



	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.	%of job descriptions (JDs) reviewed and updated <ul style="list-style-type: none">108 active JDs to be reviewed	25% of JDs reviewed	33% of JDs reviewed	50% of JDs reviewed	75% of 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.	% of hiring managers who complete the training	Training launched by Department of Finance	Hiring Managers Training Launched in September 2022 16.8% of hiring managers have completed the Staffing Workshop training	40% completion	60% completion	Targets are adjusted based on the baseline data collected in 2022/23.
	Action 1.3: Review Indigenous eligibility database for pre-qualified candidates prior to initiating a job competition.	# of positions filled without a competition	Launch of eligibility database by Department of Finance	Under development	1 position filled with eligibility lists, subject to qualified candidates	1 position filled with eligibility lists, subject to qualified candidates	



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GOAL 2: Indigenous Leadership	Action 2.1: 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	87% of employees completed training	90% employees have completed training	95% employees have completed training	
	Action 2.3: All employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	% of employees who have completed the training	10% of employees have completed training	39.5% of employees completed training	50% of employees have completed training	75% of employees have completed training	Targets are adjusted based on the baseline data collected in 2022/23.
	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	100% of departing employees who want to complete / are able to complete an exit interview, are completed	
	Action 2.5: Indigenous non-SRM employees are aware of and apply to the Indigenous Development and Training Program (IDTP).	# Indigenous employees accessing IDTP	1 Indigenous employee have accessed IDTP, subject to employee interests to take program	0	1 Indigenous employees have accessed IDTP, subject to employee interest to take program	1 Indigenous employees have accessed IDTP, subject to employee interest to take program	Targets are adjusted based on the baseline data collected in 2022/23.
	Action 2.5: Indigenous employees access Indigenous mentorship program for informal on-the-job training.	% of Indigenous employees who are accessing the mentorship program, who want to access it	Department of Finance develops and promotes Indigenous Mentorship Program	Under development	Department of Finance develops and promotes Indigenous Mentorship Program	15% of Indigenous employees are participating in the program in some capacity, subject to Indigenous employees wanting to participate	



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	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	<i>Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan</i>	Under development	<i>Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan</i>	10% of employees have identified a career path, subject to employees wanting to identify a career path	
	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 works with HR to develop Succession Plan	10% of Indigenous employees identified for succession planning	
	Action 2.6: Use the Indigenous Career Gateway Program (ICGP).	# of vacancies filled using ICGP	Minimum 1 vacancy filled using the ICGP	2 positions filled using ICGP	Minimum 2 vacancy filled using the ICGP	Minimum 2 vacancy filled using the ICGP	
	Action 2.6: Promote the use of transfer assignments (TAs) and cross-training to encourage mobility and development for Indigenous employees.	# of TAs or secondments filled by Indigenous employees	Minimum 1 TA or secondment filled by Indigenous employee	8 TAs filled by Indigenous employees	Minimum 2 TA or secondment filled by Indigenous employee	Minimum 2 TA or secondment filled by Indigenous employee	This represents a cumulative number of TAs that occurred throughout 2022-23.

DEPARTMENT OF MUNICIPAL & COMMUNITY AFFAIRS
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	108	108	108	108
Indigenous Aboriginal employees	26	26	30	35
Net Target Increase	-	4	5	5
Percentage	24%	28%	28%	32%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	13	14	12	14
Indigenous employees (#)	5	4	5	4
Net Increase Target	-	1	-	1
Indigenous employees (%)	38%	29%	42%	29%
Middle Management				
Total employees	16	16	17	20
Indigenous employees (#)	5	5	5	7
Net Increase Target	-	-	-	2
Indigenous employees (%)	31%	31%	29%	35%
University Equivalency				
Total employees	48	45	44	41
Indigenous employees (#)	11	10	8	8
Net Increase Target	-	-	2	2
Indigenous employees (%)	23%	22%	18%	20%
College/Trades Equivalency				
Total employees	18	21	20	17
Indigenous employees (#)	5	6	6	4
Net Increase Target	-	1	2	-
Indigenous employees (%)	28%	29%	30%	24%
High School Equivalency or Below				
Total employees	4	10	11	16
Indigenous employees (#)	3	2	3	3
Net Increase Target	-	2	1	-
Indigenous employees (%)	75%	20%	27%	19%

Data to be pulled from HRIS as at March 31st for each respective fiscal year.

*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.