	ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
			2024/2025		2025/2026		2026/2027 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. 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* • *200 JDs for review (based on positions filled)*	*50% of JDs reviewed* *(100 JDs reviewed)*	64 JDs reviewed	*50% of JDs reviewed* *(100 JDs reviewed)*	62% (60 additional JDs reviewed for 124 total)	*Additional 60 JDs reviewed* *(184 total)*	
	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 staffing workshop training*	*75% of hiring managers have completed the training*	*58.6% of hiring managers have enrolled, 48.3% have completed the staffing workshop training.*	*75% of hiring managers have completed the training*	*53.4% of hiring managers have enrolled, 39.7% have completed the staffing workshop 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*	Under development	*100% of competitions will have ICM when requested*	100% *competitions had Indigenous representation on hiring committees when requested*	*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 requirements to ensure technical qualifications / experience do not exceed job requirements.	% of System positions up to date in screening criteria project database	100% positions up to date	See note.	100% positions up to date	100% positions up to date	100% positions up to date	*2024/2025 – Access to the DHSS vacancy information became available for review May 2024. To be included next fiscal*
	Action 1.3: Establish HSS and medical bursary programs to support Indigenous and Northern	Program status	Ongoing Program Delivery	Ongoing Program Deliver	Ongoing Program Delivery	Ongoing Program Delivery	Ongoing Program Delivery	

	ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
			2024/2025		2025/2026		2026/2027 Targets	
			Target	Status as of Q4	Target	Status as of Q4		
	students in pursuing careers in hard-to-fill HSS professions.	% of program funding utilized	90% of funding utilized	100% of funding utilized	100 of funding utilized	99% 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	To be updated for fall 2025 to coincide with start of academic year	Annually	Updated in March 2026	Annually	
		% of students satisfied with Take Our Kids to Work Day programming	90% student satisfaction	100% students satisfied	100% student satisfaction	86% of 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	13 students hired	5-7 students hired	16 students hired	18 students hired	16 summer students hired: 6 S1Ps, 1 S2Ps, 9 NPs
		% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	100% of students are Indigenous Aboriginal or Indigenous Non-Aboriginal	>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*	*7 positions are filled with Indigenous eligibility lists*	2 positions filled with Indigenous eligibility lists 2024-25 fiscal year	7 positions are filled with eligibility lists	0 filled with Indigenous eligibility lists 2025-26 fiscal year	*7 positions are filled with Indigenous eligibility lists*	*5 NPs*
GOAL 2:	**Action 2.1:** Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	*% of employees who have completed the Living Well together training*	*90% of employees have completed training*	93.2% of employees have enrolled, 80.0% have completed ICAST training.	92% of employees have completed training	94.1% of employees have enrolled, 81.8% have completed the training	92% of employees have completed training	
	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	% of senior management to participate in at least one discussion circle	95% attended workshop	Discussion circles were not held during 2024/25	Revisit the use of the Discussion Circle for 2025/26	On hold	Under review	Due to turnover, this initiative has not progressed. It is being assessed now to determine next steps

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
teams to debrief specified modules from the GNWT Living Well Together Training to critically reflect on their role as leaders to address systemic racism.							
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	95% have attended training	Facilitators have been trained and new CSAR training will be introduced in 2025/26	80% have attended training	Revisiting how the metrics will be collected to report on action item	Under review	*The training was paused for more than a year, with a pilot session in July 2025 and recommencement of regular sessions in 2026.*
Action 2.3: Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	*% of employees who have completed the Equitable Workplace training* *# of sessions available*	*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	18.5% enrolled, 11.1% completed	Equitable workplace training has been paused. New targets will be set with the development of the new training.	
Action 2.3: Ensure employees complete the Mitigating Unconscious Bias training	*% of employees who have completed the training*	*Not previously reported*	*12.7% of employees have enrolled, 4.9% have completed mitigating unconscious bias training.*	Not previously reported	15.5% of employees have enrolled, 6.8% have completed the training	15% of employees have completed the Mitigating unconscious bias 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*	*30% of departing employees complete an exit interview*	71% exit surveys completed by departing DHSS employees	100% of departing employees are given the offer to	33% of departing DHSS completed an exit survey	100% of departing employees are given the offer to complete the	*NTHSSA was notified of 12 departures; of the 12 departures, 4 exiting staff responded.*

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
discrimination, harassment and cultural insensitivity.				complete exit interviews		GNWT exit interviews	*GNWT has launched an Exit interview, where GNWT Exit interview statistics will be used for 2026/2027.*
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	Program is accessible on an as needed basis	2024-25 DHSS Staff Wellness Support Survey ran from February 7 to March 31, 2025.	Survey and analysis completed	A 2025-26 Wellness Survey was not conducted. 2024-25 had poor uptake. DHSS will review new EESS and determine new measures for 2026-27.	Survey and analysis completed	*2023-24 update based on DHSS Staff Wellness Support Survey administered in 2023-24.*
	Annual survey response rate	60% survey response	16 of 226 employees (7%) responded to the 2024-25 DHSS Wellness Support Survey.	25% survey response	A 2025-26 Wellness Survey was not conducted. 2024-25 had poor uptake. DHSS will review new EESS and determine new measures for 2026-27.	DHSS proposes to review new EESS and determine new measurements for 2026-2027 fiscal year	*2023-24 update based on DHSS Staff Wellness Support Survey administered in 2023-24.* *Check if DHSS Wellness survey was administered in 2024-25*
	Quarterly community connection check-ins	Complete quarterly	In development	In development	Met quarterly for the community connections	Maintain quarterly check in	
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.	Community of Practice (CoP) Status	COP established and implemented	The name of this program is Connection Community, and	Four Connection Communities held during 2025/26	50% (2 sessions) were held in 2025-26	Connection Communities – hold 3 sessions for engagement on	

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
			one has been delivered for 2024/25			best practices on Lateral Violence training with a community-driven focus.	
Action 2.4: Introduce entry surveys, to better understand the attraction, recruitment, and onboarding experiences of new employees.	% of new hires who completed survey and/or interview	50% entry surveys completed	32% entry surveys completed	50% entry surveys completed	45.5% response rate (2025/26FY)	50% entry surveys completed	
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.	*# of employees accessing program*	*3 employees from department have accessed IDTP*	10 employees from department have accessed IDTP	5 employees from department have accessed IDTP	5 employees from department have accessed IDTP	5 employees from department have accessed IDTP	
Action 2.5: Access Finance's Indigenous mentorship program for informal on-the-job training.	*# of employees accessing program* *# of succession plans*	*10% of Indigenous employees are participating in the program in some capacity*	Remains under development with DFIN. Aim to launch next fiscal.	*10% of Indigenous employees are participating in the program in some capacity*	Indigenous Mentorship Program launched in Feb 2026. No participants from HSS this year.	*1 employee participate in the Indigenous Mentorship Program*	
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	3% of funding used by DHSS employees 60% of funding used by the HSS System	100% of funding used	9% of funding used by DHSS employees 68% of funding used by the HSS System	Reporting metric under review	HSS System continues to financially support staff in identified development activities.
	% of employees satisfied with learning and development opportunities available to them	80% of employees are satisfied	76.4% of employees satisfied with PDI support	80% of employees are satisfied	80% of employees are satisfied with PDI support	80% of employees are satisfied	

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
	# of post-secondary programs completed with TASP support per year	20 programs completed through TASP	0 of 5 DHSS employees completed academic or technical program through TASP	10 programs completed through TASP	0 of 3 DHSS employees completed academic or technical program through TASP	Reporting metric under review	
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.	% of Mentors/Mentees Satisfied with Program	5 Active Mentorships 80% mentor/mentee satisfaction	Under Development	Under Development	Program on hold	Under review	A delay was experienced in developing the HSS Youth Mentorship Program due to competing demands.
	# of Indigenous and Northern population hired through GIP within HSS System *(Avg. 4.5/year from 2018-2022)*	6 hired	This is not related to the Grad Transition Program – this is the GNWT Internship Program. For GIP: 5 hired (3 DHSS, 2 NTHSSA)	Not previously reported	2 DHSS Interns	2 interns hired	
Action 2.5: Work with HR on succession planning with a focus on Indigenous employee development.	*# of Indigenous employees identified for succession planning*	*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	Managers are working with employees to develop Succession Plans	Reporting metrics under review	
Action 2.5: Establish and implement HSS System-wide job shadowing and observership guidelines.	Guidelines Status	Guidelines Reviewed for Updates	Ongoing program delivery	Not previously reported	Guidelines reviewed,	Ongoing program delivery	

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
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		Target	Status as of Q4	Target	Status as of Q4		
					ongoing program delivery		
Action 2.6: Promote and utilize the Regional Recruitment Program (RRP), the Building Capacity in Indigenous Government Program (BCIGP), and the Indigenous Career Gateway Program (ICGP).	# of Indigenous and Northern population hired through RRP within HSS System	5 hired through RRP	0 hired through RRP	5 hired through RRP	0 hired through RRP	1 hired through RRP	
	# of employees accessing program	2 hired through BCIGP	O hired through BCIGP	2 hired through BCIGP	0 Secondments through BCIG	1 secondment through BCIG	
	# 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	0 Positions filled through ICGP in 2024-25 fiscal year	2 hired through ICGP	2 positions filled using ICGP in 2025-2026 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*	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	28.1% of TAs filled by Indigenous employees	35% of TAs filled by Indigenous employees	

DEPARTMENT OF HEALTH & SOCIAL SERVICES
INDIGENOUS EMPLOYMENT TARGETS
EXCLUDING COVID SECRETARIAT

	PREVIOUS TERM RESULTS (By March 31st, 2024)	CURRENT RESULTS (By March 31st 2026	SHORT-TERM TARGETS (By March 31, 2026)	MEDIUM TERM TARGETS (By March 31, 2028)
Staffed positions				
All filled positions	200	237	200	200
Indigenous Aboriginal employees	50	51	68	78
Net Increase Targets	+20	+1	+18	+10
Percentage	25%	21.5%	34%	39%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	17	23	17	17
Indigenous employees (#)	3	3	3	5
Net Increase Target	1	-	0	2
Indigenous employees (%)	18%	13%	18%	29%
Middle Management				
Total employees	28	39	28	28
Indigenous employees (#)	3	7	5	7
Net Increase Target	0	+4	2	2
Indigenous employees (%)	11%	17.9%	18%	25%
University Equivalency				
Total employees	113	116	113	113
Indigenous employees (#)	25	20	40	45
Net Increase Target	14	-5	15	5
Indigenous employees (%)	32%	17.2%	35%	40%
College/Trades Equivalency				
Total employees	22	33	22	22
Indigenous employees (#)	6	6	7	8
Net Increase Target	2	-	1	1
Indigenous employees (%)	27%	18.2%	32%	36%
High School Equivalency or Below				
Total employees	20	26	20	20
Indigenous employees (#)	13	15	13	13
Net Increase Target	3	+2	0	0
Indigenous employees (%)	65%	57.7%	65%	65%

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

NOTES:

****Long term targets are being considered and will be updated in the next reporting period**