



GOAL 1: Indigenous Representation	ACTIONS	PERFORMANCE MEASURE	MILESTONES			NOTES	
			2022-2023		2023-2024		
			Target	Status as of Q4			
	Action 1.1: 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">492 JDS to review (based on positions filled) <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
	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.	<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	
	Action 1.2: 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>	<i>FIN develop training/ECC ensure staff trained</i>	Training developed, TOR completed, Training in progress	80% of hiring processes have an Indigenous Rep	100% of hiring processes have an Indigenous Rep	
	Action 1.3: 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>	<i>Launch of eligibility FIN database</i>	Under development	5% of positions are filled with eligibility lists	7% of positions are filled with eligibility lists	



GOAL 2: Indigenous Leadership	ACTIONS	PERFORMANCE MEASURE	MILESTONES			NOTES	
			2022-2023		2023-2024		
			Target	Status as of Q4			
	Action 2.1: Ensure that 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	93.4% of employees have completed training	90% of employees have completed training	90% of employees have completed training	
	Action 2.1: 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.	85% of employees have completed sharing circles	89% of employees have completed sharing circles	90% of employees have completed sharing circles	90% of employees have completed sharing circles	
	Action 2.1: Ensure that all employees complete the Kairos Blanket Exercise. The Kairos Blanket Exercise will be facilitated by the ENR Diversity and Inclusion team.	# of employees who have completed the training	60% of employees have completed training	39% of employees have completed training	70% of employees have completed training	70% of employees have completed training <i>Due to staff turn over and the department merger ability to delivery of training was impacted.</i>	
	Action 2.3: Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	# of employees who have completed the training # of sessions available	8% of employees have completed training	16.5% of employees have completed training	15% of employees have completed training	25% of employees have completed training	
	Action 2.3: Ensure that all regions and divisions complete an ENR produced Diversity and Inclusion Action Plans.	# of completed Diversity and Inclusion Action Plans	100% of actions plans completed	100% of action plans produced and implemented	100% of actions plans completed	100% of actions plans completed	
	Action 2.3: ENR Diversity and Inclusion Team to support Indigenous staff, increase cultural awareness and promote a diverse and inclusive workplace.	# of diversity and inclusion Initiatives implemented with ENR	Establish D&I Team	D & I Team established	5 initiatives completed	5 initiatives completed	
	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	25% of departing employees complete an exit interview	



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		2022-2023		2023-2024	2024-2025		
		Target	Status as of Q4				
Action 2.4: ENR monthly podcast and speaker series initiatives	# of podcasts/Ted Talks distributed # of speaker presentations delivered # of monthly round tables	5 podcast/TedTalks presented 3 speaker presentations 5 round tables completed	4 podcast/ted talks presented. 0 speaker series presentations 2 round tables completed	6 podcast/TedTalk presented. 6 speaker presentations 6 round table completed	6 podcast/TedTalk presented 6 speaker presentations 6 round tables completed	Due to new process approvals and turnover of D&I staff action was delayed.	
Action 2.5: Ensure Indigenous employees are aware of and apply for educational supports from within the department and the Indigenous Management Development and Training Program (IMDTP).	# of employees accessing program based on available HR funding	2 employees from department have accessed IMDTP	1 employee has accessed IMDTP	3 employees from department have accessed IMDTP	3 employees from department have accessed IMDTP	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.	
Action 2.5: Access Indigenous mentorship program for informal on-the-job training	# of employees accessing program # of succession plans	Department of Finance develops and promotes Indigenous Mentorship Program	Under development	Department of Finance develops and promotes Indigenous Mentorship Program	10% of Indigenous employees are participating in the program in some capacity		
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	Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan	Under development	Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan	10% of employees have identified a career path		



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<p>Action 2.5: Work with HR on succession planning with a focus on Indigenous employee development.</p> <p>Action 2.6: Use the Indigenous Career Gateway Program (ICGP).</p> <p>Action 2.6: Promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.</p>	# 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	
	# 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	
	# 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.