

Public Service. Public Focus.



2014 PUBLIC SERVICE ANNUAL REPORT

Government of the Northwest Territories

THE HONOURABLE JACKIE JACOBSON
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the 2014 calendar year on the management and direction of the public service in the Northwest Territories in accordance with the *Public Service Act*.

A handwritten signature in dark ink, consisting of a large, stylized 'T' followed by a series of loops and a final upward stroke.

The Honourable Tom Beaulieu
Minister of Human Resources

National Library of Canada Cataloguing in Publication Data

Government of the Northwest Territories - Department of Human Resources

Public Service Annual Report - 2014

Annual.

ISSN# 1202-6646

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Unless otherwise indicated, the primary source for statistics in this report is PeopleSoft to December 31, 2014, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data has been collected may not appear in the data presented. "Employee" means someone on payroll, occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data are based on indeterminate (regular) and term (temporary) employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Deputy Ministers, Senior Management, Excluded, NWT Teachers' Association and the Union of Northern Workers.

The Workers' Safety and Compensation Commission 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 report.

This report is available at the following website:

<http://www.hr.gov.nt.ca/documents/publications-manuals>

For more information on the GNWT and the Department of Human Resources, please visit:

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TABLE OF CONTENTS

MESSAGE FROM THE MINISTER.....	4
PURPOSE OF THE PUBLIC SERVICE	5
<i>Government of the Northwest Territories</i>	<i>5</i>
<i>Department of Human Resources.....</i>	<i>5</i>
HIGHLIGHTS OF THE YEAR	7
THE PREMIER’S AWARDS	9
CURRENT ENVIRONMENT.....	11
STRATEGIC CONTEXT	13
<i>Goal 1 – Fixing/Maintaining the Foundation.....</i>	<i>13</i>
<i>Goal 2 – Engage: Magnetic Attraction</i>	<i>14</i>
<i>Goal 3 – Dazzle: Diverse Opportunities.....</i>	<i>16</i>
<i>Goal 4 – Inspire: Expanding Horizons</i>	<i>17</i>
<i>Goal 5 – Renew: Charting a Path for Tomorrow.....</i>	<i>18</i>
DEVELOPMENT OF THE PUBLIC SERVICE	19
<i>Occupational Categories.....</i>	<i>19</i>
<i>National Occupational Classification Skill Level.....</i>	<i>20</i>
COMPOSITION OF THE PUBLIC SERVICE.....	21
<i>Employment Type</i>	<i>22</i>
<i>Work Absence Rate.....</i>	<i>22</i>
<i>Accession and Turnover Rates</i>	<i>23</i>
AFFIRMATIVE ACTION	24
HUMAN RESOURCE COSTS	28
IDENTIFYING CRITICAL POSITIONS FOR WORKFORCE AND SUCCESSION PLANNING BY OCCUPATIONAL CATEGORY	30
PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE	31
RECRUITMENT AND RETENTION	32
<i>Staffing Appeals.....</i>	<i>32</i>
<i>Applications for Public Service Jobs</i>	<i>33</i>
<i>Performance Management.....</i>	<i>34</i>
Department of Human Resources	43

MESSAGE FROM THE MINISTER



As Minister Responsible for the *Public Service Act*, I am pleased to present the 2014 Public Service Annual Report. This report provides information on the management and direction of the public service for the Government of the Northwest Territories (GNWT) and has been prepared in accordance with the *Public Service Act*.

Devolution of land and water resources was completed in 2014, with the GNWT welcoming 128 affected federal employees to our public service helping to ensure continuity of services to the public. Also completed was the transfer of HR transactional functions and information system platforms to the Department of Finance.

In addition to the 128 employees who joined the GNWT from the Devolution Transfer of Federal employees, another 678 were hired. A total of 567 employees exited from the GNWT in 2014, 99 of whom retired.

Driven by a commitment to excellence in the public service and to deliver high quality services, the Department of Human Resources continues its work to align the GNWT with modern best practices in human resource management. This work will help promote better outcomes for the managers that receive our services and the staff that provide them.

In modernizing our public service to achieve standards of excellence, we ensure a diverse, competent and sustainable workforce, capable of, and committed to, delivering high quality services to all residents. In this annual report, we assess our current practices and show how we are making changes based on best-practices to improve performance. Our efforts show that the GNWT continues to implement human resource strategies across the public service to achieve the 17th Legislative Assembly's Caucus Priorities, *Believing in People and Building on the Strengths of Northerners*, and vision of strong individuals, families and communities sharing the benefits and responsibilities of a unified, sustainable and prosperous NWT.

In 2014, the GNWT's efforts towards an inclusive workplace and a diverse and representative workforce were recognized nationally for the second consecutive year as one of Canada's Best Diversity Employers, and for the first time, as one of Canada's Top Employers for Young People. Awareness education and inclusion programming offered to GNWT employees help contribute to a barrier-free work environment where all employees can achieve their full potential. Our employment programs for Northern summer students and post-secondary graduates provide more opportunities for young Northerners to apply their skills and transition into careers with the GNWT. These initiatives help ensure we continue to be an employer of first choice in the recruitment of a talented and representative Northern workforce.

I would like to thank all staff for their hard work and dedication in meeting the challenges of the past year. I look forward to building on our successes in the coming year.

Tom Beaulieu
Minister of Human Resources

PURPOSE OF THE PUBLIC SERVICE

GOVERNMENT OF THE NORTHWEST TERRITORIES

The *Public Service Act* establishes the NWT public service. The *Act* also outlines the basic terms and conditions of employment, identifies the rights and responsibilities of employees and employer, and creates the labour relations framework of the GNWT.

The public service manages and delivers government programs and services to the people of the NWT. Areas of responsibility include: health and social services, justice, education, income support, economic development, industry and investment support, environment and natural resources, lands management including authority for inspections, enforcement and leasing on Territorial lands, housing, regulating the development of minerals, oil and gas, water management, transportation and highways, housing, support to community governments and cultural programs.

Public Service Mission

To provide excellent service to the people of the NWT.

Public Service Vision

Excellence, innovation and commitment are the touchstones of our service to the public.

Government Direction

The 17th Legislative Assembly's Caucus Priorities, *Believing in People and Building on the Strengths of Northerners*, outlines a vision of strong individuals, families and communities sharing in the benefits and responsibilities of a unified, sustainable and prosperous NWT.

DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources (DHR) is the corporate human resource agency for the GNWT. The Department's mandate is to provide leadership and direction to the GNWT, its boards and agencies in all areas of human resource management. Fulfilling this mandate involves the recruitment and retention of a competent, representative public service, the development of programs and policies that effectively serve the human resource needs of the public service, and the creation of a work environment that promotes employee development, safety and wellness, and positive labour/management relations. The mission and vision of the DHR are as follows:

Mission

Supporting excellence in the GNWT public service through the delivery of innovative, quality human resources.

Vision

Connecting with our clients to provide leadership and excellence in human resource management.

Human Resources Delivery

The GNWT human resources service delivery model integrates, connects and leverages HR services with corporate oversight while remaining flexible enough to respond to the unique human resource needs of departments and agencies. Human resource management is implemented within the framework provided through relevant legislation and policies.

DHR recognizes that client departments and agencies have a lead role to play in managing their own staff, including performance management and the oversight of time, labour and scheduling.

The DHR recognizes that client departments and agencies have a lead role to play in:

- managing their own staff, including performance management and the oversight of time, labour and scheduling;
- strategic management of their human resources using value added tools and support from the DHR in actions such as recruitment and staffing, succession planning and talent management; and
- managing their fiscal resources, authorities and accountabilities.

Client departments and agencies recognize that the DHR has a lead role to play in:

- developing the tools and resources that support clients in managing their staff;
- adding strategic value to human resource management and supporting a corporate perspective across departments and agencies; and
- providing regular human resource reporting and monitoring service levels.

To this end, the DHR will be establishing a Service Level Agreement to support evidence-based decision making by departments and provide greater clarity in service provision. The agreement will focus on human resource metrics and data analysis to meet the human resource management needs of departments and agencies.

HIGHLIGHTS OF THE YEAR

Devolution of Lands and Resources to the GNWT

On April 1, 2014, the GNWT took over responsibility for managing land, water and resources as outlined in the *NWT Lands and Resources Devolution Agreement*.

The Department of Lands was created to support, manage and administer the sustainable use of public land in the NWT. A significant amount of human resources work was completed prior to April 1. Out of 135 impacted Federal employees, 132 accepted job offers with the GNWT. On the date of transfer, of the 132 federal employees who had accepted offers, 128 were placed in GNWT positions.

On April 2, 2014, the Premier welcomed new employees to the GNWT at a reception in the Great Hall of the Legislative Assembly.

GNWT Recognised as one of Canada's Best Diversity Employers for 2014

In February 2014, the Canada's Top 100 Employers project selected the GNWT, for the second year in a row, as one of Canada's Best Diversity Employers for 2014.

The GNWT was recognized for its range of diversity initiatives.

These initiatives included the: Aboriginal Cultural Awareness Training for raising aboriginal cultural awareness in the workplace; Aboriginal Employees Advisory Committee for providing advice and guidance on recruitment and retention of Aboriginal employees; Advisory Committee on Employability that provides advice on methods for

the recruitment, retention and inclusion of persons with disabilities; Disabilities Inclusion Survey and the Aboriginal Inclusion Survey that increase understanding of employee perceptions and offer insight to promote inclusion; Diversity Officer that coordinates the implementation of diversity and inclusion initiatives; and the Duty to Accommodate Officer that leads training for workplace accommodation.



GNWT Recognised as one of Canada's Top Employers for Young People 2014

In April 2014, the Canada's Top 100 Employers project selected the GNWT as one of Canada's Top Employers for Young People for 2014. The GNWT was recognized for this award based on several initiatives including the Summer Student Employment Program that offers summer employment opportunities for Northern post-secondary students and the Graduate Internship Program, which employs Northern graduates in areas related to their field of study. The Graduate Placement

Program for nursing, social work, and teacher education graduates, career development opportunities offered through transfer assignments, and educational leave for those attending full-time post-secondary studies were also acknowledged.

This award enhances the GNWT's position as an employer of choice and affirms GNWT's priority to provide youth with valuable work experience and employment opportunities to help sustain healthy, educated residents.



Canada's Best Diversity Employers

Shared Services

Implementation of Financial Shared Services (FSS) centres was completed March 2014, and the Procurement Shared Services Centre (PSS) began operating government-wide in April 2014.

FSS provides standardized financial transaction processing services in compliance with GNWT policies, making service delivery more efficient, effective, and consistent. FSS service centres are in Yellowknife, Inuvik, Norman Wells, Hay River, Fort Smith and Fort Simpson.

With consolidated tender desks in Yellowknife, Fort Smith, Hay River and Inuvik, PSS is able to provide a consistent and transparent procurement experience for the business community in handling all procurements of goods and services estimated to exceed \$5,000 in value (excluding construction contracts).

GNWT Workplace Campaign

2014 marked the 12th year of support for the United Way NWT through the GNWT Workplace Campaign offering GNWT employees opportunities to donate through payroll deductions. New to the 2014 campaign were the additions of an honorary Chairman role held by the Premier and GNWT departmental coordinators who assisted with organizing informational and fundraising events throughout the month-long Campaign.

The 2014 Campaign results included doubling the number of GNWT employees giving through payroll deductions with pledges committing to donate nearly \$100,000. This is up over \$60,000 from the previous Campaign. The United Way NWT funds projects of organizations and registered non-profits that are based in and focused on the NWT.



THE PREMIER'S AWARDS

The GNWT formally recognizes and honours individuals and teams who contribute to the success of the public service through their efforts and actions. Employees are recognized annually through the following awards:

- The *Premier's Award for Excellence* recognizes the outstanding achievements of individual GNWT employees or teams of GNWT employees who demonstrate excellence and innovation in advancing the objectives of the public service.
- The *Premier's Award for Collaboration* recognizes the outstanding achievement of teams of GNWT employees and other government and non-government employees who demonstrate excellence and innovation in improving services to residents of the Northwest Territories.
- The *Dave Ramsden Career Excellence Award* recognizes a long term public servant who has made outstanding contributions and has had a significant impact on the delivery of public services in the NWT through a career dedicated to the public service and its values.

The Premier of the Northwest Territories recognized award recipients at a ceremony held in the Great Hall of the Legislative Assembly on June 4, 2014.



Premier's Award for Excellence – Individual

Mr. Tom Wasylyshyn

Dave Ramsden Career Excellence Award

Mr. Warren St. Germaine

Premier's Recognition of Extraordinary Leadership of Devolution Activities

Ms. Penny Ballantyne

Premier's Award for Excellence – Teams

Devolution Implementation Team

Ms. Shaleen Woodward
Ms. Zoe Raemer
Mr. Blair Chapman
Mr. Brian Nagel
Dr. Ray Case
Ms. Deborah Archibald
Mr. Mark Warren
Ms. Louise Lavoie
Mr. Mark Aitken
Mr. James Fulford
Ms. Sharilyn Alexander
Ms. Alison Welch
Mr. Bill Kaip
Mr. Clarence Hudson
Mr. Ian Blackstock
Ms. Jane McMullen
Ms. Kate Hearn
Mr. Kevin Campbell
Ms. Laurie Gault
Ms. Nancy Magrum
Mr. Rick Wind
Ms. Shirley Desjardins
Ms. Sonya Saunders
Mr. Steve Hagerman
Mr. Terry Hall
Ms. Kelly McLaughlin

Accountability Framework Development Team

Ms. Lorie Fyfe
Mr. Mike Drake
Ms. Yvonne Doolittle
Mr. Ian Legaree
Mr. Kevin Brezinski
Mr. Barry Harley
Ms. Mary Brown
Mr. Dan Schofield
Ms. Grace Lau-a
Ms. Eleanor Young

NWT Days Team

Mr. Andy Bevan
Ms. Jennifer Dallman-Sanders
Ms. Cathy Jewison
Ms. Shawn McCann
Mr. Chris Gamble
Mr. Mike Argue
Ms. Rose McConville
Mr. David Hastings
Ms. Camilla MacEachern

Premier's Collaboration Awards

Aboriginal Cultural Awareness Training

Ms. Lorraine Tordiff
Ms. Laura Gareau
Mr. Chris Gamble
Ms. Stacey Neitz
Ms. Brenda Gauthier
Ms. Debbie Meade
Staff of the Prince of Wales
Northern Heritage Centre
Grand Chief Frank Andrew
Chief Ernest Betsina
Chief Andrew Wanderingspirit
Chief Dora Enzoe
Chief Louis Balsillie
Chief Frieda Martselos
Chief Edward Sangris

The Wildlife Act Working Group

Ms. Lynda Yonge
Ms. Darlene Romanko
Ms. Janis Cooper
Ms. Kelly McLaughlin
Mr. James Fulford
Ms. Michelle Henderson
Mr. Evan Walz
Ms. Judy McLinton
Mr. Frank Pokiak
Mr. Larry Carpenter
Ms. Jennifer Lam
Mr. Steve Baryluk
Mr. John Donihee
Mr. Norman Snowshoe
Ms. Mardy Semmler
Ms. Amy Amos
Mr. Brian Crane
Mr. Michael Neyelle
Ms. Niki Sharma
Mr. Robert Charlie
Mr. Eddie Erasmus
Mr. Rick Salter
Mr. Earl Evans
Mr. Darwin Hanna
Ms. Jody Snortland Pellissey
Mr. Grant Pryznyk
Ms. Susan Fleck
Mr. Arthur Pape

The Northern Sustainable Housing Project Design Team

Mr. Scott Reid
Mr. Bill Semple
Mr. Randy Jacobs
Mr. John Martin Robson
Mr. Wade Carpenter
Mr. Neil Phillips
Ms. Leanne Robinson
Mr. Ian Drinnan
Mr. David Klingbeil
Mr. Chris Church

CURRENT ENVIRONMENT

As of December 31, 2014, there were 43,595 people residing in the NWT, representing a decrease of 0.8% (338 people) from the previous year. The population lives in 33 communities spread over a 1.18 million square kilometre area. The NWT economy is based largely on diamonds, gas, oil, public sector administration, and tourism.

The public sector is a major component of the NWT economy. At December 2014, the Territorial public sector accounted for 5,141 of the 22,100 employed people in the NWT, or approximately 23%. ^[NWT Bureau of Statistics]

Governance

The NWT is one of only two jurisdictions in Canada that operate under the consensus system of government rather than the system of party politics. Within this system, the Legislative Assembly functions in much the same way as a provincial legislature except that all Members are elected as independents for their constituencies. The Premier and six Ministers are elected by the Members to form the Executive Council. Members who are not appointed to the Executive Council become responsible for holding the government accountable and responsive to the people of the NWT. The Commissioner of the NWT fulfills a role similar to that of a Lieutenant Governor.

In addition to the five agreements already in place, several Aboriginal governments are currently negotiating lands, resources and self-government agreements. New systems of governance are emerging on the northern political landscape as agreements are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Aboriginal and public governments with others being Aboriginal only.

Demographics

The Canadian population and, specifically, the GNWT workforce are aging. In 2014, the percentage of GNWT employees aged 50 years or over was 37.8%. By age distribution, this category was the largest in the GNWT.

As at December 31, 2014, 23.5% of GNWT employees will be eligible for retirement within the next 5 years. (See graph on page 31.)

The public service is facing challenges due to an aging NWT population, a shrinking NWT labour pool and expectations on services.



Labour Force

At December 2014, the NWT employment rate was 66.9% with an estimated 21,600 out of 32,300 residents 15 years of age and older employed in the NWT. ^[NWT Bureau of Statistics]

The GNWT is facing significant challenges in filling positions that require post-secondary or specialized training, similar to what neighbouring jurisdictions are experiencing. Severe labour shortages in a number of occupational groups and strong competition for knowledgeable and skilled staff have made it difficult to attract qualified individuals north. The GNWT tends to have greater success recruiting for these positions when the economy in western Canada is not doing as well as the NWT. These issues impact not only those individuals being recruited from outside the NWT, but also those contemplating a move between communities or returning from post-secondary education and deciding where to live and work. The GNWT continues to develop labour planning and recruitment initiatives to ensure a stable, representative workforce in the NWT public service. These efforts include a Regional

Recruitment Program, a Hard to Recruit Framework and an Inclusive Recruitment Initiative to name a few.

Striking a balance between hiring and retaining NWT residents with attracting individuals from outside the NWT is essential in order to maintain a qualified, sustainable public service and ensure the provision of programs and services that meet the needs of NWT residents. Recruitment, retention and development of high quality employees is essential to both proactive

succession planning and the reduction of existing and anticipated vacancies that have proven hard to fill.

Continuing to develop a northern workforce ensures that the design and delivery of programs and services is carried out by employees who have knowledge of, experience with, and are sensitive to the cultural diversity of northern residents. These efforts support the mandate of the 17th Legislative Assembly.

STRATEGIC CONTEXT

The GNWT public service mission is to provide excellent services to the people of the NWT. To achieve this mission the GNWT is focused on the development of the public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan* and actions under the 2012 to 2016 Action Plan developed to support the Strategic Plan.

The five goals identified in the Strategic Plan reflect the GNWT's commitment to engage public service employees and improve the quality of effective programs and efficient services provided to NWT citizens.

GOAL 1 – FIXING/MAINTAINING THE FOUNDATION

Employee Engagement

The Inclusive Public Service Survey (IPSS) Results Analysis and Action Plan was released in May 2014 and was developed in response to the 2012 Inclusive Public Service Survey (IPSS). To ensure ongoing engagement on how employees feel about employment opportunities for people with disabilities in the GNWT, the IPSS is now part of the biennial Employee Engagement and Satisfaction Survey (EESS). This will assist DHR going forward in monitoring statistics and inclusion of persons with disabilities on a more frequent basis.

The Bureau of Statistics, on behalf of DHR, conducted the 2014 EESS from October to December 2014. Results for this survey are being released in 2015. Results are used corporately to inform decisions on programming related to retention of employees, and individually by each department and agency to address specific areas for possible improvement.

In late 2013, the GNWT asked employees to complete an Aboriginal Inclusion Survey to solicit their opinions on Aboriginal inclusiveness. The Aboriginal Human

Resource Council (AHRC) conducted the survey and analysis and submitted a report with recommendations to DHR in May 2014. In collaboration with the Aboriginal Employee Advisory Committee (AEAC), DHR is developing an action plan to address the recommendations to improve Aboriginal inclusion in the workplace and remove identified barriers that Aboriginal persons encounter in obtaining employment and career advancement within the GNWT.

Business Transformation

On April 1 2014, the administration of pay and benefits, data management, HR HelpDesk, and systems support for PeopleSoft Human Resource Information System (PS-HRIS) was transferred to the Employee Services Division of the Department of Finance.

Since the fall of 2014, DHR has been engaged in the development of tools to support managers, HR Professionals, and clients for continuous improvement on effective human resource practices for evidence-based decision making.



GOAL 2 – ENGAGE: MAGNETIC ATTRACTION

Workforce Planning Strategy

Work continues on initiatives under the Workforce Planning Strategy. The Workforce Planning Strategy provides a framework for current and future recruitment to GNWT positions, to continue to develop retention initiatives to engage and recognize existing employees. It also provides the tools and plans to prioritize recruitment efforts in order to align these efforts with corporate objectives. Included in this are the Bilingual Recruitment Strategy and the Career Fair Strategy.



Affirmative Action and Diversity

Members of Aboriginal Employees' Advisory Committee (AEAC) and GNWT Advisory Committee on Employability (GACE) continue to meet and advise on methods to promote, support and increase the representation of designated groups within the GNWT, while fostering a spirit of inclusion and awareness in the public service.

The AEAC provided recommendations on how to increase Aboriginal inclusion based on results of the Aboriginal Inclusion survey and continue to identify key themes and goals that they believe will enhance GNWT as an employer of choice for Aboriginal people.

Aboriginal Cultural Awareness mandatory e-training continues to be delivered online through the website of the Department of Human Resources for all GNWT employees.

Disability awareness material continues to be posted throughout the GNWT. GACE is developing additional disability awareness and diversity information for release in 2015.

Recruitment Marketing

The GNWT continues to develop and implement recruitment and marketing initiatives to recruit employees. Given the diverse composition and skill requirements of the GNWT, the limited labour pool for some jobs, and vacancies to be filled in regional centres

and communities, the GNWT is using a range of approaches to recruitment. Recruitment and marketing initiatives in 2014 included:

- Human Resources Service Centre Open Houses held in late 2013 and early 2014 to promote GNWT employment opportunities to Northern residents in Fort Simpson, Inuvik, Norman Wells, Hay River, Fort Smith, Yellowknife, and Behchokò. Information was provided on how to apply for GNWT jobs, and human resource programs and services such as the Regional Recruitment Program that provides residents in communities with on-the-job training opportunities;
- A Career Fair in Ottawa supporting devolution hosted by the GNWT from January 31 to February 2, 2014. The GNWT was promoted as an attractive employer with excellent terms of employment, opportunities for career growth, work life balance, and the chance to make a difference. Over 600 people visited the Career Fair;
- Launch of the French language version of the GNWT Career website, TravaillezauGTNO.ca on May 29, 2014 at the Spring Café-Emploi. The website offers French speaking job seekers the opportunity to learn about and apply for positions in the GNWT;
- A workshop for NWT students jointly offered by DHR and the Department of Education, Culture and Employment in Yellowknife was held on

August 19, 2014. The workshop provided information on repaying student loans, life after graduation, and jobs at the GNWT; and

- Open Houses for post-secondary students and recent graduates held in each HR Service Centre on December 22, 2014, as a way to showcase the internship and summer student programs to young Northerners. DHR staff was available to review resumes and provide feedback and other departments were present to speak directly to them about summer opportunities.

Internships

Effective April 1, 2014, changes were made to the Graduate Internship Program (GIP) to better correlate the opportunities in the public service with the studies and aspirations of young Northerners. Changes include options for departments to extend the term of the internship to longer than one year in length and link the internship to occupational shortages in the GNWT. To expand the pool of northern graduates available, the eligibility requirement to graduate from post-secondary studies within the last six months was changed to 12 months. With the change in internship requirements, new graduates have better and longer opportunities to gain knowledge, as well as the necessary skills and experience to more easily transition into the GNWT.

Nineteen northern graduates were placed into internships under the Graduate Internship Program in 2014. In addition, two social work graduates and eight nurse graduates were placed into the Northern Graduate Employment Program.

In 2014, the GNWT hired 19 interns, 2 social work graduates, 8 nurse graduates and 312 summer students.

Summer Students

In 2014, the GNWT hired 312 summer students. Approximately 52% (163) were Indigenous Aboriginal students, 46% (143) were Indigenous non-Aboriginal students and 2% (6) were non-Indigenous students.

Summer students attended orientation sessions across the NWT for an overview of GNWT and department functions as well as a range of topics including: information on Labour Relations, Health and Safety, Diversity and Inclusion, the Graduate Internship Program, PeopleSoft, Greening Government and Generations at Work. The sessions helped prepare students for their casual employment, and provided the opportunity to question experts in each area.

NWT Public Service Capacity

The GNWT continues to support Aboriginal and community governments to build public service capacity at all levels by promoting internships, secondments and other training opportunities. Work continued on the design of a pilot program between the Gwich'in Tribal Council (GTC) and the GNWT to provide opportunities for internships, transfer assignments, secondments and other developmental tools between the organizations to facilitate capacity building and enhance understanding and engagement.

The DHR is working collaboratively with the Department of Executive and the Department of Aboriginal Affairs and Intergovernmental Relations in implementing the GTC Memorandum of Intent on capacity building.

Along with partners such as the NWT Association of Communities and the Local Government Administrators of the NWT, the DHR and Municipal and Community Affairs continue to work collaboratively with all community governments on strategies and programs that support the recruitment, retention and training of Northerners to take on senior roles in community governments. In 2014, 22 senior community government staff were trained through the *Plan, Build and Maintain* course, and 17 through the *Local Government Administrator Essentials* course.

GOAL 3 – DAZZLE: DIVERSE OPPORTUNITIES

Health and Safety

The Occupational Health and Safety (OHS) Program provides a range of services from health and safety orientations for workers and contractors to emergency response plans to incident investigations. Each department and agency remains responsible for ensuring their workplaces comply with health and safety requirements and establishing their own OHS committees and coordinators.

OHS training is available for all employees. Courses available on the GNWT training calendar include Standard First Aid, CPR Training, ergonomics, Employee Safety Training, Supervisor Safety Training, OHSC Training, and WHMIS, many of which were offered on-line.

In 2014, accident claims decreased by more than 100 with 421 registered with the WSCC compared to 524 in 2013. The most common types of injury in the GNWT continues to be sprains, tears and strains; bruises and contusions; and punctures, most commonly experienced by front line service workers in health care and protective services. In response, the GNWT has begun offering e-learning to deal with issues such as injury sprains, strains, and tears with courses like *Slips, Trips and Falls: Taking the Right Steps*.

The Employee Family Assistance Program (EFAP) continues to provide wellness education seminars, counselling and referral services to GNWT employees. Wellness education seminars on a variety of topics are offered by Shepell.fgi, the GNWT's EFAP provider. Scheduled courses are based in Yellowknife and made available through teleconferencing to all regions and communities. Six sessions were offered in 2014.

The Employee & Family Assistance Program (EFAP) is a confidential, voluntary counselling and referral service available to GNWT employees designed to help with personal or work-related issues before they become more serious.

Respectful workplace workshops designed to complement the Harassment Free and Respectful Workplace Policy are provided at the request of departments and agencies. In 2014, three Harassment Free and Respectful Workplace Policy workshops and eight Respectful Workplace training sessions for Managers and Supervisors were delivered. Three of the Respectful Workplace training sessions took place in the regions.

Positive Relationships with Bargaining Representatives

The GNWT and the Union of Northern Workers (UNW)

Memorandum of Agreement (MOA) on rest periods came into effect April 1, 2014. The agreement outlines the situations where an employee would be entitled to a minimum of an 8 hour rest period

before reporting to a regularly scheduled work day or shift, without loss of regular earning. DHR provided information sessions to department/agency senior managers on implementation of the Rest Period MOA in January 2014.

In 2014, eight formal Joint Consultation meetings took place between the DHR senior management and UNW leadership and four between DHR senior management and the Northwest Territories Teachers' Association leadership. The purpose of these meetings was to discuss and resolve broad issues related to terms and conditions of employment.

The Safe Disclosure Panel, comprised of Employer and UNW appointed members received four complaints in 2014-15; two were disclosures of wrongdoing and two were complaints of reprisal.

GOAL 4 – INSPIRE: EXPANDING HORIZONS

Competency Based Performance Management

The second phase of the GNWT's Competency Based Performance Management (CBPM) was implemented April 1, 2014 for managers and supervisors. Senior managers were introduced to the CBPM in 2013-14. The CBPM is being phased in to help employees learn and understand competencies, and to work towards adding the competencies into their job functions as part of their ongoing learning and development.

Leadership / Development

The GNWT's support for a competent and well trained public service includes developing emerging and more experienced managers by providing training and development opportunities that support employees through our Learning and Development Policy and the many components of *20/20: A Brilliant North, NWT Public Service Strategic Plan*.

The Leadership Development Program offered to emerging managers, managers/supervisors, and executive and senior managers was revised to align with the new Performance Based Competency model to provide comprehensive training and development towards leadership competencies. There is continued interest in the Leadership Development Program. The first intake under this revised Leadership Development Program in the 2014-2015 fiscal year occurred April 2014. The fall intake occurred in August 2014; however, the executive/senior managers' stream was postponed to spring 2015 due to low enrolment.

Interest remains high for the emerging managers' stream as there were more applications received than available spots for the fall 2014 intake.

In total, 47 GNWT employees completed the emerging managers' stream, 37 completed the managers' stream and eight completed the executive/senior managers' stream in 2014.

Aboriginal Employee Development

The expansion of the Aboriginal Management Development Program (AMDP) began April 1, 2014. This included funding and support for one new management position each year which is in addition to three existing senior management positions. The program can now support up to 8 participants at any one time. The AMDP enhances and facilitates workforce planning by developing qualified Aboriginal persons to fill senior management and management roles, and to increase the representation of Aboriginal persons in senior management and management. Three participants enrolled and one graduated from the AMDP in 2014.

Goal 5 – Renew: Charting a Path for Tomorrow

Planning for the future of the public service requires effective monitoring of workforce stability, talent management and future skills development of Northerners, as well as the ability to anticipate future human, financial, and capital resource requirements.

Workforce Planning and Knowledge Retention

Under the Knowledge Retention Initiative, a variety of tools and supports have been developed and are available to assist departments with mentoring, coaching and knowledge retention of employees. Tools such as Competency Based Performance Management and the Assistant Deputy Manager/Senior Manager training program are being implemented.

In partnership with Canadian Executive Services Organization (CESO), the GNWT continues to offer a mentorship program for departments and agencies to develop their employees. The CESO Mentorship Program offers employees the opportunity to enhance their learning and development through a formalized mentorship relationship. The aim of mentoring is to create relationships, outside the normal supervisory relationship, where a mentor helps a mentee to enhance their performance, learning or development as well as professional and personal growth. In 2014, three GNWT employees enrolled in the program and two mentoring assignments were completed. The third assignment was extended into 2015.

The GNWT continues to partner with other governments and national groups focused on employee engagement and succession planning to ensure it stays current with best succession planning practices across the country and to identify common priorities, challenges and shared solutions. HR staff regularly collaborates with three inter-jurisdictional teams: Employee Engagement Inter-jurisdictional Team; Inter-jurisdictional Metrics and Measures Working Group;

and Career Growth and Development Inter-jurisdictional Team.

Human Resource Plans

Human resource plans provide a framework to ensure departments and agencies have the human resources required to fulfill their mandates, address human resource priorities that may be unique to each department, and shift planning activities from reactive to proactive. HR plans result in greater organizational awareness regarding human resources challenges and strengths.

At the end of 2014, six departments had completed their plans and were in the implementation phase. The remaining departments were in the process of completing their plans. All GNWT departments are targeted to complete their human resource plan by 2015-2016.

DEVELOPMENT OF THE PUBLIC SERVICE

OCCUPATIONAL CATEGORIES

The National Occupational Classification (NOC) is a nationally accepted taxonomy and organizational framework of occupations in the Canadian labour market. The NOC is a three-tiered hierarchical arrangement of occupational groups with successive levels of disaggregation: 26 major groups, 140 minor groups and 520 unit groups.

The GNWT assigns an occupational designation to each position based on the first number in the NOC system. This designation is used to classify occupational data and compile, analyse and report information about occupations in the public service. The public service is composed of a wide range of jobs. Examples of the positions found within each occupational category include:

Management: Deputy Minister, Assistant Deputy Minister, Associate 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 & 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

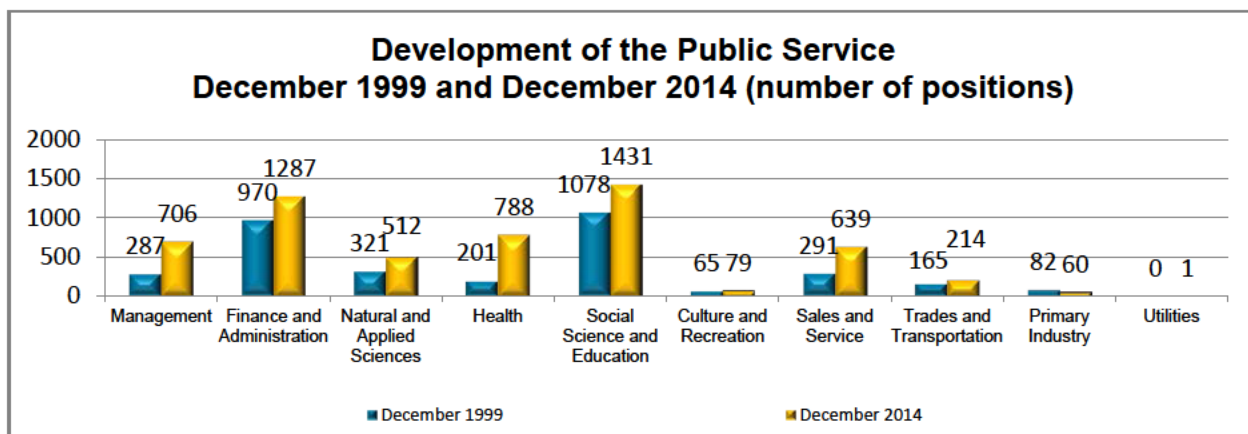
Sales and Service: Correctional Officer, Classroom Assistant and Custodial Worker

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

The following graph shows the number of positions by Occupational Category as of December 1999 and December 2014. The largest area of growth has been in Health with the addition of health care clinics and relief positions to the public service.

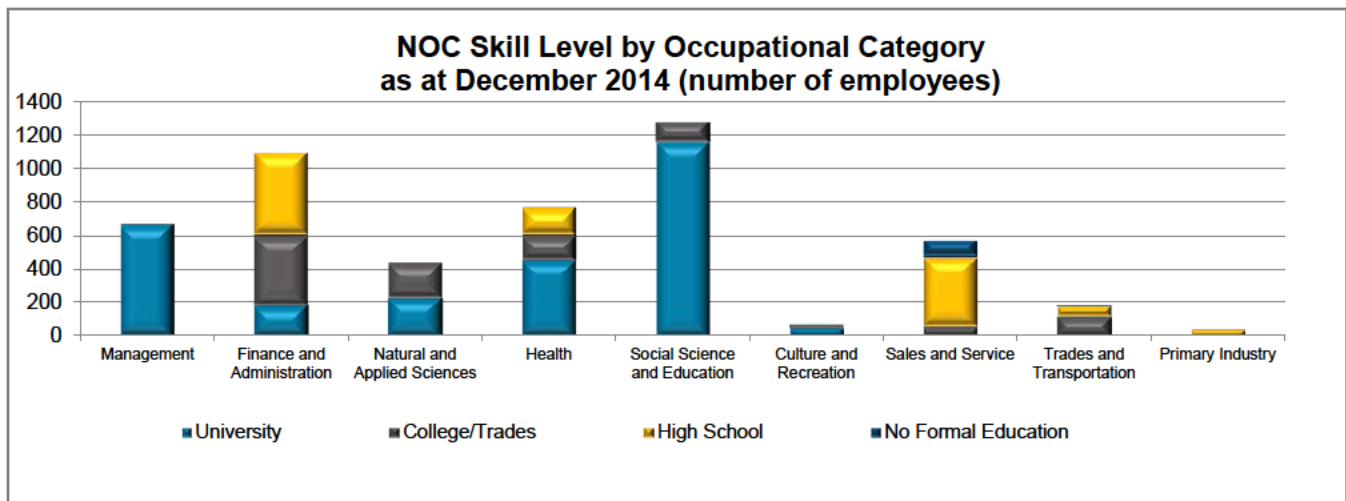


NATIONAL OCCUPATIONAL CLASSIFICATION SKILL LEVEL

The NOC skill level is the education and training required to perform the duties of an occupation. The NOC Skill level is determined using the second number of the NOC code.

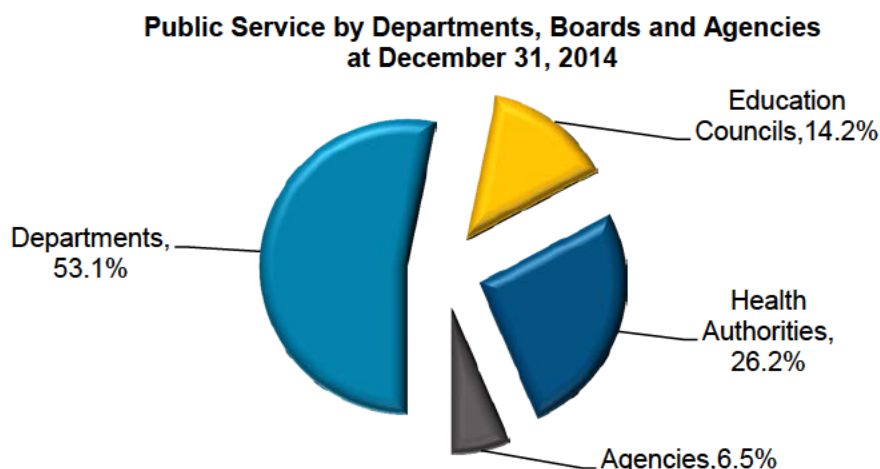
<i>University requirement</i>	Management (13%)	Managers, Directors, Principals, Regional Superintendents, Assistant Deputy Ministers, Deputy Ministers
	Professional (41%)	Teachers, Registered Nurses, Social Workers, Counsellors, College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers
<i>College/Trade requirement</i>	College/Apprentice (21%)	Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, User Support Technicians, Finance Officers, Renewable Resource Officers
<i>High School Requirement</i>	Occupational Training (23%)	Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Fire Crew Members, Classroom Assistants, Tower Persons, Highway Maintenance Operators/Engineers
<i>No Formal Education</i>	On the Job Training (2%)	Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers

The graph below show the number of employees by NOC Skill Level.



COMPOSITION OF THE PUBLIC SERVICE

At the end of December 2014, there were 5,141 employees in the public service. Of those, 53.1% of employees were located in departments, 6.5% in agencies (Aurora College, the Business Development Investment Corporation and Northwest Territories Housing Corporation), 14.2% in the Divisional Education Councils and 26.2% in the Health and Social Services Authorities.



The majority of employees were members of the Union of Northern Workers with 74.6%, and the NWT Teachers' Association with 9.6%. Excluded employees accounted for 11.1% of the public service, while senior management made up 4.7%.

52.2% of employees were employed in Headquarters in Yellowknife, 16.6% were employed in the South Slave Region, 14.0% were employed in the Beaufort Delta Region, 7.2% were employed in the Dehcho Region, 5.1% were employed in the Sahtu Region and 5.0% in the Tłı̨chǫ Region.

Female employees comprise the majority of the public service at 64.4%. Of the 196 National Occupational Unit groups that comprise the public service, there are 28 groups that are male dominated (designated non-traditional occupations) and 44 groups that are female dominated.

The ratio of management to employees within the public service is approximately seven employees per manager. Management (middle and senior managers) is based on positions with a four-digit NOC code starting with '0' and is comprised of 13.1% of the public service, up slightly from 2013 (12.6%).

The average age of employees has remained relatively stable at 44.5 years (44.7 years in 2013). The average length of service of employees has decreased slightly since 2013 from 9.0 to 8.7 years.

	Number of Employees	Average Age	Average Length of Service
All Employees	5,141	44.5	8.7
• Indigenous Aboriginal Employees	1,598	45.8	10.0
• Indigenous Non-Aboriginal Employees	671	43.1	11.8
• Other Employees	2,872	44.2	7.2
• Female Employees	3,313	44.2	8.5
• Male Employees	1,828	45.2	9.0

EMPLOYMENT TYPE

Individuals hired as full-time usually work a standard work week of 37.5 or 40 hours. Part-time employment is for less than a standard work week. Those hired for an indeterminate (regular) period of employment have no set termination date. Term (temporary) employment is for a specific period, at the end of which employment ceases.

The majority of public service employees are hired on an indeterminate and full-time basis, but arrangements such as job-sharing allow individuals to be hired on an indeterminate and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT also considers an employee's request to work flexible or staggered hours between 07:00 and 18:00.

At the end of 2014, there were 5,141 employees in positions. Of these, 4,202 (81.8%) employees were working in an indeterminate position (regular full time), while 364 (7.1%) were working in a term position (temporary full time). Viewed another way, 4,927 (95.8%) employees were in full-time positions, while 214 (4.2%) held part-time positions. The data has remained consistent since 2010 with limited overall percentage change.

Employment Type by Regular or Temporary and Fulltime or Part-time, 2014



Relief workers are employees who are hired into full time positions and work on an “as and when needed” basis for facilities that operate 24 hours per day throughout the year. They cover off indeterminate employees who have gone on some type of leave (sick, special, education, etc.). Of the 5,141 employees in the public service, 359 (7.0%) are relief. Also within the public service, 111 (2.2%) employees work only during certain times of the year as seasonal employees.

There are employees who have gone on some type of long-term leave (with or without pay) during the year, such as education leave, maternity leave, disability leave, parental leave, etc. As at December 2014, of the 5,141 employees in the public service there were 222 (4.3%) employees on long-term leave from the GNWT.

WORK ABSENCE RATE

The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay) due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes non-controllable absences such as vacation, statutory holiday, mandatory leave, winter bonus days, bereavement/death in family, jury duty and leave of absence for maternity/parental/adoption. In 2014, the work absence rate for the public service was 14.2 days per employee. There are 244 work days in an average work year within the GNWT; employees were absent for 5.8% of possible work days in 2014. This is an increase from 2013 (12.3 days or 5%) and 2012 (13.2 days or 5.4%) but down from 2011 (14.7 days or 6%).

ACCESSION AND TURNOVER RATES

Accession measures the rate of hires to payroll. It represents the number of hires as a percentage of the average number of employees occupying an established position in a year. In 2014, the annual employee accession rate was 16.1%. This is an increase from 2013 (13.1%), 2012 (11.8%) and 2011 (11.1%). Two factors contributing to this 3% increase include: in April 2014, the GNWT welcomed federal employees to the public service through the devolution of land and water resources; departments have also focused this year on hiring individuals into active positions thus increasing the number of overall hires.

Turnover measures the rate of separations from payroll. It represents the number of terminations as a percentage of the average number of employees occupying an established position in a year. In 2014, the annual employee turnover rate was 11.4%. Turnover has remained relatively stable for the last three years – 2013 (11.5%) , 2012 (11.3%) , and 2011 (12.6%).

AFFIRMATIVE ACTION

The GNWT is committed to a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy to achieve equality in employment and career development of qualified, suitable and eligible members of target groups, which include:

- Indigenous Aboriginal Persons;
- Indigenous Non-Aboriginal Persons;
- Resident Persons with Disabilities;
- Resident Women in Senior Management; and
- Resident Women in Non-Traditional Occupations.

Indigenous Aboriginal Persons means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the *Vital Statistics Act* and any Canadian Aboriginal persons who have lived more than half their life in the Northwest Territories.

Indigenous Non-Aboriginal Persons are non-Aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.

Resident Disabled Persons (self-declared) are persons who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition and who are at a disadvantage because of a medically certified learning, mental, emotional or physical disability where the disability handicaps the person in taking advantage of employment, training and career advancement opportunities. A person without such a disability would not encounter these difficulties.

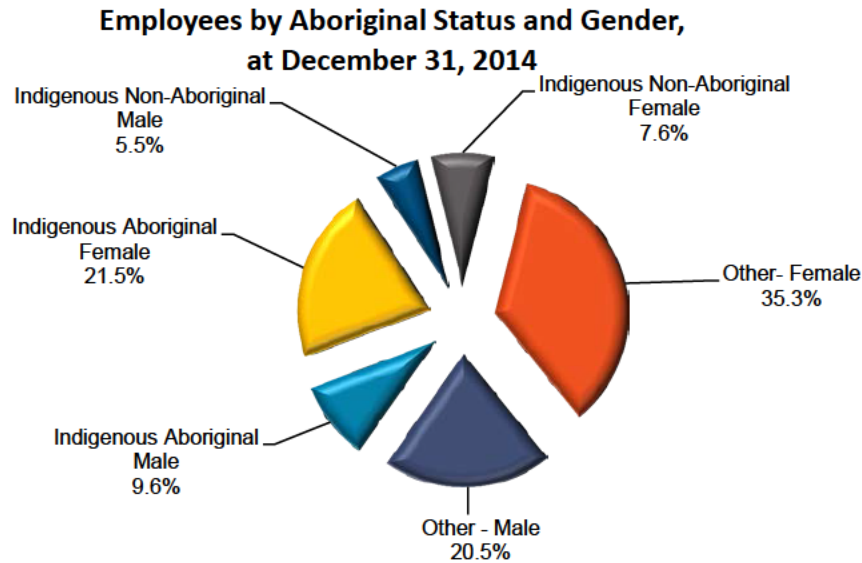
Resident Women are females who are living, and have lived, in the Northwest Territories for at least one year immediately prior to applying on a competition.

Senior Management refers to those positions with a four-digit National Occupation Classification (NOC) code starting with 00. These are Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions.

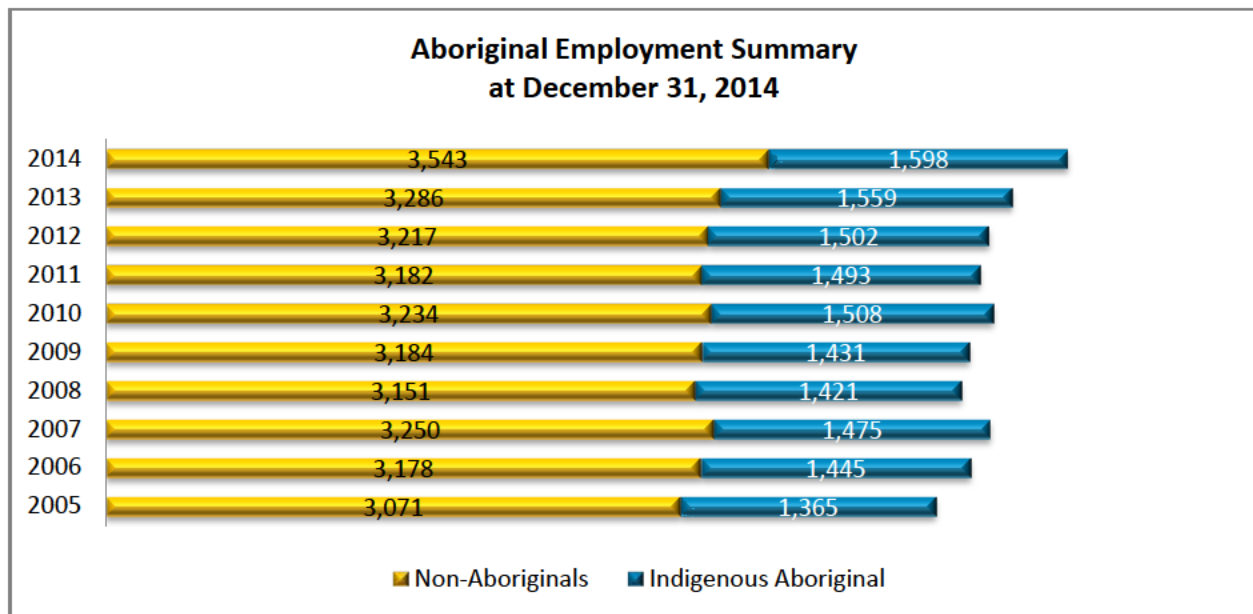
Non-Traditional Occupations are occupations where 70% or more of the incumbents are male and there are ten or more incumbents (male or female) in the occupation.

The DHR is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations.

At the end of 2014, there were 1,598 Indigenous Aboriginal employees in the GNWT representing 31.1% of the public service, a slight decrease from 2013 (32%).



In 2013, there were 1,559 Indigenous Aboriginals, 666 Indigenous Non-Aboriginals and 2,620 Other employees in the public service. In 2014, there was an increase of 39 Indigenous Aboriginals, 5 Indigenous Non-Aboriginals and 252 Other employees in the public service. Although the number of Indigenous Aboriginal employees is higher than 2013, as a product of devolution there are more employees/positions overall in the GNWT in 2014.

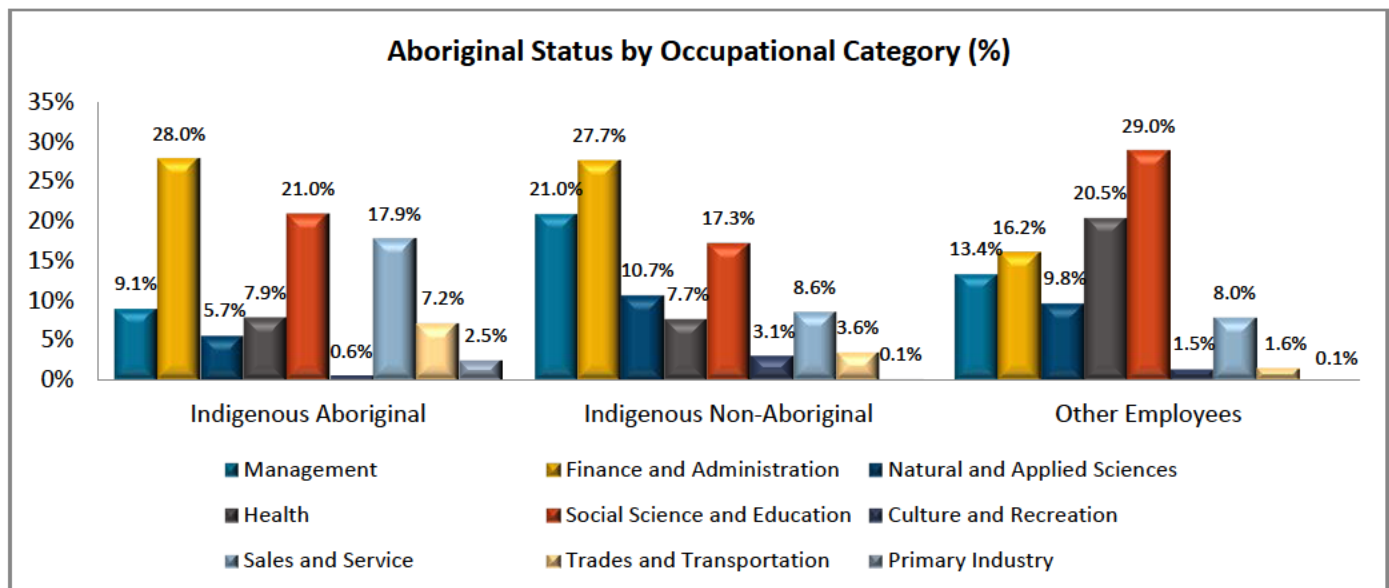


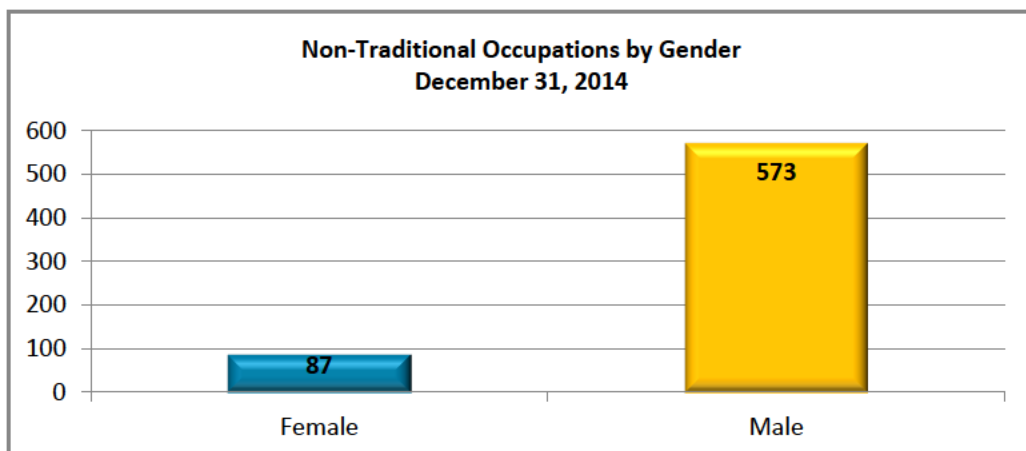
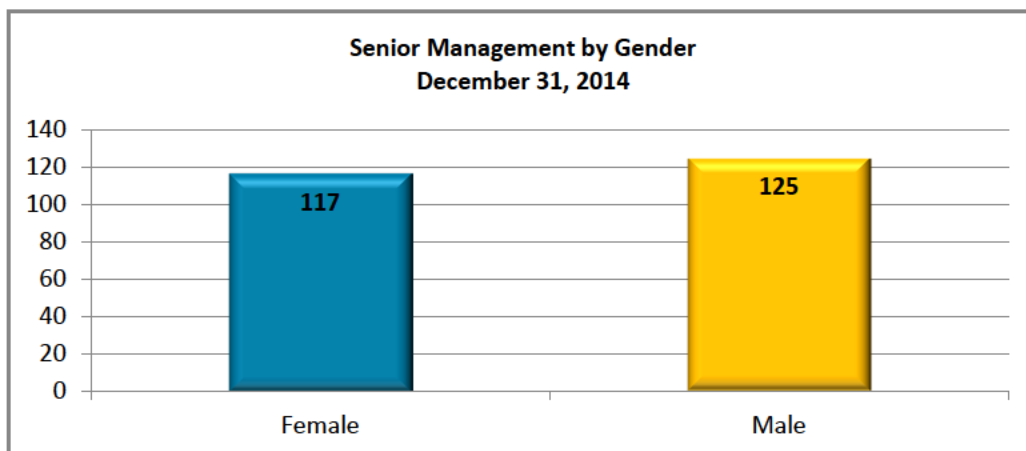
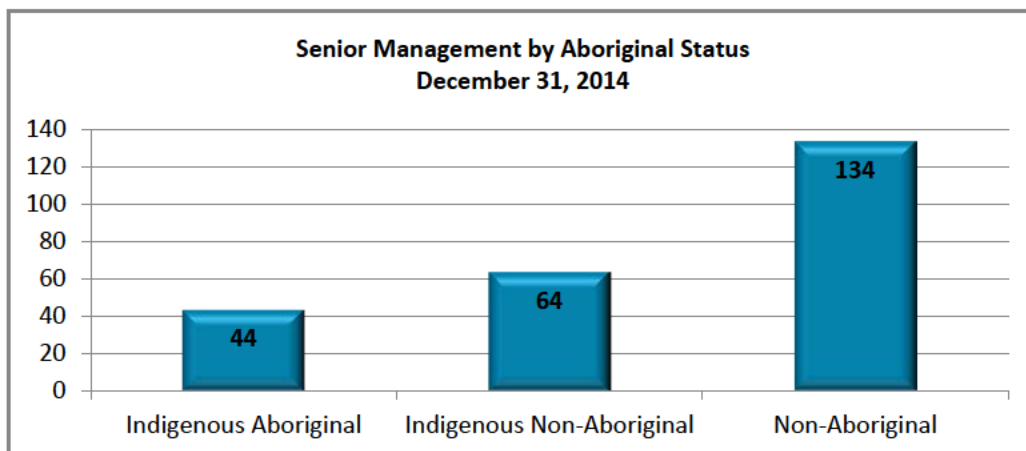
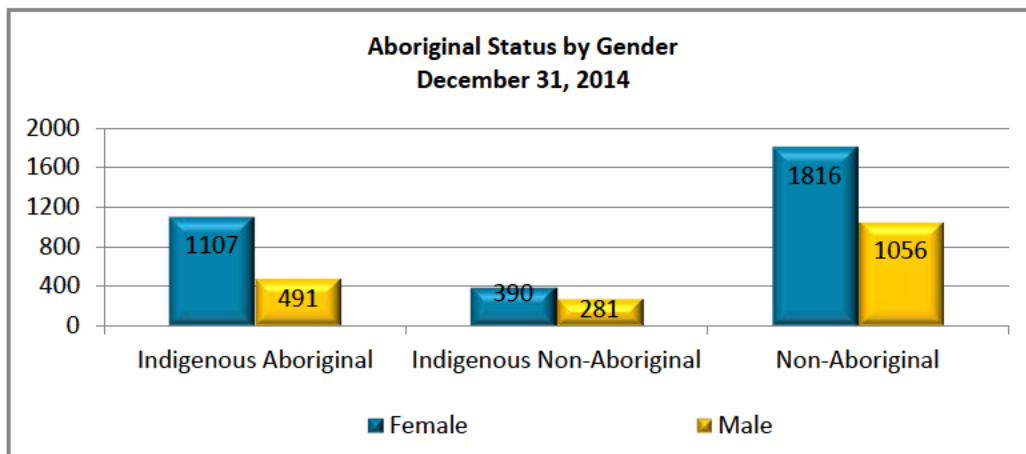
As at December 31, 2014, there were 44 Indigenous Aboriginal senior managers, which represented 18% of employees in senior management. Although the number of Indigenous Aboriginal senior managers was the same in 2013 (44), as a product of devolution there are more Senior Managers overall in 2014.

Year	Senior Management	# Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management
2014	242	44	18.2%
2013	216	44	20.4%
2012	207	39	18.8%

There is a higher percentage of Indigenous Aboriginal middle managers (23.7%) than Indigenous Non-Aboriginal middle managers (17.9%).

The majority of Indigenous Aboriginal employees work in Finance and Administration (28.0%) followed by Social Science and Education (21.0%) and Sales and Service (17.9%) occupational categories.

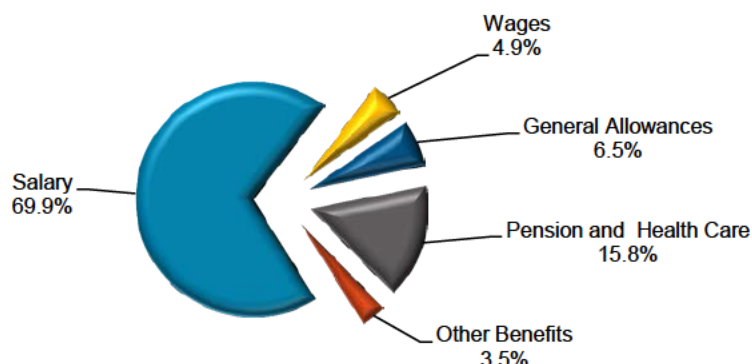




HUMAN RESOURCE COSTS

The salary and benefits costs of the GNWT public service are tracked for each calendar year. The first graph shows the breakdown of the salary and benefits costs for employees (including casuals). The second graph shows the paid leave as a percentage of net salary. The third graph shows paid leave with the breakdown of vacation, statutory holidays; sick, special and other leave (includes maternity, parental, disability leave, and winter bonus).

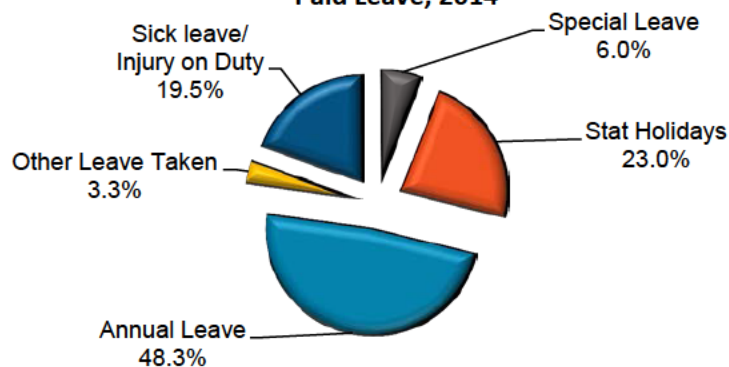
**Salary and Benefits
of Employees, 2014**



Paid Leave as Percentage of Net Salary



Paid Leave, 2014



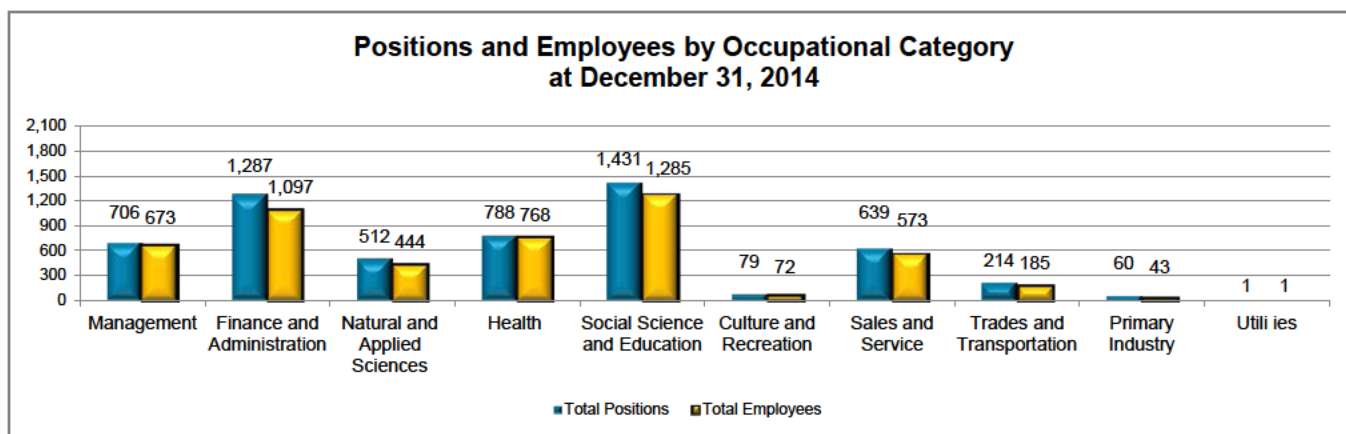
Salary and Benefit Costs of Employees

for year ended December 31, 2014

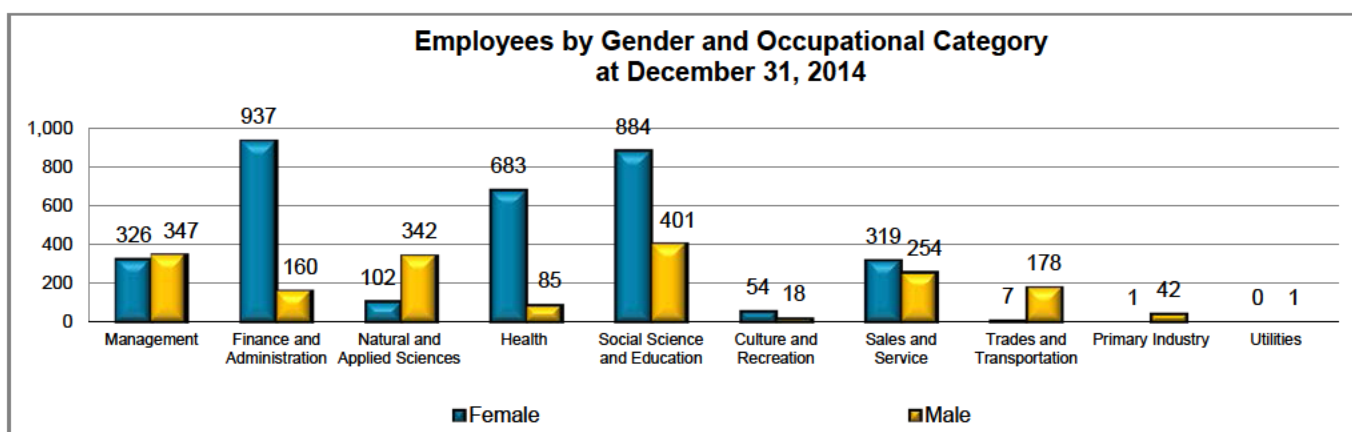
Costs	2014	2013	2012
Salary	\$449,404,000	\$416,613,000	\$398,383,000
Total Salary	\$449,404,000	\$416,613,000	\$398,383,000
Call-back	\$3,877,000	\$3,420,000	\$3,249,000
Overtime	\$21,600,000	\$20,167,000	\$18,656,000
Shift Premium	\$1,806,000	\$1,750,000	\$1,736,000
Standby	\$4,783,000	\$4,523,000	\$4,347,000
Total Wages	\$32,066,000	\$29,860,000	\$27,988,000
Bilingual Bonus/Language Allowance	\$550,000	\$555,000	\$562,000
Education Allowance	\$942,000	\$818,000	\$637,000
Excluded and Senior Management Bonus	\$1,488,000	\$1,302,000	\$896,000
Northern Allowance	\$35,258,000	\$34,004,000	\$33,065,000
Teachers' Allowance	\$1,836,000	\$1,790,000	\$1,812,000
Miscellaneous*	\$1,994,000	\$2,654,000	\$3,221,000
Total General Allowances	\$42,068,000	\$41,123,000	\$40,193,000
Canada Pension Plan	\$13,690,000	\$12,620,000	\$12,033,000
Dental	\$4,373,000	\$4,210,000	\$4,149,000
Disability Insurance	\$6,034,000	\$5,514,000	\$4,540,000
Employee/Family Assistance Program	\$406,000	\$404,000	\$404,000
Employment Insurance	\$6,731,000	\$6,145,000	\$5,585,000
Maternity/Adoption	\$5,093,000	\$4,597,000	\$4,652,000
Public Service Health Care Plan	\$5,659,000	\$5,489,000	\$5,605,000
Public Service Management Insurance Plan	\$1,748,000	\$1,609,000	\$1,527,000
Superannuation (Pension)	\$55,217,000	\$55,038,000	\$52,803,000
Workers' Compensation	\$3,752,000	\$3,331,000	\$2,795,000
Total Pension and Health Care	\$102,703,000	\$98,957,000	\$94,093,000
Medical Travel Assistance	\$6,628,000	\$6,336,000	\$5,876,000
Professional Development/Training	\$7,163,000	\$4,032,000	\$5,397,000
Removal In/Transfer	\$3,470,000	\$2,986,000	\$2,657,000
Removal Out/Ultimate	\$254,000	\$304,000	\$305,000
Severance Pay	\$5,250,000	\$3,541,000	\$3,746,000
Total Other Benefits	\$22,765,000	\$17,199,000	\$17,981,000
Grand Total	\$649,006,000	\$603,752,000	\$578,638,000

* Miscellaneous includes allowances such as Instructor/Coordinator, Mentor, Nursing, Tools and Uniform

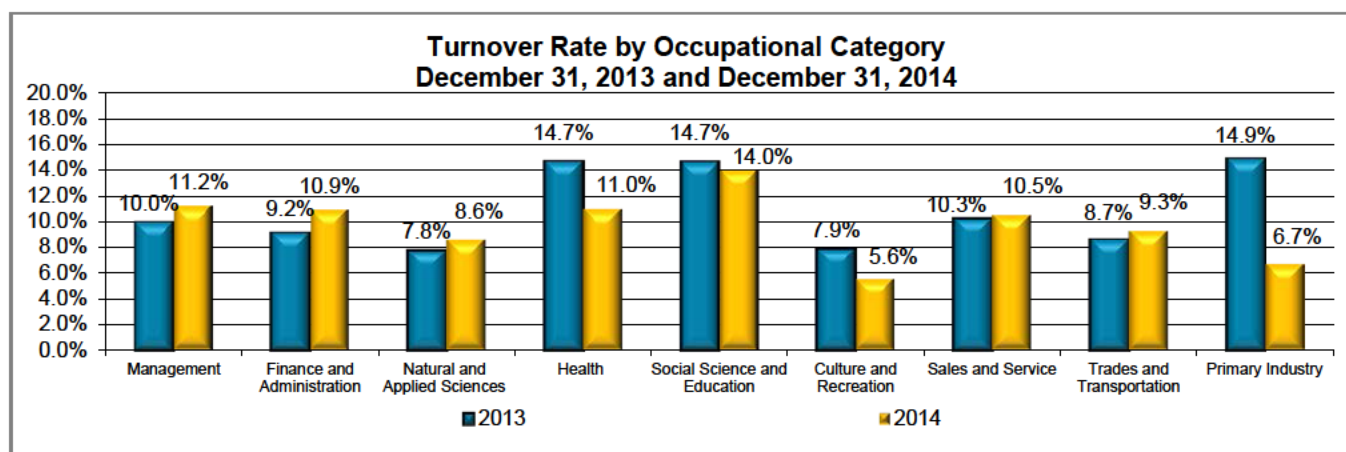
IDENTIFYING CRITICAL POSITIONS FOR WORKFORCE AND SUCCESSION PLANNING BY OCCUPATIONAL CATEGORY



There were increases in positions (23) and employees (296) from 2013 to 2014.

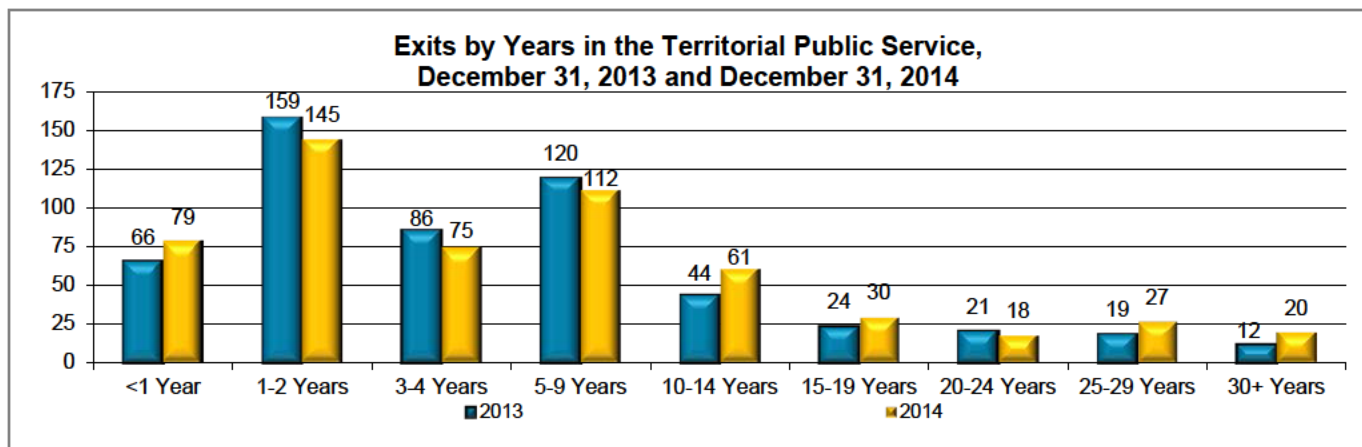


The employee gender by occupational category has remained consistent since 2013. In 2013, the overall percentage of female and male occupational representation was 64.5% and 35.5% respectively; in 2014 it was 64.4% female and 35.6% male.

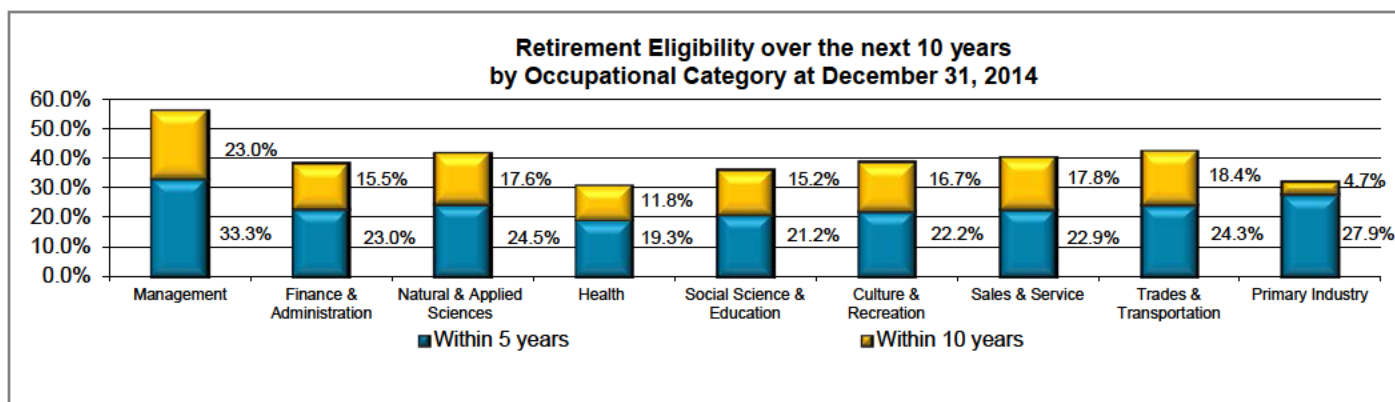
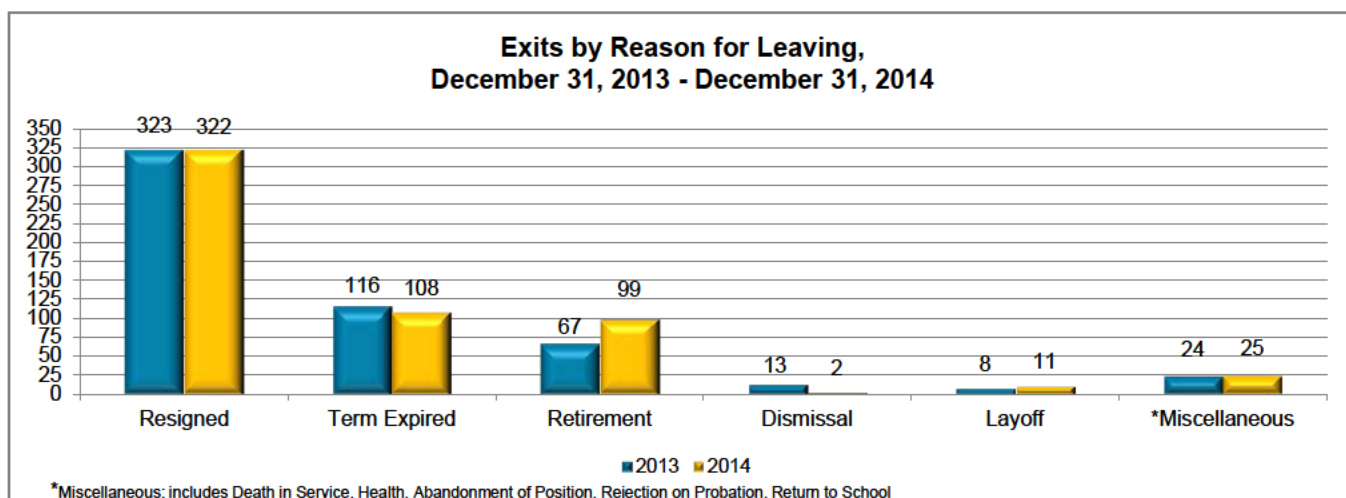


Turnover represents the number of terminations as a percentage of the average number of employees occupying an established position in a year. Between 2013 and 2014, there was a decrease of 0.1% in the turnover rate.

PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE



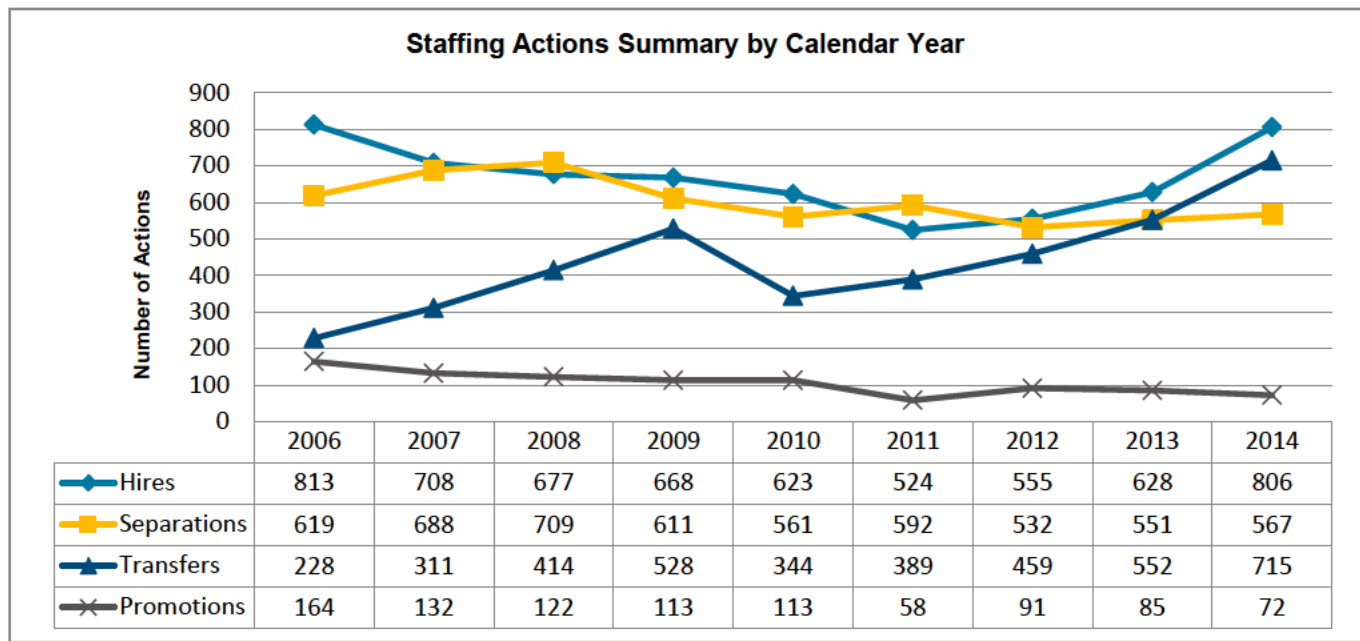
There was an overall increase of 16 (2.9%) exits by years of service from 2013 to 2014.



The retirement eligibility over the next 10 years has been increasing since first reported in 2009. In 2009, the rate was 24.3%; in 2014, it was 39.9%. There was a change to the Unreduced Pension criteria that was effective for those hired on or after January 1, 2013. With the new criteria, there was an additional subset of individuals who would now be eligible for retirement. These included those that were 50 to 54 years of age and had less than 20 years of pensionable years of service. This change contributed to the 15.6% increase since 2009 of those who are eligible for retirement.

RECRUITMENT AND RETENTION

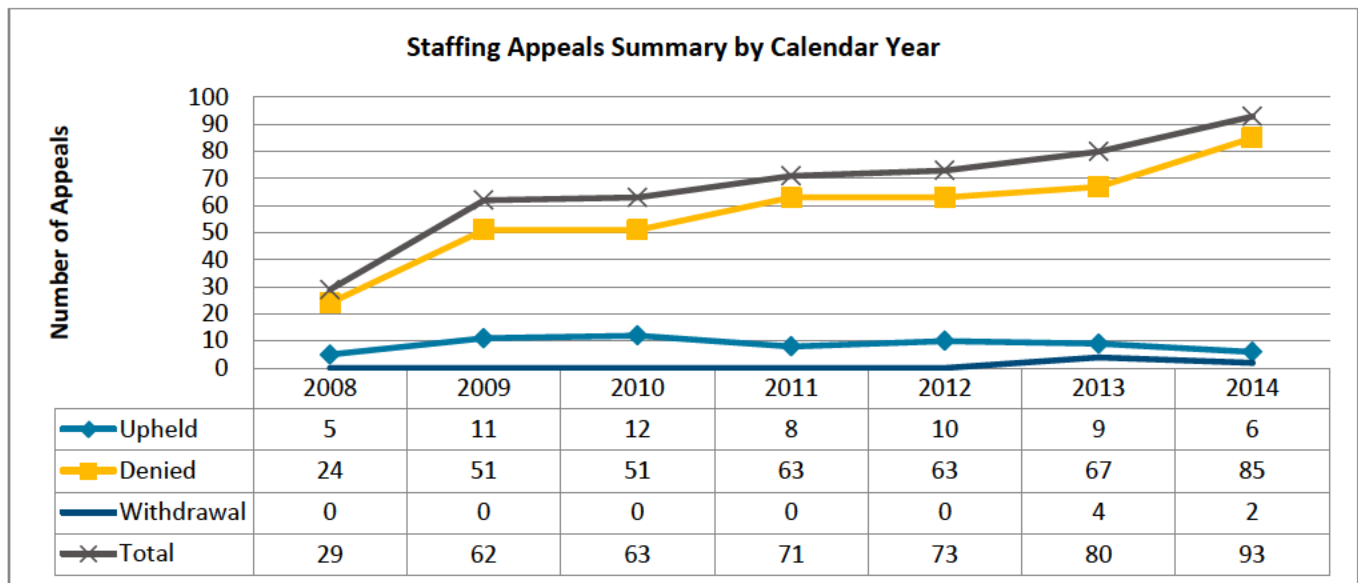
Recruiting and training Northerners is essential to building a strong, stable and representative public service. The GNWT uses eRecruit for its open competitions. Not all job openings are publically advertised as some positions are filled through transfer assignments, eligibility lists, and other human resource management processes, such as duty to accommodate.



Demotions are another type of staffing action, but due to the small number of demotions happening from year to year, it is not represented in the graph. In 2014, there were no demotions. 2009 experienced the most demotions with 5. From 2006 to 2014, the average is 2.

STAFFING APPEALS

The staffing appeals process provides for accountability of appointments to public service positions through the competition process, including the application of the Affirmative Action Policy. The staffing appeals process allows a GNWT employee or an affirmative action candidate who has applied on a position to request a review of the competition if they believe that the competition process was flawed. Staffing appeals can be heard on UNW, excluded and senior management positions up to and including the director level. Staffing Review Officers provide an independent review of the competition process by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines.

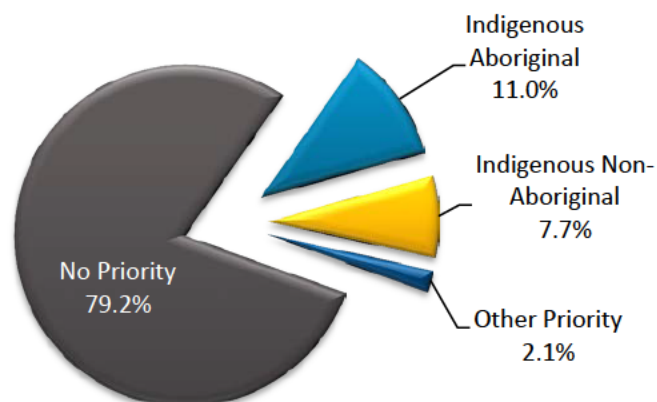


In 2014, there were only 6 appeals upheld from 742 completed job competitions (.8%) marking a slight improvement over 2013 (1.0%).

APPLICATIONS FOR PUBLIC SERVICE JOBS

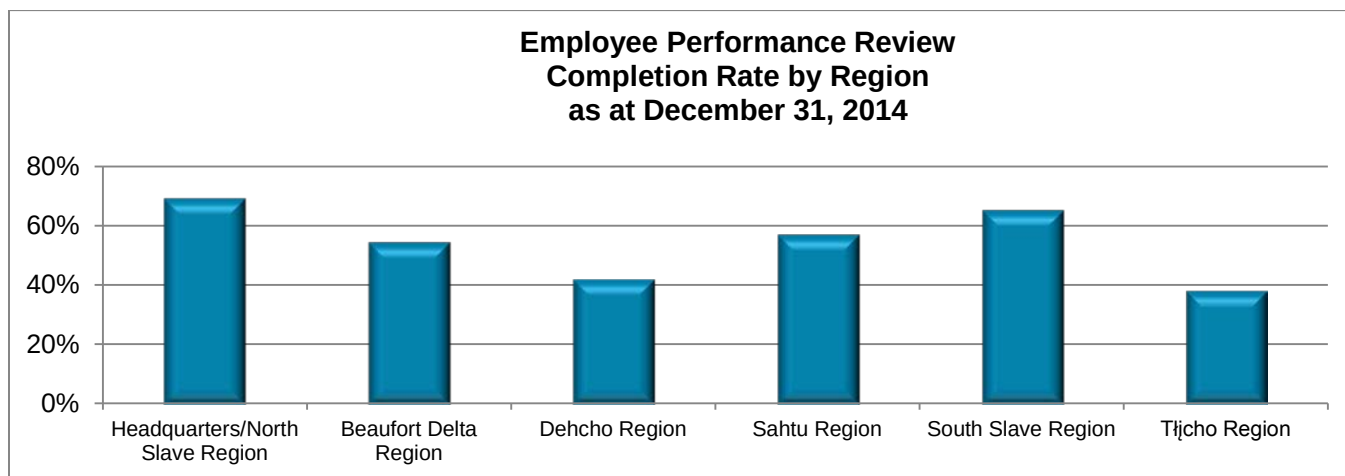
The Public Service receives applications for positions from across Canada and beyond. In 2014, the Public Service received 22,473 applications for all job competitions. Each application is provided a priority status as referenced in the Affirmative Action Policy. In 2014, 10.6% of all applications were from Indigenous Aboriginal applicants. A vast majority (80.5%) of applications are from individuals with no priority status.

Applications for Public Service Jobs



PERFORMANCE MANAGEMENT

Effective performance management integrates individual planning and performance with the goals of the organization. The GNWT is in the process of implementing a Competency Based Performance Management Program. Performance management training, guidance and tools are available for supervisors to assist them in effectively managing their workforce.



Employee Distribution by Community

as at December 31, 2014

2014							
Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Lutselk'e	23	12	52%		0%	11	48%
Yellowknife	2,660	439	17%	541	20%	1,680	63%
Headquarters/North Slave	2,683	451	17%	541	20%	1,691	63%
Aklavik	43	23	53%		0%	20	47%
Fort McPherson	50	25	50%		0%	25	50%
Inuvik	507	178	35%	18	4%	311	61%
Paulatuk	20	8	40%		0%	12	60%
Sachs Harbour	9	2	22%		0%	7	78%
Tsiigehtchic	11	5	45%		0%	6	55%
Tuktoyaktuk	44	20	45%		0%	24	55%
Ulukhaktok	35	17	49%		0%	18	51%
Beaufort Delta Region	719	278	39%	18	3%	423	59%
Fort Liard	44	24	55%		0%	20	45%
Fort Providence	56	33	59%	2	4%	21	38%
Fort Simpson	220	114	52%	13	6%	93	42%
Hay River Reserve	20	7	35%	3	15%	10	50%
Jean Marie River	3	2	67%		0%	1	33%
Kakisa	2		0%	1	50%	1	50%
Nahanni Butte	6	5	83%		0%	1	17%
Trout Lake	11	9	82%		0%	2	18%
Wrigley	9	7	78%		0%	2	22%
Dehcho Region	371	201	54%	19	5%	151	41%
Colville Lake	13	5	38%		0%	8	62%
Deline	42	20	48%		0%	22	52%
Fort Good Hope	40	17	43%		0%	23	58%
Norman Wells	128	39	30%	5	4%	84	66%
Tulita	38	17	45%		0%	21	55%
Sahtu Region	261	98	38%	5	2%	158	61%
Enterprise	13	8	62%	2	15%	3	23%
Fort Resolution	53	35	66%		0%	18	34%
Fort Smith	499	247	49%	51	10%	201	40%
Hay River	286	120	42%	34	12%	132	46%
South Slave Region	851	410	48%	87	10%	354	42%
Behchoko	206	137	67%	1	0%	68	33%
Gamètì	15	7	47%		0%	8	53%
Wekweètì	9	4	44%		0%	5	56%
Whati	26	12	46%		0%	14	54%
Tłı̨cho Region	256	160	63%	1	0%	95	37%
Total GNWT	5,141	1,598	31%	671	13%	2,872	56%

Employee Distribution by Department/Board/Agency

as at December 31, 2014

2014							
Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Aboriginal Affairs and Intergovernmental Relations	36	11	31%	10	28%	15	42%
Education, Culture and Employment	254	75	30%	50	20%	129	51%
Environment and Natural Resources	328	144	44%	50	15%	134	41%
Executive	59	28	47%	13	22%	18	31%
Finance	250	74	30%	42	17%	134	54%
Health and Social Services	165	34	21%	30	18%	101	61%
Human Resources	117	40	34%	42	36%	35	30%
Industry, Tourism and Investment	185	49	26%	32	17%	104	56%
Justice	536	155	29%	104	19%	277	52%
Lands	126	28	22%	26	21%	72	57%
Legislative Assembly	33	10	30%	7	21%	16	48%
Municipal and Community Affairs	95	38	40%	26	27%	31	33%
Public Works and Services	271	94	35%	48	18%	129	48%
Transportation	277	100	36%	47	17%	130	47%
Total for Departments	2,732	880	32%	527	19%	1,325	48%
Beaufort Delta Divisional Education Council	183	59	32%	3	2%	121	66%
Commission scolaire francophone, TNO	34		0%		0%	34	100%
Dehcho Divisional Education Council	106	49	46%	3	3%	54	51%
Sahtu Divisional Education Council	102	29	28%		0%	73	72%
South Slave Divisional Education Council	180	54	30%	16	9%	110	61%
Tijcho Community Services Agency - Education	123	64	52%		0%	59	48%
Total for Education Councils	728	255	35%	22	3%	451	62%
Beaufort Delta Health and Social Services Authority	239	70	29%	2	0.8%	167	70%
Dehcho Health and Social Services Authority	93	48	52%	2	2.2%	43	46%
Fort Smith Health and Social Services Authority	125	61	49%	5	4.0%	59	47%
Sahtu Health and Social Services Authority	66	24	36%		0.0%	42	64%
Stanton Territorial Health Authority	557	62	11%	54	9.7%	441	79%
Tijcho Community Services Agency - Health	97	66	68%		0.0%	31	32%
Yellowknife Health and Social Services Authority	172	32	19%	18	10.5%	122	71%
Total for Health and Social Services Authorities	1,349	363	27%	81	6%	905	67%
Aurora College	212	65	31%	16	8%	131	62%
Business Development Investment Corporation	12	1	8%	4	33.3%	7	58%
Northwest Territories Housing Corporation	108	34	31%	21	19%	53	49%
Total for Agencies	332	100	30%	41	12%	191	58%
Total of Public Service	5,141	1,598	31%	671	13%	2,872	56%

2014							
Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Headquarters/North Slave	2,683	451	17%	541	20%	1,691	63%
Beaufort Delta Region	719	278	39%	18	3%	423	59%
Dehcho Region	371	201	54%	19	5%	151	41%
Fort Smith Region	261	98	38%	5	2%	158	61%
Sahtu Region	851	410	48%	87	10%	354	42%
Tijcho Region	256	160	63%	1	0%	95	37%
Total	5,141	1,598	31%	671	13%	2,872	56%

Senior Management by Priority Status
as at December 31, 2014

2014							
Department/Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non-Aboriginals in Senior Management	% Indigenous Non-Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Aboriginal Affairs and Intergovernmental Relations	8	2	25%	2	25%	4	50%
Education, Culture and Employment	21	3	14%	3	14%	15	71%
Environment and Natural Resources	18	7	39%	4	22%	7	39%
Executive	7	1	14%	4	57%	2	29%
Finance	17	1	6%	3	18%	13	76%
Health and Social Services	15	3	20%	3	20%	9	60%
Human Resources	10	3	30%	4	40%	3	30%
Industry, Tourism and Investment	20	2	10%	6	30%	12	60%
Justice	16	3	19%	7	44%	6	38%
Lands	15	3	20%	6	40%	6	40%
Legislative Assembly	6	1	17%	3	50%	2	33%
Municipal and Community Affairs	13	5	38%	6	46%	2	15%
Public Works and Services	12	1	8%	4	33%	7	58%
Transportation	12	2	17%		0%	10	83%
Total for Departments	190	37	19%	55	29%	98	52%
Beaufort Delta Divisional Education Council	3	2	67%		0%	1	33%
Commission scolaire francophone, TNO	1		0%		0%	1	100%
Dehcho Divisional Education Council	1		0%		0%	1	100%
Sahtu Divisional Education Council	2		0%		0%	2	100%
South Slave Divisional Education Council	1		0%		0%	1	100%
Tijcho Community Services Agency - Education	2	1	50%		0%	1	50%
Total for Education Councils	10	3	30%	0	0%	7	70%
Beaufort Delta Health and Social Services Authority	5		0%	1	20%	4	80%
Dehcho Health and Social Services Authority	2		0%		0%	2	100%
Fort Smith Health and Social Services Authority	1		0%	1	100%		0%
Sahtu Health and Social Services Authority	2		0%		0%	2	100%
Stanton Territorial Health Authority	4		0%		0%	4	100%
Tijcho Community Services Agency - Health	3		0%		0%	3	100%
Yellowknife Health and Social Services Authority	5		0%	1	20%	4	80%
Total for Health and Social Services Authorities	22	0	0%	3	14%	19	86%
Aurora College	7		0%	2	29%	5	71%
Business Development Investment Corporation	2		0%		0%	2	100%
Northwest Territories Housing Corporation	11	4	36%	4	36%	3	27%
Total for Agencies	20	4	20%	6	30%	10	50%
Total of Public Service	242	44	18%	64	26%	134	55%

2014							
Regions	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non-Aboriginals in Senior Management	% Indigenous Non-Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Headquarters/North Slave	177	27	15%	53	30%	97	55%
Beaufort Delta Region	23	5	22%	2	9%	16	70%
Dehcho Region	9	1	11%	2	22%	6	67%
Fort Smith Region	9	2	22%	1	11%	6	67%
Sahtu Region	19	8	42%	6	32%	5	26%
Tijcho Region	5	1	20%		0%	4	80%
Total	242	44	18%	64	26%	134	55%

Senior Management by Gender
as at December 31, 2014

2014					
Department/Board/Agency	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Aboriginal Affairs and Intergovernmental Relations	8	4	50%	4	50%
Education, Culture and Employment	21	13	62%	8	38%
Environment and Natural Resources	18	5	28%	13	72%
Executive	7	2	29%	5	71%
Finance	17	4	24%	13	76%
Health and Social Services	15	10	67%	5	33%
Human Resources	10	9	90%	1	10%
Industry, Tourism and Investment	20	9	45%	11	55%
Justice	16	10	63%	6	38%
Lands	15	7	47%	8	53%
Legislative Assembly	6	2	33%	4	67%
Municipal and Community Affairs	13	6	46%	7	54%
Public Works and Services	12	1	8%	11	92%
Transportation	12	3	25%	9	75%
Total for Departments and Agencies	190	85	45%	105	55%
Beaufort Delta Divisional Education Council	3	2	67%	1	33%
Commission scolaire francophone, TNO	1	1	100%		0%
Dehcho Divisional Education Council	1	1	100%		0%
Sahtu Divisional Education Council	2	1	50%	1	50%
South Slave Divisional Education Council	1		0%	1	100%
Tłı̨cho Community Services Agency - Education	2	2	100%		0%
Total for Education Councils	10	7	70%	3	30%
Beaufort Delta Health and Social Services Authority	5	3	60%	2	40%
Dehcho Health and Social Services Authority	2	1	50%	1	50%
Fort Smith Health and Social Services Authority	1	1	100%		0%
Sahtu Health and Social Services Authority	2	2	100%		0%
Stanton Territorial Health Authority	4	3	75%	1	25%
Tłı̨cho Community Services Agency - Health	3	1	33%	2	67%
Yellowknife Health and Social Services Authority	5	4	80%	1	20%
Total for Health and Social Services Authorities	22	15	68%	7	32%
Aurora College	7	6	86%	1	14%
Business Development Investment Corporation	2		0%	2	100%
Northwest Territories Housing Corporation	11	4	36%	7	64%
Total for Agencies	20	10	50%	10	50%
Total of Public Service	242	117	48%	125	52%

2014					
Region	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Headquarters/North Slave	177	86	49%	91	51%
Beaufort Delta Region	23	11	48%	12	52%
Dehcho Region	9	3	33%	6	67%
Sahtu Region	9	4	44%	5	56%
South Slave Region	19	10	53%	9	47%
Tłı̨cho Region	5	3	60%	2	40%
Total	242	117	48%	125	52%

Non-Traditional Occupations by Gender
as at December 31, 2014

2014					
Department/Board/Agency	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations	Men in Non-Traditional Occupations	% of Men in Non-Traditional Occupations
Aboriginal Affairs and Intergovernmental Relations	-		-		-
Education, Culture and Employment	9	4	44%	5	56%
Environment and Natural Resources	135	17	13%	118	87%
Executive	1		0%	1	100%
Finance	23	8	35%	15	65%
Health and Social Services	17	3	18%	14	82%
Human Resources	0		0%		0%
Industry, Tourism and Investment	24	6	25%	18	75%
Justice	18	3	17%	15	83%
Lands	31	8	26%	23	74%
Legislative Assembly	1		0%	1	100%
Municipal and Community Affairs	18	1	6%	17	94%
Public Works and Services	152	16	11%	136	89%
Transportation	166	9	5%	157	95%
Total for Departments	595	75	13%	520	87%
Beaufort Delta Divisional Education Council	2		0%	2	100%
Commission scolaire francophone, TNO	0		0%		0%
Dehcho Divisional Education Council	0		0%		0%
Sahtu Divisional Education Council	1	1	100%		0%
South Slave Divisional Education Council	0		0%		0%
Tłı̨chı̨ Community Services Agency - Education	0		0%		0%
Total for Education Councils	3	1	33%	2	67%
Beaufort Delta Health and Social Services Authority	3		0%	3	100%
Dehcho Health and Social Services Authority	0		0%		0%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority	0		0%		0%
Stanton Territorial Health Authority	12	2	17%	10	83%
Tłı̨chı̨ Community Services Agency - Health	1	1	100%		0%
Yellowknife Health and Social Services Authority	6	3	50%	3	50%
Total for Health and Social Services Authorities	23	6	26%	17	74%
Aurora College	12	2	17%	10	83%
Business Development Investment Corporation	-		-		-
Northwest Territories Housing Corporation	27	3	11%	24	89%
Total for Agencies	39	5	13%	34	87%
Total of Public Service	660	87	13%	573	87%

2014					
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations	Men in Non-Traditional Occupations	% of Men in Non-Traditional Occupations
Headquarters/North Slave	332	61	18%	271	82%
Beaufort Delta Region	86	9	10%	77	90%
Dehcho Region	74	6	8%	68	92%
Sahtu Region	30	3	10%	27	90%
South Slave Region	123	7	6%	116	94%
Tłı̨chı̨ Region	15	1	7%	14	93%
Total	660	87	13%	573	87%

Self-Declared Persons with Disabilities
as at December 31, 2014

2014			
Department/Board/Agency	Total Employees	Self-Declared Persons with Disabilities	% Self-Declared Persons with Disabilities
Aboriginal Affairs and Intergovernmental Relations	36		0.0%
Education, Culture and Employment	254	7	2.8%
Environment and Natural Resources	328	2	0.6%
Executive	59		0.0%
Finance	250	3	1.2%
Health and Social Services	165	4	2.4%
Human Resources	117	6	5.1%
Industry, Tourism and Investment	185	3	1.6%
Justice	536	9	1.7%
Lands	126	1	0.8%
Legislative Assembly	33		0.0%
Municipal and Community Affairs	95	2	2.1%
Public Works and Services	271	7	2.6%
Transportation	277	3	1.1%
Total for Departments	2,732	47	1.7%
Beaufort Delta Divisional Education Council	183		0.0%
Commission scolaire francophone, TNO	34		0.0%
Dehcho Divisional Education Council	106		0.0%
Sahtu Divisional Education Council	102		0.0%
South Slave Divisional Education Council	180		0.0%
Tłı̨cho Community Services Agency - Education	123		0.0%
Total for Education Councils	728	0	0.0%
Beaufort Delta Health and Social Services Authority	239	1	0.4%
Dehcho Health and Social Services Authority	93		0.0%
Fort Smith Health and Social Services Authority	125		0.0%
Sahtu Health and Social Services Authority	66	1	1.5%
Stanton Territorial Health Authority	557	17	3.1%
Tłı̨cho Community Services Agency - Health	97		0.0%
Yellowknife Health and Social Services Authority	172	4	2.3%
Total for Health and Social Services Authorities	1,349	23	1.7%
Aurora College	212		0.0%
Business Development Investment Corporation	12		0.0%
Northwest Territories Housing Corporation	108	2	1.9%
Total for Agencies	332	2	0.6%
Total of Public Service	5,141	72	1.4%

2014			
Region	Total Employees	Self-Declared Persons with Disabilities	% Self-Declared Persons with Disabilities
Headquarters/North Slave Region	2,683	61	2.3%
Beaufort Delta Region	719	4	0.6%
Dehcho Region	371		0.0%
Sahtu Region	261	1	0.4%
South Slave Region	851	6	0.7%
Tłı̨cho Region	256		0.0%
Total	5,141	72	1.4%

Employee Performance Reviews

2013/2014			
Departments/Boards/Agencies	Estimated Number Due	Number Appraisals Completed	Completion Rate
Aboriginal Affairs and Intergovernmental Relations	28	16	57%
Education, Culture and Employment	208	208	100%
Environment and Natural Resources	271	170	63%
Executive	59	48	81%
Finance	140	126	90%
Health and Social Services	153	50	33%
Human Resources	182	169	93%
Industry, Tourism and Investment	140	101	72%
Justice	478	443	93%
Legislative Assembly	30	23	77%
Municipal and Community Affairs	104	104	100%
Public Works and Services	242	190	79%
Transportation	261	87	33%
Total for Departments	2,296	1,735	76%
Beaufort Delta Divisional Education Council	53	9	17%
Commission scolaire francophone, TNO	11	0	0%
Dehcho Divisional Education Council	46	7	15%
Sahtu Divisional Education Council	35	0	0%
South Slave Divisional Education Council	51	40	78%
Tłjcho Community Services Agency - Education	41	21	51%
Total for Education Councils	237	77	32%
Beaufort Delta Health and Social Services Authority	222	88	40%
Dehcho Health and Social Services Authority	97	44	45%
Fort Smith Health and Social Services Authority	128	11	9%
Sahtu Health & Social Services Authority	68	37	54%
Stanton Territorial Health Authority	522	200	38%
Tłjcho Community Services Agency - Health	85	13	15%
Yellowknife Health and Social Services Authority	155	118	76%
Total for Health and Social Services Authorities	1,277	511	40%
Aurora College	202	180	89%
Business Development Investment Corporation	12	12	100%
Northwest Territories Housing Corporation	94	87	93%
Total for Agencies	308	279	91%
Total Public Service	4,118	2,602	63%

Region	Estimated Number Due	Number Appraisals Completed	Completion Rate
Headquarters/North Slave Region	2,265	1,572	69%
Beaufort Delta Region	532	291	55%
Dehcho Region	290	122	42%
Sahtu Region	182	104	57%
South Slave Region	692	452	65%
Tłjcho Region	157	60	38%
Total Public Service	4,118	2,602	63%

Employee Accession and Turnover
as at December 31, 2014

2014		
Department/Board/Agency	Percentage Accession	Percentage Turnover
Aboriginal Affairs and Intergovernmental Relations	11.8%	14.7%
Education, Culture and Employment	10.5%	9.7%
Environment and Natural Resources	25.6%	8.5%
Executive	17.9%	9.7%
Finance	19.0%	9.0%
Health and Social Services	12.9%	12.3%
Human Resources	3.6%	10.3%
Industry, Tourism and Investment	32.9%	11.4%
Justice	11.7%	9.4%
Lands		
Legislative Assembly	6.0%	11.9%
Municipal and Community Affairs	5.8%	7.8%
Public Works and Services	12.5%	7.6%
Transportation	12.0%	12.4%
Beaufort Delta Divisional Education Council	14.7%	16.3%
Commission scolaire francophone, TNO	18.9%	32.4%
Dehcho Divisional Education Council	6.5%	9.3%
Sahtu Divisional Education Council	24.2%	22.2%
South Slave Divisional Education Council	13.3%	13.9%
Tłı̨chō Community Services Agency - Education	16.9%	9.3%
Beaufort Delta Health and Social Services Authority	24.7%	17.4%
Dehcho Health and Social Services Authority	17.6%	20.7%
Fort Smith Health and Social Services Authority	12.7%	14.3%
Sahtu Health and Social Services Authority	18.0%	18.0%
Stanton Territorial Health Authority	11.8%	7.9%
Tłı̨chō Community Services Agency - Health	22.7%	9.7%
Yellowknife Health and Social Services Authority	18.4%	12.3%
Aurora College	5.5%	12.4%
Business Development Investment Corporation	16.7%	16.7%
Northwest Territories Housing Corporation	10.4%	3.8%
Overall Average	16.1%	11.4%

2014		
Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	16.9%	9.7%
Beaufort Delta Region	18.1%	14.7%
Dehcho Region	13.1%	13.1%
Sahtu Region	21.3%	18.6%
South Slave Region	11.1%	10.8%
Tłı̨chō Region	18.7%	10.5%
Overall Average	16.1%	11.4%

DEPARTMENT OF HUMAN RESOURCES

Directorate

The Directorate provides leadership and direction to the Department. The Directorate also provides strategic human resource advice to the Minister, as well as to Deputy Ministers and Deputy Heads across the GNWT. Given the Department's role as a shared service provider on behalf of the GNWT, the Directorate coordinates the guidance, input and direction from the Deputy Ministers' Human Resources Committee (DMHRC). Established under the authority of the Senior Management Committee of Deputy Ministers, the DMHRC oversees the corporate management of the GNWT's human resource framework, to ensure alignment and integration with government-wide business objectives.

Corporate Affairs and Strategic Human Resources

Corporate Affairs and Strategic Human Resources coordinates planning and reporting activities for the department, provides expert financial, policy, public relations, and information systems advice and manages the department's administrative services. The division is responsible for: leading government-wide human resource management as well as the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*; developing and maintaining departmental policies, the department's budget management program, and the records management program; the provision of information systems and information management support to the department; and providing strategic advice on departmental performance and emerging issues.

The Business Performance Unit identifies, consolidates, measures, and reports information relevant to strategic, operational, and transactional human resources goals, particularly in the areas of workforce reporting, Human Resource (HR) metrics, business process improvement and HR analytic activities.

Job Evaluation and Organizational Development coordinates the evaluation of GNWT positions through

implementation of the Hay Job Evaluation System, provides training on the job evaluation system and the creation of job descriptions, maintains GNWT organization charts and provides advice and support to management on organizational development.

Employee Development and Workforce Planning manages the development and implementation of government wide human resource management programs particularly in the areas of retention; workforce planning; employee recognition; management, leadership, and employee development; health and wellness; workplace safety; and diversity. The Unit also provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

Management and Recruitment Services

The Management and Recruitment Services Division is responsible for the provision of front-line general human resource services, which includes recruitment, administration of job competitions, client department support, and strategic advice to government-wide management in the area of human resource management.

Human Resource Services provides general human resource services through two client service centres: Yellowknife and Tłıchǫ. Human resource services include recruitment, administration of job competitions, labour relations advice, job description review, employee development and support to managers for human resource management, planning and employee recognition.

Human Resource Operations provides comprehensive advice and support to guide recruitment and ensure corporate consistency.

Labour Relations

The Labour Relations Division is responsible for undertaking the strategic management of terms and conditions of employment for public servants that promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of staff. The Division is responsible for the consistent application of the Duty to Accommodate Injury and Disability Policy and Guidelines and the Harassment Free and Respectful Workplace Policy and Guidelines.

Advice and Adjudication provides advanced labour relations advice to managers and human resource staff including collective agreement interpretations, human rights requirements and other employment contract interpretations.

Accommodations, Bargaining and Investigations is responsible for implementation of the Duty to Accommodate Policy, investigations conducted under the Respectful Workplace and Harassment Free Policy, and collective bargaining on behalf of the GNWT.

Regional Client Service Centres

The Regional Service Centres are responsible for the provision of front-line general human resource services, as well as strategic advice and guidance in the areas of human resource management and planning to regional management that support the recruitment and retention of the public service. Human resource services include recruitment, labour relations advice, job description review, employee development, and support for human resource planning and employee recognition.

The Northern Region consists of the Inuvik and Sahtu Service Centres. The Southern Region consists of the Fort Smith, Hay River and Dehcho Service Centres.

