Human Resources Services: A Shared Responsibility

Key Performance Measures and Indicators

October 2020

Introduction

Human Resources management within the Government of the Northwest Territories (GNWT) Public Service is a shared responsibility between the Department of Finance (DoF) and client departments. This shared responsibility allows for the delivery of innovative and quality HR Services that demonstrate our level of commitment to consistency, transparency, and excellence. The key performance indicators and measures included in this document will be instrumental in assessing our progress toward providing quality service. The measures will continue to develop and evolve over time, and should be considered a work in progress.

Human Resource Services

The HR Services have been developed through the review of best practices, internal consultations, and in consultation with clients.

The HR Services outline the service description, activities, performance measures, and targets in the following service areas:

1. Recruitment
2. Job Evaluation
3. Employee & Learning Development
4. Labour Relations
5. Wellness & Safety
6. Payroll & Employee Benefits
7. Management Support

Measuring and Reporting

HR Services performance measurement and reporting will be facilitated through:

- Tracking performance measures through the use of technology and qualitative measurements such as client surveys;
- Analyzing performance measures for trends and correlations;
- Finding opportunity to enhance reporting on HR performance;
- Consulting with clients;
- Exchanging information on respective pressures or circumstances that may impact the ability to meet service standards/measures in a timely manner

Human Resource Context and Outcomes

The HR Context & outcomes outline information by department and agency in the following areas:

1. Position overview
2. Representative Public Service
3. Turnover and Absences
4. Employee Movement
5. Recruitment and Evaluation
6. Employee and Learning Development
7. Wellness and Safety

Notes on Data

- Reporting within this document is based on indeterminate and term positions and employees, excluding all relief employees.
- ".." represents information not available for a specific reference period.
- "_" represents an indeterminate value due to inactivity in the reporting area, and a percentage could not be calculated.

1. Recruitment

The recruitment and retention of a competent and representative public service is one of the key responsibilities of the Management & Recruitment Services (MRS) Division and Regional Operations. MRS and Regional Operations provide front-line general HR services to support effective hiring and deployment at all levels within the public service. Between 2015-16 and 2019-20, recruitment efforts resulted in a total of 2,450 competitions.

Measure	Indicator	2015-16	2016-17	2017-18	2018-19	2019-20
Timely Recruitment	% of competitions completed to verbal offer within 12 weeks of starting (approval to staffing to verbal offer extended)[1]	72	76	78	72	66
Manager Satisfaction	% of managers reporting they are satisfied with recruitment process[2]	..	74	..	..	..

2. Job Evaluation

The Job Evaluation and Organization Unit provide guidance and assistance to managers on development of job profiles, and information on the Hay Job Evaluation System. From 2015-16 to 2019-20, the average of job evaluation submissions completed within 8 weeks is 89%.

Measure	Indicator	2015-16	2016-17	2017-18	2018-19	2019-20
Timely Completion of Job Evaluations	% of job evaluations completed within 8 weeks[3]	86	97	89[4]	86	86
Manager Satisfaction	% of managers reporting they are satisfied with job evaluation process[5]	..	71	..	..	..

3. Employee & Learning Development

The development and implementation of government-wide HR management programs and employee training and development is managed by the Employee Development and Workforce Planning Unit (EDWP).

Providing tools and resources to supervisors and employees to support effective workforce development is a key priority. Since its inception in 2015, the online Learning & Development Calendar has recorded more than 45,00 course completions, with the 2019-2020 FY having the largest course completions of over 16,000[6]. In addition, the launch of the ePerformance module has become a crucial step in identifying the learning needs of GNWT employees to ensure that there is a plan to support and manage employee development.

Measure	Indicator	2015-16	2016-17	2017-18	2018-19	2019-20
Employees Supported with Formal Training Opportunities	# of Employees on Education Leave[7]	48	38	38	28	24
	Financial Support for Employees[8] ($)	4,911,622	5,794,088	5,130,983	7,111,010	8,406.463
	# of Transfer Assignments started[9]	369	382	442	475	595
Performance Evaluation	% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year[10]	49	34	61	64	55
Support for Recruitment Northerners in the Public Service	# of Summer Students hired[11]	341	306	344	365	345
	# of Interns hired[12]	24	30	19	40	34
	# of Employees hired through the Regional Recruitment Program[13]	10	11	9	9	6
	# of Employees hired through the Indigenous Career Gateway Program[14]	..	..	..	12	9

Measure		Indicator	2016-17	2017-18	2018-19	2019-20
Employees Supported in Training Opportunities[15]	Business Effectiveness	# of Employees who completed: New Employee's Guide to Onboarding	185	272	244	428
		# of Employees who completed: Job Description Writing Training	60	24	43	40
		# of Employees who completed: **Job Evaluation Methodology – Hay in a Hurry** (Online Information Session)	15	16	22	28
		# of Employees who completed: **Hay Job Evaluation Training** (Full Evaluator Training)[16]	24	16	0	0
		# of Managers and Supervisors who completed: **Staffing Workshop**	95	50	71	0[17]
		# of Managers and Supervisors who completed: **Labour Relations Training**	145	149	135	135
		# of Managers and Supervisors who completed: **Duty to Accommodate Policy Training**	145	109	125	95
		# of Managers and Supervisors who completed: Harassment Free & Respectful Workplace Policy Training	117	107	91	96
	Cultural	# of Employees who completed: Aboriginal Cultural Awareness Training[18]	348	298	310	427
	Management	**Management Series[19]**				
		# of Employees enrolled in	9	12	2	145
		Course completion rate (%)	68	36	45	37
		Leadership Development Program				
		# of Employees enrolled in: **Emerging Managers Series**	75	35	77	232
		# of Managers & Supervisors enrolled in: **Manager Series**	77	37	68	105
		# of Managers & Supervisors enrolled in: **Executive & Senior Managers Series**	12	19	44	32
		Indigenous Management Development and Training Program				
		# of Employees who accessed	..	..	7	16
	Workplace Health[20]	# of Employees who completed: Workplace Safety Awareness Training	491	495	471	605
		# of Managers & Supervisors who completed: **Supervisor Safety Training**	172	167	178	136
	Personal Effectiveness	# of Employees who attended: Pension Plan Member Education Training	452	398	285	115
		# of Employees who attended: Employee & Family Assistance Program Courses	353	372	434	201

4. Labour Relations

The Labour Relations Division (LR) is responsible for the strategic management of terms and conditions of employment for employees, collective bargaining, and corporate occupational health and safety. The Division supports management in the consistent application of the Duty to Accommodate, Injury and Disability Policy and Guidelines, and the Harassment Free and Respectful Workplace Policy and Guidelines.

The substantial decrease in Duty to Accommodate files in 2018-19 resulted from the implementation of a yearly review process. Employees who no longer required accommodation, had found permanent accommodations, or were no longer with the GNWT have been removed from the case files.

Measure	Indicator	2015-16	2016-17	2017-18	2018-19	2019-20
Labour Relations Support[21]	# of Grievance referred to Arbitration	20	51	86	70	114
	# of Complaints received under the Harassment Free and Respectful Workplace Policy	31	27	37	38	25
	# of Complaints investigated under the Harassment Free and Respectful Workplace Policy	8	9	13	23	6
Increased Awareness of the Duty to Accommodate Policy	# of Active Labour Relations Duty to Accommodate Files[22]	347	535	593	360	378
	% of Self-Identified Disabled Employees requiring an accommodation who have the accommodation(s) they need[23]	..	57	..	..	..

**Manager Satisfaction with Labour Relations

5. Wellness and Safety

The GNWT promotes and encourages wellness, safety, and respect within the public service. In assessing wellness and safety of GNWT employees, there are a number of factors that should be considered, such as access to the Employee and Family Assistance Program (EFAP) and the number of Workers Safety and Compensation Claims (WSCC) filed in a given year. EFAP cases have plateaued in 2018-19 after multiple years of increases while WSCC claims continue to rise.

Measure	Indicator	2015-16	2016-17	2017-18	2018-19	2019-20
Wellness Support	Total Accesses to the EFAP[24]	1,155	1,239	1,347	1,344	1,302
	EFAP Access Rate (%) (Overall accesses/ # of employees)[25]	22	23	25	25	24
	% of employees that agree they have support at work to balance their work and personal life[26]	..	73	..	..	..
WSCC Claims[27]	# of WSCC Claims filed	424	443	470	494	445
	Claims Expense Costs ($)	1,103,579	902,060	1,875,457	2,318,490	2,637,428
	Average Cost per Claim ($)	2,603	2,036	3,990	4,693	5,927

6. Payroll and Employee Benefits

Employee Service encompasses Payroll, Data Management, and Benefits for employee groups in the GNWT. Approximately 1% of all payroll cheques were processed manually per fiscal year; this was 1,224 cheques in 2019-20. The percentage of issued Record of Employment (ROEs) within the payroll cycle following the employee and casual's last regular pay (two weeks) is at its lowest at 19% in 2019-20.

Measure	Indicator	2015-16	2016-17	2017-18	2018-19	2019-20
Efficient Delivery of Payroll Services[28]	# of Payroll Cheques processed manually	2,380	1,551	1,611	1,209	1,224
	ROE Issued within timeline (%)	47	82	81	61	19[29]

7. Management Support

The GNWT gauges client satisfaction with services provided through the HR Client Satisfaction Survey, alongside the Employee Engagement and Satisfaction Survey. Both surveys are ordinarily launched every two years to GNWT employees and are facilitated by the Business Performance Unit in collaboration with the Bureau of Statistics. These surveys give employees an opportunity to provide feedback. The next Engagement survey is tentatively scheduled to launch early 2021.

Measure	Indicator	2015-16	2016-17	2017-18	2018-19	2019-20
Manager Satisfaction[30]	% of Managers Satisfied with support provided by the Client Service Team	..	88	..	..	..
Employee Satisfaction[31]	% of employees satisfied with the way Benefits issues were addressed	..	80	..	..	..
	% of employees satisfied with the way Payroll issues were addressed	..	80	..	..	..
	% of employees satisfied with the information PeopleSoft HRIS provided (information and accuracy)	..	83	..	..	..

Human Resource Context & Outcome

1. Position Overview[32]

As at June 30, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs[33]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
Total # of Positions	3,780	246	345	103	440	187	188	492	452	118	46	104	15	103	185	554	106	97	1,392
Senior Management	201	21	14	18	19	16	16	20	13	15	6	13	2	11	6	8	1	2	17
Middle Management	399	24	32	2	65	22	38	56	25	20	1	17	4	19	25	39	8	3	71
All Other Employees	3,180	201	299	83	356	149	134	417	414	83	39	74	9	73	154	507	97	92	1,304
Positions Typically Filled with University Degree	2,161	149	152	65	272	139	140	171	179	76	28	74	14	62	132	391	79	39	716
Positions Typically Filled with College Diploma or Trades	807	80	92	35	71	27	28	209	76	37	8	21	1	31	31	33	4	23	305
Positions Filled with High School or Less	813	17	101	3	97	22	20	113	197	5	10	9	0	10	21	130	24	35	371
Positions in Yellowknife	1,946	185	148	88	337	168	123	234	329	85	43	69	15	63	39	19	0	0	764
Positions in Other Communities	1,835	61	197	15	103	19	65	259	123	33	3	35	0	40	145	535	106	97	628
Vacancy Rate (%)[34]	4.3	5.3	4.6	2.9	4.8	6.4	2.1	1.6	5.8	15.3	4.4	1.0	6.7	1.0	8.2	1.8	2.3	10.6	5.2

2. Representative Public Service[35]

As at March 31, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs[33]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
All Employees (%)																			
Indigenous Aboriginal	30	26	44	40	29	17	30	35	25	22	23	26	9	36	29	31	52	56	22
Indigenous Non-Aboriginal	11	15	12	20	21	20	16	11	19	15	23	26	27	15	8	3	1	1	6
All Other Employees	59	59	44	39	50	63	54	54	57	63	55	49	64	49	64	66	47	43	71
Women	65	75	43	76	67	82	59	27	51	65	64	47	36	51	60	73	76	82	82
Men	35	25	57	24	33	18	41	73	49	35	36	53	64	49	40	27	24	18	18
Skill Levels																			
University (%)																			
Indigenous Aboriginal	17	14	19	26	21	10	25	12	23	19	14	25	10	32	17	16	32	21	12
Indigenous Non-Aboriginal	13	12	19	28	24	21	17	14	21	14	21	27	20	14	7	3	2	0	7
All Other Employees	70	74	62	46	56	69	58	73	56	68	64	48	70	54	76	81	66	79	81
College/Trades (%)																			
Indigenous Aboriginal	40	47	62	58	36	24	43	43	35	27	33	29	0	35	68	51	100	47	26
Indigenous Non-Aboriginal	11	18	8	11	17	4	17	10	14	20	50	24	100	19	6	6	0	3	5
All Other Employees	49	35	29	31	47	72	39	47	51	53	17	48	0	45	26	43	0	50	69

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs[33]	Tłįchǫ Edu	Tłįchǫ Health	NTHSSA
High School or Less (%)																			
Indigenous Aboriginal	50	39	80	67	49	52	53	61	21	67	40	22	0	71	57	58	76	98	40
Indigenous Non-Aboriginal	8	22	1	0	16	33	0	7	19	0	10	22	0	0	14	2	0	0	6
All Other Employees	42	39	19	33	36	14	47	32	60	33	50	56	0	29	29	40	24	2	54
All Senior Management (%)																			
Indigenous Aboriginal	18	22	7	26	13	11	13	15	15	31	17	29	0	50	10	0	50	0	11
Indigenous Non-Aboriginal	22	7	29	26	35	17	27	15	54	19	33	43	0	10	30	0	0	0	6
All Other Employees	60	70	64	47	52	72	60	69	31	50	50	29	100	40	60	100	50	100	83
Women	54	67	29	47	65	78	47	27	46	56	33	57	0	30	70	33	100	75	83
Men	46	33	71	53	35	22	53	73	54	44	67	43	100	70	30	67	0	25	17
All Middle Management (%)																			
Indigenous Aboriginal	20	21	43	100	23	9	21	12	52	5	0	31	0	32	20	8	25	17	12
Indigenous Non-Aboriginal	15	11	23	0	27	18	18	13	19	20	100	31	0	18	4	0	0	0	9
All Other Employees	65	68	33	0	50	73	62	75	30	75	0	38	100	50	76	92	75	83	79
Women	53	79	40	0	53	72.7	53	33	41	60	100	50	0	45	56	47	38	100	72
Men	47	21	60	100	47	27.3	47	67	59	40	0	50	100	55	44	53	63	0	28

3. Turnover and Absences[36]

April 1, 2019 to March 31, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC[37]	NWTHC	AC	DECs[33]	Tłįchǫ Edu	Tłįchǫ Health	NTHSSA
Turnover Rate (%)	10	17	10	7	7	17	12	10	9	11	17	10	17	10	8	21	13	12	15
Accession Rate (%)	12	15	12	7	7	10	10	10	7	14	10	7	0	5	10	31	27	15	20
Average Employee Work Absences (in Days)	16	14	12	13	16	13	12	15	22	14	11	14	3	4	3	14	5	4	19
% of Employees Absent for ≥ 15 days	30	27	36	22	27	30	33	34	46	21	41	37	78	43	39	28	17	34	33

4. Employee Movement[38]

April 1, 2019 to March 31, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs[33]	Tłįchǫ Edu	Tłįchǫ Health	NTHSSA
External Hires	798	39	39	7	30	18	17	59	30	14	4	7	0	5	21	198	37	16	257
Internal Mobility (%)	52	54	56	77	78	59	57	58	66	55	59	68	0	64	54	22	28	55	47
Exits	676	43	32	8	31	31	20	58	39	11	7	10	2	9	16	137	18	13	191

5. Recruitment and Evaluation

April 1, 2019 to March 31, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC[39]	NWTHC	AC	DECs[33]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
% of Competitions Completed Within 12 Weeks of Starting[40]	65	76	49	60	67	69	59	69	60	67	25	100	0	50	82	83	53	67	63
% of Job Evaluations Completed Within 8 Weeks[41]	86	59	84	100	97	67	59	92	76	8	50	75	100	88	93	92	100	75	89

6. Employee and Learning Development

April 1, 2019 to March 31, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs[33]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year[42]	55	93	80	20	68	62	74	65	51	68	38	49	44	46	86	46	66	58	21
# of Summer Students Hired[43]	345	21	49	0	37	24	37	67	11	9	6	9	1	6	7	1	1	5	54

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs[33]	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
# of Interns Hired[44]	36	2	3	1	5	5	2	9	2	0	1	1	0	2	0	0	0	0	3
# of Employees hired through the Regional Recruitment Program[45]	6	2	2	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
# of Employees accessed through the Indigenous Career Gateway Program	9	1	0	0	2	1	0	1	0	0	1	0	0	0	2	0	0	0	1
# of Employees accessed through Indigenous Management Development and Training Program	16	1	2	0	4	0	1	3	0	0	0	0	0	1	1	0	0	0	3

7. Wellness and Safety

January 1 to December 31, 2019

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs[33]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
# of WSCC Claims Filed[46]	445	11	25	1	4	8	3	54	67	7	0	3	0	5	21	37	16	6	177

Definitions for Measures & Metrics

1. Recruitment

Measure and Indicator	Definition
Timely Recruitment	The percentage of competitions for permanent and term positions excluding relief completed to verbal offer within 12 weeks of starting the process (approval to staff to verbal offer extended).
Manager Satisfaction	The percentage of manager and supervisor respondents who have worked with management recruitment services and strongly agree or agree that they are satisfied with the recruitment process. This information is collected through the HR Client Satisfaction Survey.

2. Job Evaluation

Measure and Indicator	Definition
Timely Completion of Job Evaluation	The percentage of job evaluations for permanent and term positions excluding relief completed within eight weeks from receipt of a complete job evaluation request package.
Manager Satisfaction	The percentage of respondents who have worked with job evaluation services and strongly agree or agree that they are satisfied with the job evaluation service. This information is collected through the HR Client Satisfaction Survey.

3. Employee and Learning Development

Measure and Indicator	Definition
# of Employees on Education Leave	Education leave is time off from a permanent or term position excluding relief to undertake full-time post-secondary studies for at least one academic year at a recognized university, community college or technical institute, reported by fiscal year.
Investment in Staff Training Costs	Financial investment in staff training, including the cost of course fees, travel, and accommodations, as reported by departments on an annual basis.
# of Transfer Assignments	The number of employees who began a transfer assignment into a permanent or term position excluding relief in the fiscal year. Includes individuals who began a transfer assignment from a relief position.
Performance Evaluation	The percentage of overall employees in permanent and term positions excluding relief whose performance appraisals have been completed and submitted. Currently completed through ePerformance.
# of Summer Students Hired	The number of post-secondary students in their pursuit of education hired by the department, to help students gain valuable work experience and enhance future employment prospects.
# of Interns Hired	The number of graduates hired by a department into a one or two year placement.
The Regional Recruitment Program	The Regional Recruitment Program is a program designed to assist with increasing regional employment opportunities by linking residents with on-the-job training.
Manger and Supervisor Training	Training focused on managers and supervisors in permanent and term positions excluding relief through the Management Series. The number refers to the number of managers/supervisors who participated in training in a fiscal year. The course completion rate represents: Total # of Management Series courses completed by employees (# of employees who have taken a Management Series Course (x) # of required courses to complete Management Series (14 mandatory and 8 elective))
Employees Enrolled in Leadership Development Program	Program focused on leadership development at three different levels: emerging managers, managers, and executive and senior managers. The numbers provided represent the number of individuals in permanent and term positions excluding relief who are enrolled in one of the three levels of the program for that fiscal year.
Employees Supported in Training Opportunities	Training focused on specific areas including business effectiveness training (Staffing Workshop, Labour Relations Training, Duty to Accommodate Training, New Employee's Guide to Onboarding, Job Description Writing Training, Hay Job Evaluation Training), cultural training (Aboriginal Cultural Awareness Training), workplace health (Supervisor Safety Training, Harassment Free and Respectful Workplace Policy Training, Workplace Safety Awareness Training), and personal effectiveness (Pension Plan Member Education Training, Employee and Family Assistance Program Courses). The numbers refer to the number of employees in permanent and term positions excluding relief who participated in training for that fiscal year.

4. Labour Relations

Measure and Indicator	Definition
Labour Relations Support	The number of labour relations grievances that are referred to arbitration. The number of Harassment Free and Respectful Workplace Policy complaints received and investigated in a year.
Increased Awareness of the Duty to Accommodate Policy	The number of Duty to Accommodate labour relations files being actively managed in a year. The percentage of self-identified disabled employees requiring an accommodation who have the accommodation(s) they need. This information is collected through the Employee Engagement and Satisfaction Survey.
Manager Satisfaction with Labour Relations	The percentage of manager and supervisor respondents who have worked with labour relations and strongly agree or agree that they are satisfied with the support provided. This information is not currently collected.

5. Wellness and Safety

Measure and Indicator	Definition
Wellness Support: Employee & Family Assistance Program	The number of overall accesses to the Employee and Family Assistance Program divided by the total number of employees, to determine a percentage value for usage.
Wellness Support: Work/Life Balance	The percentage of employees who agree or strongly agree that they have support at work to balance their work and personal life. This information is collected in the biennial Employee Engagement and Satisfaction Survey.
# of WSCC Claims Filed	The number of Workers' Safety and Compensation Commission (WSCC) claims filed in a calendar year by employees in permanent and term positions excluding relief.
Claims Expense Costs	The total amount of WSCC claims expense costs for employees in permanent and term positions excluding relief.
Average Cost per Claim	Total amount of WSCC claims expense costs for employees in permanent and term positions excluding relief # of WSCC claims filed in a calendar year by employees in permanent and term positions excluding relief

6. Payroll and Employee Benefits

Measure and Indicator	Definition
Timely and Efficient Transactional Service Delivery: Payroll Cheques	The percentage and number of all payroll cheque requests that need to be processed manually.
Timely and Efficient Transactional Service Delivery: Record of Employment	The number and percentage of record of employment's issued within the payroll cycle (two weeks after regular pay has been issued) following the employee's last regular pay.

7. Management Support

Measure and Indicator	Definition
Manager Satisfaction	The percentage of manager and supervisor respondents who have worked with Client Service Managers and/or HR Officers and strongly agree or agree that they are satisfied with the support provided. This information is collected through the HR Client Satisfaction Survey.
Employee Satisfaction with Benefits	The percentage of employees who have had benefits issues and strongly agree or agree that they are satisfied with the employee benefits support provided to them. This information is collected through the HR Client Satisfaction Survey.
Employee Satisfaction with Payroll	The percentage of employees who have had payroll issues and strongly agree or agree that they are satisfied with the payroll support provided to them. This information is collected through the HR Client Satisfaction Survey.
Employee Satisfaction with HRIS	The percentage of employees who have used PeopleSoft and strongly agree or agree that they are satisfied with the information provided through PeopleSoft. This information is collected through the HR Client Satisfaction Survey.

8. Position Overview

Measure and Indicator	Definition
Positions	Permanent and term positions excluding relief that have been approved by the Legislative Assembly, on the recommendation of the Financial Management Board. For Education Councils the approved funding level is determined through the funding formula with the Department of Education, Culture and Employment.
Senior Management	The job level used to describe employees who are in management positions or director positions. This includes Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions. These positions are typically identified through the NOC code starting with 00.
Middle Management	The job level used to describe employees who are managers in non-senior management positions. These positions are typically identified through the NOC code starting with 0, excluding 00.
Positions Typically Requiring University Degree	The NOC skill level is the education and training required to perform the duties of an occupation. The University skill level includes: Managers, Directors, Principals, Regional Superintendents, Assistant Deputy Ministers, Deputy Ministers, Teachers, Registered Nurses, Social Workers, Counsellors, College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers.
Positions Typically Filled with College Diploma or Trades	The NOC skill level is the education and training required to perform the duties of an occupation. The College Diploma or Trades skill level includes: Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, Users Support Technicians, Finance Officers, Renewable Resource Officers.
Positions Typically Filled with High School or Less	The NOC skill level is the education and training required to perform the duties of an occupation. The High School or Less skill level includes: Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Fire-crew Members, Classroom Assistants, Tower-persons, Highway Maintenance Operators/Engineers, Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers.
Vacancy Rate	The total # of vacancies divided by the total # of permanent and term Funded Positions excluding relief.

9. Representative Public Service

Measure and Indicator	Definition
Employees	Individuals who work for the GNWT in permanent or term positions excluding relief.
Indigenous Aboriginal	Those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any aboriginal persons resident at birth pursuant to Section 7.1 of the Vital Statistics Act and any Canadian Aboriginal persons who have lived more than half of their life in the Northwest Territories.
Indigenous Non-Aboriginal	Non-Aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.
All Other Employees	Employees who are not Indigenous Aboriginal or Indigenous Non-Aboriginal.
Skill Levels	The skill level is the typical level of education for the employee's position as designated by the National Occupational Classification System (NOC).

10. Turnover & Absences

Measure and Indicator	Definition
Turnover Rate	The percentage of permanent and term employees, excluding relief, who left the organization over a reporting period – usually a fiscal year (April 1 – March 31) divided by the average number of employees.
Accession Rate	The percentage of permanent and term employees, excluding relief, who join the organization over a reporting period – usually a fiscal year (April 1 – March 31) divided by the average number of employees.
Average Employee Work Absences	The total days of illness/disability and personal/family related absences divided by the average number of employees.
% of Employees Absent for ≥ 15 days	Employees who have 15 days of absences or greater divided by the average number of employees.

11. Employee Movement

Measure and Indicator	Definition
External Hire	Individuals who have been hired to the GNWT into a permanent or term position excluding relief over a reporting period – usually a fiscal year (April 1 – March 31).
Internal Mobility	Internal movement (transfer, promotion, demotion, transfer assignment) of permanent and term employees excluding relief within the GNWT over a reporting period.
Exits	Employees in indeterminate or permanent positions excluding relief who end their employment.

Endnotes

1   Source: PeopleSoft, April 6, 2020.

2   Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.

3   Source: Job Evaluation and Organizational Design, September 4, 2020.

4   GNWT total excludes NTHSSA job evaluations, as NTHSSA were reviewing all positions as part of the board amalgamation.

5   Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.

6   Source: GNWT Learning & Development Calendar, April 1, 2015 to March 31, 2020.

7   Source: PeopleSoft, April 6, 2020.

8   Total GNWT training costs. Source: Departments, July/August 2020. 2015-16 is calendar year information.

9   Source: PeopleSoft, April 6, 2020.

10   Source: PeopleSoft, August 12, 2020.

11   Source: Management and Recruitment Services, Regional Recruitment Program, September 8, 2020. Excludes WSCC and NIS hires.

12   Source: Management and Recruitment Services, Regional Recruitment Program, April 9, 2019.

13   Source: Regional Recruitment Program, April 9, 2019.

14   Source: Diversity and Inclusion, October 2020. The Indigenous Career Gateway Program commenced in 2018.

15   Source: Unless otherwise noted, GNWT Learning & Development Calendar, April 14, 2020. Recognizing there was a gap in technical training for employees, Microsoft eLearning was introduced in early 2018.

16   Training for 2017/18 was delayed to Spring 2019.

17   Source: Management and Recruitment Services, November 12, 2020. The Staffing Workshop is undergoing revisions to the training format and will be placed on hold until further notice.

18   Source: GNWT Learning & Development Calendar, April 14, 2020.

19   Management series re-launched in February, 2020.

20   Source: GNWT Learning & Development Calendar, April 14, 2020.

21   Source: Labour Relations, April 16, 2019.

22   Source: Duty to Accommodate Ministerial Briefing Materials & Labour Relations.

23   Source: GNWT Employee Engagement & Satisfaction Survey. The survey is ordinarily conducted every two years.

24   Source: Morneau Shepell, March 31, 2020.

25   Source: Morneau Shepell, March 31, 2020.

26   Source: GNWT Employee Engagement & Satisfaction Survey. This survey is ordinarily conducted every two years.

27   Source: Workers' Safety and Compensation Commission, January 27, 2020. WSCC claims only available by calendar year. For example, the data provided for 2019-20 is for the 2019 calendar year. Each Reference Year's claims costs are costs associated with injuries incurred within the past three years (e.g., total claims costs in reference Year 2019 include costs incurred in 2019 for injuries from 2019, 2018 and 2017). Total claims costs paid prior to adjustments made which can exclude certain claims that are not considered under WSCC's Safe Advantage program. Historical WSCC claims were audited in the past fiscal year resulting in corrections to historical numbers.

28   Source: Financial and Employee Shared Services, October 5, 2020.

29   Delays can be attributed to various factors including resource constraints, additional quality control processes, and retroactive adjustments. Management is working towards improving this target.

30   Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.

31 Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.

32 Source: PeopleSoft, July 2, 2020.

33 Note: Divisional Education Councils include Beaufort Delta, Commission Scolaire, Dehcho, Sahtu and South Slave.

34 Source: Funded Position and Vacancy Review completed June 2020.

35 Source: PeopleSoft, April 6, 2020.

36 Source: PeopleSoft, April 6, 2020.

37 As there were no hires for BDIC, there is no accession rate.

38 Source: PeopleSoft, April 6, 2020.

39 There were no competitions or job evaluations for BDIC.

40 Source: PeopleSoft, April 6, 2020.

41 Source: Job Evaluation and Organizational Design, September 4, 2020.

42 Source: PeopleSoft, August 12, 2020.

43 Source: Management and Recruitment Services, September 8, 2020. Excludes WSCC and NIS hires.

44 Source: Human Resource Operations, Management and Recruitment Services, April 9, 2019.

45 Source: Regional Recruitment Program, April 9, 2019.

46 Source: Workers' Safety and Compensation Commission, January 27, 2020. WSCC claims only available by calendar year.