



|                                   | OBJECTIVE  | ACTIONS  | PERFORMANCE MEASURE   | MILESTONES   |  |  |
|-----------------------------------|--|--|---|--|--|--|
|                                   |  |  |   | Immediate  | 2023   | 2024   |
| GOAL 1: Indigenous Representation | Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.   | <b>Action 1.1:</b> Review all job descriptions to remove systemic barriers and reflect appropriate non-inflated education and experience requirements.                                   | <i>Job descriptions (JDs) reviewed.</i> <ul style="list-style-type: none"> <li>257 JDs for review (based on filled positions)</li> </ul>                  | 15% of JDs reviewed<br><br>(39 total JDs reviewed)<br><br>Department of Finance (GNWT) developing guidelines.            | 30% of JDs reviewed<br><br>(71 total JDs reviewed) | 40% of JDs reviewed<br><br>(103 total JDs reviewed)<br><br>5% increase in applicants |
|                                   |  | <b>Action 1.2:</b> 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 launch (GNWT)   | 30% of hiring managers completed the training      | 40% of hiring managers have completed the training                                   |
|                                   |  | <b>Action 1.3:</b> Review Indigenous eligibility lists for pre-qualified candidates prior to initiating a job competition.   | # of positions filled without a competition<br><br>Increase of Indigenous hires within department<br><br>Increased number of candidates added to database | Launch of eligibility database<br><br>Department of Finance (GNWT) is establishing eligibility listings                  | 3 positions are filled with eligibility lists      | 5-positions are filled with eligibility lists  |
|                                   | <b>Action 1.4:</b> Work with Department of Finance to utilize and access GNWT hiring programs, address current challenges to limited GNWT program registration, and strengthen recruitment and advertising to address the Colleges unique situation. | Increase in understanding of GNWT hiring programs<br><br>Increase in # of applicants on AC competitions<br><br>Increase in presentations from Human Resources to AC on hiring programs   | 2 presentations from HR on hiring programs<br><br>AC will continue to work with the Department of Finance (HR) on   | 2 presentations from HR on hiring programs<br><br>AC will continue to work with the Department of Finance (HR) on hiring | 2 presentations from HR on hiring programs         |  |



|  |  |  |  |                                   |                            |  |
|--|--|--|--|-----------------------------------|----------------------------|--|
|  |  |  |  | hiring challenges for the College | challenges for the College |  |
|--|--|--|--|-----------------------------------|----------------------------|--|

|                                      |  |  |   |  |   |  |
|--------------------------------------|--|--|---|--|---|--|
| <b>GOAL 1: Indigenous Leadership</b> | Encourage and support Indigenous people to join and stay with the Public Service by fostering a culturally inclusive workplace that addresses bias, racism and discrimination, and that is free of harassment. | <b>Action 2.1:</b> Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.  | <i># of employees who have completed the training</i>   | <i>25% of employees have completed training</i>  | <i>30% of employees have completed training</i>                       | <i>50% of employees have completed training</i>                                      |
|                                      |  | <b>Action 2.3:</b> Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.  | <i># of employees who have completed the training</i><br><i># of sessions available</i>   | <i>2% of employees have completed training</i>   | <i>10% of employees have completed training</i>                       | <i>15% of employees have completed training</i>                                      |
|                                      |  | <b>Action 2.4:</b> 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>30% of departing employees complete an exit interview</i>                         |
|                                      | Improve retention of Indigenous employees through professional development and career progression.   | <b>Action 2.5:</b> 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 Indigenous employee from the department have accessed IMDTP</i>   | <i>2 Indigenous employees from the department have accessed IMDTP</i> | <i>2 Indigenous employees from the department have accessed IMDTP</i>                |
|                                      |  | <b>Action 2.5:</b> Access Indigenous mentorship program for informal on-the-job training.  | <i># of employees accessing program</i><br><i># of succession plans</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> |
|                                      |  | <b>Action 2.5:</b> 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 to develop resources for employees to identify career pathways within their Learning and Development Plan</i> |   | <i>30% of employees have identified a career path</i>                                |
|                                      |  | <b>Action 2.5:</b> Work with HR on succession planning with a focus on Indigenous employee development.  | <i># of Indigenous employees identified for succession planning</i>   | <i>Department of Finance creates succession planning guide; department works with HR to develop Succession Plan</i>                    |   | <i>5% of managers have identified Indigenous employees within succession plans</i>   |
|                                      | Improve retention of Indigenous employees through professional development and career progression.   | <b>Action 2.6:</b> Use the Indigenous Career Gateway Program (ICGP).   | <i># of ICGP candidates hired</i>   | <i>Minimum of 3% of positions filled using ICGP</i>  | <i>4% of positions filled using ICGP</i>                              | <i>5% of positions filled using ICGP</i>   |
|                                      |  | <b>Action 2.6:</b> Promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.  | <i># of employees on transfer assignments (TA) or Secondments</i><br><i># of Indigenous employees within Middle and Senior management roles</i> | <i>Minimum of 3% of TAs filled by Indigenous employees</i>   | <i>5% of TAs filled by Indigenous employees</i>                       | <i>5% of TAs filled by Indigenous employees</i>                                      |

**Aurora College  
INDIGENOUS EMPLOYMENT TARGETS**

|   | <b>CURRENT<br/>(March 31,<br/>2022)</b> | <b>SHORT-TERM<br/>TARGETS<br/>(By March 31,<br/>2024)</b> | <b>MEDIUM-<br/>TERM<br/>TARGETS<br/>(By March 31,<br/>2026)</b> | <b>LONG<br/>TERM<br/>TARGETS<br/>(By March<br/>31, 2028)</b> |
|---|---|---|---|--|
| <b>Staffed positions</b>  |   |   |   |  |
| All filled positions  | 257                                     | 257   | 257   | 257  |
| Indigenous Aboriginal employees   | 69                                      | 74  | 80  | 87   |
| Net Increase Target   | -                                       | +6  | +7  | +8   |
| Percentage  | 27%                                     | 29%   | 31%   | 34%  |
| <b>Indigenous Aboriginal employees by job classification</b>              |   |   |   |  |
| <b>Senior Management</b>  |   |   |   |  |
| Total employees   | 10                                      | 10  | 10  | 10   |
| Indigenous employees (#)  | 1                                       | 1   | 2   | 3  |
| Net Increase Target   | -                                       | 0   | +1  | +1   |
| Indigenous employees (%)  | 10%                                     | 10%   | 20%   | 30%  |
| <b>Middle management</b>  |   |   |   |  |
| Total employees   | 29                                      | 29  | 29  | 29   |
| Indigenous employees (#)  | 5                                       | 6   | 7   | 8  |
| Net Increase Target   | -                                       | +1  | +1  | +1   |
| Indigenous employees (%)  | 17%                                     | 21%   | 24%   | 28%  |
| <b>Positions Requiring University Equivalency</b>                         |   |   |   |  |
| Total employees   | 138                                     | 138   | 138   | 138  |
| Indigenous employees (#)  | 19                                      | 20  | 21  | 23   |
| Net Increase Target   | -                                       | +1  | +1  | +2   |
| Indigenous employees (%)  | 14%                                     | 14%   | 15%   | 17%  |
| <b>Positions Requiring University/Trade Equivalency</b>                   |   |   |   |  |
| Total employees   | 48                                      | 48  | 48  | 48   |
| Indigenous employees (#)  | 24                                      | 26  | 28  | 30   |
| Net Increase Target   | -                                       | +2  | +2  | +2   |
| Indigenous employees (%)  | 50%                                     | 54%   | 58%   | 63%  |
| <b>Positions Requiring High School Equivalency or No Formal Education</b> |   |   |   |  |
| Total employees   | 32                                      | 32  | 32  | 32   |
| Indigenous employees (#)  | 20                                      | 22  | 24  | 26   |
| Net Increase Target   | -                                       | +2  | +2  | +2   |
| Indigenous employees (%)  | 63%                                     | 69%   | 75%   | 81%  |

*\*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.*