



GOAL 1: Indigenous Representation	ACTIONS	PERFORMANCE MEASURE	MILESTONES			NOTES	
			2022/2023		2023/2024		
			Target	Status as of Q4			
	<p>Action 1.1: Review all job descriptions to remove systemic barriers and reflect appropriate non-inflated education and experience requirements. As well as ensure the health and social services system's commitment to cultural safety and anti-racism are appropriately captured for each job description.</p> <p>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.</p>	<p># of job descriptions (JDs) reviewed</p> <ul style="list-style-type: none">200 JDs for review (based on positions filled)	15% of JDs reviewed (30 JDs Reviewed)	Job Description Guide Launched 35 of JDs reviewed	35% of JDs reviewed (70 JDs reviewed)	50% of JDs reviewed (100 JDs reviewed)	
	<p>Action 1.2: Include Indigenous representation on hiring committees for all senior management positions.</p>	# of hiring managers who complete the training	Training launch	Hiring Managers training launched 13.7% of employees have completed training	60% of hiring managers have completed the training	75% of hiring managers have completed the training	
	<p>Action 1.1: 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.</p>	<p># of competitions with Indigenous representation on the hiring committee</p>	<p>Department of Finance to develop process to request Indigenous Representation on Hiring Committees</p>	Under development	100% of competitions have Indigenous representation on hiring committees	100% of competitions have Indigenous representation on hiring committees	
		<p>% of System positions up to date in screening criteria project database</p>	80% positions up to date	86% (HRHSSA, NTHSSA, TCSA)	95% positions up to date	100% positions up to date	
		Status of report on streamlining positions	Deliver annual report	Not completed	Deliver annual report	Deliver annual report	



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		2022/2023		2023/2024		
		Target	Status as of Q4			
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	HSS & Medical Bursary Programs Established	HSS Bursary Program established	Ongoing Program Delivery	Ongoing Program Delivery	
	% of program funding utilized	0%	0%	80% of funding utilized	90% of 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	Annually	Annually	
	% of students satisfied with Take Our Kids to Work Day programming	90% student satisfaction	93% of students satisfied in 2022 TOKTWD	90% student satisfaction	90% student satisfaction	
	Status of HSS Career Camp	Program creation	Program under development	Program creation	Program launched	
Action 1.3: Hire eligible Indigenous and Northern post-secondary students through the Summer Student Employment Program.	# of students hired (84 avg. 2016-2020)	2-4 students hired	15 students hired	2-4 students hired	2-4 students hired	
	% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	99% are Indigenous or Northern Students	>95% are Indigenous or Northern students	>95% are Indigenous or Northern students	
	% of students who join Talent Network	4.5% join Talent Network	0%	4.5% join Talent Network	4.5% join Talent Network	
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 database</i>	Under development	<i>5 positions are filled with eligibility lists</i>	<i>7 positions are filled with eligibility lists</i>	
G	Action 2.1: Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	<i># of employees who have completed the training</i>	<i>80% of employees have completed training</i>	<i>86.9% of employees have completed training</i>	<i>85% of employees have completed training</i>	
					<i>90% of employees have completed training</i>	



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		2022/2023		2023/2024		
		Target	Status as of Q4			
			completed training			
Action 2.1: Ensure senior leadership staff participate in at least one Discussion Circle hosted by the Culture, Community and Innovation and Cultural Safety and Anti-Racism teams to debrief specified modules from the GNWT Living Well Together Training to critically reflect on their role as leaders to address systemic racism.	% of senior management to participate in at least one discussion circle	0% attended workshop	50%	50% attended workshop	95% attended workshop	
Action 2.1: Ensure senior leadership staff attends the two-day, in-person HSS Cultural Safety Training delivered by the Cultural Safety and Anti-Racism team.	% of senior management to attend training	25% have attended training	39%	50% have attended training	95% have attended 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 training # of sessions available	10% of employees have completed training	20.8% of employees have completed training	15% of employees have completed training	20% of employees have completed training	
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	25% of departing employees complete an exit interview	30% of departing employees complete an exit interview	
Action 2.4: Provide exit surveys and/or interviews to exiting employees, including physicians, to identify factors contributing to avoidable, voluntary employee turnover. Include questions about employee experiences with bias, racism, discrimination, harassment,	% of exits who completed survey and/or interview	20% exit surveys completed	16% of Exit Interviews completed by DHSS Staff.	35% exit surveys completed	50% exit surveys completed	



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and cultural insensitivity, once provided by Finance.						
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	Discussion and review of Core Competency Model	Action complete	Core Competency Model Updated	Core Competency Model Updated	7th GNWT core competency established and titled “Inclusive Leadership” and focuses on different forms of oppression, including racism. Will be reflected in 2023-24 performance review templates for all GNWT staff.
Action 2.4: Provide a formal welcome and introduction to employees new to the NWT HSS System, through a HSS Centralized Orientation Program.	% of new employees to HSS System completing orientation	-Development	Under Development	75%	100%	
	% of employees satisfied with orientation	-Development	Under Development	70%	90%	
Action 2.4: Create and deliver a one-year Onboarding Program to all new and new-to-role HSS System employees.	% of new and new-to-role employees to HSS System completing onboarding	Development	Under Development	50%	80%	
	% of employees satisfied with onboarding for all 3 check-ins	Development	Under Development	70%	90%	
Action 2.4: Create engagement strategy and deliver culture pulse surveys; develop strategic action plans to address areas of concern, including mental health.	Annual survey completed	Development	Strategy in Development	Survey and analysis completed	Survey and analysis completed	
	Annual survey response rate			40% survey response	60% survey response	
	Quarterly culture pulse check-ins			Complete quarterly, beginning March 2022	Complete quarterly	
Action 2.4: Establish a Community of Practice for Indigenous employees, to provide a supportive peer network, raise issues, and share innovations to address anti-Indigenous racism.	Community of Practice (CoP) Status	Initial planning workshop	TOR developed and approved by IAB (completed)	TOR approved by IAB	COP established and implemented	<i>Ahead of schedule.</i>
Action 2.4: Introduce entry surveys, to better understand the attraction, recruitment, and onboarding experiences of new employees.	% of new hires who completed survey and/or interview	Programs Implemented	Program implemented.	30% entry surveys completed	50% entry surveys completed	



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			35.5% completion rate (April 1 – Dec. 31, 2022)			
Action 2.5: Ensure Indigenous employees are aware of and apply to the Indigenous Management Development and Training Program, and that it is fully subscribed.	# of employees accessing program	2 employees from department have accessed IMDTP	3 employees have accessed IMDTP	2 of employees from department have accessed IMDTP	3 of employees from department have accessed IMDTP	
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: Launch a formal Mentorship Program for leaders to create a mentoring partnership and contribute to learning and developing leadership skills.	Status of program % of new managers with mentor	Program development	Under Development	Program development	Program implementation 30% managers with mentors	
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	10% of Indigenous employees have identified a career path	N/A	20% of Indigenous employees have identified a career path	30% of Indigenous employees have identified a career path	
Create a Talent Strategy with a focus on the development of new leaders, and staff who aspire to transition into management positions.						
Action 2.5: Support managers who have transitioned into leadership positions, through the Management & Leadership Navigation Program and Executive Leadership Integration Program.	% of managers who have completed applicable program(s) % of managers satisfied with program(s)	Program Development	Under Development	40% managers complete applicable program 70% managers satisfied	60% managers complete applicable program 90% managers satisfied	

Commented [MJ1]: This went out to SMC for input, but not all divisions / units have responded as of Sep 22. Using what data is available, this would be 9/12 or 75%



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		2022/2023		2023/2024		
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Action 2.5: Create and deliver HSS System Leadership Development Program, with a focus on strategic priorities, expectations, and leadership skill development.	Status of program	Program development	Under Development	Program development	Update as required	
	% of program funding used	0% of funding used	Under Development	80% of funding used	100% of funding used	
Action 2.5 Support employees through funded programs for professional development, education, and training opportunities.	% of funding used through Professional Development Initiative (PDI)	100% of funding used	60%	100% of funding used	100% of funding used	
	% of funding used through Targeted Academic Support Program (TASP)	100% of funding used	57%	100% of funding used	100% of funding used	
	% of employees satisfied with learning and development opportunities available to them	60% of employees are satisfied	56.7% of employees are satisfied	70% of employees are satisfied	80% of employees are satisfied	
	# of post-secondary programs completed with TASP support per year	20 programs completed through TASP	14 Graduate	20 programs completed through TASP	20 programs completed through TASP	
Action 2.5: Support dedicated programs with a focus on rural, remote, and underserviced areas.	# of staff who have participated in program per year	50 staff members participate in program	Refer to NTHSSA reporting	30 staff members participate in program	30 staff members participate in program	
Action 2.5: Support Indigenous and Northern residents in entry level positions taking a medical terminology course.	# of students supported to take medical terminology course	5 students support in taking a medical terminology course	Career Transition Program in development	10 students support in taking a medical terminology course	15 students support in taking a medical terminology course	
Action 2.5: Establish and implement a HSS Youth Mentorship Program for Indigenous and Northern students and youth with an advanced interest in HSS careers.	Program Status	Program Established	Under development	Program Established	5 Active Mentorships	
	% of Mentors/Mentees Satisfied with Program		(Fall 2023 launch anticipated)		80% mentor/mentee satisfaction	
Action 2.5: Establish, implement and promote a Graduate Transition Program, geared towards the successful onboarding and transition of	Program Status	Program Established	Program cancelled. Made redundant with	Ongoing Program Delivery	Ongoing Program Delivery	
	% of Program Funding Utilized			90% of funding utilized	100% of funding utilized	

Commented [KK2]: Note from Erin Kleiber (July 13 2023):
Awaiting status from Karyn Unrau



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Indigenous and Northern students into the HSS System.	% of recipients who agreed they had support required at end of program	0%	the creation of other programs.	75% recipients felt supported	90% recipients felt supported	
	# of Indigenous and Northern population hired through GIP within HSS System (Avg. 4.5/year from 2018-2022)	6 hired		6 hired	6 hired	
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 2.5: Establish and implement HSS System-wide job shadowing and observership guidelines.	Guidelines Status	Guidelines Established	Guidelines and programs established	Guidelines Reviewed for Updates	Guidelines Reviewed for Updates	
Action 2.6: Promote and utilize the Regional Recruitment Program (RRP), the Building Capacity in Indigenous Government Program (BCIGP), and the Indigenous Career Gateway Program (ICGP).	# of Indigenous and Northern population hired through RRP within HSS System	1 hired through RRP	0 hired through RRP	3 hired through RRP	5 hired through RRP	
	# of employees accessing program	-	1 hired through BCIGP	2 hired though BCIGP	2 hired through BCIGP	
	# of Indigenous population hired through ICGP within HSS System (Avg. 4.7/year from 2018-2021, max 15 applicants for GNWT)	1 hired through ICGP	2 hired through ICGP	2 hired through ICGP	2 hired through 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	Minimum of 5% of TAs filled by Indigenous employees	24.32% of TAs filled by Indigenous employees	5% of TAs filled by Indigenous employees	5% of TAs filled by Indigenous employees	
	# of Indigenous employees within Middle and Senior management roles					

DEPARTMENT OF HEALTH & SOCIAL SERVICES				
INDIGENOUS EMPLOYMENT TARGETS				
EXCLUDING COVID SECRETARIAT				
	CURRENT (March 31, 2022)	SHORT-TERM (By March 31, 2024)	MEDIUM-TERM (By March 31, 2026)	LONG-TERM (By March 31, 2028)
Staffed positions				
All filled positions	200	200	200	200
Indigenous Aboriginal employees	30	50	68	78
Net Increase Targets	-	+20	+18	+10
Percentage	15%	25%	34%	39%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	17	17	17	17
Indigenous employees (#)	2	3	3	5
Net Increase Target	-	1	0	2
Indigenous employees (%)	12%	18%	18%	29%
Middle Management				
Total employees	28	28	28	28
Indigenous employees (#)	3	3	5	7
Net Increase Target	-	0	2	2
Indigenous employees (%)	11%	11%	18%	25%
University Equivalency				
Total employees	113	113	113	113
Indigenous employees (#)	11	25	40	45
Net Increase Target	-	14	15	5
Indigenous employees (%)	10%	32%	35%	40%
College/Trades Equivalency				
Total employees	22	22	22	22
Indigenous employees (#)	4	6	7	8
Net Increase Target	-	2	1	1
Indigenous employees (%)	18%	27%	32%	36%
High School Equivalency or Below				
Total employees	20	20	20	20
Indigenous employees (#)	10	13	13	13
Net Increase Target	-	3	0	0
Indigenous employees (%)	50%	65%	65%	65%
<i>*Job classification definitions:</i>				
<i>Senior Management - Position belonging to DM or SRM union code.</i>				
<i>Middle Management - Position belonging to management NOC occupational code.</i>				