



	ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
			2023-2024		2024-2025		2025-2026 Targets	
			Target	Status as of Q4	Target	Status as of Q4		
GOAL 1: Indigenous Representation	Action 1.1: Review all job descriptions to remove systemic barriers and reflect appropriate non-inflated education and experience requirements.	% of job descriptions (JDs) reviewed	50% of JDs reviewed.	52% of JDs reviewed	75% of JDs reviewed	61% of JDs reviewed	85% of JDs reviewed	Reporting on percentages instead of numbers provides more accuracy.
	Action 1.2: Hiring managers 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	30% completion	50% have completed training	55% completion	45% have completed training	60% completion	Reporting on percentages instead of numbers provides more accuracy.
	Action 1.3: Review Indigenous eligibility lists for pre-qualified candidates prior to initiating a job competition.	# of positions filled without a competition Increase of Indigenous hires within department Increased number of candidates added to the pre-qualified database	5 positions are filled with eligibility lists. 3% increase from baseline	Under development – not yet tracked Data not yet available	7 positions are filled with eligibility lists. 3% increase from baseline	0 eligibility list hires for 2024-25 fiscal year 0% increase	7 positions are filled with eligibility lists. 3% increase from baseline Set baseline for future target	There are currently two Stage 1 pre-qualified applicants from ECE competitions.



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GOAL 2: Indigenous Leadership	Action 2.1: Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	% of employees who have completed the training	85% of employees have completed training	91% of employees have completed training	95% of employees have completed training	83% of employees have completed training	95% of employees have completed training	
	Action 2.2: Collaborate with Finance and the Indigenous Languages and Education Secretariat to support the delivery of professional development programs in Indigenous languages.	# of employees who participate	ECE and the Department of Finance collaborate on professional development options for employees in Indigenous languages	2 employees accessed IDTP funding to take part in these programs.	To be determined	4 employees accessed IDTP funding to take part in these programs.	6 employees accessed IDTP funding to take part in these programs.	The Indigenous Development and Training Program (IDTP) provides support for GNWT employees to access funding to participate in the Indigenous Language Instructor Employment Plan (ILIEP) and Mentor-Apprentice Program (MAP). These two programs are led by ECE (ILES). Supporting employees’ professional development opportunities in Indigenous languages is managed by the Department of Finance.
	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	20% of employees have completed training.	38% of employees and managers have completed training	40% of employees have completed training	45% of employees and managers have completed training	55% of employees have completed training	



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	Action 2.4: Ensure employees complete exit interview process that includes questions about employee experiences with bias, racism, discrimination, harassment and cultural insensitivity.	# of exit interviews completed with employees who leave their position	Department of Finance develops exit interview process.	Finance exit interview process to be developed	25% of departing employees complete an exit interview	Tracking mechanisms to be developed.	35% of departing employees complete an exit interview	2024/2025 Note – ECE is not currently tracking how many exit interviews were completed but remains a performance indicator. Will be reporting on percentages instead of numbers provides more accuracy. 2023/2024 Note – ECE has created a suggested exit interview guide as part of its onboarding and offboarding resources and shared with the Department. ECE is not currently tracking how many exit interviews were completed.
	Action 2.5: Ensure Indigenous employees are aware of and apply to the Indigenous Management Development and Training Program (IMDTP), and that it is fully subscribed.	# of employees accessing the program	2 employees from the department have accessed IDTP	8 employees have accessed IDTP	3 employees from the department have accessed IDTP	4 employees accessed IDTP funding to take part in these programs	4 employees from the department have accessed IDTP	
	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 Mentorship Program	Under development	10% of Indigenous employees are participating in the program in some capacity	Under development by the Department of Finance	To be determined once program is fully developed and implemented	Although not being formally tracked yet, we have 4 confirmed July 2025



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	Action 2.5: Support employees to identify career pathways and training needs in their Learning and Development Plan as a part of the Performance Development process.	# of Indigenous employees who identify career pathways and training needs in their Learning and Development Plan	Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan	Under development	10% of employees have identified a career path	Under development by the Department of Finance	15% of employees have identified a career path	Based on reported data, 11 indigenous employees to date have identified July 2025
	Action 2.5: Work with HR on succession planning with a focus on Indigenous employee development.	# of Indigenous employees identified for succession planning	Include direction to all ECE to include career goals within their annual performance development documents	Direction issued to all staff for 2023-2024 performance development documents	10% of managers have identified succession plans and have Indigenous employees identified within those succession plans	Tracking mechanism to be developed	15% of managers have identified succession plans and have Indigenous employees identified within those succession plans	Based on reported information to date, we have 9 indigenous employees identified for succession planning July 2025 Will be reporting on percentages instead of numbers provides more accuracy.
	Action 2.6: Use the Indigenous Career Gateway Program (ICGP).	# of ICGP candidates hired	2 positions filled using ICGP	1 position filled using ICGP	2 positions filled using ICGP	0 positions filled using ICGP in 2024-25 Fiscal Year	2 positions filled using ICGP	2023/2024 Note – although not included in target ECE also support 1 BCIG secondment in 2023-2024. ECE notes that it has tried but finds it difficult to fill positions using ICGP.
	Action 2.6: Promote the use of the Building Capacity with Indigenous Governments Program and transfer assignments and cross-training to encourage mobility and development for Indigenous employees.	# of Indigenous employees on transfer assignments (TA) or Secondments # of Indigenous employees within Middle and Senior management roles	5% of TAs filled by Indigenous employees. Minimum of 26%	22% (2 of 9) TAs filled by Indigenous employees. 20% (4 of 20)	5% of TAs filled by Indigenous employees. Minimum of 26%	10% (4 of 40) of TAs filled by Indigenous employees 23% (13 of 56)	15% of TAs filled by Indigenous employees. Minimum of 26%	Reporting on percentages instead of numbers provides more accuracy.

DEPARTMENT OF EDUCATION, CULTURE & EMPLOYMENT
INDIGENOUS EMPLOYMENT TARGETS

	BASELINE (March 31, 2022)	SHORT-TERM (By March 31, 2024)	RESULTS SHORT- TERM	MEDIUM-TERM (By March 31, 2026)	LONG- TERM (By March 31, 2028)
Staffed positions					
All filled positions	288	288	283	288	288
Indigenous Aboriginal employees	82	89	78	90	99
Net Increase Targets	-	+7	-4	+8	+9
Percentage	28%	31%	28%	31%	34%
Indigenous Aboriginal employees by job classification					
Senior Management					
Total employees	23	23	20	23	23
Indigenous employees (#)	7	8	4	6	8
Net Increase Target	-	+1	-3	-1	+1
Indigenous employees (%)	30%	32%	20%	39%	43%
Middle Management					
Total employees	32	32	29	32	32
Indigenous employees (#)	8	9	6	8	10
Net Increase Target	-	+1	-2	-	+2
Indigenous employees (%)	25%	28%	21%	34%	38%
University Equivalency					
Total employees	126	126	122	126	126
Indigenous employees (#)	18	20	20	22	24
Net Increase Target	-	+2	+2	+4	+6
Indigenous employees (%)	14%	16%	16%	17%	19%
College/Trades Equivalency					
Total employees	86	86	90	86	86
Indigenous employees (#)	43	45	42	46	47
Net Increase Target	-	+2	-1	+3	+4
Indigenous employees (%)	50%	52%	47%	53%	55%
High School Equivalency or Below					
Total employees	21	21	22	21	21
Indigenous employees (#)	6	7	6	8	10
Net Increase Target	-	+1	0	+2	+4
Indigenous employees (%)	29%	33%	27%	38%	48%

**Job classification definitions:*
Senior Management - Position belonging to DM or SRM union code.
Middle Management - Position belonging to management NOC occupational code.

Notes:

Based on 2024 results, medium and long term targets have been adjusted for overall, senior and middle management. No changes in targets at other levels.

The Net Increase targets for medium and long term have been updated to reflect net increase from baseline (March 2022).