	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.	% of job descriptions (JDs) reviewed and updated • 108 active JDs to be reviewed	75% of JDs reviewed	85% of JDs reviewed	90% of JDs reviewed	69% of JDs reviewed	80% of JDs reviewed	Methodology for this measure has been revised in 2025/26 to improve accuracy. Previous reporting was based on the number of job descriptions submitted for Job Evaluation (JE) each year. However, the same job description may be submitted for JE multiple times, resulting in potential duplication. To establish a more accurate baseline, an inventory of active job descriptions was completed using the publicly posted GNWT job descriptions. Results from previous years should not be directly compared to 2025/26 results due to the methodology change. The inventory will be shared with SMC to support prioritization of remaining job description reviews.
	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	25% of Hiring Managers have completed the Staffing Workshop training	62.9% of Hiring Managers have enrolled, 51.4% have completed the Staffing Workshop training.	60% of Hiring Managers have completed the Staffing Workshop Training.	62% of Hiring Managers have completed the Staffing Workshop Training.	70% of Hiring Managers have completed the Staffing Workshop Training.	The staffing workshop is an online self-study course. The 2026/27 target reflects continued promotion to hiring managers and is intended to build on the 2025/26 completion rate.

	ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
			2024/2025		2025/2026		2026/2027 Targets	
			Target	Status as of Q4	Target	Status as of Q4		
	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, 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	No positions were filled through the Indigenous Eligibility List in 2025/26. The Department of Finance established the Indigenous Eligibility List on April 23, 2026, after the end of the reporting period.	1 position filled through the Indigenous Eligibility List or Indigenous Pre-Qualified Candidate List, subject to qualified candidates and staffing opportunities.	Results depend on staffing opportunities and the availability of qualified candidates through the Indigenous Eligibility List or Indigenous Pre-Qualified Candidate List. Because the Indigenous Eligibility List was established after the 2025/26 reporting period, 2026/27 will provide the first opportunity to track departmental use of this tool.
GOAL 2: Indigenous	**Action 2.1:** All employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	% of employees who have completed the Living Well Together training	95% employees have completed training	90.8% of employees have enrolled, 84.9% have completed Living Well Together training.	95% of employees have completed Living Well Together training	93% of employees have completed Living Well Together training	95% of employees have completed Living Well Together training.	Note - This is an online self-study course. While the department continues to promote completion of Living Well Together training, maintaining 100% completion at all times may be challenging in a dynamic workforce due to ongoing hiring and employee turnover. A target of 95% reflects sustained compliance while allowing for normal onboarding and workforce transitions.

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
Action 2.3: All employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	% of employees who have completed the Equitable Workplace 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	Employees: 20% completed Managers: 29% completed	Equitable workplace training has been paused. New targets will be set with the development of the new training.	Equitable Workplace training is an instructor-led course for employees and managers. The training was not offered in 2025/26 and is currently paused; therefore, a new completion target will be set once replacement or updated training is available.
Action 2.3: Ensure employees complete the Mitigating Unconscious Bias training	*% of employees who have completed the Mitigating Unconscious Bias training*	15% of employees have completed the Mitigating Unconscious Biases training	7.6% have completed Mitigating Unconscious Bias training.	10% of employees have completed the Mitigating Unconscious Biases Training.	11% of employees have completed the Mitigating Unconscious Biases Training	13% of employees have completed the Mitigating Unconscious Biases Training.	Mitigating Unconscious Bias training is an online, instructor-led course. Participation is dependent on course availability, registration capacity, and employee access to training opportunities. While the course has been offered twice during 2026/27, future offerings have not yet been confirmed. The target reflects the department's limited ability to influence training availability. The course was offered ~7 times in 2024/25 and ~6 times in 2025/26..

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
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	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	Department of Finance is still working to develop its exit interview process	Launch and promote the GNWT exit interview process to managers and establish a departmental baseline participation rate for future target-setting.	Exit interviews are voluntary and administered independently of departmental management. Managers and supervisors must not request or collect exit interview feedback directly. Because the GNWT process launched in June 2026, 2026/27 will be used to establish a departmental baseline and identify opportunities to improve awareness and participation.
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 in the program	2 Indigenous employees have accessed IDTP	2 Indigenous employees have accessed IDTP, subject to employee interest in the program	3 employees have accessed IDTP	3 Indigenous employees have accessed IDTP, subject to employee interest in the program	Participation in the Indigenous Development and Training Program is dependent on employee interest, eligibility, and available opportunities. The target reflects historical participation levels and MACA's ongoing efforts to promote employee development opportunities.
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	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	Department of Finance launched the Indigenous Mentorship Program in January 2026.	Establish a departmental baseline for Indigenous employee participation in the Indigenous Mentorship Program, subject to employee interest and the GNWT program process.	The Department of Finance launched the Indigenous Mentorship Program in January 2026. Participation is voluntary and depends on employee interest, capacity, mentor availability, and the broader GNWT program process. Because no MACA employees registered in 2025/26, 2026/27 will be used to establish a departmental baseline for future target-setting.

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
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.	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.	Career development resources were promoted to departmental leaders through a succession planning workshop and supporting communications. Managers were encouraged to discuss career aspirations and development opportunities with employees and to share available career-pathing resources as appropriate.	Share career development resources with 100% of Indigenous employees through at least two internal channels and provide annual guidance to supervisors to support career-path and development discussions.	While the presentation was scheduled for late 2025/26, delivery was deferred to 2026/27 due to agenda constraints late in the fiscal year. The 2026/27 target reflects the next stage of implementation and will establish the baseline needed for future percentage-based reporting.

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
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 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.	Drafted a succession planning workshop for senior leaders focused on identifying priority positions, assessing succession risk, and considering development opportunities for potential successors, including Indigenous employees who may be interested in future leadership or hard-to-fill roles. The workshop incorporated a structured approach to identifying priority positions and workforce vulnerabilities	Deliver the department-wide succession planning workshop; identify priority roles and succession risks across all divisions and regions; begin succession plans for identified priority roles; and establish a baseline for Indigenous employees identified through succession planning.	While the presentation was scheduled for late 2025/26, delivery was deferred to 2026/27 due to agenda constraints late in the fiscal year.

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
Action 2.6: Use the Indigenous Career Gateway Program (ICGP).	# of vacancies filled using ICGP	Minimum 2 vacancies filled using the ICGP	0 positions filled using ICGP in 2024-25 fiscal year	Minimum 1 vacancy filled using the ICGP	1 position filled using ICGP in 2025-2026 fiscal year	Minimum 2 vacancies filled using the ICGP	Results depend on staffing opportunities, position suitability, and the availability of eligible candidates through the Indigenous Career Gateway Program. The 2026/27 target reflects continued promotion of the program while recognizing that use of the program is opportunity-dependent.
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 TAs or secondments 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 TAs or secondments filled by Indigenous Aboriginal employees	6 TAs/Secondments filled by Indigenous Aboriginal Employees (27.3% of all departmental TAs/Secondments)	Minimum 5 TAs or secondments filled by Indigenous employees.	Transfer assignments and secondments continue to be promoted as development tools to support employee growth and succession planning. Participation is dependent on operational requirements, employee interest, and the availability of suitable opportunities. The 2026/27 target reflects recent results while recognizing that opportunities vary year to year.

DEPARTMENT OF MUNICIPAL & COMMUNITY AFFAIRS

INDIGENOUS EMPLOYMENT TARGETS

	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	108	130	123	123
Indigenous Aboriginal employees	30	44	34	37
Net Increase Targets	+4	+18	+8	+11
Percentage	28%	33%	28%	30%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	14	17	15	15
Indigenous employees (#)	5	7	6	7
Net Increase Target	+1	+3	+2	+3
Indigenous employees (%)	36%	41.2%	40%	47%
Middle Management				
Total employees	20	18	19	19
Indigenous employees (#)	7	10	5	6
Net Increase Target	0	+3	-2	-1
Indigenous employees (%)	35%	33.3%	26%	32%
University Equivalency				
Total employees	41	55	50	50
Indigenous employees (#)	8	16	13	14
Net Increase Target	0	+8	+5	+6
Indigenous employees (%)	20%	29%	26%	28%
College/Trades Equivalency				
Total employees	17	24	21	21
Indigenous employees (#)	5	11	8	8
Net Increase Target	+1	+7	+4	+4
Indigenous employees (%)	29%	45.8%	38%	38%
High School Equivalency or Below				
Total employees	16	16	18	18
Indigenous employees (#)	5	4	2	2
Net Increase Target	+2	+1	-1	-1
Indigenous employees (%)	31%	25%	11%	11%

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

Notes:

Current results reflect the workforce profile as of March 31, 2026. Changes in total filled positions, classification distribution, and workforce composition may affect percentages and net increase targets year over year. Current results may exceed short- and medium-term targets due to workforce growth, classification changes, and changes in the distribution of filled positions across job categories. Long-term targets remain under review and will be updated in the next reporting period.