



# REPORT ON DEPARTMENTAL INDIGENOUS EMPLOYMENT PLANS RESULTS 2022/2023

INDIGENOUS RECRUITMENT AND RETENTION  
FRAMEWORK AND ACTION PLAN

**April | 2024**

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English

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French

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Kīspin ki nitawih̄tīn ē nīh̄yawih̄k ōma ācimōwin, tipwāsinān.

Cree

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Tłıchq̄ yatı k'èè. Dı wegodi newq̄ dè, gots'ō gonede.

Tłıchq̄

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ʔerih̄t'ıs Dēne Sų́nė yatı t'a huts'elkēr xa beyáyatı theʔą ʔat'e, nuwe ts'ēn yóttı.

Chipewyan

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Edı gondı dehgáh got'je zhatıé k'éé edat'éh enahddhę nıde naxets'é edahıı.

South Slavey

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K'áhshó got'jne xədə k'é hederı ʔedjht'é yerıııwę nıde dúle.

North Slavey

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Jii gwandak izhii ginjık vat'atr'ıjáhch'uu zhit yınohthan jı', diıts'át ginohkhii.

Gwich'in

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Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqłuta.

Inuvialuktun

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Ć<sup>b</sup>đ< ħħ<sup>sb</sup>Δ<sup>c</sup> ʌrljđr<sup>c</sup> Δđ<sup>b</sup>ħđ<<sup>sb</sup>rlđħ<sup>b</sup>, đ<<sup>c</sup>ħ<sup>a</sup>đ<sup>c</sup> đ<sup>sb</sup>đ<<sup>a</sup>đ<sup>sb</sup>đħ<sup>c</sup>.

Inuktitut

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Hapkoa titıqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarłutit.

Inuinnaqtun

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# Executive Summary

Since its launch in 2022-2023, the Framework has been a motivator, prompting departments to act and to make better use of the many Government of the Northwest Territories (GNWT) initiatives designed to support and prioritize the employment and career advancement of Indigenous persons. Under the Indigenous Employment Plans (IEP), departments and agencies set targets designed to address barriers to employment and career advancement experienced by Indigenous persons. Departments have now published their results and are working towards meeting the targets they have set for the 2023-2024 fiscal year.

This report highlights clear stories of success, such as the use of the Indigenous Career Gateway Program which experienced record enrolment during the first year of departmental IEPs. The Building Capacity in Indigenous Government program (BCIG) was also fully subscribed and the feedback from Indigenous government partners has been tremendous. The GNWT-wide review of job descriptions applied a new lens in reviewing and editing job descriptions to reflect Indigenous cultural knowledge and experience-based equivalents in position qualifications. In 2022-2023, the departments and agencies of the GNWT reviewed 740 job descriptions.

Feedback from participants during engagement of the Framework design continues to shape the program as it rolls out. For example, feedback showed there should be clear, top-down accountability to build confidence in government's reconciliation efforts and to enact systemic change. To address this, under the 20th Legislative Assembly, achievement of Indigenous Employment Plans and Targets will be tied to Deputy Head and Senior Management performance appraisals.

There are examples in this report of departments meeting and exceeding their targets, but also clear vision of how much remains for the GNWT to do. 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.

# Résumé

Depuis son lancement en 2022-2023, le Cadre a été 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 rapports ministériels sont maintenant terminés pour l'exercice 2022-2023, la première année du Cadre, et les ministères commenceront bientôt à rendre compte de leurs efforts pour atteindre les cibles qu'ils ont fixées pour l'exercice 2023-2024.

Le présent rapport met en lumière des réussites évidentes, telles que le Programme d'accès aux carrières pour les Autochtones, lequel a enregistré un nombre record d'inscriptions au cours de la première année de mise en œuvre des plans d'emploi des Autochtones des ministères. Le Programme de renforcement des capacités des gouvernements autochtones a également été pleinement mis en œuvre et les réactions des gouvernements autochtones partenaires ont été formidables. L'examen des descriptions de poste à l'échelle du GTNO a permis d'adopter une nouvelle optique dans la révision et l'édition de celles-ci afin de tenir compte des connaissances culturelles autochtones et des équivalences fondées sur l'expérience dans les qualifications. En 2022-2023, les ministères et organismes du GTNO ont passé en revue 740 descriptions de poste.

Les commentaires des participants lors des échanges sur la conception du Cadre continuent à façonner le programme au fur et à mesure de son déploiement. À titre d'exemple, les commentaires ont démontré qu'il devrait y avoir une responsabilité claire et descendante afin de renforcer la confiance dans les efforts de réconciliation du gouvernement et de mettre en œuvre un changement systémique. Pour ce faire, la réalisation des plans d'emploi des Autochtones et l'atteinte des cibles connexes seront liées à l'évaluation des performances des sous-ministres et de la haute direction.

Le présent rapport contient des exemples de ministères ayant atteint et dépassé leurs cibles, mais aussi une vision claire de tout ce qu'il reste à faire pour le GTNO. 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 Government of the Northwest Territories (GNWT) 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. The Framework is being implemented to address barriers and provide support to Indigenous people in employment, training, and career development opportunities with the GNWT. The Framework enforces systemic accountability from the highest levels of the public service by supporting, and in some cases requiring, departments and agencies (departments) to fully use the tools and resources available to support career success for Indigenous employees.

The Framework is made up of 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 supports departments and agencies by providing tools to develop Department Indigenous Employment Plans (DIEPs), which are detailed implementation plans laying out departmental goals and the steps that will be taken to achieve them. Implementation of the Action Plan and DIEPs, discussed in more detail below, guides departments through removal of barriers, promotion, and use of GNWT resources, and steps to incorporate invaluable Indigenous persons, priorities, and perspectives into GNWT teams at all levels.

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.

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 the Action Plan. Departmental Indigenous Employment Plans (DIEP) guide departments in implementing the Framework and Action Plan by setting out year-by-year action item targets for which departments and their management are accountable.

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. Monitoring and evaluation also provide opportunities to identify and celebrate successes, to make course corrections, and to ensure transparent reporting on the program.

This report reflects the experiences of departments in implementing the Framework and provides a general overview of progress made towards targets set out in DIEPs for the 2022/2023 fiscal year.

## Background

Over the past decades, the GNWT has developed and implemented many strategies, policies, and programs to support Indigenous applicants and employees and to increase the employment of Indigenous persons in the territorial public service.

The Affirmative Action Policy (AAP) has often been controversial from a public and political perspective, but its core commitment to prioritizing Indigenous employment at all levels of the territorial public service remains a central tenet of the GNWT.

Current GNWT initiatives, resources, and programming to support Indigenous candidates and employees include:

- The Indigenous Employee Advisory Committee (IEAC), which was formed in 2009 to provide Indigenous employees with an opportunity to advise on strategies and approaches to Indigenous recruitment and advancement within the GNWT.
- The Regional Recruitment Program (RRP), which was introduced in 2014 and was intended to target potential employees by creating on-the-job training opportunities in their region.
- The Indigenous Career Gateway Program, which was introduced in October 2018 to target external Indigenous candidates for entry-level positions with the GNWT.
- The Indigenous Development and Training Program<sup>1</sup>, which was launched in October 2018 to support the professional development of Indigenous employees by providing funding for employees to obtain skills, training, and work experience necessary for career advancement.
- The Building Capacity in Indigenous Governments (BCIG) program, which became live in June 2021, is designed to mutually benefit the GNWT and participant Indigenous governments (IGs) to enhance human resource capacity through secondment arrangements between the GNWT and Indigenous governments, providing opportunities for employees of IGs and the GNWT to gain experience and impart knowledge.

## Need for Participation and Accountability – Development of the Framework

Despite the many programs the GNWT has implemented to address the barriers and promote recruitment, retention, and career advancement of Indigenous persons of the Northwest Territories, employment levels of Indigenous persons with the GNWT have not increased compared to the growth of the GNWT. As such, while the number of Indigenous GNWT employees has increased, the GNWT has not made headway in increasing representation of Indigenous persons across the public service and, perhaps more indicative of the gaps, the programs developed and implemented to support Indigenous candidates and employees were not fully utilized.

The Framework was developed to close these gaps by connecting the GNWT's programming and support resources with Indigenous candidates and employees through departmental action and accountability.

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<sup>1</sup> Formerly titled the Indigenous Management Development and Training Program.

## Engagement: Hearing Different Perspectives

Development of the Framework began with engaging internal and external partners, including GNWT human resource experts and Indigenous Governments throughout the territory. This engagement helped identify barriers to the recruitment and retention of Indigenous people and helped set priorities for accountability, transparency, and responsibility at the highest levels of government to address the barriers.

The Framework has incorporated feedback from internal and external partners via targeted engagement sessions, using a set of questions focused on gaining insight into existing barriers to recruitment, retention, and advancement of Indigenous applicants and employees. The Diversity and Inclusion Unit worked to develop the Framework with the Management Recruitment Services, Employee Development and Workforce Planning, Job Evaluation, and the Indigenous Employee Advisory Committee. In October 2020, the GNWT began engagement with Indigenous Governments.

Jurisdictional review and internal engagement helped to identify some of the commonly encountered barriers to equitable opportunity experienced by Indigenous persons in workplace settings across the country. Engagement with our Indigenous partners, on the other hand, helped identify barriers and areas to be addressed more uniquely related to experiences with the GNWT. GNWT related barriers included difficulties with understanding GNWT job descriptions (JDs) and how they relate to required qualifications, concerns about support for applicants through the hiring process, poorly designed and implemented recruitment strategies, over-centralization of positions and career opportunities in the headquarters region, and a lack of cultural awareness and safety both in hiring practices and in workplaces.

The Framework is intended to support Indigenous candidates in obtaining employment with the GNWT and to support Indigenous employees in training and development for career growth. The Framework will address the barriers identified in engagement and help support Indigenous employees to feel valued as integral team members. Feedback from engagement was instructional in the development of Departmental Indigenous Employment Plans (DIEPs).

## Launch of Departmental Indigenous Employment Plans

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 DIEPs to reduce or eliminate those barriers. In November 2022, DIEPs for all departments and agencies were published on the Diversity and Inclusion webpage, providing public transparency, and ensuring accountability to the program. Beginning in 2024, deputy heads will be advised in their departmental Mandate Letters of their responsibility to meet goals set out in DIEPs.

DIEPs set out individual action items that each department and agency will include to attain annual targets for the next three (3) fiscal years that are unique to them and aligned with GNWT-wide Action Plan deliverables. Some departments and agencies also chose to include action items and targets in their DIEPs, targets that are unique to their organization.



An Indigenous Employment Table has been developed that outlines the goals of increasing Indigenous employment according to job classification, providing better information about the progress that departments and the GNWT make through the implementation of the program. Data, like that reflected on the Indigenous Employment Table, will also provide a better understanding of how the program affects and drives success in the career development of Indigenous employees.

## Year One Achievements:

This section highlights several of the Indigenous Recruitment and Retention Action Plan deliverables accomplished in its first year of operation. For further information on these deliverable(s), please see the associated Action Item and update.

The following deliverables were achieved during the 2022/2023 fiscal year:

- **Action 1.1:** Conduct a detailed review of all GNWT job descriptions.
  - In July 2022, the Department of Finance launched the Job Description Review Guide meant to assist departments in determining the education and experience required for a position as well as ways to associate Indigenous cultural and social factors into job descriptions.
- **Action 1.2:** Review recruitment and retention practices to address barriers.
  - The Staffing Workshop for hiring managers training was launched during the 2022/2023 fiscal year; this mandatory training is meant to go over the staffing process, recruitment programs and understanding systemic and unconscious racism and bias within the hiring process.
- **Action 1.5:** Develop Departmental Indigenous Employment Plans and Targets.
  - On November 15, 2022, Departmental Indigenous Employment Plans (DIEPs) were officially launched.
  - In October 2023 updated DIEPs that include a column that reports on the status of targets met in the 2022/2023 fiscal year were publicly posted. Publicly posting the progress of each department and agency DIEPs ensures transparency, accountability but most importantly shows the commitment departments and agencies are making to increase, develop and maintain the number of Indigenous employees.
- **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.
  - The Department of Finance launched the Mitigating Unconscious Bias in the Workplace training in 2022 ahead of the planned launch for 2023/2024.
- **Action 2.4:** Increase internal support to Indigenous employees to increase retention.
  - The Department of Finance launched A New Dawn, a New Light in the 2022/2023 fiscal year. This program combines Indigenous knowledge with cognitive behavioural therapy techniques to support each user's individual path to wellbeing.

- **Action 2.5:** Improve development and training options and opportunities for Indigenous employees' career advancement.
  - The Department of Finance launched the succession planning guide and associated resources in June 2023. Resources included with the succession planning guide are as follows: GNWT Succession Planning Guide and templates; Career Pathing for GNWT Employees; Career Pathing: Manager's How To; Succession Planning Checklist; and Employee Development Plan and Template. The Succession Planning Guide and associated resources are all publicly available on the Online Managers' Toolkit: <https://my.hr.gov.nt.ca/online-managers-toolkit/succession-planning>.
  
- **Action 2.6:** Build Capacity and career development.
  - The Indigenous Career Gateway Program was fully subscribed in the 2022/2023 fiscal year.
  - The Building Capacity with Indigenous Governments Program was fully subscribed in the 2022/2023 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.

### Deliverables:

- Departments and agencies will conduct a detailed review of all job descriptions, targeting systemic barriers;
- The Department of Finance will develop guidelines to assist departments in determining education and experience required for positions; and
- The Department of Finance will develop resources for departments to associate Indigenous cultural and social factors with job descriptions.

### Department(s):

- Department of Finance
- All Departments and Agencies

### Update:

- 1. 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.**

The Job Description Review Guide that was launched in July 2022, provides direction on removing systemic barriers, assessing the education and experience sections of Job Descriptions (JDs), as well as information and suggestions on how departments can incorporate Indigenous cultural and social considerations into JDs.

Action 1.1 directs departments and agencies to conduct a detailed review of their JDs and directs the Department of Finance to provide guidance in that process.

The Job Description Review Guide was developed by the Department of Finance Strategic Human Resources Division (SHR). The Job Evaluation & Organizational Design unit spearheaded development of the guide along with the Diversity and Inclusion Unit.

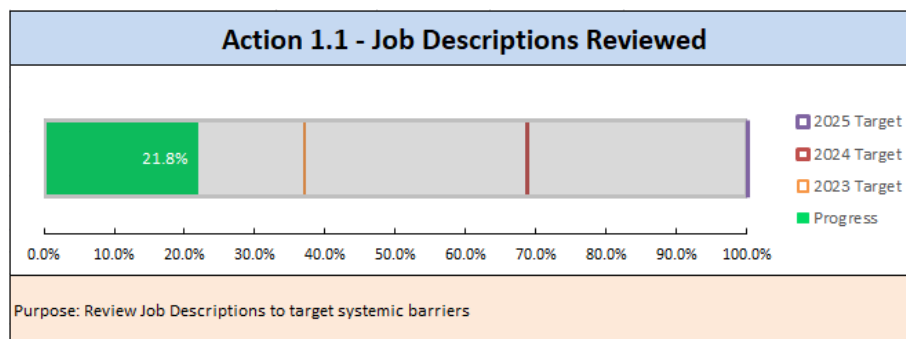
Job requirements and JDs must be regularly reviewed and updated using the Job Description Review Guide.

The Job Description Review Guide will also be regularly updated to reflect ongoing research and insight into how appropriate cultural competencies, including cultural and social factors, can be considered in JDs. For example, one anticipated update to the Guide is guidance on how skills gained through lived experience, such as on the land and home care of Elders, can be incorporated into JDs.

## 2. Departments and agencies assess success in meeting their set target of JDs reviewed.

In November 2022, departments and agencies published their finalized Departmental Indigenous Employment Plans (DIEPs), including a public release of each department's specific targets and goals.

Among the targets included in DIEPs are department-specific job descriptions review targets to accomplish before the end of each fiscal year. For example, departments had until March 31, 2023, to meet JD review targets set out in their respective IEPs for the 2022/2023 fiscal year.



### *Departmental Results for 2022/2023*

In the 2022/2023 fiscal year, eight (8) out of the twenty-two (22) department and agencies either met or exceeded their respective targets, with the following having exceeded their set targets:

- Aurora College set their target at reviewing 15% of their JDs and by end of 2022/2023 had reviewed 28.8% of their JDs;
- The Department of Education, Culture and Employment targeted reviewing 25% of their JDs, but reviewed 36% of their JDs;
- The Department of Finance set their target at reviewing 20% of their JDs and by the end of 2022/2023 had reviewed 26.5% of their JDs;
- The Department of Health and Social Services set their target at reviewing 15% of their JDs and by the end of 2022/2023 had reviewed 17.5% of their JDs;
- The Department of Municipal and Community Affairs set their target at reviewing 25% of their JDs and by the end of 2022/2023 had reviewed 33% of their JDs;

- Tłıchq Community Services Agency set their target at reviewing 25% of their JDs and by end of 2022/2023 had reviewed 43% of their JDs; and
- Workers' Safety and Compensation Commission set their target at reviewing 15% of their JDs and by end of 2022/2023 had reviewed 18.9% of their JDs.

The remaining fourteen (14) departments and agencies did not achieve the JD review targets they set for 2022/2023. As such, these fourteen departments and agencies are responsible for accomplishing the reviews required for both fiscal years in 2023/2024.

## Action 1.2: Review recruitment and retention practices to address barriers.

### Deliverables:

- The Department of Finance will review staffing processes to ensure they are culturally appropriate and culturally sensitive, and that action is taken to remove barriers to the appointment and promotion of Indigenous Peoples, including a review of best practices in other jurisdictions;
- The Department of Finance will develop a staffing review framework to ensure the competition processes are being carried out in accordance with the Affirmative Action Policy and hiring processes;
- The Department of Finance will develop a process for applicants to request participation of Indigenous representation on hiring committees; and
- The Department of Finance will develop mandatory training for hiring managers on the staffing process, recruitment programs and understanding systemic and unconscious racism and bias within the hiring process.

### Department(s):

- Department of Finance
- All Departments and Agencies

### Update:

1. **The Department of Finance will review staffing processes to ensure they are culturally appropriate and culturally sensitive, and that action is taken to remove barriers to the appointment and promotion of Indigenous Peoples, including a review of best practices in other jurisdictions.**

In 2022/2023 the Department of Finance completed a review of the Affirmative Action Policy, with the intention of assessing the policy itself, as well as proposing the replacement of the Affirmative Action Policy with an Indigenous Employment Policy and an Employment Equity Policy. The two policies were proposed to build and maintain a public service that prioritizes and supports the hiring and career advancement of Indigenous applicants and employees, in line with regional standards addressing barriers to equitable employment and career advancement.

Public engagement for the review was conducted between October 2022 – April 2023. It included sending letters to Indigenous governments/municipal leaders, hosting fourteen public (14) in-person engagement session across the NWT with at least one (1) session in each region of the NWT, three (3) virtual sessions and a public online survey with more than 550 responses.

Public and internal feedback received during engagement was compiled in a What we Heard Report that was tabled in the Legislative Assembly on September 28, 2023.

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

Feedback from participants in engagement during the development of the Framework revealed multi-faceted issues with the GNWT's staffing review process and work to address the staffing review process is ongoing.

The GNWT Competition Audit Framework<sup>2</sup> has been implemented, spearheaded by Management Recruitment Services (MRS) of the Department of Finance. MRS plans to review their staffing documents and processes to ensure the inclusion of cultural competencies and to promote hiring of Indigenous candidates t the beginning of the 2023/2024 fiscal year.

This resource will be used to ensure that staffing and recruitment activities meet applicable GNWT legislative and policy responsibilities. The Competition Audit Framework will be used to examine and review recruitment and selection procedures, internal policies and practices used, as well as staffing decisions. As part of this review process, the Competition Audit Framework will provide recommendations to ensure that:

- High standards of selection, in line with applicable policies, are practiced in staffing efforts across the GNWT;
- Professional recruitment and selection services are provided at the service level standard of the Department of Finance; and
- Appointment actions meet the requirements of the applicable legislation, policies, and agreements.

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<sup>2</sup> The Staffing Review Framework has been renamed as the Competition Audit Framework to better reflect its purpose.

In addition, the Competition Audit Framework will evaluate the effectiveness of recruitment and staffing programs and processes, recommending changes where necessary. This review will also evaluate the effectiveness and identify gaps or inconsistencies in processes, policies, and procedures, while developing appropriate actions necessary to address these.

The evaluation of recruitment and staffing actions will assist Human Resource staff in recruitment and staffing activities, contributing to a continuous process of improving and upgrading recruitment and selection functions in keeping with changing policies, concepts, and practices of talent acquisition.

The Competition Audit Framework is intended to be used to:

1. Conduct timely and efficient audits of staffing actions and provide constructive and practical feedback on audit findings;
2. Identify and review compliance with established recruitment and staffing policies and procedures;
3. Identify and review compliance with the application of established recruitment and staffing service level standards;
4. Identify and detect emerging problems or inconsistencies in staffing programs and policies and make recommendations to address identified issues;
5. Communicate audit findings to department management and department staff responsible for recruitment and staffing programs;
6. Identify and suggest training to enhance the skills and abilities of human resource practitioners and hiring managers involved in recruitment and staffing;
7. Identify trends among audit findings which may be used as a basis for amending or developing new policies, procedures, or service level standards; and
8. Review staffing processes to ensure they are culturally appropriate, culturally sensitive, use inclusive language, and that action is taken to remove systemic barriers.

Development of the Competition Audit Framework and the program will be launched in the 2024/2025 fiscal year.

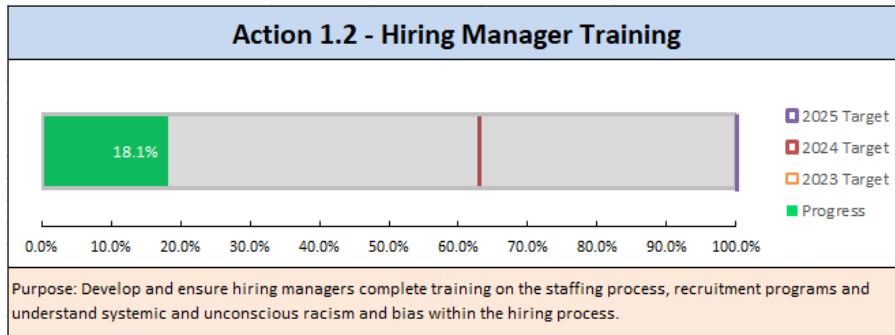
### **3. Indigenous representation on hiring committees.**

A program that would allow Indigenous applicants the ability to request an Indigenous person be included on the hiring committee for the position they have applied was launched through eRecruit (the GNWT's electronic recruitment system) in early 2023, however it was paused in May 2023 due to capacity issues. Supporting toolkits are being reviewed and developed in anticipation of being available for use in the 2024/2025 fiscal year. The toolkit will include supports for the hiring committee, the applicant, and Indigenous hiring committee members. The toolkits will set out the purpose and importance of Indigenous participation in hiring and unburden those persons participating in the process of the responsibility by providing supporting advice and guidance.

#### 4. Hiring Manager Training.

The Staffing Workshop for hiring managers was launched in September 2022 and was developed by Management and Recruitment Services to provide participants with information about GNWT staffing options, guidelines, and processes. Participants are instructed on how to effectively utilize eRecruit in the staffing process.

As of March 31, 2023, 18.1% of GNWT hiring managers had completed the Hiring Manager Training (Staffing Workshop).



Graph showing completion rates for the Hiring Managers training as of March 31, 2023

### Action 1.3: Enhance employment opportunities for Indigenous Candidates.

#### Deliverables:

- The Department of Finance will establish Indigenous eligibility lists for pre-qualified candidates to be reviewed prior to initiating a job competition;
- The Department of Finance will develop a networking strategy with secondary and post-secondary institutions and Indigenous governments to target Indigenous students; and
- The Department of Finance will work to partner with the Department of Education, Culture, and Employment to identify northern Indigenous post-secondary students to target for employment opportunities.



## Department(s):

- Department of Finance
- Department of Education, Culture and Employment

## Update:

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

Management and Recruitment Services Division (MRS) developed and added an Indigenous eligibility list to its Business Processes which sets out the circumstances under which pre-qualified Indigenous candidates must be considered for open positions with the GNWT. The document sets out that:

*If there are no qualified/suitable employees or any employees that may become qualified within one year on the Cross Departmental Accommodation List or GNWT Staffing Priority List, the Human Resource Representative reviews the Pre-Qualified Candidate List for any pre-qualified Indigenous candidates.*

Hiring managers are provided the resumes of Indigenous candidates (under the Affirmative Action Policy) that meet the specific screening criteria or equivalencies of the proposed position. The resumes of these individuals are then reviewed for suitability to the position. Based on the hiring manager's approval to proceed, the pre-qualified Indigenous candidate is contacted and, if they are interested in the position, reference checks are completed. If the individual's references are suitable, the hiring department is then able to offer them the position without any further assessment.

Pre-qualification eligibility for appointment under this process requires the Indigenous applicant to have been qualified in an earlier competition that is within two pay ranges (up or down) from the Eligibility List position they are being considered for.

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

The development of a networking strategy to target Indigenous students is assigned to the Department of Finance in partnership with the Department of Education, Culture and Employment. Currently, work is in the initial stages to develop a strategy to better connect Indigenous students of the Northwest Territories with future GNWT careers. For example, reconsidering how the Department of Education, Culture and Employment targets Indigenous secondary and post-secondary through promotion and engagement, better connecting Indigenous post-secondary students with GNWT summer student employment and internship opportunities, and similar practical efforts to better support Indigenous Northerners to make their careers with the GNWT.

The Department of Finance has created presentation materials for secondary institutions and Indigenous Governments to promote career opportunities with the GNWT and participated in 6 career fair-type events during the 2022/2023 fiscal year.

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

The identification of Indigenous post-secondary students to target for employment opportunities is an example of an area with opportunities for increased success. Summer students, for example, can be hired without much experience, allowing the GNWT to attract and hire Indigenous persons before they begin their careers, hopefully leading many to return to the GNWT when they have completed their formal education.

Ongoing coordinated efforts between the Department of Finance and Department of Education Culture and Employment's Student Financial Assistance (SFA) help the GNWT in accessing potential summer student employees and internship program participants. Under this initiative, SFA provides the Department of Finance with names and contact information of Indigenous students and the Department of Finance reviews the Internship database to ensure all eligible students are registered. Any unregistered students are provided with assistance with the process. Also, social media messaging is provided to inform post-secondary students about the Summer Student and Internship programs and the applicable deadlines.

## **Action 1.4: Improve access and awareness of staffing process resources and information for applicants.**

### **Deliverables:**

- The Department of Finance will create resources and tools to improve the experience of applicants when applying for positions;
- The Department of Finance will develop a communication strategy to ensure applicants are aware of the hiring process resources that are available; and
- The Department of Finance will develop a Community Outreach Plan to engage directly with northerners to increase awareness and understanding of services and career opportunities with the GNWT through partnerships with Indigenous Governments, Government Service Officers, and virtual monthly information sessions.

### **Department(s):**

- Department of Finance

## Update:

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

Presently, the GNWT Careers Website (<https://www.gov.nt.ca/careers>) has the following Hiring Process resources publicly available for use by GNWT employment applicants:

- Information on how to use eRecruit (the GNWT's electronic recruitment system that manages the application and hiring processes);
- Information on the application process, covering the screening process (preliminary screening phase and resume screening) on the assessments stage (which includes the assignment and the interview), the conducting of reference checks, and information about the Staffing appeals process, including eligibility information and instructions;
- A guide with step-by-step instructions (including images) for applying to a GNWT position;
- Tips for applicants about important information to include in a resume, including the opportunity to have resumes reviewed by staff at one of the GNWT's Human Resource Service Centres;
- Tips and information on details to include in a cover letter; and
- Tips and information about how to prepare for and succeed in a job interview for a GNWT position.

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

To ensure that potential applicants to GNWT jobs are aware of the hiring process resources available to them, the Department of Finance is began developing a communication strategy detailing how hiring process resources will be made available in the 2022/2023 fiscal year.

The communication strategy will aid in recruiting efforts by ensuring that all applicants have access to the supports and information necessary to successfully utilize the GNWT's applications process. Additionally, a specific Human Resource social media account, dealing with all thing's recruitment, will be established with an anticipated "go live" date of January 2024. The account will share social media messaging on a pre-planned calendar as well as responsive and situational posts about time-sensitive or pertinent events.

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

During the 2022-2023 fiscal year, the Department of Finance began development of a GNWT Community Outreach Plan that details how the GNWT will engage with residents, including through partnerships with Indigenous Governments, programing, and initiatives by Government Service Officers, and through virtual monthly information sessions.

The Department of Finance's Indigenous Employment Plan set out that the Department would complete development of the Community Outreach Plan during the 2023/2024.

## Action 1.5: Develop Departmental Indigenous Employment Plans and Targets.

### Deliverables:

- Departments and agencies will develop an Indigenous employment plan to increase, develop and maintain the number of Indigenous employees employed within the GNWT. These plans will include short-term, medium-term, and long-term goals. Along with department specific actions that will be undertaken to increase, develop and maintain the number of Indigenous employees employed within the GNWT;
- Departments will establish yearly Indigenous Employment Targets which will be included in Annual Business Plan Updates; and
- Achievement of Indigenous Employment Plans and Targets will be tied to Deputy Head and Senior Management performance appraisals.

### Department(s):

- All Department and Agencies

### Update:

- 1. Departments and agencies develop and publish their Indigenous Employment Plans that include short-term, medium-term, and long-term goals, as well as department specific actions they will undertake, which will also be included in Annual Business Plan Updates**

Twenty-two (22) DIEPs with all targets and department specific goals, were publicly published in November 2022 and are available for review on the Department of Finance webpage:

<https://www.fin.gov.nt.ca/en/services/diversity-and-inclusion/indigenous-recruitment-and-retention-framework>.

DIEPs were developed to address the action items and deliverables set out in the Indigenous Recruitment and Retention Framework and Action Plan. Therefore, several of the action items in the DIEPS are meant to address those deliverables, with departments and agencies setting yearly targets for the following fiscal year years: 2022/2023, 2023/2024, and 2024/2025.

The *Indigenous Employment Targets* table within the DIEPs provides an overview of staffed positions, number of Indigenous Employees and corresponding percentages. The table is further broken down by job classification and demonstrates the short-term, medium-term, and long-term goals that each department and agency has committed to.

## 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.

**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.**

### Deliverable:

- Departments and agencies will ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.

### Department(s):

- All Departments and Agencies

### Update:

#### 1. **Departments and agencies will ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training**

In March 2021, the GNWT launched Living Well Together: Indigenous Cultural Awareness and Sensitivity Training (ICAST). This training is available online in eight (8) modules and is mandatory for all employees of the GNWT. The Truth Series (modules 2-5) focus on awareness about colonization, residential schools, and Indigenous—non-Indigenous Relations. The Reconciliation Series (modules 6-8) focus on developing cultural sensitivity and the practice of reconciliation.

Living Well Together will help GNWT employees further develop cultural competencies and play a more active role in reconciliation and also support the GNWT’s commitment to #57 of the Truth and Reconciliation Commission’s Calls to Action: *“To provide professional development and training for public servants on the history of Indigenous peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Indigenous rights, Indigenous law, and Indigenous–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.”*

The ICAST completion percentage target is slightly more complex than some of the other targets in DIEPs because the completion percentage can be affected by employee movement. For

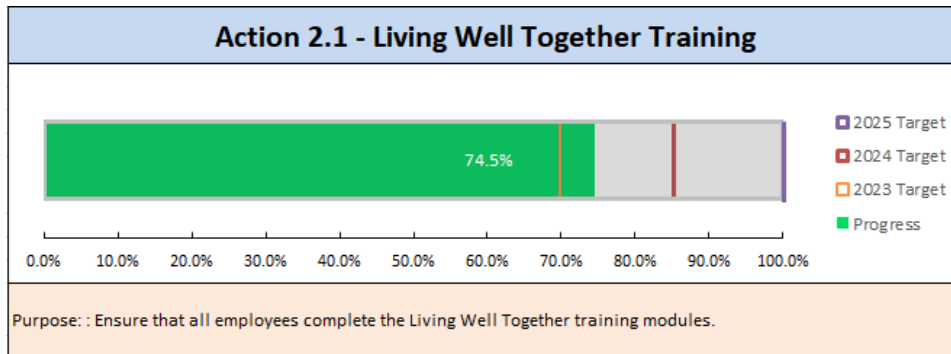
example, a department’s completion percentage would go down after hiring a new employee if the employee had not yet completed the training. As such, departments will need to continue to support new employees to complete ICAST training on an ongoing basis. Communication is sent out to encourage all employees, including new employees, to complete the training. Communications include an annual post to remind employees of the reconciliation modules leading up to September 30<sup>th</sup>, which is Orange Shirt Day also known as National Day for Truth and Reconciliation.

It is important to note that while all employees need to complete ICAST, managers may delay or waive certain parts of the training (Modules 2-4) if there are concerns that they may cause negative reactions for the employee, such as vicarious trauma. In these cases, employees should be encouraged to complete the Reconciliation series of the training (modules 6-8) that focuses on developing cultural sensitivity and the practice of reconciliation. Employees can also be instructed that there is no specific timeframe for completion of modules waived or delayed. They can start and complete those modules when/if they are ready. This messaging is also included in the ongoing communications.

Fifteen (15) of the twenty-two (22) department and agencies met or exceeded their 2022/2023 ICAST completion targets and three have already met their targets for the 2023/2024 fiscal year as well:

- The Department of Environment and National Resources targeted a completion rate of 85% for 2022/2023 and 90% for 2023/2024, but by the end of 2022/2023, 93.4% of their employees had completed the ICAST training;
- The Department of Health and Social Services targeted a completion rate of 80% for 2022/2023 and 85% for 2023/2024, but by the end of 2022/2023, 86.9% of their employees had completed the ICAST training; and
- Sahtu Divisional Education Council targeted a completion rate of 50% for 2022/2023 and 55% for 2023/2024, but by the end of 2022/2023, 75% of their employees had completed the ICAST training.

Departments and agencies that did not meet their 2022/2023 targets are now responsible for meeting their 2023/2024 targets. ICAST training is available on-demand, allowing departments the opportunity to provide time for employees to complete training according to operational requirements.



## Action 2.2: Develop an Indigenous language professional development program.

### Deliverables:

- The Department of Finance will collaborate with the Department of Education, Culture and Employment to support the delivery of professional development programs in Indigenous languages.
- The Department of Finance will celebrate and recognize GNWT employees who use Indigenous languages at work through the bilingual designation employee recognition campaign.

### Department(s):

- Department of Finance
- Department of Education, Culture and Employment

### Update:

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

The Department of Finance and the Department of Education, Culture and Employment are working together to achieve this action item. The task is no small effort and will take a phased approach and time. So far, progress has been made through review and updates to the Indigenous Development Training Program (IDTP) to better support Indigenous employees in Indigenous language training and Action Item 2.2.

The Indigenous Development Training Program was launched in 2018 to support employees to participate in formally recognized training, such as attending a conference or completing a university course. To achieve this action item and encourage the participation of GNWT employees in the Indigenous Language Instructor Employment Plan (ILIEP), the IDTP was amended and will now cover expense related to learning an Indigenous language as an equivalent to attending a post-secondary course. This change will support employees studying Indigenous languages and provide compensation to program mentors, who are typically Indigenous Elders

The ILIEP helps Indigenous employees obtain training that will support their career growth and advancement within the GNWT. Indigenous language training, for example, can support an employee towards securing an Indigenous Language Instructor or translator position.

IDTP participants are now eligible for support with:

- Pay for mentors who instruct others in an Indigenous language; and
- Any travel costs (airline, accommodation, and *per diem*) related to the training.

In addition to ILIEP, the Department of Education, Culture and Employment supports a multitude of Indigenous Language revitalization initiatives across the GNWT, including:

- Indigenous Language Revitalization Scholarship;

- Learn, Speak, Live Our Languages Communications Campaign;
- Indigenous Languages Communications Guidelines;
- Minister's Culture and Heritage Circle Awards Program - Indigenous Languages Category;
- Territorial Indigenous Languages Strategic Initiatives Program;
- Multi-year Contribution Agreement with NWT Literacy Council;
- Multi-year Contribution Agreement with Native Communications Society and Inuit Communications Society;
- Community Broadcasting Support Program;
- Financial Contribution to NWT Bureau of Stats, Community Survey Data every 4 years;
- Contribution Agreements with Indigenous Governments; and
- Indigenous Languages Education Handbook.

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

The GNWT supports the use of Indigenous languages in the workplace, particularly in areas of service delivery for Indigenous residents. Employees whose duties involve use of an Indigenous language are entitled to a bilingual bonus on a preferred language basis.

The Official Languages of the Northwest Territories are Chipewyan, Cree, English, French, Gwich'in, Inuinnaqtun, Inuktitut, Inuvialuktun, North Slavey, South Slavey, and Tłıchǵ.

The GNWT recognizes that more can be done to celebrate and support employees who use Indigenous languages in the workplace. As such, the Department of Finance and Education, Culture and Employment are collaborating to develop a promotions strategy for use across the GNWT. Work on development of the strategy is scheduled to begin in early 2024.

## **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.**

### **Deliverables:**

- Departments and agencies will ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.
- The Department of Finance will develop and offer unconscious bias training for all employees.
- The Department of Finance will implement annual performance expectations for leaders that hold them accountable to address unconscious bias, racism, discrimination, and harassment in their organization.

### **Department(s):**

- All Departments
- Department of Finance



**Update:**

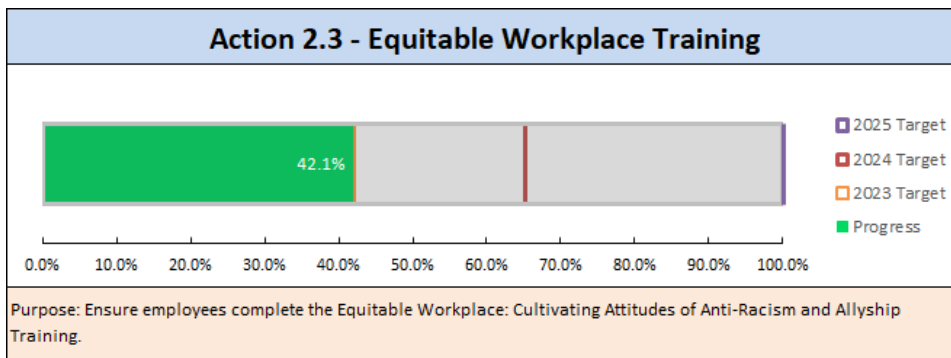
**1. Departments and agencies reach their set targets for employees to complete the Equitable Workplace Cultivating Attitudes of Anti-Racism Training.**

Equitable Workplace Cultivating Attitudes of Anti-Racism Training targets were set in the Indigenous Employment Plans of all departments and agencies. 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.

Thirteen (13) of the twenty-two (22) departments and agencies met or exceeded their Equitable Workplace Training targets, and the following have met their targets for the 2023/2024 fiscal year as well:

- The Department of Environment and National Resources set Equitable Workplace Training targets of 8% for 2022/2023 and 15% for 2023/2024, however 16.5% of departmental employees completed the training in 2022/2023.
- The Department of Health and Social Services set Equitable Workplace Training targets of 10% for 2022/2023 and 15% for 2023/2024, however 20.8% of departmental employees completed the training in 2022/2023.
- The Department of Infrastructure set Equitable Workplace Training targets of 7% for 2022/2023 and 10% for 2023/2024, however 12.8% of departmental employees completed the training in 2022/2023.

To assist departments and agencies in meeting their Equitable Workplace Training targets, employees can complete training remotely and sign up for training sessions at a time that fits their schedule.



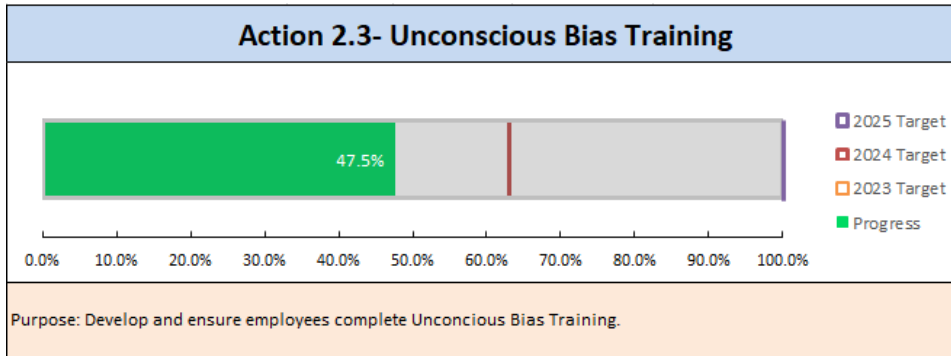
**2. Development and Launch of the unconscious bias training.**

The Department of Finance began the development of the Unconscious Bias Training in the 2022/2023 fiscal year and launched two (2) sessions piloted to employees of the Department of Finance to provide feedback on the training. In addition, both the GNWT Advisory Committee on Diversity and Inclusion (GACDI) and the Indigenous Employee Advisory Committee (IEAC) reviewed and provided feedback on the training.

The first session of the ‘Mitigating Unconscious Bias in the Workplace’ training was held in December 2022. Monthly training sessions are now held allowing employees to choose and register for a session that best fits their schedule. And, with the training being hosted online, employees can complete the training remotely. Four (4) sessions were held from December 2022 to the end of the 2022/2023 fiscal year and sessions will continue to be offered in the 2023/2024 fiscal year.

**3. Departments and agencies reach their set targets for employees to complete the unconscious bias training.**

Seventeen (17) of the twenty-two (22) departments have completed the training and met targets set for 2022/2023 fiscal year and 2023/2024.



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

The GNWT's Competency Model is utilized across the GNWT for the performance management of GNWT employees. The Competency Model sets out patterns of behaviours, attributes, and skills that are recognized as requirements for success in the GNWT and helps focus HR processes on the elements recognized to best enable employees consistently achieve high standards of performance. The Competency Model is also closely connected to recruitment, selection, retention, development and succession planning for GNWT departments.

In 2022/2023, the Department of Finance developed the Inclusive Leadership competency which incorporates aspects of cultural safety, inclusive leadership, and anti-racism. The Inclusive Leadership competency was launched in September 2023 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.

## Action 2.4: Increase internal support to Indigenous employees to increase retention.

### Deliverables:

- The Department of Finance will develop Indigenous focused employee support services.
- The Departments 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 will collaborate with the Indigenous Employee Advisory Committee to review current onboarding, leadership programs, supervisory and management courses to ensure they incorporate Indigenous perspectives and culture.
- The Department of Finance will collaborate with the Indigenous Employee Advisory Committee to plan and review all organizational hiring initiatives and programs.
- The Department of Finance will develop and deliver cultural competency training for employees.
- The Department of Finance will implement an exit interview process that includes questions about employee experiences with bias, racism, discrimination, harassment, and cultural insensitivity.

### Department(s):

- Department of Finance

### Update:

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

In October 2022, the Department of Finance launched a new internet-based cognitive behavioural therapy program called A New Dawn. This program combines Indigenous knowledge with cognitive behavioural therapy techniques to support each user's path to wellbeing. This app-based program delivers interactive, engaging, and convenient Cognitive Behaviour Therapy (CBT) delivered by professionally trained therapists through an online platform accessible 24/7.

#### 2. 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 is reviewing the Employee and Family Assistance Program (EFAP) and identifying available Indigenous wellness supports to offer employees a tailored suite of services that is accessible and culturally considerate.

The My HR [website](#) includes mental health and wellness supports for GNWT employees as well as offering a touch point for employees to source available community supports.

Additionally, LifeSpeak provides GNWT employees and their families with access to a total well-being platform that offers access to expert information and videos on a wide range of topics.

The GNWT recognizes the continuing need to provide Indigenized health and wellness supports to employees. As such, the Department of Finance is researching and assembling more Indigenous Health and Wellness resources to aid employees in accessing support services offered within the territory. Research is also ongoing to align with industry best practices to advance this action item.

**3. The Department of Finance will collaborate with the Indigenous Employee Advisory Committee (IEAC) to review current onboarding, leadership programs, supervisory and management courses to ensure they incorporate Indigenous perspectives and culture.**

In 2022, the IEAC reviewed the Leadership Development Program (LDP), Indigenous Development Training Program (IDTP), and the Indigenous Career Gateway Program (ICGP), and participated in the Department of Finance Review of the Affirmative Action Policy.

The valuable insights offered by the IEAC during these reviews resulted in the removal of barriers for employees accessing IDTP, which led to increased use of the program from previous years. The IEAC will continue to serve as a valuable resource as further hiring and employee development initiatives are developed.

**4. Develop and launch cultural competency training in partnership with HSS.**

The Department of Health and Social Services (HSS) offers Cultural Competency training for healthcare providers 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. The training focuses on relationship-based care, which is an approach that puts the needs of clients and their families first and is intended to produce a health and social services system that removes barriers by prioritizing relationships.

Indigenous Human Resources Specialists from the Diversity and Inclusion Unit support HSS Cultural Safety Training wherever possible with the hope that the HSS programming will lead to a government-wide culturally safe training approach beyond the HSS.

**5. The Department of Finance will implement an exit interview process that includes questions about employee experience with bias, racism, discrimination, harassment, and cultural insensitivity.**

Development of exit interviews that include questions on bias, racism and cultural insensitivity and use the answers to improve the public service is currently underway by the Employee Development and Workforce Planning Unit with the Department of Finance. The development of exit interview questions is in progress. The exit interview process is expected to be launched in the 2024-2025 fiscal year.

## Action 2.5: Improve development and training options and opportunities for Indigenous employees' career advancement.

### Deliverables:

- The Department of Finance will ensure Departments and employees are aware of and use the Indigenous Management Development and Training Program, and that it is fully subscribed.
- The Department of Finance will develop an Indigenous mentorship program for informal on-the-job training.
- 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.
- The Department of Finance will create resources for employees to identify career pathways and training needs in their Learning and Development Plan as a part of the Performance Development process.
- The Department of Finance will produce a succession planning guide and toolkit that has a focus on Indigenous employee development.
- The Department of Finance will conduct a review of the Leadership Development Program, ensuring Indigenous perspectives are incorporated.

### Department(s):

- All Departments and Agencies
- Department of Finance

### Update:

#### 1. Departments and agencies are accessing the Indigenous Management Development and Training program, currently called Indigenous Development and Training Program.

In 2022, the Indigenous Management Development and Training Program was reviewed. The review surveyed past program participants, Indigenous employees, managers and supervisors to get different perspectives on the program. In addition, the Indigenous Employee Advisory Committee was consulted for their insight into what barriers, if any, were present within the program.

The results of the program review formed the basis of recommendations made to the Financial Management Board (FMB) to update the program.

FMB reviewed the recommendations and directed the Department of Finance to update and implement changes to the program in autumn 2022.

Changes to the program included:

- Changing the name of the program from the Indigenous Management Development and Training Program to the Indigenous Development and Training Program (IDTP).
- Funding for the program was increased, providing departments with up to \$10,000 towards the cost of training. Previously, IDTP provided departments with funding for two-thirds of the training costs and required departments to provide the remaining one-third; and,

- The application approval process was changed to remove the requirement of Deputy Minister approval, streamlining the process. Applicants still require supervisor approval to apply.

Changes to the program were communicated to employees when they were made and, in January 2023, the Diversity and Inclusion unit began hosting monthly employee info sessions about the program, encouraging attendees the chance to ask questions about the program.

The program was initially launched in 2018, but the changes made in 2022 coupled with the introduction of DIEPs seemed to spark employee interest, as 2022/2023 had the highest usage since the program was launched.

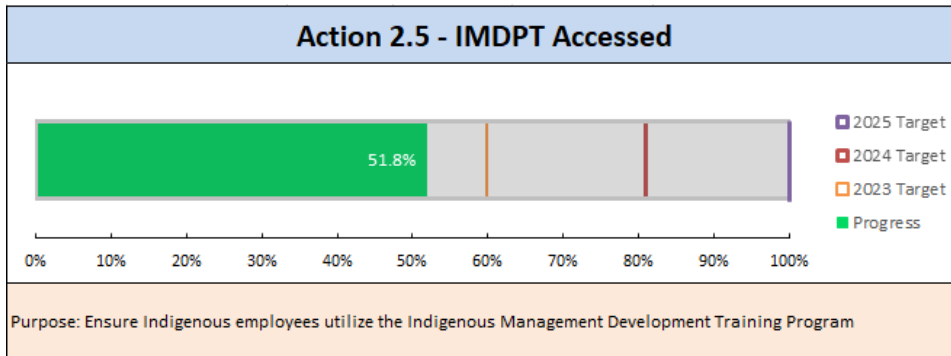
Eighteen (18) of the twenty-two (22) department and agencies set IDTP targets in their respective DIEPs and, of those eighteen, eleven (11) met their 2022/2023 targets.

The following departments and agencies exceeded the targets they set:

- Department of Finance targeted two (2) IDTP participants in 2022/2023 and reported five (5) employees in the program in that year.
- Department of Health and Social Services targeted two (2) IDTP participants in 2022/2023 and reported three (3) employees in the program in that year.
- Housing NWT targeted one (1) IDTP participants in 2022/2023 and reported two (2) employees in the program in that year.
- Department of Industry Tourism and Investment targeted one (1) IDTP participant in 2022/2023 and reported three (3) employees in the program in that year.
- Department of Infrastructure targeted two (2) IDTP participants in 2022/2023 and reported three (3) employees in the program that year.
- Department of Justice targeted two (2) IDTP participants in 2022/2023 and reported three (3) employees in the program that year.

In addition, the Workers' Safety and Compensation Commission, which did not set a target supported two (2) employees to enroll in the program.

Departments that set and failed to meet their IDTP targets in 2022/2023 will be responsible for meeting their 2022/2023 and 2023/2024 targets in upcoming fiscal years.



## 2. Development of Indigenous mentorship and succession planning guidelines.

Development of an Indigenous mentorship program will occur during the 2024/2025 fiscal year.

The Department of Finance plans to launch the GNWT's Succession Planning Guide and associated resources in June 2023.

Succession planning resources developed under the program will include:

- GNWT Succession Planning Guide and templates.
- Career Pathing for GNWT Employees.
- Career Pathing: Manager's How To.
- Succession Planning Checklist; and
- Employee Development Plan and Template.

The Succession Planning Guide and associated resources are all publicly available on the Online Managers' Toolkit: <https://my.hr.gov.nt.ca/online-managers-toolkit/succession-planning>.

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

The Department of Finance committed to conducting a review of the Leadership Development Program (LDP) to ensure Indigenous perspectives are incorporated in the Indigenous Recruitment and Retention Action Plan. The GNWT originally partnered with the University of Alberta School of Business, Executive Education, to offer the GNWT Leadership Development Program for Executive Managers, Managers and Emerging Managers in all departments, boards, and agencies (departments) of the GNWT.

The University of Alberta School of Business Executive Education made the decision to close its doors due to the impacts of Covid-19, cancelling the Leadership Development Program. Feedback from past participants indicated that the University of Alberta program lacked northern content. The Department of Finance is exploring options to continue the program with an enhanced focus on northern and Indigenous perspectives. Research and initial development of this program began in the 2022/2023 fiscal year and the department is hopeful to have an LDP launched in the 2024/2025 fiscal year.

## **Action 2.6: Build capacity and career development.**

### **Deliverables:**

- The Department of Finance will ensure that the Indigenous Career Gateway Program is fully subscribed annually.
- The Department of Finance will ensure that Departments support the Building Capacity with Indigenous Governments Program, and that it is fully subscribed.
- The Department of Finance will develop an Equitable Access to Training directive to address unequal access to training opportunities for Indigenous employees.
- The Department of Finance will identify and promote the use of transfer assignments and cross-training to encourage mobility and development for Indigenous employees.

### **Department(s):**

- All departments and Agencies
- Department of Finance

## Update:

### 1. Departments and agencies enroll in the Indigenous Career Gateway Program and Building Capacity with Indigenous Governments Program and fully use the programs funding.

#### *Indigenous Career Gateway Program*

The Indigenous Career Gateway Program (ICGP) is designed to improve access to entry-level and trainee opportunities with the GNWT for Indigenous candidates. The ICGP has funding allocated to provide financial support of up to \$40,000.00 for up to fifteen (15) positions each fiscal year, however departments are also encouraged to use the program to hire candidates without using program funding.

ICGP was launched in 2018 and in 2021/2022, the full allotment of the funding for the program was spent. In 2022/2023, all program funding was used, and the program was also used to hire additional applicants without access to program funding. To date, 122 Indigenous residents have secured employment with the GNWT through this program.

All departments and agencies included ICGP targets in their respective DIEPs and, of the twenty-two (22) department and agencies, eleven (11) met or exceeded the targets they set:

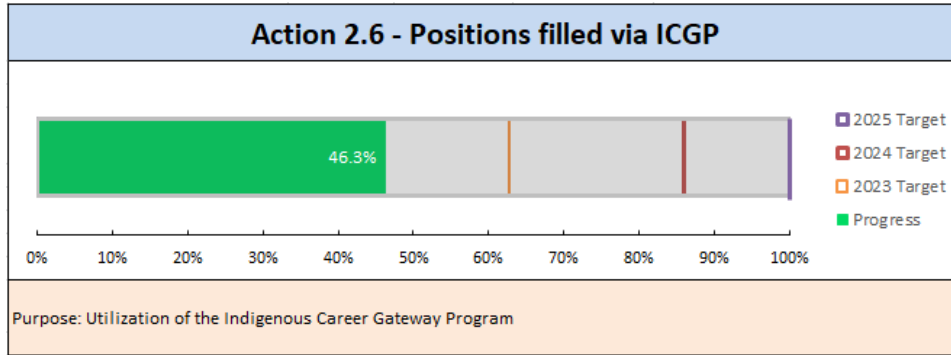
- Beaufort Delta Divisional Education Council;
- the Department of Education, Culture and Employment;
- the Department of Environment and Natural Resources;<sup>3</sup>
- the Department of Finance;
- the Department of Health and Social Services;
- the Department of Industry, Tourism, and Investment;
- the Department of Infrastructure;
- the Department of Justice;
- Housing NWT;
- the Legislative Assembly; and
- the Department of Municipal and Community Affairs.

Going forward, departments will be encouraged to utilize the ICGP program regardless of funding availability to ensure that they are meeting DIEP targets.

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<sup>3</sup> The Department of Environment and Natural Resources has been amalgamated with the Department of Lands to form the Department of Environment and Climate Change. IEP data for the Department of Environment and Climate Change will be reflected in future versions.





*Building Capacity with Indigenous Governments Program*

The Building Capacity with Indigenous Governments Program (BCIG) supports secondment arrangements with Indigenous Governments (IGs) in all regions of the NWT. The program is intended to support IGs to help develop their human resource capacity by supporting employees of Indigenous Governments to be seconded to a position within the GNWT and/or GNWT employees to be seconded to a position within Indigenous Governments. Under this program, the Department of Finance provides up to \$40,000 to support each secondment.

The BCIG program was launched in June 2021 and in the 2022/2023 fiscal year, all funding allocated to the program was used by program participants.

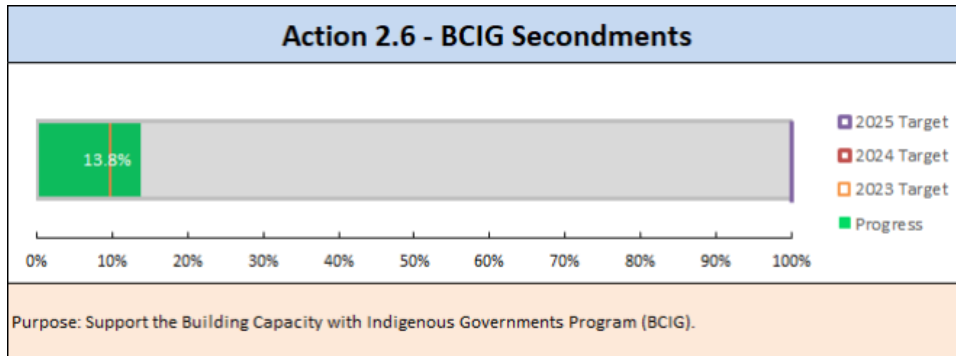
Department and agencies were asked to consider how they could deploy BCIG by setting secondment targets using the program. This action item was encouraged, but not required and some departments chose other action items to target in their respective IEPs.

The Department of Finance set a target of one secondment through the BCIG program in the DIEP, a target that the department achieved.

Despite not setting targets, the following departments also met this action item by supporting secondments:

- Beaufort Delta Division Education Council.
- Department of Education, Culture and Employment.
- Department of Health and Social Services.
- Department of Infrastructure.
- Department of Industry, Tourism, and Investment.
- Department of Municipal and Community Affairs.
- Northwest Territories Health and Services Authority.

Since the launch in 2021, this program has supported fourteen (14) secondments in seven (7) communities, with seven (7) Indigenous Governments. A review of the program is scheduled for 2023/2024 fiscal year to ensure that it meets its goals and any barriers are addressed.



**2. Development of Equitable access to training directive.**

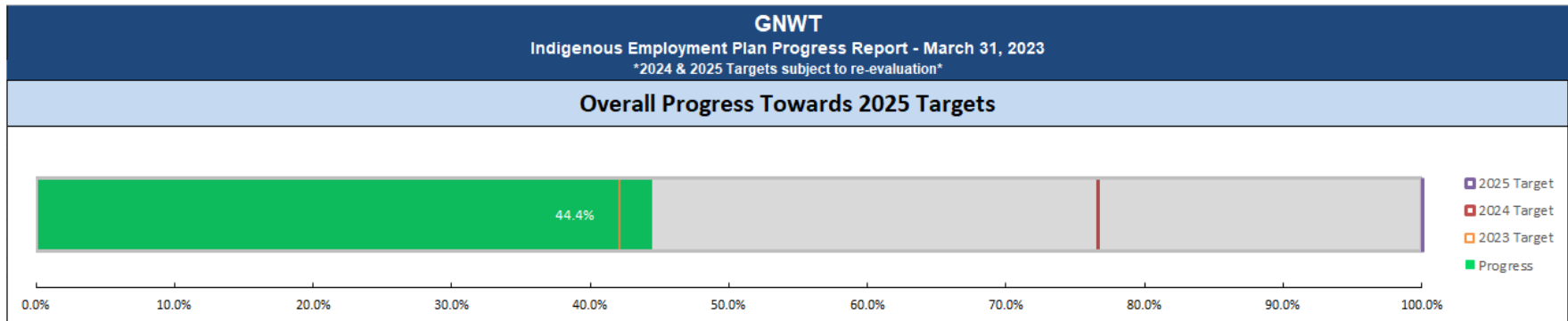
The Department of Finance committed to the development of an Equitable Access to Training Directive among their 2022/2023 fiscal year targets, with launch set for the 2023/2024 fiscal year. Work on the Directive is in progress, with the Employee Development and Workforce Planning unit developing resources to assist Indigenous employees in accessing Education Leave and Education Assistance. Resources project to include standardized application forms for employees, as well as assessment guides and checklists for departments and agencies. The resources will also outline the GNWT’s approach to training and development, which will include guidance for supervisors when approving training (in general), as well as guidance for departments as they develop new and update existing training.

**3. Promote the use of Transfer Assignments so a large percentage are filled by Indigenous employees, with each department and agency meeting the targets set out in their IEP.**

Each department and agency were asked to consider Transfer Assignment targets, by tracking the number of Transfer Assignments filled by Indigenous Employees. This target was established to encourage departments and agencies to consider promoting the opportunities offered by Transfer Assignments to Indigenous employees.

Of the twenty-two (22) departments and agencies, seventeen (17) met or exceeded their Transfer Assignment targets.

# Report Graphs



**Action 1.1 Job Description Review 2022/2023 Progress Table**

