



	OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES		
				2022/2023	2023/2024	2024//2025
GOAL 1: Indigenous Representation	Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.	Action 1.1: Review all job descriptions to remove systemic barriers and reflect appropriate non-inflated education and experience requirements. As well as ensure the health and social services system’s commitment to cultural safety and anti-racism are appropriately captured for each job description.	<i># of job descriptions (JDs) reviewed</i> <ul style="list-style-type: none"> 200 JDs for review (based on positions filled) 	15% of JDs reviewed <i>(30 JDs Reviewed)</i>	35% of JDs reviewed <i>(70JDs reviewed)</i>	50% of JDs reviewed <i>(100 JDs reviewed)</i>
		Action 1.2: Hiring managers complete training on the staffing process, recruitment programs and understanding systemic and unconscious racism and bias within the hiring process.	<i># of hiring managers who complete the training</i>	Training launch	60% of hiring managers have completed the training	75% of hiring managers have completed the training
		Action 1.2: Include Indigenous representation on hiring committees for all senior management positions.	<i># of competitions with Indigenous representation on the hiring committee</i>	Department of Finance to develop process to request Indigenous Representation on Hiring Committees	100% of competitions have Indigenous representation on hiring committees	100% of competitions have Indigenous representation on hiring committees
	Monitor and analyze trends in the national labour force and within the HSS System workforce in support of effective organizational and labour force planning.	Action 1.1: Continue to support and expand the position tracking and screening criteria project in support of workforce planning, including recommendations on streamlining position requirements to ensure technical qualifications / experience do not exceed job requirements.	% of System positions up to date in screening criteria project database	80% positions up to date	95% positions up to date	100% positions up to date
			Status of report on streamlining positions	Deliver annual report	Deliver annual report	Deliver annual report



Inspire Indigenous and Northern populations to pursue careers within the HSS System and HSS professions.	Action 1.3: Establish HSS and medical bursary programs to support Indigenous and Northern students in pursuing careers in hard-to-fill HSS professions.	Program status	HSS & Medical Bursary Programs Established	Ongoing Program Delivery	Ongoing Program Delivery
		% of program funding utilized	0%	80% of funding utilized	90% of funding utilized
	Action 1.3: Promote HSS professions in the NWT to Indigenous and Northern youth and student through focused outreach initiatives.	Update to Career Guide	Annually	Annually	Annually
		% of students satisfied with Take Our Kids to Work Day programming	90% student satisfaction	90% student satisfaction	90% student satisfaction
		Status of HSS Career Camp	Program creation		Program launched
Promote and access GNWT programs geared towards the development and attraction of Indigenous and Northern populations.	Action 1.3: Hire eligible Indigenous and Northern post-secondary students through the Summer Student Employment Program.	# of students hired (84 avg. 2016-2020)	2-4 students hired	2-4 students hired	2-4 students hired
		% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	>95% are Indigenous or Northern students	>95% are Indigenous or Northern students
		% of students who join Talent Network	4.5% join Talent Network	4.5% join Talent Network	4.5% join Talent Network
Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.	Action 1.3: Review Indigenous eligibility lists for pre-qualified candidates prior to initiating a job competition.	<i># of positions filled without a competition</i> <i>Increase of Indigenous hires within department</i> <i>Increased number of candidates added to database</i>	<i>Launch of eligibility database</i>	<i>5 positions are filled with eligibility lists</i>	<i>7 positions are filled with eligibility lists</i>

GOAL 1: Indigenous Leadership	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: Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	<i># of employees who have completed the training</i>	<i>80% of employees have completed training</i>	<i>85% of employees have completed training</i>	<i>90% of employees have completed training</i>
		Action 2.1: Ensure senior leadership and management staff participate in at least one Discussion Circle hosted by the Culture, Community and Innovation team to debrief specified modules from the GNWT Living Well Together Training to critically reflect on their role as leaders to address systemic racism.	% of management to participate in at least one discussion circle	0% attended training	50% attended training	95% attended training
		Action 2.1: Ensure senior leadership and management staff attends the two-day, in-person HSS Cultural Safety Training delivered by the Community, Culture and Innovation team.	% of management to attend training	25% have attended training	50% have attended training	95% have attended training
		Action 2.3: Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	<i># of employees who have completed the training</i> <i># of sessions available</i>	<i>10 of employees have completed training</i>	<i>15% of employees have completed training</i>	<i>20% of employees have completed training</i>
		Action 2.4: Ensure employees complete exit interview process that includes questions about employee experiences with bias, racism, discrimination, harassment and cultural insensitivity.	<i># of exit interviews completed with employees who leave their position</i>	<i>Department of Finance develops exit interview process</i>	<i>25% of departing employees complete an exit interview</i>	<i>30% of departing employees complete an exit interview</i>
		Action 2.4: Provide exit surveys and/or interviews to exiting employees, including physicians, to identify factors contributing to avoidable, voluntary employee turnover. Include questions about employee experiences with bias, racism, discrimination, harassment, and cultural insensitivity, once provided by Finance.	% of exits who completed survey and/or interview	20% exit surveys completed	35% exit surveys completed	50% exit surveys completed
		Action 2.4: Work with the Department of Finance - HR Branch to include cultural competence, inclusive leadership, and anti-racism within the GNWT Core Competency model.	Updated Core Competency Model	Discussion and review of Core Competency Model	Core Competency Model Updated	Core Competency Model Updated
		Action 2.4: Provide a formal welcome and introduction to employees new to the NWT HSS System, through a HSS Centralized Orientation Program.	% of new employees to HSS System completing orientation	-Development	75%	100%
			% of employees satisfied with orientation	-Development	70%	90%
		Action 2.4: Create and deliver a one-year Onboarding Program to all new and new-to-role HSS System employees.	% of new and new-to-role employees to HSS System completing onboarding	Development	50%	80%
% of employees satisfied with onboarding for all 3 check-ins	-Development		70%	90%		

	Action 2.4: Create engagement strategy and deliver culture pulse surveys; develop strategic action plans to address areas of concern, including mental health.	Annual survey completed	Development	Survey and analysis completed	Survey and analysis completed	
		Annual survey response rate		40% survey response	60% survey response	
		Quarterly culture pulse check-ins		Complete quarterly, beginning March 2022	Complete quarterly	
	Action 2.4: Establish a Community of Practice for Indigenous employees, to provide a supportive peer network, raise issues, and share innovations to address anti-Indigenous racism.	Community of Practice (CoP) Status	Initial planning workshop	TOR approved by IAB	COP established and implemented	
	Identify factors contributing to talent acquisition, hiring, and retention challenges.	Action 2.4: Introduce entry surveys, to better understand the attraction, recruitment, and onboarding experiences of new employees.	% of new hires who completed survey and/or interview	Programs Implemented	30% entry surveys completed	50% entry surveys completed
	Improve retention of Indigenous employees through professional development and career progression.	Action 2.5: Ensure Indigenous employees are aware of and apply to the Indigenous Management Development and Training Program, and that it is fully subscribed.	<i># of employees accessing program</i>	<i>2 employees from department have accessed IMDTP</i>	<i>2 of employees from department have accessed IMDTP</i>	<i>3 of employees from department have accessed IMDTP</i>
	Action 2.5: Access Indigenous mentorship program for informal on-the-job training.	<i># of employees accessing program</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>	
		<i># of succession plans</i>				
	Action 2.5: Launch a formal Mentorship Program for leaders to create a mentoring partnership and contribute to learning and developing leadership skills.	Status of program	Program development		Program implementation	
		% of new managers with mentor			30% managers with mentors	
Action 2.5: Support employees to identify career pathways and training needs in their Learning and Development Plan as a part of the Performance Development process. Create a Talent Strategy with a focus on the development of new leaders, and staff who aspire to transition into management positions.	<i># of indigenous employees who identify career pathways and training needs in their Learning and Development Plan</i>	<i>10% of Indigenous employees have identified a career path</i>	<i>20% of Indigenous employees have identified a career path</i>	<i>30% of Indigenous employees have identified a career path</i>		

	Action 2.5: Support managers who have transitioned into leadership positions, through the Management & Leadership Navigation Program and Executive Leadership Integration Program.	% of managers who have completed applicable program(s)	Program Development	40% managers complete applicable program	60% managers complete applicable program
		% of managers satisfied with program(s)		70% managers satisfied	90% managers satisfied
	Action 2.5: Create and deliver HSS System Leadership Development Program, with a focus on strategic priorities, expectations, and leadership skill development.	Status of program	Program development		Update as required
		% of program funding used	0% of funding used	80% of funding used	100% of funding used
	Action 2.5: Support employees through funded programs for professional development, education, and training opportunities.	% of funding used through Professional Development Initiative (PDI)	100% of funding used	100% of funding used	100% of funding used
		% of funding used through Targeted Academic Support Program (TASP)	100% of funding used	100% of funding used	100% of funding used
		% of employees satisfied with learning and development opportunities available to them	60% of employees are satisfied	70% of employees are satisfied	80% of employees are satisfied
		# of post-secondary programs completed with TASP support per year	20 programs completed through TASP	20 programs completed through TASP	20 programs completed through TASP
	Action 2.5: Support dedicated programs with a focus on rural, remote, and underserved areas.	# of staff who have participated in program per year	50 staff members participate in program	30 staff members participate in program	30 staff members participate in program
	Inspire Indigenous and Northern populations to pursue careers within the HSS System and HSS professions.	Action 2.5: Support Indigenous and Northern residents in entry level positions taking a medical terminology course.	# of students supported to take medical terminology course	5 students support in taking a medical terminology course	10 students support in taking a medical terminology course
Action 2.5: Establish and implement a HSS Youth Mentorship Program for Indigenous and Northern students and youth with an advanced interest in HSS careers.		Program Status	Program Established		5 Active Mentorships
		% of Mentors/Mentees Satisfied with Program			80% mentor/mentee satisfaction

			Program Status	Program Established	Ongoing Program Delivery	Ongoing Program Delivery
		Action 2.5: Establish, implement and promote a Graduate Transition Program, geared towards the successful onboarding and transition of Indigenous and Northern students into the HSS System.	% of Program Funding Utilized		90% of funding utilize	100% of funding utilized
			% of recipients who agreed they had support required at end of program	0%	75% recipients felt supported	90% recipients felt supported
			# of Indigenous and Northern population hired through GIP within HSS System (Avg. 4.5/year from 2018-2022)	6 hired	6 hired	6 hired
Improve retention of Indigenous employees through professional development and career progression.	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		10% of managers have identified Indigenous employees within succession plans
Promote and access GNWT programs geared towards the development and attraction of Indigenous and Northern populations.	Action 2.5: Establish and implement HSS System-wide job shadowing and observership guidelines.		Guidelines Status	Guidelines Established	Guidelines Reviewed for Updates	Guidelines Reviewed for Updates
			# of Indigenous and Northern population hired through RRP within HSS System	1 hired through RRP	3 hired through RRP	5 hired through RRP
	Action 2.6: Promote and utilize the Regional Recruitment Program (RRP), the Building Capacity in Indigenous Government Program (BCIGP), and the Indigenous Career Gateway Program (ICGP).		# of employees accessing program	-	2 hired though BCIGP	2 hired through BCIGP
			# of Indigenous population hired through ICGP within HSS System (Avg. 4.7/year from 2018-2021, max 15 applicants for GNWT)	1 hired through ICGP	2 hired through ICGP	2 hired through ICGP
Improve retention of Indigenous employees through professional development and career progression.	Action 2.6: Promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.		# of employees on transfer assignments (TA) or Secondments	Minimum of 5% of TAs filled by Indigenous employees	5% of TAs filled by Indigenous employees	5% of TAs filled by Indigenous employees
			# of Indigenous employees within Middle and Senior management roles			

DEPARTMENT OF HEALTH & SOCIAL SERVICES				
INDIGENOUS EMPLOYMENT TARGETS				
EXCLUDING COVID SECRETARIAT				
	CURRENT (March 31, 2022)	SHORT-TERM (By March 31, 2024)	MEDIUM-TERM (By March 31, 2026)	LONG-TERM (By March 31, 2028)
Staffed positions				
All filled positions	200	200	200	200
Indigenous Aboriginal employees	30	50	68	78
Net Increase Targets	-	+20	+18	+10
Percentage	15%	25%	34%	39%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	17	17	17	17
Indigenous employees (#)	2	3	3	5
Net Increase Target	-	1	0	2
Indigenous employees (%)	12%	18%	18%	29%
Middle Management				
Total employees	28	28	28	28
Indigenous employees (#)	3	3	5	7
Net Increase Target	-	0	2	2
Indigenous employees (%)	11%	11%	18%	25%
University Equivalency				
Total employees	113	113	113	113
Indigenous employees (#)	11	25	40	45
Net Increase Target	-	14	15	5
Indigenous employees (%)	10%	32%	35%	40%
College/Trades Equivalency				
Total employees	22	22	22	22
Indigenous employees (#)	4	6	7	8
Net Increase Target	-	2	1	1
Indigenous employees (%)	18%	27%	32%	36%
High School Equivalency or Below				
Total employees	20	20	20	20
Indigenous employees (#)	10	13	13	13
Net Increase Target	-	3	0	0
Indigenous employees (%)	50%	65%	65%	65%
<i>*Job classification definitions:</i>				
<i>Senior Management - Position belonging to DM or SRM union code.</i>				
<i>Middle Management - Position belonging to management NOC occupational code.</i>				