?
- Before you hire, do you have a clear sense of why your organization is seeking to hire Indigenous applicants?
- How does your hiring process respect, engage with and respond to the diversity of Indigenous identities?
- How does your hiring process recognize and value the experiences and identity that an Indigenous employee brings?

## Questions about hiring and retention:

- If an Indigenous person is hired for their cultural competencies, how will they be supported in the workplace?
- If an applicant experiences tokenization in the hiring process, what strategies does your organization have in place to address this?
- What kind of retention plans do you have to specifically support new Indigenous employees?
- Does your organization offer accommodations for cultural and familial obligations?
- Reconciliation, diversity and inclusion, and anti-racism work needs to be championed by non-Indigenous leadership in an organization. Who is your workplace's non-Indigenous leader/executive who leads this work?

\*Note: the above questions were adapted from the University of Victoria's resource "Decolonizing and Indigenizing your hiring process": <https://www.bher.ca/sites/default/files/documents/2020-08/decolonizing-and-indigenizing-your-hiring-process.pdf>.

## Job Descriptions

Developing job descriptions that are Indigenous-focused must go beyond simply including the word “Indigenous” in the job title. Valuing Indigenous knowledge and community relationships must be reflected in the language of job descriptions in a way that goes beyond referencing these as “additional competencies.”

For postings that are meant to attract Indigenous candidates, this means weaving language throughout the job description to include all expanded equivalencies in relation to education (formal and through other modes of learning) and experience. Be specific about what type of qualifications you are looking for, be this traditional knowledge from a specific Indigenous Nation, community connections, capacity to maintain long-term relationships, language skills, or Indigenous museology, to name a few.

## Sample Job Description

### Job Call: [Position Title]

[Your Museum] is seeking applications from Indigenous museum and heritage workers to [description of job here].

This position is supported by the museum’s [examples include: mission and strategic plans related to decolonization, as well as through the museum’s Decolonization Committee and Decolonization policy].

This position supports the museum’s decolonization initiatives by [for example, leading the implementation of the Strategic plan initiatives/ Decolonization policy; supporting the Decolonization Committee; developing community-centred relationships; explore the implementation of Indigenous languages in the museum].

The ideal candidate will have ancestral and community ties to First Nations/Métis communities in what is colonially known as [region/ area].

The job will involve: [description here, including ways qualifications you request will be part of the position]

The ideal person will be:

- For example, of Indigenous descent with close ties to First Nations and/or Métis communities.
- Understanding of Indigenous museological practices and/or interest in learning.
- Some skills related to curation (though prior curatorial experience is not required).
- Supportive of community relationship development and decolonization.

### Deadline to apply: [date/time]

- The successful candidate will have the option to work remotely or to use of our office and will be supported by museum staff.
- If you are an Indigenous person who does not meet all these criteria and would still make a great [insert job title here], we encourage you to apply and tell us in your cover letter what you would bring to the role.
- If a written application is a barrier please call or email XXX at XXX. If you have questions about the position you may email XXX.

### Access

Our museum is committed to employment equity, and we welcome and encourage applications from those who identify as women, trans or gender diverse, 2SLGBTQIA+, and/or Persons with Disabilities. AKA's office and galleries are wheelchair accessible, and we offer flexible hours and work-from-home.

### Examples:

#### Qualifications

- MAMANAW PEKISKWEWINA | MOTHER TONGUES ASSISTANT CURATOR, AKA Artist Run Centre: The ideal person will be: Of Indigenous descent with close ties to First Nations and/or Métis communities in Saskatchewan; Understanding of Indigenous art practices and/or interest in learning; Some skills related to curation (though prior curatorial experience is not required) This position is partially funded by Young Canada Works.
- Curator Indigenous Culture and Heritage, City of Hamilton: Familiarity with the diversity of Indigenous peoples including events, service agencies, community networks and strategies. Lived experience and knowledge of Indigenous cultures, etiquette, protocols, languages. Comprehensive knowledge and understanding of Indigenous people and their culture, history and traditions, especially in Ontario. Preference will be given to candidates who self-identify as an Indigenous person (First Nations/Inuit/Métis).
- Executive Director, Indigenous Curatorial Collective: If you are an Indigenous person who does not meet all these criteria and would still make a great [insert job title here], we encourage you to apply and tell us in your cover letter what you would bring to the role.
- Human Resources Consultant, Haida Nation: The HR Consultant will ensure all of the above respects and aligns with Haida values and ways of being, and that the work both contributes and responds to the Museum's strategic plan.
- Education Coordinator Indigenous Programs, Canadian Light Source: The successful candidate will have knowledge of Indigenous cultures, Traditional Cultural Expressions, Ways of Knowing, philosophies, practices, social and economic issues and strengths.

## DECOLONIZING YOUR HIRING PROCESS

- For descriptions of jobs where Indigenous knowledge, scholarship, and community connections are not considerations for the responsibilities, qualifications, skills, or competencies, it is still important to acknowledge that the museum seeks to prioritize Indigenous candidates.

### Examples:

- Community Engagement Director, Know History: We are committed to providing equal employment opportunities. We know that, in order to understand our collective history, we need to prioritize Indigenous and diverse voices across all aspects of our organization. We strongly encourage candidates to apply and self-identify as Indigenous, members of racialized communities and visible minorities, people with disabilities, or members of the Two Spirit (2S) & LGBTQIA+ communities.
- Curator, Bill Reid Gallery: The Bill Reid Gallery of Northwest Coast Art is proud to have a dynamic and diverse team of Indigenous and non-Indigenous staff and Board. We strive to be a safe space where all voices are heard and valued and work towards accessibility, anti-racism, LGBTQ2S+ inclusion and encourage diversity in our staff team. Indigenous candidates are strongly encouraged to apply. The Bill Reid Gallery is committed to providing equitable access to everyone.

### For All Candidates

- For all candidates, it must be made clear that knowledge of UNDRIP, the TRC Calls to Action, methods of supporting Indigenous self-determination, as well as other related understandings, will be considered as part of the evaluation criteria.

### Example:

#### Responsibilities

- Contributes to a culture that promotes respect, equity, inclusion and innovation, and models anti-racist and accountable behaviours. (CMHR).

#### Qualifications

- Demonstrated knowledge of and ability to work with diverse populations, including ethno-cultural and Indigenous communities as well as underserved communities. (Kingston).
- Demonstrated knowledge of UNDRIP, the Truth and Reconciliation Calls to Action, as well as other principles and approaches to working with Indigenous communities.

## Job Postings & Recruitment

When possible, notify individuals with community connections about the job opening. Post to social media platforms. Email the job posting to as many contacts in your network as possible and consider sharing it with local Indigenous governments for their own circulation where appropriate. Posting the position to job boards devoted to Indigenous hiring is highly recommended.

Some include:

- Indigenous Careers: <https://www.indigenoucareers.org/>.
- Nation Talk Job Board: <https://nationsalk.ca/jobs>.
- Windspeaker: <https://windspeaker.com/job-board>.
- Additional regional job boards connected to Indigenous news publications can be found at: [AMMSA.com](http://AMMSA.com).
- Regional Indigenous-focused Facebook and Instagram groups.

## Interview Processes

Candidates who identify as Indigenous may not necessarily feel comfortable or safe discussing their personal lives in their discussion of their expertise and qualifications for the job. Centre comfort and support in your approach to interviews. The interview process should be less like a test and more of a conversation and relationship-building.

### Consider:

- When scheduling interviews, ensure you ask if any accommodations are needed or if there are considerations that would make the interview more accessible.
- Even if a candidate has not requested an accommodation, give them detailed information about the complete process.
- Be sensitive to issues related to cross-cultural communication, like differences in accents and speech patterns, differences in greetings.
- When drafting interview questions, ensure space is given to candidates to speak about their community connections, qualifications, Indigenous teachings and scholarship.
- Provide interview questions to candidates ahead of the interview.
- Do not require candidates to prepare materials or assignments outside of the interview unless you are going to compensate them for this time.

## DECOLONIZING YOUR HIRING PROCESS

- Understand that the ways that these achievements and accomplishments may be spoken about or showcased may differ between candidates.

## Evaluation

To ensure competencies related to upholding Indigenous self-determination in the whole of museum operations, include questions related to UNDRIP, reconciliation, Indigenous self-determination, and anti-racism for all positions.

### Some examples include:

- Can you tell us about your experience working with Indigenous nations or communities and the impact of those experiences?
- Can you tell us about your experience with creating inclusive work environments?
- Can you tell us about your experience with mentorship?
- What do you see as the fundamental characteristics of organizations that create a safe and brave environment?
- How might your work or personal experience contribute to furthering equity and antiracism in this position?
- How will space be given to candidates to speak about their qualifications in relation to Indigenous knowledge in the interview?

- Ask about the positions they have held within their own communities, ways they can speak to their process of learning and connecting to Indigenous knowledge, and connections within their own communities as well as with other communities.
- Ask candidates to describe their relationship to their affiliated community.
- Ask candidates to describe their connection to the cultural knowledge and skills they are bringing to this position.

## Compensation

- Do you expect additional responsibilities of Indigenous staff members, such as maintaining community relationships?
- If so, how will you compensate any additional responsibilities?
- Within contracts, how have you incorporated considerations for cultural or familial responsibilities including cultural and ceremonial leave?
- Does your museum offer National Indigenous Peoples Day and National Day for Truth and Reconciliation as recognized paid holidays?



# Institutional Accountability

This section on Accountability comes from the Indigenous Curatorial Collective | Collectif des commissaires autochtones (ICCA) *Institutional Membership Handbook*. The handbook was developed by Institutional Membership Coordinator, Laurena Finéus and Director of Membership, Emma Steen. To access the full handbook and join the ICCA's growing community of arts professionals and institutions striving for a better and more equitable arts sector for all IBPOC curators and arts professionals, visit our website at [icca.art](http://icca.art) or reach out directly to [membership@icca.art](mailto:membership@icca.art).

## What we mean when we say 'Accountability'

What we must demystify is the way accountability is currently understood in within institutions. We take very seriously our 'Accountability Mandate' and encourage all institutions to think about how accountability is enacted in their workplace.

In their workbook, 'So you're ready to choose love', Kai Cheng Thom gives us a clear definition of the term. "Accountability means many different things to different people: Accountability can be a stand-in word for punishment, for apology, for repair, for change, for transparency, and much more. Sometimes, we use one definition of accountability for ourselves and another definition for everybody else. People of privilege are held to one standard of accountability, while marginalized people are held to another." (Thom 2021)

Through the Institutional Membership Program at the Indigenous Curatorial Collective we are building a complete definition of accountability for cultural institutions as a means to stop the multiple discrepancies we have observed in their operations.

Beyond collaboration or providing opportunities for Indigenous peoples, institutions and museums have a responsibility to provide healing spaces for Black, Afro-Indigenous and Indigenous communities to reflect and recover from the remnants of colonialism they've perpetuated and profited from for hundreds of years. As Indigenous scholar and anthropologist Amy Lonetree highlighted in 'Decolonizing Museums Representing Native America in National and Tribal Museums,'(2012) if museums were to engage Indigenous partners with a truthful discussion on the role of cultural institutions in colonialism, these partners may experience relief from historical trauma and feel more inclined to collaborate.

Indeed, cultural institutions can transform with the right framework and important dismantling of their governing structures, but they first need to realize their responsibility within this colonial past. Lonetree further explains that these spaces can shift from "sites of colonial harm into sites of healing, and restoring community well-being" and "from sites of oppression into sites of revitalization and autonomy." (Lonetree 2012, p.173)

## INSTITUTIONAL ACCOUNTABILITY

We want to see this radical change happen for our community members and this membership was built upon the belief that facilitating dialogue and collaborative practice will enable this vision.

This happens by practicing accountability holistically and wholeheartedly. We have enunciated a few aspects that we believe are key in considering if your institution is doing all that it can to keep its space equitable, diverse and inclusive. Our commitment through this membership is to keep your organization accountable to these points listed below, among others.

## Partnership/Relationship

All institutions across so-called Canada are operating on Indigenous land and territories. As an institution you should have both relationships and partnerships with a diversity of Indigenous peoples. These should be LONG TERM, RECIPROCAL, and MEANINGFUL.

- As an institution, or someone who represents an institution, ask: what are your intentions?
- How are you making sure you are in constant good relations with the Indigenous peoples you seek out, the Indigenous territories you live/work within, and the Indigenous people you employ?
- Do you understand the concepts of Indigenous sovereignty and jurisdiction?
- Do you understand the colonial histories and current realities of the territory you're on?
- Do you understand how your institution profits off of Indigenous dispossession?

## Labour

Indigenous labour within institutions functions differently than non-Indigenous labour. Remember these spaces, institutions, were not built with us in mind, they often house our relatives, have complicated histories of oppression and exclusion, and can be harmful places for Indigenous folks to enter.

Within an institutional space, Indigenous people may experience: exclusion, erasure, commodification, and outright harm. Because of these realities, Indigenous people working in institutions experience added pressures to correct or prevent these harms from happening within their workplace.

When you work with Indigenous curators and other Indigenous heritage workers, you are inherently working with their communities.

Working with Elders should be conducted with the utmost respect and with long term intentional relationships. Hiring Elders requires adequate compensation and importantly, adequate care. Free transportation, nutritious meals and drinks, gifts, following specific local protocol, and flexibility are essential to hosting and caring for Elders in a good way.

## Youth and Elders

Indigenous youth deserve to be included in all institutions as a part of your inherent responsibility to the lands you occupy and benefit from.

Indigenous youth are the future and deserve to be included and respected. Indigenous youth commonly experience racial profiling, exclusion, systemic barriers and microaggressions within institutions.

To develop meaningful and long-lasting relationships within the local and territorial Indigenous communities, youth must be supported and respected.

Compensating Indigenous youth to attend institutional programs and opportunities is one way to engage Indigenous youth and combat systemic oppression within institutions.

Note that unpaid internships perpetuate systemic barriers- they privilege people who do come from privileged backgrounds and do not provide people who can not afford to work without compensation.

## Land Acknowledgements

If your institution is planning on writing or has already written a public Land Acknowledgement here are some things to consider:

- Has your institution supported your local Indigenous community through outreach programs, employment opportunities, waving entrance fees, etc.?
- Has your institution adopted or are you in the process of adopting the Truth and Reconciliation's Calls to Action and UNDRIP?
- Has your institution adopted or are you in the process of adopting any de-colonial or anti-colonial policies, protocols or practices?
- Institutions are non-neutral spaces contending with structures that oppress Indigenous peoples. That means that it is important to have appropriate channels for critique, feedback and accountability.
- Anti-oppression frameworks allow institutions to limit oppression in the workplace. All staff, volunteers, and board members should have free and yearly anti-oppression training.
- Systems of accountability: a space for formal complaints, Informal channels for growth and feedback, and anti-oppression built into institutional frameworks.

# Accountability Mandate

Factors to help you re-evaluate the state of your organization and build a sustainable decolonial/antiracist mandate.

Note: See Reassessing Your Governance Section for a self-facilitated session related to this content.

Accountability means the divestment from institutional, colonial, and capitalist methods of change and instead the investment into slow and long term reciprocal relationships that emphasize mentorship, place IBPOC professionals in leadership positions and change the internal ways that arts institutions have functioned across colonized and western spaces.

## Steps Towards Accountability

It is crucial that institutions view accountability as a vital step they take towards creating a more equitable museum sector. Institutional investment in the development of Indigenous success means a shift in what has previously been accepted to a radically different approach which invests in anti-capitalist, anti-racist and anti-colonial work spaces and structures.

Accountability should be approached through many different means, such as:

### Institutional investment

Support (financially and otherwise); less short term relationships; an investment in mentorship. Institutional investment means using institutional funds to hire, retain and support permanent Indigenous staff.

This can mean cluster hiring Indigenous staff, creating a safe and supportive workplace. It can also mean budgeting for long term, growth-based entry-level positions intended to develop skills without immediate deliverables expected. A financial investment means allowing for periods of growth and of change.

This also means giving more emerging staff the tools needed to move into leadership roles through mentorship and long-term professional relationships. Mentorship is a vital aspect of success, mentorship can come from identified senior staff who have the skills, experience, and knowledge to support and care for emerging IBPOC but mentorship also comes from our communities. If there is not someone with this skill set and lived experience it can mean putting funds aside to hire mentors to support emerging IBPOC staff.

### Anti-capitalist investment

This includes: institutions putting money into the growth and development of Indigenous staff, not grant-based or short-term contracts; slowing down work and taking time; recognizing all work, all labour, at all levels, will always be compensated; work outside of contracts will be honoured through consultant fees.

## INSTITUTIONAL ACCOUNTABILITY

Relying on grants and short term funding to hire Indigenous or IBPOC staff members leaves them in precarious positions where they know the institution is not investing in them or their growth in a permanent capacity. This 'gig economy' has only been amplified by our present situation with COVID-19 which saw Indigenous arts professionals across the country disproportionately lose professional opportunities and have contracts cut as institutions could no longer retain their short-term staff. Slowing down work and allowing for times of care is a way to invest in the long-term health and success of staff. Lastly, all labour at all times must be paid for. There is no way around this. If an employee is asked to present on their lived experience, on their expertise outside of their job description, or to be used in any public way they must be paid at a consultation fee.

### Anti-Capitalism

While there is a spectrum of definitions and approaches to anti-capitalism, for the purposes of this toolkit, anti-capitalism is defined as an approach that de-prioritizes profit over relationships and social responsibility.

What this entails is creating a workplace that values social relationships and prioritize collective work to achieve anti-colonial goals. It means not separating the work of supporting Indigenous partners from the economics of the institution by ensuring that investments made and funding received support the anti-colonial goals of the museum. This could involve re-evaluating funding sources to ensure they align with the cultural values of your Indigenous partners.

### Succession Plans & Leadership Roles

This includes: implementation of responsible succession plans; investment into new leadership roles; non-Indigenous leadership in Indigenous organizations making space and moving aside.

Responsible succession planning means laying out a step-by-step roadmap to support and elevate Indigenous and IBPOC staff into leadership roles. Responsible succession also means that the change-over is not done hastily and never without support from the predecessor, the institution (board, governing exec, senior staff), or without mentorship. If an organization is receiving Indigenous government or grant funding at any level then there has to be Indigenous leadership in paid positions. Board members alone do not count as leadership for Indigenous organizations. Who the organization hires is critical and we take it very seriously.

### Transparency & Anti-Racist/ Anti-Colonial Structures

This includes: making salaries transparent and public; funds towards mentorship positions; anti-oppressive training and resources for all levels; needing public facing anti-racist/ discriminatory or decolonial mandates; revision of requirements to meet systemic limitations.

It is widely acknowledged that the hiding or shame of sharing salaries leads to inequitable pay. If you are unaware of what your colleague, boss, or the person who last had your position makes then how can you ask for equitable compensation? IBPOC women and trans folks are paid drastically less than cis, male and white people are. Transparent salaries and the public display of funds allows for public and internal trust as well as a standard of accountability. Anti-oppressive training and public anti-racist/discriminatory or decolonial mandates sets a precedent for all staff, board members, and governance committees to adhere to and a chance to become better educated on the struggle your IBPOC staff, audiences, and hired professionals may be experiencing within your institution. This education can lead to better hiring practices that revise requirements for hiring that may previously have excluded or drastically limited the chance for marginalized community members to succeed or be accepted by your institution.

A better institutional practice would be sharing the anti-racist, anti-oppression, anti-discriminatory, etc. resources you develop for the staff working in your institution publicly. This yes, would mean that you use your own resources to benefit others.

### Shifting Scope Towards Equitable Hiring Practices

This includes: valuing lived experience; valuing non-institutional education; changing requirements for emerging professionals; support next wave of emerging professionals.

Equitable hiring practices depend on a change in how lived experience and non-institutional education is valued. It is paramount that degrees are no longer the only means necessary to value expertise or ability. Indigenous community members are experts in colonialism - although with varying degrees of interaction - as all Indigenous people must live within this system and experience the systemic oppressions that make access to formal education often unattainable. Institutions that wish to work with Indigenous curators and creatives need to set up training and mentorship or thorough onboarding processes as part of their hiring. Valuing what Indigenous inherent knowledge can bring to professional arts positions separate from university or college education by creating workspaces where emerging Indigenous arts professionals can grow and thrive will support the next wave of emerging professionals.

# Recommended Resources

Topic	Description	Source
Decolonization Toolkit	VIDEA Decolonization Toolkit: designed to spark conversation and growth personally, professionally, organizationally, or community wide. The toolkit can be used fully or in pieces, in order to best suite the space. In partnership with the toolkit activities there is a facilitator guide in order to make the material as accessible as possible. There is a suggested reading list to deepen Indigenous content and awareness.	<a href="https://videa.ca/wp-content/uploads/2021/10/Decolonization-Toolkit_VIDEA2020.pdf">https://videa.ca/wp-content/uploads/2021/10/Decolonization-Toolkit_VIDEA2020.pdf</a>
The Indigenous Ally Toolkit	The Indigenous Ally Toolkit (2019) promotes understanding of the role that an individual occupies and can play within anti-oppressive work, as well as offers a collection of applicable resources.	Indigenous Ally toolkit <a href="https://reseaumtlnetwork.com/wp-content/uploads/2019/04/Ally_March.pdf">https://reseaumtlnetwork.com/wp-content/uploads/2019/04/Ally_March.pdf</a>
Undoing Spaces of Harm: Resources to dismantle internal systemic racism	Collection of applicable resources on identifying white supremacy culture and dismantling racism.	Dismantling Racism Works workbook and resources Analysis tools: <a href="https://www.dismantlingracism.org/analysis-tools.html">https://www.dismantlingracism.org/analysis-tools.html</a>  <a href="https://www.dismantlingracism.org/uploads/4/3/5/7/43579015/okun_-_white_sup_culture.pdf">https://www.dismantlingracism.org/uploads/4/3/5/7/43579015/okun_-_white_sup_culture.pdf</a>  The Problem Woman of Colour in Non-==Profit Organizations: <a href="https://coco-net.org/problem-woman-colour-nonprofit-organizations/">https://coco-net.org/problem-woman-colour-nonprofit-organizations/</a>

## RECOMMENDED RESOURCES

Topic	Description	Source
Funding and Relationality: Assessing if your funders are holding you back from conducting critical programming, community-relevant work.	The Rights Relation Collaborative has created an engagement framework to vet potential Funders Partners through a transparent process based on the collective values and priorities articulated by the Aunties Council.	The Rights Relation Collaborative: Creating a pathway to right relations in philanthropy <a href="https://rightrelationscollaborative.ca/forfunders">https://rightrelationscollaborative.ca/forfunders</a>
Indigenous Recruitment and Retention	Indigenous Recruitment and Retention Job Description Review Guide, Government of Northwest Territories.	<a href="https://my.hr.gov.nt.ca/sites/myhr/files/IRRF%20-JD%20Review%20Guidelines_June%2030_.pdf">https://my.hr.gov.nt.ca/sites/myhr/files/IRRF%20-JD%20Review%20Guidelines_June%2030_.pdf</a>