

Propelled by



# NISHINA

## Certification Program Indigenous Recruitment

*To create meaningful career pathways for Indigenous talent  
and build truly inclusive workplaces.*



Identification  
Premières Nations  
First Nations



CCIB  
**CERTIFIED  
INDIGENOUS  
BUSINESS**

## An opportunity for companies committed to inclusion and the recognition of Indigenous talent

Many organizations want to hire Indigenous talent and strengthen their relationships with Indigenous communities, but they may face several challenges:

- ◆ How can we ensure that our recruitment process truly reflects and respects the values, traditions, and ways of working of First Nations communities?
- ◆ What specific barriers do Indigenous talent face in our recruitment process, and how can we remove them to create more accessible opportunities?
- ◆ What tools and resources should we provide our recruitment team to better understand and connect with talent from First Nations communities?
- ◆ How can we design our job postings, interview process, and onboarding to better align with the values and expectations of Indigenous talent?



An approach rooted in **circularity**, a guiding Indigenous principle

This program embodies the principle of circularity, fundamental in Indigenous cultures. By funding the training of an Indigenous person in talent acquisition, your organization contributes to a virtuous circle.

This concrete approach integrates Indigenous perspectives and promotes more human and inclusive workplaces.

# Training plan at a glance

## MODULE 1: UNDERSTANDING THE HIRING ECOSYSTEM

- ◆ Identify key recruitment stakeholders, understand their roles, and the impact of their interactions on hiring success. Align company needs, candidate expectations, and market dynamics to avoid inefficiencies and ensure quality hires.

## MODULE 2: CONDUCTING EFFECTIVE INTAKE MEETINGS

- ◆ Clearly define expectations, structure the recruitment process, and build trust with stakeholders.

## MODULE 3: DEVELOPING A TALENT ATTRACTION STRATEGY

- ◆ Identify channels and approaches that attract quality candidates while respecting Indigenous realities.

## MODULE 4: CREATING AN ENGAGING EMPLOYER VALUE PROPOSITION (EVP)

- ◆ Build inclusive and authentic job postings that resonate with Indigenous talent.

## MODULE 5: UNDERSTANDING AND IMPROVING THE CANDIDATE EXPERIENCE

- ◆ Adopt a candidate-centered approach to make the recruitment process more human, transparent, and accessible.

## MODULE 6: SOURCING TECHNIQUES AND TOOLS

- ◆ Access a network of Indigenous talent and master tools to approach them respectfully and effectively.

## MODULE 7: EFFECTIVELY EVALUATING CANDIDATES

- ◆ Conduct structured and inclusive interviews that highlight candidates' strengths and potential.

## MODULE 8: USING TECHNOLOGY AND ARTIFICIAL INTELLIGENCE IN RECRUITMENT

- ◆ Explore applicant tracking systems (ATS), automation tools, and AI to optimize every step of the recruitment process.

## MODULE 9: NEGOTIATION AND EMPLOYEE ONBOARDING

- ◆ Facilitate successful transitions by ensuring an inclusive work environment that supports retention.

## MODULE 10: DEVELOPING CULTURAL INTELLIGENCE

- ◆ Acquire skills to navigate and thrive in a non-Indigenous workplace while honoring your Indigenous identity.

## MODULE 11: PRACTICAL EXPERIENCE

- ◆ Manage real recruitment mandates, from intake meetings to recruitment plans, candidate interviews, and offer presentations.

## MODULE 12: COACHING SESSIONS

- ◆ Participate in individual coaching sessions throughout the first year to overcome talent acquisition challenges, such as managing complex mandates, optimizing the recruitment process, and developing professional skills.

# L'ETUAPTMUMK : THE TWO-EYED SEEING VISION

## At the heart of the NISHINA program

### A Foundational Approach

**NISHINA** is rooted in a fundamental Indigenous principle: Etuaptmumk, also known as Two-Eyed Seeing. Developed and shared by Albert Marshall, a respected Mi'kmaq Elder, this principle invites us to recognize and draw upon simultaneously:

- ◆ The strength of Indigenous knowledge and ways of doing, deeply relational and grounded in the living world;
- ◆ The strength of Western knowledge and practices, which bring structure, systems, and levers for action.

“ *Two-Eyed Seeing does not seek to merge these perspectives or privilege one over the other.*

*Rather, it encourages intentional and respectful dialogue between them, in order to make better decisions and build practices that are more just, more human, and more sustainable.*

— *Albert Marshall*

### An Approach Embodied from the Program's Design

In **NISHINA**, Two-Eyed Seeing is not a concept that is simply taught. It is embodied.

The program is co-developed and co-facilitated as a duo by **Brigitte Skeene** and **Sandrine Théard**. This co-facilitation reflects, at the very level of educational governance, the meeting of complementary perspectives and the shared responsibility for the transformation process.

This way of working together creates a space for dialogue, translation, and informed decision-making — exactly what **NISHINA** aims to cultivate within partner organizations





## From the Facilitation Duo to the Organizational Duo

This approach is then mirrored within the organizations themselves. Each partner organization creates an internal duo made up of:

- ◆ An Indigenous talent acquisition specialist;
- ◆ A non-Indigenous specialist (in TA, HR, or an internal leadership role).

Together, they lead the initiative, make decisions, and implement practices. Responsibility for change is shared, supported, and aligned. This duo becomes a true living space of collaboration, where knowledge, experience, and organizational realities come together to evolve recruitment practices in a coherent and sustainable way.

## Why This Approach Fundamentally Changes How Organizations Operate

By placing Two-Eyed Seeing at the center of the program, **NISHINA** creates the conditions needed for real transformation to take root over time.

- ◆ Indigenous talent can carry out their role with support, recognition, and space to thrive.
- ◆ Organizations develop collective internal capacity, rather than relying on a single individual or external expertise.
- ◆ Decisions are made through multiple perspectives, reducing blind spots and strengthening the quality of practices.

This is how **NISHINA** turns intention into lasting organizational capability.

### An Invitation to Do Things Differently

Taking part in **NISHINA** means choosing an approach that honors complexity, values relationships, and is built on shared responsibility. It means choosing a program that goes beyond training — one that transforms how organizations think, collaborate, and recruit, today and into the future.

## FOR COMPANIES:

### A concrete commitment to inclusive hiring

#### Your commitment:

- ◆ Support the training of an Indigenous person
- ◆ Offer a full-time talent acquisition position at the end of the program
- ◆ Create an inclusive, safe, and respectful workplace that honors Indigenous realities
- ◆ Appoint a non-Indigenous professional (in TA, HR, or an internal leadership role) to participate in the training and act as a paired partner

#### What it brings to you:

- ◆ A trained recruitment professional ready to contribute to your organization
- ◆ Comprehensive support: Talent IQ handles participant selection, training, and all program logistics
- ◆ 12-month mentorship with a recruitment expert and an Indigenous leader
- ◆ A complete toolkit to implement inclusive hiring strategies



Talent IQ provides ongoing support to ensure each participant can thrive and succeed in their role.

## FOR INDIGENOUS TALENT:

### A rewarding job with personalized support

Are you looking for a **challenging career** that aligns with your values and vision of work?

This program gives you the **skills, tools, and support** to build a meaningful and sustainable career in a high-demand field.



#### Who is this program for?

- ◆ Indigenous individuals seeking a stable and rewarding job
- ◆ Those who want to gain in-demand skills in the job market
- ◆ Candidates motivated to complete a structured training program

#### What your commitment involves:

- ◆ Complete a 3-week training program, including 10 days in the classroom and 5 days of hands-on experience
- ◆ Attend in-person training in Montreal, with accommodation provided
- ◆ Actively participate in each session, be punctual, ask questions, and contribute to discussions

#### What this program will bring you:

- ◆ An immersive, hands-on training with real-life scenarios
- ◆ A professional network and personalized support
- ◆ A job in talent acquisition, a dynamic and high-demand field
- ◆ A complete toolkit to immediately apply your learning
- ◆ Mentorship with a recruitment expert and an Indigenous leader committed to your success

## A COMPLETE TOOLBOX

### Resources and best practices

Participants will leave with a complete toolkit to practically apply their learning and support inclusion in recruitment.



#### **This toolkit includes:**

- ◆ A directory of resources and contacts for recruiting Indigenous talent
- ◆ Templates and guidelines for writing inclusive job postings
- ◆ Best practices and guides for conducting meaningful interviews
- ◆ Strategies for onboarding and retaining Indigenous talent
- ◆ A comprehensive guide to support employers in inclusive hiring

This toolkit is designed to enable participants and organizations to implement hiring practices that promote the success and retention of Indigenous talent.

## PROGRAM DETAILS

### Start Date

Two cohorts per year - spring and fall

### Cost for Participants

Free of charge, with accommodation covered for Indigenous participants. Only transportation costs to Montréal are the responsibility of participants.

### Location

Montreal, QC

### Co-developed and co-facilitated as a duo by:

**Brigitte Skeene**, Founder of **Talent IQ** and an Innu woman from Mashteuiatsh  
**Sandrine Théard**, Founder of Les Sources Humaines

### Duration

3 weeks (10 in-class days + 5 days of practical training)  
plus virtual coaching sessions over 12 months

The first 10 days are dedicated to intensive theoretical classroom training, led by an expert instructor. This component covers key concepts, tools, and best practices in inclusive recruitment, featuring real case studies and guest experts from the field.

The following 5 days focus on practical, hands-on immersion, also in the classroom. Participants will apply their learning through concrete exercises and realistic simulations, including:

- ◆ Conducting real intake meetings with managers
- ◆ Reviewing and analyzing resumes to identify top talent
- ◆ Developing and testing sourcing strategies using the presented tools
- ◆ Conducting structured interviews and evaluating candidates against defined criteria
- ◆ Practicing offer negotiation and onboarding of new hires

With personalized mentorship and coaching, participants will have the opportunity to fully master these skills and be ready to apply them effectively in their future roles.

**Be part of this unique initiative.**

## ABOUT THE FOUNDERS

### *Brigitte Skeene - Innue from Mashteuiatsh*



#### About

Talent IQ is the vision of Brigitte Skeene, an Innu leader from Mashteuiatsh. With nearly 30 years of experience, she helps organizations build inclusive, human-centered hiring strategies that reflect Indigenous perspectives. Her personal journey of reconnection with her culture shapes her approach, grounded in authenticity, deep connection, and lasting impact.

Brigitte has worked with global brands like Apple and Microsoft, as well as local leaders like BBA and Loto-Québec. Through Talent IQ, she brings integrity, creativity, and a commitment to building diverse teams that contribute meaningfully to workplaces and communities.

- ◆ Harvard University – Certificate in Business Communication
- ◆ First Nation Executive Education – Academic Lead and facilitator
- ◆ Cultural Intelligence Center – CQ Certified Facilitator
- ◆ CoachingOurselves - Facilitator, Leadership Coaching
- ◆ AIHR – Certified Diversity and Inclusion Specialist
- ◆ Facteur H – Author and Speaker
- ◆ Indigenous Corporate Training - Working Effectively With Indigenous Peoples®
- ◆ Management and Strategy Institute - PMEC Certified
- ◆ Acuity Institute - Certified Kaizen Leader
- ◆ Medallia – Certified Customer Experience Professional (OCEM)

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## ABOUT THE FOUNDERS

### *Sandrine Théard*



#### About

Sandrine Théard brings over 30 years of experience in recruitment across diverse environments (aerospace, telecommunications, banking, pharmaceutical, engineering, and more). Today, she supports HR and talent acquisition teams that want to recruit more effectively — with greater structure, stronger alignment, and less friction.

A certified trainer for over 15 years, she specializes in sourcing, structured interviewing, talent attraction, and AI applied to recruitment. A blogger, speaker, and organizer of #truMontréal, she continuously draws on best practices and innovations from Québec and around the world, translating them into practical, actionable tools.

- ◆ Organizer of TruMontreal, an annual talent acquisition event
- ◆ Facteur H – Author
- ◆ Co-founder of the recruitment co-development clubs: Club Dot (Managers), Club Dot (Senior Specialists), and Club Bot (AI & HR)
- ◆ Certified Trainer
- ◆ Founding member of Takomu, the first French-speaking AI community for recruiters
- ◆ Master’s Degree in Business Administration (HR specialization) – Paris
- ◆ Train-the-Trainer Certification

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