



	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.	% of job descriptions (JDs) reviewed and updated <ul style="list-style-type: none"> 108 active JDs to be reviewed 	25% of JDs reviewed	50% of JDs reviewed	75% of JDs reviewed
		Action 1.2: Hiring managers complete training on the staffing process, recruitment programs, and understanding systemic and unconscious racism and bias within the hiring process.	% of hiring managers who complete the training	Training launched by Department of Finance	100% completion	100% completion
		Action 1.3: Review Indigenous eligibility database for pre-qualified candidates prior to initiating a job competition.	# of positions filled without a competition	Launch of eligibility database by Department of Finance	1 position filled with eligibility lists, subject to qualified candidates	1 position filled with eligibility lists, subject to qualified candidates

	OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES		
				2022/2023	2023/2024	2024/2025
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: All employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	# of employees who have completed the training	85% of employees have completed training	90% employees have completed training	95% employees have completed training
		Action 2.3: All employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	% of employees who have completed the training 108	10% of employees have completed training	20% of employees have completed training	30% of employees have completed training
		Action 2.4: Ensure employees complete exit interview process that includes questions about employee experiences with bias, racism, discrimination, harassment and cultural insensitivity.	% of exit interviews completed with employees who leave their position	Department of Finance develops exit interview process		100% of departing employees who want to complete / are able to complete an exit interview, are completed
	Improve retention of Indigenous employees through professional development and career progression.	Action 2.5: Indigenous non-SRM employees are aware of and apply to the Indigenous Management Development and Training Program (IMDTP).	# Indigenous employees accessing IMDTP	1 Indigenous employees have accessed IMDTP, subject to employee interests to take program	2 Indigenous employees have accessed IMDTP, subject to employee interest to take program	2 Indigenous employees have accessed IMDTP, subject to employee interest to take program
		Action 2.5: Indigenous employees access Indigenous mentorship program for informal on-the-job training.	% of Indigenous employees who are accessing the mentorship program, who want to access it	Department of Finance develops and promotes Indigenous Mentorship Program		15% of Indigenous employees are participating in the program in some capacity, subject to Indigenous employees wanting to participate

	OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES		
				2022/2023	2023/2024	2024/2025
GOAL 1: Indigenous Leadership		Action 2.5: Support employees to identify career pathways and training needs in their Learning and Development Plan as a part of the Performance Development process.	% of Indigenous employees who identify career pathways and training needs in their Learning and Development Plan	<i>Department of Finance will create resources for employees to identify career pathways in their Learning and Development Plan</i>		10% of employees have identified a career path, subject to employees wanting to identify a career path
	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 Indigenous employees identified for succession planning
		Action 2.6: Use the Indigenous Career Gateway Program (ICGP).	# of vacancies filled using ICGP	Minimum 1 vacancy filled using the ICGP	Minimum 2 vacancy filled using the ICGP	Minimum 2 vacancy filled using the ICGP
		Action 2.6: Promote the use of transfer assignments (TAs) and cross-training to encourage mobility and development for Indigenous employees.	# of TAs or secondments filled by Indigenous employees	Minimum 1 TA or secondment filled by Indigenous employee	Minimum 2 TA or secondment filled by Indigenous employee	Minimum 2 TA or secondment filled by Indigenous employee

**DEPARTMENT OF MUNICIPAL & COMMUNITY AFFAIRS
INDIGENOUS EMPLOYMENT TARGETS**

	Current (March 31, 2022)	SHORT-TERM TARGETS (By March 31, 2024)	MEDIUM- TERM TARGETS (By March 31, 2026)	LONG TERM TARGETS (By March 31, 2028)
Staffed positions				
All filled positions	108	108	108	108
Indigenous Aboriginal employees	26	26	30	35
Net Target Increase	-	4	5	5
Percentage	24%	28%	28%	32%
Indigenous Aboriginal employees by job classification				
Senior Management				
Total employees	13	14	12	14
Indigenous employees (#)	5	4	5	4
Net Increase Target	-	1	-	1
Indigenous employees (%)	38%	29%	42%	29%
Middle Management				
Total employees	16	16	17	20
Indigenous employees (#)	5	5	5	7
Net Increase Target	-	-	-	2
Indigenous employees (%)	31%	31%	29%	35%
University Equivalency				
Total employees	48	45	44	41
Indigenous employees (#)	11	10	8	8
Net Increase Target	-	-	2	2
Indigenous employees (%)	23%	22%	18%	20%
College/Trades Equivalency				
Total employees	18	21	20	17
Indigenous employees (#)	5	6	6	4
Net Increase Target	-	1	2	-
Indigenous employees (%)	28%	29%	30%	24%
High School Equivalency or Below				
Total employees	4	10	11	16
Indigenous employees (#)	3	2	3	3
Net Increase Target	-	2	1	-
Indigenous employees (%)	75%	20%	27%	19%

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

*Job classification definitions:

Senior Management - Position belonging to DM or SRM union code.

Middle Management - Position belonging to management NOC occupational code.

Professional - Position requiring university equivalency.

Paraprofessional - Position requiring college or trades equivalency.

Administrative - Position requiring high school equivalency.