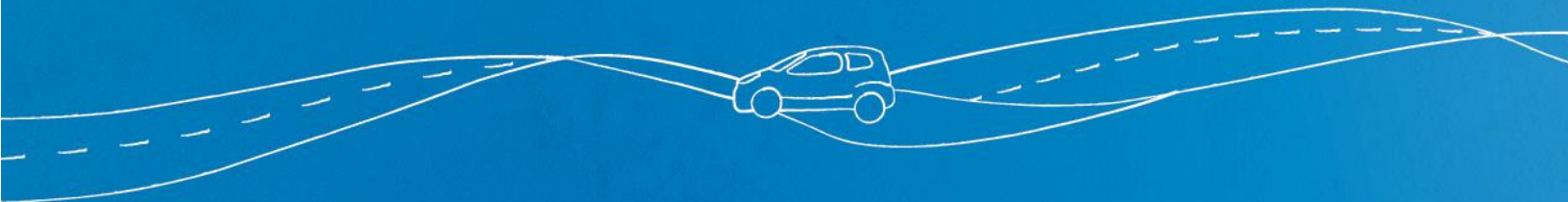




Employee Engagement & Satisfaction Survey **Report & Guide**

GOVERNMENT OF THE NORTHWEST TERRITORIES



2023



Government of
Northwest Territories

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Executive Summary

In 2004, jurisdictions from across Canada agreed to conduct a survey using a common set of nineteen questions to measure employee engagement and satisfaction.

Since 2006, the Employee Engagement and Satisfaction Survey (EESS) has provided the Government of the Northwest Territories (GNWT) with the opportunity to gain insight into the engagement of GNWT employees. Favourability scores are the percentage of respondents who agree or strongly agree with a statement.

The EESS is a tool that can inform conversations with management, employees and human resource specialists about the underlying issues and challenges that exist in the workplace. It is an opportunity to foster a more engaging and satisfying work environment for GNWT employees, recognizing that “having engaged employees who are involved in and committed to their work is critical to the success of the GNWT and the quality of programs and services delivered to citizens.”¹

This document provides an in-depth analysis of the 2023 EESS Government of the Northwest Territories (GNWT) results. It is designed to provide support with interpreting survey results and effectively using this information to improve employee engagement and satisfaction.

Our hope is that by following the steps outlined in this guide, you will be able to identify and address areas of concern, in turn creating more engaged and satisfied employees.

¹ Employee Engagement Interjurisdictional Team, “Collaboration in Action: Critical Insight on Employee Engagement,” Canadian Government Executive vol 17, no. 9 (November 2011).

The GNWT Engagement Model

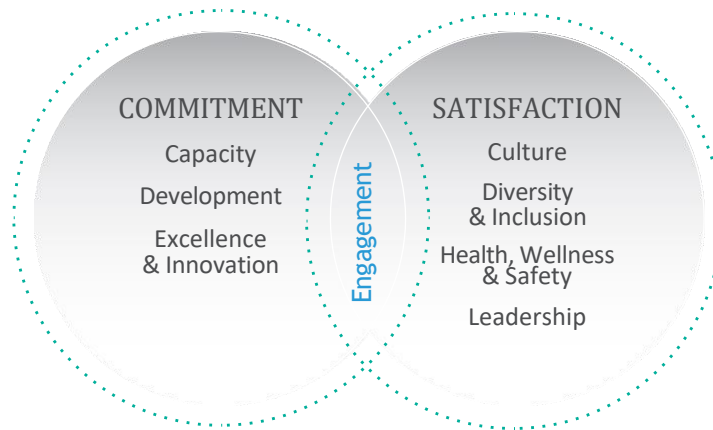
Employee engagement is about understanding what drives and motivates employees. Increased engagement means an employee is more satisfied and committed to their work, resulting in improved service delivery. It can also reduce turnover and motivate employees to develop and advance within the GNWT. This in turn can help positively impact corporate goals.

Employee Engagement can be seen in two spectrums:

- 1) An employee’s **commitment** to their job and organization
- 2) An employee’s **satisfaction** with their job and organization

The GNWT Employee Engagement Model identifies seven indices² (themes) related to employee commitment or employee satisfaction. The seven indices are drivers for the eighth **Employee Engagement Index**, which reflects the results of select statements within each of the seven theme-based indices.

The EESS consists of 45 questions that are designed to allow the GNWT to assess and measure employee engagement. The survey includes 11 Employee Engagement Index questions and an additional 34 questions that are grouped into the seven theme-based indices, as outlined below.



COMMITMENT	<p>Capacity: Perception of the opportunities and resources available to effectively do work</p> <p>Development: Perception that the GNWT is committed to career growth and development opportunities</p> <p>Excellence & Innovation: Perception of the opportunities for excellence and innovation available at the GNWT</p>	SATISFACTION	<p>Culture: Satisfaction with the GNWT work culture and environment</p> <p>Diversity & Inclusion: Satisfaction with the programs and services in place to promote a diverse and inclusive work environment</p> <p>Health, Wellness & Safety: Satisfaction with the programs and services in place to promote employee health, wellness and safety</p> <p>Leadership: Satisfaction with the quality of GNWT leadership and supervision</p>
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² An index represents the average favourability score for all questions under each respective theme.

GNWT Survey Results³

The 2023 EESS favourability scores declined across all eight indices relative to the 2021 survey, with only 6 of 45 statements showing improvement. The indices under the Satisfaction component the Employee Engagement Model declined by a larger degree on average (-2.4) than the indices associated with Commitment (-1.7).

Just as in 2021, the lowest scoring index was Development with just over half (54.5%) of respondents rating these statements favourably. The topic of adequate rewards programs was once again the lowest scoring statement in the survey and the only statement where the unfavourable segment (36.7%) outperformed the favourable segment (34.3%). This index also had the highest percentage of neutral responses (23.4%) suggesting it has greatest opportunity for improvement among the eight indices.

Health, Wellness & Safety, the highest scoring index in 2021, experienced one of the largest decreases (-3.4), second only to Leadership (-3.5). The statement regarding essential information flowing effectively from senior leadership to staff was 1 of only 2 statements in the survey that scored under 50% favourability GNWT wide.

In the 2021 survey, a notable highlight was Diversity & Inclusion, the most improved index (+5.8) since 2016. In 2023, this index experienced the smallest regression (-0.6) of the eight indices, retaining most of its gains from the previous survey.

Numerically, the highest scoring index was Capacity (68.8%) which also contained one of the highest scoring statements. GNWT respondents largely agree that their job is a good fit with their skills and interests (87.4%).

Engagement			GNWT (2021)	+/- Change	
	65.8%	18.8%	14.3%	68.6%	-2.8
	■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE				
COMMITMENT	CAPACITY				
	68.8%	13.6%	17.0%	70.2%	-1.4
	DEVELOPMENT				
	54.5%	23.4%	21.4%	55.4%	-0.9
SATISFACTION	EXCELLENCE & INNOVATION				
	63.0%	20.4%	16.1%	65.8%	-2.8
	CULTURE				
	66.2%	16.0%	16.8%	68.1%	-1.9
	DIVERSITY & INCLUSION				
63.6%	20.1%	14.9%	64.3%	-0.6	
HEALTH, WELLNESS & SAFETY					
66.9%	17.0%	15.2%	70.4%	-3.4	
LEADERSHIP					
62.7%	16.7%	20.3%	66.2%	-3.5	

³ Index & Statement breakdowns may not sum to 100 percent due to non-responses. To prevent data suppression where there are fewer than four respondents, categories are grouped together if possible.

The GNWT-wide response rate for the 2023 EESS was 50.1%, a rise of 2.1 points from 2021 (48.0%).

Employee Engagement (GNWT)

The Employee Engagement Index is used by the GNWT to measure the engagement of its employees. It refers to the average of employee favourability scores in response to eleven survey questions. Drivers of employee engagement are a combination of **employee commitment** to their job and organization, and **employee satisfaction** with their job and organization.

	Employment Engagement Index			+/- GNWT (2021)	+/- Interjurisdictional Average (2022/23) ⁴	GNWT Range Lowest - Highest %
ENGAGEMENT	65.8%	18.8%	14.3%	-2.8	N/A	57.6-75.0%
	■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE					
I am inspired to give my very best.	67.5%	16.3%	15.7%	-0.6	N/A	57.6-83.3%
I am motivated by my department to help achieve its objectives.	59.9%	19.5%	18.8%	-1.7	-0.7	43.2-71.3%
I am proud to tell people I work for the GNWT.	59.6%	27.1%	12.9%	-5.0	N/A	46.5-83.3%
I am satisfied with my department.	64.3%	16.3%	19.0%	-1.4	+3.4	45.2-80.0%
I am satisfied with my job.	71.4%	15.8%	10.9%	-1.0	+0.5	63.3-80.0%
I enjoy the type of work I do.	83.9%	9.7%	4.7%	-1.9	+2.6	77.6-89.6%
I feel energized by my work.	55.2%	20.7%	22.3%	-5.4	-3.9	45.8-79.2%
I would prefer to stay with the GNWT even if offered a similar job elsewhere.	53.6%	29.1%	16.7%	-3.8	-7.7	47.8-67.7%
I would recommend the GNWT as a great place to work.	61.5%	24.1%	13.8%	-4.1	-1.2	51.4-78.8%
Overall, I am satisfied in my work as a GNWT employee.	69.3%	16.3%	14.0%	-4.9	N/A	63.3-80.0%
The work I do gives me a sense of accomplishment	77.4%	12.0%	8.8%	-0.8	+2.9	66.2-86.0%

⁴ A total of 12 statements in the survey are reported on across jurisdictions within the Engagement and Leadership indices. Comparison not shown in 2021 report due to low jurisdictional survey sample size in relation to Covid-19 pandemic.

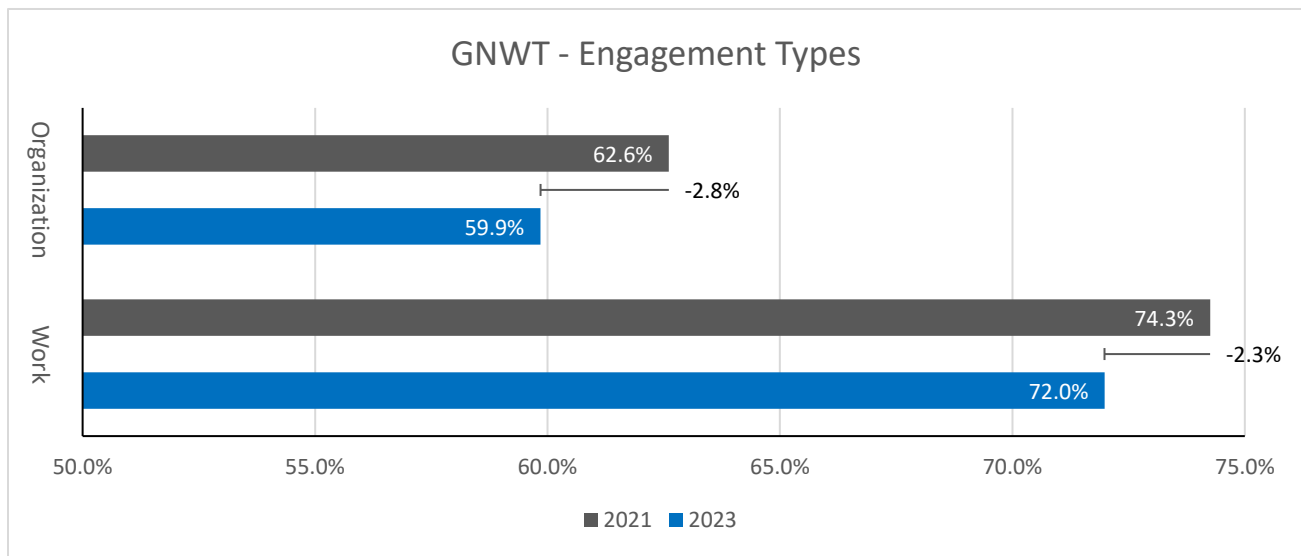
Types of Engagement

Employee Engagement can be separated into two distinct types, defined as:

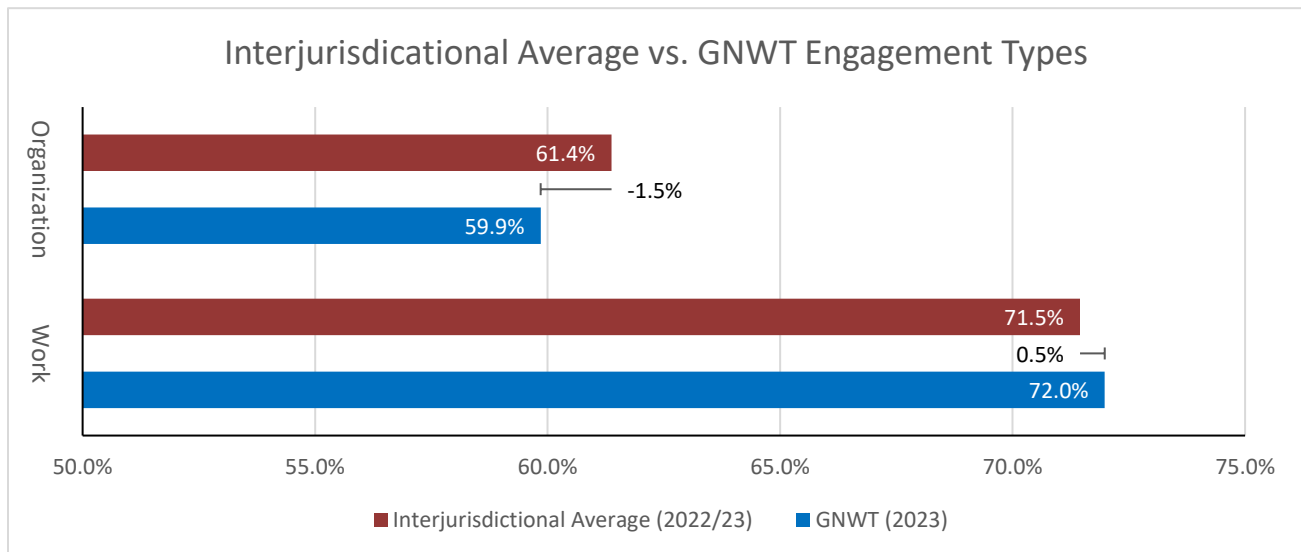
- Work Engagement – the relationship between an employee with their work.
- Organization Engagement – the commitment an employee has to their organization and its goals.

Overall, Employee Engagement requires both of these elements to thrive. Without strong Work Engagement, employees may fail to appreciate the value of their work, which can lead to decreased productivity and job satisfaction. Alternatively, Organization Engagement enhances employees’ commitment to the organization’s mission and promotes a positive work environment. When both Work and Organization Engagement are present, employees are more likely to be motivated, innovative, and dedicated to achieving both personal and organizational success.

Over the past two surveys, GNWT respondents have indicated that they have a much stronger relationship with their work than they do their organization.



This is mirrored within the interjurisdictional average, where respondents have rated statements associated with Work Engagement more favourably. GNWT respondents are slightly more engaged (+0.5) with their work and moderately less engaged (-1.5) with their organization than other governments across Canada.



What Do The Results Tell Us?

For the third consecutive survey, the favourability score within the Engagement Index fell. All eleven statements under this index have deteriorated since 2021, with those related to Organization Engagement suffering larger decreases on average.

The most notable results and trends include:

- Respondents across departments increasingly view the GNWT less favourably than they did 8 years ago. The three statements below have experienced consecutive reductions in favourability over the past two surveys. Their net decreases were:
 - *"I am proud to tell people I work for the GNWT."* (-11.3)
 - *"I would recommend the GNWT as a great place to work."* (-10.2)
 - *I would prefer to stay with the GNWT even if offered a similar job elsewhere."* (-6.1)

The statement associated with the pride respondents have in telling others they work for the GNWT is the largest net decrease of any statement in the survey since 2016.

Further, respondents scored the GNWT significantly below (-7.7) the interjurisdictional average when asked if they would stay with their organization if offered a similar job elsewhere. However, it should be noted that this statement also had the largest proportion of neutrality (29.1%) of any statement in the survey, suggesting that many respondents would be unsure of their decision in such a scenario.

- Interestingly, this increasingly poor perception of the GNWT does not necessarily extend to respondents' respective departments. The statement *"I am satisfied with my department"* exhibited far less deterioration to its score since 2016, dropping a net 1.7 points. The GNWT also outperformed the interjurisdictional average by the highest margin (+3.4) of all the 12 statements reported across Canada. This suggests that respondents have a higher affinity for their department than they do the GNWT at large.
- At the department level, the largest decreases within the Engagement Index were observed among the Divisional Education Councils, where the average drop in favourability was 7.4 points since the previous survey.
- GNWT respondents largely agree (83.9%) that they enjoy the type of work they do and that it gives them a sense of accomplishment (77.8%). Numerically, these were some of the highest scoring statements in the survey and both had low proportions of opposition. However, far fewer (55.2%) stated that they felt energized by their work and nearly one-quarter (22.3%) disagreed. These large splits are not unique to the GNWT, as the interjurisdictional average mimics these profiles. This difference may be related to the nature of the work required in the public service, which can be enjoyable and fulfilling, but may not be inherently stimulating.

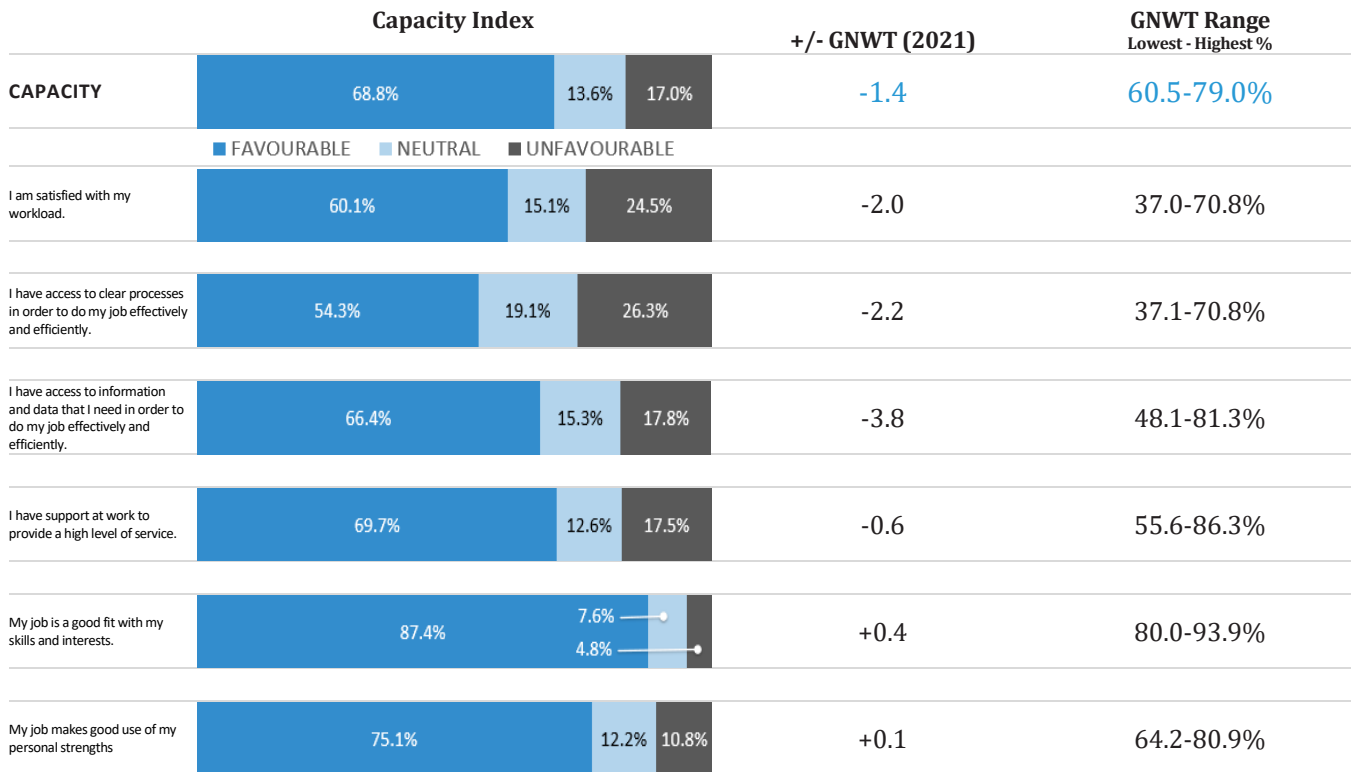
Commitment

Commitment represents one half of the GNWT Employee Engagement Model and reflects the level of commitment employees have to the GNWT, their departments, and to their work. Employee commitment is comprised of three different indices, all of which act as drivers of Employee Engagement including:

- Capacity
- Development
- Excellence & Innovation

Capacity (GNWT)

The Capacity Index measures employee perception of the opportunities and resources available to effectively do work at the GNWT. The Capacity Index is comprised of the averaged employee favourability scores in response to six survey statements.



What Do The Results Tell Us?

Like the Engagement Index, this was the third consecutive survey in which the GNWT's Capacity Index has decreased. However, its rate of decline has about halved since the previous survey. Numerically, this was the highest scoring index in the 2023 survey at 68.8%. Three of six the statements that make up this index haven't significantly changed since 2021, while the remaining three exhibited appreciable deterioration.

The most notable results and trends include:

- The GNWT continues to struggle with the two similarly worded statements which have experienced considerable net decreases since 2016:
 - *"I have access to clear processes in order to do my job effectively and efficiently."* (-5.4)
 - *"I have access to information and data that I need in order to do my job effectively and efficiently."* (-6.8)

While the statement associated with information and data is losing favourability at a greater rate, its score is well ahead (+12.1) of the statement related to processes. Further, the processes statement experienced some of the highest opposition (26.3%) of any statement in the 2023 survey, growing 2.2 points since 2021. These results suggest that respondents increasingly feel that they are losing access to the resources required to do their jobs.

- A strong majority of respondents (87.4%) agreed that their job is a good fit with their skills and interests. This score has been extremely consistent (+0.4) over the past 3 surveys and remains one of the most favourably rated statements in the survey.
- A group of departments that struggled within the Capacity Index relative to the GNWT were the Divisional Education Councils. Specifically, they scored on average 9.7 and 7.4 points lower than the GNWT on the statements associated with workload and support at work.

Improving on Capacity Scores

The competency-based Performance Development Program steps (e.g., establishing work objectives and learning plan goals, checkpoint meetings, evaluations) can be used to encourage a more open dialogue between employees and supervisors on organizational expectations, learning targets, and future objectives, including current and future workload.

Potential avenues for improvement might include:

Leadership Development and Management Series programs

Through these programs, supervisors can develop their leadership and management knowledge and skills, in a way that aligns with the GNWT's core competencies, which can impact their communication and approach to managing their teams. The GNWT's Employee and Family Assistance Program also offers management consultations that provide confidential and professional guidance helpful in managing sensitive workplace situations that can sometimes challenge managers and supervisors. LifeSpeak is a 24/7 total well-being platform where GNWT employees and their families can access expert information and videos on a wide range of topics, one being personal and professional development.

Organizational Design & Workflow

Examining organizational design and workflow can identify new opportunities that help support the delivery of a high level of service and improved distribution of workload.

Career Development & Inter-Departmental Opportunities

Departments can provide employees with new opportunities that are a better fit with their skills and interests, while also helping to alleviate heavy workloads by making use of transfer assignments and secondments, utilizing the Summer Student Employment Program, the Graduate Internship Program, job sharing between two employees, and by hiring casual employees.

Building Confidence & Competencies

Targeted training opportunities, instituting of standard operating procedures, and implementing internal communications strategies can help to improve access to information and make processes clearer for employees.

A planned and measured approach to on-the job training for new employees and employees that are new to a specific role, can go a long way to building their knowledge and skills and, in turn, their confidence. The New Employee's Guide to Onboarding as well as the Summer Student Onboarding Guide can both be useful in helping to ensure new employees and summer students are aware of policies and processes that are available to them and important trainings they are expected to take. These guides provide a measured timeline for new employees and summer students to build up organizational knowledge and support a smooth integration into their new roles, and they can be enhanced by the inclusion of job-specific meetings and learning. For front-line services there may be outside opportunities to seek customer service training to support the delivery of a high level of service.

Development (GNWT)

Development, the second Commitment Index, measures employee perception of the GNWT’s commitment to career growth and development opportunities for its employees.

	Development Index			+/- GNWT (2021)	GNWT Range Lowest - Highest %
DEVELOPMENT	54.5%	23.4%	21.4%	-0.9	46.8-66.6%
	■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE				
I am satisfied with the way my career is progressing in the GNWT.	58.9%	23.8%	17.0%	+0.1	52.2-71.3%
I have opportunities for career growth within the GNWT.	54.0%	25.1%	20.7%	-0.3	40.5-70.0%
My organization supports my work related learning and development.	70.8%	15.5%	13.2%	-1.0	63.7-87.0%
The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts.	34.3%	29.0%	34.7%	-2.4	20.3-55.0%

What Do The Results Tell Us?

The GNWT’s Development Index was once again the lowest scoring index (54.5%) in the survey. The slight gains in favourability observed in 2021 (+0.9) have been since been erased (-0.9) bringing the index back to 2016 levels. This index once again was among the smallest shifts observed in the survey, as three of the four statements have not appreciably changed since 2021.

Most notable results and trends include:

- The lowest scoring statement on consecutive surveys is “*The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts*” where just over one-third of respondents (34.3%) agreed. Since 2021, the unfavourable segment has grown by 3 points, now representing the dominant stance among GNWT respondents at 34.7%. This is the sole instance in the survey where negative responses have outperformed positive responses.
- The two statements related to career progression/growth have virtually identical profiles which were unchanged from the 2021 survey, both scoring in the 50s range with less than a 5-point split. Interestingly, GNWT respondents rated the statement on support for work-related learning and development much more favourably (70.8%). This variance could be attributed to multiple factors, including a potential lack of pathways within the public service for career growth and/or the perception that the available learning and development opportunities are not effectively contributing to respondents’ career advancement.

Improving on Development Scores

The competency-based Performance Development Program steps (e.g., establishing work objectives and learning plan goals, checkpoint meetings, evaluations) can be used to encourage a more open dialogue between employees and supervisors on organizational expectations, learning targets, and future objectives, including current and future workload.

Potential avenues for improvement might include:

Development Programs

Programs such as the Indigenous Development and Training Program, the Indigenous Career Gateway Program, the Building Capacity with Indigenous Governments Program, the Leadership Development Program, and the Management Series program can help provide employees with the tools and training they need to advance in their career.

On-the-Job Development

On the job development opportunities can be gained through acting assignments, secondments, transfer assignments, mentorship opportunities, and targeted training opportunities, while limited competitions may be used to create opportunities for career progression and growth.

Continuous Learning

Departments can also support employee development opportunities through the GNWT learning platform (accessible through the Learning tile on SAM/HRIS), education leave, and by covering employees' professional development and membership fees. Additionally, employees can access career counseling through the Employee Family Assistance Program.

Recognition & Rewards

BearNet communiques can be used to help recognize employees who have done outstanding work among their peers. For more formal, public recognition, consider nominating employees and teams for a Premier's Award, a Kristine McLeod Emerging Indigenous Leader Award or a Dave Ramsden Career Excellence Award. Departments are also encouraged to recognize employee achievement through formal and informal departmental recognition—Long Service Award celebrations can be used as an opportunity to highlight and celebrate individual and team contributions.

Excluded employees may be given pay-for-performance in recognition of outstanding achievements and contributions.

Excellence & Innovation (GNWT)

The third Commitment Index, Excellence & Innovation, measures employee perception with the opportunities for excellence and innovation in the work being done at the GNWT.

	Excellence & Innovation Index			+/- GNWT (2021)	GNWT Range Lowest - Highest %
EXCELLENCE & INNOVATION	63.0%	20.4%	16.1%	-2.8	54.4-73.6%
	■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE				
Innovation is valued in my work.	58.4%	22.1%	19.1%	-2.7	45.8-83.3%
My job gives me the chance to do challenging and interesting work.	80.3%	10.4%	9.0%	-1.9	71.6-86.0%
Overall, people in the GNWT strive to improve its results.	50.4%	28.7%	20.3%	-3.8	33.3-64.1%

What Do The Results Tell Us?

The rate of deterioration to the Excellence & Innovation Index favourably has more than doubled (-2.8) since 2021 with declines occurring across all three statements.

Despite being a smaller index, there’s an interesting contrast occurring where it contains one of the highest and lowest scoring statements in the survey.

The most notable results and trends include:

- GNWT respondents largely agree (80.3%) that their job gives them the chance to do challenging and interesting work. However, far fewer (58.4%) felt that innovation was valued in their work. This perception that innovative thinking is not valued within their roles may be contributing to why only half (50.4%) of respondents feel that people in the GNWT strive to improve its results. When creative approaches for challenging work are met with resistance, this can lead to the perception that efficiencies and optimization are not a priority within for the GNWT.

Improving on Excellence & Innovation Scores

The competency-based Performance Development Program steps (e.g., establishing work objectives and learning plan goals, checkpoint meetings, evaluations) can be used to encourage a more open dialogue between employees and supervisors on organizational expectations, learning targets, and future objectives, including current and future workload.

Potential avenues for improvement might include:

Mentorship & Inter-Departmental Opportunities

Innovation and excellence can be nurtured through mentorship opportunities, acting assignments, secondments, transfer assignments, and targeted training opportunities.

Public Recognition

Nominating employees and teams for a Premier's Award can help to publicly celebrate and acknowledge innovation and excellence that is already occurring within the GNWT. Public recognition also increases awareness of the innovation that occurs at the GNWT and encourages other employees. The implementation of an internal communications strategy can help ensure that innovative ideas and best practices are not overlooked or siloed.

Additionally, departments are encouraged to celebrate employee innovations by highlighting them internally, either through BearNet or department-specific channels (e.g., town hall meetings or tailgates, or through direct communication from the employee's supervisor to appropriate senior management to give credit to the employee and celebrate their innovation.

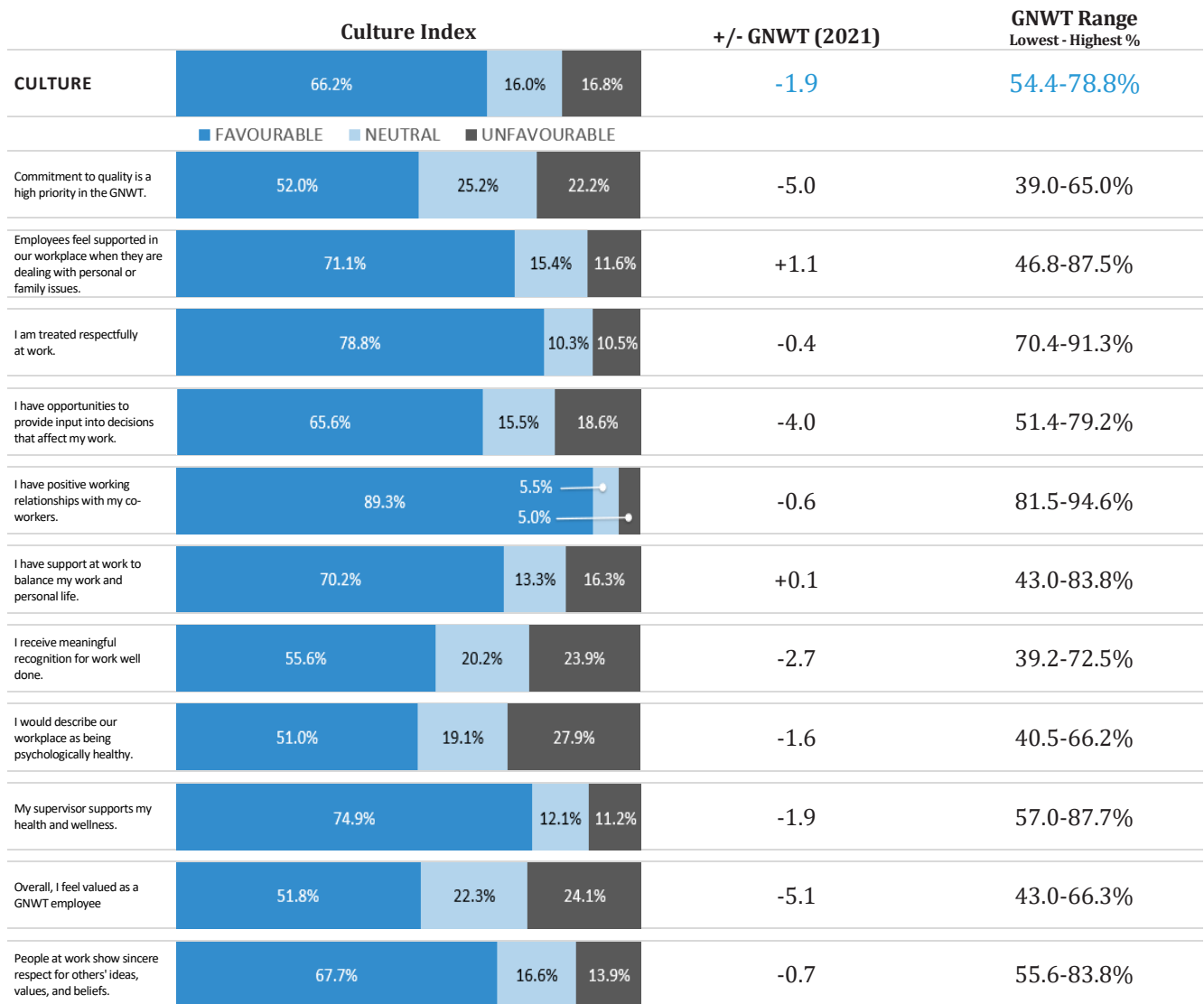
Satisfaction

Employee satisfaction represents the second half of the GNWT Employee Engagement Model. It focuses on employee satisfaction with the GNWT, their department, and their work. Employee satisfaction is comprised of four different indices, all of which act as drivers of Employee Engagement, including:

- Culture
- Diversity & Inclusion
- Health, Wellness & Safety
- Leadership

Culture (GNWT)

Culture, the first Satisfaction Index, measures employee satisfaction with the GNWT work culture and environment.



What Do The Results Tell Us?

The GNWT Culture Index favourability score continued to deteriorate into 2023, declining a further 1.9 points to 66.2%.

The Culture is one of the larger indices of the GNWT Engagement Model, containing eleven statements. Nine of the eleven experienced regression. This index contains both the highest scoring statement in the survey as well as three of the lowest scoring statements.

The most notable results and trends include:

- Two of the lowest scoring statements in the survey also experienced negative trends over past two consecutive surveys, experiencing the following net decreases since 2016:
 - *“Overall, I feel valued as a GNWT employee.”* (-8.6)
 - *“Commitment to quality is a high priority in the GNWT.”* (-7.7)

Just over half of GNWT respondents agreed with these statements, at 51.8% and 52.0% respectively. It is possible that these statements are linked. Similar to what was observed in the Excellence & Innovation Index, if respondents feel excellence and/or quality is not a priority, they may feel less valued as employees.

- Over one quarter (27.9%) of GNWT respondents did not describe the workplace as being psychologically healthy. This was once again one of the lowest scoring statements in the survey (51.0%), with the full 1.6-point drop reallocated to the unfavourable segment. This degree of opposition is one of the largest in the 2023 survey, suggesting significant concern among respondents. However, there were also notable improvements observed within departments that have high compositions of front-line workers such as NTHSSA, Infrastructure and Justice. While these developments are encouraging, the overarching results underscore the need for sustained efforts to address underlying issues across the public service.
- The vast majority (89.3%) of GNWT respondents agreed they have positive working relationships with their co-workers. For the 3rd consecutive survey this was the highest scoring statement.
- Three of the higher scoring statements within the Culture Index were:
 - *“My supervisor supports my health and wellness.”* (74.9%)
 - *“I have support at work to balance my work and personal life.”* (71.1%)
 - *“Employees feel supported in our workplace when they are dealing with personal or family issues.”* (70.2%)

Each of these statements are related to support for issues that can extend beyond the workplace, suggesting that respondents largely feel the GNWT does well in these areas. The last statement was the most improved statement in the 2023 survey, showing a modest 1.1-point gain, whereas the first statement exhibited a 1.9-point decline.

Improving on Culture Scores

The competency-based Performance Development Program steps (e.g., establishing work objectives and learning plan goals, checkpoint meetings, evaluations) can be used to encourage a more open dialogue between employees and supervisors on organizational expectations, learning targets, and future objectives, including current and future workload. An internal communications strategy can also help to support more open dialogue, shared decision making, and improved employee relations.

Potential avenues for improvement might include:

Communication Training and Skill Building

Improving on culture scores involves making employees feel that they are heard and appreciated. To meet this goal, the GNWT has developed and introduced several policies, programs, and services that are available to employees. Often, the biggest impact a manager or supervisor can make is by encouraging employees to access these GNWT offerings and ensuring that employees have time in their work schedules to fully participate in these programs.

Some of the many policies, programs and services that employees should be encouraged to make use of are:

- The GNWT Remote Work Policy, which allows employees to work remotely on a fulltime or hybrid schedule.
- The Harassment Free and Respectful Workplace Policy, and its accompanying Guide and training, which present an overview of workplace harassment, outlines options for dealing with workplace conflict, and provides options for resolution.
- The many programs available under the Employee and Family Assistance Program-Lifeworks, the GNWT's confidential 24/7 Employee and Family Assistance program (EFAP). TELUS Health is an innovative wellbeing resource that employees can trust to provide confidential assistance in many work and life circumstances, such as expecting a baby, going through a divorce, or feeling overwhelmed at work.
- Employees should also be encouraged to enroll in programs provided by the GNWT such as Collaborative Communication, offered through the Employee and Family Assistance Program, and to explore the videos, blogs and tipsheets on communication, available to employees through LifeSpeak.

Diversity & Inclusion (GNWT)

Diversity and Inclusion, the second Satisfaction Index, measures employee satisfaction with the programs and services in place to promote a diverse and inclusive work environment.

	Diversity & Inclusion Index			+/- GNWT (2021)	GNWT Range Lowest - Highest %
DIVERSITY & INCLUSION	63.6%	20.1%	14.9%	-0.6	49.4-76.7%
	■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE				
I feel the GNWT promotes an inclusive public service where staff are treated equitably.	58.0%	21.1%	20.5%	-1.4	41.2-76.3%
The GNWT promotes cross-cultural awareness opportunities for employees.	74.2%	14.6%	9.4%	-0.8	57.9-90.0%
The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace.	58.7%	24.7%	14.9%	+0.4	43.2-75.4%

What Do The Results Tell Us?

In 2021, the Diversity & Inclusion Index was a bright spot of the survey, showing a significant improvement (+5.8) in favourability. While the GNWT was not been able to extend this improvement into 2023, it was largely able to retain those gains, decreasing just 0.6-points. This was the smallest regression of any index in the survey.

The most notable results and trends include:

- The most improved statement (+9.4) in the 2021 survey was “the GNWT promotes cross-cultural awareness opportunities for employees”. Although it showed slight deterioration (-0.8) in 2023, nearly three-quarters (74.2%) of respondents still agree with the statement.
- The remaining two statements in this index had nearly identical favourability scores:
 - “I feel the GNWT promotes an inclusive public service where staff are treated equitably.” (58.0%)
 - “The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace.” (58.7%)

The former statement had the largest (albeit a modest) decline (-1.4) within the index. It also had the smallest improvement (+0.5) of the three statements in the 2021 survey, suggesting that respondents are less convinced of the progress being made in this area.

The latter statement has less opposition and nearly one-quarter (24.7%) remaining neutral, suggesting that this may in part be related to a lack of awareness rather than outright disagreement.

Improving on Diversity & Inclusion Scores

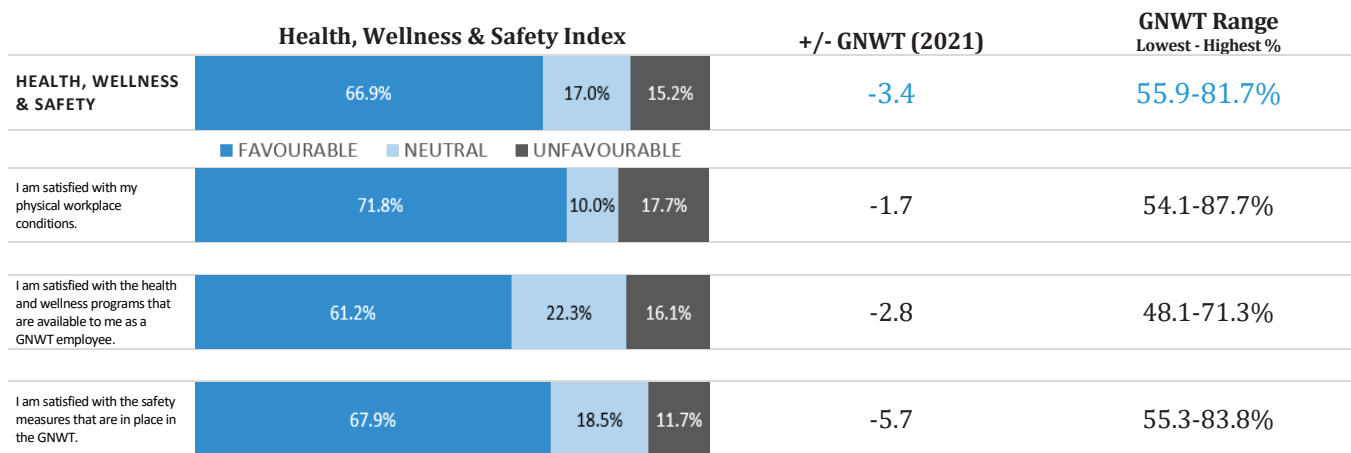
Potential avenues for improvement might include:

GNWT Training Programs

A variety of training opportunities exist for employees to help promote a diverse and inclusive public service, including the Indigenous Cultural Awareness and Sensitivity Training – Living Well Together, 2SLGBTQIA + Inclusive Workplace Training, and Equitable Workplace Cultivating Attitudes of Anti-Racism and Allyship and Mitigating Unconscious Bias Training. There is also training provided to managers and supervisors, including Harassment Free and Respectful Workplace Workshops and Duty to Accommodate Injury and Disability Training that are designed to ensure that managers properly apply GNWT policies and provide opportunities for their employees. Opportunities for secondments and transfer assignments are also available, which may provide employees with unique cross-cultural awareness opportunities.

Health, Wellness & Safety (GNWT)

Health, Wellness and Safety, the third Satisfaction Index, measures employee satisfaction with the programs and services offered by the GNWT to promote the health, wellness, and safety of employees.



What Do The Results Tell Us?

The GNWT’s Health, Wellness & Safety Index has experienced the largest net decrease over the past two surveys, declining a total of 5.8 points since 2016.

All three statements within the index experienced decreases to their favourability scores.

The most notable results and trends include:

- One of the largest drops in favourability (-5.7) in the 2023 survey was to the statement “I am satisfied with the safety measures that are in place in the GNWT.” This significant drop could in part be related to the challenging 2023 wildfire season where respondents may be conflating workplace safety measures with public safety measures.
- 61.2% of respondents were satisfied with the health and wellness programs that are available to them as a GNWT employee, the lowest scoring statement within this index. This statement has decreased considerably since 2016, losing a net 7.2 points in favourability.
- Departments that scored well beneath the GNWT average on this index tended to be those with larger facilities, such as NTHSSA, Justice, Aurora College, and the Divisional Education Councils.

Improving on Health, Wellness & Safety Scores

Several training courses related to safety in the workplace are available for supervisors, including Duty to Accommodate Injury and Disability Training, Labour Relations Training, Harassment Free and Respectful Workplace Training, and Supervisor Safety Training (health and safety education also available for all employees). Departments have Occupational Health and Safety programs, which include safety committees, ergonomics, and workplace inspections.

There are opportunities for counseling and work/life services through the Employee and Family Assistance Program, as well as wellness education seminars facilitated by TELUS Health. Additionally, there are a variety of leave options available to help support employee wellness, including vacation leave, sick leave, special leave, domestic violence leave, mandatory leave.

Employees should be regularly encouraged to take advantage of the policies, programs, and services available to them and to prioritize work-life balance through the use of appropriate leave. Departments should ensure that supervisors are up to date in the specialized programming applicable to their leadership roles supporting flexibility and work-life balance for their employees.

Leadership (GNWT)

Leadership is the fourth Satisfaction Index and measures employee satisfaction with the quality of GNWT leadership.

	Leadership Index			+/- GNWT (2021)	+/- Interjurisdictional Average (2022/23)	GNWT Range Lowest - Highest %
LEADERSHIP	62.7%	16.7%	20.3%	-3.5	-1.6	53.2-79.1%
	■ FAVOURABLE ■ NEUTRAL ■ UNFAVOURABLE					
Essential information flows effectively from senior leadership to staff.	45.0%	23.9%	30.8%	-4.4	-4.0	28.9-70.0%
I am satisfied with the quality of supervision I receive.	71.0%	11.7%	17.1%	-1.4	-4.5	62.2-81.7%
I have confidence in the senior leadership of my department.	53.9%	20.9%	25.0%	-2.4	-0.9	35.4-82.5%
I know how my work contributes to the achievement of my department's goals.	80.8%	10.2%	8.5%	-5.9	+2.9	73.4-87.5%

What Do The Results Tell Us?

After showing a modest 1.1-point gain in favourability in the 2021 survey, the GNWT’s Leadership Index suffered the largest erosion (-3.5) of any index in 2023.

All four statements within this index experienced drops to their favourability scores, with all but one scoring below the interjurisdictional average. Historically, the GNWT had never scored below the interjurisdictional average on the Leadership Index or any statement within it since comparisons became available.

The most notable results and trends include:

- GNWT respondents’ confidence in the senior leadership of their departments continues to erode (-2.4). This is now the 3rd consecutive survey where the favourability score for this statement has fallen.
- Under half (45.0%) of GNWT respondents agreed that essential information flows effectively from senior leadership to staff, the lowest score in the index and one of the lowest in the survey. This is well below the interjurisdictional average (-4.0) and was one of just two statements in the survey to surpass 30% unfavourability.
- One of the most improved statements since in the 2021 survey was “I know how my work contributes to the achievement of my department’s goals” growing by 5.2 points. Unfortunately, the GNWT was not able to retain those gains as it has dropped nearly 6 points on the most recent survey. This is the only statement within this index that remains above the interjurisdictional average (+2.9).
- The split between respondents’ confidence in senior leadership and satisfaction with the quality of supervision they receive is a stark 17.1 points. Just over half (53.9%) of respondents expressed confidence in the senior leadership of their department. This statement could be linked to various factors such as the overall department direction, decision-making processes, communication and/or the ability to motivate and inspire. Further, this contrast suggests that respondents have fewer issues with their direct supervisors than the department’s senior leadership. This does not imply an absence of concerns with their direct supervisors, rather a general satisfaction (71.0%) with their managerial abilities. It should also be noted that the satisfaction with quality of supervision is now well below the interjurisdictional average (-4.5) which has been trending strongly upwards among other jurisdictions since 2014.

Improving on Leadership Scores

The competency-based Performance Development Program steps (e.g., establishing work objectives and learning plan goals, checkpoint meetings, evaluations) can be used to encourage a more open dialogue between employees and supervisors on organizational expectations, learning targets, and future objectives, including current and future workload.

Programs such as the Indigenous Development and Training Program, the Leadership Development Program, Coaching for Success and the Management Series program, as well as resources available in the Online Managers' Toolkit can help provide supervisors with the additional tools they need to better support and communicate with their staff.

The implementation of a purposeful approach to communication within the department on operational matters can help ensure that essential information flows effectively, while increasing confidence in senior management. This can also bolster awareness around the department's HR implementation plan, business plan, Indigenous Employment Plan and the department's vision and mission statements.

GNWT Employee Morale

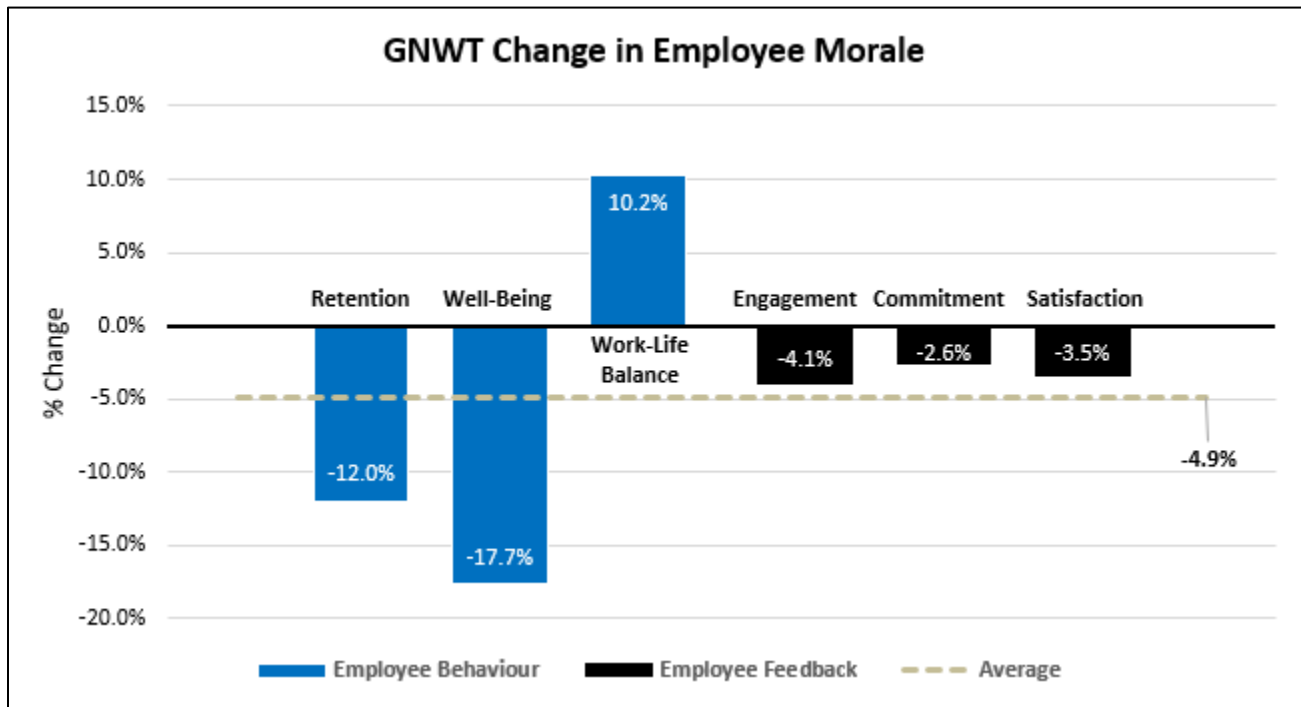
Employee morale can be defined as the attitude, satisfaction, and overall outlook of employees during their tenure with an organization. Due to the broad nature of morale, it is difficult to quantify using a single tool. To reach a holistic assessment of employee morale, we must consider employee behaviour as well as employee feedback.

The components of employee behaviour are based on the three-year averages of HR Metrics (excluding relief employees):

- Retention⁵
- Well-Being⁶
- Work-Life Balance⁷

The components of employee feedback are based on three major groups of the 2023 Employee Engagement & Satisfaction Survey:

- Engagement
- Commitment
- Satisfaction



Overall GNWT Morale Change⁸ **-4.9%**

⁵ Retention reflects the GNWT turnover rate.

⁶ Well-Being reflects the average sick & special leave taken per employee. Employees on leave of absence, leave with pay or suspension omitted.

⁷ Work-Life Balance reflects the average vacation leave per employee. School year employees have no vacation entitlements and have been omitted from this component of employee morale.

⁸ Overall GNWT Morale Change is calculated by the difference in morale from 2021 to 2023 using components of employee behaviour and feedback from the 2021 EESS.

Looking Ahead

The EESS is intended to provide the GNWT and its departments with feedback and metrics that will assist in targeting areas in need of improvement, as well as to demonstrate what is working well and where efforts are having the desired impacts. Departmental EESS data should help inform decision making and identify opportunities for improvement in support of a more engaged, committed, and satisfied public service.

Improving employee engagement in the GNWT requires leadership and a GNWT-wide commitment to success in the workplace. Departments and individuals at all levels of the public service should understand that commitment to developing the areas outlined in this report are critical to fostering healthy, satisfied and committed workplaces, and to increasing the GNWT's capacity to provide high-quality services to the people of the Northwest Territories.

