



| | ACTIONS | PERFORMANCE MEASURE | MILESTONES | | | | NOTES |
|-----------------------------------|---|--|--|---|--|--|-------|
| | | | 2022/2023 | | 2023/2024 | 2024//2025 | |
| | | | 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. 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. | <i># of job descriptions (JDs) reviewed</i> <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 35of JDs reviewed | 35% of JDs reviewed (70JDs reviewed) | 50% of JDs reviewed (100 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. | <i># of hiring managers who complete the training</i> | 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 | |
| | Action 1.2: Include Indigenous representation on hiring committees for all senior management positions. | <i># of competitions with Indigenous representation on the hiring committee</i> | Department of Finance to develop process to request Indigenous Representation on Hiring Committees | Under development | 100% of competitions have Indigenous representation on hiring committees | 100% of competitions have Indigenous representation on hiring committees | |
| | 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. | % of System positions up to date in screening criteria project database | 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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| | 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. | # of positions filled without a competition | Launch of eligibility database | Under development | 5 positions are filled with eligibility lists | 7 positions are filled with eligibility lists | |
| | | Increase of Indigenous hires within department | | | | | |
| Increased number of candidates added to database | | | | | | | |
| GO | Action 2.1: Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training. | # of employees who have completed the training | 80% of employees have completed training | 86.9% of employees have | 85% of employees have completed training | 90% of employees have completed training | |



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| | | | | 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 | Ahead of schedule. |
| | 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 | 2of 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 | Program development | Under Development | Program development | Program implementation | |
| | | % of new managers with mentor | | | | 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. Create a Talent Strategy with a focus on the development of new leaders, and staff who aspire to transition into management positions. | # 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 | |
| | | | | | | | |
| | 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) | Program Development | Under Development | 40% managers complete applicable program | 60% managers complete applicable program | |
| % of managers satisfied with program(s) | | 70% managers satisfied | | | 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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| | 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 2.5Support 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 underserved 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 utilize | 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 # of Indigenous employees within Middle and Senior management roles | 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 | |

| 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% |
| *Job classification definitions: | | | | |
| Senior Management - Position belonging to DM or SRM union code. | | | | |
| Middle Management - Position belonging to management NOC occupational code. | | | | |