



## IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Manager, Strategic Learning and Talent Development	
Position Number	Community	Division/Region
48-14585	Yellowknife	Talent and Organizational Development/HQ

## PURPOSE OF THE POSITION

The Manager, Strategic Learning and Talent Development is accountable for the strategic planning, development, implementation, oversight and delivery of learning and development activities focused on the Health and Social Services (HSS) System training and education needs, as well as staff retention. This position is responsible for ensuring continued competency amongst health and social services related professionals ensuring continued compliance in meeting the HSS System strategic learning, development and continuing education programs and in accordance with Northwest Territories Acts, legislation, policies and departmental procedures and Accreditation Canada standards.

## SCOPE

The Northwest Territories Health and Social Services Authority (NTHSSA) is the single provider of all health and social services in the Northwest Territories (NWT), with the exception of the Hay River and Tłı̄chǫ regions, and was established to move toward one integrated delivery system as part of the government's transformation strategy.

Health and Social Services includes the full range of primary, secondary and tertiary health and services and social services including family services, protection services, care placements, mental health, addictions, and developmental activities, delivered by more than 1,400 health and social services staff.

While the Tłı̄chǫ Community Services Agency (TCSA) will operate under a separate board and the Hay River Health and Social Services Agency (HRHSSA) will also operate under a separate board in the interim, the NTHSSA will set clinical standards, procedures, guidelines and monitoring for the entire Northwest Territories. Service Agreements will be established with

these boards to identify performance requirements and adherence to clinical standards, procedures, guidelines, and policies as established by the NTHSSA.

The Department of Health and Social Services (DHSS) plays an important role in the connectivity between the NTHSSA, the TCSA, and the HRHSSA because it establishes the common policy framework and common standards for the entire system. Operational consistency and collaboration across these three authorities are required to provide a quality, integrated HSS system for the NWT. The Talent and Organizational Development Division is the key directorial for the HSS System by establishing and being accountable for the Health Human Resource (HR) Plan and Recruitment and Retention Strategies for the entire system.

Under the direction of the Minister of Health and Social Services, the NTHSSA was established to move toward one integrated delivery system as part of the government's transformation strategy. As part of this transformation, the HSS System has established two executive structures to support integration and alignment of the NWT HSS system. The Cross System Leadership Committee (CSLC) is representative of executive level management (Assistant Deputy Ministers and Executive Directors) from the Department of Health and Social Services and the three NWT authorities. The CSLC is focused system-level workforce and operational processes for the NWT HSS System and the performance results they yield. The CSLC reports to the Deputy Minister / Chief Executive Officer (DM/CEO) forum which is focused on the strategic advancement of the HSS System by providing direction and leadership to improve the quality of health and social care service delivery to NWT residents.

There are unique challenges associated with attracting and retaining a full complement of staff in the HSS System which accounts for over 25% of Government of the Northwest Territories (GNWT) employees. This includes national and international competition for key professions, a dynamic professional environment driven by changing technologies and population health pressures, and the difficulty of attracting professional staff to remote northern communities.

The Talent and Organizational Development Division is accountable to the NWT HSS System's CSLC and CEO/DM forum, and must lead the overall HSS system workforce planning, as well as develop and implement a human resource framework and action plan so that the HSS System has the people and talent it needs to deliver health and social services effectively to the people of the NWT.

The Talent and Organizational Development Division ensures programs are developed in collaboration with the HSS System, boards, agencies, associations and regulatory bodies of health professions, identifying priorities and best practices to meet professional standards, personal and professional growth and the retention of employees within the HSS system in the NWT. This includes mandatory training, statutory training, continuing education opportunities, and that strategic talent management planning are available to employees in all regions within the Northwest Territories Health and Social Services System, as required by their profession, worksite, Accreditation Canada standards, GNWT legislation, and Workers' Safety and Compensation Commission (WSCC) requirements.

Located in Yellowknife, the Manager, Strategic Learning and Talent Development (Manager) reports to the Director, Talent and Organizational Development and provides leadership, supervision and management to a growing team that includes Organizational Learning and Transformational Consultant, Talent Development and Programs Specialist, Project Manager and a Learning Management System Coordinator positions, to carry out the plan, vision and strategic requirements of the Strategic Learning & Development Unit. This position leads, plans, develops, coordinates and implements strategic initiatives and programs that result in highly competent HSS System staff.

This position provides expert advice and recommendations to Senior Management on ongoing education, training and development and retention needs of the HSS System, including new developments, specialized programs, and strategic human resource retention initiatives required to maintain a trained and competent workforce, increase overall leadership, knowledge, performance, and professional learning standards.

The Manager, SLTD is also responsible to continually identify new strategies, programs and initiatives that will result in HSS System employees and potential employees viewing the NWT HSS System as an employer of choice while at the same time evaluating existing programs to ensure they are accomplishing their goals and objectives. All initiatives impact the entirety of the HSS System including NTHSSA, DHSS, TCSA and HRHSSA; therefore a thorough understanding of and specialization in Strategic Human Resources for Healthcare, and its impact and decisions must be clearly examined and articulated.

The retention of a skilled Health and Social Services (HSS) workforce is essential to the effective delivery of HSS programs across the NWT. This unit supports HSS professionals in their learning and development to support the provision of best care to clients for better health and a better future for residents of the NWT.

The position aligns learning and development program delivery with the goals of the HSS system, including the incorporation of cultural competency training and cultural safety training to ensure a culturally competent workforce.

The Manager is responsible to provide strategic advice, leadership, guidance and support in the development of initiatives in each area of HSS and how they connect to support the broader government objectives identified in business plans, human resource plans and Caring for Our People Strategic Plan for the NWT Health and Social Services System.

Individual managers/supervisors will maintain responsibility for ensuring staff complete all required industry regulated standard training specific to their profession. The Manager, Strategic Learning and Talent Development will provide a framework to support Senior Managers and Managers in the core responsibilities of strategic alignment, performance evaluation, development and delivery of solutions, optimization of processes, selection and management of resources, identification of needs and management of technology and associated competencies ensuring they are kept apprised of any deficiencies for Health system staff.

The Manager must work closely with the NTHSSA senior management team to ensure programming meets service delivery and quality assurance needs. The Manager also works closely with the DHSS Senior Management team and Departmental Managers in ensuring a coordinated approach to training, development and retention requirements for the HSS System's specific professions.

This position is responsible for the development of programs in accordance with identified priorities and best practices to meet professional standards and safety legislation requirements. The incumbent carries out their responsibilities in accordance with GNWT acts, regulations, policies and Health system wide procedures that include the *Health Information Act*, the *Public Service Act*, Public Service Regulations and various other government policies.

## **RESPONSIBILITIES**

### **1. Lead the design, implementation and oversight of HSS System employee development programs, training initiatives and strategic retention strategies.**

- Responsible for the Development of a Healthcare Learning Organization.
- Consult with HSS system wide leaders, managers and external partners to deliver comprehensive developmental education, experiences and exposure for staff development and retention.
- Research current trends and industry best practices of Health related training and development.
- Provide strategic oversight on specialized healthcare related programs for staff and leadership development.
- Champion the development of high potential employees and high performers identified in talent and ePerformance reviews; ensure creation and follow through on developmental action plans agreed to with their managers.
- Oversee, negotiate and acquire funding for new program initiatives that aid in the development of skill advancement and the retention of HSS system staff.
- Leverage multiple program delivery methods (instructor led, video, online, just in time, mentorship etc.) to ensure training is easy to access for employees at all levels.
- Partner with external vendors where appropriate and manage budget and negotiations of vendor agreements.
- Work closely with other NTHSSA Directors, such as the Director, Quality, Safety and Client experience and the Director, Health Services to ensure training needs remain compliant with clinical policies, procedures and practices.
- Provide strategic advice and recommendation on specialized retention, workforce planning and talent development strategies.

### **2. Development and Implementation of a system wide Leadership Development Program within a HSS System Setting.**

- Oversee the development and execution of an integrated management and leadership development programs and process to drive professional growth and accountability.

- Design, build and ensure delivery of focused development content and curriculum for HSS System managers and leaders.
- Consult with business leaders to understand their leadership and management development needs for input and the appropriate sponsorship, engagement and alignment.
- Facilitate leadership programs and conduct individual coaching or consultations with Senior Leadership participants.
- Track and drive measures of success/impact such as; business results, ROI, enhanced talent pipeline and retention of HSS system staff.

### **3. Development and Implementation of a new Learning Management System.**

- Lead the development, implementation and maintenance of a new Learning Management System for the NTHSSA.
- Responsible for the development of program policies, guidelines, procedures, tools and resources with respect to the newly created Learning Management System.

### **4. Plan and manage the implementation of the annual cycle of training events to ensure that required mandatory training is available to new employees within the HSS system and those requiring re-certification.**

- Provide expert advice on the global mandatory and statutory training that will be delivered through this division, which includes mandatory training for all HSS staff, such as an Occupational Health and Safety (OHS), orientation, onboarding as well as various job specific training required by a large number of professionals.
- Ensure that collaboration in the training and development planning processes are coordinated with others within the HSS system, (Quality Assurance, OHS, and Statutory Training) as well as other GNWT Departments, boards and agencies such as the Department of Finance – Human Resources Secretariat and Aurora College.
- Oversee the development and preparation of an annual calendar of required mandatory training events and ensures communication of the annual calendar to all Northwest Territories Health and Social Services regions.
- Lead in the development of system-wide standardized training modules in collaboration with relevant HSS system stakeholders.
- Determine curriculum content, including evaluation tools.

### **5. Monitor, measure and report on mandatory training for HSS system employees.**

- Oversee the development and implementation of a System-wide Learning Management System to ensure appropriate tracking of all Health System employee training requirements.
- Oversee the entry of global mandatory course completion in the newly created Learning Management System.
- Provide expert advice to other Health System Directors, Managers and Supervisors on compliance management and records of training within the Learning Management system.

- Develop and maintain a schedule of specialized reports to assist Directors, Managers and supervisors with status reports on retention initiatives, mandatory training, staff development and succession planning.
  - Provide quarterly reports to senior management.
  - Support the accreditation process with provision of reports as required.
  - Measure and document achievements in relation to defined performance targets and metrics.
  - Monitor and report on key indicators for HSS system mandatory training requirements.
- 6. Direct research and analysis to identify and confirm mandatory training requirements by position and region and ensure accountability for delivery is clear.**
- Responsible for and identifies all mandatory training requirements at each regional level.
  - Responsible for and identifies all mandatory training requirements by occupational groups (i.e. nurses, Medical Laboratory Technologists, Social Workers).
  - Remain current in both mandatory training, considered globally required and non-globally required by each profession.
  - Identify accountability for non-global mandatory training.
- 7. Develop and implement a comprehensive system wide framework for program evaluation, forecasting and reporting.**
- Provide continuous assessment and evaluation of programs and services delivered by the division and develops recommendations on improvements to enhance effectiveness.
  - Provide strategic HR advice and implement a comprehensive framework for program evaluation, forecasting and reporting.
  - Evaluate, assess, and monitor current, ongoing programs and recommend any changes.
  - Collaborate with the quality and client experience, safety and management teams at the NTHSSA to analyze global mandatory training needs, monitor changes in the work environment and/or strategic direction to define current and evolving training requirements.
  - Manage the preparation of regular program status reports.
  - Manage and administer contracts, contribution agreements, and other financial documents to programs and initiatives.
  - Provide advice and recommendations on improvements to ensure all training, development and talent management events meet HSS system objectives.
  - Identify the need for contracted services, manage those contracts, and conduct evaluations to confirm needs are met. Facilitate the completion of program evaluations and training needs assessments.
  - Develop measurement instruments to assess program effectiveness.
  - Analyze the efficiency and effectiveness of programs and provide strategic advice to Senior Management on potential required changes to the HSS System training programs.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual physical demands

### **Environmental Conditions**

No unusual conditions.

### **Sensory Demands**

Normal office environment

### **Mental Demands**

No unusual mental demands.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of applicable law, policies and regulations as they relate to all Health professions.
- Knowledge (and/or the ability to acquire) of relevant Acts, Regulations and procedures.
- Knowledge of Adult Education (instruction and facilitation skills).
- Ability to advise and recommend to Senior Management on ongoing education, training and development and retention needs of the HSS System, including new developments, specialized programs, and strategic human resource retention initiatives required to maintain a trained and competent workforce, increase overall leadership, knowledge, performance, and professional learning standards.
- Ability to manage and administer contracts, contribution agreements, and other financial documents to programs and initiatives.
- Skilled in the development and execution of integrated management and leadership development programs and process to drive professional growth and accountability.
- Ability to analyze and interpret internal and external data and patterns.
- Strategic thinking, planning and time management skills.
- Skilled in program development and research and ability to manage projects.
- Client service skills and abilities.
- Leadership and interpersonal skills including oral and written communication skills.
- Problem solving and organization skills.
- Ability to work effectively with diverse personalities, cultures and interests.
- Human relation and performance management skills relating to managing employees.

### **Typically, the above qualifications would be attained by:**

Successful completion of a Bachelor's Degree in Human Resource Management, or Business Administration combined with five (5) years of progressive experience in Human Resource Management or Adult Education and two (2) years of management experience.

Equivalent combinations of education and experience may be considered.

## **ADDITIONAL REQUIREMENTS**

### **Position Security**

- No criminal records check required
- Position of Trust – criminal records check required
- Highly sensitive position – requires verification of identity and a criminal records check

### **French language** (check one if applicable)

- French required (must identify required level below)
  - Level required for this Designated  
Position is: ORAL EXPRESSION AND  
COMPREHENSION
    - Basic (B)  Intermediate (I)  Advanced (A)
  - READING COMPREHENSION:
    - Basic (B)  Intermediate (I)  Advanced (A)
  - WRITING SKILLS:
    - Basic (B)  Intermediate (I)  Advanced (A)
- French preferred

**Indigenous language:** To choose a language, click here.

- Required
- Preferred