



# Indigenous Employment Plan

*Northwest Territories Health and Social Services Authority*



## Preamble

The Northwest Territories Health and Social Services Indigenous Employment Plan is based on the framework provided by the Department of Finance, which includes two sections:

- Indigenous Employment Plan; and
- Indigenous Employment Targets.

## The Indigenous Employment Plan

The Indigenous Employment plan is a combination of the objectives and actions from the Indigenous Retention and Recruitment Action Plan (Action Plan) and the objectives and objectives, actions, and targets from the **2021-2024 Northwest Territories Health and Social Services System Human Resources Plan** (HR Plan) using the Action Plan template provided by the Department of Finance. An overarching key principle guiding the HR Plan is a commitment to addressing systemic racism and promoting cultural safety and anti-racism within the HSS System. Although not always explicitly stated within the Indigenous Employment plan below, the Affirmative Action Policy will be applied to all programs and initiatives that include an application or acceptance component.

## Indigenous Employment Targets

The Indigenous Employment Targets provided are based on an analysis of the current labour workforce, historical data of growth within the NTHSSA, the education levels of the NWT workforce, number of students currently enrolled in health and social services related studies receiving Student Financial Assistance, vacancies within the NTHSSA, and a variety of other data.

The targets are influenced heavily by several factors:

- 1) Nearly 50% of all positions within the NTHSSA are regulated by a governing body, meaning equivalencies cannot be considered.
- 2) The NWT HSS System employs nearly 10% of the entire NWT workforce, and the vast majority of health and social services professionals.

In other words, the NTHSSA (and its partners within the HSS System) already employ the vast majority of regulated health and social services professionals within the NTHSSA, Indigenous or otherwise. To fill vacancies in regulated positions, the NTHSSA therefore has to attract and recruit talent from outside of the Northwest Territories, or hire new graduates.

With these factors in mind, two distinct strategies are being recommended to increase Indigenous representation within the NTHSSA:

- 1) Short-term: Attract and recruit to unregulated positions that do not require specialized training, where equivalencies and transferable competencies can be considered.
- 2) Long-term: Build local capacity to fill regulated positions through the promotion and support of Indigenous students and youth in health and social services professions.



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
GOAL 1: Indigenous Representation	<b>Action 1.1:</b> Review all job descriptions to remove systemic barriers and reflect appropriate non-inflated education and experience requirements.	<i># of job descriptions (JDs) reviewed</i> <ul style="list-style-type: none"><li>1434 JDS for review (based on filled positions)</li></ul>	8%(114) of JD’s reviewed	Job Description Guide Launched	15% (215) of JD’s reviewed	20% (287) of JD’s reviewed	
	<b>Action 1.2:</b> Hiring managers will complete training on the staffing process, recruitment programs and understanding systemic and unconscious racism and bias within the hiring process.	# of hiring managers who complete the training	Training launch	Hiring Managers Training Launched 3.3% employees completed training	15% completion	25% completion	
	<b>Action 1.2:</b> Continue to support and expand the position tracking and screening criteria project in support of workforce planning, including recommendations on streamlining position requirements to ensure technical qualifications/ experience do not exceed job requirements.	% of System positions up to date in screening criteria project database	80% positions up to date	86% (HRHSSA, NTHSSA, TCSA)	95% positions up to date	100% positions up to date	
		Status of report on streamlining positions	Deliver annual report	Not completed	Deliver annual report	Deliver annual report	TAU completes an analysis of data from the Screening Criteria Project, but does not specifically review technical qualifications / experience beyond providing information on inconsistencies between like positions. Unclear if this work is being taken on by Territorial Managers / Specialists?



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
	<b>Action 1.3:</b> Review Indigenous eligibility lists for pre-qualified candidates prior to initiating a job competition.	# of non-regulated positions filled without a competition  Increase of Indigenous hires within department  Increased number of candidates added to database	Launch of eligibility database	Under development	10 non-regulated positions are filled with eligibility lists	15 of non-regulated positions are filled with eligibility lists	
	<b>Action 1.3:</b> Establish HSS and medical bursary programs to support Indigenous and Northern students in pursuing careers in hard-to-fill HSS professions.	Program status	HSS & Medical Bursary Programs Established	HSS Bursary Program Established	Ongoing Program Delivery	Ongoing Program Delivery	HSS & Medical Bursary Programs combined into one program, the HSS Bursary Program.
		% of program funding utilized	0% funding utilized	0%	100% funding utilized	100% funding utilized	
	<b>Action 1.3:</b> Promote HSS professions in the NWT to Indigenous and Northern youth and student through focused outreach initiatives.	Update to Career Guide	Annually	Updated	Annually	Annually	
		% of students satisfied with Take Our Kids to Work Day programming	90% Students satisfied	93% of students satisfied in 2022 TOKTWD	90% Students satisfied	90% Students satisfied	
		Status of HSS Career Camp	Program creation	Program under development	Program creation	Program launched	
	<b>Action 1.3:</b> Hire eligible Indigenous and Northern post-secondary students through the Summer Student Employment Program.	# of students hired (84 avg. 2016-2020)	85 students hired	77 students	85 students hired	85 students hired	
		% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	96%	>95% are Indigenous or Northern students	>95% are Indigenous or Northern students	
		% of students who join Talent Network	0% join Talent Network	0%	30% join Talent Network	50% join Talent Network	
	GO	<b>Action 2.1:</b> Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	# of employees who have completed the training	45% of employees have completed training	48.1% of employees	60% of employees have completed training	75% of employees have completed training



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
				completed training			
	Action 2.1: Ensure senior leadership and management staff participates in at least one Discussion Circle hosted by the Culture, Community and Innovation team to debrief specified modules from the GNWT Living Well Together Training to critically reflect on their role as leaders to address systemic racism.	% of management to participate in at least one discussion circle	0% attended training	0%	5% attended training	7% attended training	
	Action 2.1: Ensure senior leadership and management staff attends the two-day, in-person HSS Cultural Safety Training delivered by the Community, Culture and Innovation team.	% of management to attend training	25% have attended training	20 NTHSSA senior and management staff	50% have attended training	95% have attended training	
	Action 2.3: Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	# of employees who have completed the training # of sessions available	8% of employees have completed training	2.4% of employees completed training	8% of employees have completed training	15% of employees have completed training	
	Action 2.4: Work with the Department of Finance - HR Branch to include cultural competence, inclusive leadership, and anti-racism within the GNWT Core Competency model.	Updated Core Competency Model	Discussion and review of Core Competency Model	In-progress	Core Competency Model Updated	Core Competency Model Updated	
	Action 2.4: Create engagement strategy and deliver culture pulse surveys; develop strategic action plans to address areas of concern, including mental health.	Annual survey completed	Under Development	Under Development	Survey and analysis completed	Survey and analysis completed	
		Annual survey response rate	Under Development	Under Development	40% survey response	60% survey response	
		Quarterly culture pulse check-ins	Under Development	Under Development	Complete quarterly, beginning March 2022	Complete quarterly	
	Action 2.4: Establishing a Community of Practice for Indigenous employees, to provide a supportive peer	Community of Practice (CoP) Status	Initial planning workshop	TOR drafted	TOR approved by IAB	CoP established and implemented	



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
	network, raise issues, and share innovations to address anti-Indigenous racism.						
	Action 2.4: Providing exit surveys and/or interviews of exiting employees, including physicians, to identify factors contributing to avoidable, voluntary employee turnover. Include questions about employee experiences with bias, racism, discrimination, harassment, and cultural insensitivity, once provided by Finance.	% of exits who completed survey and/or interview	20% exit surveys completed	30% exit surveys completed	35% exit surveys completed	50% exit surveys completed	
	Action 2.4: Introducing entry surveys, to better understand the attraction, recruitment, and onboarding experiences of new employees.	% of new hires who completed survey and/or interview	Program Implementation	Program implemented  35.5% completion rate (April 1 – Dec. 31, 2022)	30% entry surveys completed	50% entry surveys completed	
	Action 2.5: Support Indigenous and Northern residents in entry-level positions taking a medical terminology course.	# of students supported to take medical terminology course	5 students support in taking a medical terminology course	Career Transition Program in development	10 students support in taking a medical terminology course	15 students support in taking a medical terminology course	The Career Transition Program will support NWT residents in pursuing commonly required courses, including Medical Terminology. This program is being developed.
	Action 2.5: Establish and implement a HSS Youth Mentorship Program for Indigenous and Northern students and youth with an advanced interest in HSS careers.	Program Status	Program Established	Under development	Program Established	5 Active Mentorships	
		% of Mentors/Mentees Satisfied with Program				80% mentor/mentee satisfaction	
Action 2.5: Access Indigenous mentorship program for informal on-the-job training	# of employees accessing program # of succession plans	Department of Finance develops and promotes Indigenous	Under development	Department of Finance develops and promotes Indigenous	10% of Indigenous employees are participating in the program in some capacity		





	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
			Mentorship Program		Mentorship Program		
	Action 2.5: Work with HR on succession planning with a focus on Indigenous employee development	# of Indigenous employees identified for succession planning	Department of Finance creates succession planning guide; department works with HR to develop Succession Plan	Under development	Department of Finance creates succession planning guide; department works with HR to develop Succession Plan	10% of managers have identified Indigenous employees within succession plans	
	Action 2.5: Create a Talent Strategy with a focus on the development of new leaders, and staff who aspire to transition into management positions.	Status of strategy	Strategy developed	LEADS implementation in progress  LEADS Pilot Program: Cohort of 10 NTHSSA participants completed LEADS Inspired Learning Program  Proposal for LEADS HSS System Integration Accepted April 2023.	Strategy developed	Ongoing implementation of strategy	



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
				Implementation Plans in progress.			
	Action 2.5: Support managers who have transitioned into leadership positions, through the Management & Leadership Navigation Program and Executive Leadership Integration Program.	% of managers who have completed applicable program(s)	Program Development	LEADS Pilot Program in Progress	40% managers complete applicable program	60% managers complete applicable program	
		% of managers satisfied with program(s)			70% managers satisfied	90% managers satisfied	
	Action 2.5: Create and deliver HSS System Leadership Development Program, with a focus on strategic priorities, expectations, and leadership skill development.	Status of program	Program development	Under Development	Program development	Update as required	
		% of program funding used	0% funding used	0% of funding used	30% funding used	45% funding used	
	Action 2.5: Support staff seeking to enroll in the Indigenous Management Development and Training Program (IMDTP).	Number of HSS employees who access and are supported through the program	8 employees accessed IMDTP	3 employees have accessed IMDTP (2at Stanton and 1 in Dehcho HSS)	8 employees accessed IMDTP	10 employees accessed IMDTP	
	Action 2.5: Launch a formal Mentorship Program for leaders to create a mentoring partnership and contribute to learning and developing leadership skills.	Status of program	Program development	Under Development	Program development	Program implementation	
		% of new managers with mentor				30% managers with mentors	
	Action 2.5: Support employees through funded programs for professional development, education, and training opportunities.	# of employees funded through Professional Development Initiative (PDI)	5 employees funded through PDI	314 HSS System employees received PDI funding  Of the 314, 20 have identified as Priority 1 status	25 Indigenous employees funded through PDI	30 Indigenous employees funded through PDI	





	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
		# of employees funded through Targeted Academic Support Program (TASP)	5 employees funded though TASP	62 HSS System staff were supported through the TASP in 2022.23  Of the 62, 6 have identified as Priority 1 status	10 Indigenous employees funded though TASP	15 Indigenous employees funded though TASP	
		% of employees satisfied with learning and development opportunities available to them	60% of employees are satisfied	Under Development	70% of employees are satisfied	80% of employees are satisfied	
		# of post-secondary programs completed with TASP support per year	20 programs completed through TASP	14 HSS System staff completed academic or technical training programs through TASP	20 programs completed through TASP	20 programs completed through TASP	
	Action 2.5: Support dedicated programs with a focus on rural, remote, and underserved areas.	# of staff who have participated in program per year	30 staff members participate in program	119 staff members participating in program	120 staff members participate in program	125 staff members participate in program	
	Action 2.5: Launch an Employee Development Mentorship Program to promote a collaborative learning environment and guide career development.	Status of program	Program development	Under Development	Program development	Program implementation	
		# of employees with mentor				10 employees with mentors	
	Action 2.5: Establish and implement a HSS System-wide job shadowing and observership guidelines.	Guidelines Status	Guidelines Established	Guidelines and programs established	Guidelines Reviewed for Updates	Guidelines Reviewed for Updates	



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022/2023		2023/2024	2024/2025	
			Target	Status as of Q4			
	Action 2.6: Promote and utilize the Regional Recruitment Program (RRP), the Graduate Internship Program, the Indigenous Career Gateway Program (ICGP) and the Building Capacity with Indigenous Governments Program (BCIG).	# of Indigenous and Northern population hired through RRP within HSS System	1 hired through RRP	0	3 hired through RRP	5 hired through RRP	
		# of Indigenous and Northern population hired through GIP within HSS System (Avg. 4.5/year from 2018-2022)	6 hired	2	6 hired	6 hired	
		# of Indigenous population hired through ICGP within HSS System (Avg. 4.7/year from 2018-2021, max 15 applicants for GNWT)	5 hired through ICGP	1 position filled using ICGP	5 hired Through ICGP	5 hired through ICGP	
	Action 2.6: Explore opportunities to utilize the Department of Finance’ Building Capacity in Indigenous Government Program, to support secondment opportunities.	# of employees accessing program	0 employees		2 employees	2 employees	



**NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY  
INDIGENOUS EMPLOYMENT TARGETS**

**Notes:**

Employee growth is based on half of the 10-year historical average growth for the NTHSSA  
*(2.5% per year recognizing there was unusually large growth during the creation of the NTHSSA)*

Indigenous Aboriginal employee growth is based on targets established in the NTHSSA Report  
“Discussion of Indigenous Recruitment Targets for the NTHSSA”

All Budgeted Positions

	INITIAL (March 31, 2022)	CURRENT (March 31, 2023)	SHORT-TERM TARGETS (By March 31, 2024)	MEDIUM- TERM TARGETS (By March 31, 2026)	LONG TERM TARGETS (By March 31, 2028)
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**Staffed positions**

All filled budgeted positions	1434	1,501	1506	1583	1662
Indigenous Aboriginal employees	297	309	325	355	406
Net Increase Target	-	-	+28	+30	+51
Percentage	20.7%	20.6%	21.6%	22.4%	24.4%

**Indigenous Aboriginal employees by job classification**

**Senior Management**



Total employees	22	28	22	23	23
Indigenous employees (#)	2	2	2	3	4
Net Increase Target	-	-	-	+1	+1
Indigenous employees (%)	9.1%	7.1%	9.1%	13.0%	17.4%

#### **Middle management**

Total employees	80	82	84	88	93
Indigenous employees (#)	7	12	8	9	12
Net Increase Target	-	-	+1	+1	+3
Indigenous employees (%)	8.8%	14.6%	9.5%	10.2%	12.9%

#### **Positions Requiring University Equivalency**

Total employees	671	762	705	741	778
Indigenous employees (#)	78	91	85	91	111
Net Increase Target	-	-	+7	+6	+20
Indigenous employees (%)	11.6%	11.9%	12.1%	12.3%	14.3%

#### **Positions Requiring College/Trade Equivalency**

Total employees	399	358	419	440	462
Indigenous employees (#)	79	73	86	95	109
Net Increase Target	-	-	+7	+9	+14
Indigenous employees (%)	20.0%	20.4%	20.5%	21.6%	23.4%



**Positions Requiring High School Equivalency or No Formal Education**

Total employees	364	381	382	402	422
Indigenous employees (#)	140	145	154	169	186
Net Increase Target	-	-	+14	+15	+17
Indigenous employees (%)	38.5%	38.1%	40.3%	42.0%	44.1%

*\*Job classification definitions:*

*Senior Management - Position belonging to DM or SRM union code.*

*Middle Management - Position belonging to management NOC occupational code.*

*Professional - Position requiring university equivalency.*

*Paraprofessional - Position requiring college or trades equivalency.*

*Administrative - Position requiring high school equivalency.*



**NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY  
INDIGENOUS EMPLOYMENT TARGETS**

**Notes:**

Employee growth is based on half of the 10-year historical average growth for the NTHSSA  
(2.5% per year recognizing there was unusually large growth during the creation of the NTHSSA)

Indigenous Aboriginal employee growth is based on targets established in the NTHSSA Report  
“Discussion of Indigenous Recruitment Targets for the NTHSSA”

All Budgeted Positions

	CURRENT (March 31, 2022)	SHORT-TERM TARGETS (By March 31, 2024)	MEDIUM-TERM TARGETS (By March 31, 2026)	LONG TERM TARGETS (By March 31, 2028)	LONG TERM TARGETS (By March 31, 2032)
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**Staffed positions**

All filled budgeted positions	1434	1506	1583	1662	1836
Indigenous Aboriginal employees	297	325	355	406	521
Net Increase Target	-	+28	+30	+51	+115
Percentage	20.7%	21.6%	22.4%	24.4%	28.4%

**Indigenous Aboriginal employees by job classification**

**Senior Management**

Total employees	22	22	23	23	25
Indigenous employees (#)	2	2	3	4	5
Net Increase Target	-	-	+1	+1	+1
Indigenous employees (%)	9.1%	9.1%	13.0%	17.4%	20.0%

**Middle management**

Total employees	80	84	88	93	102
Indigenous employees (#)	7	8	9	12	17
Net Increase Target	-	+1	+1	+3	+5
Indigenous employees (%)	8.8%	9.5%	10.2%	12.9%	15.9%





**Positions Requiring University Equivalency**

Total employees	671	705	741	778	859
Indigenous employees (#)	78	85	91	111	157
Net Increase Target	-	+7	+6	+20	+46
Indigenous employees (%)	11.6%	12.1%	12.3%	14.3%	18.3%

**Positions Requiring College/Trade Equivalency**

Total employees	399	419	440	462	511
Indigenous employees (#)	79	86	95	109	140
Net Increase Target	-	+7	+9	+14	+31
Indigenous employees (%)	20.0%	20.5%	21.6%	23.4%	27.4%

**Positions Requiring High School Equivalency or No Formal Education**

Total employees	364	382	402	422	466
Indigenous employees (#)	140	154	169	186	224
Net Increase Target	-	+14	+15	+17	+38
Indigenous employees (%)	38.5%	40.3%	42.0%	44.1%	48.1%

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*Administrative - Position requiring high school equivalency.*