

Government of the Northwest Territories

2004 Public Service Annual Report

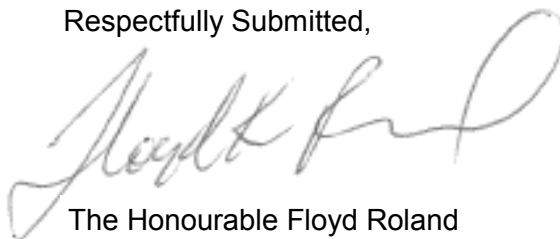


**Northwest
Territories** Financial Management Board Secretariat

THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the calendar year 2004 on the management and direction of the Public Service of the Northwest Territories, in accordance with the *Public Service Act*.

Respectfully Submitted,

A handwritten signature in grey ink, appearing to read "Floyd Roland", is positioned above the printed name.

The Honourable Floyd Roland
Chairman of the Financial Management Board
Minister Responsible for the *Public Service Act*

Government of the Northwest Territories

If you have any comments about this report, please contact the Assistant Deputy Minister, Directorate, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (867) 873-7187.

The sources for all statistics in this report are the Human Resource Management System (HRMS) and the GNWT Financial Information System (FIS), unless otherwise indicated. Information from those Health and Social Services Authorities not on these systems has been collected manually. Employee information does not include casual workers unless indicated.

The Workers' Compensation Board and the Northwest Territories' Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this annual report.

This report is available at the following website:

- <http://www.gov.nt.ca/FMBS/documents/documents.html>

For more information regarding the public service of the GNWT, please visit the following websites:

- <http://www.gov.nt.ca/publications/psa/httoc.htm>
 - http://www.gov.nt.ca/FMBS/documents/UNW_Collective_Agreement/UNWCollectiveAgreementExpires2005.htm
 - http://www.gov.nt.ca/FMBS/documents/NWTTA_Agreement/NWTTA_Agreement.htm
 - http://www.gov.nt.ca/FMBS/documents/HR_Manual/index.html
 - <http://www.gov.nt.ca/FMBS/JobEvaluationSite/index.htm>
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Government of the Northwest Territories

MESSAGE FROM THE CHAIRMAN



As Minister Responsible for the Public Service, it gives me great pleasure to present the 2004 Public Service Annual Report. This report provides information on the management and direction of the Public Service of the Northwest Territories, and is prepared in accordance with the *Public Service Act*.

The Government of the Northwest Territories' (GNWT) foundation arises from the dedicated and professional individuals who make up the Public Service. The many programs and services that the GNWT provides could not be effectively administered without these highly valued employees.

Currently, the NWT is at a crossroads. The rapid growth generated by resource development has already impacted the NWT's ability to meet its social and infrastructure needs. Talks with the Government of Canada are proceeding towards forging an agreement in principle that would see jurisdiction over natural resources pass from Ottawa to the NWT by 2006. This development, and the subsequent sharing of those resources between Northern governments is just one in a long list that supports the NWT moving towards a more self-sufficient and prosperous future.

On July 1, 2004, the equal pay for work of equal value provisions of the *Public Service Act*, and the *NWT Human Rights Act*, came into force. The NWT now meets and in some cases, exceeds the protections formerly provided under the *NWT Fair Practices Act* and the *Canadian Human Rights Act*, both of which no longer apply. The new pieces of legislation ensure that should any future complaints be filed, they will be dealt with in the North.

In carrying out its various functions, the Public Service aims to provide valued programs to its clients, striving to improve efficiency without sacrificing program quality. To make this vision a reality, the Public Service must constantly evolve and develop as an organization to ensure that it advances to meet the expanding needs that are placed upon it.

In August 2004, Cabinet approved the creation of an amalgamated human resource structure that includes all departments and boards, with human resource service delivery carried out through regional service centres. The new structure will allow the GNWT to develop capacity through the sharing of experience and knowledge between human resource professionals. It will also ensure the application of consistent advice and guidance to managers in GNWT departments, boards and agencies who will be fully accountable for the human resource decisions they make. In order to support the managers, the new structure will focus on innovative, quality human resource services.

These initiatives are part of our constantly evolving Public Service, to ensure that our dedicated employees have the resources and tools necessary to support the programs that allow the NWT to thrive as it maps out a prosperous future.

HUMAN RESOURCES ROLES AND RESPONSIBILITIES

The NWT *Public Service Act* Section 3(1), states that the Minister appointed responsible for the *Public Service Act* manages and directs the public service. The Minister may, and has, delegated many of these management functions to deputy heads or to employees who hold positions in central human resource units. The Minister may not delegate to another Minister.

At the beginning of 2004, responsibility for human resource management in the GNWT was largely delegated to program departments, corporations and public agencies. Two central agencies, the Financial Management Board Secretariat (FMBS) and the Department of the Executive (Corporate Human Resource Services), provided policy development and technical support. The departments, boards and public agencies were responsible for the direct delivery of human resource functions in accordance with general guidelines, policies, directives, and legislation. This enabled the departments to ensure human resource services were tailored to their needs.

The FMBS and the Corporate Human Resource Services Division of the Department of the Executive developed human resource policies and provided government-wide training and overall advice to departments to assist them in the areas that had been delegated.

Departments performed the following delegated human resource tasks:

- Benefits administration;
- Human resource planning;
- Job evaluation administration (departmental evaluation committees and departmental representation on public service-wide committees);
- Labour relations (grievances, discipline and dismissal);
- Payroll data entry;
- Staffing; and
- Training and development.

Department of the Executive

Reporting to the Secretary to Cabinet, the Corporate Human Resource

Services Division of the Department of the Executive was delegated a specific responsibility to develop government-wide human resource policies and to provide support for human resource practitioners and management staff in the areas of:

- Affirmative Action Policy;
- Human Resource Planning Policy and Framework;
- Performance Management Policy;
- Recruitment Policy, Training & Consultation; and
- Staff Development Policy.

Financial Management Board Secretariat

Reporting to the Secretary of the FMB, the Labour Relations and Compensation Services Division of the FMBS was delegated responsibility for developing government-wide policies on labour relations and compensation and for collective bargaining with both the NWT Teachers' Association and the Union of Northern Workers. Regional and area offices received labour relations support from FMBS regional offices. The support provided by Labour Relations and Compensation Services to department managers and human resource practitioners in boards, agencies and regions included:

- Employee relations (staffing appeals, collective agreement interpretations);
- Collective bargaining;
- Job evaluation policies and systems;
- Human resource information systems;
- Payroll;
- Equal pay; and
- Compensation, pension and insurances.

Regional FMBS Offices

The Financial Management Board Secretariat had offices in Fort Smith, Hay River, Fort Simpson and Inuvik. These offices provided benefits administration services and support to departments and employees in the regions. In addition, these offices provided employee relations support through activities such as regional joint consultation with the unions and staffing appeals.

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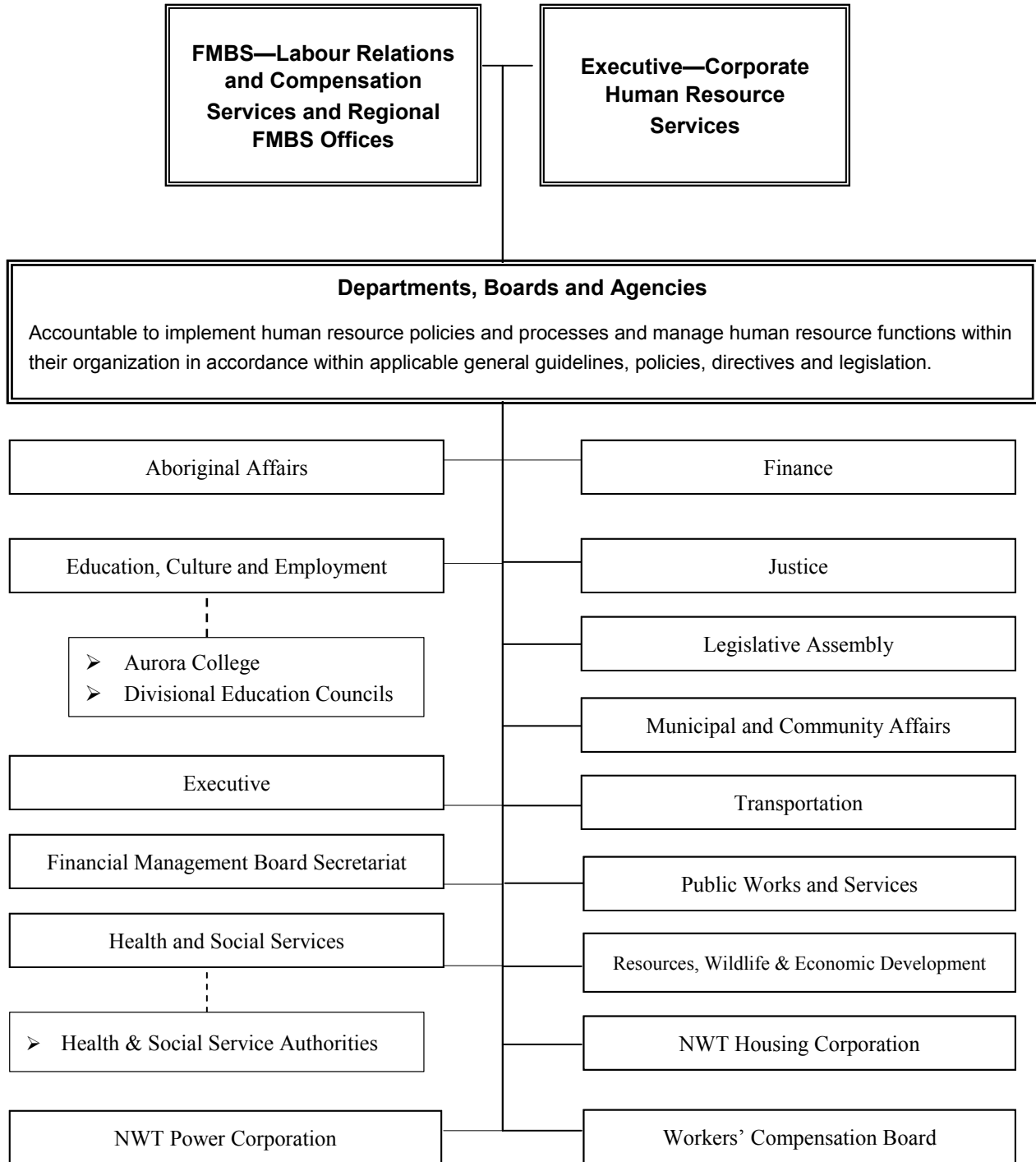
The continuing development of the governance structures and the dynamic changes in the socioeconomic conditions of the NWT required the GNWT to examine its options related to its departmental and headquarters organizational design. In addition, the continually changing operating environment suggested the requirement to assess the structure of the GNWT to ensure that the functions, programs and services of the Government can be delivered in the most effective and efficient manner.

Cabinet approved the creation of a fully amalgamated human resource structure that includes all departments and boards, with human resource service delivery carried out through regional service centres in August 2004. It is anticipated that the new structure will be implemented by April 1, 2005.

Client services will include human resources training, planning and staff development, benefits administration, payroll data entry, labour relations and recruitment.

Departmental/Board management will be accountable for their human resources and supported by senior service centre staff in regions dedicated to specific boards and departments. Supported functions will include human resource planning, employee development, and recognition and performance management. Corporate functions such as policy and programs and employee relations will be carried out in Headquarters.

Human Resources Roles and Responsibilities



DEVELOPMENT OF A NORTHERN PUBLIC SERVICE

The GNWT is committed to maximizing economic and career opportunities for Northerners. There has been a growing emphasis within the GNWT public service on recruiting, retaining and developing existing and future employees. GNWT departments, boards and agencies have been working to develop government-wide policies and improve and enhance human resource services.

A representative public service composed of Northerners is a key priority of the GNWT. Developing a northern workforce ensures the development and delivery of services and programs by employees who have knowledge of, experience with, and are sensitive to the cultural diversity of northern residents. This is the central focus of the GNWT Maximizing Northern Employment Strategy, which includes a series of government-wide initiatives to address the need for strategic investment to train and employ NWT residents in the public service.

The Department of Education, Culture and Employment and Aurora College support the development of a northern labour force through such educational programs as nursing, teacher education, and social work as well as numerous other programs that play a key role in preparing individuals for both the public and private sector.

Several departments within the GNWT provide return of service bursaries for employees in hard-to-recruit occupations.

Maximizing Northern Employment (MNE)

Maximizing Northern Employment relies upon practical initiatives that address many of the issues confronting NWT residents in their efforts to participate in the public service. It includes guarantees of employment for all Northerners who graduate from teaching, nursing and social work programs, an internship program for other northern graduates, an increased focus on the Aurora College Teacher Education Program, and a fund that can be accessed by aboriginal organizations and industry for training programs.

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Recruitment

Effective recruitment is a cornerstone to building a strong and representative public service. Departments, boards and agencies carried out recruitment and other staffing functions, with central support from the Executive's Corporate Human Resource Services (CHRS) unit. Out of the 596 hires in 2004, 75.5% were northern hires.

Employment Activity

	2003	2004
Hires	713	596
Separations	562	588
Transfers	166	160
Promotions	80	67
Demotions	0	4

Affirmative Action

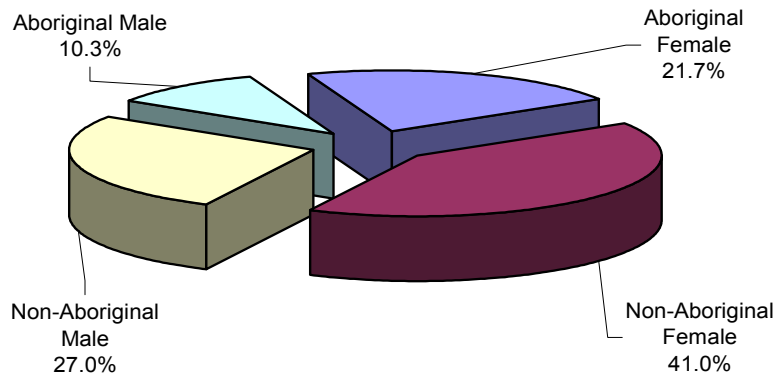
The Affirmative Action Policy was implemented by the GNWT in 1989. It includes measures to increase the representation of the following groups in the public service:

- Indigenous aboriginal persons;
- Indigenous non-aboriginal persons;
- Resident disabled persons; and
- Resident women in management and non-traditional occupations.

CHRS was responsible for the Affirmative Action Policy, including interpretations on eligibility and reviewing the policy's application in areas such as management and non-traditional occupations. In addition, they produced a fiscal year annual report on affirmative action activities within GNWT departments, boards and agencies. At the end of 2004, there were 1,296 indigenous aboriginal employees representing 32.0% of the public service. Women represented 30.8% of senior managers with 57 female employees in senior management. There were 31 indigenous aboriginal senior managers, which represented 16.8% of employees in senior management.

The GNWT, through the Department of Education, Culture and Employment and Aurora College, offers several programs intended to develop a northern workforce.

**Employees by Aboriginal Status and Gender,
at December 31, 2004**



For comparison, the labour force of the NWT is comprised of aboriginal females and males at 18.2% and 20.7% respectively, and non-aboriginal females and males at 27.2% and 34.0% respectively.

Aurora College Access Programs

Aurora College delivers a variety of 10-month Access programs designed to provide students with the academic and other skills required to successfully transition into specific Aurora College programs or programs at other institutions.

Currently, Aurora College has Access programs in Nursing, Social Work, Management Studies, Teacher Education, Trades and University/College Entrance. Working with students to prepare them for full participation in their programs of study, this approach is intended to encourage students to stay connected and focused on their program and career choices.

Northern Nursing Program

This program focuses on developing northern nurses for hospital and health care programs. Promoting careers in nursing is a primary strategy for the Department of Health and Social Services and the Department of Education, Culture and Employment.

In 2004, the Northern Nursing Program had a total of 99 participants enrolled in the program, with twenty-nine of these participants in their final year of the program and 7 who received their diploma.

Primary Health Care Nurse Practitioner Program

Aurora College, on behalf of the Department of Health and Social Services, commenced delivery of a 16-month certification program that prepares registered nurses to collaborate with other health care professionals in the provision of primary health care services. The program is provided through a brokering agreement between Aurora College and the Centre for Nursing Studies in St. John's, Newfoundland.

During 2004, 15 students were enrolled in the program with 7 in their final year towards certification.

Aurora College Teacher Education Program (ACTEP)

ACTEP aims to produce northern professional educators who are representative of the population of the NWT. Once students complete the three-year diploma program in the NWT, they can transfer to the University of Saskatchewan to complete their final year and attain their Bachelor of Education degree.

During 2004, 61 students were enrolled in the program. Of these, 25 students entered their final year in the program, 6 received their diploma and 13 received their Bachelor's degree through the University of Saskatchewan.

Social Work Program

The Social Work Diploma Program provides graduates with a foundation in areas of counselling skills and professional values as well as an understanding of theoretical models related to human social problems, social systems and intervention methods.

The Program is designed to be of particular relevance to the Northwest Territories and its people by including NWT social issues, cultural groups, and delivery systems and resources.

In 2004, 12 students were enrolled in the program, 8 of which were in their final year of studies and one who received their diploma.

Other Aurora College Programs

Aurora College delivers numerous other programs that play a key role in preparing individuals for both the public and private sector. Programs in Natural Resources Technology, Management Studies, Criminal Justice, Computing and Information Systems, Recreation Leaders, Licensed Practical Nurse, Office Administration, Home and Community Support Worker have all provided graduates with opportunities to apply their education and training in the GNWT public service.

Employee Training and Development

The GNWT recognizes the need to develop a public service capable of effectively and efficiently administering government policy and programs. Managers are increasingly committed to developing employees within their own departments, boards and agencies for employment across the GNWT as well as enhancing employee productivity and growth within the department.

Departments, boards and agencies provide financial support for training and development by approving employee participation in professional conferences, information technology courses, training workshops, distance education, and correspondence and college coursework. In addition departments, boards and agencies provide employees with fully or partially paid education leave and/or allowances to undertake: full-time post-secondary studies at a recognized university, community college or technical institute; or supplementary professional or technical training.

Corporate Human Resource Services offers corporate training opportunities through a web-based Training Calendar that is available to all employees on the GNWT's website. Offerings are established through a government-wide needs assessment that is conducted on an annual basis. Many of the training events on the calendar are delivered in-house at no cost to employees or the government. For 2004, the GNWT offered 65 workshops. 404 employees attended these in-house workshops.

Employee Orientation

The GNWT offers a 3-hour session entitled "An Orientation to GNWT Structures and Policies" for summer students. Each GNWT department, board and agency is responsible to develop their own employee orientation

package and processes. These orientation packages include such information as:

- Oath of Office and Secrecy;
- Conflict of Interest;
- Affirmative Action;
- Use of Electronic Mail and the Internet;
- Harassment;
- Political Activity;
- Employee and Family Assistance Program;
- Violence in the Workplace; and
- Occupational Health and Safety.

Northern Student Employment Program

The Northern Student Employment Program offers northern students a variety of opportunities to gain GNWT employment. The program offers:

- advance opportunities to submit job applications;
- information about potential summer employment;
- orientation and career development workshops to enhance work skills;
- access to GNWT jobs directly relevant to the students' area of study; and
- a process for program evaluation to improve the program in the future.

One of the goals of this program is to help students better understand the range and scope of GNWT jobs and encourage them to consider the GNWT as the preferred employer after graduation. Elements of this program include:

- Summer Student Employment Program;
- student employment website;
- increasing awareness of student employment opportunities;
- career development/employment skills in-service;
- Progressive Work Experience Program (joint public and private sector); and
- exit interviews for students.

Out of the 294 students that were hired during the summer of 2004, 283 belonged to an Affirmative Action category. The Progressive Experience Program offers incentives for departments, boards and agencies to hire northern students and provide them with experience relevant to their area of study. During 2004/05, 85 students were hired under this program. Approximately 80 exit interviews were completed by students.

Northwest Territories Educational Leadership Program

All school principals in the NWT must have a NWT Educational Leadership Certificate or must obtain one within two years of becoming a principal. The Educational Leadership Program is jointly offered by the NWT Department of Education, Culture and Employment and the Nunavut Department of Education.

In phase one of the program, participants learn about school culture, instructional leadership, advocacy and organizational management. Phase two delves into building community networks, governance and community educational planning.

There were 18 participants enrolled in the program in 2004. Three graduates obtained their certificate during the year. Twenty-four (24) of 49 NWT principals have now successfully completed this program.

Northern Graduate Employment Program

The purpose of this program is to encourage northern post-secondary graduates to take their first job in the North. This program is proactive in assisting Northern graduates to find northern employment and practical placement options. In addition, it provides career development workshops and support for permanent placements following internships. Elements of this program include:

- Employment promotion and recruitment;
- Employment for nurses;
- Employment for social workers;
- Employment for teachers;
- Graduate internships;

- Graduate transition program;
- Career development workshops;
- Job placement support; and
- Exit interviews.

Graduate Employment Program

The Graduate Employment Program guarantees jobs to northern graduates employed as teachers, nurses and social workers.

Through this program, 3 social workers and 18 nurses were placed within the NWT Health and Social Services system in 2004. The education system employed 16 graduate teachers in the same period.

Graduate Internship Program

The graduate internship program provides up to one year of employment to recent graduates in their field of study. The GNWT supported the placement of 36 new public sector interns during 2004. Of those who completed their internships in 2004:

- 11 Interns were hired into term or indeterminate positions;
- 2 found casual work with the GNWT;
- 15 received extensions in their placements;
- 2 went on Maternity Leave; and
- 7 were still in NWT seeking employment.

Mentorship

Formal mentorship and induction programs have been established for nurses, social workers and teachers. These programs provide new employees with support and assistance in the transition to their new career and community with the ultimate goal of improving retention and reducing turnover. Formal mentors are long-term employees who are provided additional compensation for these additional responsibilities. There is also a formal mentorship component to the Management Assignment Program (MAP).

Transfer Assignments and Secondments

The GNWT uses transfer assignments and secondments to provide employees with opportunities to broaden their work experience. They also allow the GNWT to meet short-term human resource needs that cannot be met through the open competition process.

Transfer assignments are temporary work placements that offer employees development and an opportunity to share knowledge between GNWT work units.

Transfer Assignments and Secondments

	2003	2004
Transfer Assignments	123	161
Secondments	2	2

Secondments enable employees to gain knowledge and experience that will benefit both the employee and the GNWT upon their return. A secondment involves the temporary assignment of:

- A Government employee to a position in an outside organization; or
- A non-government employee to a position with the Government.

Direct Appointments

Direct appointments are an important mechanism for supporting the development and hiring of employees. They allow the GNWT to appoint and promote candidates to support the career development of individuals having priority under the Affirmative Action Policy. Direct appointments may also be used in situations where recent recruitment efforts for similar positions indicate that an open competition would be unproductive. During 2004, 111 employees were appointed directly into positions, of which 19 were Ministerial Staff, 13 were Community Wellness Workers and overall, included 49 aboriginal employees.

Employee Recognition Program

As part of the employee retention strategy, the GNWT launched the Employee Recognition Program in early 2003. The program is intended to provide an effective means of recognizing the achievements of GNWT employees. In addition to the existing long service and retirement awards, the program features a Premier's Award For Excellence, a Service Appreciation Award and provides a means for departments, boards and agencies to develop their own employee recognition programs.

In 2004, the Premier of the Northwest Territories honored four employees and three teams for demonstrating excellence, innovation and dedication to their work.

Succession Planning

2004 marked the second year of the Management Assignment Program (MAP). MAP enables the GNWT to develop existing employees who demonstrate management and leadership potential beyond their current position in the organization. Participants are given the opportunity to broaden their understanding of government and to advance their management and leadership skills. The program will result in a pool of qualified individuals who are better prepared to fill future senior positions.

MAP is open to employees at all levels of the organization and registration occurs annually. After a comprehensive screening process, 12 employees were accepted into the program for 2004. With two thirds of the GNWT's management group eligible to retire within the next ten years, MAP will help to ensure the ongoing availability of effective management and leadership.

Exit Interviews

Employees departing their current position have the opportunity to complete an exit interview. This is voluntary and provides useful information to address employee needs and improve working conditions. Since implementation of the Electronic Exit Interview System in 2002, 130 completed interviews have been received.

Staff Retention Policy

The Staff Retention Policy was implemented in May 2000. This policy replaced the previous layoff policy and provides a more proactive and positive approach to assisting staff whose current positions are eliminated due to organizational change. Under the policy, affected individuals are provided with re-employment support for eight weeks prior to, and 13 weeks after, receiving notice of layoff.

Of the twenty-nine individuals who were affected by lay-off during 2004, ten were redeployed, two chose education assistance, five chose separation assistance and twelve remain on the staffing priority list.

LABOUR RELATIONS AND COMPENSATION SERVICES

Sound labour relations practices, when combined with an appropriate compensation and human resource policy, can be highly effective tools in attracting and developing the public service. Labour relations policy ensures that managers and employees understand their rights and obligations in the employment setting.

Labour Relations and Compensation Services was responsible for providing interpretations and advice to departments, boards and agencies with issues that arose in the employment relationship. In addition, Labour Relations provided ongoing training to managers and supervisors concerning issues such as the Workplace Conflict Resolution Policy, investigation techniques, GNWT Code of Conduct, and the grievance process.

The Legal/Legislative Framework includes:

- *Public Service Act & Regulations;*
- *Fair Practices Act;*
- *NWT Human Rights Act;*
- *Safety Act;*
- *Union of Northern Workers' Act;*
- *Northwest Territories Teachers' Association Act;*
- *Arbitration Act and Arbitration Jurisprudence;*
- *Education Act;*
- *Canadian Human Rights Act;*
- Civil Court Decisions; and
- Excluded Handbook and Managers' Handbook.

Employee Relations

The majority (83.9%) of public service employees are in a bargaining unit represented by a union. A small group of employees (11.5%) is excluded from a bargaining unit due to the sensitive nature of their work. An even smaller group of non-union employees (4.6%) is in the Senior Management Group. Members of the Senior Management Group are responsible for directing and controlling government programs.

The majority of unionized employees are members of the Union of Northern Workers' (UNW) bargaining unit. The UNW represents its members and negotiates their terms and conditions of employment with the GNWT.

The Financial Management Board determines the terms and conditions of employment for senior managers and employees who are excluded from membership in a union because of the nature of their work.

The Northwest Territories Teachers' Association (NWTTA) represents teachers and negotiates their terms and conditions of employment with the GNWT.

During collective bargaining in 2002 and 2003, the unions and the GNWT agreed to work together to review the current Northern Allowance components (used to compensate for the cost of living differences affecting employees in all NWT communities) and the processes used to change the community rates. The committees were successful in completing their review and put forward recommendations on an enhanced methodology including the ability to update the allowance on a yearly basis. The parties agreed to discuss implementation in the next round of collective bargaining negotiations.

Grievances and Arbitrations

The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT.

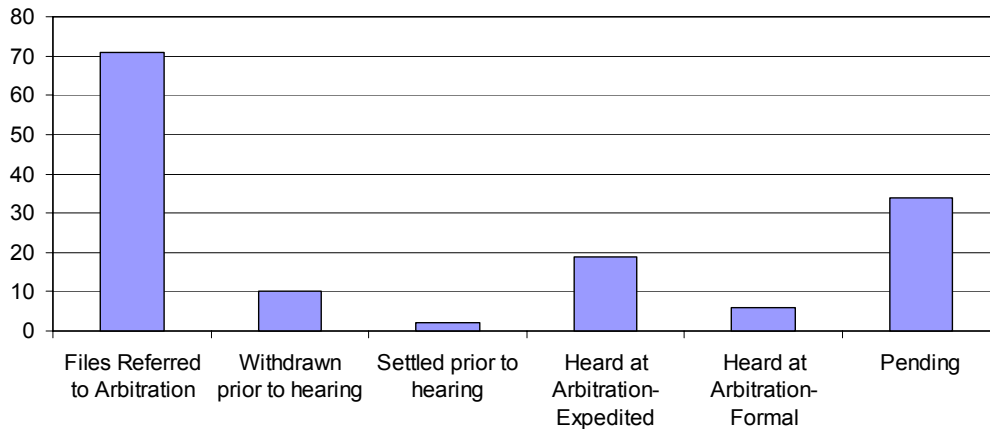
There are two types of arbitration: expedited and formal. Expedited arbitration allows grievances to be heard and decided relatively quickly, with limited evidence and no witnesses. Although awards given through the expedited process are binding, they are not precedent setting.

Formal arbitrations are similar to court hearings: they require evidence and witnesses. Formal arbitration awards are binding, as well as precedent setting and are deemed to form part of the Collective Agreement. The grievances presented at formal arbitration usually involve more complex issues, such as discipline.

The majority of grievances are resolved through discussion between managers, the unions, employees and human resource practitioners. Sometimes, when the employee and/or union cannot agree with the Employer, grievances are referred to arbitration where an independent arbitrator provides a final binding decision.

During 2004, 12 of the grievances referred to arbitration were resolved without a hearing, 10 were withdrawn and a further 2 were settled. Through the expedited arbitration process, 19 grievances were resolved, while 6 of the grievances were resolved through formal arbitration. At the end of the year 34 grievances were still under review.

Arbitration Activity, 2004



Staffing Appeals

The staffing appeals process allows a GNWT employee or an affirmative action candidate, who has applied on a position in the UNW bargaining unit, to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provide objective reviews of the staffing process, including the application of the Affirmative Action Policy. A representative from the GNWT and the union, and an independent chairperson, form the three-member staffing appeals committee.

Staffing Appeals, 2004

2004				
Who Appealed	Upheld	Denied	Withdrawn	Total
Affirmative Action Non-Employees	1	13	1	15
Affirmative Action Employees	2	10	0	12
Non-Affirmative Action Employees	2	12	0	14
Total	5	35	1	41
% of Total Appeals	12%	85%	2%	100%

The preceding table shows that the majority of the 2004 appeals (85%) were denied while only 12% of all appeals were upheld.

Workplace Conflict Resolution

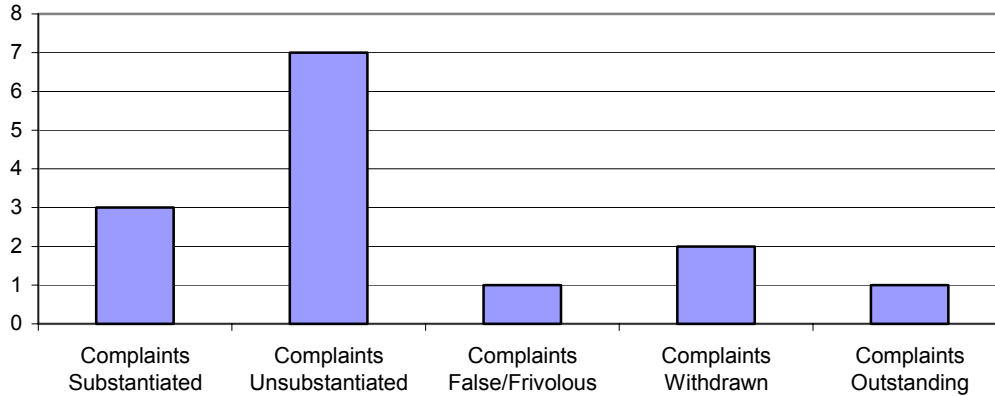
The GNWT recognizes the diversity of the public service and is committed to providing a workplace where all individuals are treated with fairness, dignity and respect.

The Workplace Conflict Resolution Policy not only deals with harassment but also seeks to educate and therefore avoid future situations that may arise from inappropriate behavior.

Training is provided annually to GNWT employees to become investigators; in addition, training is provided to employees on the policy itself including how the policy works, whom it applies to and how to go through the investigation process.

The complaint process has both formal and informal complaint resolution options. In order to make consistent, accurate and realistic assessment of complaints, the complaints are forwarded to Labour Relations which reviews each statement made by the complainant and thoroughly examines harassment policies, collective agreements, etc., in order to provide guidance and advice to the department on the appropriate action to take.

Workplace Conflict Resolution, 2004



In 2004, 11 formal investigations were conducted compared to the 8 formal investigations in 2003 and the 10 formal investigations in 2002. Of the 11 formal investigations completed in 2004, 3 were substantiated and warranted varying degrees of action by the Deputy Head of the unit. The remaining 7 investigations were unsubstantiated. One complaint was found to be false or frivolous, and two were withdrawn.

Collective Bargaining

Union of Northern Workers (UNW)

The third year of the three-year agreement with the UNW became effective on April 1, 2004. Employees received an increase of 3% to the pay line.

The UNW served notice on the GNWT to commence bargaining a new collective agreement prior to the expiry of the current agreement. The UNW and the GNWT proceeded into negotiations and are optimistic the parties will be able to negotiate an agreement that will meet their mutual objectives.

Northwest Territories Teachers' Association (NWTTA)

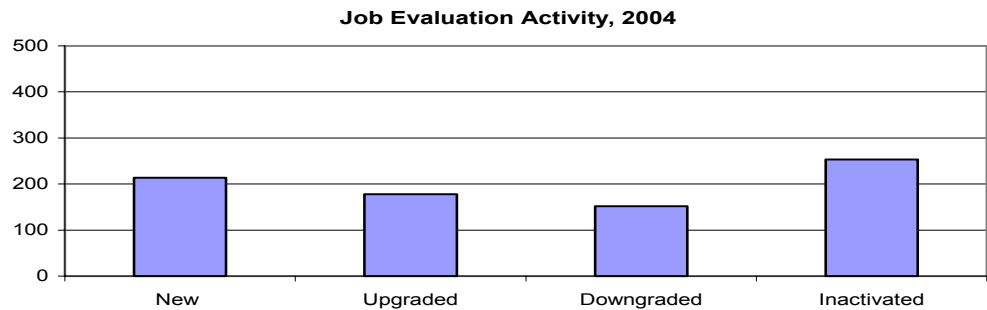
The second year of the two-year agreement with the UNW became effective on September 1, 2004. Employees received an increase of 3% to the salary grid in the second year.

Job Evaluation

The Job Evaluation process allows the GNWT to analyze and evaluate work for the purpose of determining the relative value of jobs in the UNW bargaining unit, excluded and management positions. The Hay method of job evaluation is the gender-neutral system used by the GNWT. It recognizes four factors that are stipulated in the equal pay provisions of the GNWT *Public Service Act* — skill, effort, responsibility and working conditions.

Each factor carries a point value or “weight”. The total of the points of all factors for each job identifies where that job is ranked in relation to all other jobs in the organization. All the jobs within the GNWT, except teachers, are evaluated this way. The pay structures for employees are based on these evaluations. Teachers’ salaries are based on education and experience.

Positions in the GNWT may change frequently due to changes in responsibilities assigned to a position, reporting relationships and environmental factors. The following chart shows the job evaluation activity for the calendar year 2004.



Evaluation Appeals

Job evaluation appeals are conducted with representatives from both the FMBS and the UNW in the case of unionized employees. In the case of appeals by excluded employees, a designated employee representative is involved.

At the beginning of the year, 32 appeals filed by members of the Union of Northern Workers and 1 appeal filed by an excluded employee were outstanding.

During 2004, 30 appeals from the UNW and 1 appeal from an excluded employee were filed. Thirty-five (35) appeals related to UNW positions were heard and 3 were withdrawn, including some outstanding from the previous year. One (1) appeal on an excluded position was heard in 2004.

At the end of 2004, 24 appeals related to UNW positions and 1 appeal related to an excluded position were outstanding.

Employee Compensation

On average, base salary and wages represent 74% of total compensation, while benefits and allowances represent 26% of total compensation. From a monetary perspective, for each employee making an average salary of \$66,785, the GNWT provides, on average, an additional \$17,400 in benefits and allowances.

Salary and Wages

Salary and wages includes cost items such as:

- Regular salary;
- Acting pay;
- Retroactive pay;
- Earned leave such as annual and sick leave; and
- Overtime.

General Allowances include:

- Bilingual Bonus/Language Allowance; and
- Northern Allowance - The Northern Allowance is intended to compensate employees for reasonable differences in the cost of living between Yellowknife and other communities in the NWT and to provide general transportation assistance.

Pension and Group Benefits

The GNWT cost-shares with the employee contributions and premiums required for federally regulated income protection programs including the Canada Pension Plan and Employment Insurance. The GNWT fully funds Workers' Compensation premiums.

The GNWT participates in benefit plans to supplement these federally regulated programs. Some of these plans include:

- The Federal Public Service Superannuation Plan, which provides employees with income after retirement;
- Disability Insurance (unionized employees) and Long-term Disability Insurance (non-unionized employees and senior managers), which provide up to 70% of salary to employees who become disabled and are unable to perform the duties of their position;
- Dental Plan, in which the GNWT pays eligible dental services provided for under its dental plan up to \$1,000 a year per plan member;
- Public Service Health Care Plan, which provides coverage for specified services and products that are not covered under provincial/territorial health insurance plans;
- Maternity and Adoption leave;
- Public Service Management Insurance Plan, which is available to excluded and senior management employees, provides basic and supplementary life insurance (including dependants), and accidental death and dismemberment insurance;
- Medical Travel Assistance;
- Removal In/transfer;
- Professional Development/Training; and
- Relocation and Ultimate Removal.

Human Resource Management System

The Human Resource Management System (HRMS) produces payroll and creates human resource information to assist management in making sound human resource management decisions. The HRMS is currently utilized by:

- All GNWT departments;
- The NWT Housing Corporation;
- Stanton Territorial Health Authority;
- Aurora College;
- Divisional Education Authorities; and
- Fort Smith and Dehcho Health and Social Services Authorities.

In late 2004, planning began to amalgamate GNWT human resource service delivery functions in the Financial Management Board Secretariat. Included in this initiative is the creation of a single payroll office for all GNWT departments and boards which will result in all boards and agencies utilizing the GNWT HRMS. In addition to the advance planning for this initiative, the systems unit focused on delivering training to users following the 2003 upgrade to version 8.3 of PeopleSoft. Some Departments, such as Health and Social Services, delivered sessions to employees on the utilization of the self-service aspects of the HRMS.

Equal Pay

Complaint

On June 25th, 2002, the Government of the Northwest Territories (GNWT), the Public Service Alliance of Canada (PSAC) and the Canadian Human Rights Commission (CHRC) settled the long-standing equal pay for work of equal value complaint. The Canadian Human Rights Tribunal (CHRT) issued a Consent Order, which ratified the negotiated agreement and officially resolved the legal and financial issues between the GNWT, the PSAC and the CHRC.

The equal pay settlement outlines approximately a three-year process to identify eligible employees, verify service, process payments and review anomalous situations.

While the complaint and settlement involved only unionized workers, the GNWT extended the same compensation methodology to eligible excluded occupational groups and class codes. A total funding mandate of \$62 million was established to finance the two settlement initiatives.

Eligible individuals had until December 31, 2004 to submit a claim in order to receive compensation.

As of December 31, 2004 the GNWT had transacted in excess of 10,000 UNW regular, casual, and excluded payments totaling approximately \$49 million dollars. The GNWT is currently finalizing the last stages of the remaining claims to fulfill its commitments under the negotiated agreement.

Legislation

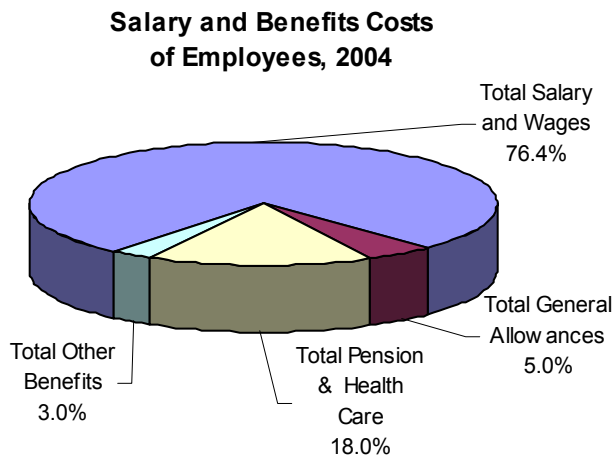
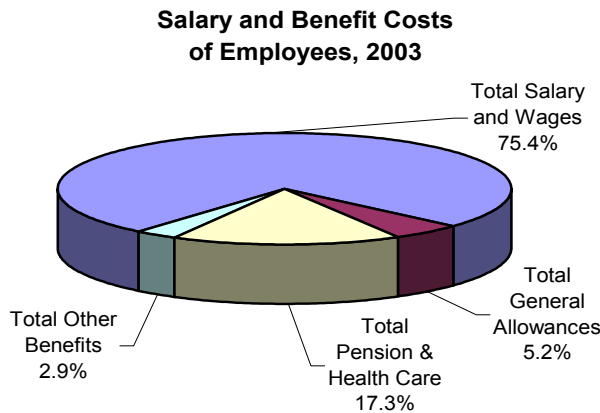
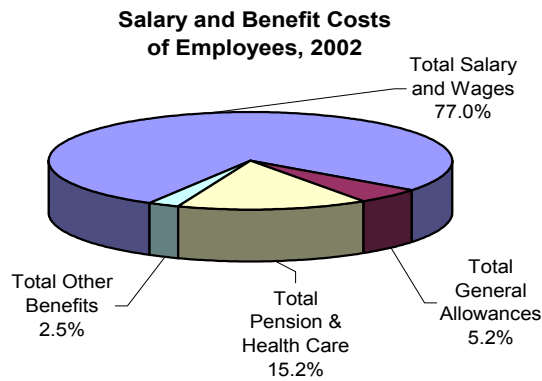
New equal pay provisions of the *Public Service Act* came into force on July 1, 2004. This coincided with the coming into force of the new *NWT Human Rights Act*. With these legislative provisions, the NWT has one of the most comprehensive and progressive human rights frameworks in Canada. Human rights protections are now governed in accordance with NWT legislation and administered by NWT created bodies.

The Federal Government granted an exemption to the GNWT under section 66 of the *Canadian Human Rights Act* so that the GNWT now has jurisdiction over this area of legislation in the NWT. The combination of the *NWT Human Rights Act* and the equal pay provisions of the *Public Service Act* provide for a legislative human rights regime, which meets or exceeds the previous standards under the *NWT Fair Practices Act* and the *Canadian Human Rights Act*.

With the new *Public Service Act* provisions, an Equal Pay Commissioner was appointed to carry out the functions identified within legislation such as receiving complaints, conducting investigations, assisting parties to resolve complaints, and preparing investigation reports. The Equal Pay Commissioner is also responsible for promoting awareness and understanding of the right to equal pay for work of equal value.

HUMAN RESOURCE COSTS OF THE GNWT PUBLIC SERVICE

The cost of maintaining the GNWT public service is tracked for each calendar year. For comparison purposes, the following graphs depict the 2002, 2003 and 2004 approximate total compensation costs for employing the entire public service, including those employees holding casual employment.



Note: Percentages may not add up to 100, due to rounding.

Government of the Northwest Territories

Salary and Benefit Costs of Employees

for year ended December 31st 2004

Costs	2002	2003	2004
Salary	\$252,627,000	\$260,801,000	\$284,608,000
Overtime	\$11,261,000	\$12,060,000	\$13,901,000
Call-back	\$1,420,000	\$1,569,000	\$1,869,000
Miscellaneous	\$2,097,000	\$2,039,000	\$2,583,000
Standby	\$1,032,000	\$1,203,000	\$1,149,000
Shift Premium	\$720,000	\$862,000	\$917,000
Total Salary and Wages	\$269,157,000	\$278,534,000	\$305,027,000
Northern Allowance	\$17,082,000	\$17,902,000	\$18,654,000
Bilingual Bonus/Language Allowance	\$378,000	\$380,000	\$377,000
Education Allowance	\$857,000	\$861,000	\$775,000
Total General Allowances	\$18,317,000	\$19,143,000	\$19,806,000
Superannuation	\$29,119,000	\$32,229,000	\$33,261,000
Employment Insurance	\$5,378,000	\$5,340,000	\$4,904,000
Canadian Pension Plan	\$8,059,000	\$8,980,000	\$9,073,000
Workers' Compensation Plan	\$1,279,000	\$1,414,000	\$1,815,000
Disability Insurance	\$1,835,000	\$3,009,000	\$3,201,000
Dental	\$2,197,000	\$2,559,000	\$2,580,000
Public Service Health Care Plan	\$2,153,000	\$2,550,000	\$2,829,000
Maternity/Parental/Adoption Leave	\$2,222,000	\$3,324,000	\$3,402,000
Public Service Management Insurance Plan	\$609,000	\$919,000	\$948,000
Employee Family Assistance Program	\$383,000	\$463,000	\$505,000
Total Pension and Health Care	\$53,234,000	\$60,787,000	\$62,518,000
Medical Travel Assistance	\$1,931,000	\$2,899,000	\$3,296,000
Removal In/Transfer	\$2,649,000	\$2,331,000	\$2,504,000
Severance Pay	\$1,246,000	\$1,938,000	\$2,228,000
Professional Development/Training	\$2,431,000	\$2,974,000	\$3,354,000
Removal Out/Ultimate	\$426,000	\$702,000	\$630,000
Total Other Benefits	\$8,683,000	\$10,844,000	\$12,012,000
Grand Total	\$349,391,000	\$369,308,000	\$399,363,000

Note: CPP and EI figures revised for 2003

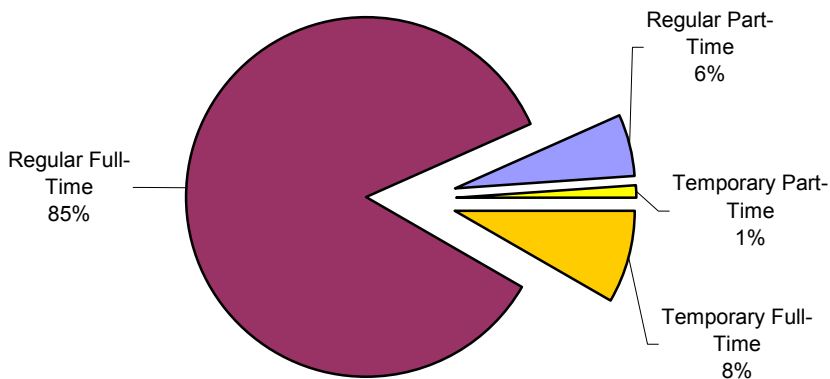
WORKFORCE INFORMATION

Employment Type

The GNWT reports on four employment types – regular (indeterminate), temporary, full-time and part-time employment. Regular or indeterminate employment has no specific termination date. Temporary employees may be hired for a specific period, often to complete a particular project. Full-time refers to a normal working day with a 37.5, 40, or 42 hour work week. Part-time employment is for less than a standard work week. The majority of employees are hired on a regular and full-time basis but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments.

At the end of 2004, 91% of the GNWT public service were working on a regular (indeterminate) basis, while 9% were working on a temporary basis. Also, 93% of the GNWT public service held full-time positions, while 7% held part-time positions.

Employment by Regular, Temporary and Full/Part Time, 2004



Composition of the Public Service

At the end of December 2004, the GNWT employed 4,049 staff. Most staff (52%) were located in departments, with approximately 4% in Aurora College, 17% in the Divisional Education Councils, 25% in the Health and Social Services Authorities and 2% in the NWT Housing Corporation.

Government of the Northwest Territories

The majority of GNWT employees, about 84%, were members of the UNW and the NWTTA. Excluded employees accounted for 12% of the public service, while senior management made up 4%.

Approximately 51% of employees were employed in the Regions and 49% at Headquarters.

The average employee was 42.9 years of age in 2004, had a salary of \$66,802 per year and had 7.8 years of service.

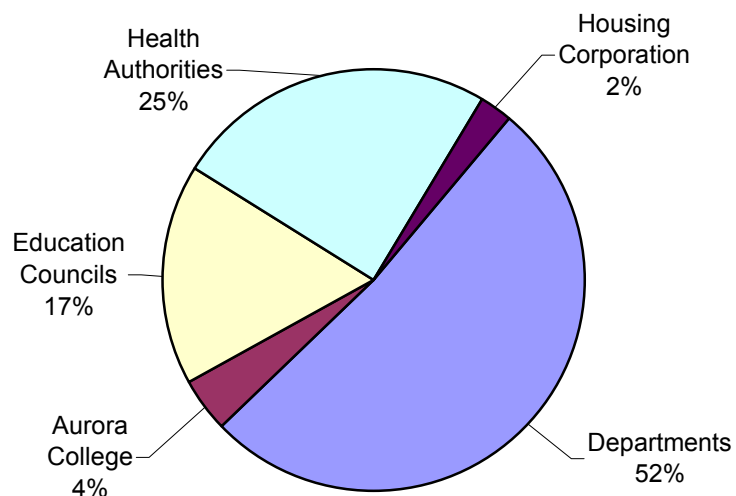
The average aboriginal employee was 43.0 years of age, had a salary of \$58,301 per year and had 8.3 years of service.

The average non-aboriginal employee was 42.9 years of age, had a salary of \$70,804 per year and had 7.6 years of service.

The average female employee was 42.1 years of age, had a salary of \$62,501 per year and had 7.0 years of service.

The average male employee was 44.3 years of age, had a salary of \$74,027 per year and had 9.2 years of service.

Public Service by Boards, Agencies and Departments at December 31, 2004



Employee Retention

Employee retention is the measurable effect of employees remaining in the GNWT public service. Overall, retention within the GNWT decreased slightly from 86.0% in 2003 to 85.5% in 2004.

Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

The public service is comprised of a wide range of jobs. Examples of the positions found within each occupational category include:

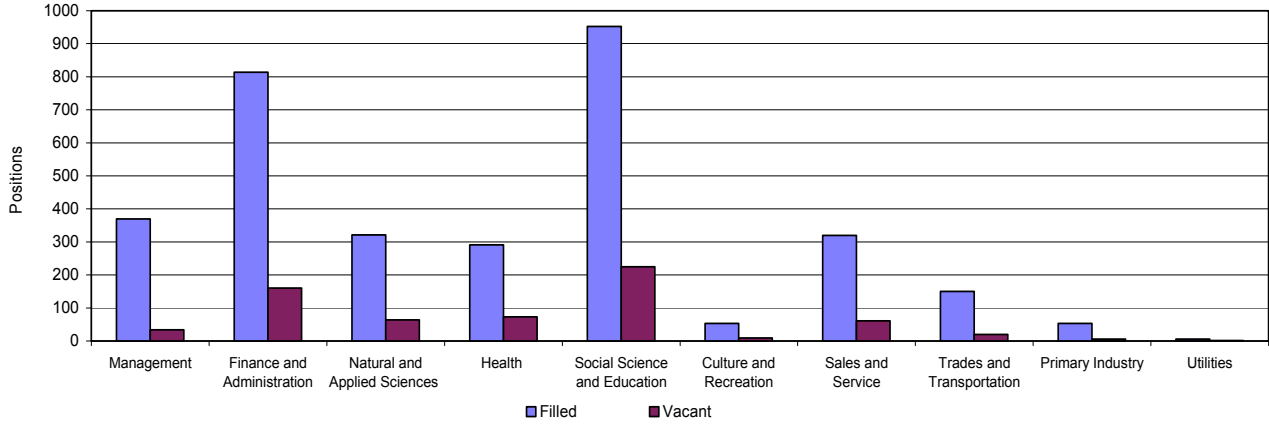
- **Management:** Deputy Minister, Program Director and Regional Superintendent.
- **Business, Finance & Administration:** Finance Officer, Human Resource Officer and office support staff.
- **Natural & Applied Sciences & Related Occupations:** Engineer, Biologist and Renewable Resources Officer.
- **Health Occupations:** Registered Nurse, Medical Lab Technician and Certified Nursing Assistant.
- **Occupations in Social Science, Education & Government Service and Religion:** Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer.
- **Occupations in Art, Culture, Recreation & Sport:** Librarian and Youth Worker.
- **Sales and Service:** Correctional Officer, Classroom Assistant and Custodial Worker.
- **Trades, Transport and Equipment Operators and Related Occupations:** Mechanic and Equipment Operator.

- **Occupations Unique to Primary Industry:** Fire Crew Member.
- **Manufacturing and Utilities:** Municipal Works Officer and Water Plant Operator.

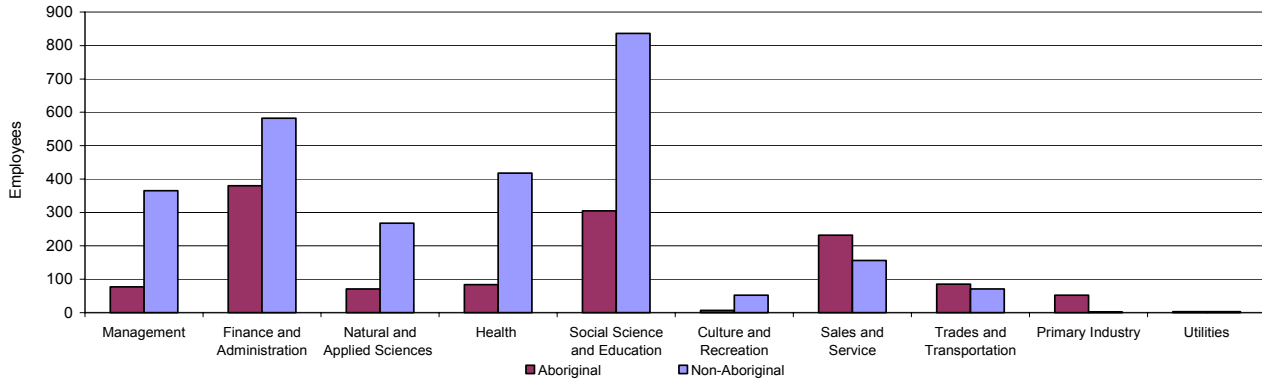
The occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, aboriginal status, average age, average salary and average length of territorial public service. This data may be used to monitor, track and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

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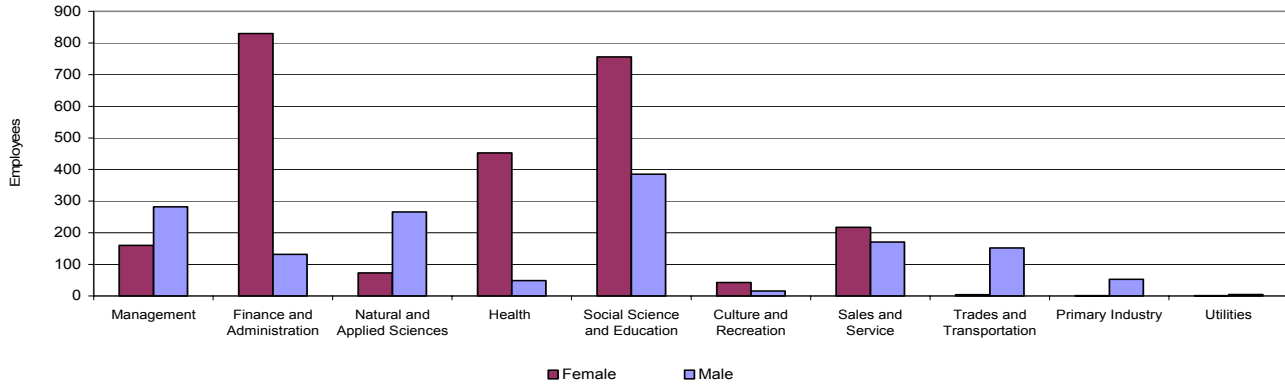
**Positions by Occupational Category
at December 31, 2004**



**Aboriginal Employment by Occupational Category
at December 31, 2004**

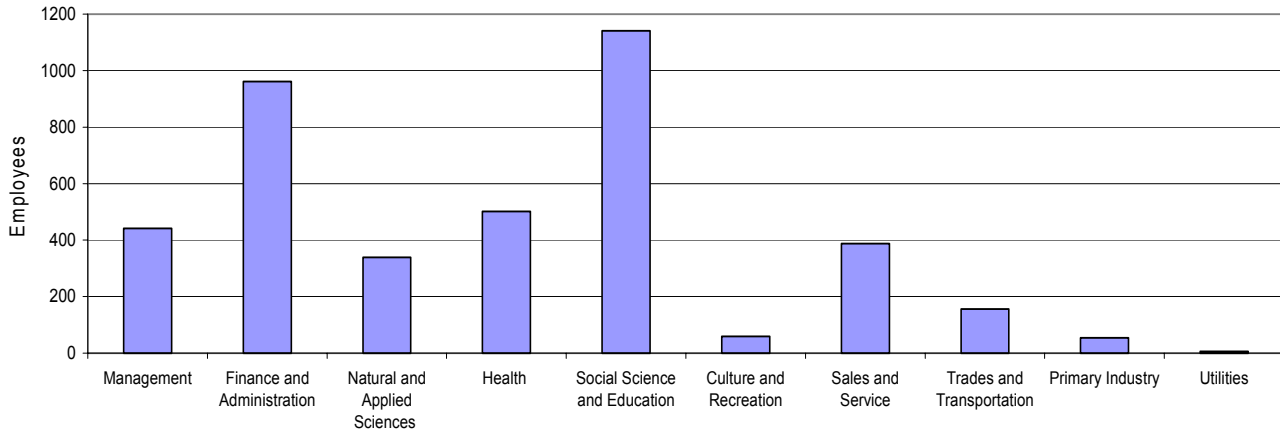


**Employee Gender by Occupational Category
at December 31, 2004**

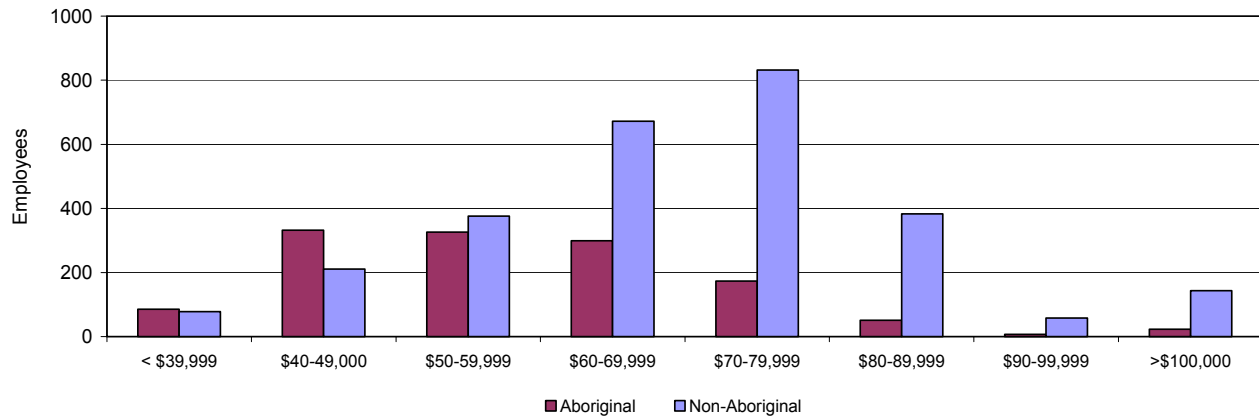


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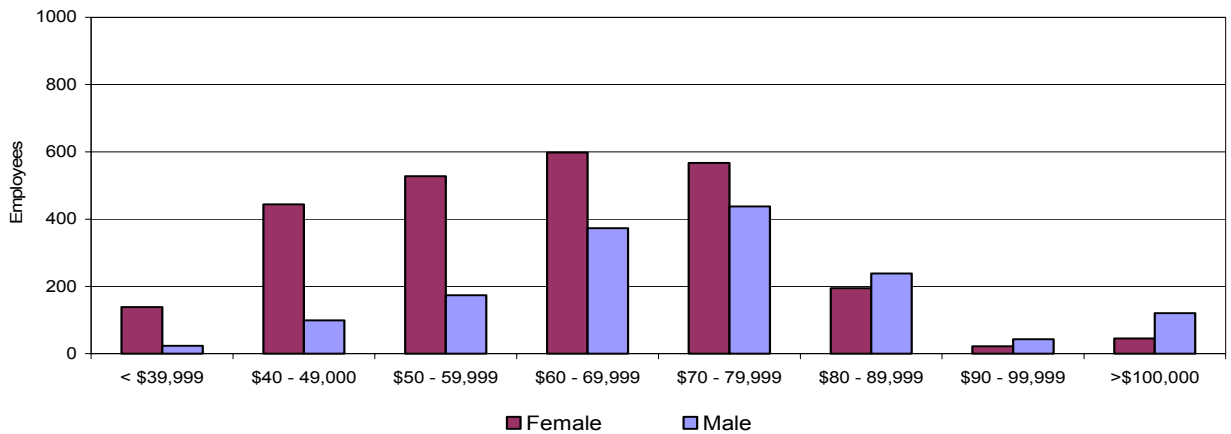
**Employees by Occupational Category
at December 31, 2004**



**Salary Distribution, Aboriginal/Non-Aboriginal
at December 31, 2004**

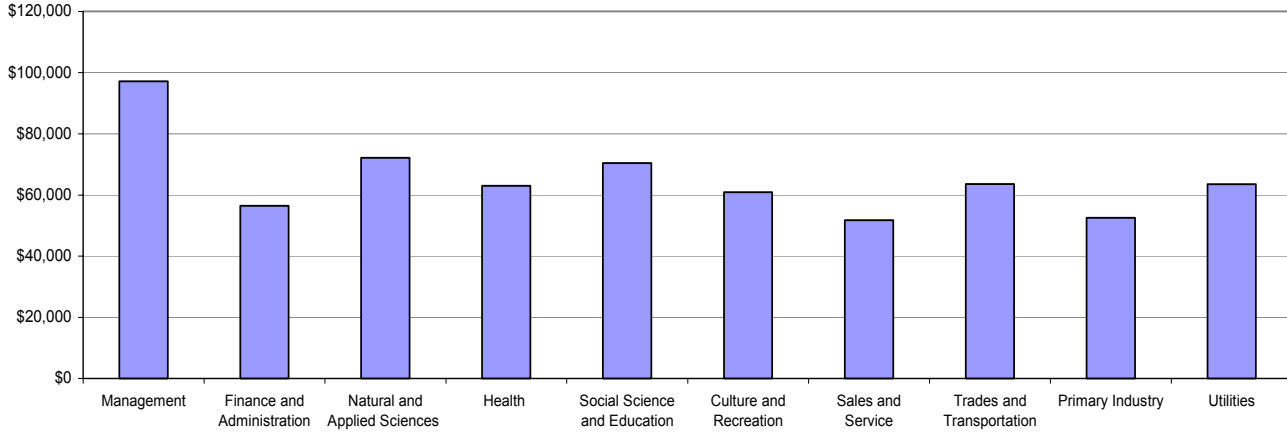


**Salary Distribution by Gender
at December 31, 2004**

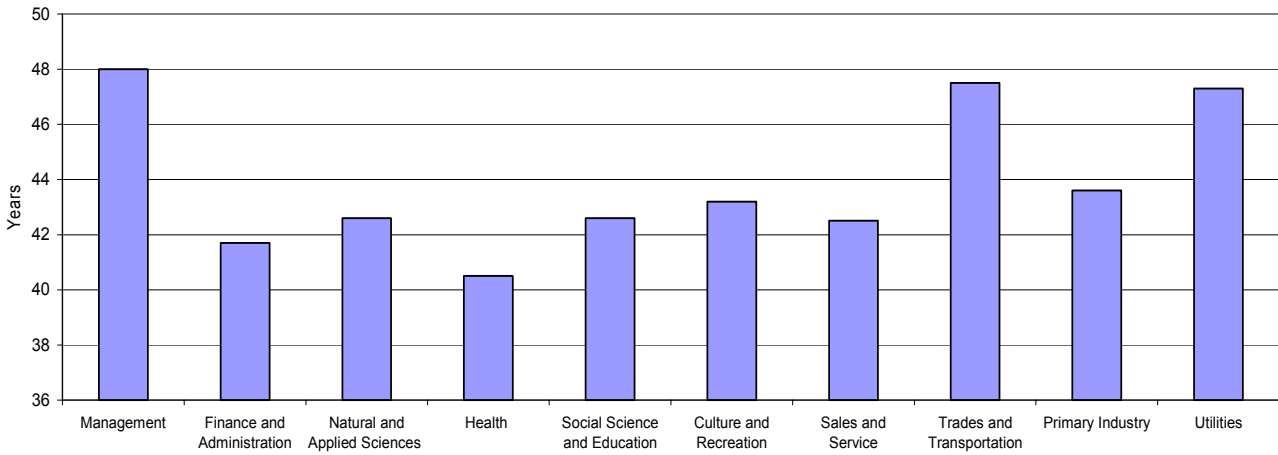


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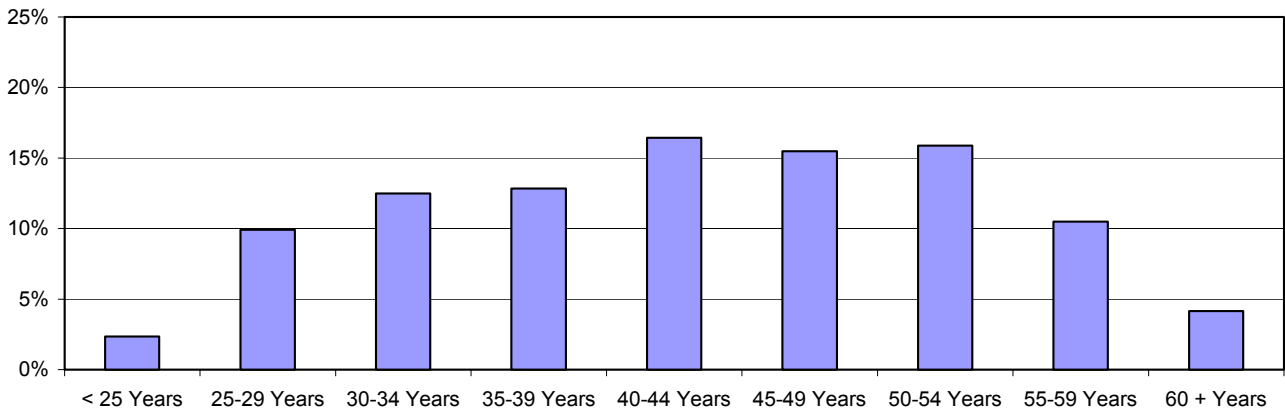
**Average Salary by Occupational Category
at December 31, 2004**



**Average Age by Occupational Category,
at December 31, 2004**

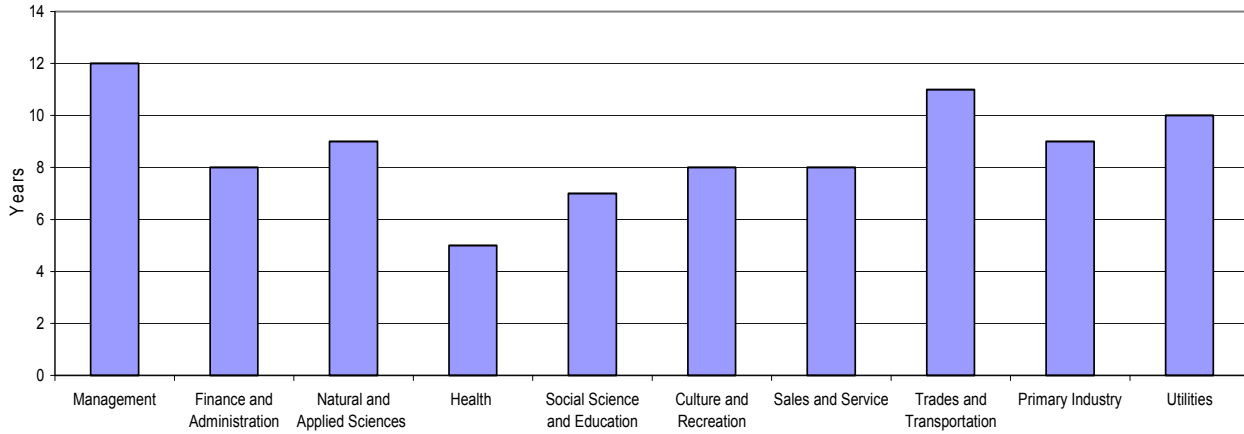


**Employee Distribution by Age Group
at December 31, 2004**

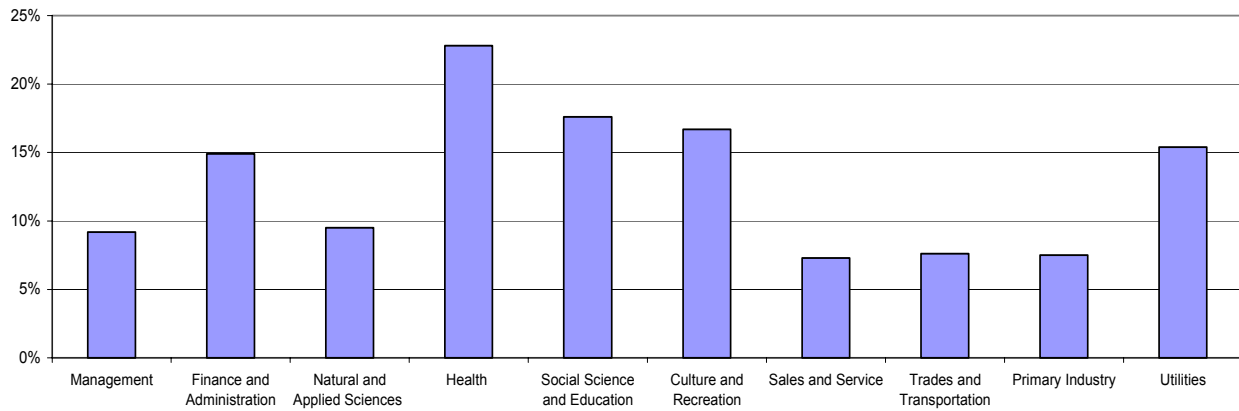


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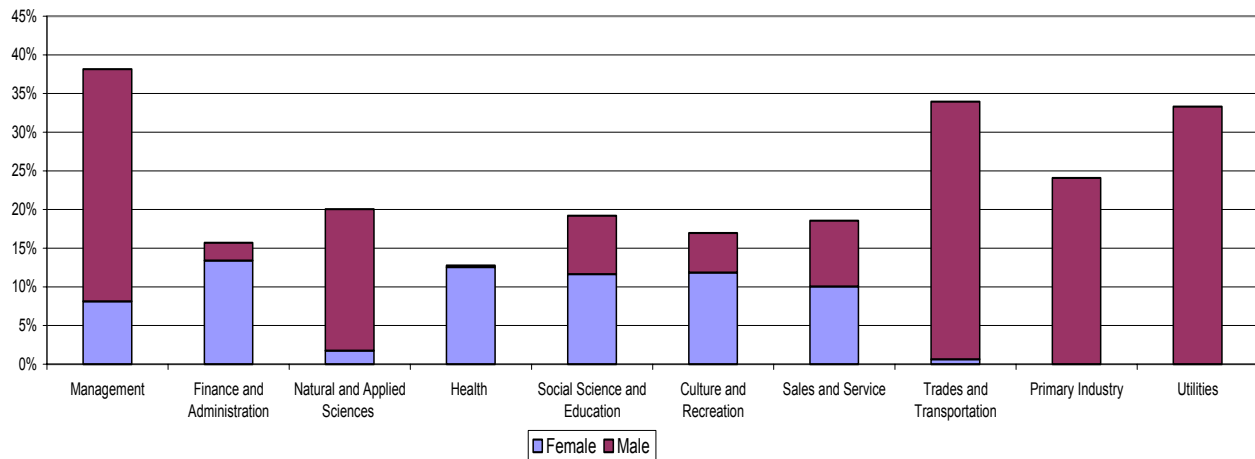
Average Years Territorial Public Service by Occupational Category at December 31, 2004



Turnover Rate by Occupational Category at December 31, 2004

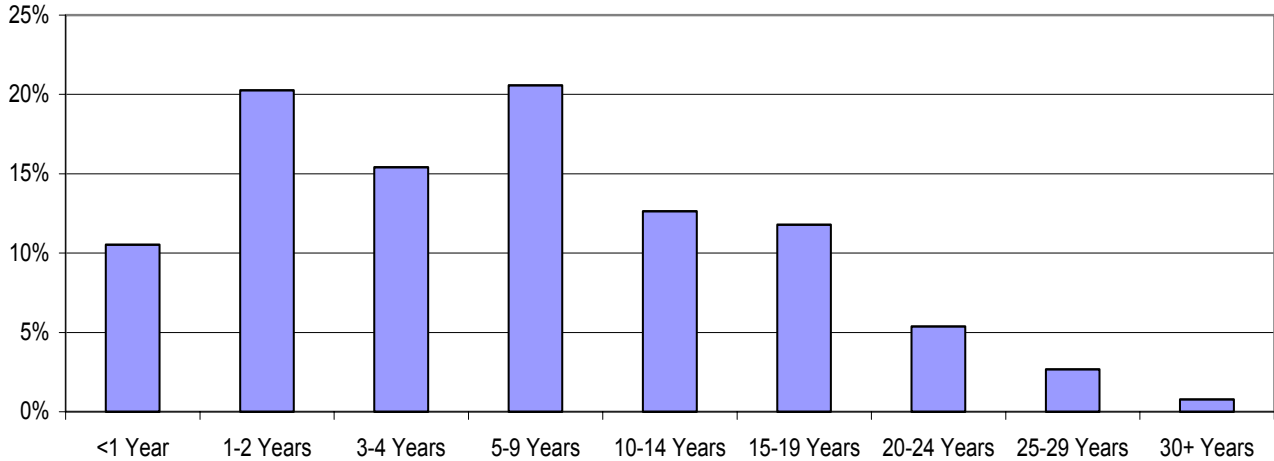


Retirement Rate Projection over the next 10 years by Gender and Occupational Category at December 31, 2004

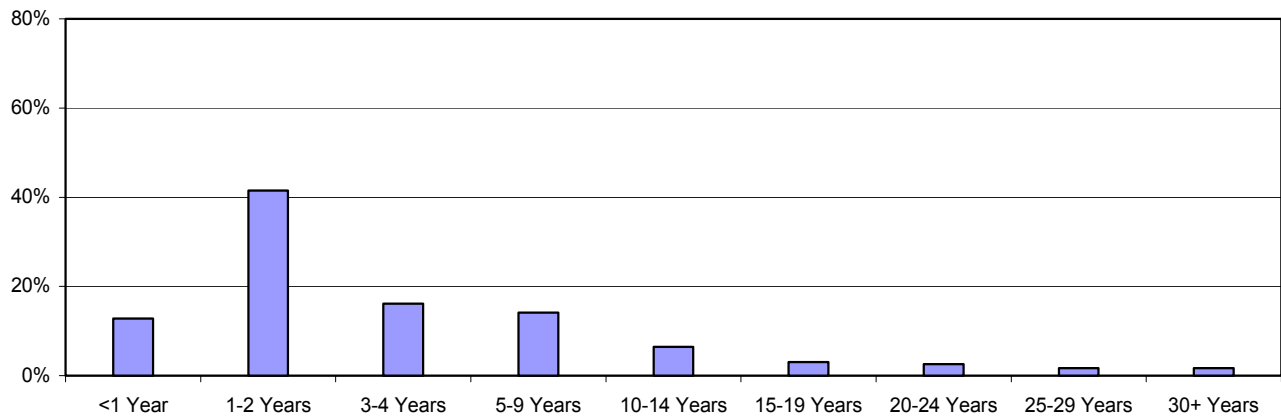


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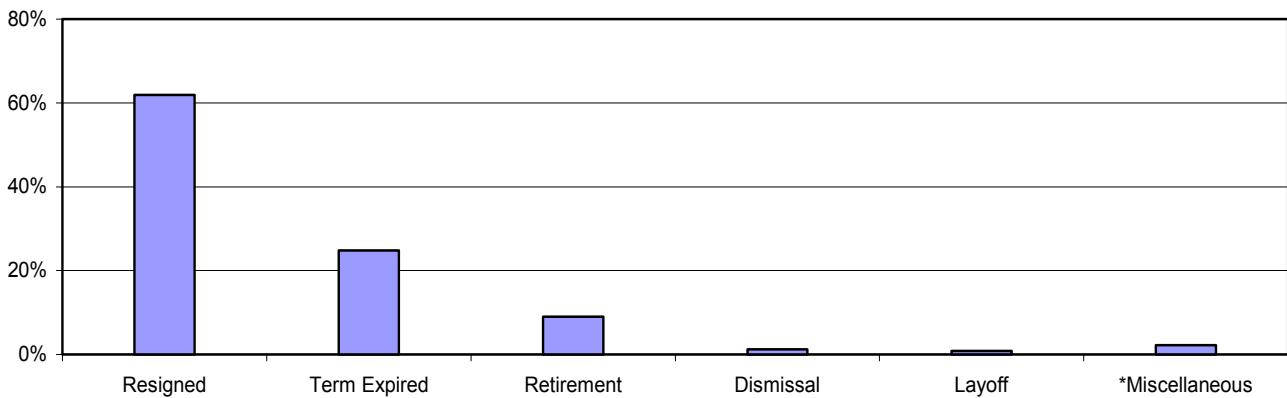
Employee Distribution by Years of Territorial Public Service at December 31, 2004



Separations by Years of Service, 2004



Separations by Reason for Leaving, 2004



***Miscellaneous: includes Death in Service, Health, Abandonment of Position, Rejection on Probation**

Government of the Northwest Territories

Indigenous Aboriginal Employees by Community at December 31, 2004

2004			
Region/Community	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	1,985	328	17%
Yellowknife	1,985	328	17%
Fort Simpson Region	319	173	54%
Fort Liard	42	27	64%
Fort Providence	48	30	63%
Fort Simpson	180	86	48%
Hay River Reserve	16	6	38%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Nahanni Butte	5	3	60%
Trout Lake	10	8	80%
Wrigley	13	11	85%
Fort Smith Region	908	444	49%
Enterprise	13	4	31%
Fort Resolution	45	31	69%
Fort Smith	387	176	45%
Hay River	273	123	45%
Lutselk'e	24	15	63%
Rae Lakes	10	4	40%
Rae/Edzo	127	76	60%
Wekweti	5	3	60%
Wha Ti	24	12	50%
Inuvik Region	837	351	42%
Aklavik	40	27	68%
Colville Lake	8	5	63%
Deline	29	19	66%
Fort Good Hope	35	18	51%
Fort McPherson	59	33	56%
Holman	26	10	38%
Inuvik	456	163	36%
Norman Wells	87	25	29%
Paulatuk	15	7	47%
Sachs Harbour	8	3	38%
Tsiigehtchic	10	5	50%
Tuktoyaktuk	38	23	61%
Tulita	26	13	50%
Total GNWT	4,049	1,296	32%

2004 Public Service Annual Report

Aboriginal Employment at December 31, 2004

2004			
Department/Board	Total Employees	Aboriginal Employees	% Aboriginal Employees
Aboriginal Affairs	39	12	31%
Aurora College	168	48	29%
Education, Culture and Employment	197	59	30%
Executive	66	13	20%
Finance	50	13	26%
Financial Management Board Secretariat	159	43	27%
Health and Social Services	157	34	22%
Justice	415	132	32%
Legislative Assembly	28	3	11%
Municipal and Community Affairs	132	37	28%
Public Works and Services	209	70	33%
Resources, Wildlife and Economic Development	390	175	45%
Transportation	254	96	38%
Total for Departments	2,264	735	32%
Beaufort/Delta Divisional Education Council	197	60	30%
Commission Scolaire	20	0	0%
Deh Cho Divisional Education Council	102	42	41%
Dogrib Divisional Education Council	77	31	40%
Sahtu Divisional Education Council	91	31	34%
South Slave Divisional Education Council	199	59	30%
Total for Education Councils	686	223	33%
Deh Cho Health and Social Services Authority	68	38	56%
Dogrib Community Services Board	68	47	69%
Fort Smith Health and Social Services Authority	81	34	42%
Inuvik Regional Health and Social Services Authority	238	117	49%
Sahtu Health and Social Services Authority	4	1	25%
Stanton Territorial Health Authority	390	29	7%
Yellowknife Health and Social Services Authority	149	36	24%
Total for Health and Social Services Authorities	998	302	30%
Northwest Territories Housing Corporation	101	36	36%
Total of Public Service	4,049	1,296	32%

2004			
Region	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	1,985	328	17%
Fort Simpson	319	173	54%
Fort Smith	908	444	49%
Inuvik	837	351	42%
Total	4,049	1,296	32%

Government of the Northwest Territories

Indigenous Non-Aboriginal Employment at December 31, 2004

2004			
Department/Board	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Aboriginal Affairs	39	13	33%
Aurora College	168	10	6%
Education, Culture and Employment	197	40	20%
Executive	66	19	29%
Finance	50	5	10%
Financial Management Board Secretariat	159	47	30%
Health and Social Services	157	20	13%
Justice	415	68	16%
Legislative Assembly	28	11	39%
Municipal and Community Affairs	132	34	26%
Public Works and Services	209	34	16%
Resources, Wildlife and Economic Development	390	56	14%
Transportation	254	48	19%
Total for Departments	2,264	405	18%
Beaufort/Delta Divisional Education Council	197	3	2%
Commission Scolaire	20	0	0%
Deh Cho Divisional Education Council	102	3	3%
Dogrib Divisional Education Council	77	0	0%
Sahtu Divisional Education Council	91	1	1%
South Slave Divisional Education Council	199	17	9%
Total for Education Councils	686	24	3%
Deh Cho Health and Social Services Authority	68	2	3%
Dogrib Community Services Board	68	5	7%
Fort Smith Health and Social Services Authority	81	2	2%
Inuvik Regional Health and Social Services Authority	238	12	5%
Sahtu Health and Social Services Authority	4	0	0%
Stanton Territorial Health Authority	390	44	11%
Yellowknife Health and Social Services Authority	149	23	15%
Total for Health and Social Services Authorities	998	88	9%
Northwest Territories Housing Corporation	101	16	16%
Total of Public Service	4,049	533	13%

2004			
Region	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Headquarters	1,985	403	20%
Fort Simpson	319	19	6%
Fort Smith	908	78	9%
Inuvik	837	33	4%
Total	4,049	533	13%

2004 Public Service Annual Report

Disabled Persons Employment at December 31, 2004

Department/Board	2004		
	Total Employees	Disabled Employees	% of Disabled Employees
Aboriginal Affairs	39	0	0.0%
Aurora College	168	0	0.0%
Education, Culture and Employment	197	0	0.0%
Executive	66	0	0.0%
Finance	50	1	2.0%
Financial Management Board Secretariat	159	0	0.0%
Health and Social Services	157	1	0.6%
Justice	415	0	0.0%
Legislative Assembly	28	0	0.0%
Municipal and Community Affairs	132	0	0.0%
Public Works and Services	209	5	2.4%
Resources, Wildlife and Economic Development	390	1	0.3%
Transportation	254	1	0.4%
Total for Departments	2,264	9	0.4%
Beaufort/Delta Divisional Education Council	197	0	0.0%
Commission Scolaire	20	0	0.0%
Deh Cho Divisional Education Council	102	0	0.0%
Dogrib Divisional Education Council	77	0	0.0%
Sahtu Divisional Education Council	91	0	0.0%
South Slave Divisional Education Council	199	0	0.0%
Total for Education Councils	686	0	0.0%
Deh Cho Health and Social Services Authority	68	0	0.0%
Dogrib Community Services Board	68	0	0.0%
Fort Smith Health and Social Services Authority	81	0	0.0%
Inuvik Regional Health and Social Services Authority	238	1	0.4%
Sahtu Health and Social Services Authority	4	0	0.0%
Stanton Territorial Health Authority	390	2	0.5%
Yellowknife Health and Social Services Authority	149	0	0.0%
Total for Health and Social Services Authorities	998	3	0.3%
Northwest Territories Housing Corporation	101	5	5.0%
Total of Public Service	4,049	17	0.4%

Region	2004		
	Total Employees	Disabled Employees	% of Disabled Employees
Headquarters	1,985	10	0.5%
Fort Simpson	319	2	0.6%
Fort Smith	908	1	0.1%
Inuvik	837	4	0.5%
Total	4,049	17	0.4%

Government of the Northwest Territories

Aboriginals in Senior Management at December 31, 2004

2004			
Department/Board	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Aboriginal Affairs	7	1	14%
Aurora College	9	2	22%
Education, Culture and Employment	16	4	25%
Executive	11	2	18%
Finance	10	2	20%
Financial Management Board Secretariat	12	3	25%
Health and Social Services	10	1	10%
Justice	12	1	8%
Legislative Assembly	5	0	0%
Municipal and Community Affairs	14	5	36%
Public Works and Services	9	1	11%
Resources, Wildlife and Economic Development	26	3	12%
Transportation	15	0	0%
Total for Departments	156	25	16%
Beaufort/Delta Divisional Education Council	2	1	50%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	0	0	0%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	6	2	33%
Deh Cho Health and Social Services Authority	3	1	33%
Dogrib Community Services Board	1	0	0%
Fort Smith Health and Social Services Authority	2	0	0%
Inuvik Regional Health and Social Services Authority	4	0	0%
Sahtu Health and Social Services Authority	2	0	0%
Stanton Territorial Health Authority	4	0	0%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	17	1	6%
Northwest Territories Housing Corporation	7	3	43%
Total of Public Service	186	31	17%

2004			
Region	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Headquarters	138	16	12%
Fort Simpson	8	3	38%
Fort Smith	20	7	35%
Inuvik	19	5	26%
Total	185	31	17%

2004 Public Service Annual Report

Women in Senior Management at December 31, 2004

Department/Board	2004		
	Total Management Employees	Number of Women in Management	% of Women in Management
Aboriginal Affairs	7	1	14%
Aurora College	9	6	67%
Education, Culture and Employment	16	7	44%
Executive	11	5	45%
Finance	10	1	10%
Financial Management Board Secretariat	12	4	33%
Health and Social Services	10	4	40%
Justice	12	5	42%
Legislative Assembly	5	1	20%
Municipal and Community Affairs	14	4	29%
Public Works and Services	9	1	11%
Resources, Wildlife and Economic Development	26	5	19%
Transportation	15	1	7%
Total for Departments	156	45	29%
Beaufort/Delta Divisional Education Council	2	2	100%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	0	0	0%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	6	3	50%
Deh Cho Health and Social Services Authority	3	3	100%
Dogrib Community Services Board	1	1	100%
Fort Smith Health and Social Services Authority	2	1	50%
Inuvik Regional Health and Social Services Authority	4	2	50%
Sahtu Health and Social Services Authority	2	1	50%
Stanton Territorial Health Authority	4	2	50%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	17	10	59%
Northwest Territories Housing Corporation	7	0	0%
Total of Public Service	186	58	31%

Region	2004		
	Total Management Employees	Number of Women in Management	% of Women in Management
Headquarters	138	36	26%
Fort Simpson	8	5	63%
Fort Smith	21	9	43%
Inuvik	19	8	42%
Total	186	58	31%

Government of the Northwest Territories

Women in Non-Traditional Occupations at December 31, 2004

2004			
Department/ Board	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Aboriginal Affairs	0	0	0%
Aurora College	0	0	0%
Education, Culture and Employment	2	0	0%
Executive	0	0	0%
Finance	4	0	0%
Financial Management Board Secretariat	6	2	33%
Health and Social Services	2	1	50%
Justice	10	5	50%
Legislative Assembly	0	0	0%
Municipal and Community Affairs	15	1	7%
Public Works and Services	67	7	10%
Resources, Wildlife and Economic Development	141	11	8%
Transportation	137	4	3%
Total for Departments	384	31	8%
Beaufort/Delta Divisional Education Council	9	2	0%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	9	3	0%
Dogrib Divisional Education Council	5	1	0%
Sahtu Divisional Education Council	5	1	0%
South Slave Divisional Education Council	8	0	0%
Total for Education Councils	37	7	19%
Deh Cho Health and Social Services Authority	1	0	0%
Dogrib Community Services Board	0	0	0%
Fort Smith Health and Social Services Authority	0	0	0%
Inuvik Regional Health and Social Services Authority	3	0	0%
Sahtu Health and Social Services Authority	0	0	0%
Stanton Territorial Health Authority	13	2	15%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	18	2	11%
Northwest Territories Housing Corporation	16	2	13%
Total of Public Service	455	42	9%
2004			
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Headquarters	163	25	15%
Fort Simpson	79	5	6%
Fort Smith	113	6	5%
Inuvik	100	6	6%
Total	455	42	9%

2004 Public Service Annual Report

Employee Turnover as at December 31, 2004

2004	
Department/Board	Percentage Turnover
Aboriginal Affairs	7.9%
Aurora College	17.6%
Education, Culture and Employment	12.7%
Executive	11.7%
Finance	8.2%
Financial Management Board Secretariat	12.1%
Health and Social Services	12.7%
Justice	12.0%
Legislative Assembly	10.3%
Municipal and Community Affairs	15.2%
Public Works and Services	9.5%
Resources, Wildlife and Economic Development	10.0%
Transportation	11.4%
Beaufort/Delta Divisional Education Council	24.4%
Commission Scolaire	43.5%
Deh Cho Divisional Education Council	16.5%
Dogrib Divisional Education Council	18.4%
Sahtu Divisional Education Council	25.4%
South Slave Divisional Education Council	14.3%
Deh Cho Health and Social Services Authority	7.9%
Dogrib Community Services Board	14.2%
Fort Smith Health and Social Services Authority	12.1%
Inuvik Regional Health and Social Services Authority	25.6%
Sahtu Health and Social Services Authority	0.0%
Stanton Territorial Health Authority	14.7%
Yellowknife Health and Social Services Authority	11.1%
NWT Housing Corporation	15.6%
Overall Average	14.5%

2004	
Region	Percentage Turnover
Headquarters	13.7%
Fort Simpson	15.4%
Fort Smith	9.3%
Inuvik	21.6%
Total	14.5%

Government of the Northwest Territories

Employee Performance Reviews at December 31, 2004

Department/ Board	2004		
	Number Due	Number Completed	Completion Rate
Aboriginal Affairs	37	16	43%
Aurora College	146	101	69%
Education, Culture and Employment	184	71	39%
Executive	44	13	30%
Finance	40	13	33%
Financial Management Board Secretariat	153	87	57%
Health and Social Services	132	119	90%
Justice	427	334	78%
Legislative Assembly	21	18	86%
Municipal and Community Affairs	105	79	75%
Public Works and Services	192	154	80%
Resources, Wildlife and Economic Development	255	189	74%
Transportation	250	81	32%
Total for Departments	1986	1275	64%
Beaufort/Delta Divisional Education Council	70	30	43%
Commission Scolaire	6	5	83%
Deh Cho Divisional Education Council	84	26	31%
Dogrib Divisional Education Council	54	41	76%
Sahtu Divisional Education Council	78	63	81%
South Slave Divisional Education Council	119	75	63%
Total for Education Councils	411	240	58%
Deh Cho Health and Social Services Authority	132	119	90%
Dogrib Community Services Board	61	14	23%
Fort Smith Health and Social Services Authority	77	36	47%
Inuvik Regional Health and Social Services Authority	177	122	69%
Sahtu Health & Social Services Authority	3	1	33%
Stanton Territorial Health Authority	328	318	97%
Yellowknife Health and Social Services Authority	133	133	100%
Total for Health and Social Services Boards	911	743	82%
Northwest Territories Housing Corporation	87	83	95%
Total Public Service	3,395	2,341	69%

