



| | NOTES ACTIONS | PERFORMANCE MEASURE | MILESTONES | | | | NOTES |
|-----------------------------------|--|---|--|--|--|--|--|
| | | | 2022/23 | | 2023/24 | 2024/25 | |
| | | | 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. | <i># of job descriptions (JDs) reviewed</i> <ul style="list-style-type: none">109 JDs reviewed (based on positions filled) <i>Increased use of equivalencies</i> | 25% (27) of JDs reviewed | Job Description Guide Launched | 40% (43) of JDs reviewed. | 60% (65) 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> | Training launch | Hiring Managers Training Launched 23.9% of employees completed training | 40% of hiring managers have completed training | 60% of hiring managers have completed training | |
| | 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> | Launch of eligibility database | Under development | 3 positions are filled with eligibility list. | 5 positions are filled with eligibility list. | |
| GOAL 2: Indigenous Leadership | 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> | 85% of employees have completed training | 87.0% of employees completed training | 90% of employees have completed training | 90% of employees have completed training | |
| | Action 2.3: Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training. | <i># of employees who have completed the training</i> | 12% of employees have completed training | 31.5% of employees have completed training | 20% of employees have completed training | 25% of employees have completed training | |

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| | Action 2.4: 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> | |
| | Action 2.5: Ensure Indigenous employees are aware of and apply to the Indigenous Management Development and Training Program (IMDTP), and that it is fully subscribed. | <i># of employees accessing program</i> | <i>1 employee from department has accessed IMDTP</i> | <i>No employees have accessed IMDTP</i> | <i>2 employees from department have accessed IMDTP</i> | <i>3 employees from department have accessed IMDTP</i> | <i>Due to the merger of departments and movement of currently employees this program was not utilized. Focus is shift to awareness and promoting use.</i> |
| | Action 2.5: 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> | |
| | 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. | <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 | Minimum of 1 position filled using ICGP | No positions currently filled using ICGP | Minimum of 2 positions filled using ICGP | Minimum of 2 positions filled using ICGP | Due to the merger of departments and movement of currently employees this program was not utilized. Focus is shift to awareness and promoting use. |
| | 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 | 37.5% of TAs filled by Indigenous employees | Minimum of 5% of TAs filled by Indigenous employees | Minimum of 5% of TAs filled by Indigenous employees | |

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DEPARTMENT OF LANDS
INDIGENOUS EMPLOYMENT TARGETS

| | 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 | 109 | 109 | 109 | 109 |
| Indigenous Aboriginal employees | 26 | 31 | 36 | 41 |
| Net Increase Targets | - | +5 | +5 | +5 |
| Percentage | 24% | 28% | 33% | 38% |
| Indigenous Aboriginal employees by job classification | | | | |
| Senior Management | | | | |
| Total employees | 16 | 16 | 16 | 16 |
| Indigenous employees (#) | 3 | 3 | 4 | 5 |
| Net Increase Target | - | - | +1 | +1 |
| Indigenous employees (%) | 19% | 19% | 25% | 31% |
| Middle Management | | | | |
| Total employees | 24 | 24 | 24 | 24 |
| Indigenous employees (#) | 2 | 2 | 3 | 4 |
| Net Increase Target | - | 0 | +1 | +1 |
| Indigenous employees (%) | 8% | 8% | 13% | 17% |
| University Equivalency | | | | |
| Total employees | 39 | 39 | 39 | 39 |
| Indigenous employees (#) | 8 | 10 | 12 | 14 |
| Net Increase Target | - | +2 | +2 | +2 |
| Indigenous employees (%) | 21% | 26% | 31% | 36% |
| College/Trades Equivalency | | | | |
| Total employees | 27 | 27 | 27 | 27 |
| Indigenous employees (#) | 11 | 13 | 14 | 15 |
| Net Increase Target | - | +2 | +1 | +1 |
| Indigenous employees (%) | 41% | 48% | 52% | 56% |
| High School Equivalency or Below | | | | |
| Total employees | 3 | 3 | 3 | 3 |
| Indigenous employees (#) | 2 | 3 | 3 | 3 |
| Net Increase Target | - | +1 | - | - |
| Indigenous employees (%) | 67% | 100% | 100% | 100% |

Note: Medium-term and Long-term targets to be re-evaluated upon merger with ENR.

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