

# **Indigenous Employment Plan**

*Northwest Territories Health and Social Services Authority*

*2024 Results Report*

## **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	Result	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.	# of job descriptions (JDs) reviewed <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	492 JD's reviewed	20% (287) of JD's reviewed	In 2023/24, 492 job descriptions were reviewed. An unknown percentage of these positions may have been previously reviewed, in 2022/23, therefore calculating an overall percentage of positions reviewed is not feasible.
	<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	Staffing Workshop – 35.8% (73) enrolled and 27.9% (48) completed	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	86% (HRHSSA, NTHSSA, TCSA)	100% positions up to date	Access to the Department of HSS vacancy information became available for review May 2024. 100% of positions should be included by fall 2024.
		Status of report on streamlining positions	Deliver annual report	Not completed	Deliver annual report	Delayed to summer of 2024	Deliver annual report	Report provides an overview of recommendations on streamlining positions, inconsistencies, and overall trends.
	<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	-Tracking system under development by FIN	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	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	91% of financing utilized	100% funding utilized	The NWT HSS Bursary program was successfully established for the	

	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES	
			2022/2023		2023/2024			2024/2025
			Target	Result	Target	Status as of Q4		
							23/24 school year, supporting 55 students.	
	<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	Updated	Annually	The Occupation Guide is updated annually and highlights occupations, educational requirements, demand, and salaries for an expanding variety of HSS professions.
		% of students satisfied with Take Our Kids to Work Day programming	90% Students satisfied	93% of students satisfied in 2022 TOKTWD	90% Students satisfied	100% (in-person) 50% (virtual)	90% Students satisfied	The in-person Take Our Kids to Work Day Event has evolved over the reporting period due to COVID and availability of space at Stanton for the in-person event. In 2023/24 an in-person and virtual event were hosted to provide tailored content to both audiences.
		Status of HSS Career Camp	Program creation	Program under development	Program creation	Postponed indefinitely	Program launched	Camp postponed indefinitely due to funding constraints.
	<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 (All HSS System)	77 students (All HSS System)	85 students hired (All HSS System)	80 students (All HSS System) 58 students (NTHSSA only)	85 students hired (All HSS System)	The average between 2016-2020 was 84. This average decreased to 80 for this reporting period.
		% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	96%	>95% are Indigenous or Northern students	94% (All HSS System) 92.3% (NTHSSA only)	>95% are Indigenous or Northern students	The average between 2016-2020 for the NWT HSS System was 96.4%. This average remained constant at 96.3% for this reporting period.
		% of students who join Talent Network	0% join Talent Network	0%	30% join Talent Network	N/A	50% join Talent Network	New method(s) of tracking student engagement in development.
<b>GOAL 2:</b>	<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 completed training	60% of employees have completed training	53.49% (NTHSSA only)	75% of employees have completed training	
	<b>Action 2.1:</b> Ensure senior leadership and management staff participates in at least one Discussion Circle hosted by the Culture, Community and Innovation team	% of management to participate in at least one discussion circle	0% attended training	0%	5% attended training	Program postponed.	7% attended training	Discussion Circle was not offered in the 2023-24FY due to capacity issues to facilitate the program.

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2022/2023		2023/2024		2024/2025	
		Target	Result	Target	Status as of Q4		
to debrief specified modules from the GNWT Living Well Together Training to critically reflect on their role as leaders to address systemic racism.							
<b>Action 2.1:</b> 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	62% (DHSS, NTHSSA) 55% (NTHSSA Only)	95% have attended training	17 MLAs participated in the CSAR training. There was also a session offered for GNWT DM and ADMs. In 2024-25, a session for HSS SMC will be offered.
<b>Action 2.3:</b> 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	Equitable Workplace – Employees – 4.3% (68) enrolled, 2% (31) completed Equitable Workplace – Managers – 36.1% (39) enrolled, 25% (26) completed	15% of employees have completed training	
<b>Action 2.4:</b> 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	Completed	Core Competency Model Updated	GNWT core competency “Inclusive Leadership” established.
<b>Action 2.4:</b> 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	Launch of Employee Engagement Strategy	Employee Engagement Strategy Draft was launched in December 2023. We anticipate the Strategy will be launched in the 2024-25 FY.
	Annual survey response rate	Under Development	Under Development	40% survey response	Delayed until the final Strategy Launch	40% survey response	Review of Draft Strategy between all Executive Leaders and teams was completed in the winter of 2023 with an option for staff to provide feedback in person or through an

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2022/2023		2023/2024		2024/2025	
		Target	Result	Target	Status as of Q4		
							online survey.
	Quarterly culture pulse check-ins	Under Development	Under Development	Complete quarterly, beginning March 2022	Survey postponed	Complete quarterly	Pulse survey postponed until the final Strategy is implemented.
<b>Action 2.4:</b> Establishing a Community of Practice for Indigenous employees, to provide a supportive peer network, raise issues, and share innovations to address anti-Indigenous racism.	Community of Practice (CoP) Status	Initial planning workshop	TOR drafted	TOR approved by IAB	CoP approved.	CoP established and implemented	Department of Health and Social Services is working towards implementing the CoP by fall of 2024.
<b>Action 2.4:</b> 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	31.3% exit surveys completed	50% exit surveys completed	Exit surveys are a valuable resource to capture the thoughts of those leaving the HSS System. A new exit survey platform was launched in November of 2023 with enhanced metrics.
<b>Action 2.4:</b> 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	34.2% (Q1-Q3)	50% entry surveys completed	The introduction of entry surveys has provided key information to help inform recruitment and orientation efforts.  As of October 1, 2024, the entry survey for the GNWT Authorities and Departments is administered by McLean & Company while the Hay River survey is still administered by the Talent and Organizational Development Division.
<b>Action 2.5:</b> 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	N/A	15 students support in taking a medical terminology course	Program cancelled.
<b>Action 2.5:</b> Establish and implement a	Program Status	Program	Under	Program	Under	5 Active	A delay was experienced in

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2022/2023		2023/2024		2024/2025	
		Target	Result	Target	Status as of Q4		
HSS Youth Mentorship Program for Indigenous and Northern students and youth with an advanced interest in HSS careers.	% of Mentors/Mentees Satisfied with Program	Established	development	Established	development	Mentorships 80% mentor/mentee satisfaction	developing the HSS Youth Mentorship Program due to competing demands. Will be finalized in summer 2024.
<b>Action 2.5:</b> Access Indigenous mentorship program for informal on-the-job training	# of employees accessing program # of succession plans	Department of Finance develops and promotes Indigenous Mentorship Program	Under development	Department of Finance develops and promotes Indigenous Mentorship Program	Under Development	10% of Indigenous employees are participating in the program in some capacity	
<b>Action 2.5:</b> 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	Finance? 100% of indigenous executives have completed succession plans.	10% of managers have identified Indigenous employees within succession plans	
<b>Action 2.5:</b> 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. Implementation	Strategy developed	Continuation of LEADS Pilot program with 10 participants.	Ongoing implementation of strategy	The LEADS Pilot will end in 2024/25.  The NWT HSS System is working on a partnership with Canadian College of Healthcare Leaders to further develop and implement LEADS as part of the Management and Leadership Training and Development Program.  Strategy development will begin after the Pilot program is complete.

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2022/2023		2023/2024		2024/2025	
		Target	Result	Target	Status as of Q4		
			Plans in progress.				
<b>Action 2.5:</b> 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	Funding was secured by Bilateral Agreement in November 2023.	60% of managers complete applicable program	This program includes operational training for leaders to manage within the HSS environment. The LEADS framework is the foundation for this program and will be adapted to support our staff.
	% of managers satisfied with program(s)			70% managers satisfied		Framework established.  Program In development.	
<b>Action 2.5:</b> 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	10 Participants enrolled in the Pilot Program.	Update as required	This program is still in development with a cohort of 10 employees enrolled in the LEADS Pilot program.
	% of program funding used	0% funding used	0% of funding used	30% funding used	13% of funding used	45% funding used	Bilateral funding to support program development was received in February 2024. The formal review of LEADS adoption into the NWT HSS System is still in review.
<b>Action 2.5:</b> 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	0 employees have accessed IMDTP (IDTP)	10 employees accessed IMDTP	
<b>Action 2.5:</b> 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	5 Senior Leaders were provided with a LEADS coach.	Program implementation	Based on system need, a Coaching program in partnership with the Canadian College of Health Leaders was established in September 2024. It will be formally adopted as a resource within the system.
	% of new managers with mentor					100% of Executive Leadership with access to Coaching	
<b>Action 2.5:</b> Support employees through	# of employees funded through	5 employees	314 HSS System	25 Indigenous	356 HSS System	30 Indigenous	HSS System continues to financially

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2022/2023		2023/2024		2024/2025	
		Target	Result	Target	Status as of Q4		
funded programs for professional development, education, and training opportunities.	Professional Development Initiative (PDI)	funded through PDI	employees received PDI funding  Of the 314, 20 have identified as Priority 1 status	employees funded through PDI	employees received PDI funding in 2023/24.  Of the 356, 35 have identified as Priority 1 status	employees funded through PDI	support staff in identified development activities.
	# of employees funded through Targeted Academic Support Program (TASP)	5 employees funded through 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 through TASP	50 HSS System staff were supported through the TASP in 2023/24  Of the 50, 7 have been identified as Priority 1 status	15 Indigenous employees funded through TASP	HSS System continues to financially support staff in identified development activities.
	% of employees satisfied with learning and development opportunities available to them	60% of employees are satisfied	Under Development	70% of employees are satisfied	Program Surveys have not yet been implemented.	80% of employees are satisfied	This is a priority and action item under the Employee Engagement Strategy.
	# 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	13 HSS System staff completed academic or technical training programs through TASP	20 programs completed through TASP	HSS System continues to financially support staff in identified development activities.
	<b>Action 2.5:</b> Support dedicated programs with a focus on rural, remote, and underserved areas.	# of staff who have participated in program per year	30 staff members participated in program	119 staff members participated in program	120 staff members participated in program	130 staff members participated in the program	135 staff members participate in program
<b>Action 2.5:</b> Launch an Employee	Status of program	Program	Under	Program	On hold	Program	This program was placed on hold

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2022/2023		2023/2024		2024/2025	
		Target	Result	Target	Status as of Q4		
Development Mentorship Program to promote a collaborative learning environment and guide career development.	# of employees with mentor development.	development	Development	development		implementation	due to internal capacity to support this initiative.
						10 employees with mentors	
<b>Action 2.5:</b> Establish and implement a HSS System-wide job shadowing and observership guidelines.	Guidelines Status	Guidelines Established	Guidelines and programs established	Guidelines Reviewed for Updates	Ongoing program delivery	Guidelines Reviewed for Updates	The Clinical Observership and Job Shadowing program is delivered on an ongoing basis, with guidelines updated as required.
<b>Action 2.6:</b> 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	0 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	2 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	1 position filled using ICGP	5 hired through ICGP	
<b>Action 2.6:</b> Explore opportunities to utilize the Department of Finance' Building Capacity in Indigenous Government Program, to support secondment opportunities.	# of employees accessing program	0 employees	1 BCIG secondment	2 employees	0 BCOG secondments	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

	<b>INITIAL (March 31, 2022)</b>	<b>CURRENT (March 31, 2023)</b>	<b>SHORT-TERM TARGETS (By March 31, 2024)</b>	<b>RESULTS SHORT-TERM TARGET</b>	<b>MEDIUM- TERM TARGETS (By March 31, 2026)</b>	<b>LONG TERM TARGETS (By March 31, 2028)</b>
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**Staffed positions**

All filled budgeted positions	1804	1,501	1506	1870	1583	1662
Indigenous Aboriginal employees	378	309	325	383	355	406
Net Increase Target	-	-	+28	+5	+30	+51
Percentage	21%	20.6%	21.6%	20%	22.4%	24.4%

**Indigenous Aboriginal employees by job classification**

**Senior Management**

Total employees	25	28	22	33	23	23
Indigenous employees (#)	2	2	2	5	3	4
Net Increase Target	-	-	-	+3	+1	+1
Indigenous employees (%)	8%	7.1%	9.1%	15%	13.0%	17.4%

**Middle management**

Total employees	77	82	84	78	88	93
Indigenous employees (#)	7	12	8	13	9	12
Net Increase Target	-	-	+1	+1	+1	+3
Indigenous employees (%)	11%	14.6%	9.5%	17%	10.2%	12.9%

**Positions Requiring University Equivalency**

Total employees	774	762	705	807	741	778
Indigenous employees (#)	99	91	85	104	91	111
Net Increase Target	-	-	+7	+5	+6	+20
Indigenous employees (%)	13%	11.9%	12.1%	13%	12.3%	14.3%

**Positions Requiring College/Trade Equivalency**

Total employees	419	358	419	425	440	462
Indigenous employees (#)	82	73	86	80	95	109
Net Increase Target	-	-	+7	-2	+9	+14
Indigenous employees (%)	20.0%	20.4%	20.5%	19%	21.6%	23.4%

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

Total employees	509	381	382	527	402	422
Indigenous employees (#)	188	145	154	181	169	186
Net Increase Target	-	-	+14	-7	+15	+17
Indigenous employees (%)	37%	38.1%	40.3%	34%	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.*

**NOTES:**

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