

Compass Direction: Increasing Representation

Goal: Foster a diverse and representative school community through recruitment, hiring, and retention practices.

Actionable Item 1: Hiring Practices

- Ensure job postings utilize inclusive language and are advertised widely through channels targeting diverse candidate pools.
- Mandate that all school-based hiring panels include at least one member with recent training on equitable hiring, anti-bias, and anti-racist hiring strategies.
- Standardize interview questions and evaluation rubrics across similar positions, focusing on required competencies and demonstrated commitment to equity, anti-oppression, and CRRP.
- Implement targeted outreach strategies (e.g., partnerships with diverse professional organizations) to actively recruit candidates from Indigenous, Black, and other underrepresented groups.
- Include specific interview questions designed to assess a candidate's understanding of systemic barriers, commitment to equity, and experience with culturally responsive practices.
- When hiring for roles requiring specific expertise (e.g., Special Education, specific language skills), actively recruit candidates with those qualifications and ensure panel members possess related expertise.
- Maintain detailed, confidential records for each stage of the hiring process.
- Document clear, competency-based rationale for all hiring decisions, explicitly linking candidate selection to equity goals and job requirements.

Actionable Item 2: Mentorship for New Staff

- Implement a formal, school-based mentorship program with documented guidelines outlining roles, responsibilities, confidentiality, and suggested meeting frequency/topics.
- Allocate specific time and resources (e.g., release time, meeting space) to support structured mentor-mentee interactions.
- Prioritize matching new staff, particularly those from Indigenous, Black, and other minoritized/marginalized groups, with experienced mentors trained in providing culturally responsive support.
- Provide annual training for all mentors focusing on:
 - Culturally responsive guidance and communication;
 - Active listening and providing constructive feedback;
 - Supporting mentees in navigating school culture and addressing equity-related challenges; and
 - Understanding available school/district resources.
- Establish regular (e.g., monthly or quarterly) structured check-ins between mentors and mentees.

- Implement an annual feedback process (e.g., confidential survey) for mentors and mentees to evaluate the program's effectiveness and identify areas for improvement.
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Actionable Item 3: Staff Demographics and Retention

- Implement a standardized, confidential, and voluntary system (e.g., annual secure survey, onboarding form) for all staff to self-identify demographic information based on protected grounds (aligned with system data standards).
 - Clearly communicate the purpose of data collection (to identify systemic barriers, improve representation, and target supports), how data will be used (aggregated analysis only), and the robust confidentiality/privacy measures in place.
 - Analyze aggregated, anonymized staff demographic and retention data annually to identify trends and representation gaps within the school compared to the community/student population.
 - Use data analysis results (in conjunction with climate surveys, exit interviews, etc.) to inform targeted recruitment strategies for underrepresented groups.
 - Utilize insights from data to develop or refine specific supports aimed at retention, such as affinity groups, targeted professional development, or addressing identified workplace climate issues.
 - Report annually to staff and the school council on anonymized demographic trends and progress on specific, measurable retention goals/strategies.
 - Establish a cycle for reviewing retention strategies based on ongoing data analysis and feedback from staff (especially those from underrepresented groups).
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Actionable Item 4: Enhancing Indigenous Staff Capacity and Leadership Development

Increase Indigenous representation in all staffing levels and embed Indigenous content within leadership pathways to foster a diverse and representative school community.

Specific Practices:

- **Recruitment & Retention Partnerships:** Partner with Human Resources (HR) and relevant community organizations to actively recruit and retain Indigenous staff across all roles within the school board.
- **Leadership Pathway Integration:** Include comprehensive Indigenous learning, knowledge, and perspectives within formal leadership development programs such as the Principal's Qualification Program (PQP), Additional Qualifications (AQs), and other relevant professional development for aspiring leaders.
- **Mentorship and Support:** Develop and implement mentorship programs and support networks specifically for Indigenous staff to foster their professional growth and encourage leadership aspirations.
- **Succession Planning:** Integrate Indigenous representation goals into succession planning processes for leadership positions, ensuring a pipeline of diverse talent.