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. 59% of competitions within the 2023-24 fiscal year were completed to verbal offer within the 12 weeks, a 9% decrease from the previous year at 68%.

Measure	Indicator	2019-20	2020-21	2021-22	2022-23	2023-24
Timely Recruitment	% of competitions completed to verbal offer within 12 weeks of starting (approval to staffing to verbal offer extended)[1]	66	65	63	68	59

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 2019-20 to 2023-24, the average of job evaluation submissions completed within 12 weeks is 85%. In 2023-24, job evaluations evaluated within 12 weeks decreased as result of the ECC amalgamation which required over 500 positions to be reviewed from that department alone.

Measure	Indicator	2019-20	2020-21	2021-22	2022-23	2023-24
Timely Completion of Job Evaluations	% of job evaluations completed within 12 weeks[2]	94	89	95	96	51

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. The Enterprise Learning Management system was implemented in early 2023-24, allowing learning and development opportunities to be linked to connected to active employee records found within our central PeopleSoft system. Since 2015, approximately 195,000 course completions were recorded, with the 2023-2024 FY having roughly 9,500[3] 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	2019-20	2020-21	2021-22	2022-23	2023-24
Employees Supported with Formal Training Opportunities	# of Employees on Education Leave[4]	24	21	18	17	13
	Financial Support for Employees[5] ($)	8,406,463	4,822,170	6,320,155	$7,146,411	$7,538,184
	# of Transfer Assignments started[6]	595	701	718	837	518
Performance Evaluation	% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year[7]	55	55	53	49	34
Support for Recruitment Northerners in the Public Service	# of Summer Students hired[8]	345	235	314	323	330
	# of Interns hired[9]	34	25	43	24	22
	# of Employees hired through the Regional Recruitment Program[10]	6	5	3	3	2
	# of Employees hired through the Indigenous Career Gateway Program[11]	9	26	19	33	9

Measure		Indicator	2020-21	2021-22	2022-23	2023-24
Employees Supported in Training Opportunities[12]	Business Effectiveness	# of Employees who completed: New Employee's Guide to Onboarding	523	604	707	275
		# of Employees who completed: Job Description Writing Training	39	79	87	8
		# of Employees who completed: **Job Evaluation Methodology – Hay in a Hurry** (Online Information Session)	29	0[13]	78	60
		# of Employees who completed: **Hay Job Evaluation Training** (Full Evaluator Training)[14]	0	12	0	2
		# of Managers and Supervisors who completed: **Staffing Workshop**[15]	33	110	231	51
		# of Managers and Supervisors who completed: **Labour Relations Training**	10	211	207	116
		# of Managers and Supervisors who completed: **Duty to Accommodate Policy Training**	19	104	196	37
		# of Managers and Supervisors who completed: Harassment Free & Respectful Workplace Policy Training	9	182	79	48
	Cultural	# of Employees who completed: Indigenous Cultural Awareness & Sensitivity Training[16]	268	3,388	1,144	592
	Management	**Management Series[17]**				
		# of Employees enrolled in	106	184	159	22
		Course completion rate (%)	32	37	43	26
		Leadership Development Program				
		# of Employees enrolled in: **Emerging Managers Series**	0	0	0	0
		# of Managers & Supervisors enrolled in: **Manager Series**	0	0	0	0
		# of Managers & Supervisors enrolled in: **Executive & Senior Managers Series**	0	0	0	0
		Indigenous Management Development and Training Program				
		# of Employees who accessed	9	12	36	58
	Workplace Health[18]	# of Employees who completed: Workplace Safety Awareness Training	520	563	547	636
		# of Managers & Supervisors who completed: **Supervisor Safety Training**	57	188	196	118

Measure		Indicator	2020-21	2021-22	2022-23	2023-24
	Personal Effectiveness	# of Employees who attended: Pension Plan Member Education Training	65	126	126	193
		# of Employees who attended: Employee & Family Assistance Program Courses	189	371	506	94

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	2019-20	2020-21	2021-22	2022-23	2023-24
Labour Relations Support[19]	# of Grievances referred to Arbitration[20]	114	44	48	52	43
	# of Complaints received under the Harassment Free and Respectful Workplace Policy	25	26	41	45	68
	# of Complaints investigated under the Harassment Free and Respectful Workplace Policy	6	11	15	13	18
Increased Awareness of the Duty to Accommodate Policy	# of Active Labour Relations Duty to Accommodate Files[21]	378	544	557	601	522

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 2023-24 FY from the previous fiscal year, while WSCC claims have increased.

Measure	Indicator	2019-20	2020-21	2021-22	2022-23	2023-24
Wellness Support	Total Accesses to the EFAP[22]	1,302	1,262	894	785	597
	EFAP Access Rate (%) (Overall accesses/ # of employees)[23]	24	22	15	14	10
WSCC Claims[24]	# of WSCC Claims filed	445	419	367	352	359
	Claims Expense Costs ($)	2,637,428	2,247,480	1,904,758	874,595	3,651,493
	Average Cost per Claim ($)	5,927	5,364	5,190	2,485	10,171

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 2023-24 FY. The percentage of issued Record of Employment (ROEs) has decreased since the previous fiscal year by 14%.

Measure	Indicator	2019-20	2020-21	2021-22	2022-23	2023-24
Efficient Delivery of Payroll Services[25]	# of Payroll Cheques processed manually	1,224	968	1,032	1,150	999
	ROE Issued within timeline (%)	19[26]	26	46	23	9

Human Resource Context & Outcome

1. Position Overview[27]

As at March 31, 2024

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
Total # of Positions	5636	275	478	123	497	180	186	565	451	52	112	16	107	207	615	123	98	1551
Senior Management	229	21	23	14	24	17	16	22	13	3	14	2	13	6	9	2	3	27
Middle Management	503	29	52	2	72	23	40	63	24	3	18	3	21	28	40	9	3	73
All Other Employees	4904	225	403	107	401	140	130	480	414	46	80	11	73	173	566	112	92	1451
Positions Typically Filled with University Degree	3103	166	229	72	302	137	140	186	179	32	80	15	68	135	445	87	42	788
Positions Typically Filled with College Diploma or Trades	1278	92	127	47	92	23	26	255	77	10	23	1	30	29	32	7	22	385
Positions Filled with High School or Less	1255	17	122	4	103	20	20	124	195	10	9	0	9	43	138	29	34	378
Positions in Yellowknife	2985	196	226	98	383	158	122	287	326	49	76	16	68	56	26	0	0	898
Positions in Other Communities	2651	79	252	25	114	22	64	278	125	3	36	0	39	151	589	123	98	653
Vacancy Rate (%)[29]	7.7	7.8	7.7	2.3	8.1	7.4	10.0	6.4	0	5.1	5.4	18.8	5.7	13.1	2.1	4.8	4.3	12.3

2. Representative Public Service[30]

As at March 31, 2024

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
All Employees (%)																		
Indigenous Aboriginal	29	27	38	42	29	17	30	36	24	40	24	8	33	28	30	49	48	21
Indigenous Non-Aboriginal	11	16	13	22	21	24	13	12	16	26	20	23	18	7	2	1	2	7
All Other Employees	60	57	49	36	50	59	57	52	60	34	56	69	49	65	67	49	50	72
Women	65	74	46	76	64	80	61	26	50	66	50	54	55	61	73	71	85	79
Men	35	26	54	24	36	20	39	74	50	34	50	46	45	39	27	29	15	21
Skill Levels																		
University (%)																		
Indigenous Aboriginal	18	18	20	29	21	13	22	18	24	32	25	8	27	17	17	21	16	14
Indigenous Non-Aboriginal	13	15	18	28	21	27	15	18	19	26	18	17	16	8	2	2	2	7
All Other Employees	69	67	62	43	58	60	63	65	57	41	57	75	56	75	81	77	82	79
College/Trades (%)																		
Indigenous Aboriginal	37	47	57	62	34	14	50	42	35	50	24	0	46	56	46	100	41	19
Indigenous Non-Aboriginal	12	19	8	13	21	14	8	12	15	38	33	100	20	6	5	0	3	8
All Other Employees	51	34	35	24	45	73	42	47	50	13	43	0	34	38	49	0	56	73

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
High School or Less (%)																		
Indigenous Aboriginal	46	25	67	67	51	52	73	55	20	63	17	0	29	53	53	74	95	36
Indigenous Non-Aboriginal	6	6	5	0	18	14	0	4	13	13	8	0	29	3	2	0	0	6
All Other Employees	47	69	28	33	31	33	27	41	66	25	75	0	43	45	45	26	5	59
All Senior Management (%)																		
Indigenous Aboriginal	22	20	22	39	21	16	31	28	14	33	33	0	27	20	0	50	0	15
Indigenous Non-Aboriginal	20	15	22	28	25	26	19	12	36	33	33	0	27	20	0	0	0	12
All Other Employees	57	65	56	33	54	58	50	60	50	33	33	100	47	60	100	50	100	73
Women	61	80	48	56	68	74	81	24	50	67	73	50	47	70	44	100	67	76
Men	39	20	52	44	32	26	19	76	50	33	27	50	53	30	56	0	33	24
All Middle Management (%)																		
Indigenous Aboriginal	20	21	35	50	15	16	16	15	48	0	26	0	27	22	10	22	14	17
Indigenous Non-Aboriginal	17	21	18	0	27	32	21	26	17	33	26	0	5	4	0	11	14	6
All Other Employees	62	59	47	50	58	52	63	58	35	67	47	100	68	74	90	67	71	77
Women	56	69	53	50	58	71	50	38	52	0	58	33	50	65	46	44	86	67
Men	44	31	47	50	42	19	50	62	48	100	42	67	50	35	54	56	14	33

3. Turnover and Absences[31]

April 1, 2023 to March 31, 2024

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
Turnover Rate (%)	12	14	9	9	11	11	11	10	6	13	11	21	11	12	19	20	4	13
Accession Rate (%)	11	10	10	7	9	13	8	7	5	8	5	14	11	10	15	21	12	12
Average Employee Work Absences (in Days)	19	18	14	12	17	16	11	18	24	12	15	10	25	17	19	24	29	22
% of Employees Absent for ≥ 15 days	23	23	16	12	19	16	12	22	25	6	21	7	31	19	26	34	44	26

4. Employee Movement[32]

April 1, 2023 to March 31, 2024

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
External Hires	630	29	42	8	44	27	14	41	23	4	6	2	13	25	136	40	14	187
Internal Mobility (%)	57	60	67	67	64	67	66	52	74	77	65	29	51	54	37	29	62	57
Exits	724	39	38	10	55	22	19	59	26	7	13	3	13	31	111	39	9	205

5. Recruitment and Evaluation

April 1, 2023 to March 31, 2024

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
% of Competitions Completed Within 12 Weeks of Starting[33]	59	62	46	89	65	49	47	55	65	100	25	100	23	46	59	57	64	66
% of Job Evaluations Completed Within 12 Weeks[34]	51	31	91	100	65	74	77	40	13	100	71	100	98	57	100	100	79	66

6. Employee and Learning Development

April 1, 2023 to March 31, 2024

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłįchǫ Edu	Tłįchǫ Health	NTHSSA
% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year[35]	34	65	32	33	70	47	30	18	65	60	48	100	26	40	29	33	14	12
# of Summer Students Hired[36]	330	26	50	7	46	17	28	45	16	3	11	2	6	12	3	0	0	58
# of Interns Hired[37]	22	2	1	1	2	4	1	0	2	2	1	1	3	0	0	0	0	2
# of Employees hired through the Regional Recruitment Program[38]	2	0	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]	9	1	1	0	3	0	0	2	0	0	1	0	0	0	0	0	0	1
# of Employees accessed through Indigenous Management Development and Training Program[40]	58	8	7	0	7	2	4	4	1	6	1	1	2	2	0	6	4	3

7. Wellness and Safety

January 1 to December 31, 2023

Metric	GNWT	ECE	ECC	EIA	FIN	HSS	ITI	INF	JUS	LA	MACA	Prosper NWT	HNWT	AC	DECs[28]	Tłı̨chǫ Edu	Tłı̨chǫ Health	NTHSSA
# of WSCC Claims Filed[41]	359	11	25	0	4	2	7	27	34	0	1	0	4	14	36	25	19	150

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.
Manager 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 (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 including 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.
Claims Expense Costs	The total amount of WSCC claims expense costs for employees in permanent and term positions.
Average Cost per Claim	Total amount of WSCC claims expense costs for employees in permanent and term positions divided by the number of WSCC claims filed in a calendar year by employees in permanent and term positions.

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 ≥ 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 9, 2024.

2   Source: Job Evaluation and Organizational Design, June 10, 2024.

3   Source: GNWT Learning & Development Calendar, April 1, 2015 to April 13, 2023 and Enterprise Learning Management System April 12, 2024.

4   Source: PeopleSoft, April 16, 2024.

5   Total GNWT training costs. Source: Departments, September 2024.

6   Source: PeopleSoft, May 30, 2024.

7   Source: PeopleSoft, June 28, 2024.

8   Source: Management and Recruitment Services, Regional Recruitment Program, April 2024. Excludes WSCC and NIS hires.

9   Source: Management and Recruitment Services, Regional Recruitment Program, June 2024.

10   Source: Regional Recruitment Program, June 11, 2024.

11   Source: Diversity and Inclusion, May 30, 2024. The Indigenous Career Gateway Program commenced in 2018.

12   Source: Unless otherwise noted, GNWT Learning & Development Calendar, April 1, 2015 to April 13, 2023 and Enterprise Learning Management System April 12, 2024. 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 April 13, 2023 and Enterprise Learning Management System April 12, 2024. The Staffing Workshop underwent revisions to the training format.

16   Source: GNWT Learning & Development Calendar, April 1, 2015 to April 13, 2023 and Enterprise Learning Management System April 12, 2024.

17   Management series re-launched in February 2020.

18   Source: GNWT Learning & Development Calendar, April 1, 2015 to April 13, 2023 and Enterprise Learning Management System April 12, 2024.

19   Source: Labour Relations, June 6, 2024.

20   Source: Labour Relations, June 6, 2024.

21   Source: Labour Relations, June 6, 2024.

22   Source: Morneau Shepell, May 30, 2024.

23   Source: Morneau Shepell, May 30, 2024.

24   Source: Workers' Safety and Compensation Commission, January 2024. 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, June 11, 2024.

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 16, 2024. 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 2024.

30   Source: PeopleSoft, April 2, 2024.

31   Source: PeopleSoft, April 2, 2024.

32   Source: PeopleSoft, April 2, 2024.

33   Source: PeopleSoft, April 9,2024.

34   Source: Job Evaluation and Organizational Design, June 10, 2024.

35   Source: PeopleSoft, June 28, 2024.

36   Source: Management and Recruitment Services, April 2024. Excludes WSCC and NIS hires.

37   Source: Human Resource Operations, Management and Recruitment Services, June 2024.

38   Source: Regional Recruitment Program, June 11, 2024.

39   Source: Diversity and Inclusion, May 30, 2024. The Indigenous Career Gateway Program commenced in 2018.

40   Source: Diversity and Inclusion, July 4, 2024.

41   Source: Workers' Safety and Compensation Commission, January 2024. WSCC claims only available by calendar year.