



	ACTIONS	PERFORMANCE MEASURE	MILESTONES				NOTES
			2022-2023		2023-2024	2024-2025	
			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.	<i># of job descriptions (JDs) reviewed</i> <ul style="list-style-type: none"><li>492JDs to review (based on positions filled)</li></ul> <i># of applicants on job postings</i>  <i>Increased use of equivalencies</i>	25% (123) of JDs reviewed	Job Description Guide Launched, no reviews have been completed	40% (197) of JDs reviewed	60% (295) of JDs reviewed	Due to the merger these reviews have been delayed. Plan to begin these reviews as part of optimization
					10% increase in applicants		
	<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.	<i># of hiring managers who complete the training</i>	FIN Training launch	Hiring Managers training launched  8.4% of employees have completed training	30% of hiring managers have completed the training	50% of hiring managers have completed the training	
	<b>Action 1.2:</b> Ensure internal training to ENR P1 staff interested in partaking on ECC Hiring Committees. Every ENR Hiring Committee will have an Indigenous representative.	<i># of persons trained on staffing process</i> <i># of Indigenous staff on hiring committees</i>	FIN develop training/ECC ensure staff trained	Training developed, TOR completed, Training in progress	80% of hiring processes have an Indigenous Rep	100% of hiring processes have an Indigenous Rep	
	<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>	Launch of eligibility FIN database	Under development	5% of positions are filled with eligibility lists	7% of positions are filled with eligibility lists	



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GOAL 2: Indigenous Leadership	<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>85% of employees have completed training</i>	<i>93.4%% of employees have completed training</i>	<i>90% of employees have completed training</i>	<i>90% of employees have completed training</i>	
	<b>Action 2.1:</b> Ensure that all employees complete 2 sharing circles after the Living Well Together: Indigenous Cultural Awareness and Sensitivity Training. The sharing circles will be facilitated by the ENR Diversity and Inclusion team.	# of employees who have completed sharing circles after modules 1-4 and 5-8.	<i>85% of employees have completed sharing circles</i>	<i>89% of employees have completed sharing circles</i>	<i>90% of employees have completed sharing circles</i>	<i>90% of employees have completed sharing circles</i>	
	<b>Action 2.1:</b> Ensure that all employees complete the Kairos Blanket Exercise. The Kairos Blanket Exercise will be facilitated by the ENR Diversity and Inclusion team.	<i># of employees who have completed the training</i>	<i>60% of employees have completed training</i>	<i>39% of employees have completed training</i>	<i>70% of employees have completed training</i>	<i>70% of employees have completed training</i>	<i>Due to staff turn over and the department merger ability to delivery of training was impacted.</i>
	<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>8% of employees have completed training</i>	<i>16.5% of employees have completed training</i>	<i>15% of employees have completed training</i>	<i>25% of employees have completed training</i>	
	<b>Action 2.3:</b> Ensure that all regions and divisions complete an ENR produced Diversity and Inclusion Action Plans.	<i># of completed Diversity and Inclusion Action Plans</i>	<i>100% of actions plans completed</i>	<i>100% of action plans produced and implemented</i>	<i>100% of actions plans completed</i>	<i>100% of actions plans completed</i>	
	<b>Action 2.3:</b> ENR Diversity and Inclusion Team to support Indigenous staff, increase cultural awareness and promote a diverse and inclusive workplace.	<i># of diversity and inclusion Initiatives implemented with ENR</i>	<i>Establish D&amp; I Team</i>	<i>D &amp; I Team established</i>	<i>5 initiatives completed</i>	<i>5 initiatives completed</i>	
	<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.	<i># of exit interviews completed with employees who leave their position</i>	<i>Department of Finance develops exit interview process</i>	<i>Under Development</i>	<i>Department of Finance develops exit interview process</i>	<i>25% of departing employees complete an exit interview</i>	



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	<b>Action 2.4:</b> ENR monthly podcast and speaker series initiatives	<i># of podcasts/Ted Talks distributed</i>	<i>5 podcast/TedTalks presented</i>	<i>4 podcast/ted talks presented.</i>	<i>6 podcast/TedTalk presented.</i>	<i>6 podcast/TedTalk presented</i>	<i>Due to new process approvals and turnover of D&amp;I staff action was delayed.</i>
		<i># of speaker presentations delivered</i>	<i>3 speaker presentations</i>	<i>0 speaker series presentations</i>	<i>6 speaker presentations</i>	<i>6 speaker presentations</i>	
		<i># of monthly round tables</i>	<i>5 round tables completed</i>	<i>2 round tables completed</i>	<i>6 round table completed</i>	<i>6 round tables completed</i>	
	<b>Action 2.5:</b> Ensure Indigenous employees are aware of and apply for educational supports from within the department and the Indigenous Management Development and Training Program (IMDTP).	<i># of employees accessing program based on available HR funding</i>	<i>2 employees from department have accessed IMDTP</i>	<i>1 employee has accessed IMDTP</i>	<i>3 employees from department have accessed IMDTP</i>	<i>3 employees from department have accessed IMDTP</i>	<i>Lack of awareness of the program contributed to low uptake. Focus became educating staff on programs available. Program was promoted and details shared at all divisional and regional workshops as well via email after workshops.</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>	<i>Under development</i>	<i>Department of Finance develops and promotes Indigenous Mentorship Program</i>	<i>10% of Indigenous employees are participating in the program in some capacity</i>	
	<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.	<i># of indigenous employees who identify career pathways and training needs in their Learning and Development Plan</i>	<i>Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan</i>	<i>Under development</i>	<i>Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan</i>	<i>10% of employees have identified a career path</i>	



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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 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	10% of managers have identified Indigenous employees within succession plans	
	Action 2.6: Use the Indigenous Career Gateway Program (ICGP).	# of ICGP candidates hired based on available HR support	Minimum of 3 positions filled using ICGP	3 positions filled using ICGP	3 positions filled using ICGP	4 positions filled using ICGP	
	Action 2.6: Promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.	# of employees on transfer assignments (TA) or Secondments  # of Indigenous employees within Middle and Senior management roles	Minimum of 5% of TAs filled by Indigenous employees	38.1% of TAs filled by Indigenous employees	5% of TAs filled by Indigenous employees	5% of TAs filled by Indigenous employees	

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES  
INDIGENOUS EMPLOYMENT TARGETS

	CURRENT (March 31, 2022)	SHORT-TERM TARGETS (By March 31, 2024)	MEDIUM- TERM TARGETS (By March 31, 2026)	LONG TERM TARGETS (By March 31, 2028)
Staffed positions				
All filled positions	343	343	343	343
Indigenous Aboriginal employees	142	147	152	157
Net Increase Target	-	+7	+5	+5
Percentage	41%	43%	44%	45%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	15	15	15	15
Indigenous employees (#)	4	5	5	6
Net Increase Target	-	+1	-	+1
Indigenous employees (%)	27%	33%	33%	40%
Middle management				
Total employees	36	36	36	36
Indigenous employees (#)	14	15	16	17
Net Increase Target	-	+1	+1	+1
Indigenous employees (%)	39%	42%	44%	47%
Positions Requiring University Equivalency				
Total employees	129	129	129	129
Indigenous employees (#)	16	18	20	22
Net Increase Target	-	+2	+2	+2
Indigenous employees (%)	12%	14%	16%	17%
Positions Requiring University/Trade Equivalency				
Total employees	94	94	94	94
Indigenous employees (#)	57	59	60	61
Net Increase Target	-	+2	+1	+1
Indigenous employees (%)	61%	63%	64%	65%
Positions Requiring High School Equivalency or No Formal Education				
Total employees	69	69	69	69
Indigenous employees (#)	51	52	53	53
Net Increase Target	-	+1	+1	-
Indigenous employees (%)	74%	75%	77%	77%

*\*Job classification definitions:*  
*Senior Management - Position belonging to DM or SRM union code.*  
*Middle Management - Position belonging to management NOC occupational code.*  
*Professional - Position requiring university equivalency.*  
*Paraprofessional - Position requiring college or trades equivalency.*  
*Administrative - Position requiring high school equivalency.*