



# 2016 Employee Engagement & Satisfaction Survey Results Analysis Report

**Government of the Northwest Territories**



Government of the 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. It also provides an opportunity to compare organizational results to other jurisdictions across Canada for 21 of the 37 statements included in the 2016 EESS. The GNWT historically scores above most interjurisdictional agreement scores. Agreement scores are the percentage of respondents who agree or strongly agree with a statement.

The survey 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 organization] and the quality of programs and services delivered to citizens.”<sup>1</sup>

This report provides an in-depth analysis of the 2016 EESS, including analysis by indices, highlights, and solutions to help improve by indices. For a detailed breakdown of results by indices, statement, and subgroups, please refer to Appendix A, beginning on Page 23.

The 2016 EESS response rate was 58.4%, up from 46.3% in 2014 (+12.1). This is the highest ever GNWT survey response rate, with every department, board and agency increasing their response rate in 2016.

<sup>1</sup> 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

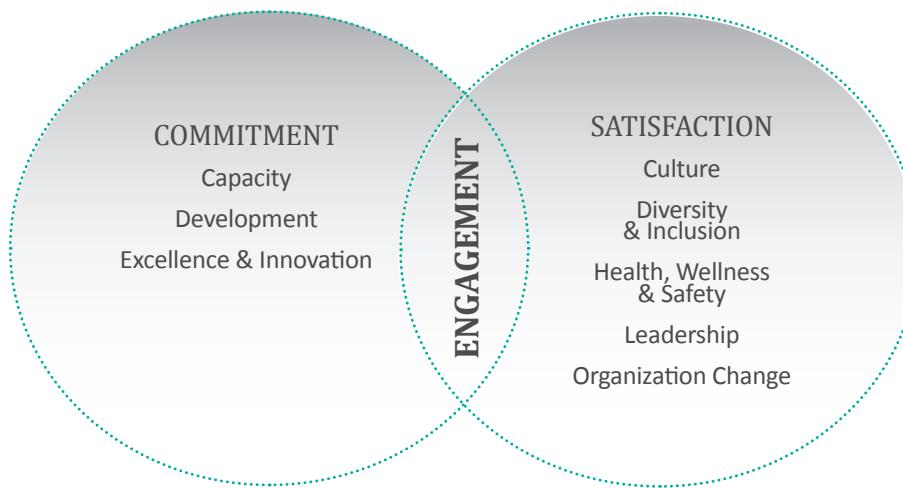
Employee engagement is about understanding what drives and motivates employees. Increased engagement means an employee is more satisfied and committed to their work, resulting in improved service delivery. It can also reduce turnover and motivate employees to develop and advance within the GNWT. This 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 eight Indices<sup>1</sup> (themes) related to employee commitment or employee satisfaction. The eight Indices are drivers for the [Employee Engagement Index](#).

The survey makes it possible for the GNWT to assess and measure employee engagement through a set of 37 questions. This includes six Employee Engagement Index questions, along with thirty-one additional questions grouped into the eight theme-based Indices, as outlined below.



COMMITMENT	ENGAGEMENT	SATISFACTION
<ul style="list-style-type: none"> <li>• <b>Capacity:</b> Perception of the opportunities and resources available to effectively do work</li> <li>• <b>Development:</b> Perception that the GNWT is committed to career growth and development opportunities</li> <li>• <b>Excellence &amp; Innovation:</b> Perception regarding opportunities for excellence and innovation in the work being done</li> </ul>		<ul style="list-style-type: none"> <li>• <b>Culture:</b> Satisfaction with the GNWT work culture and environment</li> <li>• <b>Diversity &amp; Inclusion:</b> Satisfaction with the programs and services in place to promote a diverse and inclusive work environment</li> <li>• <b>Health, Safety, &amp; Wellness:</b> Satisfaction with the programs and services in place to promote employee health, safety, and wellness</li> <li>• <b>Leadership:</b> Satisfaction with the quality of GNWT leadership and supervision</li> <li>• <b>Organizational Change:</b> Satisfaction with the implementation of change within the organization.</li> </ul>

<sup>2</sup>An index represents the average agreement score for all questions under each respective theme.

# GNWT Survey Results

In 2016, the majority of Indices remained relatively unchanged from the GNWT average between 2010 and 2014. The two exceptions were in relation to Diversity and Inclusion (+7.2) and Health, Safety, and Wellness (+4.1), which both had agreement scores well above the GNWT average.

The Capacity Index score was the lowest index score relative to the 2010-2014 GNWT average (-1.5), with all three statements related to the Capacity Index setting historic low agreement scores in 2016.

Relative to the 2016 interjurisdictional average, the GNWT was above average for both Employee Engagement (+5.0) and Leadership (+3.3).

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>ENGAGEMENT</b>	69.2%	69.4%	-0.2	64.2	5.0
<b>COMMITMENT</b>					
Capacity	73.1%	74.6%	-1.5	-	-
Development	54.5%	53.9%	+0.6	-	-
Excellence & Innovation	67.0%	67.6%	-0.6	-	-
<b>SATISFACTION</b>					
Culture	69.4%	70.0%	-0.6	-	-
Diversity & Inclusion	58.5%	51.3%	+7.2	-	-
Health, Safety and Wellness	72.7%	68.6%	+4.1	-	-
Leadership	65.1%	65.9%	-0.8	61.8	3.3
Organizational Change <sup>2</sup>	42.0%	-	-		

<sup>2</sup>Two statements on organizational change were added to the survey in the 2016, resulting in the creation of an Organizational Change Index.

# Employee Engagement

The Employee Engagement Index is used by the GNWT to measure the engagement of its employees. It refers to the average of employee agreement scores in response to six survey questions. As outlined in the GNWT Employee Engagement Model (Pg. 3), drivers of employee engagement are a combination of **employee commitment** to their job and organization, and **employee satisfaction** with their job and organization.

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Engagement</b>	<b>69.2</b>	<b>69.4</b>	<b>-0.2</b>	<b>64.2</b>	<b>5.0</b>
Overall, I am satisfied in my work as a GNWT employee.	74.9	75.7	-0.8	73.0	1.9
I am satisfied with my department.	66.0	67.6	-1.6	60.0	6.0
I am inspired to give my very best.	71.9	70.3	1.6	65.0	6.9
I would recommend the GNWT as a great place to work.	71.7	72.7	-1.0	61.0	10.7
I would prefer to stay with the GNWT even if offered a similar job elsewhere.	59.7	59.2	0.5	61.0	-1.3
I am proud to tell people I work for the GNWT.	70.9	71.0	-0.1	65.0	5.9

## What do the results tell us?

Overall, the Employee Engagement Index score and the agreement scores of the six associated statements have remained relatively stagnant since 2010. More notable results and trends include:

- 71.7% of GNWT respondents agreed that they would recommend the GNWT as a great place to work, relative to 61.0% interjurisdictionally in 2016 (+10.7).
- 59.7% of GNWT respondents agreed they would prefer to stay with the GNWT even if offered a similar job elsewhere, compared to 61.0% interjurisdictionally (-1.3). This is the only statement where the GNWT consistently scores below the interjurisdictional average.
- The Employee Engagement Index score was 71.3% amongst female respondents, but only 66.0% amongst male respondents (+5.3). Most notable, 63.2% of female respondents agreed that they would prefer to stay with the GNWT even if offered a similar job elsewhere, compared to 54.4% for all male respondents (+8.8).
- The 2016 Employee Engagement Index score increased incrementally by age group, from 65.5% for respondents less than 30 years old, up to 73.5% for respondents 60 years and older (+8.0).
- The Employee Engagement Index scores for the Beaufort Delta (77.5%) and the Sahtu (76.3%) were both well above the 2016 GNWT Index score of 69.2%.

# Commitment

Commitment represents one half of the GNWT Employee Engagement Model, with a focus on the level of commitment employees have to the GNWT, their department, and 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

Capacity, the first Commitment Index, measures the perception of employees regarding the opportunities and resources available to effectively do work.

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Capacity<sup>3</sup></b>	<b>73.1</b>	<b>74.6</b>	<b>-1.5</b>	-	-
I have support at work to provide a high level of service.	71.3	72.8	-1.5	64.0	7.3
My job is a good fit with my skills and interests.	86.9	87.7	-0.8	83.0	3.9
I am satisfied with my workload.	61.2	63.3	-2.1	-	-
I have access to information and data that I need in order to do my job effectively and efficiently.	73.2	-	-	-	-
I have access to clear processes in order to do my job effectively and efficiently.	59.7	-	-	-	-

<sup>3</sup> Two new statements on access to information and data, and access to clear processes were added to the survey in 2016. These statements have not been included in the calculation of the Capacity Index for 2016, to allow for comparability with 2014 results.

## What do the results tell us?

The 2016 GNWT Capacity Index score was 73.1%, compared to the GNWT 2010-2014 average of 74.6% (-1.5). The 2016 Index score set a new historic low for agreement score. More notable 2016 results and trends include:

- 71.3% of GNWT respondents agreed that they have support at work to provide a high level of service, compared to 64.0% interjurisdictionally in 2016 (+7.3).
- 61.2% of GNWT respondents were satisfied with their workload (a historic low), compared to the GNWT 2010-2014 average of 63.3% (-2.1).
- The 2016 Capacity Index score increased incrementally by age group, from 68.2% for respondents less than 30 years old, up to 76.6% for respondents 60 years and older (+8.4).
- 71.1% of respondents from the Beaufort Delta Region agreed that they have access to clear processes in order to do their job effectively and efficiently, compared to 59.7% for all GNWT respondents (+11.4).

## Improving on Capacity Scores

Competency-based performance development tools and/or work-plans can be used to help 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 Leadership Development Program and Management Series can help provide managers and supervisors with the additional tools they need to improve support and communications with staff, to improve workflow. The GNWT's Employee and Family Assistance Program also offers management consultations which provides confidential and professional guidance for dealing with sensitive employee and workplace situations that challenge managers and supervisors.

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

Mentorship opportunities, secondments, transfer assignments, utilizing the Summer Student Employment Program, the Graduate Internship Program, job sharing between two employees, or hiring casual employees, can provide employees with new opportunities that are a better fit with their skills and interests and help to alleviate heavy workloads.

Targeted training opportunities, the creation of standard operating procedures, and the implementation of an internal communications strategy can help to support improved access to information, and clearer processes for employees.

The Employee's Guide to Onboarding can be useful in helping to ensure new employees are given the tools and knowledge they need from the start to be able to do their job more effectively and efficiently. 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

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

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Development<sup>4</sup></b>	<b>54.5</b>	<b>53.9</b>	<b>0.6</b>	-	-
My organization supports my work related learning and development.	71.4	70.4	1.0	64.0	7.4
I have opportunities for career growth within the GNWT.	50.0	52.1	-2.1	47.0	3.0
I am satisfied with the way my career is progressing in the GNWT.	58.0	-	-	-	-
The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts.	42.2	39.3	2.9	-	-

## What do the results tell us?

The 2016 GNWT Development Index score was 54.5%, compared to the GNWT 2010-2014 average of 53.9% (+0.6). More notable 2016 results and trends include:

- 71.4% of GNWT respondents agreed that their organization supports their work related learning and development, compared to 64.0% interjurisdictionally in 2016 (+7.4).
- The Development Index score was above the 2016 GNWT Index score of 54.5% in the Sahtu Region (+6.8) and the Beaufort Delta Region (+4.1), falling below the average in the South Slave Region (-4.2).
- 55.1% of male respondents were satisfied with the way their career is progressing in the GNWT, compared to 60.0% for female respondents (-4.9).

<sup>4</sup> A new statement on career progression was added to the 2016 survey. It has not been included in the calculation of the Development Index for 2016, to allow for comparability with 2014 results.

## Improving on Development Scores

Competency-based performance development tools can be used to help identify and plot out learning targets and future objectives that may help in employee development and career growth.

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

On the job learning and 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. Departments can also support employee development opportunities through the GNWT Learning and Development calendar, approved education leave, and covering professional development and membership fees. Additionally, there are opportunities for career counseling through the Employee Family Assistance Program.

An internal communications strategy and BearNet can be designed and used to help publicly recognize employees who have done outstanding work. Employees may be given pay-for-performance as a reward for work well done. Additionally, the development of departmental recognition programs, nominating employees/ teams for Premier's Awards and Long-Service Awards celebrations can help to recognize and reward employees to help celebrate and acknowledge individual and team efforts.

# Excellence & Innovation

The third Commitment Index, Excellence & Innovation, measures the perception of employees regarding opportunities for excellence and innovation in the work being done.

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Excellence &amp; Innovation</b>	<b>67.0</b>	<b>67.6</b>	<b>-0.6</b>	-	-
Innovation is valued in my work.	61.5	63.2	-1.7	59.0	2.5
Overall, people in the GNWT strive to improve its results.	60.6	58.9	1.7	-	-
My job gives me the chance to do challenging and interesting work.	78.8	80.6	-1.8	-	-

## What do the results tell us?

Overall, the Capacity Index score has remained relatively stagnant since 2010, although all three statements have been gradually trending either positively or negatively over the past several surveys. More notable results and trends include:

- The statement “Innovation is valued in my work” has been gradually trending downwards since 2010 (-3.3).
- The statement “My job gives me the chance to do challenging and interesting work” has been trending downwards since 2010 (-3.1).
- The statement “Overall, people in the GNWT strive to improve its results” has been trending upwards since 2011 (+3.8).
- The Excellence & Innovation Index score was above the 2016 GNWT Index score of 67.0% in the Sahtu Region (+8.1), Dehcho Region (+6.8), and the Beaufort Delta Region (+6.7).
- 55.1% of male respondents were satisfied with the way their career is progressing in the GNWT, compared to 60.0% for female respondents (-4.9).
- The statement “Overall people in the GNWT strive to improve its results” has a wide spread by age group, with agreement scores ranging from 55.5% for respondents 30-39 years of age, up to 68.4% for respondents 60 years of age and older.

## Improving on Excellence & Innovation Scores

Competency-based performance development tools can be used to help employees be challenged, innovative, and future-results focused. Innovation and excellence may also be nurtured through mentorship opportunities, acting assignments, secondments, transfer assignments, and targeted training opportunities. Additionally, nominating employees/teams for Premier's Awards and highlighting employee innovations through BearNet can help to celebrate and acknowledge innovation and excellence. The implementation of an internal communications strategy can help ensure that innovative ideas and best practices are not overlooked or siloed.

# Satisfaction

Employee satisfaction represents the second half of the GNWT Employee Engagement Model, with a focus on the level of satisfaction employees have with the GNWT, their department, and their work. Employee satisfaction is comprised of five different indices, all of which act as drivers of Employee Engagement, including:

- Workplace Culture
- Leadership
- Diversity & Inclusion
- Organizational Change
- Health, Wellness & Safety

## Culture

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

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Culture</b>	<b>69.4</b>	<b>70.0</b>	<b>-0.6</b>	-	-
I have positive working relationships with my co-workers.	89.7	89.7	0.0	88.0	1.7
I have support at work to balance my work and personal life.	72.8	71.7	1.1	69.0	3.8
I have opportunities to provide input into decisions that affect my work.	68.0	68.9	-0.9	65.0	3.0
I receive meaningful recognition for work well done.	57.1	57.3	-0.2	54.0	3.1
I am treated respectfully at work.	78.4	78.7	-0.3	77.0	1.4
Commitment to quality is a high priority in the GNWT.	59.7	57.4	2.3	-	-
Overall, I feel valued as a GNWT employee.	60.4	60.4	0.0	53.0	7.4

## What do the results tell us?

Overall, the Culture Index score has remained relatively stagnant since it was first tracked in 2012. More notable results and trends include:

- 60.4% of GNWT respondents agreed that overall they feel valued as GNWT employees, compared to 53.0% interjurisdictionally in 2016 (+7.4).
- The Culture Index score was above the 2016 GNWT Index score of 69.4% in the Beaufort Delta Region (+4.8), and below the 2016 GNWT Index score in the South Slave Region (-4.8).
- 76.3% of respondents from the Yellowknife and North Slave Region agreed that they have support at work to balance their work and personal life, compared to the 2016 GNWT agreement score of 72.8%. This is one of the only statements where the Yellowknife and North Slave Region scored above the GNWT agreement score. Conversely, 63.6% of respondents from the Dehcho Region (-9.2) and 65.8% of respondents from the South Slave Region (-7.0) agreed with the statement, compared to the 2016 GNWT agreement score.
- 55.5% of respondents from the Yellowknife and North Slave Region agreed that commitment to quality is a high priority in the GNWT, compared to the 2016 GNWT agreement score of 59.7% (-4.2).
- The statement “Overall, I feel valued as an employee” has a wide spread by age group, with agreement scores ranging from 56.8% for respondents 30-39 years of age, up to 65.1% for respondents 60 years of age and older.

## Improving on Culture Scores

Competency-based performance development tools and/or work-plans can be used to help encourage a more open dialogue between employees and supervisors, including a shared dialogue around decisions impacting targets and objectives. An internal communications strategy can also help to support more open dialogue, shared decision making, and improved employee relations.

There are a variety of options supervisors and employees can explore that can help to improve work/life balance: employee scheduled work, flexible hours, job sharing; and a variety of leave provisions.

The GNWT recognizes the diversity of the Northwest Territories' public service and is committed to providing a work environment where every employee is treated with fairness, dignity, and respect. The following is provided under the *Harassment Free and Respectful Workplace Policy* to promote and maintain a respectful workplace:

- An accompanying Guide presents an overview of workplace harassment, outlines options for dealing with workplace conflict, and provides options for resolution.
- Harassment Free and Respectful Workplace Policy training for managers and supervisors on their responsibilities to manage a respectful workplace.
- Harassment Free and Respectful Workplace Policy training for employees will launch in the 2018/19 fiscal year and will be available online.
- Tailored workshops for individual work units by request.

Labour relations training for managers and supervisors is also provided.

Additionally, there are opportunities for support and advice on work/life balance through social committee and the Employee Family Assistance Program.

# Diversity & Inclusion

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.

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Diversity &amp; Inclusion</b>	<b>58.5</b>	<b>51.3</b>	<b>7.2</b>	-	-
I feel the GNWT promotes an inclusive public service where staff are treated equitably.	59.0	54.7	4.3	-	-
The GNWT promotes cross-cultural awareness opportunities for employees.	65.7	56.2	9.5	-	-
The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace.	50.8	42.9	7.9	-	-

## What do the results tell us?

The Diversity & Inclusion Index score has increased year over year, since it was first introduced to the survey in 2010, up from 44.3% in 2010 to 58.5% in 2016 (+14.2). More notable results and trends include:

- 65.7% of GNWT respondents agreed that the GNWT promotes cross-cultural awareness opportunities for employees, up from 49.0% in 2010 (+16.7).
- 50.8% of GNWT respondents agreed that the GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace, up from 33.6% in 2010 (+17.2).
- The 2016 Diversity & Inclusion Index is the only index that trends downwards by age group, with an Index score of 64.0% for respondents less than 30 years of age, compared to 57.4% for respondents 60 years of age or older.
- 66.4% of respondents from the Beaufort Delta Region agreed the GNWT promotes an inclusive public service where staff are treated equitably, compared to 59.0% for all GNWT respondents (+7.4). Conversely, only 50.7% of respondents from the Sahtu Region agreement with the statement (-8.3).
- The statement "I feel the GNWT promotes an inclusive public service where staff are treated equitably" has a downward trend based on increased length of service. Respondents with 1 - 4 years of service had an agreement score of 62.4%, whereas respondents with over 10 years of service had an agreement score of 55.9%.
- 59.5% of respondents from the Sahtu Region agreed that the GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace, compared to 50.8% for the GNWT overall in 2016 (+8.7).

## Improving on Diversity & Inclusion Scores

A variety of training opportunities exist for employees to help promote a diverse and inclusive public service, including the Aboriginal Cultural Awareness Training, Disability Awareness Training, and Residential Schools Reconciliation Training. The following training is provided to managers and supervisors, including Harassment Free and Respectful Workplace Workshops and Duty to Accommodate Injury and Disability Training. Opportunities for secondments and transfer assignments are also available, which may provide employees with unique cross-cultural awareness opportunities.

# Health, Safety & Wellness

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

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Interjurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Health, Wellness &amp; Safety</b>	<b>72.7</b>	<b>68.6</b>	<b>4.1</b>	-	-
I am satisfied with my physical workplace conditions.	73.2	71.8	1.4	-	-
I am satisfied with the health and wellness programs that are available to me as a GNWT employee.	68.4	63.9	4.5	-	-
I am satisfied with the safety measures that are in place in the GNWT.	76.5	70.1	6.4	-	-

## What do the results tell us?

The Health, Safety, and Wellness Index score has increased year over year since 2011, up from 65.6% in 2011 to 72.7% in 2016 (+7.1). More notable results and trends include:

- 76.5% of GNWT were satisfied with the safety measures that are in place in the GNWT, compared to 70.1% for the 2010-2014 GNWT average (+6.4).
- 66.4% of respondents with less than one year of service with the GNWT were satisfied with the health and wellness programs available to them as GNWT employees, compared to 68.4% for the GNWT in 2016 (-2.0). This is only notable as it is one of only two statements in the 2016 EESS where employees with less than one year of service had an agreement score below the GNWT average.
- The statement “I am satisfied with the health and wellness programs that are available to me as a GNWT employee” has a wide spread by age group, with agreement scores ranging from 63.4% for respondents less than 30 years of age, up to 72.8% for respondents ages 50 to 59.
- 69.0% of respondents from the South Slave were satisfied with the safety measures in place in the GNWT, compared to 76.5% for the GNWT in 2016 (-7.5). 70.2% of respondents from the Sahtu were satisfied with the safety measure in place in the GNWT (-6.3).
- 72.0% of respondents with 5 to 10 years of service were satisfied with the safety measures in place in the GNWT, compared to the 2016 GNWT average of 76.5% (-4.5).

## Improving on Health, Safety, & Wellness Scores

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

There are opportunities for counseling and work/life services, and wellness education seminars through the Employee Family Assistance Program. Additionally, there are a variety of leave options (special, sick, annual, etc.) available to employees to help support employee wellness.

# Leadership

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

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Inter-jurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Leadership</b>	<b>65.1</b>	<b>65.9</b>	<b>-0.8</b>	<b>61.8</b>	<b>61.8</b>
I am satisfied with the quality of supervision I receive.	72.0	71.8	0.2	71.0	1.0
I have confidence in the senior leadership of my department.	58.4	60.5	-2.1	55.0	3.4
Essential information flows effectively from senior leadership to staff.	48.5	49.6	-1.1	46.0	2.5
I know how my work contributes to the achievement of my department's goals.	81.5	81.5	0.0	75.0	6.5

## What do the results tell us?

Overall, the Leadership Index score has remained relatively stagnant since 2010. More notable results and trends include:

- The Beaufort Delta Region had a Leadership Index score of 73.2% in 2016, compared to 65.1% for the GNWT (+8.1). The Dehcho Region had a Leadership Index score of 72.6% (+7.5).
- The Leadership Index score trends upwards by age group, with an agreement score of 60.7% for respondents less than 30 years of age, up to 70.0% agreement score for respondents 60 years and older.
- The Education Councils all had 2016 Leadership Index scores well above the GNWT average, ranging from 73.5% for the SDEC (+8.4), up to 78.6% for the SSDEC (+13.5).
- 58.4% of GNWT respondents agreed that they have confidence in the senior leadership of their department. This is a historic low score for the GNWT in response to this statement, and -2.1 below the 2010-2014 GNWT average of 60.5%.
- 53.4% of respondents from the South Slave Region agreed that they have confidence in the senior leadership of their department, compared to 58.4% for the GNWT (-5.0).
- The statement "I have confidence in the senior leadership of my department" has a wide spread by age group, with agreement scores ranging from 52.3% for respondents 30-39 years of age, up to 63.9% for respondents ages 60 and older.
- 42.8% of respondents from the Yellowknife and North Slave Region agreed that essential information flows effectively from senior leadership to staff, compared to 48.5% for all of the GNWT in 2016 (-5.7).

- Both the Beaufort Delta Region and the Dehcho Region had an agreement score of 61.4% in response to the statement that essential information flows effectively from senior leadership to staff, compared to the 2016 GNWT score of 48.5% (+12.9).
- The statement “Essential information flows effectively from senior leadership to staff” has a wide spread by age group, with agreement scores ranging from 44.2% for respondents 30-39 years of age, up to 53.4% for respondents ages 60 and older.
- 89.1% of respondents from the Dehcho Region agreed they know how their work contributes to the achievement of their department’s goals, compared to 81.5% for the 2016 GNWT score (+7.6).
- The statement “I know how my work contributes to the achievement of my department’s goals” has a wide spread by age group, with agreement scores ranging from 74.8% for respondents less than 30 years of age, up to 88.4% for respondents ages 60 and older.

## Improving on Leadership Scores

Competency-based performance development tools can be used to help encourage a more open dialogue between employees and supervisors related to improved communication, departmental objectives, and supervisory expectations. Programs such as the Indigenous Aboriginal Management and Development Program, the Leadership Development Program, the Management Series, and the Managers’ Toolkit can help provide managers and supervisors with the additional tools they need to better support and communicate with their staff.

The implementation of an internal communications strategy can help ensure that essential information flows effectively, while increasing confidence in senior management. This can also bolster awareness around a department’s HR plan, strategic plan, business plan, and/or vision and mission statements.

# Organizational Change

Organizational Change is the last Satisfaction Index. It measures employee satisfaction with the implementation of change within the organization.

Statement	GNWT 2016	GNWT Average (2010-2014)	GNWT 2016 Compared to GNWT Average	Inter-jurisdictional 2016	GNWT 2016 Compared to Interjurisdictional 2016
<b>Organizational Change<sup>5</sup></b>	<b>42.0</b>	-	-	-	-
When organizational change occurs, I am satisfied with how the changes are communicated.	40.7	-	-	-	-
When organizational changes occur, I am satisfied that I receive the training and support that I need.	43.2	-	-	-	-

## What do the results tell us?

The Organizational Index was first introduced in 2016 and therefore has no historical results for comparison. Notable results and trends include:

- The Yellowknife and North Slave Region had an Organizational Change Index score of 37.5% in 2016, compared to 42.0% for the GNWT (-4.5).
- The Beaufort Delta Region had an Organizational Change Index score of 52.5% in 2016, compared to 42.0% for the GNWT (+10.5). The Sahtu Region had an Organizational Change Index score of 51.9% (+9.9).
- 50.4% of respondents 60 years of age and older were satisfied that they received the training and support they needed when organizational change occurred, compared to 43.2% for all GNWT respondents in 2016 (+7.2).

## Improving on Organizational Change Scores

Programs such as the Leadership Development Program, the Management Series, and the Managers' Toolkit can help provide managers and supervisors with the additional tools they need around improved communication and change management. The implementation of an internal communications strategy can help to further employee understanding of organizational change, and the associated training and support available, when change occurs. This may include using BearNet.

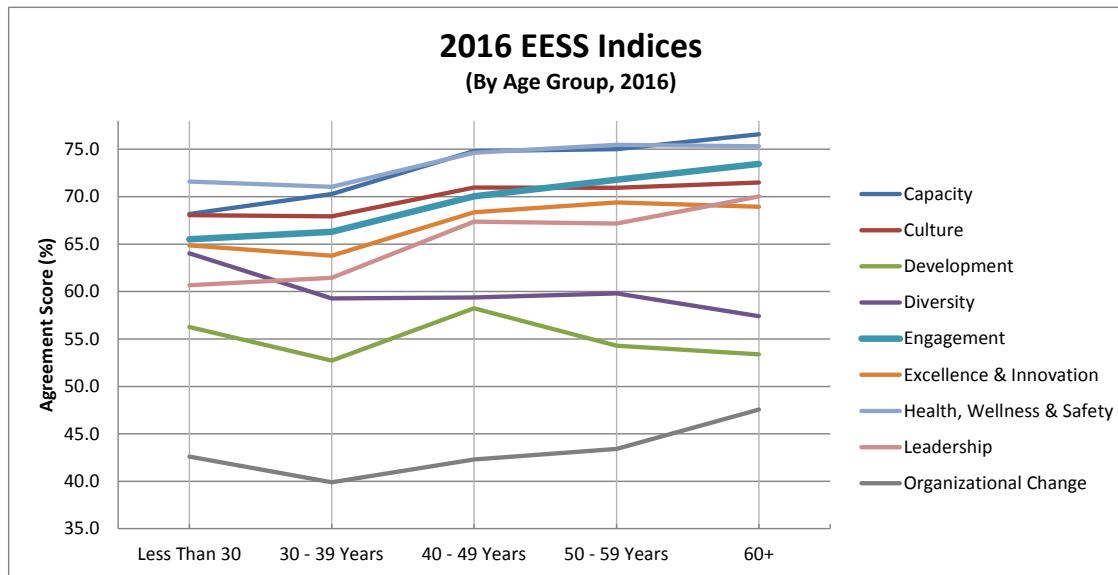
Training and support opportunities related to organizational change may be available to employees through courses in the GNWT Learning and Development calendar. Additionally, there are opportunities for career counseling and resiliency coaching through the Employee Family Assistance Program, to help employees adapt to organizational change.

<sup>5</sup> The two statements on organization change were first introduced in the 2016 survey.

## GNWT Results: High-Level Summary

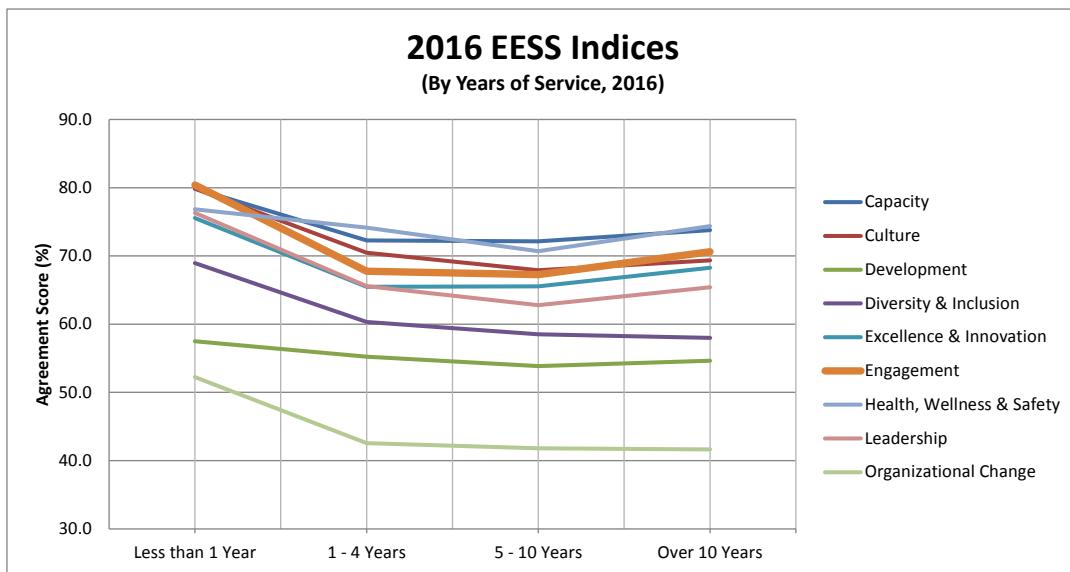
Provided below is a summary of trends, highlights, and challenges in each subgroup area. For more details on individual indices and statements, please refer to the Appendix A.

- **BY AGE GROUP:** In 2016, the majority of index scores increased by age, with respondents under 40 having the lowest index scores, and respondents 60 years of age and older having the top index scores. The two notable exceptions were the Diversity and Inclusion Index score, which had a downward trend by increased age group, and the Development Index score, which peaked at age 40 - 49.



- **BY DEPARTMENT/BOARD/AGENCY:** When looking to departments, boards and agencies for best practices in 2016, CSF, DCDEC, Executive, HR, ITI/BDIC, NTHSSA - BD, and SSDEC performed above the GNWT average in most or all areas. Departments, boards and agencies facing the most challenges based on the 2016 results include Aurora College, Justice, NTHSSA - Stanton, and NTHSSA - YK. Each department, board and agency is provided with a corresponding detailed breakdown of their individual results, as well as results by department subgroup, where applicable.
- **BY GENDER:** Overall, there were few statements or indices where there was a notable difference in agreement score between male and female respondents. One of the few exceptions was the higher Employee Engagement Index score amongst female respondents, in comparison to male respondents (+5.3). Most notably, 63.2% of female respondents agreed that they would prefer to stay with the GNWT even if offered a similar job elsewhere, compared to 54.4% for all male respondents (+8.8).
- **BY OCCUPATION CLASSIFICATION:** Overall, senior managers, teachers, and skilled administration and finance occupations had some of the highest overall agreement scores and employee engagement scores. The lowest overall scores and employee engagement scores were in intermediate services (i.e. Corrections Officer, Education Assistant, Home Support Worker, Special Needs Assistant), social workers and counselors, and paraprofessionals in social science and education.

- **BY REGION:** The Yellowknife and North Slave Region, and the South Slave Region had agreement scores below the GNWT average for most statements. The Beaufort Delta typically had agreement scores above or well above the GNWT average, followed by the Sahtu Region, and then the Dehcho. The Tlicho Region was not included in the analysis due to low response rates.
- **BY YEARS OF SERVICE:** Respondents with less than 1 year of service typically had much higher agreement scores in response to all indices than respondents with more years of experience. After the “honeymoon period” (first year in public service), agreement scores for all indices dropped significantly (-8.8, on average) for respondents with 1 - 4 years of service. There is a milder decline between respondents with 1-4 years of service and respondents with 5 - 10 years' experience (-1.0, on average). Respondents with more than 10 years of service show a slight increase in agreement score for most indices, relative to respondents with 5 - 10 years of experience.



## Looking Ahead

Improving employee engagement in the GNWT requires ongoing leadership and a commitment to success in the workplace. This is a critical part of efforts to improve the GNWT workplace and ensure ongoing capacity to provide quality public services.

The Department of Finance has created this report to help provide detailed results and analysis to help inform decision making and identify opportunities for improvement, in support of a more engaged, committed, and satisfied public service.

# Appendix A

## Detailed Results by Index & Statement



## APPENDIX NOTES

When reviewing the detailed results by index and statement, please note:

**DIFFERENCE COMPARED TO GNWT SCORE:** This column for each subgroup table represents the difference between the 2016 subgroup agreement score and the 2016 GNWT agreement score.

**DATA UNAVAILABLE / NOT TRACKED:** Agreement scores with 3 or fewer respondents were grouped or suppressed for confidentiality. These are identified with an "x". Some statements and indices were added after 2010. Historic results where information is not available have been marked with a dash ("‐").

**OCCUPATIONAL CLASSIFICATIONS:** For purposes of anonymity and statistical validity, results have typically only been provided for occupational groups with 30 or more eligible respondents, and a response rate  $\geq 50\%$ . As a result, not all GNWT occupational groups appear within Appendix A.

**NOT STATED:** A percentage of survey respondents did not provide subgroup information (demographic information) when completing the survey. The responses of these individuals are not captured in the subgroup data, but are captured in the overall GNWT agreement scores. As a result, for some statements and indices, the sum of all differences between subgroups may not equal 0.

### *Where to find each indices and associated statements:*

EMPLOYEE ENGAGEMENT ..... 26

#### COMMITMENT

Capacity ..... 40

Development ..... 52

Excellence & Innovation ..... 62

#### SATISFACTION

Culture ..... 70

Diversity & Inclusion ..... 86

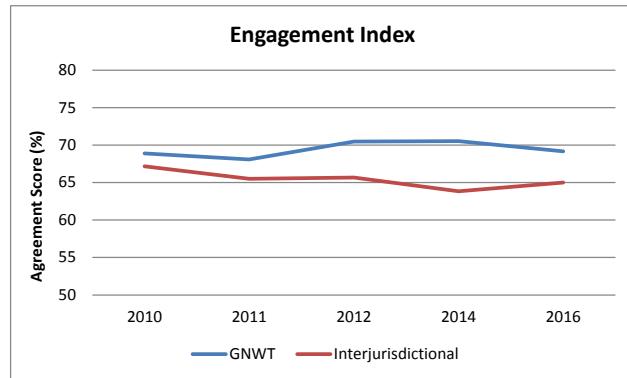
Health, Safety, and Wellness ..... 94

Leadership ..... 102

Organizational Change ..... 112

# ENGAGEMENT INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	68.9	-	+1.7
2011	68.1	-0.8	+2.6
2012	70.5	+2.4	+4.8
2014	70.5	+0.1	+6.7
2016	69.2	-1.3	+4.2



**HISTORIC RESULTS:** The Engagement Index score declined by -1.3 between 2014 and 2016. Historically, the GNWT Engagement Index score has always been a few points above the interjurisdictional index score.

**WHAT DO THE RESULTS TELL US?** The GNWT Engagement Index has been relatively stagnant since 2010, with a spread of 2.4.

Executive, the education councils, NTHSSA - BD, NTHSSA - FS, senior managers, respondents from the Beaufort Delta and Sahtu region, and respondents with less than one year of service had above average index scores in 2016.

Justice, Lands, LA, respondents in paraprofessional social service and education occupations, and intermediate service occupations had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	73.3	4.1
ECE	65.4	-3.8
ENR	64.6	-4.6
EXEC	77.4	8.3
FIN	70.0	0.8
HSS	67.2	-2.0
HR	75.6	6.4
ITI + BDIC	74.9	5.7
JUS	59.3	-9.9
Lands	55.5	-13.7
LA	59.1	-10.1
MACA	72.2	3.0
PWS	73.3	4.1
DOT	72.6	3.4

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	77.9	8.7
CSF	80.6	11.4
DCDEC	77.5	8.3
SDEC	87.2	18.0
SSDEC	72.5	3.3
TCSA - Ed	77.7	8.5
NTHSSA	69.1	-0.1
AC	65.4	-3.8
NWTHC	69.5	0.3

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	80.0	10.8
01 - 07 Middle Managers	69.4	0.2
11 Prof. Business & Finance	67.3	-1.9
12 Skilled Admin & Finance	73.8	4.6
14 Clerical	70.5	1.3
21 Prof. Science & Technology	68.8	-0.4
22 Technical Science & Technology	65.1	-4.1
31 Prof. Health	68.9	-0.3
32 Technical & Skilled Health	72.5	3.3
412 & 413 College & Adult Instructors	68.2	-1.0
414 Teachers	74.2	5.0
415 Social Workers & Counselors	64.0	-5.2
416 Policy & Program Officers	63.6	-5.6
42 Paraprof. Social Service & Educ.	62.3	-6.9
51 & 52 Prof. & Skilled Art & Culture	65.2	-4.0
64 Intermediate Service Occupations	62.3	-6.9
72 & 73 Skilled Trade & Transport	67.2	-2.0
Other Occupations	67.5	-1.7

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	66.1	-3.1
All Regions (excluding YK & NS)	73.4	4.2
Beaufort Delta	77.5	8.3
Dehcho	72.3	3.1
Sahtu	76.3	7.2
South Slave	67.9	-1.3

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	78.9	9.7
NTHSSA - DC	67.1	-2.1
NTHSSA - FS	76.8	7.6
NTHSSA - Sahtu	69.7	0.5
NTHSSA - STH	64.7	-4.5
NTHSSA - YK	66.4	-2.8

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	66.0	-3.2
Female	71.3	2.1

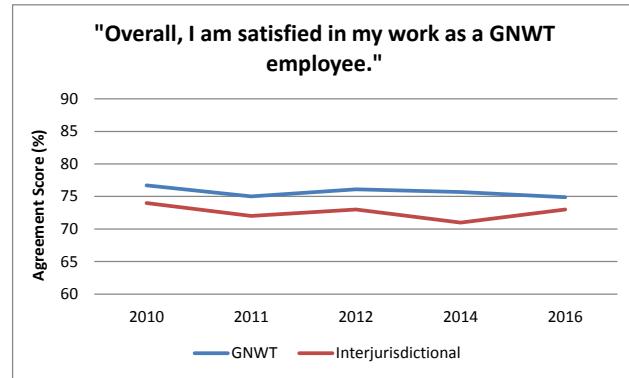
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	65.5	-3.7
30 - 39 Years	66.3	-2.9
40 - 49 Years	70.0	0.9
50 - 59 Years	71.8	2.6
60+	73.5	4.3

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	80.4	11.2
1 - 4 Years	67.8	-1.4
5 - 10 Years	67.3	-1.9
Over 10 Years	70.6	1.4

# ENGAGEMENT

*"Overall, I am satisfied in my work as a GNWT employee."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	76.7	-	+2.7
2011	75.0	-1.7	+3.0
2012	76.1	+1.1	+3.1
2014	75.7	-0.4	+4.7
2016	74.9	-0.8	+1.9



**HISTORIC RESULTS:** The agreement score has been in gradual decline since 2012, falling -1.8 below its high score in 2010. In spite of the decline, the GNWT score remains above the interjurisdictional score.

**WHAT DO THE RESULTS TELL US?** The score has remained moderately consistent since 2010, with a spread of 1.8.

LA, BDEC, SDEC, NTHSSA - BD, senior managers, respondents from the Beaufort Delta and Sahtu region, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, Lands, NTHSSA - DC, and respondents in paraprofessional social services and education occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	76.0	1.1
ECE	72.9	-2.0
ENR	74.1	-0.8
EXEC	81.1	6.2
FIN	73.3	-1.6
HSS	79.1	4.2
HR	77.8	2.9
ITI + BDIC	81.1	6.2
JUS	62.3	-12.6
Lands	62.0	-12.9
LA	83.4	8.5
MACA	71.5	-3.4
PWS	80.4	5.5
DOT	78.2	3.3

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	86.5	11.6
CSF	77.8	2.9
DCDEC	80.4	5.5
SDEC	95.8	20.9
SSDEC	74.7	-0.2
TCSA - Ed	82.0	7.1
NTHSSA	72.7	-2.2
AC	74.6	-0.3
NWTHC	80.6	5.7

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	86.7	11.8
01 - 07 Middle Managers	77.4	2.5
11 Prof. Business & Finance	70.9	-4.0
12 Skilled Admin & Finance	74.6	-0.3
14 Clerical	71.9	-3.0
21 Prof. Science & Technology	76.6	1.7
22 Technical Science & Technology	79.0	4.1
31 Prof. Health	74.3	-0.6
32 Technical & Skilled Health	75.9	1.0
412 & 413 College & Adult Instructors	76.0	1.1
414 Teachers	81.7	6.8
415 Social Workers & Counselors	70.9	-4.0
416 Policy & Program Officers	72.6	-2.3
42 Paraprof. Social Service & Educ.	64.7	-10.2
51 & 52 Prof. & Skilled Art & Culture	74.5	-0.4
64 Intermediate Service Occupations	70.2	-4.7
72 & 73 Skilled Trade & Transport	69.4	-5.5
Other Occupations	65.7	-9.2

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	72.6	-2.3
All Regions (excluding YK & NS)	78.1	3.2
Beaufort Delta	82.8	7.9
Dehcho	75.5	0.6
Sahtu	81.7	6.8
South Slave	72.9	-2.0

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	82.5	7.6
NTHSSA - DC	65.0	-9.9
NTHSSA - FS	79.2	4.3
NTHSSA - Sahtu	68.2	-6.7
NTHSSA - STH	69.3	-5.6
NTHSSA - YK	71.3	-3.6

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	73.1	-1.8
Female	76.1	1.2

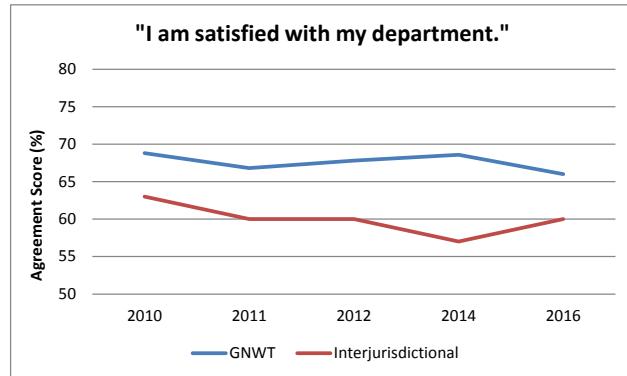
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	71.3	-3.6
30 - 39 Years	71.6	-3.3
40 - 49 Years	76.9	2.0
50 - 59 Years	76.3	1.4
60+	80.5	5.6

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	84.0	9.1
1 - 4 Years	72.0	-2.9
5 - 10 Years	73.6	-1.3
Over 10 Years	77.4	2.5

# ENGAGEMENT

*"I am satisfied with my department."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	68.8	-	+5.8
2011	66.8	-2.0	+6.8
2012	67.8	+1.0	+7.8
2014	68.6	+0.8	+11.6
2016	66.0	-2.6	+6.0



**HISTORIC RESULTS:** There was a steep drop in agreement score between 2014 and 2016 (-2.6), setting a historic low score in 2016. In spite of the decline, the GNWT score remains well above the interjurisdictional score (+6.0).

**WHAT DO THE RESULTS TELL US?** The score has remained moderately consistent since 2010, with a spread of 2.8.

Executive, ITI+BDIC, MACA, BDEC, SDEC, NTHSSA - FS, senior managers, respondents from the Beaufort Delta, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, Lands, NTHSSA - DC, NTHSSA - YK, social workers and counselors, respondents in paraprofessional social services and education occupations, intermediate service occupations, and respondents from the South Slave region had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	76.0	10.0
ECE	60.1	-5.9
ENR	62.7	-3.3
EXEC	81.0	15.0
FIN	68.9	2.9
HSS	66.2	0.2
HR	72.2	6.2
ITI + BDIC	75.6	9.6
JUS	55.3	-10.7
Lands	54.0	-12.0
LA	62.5	-3.5
MACA	77.7	11.7
PWS	70.0	4.0
DOT	70.5	4.5

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	78.7	12.7
CSF	66.7	0.7
DCDEC	74.5	8.5
SDEC	81.3	15.3
SSDEC	59.0	-7.0
TCSA - Ed	72.0	6.0
NTHSSA	63.0	-3.0
AC	66.2	0.2
NWTHC	62.5	-3.5

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	82.5	16.5
01 - 07 Middle Managers	67.4	1.4
11 Prof. Business & Finance	63.8	-2.2
12 Skilled Admin & Finance	68.1	2.1
14 Clerical	65.7	-0.3
21 Prof. Science & Technology	70.8	4.8
22 Technical Science & Technology	59.7	-6.3
31 Prof. Health	68.9	2.9
32 Technical & Skilled Health	66.7	0.7
412 & 413 College & Adult Instructors	73.3	7.3
414 Teachers	69.9	3.9
415 Social Workers & Counselors	47.7	-18.3
416 Policy & Program Officers	63.7	-2.3
42 Paraprof. Social Service & Educ.	51.5	-14.5
51 & 52 Prof. & Skilled Art & Culture	65.5	-0.5
64 Intermediate Service Occupations	55.0	-11.0
72 & 73 Skilled Trade & Transport	67.7	1.7
Other Occupations	58.6	-7.4

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	65.0	-1.0
All Regions (excluding YK & NS)	67.3	1.3
Beaufort Delta	73.1	7.1
Dehcho	66.8	0.8
Sahtu	67.9	1.9
South Slave	60.3	-5.7

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	64.6	-1.4
Female	66.9	0.9

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	72.1	6.1
NTHSSA - DC	55.0	-11.0
NTHSSA - FS	77.1	11.1
NTHSSA - Sahtu	59.1	-6.9
NTHSSA - STH	62.4	-3.6
NTHSSA - YK	54.7	-11.3

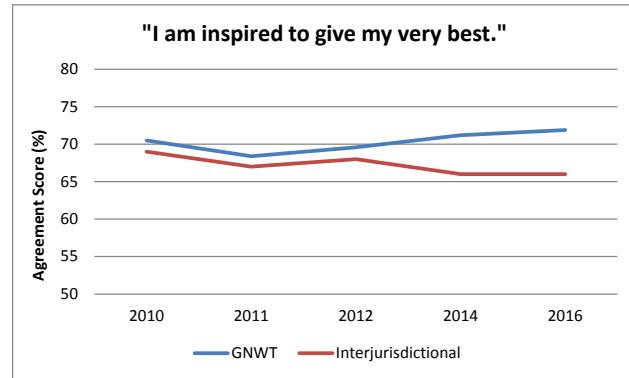
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	61.8	-4.2
30 - 39 Years	63.3	-2.7
40 - 49 Years	68.2	2.2
50 - 59 Years	66.8	0.8
60+	69.9	3.9

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	79.4	13.4
1 - 4 Years	65.6	-0.4
5 - 10 Years	65.1	-0.9
Over 10 Years	65.5	-0.5

# ENGAGEMENT

*"I am inspired to give my very best."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	70.5	-	+1.5
2011	68.4	-2.1	+1.4
2012	69.6	+1.2	+1.6
2014	71.2	+1.6	+5.2
2016	71.9	+0.7	+5.9



**HISTORIC RESULTS:** After a decline between 2010 and 2011 (-2.1), this agreement score has been steadily increasing between 2011 and 2016 (+3.5). Between 2010 and 2012, this score remains consistent with the interjurisdictional trends, but since 2014 has continued to improve while the interjurisdictional agreement score has plateaued.

**WHAT DO THE RESULTS TELL US?** The score has remained moderately consistent since 2010, with a spread of 3.5. The overall GNWT score is buoyed by the boards and agencies, as no department has an agreement score well above the GNWT average.

The education councils, NTHSSA - BD, NTHSSA - DC, NTHSSA - Sahtu, senior managers, college and adult instructors, respondents from the Beaufort Delta and Sahtu region, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, Lands, NWTHC, and policy and program officers had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	72.0	0.1
ECE	70.5	-1.4
ENR	69.4	-2.5
EXEC	75.6	3.7
FIN	68.9	-3.0
HSS	65.3	-6.6
HR	75.6	3.7
ITI + BDIC	74.0	2.1
JUS	62.3	-9.6
Lands	61.0	-10.9
LA	70.9	-1.0
MACA	69.8	-2.1
PWS	69.4	-2.5
DOT	71.8	-0.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	82.1	10.2
CSF	88.9	17.0
DCDEC	78.5	6.6
SDEC	95.8	23.9
SSDEC	81.9	10.0
TCSA - Ed	82.0	10.1
NTHSSA	74.9	3.0
AC	73.1	1.2
NWTHC	63.9	-8.0

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	80.1	8.2
01 - 07 Middle Managers	70.4	-1.5
11 Prof. Business & Finance	66.1	-5.8
12 Skilled Admin & Finance	75.3	3.4
14 Clerical	71.5	-0.4
21 Prof. Science & Technology	68.4	-3.5
22 Technical Science & Technology	68.1	-3.8
31 Prof. Health	75.0	3.1
32 Technical & Skilled Health	77.8	5.9
412 & 413 College & Adult Instructors	81.3	9.4
414 Teachers	79.0	7.1
415 Social Workers & Counselors	69.8	-2.1
416 Policy & Program Officers	63.7	-8.2
42 Paraprof. Social Service & Educ.	67.6	-4.3
51 & 52 Prof. & Skilled Art & Culture	70.9	-1.0
64 Intermediate Service Occupations	67.2	-4.7
72 & 73 Skilled Trade & Transport	67.7	-4.2
Other Occupations	77.8	5.9

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	67.9	-4.0
All Regions (excluding YK & NS)	77.2	5.3
Beaufort Delta	80.6	8.7
Dehcho	76.6	4.7
Sahtu	84.0	12.1
South Slave	70.9	-1.0

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	68.8	-3.1
Female	74.1	2.2

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	80.3	8.4
NTHSSA - DC	82.5	10.6
NTHSSA - FS	77.1	5.2
NTHSSA - Sahtu	90.9	19.0
NTHSSA - STH	69.3	-2.6
NTHSSA - YK	73.1	1.2

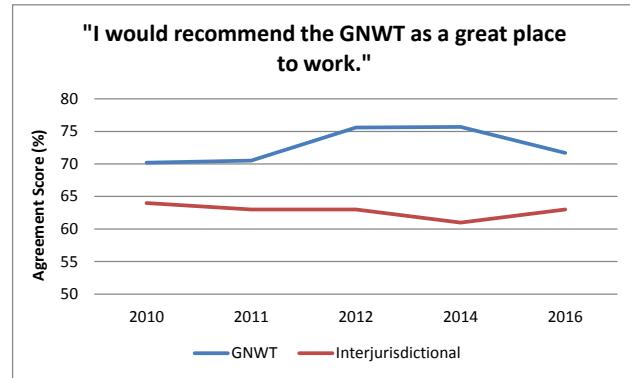
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	69.3	-2.6
30 - 39 Years	67.3	-4.6
40 - 49 Years	72.7	0.8
50 - 59 Years	75.5	3.6
60+	77.8	5.9

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	84.7	12.8
1 - 4 Years	71.0	-0.9
5 - 10 Years	69.9	-2.0
Over 10 Years	72.9	1.0

# ENGAGEMENT

*"I would recommend the GNWT as a great place to work."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	70.2	-	+6.2
2011	70.5	+0.3	+7.5
2012	75.6	+5.1	+12.6
2014	75.7	+0.1	+14.7
2016	71.7	-4.0	+8.7



**HISTORIC RESULTS:** The agreement score dropped steeply between 2014 and 2016 (-4.0), but still remains above the historic low score from 2010. Overall this agreement score remains well above the interjurisdictional agreement score, even with the decline in 2016 (+8.7).

**WHAT DO THE RESULTS TELL US?** This agreement score can swing radically from survey to survey, with an increase of +5.1 in 2012, and a decrease of -4.0 in 2016. Over the past five surveys, the spread for this statement is 5.5.

Executive, HR, CSF, DCDEC, SDEC, NTHSSA - BD, senior managers, respondents from the Beaufort Delta and Sahtu region, and respondents with less than one year of experience had above average agreement scores in response to this statement in 2016.

Justice, Lands, LA, NTHSSA - DC, and respondents in paraprofessional social sciences and education occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	80.0	8.3
ECE	70.0	-1.7
ENR	63.7	-8.0
EXEC	83.8	12.1
FIN	72.1	0.4
HSS	69.4	-2.3
HR	85.6	13.9
ITI + BDIC	80.3	8.6
JUS	61.6	-10.1
Lands	55.0	-16.7
LA	50.0	-21.7
MACA	76.2	4.5
PWS	78.0	6.3
DOT	76.8	5.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	78.6	6.9
CSF	88.9	17.2
DCDEC	84.3	12.6
SDEC	83.4	11.7
SSDEC	72.3	0.6
TCSA - Ed	76.0	4.3
NTHSSA	70.8	-0.9
AC	67.7	-4.0
NWTHC	73.6	1.9

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	81.3	9.6
01 - 07 Middle Managers	71.8	0.1
11 Prof. Business & Finance	73.2	1.5
12 Skilled Admin & Finance	77.8	6.1
14 Clerical	73.4	1.7
21 Prof. Science & Technology	71.3	-0.4
22 Technical Science & Technology	66.4	-5.3
31 Prof. Health	71.6	-0.1
32 Technical & Skilled Health	70.4	-1.3
412 & 413 College & Adult Instructors	66.7	-5.0
414 Teachers	74.7	3.0
415 Social Workers & Counselors	69.8	-1.9
416 Policy & Program Officers	68.2	-3.5
42 Paraprof. Social Service & Educ.	63.2	-8.5
51 & 52 Prof. & Skilled Art & Culture	69.1	-2.6
64 Intermediate Service Occupations	62.6	-9.1
72 & 73 Skilled Trade & Transport	66.1	-5.6
Other Occupations	71.7	0.0

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	68.2	-3.5
All Regions (excluding YK & NS)	76.5	4.8
Beaufort Delta	81.7	10.0
Dehcho	76.6	4.9
Sahtu	79.4	7.7
South Slave	70.0	-1.7

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	68.5	-3.2
Female	73.8	2.1

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	83.7	12.0
NTHSSA - DC	62.5	-9.2
NTHSSA - FS	75.0	3.3
NTHSSA - Sahtu	77.3	5.6
NTHSSA - STH	65.1	-6.6
NTHSSA - YK	70.3	-1.4

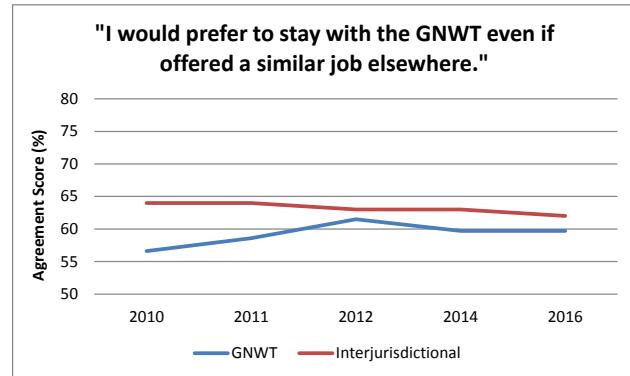
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	71.3	-0.4
30 - 39 Years	70.6	-1.1
40 - 49 Years	71.8	0.1
50 - 59 Years	73.4	1.7
60+	74.5	2.8

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	83.2	11.5
1 - 4 Years	70.5	-1.2
5 - 10 Years	70.7	-1.0
Over 10 Years	72.6	0.9

# ENGAGEMENT

*"I would prefer to stay with the GNWT even if offered a similar job elsewhere."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	56.6	-	-7.4
2011	58.6	+2.0	-5.4
2012	61.5	+2.9	-1.5
2014	59.7	-1.8	-3.3
2016	59.7	0.0	-2.3



**HISTORIC RESULTS:** The 2016 agreement score remained consistent with 2014 at 59.7%. In 2016, the agreement score was slightly below the interjurisdictional score (-2.3). This is the only statement of 21 interjurisdictional statements where the GNWT consistently scores below the interjurisdictional average.

**WHAT DO THE RESULTS TELL US?** This agreement score has been relatively stagnant since 2012, with a spread of 1.8. Between 2010 and 2016, the spread for this statement is 4.9. This statement has a more diverse spread in terms of gender, age group, and length of service than most statements.

AAIR, HR, PWS, SDEC, NTHSSA - BD, NTHSSA - FS, respondents in skilled administrative and finance occupations, respondents in clerical occupations, respondents from the Beaufort Delta, female respondents, respondents 50 - 59 years of age, and respondents with less than one year of service or over ten years of service had above average agreement scores in response to this statement in 2016.

ENR, Justice, Lands, LA, AC, NTHSSA - Sahtu, respondents in professional health occupations, college and adult instructors, policy and program officers, respondents in professional and skilled art and culture occupations, intermediate service occupations, male respondents, and respondents less than 30 years of age had the lowest agreement scores in response to this statement in 2016.

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	57.3	-2.4
CSF	66.7	7.0
DCDEC	66.6	6.9
SDEC	70.8	11.1
SSDEC	63.8	4.1
TCSA - Ed	68.0	8.3
NTHSSA	61.4	1.7
AC	47.7	-12.0
NWTHC	65.2	5.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	71.0	11.3
NTHSSA - DC	65.0	5.3
NTHSSA - FS	75.0	15.3
NTHSSA - Sahtu	50.0	-9.7
NTHSSA - STH	56.6	-3.1
NTHSSA - YK	57.4	-2.3

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	66.9	7.2
01 - 07 Middle Managers	61.5	1.8
11 Prof. Business & Finance	61.4	1.7
12 Skilled Admin & Finance	69.9	10.2
14 Clerical	69.0	9.3
21 Prof. Science & Technology	58.5	-1.2
22 Technical Science & Technology	52.9	-6.8
31 Prof. Health	51.4	-8.3
32 Technical & Skilled Health	66.7	7.0
412 & 413 College & Adult Instructors	49.3	-10.4
414 Teachers	55.9	-3.8
415 Social Workers & Counselors	55.8	-3.9
416 Policy & Program Officers	51.4	-8.3
42 Paraprof. Social Service & Educ.	64.7	5.0
51 & 52 Prof. & Skilled Art & Culture	50.9	-8.8
64 Intermediate Service Occupations	51.1	-8.6
72 & 73 Skilled Trade & Transport	59.7	0.0
Other Occupations	62.6	2.9

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	57.2	-2.5
All Regions (excluding YK & NS)	63.1	3.4
Beaufort Delta	65.0	5.3
Dehcho	63.0	3.3
Sahtu	64.1	4.4
South Slave	59.6	-0.1

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	54.4	-5.3
Female	63.2	3.5

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	72.0	12.3
ECE	53.1	-6.6
ENR	51.8	-7.9
EXEC	62.1	2.4
FIN	65.2	5.5
HSS	58.9	-0.8
HR	71.2	11.5
ITI + BDIC	65.4	5.7
JUS	50.6	-9.1
Lands	44.0	-15.7
LA	33.3	-26.4
MACA	61.9	2.2
PWS	70.5	10.8
DOT	64.8	5.1

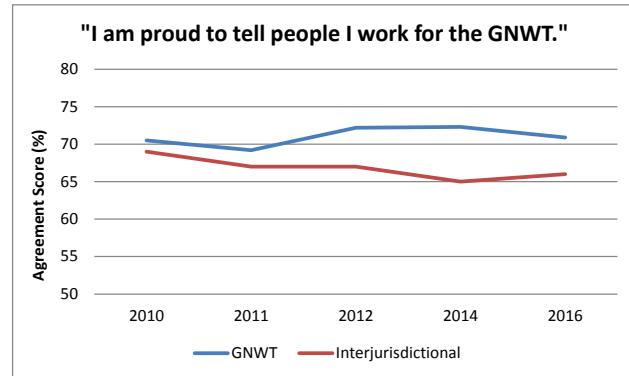
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	50.5	-9.2
30 - 39 Years	56.7	-3.0
40 - 49 Years	59.2	-0.5
50 - 59 Years	65.5	5.8
60+	63.5	3.8

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	64.9	5.2
1 - 4 Years	56.3	-3.4
5 - 10 Years	55.9	-3.8
Over 10 Years	64.5	4.8

# ENGAGEMENT

*"I am proud to tell people I work for the GNWT."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	70.5	-	+1.5
2011	69.2	-1.3	+2.2
2012	72.2	+3.0	+5.2
2014	72.3	+0.1	+7.3
2016	70.9	-1.4	+4.9



**HISTORIC RESULTS:** The agreement score declined in 2016 (-1.4) after a significant increase in 2012 (+3.0). The 2016 GNWT agreement score remains well above the interjurisdictional average (+4.9).

**WHAT DO THE RESULTS TELL US?** Over the past five surveys, this agreement score has had a moderate spread of 3.1.

Executive, the education councils, NTHSSA - BD, senior managers, teachers, respondents from the Beaufort Delta and Sahtu region, and respondents with less than one year of experience had above average agreement scores in response to this statement in 2016.

Lands, LA, AC, college and adult instructors, policy and programs officers, respondents in paraprofessional social sciences and education occupations, respondents in professional and skilled art and culture occupations, and male respondents had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	64.0	-6.9
ECE	65.9	-5.0
ENR	65.8	-5.1
EXEC	81.0	10.1
FIN	71.5	0.6
HSS	64.5	-6.4
HR	71.1	0.2
ITI + BDIC	73.2	2.3
JUS	63.9	-7.0
Lands	57.0	-13.9
LA	54.2	-16.7
MACA	76.2	5.3
PWS	71.7	0.8
DOT	73.3	2.4

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	84.3	13.4
CSF	94.4	23.5
DCDEC	80.4	9.5
SDEC	95.8	24.9
SSDEC	83.1	12.2
TCSA - Ed	86.0	15.1
NTHSSA	72.0	1.1
AC	63.0	-7.9
NWTHC	70.9	0.0

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	82.5	11.6
01 - 07 Middle Managers	68.1	-2.8
11 Prof. Business & Finance	68.5	-2.4
12 Skilled Admin & Finance	77.4	6.5
14 Clerical	71.5	0.6
21 Prof. Science & Technology	67.3	-3.6
22 Technical Science & Technology	64.7	-6.2
31 Prof. Health	72.3	1.4
32 Technical & Skilled Health	77.8	6.9
412 & 413 College & Adult Instructors	62.7	-8.2
414 Teachers	83.8	12.9
415 Social Workers & Counselors	69.8	-1.1
416 Policy & Program Officers	62.3	-8.6
42 Paraprof. Social Service & Educ.	61.8	-9.1
51 & 52 Prof. & Skilled Art & Culture	60.0	-10.9
64 Intermediate Service Occupations	67.9	-3.0
72 & 73 Skilled Trade & Transport	72.6	1.7
Other Occupations	68.7	-2.2

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	65.7	-5.2
All Regions (excluding YK & NS)	78.0	7.1
Beaufort Delta	81.7	10.8
Dehcho	75.0	4.1
Sahtu	80.9	10.0
South Slave	73.4	2.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	83.7	12.8
NTHSSA - DC	72.5	1.6
NTHSSA - FS	77.1	6.2
NTHSSA - Sahtu	72.8	1.9
NTHSSA - STH	65.6	-5.3
NTHSSA - YK	71.3	0.4

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	66.7	-4.2
Female	73.5	2.6

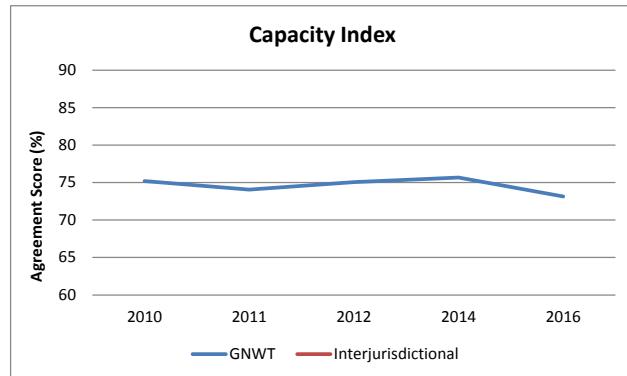
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	68.8	-2.1
30 - 39 Years	68.2	-2.7
40 - 49 Years	71.4	0.5
50 - 59 Years	73.2	2.3
60+	74.5	3.6

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	86.2	15.3
1 - 4 Years	71.1	0.2
5 - 10 Years	68.5	-2.4
Over 10 Years	70.7	-0.2

# COMMITMENT

# CAPACITY INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	75.2	-	-
2011	74.1	-1.1	-
2012	75.1	+1.0	-
2014	75.7	+0.6	-
2016	73.1	-2.5	-



**HISTORIC RESULTS:** The 2016 Capacity Index score declined sharply between 2014 and 2016 (-2.5) after a gradual and consistent increase in Index score between 2011 and 2014 (+1.6). 2016 marks a historic low for the Capacity Index score.

**WHAT DO THE RESULTS TELL US?** The GNWT has remained relatively stagnant around Capacity between 2010 and 2016, with a 2.6 spread.

Executive, HR, LA, CSF, SDEC, NTHSSA - FS, senior managers, professionals and skilled employees in arts and culture, respondents from the Beaufort Delta, and employees with less than one year of service had above average agreement index scores in 2016.

Justice, NTHSSA - Sahtu, NTHSSA - STH, and respondents less than thirty years of age had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	76.0	2.9
ECE	73.2	0.1
ENR	73.2	0.1
EXEC	80.1	7.0
FIN	67.9	-5.3
HSS	72.9	-0.3
HR	79.3	6.1
ITI + BDIC	78.5	5.4
JUS	66.9	-6.2
Lands	69.7	-3.5
LA	79.1	6.0
MACA	75.7	2.5
PWS	75.5	2.4
DOT	78.7	5.5

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	74.1	1.0
CSF	90.7	17.6
DCDEC	68.6	-4.5
SDEC	79.2	6.0
SSDEC	73.1	-0.1
TCSA - Ed	72.0	-1.1
NTHSSA	72.0	-1.1
AC	70.7	-2.4
NWTHC	73.1	0.0

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	81.1	8.0
01 - 07 Middle Managers	70.9	-2.2
11 Prof. Business & Finance	70.9	-2.2
12 Skilled Admin & Finance	74.0	0.9
14 Clerical	71.3	-1.8
21 Prof. Science & Technology	76.6	3.5
22 Technical Science & Technology	71.1	-2.0
31 Prof. Health	73.4	0.3
32 Technical & Skilled Health	72.8	-0.3
412 & 413 College & Adult Instructors	76.0	2.9
414 Teachers	70.5	-2.6
415 Social Workers & Counselors	70.2	-2.9
416 Policy & Program Officers	72.9	-0.2
42 Paraprof. Social Service & Educ.	70.1	-3.0
51 & 52 Prof. & Skilled Art & Culture	78.2	5.1
64 Intermediate Service Occupations	73.5	0.4
72 & 73 Skilled Trade & Transport	76.3	3.2
Other Occupations	72.7	-0.4

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	72.1	-1.0
All Regions (excluding YK & NS)	74.5	1.4
Beaufort Delta	77.9	4.7
Dehcho	72.1	-1.0
Sahtu	74.0	0.9
South Slave	72.1	-1.0

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	73.7	0.6
Female	73.0	-0.2

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	77.5	4.4
NTHSSA - DC	70.8	-2.3
NTHSSA - FS	82.0	8.9
NTHSSA - Sahtu	68.2	-5.0
NTHSSA - STH	68.2	-4.9
NTHSSA - YK	71.0	-2.2

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	68.2	-5.0
30 - 39 Years	70.3	-2.9
40 - 49 Years	74.8	1.7
50 - 59 Years	75.0	1.9
60+	76.6	3.4

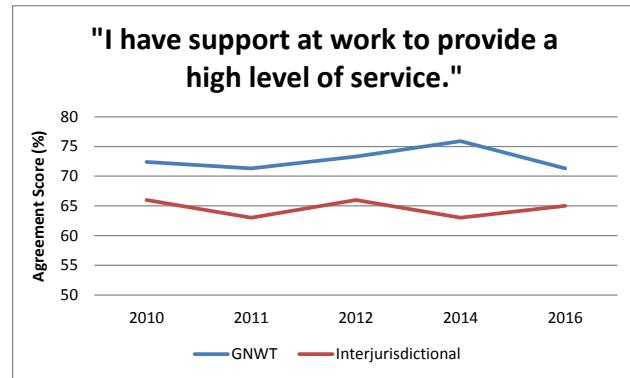
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	79.9	6.8
1 - 4 Years	72.3	-0.9
5 - 10 Years	72.1	-1.0
Over 10 Years	73.8	0.7

# COMMITMENT

# CAPACITY

*"I have support at work to provide a high level of service."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	72.4	-	+6.4
2011	71.3	-1.1	+8.3
2012	73.3	+2.0	+7.3
2014	75.9	+2.6	+12.9
2016	71.3	-4.6	+7.3



**HISTORIC RESULTS:** The 2016 score is the lowest it has been since 2011, with a steep decline between 2014 and 2016. In spite of the decline, the GNWT score remains well above the interjurisdictional score.

**WHAT DO THE RESULTS TELL US?** The GNWT had a dramatic decline in response to this statement in 2016 (from top to low historic scores between 2014 and 2016), with a moderate spread of 4.6.

AAIR, HR, ITI+BDIC, BDEC, CSF, NTHSSA - BD, senior managers, professionals and skilled employees in arts and culture, respondents from the Beaufort Delta, and employees with less than one year of service had above average agreement scores in response to this statement in 2016.

Finance, Justice, NTHSSA - DEC, social workers and counselors, , and respondents less than thirty years of age had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	92.0	20.7
ECE	74.0	2.7
ENR	68.9	-2.4
EXEC	78.3	7.0
FIN	61.5	-9.8
HSS	71.8	0.5
HR	82.2	10.9
ITI + BDIC	79.5	8.2
JUS	61.9	-9.4
Lands	73.0	1.7
LA	75.0	3.7
MACA	73.0	1.7
PWS	72.8	1.5
DOT	77.5	6.2

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	80.9	9.6
CSF	100.0	28.7
DCDEC	74.5	3.2
SDEC	72.9	1.6
SSDEC	75.9	4.6
TCSA - Ed	68.0	-3.3
NTHSSA	67.8	-3.5
AC	65.3	-6.0
NWTHC	73.6	2.3

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	83.7	12.4
01 - 07 Middle Managers	70.1	-1.2
11 Prof. Business & Finance	72.4	1.1
12 Skilled Admin & Finance	73.5	2.2
14 Clerical	71.9	0.6
21 Prof. Science & Technology	73.7	2.4
22 Technical Science & Technology	64.7	-6.6
31 Prof. Health	72.3	1.0
32 Technical & Skilled Health	70.4	-0.9
412 & 413 College & Adult Instructors	68.0	-3.3
414 Teachers	72.9	1.6
415 Social Workers & Counselors	58.1	-13.2
416 Policy & Program Officers	71.2	-0.1
42 Paraprof. Social Service & Educ.	66.2	-5.1
51 & 52 Prof. & Skilled Art & Culture	80.0	8.7
64 Intermediate Service Occupations	64.1	-7.2
72 & 73 Skilled Trade & Transport	75.8	4.5
Other Occupations	64.6	-6.7

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	70.4	-0.9
All Regions (excluding YK & NS)	72.6	1.3
Beaufort Delta	80.3	9.0
Dehcho	71.2	-0.1
Sahtu	67.2	-4.1
South Slave	67.5	-3.8

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	71.9	0.6
Female	71.4	0.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	64.4	-6.9
30 - 39 Years	67.8	-3.5
40 - 49 Years	74.7	3.4
50 - 59 Years	73.2	1.9
60+	74.8	3.5

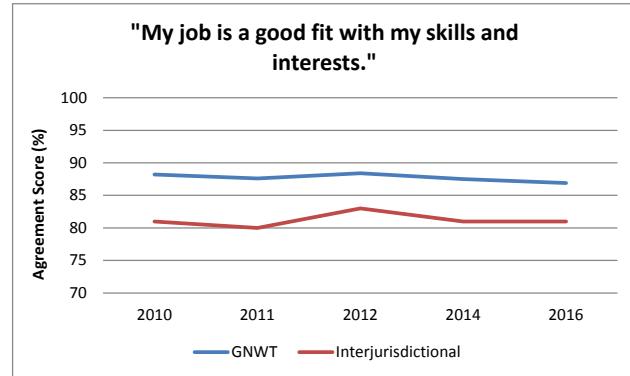
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	78.7	7.4
1 - 4 Years	71.7	0.4
5 - 10 Years	68.1	-3.2
Over 10 Years	72.5	1.2

# COMMITMENT

# CAPACITY

*"My job is a good fit with my skills and interests."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	88.2	-	+7.2
2011	87.6	-0.6	+7.6
2012	88.4	+0.8	+5.4
2014	87.5	-0.9	+6.5
2016	86.9	-0.6	+5.9



**HISTORIC RESULTS:** The 2016 agreement score declined for a second survey, though it still remains one of the top GNWT agreement scores at 86.9%. It also sits well above the interjurisdictional average (+5.9).

**WHAT DO THE RESULTS TELL US?** The GNWT has remained relatively stagnant around this statement between 2010 and 2016, with a 1.5 spread.

CSF, SSDEC, NTHSSA - DC, NTHSSA - FS, senior managers, college and adult instructors, and social workers and counselors, had above average agreement scores in response to this statement in 2016.

Finance, Justice, Lands, and respondents in clerical occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	80.0	-6.9
ECE	91.9	5.0
ENR	88.6	1.7
EXEC	89.1	2.2
FIN	78.8	-8.1
HSS	87.1	0.2
HR	87.8	0.9
ITI + BDIC	89.0	2.1
JUS	76.5	-10.4
Lands	77.0	-9.9
LA	91.6	4.7
MACA	85.7	-1.2
PWS	86.2	-0.7
DOT	87.4	0.5

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	93.2	6.3
CSF	100.0	13.1
DCDEC	88.2	1.3
SDEC	91.7	4.8
SSDEC	96.3	9.4
TCSA - Ed	90.0	3.1
NTHSSA	89.4	2.5
AC	86.9	0.0
NWTHC	87.5	0.6

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	97.0	10.1
01 - 07 Middle Managers	90.7	3.8
11 Prof. Business & Finance	82.7	-4.2
12 Skilled Admin & Finance	82.8	-4.1
14 Clerical	78.1	-8.8
21 Prof. Science & Technology	87.7	0.8
22 Technical Science & Technology	85.7	-1.2
31 Prof. Health	89.9	3.0
32 Technical & Skilled Health	92.6	5.7
412 & 413 College & Adult Instructors	96.0	9.1
414 Teachers	91.3	4.4
415 Social Workers & Counselors	95.3	8.4
416 Policy & Program Officers	82.2	-4.7
42 Paraprof. Social Service & Educ.	92.6	5.7
51 & 52 Prof. & Skilled Art & Culture	85.5	-1.4
64 Intermediate Service Occupations	83.2	-3.7
72 & 73 Skilled Trade & Transport	83.9	-3.0
Other Occupations	84.8	-2.1

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	85.6	-1.3
All Regions (excluding YK & NS)	88.6	1.7
Beaufort Delta	89.7	2.8
Dehcho	87.5	0.6
Sahtu	87.0	0.1
South Slave	88.4	1.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	86.2	-0.7
Female	87.0	0.1

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	87.2	0.3
NTHSSA - DC	95.0	8.1
NTHSSA - FS	95.9	9.0
NTHSSA - Sahtu	90.9	4.0
NTHSSA - STH	88.3	1.4
NTHSSA - YK	88.0	1.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	81.7	-5.2
30 - 39 Years	82.9	-4.0
40 - 49 Years	88.6	1.7
50 - 59 Years	89.3	2.4
60+	89.1	2.2

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	84.7	-2.2
1 - 4 Years	83.9	-3.0
5 - 10 Years	88.1	1.2
Over 10 Years	88.5	1.6

# COMMITMENT

# CAPACITY

*"I am satisfied with my workload."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	65.0	-	-
2011	63.3	-1.7	-
2012	63.5	+0.2	-
2014	63.6	+0.1	-
2016	61.2	-2.4	-



**HISTORIC RESULTS:** The 2016 agreement score set a new low score, with a moderate decline between 2014 and 2016 (-2.4).

**WHAT DO THE RESULTS TELL US?** The GNWT has gradually been trending downwards since 2010, with a moderate spread of 3.8. This is an area where divisional education councils and teachers typically have agreement scores significantly below the GNWT average.

Executive, LA, DOT, CSF, SDEC, NTHSSA - FS, respondents in intermediate service occupations, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

BDEC, DCDEC, SSDEC, middle managers, NTHSSA - Sahtu, NTHSSA - STH, and teachers had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	56.0	-5.2
ECE	53.7	-7.5
ENR	62.2	1.0
EXEC	72.9	11.7
FIN	63.3	2.1
HSS	59.7	-1.5
HR	67.8	6.6
ITI + BDIC	67.0	5.8
JUS	62.4	1.2
Lands	59.0	-2.2
LA	70.8	9.6
MACA	68.3	7.1
PWS	67.6	6.4
DOT	71.1	9.9

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	48.3	-12.9
CSF	72.2	11.0
DCDEC	43.2	-18.0
SDEC	72.9	11.7
SSDEC	47.0	-14.2
TCSA - Ed	58.0	-3.2
NTHSSA	58.8	-2.4
AC	60.0	-1.2
NWTHC	58.3	-2.9

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	62.7	1.5
01 - 07 Middle Managers	51.8	-9.4
11 Prof. Business & Finance	57.5	-3.7
12 Skilled Admin & Finance	65.6	4.4
14 Clerical	63.9	2.7
21 Prof. Science & Technology	68.4	7.2
22 Technical Science & Technology	63.0	1.8
31 Prof. Health	58.1	-3.1
32 Technical & Skilled Health	55.6	-5.6
412 & 413 College & Adult Instructors	64.0	2.8
414 Teachers	47.2	-14.0
415 Social Workers & Counselors	57.0	-4.2
416 Policy & Program Officers	65.4	4.2
42 Paraprof. Social Service & Educ.	51.5	-9.7
51 & 52 Prof. & Skilled Art & Culture	69.1	7.9
64 Intermediate Service Occupations	73.3	12.1
72 & 73 Skilled Trade & Transport	69.4	8.2
Other Occupations	68.7	7.5

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	60.3	-0.9
All Regions (excluding YK & NS)	62.4	1.2
Beaufort Delta	63.6	2.4
Dehcho	57.6	-3.6
Sahtu	67.9	6.7
South Slave	60.3	-0.9

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	63.1	1.9
Female	60.5	-0.7

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	66.3	5.1
NTHSSA - DC	62.5	1.3
NTHSSA - FS	73.0	11.8
NTHSSA - Sahtu	50.0	-11.2
NTHSSA - STH	52.9	-8.3
NTHSSA - YK	57.4	-3.8

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	58.4	-2.8
30 - 39 Years	60.1	-1.1
40 - 49 Years	61.1	-0.1
50 - 59 Years	62.5	1.3
60+	65.8	4.6

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	76.3	15.1
1 - 4 Years	61.2	0.0
5 - 10 Years	60.2	-1.0
Over 10 Years	60.4	-0.8

# COMMITMENT

## CAPACITY

*"I have access to information and data that I need in order to do my job effectively and efficiently."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	-	-	-
2014	-	-	-
2016	73.2	-	-

**HISTORIC RESULTS:** This statement was first introduced in the 2016 survey and therefore has no historical data.

**WHAT DO THE RESULTS TELL US?** Nearly three-quarters of respondents agreed that they had the information that they needed to do their job effectively and efficiently in 2016.

LA, PWS, CSF, DCDEC, TCSA - Ed, NTHSSA - FS, senior managers, and respondents in skilled administrative and finance occupations had above average agreement scores in response to this statement in 2016.

HSS, NTHSSA - Sahtu, and respondents in professional and skilled arts and culture occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	68.0	-5.2
ECE	67.6	-5.6
ENR	79.8	6.6
EXEC	67.6	-5.6
FIN	67.7	-5.5
HSS	57.3	-15.9
HR	80.0	6.8
ITI + BDIC	78.7	5.5
JUS	70.2	-3.0
Lands	71.0	-2.2
LA	87.5	14.3
MACA	74.6	1.4
PWS	81.5	8.3
DOT	71.1	-2.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	73.0	-0.2
CSF	88.9	15.7
DCDEC	80.4	7.2
SDEC	70.9	-2.3
SSDEC	79.5	6.3
TCSA - Ed	84.0	10.8
NTHSSA	72.4	-0.8
AC	70.0	-3.2
NWTHC	72.3	-0.9

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	80.1	6.9
01 - 07 Middle Managers	71.1	-2.1
11 Prof. Business & Finance	73.2	0.0
12 Skilled Admin & Finance	80.3	7.1
14 Clerical	74.5	1.3
21 Prof. Science & Technology	76.6	3.4
22 Technical Science & Technology	72.3	-0.9
31 Prof. Health	72.3	-0.9
32 Technical & Skilled Health	74.1	0.9
412 & 413 College & Adult Instructors	73.3	0.1
414 Teachers	73.8	0.6
415 Social Workers & Counselors	68.6	-4.6
416 Policy & Program Officers	68.8	-4.4
42 Paraprof. Social Service & Educ.	72.1	-1.1
51 & 52 Prof. & Skilled Art & Culture	61.8	-11.4
64 Intermediate Service Occupations	68.7	-4.5
72 & 73 Skilled Trade & Transport	72.6	-0.6
Other Occupations	69.7	-3.5

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	71.8	-1.4
All Regions (excluding YK & NS)	75.1	1.9
Beaufort Delta	76.1	2.9
Dehcho	75.5	2.3
Sahtu	69.5	-3.7
South Slave	73.9	0.7

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	73.5	0.3
Female	74.1	0.9

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	69.8	-3.4
NTHSSA - DC	72.5	-0.7
NTHSSA - FS	81.3	8.1
NTHSSA - Sahtu	63.6	-9.6
NTHSSA - STH	73.6	0.4
NTHSSA - YK	70.4	-2.8

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	76.7	3.5
30 - 39 Years	71.0	-2.2
40 - 49 Years	73.9	0.7
50 - 59 Years	75.8	2.6
60+	75.5	2.3

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	76.4	3.2
1 - 4 Years	74.7	1.5
5 - 10 Years	70.2	-3.0
Over 10 Years	75.3	2.1

# COMMITMENT

# CAPACITY

*"I have access to clear processes in order to do my job effectively and efficiently."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	-	-	-
2014	-	-	-
2016	59.7	-	-

**HISTORIC RESULTS:** This statement was first introduced in the 2016 survey and therefore has no historical data.

**WHAT DO THE RESULTS TELL US?** Nearly six in ten respondents agreed that they had access to clear processes in order to do their job effectively and efficiently in 2016.

HR, LA, CSF, DCDEC, SDEC, SSDEC, TCSA - Ed, NTHSSA - BD, respondents in skilled administrative and finance occupations, and respondents from the Beaufort Delta had above average agreement scores in response to this statement in 2016.

AAIR, HSS, Lands, and policy and programs officers had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	44.0	-15.7
ECE	54.9	-4.8
ENR	52.3	-7.4
EXEC	62.1	2.4
FIN	55.9	-3.8
HSS	46.0	-13.7
HR	75.6	15.9
ITI + BDIC	58.2	-1.5
JUS	59.6	-0.1
Lands	49.0	-10.7
LA	79.1	19.4
MACA	57.2	-2.5
PWS	60.7	1.0
DOT	66.9	7.2

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	66.3	6.6
CSF	83.3	23.6
DCDEC	70.5	10.8
SDEC	68.8	9.1
SSDEC	72.3	12.6
TCSA - Ed	68.0	8.3
NTHSSA	59.7	0.0
AC	55.4	-4.3
NWTHC	59.7	0.0

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	66.3	6.6
01 - 07 Middle Managers	55.8	-3.9
11 Prof. Business & Finance	62.2	2.5
12 Skilled Admin & Finance	68.1	8.4
14 Clerical	63.9	4.2
21 Prof. Science & Technology	51.5	-8.2
22 Technical Science & Technology	53.8	-5.9
31 Prof. Health	57.4	-2.3
32 Technical & Skilled Health	59.3	-0.4
412 & 413 College & Adult Instructors	53.3	-6.4
414 Teachers	66.4	6.7
415 Social Workers & Counselors	58.1	-1.6
416 Policy & Program Officers	49.3	-10.4
42 Paraprof. Social Service & Educ.	66.2	6.5
51 & 52 Prof. & Skilled Art & Culture	58.2	-1.5
64 Intermediate Service Occupations	61.8	2.1
72 & 73 Skilled Trade & Transport	64.5	4.8
Other Occupations	58.6	-1.1

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	55.4	-4.3
All Regions (excluding YK & NS)	65.5	5.8
Beaufort Delta	71.1	11.4
Dehcho	64.7	5.0
Sahtu	64.1	4.4
South Slave	59.9	0.2

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	58.1	-1.6
Female	61.2	1.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	68.6	8.9
NTHSSA - DC	62.5	2.8
NTHSSA - FS	64.6	4.9
NTHSSA - Sahtu	54.5	-5.2
NTHSSA - STH	55.0	-4.7
NTHSSA - YK	58.3	-1.4

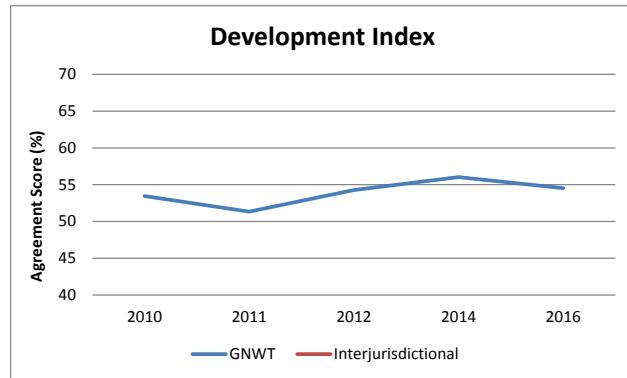
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	58.9	-0.8
30 - 39 Years	54.3	-5.4
40 - 49 Years	60.0	0.3
50 - 59 Years	64.3	4.6
60+	66.2	6.5

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	64.1	4.4
1 - 4 Years	58.4	-1.3
5 - 10 Years	57.0	-2.7
Over 10 Years	63.0	3.3

# COMMITMENT

# DEVELOPMENT INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	53.5	-	-
2011	51.3	-2.1	-
2012	54.3	+2.9	-
2014	56.0	+1.8	-
2016	54.5	-1.5	-



**HISTORIC RESULTS:** The 2016 Development Index score declined slightly in 2016 (-1.5) after increases between 2011 and 2014 (+4.7).

**WHAT DO THE RESULTS TELL US?** The GNWT Development Index has had moderate fluctuations from survey to survey since 2010, with a spread of 4.7.

Executive, DCDEC, SDEC, senior managers, teachers, and respondents from the Sahtu region had above average index scores in 2016.

Justice, social workers and counselors, paraprofessionals in social service and education occupations, intermediate service occupations, respondents in skilled trade and transport occupations, and respondents in other occupations had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	56.0	1.5
ECE	55.1	0.6
ENR	56.0	1.5
EXEC	67.5	13.0
FIN	59.8	5.3
HSS	55.1	0.6
HR	59.6	5.1
ITI + BDIC	61.1	6.6
JUS	38.5	-16.0
Lands	59.3	4.8
LA	47.2	-7.3
MACA	54.0	-0.6
PWS	55.7	1.1
DOT	58.4	3.9

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	61.8	7.3
CSF	55.6	1.0
DCDEC	66.7	12.2
SDEC	63.2	8.7
SSDEC	61.9	7.3
TCSA - Ed	x	x
NTHSSA	49.0	-5.6
AC	51.0	-3.5
NWTHC	54.1	-0.4

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	73.2	18.7
01 - 07 Middle Managers	60.5	6.0
11 Prof. Business & Finance	55.7	1.2
12 Skilled Admin & Finance	54.1	-0.4
14 Clerical	50.5	-4.0
21 Prof. Science & Technology	54.8	0.3
22 Technical Science & Technology	53.4	-1.1
31 Prof. Health	53.2	-1.3
32 Technical & Skilled Health	53.2	-1.3
412 & 413 College & Adult Instructors	57.3	2.8
414 Teachers	66.4	11.9
415 Social Workers & Counselors	47.4	-7.1
416 Policy & Program Officers	55.0	0.5
42 Paraprof. Social Service & Educ.	41.9	-12.6
51 & 52 Prof. & Skilled Art & Culture	48.6	-5.9
64 Intermediate Service Occupations	45.8	-8.7
72 & 73 Skilled Trade & Transport	46.8	-7.7
Other Occupations	46.7	-7.8

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	53.2	-1.4
All Regions (excluding YK & NS)	56.4	1.8
Beaufort Delta	58.6	4.1
Dehcho	57.2	2.7
Sahtu	61.3	6.8
South Slave	50.3	-4.2

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	54.3	-0.3
Female	55.3	0.8

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	51.5	-3.0
NTHSSA - DC	x	x
NTHSSA - FS	49.3	-5.2
NTHSSA - Sahtu	57.6	3.1
NTHSSA - STH	45.5	-9.0
NTHSSA - YK	48.5	-6.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	56.3	1.7
30 - 39 Years	52.7	-1.8
40 - 49 Years	58.2	3.7
50 - 59 Years	54.3	-0.2
60+	53.4	-1.1

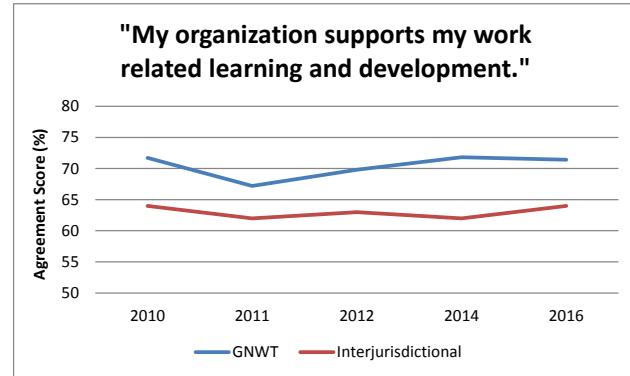
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	57.5	3.0
1 - 4 Years	55.2	0.7
5 - 10 Years	53.9	-0.7
Over 10 Years	54.6	0.1

# COMMITMENT

## DEVELOPMENT

*"My organization supports my work related learning and development."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	71.7	-	+7.7
2011	67.2	-4.5	+5.2
2012	69.8	+2.6	+6.8
2014	71.8	+2.0	+9.8
2016	71.4	-0.4	+7.4



**HISTORIC RESULTS:** The 2016 agreement score declined slightly from 2014 (-0.4) after increasing between 2011 and 2014 (+4.6). The GNWT consistently scores well above the interjurisdictional score.

**WHAT DO THE RESULTS TELL US?** This statement fluctuates significantly from survey to survey, with a spread of 4.6.

Executive, Lands, BDEC, DCDEC, SDEC, SSDEC, TCSA - Ed, senior and middle managers, respondents in technical and skilled health occupations, and teachers had above average agreement scores in response to this statement in 2016.

Justice, respondents in technical science and technology occupations, paraprofessionals in social service and education occupations, respondents in professional and skilled arts and culture occupations, intermediate service occupations, and respondents in other occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	68.0	-3.4
ECE	73.4	2.0
ENR	68.9	-2.5
EXEC	81.0	9.6
FIN	73.9	2.5
HSS	72.6	1.2
HR	71.1	-0.3
ITI + BDIC	78.0	6.6
JUS	52.5	-18.9
Lands	79.0	7.6
LA	75.0	3.6
MACA	65.1	-6.3
PWS	73.4	2.0
DOT	71.1	-0.3

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	82.0	10.6
CSF	72.2	0.8
DCDEC	84.4	13.0
SDEC	81.3	9.9
SSDEC	83.1	11.7
TCSA - Ed	86.0	14.6
NTHSSA	68.0	-3.4
AC	72.3	0.9
NWTHC	73.6	2.2

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	84.9	13.5
01 - 07 Middle Managers	79.4	8.0
11 Prof. Business & Finance	69.3	-2.1
12 Skilled Admin & Finance	71.0	-0.4
14 Clerical	68.6	-2.8
21 Prof. Science & Technology	74.3	2.9
22 Technical Science & Technology	63.9	-7.5
31 Prof. Health	64.9	-6.5
32 Technical & Skilled Health	79.6	8.2
412 & 413 College & Adult Instructors	73.3	1.9
414 Teachers	85.6	14.2
415 Social Workers & Counselors	66.3	-5.1
416 Policy & Program Officers	70.2	-1.2
42 Paraprof. Social Service & Educ.	52.9	-18.5
51 & 52 Prof. & Skilled Art & Culture	61.8	-9.6
64 Intermediate Service Occupations	55.7	-15.7
72 & 73 Skilled Trade & Transport	66.1	-5.3
Other Occupations	60.6	-10.8

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	70.1	-1.3
All Regions (excluding YK & NS)	73.1	1.7
Beaufort Delta	74.7	3.3
Dehcho	73.9	2.5
Sahtu	75.6	4.2
South Slave	68.5	-2.9

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	70.4	-1.0
Female	72.3	0.9

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	65.1	-6.3
NTHSSA - DC	67.5	-3.9
NTHSSA - FS	68.8	-2.6
NTHSSA - Sahtu	72.8	1.4
NTHSSA - STH	65.1	-6.3
NTHSSA - YK	74.1	2.7

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	70.8	-0.6
30 - 39 Years	70.6	-0.8
40 - 49 Years	75.0	3.6
50 - 59 Years	70.3	-1.1
60+	70.3	-1.1

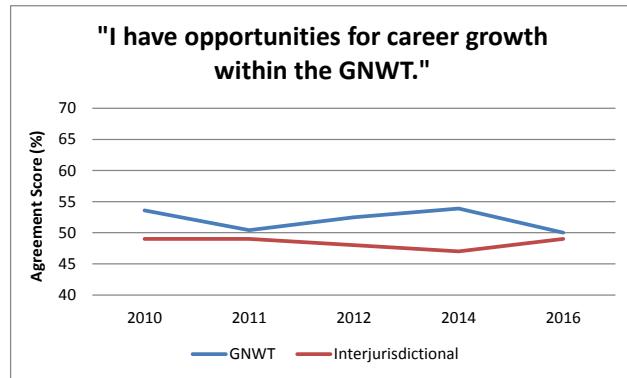
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	76.3	4.9
1 - 4 Years	71.7	0.3
5 - 10 Years	71.8	0.4
Over 10 Years	70.7	-0.7

# COMMITMENT

## DEVELOPMENT

*"I have opportunities for career growth within the GNWT."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	53.6	-	+4.6
2011	50.4	-3.2	+1.4
2012	52.5	+2.1	+4.5
2014	53.9	+1.4	+6.9
2016	50.0	-3.9	+1.0



**HISTORIC RESULTS:** The 2016 agreement score dropped significantly from 2014 (-3.9) after increases between 2011 and 2014 (+3.5). The 2016 agreement score marks a historic low in response to this statement, and is only slightly above the interjurisdictional average.

**WHAT DO THE RESULTS TELL US?** The GNWT score fluctuates moderately from survey to survey, with a spread of 3.9.

Executive, HR, BDEC, DCDEC, TCSA - Ed, senior managers, teachers, respondents from the Beaufort Delta and Sahtu region, and respondents less than 30 years of age had above average agreement scores in response to this statement in 2016.

Justice, LA, paraprofessionals in social service and education occupations, intermediate service occupations, respondents in other occupations, and respondents 60+ years of age had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	52.0	2.0
ECE	55.5	5.5
ENR	46.7	-3.3
EXEC	62.2	12.2
FIN	59.0	9.0
HSS	52.4	2.4
HR	58.9	8.9
ITI + BDIC	52.7	2.7
JUS	32.5	-17.5
Lands	47.0	-3.0
LA	33.4	-16.6
MACA	50.8	0.8
PWS	54.9	4.9
DOT	54.9	4.9

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	64.0	14.0
CSF	55.6	5.6
DCDEC	58.9	8.9
SDEC	58.3	8.3
SSDEC	51.9	1.9
TCSA - Ed	70.0	20.0
NTHSSA	44.4	-5.6
AC	43.1	-6.9
NWTHC	47.2	-2.8

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	72.9	22.9
01 - 07 Middle Managers	57.8	7.8
11 Prof. Business & Finance	52.8	2.8
12 Skilled Admin & Finance	45.2	-4.8
14 Clerical	41.6	-8.4
21 Prof. Science & Technology	45.0	-5.0
22 Technical Science & Technology	48.7	-1.3
31 Prof. Health	52.7	2.7
32 Technical & Skilled Health	42.6	-7.4
412 & 413 College & Adult Instructors	53.3	3.3
414 Teachers	61.6	11.6
415 Social Workers & Counselors	40.7	-9.3
416 Policy & Program Officers	51.0	1.0
42 Paraprof. Social Service & Educ.	35.3	-14.7
51 & 52 Prof. & Skilled Art & Culture	45.5	-4.5
64 Intermediate Service Occupations	39.7	-10.3
72 & 73 Skilled Trade & Transport	41.9	-8.1
Other Occupations	37.4	-12.6

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	49.0	-1.0
All Regions (excluding YK & NS)	51.3	1.3
Beaufort Delta	55.6	5.6
Dehcho	51.1	1.1
Sahtu	58.8	8.8
South Slave	41.9	-8.1

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	48.3	-1.7
Female	51.4	1.4

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	48.8	-1.2
NTHSSA - DC	57.5	7.5
NTHSSA - FS	45.9	-4.1
NTHSSA - Sahtu	54.6	4.6
NTHSSA - STH	42.4	-7.6
NTHSSA - YK	37.0	-13.0

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	57.9	7.9
30 - 39 Years	50.0	0.0
40 - 49 Years	53.0	3.0
50 - 59 Years	48.2	-1.8
60+	44.7	-5.3

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	51.1	1.1
1 - 4 Years	52.4	2.4
5 - 10 Years	50.6	0.6
Over 10 Years	47.8	-2.2

# COMMITMENT

## DEVELOPMENT

*"I am satisfied with the way my career is progressing in the GNWT."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	-	-	-
2014	-	-	-
2016	58.0	-	-

**HISTORIC RESULTS:** This statement was first introduced in the 2016 survey and therefore has no historical data.

**WHAT DO THE RESULTS TELL US?** Only 58.0% of respondents were satisfied with the way their career was progressing in the GNWT in 2016.

All education councils, senior managers, teachers, and respondents from the Beaufort Delta and Dehcho region had above average agreement scores in response to this statement in 2016.

Justice, Lands, NTHSSA - YK, social workers and counselors, paraprofessionals in social service and education occupations, intermediate service occupations, and respondents in skilled trade and transport occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	60.0	2.0
ECE	56.6	-1.4
ENR	56.0	-2.0
EXEC	64.8	6.8
FIN	59.7	1.7
HSS	58.9	0.9
HR	62.2	4.2
ITI + BDIC	63.8	5.8
JUS	39.6	-18.4
Lands	47.0	-11.0
LA	50.0	-8.0
MACA	63.5	5.5
PWS	59.0	1.0
DOT	58.4	0.4

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	74.1	16.1
CSF	72.2	14.2
DCDEC	76.5	18.5
SDEC	75.0	17.0
SSDEC	68.7	10.7
TCSA - Ed	78.0	20.0
NTHSSA	54.8	-3.2
AC	61.6	3.6
NWTHC	54.2	-3.8

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	80.1	22.1
01 - 07 Middle Managers	65.1	7.1
11 Prof. Business & Finance	52.0	-6.0
12 Skilled Admin & Finance	50.5	-7.5
14 Clerical	50.0	-8.0
21 Prof. Science & Technology	55.6	-2.4
22 Technical Science & Technology	55.5	-2.5
31 Prof. Health	64.2	6.2
32 Technical & Skilled Health	61.1	3.1
412 & 413 College & Adult Instructors	66.7	8.7
414 Teachers	74.7	16.7
415 Social Workers & Counselors	47.7	-10.3
416 Policy & Program Officers	57.5	-0.5
42 Paraprof. Social Service & Educ.	42.6	-15.4
51 & 52 Prof. & Skilled Art & Culture	49.1	-8.9
64 Intermediate Service Occupations	45.8	-12.2
72 & 73 Skilled Trade & Transport	46.8	-11.2
Other Occupations	50.5	-7.5

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	54.6	-3.4
All Regions (excluding YK & NS)	62.6	4.6
Beaufort Delta	66.7	8.7
Dehcho	63.6	5.6
Sahtu	61.1	3.1
South Slave	56.4	-1.6

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	55.1	-2.9
Female	60.0	2.0

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	62.7	4.7
NTHSSA - DC	55.0	-3.0
NTHSSA - FS	58.4	0.4
NTHSSA - Sahtu	54.5	-3.5
NTHSSA - STH	54.5	-3.5
NTHSSA - YK	47.2	-10.8

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	56.4	-1.6
30 - 39 Years	53.9	-4.1
40 - 49 Years	59.8	1.8
50 - 59 Years	60.7	2.7
60+	61.7	3.7

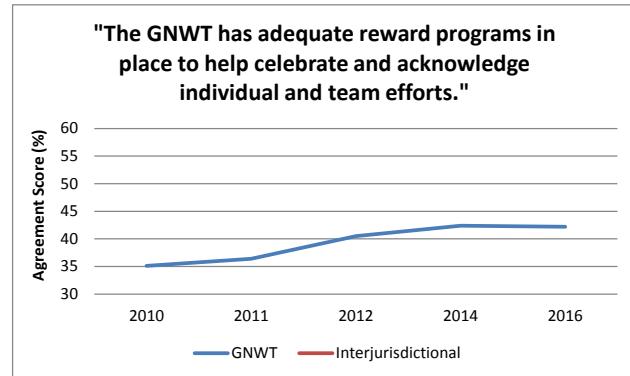
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	58.8	0.8
1 - 4 Years	56.8	-1.2
5 - 10 Years	56.1	-1.9
Over 10 Years	60.5	2.5

# COMMITMENT

## DEVELOPMENT

*"The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	35.1	-	-
2011	36.4	+1.3	-
2012	40.5	+4.1	-
2014	42.4	+1.9	-
2016	42.2	-0.2	-



**HISTORIC RESULTS:** With the exception of a slight drop in 2016 (-0.2), the agreement score for this statement has been increasing steadily since 2010.

**WHAT DO THE RESULTS TELL US?** The GNWT has been consistently trending upwards in this area since 2010, with a spread of 7.3.

ENR, Executive, ITI+BDIC, Lands, DCDEC, senior managers, and respondents from the Sahtu region had above average agreement scores in response to this statement in 2016.

Justice, LA, NTHSSA - STH, respondents in professional health occupations and technical and skilled health occupations, and respondents in skilled trade and transport occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	48.0	5.8
ECE	36.4	-5.8
ENR	52.4	10.2
EXEC	59.4	17.2
FIN	46.6	4.4
HSS	40.4	-1.8
HR	48.9	6.7
ITI + BDIC	52.7	10.5
JUS	30.6	-11.6
Lands	52.0	9.8
LA	33.3	-8.9
MACA	46.0	3.8
PWS	38.7	-3.5
DOT	49.3	7.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	39.4	-2.8
CSF	38.9	-3.3
DCDEC	56.8	14.6
SDEC	50.0	7.8
SSDEC	50.6	8.4
TCSA - Ed	x	x
NTHSSA	34.5	-7.7
AC	37.7	-4.5
NWTHC	41.6	-0.6

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	54.8	12.6
01 - 07 Middle Managers	39.9	-2.3
11 Prof. Business & Finance	48.8	6.6
12 Skilled Admin & Finance	49.8	7.6
14 Clerical	42.0	-0.2
21 Prof. Science & Technology	44.4	2.2
22 Technical Science & Technology	45.4	3.2
31 Prof. Health	31.1	-11.1
32 Technical & Skilled Health	29.6	-12.6
412 & 413 College & Adult Instructors	36.0	-6.2
414 Teachers	43.7	1.5
415 Social Workers & Counselors	34.9	-7.3
416 Policy & Program Officers	41.1	-1.1
42 Paraprof. Social Service & Educ.	36.8	-5.4
51 & 52 Prof. & Skilled Art & Culture	38.2	-4.0
64 Intermediate Service Occupations	42.0	-0.2
72 & 73 Skilled Trade & Transport	32.3	-9.9
Other Occupations	38.4	-3.8

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	40.4	-1.8
All Regions (excluding YK & NS)	44.7	2.5
Beaufort Delta	45.6	3.4
Dehcho	46.7	4.5
Sahtu	49.6	7.4
South Slave	40.6	-1.6

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	44.1	1.9
Female	42.2	0.0

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	40.7	-1.5
NTHSSA - DC	x	x
NTHSSA - FS	33.3	-8.9
NTHSSA - Sahtu	45.4	3.2
NTHSSA - STH	29.1	-13.1
NTHSSA - YK	34.3	-7.9

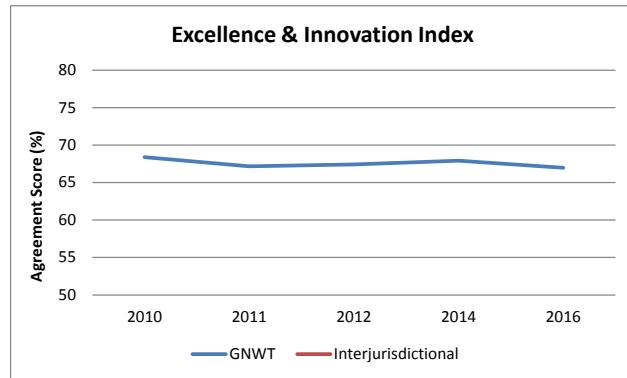
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	40.1	-2.1
30 - 39 Years	37.6	-4.6
40 - 49 Years	46.7	4.5
50 - 59 Years	44.3	2.1
60+	45.1	2.9

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	45.0	2.8
1 - 4 Years	41.6	-0.6
5 - 10 Years	39.2	-3.0
Over 10 Years	45.5	3.3

# COMMITMENT

## EXCELLENCE & INNOVATION INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	68.4	-	-
2011	67.2	-1.2	-
2012	67.4	+0.2	-
2014	67.9	+0.5	-
2016	67.0	-0.9	-



**HISTORIC RESULTS:** The 2016 Excellence & Innovation Index score set a new low after a decline of -1.0 between 2014 and 2016, though fluctuation in the Index score has been minor between 2010 and 2016.

**WHAT DO THE RESULTS TELL US?** The GNWT Capacity Index has been relatively stagnant since 2010, with a spread of 1.4.

Executive, all education councils, senior managers, teachers, respondents from the Beaufort Delta, Dehcho, and Sahtu regions, and respondents with less than one year of service had above average index scores in 2016.

Justice, NWTHC, and intermediate service occupations had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	66.7	-0.3
ECE	66.1	-0.9
ENR	65.1	-1.8
EXEC	83.8	16.8
FIN	61.1	-5.9
HSS	69.6	2.6
HR	68.9	2.0
ITI + BDIC	72.0	5.0
JUS	54.0	-13.0
Lands	61.7	-5.3
LA	68.0	1.1
MACA	69.3	2.3
PWS	69.0	2.0
DOT	69.3	2.3

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	79.0	12.0
CSF	75.9	9.0
DCDEC	77.8	10.8
SDEC	83.4	16.4
SSDEC	78.3	11.4
TCSA - Ed	73.3	6.4
NTHSSA	66.0	-1.0
AC	64.1	-2.8
NWTHC	59.3	-7.7

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	86.5	19.5
01 - 07 Middle Managers	70.1	3.1
11 Prof. Business & Finance	60.1	-6.9
12 Skilled Admin & Finance	64.6	-2.4
14 Clerical	60.3	-6.7
21 Prof. Science & Technology	70.2	3.2
22 Technical Science & Technology	61.6	-5.4
31 Prof. Health	65.8	-1.2
32 Technical & Skilled Health	66.0	-1.0
412 & 413 College & Adult Instructors	69.3	2.3
414 Teachers	76.0	9.0
415 Social Workers & Counselors	65.5	-1.5
416 Policy & Program Officers	64.8	-2.2
42 Paraprof. Social Service & Educ.	61.8	-5.2
51 & 52 Prof. & Skilled Art & Culture	60.6	-6.4
64 Intermediate Service Occupations	59.5	-7.5
72 & 73 Skilled Trade & Transport	70.4	3.4
Other Occupations	61.6	-5.4

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	64.0	-2.9
All Regions (excluding YK & NS)	71.0	4.0
Beaufort Delta	73.7	6.7
Dehcho	73.7	6.8
Sahtu	75.1	8.1
South Slave	64.5	-2.4

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	71.3	4.4
NTHSSA - DC	70.8	3.9
NTHSSA - FS	69.5	2.5
NTHSSA - Sahtu	74.2	7.3
NTHSSA - STH	60.5	-6.5
NTHSSA - YK	66.4	-0.6

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	65.7	-1.3
Female	67.9	0.9

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	64.9	-2.1
30 - 39 Years	63.8	-3.2
40 - 49 Years	68.4	1.4
50 - 59 Years	69.4	2.4
60+	68.9	2.0

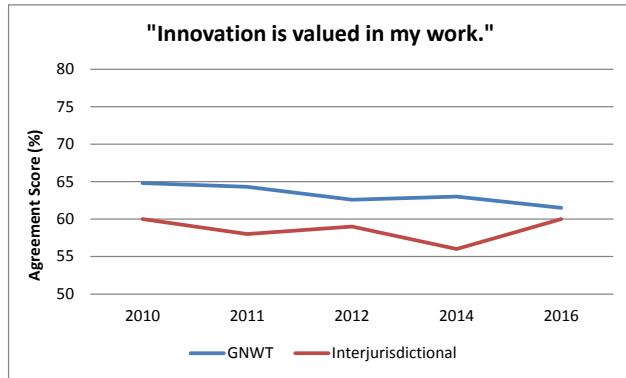
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	75.6	8.6
1 - 4 Years	65.5	-1.5
5 - 10 Years	65.5	-1.4
Over 10 Years	68.3	1.3

# COMMITMENT

## EXCELLENCE & INNOVATION

*"Innovation is valued in my work."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	64.8	-	+4.8
2011	64.3	-0.5	+6.3
2012	62.6	-1.7	+3.6
2014	63.0	+0.4	+7.0
2016	61.5	-1.5	+1.5



**HISTORIC RESULTS:** Overall, this statement has been trending downwards since 2010 (-3.3), setting a historic low in 2016. Historically the GNWT has remained above the interjurisdictional score.

**WHAT DO THE RESULTS TELL US?** The GNWT score has been in gradual decline since 2010, with a spread of 3.3.

Executive, ITI+BDIC, the education councils, senior managers, collect and adult instructors, teachers, respondents from the Beaufort Delta, Dehcho, and Sahtu region, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, NWTHC, NTHSSA - STH, respondents in professional business and finance occupations, social workers and counselors, respondents in paraprofessional social services and education occupations, intermediate service occupations, and other occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	60.0	-1.5
ECE	57.8	-3.7
ENR	59.6	-1.9
EXEC	72.9	11.4
FIN	56.5	-5.0
HSS	66.9	5.4
HR	61.1	-0.4
ITI + BDIC	72.5	11.0
JUS	43.9	-17.6
Lands	57.0	-4.5
LA	58.3	-3.2
MACA	61.9	0.4
PWS	65.3	3.8
DOT	67.6	6.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	77.5	16.0
CSF	66.7	5.2
DCDEC	72.6	11.1
SDEC	87.5	26.0
SSDEC	75.9	14.4
TCSA - Ed	68.0	6.5
NTHSSA	58.2	-3.3
AC	63.1	1.6
NWTHC	48.6	-12.9

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	83.1	21.6
01 - 07 Middle Managers	67.1	5.6
11 Prof. Business & Finance	52.0	-9.5
12 Skilled Admin & Finance	59.9	-1.6
14 Clerical	59.1	-2.4
21 Prof. Science & Technology	69.0	7.5
22 Technical Science & Technology	54.6	-6.9
31 Prof. Health	54.7	-6.8
32 Technical & Skilled Health	51.9	-9.6
412 & 413 College & Adult Instructors	70.7	9.2
414 Teachers	71.6	10.1
415 Social Workers & Counselors	50.0	-11.5
416 Policy & Program Officers	57.9	-3.6
42 Paraprof. Social Service & Educ.	50.0	-11.5
51 & 52 Prof. & Skilled Art & Culture	60.0	-1.5
64 Intermediate Service Occupations	51.1	-10.4
72 & 73 Skilled Trade & Transport	64.5	3.0
Other Occupations	52.5	-9.0

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	57.9	-3.6
All Regions (excluding YK & NS)	66.4	4.9
Beaufort Delta	70.8	9.3
Dehcho	68.5	7.0
Sahtu	71.0	9.5
South Slave	58.9	-2.6

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	59.2	-2.3
Female	63.0	1.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	64.0	2.5
NTHSSA - DC	57.5	-4.0
NTHSSA - FS	64.6	3.1
NTHSSA - Sahtu	63.6	2.1
NTHSSA - STH	53.9	-7.6
NTHSSA - YK	57.4	-4.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	59.9	-1.6
30 - 39 Years	59.2	-2.3
40 - 49 Years	64.0	2.5
50 - 59 Years	63.1	1.6
60+	59.8	-1.7

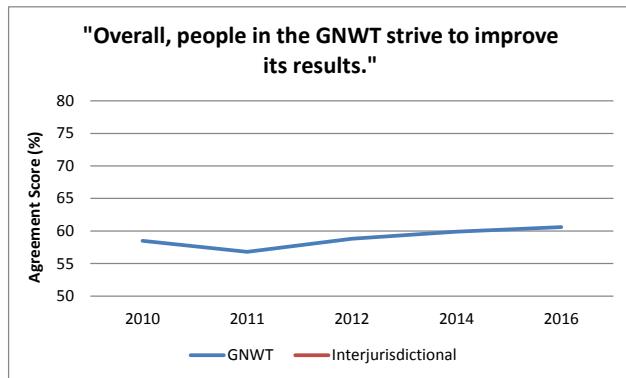
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	73.3	11.8
1 - 4 Years	59.5	-2.0
5 - 10 Years	59.1	-2.4
Over 10 Years	63.4	1.9

# COMMITMENT

## EXCELLENCE & INNOVATION

*"Overall, people in the GNWT strive to improve its results."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	58.5	-	-
2011	56.8	-1.7	-
2012	58.8	+2.0	-
2014	59.9	+1.1	-
2016	60.6	+0.7	-



**HISTORIC RESULTS:** The agreement score in response to this statement has been increasing since 2011 (+3.8).

**WHAT DO THE RESULTS TELL US?** The GNWT score has gradual trending upwards since 2011, with a spread of 3.8.

Executive, the education councils, NTHSSA - BD, senior managers, respondents from the Beaufort Delta, Dehcho, and Sahtu regions, respondents 60+ years of age, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, LA, AC, NTHSSA - STH, college and adult instructors, and respondents in professional and skilled arts and culture occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	64.0	3.4
ECE	63.0	2.4
ENR	54.4	-6.2
EXEC	86.5	25.9
FIN	55.3	-5.3
HSS	63.7	3.1
HR	62.3	1.7
ITI + BDIC	59.1	-1.5
JUS	50.6	-10.0
Lands	54.0	-6.6
LA	50.0	-10.6
MACA	68.2	7.6
PWS	63.0	2.4
DOT	62.0	1.4

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	73.0	12.4
CSF	66.7	6.1
DCDEC	72.5	11.9
SDEC	70.9	10.3
SSDEC	71.1	10.5
TCSA - Ed	66.0	5.4
NTHSSA	61.1	0.5
AC	50.8	-9.8
NWTHC	58.3	-2.3

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	81.3	20.7
01 - 07 Middle Managers	57.5	-3.1
11 Prof. Business & Finance	57.5	-3.1
12 Skilled Admin & Finance	64.5	3.9
14 Clerical	58.4	-2.2
21 Prof. Science & Technology	56.1	-4.5
22 Technical Science & Technology	57.1	-3.5
31 Prof. Health	58.1	-2.5
32 Technical & Skilled Health	64.8	4.2
412 & 413 College & Adult Instructors	52.0	-8.6
414 Teachers	67.7	7.1
415 Social Workers & Counselors	61.6	1.0
416 Policy & Program Officers	56.5	-4.1
42 Paraprof. Social Service & Educ.	60.3	-0.3
51 & 52 Prof. & Skilled Art & Culture	50.9	-9.7
64 Intermediate Service Occupations	55.0	-5.6
72 & 73 Skilled Trade & Transport	64.5	3.9
Other Occupations	60.6	0.0

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	57.7	-2.9
All Regions (excluding YK & NS)	64.7	4.1
Beaufort Delta	68.3	7.7
Dehcho	68.5	7.9
Sahtu	68.7	8.1
South Slave	56.2	-4.4

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	57.8	-2.8
Female	62.2	1.6

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	70.9	10.3
NTHSSA - DC	62.5	1.9
NTHSSA - FS	62.5	1.9
NTHSSA - Sahtu	68.2	7.6
NTHSSA - STH	51.8	-8.8
NTHSSA - YK	66.7	6.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	56.0	-4.6
30 - 39 Years	55.5	-5.1
40 - 49 Years	59.7	-0.9
50 - 59 Years	65.1	4.5
60+	68.4	7.8

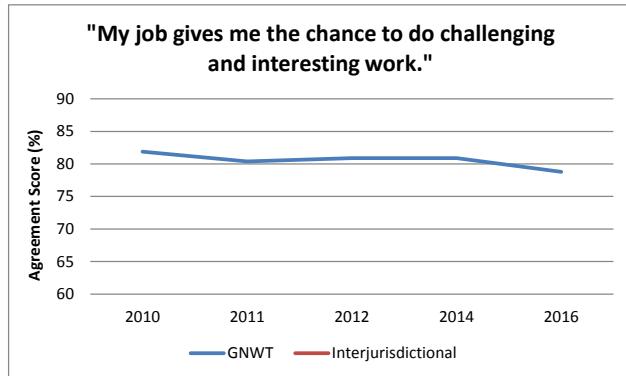
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	70.2	9.6
1 - 4 Years	60.0	-0.6
5 - 10 Years	59.1	-1.5
Over 10 Years	60.8	0.2

# COMMITMENT

## EXCELLENCE & INNOVATION

*"My job gives me the chance to do challenging and interesting work."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	81.9	-	-
2011	80.4	-1.5	-
2012	80.9	+0.5	-
2014	80.9	0.0	-
2016	78.8	-2.1	-



**HISTORIC RESULTS:** Overall this statement agreement score has been trending downwards since 2010 (-3.1), hitting a historic low in 2016 (78.8%).

**WHAT DO THE RESULTS TELL US?** In spite of a gradual downward overall trend over the past five surveys, the score has remained moderately consistent, with a spread of 3.1.

Executive, LA, the education councils, NTHSSA - DC, NTHSSA - Sahtu, senior managers, teachers, the education councils, NTHSSA - BD, senior managers, and respondents from the Sahtu region had above average agreement scores in response to this statement in 2016.

Justice, NWTHC, respondents in skilled administrative and finance occupations, respondents in clerical occupations, and respondents in professional and skilled arts and culture occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	76.0	-2.8
ECE	77.4	-1.4
ENR	81.4	2.6
EXEC	91.9	13.1
FIN	71.4	-7.4
HSS	78.2	-0.6
HR	83.4	4.6
ITI + BDIC	84.3	5.5
JUS	67.4	-11.4
Lands	74.0	-4.8
LA	95.8	17.0
MACA	77.7	-1.1
PWS	78.6	-0.2
DOT	78.2	-0.6

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	86.5	7.7
CSF	94.4	15.6
DCDEC	88.3	9.5
SDEC	91.7	12.9
SSDEC	88.0	9.2
TCSA - Ed	86.0	7.2
NTHSSA	78.7	-0.1
AC	78.5	-0.3
NWTHC	70.9	-7.9

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	95.2	16.4
01 - 07 Middle Managers	85.7	6.9
11 Prof. Business & Finance	70.9	-7.9
12 Skilled Admin & Finance	69.5	-9.3
14 Clerical	63.5	-15.3
21 Prof. Science & Technology	85.4	6.6
22 Technical Science & Technology	73.1	-5.7
31 Prof. Health	84.5	5.7
32 Technical & Skilled Health	81.5	2.7
412 & 413 College & Adult Instructors	85.3	6.5
414 Teachers	88.6	9.8
415 Social Workers & Counselors	84.9	6.1
416 Policy & Program Officers	80.1	1.3
42 Paraprof. Social Service & Educ.	75.0	-3.8
51 & 52 Prof. & Skilled Art & Culture	70.9	-7.9
64 Intermediate Service Occupations	72.5	-6.3
72 & 73 Skilled Trade & Transport	82.3	3.5
Other Occupations	71.7	-7.1

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	76.6	-2.2
All Regions (excluding YK & NS)	81.9	3.1
Beaufort Delta	81.9	3.1
Dehcho	84.2	5.4
Sahtu	85.5	6.7
South Slave	78.6	-0.2

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	80.0	1.2
Female	78.4	-0.4

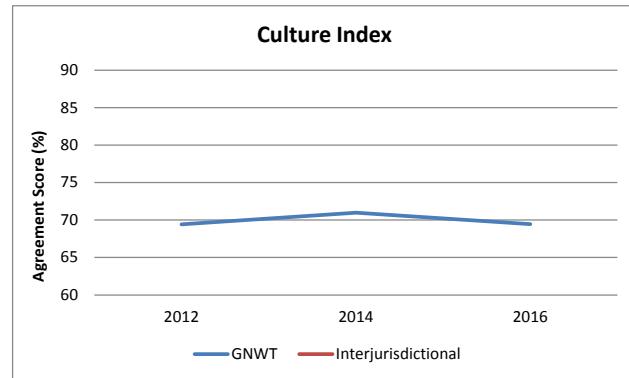
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	78.7	-0.1
30 - 39 Years	76.6	-2.2
40 - 49 Years	81.4	2.6
50 - 59 Years	80.0	1.2
60+	78.6	-0.2

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	83.2	4.4
1 - 4 Years	76.9	-1.9
5 - 10 Years	78.4	-0.4
Over 10 Years	80.6	1.8

# SATISFACTION

## CULTURE INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	69.4	-	-
2014	71.0	+1.6	-
2016	69.4	-1.5	-



**HISTORIC RESULTS:** The 2016 Culture Index score declined back to its 2012 score, after a +1.6 increase between 2012 and 2014.

**WHAT DO THE RESULTS TELL US?** The GNWT has remained relatively stagnant around Culture over the three years the Index has been measures (2012, 2014, 2016), with a spread of 1.6.

Executive, HR, ITI+BDIC, CSF, SDEC, senior managers, the Beaufort Delta region, and respondents with less than one year of service had above average index scores in 2016.

Justice, NTHSSA - STH, respondents in technical and skilled health occupations, intermediate service occupations, and the South Slave region had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	72.6	3.1
ECE	68.4	-1.0
ENR	71.3	1.9
EXEC	79.9	10.5
FIN	68.0	-1.5
HSS	71.3	1.9
HR	76.7	7.2
ITI + BDIC	77.4	7.9
JUS	58.4	-11.0
Lands	68.7	-0.7
LA	68.5	-1.0
MACA	71.2	1.8
PWS	73.9	4.5
DOT	72.2	2.8

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	74.1	4.7
CSF	80.2	10.7
DCDEC	73.7	4.3
SDEC	79.2	9.7
SSDEC	68.5	-0.9
TCSA - Ed	72.3	2.8
NTHSSA	65.7	-3.8
AC	65.8	-3.6
NWTHC	71.6	2.2

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	81.1	11.7
01 - 07 Middle Managers	70.2	0.8
11 Prof. Business & Finance	70.8	1.4
12 Skilled Admin & Finance	71.9	2.5
14 Clerical	67.0	-2.4
21 Prof. Science & Technology	75.6	6.2
22 Technical Science & Technology	68.9	-0.5
31 Prof. Health	65.8	-3.6
32 Technical & Skilled Health	62.4	-7.0
412 & 413 College & Adult Instructors	65.9	-3.5
414 Teachers	70.1	0.7
415 Social Workers & Counselors	64.6	-4.8
416 Policy & Program Officers	71.0	1.6
42 Paraprof. Social Service & Educ.	61.1	-8.3
51 & 52 Prof. & Skilled Art & Culture	68.1	-1.3
64 Intermediate Service Occupations	60.5	-8.9
72 & 73 Skilled Trade & Transport	66.4	-3.0
Other Occupations	65.7	-3.7

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	69.0	-0.4
All Regions (excluding YK & NS)	70.0	0.5
Beaufort Delta	74.2	4.8
Dehcho	70.0	0.6
Sahtu	72.4	3.0
South Slave	64.7	-4.8

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	71.9	2.5
NTHSSA - DC	64.3	-5.2
NTHSSA - FS	67.3	-2.2
NTHSSA - Sahtu	70.2	0.7
NTHSSA - STH	60.5	-8.9
NTHSSA - YK	68.5	-0.9

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	69.6	0.2
Female	70.0	0.6

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	68.1	-1.4
30 - 39 Years	67.9	-1.5
40 - 49 Years	71.0	1.5
50 - 59 Years	70.9	1.5
60+	71.5	2.0

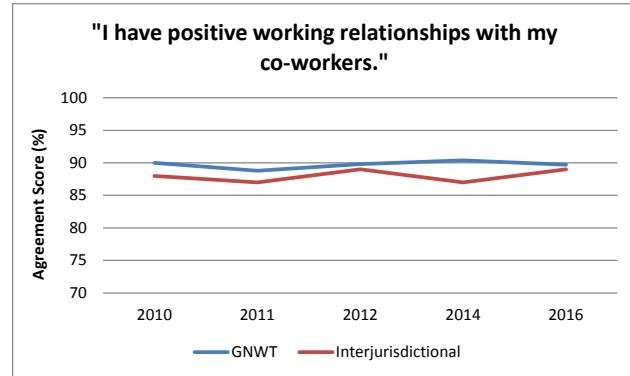
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	79.8	10.4
1 - 4 Years	70.5	1.0
5 - 10 Years	67.9	-1.5
Over 10 Years	69.4	-0.1

# SATISFACTION

# CULTURE

*"I have positive working relationships with my co-workers."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	90.0	-	+2.0
2011	88.8	-1.2	+1.8
2012	89.8	+1.0	+0.8
2014	90.4	+0.6	+3.4
2016	89.7	-0.7	+0.7



**HISTORIC RESULTS:** This statement continues to be the top scoring agreement score, with only minor fluctuations from survey to survey.

**WHAT DO THE RESULTS TELL US?** Historically, the GNWT has remained relatively stagnant around this statement, with a spread of 1.6. This is consistently one of the highest agreement scores in the EESS.

AAIR, ITI+BDIC, and senior managers had above average agreement scores in response to this statement in 2016.

Justice, NTHSSA - FS, NTHSSA - STH, respondents in clerical occupations, and respondents in technical and skilled health occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	100.0	10.3
ECE	93.1	3.4
ENR	89.1	-0.6
EXEC	91.9	2.2
FIN	85.7	-4.0
HSS	91.1	1.4
HR	92.2	2.5
ITI + BDIC	95.2	5.5
JUS	83.5	-6.2
Lands	90.0	0.3
LA	91.6	1.9
MACA	92.1	2.4
PWS	92.5	2.8
DOT	90.9	1.2

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	92.1	2.4
CSF	94.4	4.7
DCDEC	88.3	-1.4
SDEC	89.6	-0.1
SSDEC	90.4	0.7
TCSA - Ed	94.0	4.3
NTHSSA	86.6	-3.1
AC	90.8	1.1
NWTHC	93.1	3.4

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	98.2	8.5
01 - 07 Middle Managers	90.7	1.0
11 Prof. Business & Finance	93.7	4.0
12 Skilled Admin & Finance	89.6	-0.1
14 Clerical	82.1	-7.6
21 Prof. Science & Technology	94.2	4.5
22 Technical Science & Technology	88.2	-1.5
31 Prof. Health	92.6	2.9
32 Technical & Skilled Health	79.6	-10.1
412 & 413 College & Adult Instructors	93.3	3.6
414 Teachers	90.0	0.3
415 Social Workers & Counselors	87.2	-2.5
416 Policy & Program Officers	92.5	2.8
42 Paraprof. Social Service & Educ.	83.8	-5.9
51 & 52 Prof. & Skilled Art & Culture	87.3	-2.4
64 Intermediate Service Occupations	85.5	-4.2
72 & 73 Skilled Trade & Transport	88.7	-1.0
Other Occupations	84.8	-4.9

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	91.2	1.5
All Regions (excluding YK & NS)	87.5	-2.2
Beaufort Delta	89.4	-0.3
Dehcho	87.0	-2.7
Sahtu	89.3	-0.4
South Slave	84.2	-5.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	90.7	1.0
Female	89.4	-0.3

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	88.4	-1.3
NTHSSA - DC	90.0	0.3
NTHSSA - FS	83.4	-6.3
NTHSSA - Sahtu	91.0	1.3
NTHSSA - STH	83.6	-6.1
NTHSSA - YK	89.8	0.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	86.7	-3.0
30 - 39 Years	89.7	0.0
40 - 49 Years	89.1	-0.6
50 - 59 Years	91.1	1.4
60+	91.0	1.3

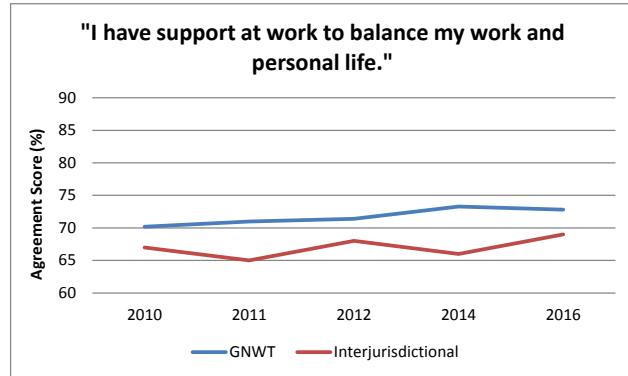
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	93.2	3.5
1 - 4 Years	88.9	-0.8
5 - 10 Years	89.4	-0.3
Over 10 Years	90.6	0.9

# SATISFACTION

# CULTURE

*"I have support at work to balance my work and personal life."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	70.2	-	+3.2
2011	71.0	+0.8	+6.0
2012	71.4	+0.4	+3.4
2014	73.3	+1.9	+7.3
2016	72.8	-0.5	+3.8



**HISTORIC RESULTS:** Despite a slight decline in 2016, overall this statement has had a positive increase since 2010 (+2.6). It scores consistently well above the interjurisdictional score.

**WHAT DO THE RESULTS TELL US?** The GNWT has shown a gradual increase in agreement score in response to this statement, with a moderate spread of 3.1.

AAIR, HR, ITI+BDIC, MACA, NWTHC, respondents in professional business and finance occupations, respondents in professional science and technology occupations, respondents in professional and skilled art and culture occupations, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

BDEC, DCDEC, SSDEC, NTHSSA - DC, NTHSSA - Sahtu, college and adult instructors, teachers, social workers and counselors, respondents in paraprofessional social service and education occupations, and respondents from the Dehcho had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	84.0	11.2
ECE	68.8	-4.0
ENR	78.2	5.4
EXEC	78.3	5.5
FIN	78.9	6.1
HSS	76.7	3.9
HR	83.3	10.5
ITI + BDIC	85.0	12.2
JUS	67.1	-5.7
Lands	78.0	5.2
LA	70.9	-1.9
MACA	81.0	8.2
PWS	78.1	5.3
DOT	78.9	6.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	59.6	-13.2
CSF	77.8	5.0
DCDEC	58.9	-13.9
SDEC	79.2	6.4
SSDEC	57.8	-15.0
TCSA - Ed	68.0	-4.8
NTHSSA	67.1	-5.7
AC	65.3	-7.5
NWTHC	81.9	9.1

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	75.9	3.1
01 - 07 Middle Managers	69.4	-3.4
11 Prof. Business & Finance	85.0	12.2
12 Skilled Admin & Finance	74.9	2.1
14 Clerical	78.8	6.0
21 Prof. Science & Technology	83.0	10.2
22 Technical Science & Technology	72.3	-0.5
31 Prof. Health	68.2	-4.6
32 Technical & Skilled Health	63.0	-9.8
412 & 413 College & Adult Instructors	61.3	-11.5
414 Teachers	61.1	-11.7
415 Social Workers & Counselors	61.6	-11.2
416 Policy & Program Officers	81.2	8.4
42 Paraprof. Social Service & Educ.	60.3	-12.5
51 & 52 Prof. & Skilled Art & Culture	85.5	12.7
64 Intermediate Service Occupations	66.4	-6.4
72 & 73 Skilled Trade & Transport	71.0	-1.8
Other Occupations	66.7	-6.1

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	76.3	3.5
All Regions (excluding YK & NS)	68.1	-4.7
Beaufort Delta	71.7	-1.1
Dehcho	63.6	-9.2
Sahtu	71.0	-1.8
South Slave	65.8	-7.0

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	72.8	0.0
Female	73.3	0.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	69.7	-3.1
NTHSSA - DC	62.5	-10.3
NTHSSA - FS	64.6	-8.2
NTHSSA - Sahtu	59.1	-13.7
NTHSSA - STH	65.0	-7.8
NTHSSA - YK	73.2	0.4

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	68.4	-4.4
30 - 39 Years	72.9	0.1
40 - 49 Years	74.1	1.3
50 - 59 Years	73.5	0.7
60+	74.8	2.0

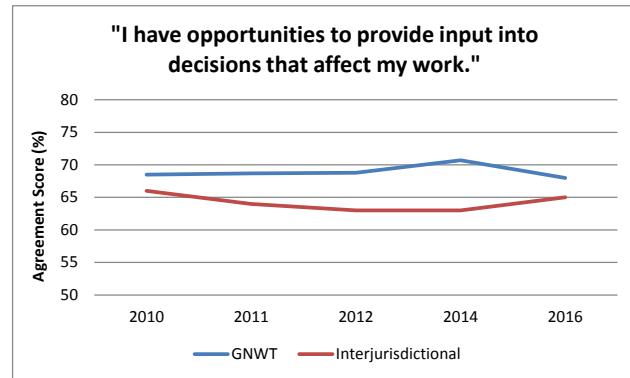
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	83.2	10.4
1 - 4 Years	74.6	1.8
5 - 10 Years	70.1	-2.7
Over 10 Years	72.5	-0.3

# SATISFACTION

# CULTURE

*"I have opportunities to provide input into decisions that affect my work."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	68.5	-	+2.5
2011	68.7	+0.2	+4.7
2012	68.8	+0.1	+5.8
2014	70.7	+1.9	+7.7
2016	68.0	-2.7	+3.0



**HISTORIC RESULTS:** After a large increase in agreement score in 2014 (+1.9), the agreement score dropped down to 68.0% in 2016 (-2.7), setting a low score in response to this statement. The agreement score remains well above the interjurisdictional agreement score.

**WHAT DO THE RESULTS TELL US?** The GNWT remained relative stagnant in response to this statement until it increased and decreased sharply in 2014 and 2016 respectively, with a spread of 2.7.

ENR, Executive, ITI+BDIC, BDEC, senior managers, respondents in professional science and technology occupations, respondents from the Beaufort Delta, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, NTHSSA - FS, NTHSSA - STH, social workers and counselors, paraprofessionals in social service and education occupations, intermediate service occupations, and respondents from the South Slave had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	68.0	0.0
ECE	66.5	-1.5
ENR	76.7	8.7
EXEC	78.3	10.3
FIN	62.7	-5.3
HSS	73.4	5.4
HR	77.7	9.7
ITI + BDIC	81.1	13.1
JUS	51.0	-17.0
Lands	70.0	2.0
LA	70.8	2.8
MACA	71.4	3.4
PWS	68.2	0.2
DOT	71.8	3.8

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	76.4	8.4
CSF	72.2	4.2
DCDEC	74.5	6.5
SDEC	75.0	7.0
SSDEC	66.3	-1.7
TCSA - Ed	66.0	-2.0
NTHSSA	63.1	-4.9
AC	66.2	-1.8
NWTHC	72.3	4.3

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	87.3	19.3
01 - 07 Middle Managers	75.4	7.4
11 Prof. Business & Finance	62.2	-5.8
12 Skilled Admin & Finance	67.0	-1.0
14 Clerical	60.9	-7.1
21 Prof. Science & Technology	79.5	11.5
22 Technical Science & Technology	66.4	-1.6
31 Prof. Health	60.1	-7.9
32 Technical & Skilled Health	63.0	-5.0
412 & 413 College & Adult Instructors	69.3	1.3
414 Teachers	69.9	1.9
415 Social Workers & Counselors	54.7	-13.3
416 Policy & Program Officers	71.2	3.2
42 Paraprof. Social Service & Educ.	54.4	-13.6
51 & 52 Prof. & Skilled Art & Culture	65.5	-2.5
64 Intermediate Service Occupations	55.0	-13.0
72 & 73 Skilled Trade & Transport	72.6	4.6
Other Occupations	60.6	-7.4

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	68.0	0.0
All Regions (excluding YK & NS)	67.9	-0.1
Beaufort Delta	74.7	6.7
Dehcho	70.7	2.7
Sahtu	70.2	2.2
South Slave	59.4	-8.6

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	69.9	1.9
Female	67.4	-0.6

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	70.9	2.9
NTHSSA - DC	60.0	-8.0
NTHSSA - FS	60.5	-7.5
NTHSSA - Sahtu	63.7	-4.3
NTHSSA - STH	60.3	-7.7
NTHSSA - YK	63.9	-4.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	70.3	2.3
30 - 39 Years	67.4	-0.6
40 - 49 Years	69.5	1.5
50 - 59 Years	68.4	0.4
60+	67.7	-0.3

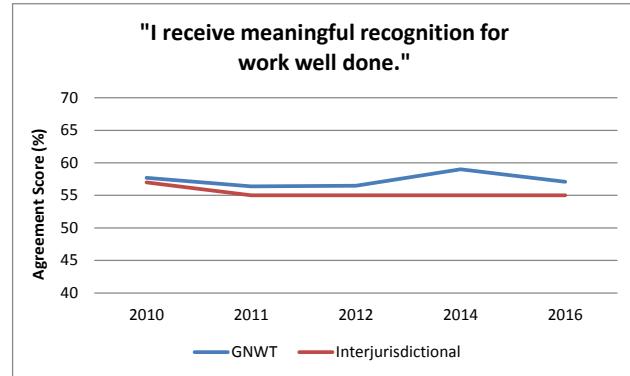
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	79.4	11.4
1 - 4 Years	70.6	2.6
5 - 10 Years	66.3	-1.7
Over 10 Years	66.2	-1.8

# SATISFACTION

# CULTURE

*"I receive meaningful recognition for work well done."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	57.7	-	+0.7
2011	56.4	-1.3	+1.4
2012	56.5	+0.1	+1.5
2014	59.0	+2.5	+4.0
2016	57.1	-1.9	+2.1



**HISTORIC RESULTS:** Although the 2016 agreement score dropped since 2014 (-1.9), it remains above the 2012 agreement score. The GNWT agreement score continually scores above the interjurisdictional score.

**WHAT DO THE RESULTS TELL US?** The GNWT has remained relative stagnant in response to this statement over the past five surveys, with a spread of 2.6.

Executive, LA, DCDEC, SDEC, NTHSSA - Sahtu, senior managers, respondents in professional science and technology occupations, respondents from the Beaufort Delta, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, NWTHC, NTHSSA - DC, NTHSSA - STH, respondents in professional health occupations, respondents in technical and skilled health occupations, paraprofessionals in social service and education occupations, intermediate service occupations, and respondents from the South Slave had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	52.0	-5.1
ECE	53.2	-3.9
ENR	57.5	0.4
EXEC	70.2	13.1
FIN	55.2	-1.9
HSS	58.1	1.0
HR	66.6	9.5
ITI + BDIC	65.3	8.2
JUS	44.3	-12.8
Lands	53.0	-4.1
LA	66.7	9.6
MACA	63.5	6.4
PWS	60.7	3.6
DOT	62.6	5.5

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	64.0	6.9
CSF	61.1	4.0
DCDEC	70.6	13.5
SDEC	72.9	15.8
SSDEC	60.3	3.2
TCSA - Ed	60.0	2.9
NTHSSA	52.5	-4.6
AC	57.7	0.6
NWTHC	48.6	-8.5

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	69.9	12.8
01 - 07 Middle Managers	60.1	3.0
11 Prof. Business & Finance	59.8	2.7
12 Skilled Admin & Finance	58.8	1.7
14 Clerical	54.4	-2.7
21 Prof. Science & Technology	66.1	9.0
22 Technical Science & Technology	51.3	-5.8
31 Prof. Health	49.3	-7.8
32 Technical & Skilled Health	48.1	-9.0
412 & 413 College & Adult Instructors	54.7	-2.4
414 Teachers	59.8	2.7
415 Social Workers & Counselors	52.3	-4.8
416 Policy & Program Officers	57.5	0.4
42 Paraprof. Social Service & Educ.	48.5	-8.6
51 & 52 Prof. & Skilled Art & Culture	50.9	-6.2
64 Intermediate Service Occupations	47.3	-9.8
72 & 73 Skilled Trade & Transport	56.5	-0.6
Other Occupations	53.5	-3.6

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	55.5	-1.6
All Regions (excluding YK & NS)	59.2	2.1
Beaufort Delta	63.6	6.5
Dehcho	60.9	3.8
Sahtu	65.6	8.5
South Slave	52.0	-5.1

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	55.7	-1.4
Female	58.2	1.1

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	60.4	3.3
NTHSSA - DC	47.5	-9.6
NTHSSA - FS	58.4	1.3
NTHSSA - Sahtu	68.2	11.1
NTHSSA - STH	46.1	-11.0
NTHSSA - YK	53.7	-3.4

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	54.4	-2.7
30 - 39 Years	54.6	-2.5
40 - 49 Years	59.7	2.6
50 - 59 Years	59.0	1.9
60+	56.0	-1.1

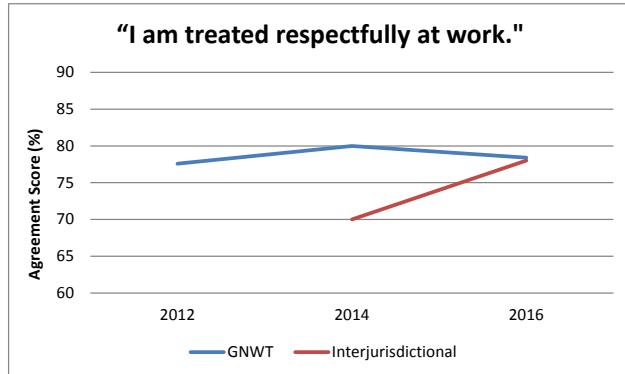
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	67.9	10.8
1 - 4 Years	57.8	0.7
5 - 10 Years	56.5	-0.6
Over 10 Years	56.2	-0.9

# SATISFACTION

# CULTURE

*"I am treated respectfully at work."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	77.6	-	-
2014	80.0	+2.4	+10.0
2016	78.4	-1.6	+0.4



**HISTORIC RESULTS:** This statement was first introduced in the 2012 survey. In 2016, the GNWT and interjurisdictional agreement scores were nearly the same, with the GNWT having a slightly higher agreement score.

**WHAT DO THE RESULTS TELL US?** The GNWT score has fluctuated moderately from survey to survey since the question was first introduced in 2012, with a spread of 2.4.

Executive, HR, BDEC, CSF, senior managers, respondents in professional science and technology occupations, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, LA, MACA, NTHSSA - DC, NTHSSA - STH, respondents in clerical occupations, intermediate service occupations, respondents in skilled trade and transport occupations, and other occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	76.0	-2.4
ECE	79.8	1.4
ENR	84.4	6.0
EXEC	86.5	8.1
FIN	73.3	-5.1
HSS	84.6	6.2
HR	86.7	8.3
ITI + BDIC	83.5	5.1
JUS	70.9	-7.5
Lands	82.0	3.6
LA	62.5	-15.9
MACA	71.4	-7.0
PWS	80.4	2.0
DOT	79.5	1.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	86.5	8.1
CSF	100.0	21.6
DCDEC	80.4	2.0
SDEC	81.3	2.9
SSDEC	78.3	-0.1
TCSA - Ed	74.0	-4.4
NTHSSA	73.6	-4.8
AC	78.5	0.1
NWTHC	79.2	0.8

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	88.0	9.6
01 - 07 Middle Managers	80.1	1.7
11 Prof. Business & Finance	81.9	3.5
12 Skilled Admin & Finance	79.2	0.8
14 Clerical	70.1	-8.3
21 Prof. Science & Technology	87.7	9.3
22 Technical Science & Technology	81.5	3.1
31 Prof. Health	79.7	1.3
32 Technical & Skilled Health	74.1	-4.3
412 & 413 College & Adult Instructors	81.3	2.9
414 Teachers	79.9	1.5
415 Social Workers & Counselors	75.6	-2.8
416 Policy & Program Officers	81.2	2.8
42 Paraprof. Social Service & Educ.	75.0	-3.4
51 & 52 Prof. & Skilled Art & Culture	74.5	-3.9
64 Intermediate Service Occupations	68.7	-9.7
72 & 73 Skilled Trade & Transport	61.3	-17.1
Other Occupations	70.7	-7.7

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	79.2	0.8
All Regions (excluding YK & NS)	77.3	-1.1
Beaufort Delta	83.1	4.7
Dehcho	75.0	-3.4
Sahtu	77.1	-1.3
South Slave	73.9	-4.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	79.7	1.3
Female	78.6	0.2

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	75.6	-2.8
NTHSSA - DC	67.5	-10.9
NTHSSA - FS	81.2	2.8
NTHSSA - Sahtu	81.9	3.5
NTHSSA - STH	70.9	-7.5
NTHSSA - YK	74.1	-4.3

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	76.7	-1.7
30 - 39 Years	79.5	1.1
40 - 49 Years	80.2	1.8
50 - 59 Years	78.0	-0.4
60+	79.7	1.3

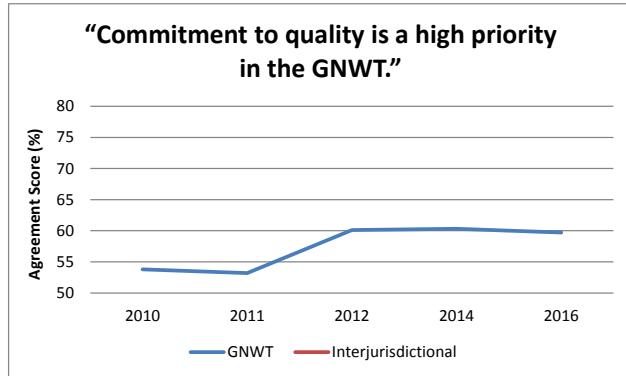
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	89.4	11.0
1 - 4 Years	80.2	1.8
5 - 10 Years	76.1	-2.3
Over 10 Years	78.4	0.0

# SATISFACTION

# CULTURE

***“Commitment to quality is a high priority in the GNWT.”***

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	53.8	-	-
2011	53.2	-0.6	-
2012	60.1	+6.9	-
2014	60.3	+0.2	-
2016	59.7	-0.6	-



**HISTORIC RESULTS:** The 2016 agreement score decreased slightly from 2014, although it still remains well above the 2011 agreement score (+6.5).

**WHAT DO THE RESULTS TELL US?** The GNWT score has had little fluctuation since it increased dramatically between 2011 and 2012 (+6.9), with a spread of only 0.6 since 2012.

AAIR, Executive, PWS, BDEC, CSF, SDEC, TCSA - Ed, NTHSSA - BD, senior managers, respondents in skilled administration and finance occupations, respondents from the Beaufort Delta, respondents 60+ years of age, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, AC, NTHSSA - STH, and college and adult instructors had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	68.0	8.3
ECE	57.3	-2.4
ENR	54.9	-4.8
EXEC	75.7	16.0
FIN	57.8	-1.9
HSS	59.7	0.0
HR	65.6	5.9
ITI + BDIC	62.2	2.5
JUS	46.7	-13.0
Lands	54.0	-5.7
LA	62.5	2.8
MACA	57.2	-2.5
PWS	70.5	10.8
DOT	59.9	0.2

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	71.9	12.2
CSF	83.3	23.6
DCDEC	64.7	5.0
SDEC	75.0	15.3
SSDEC	63.9	4.2
TCSA - Ed	72.0	12.3
NTHSSA	60.5	0.8
AC	47.7	-12.0
NWTHC	56.9	-2.8

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	71.1	11.4
01 - 07 Middle Managers	55.5	-4.2
11 Prof. Business & Finance	52.8	-6.9
12 Skilled Admin & Finance	70.3	10.6
14 Clerical	65.0	5.3
21 Prof. Science & Technology	53.8	-5.9
22 Technical Science & Technology	59.7	0.0
31 Prof. Health	55.4	-4.3
32 Technical & Skilled Health	53.7	-6.0
412 & 413 College & Adult Instructors	45.3	-14.4
414 Teachers	65.1	5.4
415 Social Workers & Counselors	65.1	5.4
416 Policy & Program Officers	54.1	-5.6
42 Paraprof. Social Service & Educ.	52.9	-6.8
51 & 52 Prof. & Skilled Art & Culture	58.2	-1.5
64 Intermediate Service Occupations	52.7	-7.0
72 & 73 Skilled Trade & Transport	61.3	1.6
Other Occupations	62.6	2.9

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	55.5	-4.2
All Regions (excluding YK & NS)	65.4	5.7
Beaufort Delta	70.8	11.1
Dehcho	64.7	5.0
Sahtu	63.4	3.7
South Slave	60.6	0.9

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	57.1	-2.6
Female	61.9	2.2

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	74.4	14.7
NTHSSA - DC	62.5	2.8
NTHSSA - FS	60.4	0.7
NTHSSA - Sahtu	59.1	-0.6
NTHSSA - STH	49.7	-10.0
NTHSSA - YK	67.6	7.9

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	62.9	3.2
30 - 39 Years	54.5	-5.2
40 - 49 Years	61.0	1.3
50 - 59 Years	62.5	2.8
60+	66.1	6.4

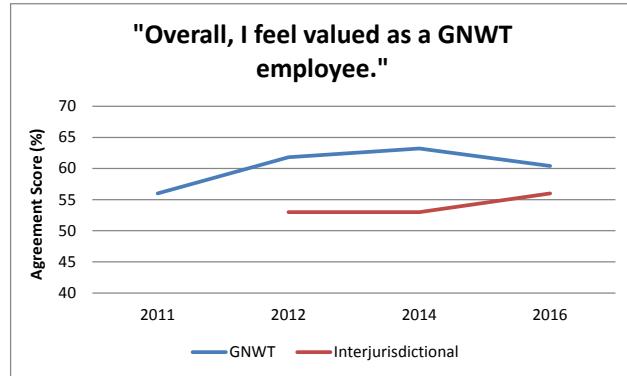
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	73.3	13.6
1 - 4 Years	60.7	1.0
5 - 10 Years	56.9	-2.8
Over 10 Years	60.3	0.6

# SATISFACTION

# CULTURE

*"Overall, I feel valued as a GNWT employee."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	56.0	-	-
2012	61.8	+5.8	-
2014	63.2	+1.4	+10.2
2016	60.4	-2.8	+4.4



**HISTORIC RESULTS:** This statement was first introduced in the 2011 survey, and increased dramatically between 2011 and 2014 (+7.2). It declined in 2016 (-2.8), but remains above the interjurisdictional score.

**WHAT DO THE RESULTS TELL US?** The GNWT score has had moderate fluctuation since it increased dramatically between 2011 and 2012 (+5.8), with a spread of 2.8 since 2012.

Executive, ITI+BDIC, BDEC, CSF, DCDEC, SDEC, TCSA - Ed, NWTHC, NTHSSA - Sahtu, senior managers, respondents from the Dehcho and Sahtu regions, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, NTHSSA - STH, paraprofessionals in social service and education occupations, intermediate service occupations, and respondents in skilled trade and transport occupations, had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	60.0	-0.4
ECE	60.1	-0.3
ENR	58.6	-1.8
EXEC	78.4	18.0
FIN	62.1	1.7
HSS	55.7	-4.7
HR	64.5	4.1
ITI + BDIC	69.3	8.9
JUS	45.5	-14.9
Lands	54.0	-6.4
LA	54.2	-6.2
MACA	61.9	1.5
PWS	67.1	6.7
DOT	61.9	1.5

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	68.5	8.1
CSF	72.2	11.8
DCDEC	78.5	18.1
SDEC	81.3	20.9
SSDEC	62.7	2.3
TCSA - Ed	72.0	11.6
NTHSSA	56.2	-4.2
AC	54.6	-5.8
NWTHC	69.5	9.1

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	77.1	16.7
01 - 07 Middle Managers	60.1	-0.3
11 Prof. Business & Finance	59.8	-0.6
12 Skilled Admin & Finance	63.4	3.0
14 Clerical	58.0	-2.4
21 Prof. Science & Technology	64.9	4.5
22 Technical Science & Technology	63.0	2.6
31 Prof. Health	55.4	-5.0
32 Technical & Skilled Health	55.6	-4.8
412 & 413 College & Adult Instructors	56.0	-4.4
414 Teachers	64.6	4.2
415 Social Workers & Counselors	55.8	-4.6
416 Policy & Program Officers	59.2	-1.2
42 Paraprof. Social Service & Educ.	52.9	-7.5
51 & 52 Prof. & Skilled Art & Culture	54.5	-5.9
64 Intermediate Service Occupations	48.1	-12.3
72 & 73 Skilled Trade & Transport	53.2	-7.2
Other Occupations	60.6	0.2

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	57.6	-2.8
All Regions (excluding YK & NS)	64.2	3.8
Beaufort Delta	66.1	5.7
Dehcho	68.5	8.1
Sahtu	70.2	9.8
South Slave	56.9	-3.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	61.4	1.0
Female	61.2	0.8

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	64.0	3.6
NTHSSA - DC	60.0	-0.4
NTHSSA - FS	62.5	2.1
NTHSSA - Sahtu	68.2	7.8
NTHSSA - STH	48.2	-12.2
NTHSSA - YK	57.4	-3.0

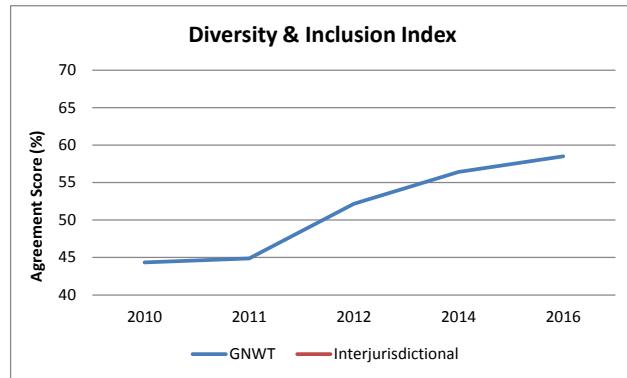
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	57.0	-3.4
30 - 39 Years	56.8	-3.6
40 - 49 Years	63.2	2.8
50 - 59 Years	64.1	3.7
60+	65.1	4.7

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	72.5	12.1
1 - 4 Years	60.5	0.1
5 - 10 Years	60.0	-0.4
Over 10 Years	61.3	0.9

# SATISFACTION

## DIVERSITY & INCLUSION INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	44.3	-	-
2011	44.9	+0.5	-
2012	52.2	+7.3	-
2014	56.4	+4.3	-
2016	58.5	+2.1	-



**HISTORIC RESULTS:** The 2016 Diversity and Inclusion Index score increased for a fourth consecutive survey, increasing from 44.3% in 2010, up to 58.5% in 2016 (+14.2). This is one of two indices, along with the Health, Safety, & Wellness Index, that increased in 2016.

**WHAT DO THE RESULTS TELL US?** The GNWT Diversity & Inclusion Index has been consistently and sharply trending upwards since 2010, with a spread of 14.2.

Executive, CSF, senior managers, and respondents with less than one year of service had above average index scores in 2016.

Justice, LA, social workers and counselors, paraprofessionals in social service and education occupations, and intermediate service occupations had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	60.0	1.5
ECE	64.0	5.5
ENR	55.4	-3.1
EXEC	72.0	13.5
FIN	59.0	0.5
HSS	56.8	-1.7
HR	65.5	7.0
ITI + BDIC	62.7	4.2
JUS	48.1	-10.4
Lands	53.3	-5.2
LA	48.6	-9.9
MACA	57.7	-0.8
PWS	61.5	3.0
DOT	56.6	-1.9

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	63.7	5.2
CSF	72.2	13.7
DCDEC	65.4	6.9
SDEC	61.1	2.6
SSDEC	62.2	3.7
TCSA - Ed	x	x
NTHSSA	58.3	-0.2
AC	56.7	-1.8
NWTHC	55.6	-2.9

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	69.9	11.4
01 - 07 Middle Managers	57.9	-0.6
11 Prof. Business & Finance	61.2	2.7
12 Skilled Admin & Finance	60.6	2.1
14 Clerical	58.4	-0.1
21 Prof. Science & Technology	61.2	2.7
22 Technical Science & Technology	56.9	-1.6
31 Prof. Health	60.6	2.1
32 Technical & Skilled Health	57.4	-1.1
412 & 413 College & Adult Instructors	60.0	1.5
414 Teachers	63.6	5.1
415 Social Workers & Counselors	49.6	-8.9
416 Policy & Program Officers	53.0	-5.5
42 Paraprof. Social Service & Educ.	47.1	-11.4
51 & 52 Prof. & Skilled Art & Culture	57.0	-1.5
64 Intermediate Service Occupations	50.4	-8.1
72 & 73 Skilled Trade & Transport	59.7	1.2
Other Occupations	57.6	-0.9

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	57.6	-0.9
All Regions (excluding YK & NS)	59.8	1.3
Beaufort Delta	63.7	5.2
Dehcho	58.3	-0.2
Sahtu	63.1	4.6
South Slave	54.9	-3.6

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	61.7	3.2
NTHSSA - DC	x	x
NTHSSA - FS	57.0	-1.5
NTHSSA - Sahtu	53.0	-5.5
NTHSSA - STH	59.8	1.3
NTHSSA - YK	56.5	-2.0

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	61.0	2.5
Female	58.7	0.2

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	64.0	5.5
30 - 39 Years	59.3	0.8
40 - 49 Years	59.4	0.9
50 - 59 Years	59.8	1.3
60+	57.4	-1.1

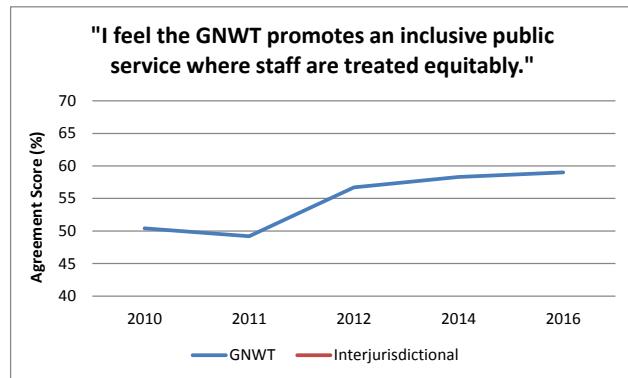
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	69.0	10.5
1 - 4 Years	60.3	1.8
5 - 10 Years	58.5	0.0
Over 10 Years	58.0	-0.5

# SATISFACTION

## DIVERSITY & INCLUSION

*"I feel the GNWT promotes an inclusive public service where staff are treated equitably."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	50.4	-	-
2011	49.2	-1.2	-
2012	56.7	+7.5	-
2014	58.3	+1.6	-
2016	59.0	+0.7	-



**HISTORIC RESULTS:** The agreement score in response to this statement has steadily increased between 2011 and 2016 (+9.8%).

**WHAT DO THE RESULTS TELL US?** The GNWT score has been consistently trending upwards since 2011, with a spread of 9.8.

AAIR, Executive, HR, BDEC, CSF, DCDEC, TCSA - Ed, senior managers, respondents from the Beaufort Delta, respondents less than 30 years of age, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, Lands, NTHSSA - FS, NTHSSA - Sahtu, respondents in technical and skilled health occupations, paraprofessionals in social service and education, intermediate service occupations, and respondents from the South Slave region had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	68.0	9.0
ECE	64.2	5.2
ENR	55.4	-3.6
EXEC	83.8	24.8
FIN	54.7	-4.3
HSS	60.5	1.5
HR	70.0	11.0
ITI + BDIC	62.2	3.2
JUS	50.6	-8.4
Lands	50.0	-9.0
LA	45.9	-13.1
MACA	60.3	1.3
PWS	63.1	4.1
DOT	60.6	1.6

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	69.6	10.6
CSF	77.8	18.8
DCDEC	74.5	15.5
SDEC	64.6	5.6
SSDEC	60.2	1.2
TCSA - Ed	68.0	9.0
NTHSSA	54.1	-4.9
AC	52.3	-6.7
NWTHC	62.5	3.5

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	70.5	11.5
01 - 07 Middle Managers	55.8	-3.2
11 Prof. Business & Finance	64.6	5.6
12 Skilled Admin & Finance	58.1	-0.9
14 Clerical	55.5	-3.5
21 Prof. Science & Technology	66.7	7.7
22 Technical Science & Technology	58.0	-1.0
31 Prof. Health	56.8	-2.2
32 Technical & Skilled Health	46.3	-12.7
412 & 413 College & Adult Instructors	62.7	3.7
414 Teachers	65.9	6.9
415 Social Workers & Counselors	53.5	-5.5
416 Policy & Program Officers	58.2	-0.8
42 Paraprof. Social Service & Educ.	48.5	-10.5
51 & 52 Prof. & Skilled Art & Culture	67.3	8.3
64 Intermediate Service Occupations	45.8	-13.2
72 & 73 Skilled Trade & Transport	62.9	3.9
Other Occupations	59.6	0.6

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	58.6	-0.4
All Regions (excluding YK & NS)	59.7	0.7
Beaufort Delta	66.4	7.4
Dehcho	60.3	1.3
Sahtu	61.1	2.1
South Slave	50.7	-8.3

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	66.3	7.3
NTHSSA - DC	52.5	-6.5
NTHSSA - FS	50.0	-9.0
NTHSSA - Sahtu	50.0	-9.0
NTHSSA - STH	51.3	-7.7
NTHSSA - YK	52.8	-6.2

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	61.7	2.7
Female	59.3	0.3

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	65.9	6.9
30 - 39 Years	62.2	3.2
40 - 49 Years	59.4	0.4
50 - 59 Years	58.8	-0.2
60+	57.9	-1.1

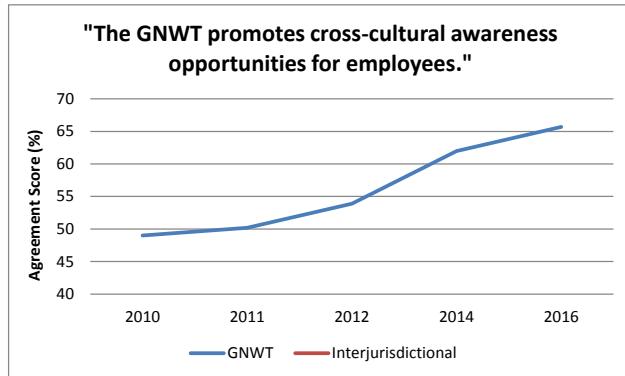
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	75.6	16.6
1 - 4 Years	62.4	3.4
5 - 10 Years	61.0	2.0
Over 10 Years	55.9	-3.1

# SATISFACTION

## DIVERSITY & INCLUSION

*"The GNWT promotes cross-cultural awareness opportunities for employees."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	49.0	-	-
2011	50.2	+1.2	-
2012	53.9	+3.7	-
2014	62.0	+8.1	-
2016	65.7	+3.7	-



**HISTORIC RESULTS:** The agreement score in response to this statement has steadily and dramatically increased between 2010 and 2016 (+16.7).

**WHAT DO THE RESULTS TELL US?** The GNWT score has been consistently and sharply trending upwards since 2010, with a spread of 16.7.

Executive, BDEC, CSF, SSDEC, respondents in technical and skilled health positions, teachers, respondents from the Beaufort Delta, respondents 30 years of age or less, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, Lands, LA, NWTHC, social workers and counselors, and respondents in professional and skilled arts and culture occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	64.0	-1.7
ECE	73.4	7.7
ENR	63.7	-2.0
EXEC	75.6	9.9
FIN	65.9	0.2
HSS	57.3	-8.4
HR	70.0	4.3
ITI + BDIC	69.2	3.5
JUS	54.1	-11.6
Lands	56.0	-9.7
LA	37.5	-28.2
MACA	61.9	-3.8
PWS	64.1	-1.6
DOT	59.2	-6.5

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	82.0	16.3
CSF	88.9	23.2
DCDEC	72.5	6.8
SDEC	66.7	1.0
SSDEC	75.9	10.2
TCSA - Ed	74.0	8.3
NTHSSA	68.8	3.1
AC	70.0	4.3
NWTHC	55.6	-10.1

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	72.9	7.2
01 - 07 Middle Managers	65.1	-0.6
11 Prof. Business & Finance	63.8	-1.9
12 Skilled Admin & Finance	67.4	1.7
14 Clerical	66.4	0.7
21 Prof. Science & Technology	66.7	1.0
22 Technical Science & Technology	60.5	-5.2
31 Prof. Health	73.0	7.3
32 Technical & Skilled Health	75.9	10.2
412 & 413 College & Adult Instructors	69.3	3.6
414 Teachers	79.0	13.3
415 Social Workers & Counselors	51.2	-14.5
416 Policy & Program Officers	57.5	-8.2
42 Paraprof. Social Service & Educ.	58.8	-6.9
51 & 52 Prof. & Skilled Art & Culture	56.4	-9.3
64 Intermediate Service Occupations	61.1	-4.6
72 & 73 Skilled Trade & Transport	58.1	-7.6
Other Occupations	63.6	-2.1

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	64.3	-1.4
All Regions (excluding YK & NS)	67.7	2.0
Beaufort Delta	71.9	6.2
Dehcho	64.1	-1.6
Sahtu	68.7	3.0
South Slave	64.0	-1.7

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	67.9	2.2
Female	66.2	0.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	67.5	1.8
NTHSSA - DC	62.5	-3.2
NTHSSA - FS	66.7	1.0
NTHSSA - Sahtu	59.1	-6.6
NTHSSA - STH	72.5	6.8
NTHSSA - YK	68.6	2.9

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	72.8	7.1
30 - 39 Years	65.2	-0.5
40 - 49 Years	66.5	0.8
50 - 59 Years	68.4	2.7
60+	63.5	-2.2

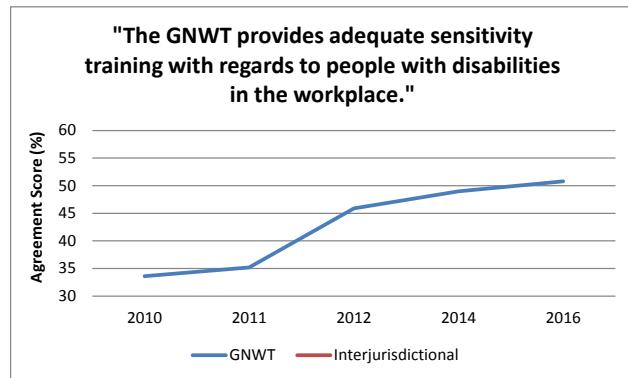
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	77.1	11.4
1 - 4 Years	67.4	1.7
5 - 10 Years	64.1	-1.6
Over 10 Years	66.2	0.5

# SATISFACTION

## DIVERSITY & INCLUSION

*"The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	33.6	-	-
2011	35.2	+1.6	-
2012	45.9	+10.7	-
2014	49.0	+3.1	-
2016	50.8	+1.8	-



**HISTORIC RESULTS:** The agreement score in response to this statement has steadily and dramatically increased between 2010 and 2016 (+17.2).

**WHAT DO THE RESULTS TELL US?** The GNWT score has been consistently and sharply trending upwards since 2010, with a spread of 17.2.

LA, senior managers, and respondents from the Sahtu region Executive had above average agreement scores in response to this statement in 2016.

Justice, BDEC, and paraprofessionals in social services and education occupations had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	48.0	-2.8
ECE	54.3	3.5
ENR	47.2	-3.6
EXEC	56.7	5.9
FIN	56.5	5.7
HSS	52.5	1.7
HR	56.6	5.8
ITI + BDIC	56.7	5.9
JUS	39.6	-11.2
Lands	54.0	3.2
LA	62.5	11.7
MACA	50.8	0.0
PWS	57.2	6.4
DOT	50.0	-0.8

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	39.4	-11.4
CSF	50.0	-0.8
DCDEC	49.1	-1.7
SDEC	52.1	1.3
SSDEC	50.6	-0.2
TCSA - Ed	x	x
NTHSSA	52.1	1.3
AC	47.7	-3.1
NWTHC	48.6	-2.2

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	66.3	15.5
01 - 07 Middle Managers	52.8	2.0
11 Prof. Business & Finance	55.1	4.3
12 Skilled Admin & Finance	56.3	5.5
14 Clerical	53.3	2.5
21 Prof. Science & Technology	50.3	-0.5
22 Technical Science & Technology	52.1	1.3
31 Prof. Health	52.0	1.2
32 Technical & Skilled Health	50.0	-0.8
412 & 413 College & Adult Instructors	48.0	-2.8
414 Teachers	45.9	-4.9
415 Social Workers & Counselors	44.2	-6.6
416 Policy & Program Officers	43.2	-7.6
42 Paraprof. Social Service & Educ.	33.8	-17.0
51 & 52 Prof. & Skilled Art & Culture	47.3	-3.5
64 Intermediate Service Occupations	44.3	-6.5
72 & 73 Skilled Trade & Transport	58.1	7.3
Other Occupations	49.5	-1.3

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	49.9	-0.9
All Regions (excluding YK & NS)	52.1	1.3
Beaufort Delta	52.8	2.0
Dehcho	50.5	-0.3
Sahtu	59.5	8.7
South Slave	50.0	-0.8

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	53.5	2.7
Female	50.5	-0.3

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	51.2	0.4
NTHSSA - DC	x	x
NTHSSA - FS	54.2	3.4
NTHSSA - Sahtu	50.0	-0.8
NTHSSA - STH	55.6	4.8
NTHSSA - YK	48.1	-2.7

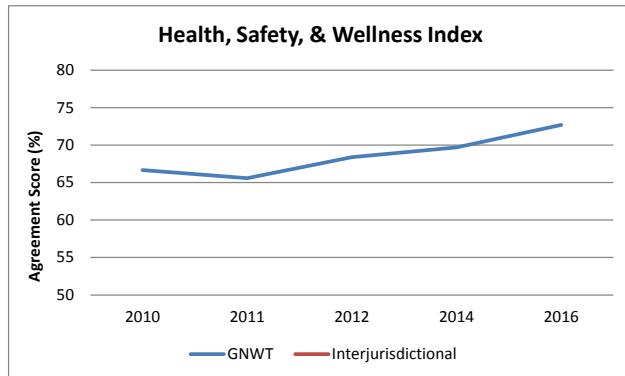
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	53.4	2.6
30 - 39 Years	50.4	-0.4
40 - 49 Years	52.2	1.4
50 - 59 Years	52.2	1.4
60+	50.8	0.0

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	54.2	3.4
1 - 4 Years	51.2	0.4
5 - 10 Years	50.5	-0.3
Over 10 Years	51.9	1.1

# SATISFACTION

## HEALTH, SAFETY, & WELLNESS INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	66.7	-	-
2011	65.6	-1.1	-
2012	68.4	+2.8	-
2014	69.7	+1.3	-
2016	72.7	+3.0	-



**HISTORIC RESULTS:** The 2016 Health, Wellness, and Safety Index score increased for a third consecutive survey, increasing by +7.1 since 2011. This is one of two indices, along with the Diversity & Inclusion Index, that increased in 2016.

**WHAT DO THE RESULTS TELL US?** The GNWT Health, Safety, & Wellness Index has been sharply increasing since 2011, with a spread of 7.1.

AAIR, Executive, ITI+BDIC, senior managers, and respondents in professional business and finance occupations had above average index scores in 2016.

Justice, NTHSSA - Sahtu, NTHSSA - STH, NTHSSA - YK, respondents in professional health occupations, respondents in paraprofessional social service and education occupations, and intermediate service occupations had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	88.0	15.3
ECE	72.4	-0.3
ENR	76.1	3.4
EXEC	81.9	9.2
FIN	77.8	5.1
HSS	71.0	-1.7
HR	76.3	3.6
ITI + BDIC	84.5	11.8
JUS	63.5	-9.2
Lands	78.3	5.6
LA	76.4	3.7
MACA	78.8	6.1
PWS	78.6	5.9
DOT	79.8	7.1

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	72.7	0.0
CSF	79.6	6.9
DCDEC	71.9	-0.8
SDEC	73.6	0.9
SSDEC	67.5	-5.2
TCSA - Ed	80.0	7.3
NTHSSA	63.5	-9.2
AC	67.9	-4.8
NWTHC	80.1	7.4

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	86.5	13.8
01 - 07 Middle Managers	75.0	2.3
11 Prof. Business & Finance	81.4	8.7
12 Skilled Admin & Finance	76.0	3.3
14 Clerical	72.6	-0.1
21 Prof. Science & Technology	78.8	6.1
22 Technical Science & Technology	73.4	0.7
31 Prof. Health	57.2	-15.5
32 Technical & Skilled Health	69.1	-3.6
412 & 413 College & Adult Instructors	64.9	-7.8
414 Teachers	71.2	-1.5
415 Social Workers & Counselors	64.3	-8.4
416 Policy & Program Officers	73.6	0.9
42 Paraprof. Social Service & Educ.	62.7	-10.0
51 & 52 Prof. & Skilled Art & Culture	77.6	4.9
64 Intermediate Service Occupations	60.6	-12.1
72 & 73 Skilled Trade & Transport	75.3	2.6
Other Occupations	69.0	-3.7

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	72.6	-0.1
All Regions (excluding YK & NS)	72.8	0.1
Beaufort Delta	75.8	3.1
Dehcho	72.1	-0.6
Sahtu	72.3	-0.4
South Slave	69.6	-3.1

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	74.8	2.1
Female	73.0	0.3

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	73.7	1.0
NTHSSA - DC	68.3	-4.4
NTHSSA - FS	70.2	-2.5
NTHSSA - Sahtu	57.6	-15.1
NTHSSA - STH	56.3	-16.4
NTHSSA - YK	64.8	-7.9

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	71.6	-1.1
30 - 39 Years	71.0	-1.7
40 - 49 Years	74.6	1.9
50 - 59 Years	75.5	2.8
60+	75.3	2.6

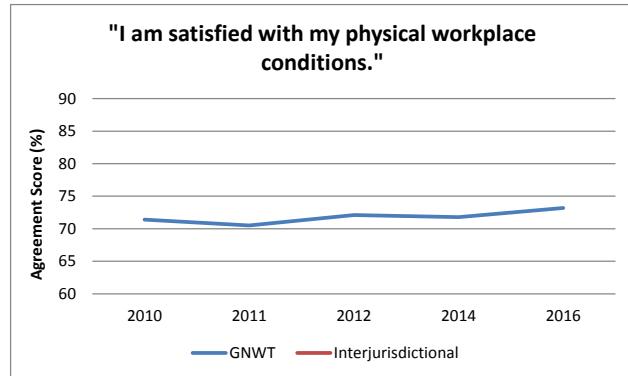
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	76.8	4.1
1 - 4 Years	74.1	1.4
5 - 10 Years	70.7	-2.0
Over 10 Years	74.4	1.7

# SATISFACTION

## HEALTH, SAFETY, & WELLNESS

*"I am satisfied with my physical workplace conditions."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	71.4	-	-
2011	70.5	-0.9	-
2012	72.1	+1.6	-
2014	71.8	-0.3	-
2016	73.2	+1.4	-



**HISTORIC RESULTS:** The 2016 agreement score set a historic high in response to this statement (73.2%). This is +2.7 above the historic low in 2011.

**WHAT DO THE RESULTS TELL US?** This agreement score has been relatively stagnant over the past five surveys, with a spread of 2.7.

AAIR, Executive, ITI+BDIC, LA, NWTHC, senior managers, respondents in professional science and technology occupations, respondents from the Sahtu region, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

NTHSSA - DC, NTHSSA - STH, NTHSSA - YK, respondents in professional and technical/skilled health occupations, and intermediate service occupations had the lowest agreement scores in response to this statement in 2016. NTHSSA - STH in particular should be cause for concern, with an agreement score 29.3 below the GNWT average.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	92.0	18.8
ECE	69.4	-3.8
ENR	81.8	8.6
EXEC	83.7	10.5
FIN	76.4	3.2
HSS	74.2	1.0
HR	75.6	2.4
ITI + BDIC	88.1	14.9
JUS	67.8	-5.4
Lands	71.0	-2.2
LA	87.5	14.3
MACA	76.1	2.9
PWS	79.8	6.6
DOT	73.2	0.0

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	80.9	7.7
CSF	66.7	-6.5
DCDEC	80.4	7.2
SDEC	79.2	6.0
SSDEC	69.9	-3.3
TCSA - Ed	78.0	4.8
NTHSSA	60.0	-13.2
AC	73.0	-0.2
NWTHC	84.7	11.5

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	84.9	11.7
01 - 07 Middle Managers	76.7	3.5
11 Prof. Business & Finance	79.5	6.3
12 Skilled Admin & Finance	73.5	0.3
14 Clerical	71.5	-1.7
21 Prof. Science & Technology	83.0	9.8
22 Technical Science & Technology	72.3	-0.9
31 Prof. Health	50.7	-22.5
32 Technical & Skilled Health	63.0	-10.2
412 & 413 College & Adult Instructors	69.3	-3.9
414 Teachers	75.1	1.9
415 Social Workers & Counselors	68.6	-4.6
416 Policy & Program Officers	76.4	3.2
42 Paraprof. Social Service & Educ.	67.6	-5.6
51 & 52 Prof. & Skilled Art & Culture	76.4	3.2
64 Intermediate Service Occupations	63.4	-9.8
72 & 73 Skilled Trade & Transport	72.6	-0.6
Other Occupations	70.7	-2.5

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	71.6	-1.6
All Regions (excluding YK & NS)	75.3	2.1
Beaufort Delta	78.1	4.9
Dehcho	72.8	-0.4
Sahtu	80.9	7.7
South Slave	72.7	-0.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	76.4	3.2
Female	72.6	-0.6

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	73.3	0.1
NTHSSA - DC	65.0	-8.2
NTHSSA - FS	77.1	3.9
NTHSSA - Sahtu	72.8	-0.4
NTHSSA - STH	43.9	-29.3
NTHSSA - YK	65.7	-7.5

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	73.7	0.5
30 - 39 Years	72.2	-1.0
40 - 49 Years	75.1	1.9
50 - 59 Years	74.5	1.3
60+	73.7	0.5

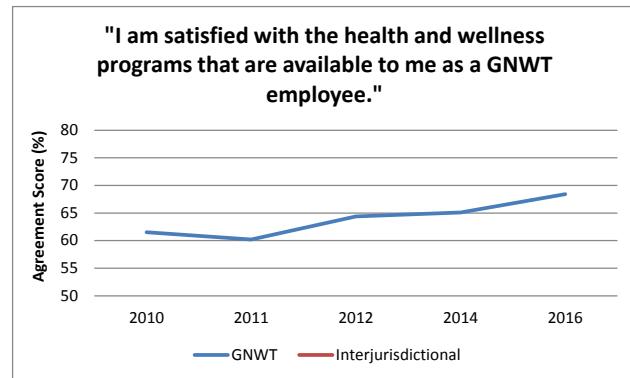
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	80.2	7.0
1 - 4 Years	74.4	1.2
5 - 10 Years	73.6	0.4
Over 10 Years	72.5	-0.7

# SATISFACTION

## HEALTH, SAFETY, & WELLNESS

*"I am satisfied with the health and wellness programs that are available to me as a GNWT employee."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	61.5	-	-
2011	60.2	-1.3	-
2012	64.4	+4.2	-
2014	65.1	+0.7	-
2016	68.4	+3.3	-



**HISTORIC RESULTS:** 2016 marked a new high score in response to this statement. The agreement score had been steadily increasing since 2011, with an increase of +8.2 between 2011 and 2016.

**WHAT DO THE RESULTS TELL US?** Clear, positive progress has been made in this area since 2011, with a spread of 8.2.

AAIR, DOT, CSF, TCSA - Ed, NWTHC, senior managers, respondents in professional business and finance occupations, respondents in professional and skilled arts and culture occupations, and respondents in skilled trade and transport occupations had above average agreement scores in response to this statement in 2016.

Justice, AC, NTHSSA - Sahtu, NTHSSA - YK, respondents in professional health occupations, social workers and counselors, respondents in paraprofessional social service and education occupations, intermediate service occupations, and respondents less than 30 years of age had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	84.0	15.6
ECE	67.6	-0.8
ENR	71.5	3.1
EXEC	72.9	4.5
FIN	72.0	3.6
HSS	61.3	-7.1
HR	71.1	2.7
ITI + BDIC	74.8	6.4
JUS	59.2	-9.2
Lands	74.0	5.6
LA	66.6	-1.8
MACA	76.2	7.8
PWS	75.7	7.3
DOT	82.4	14.0

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	59.5	-8.9
CSF	88.9	20.5
DCDEC	62.8	-5.6
SDEC	66.7	-1.7
SSDEC	63.8	-4.6
TCSA - Ed	80.0	11.6
NTHSSA	62.5	-5.9
AC	59.3	-9.1
NWTHC	79.2	10.8

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	82.5	14.1
01 - 07 Middle Managers	65.8	-2.6
11 Prof. Business & Finance	78.0	9.6
12 Skilled Admin & Finance	69.9	1.5
14 Clerical	73.0	4.6
21 Prof. Science & Technology	69.6	1.2
22 Technical Science & Technology	70.6	2.2
31 Prof. Health	58.1	-10.3
32 Technical & Skilled Health	68.5	0.1
412 & 413 College & Adult Instructors	58.7	-9.7
414 Teachers	65.9	-2.5
415 Social Workers & Counselors	57.0	-11.4
416 Policy & Program Officers	67.5	-0.9
42 Paraprof. Social Service & Educ.	55.9	-12.5
51 & 52 Prof. & Skilled Art & Culture	78.2	9.8
64 Intermediate Service Occupations	60.3	-8.1
72 & 73 Skilled Trade & Transport	79.0	10.6
Other Occupations	66.7	-1.7

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	68.7	0.3
All Regions (excluding YK & NS)	67.9	-0.5
Beaufort Delta	68.3	-0.1
Dehcho	66.3	-2.1
Sahtu	65.6	-2.8
South Slave	67.2	-1.2

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	69.6	1.2
Female	69.3	0.9

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	69.8	1.4
NTHSSA - DC	70.0	1.6
NTHSSA - FS	64.6	-3.8
NTHSSA - Sahtu	50.0	-18.4
NTHSSA - STH	63.5	-4.9
NTHSSA - YK	53.7	-14.7

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	63.4	-5.0
30 - 39 Years	65.4	-3.0
40 - 49 Years	71.7	3.3
50 - 59 Years	72.8	4.4
60+	70.3	1.9

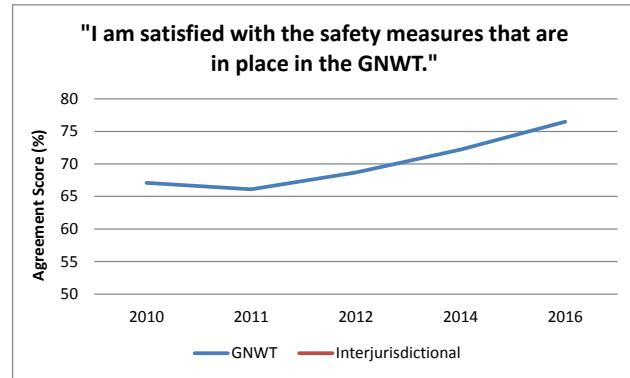
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	66.4	-2.0
1 - 4 Years	69.1	0.7
5 - 10 Years	66.5	-1.9
Over 10 Years	71.5	3.1

# SATISFACTION

## HEALTH, SAFETY, & WELLNESS

*"I am satisfied with the safety measures that are in place in the GNWT."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	67.1	-	-
2011	66.1	-1.0	-
2012	68.7	+2.6	-
2014	72.2	+3.5	-
2016	76.5	+4.3	-



**HISTORIC RESULTS:** 2016 marked a new high score in response to this statement (76.5%). The agreement score had been steadily and rapidly increasing since 2011 (+10.4).

**WHAT DO THE RESULTS TELL US?** Clear, positive progress has been made in this area since 2011, with a spread of 10.4.

AAIR, Executive, Finance, ITI+BDIC, Lands, senior managers, respondents in professional business and finance occupations, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

Justice, NTHSSA - Sahtu, NTHSSA - STH, respondents in professional health occupations, social workers and counselors, respondents in paraprofessional social service and education occupations, intermediate service occupations, and respondents from the Sahtu and South Slave regions had the lowest agreement scores in response to this statement in 2016. NTHSSA - Sahtu in particular should be cause for concern, with an agreement score -26.5 below the GNWT average.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	88.0	11.5
ECE	80.3	3.8
ENR	75.1	-1.4
EXEC	89.2	12.7
FIN	85.1	8.6
HSS	77.4	0.9
HR	82.2	5.7
ITI + BDIC	90.6	14.1
JUS	63.6	-12.9
Lands	90.0	13.5
LA	75.0	-1.5
MACA	84.1	7.6
PWS	80.4	3.9
DOT	83.8	7.3

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	77.6	1.1
CSF	83.3	6.8
DCDEC	72.5	-4.0
SDEC	75.0	-1.5
SSDEC	68.7	-7.8
TCSA - Ed	82.0	5.5
NTHSSA	68.1	-8.4
AC	71.5	-5.0
NWTHC	76.4	-0.1

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	92.2	15.7
01 - 07 Middle Managers	82.4	5.9
11 Prof. Business & Finance	86.6	10.1
12 Skilled Admin & Finance	84.6	8.1
14 Clerical	73.4	-3.1
21 Prof. Science & Technology	83.6	7.1
22 Technical Science & Technology	77.3	0.8
31 Prof. Health	62.8	-13.7
32 Technical & Skilled Health	75.9	-0.6
412 & 413 College & Adult Instructors	66.7	-9.8
414 Teachers	72.5	-4.0
415 Social Workers & Counselors	67.4	-9.1
416 Policy & Program Officers	77.1	0.6
42 Paraprof. Social Service & Educ.	64.7	-11.8
51 & 52 Prof. & Skilled Art & Culture	78.2	1.7
64 Intermediate Service Occupations	58.0	-18.5
72 & 73 Skilled Trade & Transport	74.2	-2.3
Other Occupations	69.7	-6.8

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	77.5	1.0
All Regions (excluding YK & NS)	75.2	-1.3
Beaufort Delta	81.1	4.6
Dehcho	77.2	0.7
Sahtu	70.2	-6.3
South Slave	69.0	-7.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	77.9	1.4
NTHSSA - DC	70.0	-6.5
NTHSSA - FS	68.8	-7.7
NTHSSA - Sahtu	50.0	-26.5
NTHSSA - STH	61.4	-15.1
NTHSSA - YK	75.0	-1.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	78.3	1.8
Female	77.2	0.7

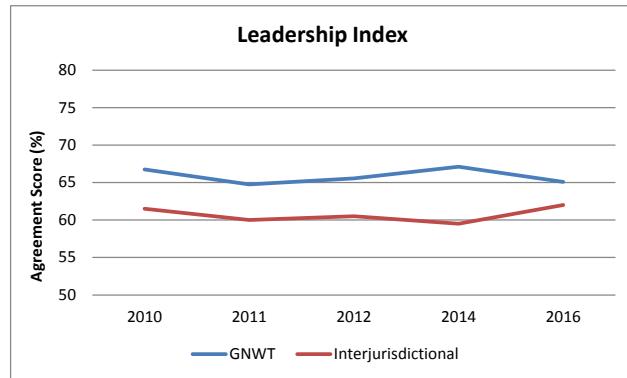
BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	77.7	1.2
30 - 39 Years	75.5	-1.0
40 - 49 Years	77.1	0.6
50 - 59 Years	79.1	2.6
60+	81.9	5.4

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	83.9	7.4
1 - 4 Years	78.9	2.4
5 - 10 Years	72.0	-4.5
Over 10 Years	79.1	2.6

# SATISFACTION

## LEADERSHIP INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	66.8	-	+5.3
2011	64.8	-2.0	+4.8
2012	65.6	+0.8	+5.1
2014	67.1	+1.5	+7.6
2016	65.1	-2.0	+3.1



**HISTORIC RESULTS:** The Leadership Index score decreased between 2014 and 2016 (-2.0), after increasing between 2011 and 2014 (+2.3). The GNWT Leadership Index remained above the interjurisdictional average in 2016 (+3.1).

**WHAT DO THE RESULTS TELL US?** The GNWT Leadership Index has been relatively stagnant over the past five surveys, with a spread of 2.3.

Executive, HR, the education councils, senior leadership, respondents from the Beaufort Delta and Dehcho region, and respondents with less than 1 year of service had above average index scores in 2016.

Justice, LA, NTHSSA - Sahtu, NTHSSA - STH, NTHSSA - YK, and social workers and counselors had the lowest index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	60.0	-5.1
ECE	62.8	-2.3
ENR	61.4	-3.7
EXEC	82.4	17.3
FIN	62.7	-2.4
HSS	62.7	-2.4
HR	74.7	9.6
ITI + BDIC	72.5	7.4
JUS	57.2	-8.0
Lands	63.0	-2.1
LA	56.3	-8.8
MACA	72.6	7.5
PWS	66.3	1.2
DOT	68.5	3.4

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	75.9	10.8
CSF	75.0	9.9
DCDEC	76.0	10.9
SDEC	73.5	8.4
SSDEC	78.6	13.5
TCSA - Ed	75.5	10.4
NTHSSA	59.8	-5.3
AC	60.2	-4.9
NWTHC	65.7	0.6

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	82.2	17.1
01 - 07 Middle Managers	66.7	1.6
11 Prof. Business & Finance	66.9	1.8
12 Skilled Admin & Finance	66.8	1.7
14 Clerical	64.2	-0.9
21 Prof. Science & Technology	69.0	3.9
22 Technical Science & Technology	58.8	-6.3
31 Prof. Health	58.3	-6.8
32 Technical & Skilled Health	63.4	-1.7
412 & 413 College & Adult Instructors	64.7	-0.4
414 Teachers	72.5	7.4
415 Social Workers & Counselors	52.6	-12.5
416 Policy & Program Officers	60.4	-4.7
42 Paraprof. Social Service & Educ.	57.7	-7.4
51 & 52 Prof. & Skilled Art & Culture	62.3	-2.8
64 Intermediate Service Occupations	56.5	-8.6
72 & 73 Skilled Trade & Transport	67.7	2.6
Other Occupations	62.9	-2.2

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	62.4	-2.7
All Regions (excluding YK & NS)	68.8	3.7
Beaufort Delta	73.2	8.1
Dehcho	72.6	7.5
Sahtu	65.5	0.4
South Slave	62.7	-2.4

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	66.0	0.9
Female	65.1	0.0

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	70.6	5.5
NTHSSA - DC	64.4	-0.7
NTHSSA - FS	68.2	3.1
NTHSSA - Sahtu	56.9	-8.2
NTHSSA - STH	55.2	-10.0
NTHSSA - YK	54.4	-10.7

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	60.7	-4.4
30 - 39 Years	61.5	-3.6
40 - 49 Years	67.4	2.3
50 - 59 Years	67.2	2.1
60+	70.0	4.9

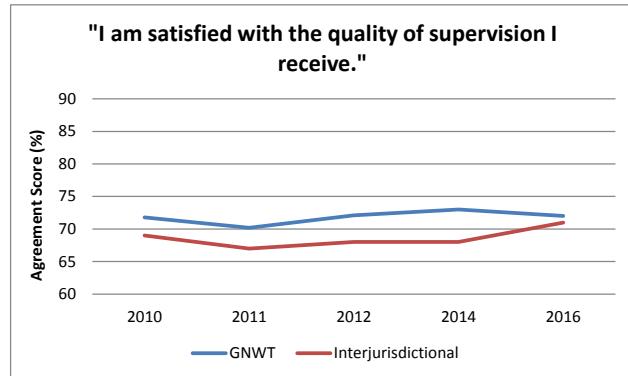
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	76.3	11.2
1 - 4 Years	65.6	0.5
5 - 10 Years	62.8	-2.3
Over 10 Years	65.4	0.3

# SATISFACTION

## LEADERSHIP

*"I am satisfied with the quality of supervision I receive."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	71.8	-	+2.8
2011	70.2	-1.6	+3.2
2012	72.1	+1.9	+4.1
2014	73.0	+0.9	+5.0
2016	72.0	-1.0	+1.0



**HISTORIC RESULTS:** The agreement score declined in 2016 (-1.0) after a moderate increase between 2011 and 2014 (+2.8). The GNWT score was just slightly above the interjurisdictional average in 2016 (+1.0).

**WHAT DO THE RESULTS TELL US?** This statement has moderate fluctuation from survey to survey, although over the past five surveys it has only had a spread of 2.8.

Executive, BDEC, TCSA - Ed, senior managers, respondents from the Beaufort Delta, and respondents with less than one year of service had above average agreement scores in response to this statement in 2016.

LA, NTHSSA - STH, NTHSSA - YK, social workers and counselors, respondents in paraprofessional social service and education occupations, and respondents less than 30 years of age had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	76.0	4.0
ECE	68.7	-3.3
ENR	72.0	0.0
EXEC	83.7	11.7
FIN	65.2	-6.8
HSS	70.2	-1.8
HR	78.9	6.9
ITI + BDIC	78.0	6.0
JUS	65.1	-6.9
Lands	73.0	1.0
LA	58.3	-13.7
MACA	71.4	-0.6
PWS	77.4	5.4
DOT	78.2	6.2

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	82.0	10.0
CSF	72.2	0.2
DCDEC	82.3	10.3
SDEC	70.9	-1.1
SSDEC	79.5	7.5
TCSA - Ed	82.0	10.0
NTHSSA	65.1	-6.9
AC	75.4	3.4
NWTHC	76.4	4.4

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	83.1	11.1
01 - 07 Middle Managers	75.4	3.4
11 Prof. Business & Finance	68.5	-3.5
12 Skilled Admin & Finance	72.0	0.0
14 Clerical	70.1	-1.9
21 Prof. Science & Technology	80.7	8.7
22 Technical Science & Technology	69.7	-2.3
31 Prof. Health	68.2	-3.8
32 Technical & Skilled Health	66.7	-5.3
412 & 413 College & Adult Instructors	77.3	5.3
414 Teachers	77.3	5.3
415 Social Workers & Counselors	58.1	-13.9
416 Policy & Program Officers	71.2	-0.8
42 Paraprof. Social Service & Educ.	58.8	-13.2
51 & 52 Prof. & Skilled Art & Culture	69.1	-2.9
64 Intermediate Service Occupations	65.6	-6.4
72 & 73 Skilled Trade & Transport	74.2	2.2
Other Occupations	63.6	-8.4

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	70.8	-1.2
All Regions (excluding YK & NS)	73.5	1.5
Beaufort Delta	77.5	5.5
Dehcho	75.0	3.0
Sahtu	68.7	-3.3
South Slave	69.0	-3.0

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	74.3	2.3
Female	71.5	-0.5

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	69.7	-2.3
NTHSSA - DC	67.5	-4.5
NTHSSA - FS	77.1	5.1
NTHSSA - Sahtu	68.2	-3.8
NTHSSA - STH	59.8	-12.2
NTHSSA - YK	63.9	-8.1

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	65.9	-6.1
30 - 39 Years	71.1	-0.9
40 - 49 Years	75.4	3.4
50 - 59 Years	72.7	0.7
60+	74.4	2.4

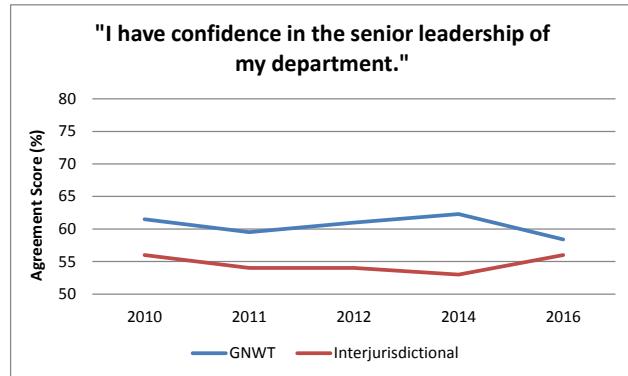
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	79.4	7.4
1 - 4 Years	71.5	-0.5
5 - 10 Years	71.0	-1.0
Over 10 Years	73.4	1.4

# SATISFACTION

## LEADERSHIP

*"I have confidence in the senior leadership of my department."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	61.5	-	+5.5
2011	59.5	-2.0	+5.5
2012	61.0	+1.5	+7.0
2014	62.3	+1.3	+9.3
2016	58.4	-3.9	+2.4



**HISTORIC RESULTS:** 2016 marked a new low score in response to this statement (58.4%) after dropping by -3.9. The 2016 GNWT agreement score was +2.4 above the interjurisdictional score, compared to +9.3 above the interjurisdictional score in 2014.

**WHAT DO THE RESULTS TELL US?** This statement has fluctuated moderately over the past five surveys, most recently with a steep decline in 2016, and a spread of 3.9. It is worth noting that this statement has one of the largest spreads within individual sub-groups, suggesting this is a fairly divisive statement.

Executive, HR, ITI+BDIC, MACA, the education councils, senior managers, teachers, respondents from the Beaufort Delta and Dehcho region, respondents 60+ years of age, and respondents with less than 1 year of service had above average agreement scores in response to this statement in 2016.

Lands, LA, AC, NTHSSA - DC, NTHSSA - STH, NTHSSA - YK, respondents in technical science and technology occupations, respondents in professional health occupations, college and adult instructors, social workers and counselors, respondents in paraprofessional social service and education occupations, intermediate service occupations, respondents from the South Slave, and respondents 30 to 39 years of age had the lowest agreement scores in response to this statement in 2016.

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	63.9	5.5
NTHSSA - DC	47.5	-10.9
NTHSSA - FS	58.3	-0.1
NTHSSA - Sahtu	54.6	-3.8
NTHSSA - STH	43.4	-15.0
NTHSSA - YK	45.4	-13.0

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	68.6	10.2
CSF	72.2	13.8
DCDEC	74.5	16.1
SDEC	72.9	14.5
SSDEC	74.7	16.3
TCSA - Ed	78.0	19.6
NTHSSA	49.7	-8.7
AC	45.3	-13.1
NWTHC	61.1	2.7

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	82.5	24.1
01 - 07 Middle Managers	61.8	3.4
11 Prof. Business & Finance	65.4	7.0
12 Skilled Admin & Finance	63.4	5.0
14 Clerical	58.8	0.4
21 Prof. Science & Technology	63.2	4.8
22 Technical Science & Technology	47.9	-10.5
31 Prof. Health	43.2	-15.2
32 Technical & Skilled Health	55.6	-2.8
412 & 413 College & Adult Instructors	49.3	-9.1
414 Teachers	68.1	9.7
415 Social Workers & Counselors	39.5	-18.9
416 Policy & Program Officers	52.1	-6.3
42 Paraprof. Social Service & Educ.	44.1	-14.3
51 & 52 Prof. & Skilled Art & Culture	52.7	-5.7
64 Intermediate Service Occupations	48.1	-10.3
72 & 73 Skilled Trade & Transport	54.8	-3.6
Other Occupations	60.6	2.2

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	55.9	-2.5
All Regions (excluding YK & NS)	61.8	3.4
Beaufort Delta	66.7	8.3
Dehcho	64.7	6.3
Sahtu	61.8	3.4
South Slave	53.4	-5.0

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	64.0	5.6
ECE	54.3	-4.1
ENR	53.9	-4.5
EXEC	83.7	25.3
FIN	60.3	1.9
HSS	58.9	0.5
HR	74.4	16.0
ITI + BDIC	68.5	10.1
JUS	51.7	-6.7
Lands	49.0	-9.4
LA	45.9	-12.5
MACA	68.3	9.9
PWS	58.4	0.0
DOT	59.9	1.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	58.8	0.4
Female	58.9	0.5

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	56.4	-2.0
30 - 39 Years	52.3	-6.1
40 - 49 Years	61.1	2.7
50 - 59 Years	62.1	3.7
60+	63.9	5.5

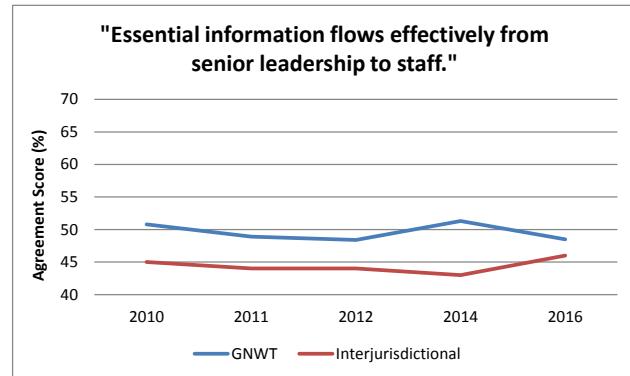
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	74.8	16.4
1 - 4 Years	59.5	1.1
5 - 10 Years	54.7	-3.7
Over 10 Years	58.9	0.5

# SATISFACTION

## LEADERSHIP

*"Essential information flows effectively from senior leadership to staff."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	50.8	-	+5.8
2011	48.9	-1.9	+4.9
2012	48.4	-0.5	+4.4
2014	51.3	+2.9	+8.3
2016	48.5	-2.8	+2.5



**HISTORIC RESULTS:** The agreement score increased between 2012 and 2014, setting a high score in response to this statement. This trend reversed in 2016, reverting back to the 2012 agreement score. The 2016 GNWT agreement score was +2.5 above the interjurisdictional score, compared to +8.3 above the interjurisdictional score in 2014.

**WHAT DO THE RESULTS TELL US?** This statement has fluctuated moderately over the past five surveys, with a spread of 2.9.

Executive, HR, MACA, the education councils, NTHSSA - BD, senior managers, teachers, respondents from the Beaufort Delta and Dehcho region, and respondents with less than 1 year of service had above average agreement scores in response to this statement in 2016.

AAIR, LA, NTHSSA - STH, NTHSSA - YK, policy and programs officers, and respondents from the Yellowknife and North Slave region had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	24.0	-24.5
ECE	45.1	-3.4
ENR	40.4	-8.1
EXEC	70.2	21.7
FIN	44.1	-4.4
HSS	43.6	-4.9
HR	61.1	12.6
ITI + BDIC	52.0	3.5
JUS	41.2	-7.3
Lands	48.0	-0.5
LA	37.5	-11.0
MACA	65.1	16.6
PWS	47.4	-1.1
DOT	52.1	3.6

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	62.9	14.4
CSF	61.1	12.6
DCDEC	64.7	16.2
SDEC	58.4	9.9
SSDEC	72.3	23.8
TCSA - Ed	62.0	13.5
NTHSSA	44.3	-4.2
AC	41.5	-7.0
NWTHC	43.1	-5.4

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	69.9	21.4
01 - 07 Middle Managers	45.5	-3.0
11 Prof. Business & Finance	52.8	4.3
12 Skilled Admin & Finance	50.5	2.0
14 Clerical	47.1	-1.4
21 Prof. Science & Technology	48.5	0.0
22 Technical Science & Technology	43.7	-4.8
31 Prof. Health	40.5	-8.0
32 Technical & Skilled Health	46.3	-2.2
412 & 413 College & Adult Instructors	46.7	-1.8
414 Teachers	59.8	11.3
415 Social Workers & Counselors	41.9	-6.6
416 Policy & Program Officers	38.7	-9.8
42 Paraprof. Social Service & Educ.	42.6	-5.9
51 & 52 Prof. & Skilled Art & Culture	45.5	-3.0
64 Intermediate Service Occupations	42.0	-6.5
72 & 73 Skilled Trade & Transport	53.2	4.7
Other Occupations	53.5	5.0

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	42.8	-5.7
All Regions (excluding YK & NS)	56.2	7.7
Beaufort Delta	61.4	12.9
Dehcho	61.4	12.9
Sahtu	50.4	1.9
South Slave	49.5	1.0

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	49.2	0.7
Female	48.3	-0.2

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	62.8	14.3
NTHSSA - DC	52.5	4.0
NTHSSA - FS	52.1	3.6
NTHSSA - Sahtu	50.0	1.5
NTHSSA - STH	35.4	-13.1
NTHSSA - YK	37.0	-11.5

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	45.6	-2.9
30 - 39 Years	44.2	-4.3
40 - 49 Years	49.0	0.5
50 - 59 Years	51.8	3.3
60+	53.4	4.9

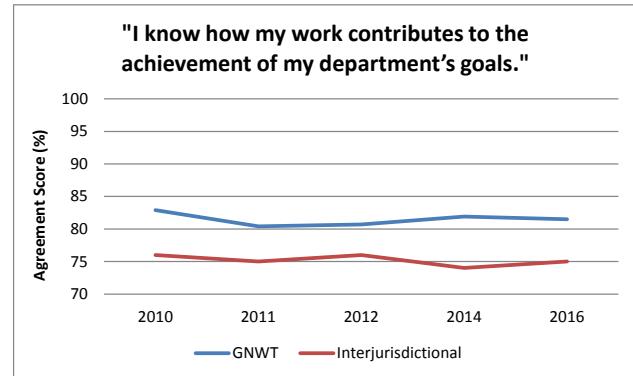
BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	67.9	19.4
1 - 4 Years	49.9	1.4
5 - 10 Years	45.9	-2.6
Over 10 Years	46.9	-1.6

# SATISFACTION

## LEADERSHIP

*"I know how my work contributes to the achievement of my department's goals."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	82.9	-	+6.9
2011	80.4	-2.5	+5.4
2012	80.7	+0.3	+4.7
2014	81.9	+1.2	+7.9
2016	81.5	-0.4	+6.5



**HISTORIC RESULTS:** The agreement score increased between 2011 and 2014 +1.5), with a slight decline in 2016 (-0.4). The 2016 GNWT score remains well above the interjurisdictional average (+6.5).

**WHAT DO THE RESULTS TELL US?** This statement has fluctuated moderately over the past five surveys, with a spread of 2.5. The spread has only been 1.2 over the past three surveys.

Executive, ITI+BDIC, CSF, SDEC, NTHSSA - DC, the Beaufort Delta and Dehcho region, and respondents 60+ years of age had above average agreement scores in response to this statement in 2016.

Justice, NTHSSA - Sahtu, NTHSSA - YK, social workers and counselors, intermediate service occupations, and respondents less than 30 years of age had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	76.0	-5.5
ECE	83.2	1.7
ENR	79.3	-2.2
EXEC	91.8	10.3
FIN	81.3	-0.2
HSS	78.2	-3.3
HR	84.4	2.9
ITI + BDIC	91.4	9.9
JUS	70.6	-10.9
Lands	82.0	0.5
LA	83.3	1.8
MACA	85.7	4.2
PWS	82.1	0.6
DOT	83.8	2.3

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	89.9	8.4
CSF	94.4	12.9
DCDEC	82.4	0.9
SDEC	91.7	10.2
SSDEC	88.0	6.5
TCSA - Ed	80.0	-1.5
NTHSSA	80.1	-1.4
AC	78.5	-3.0
NWTHC	82.0	0.5

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	93.4	11.9
01 - 07 Middle Managers	84.1	2.6
11 Prof. Business & Finance	81.1	-0.4
12 Skilled Admin & Finance	81.4	-0.1
14 Clerical	81.0	-0.5
21 Prof. Science & Technology	83.6	2.1
22 Technical Science & Technology	73.9	-7.6
31 Prof. Health	81.1	-0.4
32 Technical & Skilled Health	85.2	3.7
412 & 413 College & Adult Instructors	85.3	3.8
414 Teachers	84.7	3.2
415 Social Workers & Counselors	70.9	-10.6
416 Policy & Program Officers	79.5	-2.0
42 Paraprof. Social Service & Educ.	85.3	3.8
51 & 52 Prof. & Skilled Art & Culture	81.8	0.3
64 Intermediate Service Occupations	70.2	-11.3
72 & 73 Skilled Trade & Transport	88.7	7.2
Other Occupations	73.7	-7.8

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	80.1	-1.4
All Regions (excluding YK & NS)	83.5	2.0
Beaufort Delta	87.2	5.7
Dehcho	89.1	7.6
Sahtu	80.9	-0.6
South Slave	78.8	-2.7

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	86.1	4.6
NTHSSA - DC	90.0	8.5
NTHSSA - FS	85.4	3.9
NTHSSA - Sahtu	54.6	-26.9
NTHSSA - STH	82.0	0.5
NTHSSA - YK	71.3	-10.2

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	81.6	0.1
Female	81.5	0.0

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	74.8	-6.7
30 - 39 Years	78.2	-3.3
40 - 49 Years	84.0	2.5
50 - 59 Years	82.1	0.6
60+	88.4	6.9

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	83.2	1.7
1 - 4 Years	81.4	-0.1
5 - 10 Years	79.6	-1.9
Over 10 Years	82.5	1.0

# SATISFACTION

## ORGANIZATIONAL CHANGE INDEX

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	-	-	-
2014	-	-	-
2016	42.0	-	-

**HISTORIC RESULTS:** This index was first introduced in the 2016 survey and therefore has no historical data at this time.

**WHAT DO THE RESULTS TELL US?** At 42.0%, the Organizational Change Index is the lowest scoring of any of the nine EESS indices. The next lowest index in 2016 was the Development Index, at 54.5%

Executive, MACA, NTHSSA - BD, the education councils, senior managers, teachers, respondents from the Beaufort Delta and Sahtu region, respondents 60+ years of age, and respondents with less than 1 year of service had above average index scores in 2016.

AAIR, LA, AC, and college and adult instructors had below average index scores in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	26.0	-16.0
ECE	40.5	-1.5
ENR	38.1	-3.9
EXEC	54.0	12.1
FIN	39.4	-2.6
HSS	35.9	-6.1
HR	49.4	7.5
ITI + BDIC	46.8	4.8
JUS	36.9	-5.1
Lands	45.0	3.1
LA	31.3	-10.7
MACA	53.2	11.3
PWS	41.7	-0.3
DOT	38.1	-3.9

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	53.9	12.0
CSF	69.4	27.5
DCDEC	52.0	10.0
SDEC	62.5	20.6
SSDEC	47.0	5.0
TCSA - Ed	58.0	16.1
NTHSSA	39.8	-2.2
AC	30.0	-12.0
NWTHC	39.6	-2.4

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	52.1	10.1
01 - 07 Middle Managers	36.5	-5.5
11 Prof. Business & Finance	40.2	-1.8
12 Skilled Admin & Finance	45.9	3.9
14 Clerical	43.8	1.8
21 Prof. Science & Technology	37.4	-4.6
22 Technical Science & Technology	44.1	2.1
31 Prof. Health	39.2	-2.8
32 Technical & Skilled Health	48.1	6.1
412 & 413 College & Adult Instructors	30.0	-12.0
414 Teachers	52.2	10.2
415 Social Workers & Counselors	44.2	2.2
416 Policy & Program Officers	35.3	-6.7
42 Paraprof. Social Service & Educ.	39.0	-3.0
51 & 52 Prof. & Skilled Art & Culture	36.4	-5.6
64 Intermediate Service Occupations	36.3	-5.7
72 & 73 Skilled Trade & Transport	47.6	5.6
Other Occupations	46.5	4.5

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	37.5	-4.4
All Regions (excluding YK & NS)	48.0	6.1
Beaufort Delta	52.5	10.6
Dehcho	48.9	7.0
Sahtu	51.9	10.0
South Slave	39.8	-2.2

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	42.6	0.6
Female	42.3	0.3

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	52.3	10.4
NTHSSA - DC	x	x
NTHSSA - FS	40.6	-1.4
NTHSSA - Sahtu	43.2	1.3
NTHSSA - STH	34.4	-7.6
NTHSSA - YK	36.6	-5.4

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	42.6	0.6
30 - 39 Years	39.9	-2.1
40 - 49 Years	42.3	0.4
50 - 59 Years	43.4	1.5
60+	47.6	5.6

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	52.3	10.3
1 - 4 Years	42.6	0.6
5 - 10 Years	41.8	-0.2
Over 10 Years	41.7	-0.3

# SATISFACTION

## ORGANIZATIONAL CHANGE

*"When organizational change occurs, I am satisfied with how the changes are communicated."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	-	-	-
2014	-	-	-
2016	40.7	-	-

**HISTORIC RESULTS:** This statement was first introduced in the 2016 survey and therefore has no historical data at this time.

**WHAT DO THE RESULTS TELL US?** In 2016, only 40.7% of respondents agreed that when organizational change occurs, they are satisfied with how the changes are communicated.

Executive, MACA, the education councils, NTHSSA - BD, respondents from the Beaufort Delta, Dehcho region, and Sahtu region, and respondents with less than 1 year of service had above average agreement scores in response to this statement in 2016.

AAIR, LA, AC, college and adult instructors, policy and program officers, and respondents from the Yellowknife and North Slave region had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	28.0	-12.7
ECE	37.6	-3.1
ENR	35.7	-5.0
EXEC	56.7	16.0
FIN	39.7	-1.0
HSS	37.1	-3.6
HR	46.6	5.9
ITI + BDIC	44.8	4.1
JUS	34.9	-5.8
Lands	45.0	4.3
LA	29.2	-11.5
MACA	52.4	11.7
PWS	39.9	-0.8
DOT	37.4	-3.3

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	53.9	13.2
CSF	66.7	26.0
DCDEC	49.0	8.3
SDEC	60.4	19.7
SSDEC	44.5	3.8
TCSA - Ed	52.0	11.3
NTHSSA	39.1	-1.6
AC	28.5	-12.2
NWTHC	38.9	-1.8

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	49.4	8.7
01 - 07 Middle Managers	34.6	-6.1
11 Prof. Business & Finance	41.7	1.0
12 Skilled Admin & Finance	47.3	6.6
14 Clerical	43.1	2.4
21 Prof. Science & Technology	37.4	-3.3
22 Technical Science & Technology	45.4	4.7
31 Prof. Health	37.2	-3.5
32 Technical & Skilled Health	48.1	7.4
412 & 413 College & Adult Instructors	26.7	-14.0
414 Teachers	48.0	7.3
415 Social Workers & Counselors	40.7	0.0
416 Policy & Program Officers	31.8	-8.9
42 Paraprof. Social Service & Educ.	38.2	-2.5
51 & 52 Prof. & Skilled Art & Culture	36.4	-4.3
64 Intermediate Service Occupations	35.1	-5.6
72 & 73 Skilled Trade & Transport	46.8	6.1
Other Occupations	47.5	6.8

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	36.0	-4.7
All Regions (excluding YK & NS)	47.1	6.4
Beaufort Delta	52.5	11.8
Dehcho	47.8	7.1
Sahtu	50.4	9.7
South Slave	39.2	-1.5

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	41.8	1.1
Female	40.6	-0.1

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	55.8	15.1
NTHSSA - DC	47.5	6.8
NTHSSA - FS	37.5	-3.2
NTHSSA - Sahtu	40.9	0.2
NTHSSA - STH	33.4	-7.3
NTHSSA - YK	33.3	-7.4

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	41.6	0.9
30 - 39 Years	38.0	-2.7
40 - 49 Years	41.7	1.0
50 - 59 Years	42.3	1.6
60+	44.7	4.0

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	53.4	12.7
1 - 4 Years	42.7	2.0
5 - 10 Years	40.0	-0.7
Over 10 Years	39.2	-1.5

# SATISFACTION

## ORGANIZATIONAL CHANGE

*"When organizational changes occur, I am satisfied that I receive the training and support that I need."*

HISTORIC RESULTS (2010 - 2016)			
Year	Agreement Score	Difference Compared to	
		Previous GNWT Survey	Interjurisdictional Score
2010	-	-	-
2011	-	-	-
2012	-	-	-
2014	-	-	-
2016	43.2	-	-

**HISTORIC RESULTS:** This statement was first introduced in the 2016 survey and therefore has no historical data at this time.

**WHAT DO THE RESULTS TELL US?** In 2016, only 43.2% of respondents agreed that when organizational change occurs, they are satisfied that they receive the training and support that they need.

HR, MACA, the education councils, senior managers, teachers, respondents from the Beaufort Delta, Dehcho region, and Sahtu region, respondents 60+ years of age, and respondents with less than 1 year of service had above average agreement scores in response to this statement in 2016.

AAIR, LA, AC, college and adult instructors, and respondents from the Yellowknife and North Slave region had the lowest agreement scores in response to this statement in 2016.

BY DEPARTMENT (2016)		
Department	Agreement Score	Difference Compared to GNWT Score
AAIR	24.0	-19.2
ECE	43.3	0.1
ENR	40.4	-2.8
EXEC	51.3	8.1
FIN	39.1	-4.1
HSS	34.7	-8.5
HR	52.2	9.0
ITI + BDIC	48.8	5.6
JUS	38.9	-4.3
Lands	45.0	1.8
LA	33.4	-9.8
MACA	54.0	10.8
PWS	43.4	0.2
DOT	38.8	-4.4

BY BOARD / AGENCY (2016)		
Board/Agency	Agreement Score	Difference Compared to GNWT Score
BDEC	53.9	10.7
CSF	72.2	29.0
DCDEC	54.9	11.7
SDEC	64.6	21.4
SSDEC	49.4	6.2
TCSA - Ed	64.0	20.8
NTHSSA	40.4	-2.8
AC	31.5	-11.7
NWTHC	40.2	-3.0

BY OCCUPATION CLASSIFICATION (2016)		
Occupation Classification	Agreement Score	Difference Compared to GNWT Score
00 Sr. Managers	54.8	11.6
01 - 07 Middle Managers	38.5	-4.7
11 Prof. Business & Finance	38.6	-4.6
12 Skilled Admin & Finance	44.4	1.2
14 Clerical	44.5	1.3
21 Prof. Science & Technology	37.4	-5.8
22 Technical Science & Technology	42.9	-0.3
31 Prof. Health	41.2	-2.0
32 Technical & Skilled Health	48.1	4.9
412 & 413 College & Adult Instructors	33.3	-9.9
414 Teachers	56.3	13.1
415 Social Workers & Counselors	47.7	4.5
416 Policy & Program Officers	38.7	-4.5
42 Paraprof. Social Service & Educ.	39.7	-3.5
51 & 52 Prof. & Skilled Art & Culture	36.4	-6.8
64 Intermediate Service Occupations	37.4	-5.8
72 & 73 Skilled Trade & Transport	48.4	5.2
Other Occupations	45.5	2.3

BY REGION (2016)		
Region	Agreement Score	Difference Compared to GNWT Score
Yellowknife & North Slave Region	39.0	-4.2
All Regions (excluding YK & NS)	49.0	5.8
Beaufort Delta	52.5	9.3
Dehcho	50.0	6.8
Sahtu	53.4	10.2
South Slave	40.4	-2.8

BY NTHSSA REGION (2016)		
Departmental Sub-Group	Agreement Score	Difference Compared to GNWT Score
NTHSSA - BD	48.8	5.6
NTHSSA - DC	x	x
NTHSSA - FS	43.7	0.5
NTHSSA - Sahtu	45.5	2.3
NTHSSA - STH	35.4	-7.8
NTHSSA - YK	39.8	-3.4

BY GENDER (2016)		
Gender	Agreement Score	Difference Compared to GNWT Score
Male	43.4	0.2
Female	43.9	0.7

BY AGE GROUP (2016)		
Age Group	Agreement Score	Difference Compared to GNWT Score
Less Than 30	43.6	0.4
30 - 39 Years	41.8	-1.4
40 - 49 Years	42.9	-0.3
50 - 59 Years	44.5	1.3
60+	50.4	7.2

BY LENGTH OF SERVICE (2016)		
Length of Service	Agreement Score	Difference Compared to GNWT Score
Less than 1 Year	51.1	7.9
1 - 4 Years	42.4	-0.8
5 - 10 Years	43.6	0.4
Over 10 Years	44.1	0.9

# **Appendix B**

## **Occupation Classification Definitions**

## Occupational Descriptions

Provided below are the National Occupation Classification (NOC) codes for the occupation classifications highlighted in Appendix A, along with the full title, and examples of GNWT positions by NOC code.

NOC Code	Title (Full Title in NOC Guide)	Examples of GNWT Positions
00	Senior Management (Senior Management Occupations)	Adm, Executive Director, Regional Superintendent, Director
01 - 07	Middle Management (Middle and Other Management Occupations)	Manager, District Controller, Principal
11	Professional Occupations in Business and Finance	Finance Officer, Finance Analyst, Internal Auditor, Benefits Officer, Hr Officer, Job Analyst, Programs Specialist, Labour Relations Advisor
12	Skilled Administrative and Business Occupations	Assistant Lands Administrator, Ministerial Special Advisor, Senior Advisor, Administrative Assistant, Administrative Coordinator, School Secretary
14	Clerical Occupations	Administrative Assistant, Clinic Assistant, Registration Clerk, Collections Officer, Contracts Administrator, Court Officer, Medical Travel Clerk
21	Professional Occupations in Natural and Applied Sciences	Project Officer, Senior Project Officer, Technical Officer, Business Analyst, Database Administrator, Developer, GIS Specialist
22	Technical Occupations Related to Natural and Applied Sciences	Assistant Fire Marshall, Environmental Health Officer, Resource Management Officer
31	Professional Occupations in Health	Audiologists, Occupational Therapists, Nurse Supervisors, Registered Nurses
32	Technical and Skilled Occupations in Health	Medical Laboratory Technicians, Sonographers, Licensed Practical Nurses, Respiratory Therapists
412/413	College & Adult Instructors	Instructor, Community Adult Educator, Program Head
414	Teachers (Secondary and Elementary School Teachers and Educational Counselors)	Teacher, Language Specialist, Assistant Principal, Program Support Teacher
415	Social and Community Service Professionals (Psychologists, Social Workers, Counselors, Clergy and Probation Officers)	Case Manager, Correctional Services Social Worker, Family And Community Social Worker, Mental Health / Addictions Counselor, Probation Officer
416	Policy Officers (Policy and Program Officers, Researchers and Consultants)	Early Childhood Consultant, Economic Development Officer, Facility Planning Consultant, Programs Advisor, Policy Analyst
42	Paraprofessional Occupations in Law, Social Services, Education and Religion	Career Development Officer, Client Services Officer, Community Health Representative, Residence Life Supervisor, Court Worker
51/52	Professional, Technical, and Skilled Occupations in Art and Culture	Communications Officer, French Translator, Public Education Coordinator, Communications Advisor, Library Technician
64	Intermediate Sales and Service Occupations	Corrections Officer, Education Assistant, Home Support Worker, Special Needs Assistant
72/73	Trades and Skilled Transport and Equipment Operators	Highway Maintenance Supervisor, Carpenter, Settlement Maintainer, Operating Engineer, Heavy Equipment Mechanic
-	Other Occupations	Assisting Occupations In Support Of Health Services, Lawyers, Skilled Sales And Service Occupations, Elemental Sales And Service Occupations

