

Government of
Northwest Territories

PUBLIC SERVICE ANNUAL REPORT 2016-17

GOVERNMENT OF THE NORTHWEST TERRITORIES - DEPARTMENT OF FINANCE

LE PRÉSENT DOCUMENT CONTIENT LA TRADUCTION FRANÇAISE DU RÉSUMÉ





May 2018

The Honourable Jackson Lafferty
Speaker of the Legislative Assembly

It is my pleasure to present the Public Service Annual Report for the 2016-17 fiscal year on the management and direction of the public service in the Northwest Territories (NWT) in accordance with the *Public Service Act*.

The Honourable Robert C. McLeod
Minister, Department of Finance

National Library of Canada Cataloguing in Publication Data

Government of the Northwest Territories - Department of Finance
Public Service Annual Report – 2016-17
ISSN# 1202-6646

If you have any comments about this report, please contact:

Deputy Minister, Department of Finance

Government of the Northwest Territories
P.O. Box 1320, Yellowknife, NT X1A 2L9
(867) 767-9151 ext. 14000

Unless otherwise indicated, the primary source for statistics in this report is the GNWT Human Resource Information System (HRIS) to March 31, 2017, 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 is 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, Northwest Territories Teachers’ Association (NWTTA) and the Union of Northern Workers (UNW).

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

This report is available at the following website:

www.fin.gov.nt.ca

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

www.gov.nt.ca

www.fin.gov.nt.ca

Information for Employees can be found at the following website:

www.my.hr.gov.nt.ca

If you would like this information in another official language, call us.
English

Si vous voulez ces informations dans une autre langue officielle, contactez-nous.
French

Kīspin ki nitawihitīn ē nīhīyawihk ōma ācimōwin, tipwāsinān.
Cree

Tłıchq yatı k'êê. Dı wegodi newq dè, gots'ō gonede.
Tłıchq

ʔerihł'ís Dēne Sųłíné yatı t'a huts'elkēr xa beyáyatı theʔą ʔat'e, nuwe ts'ēn yółtı.
Chipewyan

Edı gondı dehgáh got'ıe zhaté k'êê edat'éh enahddhę nıde naxets'ê edahlı.
South Slavey

K'áhshó got'ı ne xədə k'ê hederı ʔedłhtl'é yerınıwę ní dé dúle.
North Slavey

Jii gwandak izhii ginjik vat'atr'ijāhch'uu zhit yinothtan jı', diits'āt ginohkhii.
Gwich'in

Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqluta.
Inuvialuktun

ᑕᑦᑲᑦ ᑎᑎᑦᑲᑦ ᐱᑦᐱᑦ ᐃᑦᑎᑦᑲᑦᑲᑦᑲᑦ, ᐅᑦᑎᑦᑲᑦ ᐅᑦᑎᑦᑲᑦᑲᑦᑲᑦ.
Inuktitut

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.
Inuinnaqtun

Aboriginal Languages Secretariat: 867-767-9346 ext. 71037
Francophone Affairs Secretariat: 867-767-9343

Table of Contents

Executive Summary	1
Executive Summary (in French)	2
Minister's Message.....	3
Deputy Minister's Message.....	4
Introduction	5
A Diverse Territory	5
Governance.....	5
The Role of the NWT Public Service.....	5
Labour Relations and Collective Bargaining	6
Who we are: the Government of the Northwest Territories	7
Composition of the NWT Public Service	7
At a Glance: An NWT Public Servant.....	9
Developing an Effective NWT Public Service.....	12
Recruiting Talent	12
Workforce Planning and Retention	16
The Premier's Awards: Recognizing Outstanding Public Service.....	19
A Safe and Healthy Workplace.....	21
A Respectful Workplace.....	21
Occupational Health and Safety	21
Duty to Accommodate.....	21
Employee Wellness.....	22
Greening the workplace.....	23
Charitable Donations.....	23
Appendices.....	25
A. Employees by Department, Councils, Agencies and Boards.....	26
B. Employee Distribution by Community.....	27
C. Employees by Affirmative Action Status	28
D. Non-traditional Occupations by Gender.....	29
E. Senior Management by Affirmative Action Status.....	30
F. Senior Management by Gender.....	31
G. Human Resource Costs.....	32
H. Staffing Appeals.....	32
I. Retirement Eligibility	32
K. Staffing Actions.....	33
L. Employee Accession and Turnover.....	34

Figures

Figure 1: Public Servants by Departments, Boards and Agencies at March 31, 2017	7
Figure 2: Public Servants by Region at March 31, 2017	7
Figure 3: Employees by Age Group, as/at March 31, 2017	8
Figure 4: Public Servants by Employment Type at March 31, 2017	9
Figure 5: Public Servants by Affirmative Action Status and Gender at March 31, 2017	10
Figure 6: Accession and Turnover Rates by Fiscal Year (2013-2017)	12
Figure 7: Staffing Actions by Fiscal Year (2013-2017)	13
Figure 8: Staffing Appeals as/at March 31, 2017	13
Figure 9: Leadership Development Program Participants in 2016-17	15
Figure 10: GNWT Employees by National Occupational Classification Codes as/at March 31	16
Figure 11: Retirement Eligibility over the Next Ten Years by Occupational Category at March 31, 2017	17

Executive Summary

The Public Service Annual Report for the 2016-17 fiscal year has been prepared in accordance with the *Public Service Act* and provides information on the management and direction of the Public Service for the Government of the Northwest Territories (GNWT). This report offers a consistent reporting mechanism on human resource-related matters that are of interest to GNWT employees and all NWT residents.

The annual report is a useful reference tool that presents information and illustrates data that is of interest to all residents of the NWT. Beginning with this 2016-17 annual report, the data will be based on the fiscal year (April 1 to March 31) rather than the calendar year. This shift better aligns the report with the way the government operates such as business planning and financial reporting. In addition, providing data to March 31st each year means it is more current and relevant. The data used in this report is available on the website in order to provide equal access to all residents.

The annual report includes information about:

- the role of the public service in the NWT;
- the composition of the GNWT's labour force for example - total employees by department, board or agency, the breakdown of the number of Indigenous Aboriginal employees, employee distribution by community and employee turnover;
- programs and initiatives to develop an effective NWT public service, recognition of outstanding public service and employee profiles;
- the occupational health and safety culture including the duty to accommodate policy, and health and wellness services, and
- other activities that affect the work of government.

The Public Service Annual Report supports the GNWT's commitment to provide timely, accurate information in a consistent manner that ensures the public is informed about government policies and activities and the diversity and scope of the public service employees who develop and deliver the initiatives, programs and services to the people of the NWT.

Résumé

Le Rapport annuel sur la fonction publique de l'exercice financier 2016-2017 a été rédigé conformément à la *Loi sur la fonction publique* et fournit au gouvernement des Territoires du Nord-Ouest (GTNO) des renseignements sur la gestion et la direction de la fonction publique. Ce document constitue un mécanisme de rapport cohérent sur les questions liées aux ressources humaines qui touchent les employés du GTNO ainsi que l'ensemble des Ténos.

Le rapport annuel est un outil de référence utile qui illustre des données et fournit des renseignements intéressants à l'ensemble des Ténos. À partir du rapport annuel de 2016-2017, les données seront fondées sur l'exercice financier (du 1er avril au 31 mars) plutôt que sur le calendrier civil. Grâce à ce changement, le rapport correspondra mieux au mode de fonctionnement du gouvernement, notamment en ce qui concerne la planification des activités et l'établissement de rapports financiers. De plus, les données recueillies le 31 mars seront plus à jour et pertinentes. Les données utilisées dans ce rapport sont publiées sur le site Web afin d'en assurer l'égalité d'accès pour l'ensemble des Ténos.

Le rapport annuel comprend des renseignements sur ce qui suit :

- le rôle de la fonction publique aux TNO;
- la composition de la main-d'œuvre du GTNO, notamment le nombre total d'employés par ministère, conseil ou organisme, la répartition des employés autochtones originaires du Nord, le roulement du personnel, et la répartition des employés par communauté;
- les programmes et les initiatives sur l'efficacité de la fonction publique des TNO, la reconnaissance de l'excellence dans la fonction publique, et le profil des employés;
- la culture de la santé et de la sécurité au travail, y compris la politique sur les mesures d'adaptation, et les services de santé et de mieux-être;
- d'autres activités qui ont une incidence sur les travaux du gouvernement.

Le Rapport annuel sur la fonction publique appuie l'engagement du GTNO à fournir des renseignements exacts et opportuns de manière cohérente pour s'assurer que le public est informé des politiques et des activités gouvernementales, et de la diversité des fonctionnaires qui élaborent et mettent en œuvre des initiatives, des programmes et des services à l'intention des Ténos.

Minister's Message



The Honourable Robert C. McLeod
Minister, Department of Finance

As Minister Responsible for the *Public Service Act* I am pleased to present the Public Service Annual Report for the 2016-17 fiscal year. This report has been prepared in accordance with the *Public Service Act* and provides information on the management and direction of the Public Service for the Government of the Northwest Territories (GNWT).

This important document offers an overview of both the achievements and the ongoing work of the government and public service employees. The annual report is a useful reference tool that presents information and illustrates data that is of interest to all residents of the NWT.

The ability of the government to achieve its goals and address its priorities is based on our ability to hire, retain, develop and appreciate our public service employees. This past year we began a review of the *Public Service Act*, continued to foster lifelong learning, skills development, training and employability through a variety of programs, recognized the accomplishments of individuals and teams, and enhanced access to health and wellness supports for GNWT staff in all regions.

The GNWT remains committed to creating a public service that is reflective of our diverse population, developing and delivering programs and services that are culturally appropriate, and offering meaningful growth and employment opportunities. As a government, we are making progress towards our goals by working cooperatively and collaboratively with each other and our partners in Indigenous, municipal, provincial, territorial, federal and community governments and those in the private and non-profit sectors.

I would like to thank all GNWT employees for their diligence and contributions professionally and personally, to the residents of the NWT, our communities and the government.

Introduction

A DIVERSE TERRITORY

The NWT is a vast jurisdiction, covering approximately 1.35 million square kilometers. As of April 1, 2017, Statistics Canada estimated that there were 44,381 people residing in the NWT. Nearly half of the population lives in Yellowknife, the territorial capital, with the other half spread across 32 relatively remote communities.

The NWT has a diverse and culturally rich population. Approximately half of the Territory's residents are of Indigenous heritage. The Territory is also linguistically diverse, officially recognizing 11 languages: English, French, Chipewyan, Cree, Tłıchǫ, Gwich'in, North Slavey, South Slavey, Inuktitut, Inuvialuktun, and Inuinnaqtun.

GOVERNANCE

The NWT operates under the consensus system of government. Within this system, the Legislative Assembly functions in much the same way as a provincial legislature except that all Members of the Legislative Assembly (MLAs) represent their constituencies as independents, rather than as members of a political party. At the beginning of a term the Premier and six Ministers are elected by all the MLAs 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 Northwest Territories follows a system of fixed date elections, whereby the Legislative Assembly is scheduled to be dissolved every four years so that a general election may be held. Polling day is the first Monday in October, four years after the last general election. However with several different jurisdictional elections happening during the same time period in 2015, the date for the 2015 Territorial General Election was reset for November 23rd. Therefore, the current assembly is to be dissolved November 2019.

In addition to the five settled agreements, several Aboriginal governments are currently negotiating land, resources and self-government agreements. New systems of governance are emerging as agreements across the territory are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Indigenous and public governments.

THE ROLE OF THE NWT PUBLIC SERVICE

The public service is an impartial body that supports the Government of Northwest Territories (GNWT) in developing and implementing policies and delivering public services. The GNWT is responsible for the delivery of public services to the people of the Northwest Territories. These services 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 (airports and roads); support to community governments; and cultural programs.

The *Public Service Act (the Act)* is the legislative framework that establishes the public service for the NWT. 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 for the GNWT.

The *Act* was enacted 1988 and amended as issues arose. A comprehensive review of the *Act* is underway and will set out a more modern framework for the management and direction of an effective and skilled public service for the Government of the Northwest Territories.

LABOUR RELATIONS AND COLLECTIVE BARGAINING

Most GNWT employees are members of the Union of Northern Workers (75.2%), and the NWT Teachers' Association (9.2%). Excluded employees accounted for 11.0% of the public service, while senior management made up 4.3% and Deputy Heads made up 0.3%.

The Union of Northern Workers (UNW) is the union that represents the public service, except teachers. The Collective Agreement between the Union of Northern Workers and the Minister Responsible for the Public Service expired on March 31, 2016.

All NWT teachers are members of the Northwest Territories Teacher's Association (NWTTA). The previous Collective Agreement between the Northwest Territories Teacher Association and the Minister Responsible for the Public Service expired on July 31, 2016.

The GNWT entered negotiations with both bargaining agents needing to find a balance between investing in our public service and being financially responsible. The GNWT's overall goal is to ensure fair compensation for employees and, at the same time, to deliver on our overall fiscal responsibility and our commitments to the priorities of the government and the NWT residents.

The GNWT was able to achieve this goal through the successful negotiation of a new collective agreement with its teachers. Negotiations with the NWTTA began on May 2, 2016 and ended on June 27, 2016 when both sides reached an agreement in principle.

Collective Bargaining with the UNW commenced on January 14, 2015 and as of March 31, 2017, the GNWT and UNW had not reached a new agreement. Collective bargaining is ongoing and the GNWT remains committed to its goals and reaching a negotiated settlement through the bargaining process.

¹ Deputy Heads include: BDIC CEO; THSSA CEO; Chief Public Health Officer; Clerk of Legislative Assembly; Deputy Minister; Deputy Minister/Secretary of the FMB; President – NWTTC; Principal Secretary to the Premier; and Secretary to Cabinet.



Who We Are

Government of the Northwest Territories

COMPOSITION OF THE NWT PUBLIC SERVICE

At the end of March 2017, there were 5,175 employees in the following departments, councils, agencies and boards of the NWT Public Service:

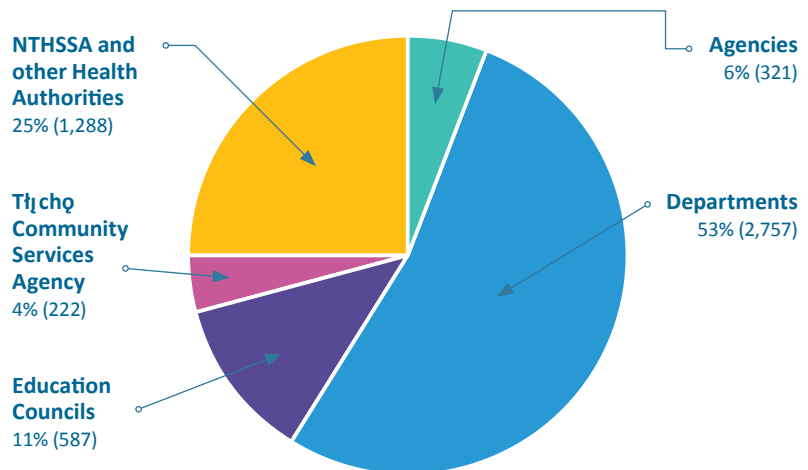
- Department of Aboriginal Affairs and Intergovernmental Relations
- Department of Education, Culture and Employment
- Department of Environment and Natural Resources
- Department of Executive
- Department of Finance
- Department of Health and Social Services
- Department of Human Resources
- Department of Industry, Tourism and Investment
- Department of Justice
- Department of Lands
- Department of Municipal and Community Affairs
- Department of Public Works and Services
- Department of Transportation
- Legislative Assembly
- Aurora College
- Tłıchǫ Community Services Agency
- Northwest Territories Health and Social Services Authority
- Commission scolaire francophone de division
- Divisional Education Councils
- Northwest Territories Business Development and Investment Corporation
- Northwest Territories Housing Corporation

² Medical practitioners are not included in the NWT Public Service

³ This does not include employees from YK1 or Yellowknife Catholic Schools

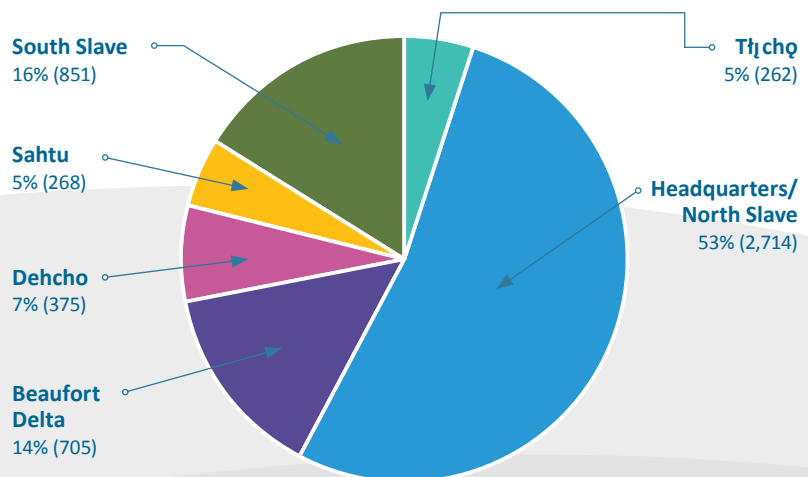
As indicated in Figure 1, the majority of NWT Public Servants were located in departments (53%) in 2016-17. Of the remaining employees, there were 6% in agencies (Aurora College, the Business Development Investment Corporation and Northwest Territories Housing Corporation), 11% in the Divisional Education Councils, and 25% in the Health and Social Services Authorities.

Figure 1: Public Servants by Departments, Boards and Agencies at March 31, 2017



The headquarters employed 53% of GNWT employees, while 16% were employed in the South Slave Region, 14% in the Beaufort Delta Region, 7% in the Dehcho Region, 5% in the Sahtu Region, and 5% in the Tłıchq Region.

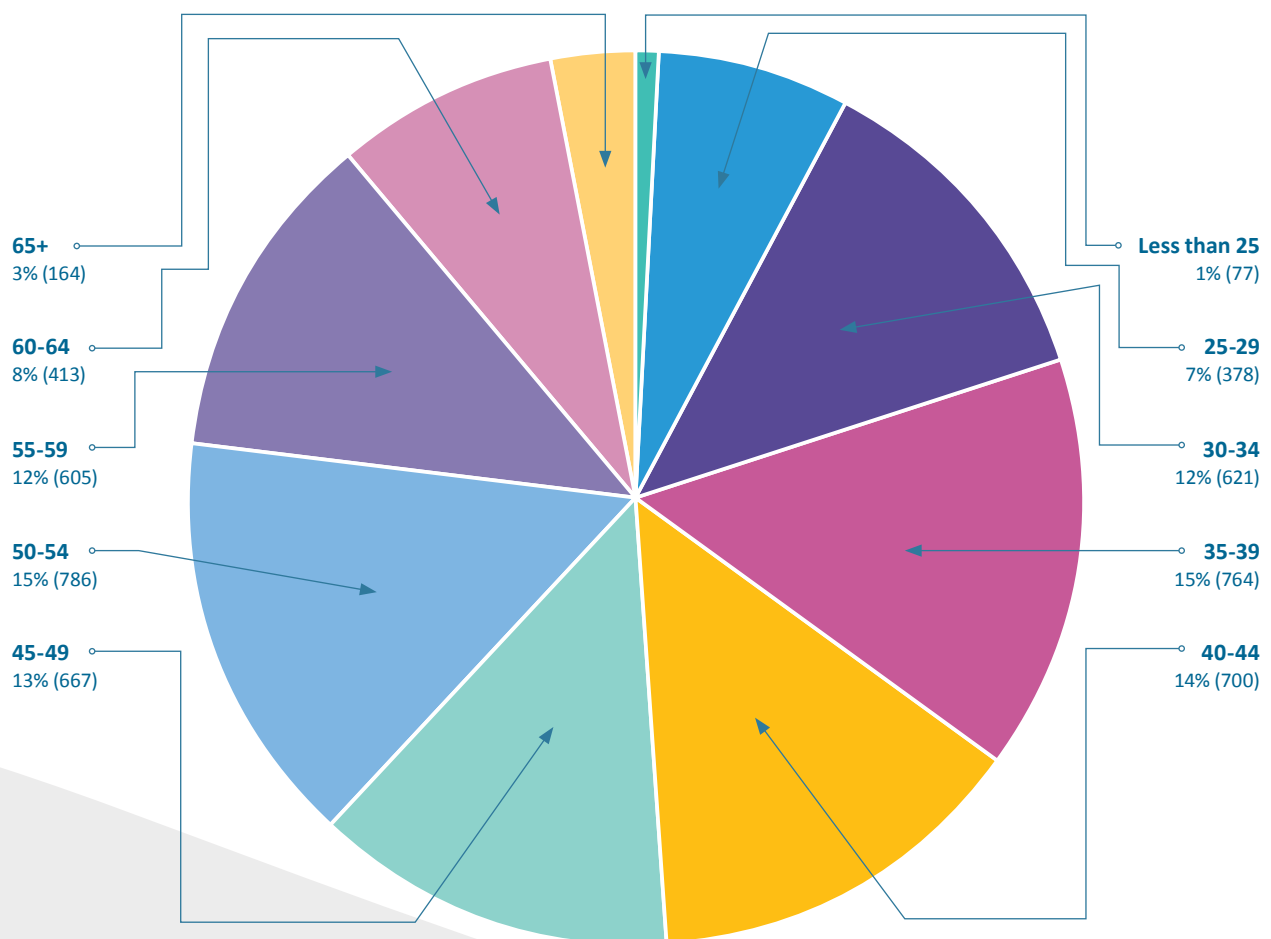
Figure 2: Public Servants by Region at March 31, 2017



AT A GLANCE: AN NWT PUBLIC SERVANT

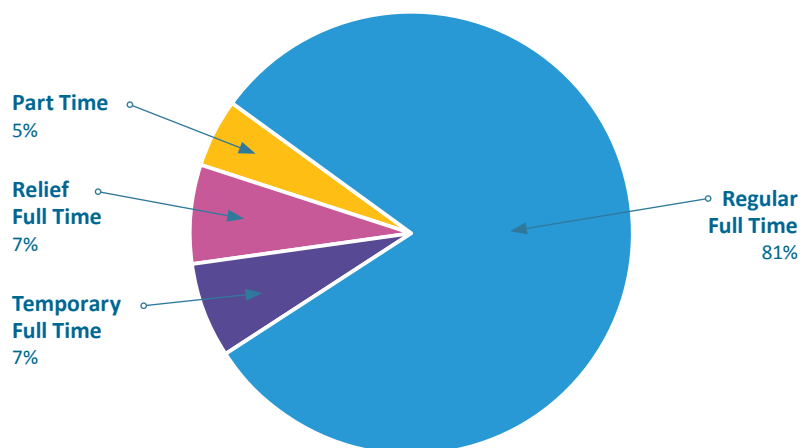
The average age of public servants remained relatively stable at 45.0 years in 2016-2017, with an average length of service of 9.0 years. Employees aged 50-54 and 35-39 reach make up approximately 15% of the workforce while employees 25 years and younger made up less than 1% of the workforce.

Figure 3: Employees by Age Group, as/at March 31, 2017



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. As outlined in the collective agreement, the standard hours of work for employees whose work week is 37.5 hours is from 8:30 a.m. to 5:00 p.m. Monday – Friday. At the request of the employee, the employer may grant flexible or staggered hours between 7:00 a.m. and 6:00 p.m., subject to operational requirements. For employees whose work schedule falls outside the standard hours of work (e.g. shift workers) there is a different process which is outlined in the collective agreement.

Figure 4: Public Servants by Employment Type at March 31, 2017

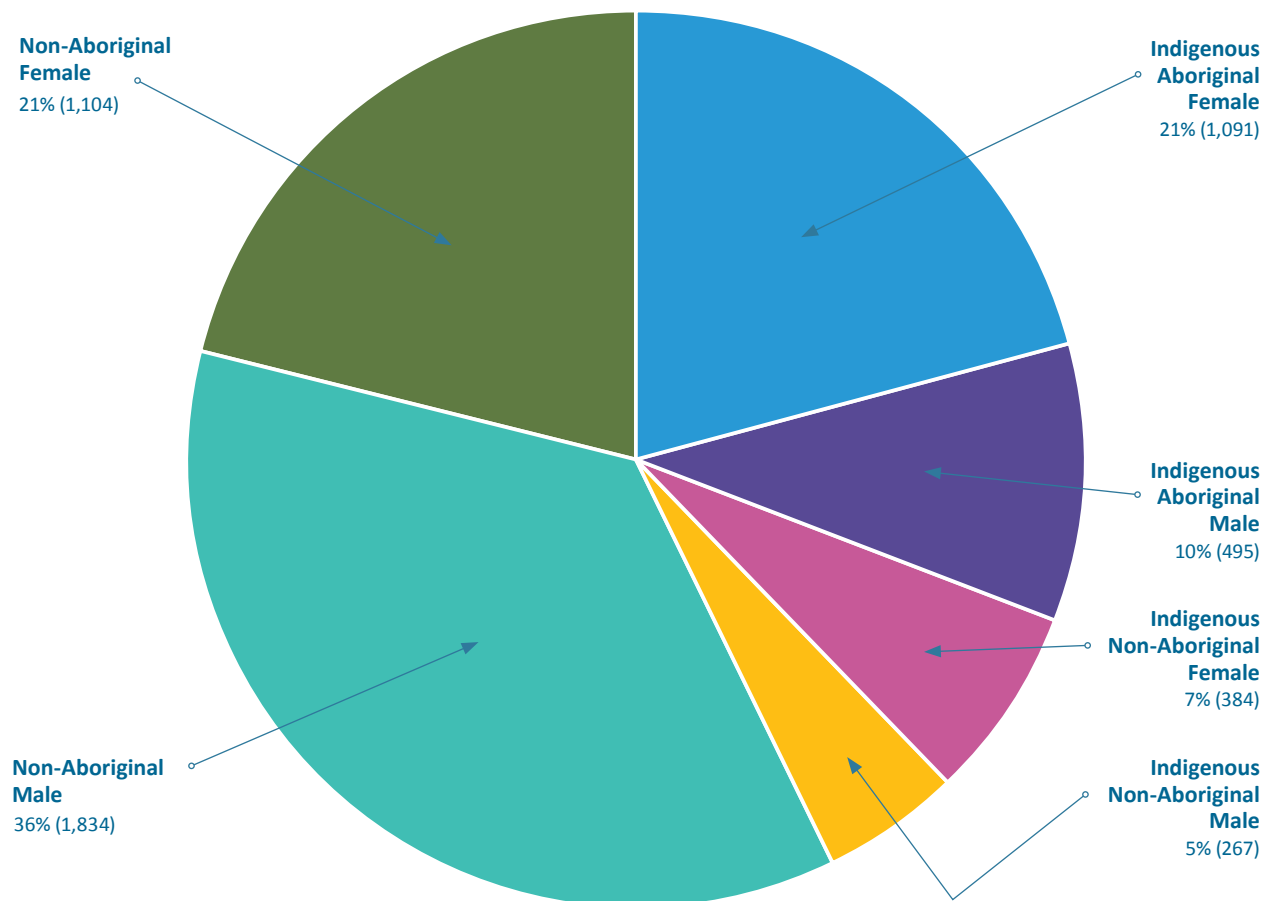


STRIVING FOR A DIVERSE AND REPRESENTATIVE WORKFORCE

The GNWT recognizes that a diverse and an inclusive workforce are important components of a strong and stable public service. The GNWT has an established 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;
- resident women;
- resident persons with disabilities; and
- Indigenous non-Aboriginal persons

Figure 5: Public Servants by Affirmative Action Status and Gender at March 31, 2017



The Diversity and Inclusion Unit established in 2015, leads and supports the development and implementation of new initiatives and programs to promote awareness and support for a diverse and inclusive workforce. The unit is responsible for developing programs and support measures in order to create a public service which reflects the diverse cultures of the NWT and which promotes the development and advancement of designated groups. Current GNWT diversity initiatives include:

- GNWT Advisory Committee on Employability (GACE)
- Aboriginal Consultation Working Group
- Duty to Accommodate Injury and Disability Training
- Employee Engagement and Satisfaction Survey; and
- Indigenous Employee Advisory Committee (IEAC)
- Diversity and Inclusion Training
- Disability Awareness Training and Poster Campaign
- Inclusion initiatives as a part of the Workforce Planning Strategy

In March 2017, the Government of the Northwest Territories was named as one of Canada's Top Diversity Employers for the fifth consecutive year by MediaCorp Canada Inc.

Bryana Matthews
Pollution Control Specialist Intern



Developing an Effective NWT Public Service

RECRUITING TALENT

Recruiting and training northerners is essential to building a strong, stable and representative public service. While the responsibility of hiring initiatives rests with departments, boards and agencies, the Department of Human Resources (now Finance) facilitated the hiring process by providing advice and support with respect to the policies and procedures of staffing guidelines in order to ensure practices are carried out in an appropriate manner.

The GNWT has a number of initiatives to support the recruitment of high quality employees, including:

- The Regional Recruitment Program is an on-the-job training program which provides a link between vacant regional positions and northern residents.
- The GNWT continues to support northern postsecondary students throughout their pursuit of a higher education by offering work experience and competitive salaries through the Summer Student Program. This valuable work experience enhances their employment prospects upon graduation.
- The Graduate Internship Program provides unique employment opportunities to recent northern graduates through internships with various GNWT departments.

LEARNING ON THE JOB: THE GNWT GRADUATE INTERNSHIP PROGRAM

After Bryana Matthews graduated from the University of Victoria in 2016 with a Bachelor of Science in Biology and a Diploma in the Restoration of Natural Systems, she accepted a position as a Pollution Control Specialist Intern with the Water Resources Division of the Department of Environment and Natural Resources. Here's what she had to say about her experience with the GNWT:

On her summer student experience and why she applied for a GNWT internship:

Being a summer student with the GNWT is great. You can learn a lot, but it's a little limiting when you can only get 4 months of experience at a time. After graduating, I applied for an internship

for the opportunity to learn on the job in greater detail, get a better grasp on the practical aspects of working in a position like this, and to become more familiar with how the government works.

On her experience as an intern:

As the pollution control specialist intern in the Regulatory Section of Water Resources, I am able to apply my scientific background and knowledge of the reclamation process by reviewing submissions and providing recommendations for issues like industrial closure plans. So far it has been a great experience; I am able to both apply my past work experience as a summer student and my education,

while increasing my understanding of the environmental regulatory process and get a sense for where I'd like to take my career in the future.

On what she would want others to know about working with the GNWT as an intern:

You need to be open to different and new opportunities and to not have your mind set on only working in a certain division of government. If anyone I knew was just starting their own internship, I would recommend taking initiative on work tasks and have open discussions with your supervisor on what your interests are to get the most out the internship.

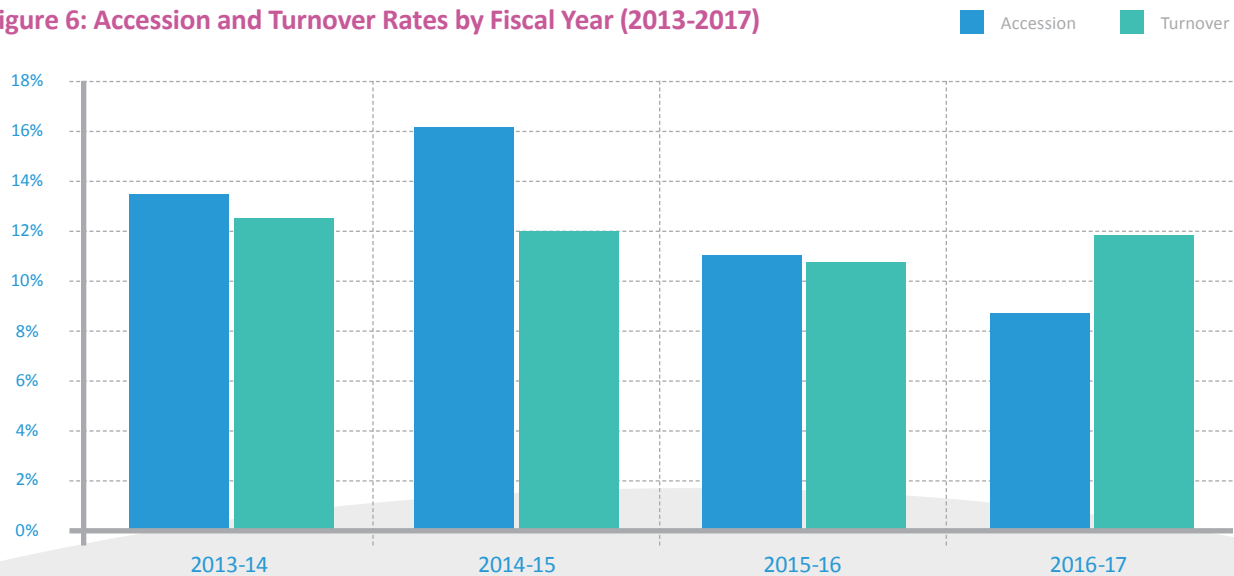
In January 2017, the Government of the Northwest Territories was named as one of Canada's Top Employers for Young People for the third time by MediaCorp Canada Inc.

ACCESSION (HIRING) 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. 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.

For the first time in the past four years, the GNWT's accession rate was lower than its turnover. Accession was at its lowest point in the past four years (11.1% in 2015-16, 16.1% in 2014-15 and 13.6% in 2013-14), likely due to the need for fiscal restraint and resulting in position reductions. At the same time, turnover has remained relatively stable: 2015-16 (10.9%), 2014-15 (12.0%), and 2013-14 (12.6%).

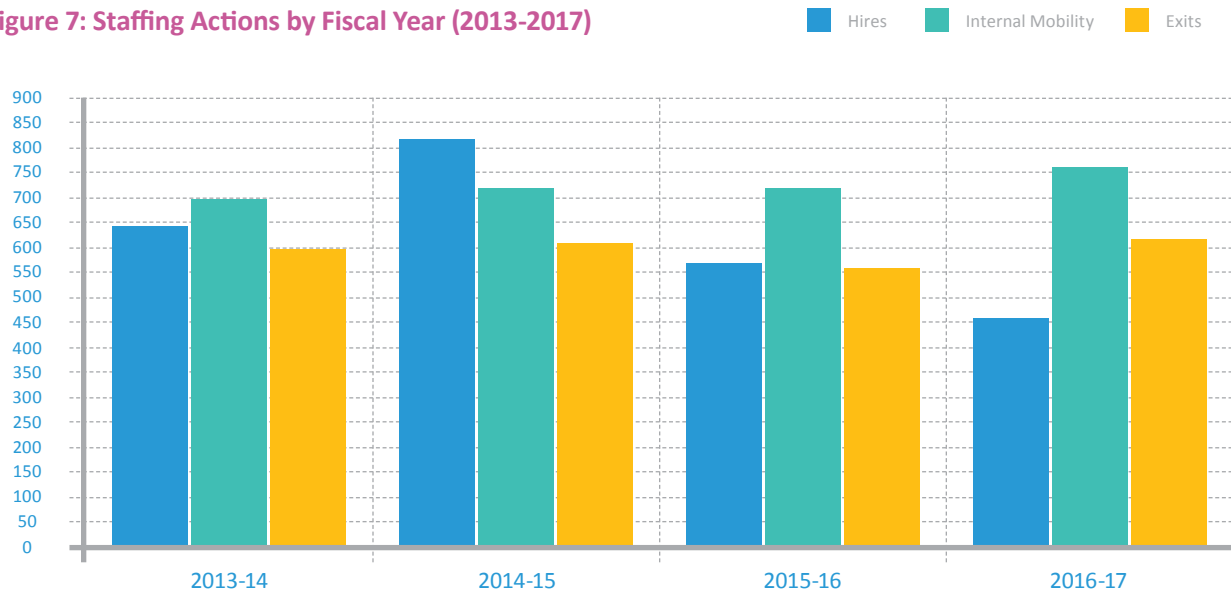
Figure 6: Accession and Turnover Rates by Fiscal Year (2013-2017)



Exits (including all staffing actions that result in an employee leaving the NWT Public Service) have equalled or exceeded hiring over the last four of years. This reflects an increasing number of public service employees who have retired, as well as the position reductions associated with the need for fiscal restraint.

Over the same time period, the internal mobility of NWT Public Servants, including all transfers, promotions and demotions, has increased by 11.9%. These opportunities allow employees to gain a broader range of work experience, and develop the knowledge and skills to meet the changing demands of the work environment and reflects the NWT Public Service's commitment to developing its own employees to address workforce needs and putting them in the best positions to succeed.

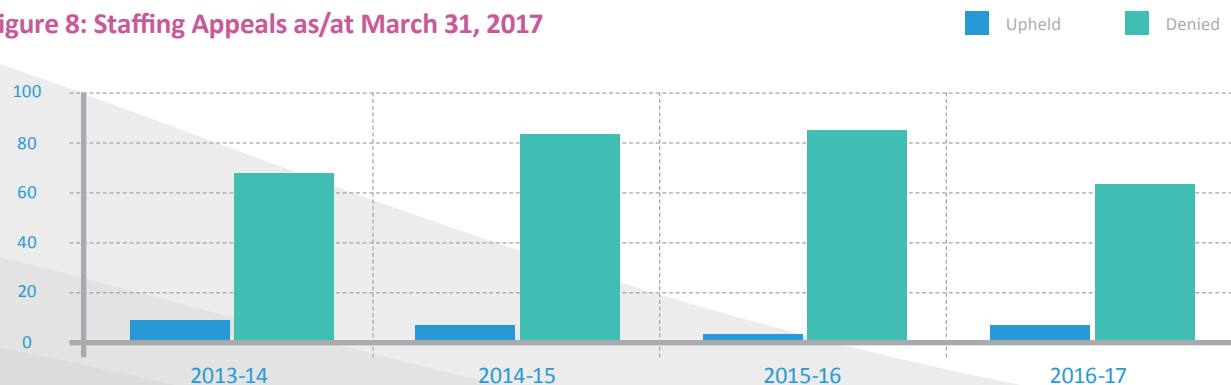
Figure 7: Staffing Actions by Fiscal Year (2013-2017)



APPEALS

The staffing appeals process supports the 18th Legislative Assembly's mandate for transparency in all aspects of government, including appointments to public service positions through the competition process, including the application of the Affirmative Action Policy. A staffing appeal allows unsuccessful candidates with appeal rights, in an open job competition, the opportunity to appeal the decision, if they believe a procedural error occurred which negatively affected how they were considered for a competition. Staffing appeals are reviewed by independent Staffing Review Officers appointed by the Minister responsible for the Public Service Act for three-year terms.

Figure 8: Staffing Appeals as/at March 31, 2017



LEARNING AND DEVELOPMENT

The delivery of employee learning and development opportunities allows the GNWT to support GNWT-wide priorities, provide quality services to the public, and to retain, attract and develop a skilled, qualified and representative workforce. The Learning and Development Policy is issued under the authority of the Financial Management Board (FMB) and was revised in FY 2016-17.

The Learning and Development Policy guides the overall learning and development opportunities offered by the GNWT, as it is in the best interest of the GNWT to ensure all employees have opportunities for

learning and development in order to assist with their professional development, performance of their job functions and to provide quality programs and services to residents of the NWT that remain consistent with governmental priorities and objectives.

The GNWT launched its online Learning and Development Calendar in 2015 to make it easier for public servants to access personal and professional development courses, workshops and online learning activities. There was a significant increase in the number of employees who registered for in-person and online training opportunities such as e-learning or WebEx sessions in 2016-2017.

The GNWT Competency Model now forms the basis of strategic human resource processes, such as attraction, selection, retention, performance management, development, and succession planning. Competency-based performance development training in 2016-2017 reflects the GNWT Public Service's transition to a competency-based performance management model and the launch of the ePerformance PeopleSoft module for all GNWT employees in April 2016. ePerformance was implemented for Senior Managers in 2013-14 and all managers and supervisors in 2014-15.

MOST POPULAR LEARNING & DEVELOPMENT CALENDAR COURSES IN 2016-17

1. Competency-based Performance Development with ePerformance
2. Public Service Pension Plan Member Educations
3. eperformance: An Introduction to Performance Documents in PeopleSoft
4. Competencies 101
5. Competency-based Performance Development 101

LEADERSHIP DEVELOPMENT PROGRAM

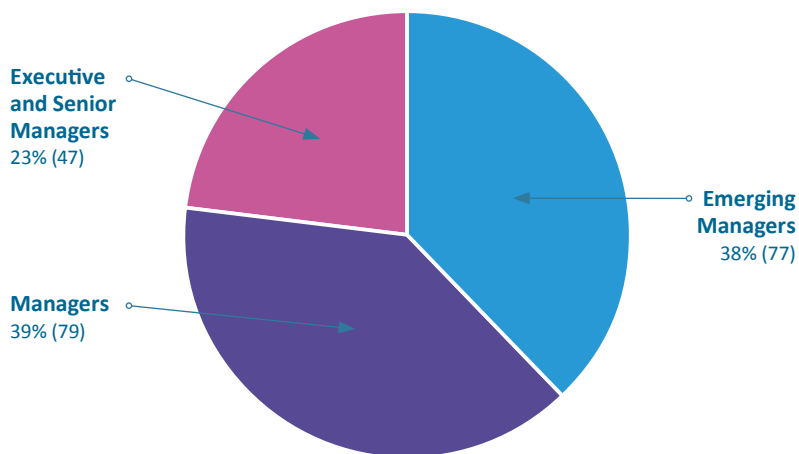
The Government of the Northwest Territories (GNWT) has partnered with the University of Alberta School of Business, Executive Education, to create the GNWT Leadership Development Program for executive managers, managers and emerging managers.

The purpose of the Program is to assist the GNWT in workforce planning by providing managers and emerging managers with opportunities to further enhance their existing management competencies, and to prepare them for future roles and/or advancement within the GNWT.

There are three streams within the Program, with the content of each stream adapted to the specific level of management:

- Emerging Managers;
- Managers; and
- Executive and Senior Managers

Figure 9: Leadership Development Program Participants in 2016-17





WORKFORCE PLANNING AND RETENTION

In 2016-17, the GNWT hired 457 new employees, while 621 employees left the public service. With turnover exceeding hiring rates and the number of retiring employees continuing to increase, the importance of recruiting and developing talented public servants is greater than ever.

Workforce planning ensures corporate and strategic goals and operational activities are linked. The *Workforce Planning Strategy* provides the GNWT with a systematic way to plan proactively, so that operations consist of the right number of people, with the right skills, in the right place and at the right time.

In addition to its Regional Recruitment Program and the Graduate Internship Program, the GNWT introduced its Skills 4 Success 10-Year Strategic Framework and accompanying four year action plan (2016 – 2020). This initiative is about improving employment success for NWT residents, addressing employment gaps, and tackling recruitment and retention challenges. The GNWT continues to develop and implement programs, in partnership with other governments, organizations and agencies, to respond to employer, industry and community labour market needs.

The Department of Education, Culture and Employment recently launched its five year

NWT Apprenticeship, Trades and Occupational Certification Strategy. This strategy identifies goals and key actions to improve training, apprenticeship, and certification opportunities in the skilled trades and industrial occupations which will directly contribute to filling current and future gaps in this sector of the labour market.

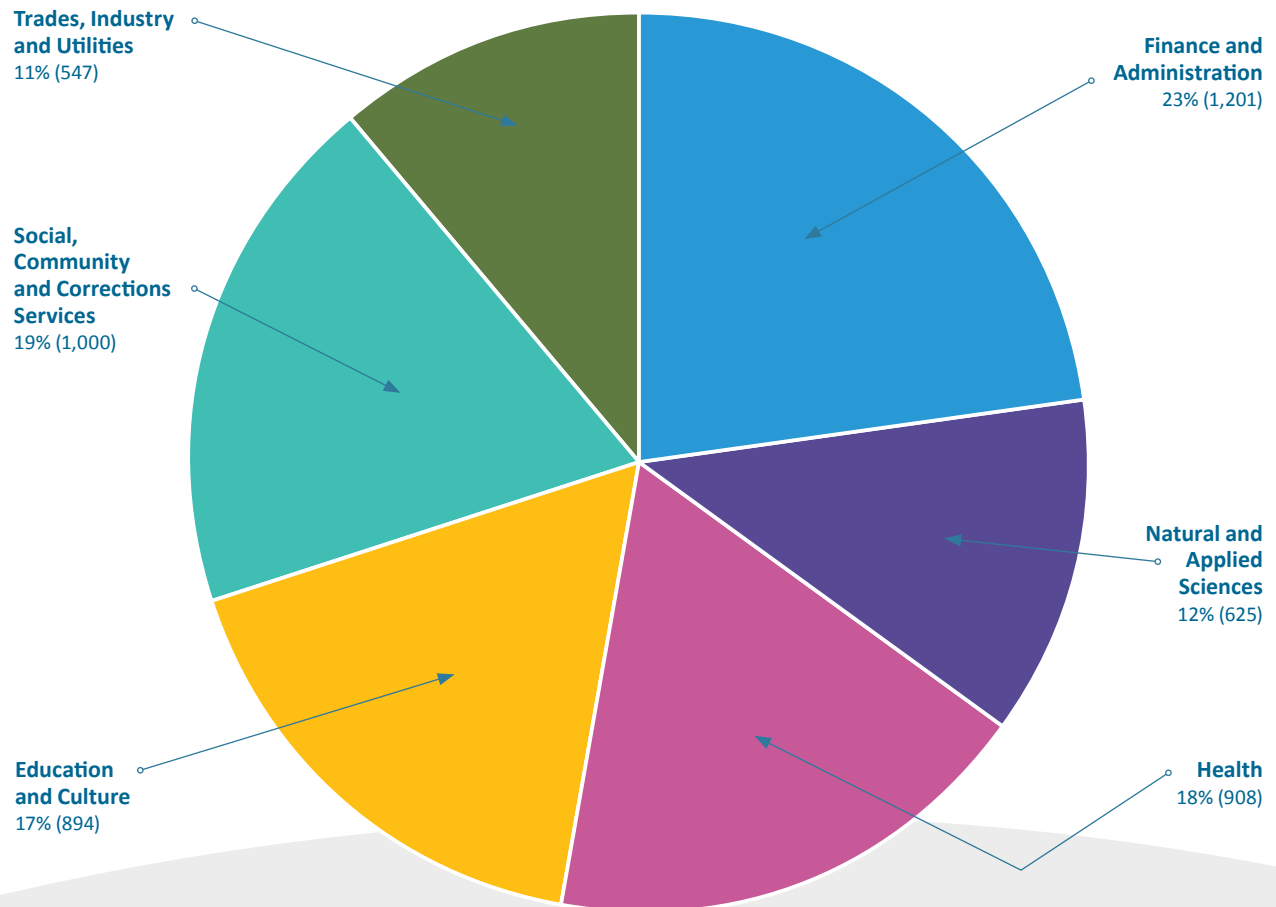
NATIONAL OCCUPATIONAL CLASSIFICATION SKILL LEVEL

The GNWT offers a range of employment opportunities and uses the National Occupation Classification (NOC) to depict job categories in the public service. NOC is the nationally accepted organizational framework of occupations in the Canadian labour market and organizes occupational titles according to skill level and job type.

Examples of positions in the GNWT include:

- **Finance and Administration:** This category contains occupations that provide financial and business services, administrative and regulatory services, and clerical supervision and support services. Examples include: Finance Officer, Human Resource Officer and other office support staff.
- **Natural and Applied Sciences:** This category contains professional and technical occupations in the sciences, including physical and life sciences, engineering, architecture and information technology. Examples include: Engineer, Biologist and Renewable Resources Officer.
- **Health:** This category includes occupations that provide health care services directly to patients and other occupations related to healthcare. Examples of positions include: Registered Nurse, Medical Lab and Certified Nursing Assistant.
- **Education and Culture:** This category includes occupations related to teaching, art, and culture including all levels of education, performing arts, film, libraries, museums, recreation and sport. Examples include: Teachers, College Instructors and Librarians.
- **Social, Community and Corrections Services:** This category includes occupations unique to government as well as those related to counselling and protective service occupations. Examples include: Correctional Officer, Community Social Services Worker and Social Worker.
- **Trades, Industry and Utilities:** This category includes occupations related to construction and mechanical trades, transportation, heavy equipment, utilities and natural resource based sectors including mining, oil and gas production, forestry and logging. Examples include: Mechanic and Equipment Operator, Fire Crew Member and Municipal Works Officer.

Figure 10: GNWT Employees by National Occupational Classification Codes as/at March 31

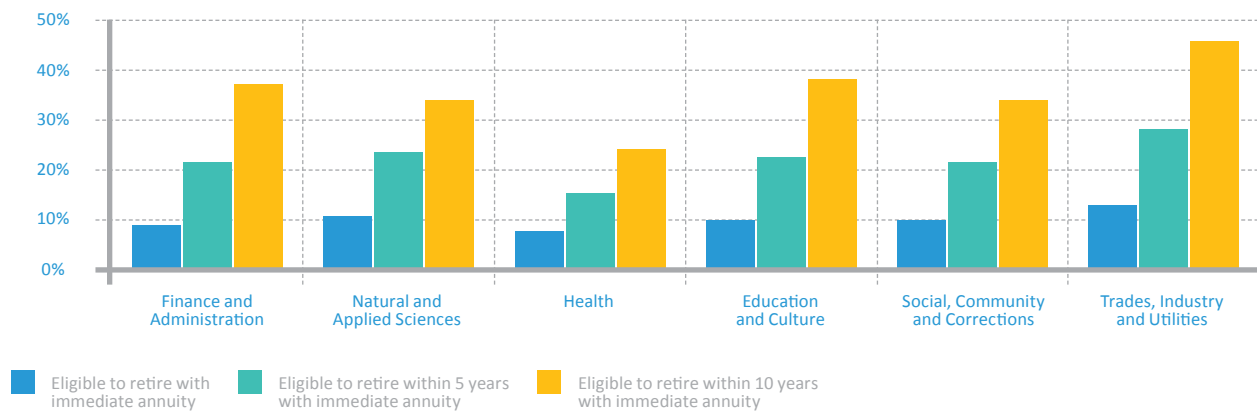


* Active Positions represents positions in the GNWT that are active in the Human Resources Information System

RETIREMENT

As the GNWT workforce ages, employees gradually begin to retire from their positions. Since 2009, retirement eligibility over the next 10 years amongst the GNWT public service has been increasing and 2016-17 illustrates the upward trend. In 2009 the rate was 25.4%, in 2013 it was 29.3% and as of March 31, 2017 it was 35.4%.

Figure 11: Retirement Eligibility over the Next Ten Years by Occupational Category at March 31, 2017





The Premier's Awards

Recognizing Outstanding Public Service

INDIVIDUAL EXCELLENCE

2016

- Francois Rossouw
- Ian Blackstock
- Celine Savard

2017

- Paul Boucher
- Erica Thompson

TEAM EXCELLENCE

2016

- **Beaufort Delta Education Council**
Greta Sittichinli, Chris Gilmour, Tara Gilmour, Theresa Hartley, Kurt Schweiller, Michael Reardon, Ken Crocker, Gary McBride, Lorna Jones-Martin
- **Health Information Act Team**
Natasha Brotherston, Dana Webster, Ravan Bedingfield, Livia Kurinska-Hrdlickova, Jennifer Howie, Dyan Bergen, Denise Canuel, Janis Cooper, Cherie Jarock
- **Tracr LTE Tablet Project**
Alec Hanna, Travis Drover

COLLABORATION

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.

2016

- **NWT ASETS-Aurora College Partnership**
Heather McCagg-Nystrom, Bonita Newell, Wendy Boucher, Gloria Buboire, Robert Charlie, Lynn Mackinnon, Pearl Bird, Brenda Baton, Vickie Francisco
- **Gwich'in Curriculum Development Team**
Greta Sittichinli, Shirley Snowshoe, Velma Illasiak, Angela Young, Norman Snowshoe, Diane Baxter, Alestine Andre, Sarah Jerome, Patrick Tomlinson
- **NWT – Alberta & NWT British Columbia Bilateral Water Management Agreements**
Dr. Erin Kelly, Shannon Cumming, Meghan Beveridge, Andrea Czarnecki, Derek Faria, Annie Levasseur, Catherine Lafferty, Merrell-Ann Phare, Bob Overvold, Ralph Pentland, Dahti Tsetso, Peter Redvers, Leon Andrew, Richard Binder, Tim Heron, David Krutko, Sjoerd Van der Wielen, Shin Shiga, Jeff Fraser, Don Balsillie

- **NEBS Pension Legislation Development Group**

Jamie Koe, Grant Baker, Kelly McLaughlin, William Rouse, Darren Flynn, Leanne Babstock, Phillip Grassie, Shawn Maley, Ken Burns, Nicole Pintkowsky, Dennis Adams

2017

- **Implementation of the NWT Cancer Strategy**

Crystal Milligan, Peggy Day, Susan Ross, Bernice Hardisty-Isaiah, Sonia Edwards, Gladys Edwards, Florence Barnaby, Melinda Laboucan, Elizabeth (Sabet) Biscaye, Patrick Scott

DAVE RAMSDEN CAREER EXCELLENCE AWARD

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.

2016

- Debbie DeLancey

2017

- Russell Neudorf



A Safe and Healthy Workplace

A RESPECTFUL WORKPLACE

The Government of the Northwest Territories is committed to a respectful workplace free of harassment where individuals are treated with fairness, dignity and respect. All individuals who work for the GNWT play a role in ensuring a working environment in which the dignity of all employees, clients and visitors is respected. Respectful workplace training is offered to managers and supervisors in all departments.

The Harassment Free and Respectful Workplace Policy covers four (4) categories of harassing behaviour:

- Harassment (on one or more of the prohibited grounds of discrimination as listed in the Human Rights Act)
- Personal Harassment
- Sexual Harassment
- Abuse of Authority

Every effort is made to resolve conflicts in a fair and respectful manner without having to resort to the formal complaint process, which is adversarial in nature. More emphasis is being placed on early conflict resolution mechanisms, such as informal or formal mediation.

The department is presently reviewing and updating the Harassment Free and Respectful Workplace Policy and accompanying guidelines.

OCCUPATIONAL HEALTH AND SAFETY

The GNWT Occupational Health and Safety (OHS) Program provides a range of services from health and safety orientations for workers to emergency response plans to incident investigations. The Occupational Health and Safety Policy applies to all territorial public service employees, except employees of the Northwest

Territories Power Corporation. It also applies to contractors, volunteers, clients and members of the public in GNWT workplaces.

Each GNWT department and agency remains responsible for ensuring their workplaces comply with health and safety requirements and establishing their own OHS committees and coordinators. The Department of Finance is developing an overarching occupational health and safety framework that will assist with streamlining GNWT health and safety procedures. The department is also working to strengthen the occupational health and safety culture of the GNWT through the development of a program.

OHS TRAINING IS AVAILABLE FOR ALL EMPLOYEES. COURSES INCLUDE:

1. Standard First Aid;
2. CPR Training;
3. Employee Safety Training;
4. Supervisor Safety Training;
5. Winter Driving, and;
6. Workplace Hazardous Material Information System (WHMIS) training.



DUTY TO ACCOMMODATE

The GNWT's Duty to Accommodate Injury and Disability Policy ensures every reasonable effort will be made to retain employees within the GNWT public service. This Policy supports the appropriate and effective management of the GNWT's responsibilities respecting our duty to accommodate employees and clarifies the roles and responsibilities involved in the accommodation process.

The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as is reasonably and safely possible. The GNWT accommodates employees in a number of ways, depending on the individual circumstances.

Accommodations may include, but are not limited to:

- modifying job duties;
- modifying hours of work;
- modifying work sites and/or equipment;
- providing an alternate position; and
- bundling existing duties.

Duty to accommodate training is offered to managers and supervisors in all departments and guidelines on applying the Duty to Accommodate Injury and Disability Policy are posted on the GNWT website. Duty to Accommodate Advisor positions are located in Yellowknife, Hay River and Inuvik to manage the caseload and provide additional proactive training to managers.

The Department of Finance is presently reviewing and updating the Duty to Accommodate Injury and Disability Policy and guidelines.

EMPLOYEE WELLNESS

The GNWT promotes health and wellness to all employees to ensure they are aware of and can access the support, counselling and training resources available. A variety of education sessions on health and wellness are provided and available throughout the year through in-person group training or via the internet.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The Employee and Family Assistance Program (EFAP) is a confidential, voluntary counselling and referral



service available to GNWT employees and their dependents. The program is designed to help with personal or work-related issues before they become more serious.

EFAP promotion is done through a dedicated intranet site for employees outlining the program, workplace posters, health and wellness articles in the GNWT's bi-weekly newsletter, and the advertising of upcoming wellness sessions using the GNWT's government-wide Messenger Service email system. Promotion also takes place during wellness workshops and webinars, including EFAP orientations for employees and managers to raise awareness of the breadth of services and supports available to both groups. Human resources staff, GNWT managers and supervisors also refer employees to the EFAP as

needed. The gradual increase of the EFAP annual utilization rate from 2013 (15.28% of employees) to 2017 (23.05% of employees) is evidence that these efforts are effective at raising employee awareness of the program.

It is important to note that, as with all EFAP counselling services provided, only aggregate data is provided in reports to the GNWT, which means confidentiality is maintained for anyone accessing the service.

WELLNESS TRAINING

Wellness training is provided by the GNWT's EFAP provider, Morneau Shepell. Webinars were introduced in January 2016 to increase accessibility to employees in all worksites and communities. In-person, half-

day workshops were scheduled throughout the year in all regions. Also starting in January 2016, the GNWT increased its delivery of mental health training, including Mental Health in the Workplace workshops for managers and supervisors, Resiliency at Work workshops, and a variety of webinars on topics that address issues at work, personal health and life.

GREENING THE WORKPLACE

The Department of Environment and Natural Resources (ENR) Green Team was formalized in 2010 to initiate greening of departmental operations and activities, to influence policy within ENR and to provide leadership to other departments

within the GNWT. Green Teams are groups of employees in departments working to foster the availability of greener practices and products, transform government operations and activities to save energy, reduce waste, conserve resources and reduce the GNWT's carbon footprint. Green Teams have also been created at the Departments of Lands and Education, Culture and Employment.

The ENR Green Team updated its terms of reference in 2016 to clarify that the Green Team focus on greening the department (as opposed to the GNWT as a whole) and changed the reporting schedule from annually to every two years. The Green Team works with outside organizations like Ecology North on Winter Walk to Work Week, the City of Yellowknife on Car Free Day, and the federal government on the Great Canadian Shoreline Clean-up.

From 2014 to 2016, the Green Team's efforts diverted between 60-80 lbs of organic materials to Scotia Centre's compost facility each week. The amount diverted rose steadily throughout this period as more staff started participating in the project. In total approximately 4,620 pounds of organics were collected and diverted from the landfill. The greenhouse gases avoided by composting these materials are equivalent to two tonnes of carbon dioxide savings, the same as conserving 257 gallons of gasoline, as estimated by the United

States Environmental Protection Agency Waste Reduction Model. In January 2016, the ENR Green Team hosted an Open House in the Scotia Centre basement boardroom to raise awareness and promote its initiatives and to meet the co-workers that the programs serve. The Green Dishes were put to use as guests enjoyed refreshments while learning about environmental practices. There was music, trivia games and a board to post a green New Year's resolution. The ENR Green Team has developed resources that other departments use in their efforts to promote sustainability and lead change in their workplaces including:

- A Green Catering Guide
- Green Meeting Checklist
- Green dishes a set of reusable melmac dishes (25 plates, bowls and mugs) to be used at meetings, luncheons and social functions that may be loaned to other departments upon request
- Working directly with ENR/ITI/Lands Social Committee to Green their events
- Working with ENR staff to provide composting and recycling at events

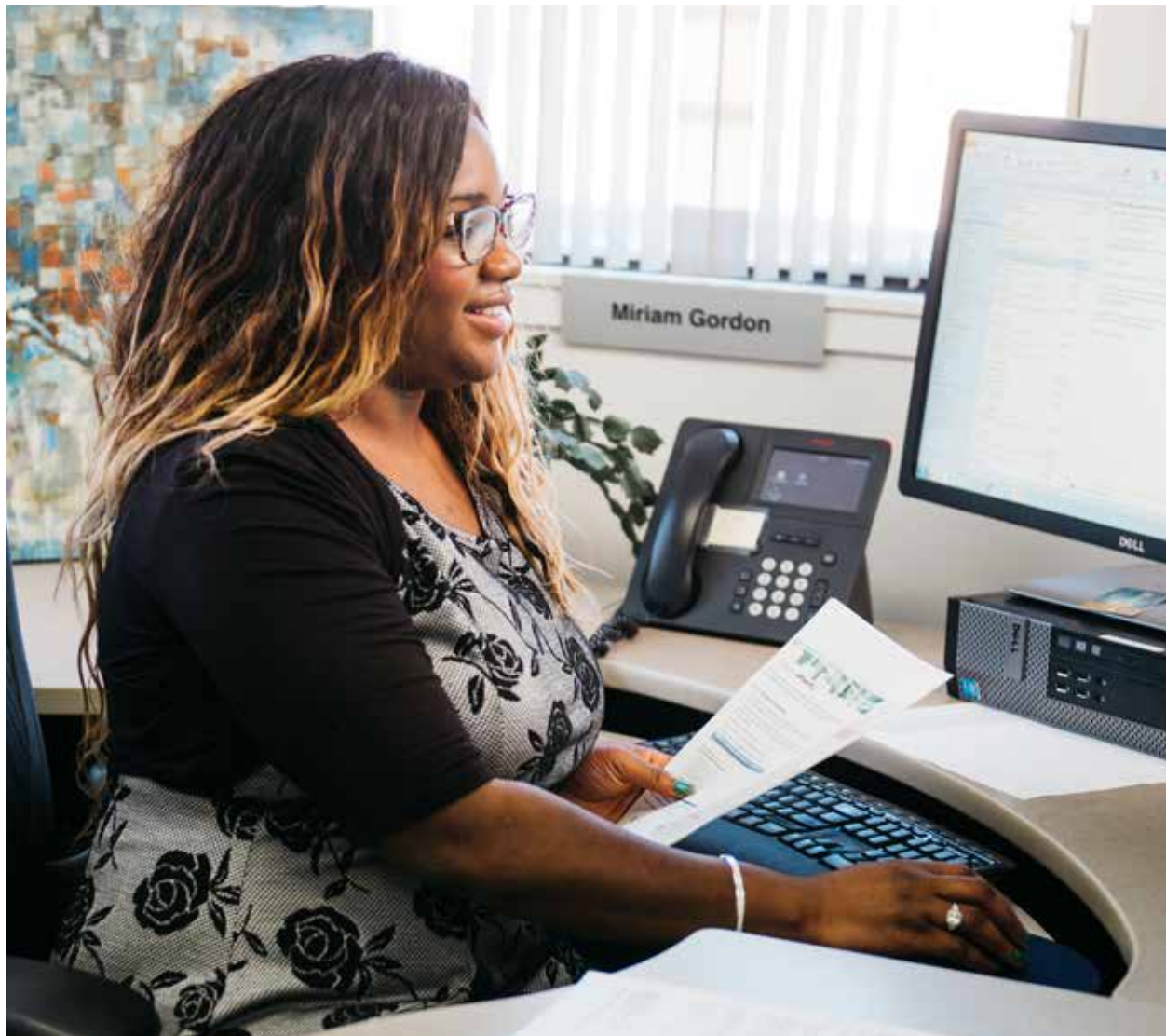
ENR continues to explore the development of a GNWT-wide Greening Government Strategy as part of an overall waste management strategy.

CHARITABLE DONATIONS

With the GNWT Workplace Campaign, employees are offered the opportunity to arrange automatic payroll deduction which enables them to donate to registered non-profit organizations via the United Way NWT. Funds donated to the United Way NWT are allocated to its Community Investment Fund and then distributed amongst non-profit organizations in the Northwest Territories that apply to the United Way NWT for support. The United Way NWT can also facilitate donations to other registered non-profit organizations of an employee's choosing in the NWT or other parts of Canada.

The United Way NWT is committed to building a strong and healthy community for all residents. Its role is to match the resources of the community (the fund raising campaign) to the areas of greatest need with a focus on:

- Healthy people, strong communities
- Kids: All that they can be
- From poverty to possibility
- During the 2016 fall fundraising campaign:
- United Way NWT received donations and pledges of \$142,132.38 which represents an increase of 19% from the 2015 Campaign donations of \$118,993.16



- GNWT's 2016 United Way Workplace Campaign increased the total number of donors by 27% - increasing from 169 donors (2015) to 215 donors (2016).

Over the past five years, over \$492,000 was allocated to various charities across the NWT.

Payroll deductions, processed through the GNWT payroll unit, are an easy way for GNWT employees to contribute dollars to local charities through planned giving of a set amount per pay cheque. Contributions make a positive difference in communities and the territory through planned deductions from each pay cheque. GNWT employees

can make payroll deductions to any charity at any time. The amount of the donation will be recorded on the T4 slip for tax purposes.

The month-long GNWT Workplace United Way Campaign typically kicks off in October and runs until mid-November.



Appendices

The data used to compose the 2016-17 Public Service Annual Report is available in the following appendices.

A. Employees by Department, Councils, Agencies and Boards

AT MARCH 31, 2017

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	34	10	29%	8	24%	16	47%
Education, Culture and Employment	246	74	30%	46	19%	126	51%
Environment and Natural Resources	336	150	45%	51	15%	135	40%
Executive	68	33	49%	16	24%	19	28%
Finance	239	66	28%	44	18%	129	54%
Health and Social Services	181	39	22%	35	19%	107	59%
Human Resources	114	44	39%	36	32%	34	30%
Industry, Tourism and Investment	174	48	28%	28	16%	98	56%
Justice	525	148	28%	101	19%	276	53%
Lands	143	29	20%	22	15%	92	64%
Legislative Assembly	39	11	28%	10	26%	18	46%
Municipal and Community Affairs	95	33	35%	26	27%	36	38%
Public Works and Services	285	91	32%	47	16%	147	52%
Transportation	278	105	38%	36	13%	137	49%
Total for Departments	2,757	881	32%	506	18%	1,370	50%
Beaufort Delta Divisional Education Council	171	56	33%	3	2%	112	65%
Commission scolaire francophone, TNO	43	0	0%	0	0%	43	100%
Dehcho Divisional Education Council	100	45	45%	2	2%	53	53%
Sahtu Divisional Education Council	99	27	27%	0	0%	72	73%
South Slave Divisional Education Council	174	49	28%	14	8%	111	64%
Total for Education Councils	587	177	30%	19	3%	391	67%
Tłı̨chq Community Services Agency - Education	116	61	53%	1	1%	54	47%
Tłı̨chq Community Services Agency - Health	106	70	66%	0	0.0%	36	34%
Total for Tłı̨chq Community Services Agency	222	131	59%	1	0%	90	41%
NTHSSA - Executive	14	0	0%	0	0.0%	14	100%
NTHSSA - Beaufort Delta Region	234	71	30%	1	0.4%	162	69%
NTHSSA - Dehcho Region	92	53	58%	2	2.2%	37	40%
NTHSSA - Fort Smith Region	127	56	44%	5	3.9%	66	52%
NTHSSA - Sahtu Region	72	24	33%	1	1.4%	47	65%
NTHSSA - Stanton	562	61	11%	58	10.3%	443	79%
NTHSSA - Yellowknife Region	187	34	18%	24	12.8%	129	69%
Total for NT Health and Social Services Authorities	1,288	299	23%	91	7%	898	70%
Aurora College	208	64	31%	14	7%	130	63%
Business Development Investment Corporation	12	1	8%	4	33.3%	7	58%
Northwest Territories Housing Corporation	101	33	33%	16	16%	52	51%
Total for Agencies	321	98	31%	34	11%	189	59%
Total of Public Service	5,175	1,586	31%	651	13%	2,938	57%

B. Employee Distribution by Community

AT MARCH 31, 2017

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Lutselk'e	20	8	40%	0	0%	12	60%
Yellowknife	2,694	436	16%	539	20%	1,719	64%
Headquarters/North Slave	2,714	444	16%	539	20%	1,731	64%
Aklavik	38	22	58%	0	0%	16	42%
Fort McPherson	54	30	56%	0	0%	24	44%
Inuvik	489	178	36%	15	3%	296	61%
Paulatuk	20	6	30%	0	0%	14	70%
Sachs Harbour	10	3	30%	0	0%	7	70%
Tsiigehtchic	13	7	54%	0	0%	6	46%
Tuktoyaktuk	48	19	40%	0	0%	29	60%
Ulukhaktok	33	16	48%	0	0%	17	52%
Beaufort Delta	705	281	40%	15	2%	409	58%
Fort Liard	49	26	53%	0	0%	23	47%
Fort Providence	59	37	63%	2	3%	20	34%
Fort Simpson	211	114	54%	11	5%	86	41%
Jean Marie River	3	2	67%	0	0%	1	33%
Kakisa	3	0	0%	0	0%	3	100%
Kat'odeeche	21	9	43%	2	10%	10	48%
Nahanni Butte	4	4	100%	0	0%	0	0%
Sambaa K'e	12	9	75%	0	0%	3	25%
Wrigley	13	10	77%	0	0%	3	23%
Dehcho	375	211	56%	15	4%	149	40%
Colville Lake	15	6	40%	0	0%	9	60%
Deline	39	17	44%	0	0%	22	56%
Fort Good Hope	42	19	45%	0	0%	23	55%
Norman Wells	136	38	28%	5	4%	93	68%
Tulita	36	14	39%	0	0%	22	61%
Sahtu	268	94	35%	5	2%	169	63%
Enterprise	12	8	67%	1	8%	3	25%
Fort Resolution	54	32	59%	1	2%	21	39%
Fort Smith	505	239	47%	44	9%	222	44%
Hay River	280	114	41%	29	10%	137	49%
South Slave	851	393	46%	75	9%	383	45%
Behchokoq	212	139	66%	2	1%	71	33%
Gamètì	16	7	44%	0	0%	9	56%
Wekweètì	9	6	67%	0	0%	3	33%
Whatì	25	11	44%	0	0%	14	56%
Tłı̨chǫ	262	163	62%	2	1%	97	37%
Total GNWT	5,175	1,586	31%	651	13%	2,938	57%

C. Employees by Affirmative Action Status

AT MARCH 31, 2017

Affirmative Action Status	Total Employees	% of Workforce
Indigenous Aboriginal Female	1,091	21.1%
Indigenous Aboriginal Male	495	9.6%
TOTAL Indigenous Aboriginal	1,586	30.7%
Indigenous Non-Aboriginal Female	384	7.4%
Indigenous Non-Aboriginal Male	267	5.2%
TOTAL Indigenous Non-Aboriginal	617	12.6%
Non-Aboriginal Female	1,834	35.4%
Non-Aboriginal Male	1,104	21.3%
TOTAL Non-Aboriginal	2,838	56.7%

D. Non-traditional Occupations by Gender

AT MARCH 31, 2017

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
<i>Aboriginal Affairs and Intergovernmental Relations</i>	0	0	n/a	0	n/a
Education, Culture and Employment	4	3	75%	1	25%
Environment and Natural Resources	109	14	13%	95	87%
<i>Executive</i>	0	0	n/a	0	n/a
Finance	12	6	50%	6	50%
Health and Social Services	8	1	13%	7	88%
<i>Human Resources</i>	0	0	n/a	0	n/a
Industry, Tourism and Investment	12	2	17%	10	83%
Justice	18	4	22%	14	78%
Lands	25	6	24%	19	76%
Legislative Assembly	1	0	0%	1	100%
Municipal and Community Affairs	19	2	11%	17	89%
Public Works and Services	127	9	7%	118	93%
Transportation	159	9	6%	150	94%
Total for Departments	494	56	11%	438	89%
<i>Beaufort Delta Divisional Education Council</i>	0	0	n/a	0	n/a
<i>Commission scolaire francophone, TNO</i>	0	0	n/a	0	n/a
<i>Dehcho Divisional Education Council</i>	0	0	n/a	0	n/a
Sahtu Divisional Education Council	1	1	100%	0	0%
<i>South Slave Divisional Education Council</i>	0	0	n/a	0	n/a
Total for Education Councils	1	1	100%	0	0%
<i>Tłı̨chq̓ Community Services Agency - Education</i>	0	0	n/a	0	n/a
<i>Tłı̨chq̓ Community Services Agency - Health</i>	0	0	n/a	0	n/a
Total for Tłı̨chq̓ Community Services Agency	0	0	n/a	0	n/a
<i>NTHSSA - Executive</i>	0	0	n/a	0	n/a
NTHSSA - Beaufort Delta Region	2	0	0%	2	100%
NTHSSA - Dehcho Region	1	0	0%	1	100%
NTHSSA - Fort Smith Region	2	0	0%	2	100%
NTHSSA - Sahtu Region	1	0	0%	1	0%
NTHSSA - Stanton	8	1	13%	7	88%
<i>NTHSSA - Yellowknife Region</i>	0	0	n/a	0	n/a
Total for NT Health and Social Services Authorities	14	1	7%	13	93%
Aurora College	9	2	22%	7	78%
<i>Business Development Investment Corporation</i>	0	0	n/a	0	n/a
Northwest Territories Housing Corporation	16	1	6%	15	94%
Total for Agencies	25	3	12%	22	88%
Total of Public Service	534	61	11%	473	89%

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	234	36	15%	198	85%
Beaufort Delta	82	8	10%	74	90%
Dehcho	71	4	6%	67	94%
Sahtu	29	5	17%	24	83%
South Slave	104	8	8%	96	92%
Tłı̨chq̓	14	0	0%	14	100%
TOTAL	534	61	11%	473	89%

E. Senior Management by Affirmative Action Status

AT MARCH 31, 2017

Department/Board/Agency	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	3	38%	1	13%	4	50%
Education, Culture and Employment	23	4	17%	4	17%	15	65%
Environment and Natural Resources	18	8	44%	3	17%	7	39%
Executive	10	1	10%	5	50%	4	40%
Finance	14	2	14%	4	29%	8	57%
Health and Social Services	17	3	18%	5	29%	9	53%
Human Resources	7	2	29%	3	43%	2	29%
Industry, Tourism and Investment	17	2	12%	4	24%	11	65%
Justice	15	1	7%	6	40%	8	53%
Lands	14	2	14%	4	29%	8	57%
Legislative Assembly	5	1	20%	2	40%	2	40%
Municipal and Community Affairs	13	4	31%	7	54%	2	15%
Public Works and Services	16	1	6%	3	19%	12	75%
Transportation	12	2	17%	0	0%	10	83%
Total for Departments	189	36	19%	51	27%	102	54%
Beaufort Delta Divisional Education Council	3	1	33%	0	0%	2	67%
Commission scolaire francophone, TNO	1	0	0%	0	0%	1	100%
Dehcho Divisional Education Council	1	0	0%	0	0%	1	100%
Sahtu Divisional Education Council	2	0	0%	0	0%	2	100%
South Slave Divisional Education Council	1	0	0%	0	0%	1	100%
Total for Education Councils	8	1	13%	0	0%	7	88%
Tłı̨ch̨ Community Services Agency - Education	2	1	50%	0	0%	1	50%
Tłı̨ch̨ Community Services Agency - Health	3	0	0%	0	0%	3	100%
Total for Tłı̨ch̨ Community Services Agency	5	1	20%	0	0%	4	80%
NTHSSA - Executive	9	0	0%	0	0%	9	100%
NTHSSA - Beaufort Delta Region	3	1	33%	1	33%	1	33%
NTHSSA - Dehcho Region	1	1	100%	0	0%	0	0%
NTHSSA - Fort Smith Region	1	0	0%	1	100%	0	0%
NTHSSA - Sahtu Region	1	0	0%	0	0%	1	100%
NTHSSA - Stanton	2	0	0%	0	0%	2	100%
NTHSSA - Yellowknife Region	2	0	0%	0	0%	2	100%
Total for NT Health and Social Services Authorities	19	2	11%	2	11%	15	79%
Aurora College	7	1	14%	2	29%	4	57%
Business Development Investment Corporation	2	0	0%	0	0%	2	100%
Northwest Territories Housing Corporation	11	5	45%	1	9%	5	45%
Total for Agencies	20	6	30%	3	15%	11	55%
Total of Public Service	241	46	19%	56	23%	139	58%

Region	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	180	27	15%	47	26%	106	59%
Beaufort Delta	21	6	29%	2	10%	13	62%
Dehcho	7	2	29%	1	14%	4	57%
Sahtu	8	2	25%	1	13%	5	63%
South Slave	20	8	40%	5	25%	7	35%
Tłı̨ch̨	5	1	20%	0	0%	4	80%
TOTAL	241	46	19%	56	23%	139	58%

F. Senior Management by Gender

AT MARCH 31, 2017

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	23	17	74%	6	26%
Environment and Natural Resources	18	3	17%	15	83%
Executive	10	2	20%	8	80%
Finance	14	6	43%	8	57%
Health and Social Services	17	12	71%	5	29%
Human Resources	7	7	100%	0	0%
Industry, Tourism and Investment	17	8	47%	9	53%
Justice	15	6	40%	9	60%
Lands	14	6	43%	8	57%
Legislative Assembly	5	1	20%	4	80%
Municipal and Community Affairs	13	5	38%	8	62%
Public Works and Services	16	2	13%	14	88%
Transportation	12	3	25%	9	75%
Total for Departments	189	82	43%	107	57%
Beaufort Delta Divisional Education Council	3	1	33%	2	67%
Commission scolaire francophone, TNO	1	1	100%	0	0%
Dehcho Divisional Education Council	1	1	100%	0	0%
Sahtu Divisional Education Council	2	1	50%	1	50%
South Slave Divisional Education Council	1	0	0%	1	100%
Total for Education Councils	8	4	50%	4	50%
Tłjcho Community Services Agency - Education	2	2	100%	0	0%
Tłjcho Community Services Agency - Health	3	1	33%	2	67%
Total for Tłjcho Community Services Agency	5	3	60%	2	40%
NTHSSA - Executive	9	7	78%	2	22%
NTHSSA - Beaufort Delta Region	3	2	67%	1	33%
NTHSSA - Dehcho Region	1	0	0%	1	100%
NTHSSA - Fort Smith Region	1	1	100%	0	0%
NTHSSA - Sahtu Region	1	1	100%	0	0%
NTHSSA - Stanton	2	1	50%	1	50%
NTHSSA - Yellowknife Region	2	1	50%	1	50%
Total for NT Health and Social Services Authorities	19	13	68%	6	32%
Aurora College	7	6	86%	1	14%
Business Development Investment Corporation	2	0	0%	2	100%
Northwest Territories Housing Corporation	11	4	36%	7	64%
Total for Agencies	20	10	50%	10	50%
Total of Public Service	241	112	46%	129	54%

Region	Senior Management Employees	Total of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Headquarters/North Slave	179	86	48%	93	52%
Beaufort Delta	22	11	50%	11	50%
Dehcho	9	3	33%	6	67%
Sahtu	8	4	50%	4	50%
South Slave	20	10	50%	10	50%
Tłjcho	5	3	60%	2	40%
TOTAL	243	117	48%	126	52%

G. Human Resource Costs

AT MARCH 31, 2017

Costs	2017 FY	
Salary	\$487,667,000	70.4%
Total Salary	\$487,667,000	70.4%
Total Wages	\$37,481,000	5.4%
Total General Allowances	\$38,022,000	5.5%
Total Pension and Health Care	\$105,045,000	15.2%
Total Other Benefits	\$24,629,000	3.6%
Grand Total	\$692,844,000	100.0%

H. Staffing Appeals

AT MARCH 31, 2017

	2017
Upheld	5
Denied	62

I. Retirement Eligibility

AT MARCH 31, 2017

All Employees	Eligible to retire with immediate annuity	Eligible to retire within 5 years with immediate annuity	Eligible to retire within 10 years with immediate annuity
Finance and Administration	8.9%	22.1%	37.3%
Natural and Applied Sciences	11.0%	23.8%	35.7%
Health	6.7%	15.7%	23.8%
Education and Culture	10.2%	24.0%	37.8%
Social, Community and Corrections	10.2%	23.4%	35.7%
Trades, Industry and Utilities	14.1%	29.1%	45.7%
TOTAL	9.8%	22.5%	35.4%

J. Staffing Actions

AT MARCH 31, 2017

Staffing Actions	2017
Hires	457
Internal Mobility	787
Exits	621

CODES FOR STAFF MOVEMENT

HIRES include all staffing actions that result in an employee entering or re-entering the public service:

- Casual New Hire
- Devolution Federal Transfer
- Company Transfer In
- Direct Appointment
- Late Extension
- Company Transfer In
- Direct Appointment - New Hire
- New Hire
- Casual Rehire
- Devolution Federal Transfer
- Rehire
- Casual Appointed to Position

INTERNAL MOBILITY includes all Transfers, Transfer Assignments, Promotions and Demotions:

- Voluntary Demotion
- Direct Appointment - Promotion
- Assignment
- Direct Appointment
- Medical Accommodation
- Transfer - Secondment Paid
- Transfer
- Transfer
- Promotion
- Secondment Complete
- Employee Transfer
- Reorganization
- Assignment End

EXITS include all staffing actions that result in an employee leaving the public service.

- Abandonment of Position
- Dismissal
- Health Reasons
- Mutual Consent
- Return to School
- Rejection on Probation
- Resignation WITH Prejudice
- End Temporary Employment
- Company Transfer Out
- Retirement Leave – Layoff
- Retirement Leave Under 65
- Education Assistance Layoff
- Death
- Retirement over 55 under 65
- Layoff
- Resignation
- Retirement Medical
- Retirement 65 and Over
- Termination - Relo of Spouse
- End Tmp Empl/Extension Refusal
- Voluntary Separation
- Retirement Leave Over 65
- Termination Agreement

K. Employee Accession and Turnover

AT MARCH 31, 2017

Department/Board/Agency	% Accession	% Turnover
Aboriginal Affairs and Intergovernmental Relations	0.0%	8.6%
Education, Culture and Employment	6.4%	11.1%
Environment and Natural Resources	7.5%	7.8%
Executive	5.8%	13.1%
Finance	6.8%	13.7%
Health and Social Services	8.9%	12.0%
Human Resources	8.7%	16.5%
Industry, Tourism and Investment	4.4%	13.7%
Justice	8.1%	9.8%
Lands	6.4%	9.2%
Legislative Assembly	2.6%	7.9%
Municipal and Community Affairs	4.2%	4.2%
Public Works and Services	2.4%	6.9%
Transportation	3.2%	7.9%
Beaufort Delta Divisional Education Council	18.4%	20.1%
Commission scolaire francophone, TNO	30.6%	25.9%
Dehcho Divisional Education Council	6.0%	10.0%
Sahtu Divisional Education Council	27.0%	28.0%
South Slave Divisional Education Council	17.8%	21.2%
Tłı̨chq Community Services Agency - Education	5.1%	6.8%
Tłı̨chq Community Services Agency - Health	15.2%	10.4%
NTHSSA - Executive	0.0%	0.0%
NTHSSA - Beaufort Delta Region	10.0%	15.1%
NTHSSA - Dehcho Region	10.3%	24.7%
NTHSSA - Fort Smith Region	10.0%	14.6%
NTHSSA - Sahtu Region	13.3%	7.4%
NTHSSA - Stanton	9.9%	10.4%
NTHSSA - Yellowknife Region	10.4%	13.5%
Aurora College	10.6%	13.5%
Business Development Investment Corporation	0.0%	0.0%
Northwest Territories Housing Corporation	4.0%	6.1%
Overall Average	8.8%	11.9%

Department/Board/Agency	% Accession	% Turnover
Headquarters/North Slave	0.0%	8.6%
Beaufort Delta	6.4%	11.1%
Dehcho	7.5%	7.8%
Sahtu	5.8%	13.1%
South Slave	6.8%	13.7%
Tłı̨chq	8.9%	12.0%
Overall Average	8.8%	11.9%