



	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 and updated <ul style="list-style-type: none">108 active JDs to be reviewed	50% of JDs reviewed	52% of JDS have been or are in the process of being reviewed.	75% of JDs reviewed	85% of JDs reviewed	90% of 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	40% completion	18.5% of hiring managers have completed the Staffing Workshop Training 8.4% of employees have completed the Mitigating Unconscious Biases Training	25% of Hiring Managers have completed the Staffing Workshop training 15% of employees have completed the Mitigating Unconscious Biases training	62.9% of Hiring Managers have enrolled, 51.4% have completed the Staffing Workshop training. 7.6% have completed Mitigating Unconscious Bias training.	60% of Hiring Managers have completed the Staffing Workshop Training. 10% of employees have completed the Mitigating Unconscious Biases Training.	2023/2024 Note – targets are adjusted for 2024/2025 based on the data collected in 2023/24. 2024/25 Note - The staffing workshop is an online self-study course. Mitigating Unconscious Bias training is an online, instructor-led course that was offered 7 times in 2024/25. It is currently planned to be offered 4 times in 2025 with a total of 84 registrations available to all GNWT employees. Note that this target will differ from our HR Implementation Plan target as the course was only recently opened for registration.



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	Action 1.3: Review Indigenous eligibility database for pre-qualified candidates prior to initiating a job competition.	# of positions filled without a competition	1 position filled with eligibility lists, subject to qualified candidates	0 positions filled through eligibility with Indigenous applicants	1 position filled with eligibility lists, pending development of database by the Department of Finance, subject to qualified candidates	0 positions filled through eligibility lists	1 position filled with eligibility lists, pending development of database by the Department of Finance, subject to qualified candidates	2023/2024 Note – targets are adjusted for 2024/2025 based on the data collected in 2023/24.
GOAL 2: Indigenous Leadership	Action 2.1: All employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	# of employees who have completed the training	90% employees have completed training	90.8% of active employees have completed the training	95% employees have completed training	90.8% of employees have enrolled, 84.9% have completed ICAST training.	95% of employees have completed ICAST training	2024/25 Note - This is an online self-study course.
	Action 2.3: All employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	% of employees who have completed the training	50% of employees have completed training	73% of employees have completed the training. 33% of Managers have completed the training.	75% of employees have completed training 40% of Managers have completed the training.	18.1% completed Managers – 33.3% completed	Employees: 18.1% completed Managers: 33.3% completed	2023/2024 Note – targets are adjusted for 2024/2025 based on the methodology changing for how this data is reported. Data for 2023/24 should not be compared with 2022/23 data for this reason. 2024/25 Note - Equitable workplace training is an instructor-led course for both employees and managers. It was held 5 times in 2024/25. There are no courses currently scheduled nor planned for 2025/26 with no ETA on when courses might be added.



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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	Under Development	100% of departing employees who want to complete / are able to complete an exit interview, are completed	Department of Finance is still working to develop its exit interview process	Department of Finance develops and launches exit interview process across the GNWT	
	Action 2.5: Indigenous non-SRM employees are aware of and apply to the Indigenous Development and Training Program (IDTP).	# Indigenous employees accessing IDTP	1 Indigenous employee has accessed IDTP, subject to employee interest to take program	1 Indigenous employee has accessed IDTP	1 Indigenous employee has accessed IDTP, subject to employee interest to take program	2 Indigenous employees have accessed IDTP	2 Indigenous employees have accessed IDTP, subject to employee interest to take program	
	Action 2.5: Indigenous employees access Indigenous mentorship program for informal on-the-job training.	% of Indigenous employees who are accessing the mentorship program, who want to access it	Department of Finance develops and promotes Indigenous Mentorship Program	Under development	15% of Indigenous employees are participating in the program in some capacity, subject to Indigenous employees wanting to participate	Program under development	Department of Finance develops and promotes Indigenous Mentorship Program	



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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.	Career development resources are shared with 100% Indigenous employees via at least two internal channels.	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, subject to employees wanting to identify a career path	Succession Planning/Career Pathing for GNWT Employees presentation was provided to MACA SMC.	All employees will be informed of career development supports and tools available to them, including how to document career aspirations in their performance development plans. A prompt for career path discussions will be provided to supervisors for integration into all performance development conversations.	



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	Action 2.5: Work with HR on succession planning with a focus on Indigenous employee development.	% of Indigenous employees identified for succession planning	Department works with HR to develop Succession Plan	Under development	10% of Indigenous employees identified for succession planning	Succession Plan under development.	Develop the foundational elements of a department-wide succession plan to support long-term workforce continuity. This includes assessing critical roles and risk areas, and working with all divisions to identify positions vulnerable to retirement or turnover.	
	Action 2.6: Use the Indigenous Career Gateway Program (ICGP).	# of vacancies filled using ICGP	Minimum 2 vacancy filled using the ICGP	1 position filled using ICGP	Minimum 2 vacancy filled using the ICGP	0 positions filled using ICGP in 2024-25 fiscal year	Minimum 1 vacancy filled using the ICGP	



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	Action 2.6: Promote the use of transfer assignments (TAs) and cross-training to encourage mobility and development for Indigenous employees.	# of TAs or secondments filled by Indigenous employees	Minimum 2 TA or secondment filled by Indigenous employee	1 TA filled by Indigenous Aboriginal employee	Minimum 2 TA or secondment filled by Indigenous employee	36.4% of TAs filled by Indigenous Aboriginal employees (4 total). 63.6% filled by Indigenous Aboriginal + Indigenous Non-Aboriginal employees.	Minimum 3 TA or secondment filled by Indigenous Aboriginal employees	2023/2024 Note – although not included in targets, MACA supported 1 BCIG secondment in the 2023/2024 fiscal year due to a 2-year secondment agreement signed in 2022/2023



DEPARTMENT OF MUNICIPAL & COMMUNITY AFFAIRS
INDIGENOUS EMPLOYMENT TARGETS

	CURRENT (March 31, 2022)	SHORT-TERM (By March 31, 2024)	RESULTS SHORT-TERM TARGET	MEDIUM-TERM (By March 31, 2026)	LONG-TERM (By March 31, 2028)
Staffed positions					
All filled positions	108	108	123	123	123
Indigenous Aboriginal employees	26	30	28	34	37
Net Increase Targets	-	+4	+2	+8	+11
Percentage	24%	28%	23%	28%	30%
Indigenous Aboriginal employees by job classification					
Senior Management					
Total employees	14	14	15	15	15
Indigenous employees (#)	4	5	5	6	7
Net Increase Target	-	+1	+1	+2	+3
Indigenous employees (%)	29%	36%	33%	40%	47%
Middle Management					
Total employees	20	20	19	19	19
Indigenous employees (#)	7	7	5	5	6
Net Increase Target	-	0	-2	-2	-1
Indigenous employees (%)	35%	35%	26%	26%	32%
University Equivalency					
Total employees	41	41	50	50	50
Indigenous employees (#)	8	8	11	13	14
Net Increase Target	-	0	+3	+5	+6
Indigenous employees (%)	20%	20%	22%	26%	28%
College/Trades Equivalency					
Total employees	17	17	21	21	21
Indigenous employees (#)	4	5	5	8	8
Net Increase Target	-	+1	+1	+4	+4
Indigenous employees (%)	24%	29%	24%	38%	38%
High School Equivalency or Below					
Total employees	16	16	18	18	18
Indigenous employees (#)	3	5	2	2	2
Net Increase Target	-	+2	-1	-1	-1
Indigenous employees (%)	19%	31%	11%	11%	11%

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