



MIND THE GENDER GAP

Nina Larsson, Jane Glassco Northern Fellow
May 2015



WALTER & DUNCAN
GORDON FOUNDATION



JANE GLASSCO
NORTHERN FELLOWSHIP

Mind the Gender Gap

Policy Paper



N I N A L A R S S O N

Jane Glassco Northern Fellow
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NINA LARSSON, Jane Glassco Northern Fellow




Nina Larsson is a member of the Gwich'in Nation and Swedish, born and raised in France. She resides in Yellowknife with her husband. Nina is currently the Executive Assistant to the Speaker of the Legislative Assembly of the Northwest Territories. She previously was the founder of Energy North Corporation. Nina volunteers her time by creating and leading projects that will benefit Indigenous women. She strongly believes in the importance of an Arctic network to create positive change. She is conducting research on Indigenous women in leadership in the Northwest Territories as a fellow of the Jane Glassco Northern Fellowship 2013-2015 cohort. She developed the Indigenous Circumpolar Women's Gathering while a founding member of Dene Nahjo.

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N I N A L A R S S O N



EXECUTIVE SUMMARY

Reforms are shaping the Northwest Territories public service landscape: the Government of the Northwest Territories (GNWT), in partnership with First Nations Governments, signed a Devolution Agreement¹ transferring control of administration of lands and resources from The Government of Canada to the territorial government. During this time of rapid change, Northwest Territories residents, a majority of whom are Indigenous people, should equally access the opportunities and benefits from these new agreements. Yet, Indigenous women represent only 20 percent of the GNWT work force and are underrepresented in the senior ranks, accounting for only eight percent of senior management positions.

This policy analysis identifies ways in which the GNWT can ensure that Indigenous women have access to and occupy decision-making roles. Drawing on the Scandinavian model, and analysis based on a combination of interviews and research, this report shines light on gender equality in the Northwest Territories (NWT) public sector.

The representation of Indigenous women in senior management positions provides organizational health,² harnesses the available intellectual resources of the NWT,³ ensures government policies take the concerns and perspectives of Indigenous women into account, and creates accessibility to decision-making roles commensurate with Indigenous women's capabilities that will contribute to building a brighter future for Indigenous peoples and NWT residents. Indigenous women's voices are necessary to create legitimate and fair public policies.⁴

The report's main findings indicate that the Department of Human Resources has numerous policies in place that support Indigenous women but a lack of evaluation mechanisms and data collection to determine if the policies are properly implemented. There are also no existing partnerships with Universities to offer Indigenous women education opportunities while remaining in the NWT, which serves as a barrier to obtaining decision-making roles.

The report also identified that the Women's Advisory Office does not have a strategic, public relations or communications plan in place; as a result it appears that the office and its work are not being effectively promoted.

Furthermore, the Department of Education, Culture and Employment does not have legislation in place for an affordable and accessible child care system, even though this was a priority of the 17th Legislative Assembly.

This report finds that given the upcoming election, and potential shift of priorities, a diverse and equal representation of Indigenous women in senior management positions could be realistic if a political commitment is made. This report suggests that if the equality of Indigenous women is a priority and the GNWT various elected and appointed members commit to increasing the number of Indigenous women in senior management, the following course of actions could be selected:

The Minister Responsible of Women should commit to the advancement of Indigenous women by establishing a quota (e.g. 25 percent of senior management positions should be filled by Indigenous women by 2025), legislation and a structure that promote gender equality policy, and should increase the role of the Women's Advisory Office.

The Department of Human Resources should create an evaluation mechanism to determine if policies are being implemented, offer a Master's Program in partnership with a University, and organize recruitment events in the NWT.

The Department of Education, Culture and Employment should subsidize child care.

The GNWT should increase the number of public servants who are Indigenous in decision-making roles in order to fulfill its commitment to representing Indigenous people in public policy.

¹The Government of the Northwest Territories, Department of Executive, Annual Business Plan 2013-2014 (Yellowknife: Government of the Northwest Territories, 2013), 4. ² Joanna Barsh et al., "Women Matter," McKinsey and Company, accessed April 2015, http://www.mckinsey.com/features/women_matter. ³ Ministry of Social Affairs and Health, The Act on Equality between Women and Men, (Helsinki: Helsinki University Press, 2005), 6, <http://www.hsph.harvard.edu/population/womenrights/finland.women.05.pdf>. ⁴ The Government of Canada, Aboriginal Affairs and Northern Development Canada, "Working Guide on Gender-Based Analysis," Aboriginal Affairs and Northern Development Canada, Accessed April 2015, <https://www.aadnc-aandc.gc.ca/eng/1100100028541/1100100028545>.

INTRODUCTION

During its 17th Assembly, the GNWT focused significant effort and funds to implement the Devolution Agreement, creating more jobs in the NWT communities and Yellowknife.⁵ The bureaucracy's decentralization and regionalization, along with health and early childhood education, contributed to the priorities for the 17th Legislative Assembly, which will conclude later this year when the general election is called.⁶

Simultaneously, a new generation of Indigenous emerging leaders strives to create a vision for the North that encompasses their aspirations, informed by traditional Indigenous values.⁷ Indigenous women continue to represent their Nations, address the legacy of residential schools, navigate mainstream society while revitalizing culture and languages, and challenge systemic barriers preventing them from obtaining a seat in decision-making roles or being rightfully recognized as leaders.⁸ Therefore, the attraction of and investment in a qualified, diverse and knowledgeable work force seems timely.

Thirty-two percent of GNWT employees are Indigenous⁹: 22 percent are Indigenous women and ten percent are Indigenous men. Indigenous Non-Aboriginal¹⁰ makes up for 13 percent of the total employees: ten percent are Indigenous Non-Aboriginal women and eight percent are Indigenous Non-Aboriginal male.

Yet, the lack of representation of Indigenous women makes it difficult for the GNWT to adequately represent its local population. Indigenous women are absent from elected positions in the Legislative Assembly of the Northwest Territories and as Deputy Ministers in its civil service. Indigenous women fill a mere 21 Senior Management Positions¹¹ in the GNWT; this is eight percent of the 245 positions available.

This policy analysis identifies ways in which the GNWT can ensure that Indigenous women have access to and occupy decision-making roles. In November 2014, the writer of this paper spearheaded the first ever-Indigenous Circumpolar Women's Gathering in Yellowknife. Around 80 Indigenous women shared their knowledge and innovative approaches to programs or projects currently being implemented in the different communities of the Arctic, creating a strong network. The pictures throughout this document were captured during the gathering.

This paper examines policies in Scandinavia, Iceland and Greenland and provides comparisons with other legislatures in Canada. Analysis is based on a combination of interviews and research and it is subject to the caveat that limited academic reviews are available in the unique setting of the NWT. Other important factors, such as high rates of violence against Indigenous women,¹² lack of affordable housing, poverty, health issues, and colonialism resulting in a patriarchal legacy of oppression¹³ bar Indigenous women from having equal opportunities.



5. The Government of the Northwest Territories, Department of Executive, Annual Business Plan 2013-2014 (Yellowknife: Government of the Northwest Territories, 2013), 4. 6. The Government of the Northwest Territories, Department of Executive, Responding to the Priorities of the 17th Assembly: Believing in People and Building on the Strengths of Northerners, (Yellowknife: Government of the Northwest Territories, 2014). 7. Dene Nahjo, accessed April 2015, <http://denenahjo.com>. 8. Dene Nahjo, Indigenous Circumpolar Women's Gathering, accessed April 2014, <http://www.indigenousgathering.com>. 9. **Indigenous Aboriginal Persons** means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories, including any Aboriginal persons' residence at birth pursuant to Section 7.1 of the Vital Statistics Act and any Canadian Aboriginal persons who have lived more than half of their lives in the Northwest Territories. The Government of the Northwest Territories, "Policy 14.03 Affirmative Action", rev. ed. (Yellowknife: Government of the Northwest Territories, 2006). 11. **Senior Management** refers to those positions with a four-digit National Occupation Classification (NOC) code starting with 00. These are Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions. 12. Federal-Provincial-Territorial Forum of Ministers Responsible for the Status of Women, "Violence Against Women in Canada's Territories," Measuring violence against women: statistical trends – key findings, accessed April 2015, <http://www.swc-cfc.gc.ca/rc-cr/pub/violence-territoires-territoires-eng.pdf>. 13. Native Women's Association of Canada, Culturally relevant gender based models of reconciliation (Ottawa: Native Women's Association of Canada, 2010).

Three reports, currently not available to the public, will be published and tabled in the Legislative Assembly and are important for this issue: 20/20: A Brilliant North, The NWT Public Service Strategic Plan 2014-2015 [to be tabled May/June 2015], the final GNWT Aboriginal Inclusion Survey Results Report and Action Plan [to be tabled May/June 2015], and GNWT Public Service Annual Report, 2014 [to be released fall 2015].

To address the lack of diversity and inclusion in senior management positions, the following issues are examined:

- “Mind the Gender Gap” —Gender Equality Policy;
- “Opening Doors to Equality — Representation of Indigenous Women in Senior Management Positions; and
- “Work Life Balance” —Breaking the Barriers.





MIND THE GENDER GAP

GENDER EQUALITY POLICY



In 2014, Canada placed nineteenth in the Gender Gap Index of 142 countries.¹⁴ The “Gender Gap Index” is a measure used by the United Nations Development Program and captures the magnitude of gender-based disparities and tracks their progress based on analysis of factors including: gaps in access to resources and opportunities; fundamental outcome variables related to basic rights such as health, education, economic participation and political empowerment; proximity to gender equality rather than to women’s empowerment.¹⁵

In the NWT, the Women’s Advisory Office examines approaches to incorporate gender-based analysis in policy, program and legislative development and reviews to increase gender equality and diversity: 65 percent of GNWT employees are women, 35 percent are men. Of the 3,126¹⁶ women employees of the GNWT, 666 are Indigenous Non-Aboriginal (born or have lived half of their life in the Northwest Territories), 1,065 are Indigenous Aboriginal (persons who are descendants of the Dene, Inuit or Métis people, Indigenous to the present boundaries or Indigenous and lived half of their life in the Northwest Territories), and 1,395 not Indigenous-Aboriginal to the North. The problem is much more serious for indigenous men than it is for women.

While the Department of Human Resources implements several policies to increase the representation of women and Indigenous women in the GNWT, equal status and contribution in the public sector cannot be observed. Political commitment and a gender-based framework are a remedy to equal structure for Indigenous women.

PROBLEM DESCRIPTION

The needs of Indigenous women in Canada are not represented by organizations due to lack of funding and political commitment preventing the development of sound gender-sensitive public policy.¹⁷

Gender equality as a tool for resolving disparities was not a priority of the 17th Legislative Assembly: elected and appointed leaders did not identify barriers specific to Indigenous women’s advancement, measures to address those, and have not committed to changing mindsets or to developing a mandate to advance Indigenous women’s interests or prospects. No *Gender Equality Act* exists in the NWT.

Since 1998, the Department of Human Resources has not established evaluative mechanisms to capture quantitative data essential for determining if the Equality of Men and Women in the Northwest Territories policy is being implemented in the case of Indigenous women.

Since 2005¹⁸, the Department of Human Resources has not put in place evaluative mechanisms to capture quantitative data essential for determining if the Affirmative Action policy is being implemented in the case of Indigenous women.

Since 2009, the Aboriginal Employees Advisory Committee has not published Affirmative Action policy recommendations necessary to increase the number of Indigenous women hired in the GNWT or in Senior Management positions.

The Department of Human Resources offers the opportunity for Indigenous women to be trained under the Aboriginal Management Development Program. It is not clear if they accessed Senior Management positions once the training was completed.

No gender-based analysis is in place in the Department of Human Resources.

The Women’s Advisory Office does not have a strategic, public relations or communications plan in place; as a result it appears that the office and its work are not being promoted.

The Status of Women Council of the NWT allocates the majority of their efforts and funds to address violence against women. Due to their own lack of resources, they are not in a position to advocate beyond a narrow and what is perceived as urgent policy scope, namely that of violence against women.

There are no clear mechanisms in place to ensure the development and implementation of recommendations by the Status of Women Council of the NWT in the creation of GNWT policy or laws, such as gender based analysis of initiatives or major resource development.

There is no territory-wide strategy and framework in place to give organizations an opportunity to work together in tackling the many issues facing Indigenous women in the workforce.

The Status of Women Council of the NWT’s communication is hampered by its lack of funds and resources, and data gathering capabilities are very limited. No data about the situation of Indigenous women that could be gathered by these organizations is available online or in NWT communities.

18. Government of the Northwest Territories, Department of Human Resources, Annual report on the Affirmative Action Policy (Yellowknife: Government of the Northwest Territories, 2005).

POLICY BACKGROUND

The Government of Canada

Canada is signatory to the *Universal Declaration of Human Rights*, 1948; the United Nations' *Convention on the Elimination of All Forms of Discrimination Against Women*, 1979; Canada's *Convention on the Elimination of all Forms of Discrimination against Women*, 1981; and The United Nations *Declaration on the Elimination of Violence Against Women*, 1993[20].¹⁹

Aboriginal Affairs and Northern Development Canada instituted a Gender Based Analysis (GBA) tool, implemented the *Federal Plan for Gender Equality* (1995-2000) and the *Agenda for Gender Equality* (2000-2005). Canada has adopted a policy requiring federal departments and agencies to conduct GBA of policies and legislation. By 2005-2006, the departments covered the full spectrum of activities, from the integration of Gender Based Analysis into departmental strategic frameworks and business lines, to establishing networks of Gender Based Analysis specialists, offering training, and developing tools and resources.

Status of Women Canada is the organization responsible for gender-based analysis with a capacity-building mandate.²⁰ It developed a *GBA Information Kit* and tools for applications, for guidance, for measurement, for evaluating and for training. In 2006,²¹ the federal government changed the mandate of Status of Women to specifically exclude funding for research and advocacy. National organizations providing a crucial public policy voice on legislation, human rights and economic equality closed their doors or were reduced to operating on a volunteer basis.²²

The Government of the Northwest Territories

Department of Aboriginal Affairs and Intergovernmental Relations – Women's Advisory Office

The Women's Advisory Office works for the Minister Responsible for Women under the Department of Aboriginal Affairs and Intergovernmental Relations within a legislative and policy framework.²³

The *Status of Women Council Act*²⁴, 2011, embodies all facets of women's interests in the Northwest Territories' Public Sector.

Equality for Men and Women Policy, 1998,²⁵ provides direction to all departments and agencies of the GNWT with responsibilities affecting the equality of women and men in the NWT as identified in international conventions that the GNWT has adopted or will adopt from time to time.

The advisory is composed of one staff person shared with another Department. It's corporate and administration costs are estimated at \$210,000. Contributions towards Women's Initiatives Grants are \$50,000.

The Department of Human Resources

The GNWT established the *Affirmative Action Policy*[27], 2006,²⁶ that applies to all staffing processes of the following designated group: Indigenous Aboriginal persons, Indigenous Non-Aboriginal Persons, resident disabled persons and resident women.²⁷ Specifically for management positions, all competitions place priority status on Indigenous Aboriginal Women as Priority 1, and Resident Women as Priority 2.

19. Aboriginal Affairs and Northern Development Canada, "Working Guide on Gender-Based Analysis". 20. Canadian Heritage, "Convention on the Elimination of All Forms of Discrimination against Women: Appendix 3, Gender Based Analysis", Canadian Heritage, accessed April 2015, <http://www.pch.gc.ca/eng/1356706861461/1356707112907>. 21. McInturff Kate, "Closing Canada's Gender Gap", Canadian Centre for Policy Alternatives, April 2013, accessed June 17, 2015, <https://www.policyalternatives.ca/publications/reports/closing-canadas-gender-gap>. 22. Ibid. 23. Special Advisor to the Minister Responsible for Women: mandate, structure, responsibilities, service, (Yellowknife: Women's Advisory Office, 2014).

Status of Women Council of the NWT

The Status of Women Council of the NWT, a Government Agency, was established to carry the purpose of the NWT *Status of Women Council Act*, 2001. In 2013, the Women's Advisory Office contributed \$379,000²⁸ that were allocated towards employee costs, violence against women initiatives and school campaigns. The *Main Estimates* for the 2015 fiscal year allocate \$394,000.²⁹

The Yukon Government

The Women's Directorate became a department of the Yukon Government in 1985 to ensure gender considerations are integrated into all aspects of Yukon government policy-making, legislation and program development; to offer a range of public education materials on women's equality, health and violence prevention; and to provide funding support to groups and initiatives that enhance women's equality and security.³⁰ The Government of Yukon's Women's Directorate provides Gender Inclusive Analysis (GIA) on government policies, programs and services, through interdepartmental work, training in GIA, and input to bodies such as the government's Policy Review Committee.³¹ All Cabinet submissions contain a "Differential Impact on Women" section. The Women's Directorate is allocated a budget of \$1,859,000³² and is composed of seven staff, including one full-time Policy and Program Analyst position with specific focus on Aboriginal Women's Issues.

Nunavut Government

The Government of Nunavut is working towards advancing gender and diversity issues through its Women's Secretariat, which is part of the Department of Executive and Intergovernmental Affairs' Social Advocacy Office.³³ The Women's Secretariat advises government decision-making to ensure that the unique needs and concerns of women are integrated into public policy, legislation and programs, and works closely with the Qullit Nunavut Status of Women Council³⁴ established under the *Status of Women Council Act* of Nunavut, 1999. The Secretariat assists the Minister Responsible for the Status of Women and the Government of Nunavut in the promotion and protection of gender equality by developing and implementing frameworks to incorporate gender-inclusive analysis in government policy making and program development processes. \$50,000 is allocated towards the Women's Initiatives Grants.

Iceland

The institutionalization of Icelandic gender equality policy³⁵ was introduced with the *Gender Equality Act*, 1976, and *Equal Status and Equal Rights of Women and Men Act*, 2008. Included in the Act are actions to implement and monitor the policy represented. The Minister of Welfare leads the Icelandic government's gender equality policy; is responsible for the Centre for Gender Equality, an agency that reviews the country's gender equality legislation; and develops methods to implement the government's gender equality policy and provide education. Each minister must have a gender equality expert within ministries, with responsibility for gender mainstreaming and handling of gender equality matters in policy areas. The Gender Equality Complaints Committee rules in cases on whether the gender equality legislation has been violated. It consists of three lawyers appointed by the Minister of Welfare.

28. Status of Women Council of the NWT, *2013-2014 Annual Report* (Yellowknife: Status of Women Council of the NWT, 2014). 29. The Government of the Northwest Territories, Department of Finance, *2015-2016 Main Estimates* (Yellowknife: Government of the Northwest Territories, 2015). 30. Yukon Government, *Women's Directorate*, accessed April 2015, <http://www.womensdirectorate.gov.yk.ca/>. 31. Government of Canada, "Convention on the Elimination of All Forms of Discrimination against Women," *Heritage Canada*, accessed April 2015, <http://www.pch.gc.ca/eng/1356716398965/1356716530034>. 32. Yukon Government, The Department of Finance, *2015-2016 Yukon Government Main Estimates* (Whitehorse: Yukon Government, 2015). 33. Government of Nunavut, Department of Executive and Intergovernmental Affairs, "Women's Secretariat," *Executive and Intergovernmental Affairs*, accessed April 2015, <http://www.cia.gov.nu.ca/en/SocialWS.aspx>. 34. Qullit Nunavut Status of Women Council, accessed April 2015, <http://www.qnsw.ca>. 35. Iceland Centre for Gender Equality, *Gender Equality in Iceland*.

Iceland (Cont.)

The Gender Equality Council is a parliamentary-appointed body, consisting of representatives from women's organizations and the central labour market actors. It consults and promotes gender equality in work life and the reconciliation of work and family life, and organizes a gender equality forum twice a year to discuss the development of gender equality in Iceland. Municipal gender equality committees give advice to municipal boards, monitor the development of gender equality and implement measures to ensure that women and men have equal rights. Since 2009, Gender budgeting involves analyzing the gender-specific effects of a budget and then giving necessary responses in line with the national gender equality objectives.

Sweden

Under the *Gender Equality Act*, 1991, and the *Anti-Discrimination Act*, 2000,³⁶ the Gender Equality Unit³⁷ coordinates the government's gender equality policy and answers to the Ministry of Health and Social Affairs. All ministers are in charge of gender equality matters in their respective departments. At the regional level, all county administrative boards have special gender equality experts in place. Gender mainstreaming incorporates a gender equality perspective in all policy decisions. The Equality Ombudsman's Office monitors compliance with the *Discrimination Act* and the *Parental Leave Act*; promotes equal opportunities; reviews gender equality plans; and develops methods to prevent discrimination. A Committee on Discrimination demands that employers and education providers take active measures against discrimination.

Norway

Gender equality policy is based on the *Gender Equality Act*, 2009, and the *Anti-Discrimination Act*, 2013. The Minister of Children, Equality and Social Inclusion leads the Norwegian government's gender equality policy and develops a gender equality perspective in the national budget. The Ombudsman for Gender Equality and Anti-Discrimination ensures compliance with the discrimination legislation and actively promotes gender equality. The Norwegian Equality Tribunal, an independent committee, handles complaints and appeals. The government supports regional gender equality initiatives through three regional centers for gender equality. The centers help ensure gender mainstreaming in regional planning and development. In 2011 and 2012, a gender equality committee has presented two reports that lay the foundation for a uniform and knowledge-based gender equality policy that takes as its point of departure the life cycle, ethnicity and class.

Finland

Gender legislation in Finland includes the *Act on Equality between Women and Men*, 2005, and the *Act on Discrimination*, 2004. Several Parliamentary bodies function under the Ministry of Social Affairs and Health. The Ombudsman for Equality is in charge of ensuring compliance with the Acts as well as anti-discrimination protection of gender minorities. The equality unit prepares the government equality policy. The Equality Board, an independent agency, oversees compliance with gender equality legislation and resolves matters related to it. The Parliamentary Council for Gender Equality acts as an advisory on equality issues, promotes research and promotes legislative development. Each ministry puts in place a gender impact assessment. All municipal and state agencies have a responsibility to promote gender equality in all activity areas. The Centre for Gender Equality provides information to public administration and professionals from different sectors, companies and organizations affected by the act, and influences the production of general information in a way that ensures that information itemized according to gender meets the international reporting obligations, and is at the disposal of the authority.³⁸



Greenland

Three acts were combined under the *Home Rule Act on Equality Between Women and Men* (2013). In 2011, the Minister for Social Affairs and Gender Equality was appointed to oversee the work of the Council of Gender Equality; to promote gender equality at a broad level; to help implement the autonomous government's gender equality objectives; to investigate issues related to gender equality; to monitor developments in and around Greenland; and to advise the autonomous government, municipalities and the public on gender equality matters. Each year, it presents a gender equality report to the Cabinet and Parliament. Greenland's government mandates that all policy areas must be gender mainstreamed.

36. County Administrative Board in Orebro County in association with other County Administrative Boards, *A Journey Into Gender Equality through Sweden* (Orebro County, Sweden: Administrative Board, 2013). 37. NIKK, Swedish Secretariat for Gender Research, "Sweden," NIKK: Nordic Information on Gender, accessed April 2015, <http://www.nikk.no/en/facts/nations/sweden/>. 38. Government of Norway, Ministry of Children, Equality and Social Inclusion, *Equality 2014 - The Norwegian Government's Gender Equality Action Plan*, (Oslo: Government of Norway, 2014).

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Government of Canada should allocate adequate, consistent funding to organizations in the NWT that conduct gender-sensitive research and analysis of the public policies that need to be in place to better address the needs of Indigenous women in the NWT.

Opportunities

1/ The needs of Indigenous women in the NWT will be addressed to create an informed policy and track evolution.
2/ Research will be conducted in the NWT.

Estimated Resource

1/ More than 7% to 22% of federal infrastructure spending.

Risk Assessment

1/ The federal budget has reduced and cut funds for women's organizations. In 2012, 51 women's organizations and programs were impacted by budget cuts.

Outcomes

1/ The Status of Women of NWT and other organizations in the NWT deploy their efforts towards gender equality.

Instruments for Government Action

1/ Public ownership and awareness.
2/ Public expenditure instruments.

Outputs

1/ Gender equality framework
2/ Number of research conducted in NWT
3/ Number of policy analysis
4/ Number of organizations funded in the NWT
5/ Number of programs offered to Indigenous women in the NWT
6/ Amount of funding allocated towards organizations

+ A Northern Council of Ministers Responsible for Women should be established.

Opportunities

1/ The advancement of gender equality initiatives in the three territories is a priority and standardized.
2/ The three divisions/advisors can work in partnership.
3/ The Council can oversee the work of the centre.

Estimated Resource

1/ Cost related to meetings: \$20,000.
2/ One meeting a year for the Council of Ministers responsible for Women.
3/ Three meetings a year for the women's advisors.
4/ Contract for framework development and publication: \$50,000.

Risk Assessment

1/ Ministers need to allocate time towards meeting and reviewing the framework.
2/ The three Assemblies may have different priorities.

Outcomes

1/ Three themes are being promoted: public sphere, welfare and innovation.
2/ Two topics are being reviewed: violence against women and participation of men and boys in gender-equality.

Instruments for Government Action

1/ Public expenditure.

Outputs

1/ Number of meetings per year with the Council.
2/ Number of meeting per year for the advisors/secretariat.
3/ Framework for a pan territory gender-equality

The Council of Ministers for Gender Equality heads up Nordic inter-governmental co-operation on gender equality. The ministers meet at least once a year for talks and to make joint decisions in areas where working together can achieve more than the individual countries on their own – this is known as Nordic synergy.

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Council of Ministers responsible for Women should establish a pan-territory centre for information on gender.

Opportunities

- 1/ Northern research, policies and practices in the area of gender equality can be encouraged, gathered and disseminated to a broad group of interested parties.
- 2/ The comparative information on current equality and gender research in the three territories can serve as a basis for policy discussions at Council meetings, conferences and seminars.
- 3/ The center would be a central location to collect research, information, initiatives and funds allocated towards gender equality.

Estimated Resource

- 1/1 full time staff: \$130,000
- 2/1 website: \$20,000
- 3/Travel: \$30,000
- 4/Total: \$180,000

Risk Assessment

- 1/ Requires organizations to share research and policy documents.
- 2/ Requires collaboration and support from the three territories' Women's directorates.
- 3/ May require translation in Indigenous languages and French.

Outcomes

- 1/ Generates pan territory synergy.
- 2/ Contributes to more efficient and available work on gender equality.
- 3/ Contributes to increase knowledge of gender equality and co-operation amongst governments and organizations.
- 4/ Supports all sectors interested in gender equality.

Instruments for Government Action

- 1/ Standards
- 2/ Contracts
- 3/ Information and education
- 4/ Collaborative and formalized partnerships

Outputs

- 1/ Number of website visitors
- 2/ Number of e-newsletter
- 3/ Number of shares on social media and other media channels.
- 4/ System established for collection of information from all different provinces and arctic countries.
- 5/ 1 appointed point of contact to interact with the other three territories governments on gender equality issues.

+ The advancement of Indigenous women should be a priority for the 18th Assembly.

Opportunities

- 1/ Activities in support of the priority can be budgeted and tracked, encouraging progress.
- 2/ Departments can allocate funds towards policy development, implementation and evaluation.
- 3/ SMP may encourage Indigenous women to define aspirations and achieve them in the GNWT.

Risk Assessment

- 1/ To gain support from all members for a possible Act is challenging when the 17th Assembly's focus is set on budget cutback, resource development, devolution, homelessness, anti-poverty strategy and land use planning negotiation process.
- 2/ The members are not elected yet.

Outcomes

- 1/The advancement of Indigenous women is included in the list of priorities

Instruments for Government Action

- 1/Executive strategic planning
- 2/Public ownership and awareness
- 3/Public expenditure instruments
- 4/Performance based analysis

Outputs

- 1/Yearly progress report.
- 2/Number of Indigenous women in senior management positions
- 3/Number of Indigenous women hired during the 19th Assembly
- 4/Number of Indigenous women elected at the 20th Assembly
- 5/Number of speeches that promote gender equality
- 6/Number of employees hired under the Women's Advisory Office

For example, the Nordic Information on Gender is a joint committee for the Nordic Council of Ministers and is a cooperative body at the Swedish Secretariat for gender research, University of Gothenburg. The assignment will last from October 2012 to 2015. Their assignment is to gather and share knowledge about policy and practice, facts and research on gender equality throughout the Nordic countries and to a broad group of stakeholders. They strive to provide excellent knowledge that can serve as a basis for policy discussions in the Nordic countries:

Denmark, Finland, Iceland, Norway, Sweden and the self-governing regions Greenland, Faroe Islands and Åland Islands.



+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ Elected members should adopt a Gender Equality Act and/or a Discrimination Act with a focus on Indigenous women.

Opportunities

- 1/ The Equality for Men and Women Policy exists.
- 2/ Showcases a commitment towards gender equality.
- 3/ Reduces inequalities.

Estimated Resource

- 1/ Consultation process
- 2/ Legislation staff

Risk Assessment

- 1/ Public perception that such law could contribute to tokenism or a rush to fill seats with unqualified Indigenous women.
- 2/ Requires Departments to implement the Act.
- 3/ The Act should include all genders.

Outcomes

- 1/ The GNWT is an employer that encourages diversity and equality.

Instruments for Government Action

- 1/ Legal information and education

Outputs

- 3/ Creation of an Act.

+ The Legislative Assembly of the Northwest Territories should appoint a Gender Equality Ombudsperson.

Opportunities

- 1/ The Ombudsperson will:
 - give advice and counseling on issues relating to the Act;
 - supervise compliance with the Act;
 - provide information about the Act and its application;
 - monitor the implementation of the Act in different sectors;
 - protect the right against discrimination and equality of Indigenous women and gender minorities.
- 2/ The ombudsperson has the broad authority and responsibility to investigate complaints by members of the public and employees.
- 3/ This independent office can provide recommendations and informed opinion pieces.

Risk Assessment

- 1/ The 17th Legislative Assembly voted against the passing of a motion of appointing an ombudsman.
- 2/ Requires people to file complaints

Outcomes

- 1/ Promotes equal rights.

Estimated Resource

- 1/ Creation of an Act.

Instruments for Government Action

- 1/ Law

Outputs

- 1/ Number of complaints
- 2/ Number of appearances that promote the office



The office of the Equality Ombudsman, with a mandate to register and investigate complaints, exercise supervision by monitoring how employees, higher education, institutions and schools live up to the provision of the Act, raise awareness and dissemination by offering guidance to stakeholders and help develop useful methods on their behalf; and finally reports on National and international developments in Discrimination and Equality field.

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ **The Minister Responsible for Women should create a division responsible for implementing the *Status of Women Council Act*, a potential *Gender Equality Act* and a *Gender Based Analysis Framework* with a component specific to Indigenous women.**

Opportunities

- 1/ More resources available to enhance their mandate.
- 2/ Showcases a commitment to the advancement of women.
- 3/ Monitors and promotes the implementation of equality between women and men in society.
- 4/ Takes initiative and makes proposals, as well as makes recommendations for policy development and other measures affecting gender equality.
- 5/ Encourages co-operation between various authorities, social partners and other organizations and interest groups.
- 6/ Follows international development in the field of gender equality.
- 7/ Can offer a standardization of efforts and evaluation mechanisms.

Risk Assessment

- 1/ Has never been done in the Territories.

Outcomes

- 1/ The advancement of Indigenous women

Instruments for Government Action

- 1/ Financial and capacity building

Outputs

- 1/ Number of staff
- 2/ Framework
- 3/ Number of Indigenous women in senior management positions

Estimated Resource

- 1/ More than \$210,000



+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Women's Advisory Office should create a gender-based analysis and framework that includes a component specific to Indigenous women and reinforces accountability for the different policies in place.

Opportunities

- 1/ The advisor can review best practices, making the creation of policy a feasible step.
- 2/ Further research can enhance the quality of current analysis.
- 3/ Further research on best practices with proven results can be conducted.
- 4/ Creates a commitment to the recruitment of Indigenous women.

Risk Assessment

- 1/ Gender based analysis is only one aspect of a comprehensive approach.

Outcomes

- 1/ A comprehensive understanding and approach to equality for Indigenous women in the GNWT.

Instruments for Government Action

- 1/ Research

Outputs

- 1/ A framework

Estimated Resource

- 1/ Staff and publication of document

+ The Women's Advisory Office should support and create gender mainstreaming initiatives.

Opportunities

- 1/ Policies will benefit all members of society.
- 2/ Policies will benefit Indigenous women.

Risk Assessment

- 1/ Some policies may not be gender related.
- 2/ May delay implementation of policies.

Instruments for Government Action

- 1/ Policy analysis

Outputs

- 1/ Number of policies reviewed.

Estimated Resource

- 1/ Staff

Outcomes

- 1/ Policies address all residents.

In December 2006, a new government policy on gender equality, *Pour que l'égalité de droit devienne une égalité de fait*, was adopted by the Government of Québec. This policy was developed after extensive public consultation during parliamentary committees. On this occasion, representatives from 75 organizations made presentations and 107 submissions were analyzed. The policy has a 10-year horizon, is accompanied by an initial action plan for 2007-2010 containing 63 measures, and has a financial framework amounting to \$24 million. A little more than 20 departments and agencies have made commitments to this action plan. Comprehensive reporting processes are included for the implementation of proposed measures. With this policy, Québec committed to systematically apply gender-based analysis in all its decisions, as well as in those of local and regional jurisdictions. GBA is being implemented since November 2007.³⁹

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Women's Advisory Office should create a NWT framework and coalition to ensure that the needs of Indigenous women are met.

Opportunities

- 1/ All organizations can work together.
- 2/ Removes duplication of services.

Estimated Resource

- 1/ Similar cost and approach to the Anti-poverty strategy

Risk Assessment

- 1/ Each organization may work on different initiatives that are not compatible.
- 2/ Organizations may not want to work together.

Outcomes

- 1/ A coalition ensures that the needs of Indigenous women are brought forth.

Instruments for Government Action

- 1/ Framework/ Collaboration

Output

- 1/ Strategy.



The Women's Policy Office of the Government of Newfoundland and Labrador applies gender based analysis to government policy in such forms as legislation, programs and services; provides advice to departments on how women are affected; highlights needs and gaps; and advises on how gender equity can be better achieved. An Integrated Approach to Policy/Program Development: Guidelines for Gender Inclusive Analysis provides government departments and agencies, as well as community organizations, with a framework on how to conduct gender based analysis

+ The women's directorate should develop a communication plan.

Opportunities

- 1/ Will showcase transparency.
- 2/ Becomes a central point for information.

Risk Assessment

- 1/ May showcase the lack of funds and initiatives.

In July 2008, the Government of Sweden assigned the University of Gothenburg, Sweden (National Secretariat for Gender Research) to support the efforts of government agencies to promote gender mainstreaming. The assignment includes: Further developing gender mainstreaming methods, creating a forum for exchanges of experience concerning gender mainstreaming, disseminating information about gender mainstreaming. The total cost of the assignment is estimated at SEK 13 million. (CA \$1.8 Million)

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Status of Women Council of the NWT should receive more funding to implement its mandate, publish regular research papers, deliver programs around Indigenous women in leadership in the NWT and gender equality, and implement a communication strategy.

Opportunities

- 1/ Research papers will bring awareness to the inclusion of IW in SMP.
- 2/ A shift in culture can be achieved.

Risk Assessment

- 1/ Funds may be allocated towards urgent initiatives.
- 2/ Ethical research and opinion pieces may be perceived as a conflict of interest.

Outcomes

- 1/ Funds available to fully implement the mandate.

Instruments for Government Action

- 1/ Programs/Initiatives

Outputs

- 1/ A framework
- 2/ Numbers of research's.
- 3/ Communication strategy

Ontario's Building Aboriginal Women's Leadership Program is providing a total of \$600,000 over two years to support Aboriginal women's leadership initiatives in Ontario.

+ The Women's Advisory Office should publish a clear mechanism for the policy recommendation provided by the Status of Women of NWT.

Opportunities

- 1/ Showcases that recommendations are taken into account.
- 2/ Provides transparency.
- 3/ Encourages public engagements with Status of Women of the NWT.

Risk Assessment

- 1/ Lack of staff.

Outcomes

- 1/ Development of recommendations.

Instruments for Government Action

- 1/ Partnership
- 2/ Communication

Outputs

- 1/ Number of research projects.

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Department of Human Resources should collect data, track progress.

Opportunities

- 1/ Collecting data and publishing it will be easy.
- 2/ Creates accountability.
- 3/ Allows for effective evaluation of policies and programs.

Risk Assessment

- 1/ Numbers matter but implementation is critical and challenging to evaluate.
- 2/ HR is focused on filling thousands of openings and decentralizing positions.

Estimated Resource

- 1/ Staff cost

Outputs

- 1/ Number of Indigenous women that participated in the programs offered by the Department of Human Resources that were promoted post-training to a SMP.
- 2/ Number of Indigenous women in SMP
- 3/ Number of Indigenous women in MMP
- 4/ Number of evaluations conducted
- 5/ Number of policies created and reviewed
- 6/ Ratio of Indigenous women who apply to employment openings
- 7/ Number of Indigenous women who take the Aboriginal Women in Management course
- 8/ Number of Indigenous women who apply for educational leave
- 9/ Number of Indigenous women who receive educational leave
- 10/ Number of forms explaining why the Affirmative Action was not respected

Instruments for Government Action

- 1/ Evaluation

Outcomes

- 1/ The Minister Responsible for Women will have clear picture of the current employment rate of Indigenous women and will know areas to target.



WHAT THE GOVERNMENT CAN DO

The Government of Canada should allocate adequate, consistent funding to organizations in the NWT that conduct gender-sensitive research and analysis of public policies to better address the needs of Indigenous women in the NWT.

A Northern Council of Ministers Responsible for Women should be established.

The Council of Ministers responsible for Women should establish a pan-territory center for information on gender.

The advancement of Indigenous women should be a priority for the 18th Assembly.

Elected members should adopt a gender equality act and/or a discrimination act with a section on Indigenous women.

The Legislative Assembly of the NWT should appoint a Gender Equality Ombudsperson.

The Minister Responsible for Women should create a division responsible for implementing the Status of Women Council Act, a gender equality act and a gender-based analysis framework with positions responsible for Indigenous women.

The Women's Advisory Office should create a gender-based analysis and framework which includes a section specific to Indigenous Women and reinforce accountability of the different policies in place.

The Women's Advisory Office should create gender mainstreaming initiatives.

The Women's Advisory Office should create an NWT framework and coalition to ensure that the needs of Indigenous women are met.

The Women's Advisory Office should develop a communication plan.

The Status of Women Council of the NWT should receive more funding to implement its mandate, publish regular research papers, deliver programs around Indigenous women in leadership in the NWT and Gender Equality and implement a communication strategy.

The Women's Advisory Office should publish a clear mechanism for the policy recommendation provided by the Status of Women of NWT policy recommendations.

The Department of Human Resources should collect data, track progress.

A close-up portrait of a woman with long, dark hair, looking slightly to the right. She is wearing a necklace with a large, white, circular pendant. The background is a textured, mottled grey.

OPENING DOORS TO EQUALITY

REPRESENTATION IN SENIOR MANAGEMENT POSITIONS



Equal distribution of women and men in all positions of power is crucial in order to create a democratic and equal society.

Policies can be created to provide equal opportunities and increase the participation of Indigenous women in decision-making roles. According to a McKinsey report,⁴⁰ “If companies could raise the number of middle management women who make it to the next level by 25%, it would significantly alter the shape of the (employment succession) pipeline. More women who make it to senior management share an aspiration to lead, and more believe that getting to senior leadership is worth the cost.” Currently, 14 percent of Indigenous women hold middle management positions in the GNWT. This section is divided in three themes: the advancement of Indigenous women in senior management positions, the importance of education, and the need for recruitment and awareness campaigns.

PROBLEM DESCRIPTION

ADVANCEMENT OF INDIGENOUS WOMEN

There are no significant funds allocated towards creating policy and implementation plans directed at advancing Indigenous women in senior management.

No data on Indigenous women’s career advancement is being collected and published as a basis for identifying issues or decision-making.

No target is set for Indigenous women in senior management positions.

EDUCATION | TRAINING | PROFESSIONAL DEVELOPMENT

The rate of Indigenous women who hold a post-secondary education is relatively low, making it challenging for Indigenous women to advance beyond the screening phase for applications.

Although a Leadership Program exists, there is no ongoing University program to foster individualized efforts promoting Indigenous women in leadership.

No incentives are in place to encourage Directors and Managers to support Indigenous women to apply to the different programs offered.

There is a lack of mentorship, coaching and sponsorship opportunities.

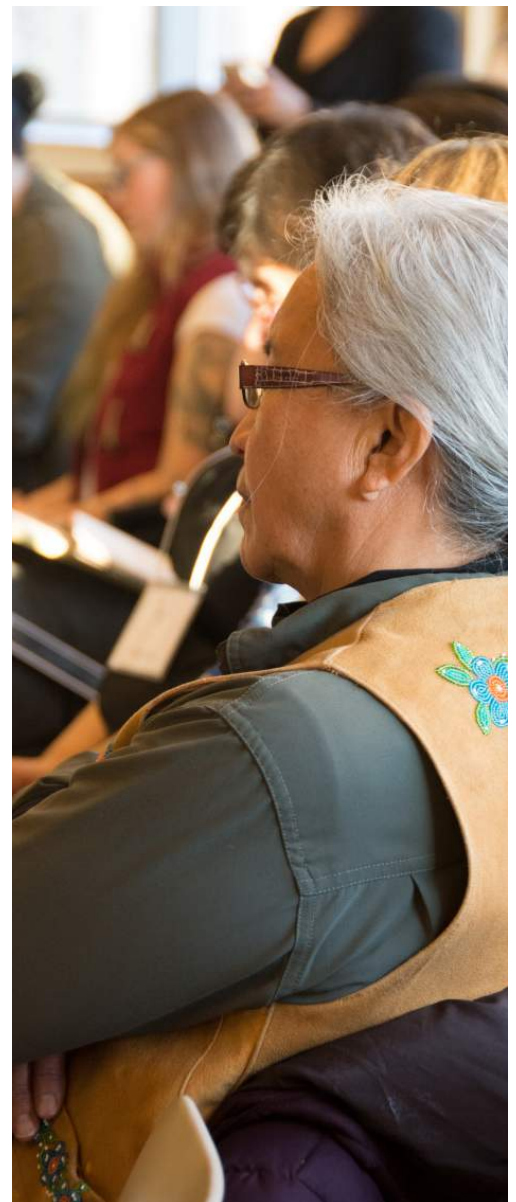
No networking initiatives are being developed.

RECRUITMENT & PUBLIC AWARENESS CAMPAIGNS

Indigenous women are not applying for Senior Management Positions. Based on research for this paper, the following findings indicate various contributing factors, including:

A lack of recruitment strategies and targeted recruitment events for Indigenous women in the NWT.

Indigenous women do not consider the GNWT as a career choice.



40. Joanna Barsh and Lareina Yee, *Unlocking the Full Potential of Women in the U.S. Economy* (McKinsey & Company, 2011).

POLICY BACKGROUND

The Government of the Northwest Territories

The Department of Human Resources

Established in 2009, the Aboriginal Employees Advisory Committee⁴¹ provides strategic advice to the GNWT on approaches to attract, recruit, advance and retain Indigenous employees at all levels of the public service and to create a working environment that supports and promotes Aboriginal employees in the workplace. Findings are included in *20/20: A Brilliant North NWT Public Service Strategic Plan* and a 2014/15 report that is going to be tabled in May 2015.

The Aboriginal Employees Advisory Committee⁴² played a key role in developing the Aboriginal Management Development Program⁴³ that provides funding assistance to GNWT Departments and Agencies to support the development of Indigenous employees, through funding for associate positions for up to twenty-four months at the Senior Management and Management level to enhance their leadership skills and knowledge through focused activities, on-the-job training and development, and mentorships. Since its inception in 2009, four participants have completed the program, five participants are currently in the program, and four new positions have been approved for the 2015-2017 cohort. Eight of the nine participants are Indigenous women. The Department of Human Resources maintains annual tracking and requires quarterly evaluations from departments to ensure the success of the participants. Several initiatives support the advancement of employees: a formal Mentorship Program,⁴⁴ a Leadership Development Program,⁴⁵ Management Series,⁴⁶ and Graduate Internship program.⁴⁷ Decentralized efforts are available through the Regional recruitment program.⁴⁸ Two policies are in place to support professional growth; they consist of the payment of tuition and course fees,⁴⁹ and paid education leave to take full-time post-secondary studies.



The Department of Education, Culture and Employment

The NWT Literacy Strategy renewal for 2008-2018 implementation supports awareness and literacy in the NWT, offering an opportunity for Indigenous women through upgrading initiatives to pursue post-secondary education and enter the workforce.

The Department of Education, Culture and Employment offers full-time and part-time assistance to NWT residents attending accredited, post-secondary institutions and programs through Northwest Territories Student Financial Assistance (SFA).⁵⁰ The purpose of SFA is to supplement the cost of obtaining a post-secondary education, not to cover all expenses. SFA provides financial assistance through a variety of grants and loans. In 2014/15, more Indigenous women enrolled in a Certificate (78%) and Diploma (62%) level than Non-Indigenous women (respectively 22% - 38%). However, more Non-Indigenous women than Indigenous women are enrolled at the undergraduate (respectively 70% - 30%) and masters level (76% - 24% respectively).

The Aboriginal Student Achievement Education Plan identifies strategic actions to eliminate the achievement gap between Indigenous and other students.⁵¹ The Plan outlines 91 actions to be taken to improve education achievement for Aboriginal students.

41. The Government of the Northwest Territories, Aboriginal Employees Advisory Committee, "Terms of Reference", March 2014. 42. The Government of the Northwest Territories, Human Resources, "Aboriginal Employees Advisory Committee," Northwest Territories Human Resources, accessed April 2015, <http://www.hr.gov.nt.ca/resources/aboriginal-employees-advisory-committee>. 43. The Government of the Northwest Territories Program Guidelines, Aboriginal Management Development Program, (Yellowknife: Government of the Northwest Territories, 2013). 44. The Government of the Northwest Territories and Canadian Executive Services Organization, Mentorship Program Guidelines, http://www.hr.gov.nt.ca/sites/default/files/gnwt_mentorship_program_guidelines.pdf. 45. The Government of the Northwest Territories, *Leadership Development Program Guidelines*, (Yellowknife: Government of the Northwest Territories, 2015). 46. The Government of the Northwest Territories, *Program Guidelines Management Series*, (Yellowknife: Government of the Northwest Territories, 2014). 47. The Government of the Northwest Territories, *Graduate Internship Program Guidelines*, (Yellowknife: Government of the Northwest Territories, 2014). 48. The Government of the Northwest Territories, *Regional Recruitment Program*, (Yellowknife: Government of the Northwest Territories, 2013). 49. The Government of the Northwest Territories, Human Resources, "Human Resource Manual: 1412, Tuition/Course Fees," *Human Resources*, accessed April 2015 <http://www.hr.gov.nt.ca/human-resource-manual/1400-planning-and-development/1412-tuitioncourse-fees>. 50. Government of the Northwest Territories, Northwest Territories Student Financial Assistance, *Policy and Procedures Manual*, accessed June 17, 2015, http://www.ece.gov.nt.ca/files/pages/848/sfapolicymanual-march2015_0.pdf. 51. Government of the Northwest Territories, Department of Education, Culture and Employment, *Aboriginal Student Achievement Education Plan: Status Update, March 2013*, accessed June 17, 2015, <http://www.ece.gov.nt.ca/files/pages/756/asastatusreportmarch2013.pdf>

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The women's advisory office, in partnership with the Department of Human Resources should draft a framework to promote the advancement of Indigenous women in Senior Management positions.

Opportunities

1/ The advancement of women will be the goal of every department.

Risk Assessment

1/ The advancement of other minorities is not addressed.

Outcomes

1/ The SMP will reflect the population it serves.

Outputs

1/ Number of Indigenous women in SMP

+ The elected members of the 18th Assembly should set a target for the number of Indigenous women represented in senior management positions.

Opportunities

1/ Targets can encourage the recruitment of Indigenous women.
2/ More Indigenous women in SMP can create positive change.

Risk Assessment

1/ Setting targets can be controversial.
2/ There are fewer Indigenous men in the public sector.
3/ Other ethnic groups and gender might have to be considered.

Instruments for Government Action

1/ Policies

Outcomes

1/ Indigenous women would be interested in the GNWT as an employer of choice.

Outputs

1/ Number of Indigenous women in senior management positions.

+ Interviewers from the Department of Human Resources and decision makers must be aware of unconscious bias.

Opportunities

1/ Improves recruitment practices.
2/ Entrenches respect for diversity.

Risk Assessment

1/ Recruiters may feel uncomfortable addressing cultural and racial differences.

Instruments for Government Action

1/ Training

Outcomes

1/ Issues will be addressed and change will be created.
2/ Recruiters understand the impact of unconscious bias.
3/ Unconscious bias is prevented.

Outputs

1/ Number of Indigenous women recruited in the GNWT.
2/ Number of Indigenous women recruited in SMP.

Outputs

3/ Creation of an Act.

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Department of Human Resources should ensure that at least one Indigenous woman candidate is included in recruitment and promotion shortlists.

Opportunities

- 1/ Encourage the development of an equivalency policy.
- 2/ Enhance recruitment strategies.

Outcomes

- 1/ Recruitment innovation methods.

Risk Assessment

- 1/ Other ethnic groups and gender might have to be considered.
- 2/ Some may think it encourages tokenism and racism.

Instruments for Government Action

- 1/ Policy

Outputs

- 1/ Number of Indigenous women included in the recruitment and promotion shortlists.

+ The Department of Human Resources should ensure that at least one Indigenous woman is involved in the recruitment process.

Opportunities

- 1/ Reinforces a fair recruitment process.
- 2/ Is representative of the population.

Outcomes

- 1/ The Department of Human Resources will install trust in the recruitment process.

Risk Assessment

- 1/ Non-Indigenous staff can provide recruitment based on equality.
- 2/ Other ethnic groups and gender might have to be considered.

Instruments for Government Action

- 1/ Policy

Outputs

- 1/ Number of Indigenous women involved in the recruitment process.

+ The Department of Human Resources should make it mandatory that supervisors include a career plan for each Indigenous woman in the yearly performance review.

Opportunities

- 1/ Indigenous women will feel comfortable to share their career plans or goals with their supervisors.
- 2/ Supervisors can assist them in attaining their goals.

Outcomes

- 1/ Indigenous women will select the GNWT as a career choice.
- 2/ Supervisors will provide detailed performance reviews.

Risk Assessment

- 1/ This will create additional work for supervisors.

Instruments for Government Action

- 1/ Policy

Outputs

- 1/ Number of performance reviews filed with the Deputy Minister.

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Department of Human Resources should increase the number of Indigenous women that take part in training and educational leave.

Opportunities

1/ Indigenous women can continue to develop their skills in the workplace.

Risk Assessment

1/ Educational leave will create voids in positions.

Instruments for Government Action

1/ Information and education

Outcomes

1/ Indigenous women will obtain post-secondary education.

Outputs

1/ Number of Indigenous women who apply for educational leave.
2/ Number of women who receive educational leave.

+ The Department of Human Resources should partner with a university to offer Indigenous women a Masters of Public Policy and a Master of Business Administration.

Opportunities

1/ It will benefit Indigenous women who cannot relocate to obtain graduate studies.

Risk Assessment

1/ Other Masters degrees could be considered.

Instruments for Government Action

1/ Information and education

Outcomes

1/ The GNWT workforce is educated.

Outputs

1/ Number of Indigenous who apply to the Masters Program.
2/ Number of indigenous women who participate in the Masters program.

+ The Department of Human Resources should partner with a university to offer to Indigenous women online courses.

Opportunities

1/ It will benefit Indigenous women who cannot relocate to obtain graduate studies.

Risk Assessment

1/ The GNWT could partner with Institutes.

Instruments for Government Action

1/ Information and education

Outcomes

1/ The GNWT workforce is educated.

Outputs

1/ Number of Indigenous women who apply to the program.
2/ Number of indigenous women who participate in the program.

+ The Department of Human Resources should publish in its annual report the number of positions filled by non-Indigenous candidates while Indigenous Aboriginal and non-Aboriginal applied or were interviewed.

Opportunities

1/ Will showcase transparency and accountability.
2/ Will showcase its commitment to the Affirmative Action Policy.

Risk Assessment

1/ Will require personnel to collect the data.

Instruments for Government Action

1/ Information

Outcomes

1/ The GNWT is transparent and accountable in its recruitment process.

Outputs

1/ Number of positions filled by non-Indigenous candidates while Indigenous Aboriginal and non-Aboriginal applied or were interviewed.

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ Each Department of the GNWT should make it mandatory for senior management positions, middle management and policy analysts to undergo the Aboriginal cultural awareness, gender equality and unconscious bias training.

Opportunities

1/ Will continue to develop policies that take into account diversity.

Outcomes

1/ The GNWT provides an educated and culturally sensitive workforce.

Risk Assessment

1/ Time consuming.
2/ May be reluctant to participate.

Outputs

1/ Number of SMP, middle management and policy analysts that undergo the training.

Instruments for Government Action

1/ Information and education

+ The Women's Advisory Council should fund networking events for Indigenous women.

Opportunities

1/ Networking events are crucial for Indigenous women who often work in isolation and do not consider the GNWT as a career choice.

Outcomes

1/ The GNWT will become a career choice.

Risk Assessment

1/ An outside organization will need to organize the event to include more Indigenous women.

Outputs

1/ Number of Indigenous women who attend networking events.

Instruments for Government Action

1/ Education and awareness campaign
2/ Partnership

+ The Department of Human Resources should organize targeted recruitment events and campaigns in the five regions of the NWT.

Opportunities

1/ Targeted recruitment events are already being organized in other parts of the country.
2/ This initiative could increase awareness around recruitment and employment opportunities.

Outcomes

1/ The GNWT will become a career choice.

Risk Assessment

1/ Targeted recruitment may not be successful if poorly attended.
2/ Indigenous women may already be employed by the GNWT and not attend the event.

Outputs

1/ Number of Indigenous women who attend networking events.

Instruments for Government Action

1/ Education and awareness campaign

WHAT THE GOVERNMENT CAN DO

The women's advisory office, in partnership with the Department of Human Resources should draft a framework to promote the advancement of Indigenous women in senior management positions.

The elected members of the 18th Assembly should set a target for the number of Indigenous women represented in senior management positions.

Interviewers from the Department of Human Resources and decision makers must be aware of unconscious bias.

The Department of Human Resources should ensure that at least one Indigenous woman candidate is included in recruitment and promotion shortlists.

The Department of Human Resources should ensure that at least one Indigenous woman is involved in the recruitment process.

The Department of Human Resources should make it mandatory that supervisors include a career plan for each Indigenous woman in the yearly performance review.

The Department of Human Resources should increase the number of Indigenous women that take part in training and educational leave.

The Department of Human Resources should partner with a university to offer Indigenous women a Masters of Public Policy and a Master of Business Administration.

The Department of Human Resources should partner with a university to offer to Indigenous women online courses.

The Department of Human Resources should publish in its annual report the number of positions filled by non-Indigenous candidates while Indigenous Aboriginal and non-Aboriginal applied or were interviewed.

Each Department of the GNWT should make it mandatory for senior management positions, middle management and policy analysts to undergo the Aboriginal cultural awareness, gender equality and unconscious bias training.

The Women's Advisory Council should fund networking events for Indigenous women.

The Department of Human Resources should organize targeted recruitment events and campaigns in the five regions of the NWT.



WORK LIFE & EQUALITY

BREAKING THE BARRIERS

“Child care is the ramp that provides equal access to the workforce for mothers”
- attributed to Supreme Court of Canada Justice Rosalie Abella, Royal Commission on Equality in Employment (1984).⁵²



Globally, Canada is one of the world's wealthiest countries, but international reviews by groups such as UNICEF⁵³ rank the country at the bottom when it comes to Early Childhood Education and Care (ECEC). Sweden's 2004 spending on ECEC for pre-school children (aged zero to five) was approximately 1.9 percent of its GDP. In contrast, Canada's expenditure was only approximately 0.25 percent (UNICEF's benchmark: at least one percent of GDP for children aged zero to five years).⁵⁴ Access to reliable and quality ECEC is central to women's equality and is also critical for low-income women to interrupt the cycle of poverty and isolation. Women need child care to pursue training, education and gain full employment opportunities.⁵⁵

PROBLEM DESCRIPTION

Childcare services are sparse and unaffordable.

Working arrangements are not always flexible for women faced with having more than one child in daycare or a day home.

No workplace policies and subsequent resources are in place to facilitate parenting responsibilities of working mothers (e.g., no clean, quiet spaces to pump breast milk in GNWT offices; no time allocated towards breastfeeding or pumping milk).

Society does not promote men as primary child care givers.

Child care in the NWT could be considered universal to citizens, allowing parents to work to afford the cost of living. The mentality in Scandinavia is to put children of age one in day cares to develop and provide an early education.

POLICY BACKGROUND

The Government of Canada

In Canada today, there is no national Early Childhood Education and Care policy, as noted in the *Child Care in Canada by 2020: a Vision and a Way Forward* document. Each province and territory has its own child care policy and provides spaces in centres and regulated family child care; most also regulate nursery schools and preschools. These are supported by a variety of funding arrangements. The flexibility given to the provinces and territories in choosing whether and how to invest in early learning and child care is also evident in the Early Childhood Development Initiative.⁵⁶ Each jurisdiction also provides publicly-funded kindergarten, mostly for five-year-olds. National Child Benefit provides an income supplement and the Child Care Tax Benefit a tax-free monthly payment (average of \$160/month)⁵⁷ for low-income families, regardless of whether or not they receive social assistance. In 2015, the total federal budget is estimated to cost \$2.2 billion.⁵⁸

The Government of the Northwest Territories

The Department of Education, Culture and Employment

The Department of Education, Culture and Employment in the Northwest Territories is responsible for childcare overall and for kindergarten. The department administers the legislation and is responsible for monitoring and licensing programs. 62% (3319) of zero to four-year-old children are without access to licensed space.⁵⁹ Parents are responsible for paying child care fees. According to the territorial government, the average monthly parent fee for full-time centre-based care is \$900 for an infant and \$600 for a preschooler. In regulated family day homes, the average monthly parent fee is \$1,000 for an infant and \$700 for a preschooler.⁶⁰ The *Child Day Care Standards Regulations* were written to implement the *Child Day Care Act*.⁶¹ The Northwest Territories Income Security Division administers the Child Care User Subsidy.

Iceland

The *Pre-school Act* (2008)⁶² legislation in Iceland contains a specific language target to provide language stimulation. The Day-Care Institution Act (2005) lists daycare options based on common cultural values such as language. The importance given to free play is particularly reflected in outdoor activities. Child care is heavily subsidized; in Reykjavík a married couple would pay the equivalent of £132 (CA\$ 244) per

52. Cited by Martha Friendly, "Think child care is no longer a women's issue?" *Child Care Canada, Now Childcare Resource and Research Unit Blog*, accessed June 17, 2015, <http://www.childcarecanada.org/blog/think-child-care-no-longer-women%E2%80%99s-issue> 53. Child Care 2020 Conference Steering Committee, *Child Care in Canada by 2020: a Vision and a Way Forward*, accessed June 17, 2015, http://childcare2020.ca/sites/default/files/VisionChildCare2020Nov3ENG_.pdf 54. Canadian Union of Public Employees, *Public child care profile: Sweden*, accessed June 17, 2015, http://archive.cupe.ca/updir/Public_profile_Sweden.pdf 55. Child Care Canada, Childcare Resource and Research Unit, "Early childhood education and child care – STILL central to women's equality," *CCRU Resources*, accessed June 17, 2015, <http://www.childcarecanada.org/resources/issue-files/early-childhood-education-and-child-care-%E2%80%99s-still-central-women%E2%80%99s-equality> 56. Julie Cool, *Child Care in Canada: the Federal Role*, last modified April 16, 2007, accessed June 17, 2015, <http://www.parl.gc.ca/content/lop/researchpublications/prb0420-e.htm> 57. Julie Amoroso, "From Women to Children: Reframing Child Care in Canada," *Queen's Policy Review*, vol. 1, no. 1 (Spring 2010), accessed June 17, 2015, http://www.cccabc.bc.ca/res/pdf/From_women_to_children.pdf 58. Child Care Advocacy Association of Canada, "Canadians need quality child care all families can afford, not 'child care' cheques for teenagers and tax breaks for the wealthy", news release, April 21, 2015, accessed June 17, 2015, http://ccaacacpsge.files.wordpress.com/2015/04/ccaac_mediarelease_april2120151.pdf 59. The Government of the Northwest Territories, Department of Education, Culture and Employment, *NWT Licensed Day Care Centers and Family Day Homes* (Yellowknife: Government of the Northwest Territories, 2014). 60. Canadian Union of Postal Workers and Childcare Resource and Research Unit, "Northwest Territories," *Finding Quality Child Care: a Guide for Parents in Canada*, accessed June 17, 2015, <http://findingqualitychildcare.ca/index.php/northwest-territories> 61. Government of the Northwest Territories, Department of Education, Culture and Employment, *Understanding the Child Day Care Regulations: A Handbook for Early Childhood Programs* (Yellowknife: Government of the Northwest Territories, January 2013).

calendar month for eight hours of child care a day (including food), whereas a single parent would only pay £78 (CA\$145).⁶³

Sweden, Norway and Finland

Sweden, Norway and Finland adopted national legislation on cash-for-care arrangements,⁶⁴ but while the benefit is part of the national social security system in Finland and Norway, Sweden leaves it to the municipalities as to whether or not to offer such allowances.

In Sweden, the *Education Act*, 2010, and the curriculum⁶⁵ regulate preschools. Municipalities must guarantee a place for every child in preschool after turning one, supporting parents who are working or studying. When parents are unemployed or on leave of absence, children are offered a place for at least three hours a day or fifteen hours a week. The *Education Act* states that the fee should be reasonable and sets a maximum cap fee. Fees are based on a family's household income (three percent for the first child and two percent for the second child) as well as the number of children enrolled. The maximum monthly cost for a first child is SEK 1,260⁶⁷ (CA\$177); a successively lower cost then applies per additional child. Preschools are open from 6:30 to 18:30 every weekday except certain public holidays. In 2005, expenditure on the preschool (for ages zero to five) and school age child care system was SEK 51.2 billion (\$7.8 billion CAD). Spending on ECEC represents 30 percent of the country's education system budget. The aim of gender pedagogy is for children to have the same opportunities in life, regardless of whether they are male or female, by working against gender stereotypes and assigned roles, freeing children from the expectations and demands society has traditionally put on girls and boys.⁶⁸

The Norwegian Government wants every family to have access to high-quality preschool or kindergarten for their children. Roughly 85 percent of all children living in Norway aged one to five years old attend preschool.⁶⁹

The *Norwegian Kindergarten Act* (2006)⁷⁰ states that the municipalities are the local authorities for kindergartens. The municipality must provide guidance; ensure that kindergartens (children aged zero to five) are operated in accordance with current rules; and are obliged to ensure

that there are a sufficient number of kindergarten places. The legislation indicates that head teachers and pedagogical leaders must be trained pre-school teachers (three years university study with bachelor degree or have other college education that gives qualifications for working with children and pedagogical expertise). The *Framework Plan for the Content and Tasks of Kindergartens* is a regulation under the *Kindergarten Act*. The *Framework Plan* states that all kindergartens must be goal-oriented with children's development and learning, and stimulate children's linguistic and social competence. The *Kindergarten Act* states that kindergartens shall assist parents in the upbringing of their children. Furthermore, kindergartens for children in Sami districts must be based on the Sami language and culture. In other municipalities, steps must be taken to enable Sami children to secure and develop their language and culture. The fee applied for daycare centers, starting May 2015, for 33 to 41 hours per month is NOK 2,290.00⁷¹ (C\$358).

The *Finnish Children's Daycare Act*⁷² stipulates the entitlement of children to daycare and the responsibility of municipalities to arrange daycare; the *Children's Daycare Decree* covers its practical arrangement. All children under school age have a right to municipal, reasonably priced and publicly funded daycare. The aim is to ensure that the parents have the opportunity to study and work. The government has set the maximum charge at CA\$ 300 per month for full daycare, with the calculations taking into account the size and income of the family. Education is based on a local curriculum drawn up within the framework of the *National Core Curriculum for Pre-Primary Education*, 2010. The general principles in the core curriculum emphasize the child's individuality, the significance of active learning and the importance of acting as a group member. Pre-primary education is based on the child's own knowledge, skills and experiences. Its focus is on play and a positive outlook on life. Another central consideration is to promote the child's own initiative and to emphasize its significance as the foundation for all activities. The national core curriculum is being reformed and the new curriculum will be introduced in August 2016. In 2004, 63 percent of all three to six-year-old children were in part-time or full-time daycare.

62. Johanna Lammi-Taskula et al., *Parental leave, childcare and gender equality in the Nordic countries* (Copenhagen: Nordic Council of Ministers, 2011) accessed June 17, 2015, http://fidd.ru/activity/attach/information/182/parental_leave_childcare_and_gender_equality_in_the_nordic_countries.pdf 63. Annadís Greta Rúðólfsdóttir, excerpts, "Iceland is great for women, but it's no feminist paradise," *Child Care Canada Childcare Resource and Research Unit*, accessed June 17, 2015, <http://www.childcarecanada.org/documents/child-care-news/14/10/iceland-great-women-it%E2%80%99s-no-feminist-paradise> 64. Anne Lise Ellingsæter, "Cash for Childcare: Experiences from Finland, Norway and Sweden," *Friedrich Ebert Stiftung International Policy Analysis*, last modified April 2012, accessed June 17, 2015, <http://library.fes.de/pdf-files/id/09079.pdf> 65. Skolverket (Swedish National Agency for Education), *Curriculum for the Preschool Lpfö 98*, rev. ed. (Stockholm: Skolverket, 2011), accessed June 17, 2015, http://www.skolverket.se/om-skolverket/publikationer/visa-enskild-publikation?_xurl=http%3A%2F%2Fwww5.skolverket.se%2Fwpub%2Fws%2Fskolbok%2Fwpubext%2Ftrycksak%2Fblob%2Fpdf2704.pdf%3Fk%3D2704 66. Skolverket, "An overview of the Swedish education system," *The Swedish National Agency for Education*, accessed June 17, 2015, <http://www.skolverket.se/om-skolverket/andra-sprak-och-lattlast/in-english/the-swedish-education-system/an-overview-of-the-swedish-education-system-1.72184> 67. Swedish Institute, "School and Preschool," *Work in Sweden*, accessed June 17, 2015, <http://work.sweden.se/plan-your-move/school-and-preschool> 68. Swedish Institute, "Play is Key in Preschool," *Sweden: Society*, accessed June 17, 2015, <https://sweden.se/society/play-is-key-in-preschool> 69. Norwegian University of Science and Technology, "Pre-school — Kindergarten," *NTNU*, accessed April 2015, <https://www.ntnu.edu/livinginth/preschool> 70. The Government of Norway, "Early Childhood Education and Care," *Government.no*, last updated November 25, 2014, accessed April 2015, <https://www.regjeringen.no/en/topics/families-and-children/kindergarten/early-childhood-education-and-care-polit/id491283/> 71. Trondheim Kommune, Fees in Kindergarten, *Trondheim Kommune*, accessed April 2015, <http://www.trondheim.kommune.no/content/1117727629/Fees-in-Kindergarten> 72. Government of Finland, Ministry of Education and Culture, "Finnish acts and decrees concerning education," *Ministry of Education and Culture*, accessed July 17, 2015, http://www.minedu.fi/OPM/Koulutus/koulutuspolitiikka/lait_ohjeet/?lang=en 73. Government of Finland, Ministry of Social Affairs and Health, *Gender Equality Policies in Finland*, accessed June 17, 2015, http://www.mpsv.cz/files/clanky/16168/Gender_equality_policies_FIN.pdf

+ SOLUTIONS & ANALYSIS OF SOLUTIONS

+ The Department of Education, Culture and Employment should provide quality “educare” for every child over one year old. Fees should be based on parents’ income (e.g. 2%), be reasonable and with a maximum cap fee. Hours of operation should be extended and mandatory.

Opportunities

- 1/ More Indigenous women will pursue a career and education.
- 2/ More Indigenous women can work in senior management positions.
- 3/ Investing in child care will provide a lasting workforce.
- 4/ Primary caregivers will feel comfortable leaving their children with a skilled care provider.

Estimated Resource

- 1/ Reduce monthly daycare payment for the first child from \$1,000 to \$200.

Risk Assessment

- 1/ The cost will need to be covered: there needs to be a shift in mentality to not view child care as a cost.
- 2/ There may be push-back from employees who are not parents and from elected males.

Outcomes

- 1/ Universal approach coverage
- 2/ Childhood based on democracy, egalitarianism, freedom, emancipation, co-operation and solidarity.

Instruments for Government Action

- 1/ Legislation
- 2/ Grants and contributions

Outputs

- 1/ Number of daycare facilities
- 2/ Free daycare
- 3/ Curriculum development
- 4/ Reduction of child poverty
- 5/ Increased number of parent(s) in the labor market
- 6/ High literacy and numeracy

+ The Department of Human Resources workplace policies should allow mothers’ parenting responsibilities to be implemented (e.g., the creation of spaces for women to pump breast milk and allocated time during the day to breastfeed or pump milk).

Opportunities

- 1/ Encourages breastfeeding and pumping.
- 2/ Allow women that choose to continue to breastfeed after year one to provide breast milk while working.
- 3/ Offices often have available rooms.

Outcomes

- 1/ Mothers who are comfortable choosing their parenting styles.

Outputs

- 1/ Provision of accessible and secure facilities for breastfeeding or pumping under hygienic conditions near the work place, available for more than one woman.

+ The Department of Education, Culture and Employment should promote and encourage men as primary caregivers.

Opportunities

- 1/ Men as primary caregivers will become normal.

Risk Assessment

- 1/ Men may want to take advantage of their parental leave, which reduces maternity leave.

Outcomes

- 1/ A balanced parenting style.
- 2/ Both parents can decide to focus on their career and/or education

Instruments for Government Action

- 1/ Campaign and education

Outputs

- 1/ Numbers of men who become primary care givers.
- 2/ Number of weeks of parental leave taken by male employees.

WHAT THE GOVERNMENT CAN DO

The Department of Education, Culture and Employment should provide quality “educare” for every child over one year old. Fees should be based on parents’ income (e.g. two percent), be reasonable and with a maximum cap fee. Hours of operation should be extended and mandatory.

The Department of Human Resources workplace policies should allow mothers’ parenting responsibilities to be implemented (e.g., the creation of spaces for women to pump breast milk and allocated time during the day to breastfeed or pump milk).

The Department of Education, Culture and Employment should promote and encourage men as primary caregivers.

SUMMARY OF RECOMMENDATIONS

The Government of Canada

1/ The Government of Canada should allocate adequate, consistent funding to organizations in the NWT that conduct gender-sensitive research and analysis of public policies to better address the needs of Indigenous women in the NWT.

Canadian Territorial Governments

2/ A Northern Council of Ministers responsible for Women should be established. The Council of Ministers responsible for Women should establish a pan-territorial center for information on gender.

The 17th Legislative Assembly of the Northwest Territories

3/ The elected members of the 17th Assembly should set a target for the number of Indigenous women represented in Senior Management Positions.

The 18th Legislative Assembly of the Northwest Territories

4/ The advancement of Indigenous women should be a priority for the 18th Assembly.

5/ Elected members should adopt a Gender Equality Act and/or a Discrimination Act with a section on Indigenous women.

6/ The Legislative Assembly of the NWT should appoint a Gender Equality Ombudsperson.

The Government of the Northwest Territories

The Minister Responsible for Women:

7/ The Minister Responsible for Women should create a division responsible for implementing the Status of Women Council Act, a potential Gender Equality Act and a Gender Based Analysis Framework with a component specific to Indigenous women.

The Women's Advisory Office:

8/ The Women's Advisory Office should develop a communication plan.

9/ The Women's Advisor should fund networking events for Indigenous women.

10/ The women's Advisory Office should draft a framework to promote the advancement of Indigenous women in senior management government positions.

SUMMARY OF RECOMMENDATIONS

The Women's Advisory Office (cont.):

11/ The Women's Advisory Office should create a gender-based analysis and framework which includes a component specific to Indigenous women, and reinforce accountability of the different policies in place.

12/ The Women's Advisory Office should support and create Gender Mainstreaming initiatives.

13/ The Women's Advisory Office should create an NWT framework and coalition to ensure that the needs of Indigenous women are met.

14/ The Women's Advisory Office should publish a clear mechanism for implementing the policy recommendations provided by the Status of Women of NWT.

The Department of Human Resources:

15/ The Department of Human Resources should collect data and track progress.

16/ The Department of Human Resources should publish in its annual report the number of positions filled by non-Indigenous candidates where Indigenous Aboriginal and non-Aboriginal people applied or were interviewed, as well as the reasons.

17/ Workplace parenting policies facilitating mothers' parenting responsibilities should be implemented; for example, the creation of spaces for women to pump breast milk and allocated time during the day to breastfeed or pump milk.

18/ The Department of Human Resources should make it mandatory that supervisors include a career plan for each Indigenous woman in her yearly performance review.

19/ The Department of Human Resources should increase the number of Indigenous women that take part in training and educational leave.

20/ The Department of Human Resources should partner with a university to offer Indigenous women a Masters of Public Administration and a Master of Business Administration.

21/ The Department of Human Resources should partner with a university to offer Indigenous women online courses.

22/ The Department of Human Resources should ensure that at least one Indigenous woman candidate is included in recruitment and promotion shortlists.

23/ The Department of Human Resources should ensure that at least one Indigenous woman is involved in the recruitment process.

SUMMARY OF RECOMMENDATIONS

The Department of Human Resources (cont.):

24/ Interviewers from the Department of Human Resources and decision makers must become aware of unconscious bias.

25/ The Department of Human Resources should organize targeted recruitment events and campaigns in the five regions of the NWT.

The Department of Education, Culture and Employment:

26/ The Department of Education, Culture and Employment should provide quality “educare” for every child over one year old. Fees should be based on parent’s income (e.g. 2%), be reasonable and with a maximum cap fee. Hours of operation should be extended and mandatory.

27/ The Department of Education, Culture and Employment should promote and encourage men as primary caregivers.

The Status of Women Council of the NWT:

28/ The Status of Women Council of the NWT should receive more funding to implement its mandate, publish regular research papers, deliver programs around Indigenous women in leadership in the NWT and Gender Equality, and implement a communication strategy.

CONCLUSION

Scandinavia's approach to gender equality translates into the appreciation of different management styles and a gender diverse workforce, generated from their education since childhood that equality and diversity make for a rich country. Women decide if a traditional or non-traditional style of equality fits for their family, and most importantly, women own the decision and have the option to return to work and thrive in an environment where they are valued.

Indigenous women in the NWT should be able to thrive in a gender equal system with a child care system in place that can allow them to succeed in a career of their choice.

Indigenous women protect and build a better future for the next generations to come, and they should do so in a policy context. A newly elected Government can open doors to new priorities, one being equality for Indigenous women. The NWT will remain home for many Indigenous women, and must provide equal opportunity through policy shifts that have a greater impact on the NWT population.

Gender equality and representation of Indigenous women in senior management positions also fits in a broader context with stakeholders, such as First-Nation Governments, the resource development industry, universities, non-profit organizations and the philanthropic world.

Indigenous emerging leaders creating change are the vector to innovative solutions, claiming partnerships while providing a traditional approach of taking on Indigenous leadership through connecting to the land.

Developing partnerships and sitting at the table together creates gender equality, quality free child care and an educated workforce.



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