



13.3

GOAL 1: Indigenous Representation

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES	
		2023/2024		2024/2025		2025/2026 Targets		
		Target	Status as of Q4	Target	Status as of Q4			
Action 1.1: Review all job descriptions to remove systemic barriers and reflect appropriate non-inflated education and experience requirements. As well as ensure the health and social services system's commitment to cultural safety and anti-racism are appropriately captured for each job description.	# of job descriptions (JDs) reviewed <ul style="list-style-type: none">200 JDs for review (based on positions filled)	35% of JDs reviewed (70 JDs reviewed)	76 JDs reviewed	50% of JDs reviewed (100 JDs reviewed)	64 JDs reviewed	50% of JDs reviewed (100 JDs reviewed)		
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	60% of hiring managers have completed the training	13.3% of employees have completed the training (staffing process)	75% of hiring managers have completed the training	58.6% of hiring managers have enrolled, 48.3% have completed the staffing workshop training. 12.7% of employees have enrolled, 4.9% have completed mitigating unconscious bias training.	75% of hiring managers have completed the training		
Action 1.2: Include Indigenous representation on hiring committees for all senior management positions.	# of competitions with Indigenous representation on the hiring committee	100% of competitions have Indigenous representation on hiring committees	Department of Finance has paused action for now. Launching 2024-25.	100% of competitions have Indigenous representation on hiring committees	Under development	100% of competitions will have ICM when requested	Program was rolled out summer 2025.	
Action 1.1: Continue to support and expand the position tracking and screening criteria project in support of workforce planning, including recommendations on streamlining position	% of System positions up to date in screening criteria project database	95% positions up to date	See note.	100% positions up to date	See note.	100% positions up to date	2024/2025 – Access to the DHSS vacancy information became available for review May 2024. To be included next fiscal	



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			2023/2024		2024/2025		2025/2026 Targets		
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	requirements to ensure technical qualifications / experience do not exceed job requirements.								
	Action 1.3: Establish HSS and medical bursary programs to support Indigenous and Northern students in pursuing careers in hard-to-fill HSS professions.	Program status	Ongoing Program Delivery	Ongoing Program Delivery	Ongoing Program Delivery	Ongoing Program Deliver	Ongoing Program Delivery		
		% of program funding utilized	80% of funding utilized	91% of funding utilized	90% of funding utilized	100% of funding utilized	100 of funding utilized		
	Action 1.3: Promote HSS professions in the NWT to Indigenous and Northern youth and student through focused outreach initiatives.	Update to Career Guide	Annually	Updated	Annually	To be updated for fall 2025 to coincide with start of academic year	Annually		
		% of students satisfied with Take Our Kids to Work Day programming	90% student satisfaction	100% (in-person) 50% (virtual)	90% student satisfaction	100% students satisfied	100% student satisfaction		
	Action 1.3: Hire eligible Indigenous and Northern post-secondary students through the Summer Student Employment Program.	# of students hired (84 avg. 2016-2020)	2-4 students hired	17 students hired	2-4 students hired	13 students hired	5-7 students hired		
		% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	100% are Indigenous or Northern students	>95% are Indigenous or Northern students	100% of students are Indigenous Aboriginal or Indigenous Non-Aboriginal	>95% are Indigenous or Northern students		
	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	5 positions are filled with eligibility lists	Under development	7 positions are filled with eligibility lists	2 positions filled with eligibility lists 2024-25 fiscal year	7 positions are filled with eligibility lists		
		# of employees who have completed the training	85% of employees have completed training	85.3% of employees have completed training	90% of employees have completed training	93.2% of employees have enrolled, 80.0%	92% of employees have completed training		
GOAL	Action 2.1: Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.								



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			2023/2024		2024/2025		2025/2026 Targets		
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	Action 2.1: Ensure senior leadership staff participate in at least one Discussion Circle hosted by the Culture, Community and Innovation and Cultural Safety and Anti-Racism teams to debrief specified modules from the GNWT Living Well Together Training to critically reflect on their role as leaders to address systemic racism.	% of senior management to participate in at least one discussion circle	50% attended workshop	50% attended workshop	95% attended workshop	have completed ICAST training.			
	Action 2.1: Ensure senior leadership staff attends the two-day, in-person HSS Cultural Safety Training delivered by the Cultural Safety and Anti-Racism team.	% of senior management to attend training	50% have attended training	77% have attended training	95% have attended training	Discussion circles were not held during 2024/25	Revisit the use of the Discussion Circle for 2025/26		
	Current focus is on providing training for employees involved in Primary Health Care Reform.						5 sessions of training have been offered		
	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	15% of employees have completed training	8.5% of employees have completed training	20% of employees have completed training	Employees – 20.6% enrolled, 10.3% completed training Managers – 40.0% have enrolled, 28.0% have completed training	20% of employees have completed training		
	Action 2.4: Ensure employees complete exit interview process that includes questions about employee experiences with bias, racism,	# of exit interviews completed with employees who leave their position	25% of departing employees	Still with Department of Finance - under	30% of departing employees	71% exit surveys completed by	100% of departing employees are given the offer to		



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	discrimination, harassment and cultural insensitivity.		complete an exit interview	development and launched in 2024-25	complete an exit interview	departing DHSS employees	complete exit interviews		
	Action 2.4: Provide a formal welcome and introduction to employees new to the NWT HSS System, through a HSS Centralized Orientation Program.	% of new employees to DHSS completing orientation	Under development	Under development	Program is accessible on an as needed basis.	Updated HSS Employee Orientation page on SharePoint, completed update to "Who Does What" in 2024.	98% of employees have been provided a formal welcome and introduction to DHSS	The NTHSSA Orientation Program was launched in April 2023. This program was developed as online learning to be accessible to all staff on a when and as need basis. It will continue to be delivered through an open, online format and be updated as required. This program is not mandatory, and compliance is currently not being tracked. While this training heavily focuses on the NTHSSA structure, DHSS staff do have access to this resource but cannot be tracked. DHSS to plan for own version of orientation in 2024-25.	
		% of employees satisfied with orientation	Under development	Under development	90%	Under development	90%		
	Action 2.4: Create and deliver a one-year Onboarding Program to all new and new-to-role HSS System employees.	% of new and new-to-role employees to HSS System completing onboarding	50%	Under development	80%	Under development	80%		
		% of employees satisfied with onboarding for all 3 check-ins	70%	Under development	90%	Under development	90%		
	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	Survey and analysis completed	Survey and analysis completed	Program is accessible on an as needed basis	2024-25 DHSS Staff Wellness Support Survey ran from	Survey and analysis completed	2023-24 update based on DHSS Staff Wellness Support Survey administered in 2023-24.	



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<p>Action 2.4: Establish a Community of Practice for Indigenous employees, to provide a supportive peer network, raise issues, and share innovations to address anti-Indigenous racism.</p> <p>Action 2.4: Introduce entry surveys, to better understand the attraction, recruitment, and onboarding experiences of new employees.</p> <p>Action 2.5: Ensure Indigenous employees are aware of and apply to the Indigenous Management Development and Training Program, and that it is fully subscribed.</p> <p>Action 2.5: Access Indigenous mentorship program for informal on-the-job training.</p>	Annual survey response rate	40% survey response	25% (based off 226 employees, doesn't include casuals)	60% survey response	16 of 226 employees (7%) responded to the 2024-25 DHSS Wellness Support Survey.	25% survey response	<p>2023-24 update based on DHSS Staff Wellness Support Survey administered in 2023-24.</p> <p>Check if DHSS Wellness survey was administered in 2024-25</p>		
			Quarterly culture pulse check-ins	In development	In development	Complete quarterly	In development	In development	
	Community of Practice (CoP) Status	TOR approved by IAB	TOR developed and completed	COP established and implemented	The name of this program is Connection Community, and one has been delivered for 2024/25	Four Connection Communities held during 2025/26			
	# of employees accessing program	2 of employees from department have accessed IDTP	2 employees have accessed IDTP	3 employees from department have accessed IDTP	10 employees from department have accessed IDTP	5 employees from department have accessed IDTP			



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	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	Still under development with Department of Finance	Program implementation	Still under development with Department of Finance		
	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. Create a Talent Strategy with a focus on the development of new leaders, and staff who aspire to transition into management positions.	% of new managers with mentor		30% managers with mentors	30% managers with mentors			
		# of indigenous employees who identify career pathways and training needs in their Learning and Development Plan	20% of Indigenous employees have identified a career path	20% of Indigenous employees have identified a career path	30% of Indigenous employees have identified a career path	20% of Indigenous employees have identified a career path	30% of completed performance documents	
		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)	40% managers complete applicable program	Remains under development (DFIN) Remains under development (DFIN)	60% of managers complete applicable program 11 of 53 (21%) managers were enrolled in the Management Series program	Ensure training is communicated to all staff <i>Remove for next year</i>	
	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	10 Participants enrolled in the Pilot Program.	Update as required	Target for program creation was met. The Leadership Essentials Program was created in partnership with LEADS Canada.	12 participants enrolled in program	
		% of program funding used	80% of funding used	13% of funding used	100% of funding used	Formal review is in progress	2024/2025 Note – Funding to support program development was received in February 2024.	



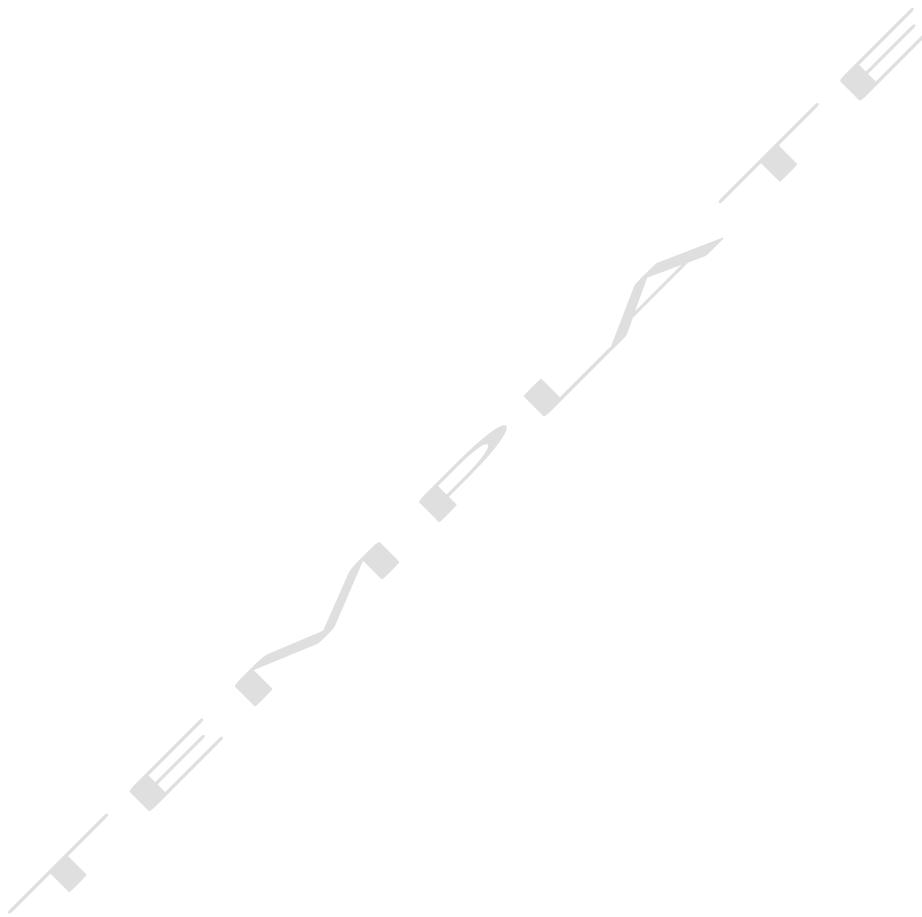
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Action 2.5 Support employees through funded programs for professional development, education, and training opportunities.		% of funding used through Professional Development Initiative (PDI)	100% of funding used	60% of funding used	100% of funding used	3% of funding used by DHSS employees 60% of funding used by the HSS System		The formal review of LEADS adoption into the NWT HSS System is still in review.	
		% of employees satisfied with learning and development opportunities available to them	70% of employees are satisfied	Program surveys have not yet been implemented.	80% of employees are satisfied	Survey launched in February 2025. Numbers can only be pulled for the HSS system for last fiscal.			
		# of post-secondary programs completed with TASP support per year	20 programs completed through TASP	13 HSS System staff completed academic or technical training programs through TASP	20 programs completed through TASP	0 of 5 DHSS employees completed academic or technical program through TASP	10 programs completed through TASP		
		# of staff who have participated in program per year	30 staff members participate in program	130 staff participated in the program	30 staff members participate in program	At this time no DHSS employees have completed this training. This training has only been offered as a pilot to a small	An evaluation process is being completed before moving ahead.	What program is this referring to?	



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	<p>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.</p>	<p>Program Status</p> <p>% of Mentors/Mentees Satisfied with Program</p> <p># of Indigenous and Northern population hired through GIP within HSS System (Avg. 4.5/year from 2018-2022)</p>	Program Established	Under development	5 Active Mentorships 80% mentor/mentee satisfaction	Under Development	Under Development		
		<p># of Indigenous employees identified for succession planning</p> <p>Department of Finance creates succession planning guide; department works with HR to develop Succession Plan</p>	Guidelines Status	Reviewed for Updates	Succession planning resources have been rolled out Succession Planning My HR (gov.nt.ca)	10% of managers have identified Indigenous employees within succession plans	Managers are working with employees to develop Succession Plans	12% managers have identified Indigenous employees	
	<p>Action 2.5: Establish and implement HSS System-wide job shadowing and observership guidelines.</p> <p>Action 2.6: Promote and utilize the Regional Recruitment Program (RRP), the Building Capacity in Indigenous Government Program</p>	# of Indigenous and Northern population hired	3 hired through RRP	0 hired through RRP	5 hired through RRP	0 hired through RRP	5 hired through RRP		



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	(BCIGP), and the Indigenous Career Gateway Program (ICGP).	through RRP within HSS System						
		# of employees accessing program	2 hired through BCIGP	0 hired through BCIGP	2 hired through BCIGP	0 hired through BCIGP	2 hired through BCIGP	
		# of Indigenous population hired through ICGP within HSS System (Avg. 4.7/year from 2018-2021, max 15 applicants for GNWT)	2 hired through ICGP	No positions currently filled using ICGP	2 hired through ICGP	0 Positions filled through ICGP in 2024-25 fiscal year	2 hired through ICGP	
		Action 2.6: Promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.	# of employees on transfer assignments (TA) or Secondments # of Indigenous employees within Middle and Senior management roles	5% of TAs filled by Indigenous employees	23.08% of TAs filled by Indigenous employees	5% of TAs filled by Indigenous employees 20.3% of TAs filled by Indigenous Aboriginal employees. 37.3% filled by Indigenous Aboriginal + Indigenous Non-Aboriginal employees	25% of TAs filled by Indigenous employees	



DEPARTMENT OF HEALTH & SOCIAL SERVICES					
INDIGENOUS EMPLOYMENT TARGETS					
EXCLUDING COVID SECRETARIAT					
	CURRENT (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	279	200	226	200	200
Indigenous Aboriginal employees	54	50	40	68	78
Net Increase Targets	-	+20	-14	+18	+10
Percentage	19%	25%	18%	34%	39%
Indigenous Aboriginal employees by job classification					
Senior Management					
Total employees	20	17	19	17	17
Indigenous employees (#)	2	3	3	3	5
Net Increase Target	-	1	+1	0	2
Indigenous employees (%)	10%	18%	16%	18%	29%
Middle Management					
Total employees	38	28	31	28	28
Indigenous employees (#)	3	3	5	5	7
Net Increase Target	-	0	+2	2	2
Indigenous employees (%)	8%	11%	16%	18%	25%
University Equivalency					
Total employees	114	113	130	113	113
Indigenous employees (#)	11	25	16	40	45
Net Increase Target	-	14	+5	15	5
Indigenous employees (%)	10%	32%	12%	35%	40%
College/Trades Equivalency					
Total employees	47	22	25	22	22
Indigenous employees (#)	7	6	5	7	8
Net Increase Target	-	2	-2	1	1
Indigenous employees (%)	15%	27%	20%	32%	36%
High School Equivalency or Below					
Total employees	60	20	21	20	20
Indigenous employees (#)	31	13	11	13	13
Net Increase Target	-	3	-20	0	0
Indigenous employees (%)	52%	65%	52%	65%	65%
<i>*Job classification definitions:</i>					
<i>Senior Management - Position belonging to DM or SRM union code.</i>					
<i>Middle Management - Position belonging to management NOC occupational code.</i>					

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