



# Indigenous Recruitment AND Retention **Action Plan**

A whole-of-government approach

Partial Inuinnaqtun translation included inside.

Government of  
Northwest Territories



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# Executive Summary

The Indigenous Recruitment and Retention Action Plan (Action Plan) will support the Indigenous Recruitment and Retention Framework's (Framework) two main goals:

- to increase Indigenous Representation, and
- to support Indigenous Leadership Opportunities.

To reach these goals, this Action Plan sets out objectives and deliverables to improve Indigenous peoples' success within the recruitment process and within the organization as a whole. Each department and Agency must work together and share the responsibility for these objectives and deliverables through the development of unique Indigenous Employment Plans that will guide the way to reaching the Framework and Action Plan's vision and goals.

The success of the Framework and Action Plan will require regular monitoring and evaluation. Through continuous monitoring and evaluation, all stakeholders and partners can have a shared understanding of common goals and responsibilities, and an ability to identify and celebrate successes.

# Unipkaaq

Nanminniit Inuutaini Katimapkainiq Tamaqtailiniitlu  
Hulilukarutikhaini Hivumuutdjukhait ikayuqhimaangniaqtuq  
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Hivumuudtjutikhaini malrungni hivliurutikhaqaqtuq:

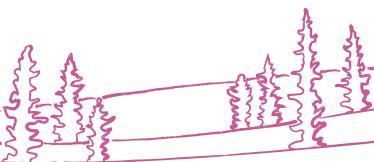
- Nanminniit Inuutaini Ilauniq angiqlipkarumaplugu unalu
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Ukuak hivliurutik tikitumaplugik, Hulilukarutikhaini  
Hivumuutdjukhaini maligakhaqaqtut  
qanuruliurutikhamingniklu hanaiqhihimaplutik ukuat  
ikayuutiqangniqarumaplugit Nanminniit Inuutaini  
katimapkainingata aulaniani havakviata iluani  
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havaqqatigiiktuhauyut avangmutlu ikayuqatigiiklutik  
hivuniurutitlu hulilukaarutitlu haniqyaqtauhimayut aturlugit  
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munaritaungumi ihivriuhiqattaugumi, aulapkiyiita  
paanariitlu kangiqhimiatiangniaqtut hivuniurutikhnik  
munaritdjutikhniklu aulatdjutikhamingnik, taimalu tahamna  
aulania ilihimatiarlugu quyagilugulu.



Fran Hurcomb/NWT



# Setting the Context

Indigenous under-representation in the public service is a complex and multi-dimensional issue, which will require a variety of actions to improve, from policy initiatives to programs, trainings to resources. A collaborative approach that requires participation from every Department and Agency will be essential if meaningful changes are to be made.

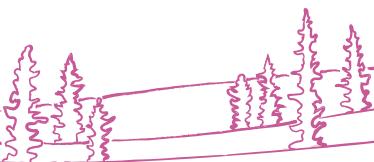
The Department of Finance released the Indigenous Recruitment and Retention Framework (Framework), which is intended to support GNWT efforts of building a workforce that is representative of the population it serves. By developing business practices that include recruitment and retention strategies, the Framework and this Action Plan will empower departments to recognize the importance of Indigenous perspectives within their policies, programs, and services. By providing the tools to develop detailed implementation plans, the Framework and Action Plan will support departments as they incorporate these invaluable Indigenous perspectives into their teams at all levels.

The Framework encompasses and supports existing GNWT programs designed to recruit and retain Indigenous employees. In addition, to enhance using current programs, the Framework has two main goals:

- to increase Indigenous Representation, and
- to support Indigenous Leadership opportunities.



Eighty One Images



# Moving from Framework to Action Plan

This Action Plan builds off the Indigenous Recruitment and Retention Framework (Framework), which sets forth a shared vision and two overarching goals for Indigenous representation in the GNWT workforce. In addition, two priorities were identified for each of the goals. Together, they provide four distinct priority areas, which help to identify the most important work the GNWT can do to fully realize the shared vision of the Framework.

## Our Shared Vision

We believe in a public service where the Indigenous people of the Northwest Territories are valued team members at all levels of government and across all departments, where they are genuinely included, celebrated, and given opportunities to succeed.

We believe in an anti-racist public service, where employees are educated to acknowledge their privilege and question their beliefs about why Indigenous people are underrepresented in the public service. We believe in a public service that is diverse and inclusive, that learns from its mistakes and collaborates both internally and externally with Indigenous peoples.

We believe in a public service that advocates for the rights of our Indigenous peoples and that yields positions of power to under-represented groups.

## Our Shared Goals

### Indigenous Representation

The GNWT Public Service is representative of the population it serves. Departments and Agencies recognize and incorporate Indigenous perspectives into their policies, programs, and services.

Indigenous employees view the Public Service as an organization that accepts, supports and provides opportunities for advancement.

Efforts to increase Indigenous representation in the GNWT are largely focused on recruitment strategies. Equally as important is fostering an environment and culture that is welcoming and inclusive of Indigenous employees. There are many barriers that have been identified that contribute to lower Indigenous recruitment and retention, and different approaches to Indigenous representation must be considered to begin to address them all. This means that blanket statements cannot be made about how Indigenous representation should be achieved.

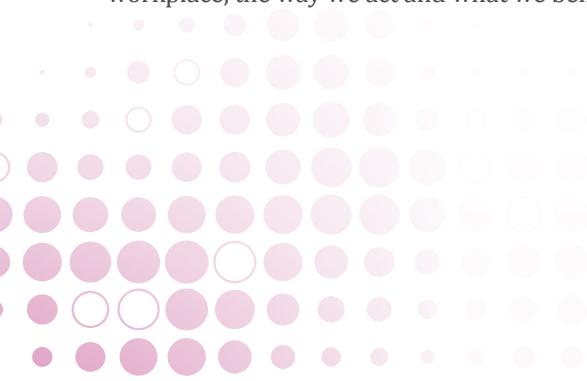
## Indigenous Leadership

Indigenous representation in the GNWT Public Service is achieved at all levels of government and across all Departments and Agencies.

Indigenous employees have access to and are part of the decision-making process that impact the Public Service and the population of the NWT.

It is not enough for the GNWT to recruit and retain Indigenous employees, we must also commit to developing and promoting Indigenous employees into positions of leadership, so that their voices are heard at decision-making tables at all levels of the government. A one-size-fits-all approach will not work for improving Indigenous leadership in the public service. Rather, ever-evolving approaches to Indigenous employee development and succession planning will be necessary.

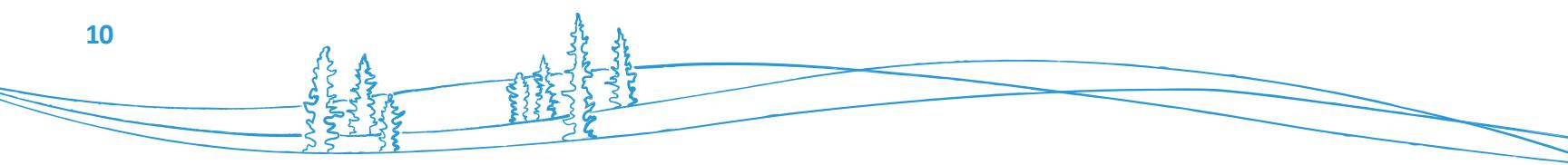
All Departments, Agencies and employees at all levels need to embrace the goals of representativity and Indigenous leadership. We all share the responsibility to contribute to changing the way we think, the way we perceive the workplace, the way we act and what we believe.



## Our Shared Commitment

To reach these goals, we have set out the following objectives and deliverables to help Indigenous people to succeed within the recruitment process and within the organization as a whole.

The success of this initiative depends on the entire GNWT sharing the responsibility of achieving its goals. Each Department and Agency will be required to create an Indigenous Employment Plan to address the objectives outlined within, using statistics and a labour force statistical analysis to set realistic benchmarks for success. Each department and agency will have their own unique Indigenous Employment Plan that will guide the way to reaching the Framework's vision and goals.



# Navigating the Journey Ahead

The Indigenous Recruitment and Retention Action Plan envisions policy initiatives as well as development of programs, training and resources to address the barriers that have been identified.

**Policy initiatives** help to explain how visions and goals can be turned into reality. Developing appropriate policies, guidelines and procedures can influence the way the GNWT approaches Indigenous representation and can ensure identified barriers are addressed.

**Specific programs** can help to match Indigenous applicants and employees with opportunities, with the aim of increasing Indigenous representation and leadership.

**Interactive training** can help to shift attitudes and culture in the workplace, leading participants to question their privilege and to think critically about some of the beliefs and perceptions that they have.

**Targeted resources** will inform applicants, employees, and the public about the initiatives being put in place and raise awareness of the GNWT's commitment to achieving the Framework's vision and goals. These resources will help foster a diverse, open and anti-racist culture within the GNWT and equip Indigenous applicants and employees with the skills, knowledge, tools and confidence to excel.

The success of Indigenous applicants and employees in the GNWT depends on proposing diverse approaches to dismantle the variety of barriers that were identified in the Framework. These four approaches reflect the actions, knowledge, attitudes, environments, and beliefs that are needed to ensure efforts to achieve Indigenous Representation and Leadership in the GNWT are successful.



## GOAL 1

# Indigenous Representation

Indigenous representation within the public service is important to the government's commitment to have a workforce that is representative of the population it serves. Through Indigenous representation, the government can recognize and incorporate Indigenous perspectives into policies, programs, and services to better serve the public.

### Measures of success for Indigenous Representation

- a.** Indigenous representation in the GNWT Public Service is representative of the population it serves.
- b.** Indigenous residents see jobs in the public service as desirable and attainable.
- c.** GNWT senior managers commit to increase Indigenous representation within their departments and agencies.

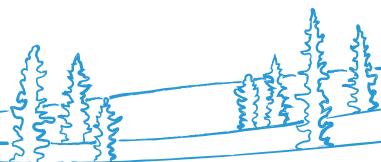
### Objective

Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.

**Action 1.1** Conduct a detailed review of all GNWT job descriptions.

Deliverables:

- Departments and Agencies will conduct detailed review of all job descriptions targeting systemic barriers.
- The Department of Finance will develop guidelines to assist departments in determining the education and experience required for positions.
- The Department of Finance will develop resources for departments to associate Indigenous cultural and social factors with job descriptions.



**Action 1.2** Review recruitment and retention practices to address barriers.

Deliverables:

- The Department of Finance will review staffing processes to ensure they are culturally appropriate and culturally sensitive, and that action is taken to remove barriers to the appointment and promotion of Indigenous Peoples, including a review of best practices in other jurisdictions.
- The Department of Finance will develop a staffing review framework to ensure the competition processes are being carried out in accordance with the Affirmative Action Policy and hiring processes.
- The Department of Finance will develop a process for applicants to request Indigenous representation on hiring committees.
- The Department of Finance will develop mandatory training for hiring managers on the staffing process, recruitment programs and understanding systemic and unconscious racism and bias within the hiring process.

**Action 1.3** Enhance employment opportunities for Indigenous Candidates.

Deliverables:

- The Department of Finance will establish Indigenous eligibility lists for pre-qualified candidates to be reviewed prior to initiating a job competition.
- The Department of Finance will develop a networking strategy with secondary and post-secondary institutions and Indigenous governments to target Indigenous students.
- The Department of Finance will work to partner with the Department of Education, Culture, and Employment to identify northern Indigenous post-secondary students to target for employment opportunities.

**Action 1.4** Improve access and awareness of staffing process resources and information for applicants.

Deliverables:

- The Department of Finance will create resources and tools to improve applicant's experience when applying for positions.
- The Department of Finance will develop a communication strategy to ensure applicants are aware of the hiring process resources that are available.
- The Department of Finance will develop a Community Outreach Plan to engage directly with northerners and increase awareness and understanding of services and career opportunities with the GNWT through partnerships with Indigenous Governments, Government Service Officers, and virtual monthly information sessions.

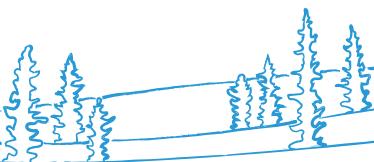
## Objective

Develop a strategic planning and performance measurement tool to increase the representation of Indigenous peoples employed within the GNWT.

**Action 1.5** Develop Departmental Indigenous Employment Plans and Targets.

Deliverables:

- Departments and Agencies will develop an Indigenous employment plan to increase, develop and maintain the number of Indigenous employees employed within the GNWT. These plans will include short, medium and long term goals. Along with department specific actions that will be undertaken to increase, develop and maintain the number of Indigenous employees employed within the GNWT.
- Departments will establish yearly Indigenous Employment Targets which will be included in Annual Business Plan Updates.
- Achievement of Indigenous Employment Plans and Targets will be tied to Deputy Head and Senior Management performance appraisals.



## GOAL 2

# Indigenous Leadership

Indigenous leadership is important to the GNWT to ensure that Indigenous perspectives are included when developing policies and programs and when designing and providing services. In addition, to attain a Public Service that is representative of the public we serve its imperative to support Indigenous employees to gain leadership roles within the GNWT. This will add value to the work we do and set a positive example for Indigenous employees with aspirations for leadership.

### Measures of success for Indigenous Leadership

- a. Indigenous representation in the GNWT Public Service is consistent at all levels of government and across all departments and agencies.
- b. NWT residents see the GNWT as being culturally safe and inclusive.
- c. GNWT employees understand and contribute to the overall cultural competency of the organization.

### Objective

Encourage and support Indigenous people to join and stay with the Public Service by fostering a culturally inclusive workplace that addresses bias, racism and discrimination, and that is free of harassment.

**Action 2.1** Offer Indigenous cultural awareness and sensitivity training to support the Government's commitment to building and maintaining a workforce that embraces diversity through cultural awareness and Inclusion.

Deliverable:

- Departments and Agencies will ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.

**Action 2.2** Develop an Indigenous language professional development program.

Deliverables:

- The Department of Finance will collaborate with the Department of Education, Culture and Employment to support the delivery of professional development programs in Indigenous languages.
- The Department of Finance will celebrate and recognize GNWT employees who use Indigenous languages at work through the bilingual designation employee recognition campaign.

**Action 2.3** Empower GNWT employees to question social norms and discover tools to help them reshape how they see the world and their interactions with each other.

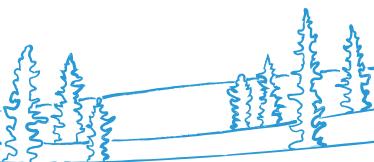
Deliverables:

- Departments and Agencies will ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.
- The Department of Finance will develop and offer unconscious bias training for all employees.
- The Department of Finance will implement annual performance expectations for leaders that hold them accountable to address unconscious bias, racism, discrimination and harassment in their organization.

**Action 2.4** Increase internal support to Indigenous employees to increase retention.

Deliverables:

- The Department of Finance will develop Indigenous-focused employee support services.
- The Departments of Finance will assist Departments and Agencies to provide additional cultural health and wellness resources such as wellness workshops, staff retreats, use of traditional medicines, cultural ceremonies, and sharing circles.
- The Department of Finance will collaborate with the Indigenous Employee Advisory Committee to review current onboarding, leadership programs, supervisory and management courses to ensure they incorporate Indigenous perspectives and culture.
- The Department of Finance will collaborate with the Indigenous Employee Advisory Committee to plan and review all organizational hiring initiatives and programs.
- The Department of Finance will develop and deliver cultural competency training for employees.
- The Department of Finance will implement an exit interview process that includes questions about employee experiences with bias, racism, discrimination, harassment and cultural insensitivity.



## Objective

Improve retention of Indigenous employees through professional development and career progression.

**Action 2.5** Improve development and training options and opportunities for Indigenous employees' career advancement.

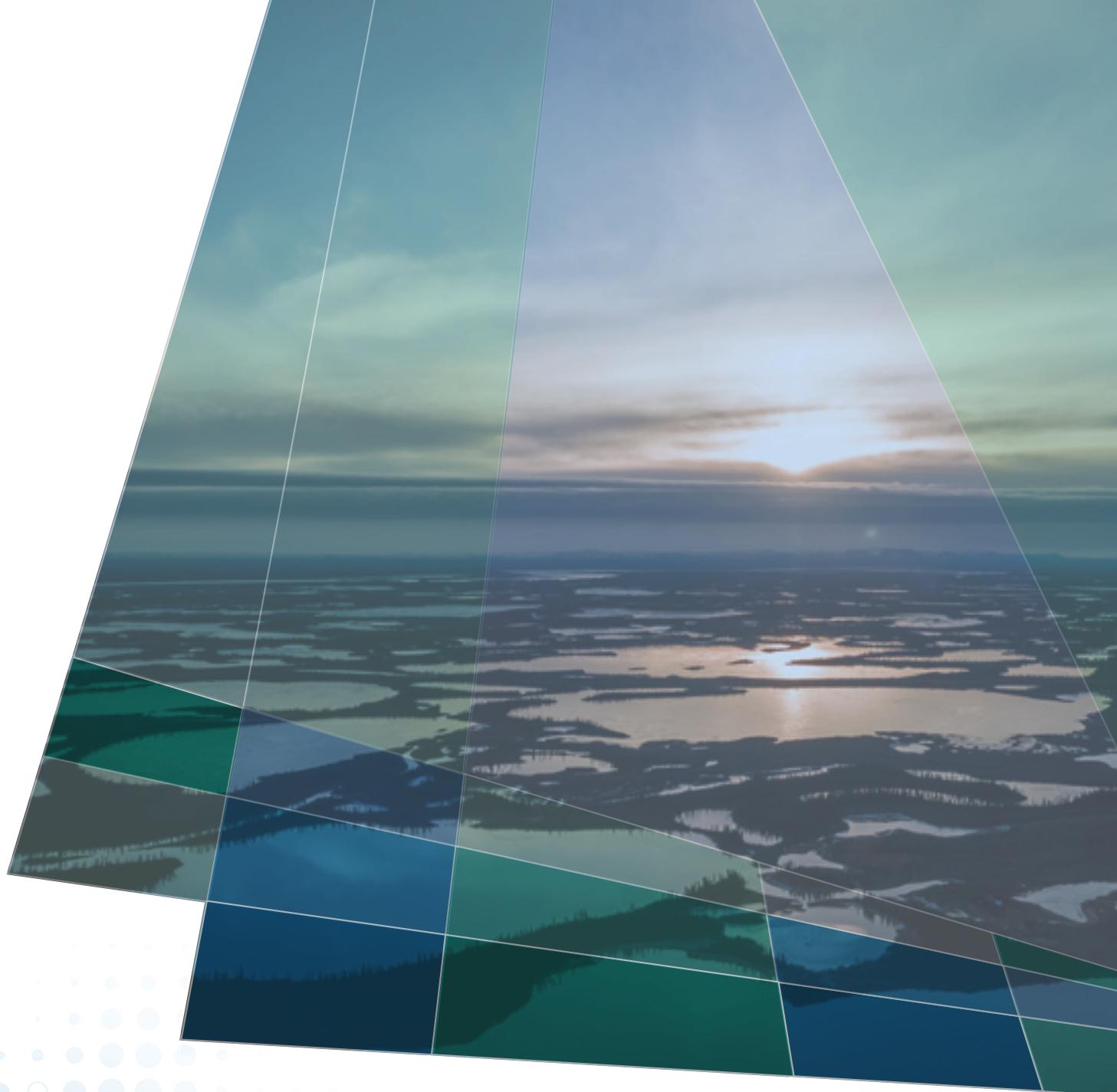
Deliverables:

- The Department of Finance will ensure Departments and employees are aware of and utilize the Indigenous Management Development and Training Program, and that it is fully subscribed.
- The Department of Finance will develop an Indigenous mentorship program for informal on-the-job training.
- Make mentorship and on-the-job training part of senior employee's job description, responsibilities and the general work objectives for each unit, division and department.
- The Department of Finance will create resources for employees to identify career pathways and training needs in their Learning and Development Plan as a part or the Performance Development process.
- The Department of Finance will produce a succession planning guide and toolkit that has a focus on Indigenous employee development.
- The Department of Finance will conduct a review of the Leadership Development Program, ensuring Indigenous perspectives are incorporated.

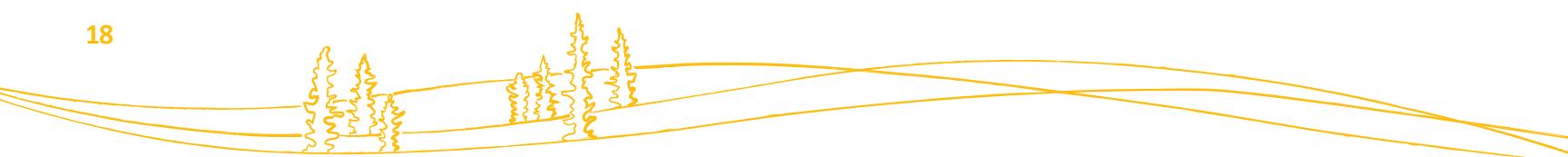
**Action 2.6** Build capacity and career development.

Deliverables:

- The Department of Finance will ensure that the Indigenous Career Gateway Program is fully subscribed annually.
- The Department of Finance will ensure that Departments support the Building Capacity with Indigenous Governments Program, and that it is fully subscribed.
- The Department of Finance will develop an Equitable Access to Training directive to address unequal access to training opportunities for Indigenous employees.
- The Department of Finance will identify and promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.



Eighty One Images



# Monitoring & Evaluating our Progress



## What is Monitoring and Evaluation?

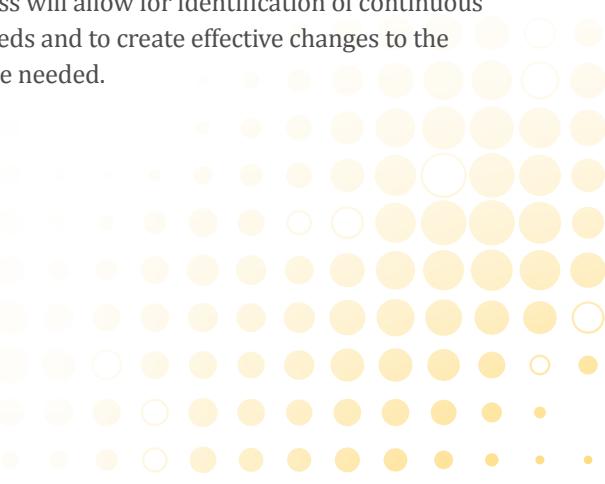
Monitoring is the regular collection of information about the activities of a program.

Evaluation is the assessment of a program to know if it is accomplishing its goals and to reflect on the lessons learned.

Monitoring and Evaluation is a tool that can be used to measure the success of programs intended to improve the recruitment and retention of Indigenous candidates, understand how to improve every year, and ensure that the right people, organizations and departments are involved to help develop Indigenous Employment Plans.

Commitment to the *Indigenous Recruitment and Retention Framework* requires all stakeholders and partners to have a shared understanding of common goals and responsibilities. Part of knowing how things are going is achieved through the appropriate collection, analysis and reporting of data and information. This provides partners with an avenue to identify and share successes in Indigenous Representation and Indigenous Leadership within the GNWT Public Service

This Framework will be supported by a logic model, a performance measurement plan, and an evaluation framework. These documents and measurements will provide qualitative and quantitative data, which will be used in the ongoing monitoring and evaluation and will include short, medium, and long-term targets. The monitoring and evaluation process will allow for identification of continuous improvement needs and to create effective changes to the action plan where needed.





Weiland/NWTT

