



13.3	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES	
			2022/2023		2023/2024			2024//2025
			Target	Results	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. 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"> <li>200 JDs for review (based on positions filled)</li> </ul>	15% of JDs reviewed  (30 JDs Reviewed)	Job Description Guide Launched  35of JDs reviewed	35% of JDs reviewed  (70JDs reviewed)	76 JDs reviewed	50% of JDs reviewed  (100 JDs reviewed)	HSS commitment statements to cultural safety and anti-racism workshops were on hold for 2023-24 due to capacity. These will continue in 2024-25.
	<b>Action 1.2:</b> 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	Training launch	Hiring Managers training launched  13.7% of employees have completed 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	
	<b>Action 1.2:</b> Include Indigenous representation on hiring committees for all senior management positions.	# of competitions with Indigenous representation on the hiring committee	Department of Finance to develop process to request Indigenous Representation on Hiring Committees	Under development	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	
	<b>Action 1.1:</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	See note.	100% positions up to date	Access to the DHSS vacancy information became available for review May 2024. This will be included next fiscal.
		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.



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<p><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.</p>	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%	0%	80% of funding utilized	91% of funding utilized	90% of funding utilized	The NWT HSS Bursary program was successfully established for the 23/24 school year, supporting 55 students.	
<p><b>Action 1.3:</b> Promote HSS professions in the NWT to Indigenous and Northern youth and student through focused outreach initiatives.</p>	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% student satisfaction	93% of students satisfied in 2022 TOKTWD	90% student satisfaction	100% (in-person) 50% (virtual)	90% student satisfaction	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 due to funding constraints.	
<p><b>Action 1.3:</b> Hire eligible Indigenous and Northern post-secondary students through the Summer Student Employment Program.</p>	# of students hired (84 avg. 2016-2020)	2-4 students hired	15 students hired	2-4 students hired	17 students hired	2-4 students hired		
	% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	99% are Indigenous or Northern Students	>95% are Indigenous or Northern students	100% are Indigenous or Northern students	>95% are Indigenous or Northern students		



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		% of students who join Talent Network	4.5% join Talent Network	0%	4.5% join Talent Network	N/A	4.5% join Talent Network	New method(s) of tracking student engagement in development.
	<b>Action 1.3:</b> Review Indigenous eligibility lists for pre-qualified candidates prior to initiating a job competition.	<i># of positions filled without a competition</i>  <i>Increase of Indigenous hires within department</i>  <i>Increased number of candidates added to database</i>	<i>Launch of eligibility database</i>	Under development	<i>5 positions are filled with eligibility lists</i>	Under development	<i>7 positions are filled with eligibility lists</i>	
<b>GOAL 2: Indigenous Leadership</b>	<b>Action 2.1:</b> Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	<i># of employees who have completed the training</i>	<i>80% of employees have completed training</i>	86.9% of employees have completed training	<i>85% of employees have completed training</i>	85.3% of employees have completed training	<i>90% of employees have completed training</i>	2023/2024 Note – Although not included in target 2.8% of employees have completed (mitigating unconscious bias)
	<b>Action 2.1:</b> 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	0% attended workshop	50%	50% attended workshop	50% attended workshop	95% attended workshop	
	<b>Action 2.1:</b> 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	25% have attended training	39%	50% have attended training	77% have attended training	95% have attended training	
	<b>Action 2.3:</b> Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	<i># of employees who have completed the training</i> <i># of sessions available</i>	<i>10% of employees have completed training</i>	20.8% of employees have completed training	<i>15% of employees have completed training</i>	8.5% of employees have completed training	<i>20% of employees have completed training</i>	



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<p><b>Action 2.4:</b> Ensure employees complete exit interview process that includes questions about employee experiences with bias, racism, discrimination, harassment and cultural insensitivity.</p>	<p># of exit interviews completed with employees who leave their position</p>	<p>Department of Finance develops exit interview process</p>	<p>Under development</p>	<p>25% of departing employees complete an exit interview</p>	<p>Still with Department of Finance - under development and launched in 2024-25</p>	<p>30% of departing employees complete an exit interview</p>		
<p><b>Action 2.4:</b> Provide exit surveys and/or interviews to 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.</p>	<p>% of exits who completed survey and/or interview</p>	<p>20% exit surveys completed</p>	<p>16% of Exit Interviews completed by DHSS Staff.</p>	<p>35% exit surveys completed</p>	<p>40% exit surveys completed</p>	<p>50% exit surveys completed</p>		
<p><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.</p>	<p>Updated Core Competency Model</p>	<p>Discussion and review of Core Competency Model</p>	<p>Action complete</p>	<p>Core Competency Model Updated</p>	<p>Complete</p>	<p>Core Competency Model Updated</p>	<p>7th GNWT core competency established and titled “Inclusive Leadership” and focuses on different forms of oppression, including racism.</p>	
<p><b>Action 2.4:</b> Provide a formal welcome and introduction to employees new to the NWT HSS System, through a HSS Centralized Orientation Program.</p>	<p>% of new employees to DHSS completing orientation</p>	<p>-Development</p>	<p>Under Development</p>	<p>Under development</p>	<p>Under development</p>	<p>Program is accessible on an as needed basis.</p>	<p>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.</p> <p>While this training heavily focuses on the NTHSSA structure, DHSS</p>	



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							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	-Development	Under Development	Under development	Under development	90%	
	<b>Action 2.4:</b> 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	Development	Under Development	50%	Under development	80%	HSS System Onboarding Framework is in development with an anticipated launch date in the 2024-25 fiscal year.
		% of employees satisfied with onboarding for all 3 check-ins	Development	Under Development	70%	Under development	90%	
	<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	Development	Strategy in Development	Survey and analysis completed	Survey and analysis completed	Program is accessible on an as needed basis	Update based on DHSS Staff Wellness Support Survey administered in 2023-24.
		Annual survey response rate			40% survey response	25% (based off 226 employees, doesn't include casuals)	60% survey response	Update based on DHSS Staff Wellness Support Survey administered in 2023-24.
		Quarterly culture pulse check-ins			In development	In development	Complete quarterly	
	<b>Action 2.4:</b> 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	Initial planning workshop	TOR developed and approved by IAB (completed)	TOR approved by IAB	TOR developed and completed	COP established and implemented	
	<b>Action 2.4:</b> Introduce entry surveys, to better understand the attraction, recruitment, and onboarding experiences of new employees.	% of new hires who completed survey and/or interview	Programs Implemented	Program implemented. 35.5% completion rate	30% entry surveys completed	See note.	50% entry surveys completed	DHSS % not available in 2023/24 but will be available in 2024/25.



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			(April 1 – Dec. 31, 2022)					
	<b>Action 2.5:</b> Ensure Indigenous employees are aware of and apply to the Indigenous Management Development and Training Program, and that it is fully subscribed.	<i># of employees accessing program</i>	<i>2 employees from department have accessed IMDTP</i>	3 employees have accessed IMDTP	<i>2 of employees from department have accessed IMDTP</i>	2 employees have accessed IMDTP (IDTP)	<i>3 of employees from department have accessed IMDTP</i>	
	<b>Action 2.5:</b> Access Indigenous mentorship program for informal on-the-job training.	<i># of employees accessing program</i> <i># of succession plans</i>	<i>Department of Finance develops and promotes Indigenous Mentorship Program</i>	Under development	<i>Department of Finance develops and promotes Indigenous Mentorship Program</i>	Remains under development with DFIN. Aim to launch next fiscal.	<i>10% of Indigenous employees are participating in the program in some capacity</i>	
	<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	Still under development with Department of Finance	Program implementation	
		% of new managers with mentor					30% managers with mentors	
	<b>Action 2.5:</b> 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.	<i># of indigenous employees who identify career pathways and training needs in their Learning and Development Plan</i>	<i>10% of Indigenous employees have identified a career path</i>	N/A	<i>20% of Indigenous employees have identified a career path</i>	20% of Indigenous employees have identified a career path	<i>30% of Indigenous employees have identified a career path</i>	
	<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	Under Development	40% managers complete applicable program	Remains under development (DFIN)	60% 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	Remains under development (DFIN)	90% managers satisfied	



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<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. 0 from DHSS.	
	% of program funding used	0% of funding used	Under Development	80% of funding used	13% of funding used	100% of funding used	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 employees through funded programs for professional development, education, and training opportunities.	% of funding used through Professional Development Initiative (PDI)	100% of funding used	60%	100% of funding used	60% of funding used	100% of funding used	17 DHSS employees accessed PDI.	
	% of funding used through Targeted Academic Support Program (TASP)	100% of funding used	57%	100% of funding used	68% of funding used	100% of funding used	1 DHSS employee received TASP funds in 2023/24.	
	% of employees satisfied with learning and development opportunities available to them	60% of employees are satisfied	56.7% of employees are satisfied	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 Graduate	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. 1 DHSS employee completed TASP program.	
<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	50 staff members participate in program	Refer to NTHSSA reporting	30 staff members participate in program	130 staff participated in the program	30 staff members participate in program	The HSS System continues to partner with Aurora College to deliver an online training and development competency program to support the development of our Community	



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							Health Nurse workforce.		
	<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 HSS Youth Mentorship Program for Indigenous and Northern students and youth with an advanced interest in HSS careers.	Program Status	Program Established	Under development  (Fall 2023 launch anticipated)	Program Established	Under development	5 Active Mentorships	A delay was experienced in developing the HSS Youth Mentorship Program due to competing demands. Will be finalized in summer 2024.	
% of Mentors/Mentees Satisfied with Program		80% mentor/mentee satisfaction							
	<b>Action 2.5:</b> Establish, implement and promote a Graduate Transition Program, geared towards the successful onboarding and transition of Indigenous and Northern students into the HSS System.	Program Status	Program Established	Program cancelled. Made redundant with the creation of other programs.	Ongoing Program Delivery	N/A	Ongoing Program Delivery		
		% of Program Funding Utilized			90% of funding utilize	N/A	100% of funding utilized		
		% of recipients who agreed they had support required at end of program			0%	75% recipients felt supported	N/A	90% recipients felt supported	
		# of Indigenous and Northern population hired through GIP within HSS System (Avg. 4.5/year from 2018-2022)			6 hired	6 hired	N/A	6 hired	
	<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	Succession planning resources have been rolled out <a href="#">Succession Planning   My HR (gov.nt.ca)</a>	10% of managers have identified Indigenous employees within succession plans		



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<p><b>Action 2.5:</b> Establish and implement HSS System-wide job shadowing and observership guidelines.</p>	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. DHSS can support job shadowing through this program, but in 2023/24 no clinical observerships or job shadowing occurred that was supported by DHSS employees.	
<p><b>Action 2.6:</b> Promote and utilize the Regional Recruitment Program (RRP), the Building Capacity in Indigenous Government Program (BCIGP), and the Indigenous Career Gateway Program (ICGP).</p>	# of Indigenous and Northern population hired through RRP within HSS System	1 hired through RRP	0 hired through RRP	3 hired through RRP	0 hired through RRP	5 hired through RRP		
	# of employees accessing program	-	1 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)	1 hired through ICGP	2 hired through ICGP	2 hired through ICGP	No positions currently filled using ICGP	2 hired through ICGP		
<p><b>Action 2.6:</b> Promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.</p>	<p># of employees on transfer assignments (TA) or Secondments</p> <p># of Indigenous employees within Middle and Senior management roles</p>	<p>Minimum of 5% of TAs filled by Indigenous employees</p>	<p>24.32% of TAs filled by Indigenous employees</p>	<p>5% of TAs filled by Indigenous employees</p>	<p>23.08% of TAs filled by Indigenous employees</p>	<p>5% of TAs filled by Indigenous employees</p>		



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)
<b>Staffed positions</b>					
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%
<b>Indigenous Aboriginal employees by job classification</b>					
<b>Senior Management</b>					
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%
<b>Middle Management</b>					
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%
<b>University Equivalency</b>					
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%
<b>College/Trades Equivalency</b>					
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%
<b>High School Equivalency or Below</b>					
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>					

**NOTES:**