



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest

# Human Resources Services: A Shared Responsibility

## Key Performance Measures and Indicators

December 2021

# 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.

Measure	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Timely Recruitment	% of competitions completed to verbal offer within 12 weeks of starting (approval to staffing to verbal offer extended) <sup>1</sup>	76	78	72	66	65
Manager Satisfaction	% of managers reporting they are satisfied with recruitment process <sup>2</sup>	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 2016-17 to 2020-21, the average of job evaluation submissions completed within 8 weeks is 89%.

Measure	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Timely Completion of Job Evaluations	% of job evaluations completed within 8 weeks <sup>3</sup>	97	89 <sup>4</sup>	86	86	85
Manager Satisfaction	% of managers reporting they are satisfied with job evaluation process <sup>5</sup>	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 nearly 100,000 course completions, with the 2020-2021 FY having roughly 25,000<sup>6</sup> course completions. 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	2016-17	2017-18	2018-19	2019-20	2020-21
Employees Supported with Formal Training Opportunities	# of Employees on Education Leave <sup>7</sup>	38	38	28	24	21
	Financial Support for Employees <sup>8</sup> (\$)	5,794,088	5,130,983	7,111,010	8,406,463	4,822,170
	# of Transfer Assignments started <sup>9</sup>	382	442	475	595	701
Performance Evaluation	% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year <sup>10</sup>	34	61	64	55	55
Support for Recruitment Northerners in the Public Service	# of Summer Students hired <sup>11</sup>	306	344	365	345	235
	# of Interns hired <sup>12</sup>	30	19	40	34	25
	# of Employees hired through the Regional Recruitment Program <sup>13</sup>	11	9	9	6	5
	# of Employees hired through the Indigenous Career Gateway Program <sup>14</sup>	..	..	12	9	26

Measure		Indicator	2017-18	2018-19	2019-20	2020-21
Employees Supported in Training Opportunities <sup>15</sup>	Business Effectiveness	# of Employees who completed: New Employee's Guide to Onboarding	272	244	428	523
		# of Employees who completed: Job Description Writing Training	24	43	40	39
		# of Employees who completed: <b>Job Evaluation Methodology – Hay in a Hurry</b> (Online Information Session)	16	22	28	29
		# of Employees who completed: <b>Hay Job Evaluation Training</b> (Full Evaluator Training) <sup>16</sup>	16	0	0	0
		# of Managers and Supervisors who completed: <b>Staffing Workshop</b>	50	71	0 <sup>17</sup>	33
		# of Managers and Supervisors who completed: <b>Labour Relations Training</b>	149	135	135	10
		# of Managers and Supervisors who completed: <b>Duty to Accommodate Policy Training</b>	109	125	95	19
		# of Managers and Supervisors who completed: Harassment Free & Respectful Workplace Policy Training	107	91	96	9
	Cultural	# of Employees who completed: Indigenous Cultural Awareness & Sensitivity Training <sup>18</sup>	..	..	..	268
	Management	<b><u>Management Series<sup>19</sup></u></b>				
		# of Employees enrolled in	12	2	145	106
		Course completion rate (%)	36	45	37	32
		<b><u>Leadership Development Program</u></b>				
		# of Employees enrolled in: <b>Emerging Managers Series</b>	35	77	232	0
		# of Managers & Supervisors enrolled in: <b>Manager Series</b>	37	68	105	0
		# of Managers & Supervisors enrolled in: <b>Executive &amp; Senior Managers Series</b>	19	44	32	0
		<b><u>Indigenous Management Development and Training Program</u></b>				
		# of Employees who accessed	..	7	16	9
	Workplace Health <sup>20</sup>	# of Employees who completed: Workplace Safety Awareness Training	495	471	605	520
		# of Managers & Supervisors who completed: <b>Supervisor Safety Training</b>	167	178	136	57
	Personal	# of Employees who attended: Pension Plan Member Education Training	398	285	115	65

Measure		Indicator	2017-18	2018-19	2019-20	2020-21
	Effectiveness	# of Employees who attended: Employee & Family Assistance Program Courses	372	434	201	189

## 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.

Measure	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Labour Relations Support <sup>21</sup>	# of Grievance referred to Arbitration	51	86	70	114	60
	# of Complaints received under the Harassment Free and Respectful Workplace Policy	27	37	38	25	26
	# of Complaints investigated under the Harassment Free and Respectful Workplace Policy	9	13	23	6	11
Increased Awareness of the Duty to Accommodate Policy	# of Active Labour Relations Duty to Accommodate Files <sup>22</sup>	535	593	360	378	544
	% of Self-Identified Disabled Employees requiring an accommodation who have the accommodation(s) they need <sup>23</sup>	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 increased slightly for the 2020-21 FY from the previous fiscal year, while WSCC claims have decreased.

Measure	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Wellness Support	Total Accesses to the EFAP <sup>24</sup>	1,239	1,347	1,344	1,302	1,262
	EFAP Access Rate (%) (Overall accesses/ # of employees) <sup>25</sup>	23	25	25	24	22
	% of employees that agree they have support at work to balance their work and personal life <sup>26</sup>	73	..	..	..	..
WSCC Claims <sup>27</sup>	# of WSCC Claims filed	443	470	494	445	419
	Claims Expense Costs (\$)	902,060	1,875,457	2,318,490	2,637,428	2,247,480
	Average Cost per Claim (\$)	2,036	3,990	4,693	5,927	5,364

## 6. Payroll and Employee Benefits

Employee Service encompasses Payroll, Data Management, and Benefits for employee groups in the GNWT. The number of payroll cheques processed manually has decreased for the 2020-21 FY; the percentage of issued Record of Employment (ROEs) has gradually increased from the previous fiscal year when it was at its lowest at 19% in 2019-20.

Measure	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Efficient Delivery of Payroll Services <sup>28</sup>	# of Payroll Cheques processed manually	1,551	1,611	1,209	1,224	968
	ROE Issued within timeline (%)	47	81	61	19 <sup>29</sup>	26

## 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 was launched late November 2021 and results will be shared with employees by Spring 2022.

Measure	Indicator	2016-17	2017-18	2018-19	2019-20	2020-21
Manager Satisfaction <sup>30</sup>	% of Managers Satisfied with support provided by the Client Service Team	88	..	..	..	..
Employee Satisfaction <sup>31</sup>	% 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<sup>32</sup>

As at December 31, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs <sup>33</sup>	Tłıchō Edu	Tłıchō Health	NTHSSA
Total # of Positions	5,370	248	345	103	469	327	189	469	451	119	46	104	16	104	202	555	112	110	1,412
Senior Management	222	21	14	18	20	20	16	19	13	15	6	13	2	11	6	8	1	2	17
Middle Management	483	24	32	2	68	31	38	53	25	20	1	17	4	20	27	39	8	3	72
All Other Employees	4,665	203	299	83	381	276	135	398	413	84	39	74	10	73	169	508	103	95	1,323
Positions Typically Filled with University Degree	2,918	148	150	65	281	158	141	167	180	78	28	74	15	63	137	389	85	42	718
Positions Typically Filled with College Diploma or Trades	1,202	82	94	35	89	82	28	192	75	36	8	21	1	31	31	33	4	24	337
Positions Filled with High School or Less	1,250	18	101	3	99	87	20	111	196	5	10	9	0	10	33	133	24	34	357
Positions in Yellowknife	2,824	188	148	88	359	242	125	216	329	86	43	69	16	64	58	20	0	0	783
Positions in Other Communities	2,546	60	197	15	110	85	64	254	122	33	3	35	0	40	153	535	112	100	629
Vacancy Rate (%) <sup>34</sup>	5.2	2.8	3.2	8.3	6.2	17.3	6.3	1.1	5.3	14.3	4.5	0.0	0.0	3.8	4.3	2.0	7.1	5.0	5.1

## 2. Representative Public Service<sup>35</sup>

As at March 31, 2021

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs <sup>33</sup>	Tłıchō Edu	Tłıchō Health	NTSSA
All Employees (%)																			
Indigenous Aboriginal	29	29	42	41	29	21	30	36	24	20	31	26	8	33	30	31	49	56	22
Indigenous Non-Aboriginal	11	16	12	19	21	16	13	11	17	15	31	25	15	14	8	3	1	1	6
All Other Employees	60	55	46	40	50	63	57	53	59	65	38	49	77	53	62	66	50	43	72
Women	65	73	43	78	65	71	59	26	53	70	65	48	54	42	60	74	71	80	82
Men	35	27	57	22	35	29	41	74	47	30	35	52	46	48	40	26	29	20	18
Skill Levels																			
University (%)																			
Indigenous Aboriginal	17	17	20	26	21	10	23	14	22	14	19	25	8	35	16	16	26	16	12
Indigenous Non-Aboriginal	12	14	17	26	23	23	14	15	21	12	35	26	8	11	6	3	1	0	7
All Other Employees	71	70	63	48	57	67	64	71	56	74	45	49	83	54	77	81	73	84	81
College/Trades (%)																			
Indigenous Aboriginal	37	51	61	59	35	19	50	43	36	32	50	30	0	27	54	49	83	49	21
Indigenous Non-Aboriginal	11	20	8	11	23	8	17	11	14	24	38	25	100	21	13	8	0	2	6
All Other Employees	52	29	31	30	42	73	33	46	49	44	13	45	0	52	33	44	17	49	74

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs <sup>33</sup>	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
High School or Less (%)																			
Indigenous Aboriginal	47	33	79	67	49	49	62	60	20	50	56	27	0	44	61	52	73	95	40
Indigenous Non-Aboriginal	7	24	3	0	13	8	0	6	16	25	11	18	0	11	6	2	0	0	5
All Other Employees	46	43	18	33	38	44	38	33	64	25	33	55	0	44	33	47	27	5	56
All Senior Management (%)																			
Indigenous Aboriginal	20	28	14	25	17	24	22	23	13	6	13	42	0	45	14	0	50	0	8
Indigenous Non-Aboriginal	20	8	29	31	42	24	17	12	27	18	25	33	0	9	29	0	0	0	8
All Other Employees	61	64	57	44	42	52	61	65	60	76	63	25	100	45	57	100	50	100	83
Women	40	76	29	50	58	71	56	27	67	71	38	67	50	27	71	40	100	67	75
Men	60	24	71	50	42	29	44	73	33	29	63	33	50	73	29	60	0	33	25
All Middle Management (%)																			
Indigenous Aboriginal	19	26	39	100	20	8	18	12	54	10	0	29	0	32	14	8	13	13	10
Indigenous Non-Aboriginal	14	15	17	0	24	17	18	14	18	10	100	29	0	9	5	0	0	0	9
All Other Employees	67	59	44	0	56	75	65	74	29	80	0	41	100	59	82	92	88	88	81
Women	54	70	42	0	54	72	50	37	39	65	100	53	33	55	45	46	38	88	70
Men	46	30	58	100	46	28	50	63	61	35	0	47	67	45	55	54	63	13	30

### 3. Turnover and Absences<sup>36</sup>

April 1, 2020 to March 31, 2021

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC <sup>37</sup>	NWTHC	AC	DECs <sup>33</sup>	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
Turnover Rate (%)	11	14	9	15	6	11	10	9	7	8	11	7	9	7	15	14	12	10	12
Accession Rate (%)	16	12	8	8	10	26	11	8	11	9	7	4	17	11	13	24	25	19	21
Average Employee Work Absences (in Days)	14	10	9	9	11	9	8	13	21	9	6	8	4	11	12	12	17	21	19
% of Employees Absent for ≥ 15 days	63	63	59	50	43	94	68	62	65	69	79	45	0	51	61	52	59	63	69

### 4. Employee Movement<sup>37</sup>

April 1, 2020 to March 31, 2021

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs <sup>33</sup>	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
External Hires	958	31	28	8	44	61	18	51	59	10	3	4	2	10	31	193	43	25	337
Internal Mobility (%)	53	61	64	64	71	69	62	53	62	68	64	66	25	50	38	30	26	58	49
Exits	653	36	29	16	29	26	16	57	41	9	5	7	1	7	35	110	21	14	194

## 5. Recruitment and Evaluation

April 1, 2020 to March 31, 2021

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC <sup>39</sup>	NWTHC	AC	DECs <sup>33</sup>	Tłıchō Edu	Tłıchō Health	NTHSSA
% of Competitions Completed Within 12 Weeks of Starting <sup>38</sup>	65	62	38	44	64	73	56	66	73	64	0	33	33	50	55	73	80	65	70
% of Job Evaluations Completed Within 8 Weeks <sup>39</sup>	85	54	66	100	88	83	98	95	94	100	90	11	100	69	96	95	94	100	60

## 6. Employee and Learning Development

April 1, 2020 to March 31, 2021

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs <sup>33</sup>	Tłıchō Edu	Tłıchō Health	NTHSSA
% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year <sup>40</sup>	55	94	80	45	60	70	86	72	71	80	60	33	100	18	95	64	54	23	17
# of Summer Students Hired <sup>41</sup>	235	10	43	0	18	14	20	31	6	6	3	8	0	4	4	0	1	0	67

[illegible]

## 7. Wellness and Safety

January 1 to December 31, 2020

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs <sup>33</sup>	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
# of WSCC Claims Filed <sup>44</sup>	419	10	9	0	5	4	5	40	28	1	2	5	0	4	23	40	11	7	226

# 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	<p>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:</p> $\frac{\text{Total \# of Management Series courses completed by employees}}{(\# \text{ of employees who have taken a Management Series Course (x) \# of required courses to complete Management Series (14 mandatory and 8 elective)})}$
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 $\geq 15$ 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, 2021.
- 2 Source: GNWT HR Client Satisfaction Survey. In collaboration with the Employee Engagement and Satisfaction Survey (EESS), this survey is ordinarily conducted every two years. The Manager Satisfaction numbers are not available for Fiscal Years 2018 to 2021 as the last Survey was provided to GNWT employees in 2016.
- 3 Source: Job Evaluation and Organizational Design, December 15, 2021.
- 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. In collaboration with the Employee Engagement and Satisfaction Survey (EESS), this survey is ordinarily conducted every two years. The Manager Satisfaction numbers are not available for Fiscal Years 2018 to 2021 as the last Survey was provided to GNWT employees in 2016.
- 6 Source: GNWT Learning & Development Calendar, April 1, 2015 to March 31, 2021.
- 7 Source: PeopleSoft, May 12, 2021.
- 8 Total GNWT training costs. Source: Departments, August/September 2021. 2015-16 is calendar year information.
- 9 Source: PeopleSoft, April 6, 2021.
- 10 Source: PeopleSoft, October 6, 2021.
- 11 Source: Management and Recruitment Services, Regional Recruitment Program, October 7, 2021. Excludes WSCC and NIS hires.
- 12 Source: Management and Recruitment Services, Regional Recruitment Program, October 7, 2021.
- 13 Source: Regional Recruitment Program, December 17, 2021.
- 14 Source: Diversity and Inclusion, October 7, 2021. The Indigenous Career Gateway Program commenced in 2018.

- 15 Source: Unless otherwise noted, GNWT Learning & Development Calendar, April 6, 2021. 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 underwent revisions to the training format.
- 18 Source: GNWT Learning & Development Calendar, April 6, 2021.
- 19 Management series re-launched in February, 2020.
- 20 Source: GNWT Learning & Development Calendar, April 6, 2021.
- 21 Source: Labour Relations, December 17, 2021.
- 22 Source: Labour Relation, November 8, 2021.
- 23 Source: GNWT Employee Engagement & Satisfaction Survey. The survey is ordinarily conducted every two years.
- 24 Source: Morneau Shepell, March 31, 2021.
- 25 Source: Morneau Shepell, March 31, 2021.
- 26 Source: GNWT Employee Engagement & Satisfaction Survey. This survey is ordinarily conducted every two years.
- 27 Source: Workers' Safety and Compensation Commission, January 2021. 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, December 16, 2021.



- 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, January 4, 2021. Position data is from the Vacancy Review that is performed on a quarterly basis. These numbers are drawn from the December 2020 Vacancy Review rather than the March 2021 Vacancy Review as all Departments/Boards provided their data in a timely manner.
- 33 Note: Divisional Education Councils include Beaufort Delta, Commission Scolaire, Dehcho, Sahtu and South Slave.
- 34 Source: Funded Position and Vacancy Review completed January 2021.
- 35 Source: PeopleSoft, April 6, 2021.
- 36 Source: PeopleSoft, April 6, 2021.
- 37 Source: PeopleSoft, April 6, 2021.
- 38 Source: PeopleSoft, April 6, 2021.
- 39 Source: Job Evaluation and Organizational Design, December 15, 2021.
- 40 Source: PeopleSoft, October 6, 2021.
- 41 Source: Management and Recruitment Services, October 7, 2021. Excludes WSCC and NIS hires.
- 42 Source: Human Resource Operations, Management and Recruitment Services, October 7, 2021.
- 43 Source: Regional Recruitment Program, December 17, 2021.
- 44 Source: Workers' Safety and Compensation Commission, January 2021. WSCC claims only available by calendar year.