

# Human Resources Services: A Shared Responsibility

Key Performance Measures and Indicators

August 2018



Government of Northwest Territories Gouvernement des Territoires du Nord-Ouest

# Contents

Introduction .....	1
Human Resource Context and Outcomes .....	8
Definitions for Measures & Metrics .....	12
Endnotes .....	19

# Introduction

Human Resource 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 consultation, and in consultation with clients.

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

1. Recruitment
2. Job Evaluation
3. Employee and Learning Development
4. Labour Relations
5. Wellness and Safety
6. Payroll and 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, and
- Exchanging information on respective pressures or circumstances that may impact the ability to meet service standards/measures in a timely manner

## Human Resource Context & Outcomes

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

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

## Notes on Data

Reporting within the SLS 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

Human Resources Services

## 1. Recruitment

The recruitment and retention of a competent and representative public service is one of the key responsibilities of the Management & Recruitment Services (MRS) Division and Regional Operations. MRS and Regional Operations provide front-line general HR services to support effective hiring and deployment at all levels within the public service. Between 2013-14 and 2017-18, recruitment efforts resulted in a total of 3,900 job competitions.

Measure	Indicator	2013-14	2014-15	2015-16	2016-17	2017-2018
Timely recruitment	% of competitions completed to verbal offer within 12 weeks of starting (approval to staff to verbal offer extended) <sup>1</sup>	82	73	72	76	78
Manager Satisfaction	% of managers reporting they are satisfied with recruitment process <sup>2</sup>	..	72	..	74	..

## 2. Job Evaluation

The Job Evaluation and Organization Unit provides guidance and assistance to managers on reorganizing and restructuring, development of job profiles, and training on the Hay Job Evaluation System. From 2013-14 to 2017-18, a total of 9,545 job descriptions have been evaluated. The average per year was 1,909 with an increasing volume each year and reaching 2,085 by 2017-18.

Measure	Indicator	2013-14	2014-15	2015-16	2016-17	2017-2018
Timely Completion of Job Evaluations	% of job evaluations completed within 8 weeks <sup>3</sup>	89	91	86	97	89 <sup>4</sup>
Manager Satisfaction	% of managers reporting they are satisfied with job evaluation process <sup>5</sup>	..	72	..	74	..

### 3. Employee and 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 guidance and assistance to supervisors and employees to support effective development in the workplace is a key priority. Since its inception in 2015, the online Learning & Development Calendar has recorded more than 12,000 course completions<sup>6</sup>. 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 employee development.

Measure	Indicator	2013-14	2014-15	2015-16	2016-17	2017-2018
Employees Supported with Formal Training Opportunities	# of employees on education leave <sup>7</sup>	56	34	48	38	38
	financial support for employees (\$) <sup>8</sup>	3,607,074	6,447,199	4,911,622	5,794,088	5,130,983
	# of transfer assignments started <sup>9</sup>	336	384	369	382	442
Performance Evaluation	% of employees with Step 4+ completion of performance review and planning document for the previous fiscal year <sup>10</sup>	56	65	49	34	51
Support for Recruiting Northerners in the Public Service	# of summer students hired <sup>11</sup>	272	312	341	306	344
	# of interns hired <sup>12</sup>	22	23	23	30	19
	# of employees hired through the Regional Recruitment Program <sup>13</sup>	..	11	10	11	9

Measure	Indicator		2015-16	2016-17	2017-18
Employees Supported in Training Opportunities <sup>14</sup>	Business Effectiveness	# of employees who completed: <b>New Employees Guide to Onboarding</b> <sup>15</sup>	55	185	272
		# of employees who completed: <b>Job Description Writing Training</b>	26	60	24
		# of employees who completed: <b>Job Evaluation Methodology: Hay in a Hurry (Online Information Session)</b>	0	15	16
		# of employees who completed: <b>Hay Job Evaluation Methodology (Full Evaluator Training)</b>	17	24	16
		# of managers and supervisors who completed: <b>Staffing Workshop</b>	74	95	50
		# of managers and supervisors who completed: <b>Labour Relations Training</b>	186	145	149
		# of managers and supervisors who completed: <b>Duty to Accommodate Policy Training</b>	135	145	109
		# of managers and supervisors who completed: <b>Harassment Free and Respectful Workplace Policy Training</b> <sup>16</sup>	35	117	107
	Cultural	# of employees who completed: <b>Aboriginal Cultural Awareness Training</b> <sup>17</sup>	172	348	298
	Management	<b>Management Series</b> <sup>18</sup>			
		# of employees enrolled	20	9	12
		course completion rate	59	68	36
		<b>Leadership Development Program</b>			
		# of employees enrolled in: emerging managers series	116	37	35
	Workplace Health	# of employees enrolled in: managers series	101	41	37
		# of employees enrolled in: executive and senior managers series	38	57	19
		# of employees who completed: <b>Workplace Safety Awareness Training</b> <sup>19</sup>	601	491	495
	Personal Effectiveness <sup>20</sup>	# of employees who completed: <b>Supervisor Safety Training</b>	264	172	167
		# of employees who attended: <b>Pension Plan Member Education Training</b>	38	452	398
		# of employees who attended: <b>Employee and Family Assistance Program Courses</b>	137	353	372

## 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. Advanced labour relations advice regarding collective agreement interpretations, human rights requirements, and other employment contract interpretations is also provided to management. The number of active Duty to Accommodate files have continued to increase since 2014-15 with significant increases in the last two years.

Measure	Indicator	2013-14	2014-15	2015-16	2016-17	2017-2018
Labour Relations Support <sup>21</sup>	# of grievances referred to arbitration	25	31	20	51	86
	# of complaints received under the Harassment Free and Respectful Workplace policy	21	23	31	27	37
	# of complaints investigated under the Harassment Free and Respectful Workplace policy	11	10	8	9	13
Increased Awareness of the Duty to Accommodate Policy	# of active Labour Relations Duty to Accommodate files <sup>22</sup>	241	200	347	535	593
	% of self-identified disabled employees requiring accommodations who have the accommodation(s) they need <sup>23</sup>	..	56	..	57	..

## 5. Wellness and Safety

The GNWT promotes and encourages wellness, safety, and respect within the public service. In assessing the health 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. Both of these have steadily increased over the last five years.

Measure	Indicator	2013-14	2014-15	2015-16	2016-17	2017-2018
Wellness Support	total accesses to the EFAP <sup>24</sup>	821	945	1,155	1,239	1,347
	EFAP access rate (%) (overall accesses/# of employees) <sup>25</sup>	15	18	22	23	25
	% of employees that agree they have support at work to balance their work and personal lives <sup>26</sup>	..	73	..	73	..
WSCC Claims <sup>27</sup>	# of WSCC claims filed	370	422	425	443	470
	claims expense cost (\$)	664,504	1,000,453	1,103,723	902,060	2,446,273
	average cost per claim (\$)	1,796	2,371	2,597	2,036	5,205

## 6. Payroll and Employee Benefits

Employee Services encompasses Payroll, Data Management, and Benefits for employee groups in the GNWT. Approximately 1% of all payroll cheques were processed manually per fiscal year, this was 1,611 cheques in 2017-18. The number and percentage of issued Record of Employment (ROEs) within the payroll cycle following the employee and casual's last regular pay (two weeks) has improved dramatically, from a low of 18% in 2014-15 up to 81% in 2017-18.

Measure	Indicator	2013-14	2014-15	2015-16	2016-17	2017-2018
Efficient Delivery of Payroll Services <sup>28</sup>	# of payroll cheques processed manually	1,518	1,062	2,380	1,551	1,611
	ROE issued within timeline (%)	28	18	47	82	81

## 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 launched every two years to GNWT employees and are facilitated by the Business Improvement Unit in collaboration with the Bureau of Statistics. These surveys give employees an opportunity to provide feedback. Manager and employee satisfaction with all services has increased since 2012-13, including satisfaction with the support received by the Client Service Team and content and accuracy of information provided by HRIS.

Measure	Indicator	2013-14	2014-15	2015-16	2016-17	2017-2018
Manager Satisfaction <sup>29</sup>	% of managers satisfied with support provided by the Client Service Team	..	85	..	88	..
Employee Satisfaction <sup>30</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)	..	74	..	83	..

# Human Resource Context and Outcomes

## 1. Position Overview<sup>31</sup>

As at March 31, 2018

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs <sup>32</sup>	Tłı̨chǫ́	Tłı̨chǫ́	NTHSSA
Total # of Positions	4,839	233	359	102	351	165	178	526	452	145	39	99	14	114	165	578	114	95	1,110
Senior Management	212	19	14	13	18	16	17	20	14	15	5	13	2	11	6	8	1	2	18
Middle Management	439	26	33	2	46	19	36	61	26	23	1	16	3	21	22	43	8	3	50
All Other Employees	4,187	188	312	87	287	130	125	445	412	107	33	70	9	82	136	527	105	90	1,042
Positions Typically Filled with University Degree	2,668	142	152	55	203	114	133	183	180	98	22	71	13	69	125	409	78	35	587
Positions Typically Filled with College Diploma or Trades	1,079	76	95	44	59	31	26	222	76	41	9	23	1	33	25	37	3	27	251
Positions Filled with High School or Less	1,092	15	112	3	89	20	19	121	196	6	9	5	0	12	14	133	33	34	271
Positions in Yellowknife	2,467	170	149	78	258	143	117	260	325	114	39	63	14	69	38	18	0	0	613
Positions in Other Communities	2,371	63	210	24	93	22	61	266	127	31	0	36	0	45	127	561	114	95	497
Vacancy Rate <sup>33</sup> (%)	4.6	6.4	9.7	2.9	2.9	8.2	2.2	1.7	5.3	11.7	2.5	1.0	7.1	9.6	6.5	3.3	1.8	3.1	4.1

## 2. Representative Public Service<sup>34</sup>

As at March 31, 2018

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs	Tlicho Ed.	Tlicho Health	NTHSSA
<b>All Employees (%)</b>																			
Indigenous Aboriginal	30	29	45	44	30	22	27	35	28	22	23	31	8	31	30	30	54	57	23
Indigenous Non-Aboriginal	12	17	15	23	23	20	15	14	20	16	28	23	33	15	5	3	1	0	7
All Other Employees	57	54	40	33	47	57	58	51	53	61	50	46	58	54	65	67	46	43	70
Women	64	73	40	77	71	77	56	25	52	49	65	49	33	55	61	72	71	84	85
Men	36	27	61	23	29	23	44	75	48	51	35	51	67	45	39	28	29	16	15
<b>Skill Levels</b>																			
<b>University (%)</b>																			
Indigenous Aboriginal	18	19	21	27	23	16	22	11	22	16	16	30	9	26	17	18	35	19	12
Indigenous Non-Aboriginal	13	14	21	29	27	22	15	18	21	17	28	25	27	18	5	3	1	0	8
All Other Employees	68	66	58	43	51	62	63	70	57	68	56	45	64	56	78	79	64	81	80
<b>College/Trades (%)</b>																			
Indigenous Aboriginal	41	47	62	63	39	28	33	43	34	37	29	29	0	32	65	64	100	54	26
Indigenous Non-Aboriginal	12	19	11	16	17	14	21	12	16	19	43	21	100	16	3	0	0	0	4
All Other Employees	47	33	27	21	45	59	46	45	50	44	29	50	0	52	32	36	0	46	70
<b>High School or Less (%)</b>																			
Indigenous Aboriginal	52	33	77	67	41	48	53	58	30	60	38	67	0	55	76	63	93	97	44
Indigenous Non-Aboriginal	10	22	5	0	20	19	6	11	20	0	13	0	0	0	12	2	0	0	7
All Other Employees	38	44	18	33	39	33	41	32	50	40	50	33	0	46	12	35	7	3	49
<b>All Senior Management (%)</b>																			
Indigenous Aboriginal	19	17	35	28	18	18	13	9	7	25	17	25	0	42	17	13	50	0	6
Indigenous Non-Aboriginal	21	13	12	33	32	24	13	13	36	19	33	50	0	17	33	0	0	0	18
All Other Employees	60	70	53	39	50	59	75	78	57	56	50	25	100	42	50	88	50	100	76
Women	47	65	18	56	59	59	50	22	29	44	33	42	0	33	83	50	100	50	65
Men	53	35	82	44	41	41	50	78	71	56	67	58	100	67	17	50	0	50	35
<b>All Middle Management (%)</b>																			
Indigenous Aboriginal	21	38	37	100	23	11	18	16	42	9	0	42	0	30	14	11	22	25	14
Indigenous Non-Aboriginal	17	12	27	0	36	28	21	14	21	26	100	17	50	20	5	0	0	0	7
All Other Employees	62	50	37	0	40	61	62	71	38	65	0	42	50	50	81	89	78	75	79
Women	53	73	33	0	57	72	47	31	33	61	100	58	0	50	62	43	56	100	77
Men	47	27	67	100	43	28	53	69	67	39	0	42	100	50	38	57	44	0	23

### 3. Turnover and Absences<sup>35</sup>

April 1, 2017 to March 31, 2018

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC <sup>36</sup>	NWTHC	AC	DECs	Tlicho Ed.	Tlicho Health	NTHSSA
Turnover rate (%)	14	14	15	14	10	16	12	11	9	19	15	15	-	12	13	17	12	13	15
Accession rate (%)	10	12	6	5	5	8	4	6	6	4	8	11	-	4	7	19	10	16	13
Average employee work absences (in days)	16	14	11	14	16	15	12	15	18	15	9	11	14	14	15	14	17	21	18
% of employees absent for $\geq 15$ days	36	34	30	29	38	41	35	38	36	28	23	32	29	25	40	36	29	46	38

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

April 1, 2017 to March 31, 2018

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs	Tlicho Ed.	Tlicho Health	NTHSSA
External Hires	456	31	21	5	19	14	6	30	25	5	3	10	0	4	13	108	11	14	137
Internal Mobility <sup>38</sup>	708	77	71	29	136	59	54	104	129	43	9	22	0	27	32	70	8	29	328
Exits	640	34	48	13	35	28	20	58	36	25	6	14	0	12	25	100	14	11	161

## 5. Recruitment & Evaluation

April 1, 2017 to March 31, 2018

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC <sup>39</sup>	NWTHC	AC	DECs	Tłı̨chǫ Ed.	Tłı̨chǫ Health	NTHSSA
% of Competitions Completed Within 12 Weeks of Starting <sup>40</sup>	78	86	55	91	63	70	42	78	84	80	50	88	-	73	81	95	67	65	82
% of Job Evaluations Completed Within 8 Weeks <sup>41</sup>	89 <sup>42</sup>	94	96	97	100	95	93	83	65	100	100	83	-	39	89	92	100	100	30 <sup>43</sup>

## 6. Employee & Learning Development

April 1, 2017 to March 31, 2018

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs	Tłı̨chǫ Ed.	Tłı̨chǫ Health	NTHSSA
% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year <sup>44</sup>	51	97	92	47	97	30	71	12	57	88	0	77	36	86	97	24	2	3	28
# of Summer Students Hired <sup>45</sup>	344	23	51	3	32	19	32	64	13	7	5	13	0	6	11	2	0	1	62
# of Interns Hired <sup>46</sup>	19	3	0	0	5	1	0	2	4	1	1	0	0	0	0	0	0	1	1
# of Total Individuals in RRP <sup>47</sup>	9	0	1	0	4	0	0	1	0	0	0	0	0	0	1	0	0	0	2

## 7. Wellness & Safety

January 1 to December 31, 2017

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs	Tłı̨chǫ Ed.	Tłı̨chǫ Health	NTHSSA
# of WSCC claims filed <sup>48</sup>	470	14	25	2	7	7	11	64	41	6	5	1	0	3	21	47	5	16	195

## 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 evaluations	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 & 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.
Manager 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> <p style="text-align: center;"><u>Total # of Management Series courses completed by employees</u>  <math display="block">(\# \text{ of employees who have taken a Management Series Course}) \times (\# \text{ of courses to complete Manager Series} - 14 \text{ mandatory and } 8 \text{ elective})</math></p>
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 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 & 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	<u>Total amount of WSCC claims expense costs for employees in permanent and term positions excluding relief</u> # of WSCC claims filed in a calendar year by employees in permanent and term positions excluding relief

## 6. Payroll & 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 Manager Satisfaction 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, Counselors, 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 <i>Vital Statistics Act</i> 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 and 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

<sup>1</sup> Source: PeopleSoft, April 4, 2018.

<sup>2</sup> Source: GNWT HR Client Satisfaction Survey. This survey is conducted every two years.

<sup>3</sup> Source: Job Evaluation and Organizational Design, April 27, 2018.

<sup>4</sup> GNWT total excludes NTHSSA job evaluations, as NTHSSA is currently reviewing all positions as part of the board amalgamation.

<sup>5</sup> Source: GNWT HR Client Satisfaction Survey. This survey is conducted every two years.

<sup>6</sup> Source: GNWT Learning & Development Calendar, April 1, 2014 to April 6, 2017.

<sup>7</sup> Source: PeopleSoft, April 4, 2018.

<sup>8</sup> Total GNWT training costs. Source: Departments, May 2018. 2013-14 to 2015-16 is calendar year information.

<sup>9</sup> Source: PeopleSoft, April 4, 2018.

<sup>10</sup> Source: Performance Appraisal Tracking Log, August 28, 2014, March 25, 2015. PeopleSoft, December 3, 2015, April 10, 2018.

<sup>11</sup> Source: Management and Recruitment Services, Regional Recruitment Program, April 26, 2018.

<sup>12</sup> Source: Management and Recruitment Services, Regional Recruitment Program, April 26, 2018.

<sup>13</sup> Source: Regional Recruitment Program, April 20, 2018. The Regional Recruitment program was first implemented in 2014-15.

<sup>14</sup> Source: Unless otherwise noted, Training Attendance sheet, prior to July 15, 2015, GNWT Learning & Development Calendar, April 6, 2018. Recognizing there was a gap in technical training for employees, Microsoft eLearning was introduced in early 2018.

<sup>15</sup> Training data unavailable prior to July 15, 2015.

<sup>16</sup> Training data unavailable prior to July 15, 2015.

<sup>17</sup> Source: GNWT Learning & Development Calendar, May 9, 2018. Modules were on the GNWT website prior to July 15, 2015. Training data unavailable prior to this date.

<sup>18</sup> Limited training data available prior to July 15, 2015.

<sup>19</sup> Source: GNWT Learning & Development Calendar, May 10, 2018. Training data unavailable prior to July 15, 2015.

<sup>20</sup> Training data unavailable prior to July 15, 2015.

<sup>21</sup> Source: Labour Relations, April 30, 2018.

<sup>22</sup> As at April 30, 2014, March 31, 2015, January 15, 2016, April 30, 2017, April 30, 2018. Source: Duty to Accommodate Ministerial Briefing Materials.

<sup>23</sup> Source: GNWT Employee Engagement & Satisfaction Survey. Question was first introduced in the 2014 survey and the survey is conducted every two years.

<sup>24</sup> Source: Morneau Shepell, March 31, 2018.

<sup>25</sup> Source: Morneau Shepell, March 31, 2018.

<sup>26</sup> Source: GNWT Employee Engagement & Satisfaction Survey. This survey is conducted every two years.

---

<sup>27</sup> Source: Workers' Safety and Compensation Commission, February 12, 2018. WSCC claims only available by calendar year. For example, the data provided for 2013-14 is for the 2013 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 2017 include costs incurred in 2017 for injuries from 2017, 2016 and 2015). Total claims costs paid prior to adjustments made which can exclude certain claims that are not considered under WSCC's Safe Advantage program.

<sup>28</sup> Source: Financial and Employee Shared Services, April 27, 2018.

<sup>29</sup> Source: GNWT HR Client Satisfaction Survey. This survey is conducted every two years.

<sup>30</sup> 2011 information.

<sup>31</sup> Source: PeopleSoft, April 4, 2018.

<sup>32</sup> Note: Divisional Education Councils include Beaufort Delta, Commission Scolaire, Dehcho, Sahtu and South Slave.

<sup>33</sup> Source: February 28, 2018 Funded Position and Vacancy Review completed March 1, 2018.

<sup>34</sup> Source: PeopleSoft, April 4, 2018.

<sup>35</sup> Source: PeopleSoft, April 4, 2018.

<sup>36</sup> As there were no hires or exits for BDIC, there are no turnover or accession rates.

<sup>37</sup> Source: PeopleSoft, April 4, 2018.

<sup>38</sup> Note: Excludes transfers on April 1, 2017 as a result of amalgamation of departments, to more accurately reflect internal mobility.

<sup>39</sup> There were no competitions or job evaluations for BDIC.

<sup>40</sup> Source: PeopleSoft, April 4, 2018.

<sup>41</sup> Source: Job Evaluation and Organizational Design, April 27, 2018.

<sup>42</sup> GNWT total excludes NTHSSA job evaluations, as NTHSSA is currently reviewing all positions as part of the board amalgamation.

<sup>43</sup> The client requested for a variety of delayed-action timelines, which resulted in the lower percentage of positions completed within the typical 8 week time frame.

<sup>44</sup> Source: PeopleSoft, April 4, 2018. Employee has completed objective, competencies and learning goals. The 2017/18 completion numbers are for the previous fiscal year.

<sup>45</sup> Source: Human Resource Operations, Management and Recruitment Services, April 26, 2018.

<sup>46</sup> Source: Human Resource Operations, Management and Recruitment Services, April 26, 2018.

<sup>47</sup> Source: Regional Recruitment Program, June 18, 2018.

<sup>48</sup> Source: WSCC, February 12, 2018. WSCC claims only available by calendar year.