



2023/2024 REPORT ON THE DEPARTMENTAL INDIGENOUS EMPLOYMENT PLANS RESULTS

INDIGENOUS RECRUITMENT AND RETENTION FRAMEWORK AND ACTION PLAN

RAPPORT SUR LES RÉSULTATS DES PLANS D'EMPLOI DES AUTOCHTONES MINISTÉRIELS DE 2023-2024

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

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Le présent document contient la traduction
française du sommaire.

Dene Kədə

Dëne Sųtıné

Dene Zhatié

Dinjii Zhu' Gijik

Inuvialuktun

Inuktitut

Inuinnaqtun

nēhiyawēwin

Tłchq

request_Indigenous_languages@gov.nt.ca

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Executive Summary

Launched in the 2022-2023 fiscal year, the Framework has been a motivator, prompting departments 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 Departmental Indigenous Employment Plan (DIEP) initiative, departments and agencies set targets designed to address barriers to employment and career advancement experienced by Indigenous persons. Departments have now published their results for the 2023-24 fiscal year and are working towards meeting the targets they've set for the 2024-25 fiscal year.

This report highlights stories of success, such as the use of the Indigenous Development and Training Program that was fully utilized for the first time in the 2023/2024 fiscal year, the launch of a recruitment-specific social media platform, and the launch of the Inclusive Leadership Competency as part of the GNWT competency model.

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 the government's reconciliation efforts and to enact systemic change. To address this, under the 20th Legislative Assembly, achievement of Departmental

Departmental 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.

Sommaire

Lancé 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. Dans le cadre du Plan d'emploi des autochtones ministériel, les ministères et les organismes fixent des cibles visant à abolir les obstacles à l'emploi et à l'avancement professionnel auxquels sont confrontés les Autochtones. Les ministères ont maintenant publié leurs résultats pour l'exercice 2023-2024, et s'affairent à atteindre les cibles fixées pour l'exercice 2024-2025.

Ce rapport souligne de belles réussites, comme le lancement du Programme de formation et de perfectionnement des autochtones, qui a été suivi pour la toute première fois lors de l'exercice 2023-2024; le lancement d'une plateforme de médias sociaux strictement destinée au recrutement; et l'intégration d'une nouvelle compétence de leadership inclusif au modèle axé sur les compétences du GTNO.

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, sous la direction de la 20^e Assemblée législative, la réalisation des plans d'emploi des Autochtones ministériels et l'atteinte des cibles connexes seront liées à l'évaluation du rendement des sous-ministres et de la haute direction.

Le présent rapport contient des exemples de ministères ayant atteint et dépassé leurs cibles, mais aussi un aperçu clair 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 GNWT's 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 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 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.

Part of the Action Plan is meant to support departments and agencies by providing tools to develop detailed implementation plans laying out departmental goals and the steps that will be taken to achieve them. Below is an update of the progress made during the 2023/2024 fiscal year.

While the GNWT is collectively responsible for the success of the Framework, departments are individually responsible for achieving the objectives and deliverables set out in their Departmental Indigenous Employment Plans (DIEP).

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 departmental IEPs for the 2023/2024 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. 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 Program¹, 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.

Development of the Framework

Despite the many programs the GNWT has implemented employment levels of Indigenous persons with the GNWT have not increased compared to the growth of the GNWT. This may be in part to the gaps in the system in recruiting and retaining Indigenous Employees. 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.

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. 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.

¹ Formerly titled the Indigenous Management Development and Training Program.

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.

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 Departmental Indigenous Employment Plans (DIEPs) to reduce or eliminate those barriers. In November 2022, IEPs for all departments and agencies were published on the Diversity and Inclusion webpage, providing public transparency, and ensuring accountability to the program.

IEPs 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 align with GNWT-wide Action Plan deliverables. Some departments and agencies also chose to include action items and targets in their IEPs 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 Two Update and Achievements:

Since the last report, Indigenous Employment Plans (IEP) have been renamed Departmental Indigenous Employment Plans (DIEPs) to better reflect that it is a departmental plan to achieve higher rates of Indigenous employment and supports within each department.

During the end of the 2022/2023 fiscal year the Department of Environment and Natural Resources and the Department of Lands were combined to form the Department of Environment and Climate Change. During the 2022/2023 IEP Reporting period the departments were reported as separate due to the timing of the merge but for the 2023/2024 fiscal year and onwards it will be reported under the Department of Environment and Climate Change. This change means that there will a total of twenty-one (21) DIEPs reported on in each fiscal year.

During the 2023/2024 fiscal year the Northwest Territories Business Development & Investment Corporation (BDIC) underwent a name change and is now called Prosper NWT.

At the time of writing this report only nineteen (19) of the 21 updated DIEPs were submitted and posted to the public, as such the report will be based on the 19 DIEPs received.

This section highlights several of the Indigenous Recruitment and Retention Action Plan

deliverables accomplished in its second year of operation. For further information on these deliverables, please see the associated Action Item and update.

The following deliverables were achieved during the 2023/2024 fiscal year:

- **Action 1.4:** 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.
 - A specific Human Resource social media account, promoting recruitment within the GNWT, was established and went live in January 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.
 - The Department of Finance launched the Mitigating Unconscious Bias in the Workplace training in 2022 ahead of the planned launch for 2023/2024.
- **Action 2.3:** Implementation of annual performance expectations for leaders that hold them accountable to address unconscious bias, racism, discrimination, and harassment in their organization.
 - The Inclusive Leadership Competency launched in September 2023 under the GNWT Competency Model and is a required element of all employee Performance Development Plans.
- **Action 2.5:** Departments and agencies are accessing the Indigenous Development and Training program, currently called Indigenous Development and Training Program.
 - The 2023/2024 fiscal year was the first year that all of the program funding for the Indigenous Development and Training Program was fully utilized.
- **Action 2.6:** The Department of Finance will ensure that the Indigenous Career Gateway Program (ICGP) is fully subscribed annually.
 - In 2023/2024 all the program funding was used, and the program was also used to hire additional applicants without access to program funding.

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.

Departments:

- 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. Completed 2022/2023.**

The Job Description Review Guide launched in July 2022, as 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.

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 knowledge of 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.

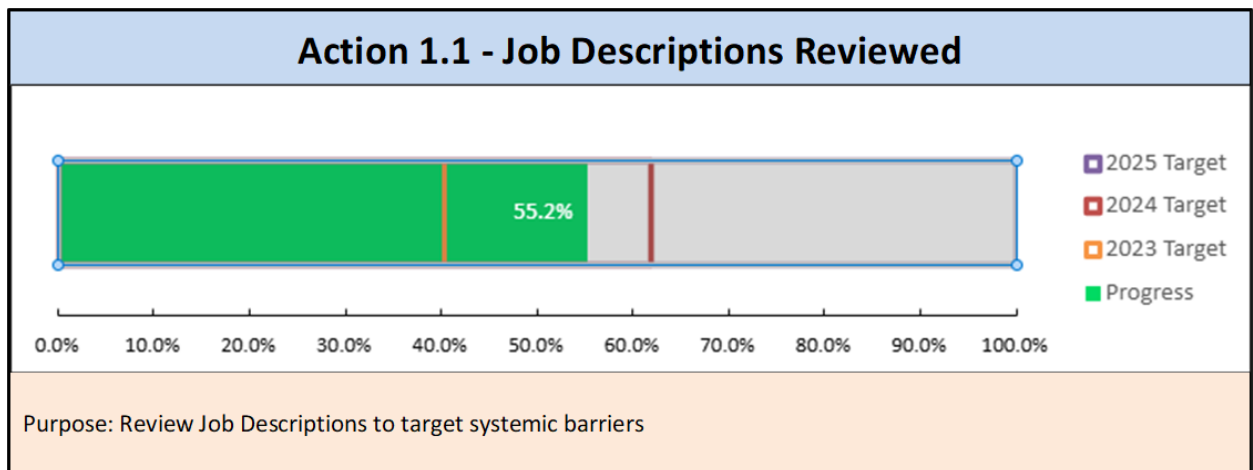
As part of the Departmental Indigenous Employment Plans (DIEPs) departments and agencies each set targets to review their Job Descriptions using the Job Description Guide as a tool to guide the review. As of March 2024, there have been 2,832 job descriptions that have been submitted for review since the launch of the Job Description Review Guide, with 1,909 of those submitted between April 2023-March 2024.

Departmental Results for 2023/2024

In the 2023/2024 fiscal year, eleven (11) out of the nineteen (19) of the department and agencies that submitted their updated DIEPs either met or exceeded their respective targets:

- Aurora College
- Beaufort Delta Divisional Education Council
- Department of Education, Culture & Employment
- Department of Finance
- Department of Health and Social Services
- Department of Justice
- Legislative Assembly
- Department of Municipal and Community Affairs
- Northwest Territories Health and Social Services Authority
- Tẖcẖ Community Services Agency
- Workers' Safety and Compensation Commission

The remaining departments and agencies that did not achieve the JD review targets they set for 2023/2024 are responsible for accomplishing the reviews required for the 2023/2024 and 2024/2025 fiscal year.



Graph showing completion rates for reviewing Job Descriptions for the 2023/2024 fiscal year

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.

Departments:

- 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, and possible replacement with an Indigenous Employment Policy and an Employment Equity Policy. 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. Following the tabling of the report the proposed Indigenous Policy was put forward to cabinet, but due to the

timing of the proposal (i.e. the end of the 19th Legislative Assembly) it was put on hold and will be considered in the 2024/2025 fiscal year.

Additionally, the Department of Finance continually reviews staffing processes to address existing barriers and to ensure cultural sensitivity across the entire staffing process.

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

The GNWT Competition Audit Framework² has been implemented, spearheaded by Management Recruitment Services (MRS) of the Department of Finance. MRS had planned to review their staffing documents and processes to ensure the inclusion of cultural competencies and to promote hiring of Indigenous candidates at the beginning of the 2023/2024 fiscal year.

The Competition Audit Framework will be used to ensure that staffing and recruitment activities meet applicable GNWT legislative and policy responsibilities. This resource will also be used to examine and review recruitment and selection procedures, internal policies and practices used, as well as staffing decisions.

In addition, the Competition Audit Framework will evaluate the effectiveness of recruitment and staffing programs and processes, recommending changes where necessary.

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 the 'Indigenous Representation on Selection Committees' launching prior to April 1, 2025.

4. Hiring Manager Training.

An updated 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.

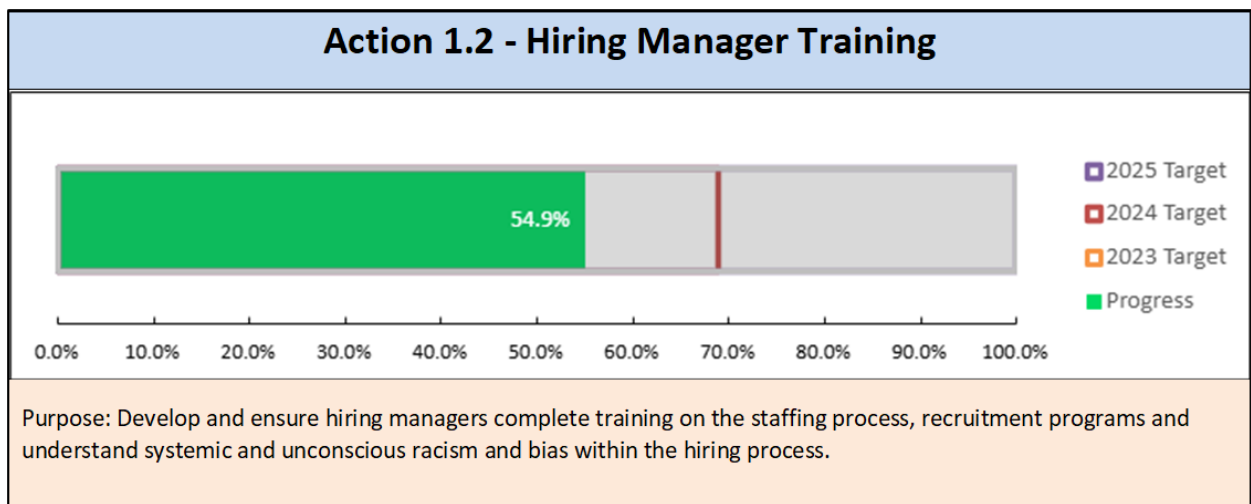
Departmental Results for 2023/2024

In the 2023/2024 fiscal year, nine (9) out of the nineteen (19) of the department and agencies that submitted their updated DIEPs either met or exceeded their respective targets:

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

- Commission Scolaire Francophone Territoires du Nord-Ouest
- Department of Education, Culture & Employment
- Department of Environment and Climate Change
- Department of Industry, Tourism and Investment
- Department of Justice
- Housing NWT
- Northwest Territories Health and Social Services Authority
- South Slave Divisional Education Council
- Workers' Safety and Compensation Commission

The remaining departments and agencies that did not achieve the training targets they set for 2023/2024 are responsible for achieving their training targets required for the 2023/2024 and 2024/2025 fiscal year.



Graph showing completion rates for the Hiring Managers training for the 2023/2024 fiscal year

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.

Departments:

- 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 being done by the Department of Finance to promote and engage with post-secondary students, especially Indigenous Students, in potential GNWT employment opportunities. Some of the promotion and engagement done includes:

- Visiting local high schools to present for graduating classes on programs and opportunities available at the GNWT.
- Visiting the Aurora College and CDETNO to present to upcoming post-secondary graduates and provide information on services offered by the GNWT.

- Provide information on how to submit their applications for employment with the GNWT once students have completed their post-secondary programs.

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 the Department of Education, Culture and Employment's Student Financial Assistance unit and the Departments' Career and Education Advisors to ensure information on GNWT programs is shared with high school and post-secondary students. Through this collaboration, 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:

- 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 began developing a strategy to more effectively communicate available hiring process resources in the 2022/2023 fiscal year. A specific Human Resource social media account, dealing with all things recruitment, was established and went live in January 2024. The account shares social media messaging on a pre-planned calendar as well as responsive and situational posts about time-sensitive or pertinent events. The GNWT Careers Facebook page can be found here: <https://www.facebook.com/gnwtCareers/>.

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

The Department of Finance has a Community Outreach Plan that is continually updated and reviewed by the Marketing & Promotions Officer. In addition, the Department of Finance has attended outreach events in Délı̨ne and Behchokǫ, as well as multiple events in Yellowknife to increase awareness of programs and opportunities with the GNWT.

Action 1.5: Develop Departmental Indigenous Employment Plans and Targets.

Deliverables:

- Departments and agencies will develop a Departmental 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 Departmental Indigenous Employment Plans and Targets will be tied to Deputy Head and Senior Management performance appraisals.

Departments:

- All Department and Agencies

Update:

1. Departments and agencies develop and publish their Departmental 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

Departmental Indigenous Employment Plans (DIEPs) were developed to address the action items and deliverables set out in the Indigenous Recruitment and Retention Framework and Action Plan. Each department considered the deliverables in the Action Plan when setting their targets and department specific goals for their DIEP.

In November 2022 the first DIEPs were posted with from twenty-two (22) Departments and Agencies and included the Department of Environment and Natural Resources and the Department of Lands. Despite the two departments merging into the Department of Environment and Climate Change (ECC) in the 2022/2023 fiscal year they were listed separately during the 2022/2023 reporting period due to the merge occurring later in the fiscal year. However, for the 2023/2024 reporting period and onwards reporting will be done under ECC meaning that there are now twenty-one (21) DIEPs that will be reported on 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>.

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.

Departments:

- All Departments and Agencies

Update:

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

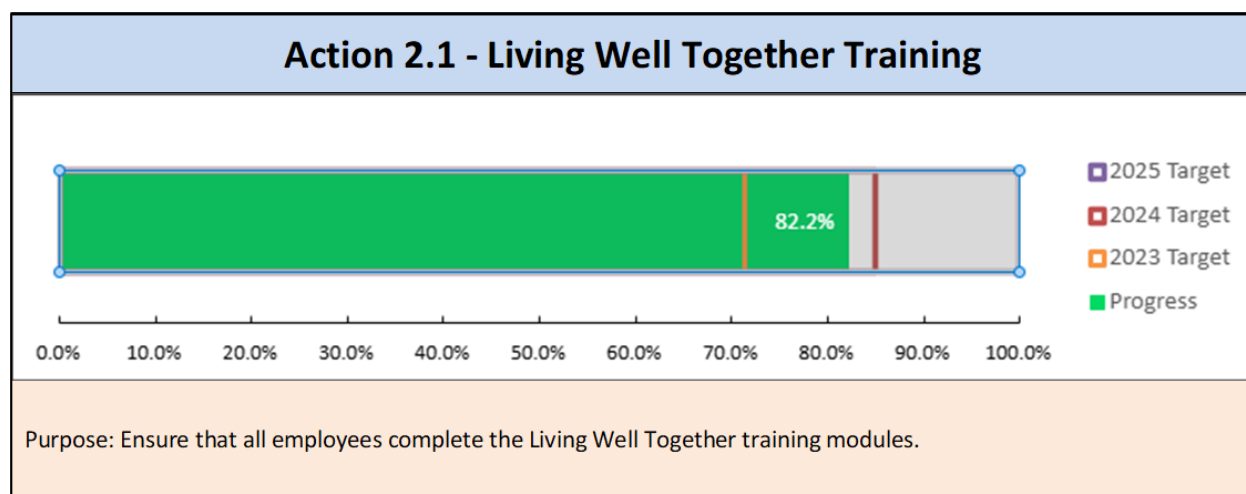
In March 2021, the GNWT launched Living Well Together: Indigenous Cultural Awareness and Sensitivity Training (ICAST). This training is available online in eight (8) modules and is mandatory for all employees of the GNWT. The Truth Series (modules 2-5) focus on awareness about colonization, residential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

The ICAST completion percentage target is slightly more complex than other training related targets in departmental due to employee movement and time needed to complete the training. 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 need to continue to support new employees to complete ICAST training on an ongoing basis. 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. Nine (9) of the nineteen (19) department and agencies who updated their DIEP met or exceeded their 2023/2024 ICAST completion targets:

- Prosper NWT
- Beaufort Delta Divisional Education Council
- Commission Scolaire Francophone Territoires du Nord-Ouest
- Department of Education, Culture and Employment
- Department of Environment and Climate Change
- Department of Finance
- Department of Health and Social Services
- Department of Municipal and Community Affairs
- South Slave Divisional Education Council

Departments and agencies that did not meet their 2023/2024 targets are now responsible for meeting their 2024/2025 targets. ICAST training is available on-demand, allowing departments the opportunity to provide time for employees to complete training according to operational requirements.



Graph showing completion rates for the Living Well Together: Indigenous Cultural Awareness and Sensitivity Training for the 2023/2024 fiscal year

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.

Departments:

- 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.

To achieve this action item and encourage the participation of GNWT employees in the Indigenous Language Instructor Employment Plan (ILIEP), the Indigenous Development Training Program (IDTP) was amended to cover expense related to learning an Indigenous language as an equivalent to attending a post-secondary course. 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 position.

ILIEP participants are eligible for coverage of:

- Payment for indigenous language mentors (community members who support their language proficiency growth);
- Training materials as part of the ILIEP (including resources and sub costs); and
- Any travel costs (airline, accommodation, and per diem) that are related to the in-person training (including the Indigenous language instructor (ILI) that will provide the job-embedded training)

The change to IDTP to cover Eligible expenses will support employees studying Indigenous languages and provide compensation to fluent language mentors, who are typically Indigenous Elders.

For the 2023/2024 fiscal year no ILIEP participants had used IDTP funding, but this may be due to the timing of school year for ILIEP participants to access the program funding and changes made to IDTP. Although it is important to mention that two GNWT employees accessed IDTP in the 2023/2024 fiscal year to enrol in the Mentor-Apprentice Program operated by the

Indigenous Languages and Education Secretariat in the Department of Education, Culture and Employment.

Members of Finance's Diversity and Inclusion unit also met with members of the Indigenous Languages and Education Secretariat, now the Indigenous Language Secretariat and JK-12 Education System Services to discuss and begin preliminary planning and coordination of an Indigenous language professional development program and will continue to collaborate to further fulfill this joint action item.

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 Dene Kəᑦá, Dēne Sų́łné, Dene Zhatié, Dinjii Zhu' Ginjik, English, French, Inuinnaqtun, Inuktitut, Inuvialuktun, nēhiyawēwin and Tłıchq.

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. The Department of Finance's Human Resources Operations unit met with the Indigenous Languages Secretariat to discuss bilingual bonus employees with plans to further collaborate and create a promotional campaign that celebrates bilingual bonus 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

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.

Departments:

- All Departments
- Department of Finance

Update:

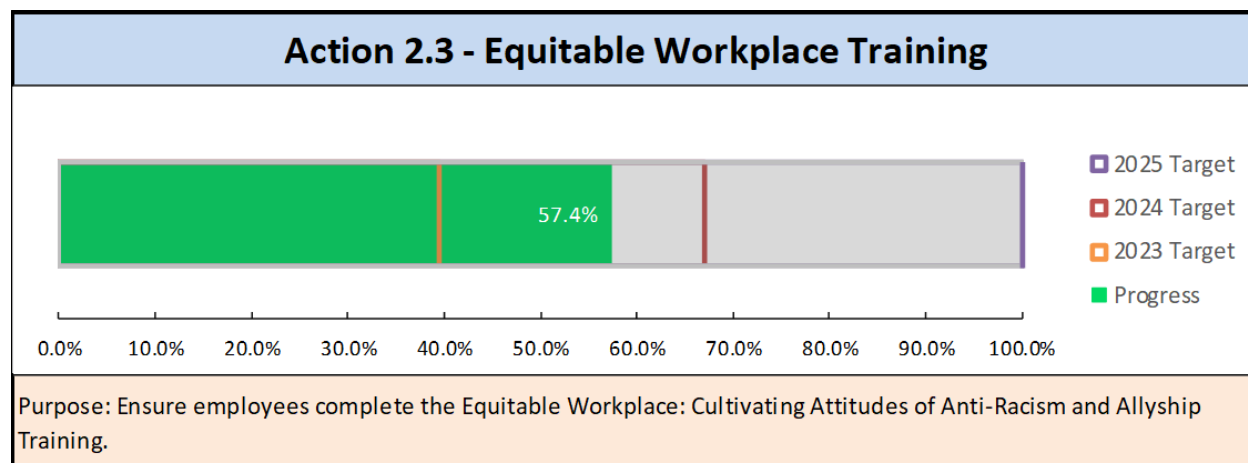
1. Departments and agencies reach their set targets for employees to complete the Equitable Workplace Cultivating Attitudes of Anti-Racism Training.

Equitable Workplace Cultivating Attitudes of Anti-Racism Training targets were set in the Departmental 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.

Nine (9) of the nineteen (19) departments and agencies who provided updated DIEPS met or exceeded their Equitable Workplace Training targets, including:

- Prosper NWT
- Beaufort Delta Divisional Education Council
- Commission Scolaire Francophone Territoires du Nord-Ouest
- Department of Education, Culture and Employment
- Department of Environment and Climate Change
- Department of Justice
- Legislative Assembly
- South Slave Divisional Education Council
- Workers' Safety and Compensation Commission

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.



Graph showing completion rates for the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training for the 2023/2024 fiscal year

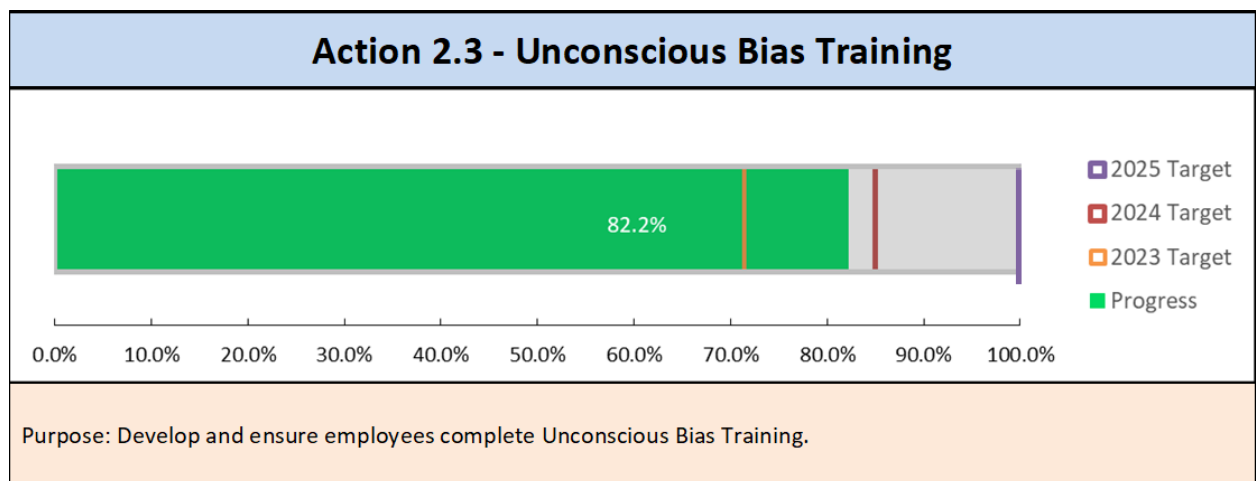
2. Development and Launch of the unconscious bias training.

The Department of Finance launch the 'Mitigating Unconscious Bias in the Workplace' training to GNWT employees in December 2022. Monthly training sessions are 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.

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

Neither of the two (2) departments that set targets for the unconscious bias training have met the targets set for 2023/2024 fiscal year. However, five (5) departments and agencies made note in their DIEP that despite not setting targets a percentage of their employees completed the training. This includes Housing NWT, the Department of Health and Social Services, the Department of Industry, Tourism and Investment, the Department of Municipal and Community Affairs, and the Tẖchq Community Services Agency.

Of the nineteen (19) departments and agencies that updated their DIEPs, twelve (12) did not have targets set or mentioned training in their DIEPs. Given that this was a recommended target for departments and agencies to add to their DIEP, reporting on this training remains at the discretion of each department.



Graph showing completion rates for the Mitigating Unconscious Bias in the Workplace Training for the 2023/2024 fiscal year

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

In 2022/23, 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 under the GNWT Competency Model and is now a required element of all employee Performance Development Plans, including those for GNWT management and senior management positions. Under the Inclusive Leadership competency, each employee is required to consider the characteristics and skills necessary to perform at an elevated level while incorporating the elements of the Inclusive Leadership competency in their work. Employees in leadership positions are expected to better commit to and demonstrate the skills, abilities, and attributes set out in the Inclusive Leadership competency. For information on the GNWT Competency Model and the Inclusive Leadership Competency see the following website: <https://my.hr.gov.nt.ca/learning-development/performance-development/gnwt-competency-model-0>.

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:

- 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 *TELUS Health CBT for Indigenous Peoples - A New Dawn, A New Light*. 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 the 2023/2024 fiscal year, the IEAC provided feedback on the development of the 7th Core Competency prior to the official launch of the 'Inclusive Leadership' Competency and reviewed the Affirmative Action Policy 'What We Heard Report'. 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.

Indigenous Human Resources Specialists from the Diversity and Inclusion Unit provided support to the HSS Cultural Safety Training wherever possible during the 2023/2024 fiscal year with the hope that the HSS programming will lead to a government-wide culturally safe training approach beyond the HSS. In 2023/2024 new MLAs in the 20th Legislative assembly were delivered the training to introduce this initiative. There is the possibility for cross facilitator training for members of CSAR, CCI and D&I in the 2024/2025 fiscal year to better deliver the training and perhaps expand it to leadership.

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. Since the last update the project has moved to the D&I unit and an RFP have a third-party draft and manage the exit interview process was in the early stages of being drafted during the 2023/2024 fiscal year, in hopes to have it finalized in the 2024/2025 fiscal year and launched in the 2025/2026 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 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.

Departments:

- All Departments and Agencies
- Department of Finance

Update:

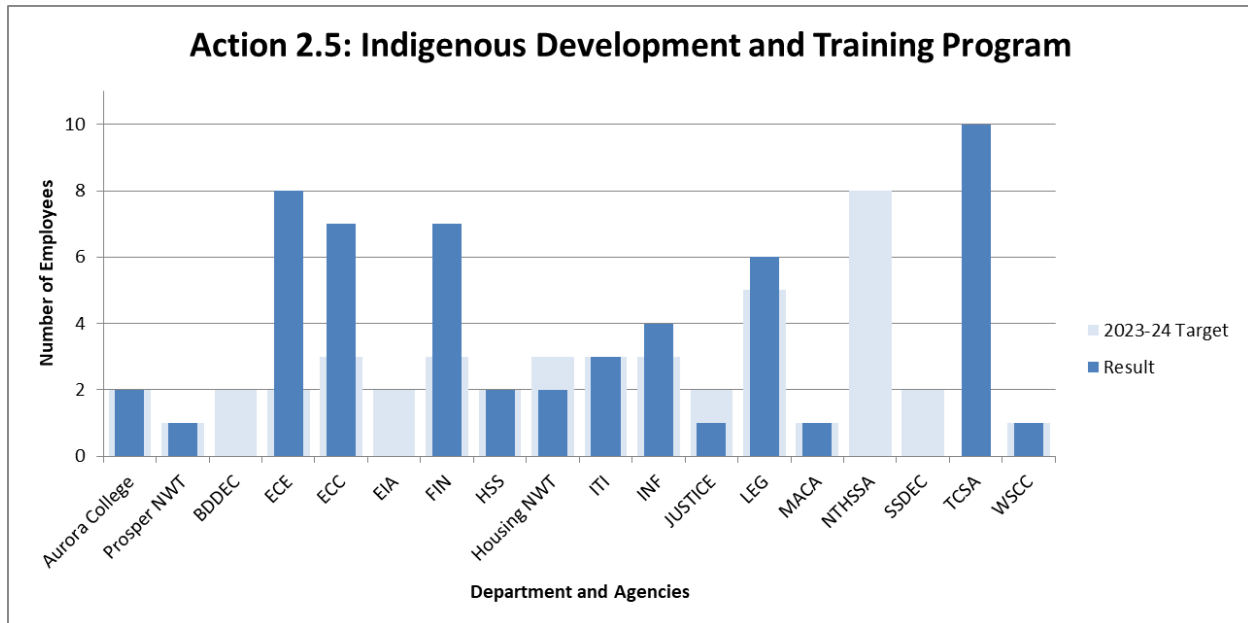
1. **Departments and agencies are accessing the Indigenous Development and Training program, currently called Indigenous Development and Training Program.**

2023/2024 was the first fiscal year that all the Indigenous Development and Training program funding was fully utilized.

Of the nineteen (19) department and agencies that updated their DIEPs, seventeen (17) set IDTP targets in their respective DIEPs and, of those eleven (11) met their 2023/2024 targets. The following departments and agencies met and exceeded the targets they set:

- Aurora College
- Prosper NWT
- Department of Education, Culture and Employment
- Department of Environment and Climate Change
- Department of Finance
- Department of Health and Social Services
- Department of Industry, Tourism and Investment
- Department of Infrastructure
- Department of Municipal and Community Affairs
- Legislative Assembly
- Workers' Safety and Compensation Commission

In addition, the Th̓chq Community Services Agency who did not set a target in their DIEP noted that several of their employees have utilized the program. Departments that set and failed to meet their IDTP targets in 2023/2024 will be responsible for meeting 2024/2025 targets in the next fiscal year.



Graph showing Target and results usage of the Indigenous Development and Training Program by Department and Agency for the 2023/2024 fiscal year

2. Development of Indigenous mentorship program.

Development of an Indigenous mentorship program will occur during the 2025/2026 fiscal year.

3. Development of Succession Planning Guidelines.

The Department of Finance launched 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>.

4. 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 and northern perspectives are incorporated in the new program. The GNWT originally partnered with the University of Alberta School of Business, Executive Education, to offer the GNWT LDP for Executive Managers, Managers and Emerging Managers in all GNWT departments, boards, and agencies until they made the decision to close its doors due to the impacts of Covid-19.

Feedback from past participants indicated that the University of Alberta program lacked northern content. The Department of Finance began exploring options to continue the program with an enhanced focus on northern and Indigenous perspectives in the 2022/2023 fiscal year. The department will have an LDP with a partnership with the Aurora College 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:

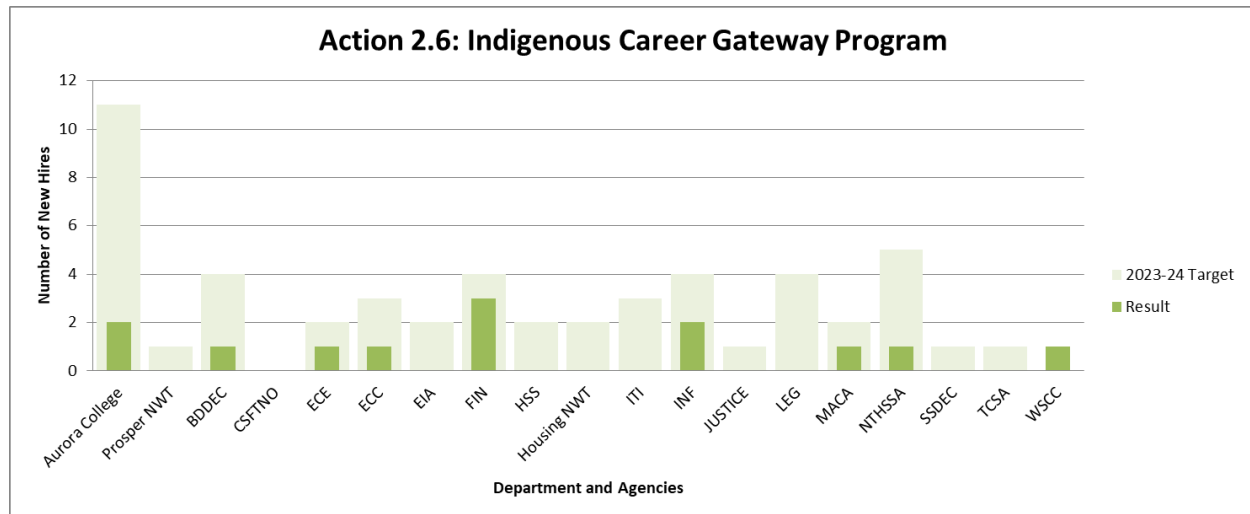
1. Departments and agencies enrol in the Indigenous Career Gateway Program and Building Capacity with Indigenous Governments Program and fully use the programs funding.

Indigenous Career Gateway Program

The Indigenous Career Gateway Program (ICGP) launched in 2018 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.

In 2023/2024 all the program funding was used, and the program was also used to hire additional applicants without access to program funding.

All departments and agencies included ICGP targets in their respective DIEPs and, of the nineteen (19) that submitted their updated DIEPs, only the Worker's Safety and Compensation Commission reached the target set out in their DIEP. However, it is important to note that there were thirteen (13) new hires as a result of program usage in the 2023/2024 fiscal year.



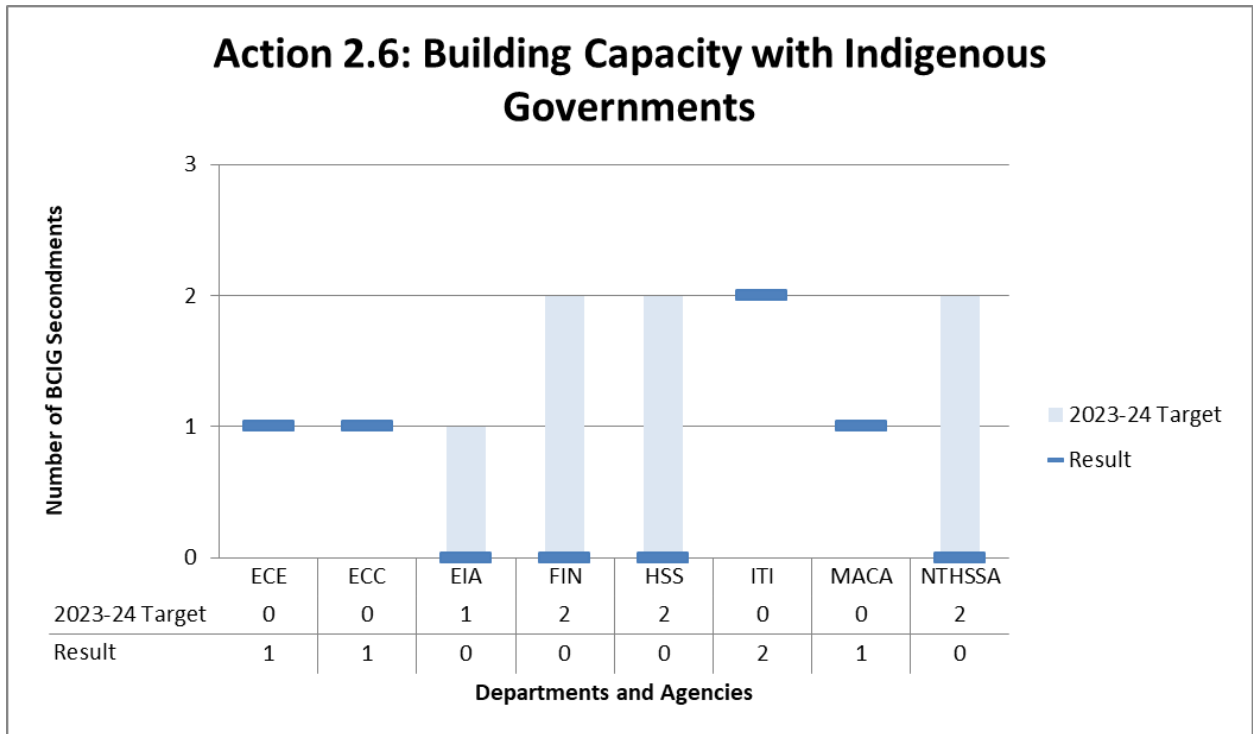
Graph showing Target and results usage of the Indigenous Career Gateway Program by Department and Agency for the 2023/2024 fiscal year

Building Capacity with Indigenous Governments Program

The Building Capacity with Indigenous Governments Program (BCIG) was launched in June 2021 and supports secondment arrangements with Indigenous Governments (IGs) in all regions of the NWT. For more information on the program please check out the following webpage: <https://www.fin.gov.nt.ca/en/services/diversity-and-inclusion/building-capacity-indigenous-governments>. 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.

Neither of the four (4) departments and agency that set targets for utilizing BCIG have met the targets set for 2023/2024 fiscal year. Despite not setting targets, the following departments supported BCIG secondments:

- Department of Education, Culture and Employment
- Department of Environment and Climate Change
- Department of Industry, Tourism and Investment
- Department of Municipal and Community Affairs



Graph showing Target and results usage of the Building Capacity with Indigenous Governments by Department and Agency for the 2023/2024 fiscal year

2. Development of Equitable access to training directive.

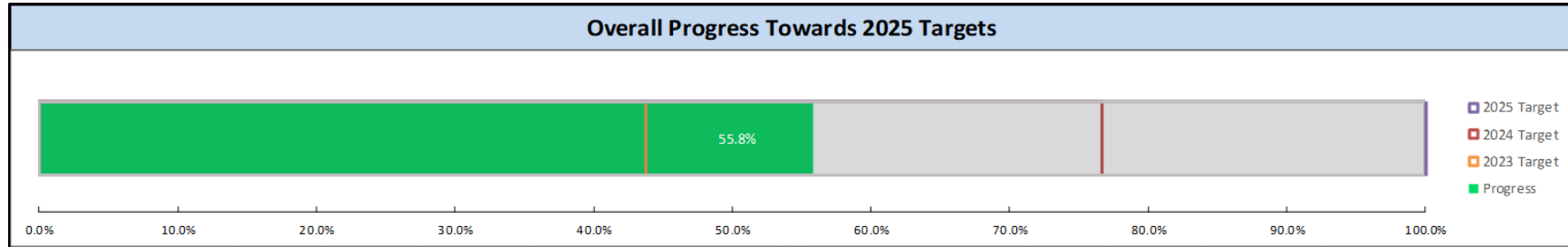
The Department of Finance committed to the development of an Equitable Access to Training Directive among their 2022/2023 fiscal year targets, with launch set for the 2023/2024 fiscal year. Work on the Directive was in progress in the 2023/2024 fiscal year, with the Employee Development and Workforce Planning unit developing a draft of resources to assist Indigenous employees in accessing Education Leave and Education Assistance. Plans for the Diversity and Inclusion unit to be brought into collaborate on this work is planned for the 2024/2025 fiscal year. Together the two units will work to ensure that a diversity and inclusion lens is applied to the resources that are going to be rolled out.

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 DIEP.

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 nineteen (19) departments and agencies who updated their DIEPs, thirteen (13) of them met or exceeded their Transfer Assignment targets.

Report Graphs



Graph showing the overall progress by the GNWT for the 2023/2024 fiscal year

IRRF Action Plan Gantt Timeline Chart

Deliverable		Status	2023	2024	2025	2026	2027
1.1.1	Review JDs for systemic barriers	Ongoing					
1.1.2	Develop Guideline for reviewing JDs	Complete					
1.1.3	Develop resources for reviewing JDs	Complete					
1.2.1	Review staffing processes	Ongoing					
1.2.2	Develop staffing review framework	In Progress					
1.2.3	Develop process for requesting Indigenous representation on selection committees	In Progress					
1.2.4	Develop mandatory training for Hiring Managers	Complete					
1.3.1	Establish Indigenous eligibility list	Complete					
1.3.2	Develop networking strategy to target Indigenous students	Ongoing					
1.3.3	Partner with ECE to identify Indigenous post-secondary students to target for employment opportunities	Ongoing					
1.4.1	Create resources and tools to improve applicant experience	In Progress					
1.4.2	Develop communication strategy on hiring process and resources	In Progress					
1.4.3	Develop Community Outreach Plan with Indigenous governments	In Progress					
1.5.1	Depts. to develop Departmental Indigenous Employment Plans	Complete					
1.5.2	Depts. to establish yearly Indigenous Employment Targets	Complete/ Ongoing					
1.5.3	IEPs and Targets tied to Deputy Head and Sr. Management performance appraisals	In progress					
2.1.1	All employees to complete Living Well Together: ICAST	Ongoing					

Deliverable		Status	2023	2024	2025	2026	2027
2.2.1	Collaborate with ECE to support delivery of professional development programs in Indigenous languages	In Progress					
2.2.2	Bilingual designation employee recognition campaign	In Progress					
2.3.1	All employees to complete Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training	Ongoing					
2.3.2	Develop and offer unconscious bias training for all employees	Complete/ Ongoing					
2.3.3	FIN will implement annual performance expectations for leaders	Partially Completed					
2.4.1	FIN to develop Indigenous focused employee support services	In Progress					
2.4.2	FIN will assist departments and agencies to provide additional cultural health and wellness resources	In Progress					
2.4.3	FIN will collaborate with the IEAC to review current onboarding, leadership programs, supervisory and mgmt. courses	Ongoing					
2.4.4	FIN will collaborate with IEAC to plan and review all organizational hiring initiatives and programs	Ongoing					
2.4.5	FIN will develop and deliver cultural competency training for employees	In Progress					
2.4.6	FIN will implement an exit interview process	In Progress					
2.5.1	FIN will ensure Departments and employees are aware of and use the IDTP, and that it is fully subscribed	Ongoing					
2.5.2	FIN will develop an Indigenous mentorship program for informal on-the-job training	In Progress					
2.5.3	Make mentorship and on-the-job training part of sr. employee's JD, responsibilities and objectives for each unit, div., and dept.	In Progress					

Deliverable		Status	2023	2024	2025	2026	2027
2.5.4	FIN will create resources for employees to identify career pathways and training needs in their Learning and Development Plan	No Progress					
2.5.5	FIN will produce a succession planning guide and toolkit that has a focus on Indigenous employee development	Complete					
2.5.6	FIN will conduct a review of the Leadership Development Program, ensuring Indigenous perspectives are incorporated	In Progress					
2.6.1	FIN will ensure that the ICGP is fully subscribed annually	Ongoing					
2.6.2	FIN will ensure that Departments support the BCIG Program, and that it is fully subscribed	Ongoing					
2.6.3	FIN will develop an Equitable Access to Training directive to address unequal access to training for Indigenous employees	In Progress					
2.6.4	FIN will identify and promote the use of TAs and cross-training to encourage mobility and development for Indigenous employees	Ongoing					