



PUBLIC SERVICE ANNUAL REPORT 2024/2025

RAPPORT ANNUEL 2024-2025 SUR LA FONCTION PUBLIQUE

*Le présent document contient la traduction française
du résumé et du message de la ministre*



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ENGLISH

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FRENCH

kīspin ki nitawihitīn ē nīhīyawihk ōma ācimōwin, tīpwāsinān.

CREE

Tijchq yatı k'êê. Dı wegodı newq dè, gots'ó gonede.

TŁJCHQ

Qerht'is Dēne Sųłiné yatı t'a huts'elkēr xa beyáyatı theꞑꞑ ꞑat'e, nuwe ts'ēn yóftı.

CHIPEWYAN

Edı gondı dehgháh got'je zhaté k'êê edat'éh enahddhę nıde naxets'ê edahlı.

SOUTH SLAVEY

K'áhshó got'ıne xǎł ǎk'é hederı ǎdłhtı'é yeriniwę ní dé dúle.

NORTH SLAVEY

Jli gwandak izhii ginjik vat'atr'ijqhch'uu zhit yinoththan jı', diits'āt ginohkhii.

GWICH'IN

Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqluta.

INUVIALUKTUN

Ċ'bdĀ nŋŋbΔĊ ΛϱLJΔĤĊ ΔobŋDĊŋLŋb, D'ēŋŋbĊ D'ŋbĊŋŋbŋŋ.

INUKTITUT

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

INUINNAQTUN

Department of Finance, Communications Unit: 867-767-9158 ext. 15051

Francophone Affairs Secretariat: 867-767-9343 ext. 71047



October 2025

The Honourable Shane Thompson
Speaker of the Legislative Assembly

It is my pleasure to present the 2024/2025 Public Service Annual Report on the management and direction of the public service in the Northwest Territories (NWT) in accordance with the *Public Service Act*.

The Honourable Caroline Wawzonek
Minister, Department of Finance

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Unless otherwise indicated, the primary source for statistics in this report is the Government of the Northwest Territories (GNWT) Human Resource Information System (HRIS) to March 31, 2025, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data has been collected may not appear in the data presented. "Employee" means someone on payroll, occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data is based on indeterminate (regular), term (temporary) and relief employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Senior Management, Excluded, Northwest Territories Teachers' Association (NWTTA) and the Union of Northern Workers (UNW).

The Workers' Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports; and information on these agencies is not included in this report.

This report is available at the following website:

www.fin.gov.nt.ca

**For more information on the GNWT and
the Department of Finance, please visit:**

www.gov.nt.ca

www.fin.gov.nt.ca

**Information for Employees can be found
at the following website:**

www.my.hr.gov.nt.ca



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SUMMARY

The Public Service Annual Report for the 2024/25 fiscal year was prepared in accordance with the *Public Service Act* and provides information on the management and direction of the public service for the Government of the Northwest Territories (GNWT). This report offers a consistent reporting mechanism on human resource related demographics, programs and services that are of interest to GNWT employees and all Northwest Territories (NWT) residents.

This annual report presents Public Service information and data, and provides background on workforce planning activities, as well as recruitment efforts as the government continues to build a workplace culture representative of the people it serves.

The annual report includes information about:

- The role of the Public Service in the NWT;
- The composition of the GNWT's labour force including total employees by department or agency, the breakdown of the number of Indigenous Aboriginal employees, employee distribution by community and employee turnover;
- Programs and initiatives to develop an effective NWT public service;
- The occupational and psychological health and safety culture including the Duty to Accommodate Policy, Harassment Free and Respectful Workplace Policy, the Health, Safety and Wellness Policy, and health and wellness services; and
- Other human resource activities including the release of the Indigenous Employment Policy.

This report includes terminology and priority designations previously used under the GNWT's Affirmative Action Policy. Please note that these classifications are now outdated. Future reports will reflect updated statistics aligned with the GNWT's Indigenous Employment Policy to ensure consistency with current practices and priorities.

The Public Service Annual Report supports the GNWT's commitment to timely, accurate information to ensure the public is informed about government policies and activities, as well as the diversity and scope of the Public Service employees who develop and deliver the initiatives, programs, and services to the people of the NWT.

RÉSUMÉ

Le Rapport annuel sur la fonction publique pour l'exercice financier 2024-2025 a été préparé conformément à la Loi sur la fonction publique. Il donne des renseignements sur la gestion et la direction de la fonction publique du gouvernement des Territoires du Nord-Ouest (GTNO). Il suit un mécanisme d'établissement de rapport uniforme sur les données démographiques, ainsi que les programmes et les services liés aux ressources humaines qui intéressent les employés du GTNO et tous les résidents des Territoires du Nord-Ouest (TNO).

Ce rapport annuel présente de l'information et des données sur la fonction publique, et fournit des renseignements généraux sur les activités de planification de la main-d'œuvre, ainsi que sur les efforts de recrutement déployés par le gouvernement pour créer une culture organisationnelle représentative de la population qu'il sert.

Ce rapport comprend des renseignements sur ce qui suit :

- Le rôle de la fonction publique aux TNO;
- La composition de la main-d'œuvre du GTNO, y compris le nombre total d'employés par ministère, conseil ou organisme, la répartition du nombre d'employés autochtones, la répartition des employés par collectivité, et le roulement du personnel;
- Les programmes et les initiatives visant à mettre en place une fonction publique efficace aux TNO;
- La culture de la santé, de la sécurité et de la santé mentale au travail, y compris la politique sur l'obligation de prendre des mesures d'adaptation, la politique pour un lieu de travail respectueux et exempt de harcèlement, la politique sur la santé, la sécurité et le mieux-être, et les services de santé et de mieux-être;
- D'autres activités liées aux ressources humaines, notamment la publication du Cadre et plan d'action sur la diversité et l'inclusion, ainsi que la mise en place d'une nouvelle politique sur la santé, la sécurité et le mieux-être.

Ce Rapport contient une terminologie et des désignations de priorité précédemment utilisées dans le cadre de la Politique du programme de promotion sociale du GTNO. Veuillez noter que ces classifications sont désormais désuètes. Les rapports futurs présenteront des statistiques actualisées, conformes à la Politique sur l'emploi des Autochtones du GTNO, afin d'assurer une cohérence avec les pratiques et priorités actuelles.

Le Rapport annuel sur la fonction publique appuie l'engagement du GTNO à fournir des renseignements exacts et opportuns pour s'assurer que le public est informé des politiques et des activités gouvernementales, et de la diversité des fonctionnaires qui élaborent et mettent en œuvre des initiatives, des programmes et des services à l'intention des Ténos.

MINISTER'S MESSAGE



*The Honourable
Caroline Wawzonek, Minister,
Department of Finance*

As Minister responsible for the *Public Service Act*, I am pleased to present the Public Service Annual Report for the 2024-2025 fiscal year.

The success of any government greatly depends on its ability to retain and grow its talent. Over the past year, we have made significant progress in strengthening our internal capacity through the GNWT Leadership Development Program. This program is a cornerstone of our workforce strategy, designed to support both emerging and experienced leaders across the public service. By investing in leadership development, we are cultivating a resilient, future-ready workforce that is equipped to meet the evolving needs of the Northwest Territories.

Our workforce data shows that turnover has declined for the fourth consecutive year, alongside an expected rise in retirements in 2024-25. The GNWT's continued reduction in turnover, strong internal mobility, and increased Indigenous representation in leadership roles reflect a workplace culture that values stability, inclusion, and professional growth—making it an employer of choice in the North. The GNWT's appeal as an employer of choice is further reinforced by benefits that are significantly more generous and responsive than those offered by other governments or employers, alongside opportunities for advancement, and the opportunity to contribute meaningfully to the North.

A key focus this year has been the implementation of the Indigenous Employment Policy. The Indigenous Employment Policy, which came into effect on April 1, 2025, reflects the GNWT's commitment to reconciliation by prioritizing the recruitment, retention, and career advancement of Indigenous persons. The Indigenous Employment Policy represents an evolution in GNWT's approach to fostering equity and inclusion in the public service. By focusing on Indigenous recruitment and career development, the Policy supports Indigenous employees building meaningful, long-term careers within the GNWT, and helps ensure a public service that reflects the population it serves.

Having a public service that is representative of the population it serves is and will always be a priority of the GNWT. Initiatives such as the Indigenous Employment Policy are key steps in advancing this goal. The Indigenous Employment Policy complements the important work of the Indigenous Recruitment and Retention Framework, which continues to guide meaningful action across the GNWT. In the upcoming 2025-2026 fiscal year, several exciting initiatives are being launched, including the Indigenous Mentorship Initiative Pilot and the Exit Interview Process—both set to begin in fall 2025.

These initiatives reflect the GNWT's ongoing commitment to listening, learning, and acting in partnership with Indigenous employees. They support employee well-being and satisfaction, while advancing reconciliation through increased Indigenous representation at all levels of the public service. They also create pathways for growth, leadership, and the recognition of diverse ways of knowing, being, and doing.

Through these efforts, the GNWT strives to be a workplace where all employees feel safe, respected, and truly valued—not only for their contributions, but for who they are and the communities they represent.

I would like to thank all GNWT employees for this continued dedication in delivering vital programs and services to residents across the NWT. Your commitment, resilience and ability to adapt to the changing needs of our communities are deeply valued, and I look forward to building on our successes together in the year ahead.

MESSAGE DE LA MINISTRE



*Caroline Wawzonek,
ministre des Finances*

En tant que ministre responsable de la *Loi sur la fonction publique*, je suis heureuse de présenter le Rapport annuel 2024-2025 sur la fonction publique.

Le succès d'un gouvernement est largement tributaire de sa capacité à garder ses employés et à les aider à progresser. Au cours de la dernière année, nous avons fait d'importants progrès et avons grandement renforcé notre capacité interne grâce au Programme de perfectionnement en leadership du gouvernement des Territoires du Nord-Ouest (GTNO). Conçu pour appuyer les leaders tant émergents qu'expérimentés de la fonction publique, ce programme est la pierre angulaire de notre stratégie de gestion des effectifs. En investissant dans le développement du leadership, nous favorisons l'émergence d'une main-d'œuvre résiliente, prête pour l'avenir, et outillée pour répondre aux besoins des Territoires du Nord-Ouest (TNO).

Nos données sur la main-d'œuvre montrent que le taux de roulement a diminué pour la quatrième année consécutive, et font état d'une hausse prévue des départs à la retraite en 2024-2025. La diminution continue du roulement du personnel, l'importante mobilité interne et la représentation accrue des Autochtones au sein de la haute direction reflètent une culture en milieu de travail qui valorise la stabilité, l'inclusion et le développement professionnel, faisant ainsi du GTNO un employeur de choix dans le Nord. L'attrait du GTNO à titre d'employeur de choix est renforcé par des avantages sociaux beaucoup plus généreux et flexibles que ceux offerts par d'autres gouvernements ou employeurs, par des possibilités d'avancement, ainsi que par la possibilité d'apporter une contribution significative au Nord.

L'une de nos priorités cette année consistait à mettre en œuvre la Politique d'emploi des Autochtones. Entrée en vigueur le 1er avril 2025, cette politique reflète l'engagement du GTNO en faveur de la réconciliation en priorisant le recrutement, la rétention et l'avancement professionnel des personnes autochtones. La Politique d'emploi des Autochtones marque une évolution dans l'approche adoptée par le GTNO pour favoriser l'équité et l'inclusion dans la fonction publique. En mettant l'accent sur le recrutement et le perfectionnement professionnel des personnes autochtones, la Politique permet aux employés autochtones de suivre un parcours professionnel enrichissant et d'avoir une carrière durable au sein du GTNO. Elle vise également à assurer une fonction publique représentative de la population qu'elle dessert.

Il s'agit et il s'agira toujours d'une priorité pour le GTNO de faire en sorte que la fonction publique reflète la population qu'elle sert. Des initiatives comme la Politique d'emploi des Autochtones représentent des étapes clés de l'atteinte de cet objectif. Cette politique se veut le complément de la mission importante du Cadre de recrutement et de rétention des Autochtones, qui continue d'orienter des mesures concrètes dans l'ensemble du GTNO. Lors de l'exercice 2025-2026, plusieurs projets passionnants verront le jour, notamment le projet pilote d'initiative de mentorat des Autochtones et le processus d'entrevues de fin d'emploi, dont le lancement est prévu pour l'automne 2025.

Ces initiatives témoignent de l'engagement continu du GTNO à écouter, à apprendre et à agir en partenariat avec les employés autochtones. Elles appuient le mieux-être et la satisfaction du personnel tout en favorisant la progression de la réconciliation, notamment en augmentant la représentation des Autochtones dans l'ensemble de la fonction publique. Elles créent également des tremplins pour la croissance, le leadership et la reconnaissance des diverses façons de connaître, d'être et de faire.

Par ces efforts, le GTNO vise à offrir aux employés un milieu de travail où ils se sentent en sécurité, respectés et vraiment appréciés, non seulement pour leurs contributions, mais pour qui ils sont et pour les collectivités qu'ils représentent.

Je souhaite remercier tous les employés du GTNO pour leur dévouement constant dans la prestation de programmes et de services indispensables aux résidents de l'ensemble des TNO. Votre constance, votre résilience et votre capacité à vous adapter aux besoins changeants de nos collectivités sont grandement appréciées, et je me réjouis à l'idée de travailler avec vous au cours de la prochaine année en misant sur nos réussites.

WHO WE ARE

COMMUNITIES
33
COMMUNITIES
COMMUNITIES
COMMUNITIES

6,620

EMPLOYEES
EMPLOYEES
EMPLOYEES
EMPLOYEES
EMPLOYEES

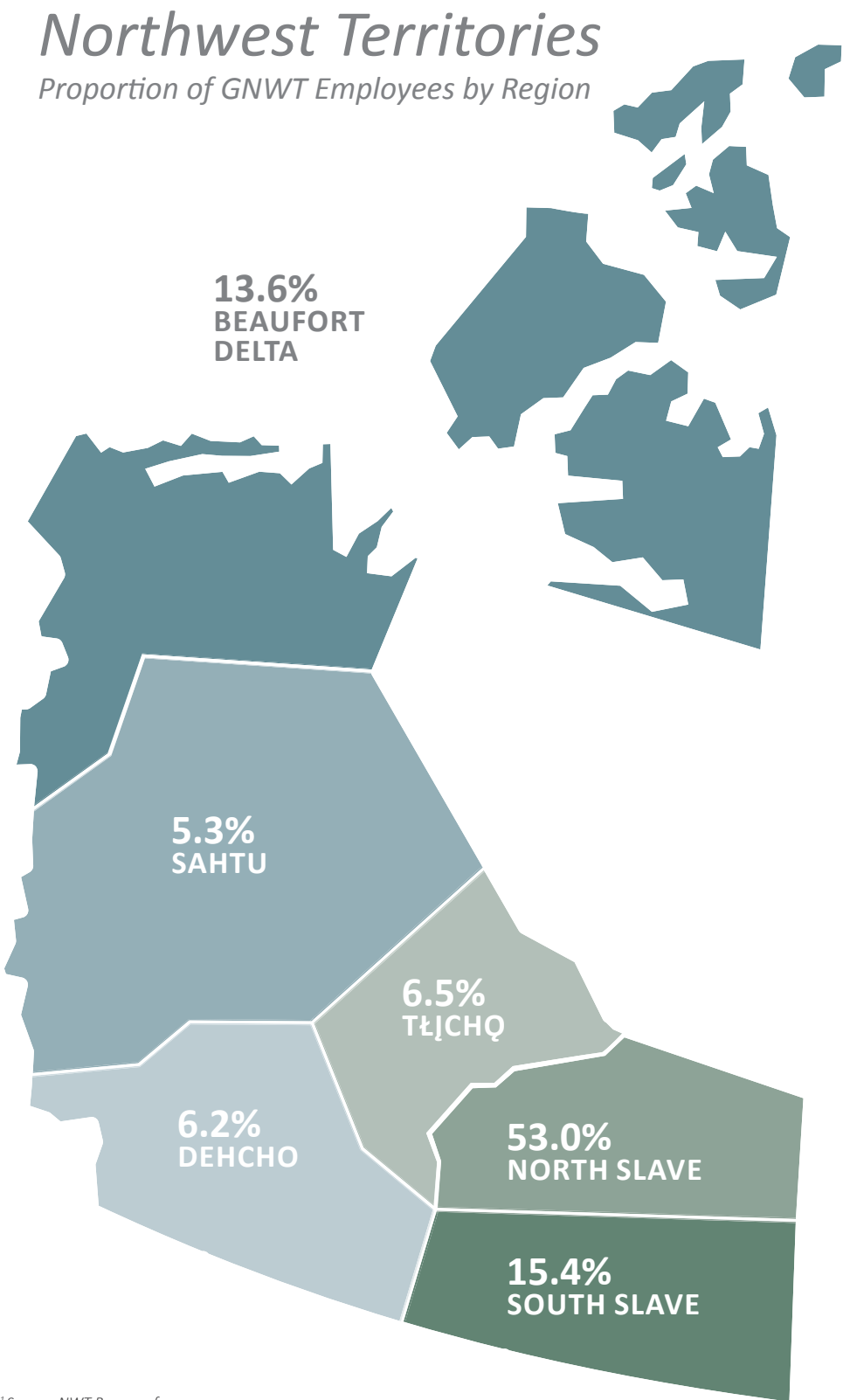
OFFICIAL LANGUAGES
11
OFFICIAL LANGUAGES
OFFICIAL LANGUAGES
OFFICIAL LANGUAGES

REGIONS
6
REGIONS
REGIONS
REGIONS
REGIONS

OUR POPULATION

Employee Count
Community Population¹

BEAUFORT DELTA		
Aklavik	644	51
Fort McPherson	745	73
Inuvik	3,282	608
Paulatuk	360	28
Sachs Harbour	111	14
Tsiigehtchic	179	20
Tuktoyaktuk	1,024	61
Ulukhaktok	455	44
SAHTU		
Colville Lake	156	30
Dél̨nę	640	52
Fort Good Hope	565	52
Norman Wells	698	180
Tulita	526	40
DEHCHO		
Fort Liard	485	54
Fort Providence	705	57
Fort Simpson	1,313	228
Jean Marie River	66	6
Kakisa	38	4
Kát'odeeche	264	34
Nahanni Butte	87	7
Sambaa K'e	112	12
Wrigley	131	8
SOUTH SLAVE		
Enterprise	91	15
Fort Resolution	503	60
Fort Smith	2,459	622
Hay River	3,349	320
TŁĮCHQ		
Behchokq̃	1,998	335
Gamètì	286	30
Wekweètì	128	12
Whatì	613	53
NORTH SLAVE		
Dettah	213	0
Łutselk'e	328	39
Yellowknife	21,788	3,471



¹Source: NWT Bureau of Statistics, as at July 1, 2024. Retrieved July 2025.

A DIVERSE TERRITORY

The Northwest Territories is a vast jurisdiction, covering more than 1.35 million square kilometers. In 2024, the NWT Bureau of Statistics reported the population of the NWT as 44,731. Nearly half of the population lives in Yellowknife, the territorial capital; 30% of NWT residents reside in six regional centres; and 21% reside in smaller communities. Diverse and culturally rich, approximately half of the territory's residents are Indigenous. The territory is also linguistically diverse, officially recognizing 11 languages: Dene Kǎdǎ, Dēne Sų́líné, Dene Zhaté, Dinjii Zhu' Ginjik, English, Français, Inuinnaqtun, Inuktitut, Inuvialuktun, nēhiyawēwin and Tłıchǫ.

GOVERNANCE

The NWT operates under the consensus system of government. The Legislative Assembly functions in much the same way as a provincial legislature except that all Members of the Legislative Assembly (MLAs) represent their constituencies as independent politicians, rather than as members of a political party.

At the beginning of a term, the Premier and six Ministers are selected by all MLAs to form the Executive Council. Members who are not appointed to the Executive Council are responsible for holding the government accountable and responsive to NWT residents.

The NWT follows a system of fixed date elections. The Legislative Assembly is scheduled to be dissolved every four years so that a general election may be held. Polling day is the first Monday in October, four years after the last general election. The current assembly was established in November 2023 and is set to dissolve November 2027.

The NWT has settled several land claim and self-government agreements with Indigenous Governments, and several others are currently being negotiated. New systems of governance are emerging as agreements across the territory are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Indigenous and public governments.

THE ROLE OF THE NWT PUBLIC SERVICE

The Public Service is an impartial body that supports the Government of Northwest Territories (GNWT) to develop and implement policies and deliver a range of public services. The GNWT is a public government responsible for the delivery of services to the people of the NWT. Some of these services include health and social services; justice; education; income support; economic development; industry and investment support; environment and natural resources; lands management including authority for inspections; enforcement and leasing on Territorial lands; housing; regulating the development of minerals; oil and gas; water management; climate change management, transportation infrastructure (airports and roads); support to community governments; and cultural programs.

The Public Service Act (the Act) is the legislative framework that establishes the Public Service for the NWT. *The Act* also outlines the basic terms and conditions of employment, identifies the rights and responsibilities of employer and employees, and creates the labour relations framework for the GNWT.

Enacted in 1988 and amended as issues arose, *the Act* is currently undergoing a comprehensive review, which will set out a more modern framework for the management and direction of an effective and skilled public service for the GNWT.

EMPLOYEES BY DEPARTMENT AND AGENCY

March 2024



March 2025



■ DEPARTMENTS
 ■ EDUCATION COUNCILS
 ■ TŁCHQ COMMUNITY SERVICES AGENCY
■ NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY
■ AGENCIES (Aurora College, Prosper NWT, and Housing Northwest Territories)

EMPLOYEE TYPES

March 2024



March 2025



■ INDETERMINATE (employment on a continuing basis, with no end date specified. Standard work week of 37.5 or 40 hours)
■ TERM (employment for a fixed period where at the end of the fixed period the employee ceases to be employed. Standard work week of 37.5 or 40 hours)
■ RELIEF (appointment to an indeterminate (regular) position where services operate on a daily basis throughout the year for which there are no established hours on a daily, weekly or monthly basis)
 ■ PART TIME (Standard work week under 37.5 hours)

TYPES OF EMPLOYMENT

March 2024



March 2025



■ UNION OF NORTHERN WORKERS (UNW)
 ■ NORTHWEST TERRITORIES TEACHERS' ASSOCIATION (NWTTA)
■ EXCLUDED
 ■ SENIOR MANAGERS & DEPUTY MINISTERS

EMPLOYEE OCCUPATIONAL CLASSIFICATION

March 2024



March 2025



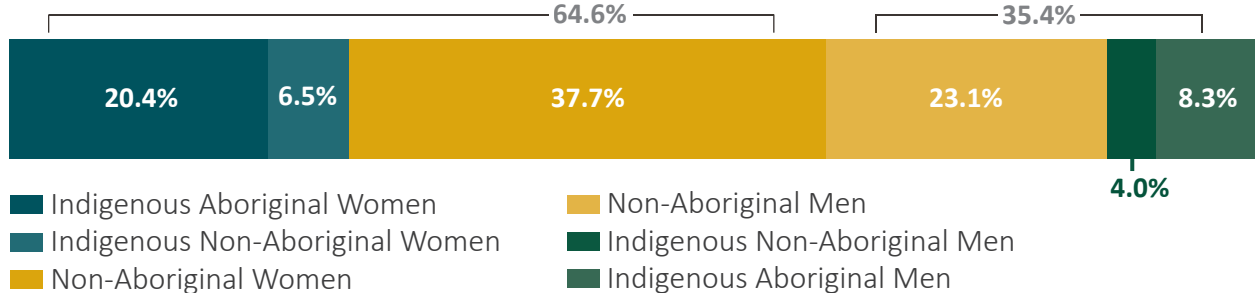
■ FINANCE AND ADMINISTRATION
 ■ NATURAL AND APPLIED SCIENCES
 ■ HEALTH
 ■ EDUCATION AND CULTURE
■ SOCIAL, COMMUNITY AND CORRECTIONS SERVICES
 ■ TRADES, INDUSTRY AND UTILITIES

THE NWT PUBLIC SERVICE

AN NWT PUBLIC SERVANT



INDIGENOUS REPRESENTATION



44.5 yrs

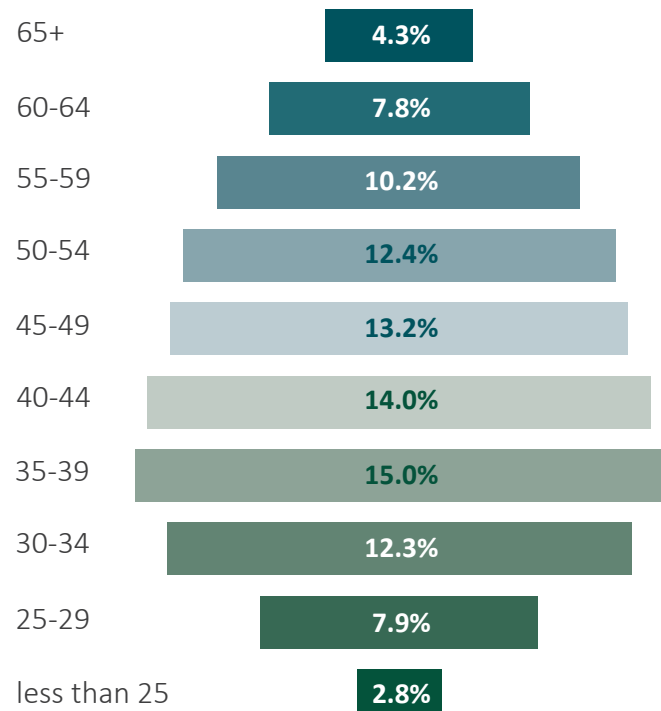
AVERAGE AGE

8.4 yrs

AVERAGE LENGTH OF SERVICE

In 2024/25, 169 employees contributed \$100,666 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program.

AGE DISTRIBUTION OF EMPLOYEES



BUILDING A DIVERSE AND INCLUSIVE WORKFORCE

The GNWT's commitment to diversity not only fosters a psychologically healthy workplace culture, but also encourages the spectrum of ideas, backgrounds and skills that helps our organization evolve and prosper. When we open ourselves up to new ideas, voices, and perspectives, we are cultivating a culture of diversity, innovation and creativity.

In 2020, the GNWT Advisory Committee on Employability (GACE) was restructured to become the GNWT Advisory Committee on Diversity and Inclusion (GACDI). This committee has been broadened to include representation of various employment equity groups including women, Indigenous Aboriginal persons, persons with disabilities, visible minorities and 2SLGBTQQIA+ persons. The revised committee is made up of public servants belonging to one or more of these equity groups, who provide advice on broader diversity and inclusion issues.

In addition to GACDI, the GNWT consults with the Indigenous Employee Advisory Committee (IEAC) on developing initiatives to support the growth of workplace diversity and build an inclusive culture. This consultation ensures the unique needs of NWT residents are weaved into policies, programs, and services within each department. In March 2021, the GNWT launched two new initiatives:

- **The Indigenous Cultural Awareness and Sensitivity Training (ICAST)** is intended to fulfill the GNWT's commitment of the Truth and Reconciliation Commission Calls to Action #57. The goals of this Indigenous Cultural Awareness and Sensitivity Training are:
 - to create awareness and understanding of the impact of colonization;
 - to have all GNWT employees know the collective role in reconciliation; and
 - to provide the necessary foundation and tools to become culturally competent.

Since its launch in March 2021, 62.9% of active employees (3,841 employees) have completed ICAST. This training is publicly accessible. Cross jurisdictional interest has demonstrated that this training is being accessed and incorporated into organizations across Canada.

In their Call to Action #57, the Truth and Reconciliation Commission "call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

- The **Exploring Anti-Racism Campaign** consists of
 - a poster based on an image created by Dr. Andrew M. Ibrahim that interprets the work of Dr. Ibram X. Kendi, and
 - an Equitable Workplace: Cultivating Attitudes of Antiracism and Allyship workshop series, which creates space for learners to explore their own personal experiences with racism and allyship, identifying how these behaviours impact our lives daily, especially within the workplace.

Since its launch, 1,000 employees have completed the Equitable Workplace training which helps teach participants to deconstruct what they thought they knew about these social norms while discovering tools to help them reshape the way they see the world and our interactions with each other.



**PUBLIC SERVANTS
SECURED
EMPLOYMENT
WITH THE GNWT
THROUGH THE
INDIGENOUS CAREER
GATEWAY PROGRAM**

Other initiatives spearheaded by the GNWT's Diversity and Inclusion Unit include:

- The **Indigenous Career Gateway Program** which offers entry level and trainee employment opportunities to Indigenous NWT residents. In 2024-2025, 8 new applicants received employment through ICGP. In total, there were 13 participants within ICGP, 5 of which were carried over from the previous fiscal year.
 - The **Indigenous Development Training Program** provides financial assistance for skills training and/or work experience necessary for career advancement. In 2024/2025, 67 applications were supported with 59 employees having utilized this program and was the first year that all of the funding for IDTP has been fully utilized since the launch of the program.
-

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**EMPLOYEES RECEIVED FINANCIAL
ASSISTANCE THROUGH
INDIGENOUS DEVELOPMENT
TRAINING PROGRAM**

- The **Indigenous Recruitment and Retention Framework & Action Plan** supports GNWT efforts to build a workforce that is representative of the population it serves. The two main goals of the Framework are to increase Indigenous representation and to support Indigenous leadership opportunities.

- The **Building Capacity with Indigenous Governments Program** supports secondment arrangements with Indigenous governments in all regions to help develop human resource capacity. 8 secondments were financially supported in the 2024-2025 fiscal year which resulted in all of the allocated funding being fully utilized.
 - The **Diversity and Inclusion Framework** launched in March 2023, supports departments review programs, policies, and resources to identify and address any systemic barriers that may prevent employees from reaching their full potential or prevent people from accessing opportunities within the Government of the Northwest Territories.
-

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**EMPLOYEES COMPLETED THE
WORKING MIND FOR MANAGER/
EMPLOYEES PROGRAM**

- The **Working Mind for Managers/ Employees** is training developed by the Canadian Mental Health Commission of Canada offers practical knowledge to increase participants' overall comfort level with mental illness; reduce stigma and negative attitudes toward people with mental health problems in the workplace; and maintain their own mental health and improve their resilience. Since its launch in April 2019, 373 Managers and 395 Employees have completed this training.
- The **Applied Suicide Intervention Skills Training (ASIST)** is a two-day in-person workshop where participants learn how to recognize when someone may be thinking about suicide, and how to provide a skilled intervention and develop a safety plan with the person to connect them to further support. Since its launch in November 2023 there have been 46 who have completed this training.



Beyond recruitment and professional advancement, the GNWT also adheres to a platform of education-based inclusion. New and existing public servants are provided with opportunities to complete online training at their convenience. Some of these programs focus on diversity and inclusion within the workforce and Indigenous cultural awareness. Employees obtain strategies to build an inclusive workplace and an opportunity to learn about the rich culture within the NWT and the residents we serve.

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**EMPLOYEES COMPLETED
2SLGBTQIA+ INCLUSIVE
WORKPLACE AWARENESS TRAINING**

GNWT employees are also able to remotely attend the 2SLGBTQIA+ Inclusive Workplace Awareness Training developed and facilitated in partnership with the Northern Mosaic Network. Since its launch in May 2019, 804 employees have completed this training, which helps employees to recognize key terms associated with the 2SLGBTQIA+ community, identify and apply respectful behaviour and support co-workers and clients within the 2SLGBTQIA+ community.

OFFICIAL LANGUAGES

A government's ability to communicate in the official languages of the public it serves is an important part of the operation of good government and is the responsibility of all GNWT departments and agencies. The GNWT is committed to providing services in the eleven official languages of the Northwest Territories as set out in legislation, Cabinet-approved policies, and legally binding agreements to enhance and support community efforts to maintain and develop those languages.

GNWT EMPLOYEES BILINGUAL BONUS

176

Employees
received the
French Bilingual Bonus

151

Employees received the
Indigenous Bilingual Bonus

Public servants required to provide services in a language other than English as a part of their job are recognized and compensated for their skill through a bilingual bonus. This bilingual bonus is offered where the ability to speak an additional official language is needed to provide adequate service to the public. A bilingual bonus may also be offered if the ability to speak a second official language is an asset to the position, for example, when an employee occasionally provides assistance in another language.

51

Employees received
the Teachers
Language Allowance

The GNWT also provides an annual language allowance to teachers proficient in one or more official Indigenous languages of the NWT. Teachers who qualify receive the allowance when using the skill in the following areas:

- Classroom teaching;
- Individual student counseling;
- Parent teacher interviews;
- Extracurricular activities; and/or,
- School/community relations.

The GNWT is committed to providing services in the eleven official languages of the Northwest Territories as set out in legislation, Cabinet-approved policies, and legally binding agreements to enhance and support community efforts to maintain and develop those languages.

AWARDS AND RECOGNITION



DEPARTMENTAL RECOGNITION

The Departmental Recognition Programs acknowledges individual employees or teams who demonstrate excellence and innovation in meeting the objectives of a Department or Agency. Award programs such as these can improve morale and help motivate employees to continue the great work being exemplified through their commitment and dedication to their respective Department.

THE PREMIER'S AWARDS

GNWT employees work hard to deliver programs and services to residents of the Northwest Territories. Every year, the Premier recognizes individual GNWT employees and groups who show excellence, innovation and dedication to their work through the peer-nominated Premier's Awards for Excellence.

The Premier's Awards are a chance to shine a light on those who have made a difference and to celebrate the outstanding contributions and achievements of public servants.

There are four categories of Premier's Awards:

- Individual (recognizing the work of individual GNWT employees)
- Teams (recognizing the work of teams of GNWT employees)
- Collaboration (recognizing the work of GNWT employees in collaboration with non-GNWT employees)
- Indigenous Partnerships (recognizing the work of GNWT employees in collaboration with Indigenous governments and organizations)

LONG SERVICE AWARDS

To recognize the long-term commitment of its employees, the Government of the Northwest Territories (GNWT) honours those who have served long periods of uninterrupted service with the GNWT. Long Service Awards are typically hosted annually by each Department or Agency, with support from Department of Finance.

SERVICE APPRECIATION

Service appreciation is used to recognize long-term employees who retire from the GNWT in good standing. Service appreciation is recognized by presenting the employee with a retirement certificate, hosting gatherings with colleagues to celebrate and acknowledge the employee's time with the GNWT and by the giving of non-cash awards to mark the occasion.

DAVE RAMSDEN CAREER EXCELLENCE AWARD

The Dave Ramsden Career Excellence Award recognizes the outstanding achievements of individuals who have served 20 years or more in the GNWT public service. The goal of this award is to recognize individuals who have committed their careers to public service.

KRISTINE MCLEOD EMERGING INDIGENOUS LEADER AWARD

The Kristine McLeod Emerging Indigenous Leader Award recognizes young Indigenous NWT residents who are in the early stages of their career with or who have been recently elected to a leadership position with a community, territorial, federal or Indigenous government. The goal of this award is to recognize Indigenous individuals who personify outstanding leadership qualities and who demonstrate exceptional initiative and commitment to the principles of public service.

In recognition of their outstanding contributions, award recipients receive a grant of \$5,000 to support them as they continue to pursue education, training, or other opportunities that would support their development as a leader.

INDIGENOUS EMPLOYMENT POLICY

The Indigenous Employment Policy is an important step in advancing reconciliation and ensuring the GNWT reflects the communities it serves. By focusing on removing barriers and providing supports like mentorship programs and leadership training, we are working to create meaningful opportunities for Indigenous employees to grow and succeed. This policy represents our commitment to real change and to building a stronger, more inclusive government for all Northerners

CAROLINE WAWZONEK,
MINISTER OF FINANCE

public engagement, consultation with Indigenous governments, organizations, and stakeholders, as well as feedback from GNWT employees and leadership. These contributions helped shape a policy that responds to systemic barriers and ensures alignment with GNWT's broader goals for reconciliation and equity.

The policy also emphasizes transparency and accountability, requiring annual reporting on workforce demographics to measure progress and ensure consistent implementation across departments.

The Affirmative Action Policy had remained largely unchanged since it was introduced in 1989, and following a What We Heard Report on the Affirmative Action Policy

THE INDIGENOUS EMPLOYMENT POLICY

ON MARCH 31, 2025, the GNWT officially rescinded the Affirmative Action Policy, replacing it with the Indigenous Employment Policy. The Indigenous Employment Policy reflects the GNWT's commitment to reconciliation by prioritizing the recruitment, retention, and career advancement of Indigenous persons, as outlined under subsection 35(2) of the Constitution Act, 1982.

The Indigenous Employment Policy affords first priority for hiring and for transfer assignment opportunities to Indigenous persons who are recognized members and descendent of a First Nations, Métis, or Inuit people indigenous to the present boundaries of the Northwest Territories, and second priority to Indigenous persons who are recognized members and descendent of a First Nations, Métis, or Inuit people indigenous to areas of Canada outside of the present boundaries of the Northwest Territories.

The Indigenous Employment Policy represents an evolution in GNWT's approach to fostering equity and inclusion in the public service. It focuses exclusively on Indigenous recruitment and career development. These measures aim to empower Indigenous employees to build meaningful, long-term careers within the GNWT and ensure a public service that reflects the population it serves.

The development of the policy included extensive

At the time that the Affirmative Action Policy was rescinded, Indigenous employees made up 28.7% of the GNWT workforce, compared to 49.6% of the NWT population – this represents the lowest percentage of Indigenous employees on record.

that was tabled during the end of the 19th Legislative Assembly, it was recommended that the GNWT implement an Indigenous Employment Policy based on the engagements held.

It should also be noted that Executive Council originally proposed two policies to replace the Affirmative Action Policy, one being the Indigenous Employment Policy and the other being the Employment Equity Policy. Following engagement, concerns about potential adverse impacts on members of equity groups that the policy intended to benefit were raised and as a result, the Employment Equity Policy was not recommended, with further research and engagement needed to better inform the policy and its implementation.

ENGAGEMENT

In-person engagement sessions occurred in nine communities (Inuvik, Tuktoyaktuk, Hay River, Fort Resolution, Fort Simpson, Délı̨ne, Behchokǫ̀, Yellowknife, and Fort Smith), connecting with each region of the territory. In total, there were 14 in-person engagement sessions and 3 virtual sessions, and an online survey received more than 550 submissions.

Engagement sessions were also held with the GNWT's Indigenous Employee Advisory Committee and the GNWT Committee on Diversity and Inclusion, and written input was received from Indigenous governments, members of the public, and stakeholders, including the Union of Northern Workers and the Délı̨ne Got'ı̨ne Government. The Department of Finance also presented the policy at the NWT Council of Leaders and the Minister of Finance hosted an employee townhall on the subject. Further, specific consultations and engagements were undertaken with elected representatives of Indigenous Governments and municipalities for the communities where engagement sessions were held.

Engagement participants expressed that the previous policy's provisions based on residency relative to the individual's life (i.e., half their life) were unfair and excluded people who have chosen to make the north their homes but were unable to meet the threshold for P2 status. The perception that the Affirmative Action Policy was unfair aligns with legal concerns that these elements of the policy potentially infringe on the rights of individuals as protected under the Canadian Charter of Rights and Freedoms. In addition, differing opinions on what should be considered a long term northerner varied with some concerns over whether it should be included in a hiring policy.

However, as the engagement also highlighted the need to retain northern knowledge, the Department of Finance is exploring legally permissible methods to hire locally where possible, including utilizing limited competitions to hire locally where circumstances allow, and by better recognizing and rewarding skills and knowledge which will benefit the GNWT and residents. By prioritizing those skills and knowledge in employment competitions, we can focus our efforts on providing the best service possible to residents, while also recognizing people who build their lives in the Northwest Territories.

Diversity and inclusion initiatives are integral to the well-being of GNWT employees, as well as the inclusivity in the services provided to Northwest Territories' residents.

IMPLEMENTATION

News releases went out on December 16, 2024, introducing the policy, and on March 11, 2025, announcing the approval of the policy by the GNWT, which also addressed the implementation of feedback from Indigenous leaders, MLAs and the public to prioritize Indigenous peoples of the Northwest Territories. The initial policy, which would have given priority hiring status to all Indigenous peoples of Canada, was not well received and calls for a change in policy were received and implemented prior to the March news release.

Progress of the Indigenous Employment Policy will be reported by Departments and agencies who will track and report on the policy's application through their Departmental Indigenous Employment Plans, with demographic and staffing data being reported annually. The policy will be reviewed every three years by the Department of Finance.

DEVELOPING AN EFFECTIVE NWT PUBLIC SERVICE

RECRUITMENT

Recruiting and training northerners is essential to building a strong, stable, and representative public service. While the responsibility of hiring initiatives and outcomes rest with departments and agencies, the Department of Finance provides advice and guidance to support effective hiring and deployment at all levels within the public service. During the 2024/25 fiscal year, recruitment efforts resulted in a total of 821 hires.

The GNWT has a number of initiatives to support the recruitment of a skilled and representative workforce, including:

- The **Regional Recruitment Program** provides a link between vacant regional positions and local northern residents through on-the-job training.
- The **Indigenous Career Gateway Program** supports the career objectives of Indigenous NWT residents interested in a career with the territorial government.
- The **Summer Student Employment Program** offers work experience and competitive salaries to support northern post-secondary students. This valuable work experience enhances their employment prospects upon graduation.
- The **Internship Program** provides unique employment opportunities to recent northern graduates through internships with GNWT departments. This valuable work experience enhances their employment prospects and helps retain skilled northern workers.

16,980

APPLICANTS

821

HIRES

RECRUITING NORTHERNERS TO PUBLIC SERVICE

Regional Recruitment Program Hires



Indigenous Career Gateway Program Hires



Summer Student Employment Program Hires



Internship Program Hires



2020/21 2021/22 2022/23 2023/24 2024/25

The Internship Program has been an effective retention tool that enhances the GNWT's workforce capacity. Since the start of the 2012/13 fiscal year, a total of 360 interns were hired. Of the internships that have ended, 81.5% continued to progress with the GNWT and 58.3% reached indeterminate status. Over this 13-year time frame, 54.5% of former interns remain active with the GNWT today.

ACCESSION AND TURNOVER



ACCESSION: 12.5%

The accession rate measures the number of employees hired as a percentage of the average total workforce. The turnover rate measures the number of employees who left the GNWT as a percentage of the average total workforce.

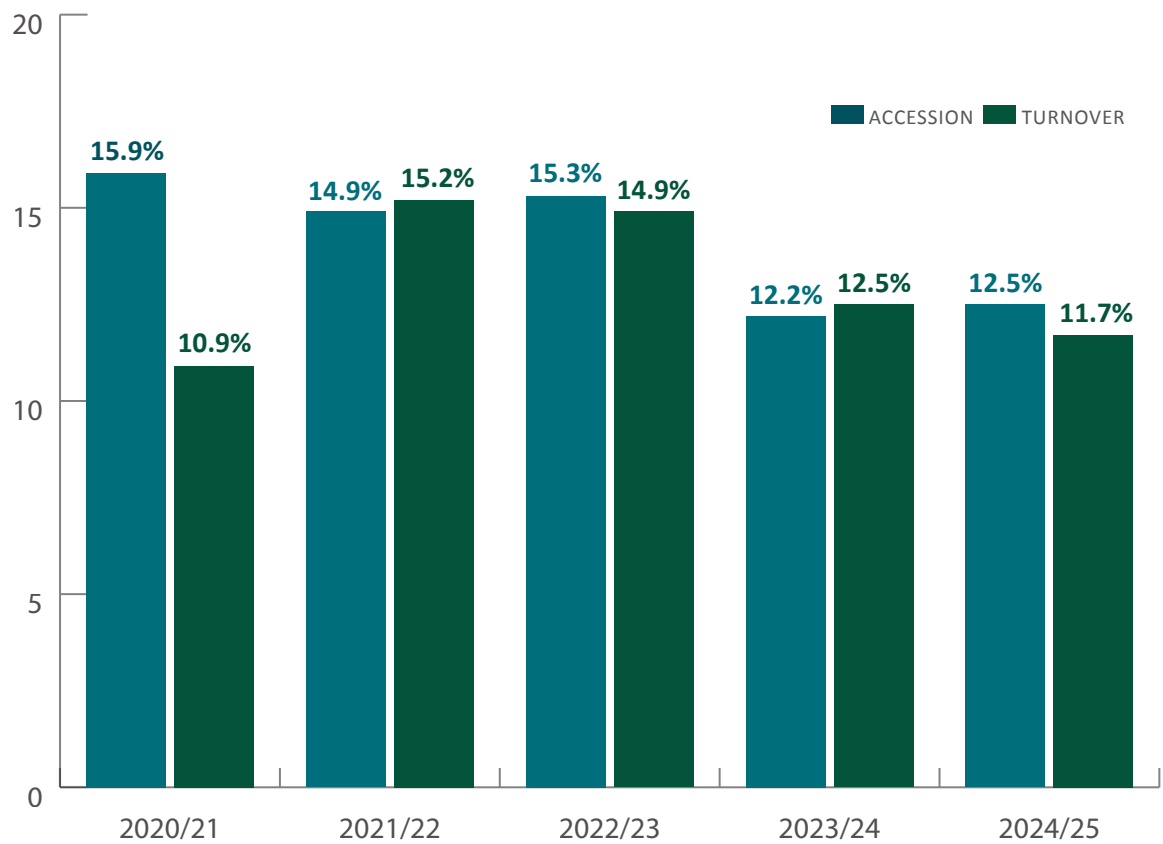


TURNOVER: 11.7%

88.3%

THE GNWT'S EMPLOYEE RETENTION RATE

ACCESSION AND TURNOVER RATES (2020/21 TO 2024/25)



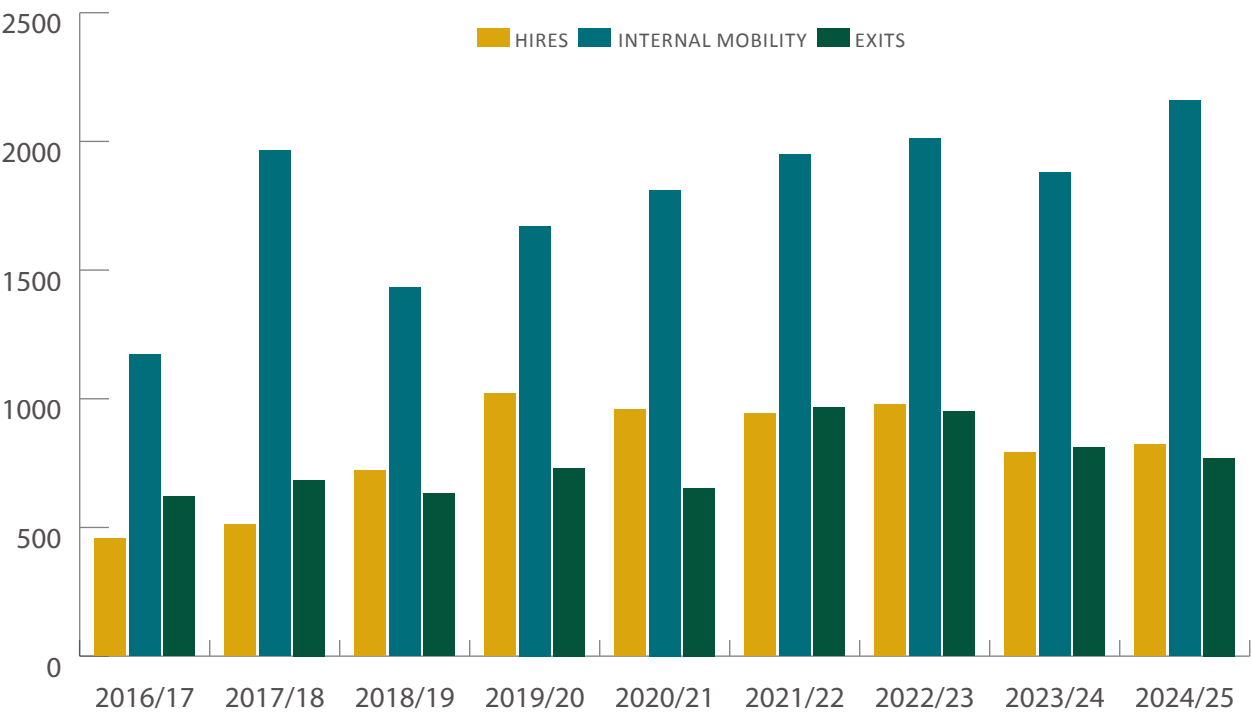
In 2024/25, the accession rate was virtually unchanged, rising by 0.3 percentage points to 12.5%, while the turnover rate fell by 0.8 percentage points to 11.7%.

This is the fourth consecutive year where the GNWT's turnover rate has decreased, driven in part by the markedly lower retirements rates since 2020/21, but particularly in 2024/25 due to far fewer term contracts expiring. In fact, the 14.4% of exits due to contract expiries is among the GNWT's lowest recorded rates.

STAFFING ACTIONS

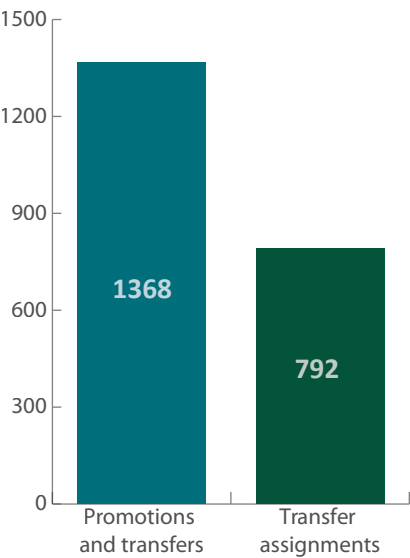
(HIRES, INTERNAL MOBILITY AND EXITS)

STAFFING ACTIONS BY FISCAL YEAR (2016/17 TO 2024/25)



In 2024/25, the GNWT hired 821 employees and 770 employees ended their employment. Hiring is up somewhat relative to last year, and exits are further in line with pre-pandemic levels. In 2024/25, 30.9% of employee exits were due to retirement or the expiration of term employment.

INTERNAL MOBILITY

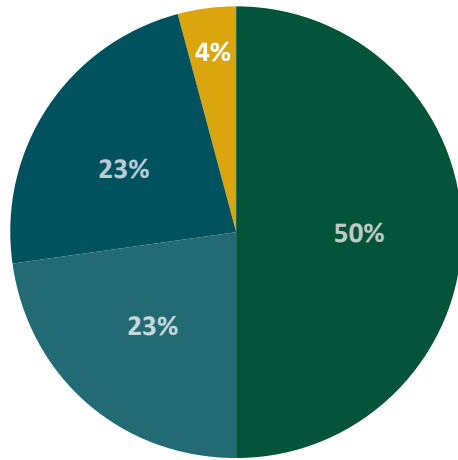


The GNWT is committed to promoting employee growth and development through annual performance reviews, personalized training plans, and dynamic competency-based courses. A key component of this strategy is encouraging internal mobility, which provides employees with opportunities for learning, growth and career advancement.

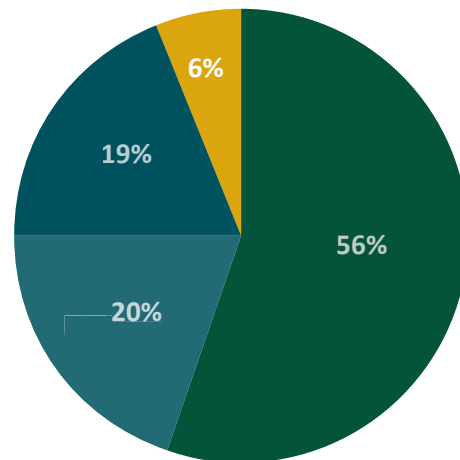
In 2024/25 internal mobility accounted for 57.6% of staffing actions, the highest proportion since 2017/18. This was primarily driven by the gain of 228 promotions and transfers relative to last year. This underscores the GNWT’s dedication to professional development, but also highlights the increased use of leveraging internal talent to meet staffing needs.

EXITS BY REASON FOR LEAVING

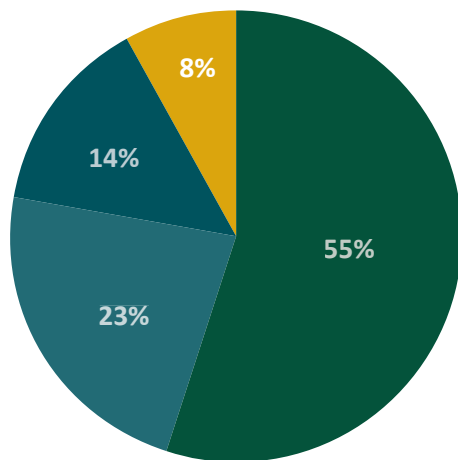
2020/21 FISCAL YEAR TO 2024/25 FISCAL YEAR



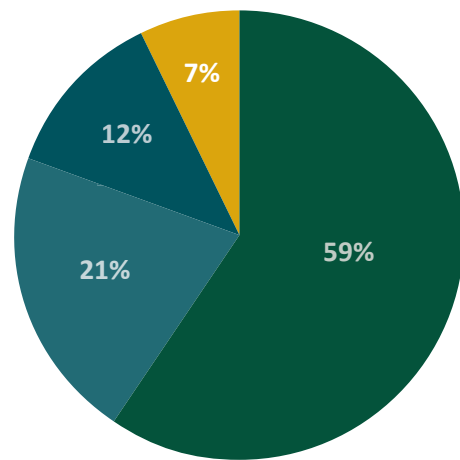
2020/2021



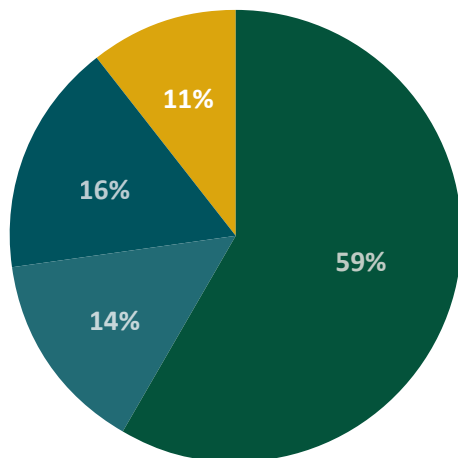
2021/2022



2022/2023



2023/2024



2024/2025



RECRUITMENT AND MARKETING INITIATIVES

As Canada maintains its highly competitive market for skilled workers, it is vital that our GNWT recruitment and marketing efforts continues to grow and develop. The GNWT developed a Workforce Planning Strategy to identify gaps between where the GNWT, as an employer, is now and where it wants to be, and uses this strategy to guide its recruitment efforts. In addition to this, the GNWT recognizes the importance of having a workforce that is reflective of the people it serves.

The Indigenous Recruitment and Retention Action Plan seeks to increase indigenous representation and support indigenous leadership opportunities.

The GNWT demonstrated a strong commitment to outreach, recruitment, and workforce development during the 2024–2025 fiscal year. Through strategic campaigns, in-person events, national conferences, and robust digital engagement, GNWT Recruitment and Marketing initiatives successfully promoted public service careers across diverse communities.

For the 2024/2025 fiscal year, the GNWT attended 13 in-person career fairs and outreach events. The GNWT participated in CDETNO's Café Emploi events and the Jobs Canada Fair in Yellowknife, where HR staff engaged directly with job seekers through resume intake, personalized feedback, and promotion of GNWT employment programs and resources. At the Délı̨ne Got'ı̨ne Government Career Fair, GNWT staff presented comprehensive overviews of the Internship Program, Summer Student Program, Indigenous Career Gateway Program, Regional Recruitment Program, and provided resume writing tips tailored to northern job seekers. At the Tłı̨chǫ Government Open House in Behchokǫ, the GNWT participated in sharing employment resources with youth and job seekers in the region. These events provided meaningful one-on-one support and helped reinforce the GNWT's presence as an accessible and inclusive employer of choice in the Northwest Territories.

The GNWT also contributed to environmental workforce planning at the Carbon Landscape Workshop, held in Yellowknife. The event convened Indigenous leaders, environmental experts, and Nature-Based Solutions specialists to shape a strategic framework for sustainable environmental planning.

The GNWT placed a focus on Northern youth this fiscal year aiming to encourage early career exploration. GNWT HR staff visited École St. Patrick High School, Sir John Franklin High School, and École Allain St-Cyr and delivered presentations to Grade 12 students focused on the Summer Student and Internship Programs, giving students practical insights into how they could access and benefit from government employment early in their careers.

The GNWT also placed a focus on outreach events which targeted current healthcare workers and soon-to-be graduates. The PEER North event helped foster professional connections with physicians, nurse practitioners, and nursing students. The GNWT also hosted a booth at the Canadian Critical Care Nursing Conference in Regina, SK. At the Canadian Association of Perinatal and Women's Health Nurses Annual National Conference in Montreal, QC, the GNWT showcased northern healthcare career opportunities to a national audience. A special BSN Year 4 Panel was held at Aurora College, where HR staff engaged directly with nursing students about employment opportunities post-graduation.

In alignment with the growing demand for digital accessibility, GNWT continuously strengthening its online recruitment channels. The Careers website, social media platforms like LinkedIn and Facebook, and various professional job boards including Indeed, Glassdoor, First Nations Job Board, IPAC, provincial CPA job boards, PA Ontario, Law Society of NWT, Legal Jobs.ca, provincial Bar Association boards, Eluta, and Workopolis supported real-time job advertisements, application submission, and communication with candidates.

This digital infrastructure has been vital in reaching northern residents, remote applicants, and those unfamiliar with the public service application process.

The GNWT's Recruitment and Marketing efforts in 2024–2025 strengthened its position as a top northern employer and strategic public sector leader.

These efforts promoted inclusive hiring practices, youth engagement, bilingual outreach, professional development, and sustainability-focused planning. By continuing to invest in people, partnerships, and platforms, the GNWT is helping shape a public service that reflects the diversity, values, and future of the Northwest Territories.



EMPOWERING LEADERSHIP: GNWT'S LDP EVOLVES WITH AURORA COLLEGE

THE GOVERNMENT OF THE NORTHWEST TERRITORIES (GNWT) continues to invest in the growth and development of its public service through the Leadership Development Program (LDP)—a cornerstone initiative designed to cultivate leadership capacity across departments and regions. In 2024, the LDP entered a new chapter partnering with Aurora College aligning with the GNWT's commitment to strengthening local training and employment opportunities.

The LDP is structured in two progressive levels:

- Level 1 supports new and aspiring leaders in developing foundational competencies such as self-awareness, interpersonal communication, decision-making, and stress management.
- Level 2 helps experienced leaders deepen their strategic thinking, change management, and team leadership skills through practice and application.

Aurora College's involvement brings new opportunities for integration and ensures that leadership development is grounded in the unique cultural, geographic, and regional realities of the Northwest Territories.

In alignment with the GNWT's Indigenous Employment Policy (IEP), the LDP selection process prioritizes equitable access for Indigenous employees. Departments are encouraged to nominate candidates in a way that supports Indigenous representation in leadership roles, helping to build a public service that

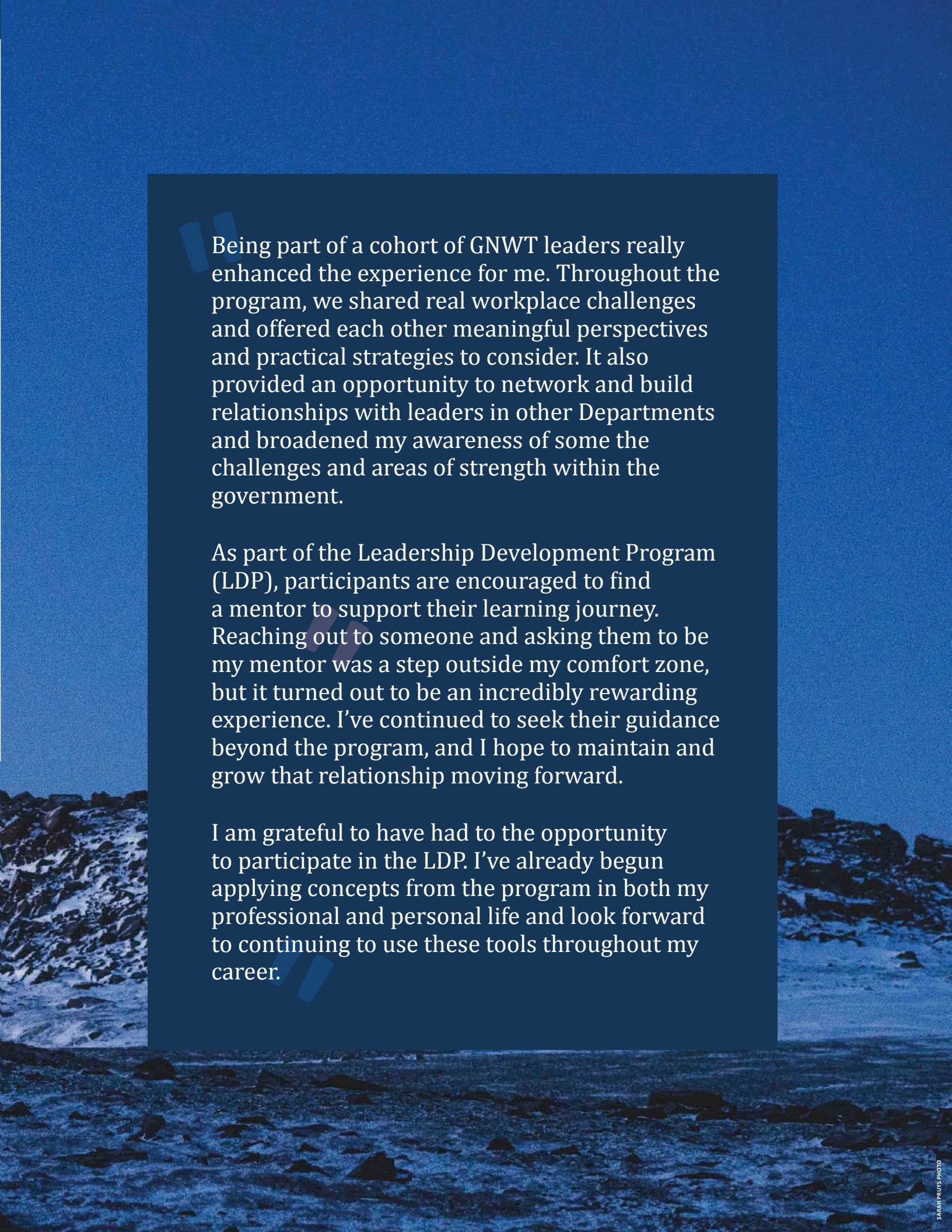
reflects the people it serves. This approach ensures that leadership development opportunities contribute meaningfully to reconciliation, inclusion, and long-term workforce sustainability.

Each level of the program includes 10 modules delivered through a blended format—a combination of in-person and online sessions, plus an on-the-land component. Participants are also supported by a mentor throughout their learning journey.

In 2024/25, the GNWT successfully delivered both program levels, with a total 40 participants completing the program (20 employees per cohort). These cohorts represented 13 departments and agencies, demonstrating strong cross-government engagement and interest in leadership development.

As the GNWT continues to evolve, the Leadership Development Program remains a vital tool for empowering employees and managers to lead with confidence, integrity, and purpose.





Being part of a cohort of GNWT leaders really enhanced the experience for me. Throughout the program, we shared real workplace challenges and offered each other meaningful perspectives and practical strategies to consider. It also provided an opportunity to network and build relationships with leaders in other Departments and broadened my awareness of some the challenges and areas of strength within the government.

As part of the Leadership Development Program (LDP), participants are encouraged to find a mentor to support their learning journey. Reaching out to someone and asking them to be my mentor was a step outside my comfort zone, but it turned out to be an incredibly rewarding experience. I've continued to seek their guidance beyond the program, and I hope to maintain and grow that relationship moving forward.

I am grateful to have had to the opportunity to participate in the LDP. I've already begun applying concepts from the program in both my professional and personal life and look forward to continuing to use these tools throughout my career.

APPEALS

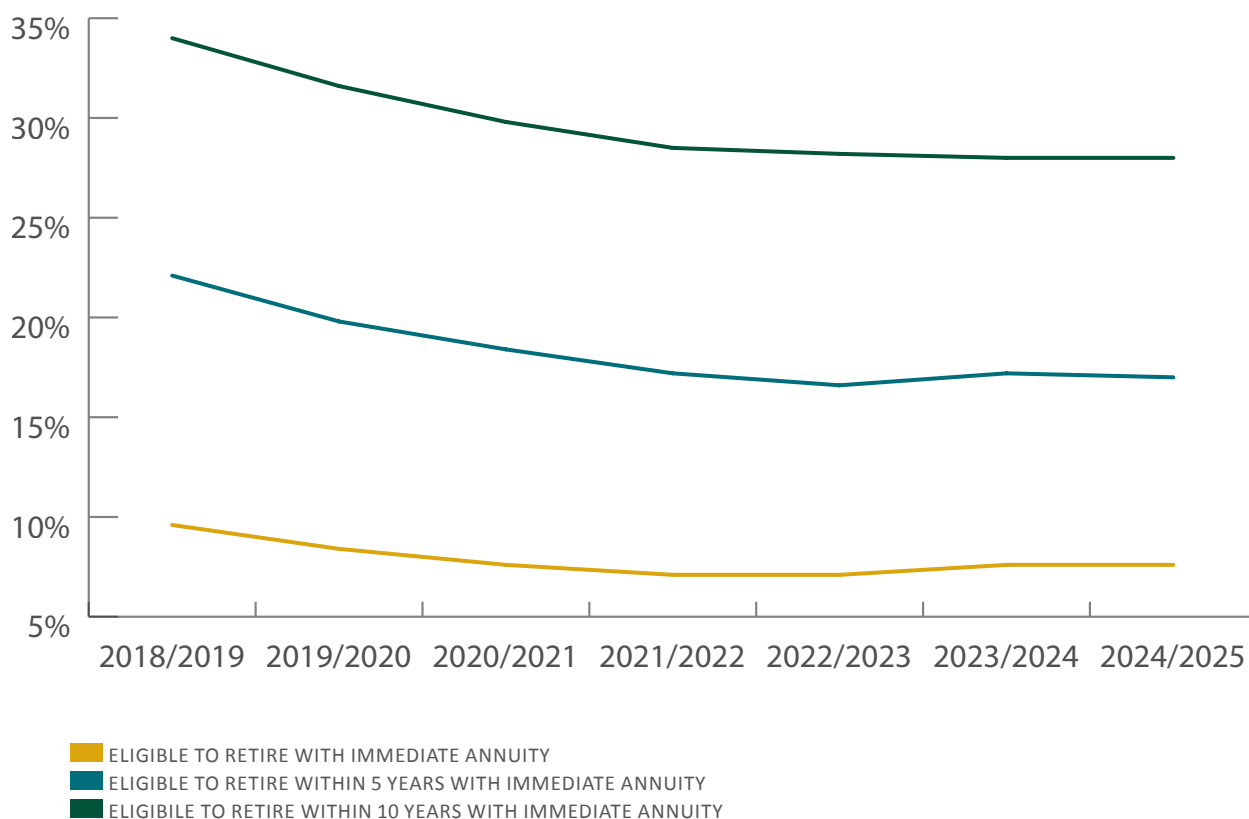
The GNWT's staffing appeal process allows unsuccessful candidates an opportunity to appeal a staffing decision if they feel that a procedural error was made during the hiring process.

Staffing appeals are reviewed by Staffing Review Officers who are non-government individuals appointed by the Minister Responsible for the *Public Service Act* for three-year terms.

RETIREMENT

As the GNWT workforce ages, employees will continue to retire from their positions. As demonstrated in the graph below, the percentage of the GNWT's overall workforce eligible to retire with immediate annuity, within five years, and within ten years has remained relatively stable for the past five years despite an increased rate of retirements in 2024-25 FY compared to the previous year. This suggests that the GNWT is able to maintain the size of its experienced workforce.

RETIREMENT ELIGIBILITY OVER THE NEXT TEN YEARS



LABOUR RELATIONS AND COLLECTIVE BARGAINING

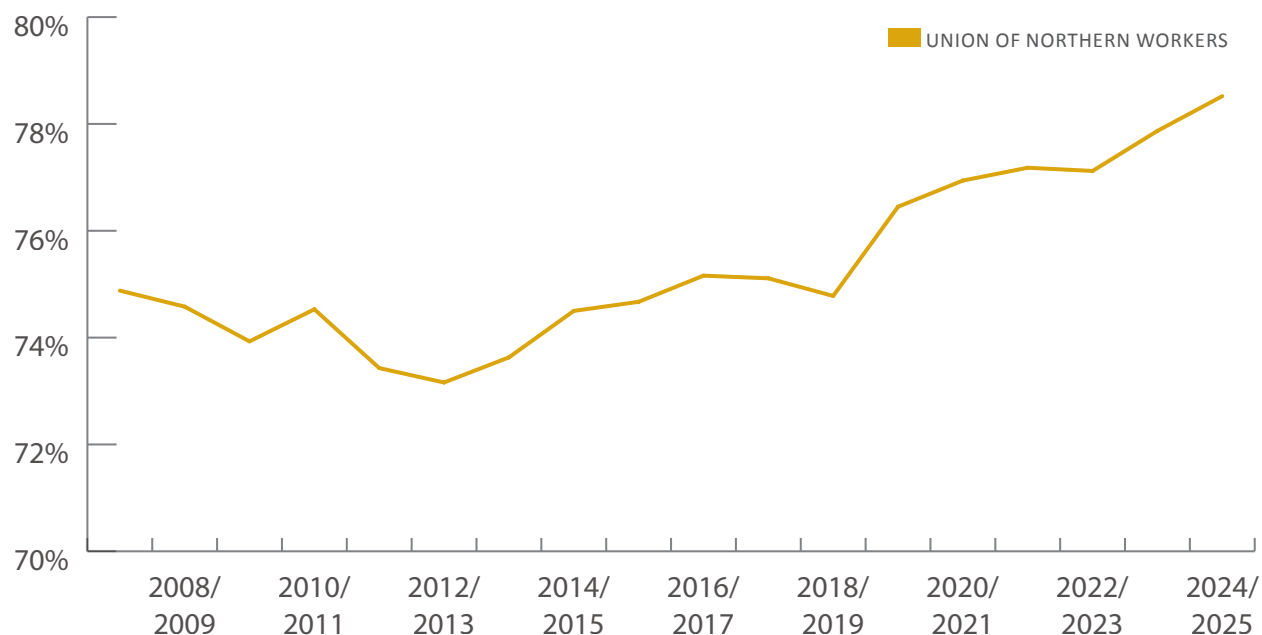
86.5% of the GNWT's workforce are union members, with the Union of Northern Workers (UNW) accounting for 78.5% and the Northwest Territories Teachers' Association (NWTTA) accounting for 8.0%. Excluded employees dropped to a record low of 9.5%, while senior management and deputy ministers made up 4.0% of the Public Service.

All NWT Teachers are members of the NWTTA. The current Collective Agreement between the NWTTA and the Minister Responsible for the Public Service has a three-year term, effective August 1, 2023, to July 31, 2026.

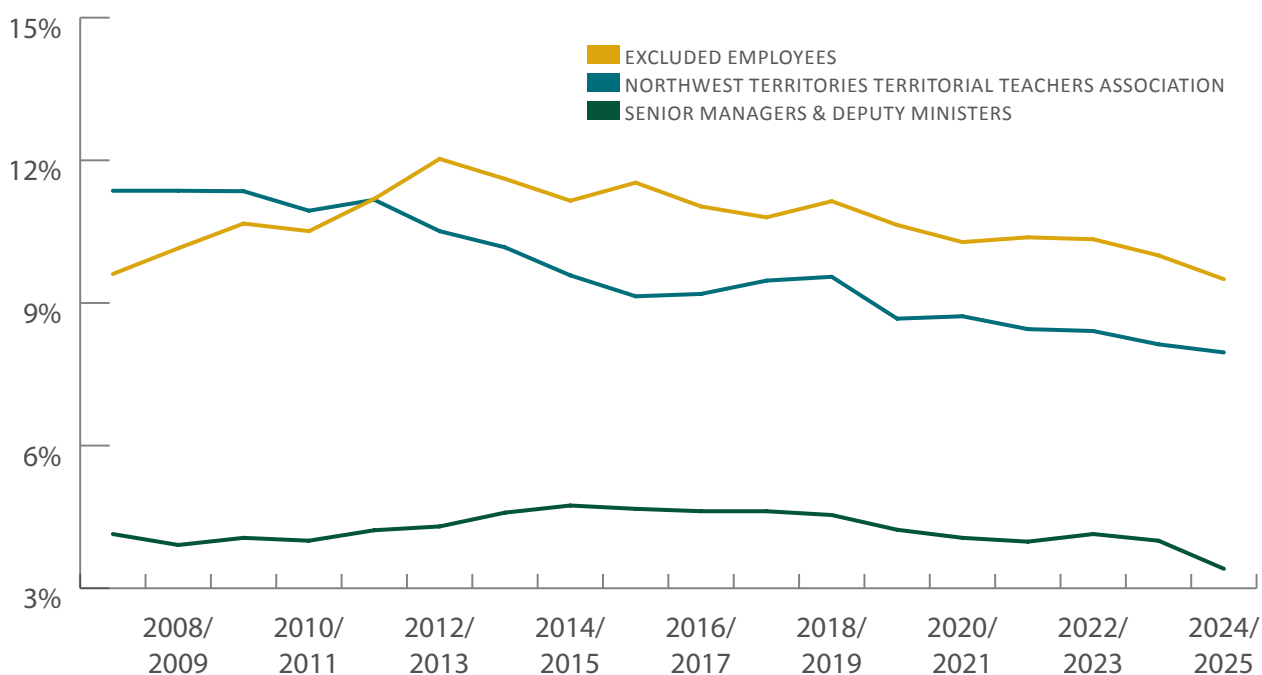
The bulk of the GNWT's growth over the past 6-years is attributable to UNW members, who have increased their share of the workforce by 3.7 percentage points since 2018-19. This is the only group to increase its workforce share over this time frame.

The Collective Agreement between the UNW and the Minister Responsible for the Public Service is a three-year term, effective April 1, 2023 to March 31, 2026.

GNWT WORKFORCE



GNWT WORKFORCE



LEARNING AND DEVELOPMENT

The GNWT values continuous lifelong learning to support a competent and well-trained public service to help the government achieve its mandate, goals and priorities. The GNWT Learning and Development

Policy guides and reinforces the importance of learning and development to foster and support performance growth, while continuing to provide innovative programs and services to NWT residents.

To foster a learning culture, the GNWT has a Workforce Development Framework that outlines the wide range of GNWT initiatives, tools and resources that continue to facilitate training opportunities for employee development through four main primary pathways to learning:



Formal and Directed Learning



Self-Directed Skill Development



Learning through Experience



Learning through People

The GNWT provides all employees with access to various forms of learning and development opportunities. These are carried out through formal, self-directed learning, online, and in-person training courses. These learning and development opportunities not only allow the GNWT to support government-wide priorities and provide progressive services to the public, but also retain, attract, and develop a skilled, qualified and representative workforce.

The GNWT continually offers personal and professional training opportunities to employees.

In the 2024/25 fiscal year, the GNWT finalized transferring course histories to the new ELM training module in HRIS. Courses and trainings continued to be offered in mainly three methods:

- 1) In-person instructor-led training,
- 2) Online instructor-led training, and
- 3) Online self-study modules.

As the GNWT continues to house its learning and development offerings on ELM, support and adjustments will occur as needed to attain the best possible user experience.



Top 5 Online Courses for Employees in 2024/25:

1. Information Security Awareness Training
2. Indigenous Cultural Awareness and Sensitivity Training - Living Well Together
3. Access to Information and Protection of Privacy General Awareness
4. Introduction to Psychological Health and Safety in the Workplace
5. Privacy and Health Information Act (HIA) Training

Top 5 Online Courses for Managers in 2024/25:

1. Labour Relations Training for Managers and Supervisors
2. Coaching Fundamentals
3. Modernized Code of Conduct for Managers
4. Staffing Workshop
5. Coaching for Success

Employee learning and development links directly to the competency-based performance development process by establishing learning plans as a tool to plan and manage learning goals.

The GNWT recognizes the value of having a formalized government-wide performance management program in place to manage and support ongoing effectiveness and ongoing development of its employees and to continue to ensure business goals and objectives are being met. Performance development training and resources continue to be available for staff, including self-study modules, web-based delivery, in-person sessions and user guides to help the Public Service's ongoing commitment to a competency-based performance development and management model.

The GNWT Competency Model (Model) is designed to define and guide employees on how they can be successful in their roles.

The Model is displayed in a graphic below. The cluster names, Leadership Excellence and Management Excellence, are located in the outermost circle, followed by the names of the related competencies. In the next ring, are bullets that provide an illustration of what each of the competencies represent. The innermost circle depicts the Inclusive Leadership competency, central to the work of the GNWT public service, and its associated bullets.



LEADERSHIP DEVELOPMENT PROGRAM

The GNWT is committed to meeting the leadership development needs of its workforce and to putting programs in place that support management development within the GNWT. In previous years, the GNWT has partnered with the University of Alberta – School of Business, Executive Education to offer its GNWT Leadership Development Program for Executive Managers, Managers and Emerging Managers.

In 2024/25, the GNWT formalized an updated Leadership Development Program in partnership with Aurora College. Two cohorts were offered starting in October 2024, and two upcoming cohorts will be offered in Fall 2025 and Winter 2026.

INDIGENOUS DEVELOPMENT TRAINING PROGRAM

Launched in the 2018/19 fiscal year, the Indigenous Development and Training Program (IDTP) supports the professional development of Indigenous GNWT public servants by providing the necessary skills training and/or work experience for career advancement.

Under this program, the GNWT provides up to \$10,000

Seven core competencies of the GNWT Competency Model:

Action Management, Authentic Leadership, Engaging Others, People Management, Sustainable Management, Systems Thinking, and Inclusive Leadership.

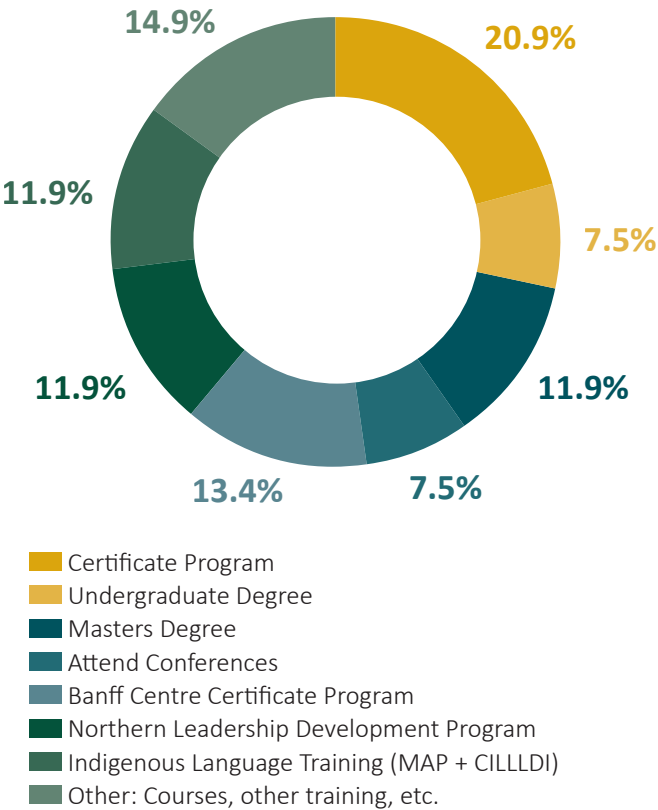
to current employees who identify as Indigenous individuals under the GNWT Indigenous Employment Policy, previously the Affirmative Action Policy for the 2024/2025 fiscal year, who require skills training to obtain and maintain sustainable employment that shows progression; have demonstrated the desire for developmental opportunities to support career advancement; and have identified the learning goal within their learning plan.

In 2024-2025, 67 applications were supported with 59 public servants having participated in the program.

Employees used the funding to complete graduate and undergraduate degrees in areas such as administration, social sciences and health. Program funding was also used to attain leadership development training as well as Indigenous languages training through programs such as the Indigenous Language Instructor Employment Plan (ILIEP) and the Canadian Indigenous Languages and Literacy Development Institute (CILLDI).

In the 2024-2025 fiscal year, ECE and Finance collaborated to promote utilization of IDTP funding for the Indigenous Language Instructor Employment Plan by continuing to promote Indigenous language training as being equivalent to higher level degree programs in the application evaluation process.

In 2024-2025 all of the program funding was utilized, and it was the second consecutive year that funding was fully utilized since the launch of the program.



...the Indigenous Development Training Program supports the professional development of Indigenous GNWT public servants... Under this program, the GNWT **provides up to \$10,000** to current employees

who identify as Indigenous Aboriginal individuals under the GNWT Affirmative Action Policy who require skills training to obtain and maintain sustainable employment...

2SLGBTQQIA+ INCLUSIVE WORKPLACE AWARENESS TRAINING

With support from the Northern Mosaic Network, this in person course was designed to provide all territorial government employees with the necessary knowledge and tools to identify and apply respectful and supportive behaviour towards co-workers and clients within the 2SLGBTQQIA+ community.

The training includes information and advice on:

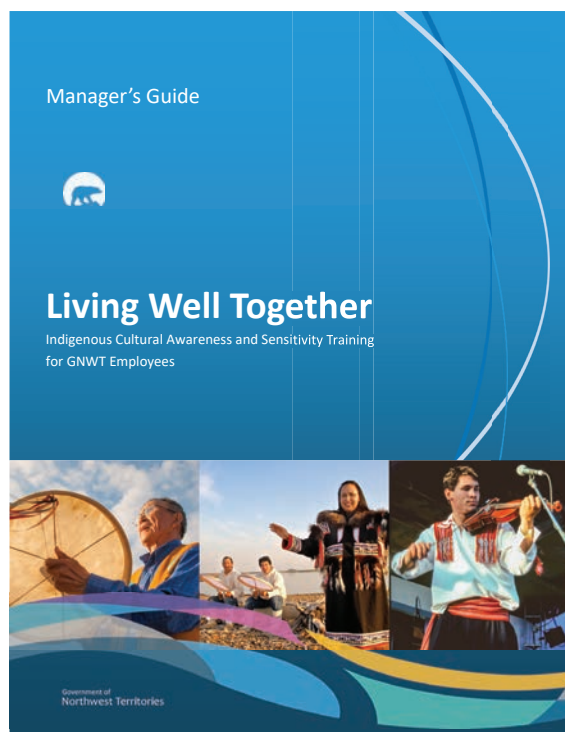
- gaining a basic understanding of the key terms – words and acronyms – central to the 2SLGBTQQIA+ community as the proper usage of such terms is an important part of developing and maintaining an inclusive workplace;
- identifying barriers and unique challenges that 2SLGBTQQIA+ employees face either in their personal lives or in the workplace; and
- taking action in creating and supporting a healthy, inclusive work environment.

INDIGENOUS CULTURAL AWARENESS AND SENSITIVITY TRAINING

Living Well Together was developed to fulfill the GNWT's commitment to the Truth and Reconciliation Commission's Calls to Action #57 and Article 14 and 15 of the United Nations Declaration of the Rights of Indigenous Peoples.

Living Well Together is comprised of two series: Truth and Reconciliation. The Truth Series (modules 2-5) focuses on creating awareness around colonization, residential schools, and Indigenous and non-Indigenous relations. The Reconciliation series (modules 6-8) focuses on developing cultural sensitivity, and the practice of reconciliation.

Though the Living Well Together training is intended for GNWT employees, it is publicly available on the Department of Finance website. This training contains a wealth of important information and learning opportunities for anyone who wants to learn more about intercultural competency, conflict resolution, human rights and anti-racism.



A Safe And Healthy Workplace

HARASSMENT FREE AND RESPECTFUL WORKPLACE

The GNWT is committed to providing a harassment free work environment where every employee is treated with fairness, dignity, and respect. Respectful Workplace training is offered to managers and supervisors in all departments to highlight the resources available to them to facilitate a harassment free and respectful workplace. All individuals who work for the GNWT, including volunteers and contractors, play an important role in ensuring an environment where all employees, clients, and visitors are respected.

The Harassment Free and Respectful Workplace Policy and accompanying *Guide to Applying the Harassment Free Respectful Workplace Policy* are available on the GNWT website.

Currently the GNWT is updating the *Harassment Free and Respectful Workplace Policy* to reflect the current case law and an emphasis on early conflict resolution and workplace restoration. This revised policy will reflect an increased emphasis on early conflict resolution mechanisms, alternate dispute resolution and workplace restoration. The updated policy will also

highlight education and tools for employees, managers, and Human Resource practitioners to assist them with conflict management and mitigation. With these changes to the policy, we expect to see an increase in the use of early, informal resolution strategies.

All members of a workplace are responsible for attempting to resolve conflicts amongst themselves in a fair and respectful manner. When the formal complaint process is required, emphasis is placed on less adversarial resolution mechanisms, such as mediation, rather than on formal workplace investigations.

As formal complaints are received, they are assessed to determine:

- if the allegations fall within the mandate of the *Harassment Free and Respectful Workplace Policy*;
- if there was an unreasonable, extensive delay in the reporting of the complaint;
- when the complaint is taken at face value, if there is evidence that workplace harassment has occurred; and
- whether a formal investigation is warranted, or whether another form of dispute resolution would be more appropriate in the circumstances.

HARASSMENT FREE RESPECTFUL WORKPLACE POLICY COMPLAINTS



OCCUPATIONAL HEALTH AND SAFETY

Corporate Occupational Health and Safety (OHS) continues to provide advice and guidance to all government departments and works collaboratively to keep GNWT workplaces safe. OHS policies apply to all territorial public service employees, except employees of the Northwest Territories Power Corporation. It also applies to contractors, volunteers, clients and members of the public in GNWT workplaces.

The GNWT has updated the OHS Policy to bring it in line with Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace (the "Standard"). The *Occupational Health and Safety Policy* has been updated to the *Health, Safety, and Wellness Policy* which highlights the GNWT's commitment to incorporating the Standard across our Public Service. This work includes the implementation of an overarching health and safety program with an aim to streamline GNWT health and safety procedures and strengthen the existing GNWT safety culture.

This health and safety program provides staff with training in health and safety orientations, hazard management, emergency preparedness, and incident management. Each GNWT department and agency is responsible for ensuring their workplaces comply with health and safety requirements and establishing their own health and safety committees and OHS representatives.

In 2024-25, 29 employees completed Supervisor Safety Training and 505 employees completed Workplace Safety Awareness training sessions. GNWT employees can also access training on a number of other OHS topics, such as: First Aid and CPR as well as other customized training sessions.

This fiscal year work was completed in many areas including: creation of a policy around domestic violence in the workplace, and enact a new corporate Health, Safety and Wellness Policy that allows the GNWT to give equal consideration to both physical and psychological hazards by creating training and resources that supports employees.

DUTY TO ACCOMMODATE

The GNWT recognizes that to prevent or reduce discrimination it has a legal and moral obligation to accommodate employees. The GNWT's *Duty to Accommodate Injury and Disability Policy* promotes the full workplace participation of persons with

disabilities, including those with mental illness, and to ensure the workplace is accessible, non-discriminatory, and inclusive.

The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as reasonably and safely possible. The GNWT accommodates employees in a number of ways, depending on the individual circumstances. There are no concrete rules for workplace accommodation as job modifications work best when tailored to the individual and the situation.

Not everyone with a disability requires accommodation, but in some instances, change is necessary to ensure no discrimination takes place. Accommodations may include, but are not limited to:

- modifying job duties;
- modifying hours of work;
- modifying work sites and/or equipment;
- providing an alternate position; and
- bundling existing duties.

Duty to accommodate training is offered to managers and supervisors in all departments and guidelines on applying the *Duty to Accommodate Injury and Disability Policy* are available on the GNWT website. Employees also have access to online Duty to Accommodate training that can be completed at their workstation.

Duty to Accommodate Advisor positions are located in Yellowknife, Hay River and Inuvik to provide training, advice and support to managers.

The GNWT is reviewing and updating the *Duty to Accommodate Injury and Disability Policy* and accompanying guidelines.

EMPLOYEE WELLNESS

The GNWT is committed to ensuring that all employees have access to the supports available to help manage and maintain their mental health and wellbeing. The GNWT promotes health and wellness to all employees to ensure they are aware of and can access the support, counselling, and training resources available.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The Employee and Family Assistance Program (EFAP) is a confidential, voluntary counselling and referral service available to GNWT employees and their dependents. The program provides employees with confidential help, resources, and supports for personal and/or work-related issues over the phone, in-person, or using the EFAP smartphone or tablet app. GNWT employees can also access support on the TELUS Health platform on the following topics:

- Achieve Wellbeing
 - Stress, mental health concerns, grief and loss, crisis situations
- Manage Relationships and Family
 - Communication, separation/divorce, parenting
- Deal with Workplace Challenges
 - Stress, performance, work-life balance
- Tackle Addictions
 - Alcohol, drugs, tobacco/nicotine, gambling
- Find child and elder care resources
 - Child care, schooling, nursing/retirement homes
- Get legal advice
 - Family law, separation/divorce, custody
- Receive financial guidance
 - Debt

EFAP is promoted using a dedicated intranet site for employees, workplace posters, and the Learning and Development Calendar to increase wellness session awareness and participation. Program promotion also takes place during wellness workshops and webinars, including EFAP orientations for employees and managers to raise awareness of the breadth of services and supports available to both groups. All GNWT employees and their dependents can access EFAP services, free of charge, at any time, and human resources staff, GNWT managers and supervisors may also refer employees to the EFAP as needed. Over the past year, the number of times employees used EFAP services has remained stable as the GNWT continues to raise awareness about the program and its benefits to all public servants.

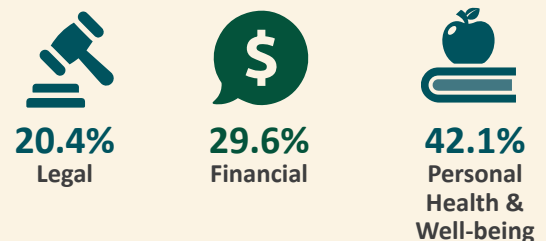
Top three employee EFAP “Emerging Issues”¹:



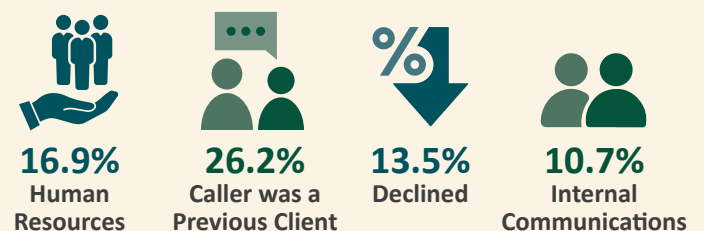
Top three employee EFAP counselling requests:



Top three employee EFAP Work Life services requests:



Top four sources of information for EFAP:



¹ TELUS Health provides the GNWT with aggregate data on the number of employees accessing EFAP services to ensure confidentiality.

WELLNESS TRAINING

- A total of 178 employees attended 7 wellness training sessions offered throughout 2024/25, by the GNWT's EFAP service provider, TELUS Health.
- 18 employees attended 4 EFAP-101 orientation sessions offered throughout 2024/2025. Employee sessions and manager sessions are facilitated by a TELUS Health representative providing participants with information about the EFAP benefits and answer any questions about the program.
- The GNWT also offers in-house mental health training called The Working Mind, which launched in 2019/20 and is endorsed by the Mental Health Commission of Canada. Employee sessions and Manager sessions were delivered virtually and in-person by two GNWT employees. A total of 21 participants attended The Working Mind training in 2024/25.
- Since March 2021, Mental Health First Aid workshops have been delivered virtually directly through the Mental Health Commission of Canada website.

LIFESPEAK: THE GNWT'S DIGITAL WELLNESS PLATFORM FOR EMPLOYEES

LifeSpeak is a 24/7 total well-being online platform where GNWT employees and their families can access expert information on a wide range of topics. The program offers individuals access to an ever-growing variety of instructional videos, blogs, self-help content, and much more, providing individuals with the ability to better support their overall mental health and wellness.

For convenience, it is available through its website or via a downloadable app on your smartphone or tablet. With LifeSpeak, resources like health and wellness videos, blogs and Q&As can be accessed anytime and anywhere, anonymously. This includes employees who routinely work irregular hours, shift work and/or weekends that cannot attend the scheduled webinars during the weekday or for those who want access to quick, reliable information on topics such as mental health, suicide, personal relationships, finances, physical health, personal and professional development, and Diversity, Equity, and Inclusion.

In the 2024/2025 fiscal year, the LifeSpeak platform was accessed 2,485 times through videos, podcasts, Ask the Expert Archives, Transcripts, Tip Sheets, Blog articles, and Engage Campaigns equalling 231 hours of education delivered.

TELUS HEALTH CBT

Launched in May 2020, TELUS Health CBT is an app-based program that delivers interactive, engaging, and convenient Cognitive Behaviour Therapy (CBT) delivered by professionally trained therapists through an online platform accessible 24/7 on your mobile device or tablet. Cognitive Behavioural Therapy (CBT) method is one of the most effective and commonly used approaches to help provide support for a wide range of mental health concerns. TELUS Health CBT is available for employees and their dependents over the age of 16.

In the 2024/25 fiscal year, GNWT's TELUS Health CBT program saw 117 users.

The TELUS Health CBT content has been expanded and programs now available include: General Anxiety; Depression; Pain Management; Insomnia; Grief and Loss; Burnout; Burnout for Healthcare Workers; Social Anxiety; Obsessive Compulsive Disorder; Trauma Support; Social Anxiety; Adjustment to Change; Early Intervention for Alcohol or Other Substance Use; Goal Management Training™ (GMT); and Family Support for Alcohol or Other Substance Use.



The TELUS Health app is free to download on both Apple and Android smartphones and tablets.

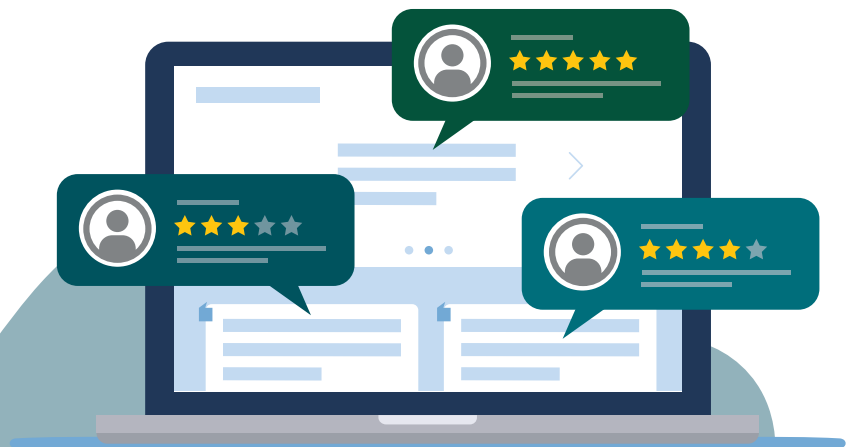
TELUS HEALTH CBT FOR INDIGENOUS PEOPLES - A NEW DAWN, A NEW LIGHT

Launched in October 2022, the app-based programs are rooted in diverse Indigenous cultural and healing practices. They take a holistic, traditional healing approach intertwined with core Cognitive Behavioural Therapy (CBT) strategies to support you in your journey to better mental well-being.

At the centre of the New Dawn programs are the Medicine Wheel and the Seven Sacred Teachings to support you in achieving harmony, balance, and well-being. The teachings vary across communities, but the principles and values apply to all of us, regardless of our culture and history.

The Medicine Wheel has been used by generations of various Indigenous nations for health and healing. AbilitiCBT for Indigenous Peoples programs are available for employees and their dependents over the age of 16.

User Feedback



96%

said their therapist is helping them work towards their goals in the program

84%

learned a new skill

98%

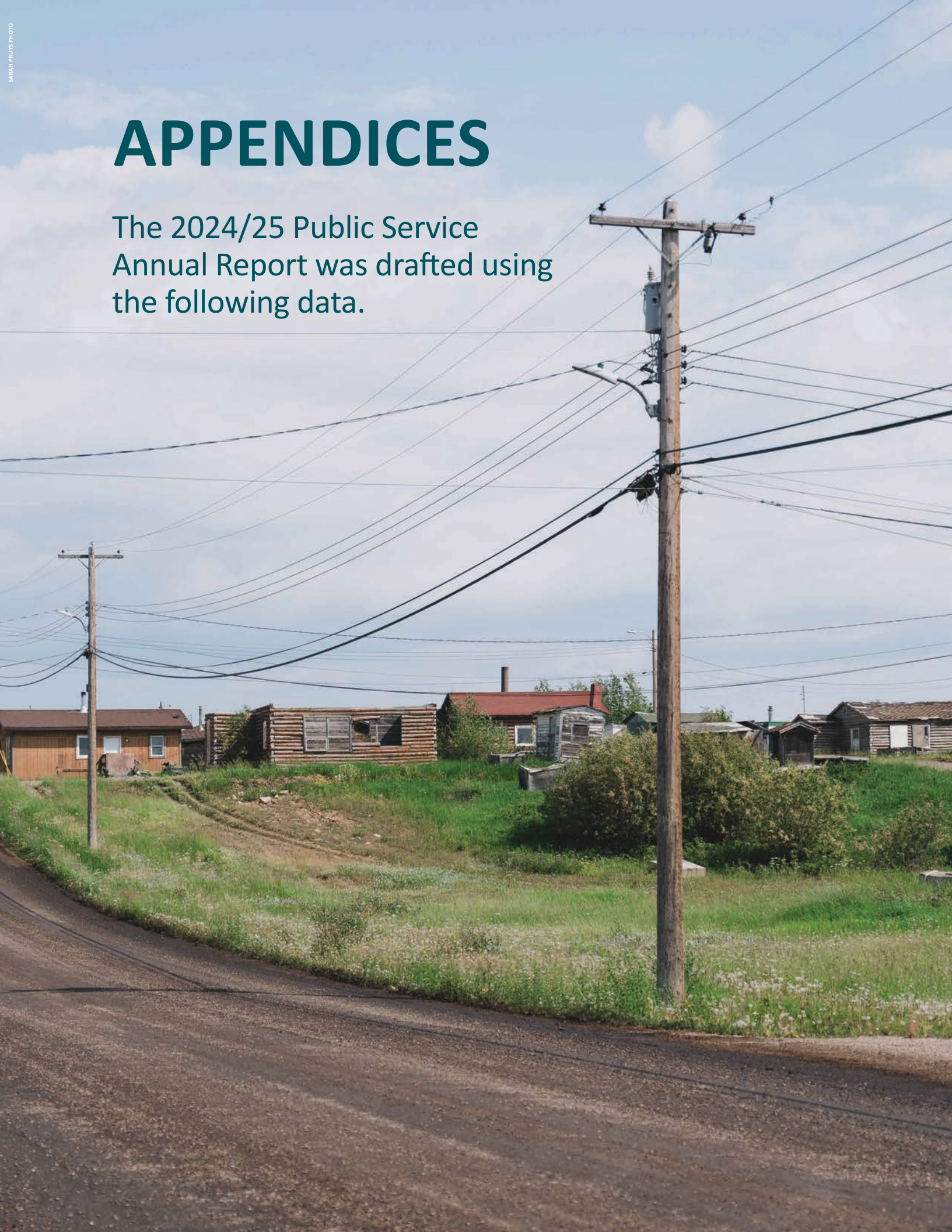
would recommend this program to others

96%

said **Telus Health CBT** is helping them to progress toward their goals

APPENDICES

The 2024/25 Public Service
Annual Report was drafted using
the following data.



A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2025

Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Education, Culture and Employment	281	71	25.3%	48	17.1%	162	57.7%
Environment and Climate Change	437	172	39.4%	52	11.9%	213	48.7%
Executive and Indigenous Affairs	132	53	40.2%	29	22.0%	50	37.9%
Finance	591	159	26.9%	124	21.0%	308	52.1%
Health and Social Services	224	42	18.8%	47	21.0%	135	60.3%
Industry, Tourism and Investment	175	53	30.3%	20	11.4%	102	58.3%
Infrastructure	525	200	38.1%	62	11.8%	263	50.1%
Justice	543	138	25.4%	80	14.7%	325	59.9%
Legislative Assembly	47	18	38.3%	12	25.5%	17	36.2%
Municipal and Community Affairs	121	33	27.3%	20	16.5%	68	56.2%
Total for Departments	3076	939	30.5%	494	16.1%	1643	53.4%
Beaufort Delta Divisional Education Council	287	91	31.7%	1	0.3%	195	67.9%
Commission scolaire francophone, TNO	61	0	0.0%	1	1.6%	60	98.4%
Dehcho Divisional Education Council	98	43	43.9%	1	1.0%	54	55.1%
Sahtu Divisional Education Council	138	43	31.2%	0	0.0%	95	68.8%
South Slave Divisional Education Council	276	76	27.5%	18	6.5%	182	65.9%
Total for Education Councils	860	253	29.4%	21	2.4%	586	68.1%
Tłjcho Community Services Agency - Education	231	122	52.8%	2	0.9%	107	46.3%
Tłjcho Community Services Agency - Health	156	84	53.8%	2	1.3%	70	44.9%
Total for Tłjcho Community Services Agency	387	206	53.2%	4	1.0%	177	45.7%
NTHSSA	1892	386	20.4%	129	6.8%	1377	72.8%
Aurora College	270	77	28.5%	22	8.1%	171	63.3%
Prosper NWT	13	0	0.0%	4	30.8%	9	69.2%
Housing NWT	122	39	32.0%	24	19.7%	59	48.4%
Total for Agencies	2297	502	21.9%	179	7.8%	1616	70.4%
Total of Public Service	6620	1900	28.7%	698	10.5%	4022	60.8%

A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

CONTINUED

Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Headquarters/North Slave	3510	527	15.0%	598	17.0%	2385	67.9%
Beaufort Delta Region	899	361	40.2%	10	1.1%	528	58.7%
Dehcho Region	410	227	55.4%	9	2.2%	174	42.4%
Sahtu Region	354	115	32.5%	4	1.1%	235	66.4%
South Slave Region	1017	431	42.4%	74	7.3%	512	50.3%
Tłı̨cho Region	430	239	55.6%	3	0.7%	188	43.7%
Total	6620	1900	28.7%	698	10.5%	4022	60.8%

B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2025

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Łutselk'e	39	19	48.7%	0	0.0%	20	51.3%
Yellowknife	3471	508	14.6%	598	17.2%	2365	68.1%
Headquarters/North Slave Region	3510	527	15.0%	598	17.0%	2385	67.9%
Aklavik	51	25	49.0%	0	0.0%	26	51.0%
Fort McPherson	73	34	46.6%	0	0.0%	39	53.4%
Inuvik	608	228	37.5%	9	1.5%	371	61.0%
Paulatuk	28	12	42.9%	0	0.0%	16	57.1%
Sachs Harbour	14	7	50.0%	0	0.0%	7	50.0%
Tsiigehtchic	20	8	40.0%	0	0.0%	12	60.0%
Tuktoyaktuk	61	28	45.9%	1	1.6%	32	52.5%
Ulukhaktok	44	19	43.2%	0	0.0%	25	56.8%
Beaufort Delta Region	899	361	40.2%	10	1.1%	528	58.7%
Fort Liard	54	30	55.6%	0	0.0%	24	44.4%
Fort Providence	57	39	68.4%	0	0.0%	18	31.6%
Fort Simpson	228	122	53.5%	6	2.6%	100	43.9%
Jean Marie River	6	4	66.7%	0	0.0%	2	33.3%
Kakisa	4	1	25.0%	0	0.0%	3	75.0%
Kát'odeeche	34	15	44.1%	2	5.9%	17	50.0%
Nahanni Butte	7	4	57.1%	0	0.0%	3	42.9%
Sambaa K'e	12	8	66.7%	0	0.0%	4	33.3%
Wrigley	8	4	50.0%	1	12.5%	3	37.5%
Dehcho Region	410	227	55.4%	9	2.2%	174	42.4%
Colville Lake	30	16	53.3%	0	0.0%	14	46.7%
Déłıne	52	15	28.8%	1	1.9%	36	69.2%
Fort Good Hope	52	20	38.5%	0	0.0%	32	61.5%
Norman Wells	180	47	26.1%	3	1.7%	130	72.2%
Tulita	40	17	42.5%	0	0.0%	23	57.5%
Sahtu Region	354	115	32.5%	4	1.1%	235	66.4%
Enterprise	15	11	73.3%	0	0.0%	4	26.7%
Fort Resolution	60	37	61.7%	1	1.7%	22	36.7%
Fort Smith	622	276	44.4%	40	6.4%	306	49.2%
Hay River	320	107	33.4%	33	10.3%	180	56.3%
South Slave Region	1017	431	42.4%	74	7.3%	512	50.3%
Behchokǫ	335	190	56.7%	3	0.9%	142	42.4%
Gamètì	30	17	56.7%	0	0.0%	13	43.3%
Wekweètì	12	7	58.3%	0	0.0%	5	41.7%
Whatì	53	25	47.2%	0	0.0%	28	52.8%
Tłı̨chǫ Region	430	239	55.6%	3	0.7%	188	43.7%
Total GNWT	6620	1900	28.7%	698	10.5%	4022	60.8%

C. EMPLOYEES BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2025

	Total Employees	% of Work Force
Indigenous Aboriginal Female	1353	20.4%
Indigenous Aboriginal Male	547	8.3%
Women in Senior Management or Non-Traditional Occupations	400	6.0%
Indigenous Non-Aboriginal Female	154	2.3%
Indigenous Non-Aboriginal Male	268	4.1%
Non-Aboriginal Female	2372	35.8%
Non-Aboriginal Male	1526	23.1%
Total	6620	100.0%

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2025

Department/ Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Education, Culture and Employment	23	5	21.7%	4	17.4%	14	60.9%
Environment and Climate Change	27	7	25.9%	6	22.2%	14	51.9%
Executive and Indigenous Affairs	20	7	35.0%	5	25.0%	8	40.0%
Finance	30	4	13.3%	7	23.3%	19	63.3%
Health and Social Services	20	3	15.0%	4	20.0%	13	65.0%
Industry, Tourism and Investment	17	6	35.3%	2	11.8%	9	52.9%
Infrastructure	25	7	28.0%	5	20.0%	13	52.0%
Justice	14	3	21.4%	4	28.6%	7	50.0%
Legislative Assembly	3	1	33.3%	1	33.3%	1	33.3%
Municipal and Community Affairs	15	6	40.0%	3	20.0%	6	40.0%
Total for Departments	194	49	25.3%	41	21.1%	104	53.6%
Beaufort Delta Divisional Education Council	4	0	0.0%	0	0.0%	4	100.0%
Commission scolaire francophone, TNO	1	0	0.0%	0	0.0%	1	100.0%
Dehcho Divisional Education Council	1	0	0.0%	0	0.0%	1	100.0%
Sahtu Divisional Education Council	1	0	0.0%	0	0.0%	1	100.0%
South Slave Divisional Education Council	2	0	0.0%	0	0.0%	2	100.0%
Total for Education Councils	9	0	0.0%	0	0.0%	9	100.0%
Tłjcho Community Services Agency - Education	2	1	50.0%	0	0.0%	1	50.0%
Tłjcho Community Services Agency - Health	3	0	0.0%	0	0.0%	3	100.0%
Total for Tłjcho Community Services Agency	5	1	20.0%	0	0.0%	4	80.0%
NTHSSA	30	5	16.7%	2	6.7%	23	76.7%

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

CONTINUED

Department/ Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Aurora College	9	2	22.2%	1	11.1%	6	66.7%
Prosper NWT	2	0	0.0%	0	0.0%	2	100.0%
Housing NWT	17	5	29.4%	4	23.5%	8	47.1%
Total for Agencies	58	12	20.7%	7	12.1%	39	67.2%
Total of Public Service	266	62	23.3%	48	18.0%	156	58.6%

Region	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Headquarters/ North Slave	205	35	17.1%	44	21.5%	126	61.5%
Beaufort Delta Region	17	9	52.9%	2	11.8%	6	35.3%
Dehcho Region	8	4	50.0%	1	12.5%	3	37.5%
Sahtu Region	10	5	50.0%	0	0.0%	5	50.0%
South Slave Region	21	8	38.1%	1	4.8%	12	57.1%
Tłı̨cho Region	5	1	20.0%	0	0.0%	4	80.0%
Total	266	62	23.3%	48	18.0%	156	58.6%

E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2025

Department/Board/Agency	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Education, Culture and Employment	23	15	65.2%	8	34.8%
Environment and Natural Resources	27	14	51.9%	13	48.1%
Executive	20	10	50.0%	10	50.0%
Finance	30	20	66.7%	10	33.3%
Health and Social Services	20	15	75.0%	5	25.0%
Industry, Tourism and Investment	17	14	82.4%	3	17.6%
Infrastructure	25	7	28.0%	18	72.0%
Justice	14	6	42.9%	8	57.1%
Legislative Assembly	3	1	33.3%	2	66.7%
Municipal and Community Affairs	15	11	73.3%	4	26.7%
Total for Departments	194	113	58.2%	81	41.8%
Beaufort Delta Divisional Education Council	4	2	50.0%	2	50.0%
Commission scolaire francophone, TNO	1	1	100.0%	0	0.0%
Dehcho Divisional Education Council	1	1	100.0%	0	0.0%
Sahtu Divisional Education Council	1	1	100.0%	0	0.0%
South Slave Divisional Education Council	2	1	50.0%	1	50.0%
Total for Education Councils	9	6	66.7%	3	33.3%
Tłjcho Community Services Agency - Education	2	2	100.0%	0	0.0%
Tłjcho Community Services Agency - Health	3	2	66.7%	1	33.3%
Total for Tłjcho Community Services Agency	5	4	80.0%	1	20.0%
NTHSSA	30	23	76.7%	7	23.3%
Aurora College	9	7	77.8%	2	22.2%
Prosper NWT	2	1	50.0%	1	50.0%
Housing NWT	17	9	52.9%	8	47.1%
Total for Agencies	58	40	69.0%	18	31.0%
Total of Public Service	266	163	61.3%	103	38.7%

Region	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Headquarters/North Slave	205	125	61.0%	80	39.0%
Beaufort Delta Region	17	10	58.8%	7	41.2%
Dehcho Region	8	6	75.0%	2	25.0%
Sahtu Region	10	6	60.0%	4	40.0%
South Slave Region	21	12	57.1%	9	42.9%
Tłjcho Region	5	4	80.0%	1	20.0%
Total	266	163	61.3%	103	38.7%

F. HUMAN RESOURCE COSTS

2025 FISCAL YEAR (APRIL 1, 2024 - MARCH 31, 2025)

Costs	2025 FY	
Salary	\$705,037,417	69.2%
Salary Total	\$705,037,417	69.2%
Bilingual Bonus/Language Allowance	\$622,006	0.1%
Callback Pay	\$7,873,098	0.8%
ExcludedSRM Bonus/ Pay for Performance	\$1,969,565	0.2%
Miscellaneous Pay	\$9,440,588	0.9%
Overtime	\$44,632,458	4.4%
Shift Premium (evening)	\$3,023,979	0.3%
Standby Pay	\$6,450,007	0.6%
Teacher Allowances	\$2,829,189	0.3%
Wages Sub-Total	\$76,840,891	7.5%
Education Allowance	\$620,037	0.1%
Northern Allowance	\$45,978,753	4.5%
Allowances Sub-Total	\$46,598,791	4.6%
Canada Pension Plan	\$26,414,594	2.6%
Dental Premiums	\$7,327,829	0.7%
Disability Insurance	\$10,287,197	1.0%
Employee Family Assistance Program	\$761,319	0.1%
Employment Insurance	\$9,233,896	0.9%
SUB Plan - Maternity/Adoption	\$7,188,008	0.7%
PSHCP	\$8,637,064	0.8%
PSMIP	\$2,461,187	0.2%
Superannuation	\$68,375,164	6.7%
WCB Premiums	\$11,534,909	1.1%
Pension & Health Care Sub-Total	\$152,221,169	14.9%
Medical Travel Assistance - MTA	\$25,755,080	2.5%
Professional Development & Training	\$7,086,660	0.7%
Recruitment Removal In/transfer	\$0	0.0%
Ultimate Removal Out	\$747,040	0.1%
Severance Pay	\$4,762,245	0.5%
Other Benefits Sub-Total	\$38,351,025	3.8%
GRAND TOTAL	\$1,019,049,293	100.0%

G. STAFFING APPEALS

AT MARCH 31, 2025

	2025
Upheld	6
Denied	54
No Appeal Rights	2
Withdrawal	1
Layoff Article 33	0
Total	63

H. RETIREMENT ELIGIBILITY

AT MARCH 31, 2025

	Eligible to retire with immediate annuity	Eligible to retire within 5 years with immediate annuity	Eligible to retire within 10 years with immediate annuity
Finance and Administration	8.2%	18.9%	30.0%
Natural and Applied Sciences	8.3%	18.6%	31.6%
Health	4.7%	12.4%	22.1%
Education and Culture	6.9%	15.5%	24.8%
Social, Community and Corrections	7.8%	17.0%	29.0%
Trades, Industry and Utilities	12.5%	23.9%	36.1%
Overall	7.6%	17.0%	28.0%

I. STAFFING ACTIONS

AT MARCH 31, 2025

	2025
Hires	821
Internal Mobility	2160
Exits	770

Hires include all staffing actions that result in an employee entering or re-entering the public service.

Internal Mobility includes all Transfers (including Direct Appointments), Transfer Assignments, Promotions and Demotions.

Exits include all staffing actions that result in an employee leaving the public service.

J. EMPLOYEE ACCESSION AND TURNOVER

AT MARCH 31, 2025

Department/Board/Agency	Percentage Accession	Percentage Turnover
Education, Culture and Employment	13.2%	13.5%
Environment and Natural Resources	8.5%	9.8%
Executive and Indigenous Affairs	5.4%	9.2%
Finance	9.3%	7.7%
Health and Social Services	8.4%	12.4%
Industry, Tourism and Investment	10.2%	11.9%
Infrastructure	10.0%	9.0%
Justice	8.4%	8.9%
Legislative Assembly	10.1%	14.1%
Municipal and Community Affairs	15.4%	14.6%
Beaufort Delta Divisional Education Council	17.3%	18.3%
Commission scolaire francophone, TNO	42.3%	21.1%
Dehcho Divisional Education Council	21.1%	25.1%
Sahtu Divisional Education Council	28.9%	22.8%
South Slave Divisional Education Council	17.4%	10.6%
Tłıcho Community Services Agency - Education	18.4%	11.7%
Tłıcho Community Services Agency - Health	10.2%	8.3%
Northwest Territories Health and Social Services Authority	12.5%	11.9%
Aurora College	12.2%	11.4%
Prosper NWT	16.8%	8.4%
Housing NWT	19.0%	18.2%
Overall Average	12.5%	11.7%

Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	10.4%	11.0%
Beaufort Delta Region	15.8%	12.9%
Dehcho Region	14.3%	15.8%
Sahtu Region	21.7%	19.1%
South Slave Region	12.0%	9.9%
Tłıcho Regio	15.0%	9.7%
Overall Average	12.5%	11.7%

