



INDIGENOUS RECRUITMENT AND RETENTION FRAMEWORK AND ACTION PLAN

REPORT ON THE INDIGENOUS EMPLOYMENT PLANS RESULTS

2024-2025

RAPPORT SUR LES RÉSULTATS DES PLANS D'EMPLOI DES  
AUTOCHTONES MINISTÉRIELS

CADRE ET PLAN D'ACTION POUR LE RECRUTEMENT ET LA  
RÉTENTION DES AUTOCHTONES

**June | 2026**

Le present document contient la traduction française du sommaire.



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# Executive Summary

The Indigenous Recruitment and Retention Framework (Framework) was developed to help build and support a territorial public service that is inclusive and involves the population it serves at all levels. With the support of the Indigenous Recruitment and Retention Action Plan (Action Plan) departments and agencies were tasked with sharing the responsibility of achieving the objectives and deliverables outlined in the Action Plan. As part of that shared responsibility, departments and agencies were tasked with developing Departmental Indigenous Employment Plans (DIEPs).

The development of the DIEPs has been a motivator, prompting departments to make better use of the many Government of the Northwest Territories (GNWT) programs and initiatives designed to support and prioritize the employment and career advancement of Indigenous persons. Under the DIEP initiative, departments and agencies set targets designed to address barriers to employment and career advancement experienced by Indigenous persons. Departments and agencies published their results for the 2024-2025 fiscal year and are working towards meeting the targets they've set for the 2025-2026 fiscal year.

This report highlights stories of success, such as the full utilization of the Indigenous Development and Training Program for the second year in a row in the 2024-2025 fiscal year, and the first collaboration between Indigenous Language Instructor Employment Plan candidates accessing Indigenous Development Training Program funding to support their Indigenous Language instruction journey. In addition, development of the Indigenous Employment Policy was completed during the 2024-2025 fiscal year, with preparations made to implement it on the first day of the 2025-2026 fiscal year.

There are examples in this report of departments meeting and exceeding their targets. And there is a clear vision of how we can continue to improve. Job description review is ongoing, as are efforts to make opportunities more equitable for all Indigenous persons. Despite the work that remains, it is encouraging to see the investment being made by prioritizing Indigenous candidates and employees across the GNWT. It will be exciting to see the results of this investment in the growth and development of the territorial public service in the years ahead.

# Sommaire

Le Cadre de recrutement et de rétention des Autochtones (le Cadre) a été élaboré pour aider à bâtir et à soutenir une fonction publique territoriale inclusive, qui intègre la population qu'elle sert à tous les niveaux. Grâce au Plan d'action sur le recrutement et la rétention des Autochtones (le Plan d'action), les ministères et les organismes ont été chargés de partager la responsabilité d'atteindre les objectifs et les livrables énoncés dans le Plan d'action. Dans le cadre de cette responsabilité partagée, ils ont eu pour mission d'élaborer des plans d'emploi des Autochtones pour les ministères.

L'élaboration de ces plans d'emploi des Autochtones a agi comme un facteur de motivation qui a incité les ministères à agir et à mieux utiliser les nombreuses initiatives du gouvernement des Territoires du Nord-Ouest (GTNO) conçues pour soutenir et prioriser l'emploi et l'avancement professionnel des Autochtones. Conformément aux plans d'emploi des Autochtones, les ministères et les organismes fixent des cibles visant à abolir les obstacles à l'emploi et à l'avancement professionnel auxquels sont confrontés les Autochtones. Les ministères et les organismes ont publié leurs résultats pour l'exercice 2024-2025 et s'affairent à atteindre les cibles fixées pour l'exercice 2025-2026.

Le présent rapport met en lumière des réussites, telles que la pleine utilisation du Programme de formation et de perfectionnement des Autochtones pour une deuxième année consécutive au cours de l'exercice 2024-2025, ainsi que la première collaboration permettant à des candidats du Plan de recrutement de moniteurs de langue autochtones de bénéficier du financement du Programme de formation et de perfectionnement des Autochtones pour soutenir leur parcours d'enseignement d'une langue autochtone. De plus, l'élaboration de la Politique d'emploi des Autochtones a été menée à bien au cours de l'exercice 2024-2025, et des préparatifs ont été faits en vue de sa mise en œuvre dès le premier jour de l'exercice 2025-2026.

Ce rapport présente des exemples de ministères qui ont atteint et dépassé leurs cibles. Il dégage également des pistes claires pour parfaire nos pratiques. La révision des descriptions de poste est en cours, tout comme les efforts visant à rendre les occasions plus équitables pour tous les Autochtones. Malgré le travail qu'il reste à accomplir, il est encourageant de voir les investissements réalisés en donnant la priorité aux candidats et aux employés autochtones dans l'ensemble du GTNO. Il sera passionnant de voir les résultats de ces investissements sur la croissance et le développement de la fonction publique territoriale dans les années à venir.

# Introduction

Launched in December 2021, the GNWT's Indigenous Recruitment and Retention Framework (Framework) was developed to help build and support a territorial public service that is inclusive and reflects the population it serves at all levels, with two central goals:

- Increasing Indigenous representation and involvement at all levels of government; and,
- Supporting Indigenous leadership and career development opportunities.

Implementation of the Framework is supported by the Indigenous Recruitment and Retention Action Plan (Action Plan). The Action Plan sets out objectives and deliverables designed to improve the experience and success of Indigenous candidates in the GNWT's recruitment and hiring processes, and to support the retention and career growth of Indigenous employees.

The success of the Framework and Action Plan depends on regular monitoring and evaluation to support a shared understanding of the Framework's goals and of the shared responsibilities for all involved. While the GNWT is collectively responsible for the success of the Framework, departments are individually responsible for achieving the objectives and deliverables set out in their Departmental Indigenous Employment Plans (DIEP).

This report provides a general overview of progress made towards targets set out in the DIEPS for the 2024-2025 fiscal year.

## Background

After the launch of the Framework and Action Plan, departments and agencies were responsible for reviewing barriers to Indigenous employment and career advancement within their organization and including strategies in their respective Departmental Indigenous Employment Plans (DIEPs) to reduce or eliminate those barriers. Since November 2022, department and agency DIEPS have been published each year on the Diversity and Inclusion webpage, providing public transparency, and ensuring accountability to the program.

In producing their DIEPs, Deputy Heads commit their departments and agencies to achieving specific action items and meeting targets they have set that are unique to them, but which align with GNWT-wide Action Plan deliverables. Some departments and agencies also choose to include action items and targets in their DIEPs unique to their organization.

Accomplishment of these commitments is considered in annual review of Deputy Head job performance.

An Indigenous Employment Table template was developed and is to be included in each department and agency's DIEP. The table outlines the targets each department and agency aim to achieve according to job classification, providing detailed information about the progress that departments and the GNWT make through the implementation of the program. Data, like that found in the Indigenous Employment Table, also provides a better understanding of how the program affects and drives success in the career development of Indigenous employees.

There are a total of twenty-one (21) DIEPs reported on in each fiscal year. In addition, the Northwest Territories Business Development and Investment Corporation (BDIC) changed their name to Prosper NWT and will be reported on under that title going forward.

# Highlights and Achievements

At the time of writing, eighteen (18) of the 21 updated DIEPs had been received and published on the GNWT [website](#). This report does not reflect the information from Dehcho Divisional Education Council, Sahtu Divisional Education Council, and Northwest Territories Health and Social Services Agency.

This section highlights several of the Action Plan deliverables accomplished in the 2024-2025 fiscal year. For progress on each item, please see the Appendix 2 which outlines which items have been fulfilled as well as marks the progress for the remaining unfulfilled action items.

## Action Item Progress

The following deliverables were achieved during the 2024-2025 fiscal year:

### **Action 1.2: The Department of Finance will review staffing processes to ensure they are culturally appropriate and culturally sensitive, to remove barriers to the appointment and promotion of Indigenous Peoples**

- The Department of Finance led review of the Affirmative Action Policy (AAP), concluding in 2024-2025 resulting in the removal of the Affirmative Action Policy on March 31, 2025.
- The Indigenous Employment Policy (IEP) came into effect on April 1, 2025. The IEP reflects recommendations of engagement participants in the AAP Review as set out in the accompanying What We Heard Report.

### **Action 2.2: Collaboration with the Department of Education, Culture and Employment to support and deliver professional development programs in Indigenous languages.**

- In 2024-2025, Indigenous Language Instructor Employment Plan participants accessed Indigenous Development Training Program funding for the first time, with three participants using the program that year.

### **Action 2.4: Collaborate with the Indigenous Employee Advisory Committee (IEAC) to incorporate Indigenous perspectives and culture in program, policies, and initiatives.**

- During the 2024-2025 fiscal year, IEAC reviewed multiple programs and initiatives and provided valuable insight, including feedback on the development of the Indigenous Employment Policy.

### **Action 2.5: Departments and agencies are accessing the Indigenous Development and Training program.**

- For the second year in a row, all IDTP funding was fully allocated halfway through the fiscal year, with more applications received than available funding.

### **Action 2.5: Review Leadership Development Program to ensure Indigenous perspectives are included.**

- The Department of Finance completed its review of the Leadership Development Program (LDP) to ensure Indigenous and northern perspectives are properly reflected. The program was redesigned and relaunched in the 2024-2025 fiscal year.

# Goal 1: Indigenous Representation

Indigenous representation, involvement, and participation at all levels of the territorial public service is crucial to the GNWT genuinely incorporating Indigenous perspectives, values, and priorities, and to better serving the public.

**Objective:** *Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.*

- **Action 1.1:** Conduct a detailed review of all GNWT job descriptions.
- **Action 1.2:** Review recruitment and retention practices to address barriers.
- **Action 1.3:** Enhance employment opportunities for Indigenous Candidates.
- **Action 1.4:** Improve access and awareness of staffing process resources and information for applicants.

**Objective:** *Develop a strategic planning and performance measurement tool to increase the representation of Indigenous peoples employed within the GNWT.*

- **Action 1.5:** Develop Departmental Indigenous Employment Plans and Targets.

## Action 1.1

Conduct a detailed review of all GNWT job descriptions

**The Department of Finance – Strategic Human Resources Division, Job Evaluation Unit and Diversity and Inclusion Unit developed a Job Description Review Guide to assist departments in review of job descriptions.**

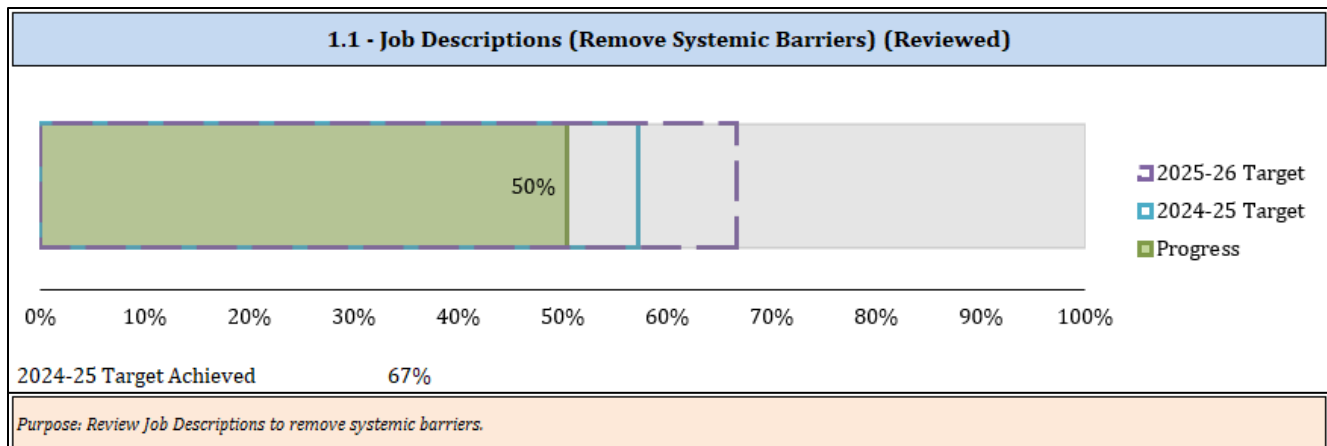
In producing their DIEPs, Deputy Heads committed departments and agencies to using the Job Description Guide to review departmental Job Descriptions. There have been 3,795 job descriptions submitted and reviewed using the Indigenous Recruitment and Retention Framework Job Description Review Guide between September 23, 2022 and March 31, 2025

### Departmental Results for 2024-2025

In the 2024-2025 fiscal year, six (6) department and agencies either met or exceeded their targets:

- Aurora College
- Department of Environment and Climate Change
- Department of Finance
- Legislative Assembly
- Department of Municipal and Community Affairs
- Workers' Safety and Compensation Commission

Although they did not meet their target, the Department of Justice report having completed 51% of their JD review, nearly reaching their goal of 55% of JDs reviewed. Departments and agencies that did not achieve their job description review targets for 2024-2025 are expected to work collaboratively with the Department of Finance to correct any departmental issues in the review process to ensure they meet their 2025-2026 target. The following graph shows the average completion rate for reviewed job descriptions during the 2024-2025 fiscal year.



## Action 1.2

Review recruitment and retention practices to address barriers

**The Department of Finance will review staffing processes to ensure they are culturally appropriate and culturally sensitive, to remove barriers to the appointment and promotion of Indigenous Peoples.**

During the 2024-2025 fiscal year, the Department of Finance largely focused efforts in finalizing the transition from the Affirmative Action Policy to the new Indigenous Employment Policy to be introduced at the beginning of 2025-2026. Following feedback from Indigenous governments and the public in December 2024, the department refined the policy into a two-tiered priority system that ensures NWT Indigenous groups receive recruitment priority.

This work culminated in the removal of the long-standing Affirmative Action Policy on March 31, 2025, setting the stage for the new framework to take effect on April 1, 2025. Concurrently, the Department of Finance also conducted continuous reviews of staffing processes to eliminate systemic barriers and enhance cultural sensitivity across the recruitment lifecycle.

### **Development of a GNWT Competition Audit Framework (Staffing Review Framework).**

Development and implementation of the GNWT Competition Audit Framework<sup>1</sup> has been spearheaded by Department of Finance, Management and Recruitment Services (MRS). During the 2023-2024 fiscal year, MRS reviewed its staffing documents and processes to ensure processes reflect cultural competencies and promote hiring of Indigenous candidates. This review continued in 2024-2025, with the Competition Audit Framework undergoing additional review and updates to ensure alignment with best practices in staffing processes and to prepare for the launch of the Indigenous Employment Policy.

The Competition Audit Framework is used to ensure that staffing and recruitment activities meet applicable GNWT legislative and policy responsibilities. The Competition Audit Framework is intended to support the review of recruitment and selection procedures, and the assessment of internal policies and practices. Staffing processes are reviewed and recommended updates are undertaken as needed. to ensure it is aligned with updated staffing processes.

### **The Indigenous representation on hiring committees' initiative**

In order to ensure the cultural safety of employees, implementation of this initiative proceeded slowly and cautiously in the 2024-2025 fiscal year. The initiative is intended to allow Indigenous applicants the option of having an Indigenous person included on the hiring committee for the position they have applied for.

The program was initially launched through eRecruit (the GNWT's electronic recruitment system) in early 2023, however it was paused in May 2023 due to concerns about support for Indigenous employees in the role and whether the GNWT had sufficient capacity among Indigenous employees to do what was being offered. In 2024-2025, supporting toolkits and a formal process was developed for the relaunch of the Indigenous representation on Hiring Committee, and was launched early in the 2025-2026 fiscal year.

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<sup>1</sup> The Staffing Review Framework has been renamed as the Competition Audit Framework to better reflect its purpose.

## Staffing Manager Hiring Training Targets

Throughout 2024-2025, the GNWT prioritized the integration of the Staffing Workshop into departmental operations to strengthen recruitment expertise and consistency. The core training modules on eRecruit and staffing guidelines remain available on demand, the focus has shifted toward accountability, with departments and agencies encouraged to establish formal completion targets within their 2024-2025 DIEPs.

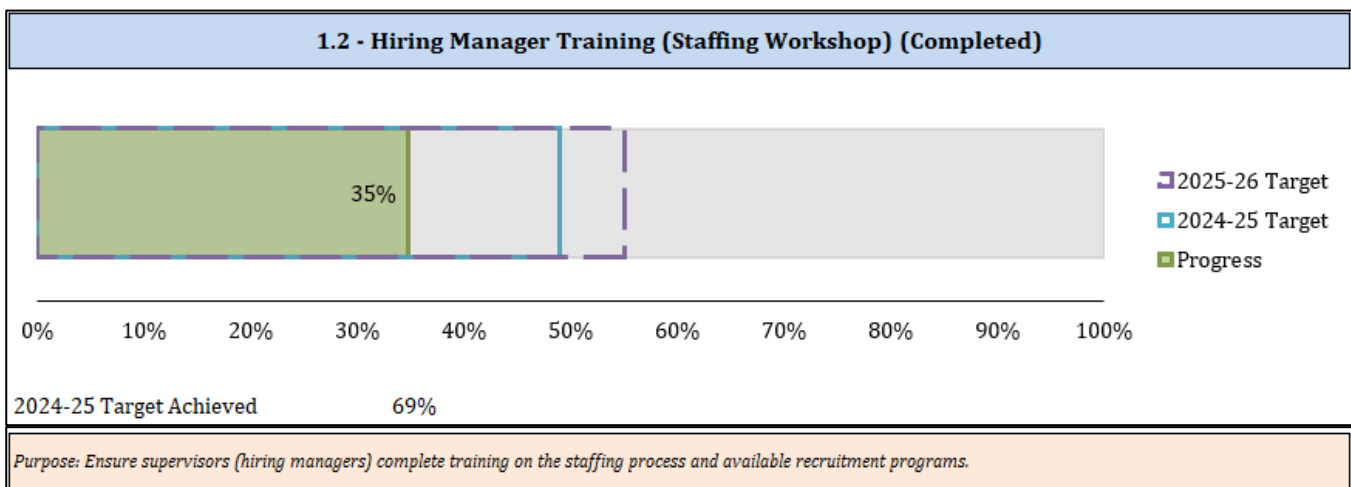
By leveraging this flexible online format, training remains available and the GNWT continues to build hiring manager competency and reduce systemic barriers with minimal impact on daily operational requirements.

## Departmental Results for 2024-2025

In 2024-2025 fiscal year, six (6) department and agencies either met or exceeded their respective targets:

- Aurora College
- Department of Finance
- Department of Municipal and Community Affairs
- Prosper NWT
- Tłıchq Community Services Agency
- Workers' Safety and Compensation Commission

Departments and agencies that did not meet their Hiring Manager Training review targets for 2024-2025 are expected to work collaboratively with the Department of Finance to address any departmental issues in their processes to ensure they meet their 2025-26 target. The following graph shows the average completion rates for hiring managers (supervisors) training during the 2024-2025 fiscal year.



## Action 1.3

Enhance employment opportunities for Indigenous Candidates

### **Establishment of an Indigenous eligibility list.**

In 2024–2025, the GNWT improved the Indigenous eligibility list by prioritizing Indigenous applicants who had already qualified in similar competitions within two pay ranges for faster review and reference checks.

Hiring managers receive resumes of Indigenous candidates (first under the Affirmative Action Policy, and later, the Indigenous Employment Policy) who meet the screening criteria for the proposed position. They review these candidates for suitability, and if approved, references are checked. If the references are positive, the candidate can be offered the position without further assessment.

To better address systemic recruitment barriers, the Department of Finance also identified key gaps in the current framework and initiated planning to restructure the list into "pre-qualified" and "developmental" categories for the 2025-2026 fiscal year.

### **Develop networking strategy with the Department of Education, Culture and Employment to target Indigenous students.**

In 2024-2025, the Department of Finance partnered with Education, Culture and Employment (ECE) to advance a networking strategy specifically for Indigenous students. A key accomplishment was the hiring of a Marketing & Promotions Officer to coordinate outreach with Career and Education Advisors and recruitment staff. This collaboration facilitated direct engagement at high schools, Aurora College, and Conseil de développement économique des Territoires du Nord-Oues (CDETNO), where the department promoted GNWT career pathways and navigated students toward available employment programs.

### **Identification of Indigenous post-secondary students to target for employment opportunities.**

During the 2024-2025 fiscal year, the Department of Finance continued its efforts to recruit Indigenous students by leveraging early-career programs as a gateway to long-term public service. Summer students, for example, can be hired with minimal experience, allowing the GNWT to attract and hire Indigenous persons before they begin their careers, with a view to leading many to return to the GNWT upon completion of their formal education.

Through a strategic partnership with ECE's Student Financial Assistance (SFA) unit, the Department of Finance utilized student contact data to conduct direct outreach with high school and post-secondary students. The outreach efforts ensure that eligible Indigenous students received the information on the Internship and Summer Student Employment Programs and details on how to apply. The Department of Finance works to ensure eligible students receive assistance if needed to register in either of the Student and Youth programs.

These efforts were further supported by the annual Summer Student Meet and Greet designed to welcome new student hires, introduce them to GNWT workplace culture, and provide an opportunity to connect and network with other students. Targeted social media campaigns were designed to build awareness among students and their families while fostering a strong connection to GNWT workplace culture.

## Action 1.4

Improve access and awareness of staffing process resources and information for applicants.

### **Develop resources/tools to improve applicants' experience in applications process.**

During 2024-2025, in preparation for the April 1, 2025, launch of the Indigenous Employment Policy, the Department of Finance completed a comprehensive revamp of the GNWT Careers website.

Key improvements include streamlined navigation and the creation of an intuitive "Preparing your Application" guide to assist candidates throughout the recruitment process.

Simultaneously, the department modernized job posting formats to include an "Application Assistance" section and more transparent qualification requirements. These updates clarify equivalency standards typically equating one year of education with one year of experience and provide specific examples for screening criteria. These steps allow applicants to better assess their eligibility before applying. Training for recruitment staff was also developed to aid staff in best practices for preparing job postings and incorporating the new tools (e.g. supporting applicants to use the 'Application Assistance' and making these tools more accessible and widely utilized).

### **Develop communication strategy on hiring process and resources.**

During the 2024-2025 fiscal year, the Department of Finance worked on implementing a communication strategy to improve hiring process transparency. Key deliverables included a revamped GNWT Careers website featuring a step-by-step "Preparing your Application" guide and modernized job postings that clearly define equivalency standards. Supported by the GNWT Careers Facebook page and a new Marketing & Promotions Officer, these initiatives have increased the visibility of recruitment resources and reduced barriers for Indigenous applicants entering the public service.

A Human Resource social media account, dealing with all things recruitment, was established and went live in January 2024.

### **Development Community Outreach Plan with Indigenous governments to increase awareness of career opportunities.**

During the 2024-2025 fiscal year, the Department of Finance advanced its commitment to increase awareness of career opportunities among target demographics through its Community Outreach Plan, developed to facilitate direct connection with Indigenous and bilingual residents. The Community Outreach Plan engaged job seekers across Délı̄ne, Behchokò, and Yellowknife through key events, including Peer North, Café Emploi, the Aurora College BSN Panel, and the Jobs Canada Fair. These events offered space to share information, answer questions in real time, and support individuals considering a future in the public service.

To deepen relationships with Indigenous partners, the department also initiated a collaboration framework with Indigenous governments, developing formal outreach strategies to share career opportunities and strengthen recruitment networks within their communities.

## Action 1.5

Improve access and awareness of staffing process resources and information for applicants.

During the 2024-2025 fiscal year, Departmental Indigenous Employment Plans (DIEPs) were updated to align with the *Indigenous Recruitment and Retention Framework and Action Plan*. These plans establish department-specific goals and targets, with progress data and employment trends detailed in Appendix 3.

A significant milestone in 2024-2025 was the formal integration of DIEP results into the performance appraisals of Deputy Heads and Senior Managers. By linking these targets to executive performance, the GNWT has strengthened leadership accountability for achieving Indigenous employment objectives across all departments and agencies.

## GOAL 2: Indigenous Leadership

Indigenous leadership is important to the GNWT to ensure that Indigenous perspectives are included when developing policies and programs, and when designing and providing services. In addition, building a territorial public service that is representative of the public we serve it is necessary to support Indigenous employees to gain leadership roles within the GNWT. This will add value to the work we do and set a positive example for Indigenous employees with aspirations for leadership.

**Objective:** *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.*

- **Action 2.1:** Offer Indigenous cultural awareness and sensitivity training to support the Government's commitment to building and maintaining a workforce that embraces diversity through cultural awareness and Inclusion.
- **Action 2.2:** Develop an Indigenous language professional development program.
- **Action 2.3:** Empower GNWT employees to question social norms and discover tools to help them reshape how they see the world and their interactions with each other.
- **Action 2.4:** Increase internal support to Indigenous employees to increase retention.

**Objective:** *Improve retention of Indigenous employees through professional development and career progression.*

- **Action 2.5:** Improve development and training options and opportunities for Indigenous employees' career advancement.
- **Action 2.6:** Build capacity and career development.

## Action 2.1

Offer Indigenous cultural awareness and sensitivity training to support the Government’s commitment to building and maintaining a workforce that embraces diversity through cultural awareness and Inclusion.

### Complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training

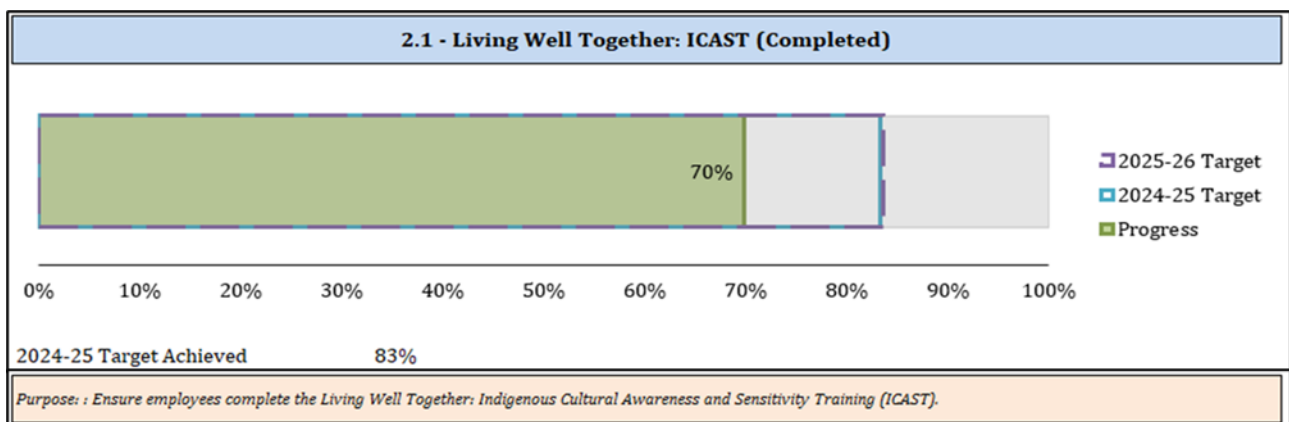
Living Well Together training includes eight mandatory modules for all GNWT employees and is part of all DIEPs. Tracking completion is complex due to staff turnover and the time needed to finish the training. For example, a department’s completion rate can drop when new employees join and have not yet completed the training.

It is important to note managers may delay or waive certain parts of the training (Modules 2-4) if there are concerns an employee will experience vicarious trauma. Employees are still encouraged to complete the Reconciliation series of the training (Modules 6-8) that focuses on developing cultural sensitivity and the practice of reconciliation.

In the 2024-2025 fiscal year, only one (1) department and agency met or exceeded their respective targets: **Legislative Assembly**. Given the complexity of movement, we would like to acknowledge the following departments and agencies that came within a 10% margin of their completion target for 2024-2025:

| Organization                                | Target | Actual | Difference |
|---|--------|--------|------------|
| Environment and Climate Change              | 90%    | 87%    | -3%        |
| Prosper NWT                                 | 100%   | 97%    | -3%        |
| South Slave Divisional Education Council    | 50%    | 47%    | -3%        |
| Worker’s Safety and Compensation Commission | 100%   | 94%    | -6%        |
| Finance                                     | 90%    | 82%    | -8%        |
| Justice                                     | 90%    | 81%    | -9%        |

The following graph shows the average completion rate for the Living Well Together: Indigenous Cultural Awareness and Sensitivity Training during the 2024-2025 fiscal year.



Departments and agencies that did not meet their completion rate goal for the Living Well Together: Indigenous Cultural Awareness and Sensitivity Training during the 2024-2025 fiscal year are expected to

work collaboratively with the Department of Finance to address any departmental issues in their processes to ensure they meet their 2025-2026 target.

## Action 2.2

Develop an Indigenous language professional development program.

### **Collaboration with Department of Education, Culture and Employment to support and deliver professional development programs in Indigenous languages.**

To encourage the participation of GNWT employees in the Indigenous Language Instructor Employment Plan (ILIEP), the Indigenous Development Training Program (IDTP) was amended to cover expenses related to learning an Indigenous language as an equivalent to attending a post-secondary course. The ILIEP helps Indigenous employees obtain Indigenous language instructor training that will support their career growth and advancement within the GNWT, while simultaneously enhancing GNWT services and care for Indigenous residents.

ILIEP participants are eligible for coverage of:

- Payment of Indigenous language mentors (Indigenous language speakers who support the employee/mentee's proficiency in the Indigenous language);
- Training materials as part of the ILIEP (including resources and sub costs); and
- Travel expenses for the employee in circumstances of in-person training and for Indigenous Language Instructors (ILI) that provide job-embedded training.

The 2024-2025 fiscal year was the first year that ILIEP participants were able to access funding for their ILIEP learning through the IDTP and three participants utilized the funding.

### **Support and celebrate the use of Indigenous languages within the GNWT through bilingual designation employee recognition campaign.**

In the 2024-2025 fiscal year, the GNWT updated the Indigenous Development Training Program to provide employees with up to \$10,000 in annual funding for language proficiency training, elevating Indigenous languages to a priority professional development category. By pairing this structural change with high-profile celebrations like Indigenous Languages Month, the GNWT made several efforts to integrate the use of the territory's 11 official languages into the workplace culture, treating linguistic skill as a critical professional asset for public service delivery. The Official Languages of the Northwest Territories are Dene Kǝdǝ́, Dēne Sų́hné, Dene Zhatíé, Dinjii Zhu' Ginjik, English, French, Inuinnaqtun, Inuktitut, Inuvialuktun, nēhiyawēwin and Tłıchǝ.

## Action 2.3

Empower GNWT employees to question social norms and discover tools to help them reshape how they see the world and their interactions with each other.

### Equitable Workplace Cultivating Attitudes of Anti-Racism Training

Equitable Workplace Cultivating Attitudes of Anti-Racism Training targets were established in DIEPs. This training is intended to allow learners to explore their own subjective experiences with racism and allyship, identifying how these behaviours impact their daily lives, especially within the workplace. For the 2024-2025 period, reporting followed three distinct styles due to initial variances in target-setting: reporting by total employees, reporting by stream (employee and manager), or reporting combined targets against split results.

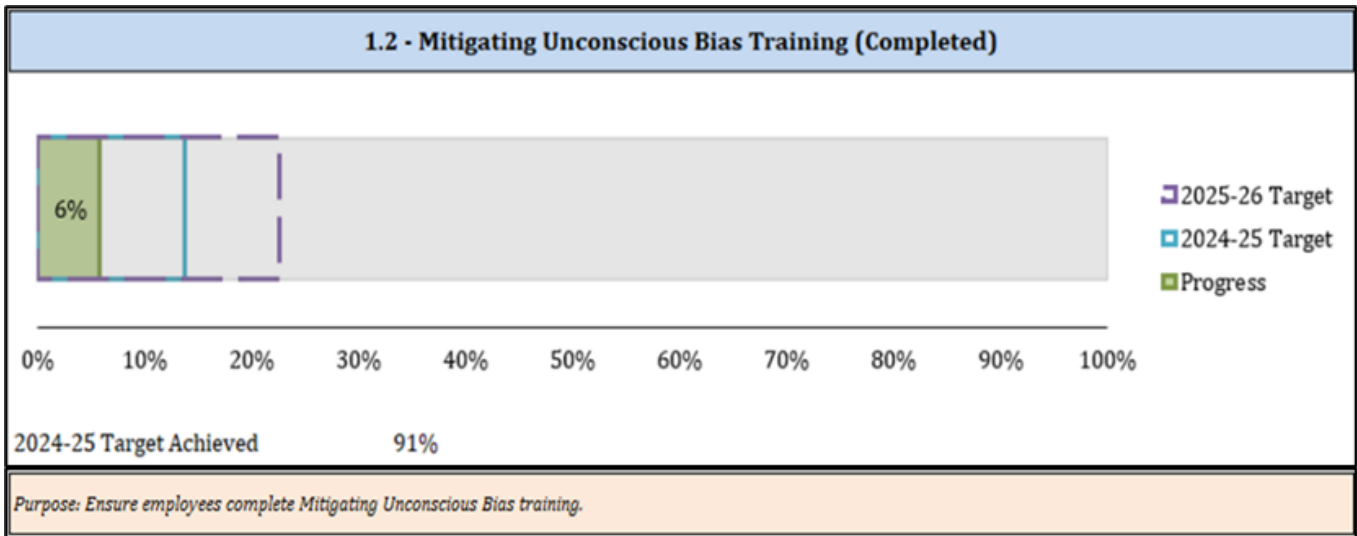
While this has resulted in reporting inconsistencies, which the GNWT is addressing through standardized guidance, the data shows significant engagement, particularly at the management level. For example, the Department of Finance and the Department of Infrastructure reported manager completion rates of 39.2% and 38.8% respectively, significantly exceeding general employee targets. *(Detailed departmental reporting tables are available in Appendix 1 - Equitable Workplace Training Reporting Styles).*

### Mitigating Unconscious Bias in the Workplace Training

The 'Mitigating Unconscious Bias in the Workplace' training is a 2-hour interactive online course that features a deep dive into unconscious bias, how it leads to stereotyping, and how everyone is affected by it. In 2024-2025 fiscal year, eleven (11) department and agencies either met or exceeded their respective targets:

- Aurora College
- Beaufort Delta Divisional Education Council
- Commission Scolaire Francophone, Territoires Du Nord-Ouest
- Department of Health and Social Services
- Department of Infrastructure=
- Department of Industry, Tourism and Investment
- Department of Justice
- Legislative Assembly
- Housing NWT
- South Slave Divisional Education Council
- Tẖcẖ Community Services Agency

The graph shows the average completion rate for the Mitigating Unconscious Bias training during the 2024-2025 fiscal year:



The remaining departments and agencies that did not achieve their training completion target for 2024-2025 are now responsible for meeting their 2025-2026 target

**Implementation of annual performance expectations for leaders that hold them accountable to address unconscious bias, racism, discrimination, and harassment in their organization.**

The Inclusive Leadership competency was launched in September 2023 under the GNWT Competency Model and is now a required element of all employee Performance Development Plans, including those for GNWT management and senior management positions. Under the Inclusive Leadership competency, each employee is required to consider the characteristics and skills necessary to perform at an elevated level while incorporating the elements of the Inclusive Leadership competency in their work. Employees in leadership positions are expected to better commit to and demonstrate the skills, abilities, and attributes set out in the Inclusive Leadership competency. Visit the following link for more information: [GNWT Competency Model](#).

## Action 2.4

Increase internal support to Indigenous employees to increase retention.

### **The Department of Finance will develop Indigenous focused employee support services**

In the 2024-2025 fiscal year, the Department of Finance issued a Request for Proposal (RFP) for a new Employee and Family Assistance Program (EFAP) contract. This procurement process was informed by 2023-2024 survey results, which identified a requirement for more long-term, in-person, and Indigenous-specific mental health supports. The RFP includes requirements for Indigenous perspectives and culturally sensitive service delivery to address these identified gaps. This work builds on the existing "A New Dawn, A New Light" digital program, which has provided Indigenous-centered cognitive behavioral therapy since 2022. With the RFP released at the end of the 2024-2025 fiscal year, the GNWT expects to award the new service contract in 2025-2026.

### **Department of Finance will assist departments and agencies to provide additional cultural health and wellness resources such as wellness workshops, staff retreats, use of traditional medicines, cultural ceremonies, and sharing circles**

The Department of Finance put a Request for Proposal (RFP) out for EFAP at the end of the 2024-2025 fiscal year that include a high focus on the consideration for Indigenous perspectives and approach to cultural sensitivity out. This was to ensure that whatever provider was awarded the contract would know the value and importance the GNWT placed on providing in approaching wellness from a cultural sensitivity approach. Once the RFP went out the plan would be to award a contract in the 2025-2026 fiscal year. However the My HR [website](#) also includes mental health and wellness supports for GNWT employees offering a touch point for employees to source available community supports.

The GNWT recognizes the continuing need to provide Indigenized health and wellness supports to employees. As such, Department of Finance will continue researching and assembling more Indigenous Health and Wellness resources to aid employees in accessing support services offered within the territory.

### **Collaborate with the Indigenous Employee Advisory Committee (IEAC) to incorporate Indigenous perspectives and culture in program, policies, and initiatives**

In the 2024-2025 fiscal year, the IEAC provided feedback on the following programs, policies and initiatives:

- Leadership and Development Program
- The Employee Satisfaction Action Plan
- The development of the Indigenous Mentorship Program
- Review of the Affirmative Action Policy
- Indigenous Representation on Hiring Committee Guide
- Adjustments to Diversity and Inclusion programs
- Succession Planning Guide

The IEAC will continue to serve as a valuable resource as further hiring and employee development initiatives are developed.

## **Develop and launch cultural competency training in partnership with HSS**

The Department of Health and Social Services (HSS) offers Cultural Safety and Anti Racism Training for all Department of Health and Social Services Staff and contractors to support improving health outcomes for Indigenous residents. This training is rooted in the concept of cultural safety, which is defined as an outcome where Indigenous persons accessing health and social programs and services feel safe and respected, free of racism and discrimination.

Indigenous Human Resources Specialists from the Diversity and Inclusion Unit supported HSS Cultural Safety Training wherever possible with the view that the HSS programming will lead to a government-wide culturally safe training approach beyond the HSS. As the lead for the training, the HSS team identified a gap in facilitation training for facilitators of the training and put the training on hold until the team receives training.

Facilitators cross-training between CSAR, CCI and D&I occurred in the 2024-2025 fiscal year starting in April 2024 and is continuing.

## **Implementation of exit interview process**

During the 2024-2025 fiscal year, the Diversity and Inclusion Unit completed the draft Request for Proposal (RFP) to establish a third-party managed exit interview process. This specialized framework is designed to capture data on employee experiences related to bias, racism, discrimination, harassment, and cultural insensitivity. Finalizing this draft provides the necessary foundation for the RFP's scheduled release in the 2025-2026 fiscal year, moving the GNWT toward a standardized method for identifying systemic workplace issues.

## Action 2.5

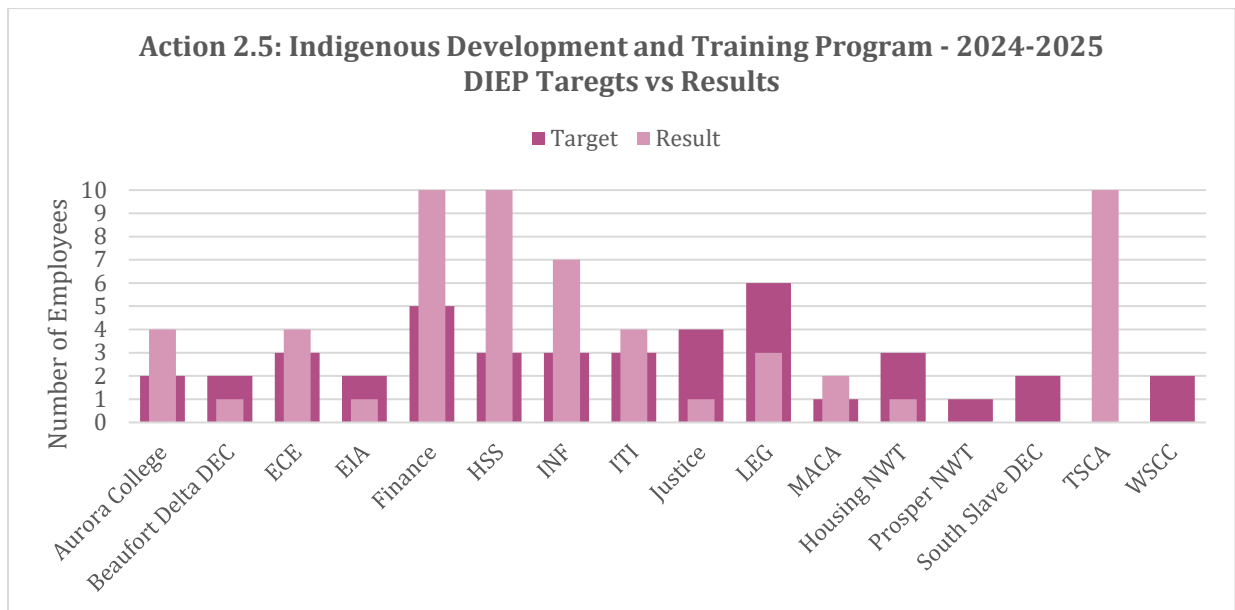
Improve development and training options and opportunities for Indigenous employees' career advancement.

### Departments and agencies accessing the Indigenous Development and Training program.

There was continued high demand for access to Indigenous Development and Training Program funding during the 2024-2025 fiscal year, with the program funding fully utilized for the second year in a row. During the 2024-2025 fiscal year, fifteen department and agencies set DIEP targets related to IDTP funding and seven of those departments and agencies met or exceeded their targets in this area:

- Aurora College
- Department of Education, Culture and Employment
- Department of Finance
- Department of Health and Social Service
- Department of Infrastructure
- Department of Industry, Tourism and Investment
- Department of Municipal and Community Affairs

In addition, the Tłı̨chǫ Community Services Agency which did not set a target in their DIEP noted several of their employees utilized the program during the period. This graph shows target and results usage of the Indigenous Development and Training Program by Department and Agency for the 2024-2025 fiscal year



## Review Leadership Development Program to ensure Indigenous perspectives are included.

The Department of Finance completed a review of the Leadership Development Program (LDP) to ensure Indigenous and northern perspectives were integrated into program design and delivery. Launched in the 2024-2025 fiscal year in partnership with Aurora College, key highlights of the new program include:

- **Northern Context:** As a “made-in-the-north” program, the curriculum was developed in collaboration with Northern employers and the GNWT. This ensures relevance to the unique NWT environment and integrates the perspectives of Northern Indigenous leaders, elders, and community members.
- **Program Design and Content:** The program emphasizes core leadership competencies (self-awareness, communication, decision-making, and emotional intelligence) to support the navigation of diverse cultural perspectives. Program design was directly informed by feedback from the Indigenous Employee Advisory Committee (IEAC) regarding cultural sensitivities, northern perspectives, and traditional knowledge.
- **Indigenous Engagement:** The LDP curriculum was submitted to the IEAC for review and input, and subsequently updated to ensure Indigenous perspectives were meaningfully incorporated.
- **Experiential Learning:** Module 9 includes an on-the-land component at B-Dene Camp in Dettah. This opportunity allows participants to integrate program elements with mentors in a collaborative northern setting, reinforcing cultural awareness and the practical application of leadership skills.

## Make mentorship and on-the-job training part of senior employee’s job description, responsibilities and the general work objectives for each unit, division, and department.

To institutionalize mentorship and on-the-job training, the Senior Management Job Description Template includes a mandatory accountability for all senior leadership positions. This ensures that senior leaders and their subordinate management teams are aligned with the following global responsibility

*“Uphold and consistently practice personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace. Practice and ensure that any subordinate management and supervisory roles also prioritize staff mentorship and on-the-job training, including staff development in annual general objectives.”*

Senior management is accountable for ensuring the performance of supervisors and managers is satisfactory in this area, while Deputy Heads remain accountable for the performance of their senior management teams.

## Development of Succession Planning Guidelines.

The Department of Finance continued to support the Indigenous Recruitment and Retention Framework by providing a suite of publicly accessible resources via the Online Managers’ Toolkit. In 2024-2025, these tools, including the Succession Planning Guide, Career Pathing templates, and Employee Development Plans, remained central to fostering internal growth and preparing Indigenous employees for leadership roles.

## **Development of Indigenous Mentorship Program**

Developmental work for a dedicated Indigenous Mentorship Program remained a priority throughout the 2024-2025 fiscal year. This ongoing work has laid the groundwork for the program's scheduled implementation in the 2025-2026 fiscal year, ensuring a structured approach to fostering mentor-mentee relationships across the public service.

## Action 2.6

Build capacity and career development.

### Equitable Access to Training Directive

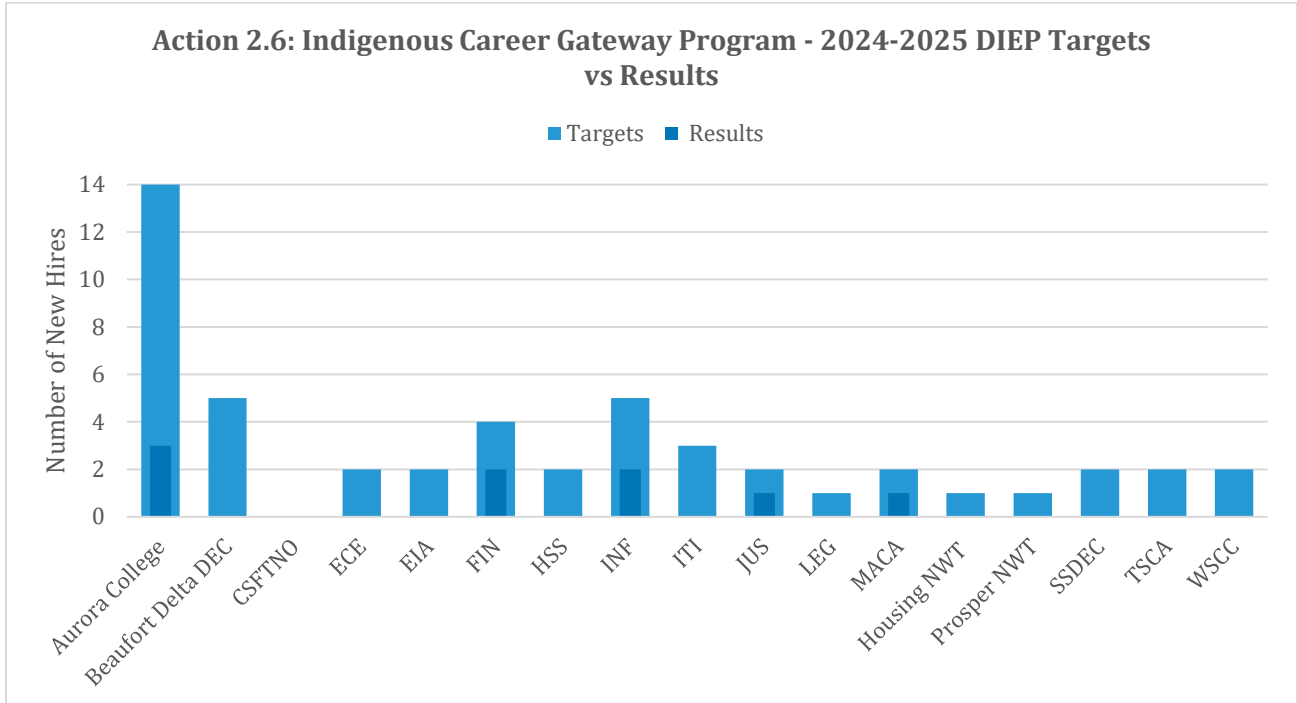
In 2024-2025, the Diversity and Inclusion unit assumed the lead role in developing the Equitable Access to Training Directive. Working in collaboration with the Employee Development and Workforce Planning unit, the team focused on applying a diversity and inclusion lens to draft resources. These materials are designed to assist Indigenous employees in navigating and accessing Education Leave and Education Assistance, ensuring that support systems are culturally responsive and accessible.

#### Indigenous Career Gateway Program:

Seventeen departments and agencies established targets for the ICGP during this fiscal year to improve access to entry-level and trainee positions.

- **Participation:** Participation varied across the public service. While many departments engaged with the program, some reporting variances occurred, such as percentage-based target setting at Aurora College and funding-related challenges at the Beaufort Delta Divisional Education Council.
- **Continuous Improvement:** These results provide a baseline for addressing administrative barriers and refining program delivery in subsequent years.

The following graph shows target and results usage of the Indigenous Career Gateway Program by Department and Agency for the 2024-2025 fiscal year:

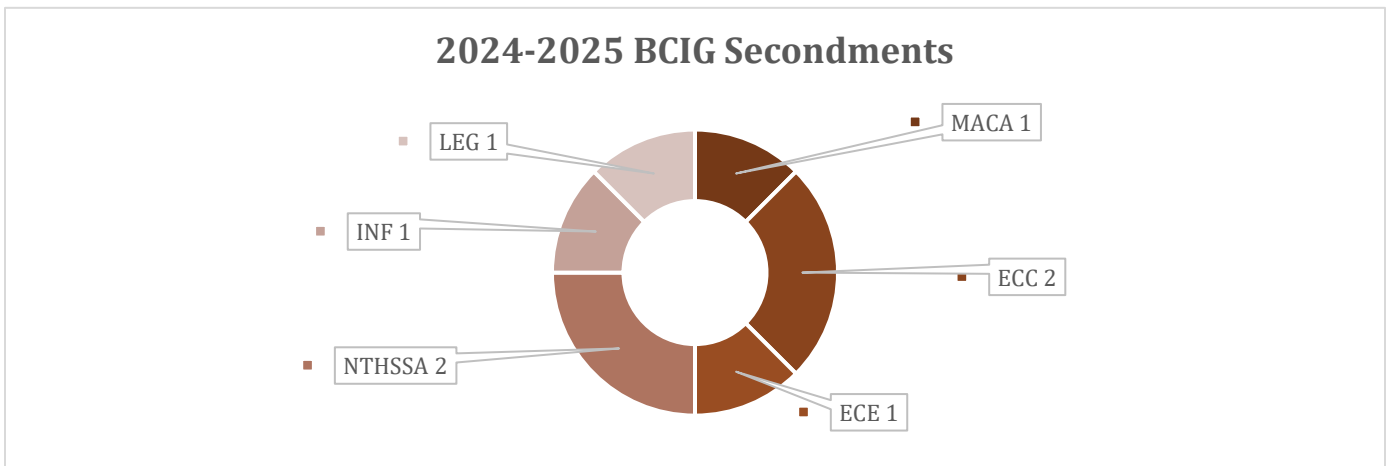


### Building Capacity with Indigenous Governments (BCIG)

The BCIG program continued to facilitate secondment arrangements between the GNWT and Indigenous Governments (IGs).

- **Participation:** While formal target-setting for this program remained low, with only three departments (Executive and Indigenous Affairs, Finance, and Health and Social Services) establishing specific goals, the program successfully supported eight secondments across the Northwest Territories in 2024-25.

The following chart shows the number of Building Capacity with Indigenous Governments secondments for the 2024-2025 fiscal year



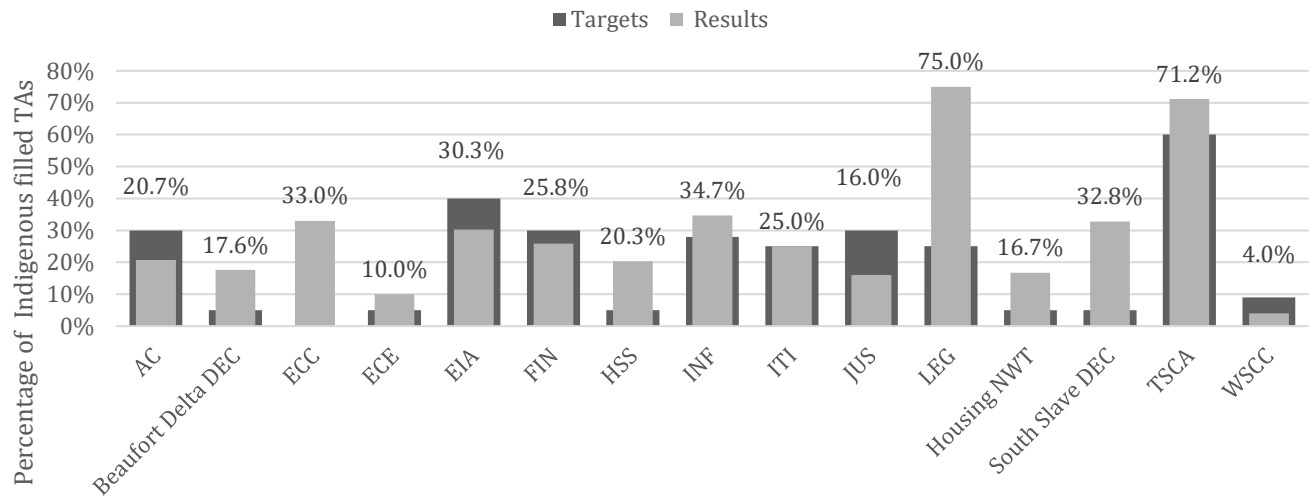
### Indigenous Participation in Transfer Assignments (TAs)

To encourage internal mobility and career advancement, departments were asked to track Transfer Assignments filled by Indigenous employees. Ten of the sixteen departments and agencies that set targets met or exceeded them in 2024-2025.

- **Notable Participation:** Even without formal targets, the Department of Environment and Climate Change reported that 33% of its TAs were filled by Indigenous employees.
- **Data Integrity:** Reporting inconsistencies were noted for the Department of Municipal and Community Affairs and Prosper NWT due to different tracking methods (numerical counts vs. percentages), which the GNWT is working to standardize for future reporting cycles.

The following graph shows Target and results of Transfer Assignments filled by Indigenous employees by Department and Agency in 2024-2025:

## Action 2.6: Transfer Agreement - 2024-2025 DIEP Target vs Results



# Appendix 1 – Equitable Workplace Training Reporting Styles

Due to the confusion around how to set targets and reporting of the results for the Equitable Workplace Cultivating Attitudes of Anti-Racism Training there is inconsistency with reporting related to the deliverable under Action 2.3 across DIEPs, resulting in 3 reporting styles:

**Style 1:** Targets are set for all employees in their organization as having completed the training and results reported align with target phrasing.

| Department/ Agency                                     | 2024-2025 listed target                  | 2024-2025 result                                      |
|--|--|---|
| <b>Department of Education, Culture and Employment</b> | 40% of employees have completed training | 45% of employees and managers have completed training |
| <b>Prosper NWT</b>                                     | 40% of employees have completed training | 0% of employees have completed training               |
| <b>Workers' Safety and Compensation Commission</b>     | 30% of employees have completed training | 31% (61) of employees have completed training         |

**Style 2:** Targets are based on streams of training and report as such.

| Department/ Agency                                   | 2024-2025 listed target  | 2024-2025 result   |
|--|--|--|
| <b>Department of Environment and Climate Change</b>  | 25% of employees have completed the training                         | 13% of Employees have completed the training                         |
|  | 35% of managers have completed the training                          | 30% of Managers have completed the training                          |
| <b>Department of Justice</b>                         | <b>All Employees:</b><br>10% completion rate for Equitable Workplace | <b>All Employees:</b><br>12% completion rate for Equitable Workplace |
|  | <b>Supervisors:</b><br>27% completion rate for Equitable Workplace   | <b>Supervisors:</b><br>33% completion rate for Equitable Workplace   |
| <b>Department of Municipal and Community Affairs</b> | 75% of employees have completed training                             | Employees 18.1% completed  |
|  | 40% of Managers have completed the training.                         | Managers 33.3% completed   |

**Style 3:** Targets are set for all employees in their organization as having completed the training while the results report both employees and managers completion rates.

| <b>Department/ Agency</b>  | <b>2024-2025 target</b>                  | <b>Employee result</b> | <b>Manager result</b> |
|--|--|------------------------|-----------------------|
| <b>Aurora College</b>  | 15% of employees have completed training | 3.6%                   | 21.4%                 |
| <b>Beaufort Delta Division Education Council</b>                 | 25% of employees have completed training | 0.4%                   | 10.5%                 |
| <b>Commission scolaire francophone Territoires du Nord-Ouest</b> | 15% of employees have completed training | 0%                     | 50%                   |
| <b>Department of Executive and Indigenous Affairs</b>            | 50% of employees have completed training | 16.8%                  | 20%                   |
| <b>Department of Finance</b>                                     | 30% of employees have completed training | 10.7%                  | 39.2%                 |
| <b>Department of Health and Social Services</b>                  | 20% of employees have completed training | 10.3%                  | 28%                   |
| <b>Department of Infrastructure</b>                              | 15% of employees have completed training | 5.5%                   | 38.8%                 |
| <b>Department of Industry, Tourism and Investment</b>            | 20% of employees have completed training | 3.9%                   | 26.9%                 |
| <b>Housing NWT</b>   | 15% of employees have completed training | 3.7%                   | 5.6%                  |
| <b>Legislative Assembly</b>                                      | 30% of employees have completed training | 5.1%                   | 22%                   |
| <b>South Slave Divisional Education Council</b>                  | 15% of employees have completed training | 0.4%                   | 0%                    |
| <b>Tłıchǫ Community Services Agency</b>                          | 25% of employees have completed training | Education – 0%         | Education – 18.2%     |
|  |  | Health – 0.7%          | Health – 22.2%        |

*Going forward consideration*

## Appendix 2 - IRRF Action Plan Gantt Timeline Chart

| Deliverable |  | Status               | 2023        | 2024 | 2025 | 2026    | 2027    |
|-------------|--|----------------------|-------------|------|------|---------|---------|
| 1.1.1       | Audit Job Descriptions (JDs) for systemic barriers   | Ongoing              | Ongoing     |      |      | Ongoing |         |
| 1.1.2       | Develop Guideline for reviewing JDs  | Complete             | Complete    |      |      |         |         |
| 1.1.3       | Develop resources for reviewing JDs  | Complete             | Complete    |      |      |         |         |
| 1.2.1       | Review staffing processes  | Ongoing              | Ongoing     |      |      |         |         |
| 1.2.2       | Develop staffing review framework  | Complete             | Complete    |      |      |         |         |
| 1.2.3       | Establish protocol for requesting Indigenous representation on selection committees                    | In Progress          | In Progress |      |      | Ongoing |         |
| 1.2.4       | Develop mandatory training for Hiring Managers   | Complete             | Complete    |      |      |         |         |
| 1.3.1       | Establish Indigenous eligibility list  | Complete             | Complete    |      |      |         |         |
| 1.3.2       | Develop networking strategy to target Indigenous students  | Ongoing              | Ongoing     |      |      |         |         |
| 1.3.3       | Partner with ECE to identify Indigenous post-secondary students to target for employment opportunities | Ongoing              | Ongoing     |      |      |         |         |
| 1.4.1       | Deploy applicant-centric resources and tools to improve experience                                     | Ongoing              | Ongoing     |      |      |         |         |
| 1.4.2       | Develop communication strategy on hiring process and resources   | In Progress          | In Progress |      |      | Ongoing |         |
| 1.4.3       | Develop Community Outreach Plan with Indigenous governments  | In Progress          | In Progress |      |      | Ongoing |         |
| 1.5.1       | Establish Indigenous Employment Plans  | Complete             | Complete    |      |      |         |         |
| 1.5.2       | Establish yearly Indigenous Employment Targets   | Complete/<br>Ongoing | Complete    |      |      |         | Ongoing |
| 1.5.3       | IEPs and Targets tied to Deputy Head and Sr. Management performance appraisals                         | Complete             | Complete    |      |      |         |         |
| 2.1.1       | All employees to complete Living Well Together: ICAST  | Ongoing              | Ongoing     |      |      |         |         |
| 2.2.1       | Collaborate with ECE to support delivery of professional development programs in Indigenous languages  | In Progress          | In Progress |      |      | Ongoing |         |
| 2.2.2       | Bilingual designation employee recognition campaign  | In Progress          | Ongoing     |      |      |         |         |

| Deliverable |  | Status               | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|--|----------------------|------|------|------|------|------|
| 2.3.1       | All employees to complete Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training            | Ongoing              |      |      |      |      |      |
| 2.3.2       | Develop and offer unconscious bias training for all employees  | Complete/<br>Ongoing |      |      |      |      |      |
| 2.3.3       | Implement annual performance expectations for leaders  | Partially Completed  |      |      |      |      |      |
| 2.4.1       | Develop Indigenous focused employee support services   | In Progress          |      |      |      |      |      |
| 2.4.2       | Assist departments and agencies to provide additional cultural health and wellness resources                         | In Progress          |      |      |      |      |      |
| 2.4.3       | Collaborate with the IEAC to review current onboarding, leadership programs, supervisory and management courses      | Ongoing              |      |      |      |      |      |
| 2.4.4       | Collaborate with IEAC to plan and review all organizational hiring initiatives and programs                          | Ongoing              |      |      |      |      |      |
| 2.4.5       | Develop and deliver cultural competency training for employees   | In Progress          |      |      |      |      |      |
| 2.4.6       | Implement an exit interview process  | In Progress          |      |      |      |      |      |
| 2.5.1       | Optimize uptake of the IMDTP to ensure full subscription   | Ongoing              |      |      |      |      |      |
| 2.5.2       | Develop an Indigenous mentorship program for informal on-the-job training  | In Progress          |      |      |      |      |      |
| 2.5.3       | Institutionalize mentorship and on-the-job training in senior leadership accountabilities                            | Complete             |      |      |      |      |      |
| 2.5.4       | Create resources for employees to identify career pathways and training needs in their Learning and Development Plan | In Progress          |      |      |      |      |      |
| 2.5.5       | Produce a succession planning guide and toolkit with a focus on Indigenous employee development                      | Complete             |      |      |      |      |      |
| 2.5.6       | Review the Leadership Development Program to ensure Indigenous perspectives are incorporated                         | Complete             |      |      |      |      |      |
| 2.6.1       | Ensure that the ICGP is fully subscribed annually  | Ongoing              |      |      |      |      |      |
| 2.6.2       | Ensure that Departments support the BCIG Program and that it is fully subscribed                                     | Ongoing              |      |      |      |      |      |

| Deliverable |  | Status      | 2023 | 2024 | 2025 | 2026 | 2027 |
|-------------|--|-------------|------|------|------|------|------|
| 2.6.3       | Develop an Equitable Access to Training directive to address unequal access to training for Indigenous employees | In Progress |      |      |      |      |      |
| 2.6.4       | Promote the use of TAs and cross-training to encourage mobility and development for Indigenous employees         | Ongoing     |      |      |      |      |      |

## Appendix 3 – Indigenous Employment Trends

This Appendix contains tables and graphs based on employee headcount data from the Departmental Indigenous Employment Plans (DIEPs).

### **Section A: Indigenous Employees % (All Areas)**

This section includes two tables: the first presents the percentage of Indigenous employees across all positions, and the second focuses on management positions. Each table is accompanied by line graphs (sparklines) illustrating trends using results and targets. The red data point on each sparkline indicates the lowest reported percentage. Additionally, each table includes a graph providing a linear trend visual of total Indigenous representation based on the associated table.

#### ***All Positions (as of March 31, 2025):***

- 67% (12/18) of areas reported **more than 25%** Indigenous representation, and 6% (1/18) reported **more than 50%**.
- 78% (14/18) of areas reported a **decrease** in Indigenous representation, and 11% (2/18) remained **unchanged** compared to 2023-24. Notably, 39% (7/18) of areas reported their **lowest %** of Indigenous representation observed since DIEPs were introduced in 2021-2022.

#### ***Management Positions (as of March 31, 2025):***

- 39% (7/18) of areas reported **more than 25%** Indigenous representation in management positions.
- 67% (12/18) of areas reported a **decrease** in Indigenous representation in management positions, and 6% (1/18) remained **unchanged** compared to 2023-24. Notably, 44% (8/18) of areas reported the **lowest %** of Indigenous representation in management positions observed since DIEPs were introduced in 2021-22.

#### ***Indigenous Representation:***

The specific drivers behind the decrease in representation across all positions (78% of areas) and management positions (67% of areas) are unclear. Despite current fluctuations, 2025-2026 targets remain ambitious and recovery-focused; 89% of these targets exceed the representation reported for 2024-2025 across both general and management categories.

### **Section B: High Impact Area Analysis**

Includes two (2) tables that focus on the four (4) High-Impact Areas, which include the Department of Environment and Climate Change (ECC), Finance (FIN), Infrastructure (INF), and Justice (JUS). These areas represent approximately 50% of the workforce; therefore, changes in these areas have the greatest collective impact on the GNWT's progress.

It should be noted that had the Northwest Territories Health and Social Services Authority (NTHSSA) DIEP been received they would also be considered a High-Impact Area.

The 2 tables present the percentage of Indigenous employees across all positions and those in management positions. Each table is accompanied with line graphs (sparklines) that illustrate trends using results and targets. The red data point on each sparkline indicates the lowest reported percentage. Each table has two (2) associated graphs:

- **Graphs 1 and 3:** Compares the proportional difference between all employees and Indigenous employees based on High-Impact Areas vs. Other-Impact Areas.
- **Graphs 2 and 4:** Provides a trend visual of the total Indigenous representation based on the associated table.

***All Positions (as of March 31, 2025):***

- 75% (3/4) of the high-impact areas reported **more than 25%** Indigenous representation.
- 100% (4/4) of the high-impact areas reported a **decrease** in Indigenous representation compared to 2023-24, of which, 50% (2/4) reported their **lowest** % of Indigenous representation observed since DIEPs were introduced in 2021-2022.

***Management Positions (as of March 31, 2025):***

- 50% (2/4) of the High-Impact Areas reported **more than 25%** Indigenous representation in management positions.
- 100% (4/4) of the High-Impact Areas reported a **decrease** in Indigenous representation compared to 2023-24. Of these, 50% (2/4) reported the **lowest** % of Indigenous representation since DIEPs were introduced in 2021-2022.

***Indigenous Representation:***

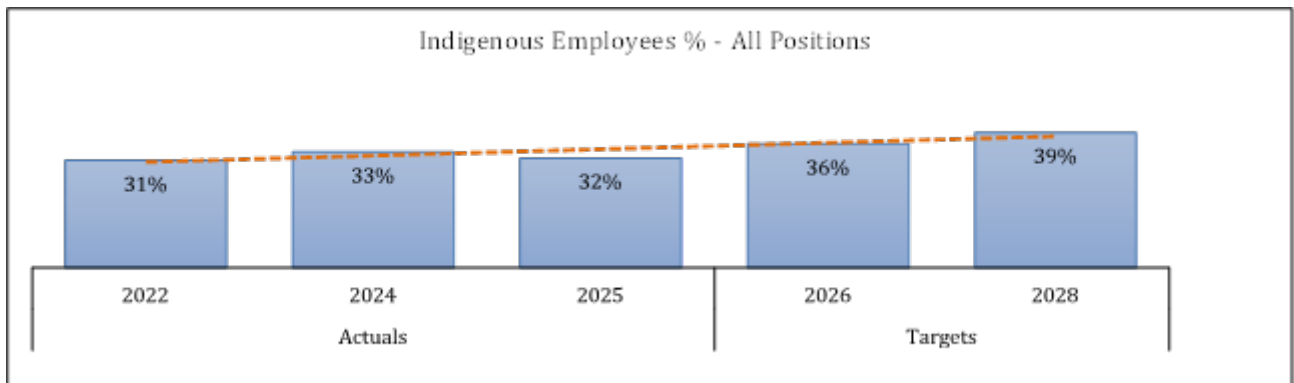
While the contributing factors behind the decreased representation in High-Impact Areas noted, the trend is not isolated to these departments, as 67% of all reporting areas observed a similar decline. In response, 100% (4/4) of the 2025-2026 targets for High-Impact Areas have been set to exceed 2024-2025 results, reflecting a commitment to restoring growth in these critical sectors.

**Section A - Table 1:**

| Indigenous Employees % - All Positions |            |            |            |            |            |       |
|--|------------|------------|------------|------------|------------|-------|
|  | Actuals    |            |            | Targets    |            | Graph |
|  | 2022       | 2024       | 2025       | 2026       | 2028       |       |
| AC                                     | 27%        | 29%        | 34%        | 31%        | 34%        |       |
| BDDEC                                  | 31%        | 32%        | 32%        | 33%        | 35%        |       |
| CSFTNO                                 | 0%         | 0%         | 0%         | 0%         | 0%         |       |
| ECC                                    | 37%        | 40%        | 38%        | 39%        | 41%        |       |
| ECE                                    | 28%        | 31%        | 28%        | 31%        | 34%        |       |
| EIA                                    | 45%        | 47%        | 40%        | 41%        | 42%        |       |
| FIN                                    | 30%        | 33%        | 29%        | 36%        | 42%        |       |
| NWTHC                                  | 33%        | 41%        | 33%        | 43%        | 47%        |       |
| HSS                                    | 19%        | 25%        | 18%        | 34%        | 39%        |       |
| INF                                    | 35%        | 36%        | 36%        | 38%        | 41%        |       |
| ITI                                    | 29%        | 30%        | 36%        | 42%        | 44%        |       |
| JUS                                    | 26%        | 26%        | 24%        | 26%        | 28%        |       |
| LEG                                    | 36%        | 43%        | 40%        | 47%        | 53%        |       |
| MACA                                   | 24%        | 28%        | 23%        | 28%        | 30%        |       |
| NWTP                                   | 0%         | 13%        | 8%         | 24%        | 29%        |       |
| SSDEC                                  | 29%        | 33%        | 29%        | 40%        | 49%        |       |
| TCSA                                   | 53%        | 55%        | 51%        | 58%        | 60%        |       |
| WSCC                                   | 12%        | 14%        | 14%        | 17%        | 21%        |       |
| <b>GNWT</b>                            | <b>31%</b> | <b>33%</b> | <b>32%</b> | <b>36%</b> | <b>39%</b> |       |

The table above presents the percentage of Indigenous employees across all positions, based on data reported in the DIEP submissions. The red point on each sparkline (mini-graph) indicates the lowest reported percentage.

**Section A - Graph 2:**



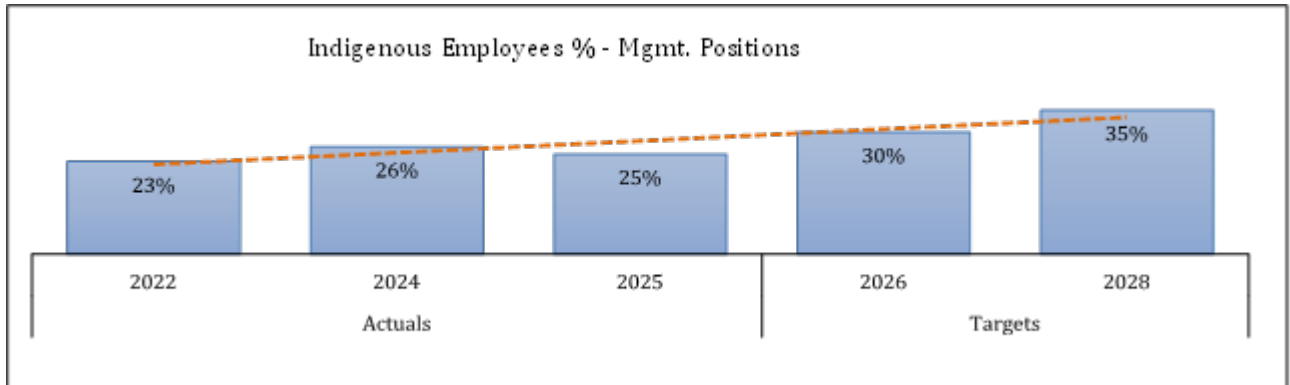
The graph above reflects the combined Indigenous employees % across all positions. The purpose of this graph is to provide as secondary visual using a

**Section A - Table 2:**

| <b>Indigenous Employees % - Management Positions</b> |            |            |            |            |            |       |
|--|------------|------------|------------|------------|------------|-------|
|  | Actuals    |            |            | Targets    |            | Graph |
|  | 2022       | 2024       | 2025       | 2026       | 2028       |       |
| AC   | 15%        | 18%        | 26%        | 23%        | 28%        |       |
| BDDEC  | 8%         | 15%        | 0%         | 23%        | 38%        |       |
| CSFTNO   | 0%         | 0%         | 0%         | 0%         | 0%         |       |
| ECC  | 25%        | 31%        | 30%        | 34%        | 38%        |       |
| ECE  | 27%        | 31%        | 20%        | 25%        | 33%        |       |
| EIA  | 35%        | 35%        | 35%        | 41%        | 27%        |       |
| FIN  | 17%        | 22%        | 17%        | 28%        | 36%        |       |
| NWTHC  | 32%        | 32%        | 27%        | 32%        | 35%        |       |
| HSS  | 9%         | 13%        | 16%        | 18%        | 27%        |       |
| INF  | 17%        | 20%        | 19%        | 26%        | 32%        |       |
| ITI  | 18%        | 20%        | 24%        | 28%        | 30%        |       |
| JUS  | 29%        | 29%        | 29%        | 32%        | 37%        |       |
| LEG  | 10%        | 33%        | 17%        | 33%        | 67%        |       |
| MACA   | 32%        | 35%        | 29%        | 32%        | 38%        |       |
| NWTP   | 0%         | 17%        | 0%         | 33%        | 50%        |       |
| SSDEC  | 11%        | 22%        | 30%        | 33%        | 44%        |       |
| TCSA   | 20%        | 20%        | 19%        | 20%        | 30%        |       |
| WSCC   | 7%         | 7%         | 11%        | 15%        | 19%        |       |
| <b>GNWT</b>  | <b>23%</b> | <b>26%</b> | <b>25%</b> | <b>30%</b> | <b>35%</b> |       |

The table above presents the percentage of Indigenous employees in management positions, based on data reported in the DIEP submissions. The red point on each sparkline (mini-graph) indicates the lowest reported percentage.

### Section A – Graph 2:



The graph above reflects the combined Indigenous employees % in management positions. The purpose of this graph is to provide as secondary visual using a linear trendline. **Excluded (DIEP Not Submitted):** Northwest Territories Health and Social Services Authority (NTHSSA) | South Slave Divisional Education Council (SSDEC) | Dehcho Divisional Education Council (DDEC).

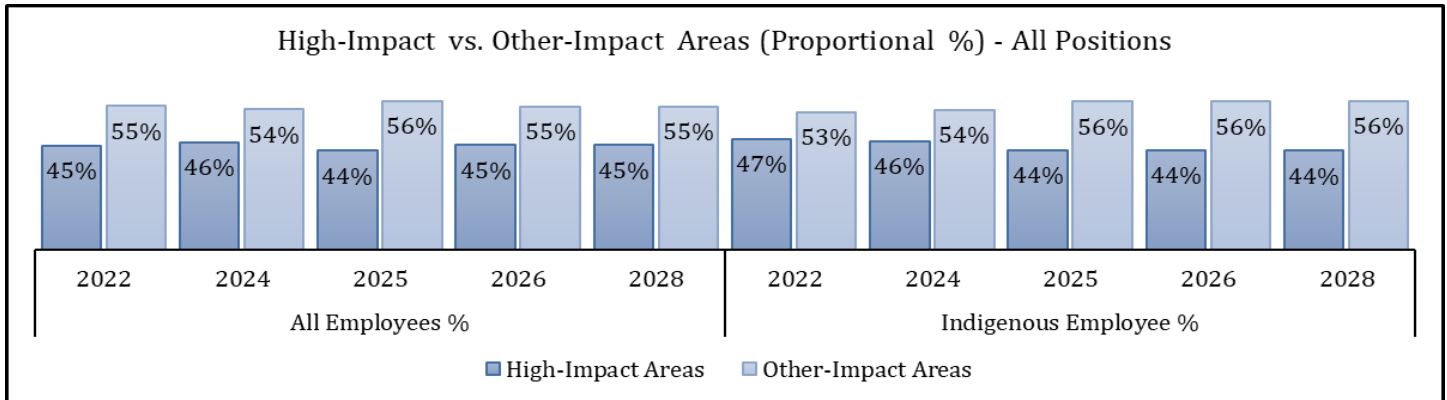
**Section B - Table 1:**

**Indigenous Employees % - All Positions (High-Impact Areas)**

|                           | Actuals    |            |            | Targets    |            | Graph |
|---------------------------|------------|------------|------------|------------|------------|-------|
|                           | 2022       | 2024       | 2025       | 2026       | 2028       |       |
| <b>ECC</b>                | 37%        | 40%        | 38%        | 39%        | 41%        |       |
| <b>FIN</b>                | 30%        | 33%        | 29%        | 36%        | 42%        |       |
| <b>INF</b>                | 35%        | 36%        | 36%        | 38%        | 41%        |       |
| <b>JUS</b>                | 26%        | 26%        | 24%        | 26%        | 28%        |       |
| <b>High-Impact Areas</b>  | <b>32%</b> | <b>33%</b> | <b>32%</b> | <b>35%</b> | <b>38%</b> |       |
| <b>Other-Impact Areas</b> | <b>30%</b> | <b>33%</b> | <b>31%</b> | <b>36%</b> | <b>40%</b> |       |

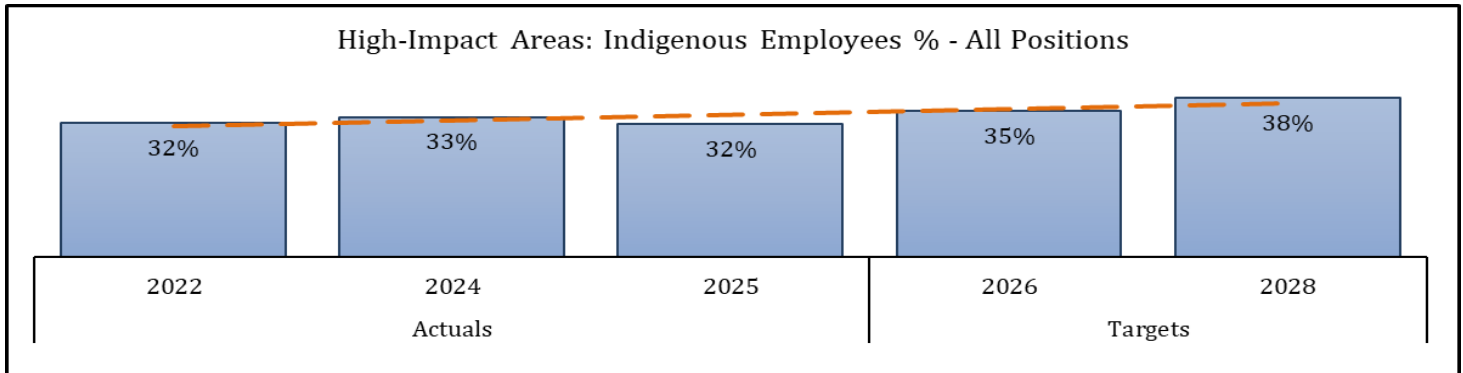
The table above presents the percentage of Indigenous employees across all positions in High-Impact Areas, based on data reported in the DIEP submissions. High-Impact Areas represent approximately 50% of the workforce. The red point on each sparkline (mini-graph) indicates the lowest reported percentage.

**Section B - Graph 1:**



The graph above visually represents the proportion difference between employees and Indigenous employees across all positions based on two (2) categories: (1) High-Impact Areas and (2) Other-Impact Areas.

**Section B - Graph 2:**



The graph above reflects the combined Indigenous employees % across all positions within the four (4) High-Impact Areas. The purpose of this graph is to provide a secondary visual using a linear trendline.

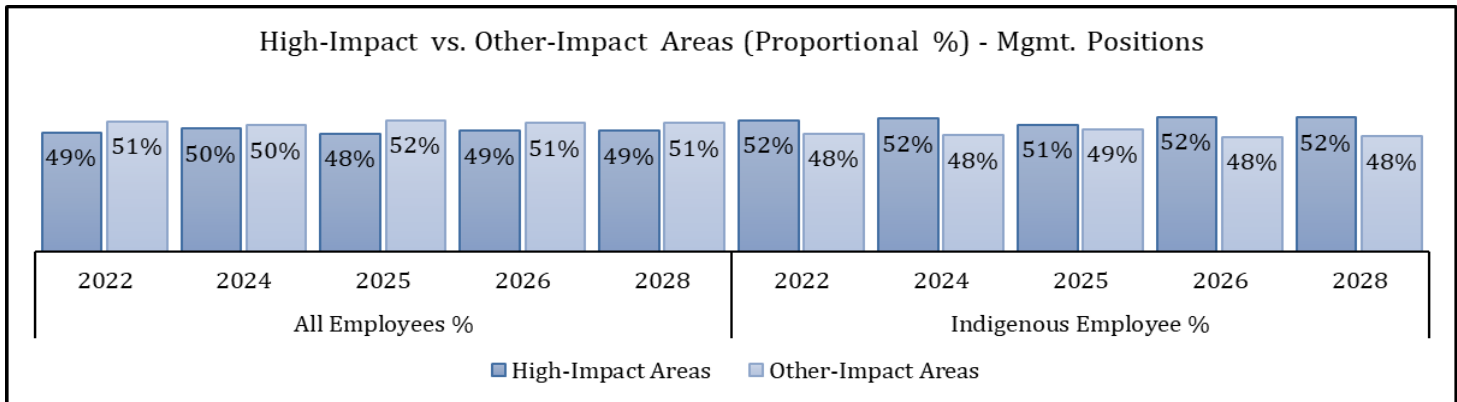
**Section B - Table 2:**

**Indigenous Employees % - Management Positions (High-Impact Areas)**

|                           | Actuals |      |      | Targets |      | Graph |
|---------------------------|---------|------|------|---------|------|-------|
|                           | 2022    | 2024 | 2025 | 2026    | 2028 |       |
| <b>ECC</b>                | 25%     | 31%  | 30%  | 34%     | 38%  |       |
| <b>FIN</b>                | 17%     | 22%  | 17%  | 28%     | 36%  |       |
| <b>INF</b>                | 17%     | 20%  | 19%  | 26%     | 32%  |       |
| <b>JUS</b>                | 29%     | 29%  | 29%  | 32%     | 37%  |       |
| <b>High-Impact Areas</b>  | 22%     | 25%  | 23%  | 30%     | 36%  |       |
| <b>Other-Impact Areas</b> | 19%     | 23%  | 21%  | 26%     | 31%  |       |

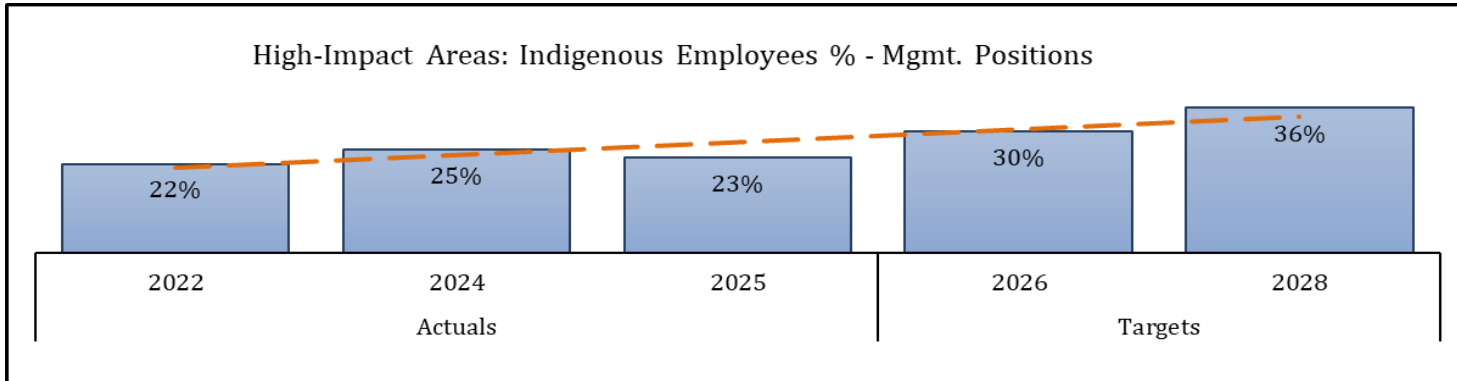
The table above presents the percentage of Indigenous employees in management positions in High-Impact Areas, based on data reported in the DIEP submissions. High-Impact Areas represent approximately 50% of the workforce. The red point on each sparkline (mini-graph) indicates the lowest reported percentage.

**Section B - Graph 3:**



The graph above visually represents the proportion difference between employees and Indigenous employees in management positions based on two (2) categories: (1) High-Impact Areas and (2) Other-Impact Areas.

**Section B - Graph 4:**



This graph shows the total percentage of Indigenous people in management across the four largest departments. It includes a straight "trend line" to make it easier to see the general direction of progress over the years.