

Indigenous Employment Plan

Northwest Territories Health and Social Services Authority

Preamble

The Northwest Territories Health and Social Services Indigenous Employment Plan is based on the framework provided by the Department of Finance, which includes two sections:

- Indigenous Employment Plan; and
- Indigenous Employment Targets.

The Indigenous Employment Plan

The Indigenous Employment plan is a combination of the objectives and actions from the Indigenous Retention and Recruitment Action Plan (Action Plan) and the objectives and objectives, actions, and targets from the **2021-2024 Northwest Territories Health and Social Services System Human Resources Plan** (HR Plan) using the Action Plan template provided by the Department of Finance. An overarching key principle guiding the HR Plan is a commitment to addressing systemic racism and promoting cultural safety and anti-racism within the HSS System. Although not always explicitly stated within the Indigenous Employment plan below, the Affirmative Action Policy will be applied to all programs and initiatives that include an application or acceptance component.

Indigenous Employment Targets

The Indigenous Employment Targets provided are based on an analysis of the current labour workforce, historical data of growth within the NTHSSA, the education levels of the NWT workforce, number of students currently enrolled in health and social services related studies receiving Student Financial Assistance, vacancies within the NTHSSA, and a variety of other data.

The targets are influenced heavily by several factors:

- 1) Nearly 50% of all positions within the NTHSSA are regulated by a governing body, meaning equivalencies cannot be considered.
- 2) The NWT HSS System employs nearly 10% of the entire NWT workforce, and the vast majority of health and social services professionals.

In other words, the NTHSSA (and its partners within the HSS System) already employ the vast majority of regulated health and social services professionals within the NTHSSA, Indigenous or otherwise. To fill vacancies in regulated positions, the NTHSSA therefore has to attract and recruit talent from outside of the Northwest Territories, or hire new graduates.

With these factors in mind, two distinct strategies are being recommended to increase Indigenous representation within the NTHSSA:

- 1) Short-term: Attract and recruit to unregulated positions that do not require specialized training, where equivalencies and transferable competencies can be considered.
- 2) Long-term: Build local capacity to fill regulated positions through the promotion and support of Indigenous students and youth in health and social services professions.

GOAL 1: Indigenous Representation

OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES		
			2022/2023	2023/2024	2024/2025
Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.	Action 1.1: Review all job descriptions to remove systemic barriers and reflect appropriate non-inflated education and experience requirements.	<i># of job descriptions (JDs) reviewed</i> 1434 JDS for review (based on filled positions)	8%(114) of JD's reviewed	15% (215) of JD's reviewed	20%(287) of JD's reviewed
	Action 1.2: Hiring managers will complete training on the staffing process, recruitment programs and understanding systemic and unconscious racism and bias within the hiring process.	# of hiring managers who complete the training	Training launch	30% completion	45% completion
	Monitor and analyze trends in the national labour force and within the HSS System workforce in support of effective organizational and labour force planning.	% of System positions up to date in screening criteria project database	80% positions up to date	95% positions up to date	100% positions up to date
		Status of report on streamlining positions	Deliver annual report	Deliver annual report	Deliver annual report
	Address bias, racism, and discrimination throughout the staffing process, resulting in improved cultural competency in the public service.	# of non-regulated positions filled without a competition Increase of Indigenous hires within department Increased number of candidates added to database	Launch of eligibility database	10 non-regulated positions are filled with eligibility lists	15 of non-regulated positions are filled with eligibility lists
	Inspire Indigenous and Northern populations to pursue careers within the HSS System and HSS professions.	Program status	HSS & Medical Bursary Programs Established	Ongoing Program Delivery	Ongoing Program Delivery
		% of program funding utilized	0% funding utilized	100% funding utilized	100% funding utilized
		Update to Career Guide	Annually	Annually	Annually
		% of students satisfied with Take Our Kids to Work Day programming	90% Students satisfied	90% Students satisfied	90% Students satisfied

			Status of HSS Career Camp	Program creation		Program launched
	Promote and access GNWT programs geared towards the development and attraction of Indigenous and Northern populations.	Action 1.3: Hire eligible Indigenous and Northern post-secondary students through the Summer Student Employment Program.	# of students hired (84 avg. 2016-2020)	85 students hired	85 students hired	85 students hired
			% of students Indigenous or Northern (96.4% avg. 2016-2020)	>95% are Indigenous or Northern students	>95% are Indigenous or Northern students	>95% are Indigenous or Northern students
			% of students who join Talent Network	0% join Talent Network	65% join Talent Network	75% join Talent Network

	OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES	OBJECTIVE	ACTIONS
				2022/2023	2023/2024	2024/2025
GOAL 2: Indigenous Leadership	Encourage and support Indigenous people to join and stay with the Public Service by fostering a culturally inclusive workplace that addresses bias, racism and discrimination, and that is free of harassment.	Action 2.1: Ensure that all employees complete Living Well Together: Indigenous Cultural Awareness and Sensitivity Training.	# of employees who have completed the training	45% of employees have completed training	60% of employees have completed training	75% of employees have completed training
		Action 2.1: Ensure senior leadership and management staff participates in at least one Discussion Circle hosted by the Culture, Community and Innovation team to debrief specified modules from the GNWT Living Well Together Training to critically reflect on their role as leaders to address systemic racism.	% of management to participate in at least one discussion circle	0% attended training	5% attended training	7% attended training
		Action 2.1: Ensure senior leadership and management staff attends the two-day, in-person HSS Cultural Safety Training delivered by the Community, Culture and Innovation team.	% of management to attend training	25% have attended training	50% have attended training	95% have attended training
		Action 2.3: Ensure all employees complete the Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training.	# of employees who have completed the training # of sessions available	8% of employees have completed training	15% of employees have completed training	20% of employees have completed training
		Action 2.4: Work with the Department of Finance - HR Branch to include cultural competence, inclusive leadership, and anti-racism within the GNWT Core Competency model.	Updated Core Competency Model	Discussion and review of Core Competency Model	Core Competency Model Updated	Core Competency Model Updated
		Action 2.4: Create engagement strategy and deliver culture pulse surveys; develop strategic action plans to address areas of concern, including mental health.	Annual survey completed	Development	Survey and analysis completed	Survey and analysis completed
			Annual survey response rate	Development	40% survey response	60% survey response
			Quarterly culture pulse check-ins	Development	Complete quarterly, beginning March 2022	Complete quarterly
		Action 2.4: Establishing a Community of Practice for Indigenous employees, to provide a supportive peer network, raise issues, and share innovations to address anti-Indigenous racism.	Community of Practice (CoP) Status	Initial planning workshop	TOR approved by IAB	CoP established and implemented

	OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES	OBJECTIVE	ACTIONS
				2022/2023	2023/2024	2024/2025
	Identify factors contributing to talent acquisition, hiring, and retention challenges.	Action 2.4: Providing exit surveys and/or interviews of exiting employees, including physicians, to identify factors contributing to avoidable, voluntary employee turnover. Include questions about employee experiences with bias, racism, discrimination, harassment, and cultural insensitivity, once provided by Finance.	% of exits who completed survey and/or interview	20% exit surveys completed	35% exit surveys completed	50% exit surveys completed
		Action 2.4: Introducing entry surveys, to better understand the attraction, recruitment, and onboarding experiences of new employees.	% of new hires who completed survey and/or interview	Program Implementation	30% entry surveys completed	50% entry surveys completed
	Inspire Indigenous and Northern populations to pursue careers within the HSS System and HSS professions.	Action 2.5: Support Indigenous and Northern residents in entry-level positions taking a medical terminology course.	# of students supported to take medical terminology course	5 students support in taking a medical terminology course	10 students support in taking a medical terminology course	15 students support in taking a medical terminology course
		Action 2.5: Establish and implement a HSS Youth Mentorship Program for Indigenous and Northern students and youth with an advanced interest in HSS careers.	Program Status	Program Established		5 Active Mentorships
			% of Mentors/Mentees Satisfied with Program			80% mentor/mentee satisfaction
	Improve retention of Indigenous employees through professional development and career progression. Increase formal and informal learning experiences to assist employees in achieving career milestones through targeted developmental opportunities.	Action 2.5: Access Indigenous mentorship program for informal on-the-job training	# of employees accessing program # of succession plans	Department of Finance develops and promotes Indigenous Mentorship Program		10% of Indigenous employees are participating in the program in some capacity
		Action 2.5: Work with HR on succession planning with a focus on Indigenous employee development	# of Indigenous employees identified for succession planning	Department of Finance creates succession planning guide; department works with HR to develop Succession Plan		10% of managers have identified Indigenous employees within succession plans
		Action 2.5: Create a Talent Strategy with a focus on the development of new leaders, and staff who aspire to transition into management positions.	Status of strategy	Strategy developed		Ongoing implementation of strategy

OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES	OBJECTIVE	ACTIONS
			2022/2023	2023/2024	2024/2025
	Action 2.5: Support managers who have transitioned into leadership positions, through the Management & Leadership Navigation Program and Executive Leadership Integration Program.	% of managers who have completed applicable program(s)	Program Development	40% managers complete applicable program	60% managers complete applicable program
		% of managers satisfied with program(s)		70% managers satisfied	90% managers satisfied
	Action 2.5: Create and deliver HSS System Leadership Development Program, with a focus on strategic priorities, expectations, and leadership skill development.	Status of program	Program development		Update as required
		% of program funding used	0% funding used	80% funding used	100% funding used
	Action 2.5: Support staff seeking to enroll in the Indigenous Management Development and Training Program (IMDTP).	Number of HSS employees who access and are supported through the program	8 employees accessed IMDTP	15 employees accessed IMDTP	20 employees accessed IMDTP
	Action 2.5: Launch a formal Mentorship Program for leaders to create a mentoring partnership and contribute to learning and developing leadership skills.	Status of program	Program development		Program implementation
		% of new managers with mentor			30% managers with mentors
	Action 2.5: Support employees through funded programs for professional development, education, and training opportunities.	# of employees funded through Professional Development Initiative (PDI)	5 employees funded through PDI	12 employees funded through PDI	15 employees funded through PDI
		# of employees funded through Targeted Academic Support Program (TASP)	5 employees funded through TASP	12 employees funded through TASP	15 employees funded through TASP
		% of employees satisfied with learning and development opportunities available to them	60% of employees are satisfied	70% of employees are satisfied	80% of employees are satisfied
		# of post-secondary programs completed with TASP support per year	20 programs completed through TASP	20 programs completed through TASP	20 programs completed through TASP
	Action 2.5: Support dedicated programs with a focus on rural, remote, and underserviced areas.	# of staff who have participated in program per year	50 staff members participate in program	30 staff members participate in program	30 staff members participate in program
		Status of program	Program development		Program implementation

OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	MILESTONES	OBJECTIVE	ACTIONS
			2022/2023	2023/2024	2024/2025
	Action 2.5: Launch an Employee Development Mentorship Program to promote a collaborative learning environment and guide career development.	# of employees with mentor			10 employees with mentors
	Action 2.5: Establish and implement a HSS System-wide job shadowing and observership guidelines.	Guidelines Status	Guidelines Established	Guidelines Reviewed for Updates	Guidelines Reviewed for Updates
	Action 2.6: Promote and utilize the Regional Recruitment Program (RRP), the Graduate Internship Program, the Indigenous Career Gateway Program (ICGP) and the Building Capacity with Indigenous Governments Program (BCIG).	# of Indigenous and Northern population hired through RRP within HSS System	1 hired through RRP	3 hired through RRP	5 hired through RRP
		# of Indigenous and Northern population hired through GIP within HSS System (Avg. 4.5/year from 2018-2022)	6 hired	6 hired	6 hired
		# of Indigenous population hired through ICGP within HSS System (Avg. 4.7/year from 2018-2021, max 15 applicants for GNWT)	5 hired through ICGP	5 hired Through ICGP	5 hired through ICGP
Improve retention of Indigenous employees through professional development and career progression. Increase formal and informal learning experiences to assist employees in achieving career milestones through targeted developmental opportunities.	Action 2.6: Explore opportunities to utilize the Department of Finance' Building Capacity in Indigenous Government Program, to support secondment opportunities.	# of employees accessing program	0 employees	2 employees	2 employees

**NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY
INDIGENOUS EMPLOYMENT TARGETS**

Notes:

Employee growth is based on half of the 10-year historical average growth for the NTHSSA
(2.5% per year recognizing there was unusually large growth during the creation of the NTHSSA)
Indigenous Aboriginal employee growth is based on targets established in the NTHSSA Report
“Discussion of Indigenous Recruitment Targets for the NTHSSA”

All Budgeted Positions

	CURRENT (March 31, 2022)	SHORT-TERM TARGETS (By March 31, 2024)	MEDIUM-TERM TARGETS (By March 31, 2026)	LONG TERM TARGETS (By March 31, 2028)	LONG TERM TARGETS (By March 31, 2032)
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Staffed positions

All filled budgeted positions	1434	1506	1583	1662	1836
Indigenous Aboriginal employees	297	325	355	406	521
Net Increase Target	-	+28	+30	+51	+115
Percentage	20.7%	21.6%	22.4%	24.4%	28.4%

Indigenous Aboriginal employees by job classification

Senior Management

Total employees	22	22	23	23	25
Indigenous employees (#)	2	2	3	4	5
Net Increase Target	-	-	+1	+1	+1
Indigenous employees (%)	9.1%	9.1%	13.0%	17.4%	20.0%

Middle management

Total employees	80	84	88	93	102
Indigenous employees (#)	7	8	9	12	17
Net Increase Target	-	+1	+1	+3	+5
Indigenous employees (%)	8.8%	9.5%	10.2%	12.9%	15.9%

Positions Requiring University Equivalency

Total employees	671	705	741	778	859
Indigenous employees (#)	78	85	91	111	157
Net Increase Target	-	+7	+6	+20	+46
Indigenous employees (%)	11.6%	12.1%	12.3%	14.3%	18.3%

Positions Requiring College/Trade Equivalency

Total employees	399	419	440	462	511
Indigenous employees (#)	79	86	95	109	140
Net Increase Target	-	+7	+9	+14	+31
Indigenous employees (%)	20.0%	20.5%	21.6%	23.4%	27.4%

Positions Requiring High School Equivalency or No Formal Education

Total employees	364	382	402	422	466
Indigenous employees (#)	140	154	169	186	224
Net Increase Target	-	+14	+15	+17	+38
Indigenous employees (%)	38.5%	40.3%	42.0%	44.1%	48.1%

**Job classification definitions:*

Senior Management - Position belonging to DM or SRM union code.
Middle Management - Position belonging to management NOC occupational code.
Professional - Position requiring university equivalency.
Paraprofessional - Position requiring college or trades equivalency.
Administrative - Position requiring high school equivalency.