Departmental Indigenous Employment Plan

Northwest Territories Health and Social Services Authority

2026 Results Report

Preamble

The Northwest Territories Health and Social Services Indigenous Employment Plan is based on the framework provided by the Department of Finance, which includes two sections:

- Indigenous Employment Plan; and
- Indigenous Employment Targets.

The Indigenous Employment Plan

The Indigenous Employment plan is a combination of the objectives and actions from the Indigenous Retention and Recruitment Action Plan (Action Plan) and the objectives and objectives, actions, and targets from the ***021-20242028-2028 Northwest Territories Health and Social Services System People Strategy*** (HR Plan) using the Action Plan template provided by the Department of Finance. An overarching key principle guiding the HR Plan is a commitment to addressing systemic racism and promoting cultural safety and anti-racism within the HSS System. Although not always explicitly stated within the Indigenous Employment plan below, the Indigenous Recruitment Policy will be applied to all programs and initiatives that include an application or acceptance component.

Indigenous Employment Targets

The Indigenous Employment Targets provided are based on an analysis of the current labour workforce, historical data of growth within the NTHSSA, the education levels of the NWT workforce, number of students currently enrolled in health and social services related studies receiving Student Financial Assistance, vacancies within the NTHSSA, and a variety of other data.

The targets are influenced heavily by several factors:

1) Nearly 50% of all positions within the NTHSSA are regulated by a governing body, meaning equivalencies cannot be considered.
2) The NWT HSS System employs nearly 10% of the entire NWT workforce, and the vast majority of health and social services professionals.

In other words, the NTHSSA (and its partners within the HSS System) already employ the vast majority of regulated health and social services professionals within the NTHSSA, Indigenous or otherwise. To fill vacancies in regulated positions, the NTHSSA therefore has to attract and recruit talent from outside of the Northwest Territories, or hire new graduates.

With these factors in mind, two distinct strategies are being recommended to increase Indigenous representation within the NTHSSA:

1) Short-term: Attract and recruit to unregulated positions that do not require specialized training, where equivalencies and transferable competencies can be considered.
2) Long-term: Build local capacity to fill regulated positions through the promotion and support of Indigenous students and youth in health and social services professions.

	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* • *1434 JDS for review (based on filled positions)*	20% (287) of JD's reviewed	19.8% (284) of JD's reviewed	20% of JDs reviewed	Approximate 340 submitted to JE for review	20%	
	Action 1.2: Hiring managers will 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% completion	39.2% of Hiring Managers enrolled, 31.7% completed Staffing Workshop training	35% completion	39.2% of active managers have completed Staffing Workshop Training	45% completion	
	Action 1.2: 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	100% positions up to date	100% positions up to date	100% positions up to date	100% positions up to date	All positions in HSS System captured in the database – updated annually.
		Status of report on streamlining positions	Deliver annual report	*Delayed to fall 2025*	Deliver annual report	Deliver annual report	Deliver annual report	Report provides an overview of recommendations on streamlining positions, inconsistencies, and overall trends.
	Action 1.3: Review Indigenous eligibility lists for pre-qualified candidates prior to initiating a job competition.	# of non-regulated positions filled without a competition Increase of Indigenous hires within department Increased number of candidates added to database	15 of non-regulated positions are filled with eligibility lists	2 positions filled with eligibility lists in 2024-25 fiscal year	5 positions filled with eligibility lists in 2025-26 fiscal year	20 positions filled with eligibility list	10 positions filled with eligibility lists in 2026-27 fiscal year	
	Action 1.3: Establish HSS and medical bursary programs to support Indigenous and Northern students in pursuing careers in hard-to-fill HSS professions.	Program status	Ongoing Program Delivery	Ongoing Program Delivery Occurred	Ongoing program delivery	Ongoing Program Delivery Occurred	Ongoing program delivery	HSS & Medical Bursary Programs combined into one program, the HSS Bursary Program.
		% of program funding utilized	100% funding utilized	102% funding utilized	100% funding utilized	99% funding utilized	100% 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	Updated in March 2026	Updated in fall 2025	Updated in March 2026	Updated in March 2027	The Occupation Guide is updated annually and highlights occupations, educational requirements, demand, and

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								salaries for an expanding variety of HSS professions.
		% of students satisfied with Take Our Kids to Work Day programming	90% Students satisfied	100% of students satisfied	100% of students satisfied	86% of students satisfied	100% of students satisfied	69 NWT students participated in TOKTWD in-person (46) or virtually (23).
	Action 1.3: Hire eligible Indigenous and Northern post-secondary students through the Summer Student Employment Program.	# of students hired (84 avg. 2016-2020)	85 students hired (All HSS System)	75 students hired (All HSS System) 53 students hired (NTHSSA)	55 students (NTHSSA)	49 students (NTHSSA)	55 students (NTHSSA)	BPU: During the 2025 summer, the NTHSSA hired 49 summer students, 21 (or 42.9%) of which were Indigenous
		% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	96.2% (NTHSSA)	>50% Indigenous Aboriginal	42.9% Indigenous Aboriginal	>50% Indigenous Aboriginal	
GOAL 2: Indigenous Leadership	**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	75% of employees have completed training	69.4% of employees have enrolled, 54.4% have completed ICAST training	75% of employees have completed training	57.3% of employees have completed training	80% of employees have completed training	
	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	15% of employees have completed training	Employees – 4.3% enrolled, 1.8% completed Managers – 43.1% enrolled, 27.5% completed	N/A	3.1% of NTHSSA's total active workforce	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 Mitigating Unconscious Bias training	No target set (new initiative)	2.5% enrolled 1.2% completed Mitigating Unconscious Bias training	10% of employees have completed training	1.7% of employees have completed training	15% of employees have completed training	
	Action 2.4: Work with the Department of Finance - HR Branch to include cultural competence, inclusive leadership, and anti-racism within the GNWT Core Competency model.	Updated Core Competency Model	Core Competency Model Updated	No Response during the 2024-2025 reporting period	Completed	Completed	This action has been completed.	GNWT core competency "Inclusive Leadership" established.

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		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
Action 2.4: Create engagement strategy and deliver culture pulse surveys; develop strategic action plans to address areas of concern, including mental health.	Employee Engagement Strategy Implementation	Launch of Employee Engagement Strategy	Strategy launched November 2024	Completed	Completed	Implement annual Employee Engagement Strategy priorities	The Employee Engagement Strategy transitioned from Development to implementation in 2025/26. Ongoing work will focus on implementing annual priorities and monitoring progress.
	Annual progress report to the Executive Leadership	Annual reporting framework established	Delayed due to position vacancy	Annual progress report	Reporting framework established	Provide annual progress report to Executive Leadership	Annual reporting will monitor progress against the Employee Engagement Strategy and support organizational decision-making and continuous improvement.
	Targeted employee pulse surveys	Complete quarterly	Survey postponed	Implement Culture Pulse Surveys	Pulse survey postponed until 2026	Implement targeted pulse surveys, as required	Pulse surveys will be used strategically to gather employee feedback on emerging organizational priorities while minimizing survey fatigue.
Action 2.4: Providing exit surveys and/or interviews of 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.	% of exits who completed survey and/or interview	50% exit surveys completed	35%(DHSS, NTHSSA, TCSA) 70% (NTHSSA only)	50% exit surveys completed	41%	50% (NTHSSA)	Exit surveys provide valuable workforce insights. Response rates were lower in 2025/26 due to program vacancies that reduced survey administration and follow-up. Response rates are expected to improve in 2026/27 as program capacity is restored.
Action 2.4: Providing 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	36.8% (DHSS/NTHSSA/TCSA) 34.3% (NTHSSA only)	50% Entry Surveys Completed	35.7% (NTHSSA)	50% (NTHSSA)	
Action 2.5: Establish and implement a HSS Youth Mentorship Program for	Program Status	5 Active Mentorships	Under development	Program on hold	Program on hold	Program on hold	A delay was experienced in developing the HSS Youth

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		Target	Status as of Q4	Target	Status as of Q4		
Indigenous and Northern students and youth with an advanced interest in HSS careers.	% of Mentors/Mentees Satisfied with Program	80% mentor/mentee satisfaction					Mentorship Program due to competing demands.
Action 2.5: Access 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	Under Development	Department of Finance Indigenous Mentorship Program under development	Launched in February 2026. 0 NTHSSA staff participating.	1	
Action 2.5: Develop and implement the HSS System Leadership Development Pathway to support leaders throughout their leadership journey.	Leadership Development Pathway	Ongoing implementation of strategy	Strategy Under Development LEADS Pilot completed	Strategy Completed. LEADS Pilot evaluation.	Leadership Development Pathway developed and approved.	Development and execution of the HSS System Leadership Development Pathway	The LEADS Pilot evaluation, together with the partnership with McLean & Company, informed the development of an integrated Leadership Development Pathway supporting leaders from orientation through advanced leadership development and coaching.
Action 2.5: Deliver foundational leadership development for new and emerging leaders through the HSS System Leadership Development Pathway.	Management Fundamentals, Leadership Essentials (LEADS), and Coaching	Leadership Fundamentals Program curriculum completed	Curriculum completed	Leadership Development pathway developed.	Management Fundamentals, Leadership Essentials (LEADS), and Coaching framework were developed and presented to ExComm.	Launch Management Foundations, Leadership Fundamentals (LEADS Essentials), and Coaching.	The pathway provides a progressive approach to leadership development by integrating McLean Management Foundations, Leadership Fundamentals (LEADS Essentials), and coaching to build leadership capability through a manager's development.
Action 2.5: Develop and deliver the NTHSSA Management Orientation as the foundation of the Leadership Development Pathway	Management Orientation Program	Update as required.	Manager Orientation Program development and implementation plan completed.	Update as required	NTHSSA Management Orientation curriculum developed and stakeholders identified.	Launch NTHSSA Management Orientation (September 2026).	The NTHSSA Management Orientation provides new managers foundational operational knowledge and organizational expectations before progressing through the Leadership Development Pathway.

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		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
	Leadership development Pathway funding	45% funding used	Funding not approved or program use until 2025/26FY	45% funding used	Bilateral funding redirected to support implementation of the Leadership Development Pathway	100% of bilateral funding utilized	Bilateral funding supports the implementation of the Management Fundamentals, Leadership Essentials (LEADS), Coaching, and Developmental program components of the Leadership Development Pathway. NTHSSA Management Orientation was developed and will be delivered using internal resources.
Action 2.5: Support staff seeking to enroll in the Indigenous Management Development and Training Program (IMDTP).	Number of HSS employees who access and are supported through the program	10 employees accessed IDTP	9 employees have accessed IDTP	10 employees accessed IDTP	5 employees have accessed IDTP	8 employees have accessed IDTP	
Action 2.5: Launch a formal Mentorship Program for leaders to create a mentoring partnership and contribute to learning and developing leadership skills.	Status of program	Program implementation	Program creation	-	Organizational feedback informed the transition from a mentorship program to a third-party coaching model.	Coaching Program Launched	The mentorship program has transitioned to a targeted coaching model in partnership with McLean & Co. Coaching will be offered to leaders participating in the Management Fundamentals program based on organizational priorities and available capacity.
	% of new managers with mentor	100% of Executive Leadership with access to Coaching		-		Coaching provided to managers participating in the Leadership Development Pathway, based on organizational priorities and available capacity.	
Action 2.5: Support employees through funded programs for professional development, education, and training opportunities.	# of employees funded through Professional Development Initiative (PDI)	30 Indigenous employees funded through PDI	310 HSS System employees received PDI funding in 2024/25. Of the 310, 39 have identified as Priority 1 status	35 Indigenous employees funded through PDI	332 HSS System employees received PDI funding in 2025/26. Of the 332, 47 have identified as Indigenous	As of July 03, 2026, 11 Indigenous employees have been funded in 2026/27	HSS System continues to financially support staff in identified development activities.

ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
		2024/2025		2025/2026		2026/2027 Targets	
		Target	Status as of Q4	Target	Status as of Q4		
	# of employees funded through Targeted Academic Support Program (TASP)	15 Indigenous employees funded through TASP	38 HSS System staff were supported through TASP in 2024/25 Of the 38, 9 have been identified as Priority 1 status	4 Indigenous employees funded through TASP	52 HSS System staff were supported through in TASP in 2025/26 Of the 52, 4 have identified as Indigenous	As of July 03, 2026, 4 indigenous employees were supported in 2026/27	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	80.5% (170 responses) would recommend the program	85% 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	12 programs completed through TASP	20 programs completed through TASP	10 program completed through TASP	8 program completions expected	HSS System continues to financially support staff in identified development activities.
Action 2.5: Launch an Employee Development Mentorship Program to promote a collaborative learning environment and guide career development.	Status of program	Program implementation	On Hold	Program Development	On Hold	On Hold	This program was placed on hold due to internal capacity to support this initiative.
	# of employees with mentor	10 employees with mentors		Program Development		On Hold	
Action 2.5: Establish and implement a HSS System-wide job shadowing and observership guidelines.	Guidelines Status	Guidelines Reviewed for Updates	Guidelines reviewed, ongoing program delivery	Guidelines reviewed, ongoing program delivery	Guidelines reviewed, ongoing program delivery	Guidelines reviewed, ongoing program delivery	The Clinical Observership and Job Shadowing program is delivered on an ongoing basis, with guidelines updated as required.
Action 2.6: Promote and utilize the Regional Recruitment Program (RRP), the Graduate Internship Program, the Indigenous Career Gateway Program (ICGP) and the Building Capacity with Indigenous Governments Program (BCIG).	# of Indigenous and Northern population hired through RRP within HSS System	5 hired through RRP	0 hired through RRP	3 hired through RRP	0 hired through RRP	3 hired through RRP	BPU: NTHSSA (as well as TCSA-HSS & DHSS) had 0 hires through RRP in 2025-26
	# of Indigenous and Northern population hired through GIP within HSS System (Avg. 4.5/year from 2018-2022)	6 hired	5 hired (3 DHSS, 2 NTHSSA)	5 hired	2 hired (NTHSSA) 2 hired (DHSS)	3 hired (NTHSSA)	BPU: NTHSSA Hired 2 Non-Priority Interns in 2025-26, DHSS Hired 2 Non-Priority Interns in 2025-26
	# of Indigenous population hired through ICGP within HSS System (Avg. 4.7/year from 2018-2021, max 15 applicants for GNWT)	5 hired through ICGP	2 positions filled using ICGP in 2024-25 fiscal year	3 hired through ICGP	0 positions filled using ICGP in 2025-2026 fiscal year	3 hired through ICGP	
Action 2.6: Explore opportunities to utilize the Department of Finance'	# of employees accessing program	2 employees	2 BCIG secondments	2 BCIG secondments	2 secondments through BCIG	2 BCIG secondments	

	ACTIONS	PERFORMANCE MEASURE	MILESTONES					NOTES
			2024/2025		2025/2026		2026/2027 Targets	
			Target	Status as of Q4	Target	Status as of Q4		
	Building Capacity in Indigenous Government Program, to support secondment opportunities.							

NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY
INDIGENOUS EMPLOYMENT TARGETS

Notes:

Employee growth is based on half of the 10-year historical average growth for the NTHSSA
(2.5% per year recognizing there was unusually large growth during the creation of the NTHSSA)
Indigenous Aboriginal employee growth is based on targets established in the NTHSSA Report "Discussion of Indigenous Recruitment Targets for the NTHSSA"

All Budgeted Positions

	PREVIOUS TERM RESULTS (By March 31, 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 budgeted positions	1567	1604	1583	1662
Indigenous Aboriginal employees	317	395	355	406
Net Increase Target	+5		+30	+51
Percentage	20.2%	24.6%	22.4%	24.4%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	34	31	23	23
Indigenous employees (#)	4	5	3	4
Net Increase Target	+3		+1	+1
Indigenous employees (%)	11.8%	16.1%	13.0%	17.4%
Middle management				
Total employees	92	74	88	93
Indigenous employees (#)	14	15	9	12
Net Increase Target	+1		+1	+3
Indigenous employees (%)	15.2%	20.3%	10.2%	12.9%
Positions Requiring University Equivalency				
Total employees	808	819	741	778
Indigenous employees (#)	110	122	91	111
Net Increase Target	+5		+6	+20
Indigenous employees (%)	13.6%	14.9%	12.3%	14.3%
Positions Requiring College/Trade Equivalency				
Total employees	375	385	440	462
Indigenous employees (#)	71	90	95	109
Net Increase Target	-2		+9	+14
Indigenous employees (%)	18.9%	23.4%	21.6%	23.4%
Positions Requiring High School Equivalency or No Formal Education				
Total employees	384	400	402	422
Indigenous employees (#)	136	183	169	186
Net Increase Target	-7		+15	+17
Indigenous employees (%)	35.4%	45.8%	42.0%	44.1%

**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**