



Pìjàshìg kakìna
Welcome Everyone

**Indigenous
Recruitment Strategy
2025-2027**

Human Resources and
Indigenous Initiatives

Ni manadjiyananig We pay respect to...

Algonquin College campuses are located on the traditional unceded, and unsundered territory of the Anishinàbe Algonquin People. The Algonquin People have inhabited and cared for these lands since time immemorial. We take this time to express our gratitude and respect to them and to the land for all that it has provided and will continue to provide.

As a post-secondary institution, we acknowledge the harms done to Indigenous Peoples and are committed to learning from the past. We pledge to promote healing and resilience as we move forward in partnership with the Algonquin Nations, First Nations, Métis, and Inuit peoples in a spirit of reconciliation.

While we recognize that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, we commit to accompanying these words with actions. We are dedicated to building a future and community that is better for all.

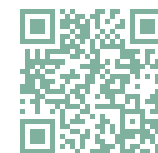
We pledge to continue exploring and making meaningful contributions to the Truth and Reconciliation Commission of Canada's Calls to Action.



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In alignment with the **Truth and Reconciliation Calls to Action**, Algonquin College is **advancing** its **efforts** to **recruit** and **retain** **Indigenous talent**.

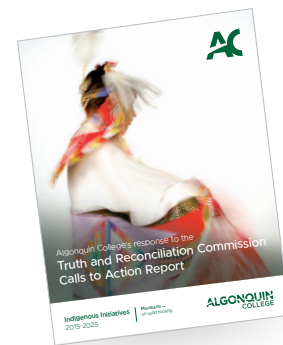




Background



The Mamidosewin Centre provides culturally grounded support services for Indigenous students



The College has a longstanding commitment to Indigenous inclusion, demonstrated through initiatives such as the establishment of the Mamidosewin Centre, which provides culturally grounded support services for Indigenous students, and the integration of Indigenous knowledge and perspectives into curriculum and campus life.

These efforts reflect Algonquin's broader strategic goals of equity, diversity, and inclusion, and its dedication to creating a welcoming and culturally safe environment for all. In alignment with the Truth and Reconciliation Commission's Calls to Action, Algonquin College is advancing its efforts to recruit and retain Indigenous talent across all areas of the institution.

The College, per commitments outlined in the Federal Contractors Program (FCP), collects employment equity data for Indigenous Peoples. As of September 24, 2025, the following an audit by Employment and Social Development Canada (ESDC), the College been found to be in compliance with the requirements of the FCP under the Employment Equity Act.

Currently the College has achieved a 69.7% level of attainment for Indigenous Peoples which considered a significant gap in representation (<80%).

Designated Group	Representation Rates		YoY Change	Labour Market Availability (LMA)	Algonquin College LMA Status
	2024	2025	2024 vs. 2025	Per 2021 Census	% Attainment Achieved
Indigenous Peoples	2.7%	2.3%	-0.4%	3.3%	69.7%

Additional insights on the representation rates of Indigenous employees can be reviewed by accessing the Colleges Workforce Diversity Report.

Through this strategy, Algonquin College is able to implement temporary special measures (e.g. Targeted Indigenous Job Posters) in the context of employment equity to improve representation rates of Indigenous employees. These measures are aimed at correcting imbalances caused by systemic discrimination and create fairer access to employment. They are a proactive way to build a more inclusive and representative workforce.

In conclusion, through this strategy, Algonquin College seeks not only to fulfill its obligations as a public institution, but also to lead by example in reconciliation, inclusion, and innovation.



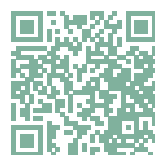


Purpose

The purpose of Algonquin College's Indigenous Recruitment Strategy is to establish a clear and actionable framework for attracting, hiring, and retaining Indigenous employees across all areas of the institution. This strategy is designed to support the College's commitment to reconciliation, equity, and inclusive excellence by creating culturally safe and welcoming employment pathways for First Nations, Inuit, and Métis Peoples.

5

main phases of focus and implementation to address and ensure best practices



By aligning recruitment practices with Indigenous values, fostering community engagement, and advancing the Truth and Reconciliation Commission's Calls to Action, the strategy focuses on upcoming and ongoing initiatives aimed to:

- Increase Indigenous representation within the College's workforce
- Remove systemic barriers to employment and advancement
- Foster respectful relationships with Indigenous communities and organizations
- Promote a workplace culture that values Indigenous knowledge, perspectives, and contributions

This Indigenous Recruitment Strategy builds upon existing relationships with Indigenous communities, organizations, and leaders, and aims to remove systemic barriers to employment while promoting meaningful participation and representation of Indigenous Peoples in the workforce.

Ultimately, this strategy supports Algonquin College's vision of being a leader in Indigenous inclusion and a trusted partner in reconciliation.

Human Resources and Indigenous Initiatives Partnership

This strategy was developed through a strong partnership between Algonquin College's Human Resources Team (Talent Acquisition and Inclusion, Diversity, Equity and Accessibility – IDEA) and the Indigenous Initiatives Team.

Together, they combined expertise in recruitment and cultural knowledge to create a strategy that is both inclusive and respectful. The teams worked closely to:

- Foster collaborative relationships with Indigenous staff and community partners to support inclusive and culturally informed talent acquisition and workforce strategies
- Identify and address barriers in current hiring practices
- Embed Indigenous values into recruitment and onboarding processes

This collaboration ensures the strategy is grounded in both professional best practices and Indigenous perspectives, reflecting the College's commitment to reconciliation and inclusive employment.



Phase 1 Foundation and Awareness

The Foundation and Awareness phase focuses on building strong relationships with Indigenous job seekers and raising visibility around employment opportunities for Indigenous Peoples. During this phase, Algonquin College will actively engage with Indigenous communities, Friendship Centers, Indigenous recruitment firms, and local organizations to foster trust, collaboration, and shared understanding. This phase lays the groundwork for long-term success by ensuring that Indigenous voices and perspectives are central to the recruitment process from the very beginning.

Key activities include:

- Conduct cultural sensitivity training for Talent Acquisition team including engagement with the Knowledge Circle, Inclusion, Diversity, Equity and Accessibility Blueprint and interrupting unconscious bias training
- Facilitate relationship-building with Host Nations and neighboring Indigenous communities and key interested parties:
 - Anita Tenacso, ongoing partnership and collaboration
 - Kagita Mikam – <https://kagitamikam.com/>
 - Tato Staffing Recruiting, a company that is 100% Indigenous owned
 - Turtle Island Staffing – **Turtle Island Staffing | Indigenous Hiring Partner in Canada**
 - Ottawa Aboriginal Coalition (OAC) Career Fair
 - Assembly of First Nations
 - The Wabano Centre
 - The Odawa Friendship Centre
- Review and update recruitment policies for inclusivity and cultural sensitivity including introduction of equivalencies, inclusion of recognition of cultural professional development in offer letters and adoption of Inclusive Recruitment Practices: enhanced job postings and interview processes to reflect inclusive language and culturally affirming approaches.

Responsible Roles	Timeline
HR Leadership (including Talent Acquisition and IDEA Team), Indigenous Initiatives Team, Talent Acquisition Team	Month 1-2

Success Metrics


Training 100% complete


5 Targeted community engagements completed

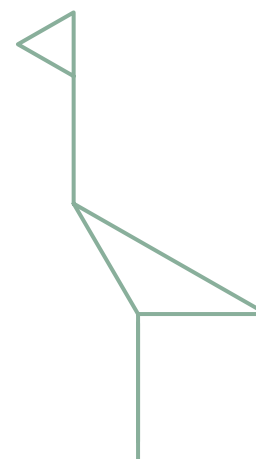

Policy updates 100% complete

Phase 2 Translating Knowledge Into Recruitment Activities

In this phase, Algonquin College will implement targeted efforts to attract Indigenous talent by creating culturally relevant and inclusive recruitment practices. Building on the relationships established in Phase 1, the College will focus on reaching Indigenous job seekers through trusted networks and tailored outreach.

Key activities include:

- Development and adoption of inclusive employer branding materials
 - **Tactic #1: Job Posting**
 - Adopt Job Posting text Block
 - Integrate Land Acknowledgement
 - Launch Mentorship Programs
 - **Tactic #2: Interviews**
 - Develop and launch Indigenous Focused talk Track
 - Imbed Land Acknowledgment into all Interview Guides
 - Develop talk tracks for all non-indigenous positions. To ensure we include recognition (land acknowledgment) and focus on diversity
 - Developed an interview question bank of HR-approved IDEA (Inclusion, Diversity, Equity, and Accessibility) questions to be used in all selection panels. This will enhance consistency and support inclusive hiring practices.
 - **Tactic #3: Marketing**
 - Advertise roles on Indigenous job boards and through Indigenous organizations
 - Build relationships with Indigenous communities working closely with Director, Indigenous Initiatives
 - Customize marketing materials and leverage targeted channels to drive Indigenous talent pool
 - Promote culturally safe workplace: champion initiatives that embed cultural safety into recruitment, onboarding, and workforce planning practices—ensuring Indigenous and equity-deserving employees feel respected, valued, and supported throughout their employment journey at Algonquin College
 - Employee Value Proposition: Co-create and promote an inclusive Employee Value Proposition that reflects Algonquin College's values of equity, diversity, inclusion, and belonging—highlighting the College as an employer of choice for Indigenous and underrepresented talent.



Responsible Roles	Timeline
Talent Acquisition Team	Month 2-3

Success Metrics

Minimum of 3 job postings on Indigenous platforms

Minimum 80% attainment for Indigenous representation

Phase 3 Embedding Indigenous Perspectives in Recruitment

This phase focuses on implementing culturally safe, inclusive recruitment practices across the College by engaging key stakeholders. It builds HR and hiring team capacity to ensure respectful, equitable engagement with Indigenous candidates and embeds these practices consistently throughout the recruitment process. HR will collaborate closely with stakeholders to drive joint ownership and active participation, ensuring successful implementation and meaningful outcomes.

Key activities include:

- Train talent partners on Indigenous hiring practices and protocols
- Revise interview questions through an Indigenous lens
- Include Indigenous Elders or community members in interview panels where appropriate

Responsible Roles	Timeline
Talent Acquisition Team, People Leaders, Indigenous Advisors (Anita + Elders)	Month 3-4

Success Metrics

Recruiter training completion 100%

70% NPS score on feedback from Indigenous candidates

Phase 4 Embedding Indigenous Perspectives in Recruitment

This phase focuses on strengthening relationships with Indigenous communities and organizations to support long-term recruitment efforts. By working collaboratively with trusted partners, Algonquin College aims to create sustainable pathways for Indigenous employment and build a network of support around Indigenous candidates.

Key activities include:

- Build relationships with Indigenous organizations (e.g., Kagita Mikam)
- Collaborate on talent pools and training programs
- Engage in community events and outreach

Responsible Roles	Timeline
Talent Acquisition Team	Ongoing

Success Metrics

3 New community partnerships within 2026

3 community engagement activities in 2026

The **Indigenous Recruitment Strategy**, is to **establish a clear and actionable framework** for attracting, hiring, and retaining Indigenous talent.



Phase 5 Accountability & Continuous Improvement

This final phase ensures that Algonquin College's Indigenous Recruitment Strategy remains effective, responsive, and aligned with community needs. It focuses on tracking progress, evaluating outcomes, and making ongoing improvements based on feedback and data.

Key activities include:

- Pilot self-identification and track Indigenous applicant and hire rates
- Monitor retention and advancement outcomes through enhanced employment equity reporting
- Establish feedback loops with Indigenous employees, AC Indigenous Circle and communities
- Incorporate an Indigenous Inclusivity question into the new hire onboarding survey to support inclusive workplace practices and gather meaningful feedback from Indigenous employees

Responsible Roles	Timeline
HR Analytics Team, Talent Acquisition Team, Performance and Development Team, IDEA Team, Employee Onboarding Lead	Ongoing

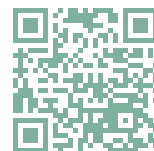
Success Metrics



Generation of quarterly reports



Achieve a minimum 70% response rate to the Indigenous Inclusivity question in the new hire onboarding survey, ensuring meaningful participation and feedback



CONTACT

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in the Algonquin College Work Environment**

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