



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES	
			2022/2023		2023/2024			2024/2025
			Target	Results	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 	25% of JDs reviewed	33% of JDs reviewed	50% of JDs reviewed	52% of JDS have been or are in the process of being reviewed.	75% 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	Training launched by Department of Finance	Hiring Managers Training Launched in September 2022 16.8% of hiring managers have completed the Staffing Workshop 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	2022/2023 Note – Targets are adjusted based on the baseline data collected in 2022/23. 2023/2024 Note – targets are adjusted for 2024/2025 based on the data collected in 2023/24.



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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	Launch of eligibility database by Department of Finance	Under development	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	2023/2024 Note – targets are adjusted for 2024/2025 based on the data collected in 2023/24.
GOAL 2: Indigenous	Action 2.1: All employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	# of employees who have completed the training	85% of employees have completed training	87% of employees completed training	90% employees have completed training	90.8% of active employees have completed the training	95% employees have completed training	
	Action 2.3: All employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	% of employees who have completed the training	10% of employees have completed training	39.5% of employees completed 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.	2022/2023 Note – Targets are adjusted based on the baseline data collected in 2022/23. 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.



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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	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	
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 have accessed IDTP, subject to employee interests to take program	0	1 Indigenous employees have accessed IDTP, subject to employee interest to take program	1 Indigenous employees has accessed IDTP	1 Indigenous employees have accessed IDTP, subject to employee interest to take program	2022/2023 Note – Targets are adjusted based on the baseline data collected in 2022/23.
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	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	



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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.	% of Indigenous employees who identify career pathways and training needs in their Learning and Development Plan	<i>Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan</i>	Under development	<i>Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan</i>	Under development	10% of employees have identified a career path, subject to employees wanting to identify a career path	
Action 2.5: 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 works with HR to develop Succession Plan	Under development	10% of Indigenous employees identified for succession planning	
Action 2.6: Use the Indigenous Career Gateway Program (ICGP).	# of vacancies filled using ICGP	Minimum 1 vacancy filled using the ICGP	2 positions filled using ICGP	Minimum 2 vacancy filled using the ICGP	1 position filled using ICGP	Minimum 2 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 1 TA or secondment filled by Indigenous employee	8 TAs 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	<p>2022/2023 note –This represents a cumulative number of TAs that occurred throughout 2022-23.</p> <p>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</p>



**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	108	108
Indigenous Aboriginal employees	26	30	28	35	40
Net Increase Targets	-	+4	+2	+5	+5
Percentage	24%	28%	23%	32%	37%
Indigenous Aboriginal employees by job classification					
Senior Management					
Total employees	14	14	15	14	14
Indigenous employees (#)	4	5	5	6	7
Net Increase Target	-	+1	+1	+1	+1
Indigenous employees (%)	29%	36%	33%	43%	50%
Middle Management					
Total employees	20	20	19	20	20
Indigenous employees (#)	7	7	5	7	8
Net Increase Target	-	0	-2	0	+1
Indigenous employees (%)	35%	35%	26%	35%	40%
University Equivalency					
Total employees	41	41	50	41	41
Indigenous employees (#)	8	8	11	9	11
Net Increase Target	-	0	+3	+1	+2
Indigenous employees (%)	20%	20%	22%	22%	27%
College/Trades Equivalency					
Total employees	17	17	21	17	17
Indigenous employees (#)	4	5	5	7	7
Net Increase Target	-	+1	+1	+2	0
Indigenous employees (%)	24%	29%	24%	41%	41%
High School Equivalency or Below					
Total employees	16	16	18	16	16
Indigenous employees (#)	3	5	2	6	7
Net Increase Target	-	+2	-1	+1	+1
Indigenous employees (%)	19%	31%	11%	38%	44%

**Job classification definitions:*

Senior Management - Position belonging to DM or SRM union code.

Middle Management - Position belonging to management NOC occupational code.