



Government of Northwest Territories
Gouvernement des Territoires du Nord-Ouest

Human Resources Services: A Shared Responsibility

Key Performance Measures and Indicators

March 2024

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

Measuring and Reporting

HR Services performance measurement and reporting will be facilitated through:

- Tracking performance measures through the use of technology and qualitative measurements;
- 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. 68% of competitions within the 2022-23 fiscal year were completed to verbal offer within the 12 weeks, a 5% increase from the previous year at 63%.

Measure	Indicator	2018-19	2019-20	2020-21	2021-22	2022-23
Timely Recruitment	% of competitions completed to verbal offer within 12 weeks of starting (approval to staffing to verbal offer extended) ¹	72	66	65	63	68

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 2018-19 to 2022-23, the average of job evaluation submissions completed within 12 weeks is 94%.

Measure	Indicator	2018-19	2019-20	2020-21	2021-22	2022-23
Timely Completion of Job Evaluations	% of job evaluations completed within 12 weeks ²	96	94	89	95	96

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 a little over 185,000 course completions, with the 2022-2023 FY having roughly 32,000³ 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	2018-19	2019-20	2020-21	2021-22	2022-23
Employees Supported with Formal Training Opportunities	# of Employees on Education Leave ⁴	28	24	21	18	17
	Financial Support for Employees ⁵ (\$)	7,111,010	8,406,463	4,822,170	6,320,155	\$7,146,411
	# of Transfer Assignments started ⁶	475	595	701	718	837
Performance Evaluation	% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year ⁷	64	55	55	53	49
Support for Recruitment Northerners in the Public Service	# of Summer Students hired ⁸	365	345	235	314	323
	# of Interns hired ⁹	40	34	25	43	24
	# of Employees hired through the Regional Recruitment Program ¹⁰	9	6	5	3	3
	# of Employees hired through the Indigenous Career Gateway Program ¹¹	12	9	26	19	33

Measure		Indicator	2019-20	2020-21	2021-22	2022-23
Employees Supported in Training Opportunities ¹²	Business Effectiveness	# of Employees who completed: New Employee's Guide to Onboarding	428	523	604	707
		# of Employees who completed: Job Description Writing Training	40	39	79	87
		# of Employees who completed: Job Evaluation Methodology – Hay in a Hurry (Online Information Session)	28	29	0 ¹³	78
		# of Employees who completed: Hay Job Evaluation Training (Full Evaluator Training) ¹⁴	0	0	12	0
		# of Managers and Supervisors who completed: Staffing Workshop	0 ¹⁵	33	110	231
		# of Managers and Supervisors who completed: Labour Relations Training	135	10	211	207
		# of Managers and Supervisors who completed: Duty to Accommodate Policy Training	95	19	104	196
		# of Managers and Supervisors who completed: Harassment Free & Respectful Workplace Policy Training	96	9	182	79
Cultural		# of Employees who completed: Indigenous Cultural Awareness & Sensitivity Training ¹⁶	..	268	3,388	1,144
Management	<u>Management Series</u> ¹⁷					
		# of Employees enrolled in	145	106	184	159
		Course completion rate (%)	37	32	37	43
	<u>Leadership Development Program</u>					
		# of Employees enrolled in: Emerging Managers Series	232	0	0	0
		# of Managers & Supervisors enrolled in: Manager Series	105	0	0	0
		# of Managers & Supervisors enrolled in: Executive & Senior Managers Series	32	0	0	0
	<u>Indigenous Management Development and Training Program</u>					
		# of Employees who accessed	16	9	12	36
	Workplace Health ¹⁸		# of Employees who completed: Workplace Safety Awareness Training	605	520	563
		# of Managers & Supervisors who completed: Supervisor Safety Training	136	57	188	196

Measure		Indicator	2019-20	2020-21	2021-22	2022-23
	Personal Effectiveness	# of Employees who attended: Pension Plan Member Education Training	115	65	126	126
		# of Employees who attended: Employee & Family Assistance Program Courses	201	189	371	506

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	2018-19	2019-20	2020-21	2021-22	2022-23
Labour Relations Support ¹⁹	# of Grievance referred to Arbitration ²⁰	92	114	44	48	52
	# of Complaints received under the Harassment Free and Respectful Workplace Policy	38	25	26	41	45
	# of Complaints investigated under the Harassment Free and Respectful Workplace Policy	23	6	11	15	13
Increased Awareness of the Duty to Accommodate Policy	# of Active Labour Relations Duty to Accommodate Files ²¹	360	378	544	557	601

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 decreased for the 2022-23 FY from the previous fiscal year, while WSCC claims have also decreased.

Measure	Indicator	2018-19	2019-20	2020-21	2021-22	2022-23
Wellness Support	Total Accesses to the EFAP ²²	1,344	1,302	1,262	894	785
	EFAP Access Rate (%) (Overall accesses/ # of employees) ²³	25	24	22	15	14
WSCC Claims ²⁴	# of WSCC Claims filed	494	445	419	367	352
	Claims Expense Costs (\$)	2,318,490	2,637,428	2,247,480	1,904,758	874,595
	Average Cost per Claim (\$)	4,693	5,927	5,364	5,190	2,485

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 increased for the 2022-23 FY. The percentage of issued Record of Employment (ROEs) has decreased since the previous fiscal year at 23%.

Measure	Indicator	2018-19	2019-20	2020-21	2021-22	2022-23
Efficient Delivery of Payroll Services ²⁵	# of Payroll Cheques processed manually	1,209	1,224	968	1,032	1,150
	ROE Issued within timeline (%)	61	19 ²⁶	26	46	23

Human Resource Context & Outcome

1. Position Overview²⁷

As at March 31, 2023

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECS ²⁸	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
Total # of Positions	5386	260	282	101	477	205	184	488	446	114	54	119	16	107	194	569	115	98	1557
Senior Management	225	20	15	14	22	15	16	20	13	14	6	13	2	12	6	8	2	2	25
Middle Management	495	25	34	2	72	29	40	53	24	21	3	18	3	21	27	38	8	3	75
All Other Employees	4666	215	233	85	383	161	128	415	409	79	45	88	11	74	162	523	105	93	1457
Positions Typically Filled with University Degree	3087	158	151	63	291	156	141	169	177	74	37	84	15	66	136	428	91	42	510
Positions Typically Filled with College Diploma or Trades	1168	87	87	35	88	24	23	206	75	36	8	25	1	31	26	26	4	24	363
Positions Filled with High School or Less	1131	15	44	3	98	26	20	113	194	4	10	10	0	10	33	115	21	32	384
Positions in Yellowknife	2911	189	143	86	366	184	121	229	323	83	50	81	16	67	53	20	0	0	900
Positions in Other Communities	2475	71	139	15	111	21	63	259	123	31	4	38	0	40	141	549	115	98	657
Vacancy Rate (%) ²⁹	8.0	5.4	7.5	5.9	9.2	7.3	7.1	6.3	4.3	10.5	7.3	4.2	6.3	8.4	12.5	0.3	1.7	9.0	13.0

2. Representative Public Service³⁰

As at March 31, 2023

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ²⁸	Tłıchọ Edu	Tłıchọ Health	NTHSSA
All Employees (%)																			
Indigenous Aboriginal	29	28	41	43	30	16	29	35	27	25	36	24	7	34	29	31	52	55	21
Indigenous Non-Aboriginal	11	19	14	25	21	25	12	13	16	14	25	19	20	15	7	2	1	1	6
All Other Employees	60	53	44	32	49	59	59	52	57	61	39	57	73	50	64	66	47	45	73
Women																			
Women	66	75	42	78	65	82	60	27	51	67	59	49	53	59	59	73	74	84	81
Men																			
Men	34	25	58	22	35	18	40	73	49	33	41	51	47	41	41	27	26	16	19
Skill Levels																			
University (%)																			
Indigenous Aboriginal	18	20	20	31	21	12	24	17	27	13	26	28	7	31	17	18	23	23	13
Indigenous Non-Aboriginal	13	17	21	33	21	27	13	21	20	15	26	17	14	13	8	14	2	0	8
All Other Employees	69	63	59	36	58	61	63	63	53	72	49	55	79	56	75	67	75	77	80
College/Trades (%)																			
Indigenous Aboriginal	36	45	58	55	38	19	43	41	41	48	56	17	0	35	51	45	92	48	18
Indigenous Non-Aboriginal	12	21	8	18	25	12	9	12	11	12	33	29	100	19	9	8	0	2	6
All Other Employees	53	34	34	27	37	69	48	47	48	40	11	54	0	47	10	48	8	50	76

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ²⁸	Tłı̄chǫ Edu	Tłı̄chǫ Health	NTHSSA
High School or Less (%)																			
Indigenous Aboriginal	46	24	78	75	49	41	58	55	23	75	63	14	0	57	56	52	77	86	36
Indigenous Non-Aboriginal	7	18	4	0	17	23	0	5	15	25	13	14	0	14	4	2	0	0	4
All Other Employees	48	59	17	25	34	36	42	40	62	0	25	71	0	29	40	46	23	14	59
All Senior Management (%)																			
Indigenous Aboriginal	21	30	20	31	18	12	32	30	20	8	13	35	0	29	11	0	50	0	7
Indigenous Non-Aboriginal	21	11	40	44	29	35	16	15	27	15	25	24	0	21	22	0	0	0	14
All Other Employees	58	59	40	25	54	53	53	56	53	77	63	41	100	50	61	100	50	100	79
Women	59	78	33	56	61	82	63	26	60	54	38	71	33	50	67	50	100	67	72
Men	41	22	67	44	39	18	37	74	40	46	63	29	67	50	33	50	0	33	28
All Middle Management (%)																			
Indigenous Aboriginal	20	23	50	50	19	10	16	15	52	5	0	24	0	29	22	8	22	17	15
Indigenous Non-Aboriginal	16	26	14	0	26	30	16	25	16	19	50	24	0	4	4	0	11	0	6
All Other Employees	63	52	36	50	55	60	68	60	32	76	50	52	100	67	74	92	67	83	78
Women	56	74	47	50	59	77	52	36	52	62	75	57	67	46	56	51	44	83	67
Men	44	26	53	50	41	23	48	64	48	38	25	43	33	54	44	49	56	17	33

3. Turnover and Absences³¹

April 1, 2022 to March 31, 2023

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ²⁸	Tłıchq Edu	Tłıchq Health	NTHSSA
Turnover Rate (%)	16	13	10	11	12	48	9	13	14	14	9	12	8	25	10	19	23	9	18
Accession Rate (%)	17	9	6	8	10	13	7	10	12	8	4	14	15	31	16	23	33	32	24
Average Employee Work Absences (in Days)	17	13	10	10	14	11	9	14	23	12	12	10	6	14	12	14	13	21	14
% of Employees Absent for ≥ 15 days	35	26	33	35	36	27	30	38	51	23	43	23	19	30	31	42	28	44	37

4. Employee Movement³²

April 1, 2022 to March 31, 2023

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ²⁸	Tłıchq Edu	Tłıchq Health	NTHSSA
External Hires	978	26	21	8	48	25	13	55	52	8	2	16	2	35	40	167	61	36	363
Internal Mobility (%)	51	63	64	66	65	39	68	52	62	67	67	63	57	33	53	42	23	45	48
Exits	951	39	36	12	61	95	16	73	62	14	5	14	1	29	26	140	42	10	276

6. Employee and Learning Development

April 1, 2022 to March 31, 2023

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ²⁸	Tłı̄chǫ Edu	Tłı̄chǫ Health	NTHSSA
% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year ³⁵	49	96	56	26	86	74	66	57	56	57	50	70	100	77	62	53	47	7	13
# of Summer Students Hired ³⁶	323	29	40	2	28	15	29	51	11	8	6	15	2	6	14	6	2	0	59
# of Interns Hired ³⁷	24	4	5	0	1	2	1	2	1	0	0	1	0	2	2	0	0	0	3
# of Employees hired through the Regional Recruitment Program ³⁸	3	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0
# of Employees accessed through the Indigenous Career Gateway Program ³⁹	33	2	3	0	6	2	4	4	2	0	2	2	0	1	1	1	1	0	2
# of Employees accessed through Indigenous Management Development and Training Program ⁴⁰	36	1	1	1	5	3	3	3	3	0	5	0	0	2	2	0	2	0	5

7. Wellness and Safety

January 1 to December 31, 2022

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ²⁸	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
# of WSCC Claims Filed ⁴¹	350	12	17	1	8	9	5	27	46	4	1	2	0	3	16	28	14	11	148

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).

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 12 weeks from receipt of a complete job evaluation request package.

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.
The Indigenous Career Gateway Program	The Indigenous Career Gateway Program targets Indigenous Aboriginal candidates for entry-level and trainee opportunities with the Government of the Northwest Territories.
The Indigenous Management Development and Training Program	The Indigenous Management Development and Training Program support the professional development of Indigenous Aboriginal employees within the Government of the Northwest Territories by providing the necessary skills training and/or work experience for career advancement.
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> $\frac{\text{Total \# of Management Series courses completed by employees}}{(\# \text{ of employees who have taken a Management Series Course (x) \# of required courses to complete Management Series (18 mandatory and 4 elective)}}$
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.

Measure and Indicator	Definition
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 (Indigenous Cultural Awareness and Sensitivity 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.

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.
# 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. 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.

8. 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).

9. 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.

10. 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 18, 2023.
- 2 Source: Job Evaluation and Organizational Design, May 23, 2023.
- 3 Source: GNWT Learning & Development Calendar, April 1, 2015 to March 31, 2023, April 13, 2023.
- 4 Source: PeopleSoft, April 26, 2023.
- 5 Total GNWT training costs. Source: Departments, June/July 2023. 2015-16 is calendar year information.
- 6 Source: PeopleSoft, April 4, 2023.
- 7 Source: PeopleSoft, September 11, 2023.
- 8 Source: Management and Recruitment Services, Regional Recruitment Program, May 2023. Excludes WSCC and NIS hires.
- 9 Source: Management and Recruitment Services, Regional Recruitment Program, May 2023.
- 10 Source: Regional Recruitment Program, May 18, 2023.
- 11 Source: Diversity and Inclusion, May 11, 2023. The Indigenous Career Gateway Program commenced in 2018.
- 12 Source: Unless otherwise noted, GNWT Learning & Development Calendar, April 13, 2023. Recognizing there was a gap in technical training for employees, Microsoft eLearning was introduced in early 2018.
- 13 Training was under review and has since relaunched in December 2022.
- 14 Training for 2017/18 was delayed to Spring 2019.
- 15 Source: GNWT Learning & Development Calendar, April 1, 2015 to March 31, 2023, April 13, 2023. The Staffing Workshop underwent revisions to the training format.
- 16 Source: GNWT Learning & Development Calendar, April 13, 2023.

- 17 Management series re-launched in February 2020.
- 18 Source: GNWT Learning & Development Calendar, April 13, 2023.
- 19 Source: Labour Relations, May 17, 2023.
- 20 Source: Labour Relations, May 17, 2023. Numbers were adjusted after a formal review.
- 21 Source: Labour Relation, May 17, 2023.
- 22 Source: Morneau Shepell, May 9, 2023.
- 23 Source: Morneau Shepell, May 9, 2023.
- 24 Source: Workers' Safety and Compensation Commission, January 2022. 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.
- 25 Source: Financial and Employee Shared Services, July 20, 2023.
- 26 Delays can be attributed to various factors including resource constraints, additional quality control processes, and retroactive adjustments. Management is working towards improving this target.
- 27 Source: PeopleSoft, April 4, 2023. Position data is from the Vacancy Review that is performed on a quarterly basis.
- 28 Note: Divisional Education Councils include Beaufort Delta, Commission Scolaire, Dehcho, Sahtu and South Slave.
- 29 Source: Funded Position and Vacancy Review completed April 2023.
- 30 Source: PeopleSoft, April 4, 2023.
- 31 Source: PeopleSoft, April 12, 2023.

- 32 Source: PeopleSoft, April 18, 2023.
- 33 Source: PeopleSoft, April 18, 2023.
- 34 Source: Job Evaluation and Organizational Design, May 23, 2023.
- 35 Source: PeopleSoft, September 11, 2023.
- 36 Source: Management and Recruitment Services, May 2023. Excludes WSCC and NIS hires.
- 37 Source: Human Resource Operations, Management and Recruitment Services, May 2023.
- 38 Source: Regional Recruitment Program, May 18, 2023.
- 39 Source: Diversity and Inclusion, May 11, 2023. The Indigenous Career Gateway Program commenced in 2018.
- 40 Source: Diversity and Inclusion, May 11, 2023.
- 41 Source: Workers' Safety and Compensation Commission, January 2022. WSCC claims only available by calendar year.