

Phase One Recommendations

Government of Canada

1. It is recommended that the Government of Canada take all steps necessary to ensure that the Board of Trustees is representative of the diversity of Canada, and in particular has not fewer than one Black person and one Indigenous person and one member of the LGBTQ2+ community on the Board at all times in addition to members of other equity groups. Such representation should comprise not less than one-third of the total of nine trustees mandated by the *Museums Act*.
2. It is recommended that the Government of Canada and the Board of Trustees determine appropriate interim measures to ensure that the diverse perspectives of Canadians, and in particular members of the Black and Indigenous communities, are heard and their perspectives included until the regular cycle of appointments to the Board of Trustees has re-composed the Board as in the previous recommendation.
3. It is recommended that the Government of Canada use its best efforts to appoint a Chief Executive Officer who is a member of a BIPOC community. In the event that the search process does not produce a qualified candidate, it is recommended that the appointment process recommence.

Board of Trustees

4. It is recommended that the Board of Trustees amend the terms of reference of the Diversity and Inclusion Committee to require not fewer than one Black person, one Indigenous person (and ideally representatives from First Nations, Métis and Inuit peoples) and one person who identifies as LGTBQ2+ at all times, in addition to members of additional equity groups.
5. It is recommended that all board policies approved to date and future board policies undergo a thorough analysis to screen for bias, and to ensure that board policies promote, and support equity as defined in this Report.
6. It is recommended that the Board of Trustees engage in mandatory, ongoing anti-racist and anti-oppression education, both by way of self-learning and through scheduled training sessions. A sample program for self-study can be found at Appendix 1.

7. It is recommended that the Board of Trustees set goals for the Chief Executive Officer to promote a culture of equity, inclusion and accountability within the Museum.
8. It is recommended that the Board of Trustees require the Chief Executive Officer to engage in meaningful community relations with Black, Indigenous and LGBTQ2+ communities, and to ensure meaningful community relations with transgender/gender diverse and Two-Spirit communities in particular.

Executive Management (including the Chief Executive Officer)

9. It is recommended that stakeholder relations continue to include Indigenous communities, and also develop meaningful stakeholder relationships with Black, Indigenous and LGBTQ2+ communities with the goal of ensuring meaningful relationships with transgender, gender diverse, and Two-Spirit members of LGBTQ2+ communities.
10. It is recommended that evaluation of the performance of the entire executive management team include deliverables with respect to having each member commit personally to principles of anti-racism and equity. The executive management team should model their commitment to anti-racism, equity and accountability at the Museum.
11. It is recommended that an executive position be created for a chief equity officer and anti-racism practice lead with sufficient budget and staffing to carry out their duties, and whose mandate, inter alia, will be to:
 - a. Report jointly to the Board of Trustees and C.E.O.;
 - b. To support the C.E.O., management and the Department of Human Resources in leading the organization in its efforts to become an anti-racist and equitable institution;
 - c. To create an anti-racism policy and other policies to ensure that Museum becomes an equitable and inclusive workplace;
 - d. To lead management and staff in anti-racism and anti-oppression efforts'
 - e. To assist in maintaining unbiased hiring practices;

- f. To develop and provide and/or procure necessary training;
 - g. To assist in the development of management and leadership skill development;
 - h. To assist with the retention of classroom skills and apply those skills in the workplace;
 - i. To provide a safe and confidential place for employees to voice their concerns with respect to racism and other forms of oppression in the workplace.
12. It is recommended that as positions at all levels of management open or are created, the recruitment of BIPOC and LGBTQ2+ executives and managers be prioritized.

Training

13. It is recommended that sufficient resources be allocated to permit a robust training cycle that includes mandatory education for the C.E.O., management and employees in:
- a. Anti-racism;
 - b. Unconscious bias;
 - c. Decolonization;
 - d. Countering homophobia and transphobia;
 - e. Sexual harassment;
 - f. Indigenous cultural competence;
 - g. Black cultural competence; and
 - h. LGBTQ2+ cultural competence (paying special attention to transgender persons, gender non-binary persons, and Two-Spirit people).

Hiring Practices

14. The Museum is a unionized workplace. Policies and practices undertaken by the Museum must also conform to the terms of the Collective Agreement for in-scope employees. A review of the Collective Agreement does not appear to prohibit the adoption of processes such as the ones recommended here, but it is outside the scope of this Review to make that determination. Most managerial positions are out-of-scope and thus not subject to the terms of the Collective Agreement.
15. It is recommended that the Museum immediately move to the blind assessment of resumes/applications for all candidates.
16. It is recommended that the Museum recognize in its assessment criteria that persons from diverse backgrounds bring different experiences and knowledge that are assets to the Museum.
17. It is recommended that assessment criteria permit scoring on equivalent experience for certain requirements to recognize that some employment skills can be transferable.
18. It is recommended that the mandatory requirements for all positions and assessment criteria be screened for implicit bias.
19. It is recommended that the practice of issuing contracts for full-time and part-time staff with assigned hours be terminated immediately for all new hires and replaced with permanent hires with a six-month probationary period.
20. It is recommended that, when using an external recruitment agency, the Museum prioritize racial equity and ensure that the recruiter understands the importance of equity.
21. It is recommended that hiring committees blind-review all applications received by the recruiter, and not simply the short list of candidates, to ensure that any unconscious biases on the part of the recruitment company are identified.
22. It is recommended that all hiring committees have at least one BIPOC member whenever possible.
23. It is recommended that a complete analysis of the Museum's employment practices be undertaken in Phase Two to identify whether further remediation is required beyond the recommendations already proposed.

24. It is recommended that positions be re-evaluated to ensure that the degree of fluency in both official languages currently required is necessary so as not to serve as a structural impediment to BIPOC candidates qualifying for positions for lack of fluency in French or English while remaining in compliance with federal requirements and maintaining a commitment to supporting French language rights.

Heterosexism, Homophobia and Transphobia

25. It is recommended that gender pronouns be pluralized and be non-binary in all internal and external documents.
26. It is recommended that, upon arrival, all members of the public be advised where to locate women's, men's and universal washrooms within the Museum as a matter of course, and not only in response to a request. Signage so indicating should be placed throughout the Museum.
27. It is recommended that the Museum immediately adopt the practice of listing preferred pronouns in all correspondence.
28. It is recommended that the Museum, after systems have been put into place to ensure the safety of front-facing staff, confidentially consult with front-facing staff to determine if staff members feel there is sufficient safety within the Museum to include preferred pronouns on name tags.
29. It is recommended that all communications, including digital and print materials be reviewed to identify and remove gender binaries.

Museum Content, Tours and Programs

30. It is recommended that a review take place with respect to Indigenous peoples content, Black Canadian content, and LGBTQ2+ content, with particular attention paid to Two-Spirit voices.
31. It is further recommended that the Museum adopt a general approach with respect to Black Canadian content which is analogous to the general approach used with respect to Indigenous peoples, and in particular should make clear Canada's history in the oppression of Black Canadians from slavery to the present.
32. It is recommended that tours and programs with primarily Indigenous content be delivered only by Indigenous people, including the Kairos blanket exercise.

33. It is recommended that a full examination of the physical environment in which the Mikinak-Keya tour is delivered take place to ensure that the tour is delivered in accordance with the teachings of the Elders Circle Seven.
34. It is recommended that a tour for Black Canadian history be developed and launched within 12 months and which includes meaningful community consultation as part of the development process.

Facilities

35. It is recommended that a place be designated for staff and contractors to use for their well-being, including smudging, prayer, meditation or conversation, to debrief when difficult situations arise, with such adaptations to facilities as required to ensure that health and safety issues are addressed.

Human Resources

36. It is recommended that employees tasked with investigating harassment complaints (including sexual harassment) undertake further training on a regular basis to stay current with best practices.
37. It is recommended that employees be trained specifically in the area of unconscious bias in harassment (including sexual harassment) investigations.
38. It is recommended that the Museum clarify to all employees its current practice requiring that all reports of sexual harassment be directed to the Department of Human Resources for investigation.
39. It is recommended that the Respectful Workplace Policy be reviewed to clarify explicitly the process for bringing forward complaints of harassment.

Interactions with the Public

40. It is recommended that the Museum immediately produce a Visitor's Code of Conduct, together with materials required to ensure that the public is aware of its obligation to engage respectfully with staff. Signage so indicating should be placed within the Museum.

41. It is recommended that the Museum further explore in Phase Two strategies to create additional emotional safety for staff interacting with the public, including those providing VIP, donor and stakeholder tours.

Reconciliation and Issues for Further Exploration

42. It is recommended that the Museum issue a meaningful apology to Black and Indigenous people which is action-based, and that further exploration of avenues for reconciliation, including the remediation of financial harm in demonstrable cases, take place during Phase Two of this Review.
43. It is recommended that further exploration with respect to barriers to employment for persons with disabilities take place during Phase Two of this Review.
44. It is recommended that further exploration to determine the extent to which sexism may operating within the Museum also take place during Phase Two of this Review.