



Serving Our People

The NWT Public Service Annual Report
2015

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

Deputy Minister

c/o Policy and Communications Unit

Department of Human Resources

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 December 31, 2015, 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, 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:

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

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

www.gov.nt.ca

www.hr.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 at (867) 767-9346 ext. 71037.



Contents

A Message from the Minister of Human Resources.....	2	A Safe and Healthy Workplace.....	24
		Occupational Health and Safety.....	25
		Duty to Accommodate	25
A Message from the Deputy Minister of Human Resources.....	3	A Respectful Workplace	25
		Employee and Family Assistance Program	25
What is the Government of the Northwest Territories?.....	4	Looking Ahead.....	26
The Role of the NWT Public Service.....	5	Workforce Planning and Knowledge Retention.....	27
Public Service Mission.....	5	Human Resource Plans.....	27
Public Service Vision	5	Appendices	28
Who We Serve: The People and Territory	6	A. Employees by Department/Board/Agency	29
A Diverse Territory	7	B. Employee Distribution by Community	31
Governance	8	C. Employees by Affirmative Action Status.....	32
Labour Force	9	D. Self-declared Persons with Disabilities.....	33
Who We Are: The Government of the Northwest Territories	10	E. Non-traditional Occupations by Gender	34
Departments, Boards and Agencies.....	11	F. Senior Management by Gender.....	35
Composition of the NWT Public Service	11	G. Senior Management by Priority Status.....	36
Diverse Public Service and Promoting Affirmative Action.....	12	H. Human Resource Costs.....	38
Developing an Effective NWT Public Service	14	I. Staffing Appeals	39
Recruiting and Developing Talent	15	J. Workforce Planning	40
Recognizing Outstanding Public Service: The Premier’s Awards	19	K. Staffing Actions.....	41
Competency-based Performance Management.....	22	L. Employee Accession and Turnover	42
Occupational Categories and National Occupational Classification Skill Level	23		

The Northwest Territories





October 2016

The Honourable Jackson Lafferty
Speaker of the Legislative Assembly

It is my pleasure to present the Public Service Annual Report for the 2015 calendar 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 of Human Resources

A Message from the Minister of Human Resources

As Minister Responsible for the *Public Service Act*, I am pleased to present the 2015 Public Service Annual Report.

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. I believe that this report is one of the most important documents created by our government each year. In these pages, you will read about the progress we have made towards meeting our commitments to the residents of the Northwest Territories.

In 2015, we saw improvements in developing future senior managers through the leadership, management and Aboriginal development training programs. We started implementing competency-based performance management to ensure successful performances from our employees. We implemented policies and programs to ensure our employees are treated with fairness, dignity and respect. And finally, we partnered with Aboriginal and community governments to develop and sustain the public sector at all levels across the NWT.

I would like to extend my sincere thanks to all GNWT employees. Throughout all of the challenges faced by our government and our territory, we can always rely on the hard work and dedication of the public service.

The Honourable Robert C. McLeod
Minister of Human Resources



A Message from the Deputy Minister of Human Resources

The 2015 Public Service Annual Report highlights contributions and successes during the final year of the 17th Legislative Assembly. In the months since the 17th Assembly ended and this report was published, the new government has continued to build on previous successes and forging a prosperous new path for all residents of the Northwest Territories. During this time of transition, it is only fitting that we re-examine the way that we report back to residents on the progress made by the public service each year.

The 18th Legislative Assembly has re-affirmed the GNWT's commitment to accountability and transparency. These principles guide how each member of the public service performs their work. In the spirit of these principles, I am pleased to share some changes you will see in the current and future editions of the Public Service Annual Report:

- The 2015 Public Service Annual Report marks the last time this report will be based on the calendar year (January-December). The next edition of this report (2016-2017) will be based on the fiscal year (April-March) in order to better align our reporting with the way the public service operates. This shift will provide clarity and help readers make stronger connections with what is being reported and what they have experienced over the past year.
- This report is produced so we can meet our commitment to report on the management and direction of the NWT public service to all NWT residents. This means presenting information that is most relevant to our residents in ways that have meaning to them. More than passively reporting numbers, we hope to begin to tell the stories of residents and public servants to help demonstrate the public service's efforts over the past year.



- Chances are most who read this document will do so online. Recognizing the shift in how people are accessing information, we are committed to providing online content that is easy to find and understand. While printed copies will remain available for those who request them, the web will become our core channel for communicating with NWT residents.

These, and future changes, reflect the innovation and resourcefulness required in all areas so we can continue to meet the needs of NWT residents and provide a truly excellent public service.

Bronwyn Watters
Deputy Minister of Human Resources



What is the Government of the Northwest Territories?



The Role of the NWT Public Service

The public service is an impartial body that supports the Government of the 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 (NWT), including: 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.

Public Service Mission

To provide excellent service to the people of the Northwest Territories.

Public Service Vision

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



Who We Serve: The People and Territory



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 (MLA) represent their constituencies as independents, rather than as members of a political party. The Premier and six Ministers are elected by the MLAs to form the Executive Council at the beginning of the term. Members who are not appointed to the Executive Council become responsible for holding the government accountable and responsive to the people of the NWT.

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 Aboriginal and public governments.

Members of the Northwest Territories Legislative Assembly are elected every four years from each of 19 ridings.





Labour Force

The NWT economy is largely based on the exploration and mining of natural resources, public sector administration and tourism. As of December 2015, the NWT employment rate was 66.9%, with an estimated 21,700 out of 32,000 residents 15 years of age and older being employed. As of December 2015, the territorial public sector accounted for 5,223 of the 21,700 employed people in the NWT.

Within the Government of the Northwest Territories (GNWT) workforce, there are a significant number of GNWT employees eligible to retire in the next five to ten years. Workforce planning is required for the development of present staff and the transfer of corporate knowledge from experienced employees to those who are newer to the organization.

The NWT Public Service accounts for 5,223 of 21,700 employed people in the Northwest Territories.

Continuing to develop a northern workforce helps to ensure that the design and delivery of programs and services is carried out by capable employees who have knowledge of, experience with, and are sensitive to the cultural diversity of northern residents.

The GNWT is facing significant challenges in filling positions that require post-secondary or specialized training. A balance between hiring and retaining NWT residents and attracting talent 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. The GNWT continues to develop labour planning and recruitment initiatives to ensure the NWT public service is a stable, representative workforce. These efforts include the Regional Recruitment Program, the Hard to Recruit Framework, the Inclusive Recruitment Initiative and a number of programs aimed at northern students and youth.



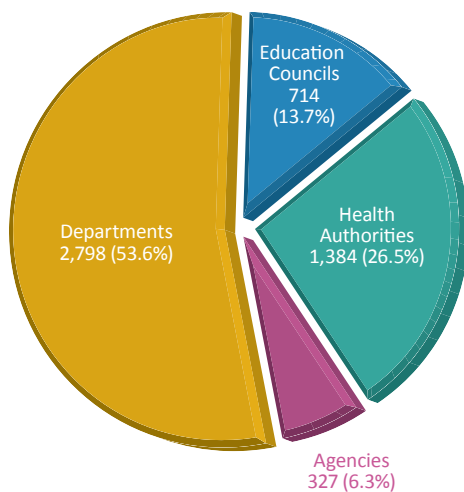
Who We Are:
The Government
of the Northwest
Territories

Departments, Boards and Agencies

At the end of December 2015, there were 5,223 employees in the public service. Of those, 53.6% were located in departments, 6.3% in agencies (Aurora College, the Business Development Investment Corporation and Northwest Territories Housing Corporation), 13.7% in the Divisional Education Councils and 26.5% in the Health and Social Services Authorities.

The headquarters in Yellowknife employed 52.2% of employees, while 16.6% were employed in the South Slave Region, 16.8% in the Beaufort Delta Region, 13.5% in the Dehcho Region, 7.4% in the Sahtu Region and 5.0% in the Tłı̨chq Region.

Public Service Employees by Departments, Boards and Agencies at December 31, 2015



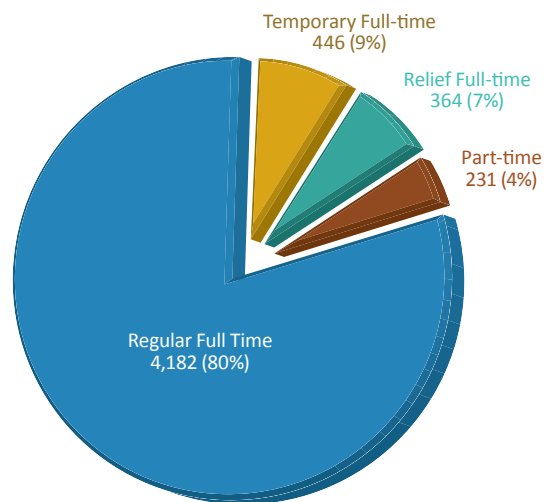
Composition of the NWT Public Service

The average age of employees has remained relatively stable at 44.7 years. The average length of service of employees is 8.7 years.

Types of Employment

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. Where operationally possible, the GNWT also considers an employee's request to work flexible or staggered hours between 07:00 and 18:00.

Employees by Employment Type at December 31, 2015



Unionization

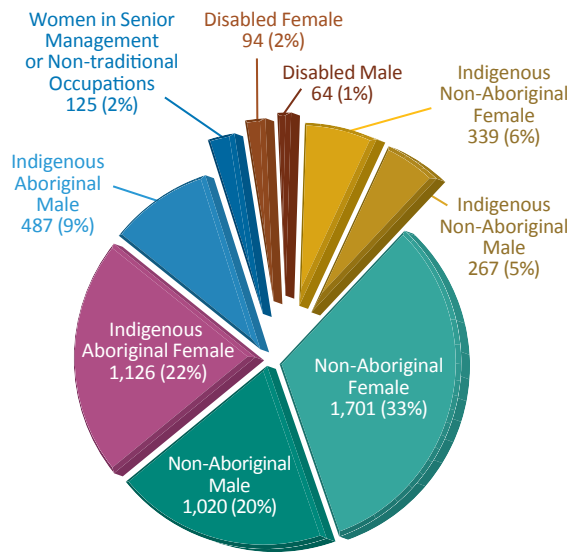
The majority of employees are members of the Union of Northern Workers (74.8%) and the NWT Teachers' Association (9.2%). Excluded employees accounted for 11.3% of the public service, while senior management made up 4.3%. Deputy heads make up 0.4% of the workforce.

Diverse Public Service and Promoting Affirmative Action

The GNWT recognizes that a diverse and inclusive workforce is an important component of a strong and stable public service. The GNWT maintains an 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.

Employees by Affirmative Action Status and Gender as of December 31, 2015



In 2015, the Department of Human Resources furthered its commitment to a diverse and representative workforce by creating a Diversity and Inclusion unit. The unit assists in identifying employment barriers within the GNWT recruitment process and human resource policies that impact the ability of individuals within the priority groups identified in the Affirmative Action Policy to obtain employment and advancement in the GNWT. Numerous diversity initiatives fall under this new Diversity and Inclusions unit, including:

- the GNWT Advisory Committee on Employability;
- Diversity and Inclusion training;
- the Duty to Accommodate Injury and Disability Policy;
- Disability Awareness training and poster campaign;
- questions on the Employee Engagement and Satisfaction Survey; and
- inclusion initiatives as part of the Workforce Planning Strategy.

	Number of Employees	Average Age	Average Length of Service
All Employees	5,223	44.7	8.7
Indigenous Aboriginal Employees	1,613	46.0	10.2
Women in Senior Management and Non-traditional Occupations	125	47.2	10.5
Disabled Employees	158	39.1	3.9
Indigenous Non-Aboriginal Employees	606	43.1	11.8
Non-Aboriginal Employees	2,721	44.6	7.4
Female Employees	3,385	44.4	8.5
Male Employees	1,838	45.4	9.1

As of December 31, 2015

Diversity that Benefits Us All

In 2010, the GNWT initiated a pilot project establishing Single Window Service Centres. Each office is staffed with a Government Service Officer who provides assistance to residents in small communities who are trying to access programs and services of the GNWT and Government of Canada.

This award-winning model is unique to the Northwest Territories and a shining example of how a public service that represents and reflects its residents can be more effective.

Celine Proctor is the Government Service Officer for Fort Good Hope. Like many other NWT communities, Fort Good Hope is an isolated community and its residents can have more difficulty accessing programs and services. And, like many other Government Service Officers, Ms. Proctor does her very best to help her clients make the connections they need.

“It’s not just about accessing programs and services in the community, says Ms. Proctor. “Some of our Elders have difficulty coming into an office to get the information or assistance they need. I have the freedom to visit them in their homes and to speak with them in their own language.”

Diversity in the public service allows the GNWT to deliver programs and services that reflect the needs of residents. Efforts to increase the diversity of the public service, such as the creation of the Diversity and Inclusion Unit and the ongoing efforts to train Aboriginal employees to meet future leadership needs, ensure that the GNWT is doing its very best to deliver services to the public.



Government Service Officers like Celine Proctor demonstrate how a representative Public Service benefits all NWT residents.

In 2014, the Single Window Service Centre model was recognized for its innovative management and received the bronze medal for the Institute of Public Administration /Deloitte Public Sector Leadership Award.



Developing an Effective NWT Public Service



Recruiting and Developing Talent

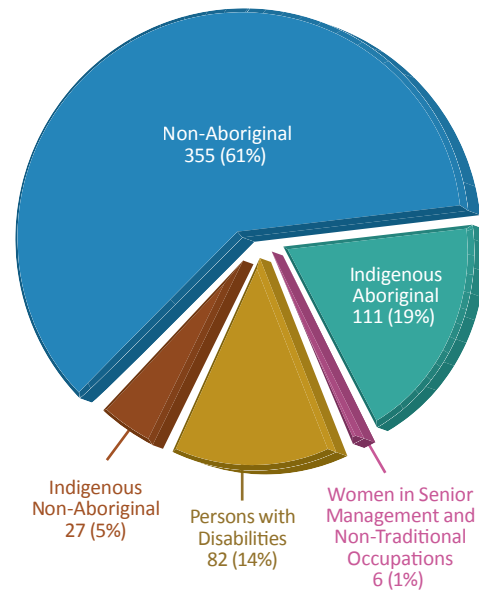
Recruiting and training northerners is essential to building a strong, stable and representative public service. The GNWT uses **eRecruit** for its open competitions. Some job openings that are not posted to eRecruit are filled through transfer assignments, eligibility lists and other human resource management processes such as duty to accommodate to retain our employees.

Staffing Actions

The success of the public service depends on its ability to attract, retain, train and develop competent people. The responsibility of hiring initiatives rests with departments, and the Department of Human Resources (DHR) facilitates the hiring process. DHR provides 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.

In 2015, the GNWT hired 581 employees. Five hundred and fifty-seven employees ended their employment as explained in the chart below.

2015 Hires by Priority Status



	Resigned		Term Expired		Retirement		*Other		Total
2012	316	59.4%	112	21.1%	61	11.5%	43	8.1%	532
2013	323	58.6%	116	21.1%	67	12.2%	45	8.2%	551
2014	322	56.8%	108	19.0%	99	17.5%	38	6.7%	567
2015	300	53.9%	115	20.6%	110	19.7%	32	5.7%	557

*Other includes: Dismissal, Layoff, Death in Service, Abandonment of Position, Rejection on Probation, Return to School

Attracting Talent and Recruitment Initiatives

The GNWT has initiatives to support the recruitment of high quality employees:

- The **Regional Recruitment Program** is an on-the-job training program which provides a link between vacant regional positions and northern residents.
- The **Inclusive Recruitment Initiative** assists in identifying employment barriers within the GNWT recruitment process that impact the ability of individuals within the Affirmative Action Policy priority groups to obtain employment and advancement in the GNWT.
- There are key occupational groups that have a high vacancy rate and remain difficult to fill due to the small size of the NWT labour force. **Direct Recruitment** allows departments to hire qualified candidates into established, indeterminate hard-to-recruit positions when previous competitions have proven unsuccessful.
- The GNWT continues to support northern post-secondary 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.



In 2015, over 300 people were employed by the GNWT as a part of the Summer Student Employment Program. The GNWT wishes its best to all northern students as they pursue a higher education.



Starting a Career, One Summer at a Time

For many, a summer job is just that; a job. It's a way to earn some spending money and perhaps save a little to help pay for school. For Taylor Rein, who just completed her fourth year in the GNWT's Summer Student Employment Program, her summer job has been more like the start of a career in the public service.

"Each summer has been amazing for me," says Taylor. "I feel like I have opportunities that wouldn't be available to me in other jobs. In a short period of time, I've gotten so much experience and been able to apply a lot of what I've learned in school."

Entering her final year of the Bachelor of Commerce program at the University of Saskatchewan, Taylor is majoring in Human Resources. This past summer, she worked in the Policy and Communications Unit with the Department of Human Resources.

"Not only have I gained a lot of experience, but I've also had an opportunity to learn that I love working in this field," says Taylor.

Perhaps most importantly, Taylor sees working for the GNWT as a chance to give back. As a lifelong northerner, Taylor appreciates that her work has an impact on NWT residents and communities.

"Working for the GNWT feels like I'm giving back to the entire community," says Taylor, "and not just contributing to the bottom line for a single business."



Taylor Rein is one of thousands of northern students who've started their careers through the Summer Student Employment Program.

Employee Training

The GNWT supports a competent and well-trained public service. The provision of training and development opportunities that support employees' ability to effectively and efficiently deliver department and agency mandates.

- The **Aboriginal Management Development Program** is intended to enhance and facilitate workforce planning for senior management and management positions by developing qualified Aboriginal persons to fill such roles and to increase the representation of Aboriginal persons in senior management and management levels. Those selected are provided two-year supported developmental roles, hands-on learning and training.
- The **Leadership Development Program** provides current and potential managers with comprehensive training and development in partnership with the University of Alberta's School of Business. Priority placement is given to groups designated under the Affirmative Action Policy.
- The **Management Series** offers mandatory and elective courses that provide supervisors and managers with tools that will increase the likelihood of their success in the GNWT.
- In 2015, the **Learning and Development Calendar** was launched to provide GNWT employees with a variety of learning and development opportunities.

Marketing Initiatives

The GNWT continues to develop and implement recruitment and marketing initiatives to recruit employees. Recruitment and marketing initiatives in 2015 included:

- Human Resources Service Centre **Open Houses** to promote GNWT employment opportunities. Information was provided on how to apply for GNWT jobs, and human resource programs and services such as the Regional Recruitment Program. Open houses for 2015 took place on May 14 in the following communities:
 - Fort Simpson
 - Hay River
 - Inuvik

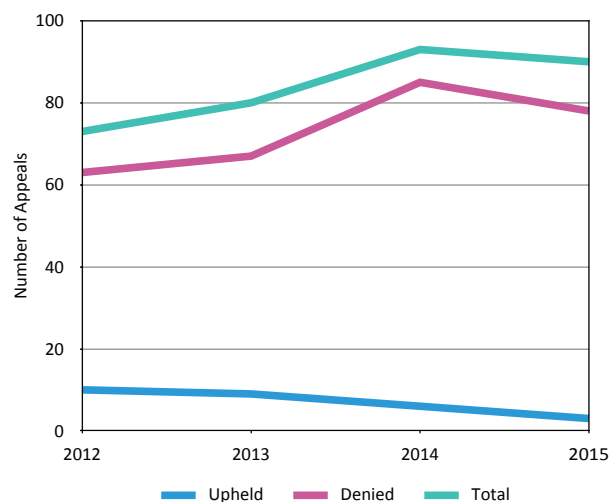
- Norman Wells
- Fort Smith
- Yellowknife
- Behchokò
- **Career Fairs** throughout the north, including the Moose's Career Fair and the Geoscience Career Fair, both held in Yellowknife.
- **Social media** outlets like LinkedIn to advertise job openings with the GNWT.

Staffing Appeals

The staffing appeals process provides accountability for 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.

In 2015, the Department of Human Resources streamlined the staffing appeals process to allow for the use of electronic communication to notify candidates of appeal rights.

Staffing Appeals Summary by Calendar Year





Recognizing Outstanding Public Service: The Premier's 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 of the Northwest Territories recognized and honoured outstanding public servants through the following awards:

Individual Excellence

Dr. Sarah Cook

Team Excellence

GNWT Délne Final Self-Government Agreement Ratification Team

Ms. Lorraine Whiteman
 Mr. John T'Seleie
 Mr. Ngan Trinh
 Ms. Tanice McNabb
 Ms. Isabel Gauthier
 Mr. Buddy Williams
 Ms. Tawna Brown
 Ms. Caroline Dennill
 Mr. Peter Csicsai
 Mr. Ian Blackstock
 Mr. David Kravitz

Incident-free Highway 3 Forest Fire Traffic Management 2015 Team

Mr. Junior Barnes
 Mr. Harris Beaulieu
 Mr. Keith Bonnetrouge
 Mr. Gary Brennan
 Mr. Rocky Elleze
 Mr. Dale Hoose
 Mr. Darrel Gargan
 Mr. Mike Gagnier
 Mr. Michael Hempler
 Mr. Kerry Nicholson
 Mr. Wayne Norris
 Mr. Robert Powless
 Mr. Steve Loutitt
 Mr. David Richards
 Mr. Arthur Walton
 Mr. Sheldon Whitlock
 Mr. Daniel Zoe
 Mr. Garry Snyder
 Ms. Megan Holsapple
 Mr. Michael Conway
 Mr. Delvin Miller

Wellness Court Program Implementation Team

Ms. Anne Mould
 Ms. Dawn Margaret Anderson
 Ms. Julie Schindel
 Mr. Darin Strain
 Ms. Shirley Kemeys-Jones

Mackenzie Valley Fiber Optic Link Project Development Team

Mr. Sandy Kalgutkar
Mr. Darren Proctor
Mr. Stuart Salter
Mr. Peter Clarkson
Ms. San Craig

NWT Wildland Fire Operations Team

Mr. Richard Olsen
Mr. William Mawdsley
Mr. Mike Gravel
Mr. Duane Sinclair
Mr. Larry Nixon
Ms. Shauna Walsh
Mr. Frank Lepine
Mr. Troy Ellsworth
Mr. Daniel Allaire
Mr. Brent Starling
Mr. Jerry Hordal
Mr. Carl Lafferty
Mr. Loyal Letcher
Mr. Tom Lockhart
Mr. Floyd Bertrand
Mr. Jim Deneron
Mr. Fred Mandeville
Mr. Roger Fraser
Ms. Janice Ziemann
Mr. Lawrence Lewis

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.

Education Renewal Innovation Education Partners

Mr. John Stewart
Ms. Sophie Call
Ms. Jessica Schmidt
Mr. Metro Huculak
Mr. Brent Kaulback
Ms. Gayla Meredith
Ms. Helen Balanoff
Ms. Jan Fullerton

Łutselk'e Dictionary Project

Mr. Brent Kaulback
Ms. Bertha Catholique
Mr. George Marlowe
Ms. Celine Marlowe
Ms. Angie Lantz
Chief Felix Lockhart
Mr. Raymond Sonfrere
Ms. Mary Rose Enzoe
Ms. Sarah Basiil Boucher
Ms. Emily Saunders
Mr. Jim Fatt
Ms. August Catholique
Mr. Pierre Marlowe
Ms. Vicky Desjarlais
Ms. Madeline Marlowe
Mr. Jo Desjarlais
Mr. JC Catholique
Mr. Alfred Catholique
Ms. Mary Fatt
Mr. Albert Boucher
Ms. Madeline Catholique
Ms. Madeline Drybones
Mr. Alfred Lockhart
Mr. Joe Lockhart
Mr. John Catholique

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.

2015 Dave Ramsden Career Excellence Award

Ms. Sabrina Broadhead

In the Spotlight: Dr. Sarah Cook

Dr. Sarah Cook is not unlike most other doctors you might meet in the Northwest Territories. She is a team player who regularly volunteers for extra shifts and works hard alongside her colleagues to deliver quality care to northern residents. What makes this recipient of the 2015 Premier's Award for Individual Excellence stand apart is her innovative spirit.

Dr. Cook spearheaded the implementation of the Northern Women's Health Assessment Unit (NWHAU) to better address the needs of women who are experiencing difficulties in pregnancy. The Unit's work involves point of care ultrasound assessment for pregnancy viability, growth, Intrauterine Device placement and oversight of bloodwork follow up for threatened pregnancies.

Dr. Cook's recognition of these additional challenges faced by northern women drove her to seek out additional training that would help integrate traditional knowledge into their care, resulting in group-based care sessions that allow these women to draw upon their shared traditions and experiences to help them through what can be a difficult time.

Traditions have always been important in the north and innovation is perhaps one of the greatest traditions shared by all cultures across the Northwest Territories. It's a tradition that is carried on by the work of Dr. Sarah Cook, and is worth our recognition and thanks.



2015's winner of the Premier's Award for Individual Excellence shows how hard work and innovation result in quality care for NWT residents.



Competency-based Performance Management

The GNWT is in the process of implementing a Competency-based Performance Development system (ePerformance). The system was implemented for all senior managers in 2013-2014 and for all managers/supervisors in 2014-2015. Changes and improvements to ePerformance, based on feedback received, were considered for implementation prior to the release of ePerformance to all employees in April 2016. The Department of Human Resources continues to ensure that the developed competencies are in line with the Hay Evaluation System and do not impact the integrity of the evaluation system and equal pay requirements.

Specific training programs are being delivered to employees so they have all the tools to embrace ePerformance. From April 2014 to September 2015, there were 39 face-to-face and several online ePerformance training sessions delivered to 650 participants across six regions.



The GNWT Competency Model forms the basis of strategic human resource processes, such as attraction, selection, retention, performance management, development and succession planning.

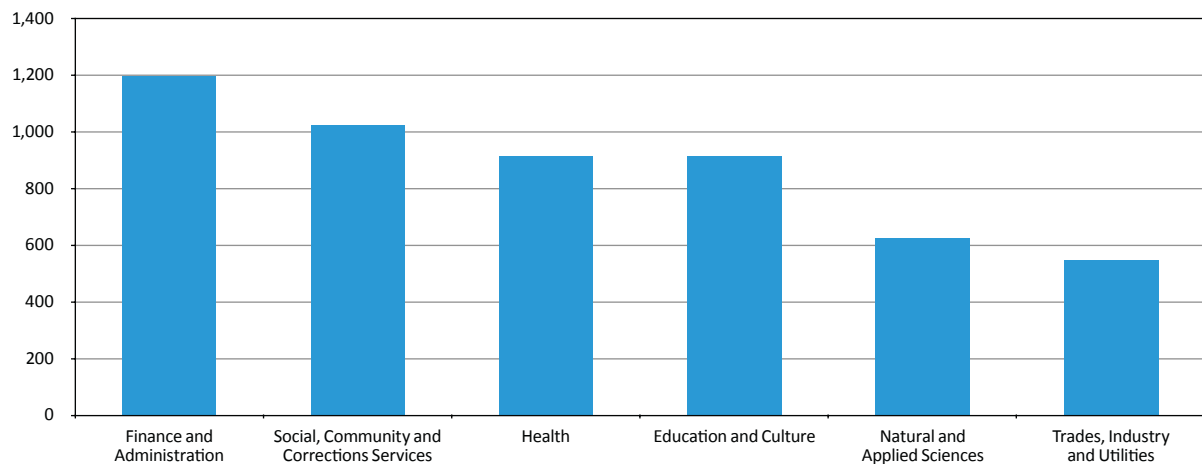
Occupational Categories and National Occupational Classification Skill Level

The National Occupational Classification (NOC) is a nationally accepted occupational classification for the Canadian labour market. The GNWT has used this classification to depict the makeup of the public service in the NWT. Examples of positions include:

- **Finance and Administration:** 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:** 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:** Occupations that provide health care services directly to patients and other occupations related to health care. Examples of positions include: Registered Nurse, Medical Lab and Certified Nursing Assistant.
- **Education and Culture:** 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:** 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:** 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.

Finance and Administration		Social, Community and Corrections Services		Health		Education and Culture		Natural and Applied Sciences		Trades, Industry and Utilities	
1,198	22.9%	1,025	19.6%	914	17.5%	914	17.5%	626	12.0%	546	10.5%

Proportion of National Occupational Classification codes in the GNWT



A photograph of a man in a yellow hard hat and safety vest sitting in a chair in an industrial setting. The background shows electrical equipment and a control panel. A blue semi-transparent banner is overlaid at the bottom of the image.

A Safe and Healthy
Workplace

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.

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 Human Resources is developing an overarching occupational health and safety framework that will assist with streamlining GNWT health and safety procedures. The DHR is also working to strengthen the occupational health and safety culture of the GNWT through the development of a suite of policies that will complement the existing OHS Policy.

OHS training is available for all employees. Courses include standard First Aid, CPR Training, ergonomics, Employee Safety Training, Supervisor Safety Training, OHSC Training, winter driving and WHMIS, many of which were offered online in 2015.

For the 2015-2016 fiscal year, the GNWT was successful on the Workers' Safety and Compensation Commission's (WSCC) Safe Advantage Program and the Management Practice Questionnaire. This is an annual process that involves a 48 point questionnaire as well as a rigorous audit by the WSCC to confirm our responses. This significant achievement demonstrates our government's commitment to health and safety in the workplace and provides us with valuable, objective feedback on how we can continue to improve.

Duty to Accommodate

The GNWT has a Duty to Accommodate Injury and Disability Policy that ensures every reasonable effort will be made to retain employees within the GNWT public service. 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. Duty to Accommodate Advisor positions are located in Yellowknife, Hay River and Inuvik to manage the caseload and provide additional proactive training to managers.

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. The Harassment Free and Respectful Workplace Policy defines workplace harassment and personal harassment, emphasizes early intervention and informal resolution, outlines key roles and responsibilities in maintaining respectful workplaces, encourages the resolution of conflicts through formal and informal dispute resolution mechanisms, and provides a formal investigation process. Respectful workplace training is offered to managers and supervisors in all departments. Eleven manager training sessions took place in 2015, including four in the regions. Respectful Workplace Workshops are offered to work units upon requests. Five workshops took place in 2015, all occurring in the regions.

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 dependants. The program is designed to help with personal or work-related issues before they become more serious.



Stuart M. Hodgson Building

Stuart M. Hodgson Kôé

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Looking Ahead

Workforce Planning and Knowledge Retention

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.

The Department of Human Resources developed a Workforce Planning Strategy to assist the GNWT in recruiting and retaining high quality employees, to ensure organizational stability and to achieve corporate and operational goals. A key feature of the Workforce Planning Strategy is identifying the gaps between where the GNWT is today and where we want to be in the future, and developing and implementing initiatives to fill the identified gaps. As a result, the Workforce Planning Strategy initiatives complement the work continuing under *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

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 are being implemented. The GNWT turnover rate in 2015 was 10.7%; a decrease from 2014 of 0.7%. Resignations mark the majority of exit reasons, with the bulk of employees having only two to five years of service. However, as the GNWT workforce ages, employees gradually begin to retire from their positions. Increases can be seen year-to-year in retirements. 2015 had a 19.7% retirement rate; a 2.2% increase from 2014. The DHR has implemented various strategies for workplace planning and succession planning in order to mediate the potential impacts of retirements.



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, and shift planning activities. HR plans result in greater organizational awareness regarding human resources challenges and strengths.

A total of six departments have completed their Human Resource Plans. Seven departments are currently working on developing their plans with the assistance of the Department of Human Resources.



Appendices

A. Employees by Department/Board/Agency

at December 31, 2015

2015							
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	39	12	31%	9	23%	18	46%
Education, Culture and Employment	261	76	29%	50	19%	135	52%
Environment and Natural Resources	331	147	44%	52	16%	132	40%
Executive	64	33	52%	13	20%	18	28%
Finance	249	73	29%	44	18%	132	53%
Health and Social Services	179	36	20%	35	20%	108	60%
Human Resources	111	43	39%	37	33%	31	28%
Industry, Tourism and Investment	192	54	28%	30	16%	108	56%
Justice	535	152	28%	95	18%	288	54%
Lands	136	28	21%	27	20%	81	60%
Legislative Assembly	38	11	29%	8	21%	19	50%
Municipal and Community Affairs	99	35	35%	27	27%	37	37%
Public Works and Services	288	92	32%	50	17%	146	51%
Transportation	276	102	37%	44	16%	130	47%
Total for Departments	2,798	894	32%	521	19%	1,383	49%
Beaufort Delta Divisional Education Council	177	61	34%	4	2%	112	63%
Commission scolaire francophone, TNO	41	0	0%	0	0%	41	100%
Dehcho Divisional Education Council	105	48	46%	3	3%	54	51%
Sahtu Divisional Education Council	97	28	29%	0	0%	69	71%
South Slave Divisional Education Council	174	48	28%	14	8%	112	64%
Tłı̨chǫ Community Services Agency - Education	120	62	52%	1	1%	57	48%
Total for Education Councils	714	247	35%	22	3%	445	62%

Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Beaufort Delta Health and Social Services Authority	228	71	31%	1	0.4%	156	68%
Dehcho Health and Social Services Authority	101	51	50%	2	2.0%	48	48%
Fort Smith Health and Social Services Authority	133	59	44%	6	4.5%	68	51%
Sahtu Health and Social Services Authority	68	25	37%	0	0.0%	43	63%
Stanton Territorial Health Authority	567	58	10%	55	9.7%	454	80%
Tłıchq Community Services Agency - Health	101	72	71%	0	0.0%	29	29%
Yellowknife Health and Social Services Authority	186	34	18%	21	11.3%	131	70%
Total for Health and Social Services Authorities	1,384	370	27%	85	6%	929	67%
Aurora College	212	68	32%	15	7%	129	61%
Business Development Investment Corporation	10	1	10%	3	30%	6	60%
Northwest Territories Housing Corporation	105	33	31%	15	14%	57	54%
Total for Agencies	327	102	31%	33	10%	192	59%
Total of Public Service	5,223	1,613	31%	661	13%	2,949	56%

2015

Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Headquarters/North Slave	2,727	449	16%	541	20%	1,737	64%
Beaufort Delta Region	704	286	41%	15	2%	403	57%
Dehcho Region	388	207	53%	18	5%	163	42%
Sahtu Region	264	97	37%	4	2%	163	62%
South Slave Region	880	408	46%	81	9%	391	44%
Tłıchq Region	260	166	64%	2	1%	92	35%
Total	5,223	1,613	31%	661	13%	2,949	56%

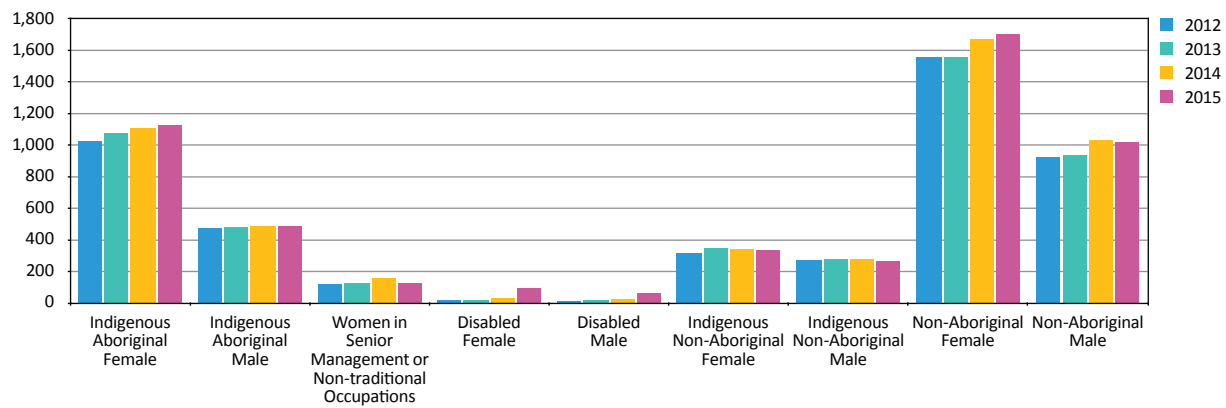
B. Employee Distribution by Community

at December 31, 2015

2015							
Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Lutsek'e	20	8	40%	0	0%	12	60%
Yellowknife	2,707	441	16%	541	20%	1,725	64%
Headquarters/North Slave	2,727	449	16%	541	20%	1,737	64%
Aklavik	40	23	58%	0	0%	17	43%
Fort McPherson	45	23	51%	0	0%	22	49%
Inuvik	499	186	37%	15	3%	298	60%
Paulatuk	20	7	35%	0	0%	13	65%
Sachs Harbour	11	4	36%	0	0%	7	64%
Tsiigehtchic	11	6	55%	0	0%	5	45%
Tuktoyaktuk	47	22	47%	0	0%	25	53%
Ulukhaktok	31	15	48%	0	0%	16	52%
Beaufort Delta Region	704	286	41%	15	2%	403	57%
Fort Liard	41	24	59%	0	0%	17	41%
Fort Providence	61	37	61%	2	3%	22	36%
Fort Simpson	229	114	50%	13	6%	102	45%
Hay River Reserve	22	8	36%	2	9%	12	55%
Jean Marie River	3	2	67%	0	0%	1	33%
Kakisa	3	0	0%	1	33%	2	67%
Nahanni Butte	6	5	83%	0	0%	1	17%
Trout Lake	12	9	75%	0	0%	3	25%
Wrigley	11	8	73%	0	0%	3	27%
Dehcho Region	388	207	53%	18	5%	163	42%
Colville Lake	13	7	54%	0	0%	6	46%
Déjñe	39	18	46%	0	0%	21	54%
Fort Good Hope	42	19	45%	0	0%	23	55%
Norman Wells	128	36	28%	4	3%	88	69%
Tulita	42	17	40%	0	0%	25	60%
Sahtu Region	264	97	37%	4	2%	163	62%
Enterprise	14	9	64%	2	14%	3	21%
Fort Resolution	57	36	63%	1	2%	20	35%
Fort Smith	513	245	48%	47	9%	221	43%
Hay River	296	118	40%	31	10%	147	50%
South Slave Region	880	408	46%	81	9%	391	44%
Behchokò	205	141	69%	2	1%	62	30%
Gamètì	17	8	47%	0	0%	9	53%
Wekweètì	10	5	50%	0	0%	5	50%
Whatì	28	12	43%	0	0%	16	57%
Tłı̨chų Region	260	166	64%	2	1%	92	35%
Total GNWT	5,223	1,613	31%	661	13%	2,949	56%

C. Employees by Affirmative Action Status

Employees by Affirmative Action Status and Gender as of December 31, 2015



at December 31, 2015

	Indigenous Aboriginal Female		Indigenous Aboriginal Male		Women in Senior Management or Non-traditional Occupations		Disabled Female		Disabled Male		Indigenous Non-Aboriginal Female		Indigenous Non-Aboriginal Male		Non-Aboriginal Female		Non-Aboriginal Male		Total
2012	1,027	21.8%	475	10.1%	120	2.5%	16	0.3%	14	0.3%	313	6.6%	274	5.8%	1,559	33.0%	921	19.5%	4,719
2013	1,076	22.2%	483	10.0%	127	2.6%	19	0.4%	22	0.5%	346	7.1%	279	5.8%	1,558	32.2%	935	19.3%	4,845
2014	1,107	21.5%	491	9.6%	161	3.1%	31	0.6%	26	0.5%	344	6.7%	278	5.4%	1,670	32.5%	1,033	20.1%	5,141
2015	1,126	21.6%	487	9.3%	125	2.4%	94	1.8%	64	1.2%	339	6.5%	267	5.1%	1,701	32.6%	1,020	19.5%	5,223

D. Self-declared Persons with Disabilities

at December 31, 2015

2015			
Department/Board/Agency	Total Employees	Self-declared Persons with Disabilities	% Self-declared Persons with Disabilities
Aboriginal Affairs and Intergovernmental Relations	39	0	0.0%
Education, Culture and Employment	261	10	3.8%
Environment and Natural Resources	331	5	1.5%
Executive	64	1	1.6%
Finance	249	10	4.0%
Health and Social Services	179	14	7.8%
Human Resources	111	7	6.3%
Industry, Tourism and Investment	192	8	4.2%
Justice	535	24	4.5%
Lands	136	4	2.9%
Legislative Assembly	38	1	2.6%
Municipal and Community Affairs	99	2	2.0%
Public Works and Services	288	17	5.9%
Transportation	276	4	1.4%
Total for Departments	2,798	107	3.8%
Beaufort Delta Divisional Education Council	177	1	0.6%
Commission scolaire francophone, TNO	41	1	2.4%
Dehcho Divisional Education Council	105	0	0.0%
Sahtu Divisional Education Council	97	0	0.0%
South Slave Divisional Education Council	174	0	0.0%
Tłı̄ch̄o Community Services Agency - Education	120	0	0.0%
Total for Education Councils	714	2	0.3%
Beaufort Delta Health and Social Services Authority	228	4	1.8%
Dehcho Health and Social Services Authority	101	3	3.0%
Fort Smith Health and Social Services Authority	133	2	1.5%
Sahtu Health and Social Services Authority	68	2	2.9%
Stanton Territorial Health Authority	567	50	8.8%
Tłı̄ch̄o Community Services Agency - Health	101	4	4.0%
Yellowknife Health and Social Services Authority	186	9	4.8%
Total for Health and Social Services Authorities	1,384	74	5.3%
Aurora College	212	3	1.4%
Business Development Investment Corporation	10	1	10.0%
Northwest Territories Housing Corporation	105	3	2.9%
Total for Agencies	327	7	2.1%
Total of Public Service	5,223	190	3.6%

2015			
Region	Total Employees	Self-declared Persons with Disabilities	% Self-declared Persons with Disabilities
Headquarters/North Slave Region	2,727	144	5.3%
Beaufort Delta Region	704	9	1.3%
Dehcho Region	388	3	0.8%
Sahtu Region	264	9	3.4%
South Slave Region	880	21	2.4%
Tłı̄ch̄o Region	260	4	1.5%
Total	5,223	190	3.6%

E. Non-traditional Occupations by Gender

at December 31, 2015

2015					
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	0	0	N/A	0	N/A
Education, Culture and Employment	6	6	100%	0	0%
Environment and Natural Resources	105	14	13%	91	87%
Executive	0	0	N/A	0	N/A
Finance	3	0	0%	3	100%
Health and Social Services	8	1	13%	7	88%
Human Resources	0	0	N/A	0	N/A
Industry, Tourism and Investment	9	1	11%	8	89%
Justice	14	2	14%	12	86%
Lands	23	4	17%	19	83%
Legislative Assembly	1	0	0%	1	100%
Municipal and Community Affairs	19	2	11%	17	89%
Public Works and Services	104	5	5%	99	95%
Transportation	158	5	3%	153	97%
Total for Departments	450	40	9%	410	91%
Beaufort Delta Divisional Education Council	0	0	N/A	0	N/A
Commission scolaire francophone, TNO	0	0	N/A	0	N/A
Dehcho Divisional Education Council	0	0	N/A	0	N/A
Sahtu Divisional Education Council	0	0	N/A	0	N/A
South Slave Divisional Education Council	0	0	N/A	0	N/A
Tłı̨chǫ Community Services Agency - Education	0	0	N/A	0	N/A
Total for Education Councils	0	0	N/A	0	0%
Beaufort Delta Health and Social Services Authority	1	0	0%	1	100%
Dehcho Health and Social Services Authority	1	0	0%	1	100%
Fort Smith Health and Social Services Authority	1	0	0%	1	100%
Sahtu Health and Social Services Authority	0	0	N/A	0	N/A
Stanton Territorial Health Authority	6	0	0%	6	100%
Tłı̨chǫ Community Services Agency - Health	0	0	N/A	0	N/A
Yellowknife Health and Social Services Authority	0	0	N/A	0	N/A
Total for Health and Social Services Authorities	9	0	0%	9	100%
Aurora College	4	2	50%	2	50%
Business Development Investment Corporation	0	0	N/A	0	N/A
Northwest Territories Housing Corporation	14	0	0%	14	100%
Total for Agencies	18	2	11%	16	89%
Total of Public Service	477	42	9%	435	91%

2015					
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 Region	192	23	12%	169	88%
Beaufort Delta Region	74	5	7%	69	93%
Dehcho Region	66	4	6%	62	94%
Sahtu Region	27	4	15%	23	85%
South Slave Region	104	6	6%	98	94%
Tłı̨chǫ Region	14	0	0%	14	100%
Total	477	42	9%	435	91%

F. Senior Management by Gender

at December 31, 2015

2015					
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	3	38%	5	63%
Education, Culture and Employment	26	17	65%	9	35%
Environment and Natural Resources	16	5	31%	11	69%
Executive	9	2	22%	7	78%
Finance	16	4	25%	12	75%
Health and Social Services	16	10	63%	6	38%
Human Resources	9	9	100%	0	0%
Industry, Tourism and Investment	19	9	47%	10	53%
Justice	14	9	64%	5	36%
Lands	15	7	47%	8	53%
Legislative Assembly	5	1	20%	4	80%
Municipal and Community Affairs	14	5	36%	9	64%
Public Works and Services	17	2	12%	15	88%
Transportation	11	4	36%	7	64%
Total for Departments	195	87	45%	108	55%
Beaufort Delta Divisional Education Council	3	2	67%	1	33%
Commission scolaire francophone, TNO	1	1	100%	0	0%
Dehcho Divisional Education Council	1	1	100%	0	0%
Sahtu Divisional Education Council	1	1	100%	0	0%
South Slave Divisional Education Council	1	0	0%	1	100%
Tłı̨chq Community Services Agency - Education	2	2	100%	0	0%
Total for Education Councils	9	7	78%	2	22%
Beaufort Delta Health and Social Services Authority	4	3	75%	1	25%
Dehcho Health and Social Services Authority	1	0	0%	1	100%
Fort Smith Health and Social Services Authority	1	1	100%	0	0%
Sahtu Health and Social Services Authority	2	2	100%	0	0%
Stanton Territorial Health Authority	4	3	75%	1	25%
Tłı̨chq Community Services Agency - Health	3	1	33%	2	67%
Yellowknife Health and Social Services Authority	5	3	60%	2	40%
Total for Health and Social Services Authorities	20	13	65%	7	35%
Aurora College	8	7	88%	1	13%
Business Development Investment Corporation	2	0	0%	2	100%
Northwest Territories Housing Corporation	11	5	45%	6	55%
Total for Agencies	21	12	57%	9	43%
Total of Public Service	245	119	49%	126	51%

2015					
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 Region	181	88	49%	93	51%
Beaufort Delta Region	23	11	48%	12	52%
Dehcho Region	8	2	25%	6	75%
Sahtu Region	8	4	50%	4	50%
South Slave Region	20	11	55%	9	45%
Tłı̨chq Region	5	3	60%	2	40%
Total	245	119	49%	126	51%

G. Senior Management by Priority Status

at December 31, 2015

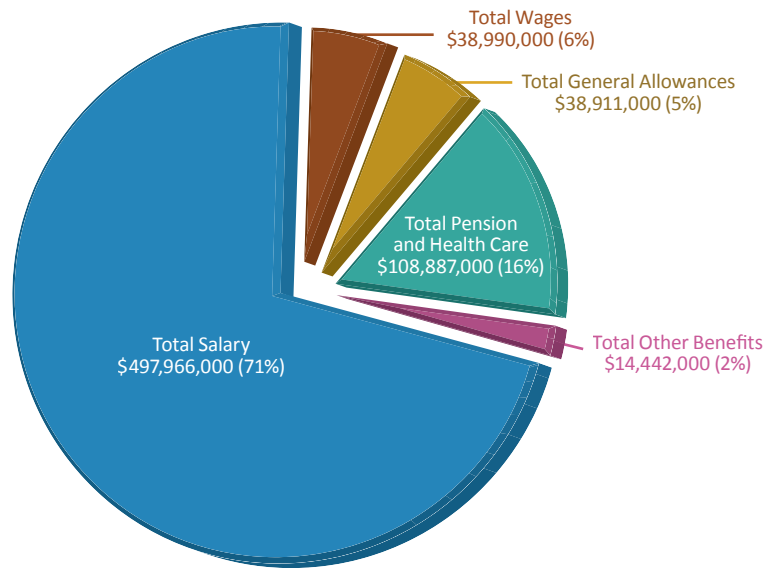
2015							
Department/Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non-Aboriginals in Senior Management	% Indigenous Non-Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Aboriginal Affairs and Intergovernmental Relations	8	2	25%	2	25%	4	50%
Education, Culture and Employment	26	4	15%	4	15%	18	69%
Environment and Natural Resources	16	7	44%	1	6%	8	50%
Executive	9	1	11%	4	44%	4	44%
Finance	16	1	6%	3	19%	12	75%
Health and Social Services	16	3	19%	2	13%	11	69%
Human Resources	9	3	33%	4	44%	2	22%
Industry, Tourism and Investment	19	2	11%	5	26%	12	63%
Justice	14	3	21%	5	36%	6	43%
Lands	15	3	20%	6	40%	6	40%
Legislative Assembly	5	1	20%	2	40%	2	40%
Municipal and Community Affairs	14	4	29%	7	50%	3	21%
Public Works and Services	17	1	6%	6	35%	10	59%
Transportation	11	2	18%	0	0%	9	82%
Total for Departments	195	37	19%	51	26%	107	55%
Beaufort Delta Divisional Education Council	3	2	67%	0	0%	1	33%
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	1	0	0%	0	0%	1	100%
South Slave Divisional Education Council	1	0	0%	0	0%	1	100%
Tłı̨chǫ Community Services Agency - Education	2	1	50%	0	0%	1	50%
Total for Education Councils	9	3	33%	0	0%	6	67%

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
Beaufort Delta Health and Social Services Authority	4	1	25%	1	25%	2	50%
Dehcho Health and Social Services Authority	1	0	0%	0	0%	1	100%
Fort Smith Health and Social Services Authority	1	0	0%	1	100%	0	0%
Sahtu Health and Social Services Authority	2	0	0%	0	0%	2	100%
Stanton Territorial Health Authority	4	0	0%	0	0%	4	100%
Tłıchǫ Community Services Agency - Health	3	0	0%	0	0%	3	100%
Yellowknife Health and Social Services Authority	5	0	0%	1	20%	4	80%
Total for Health and Social Services Authorities	20	1	5%	3	15%	16	80%
Aurora College	8	1	13%	2	25%	5	63%
Business Development Investment Corporation	2	0	0%	0	0%	2	100%
Northwest Territories Housing Corporation	11	5	45%	2	18%	4	36%
Total for Agencies	21	6	29%	4	19%	11	52%
Total of Public Service	245	47	19%	58	24%	140	57%

2015							
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
Headquarters/North Slave	181	28	15%	48	27%	105	58%
Beaufort Delta Region	23	7	30%	2	9%	14	61%
Dehcho Region	8	1	13%	2	25%	5	63%
Sahtu Region	8	2	25%	1	13%	5	63%
South Slave Region	20	8	40%	5	25%	7	35%
Tłıchǫ Region	5	1	20%	0	0%	4	80%
Total	245	47	19%	58	24%	140	57%

H. Human Resource Costs

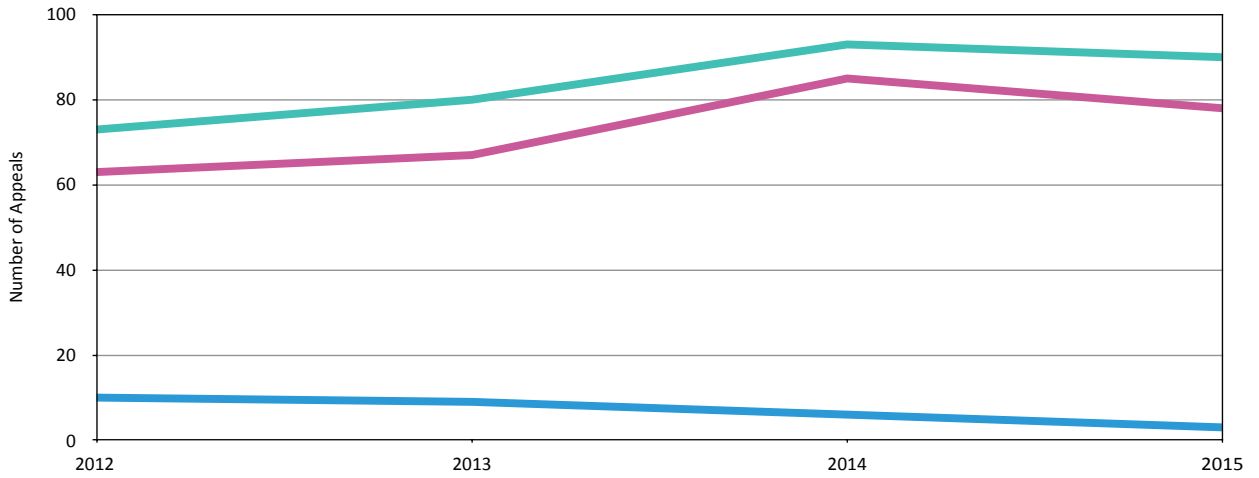
Human Resource Costs Summary by Calendar Year



Total Wages	Total General Allowances	Total Pension and Health Care	Total Other Benefits	Total Salary
\$38,990,000 (6%)	\$38,911,000 (5%)	\$108,887,000 (16%)	\$14,442,000 (2%)	\$497,966,000 (71%)

I. Staffing Appeals

Staffing Appeals Summary by Calendar Year

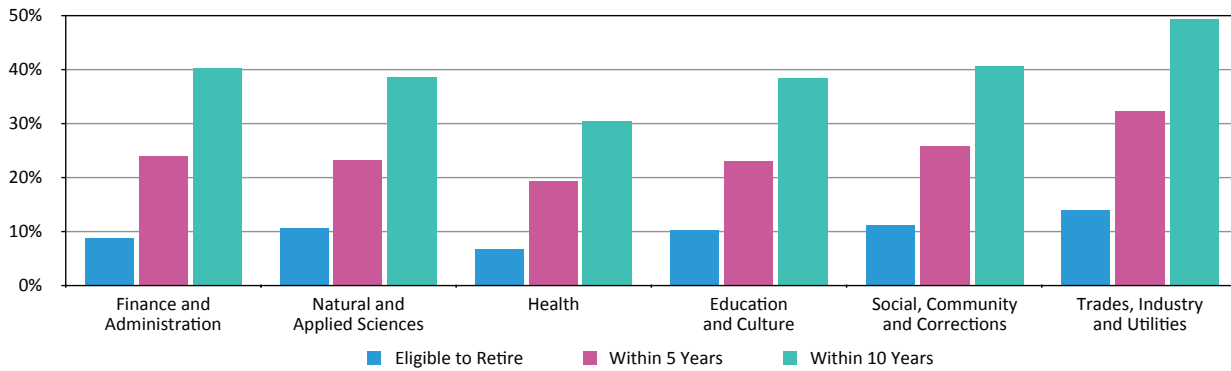


	2012	2013	2014	2015
Upheld	10	9	6	3
Denied	63	67	85	78
Total	73	80	93	90

Total also includes appeals that were withdrawn as well as appeals where there were no appeal rights.

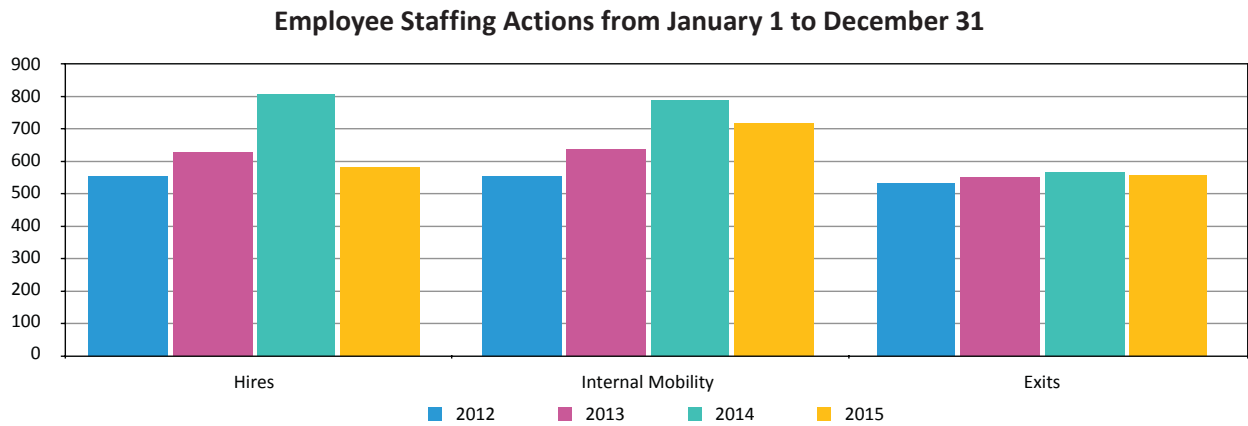
J. Workforce Planning

Retirement Eligibility Over the Next 10 Years by Occupational Category at December 31, 2015



	Finance and Administration		Natural and Applied Sciences		Health		Education and Culture		Social, Community and Corrections		Trades, Industry and Utilities		Overall	
Eligible to Retire	106	8.8%	67	10.7%	62	6.8%	93	10.2%	116	11.3%	76	13.9%	520	10.0%
Within 5 Years	286	23.9%	145	23.2%	177	19.4%	211	23.1%	265	25.9%	177	32.4%	1261	24.1%

K. Staffing Actions



Hires include all staffing actions that result in an employee entering the public service.

Internal Mobility includes all transfers, promotions and demotions.

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

	Hires		Internal Mobility		Exits		Total
2012	555	33.8%	554	33.8%	532	32.4%	1,641
2013	628	34.5%	639	35.1%	551	30.3%	1,818
2014	806	37.3%	787	36.4%	567	26.3%	2,160
2015	581	31.4%	715	38.6%	557	30.1%	1,853

L. Employee Accession and Turnover

at December 31, 2015

2015		
Department/Board/Agency	Percentage Accession	Percentage Turnover
Aboriginal Affairs and Intergovernmental Relations	12.5%	7.5%
Education, Culture and Employment	11.0%	8.2%
Environment and Natural Resources	6.1%	8.5%
Executive	11.3%	3.2%
Finance	6.8%	8.4%
Health and Social Services	12.2%	13.4%
Human Resources	2.7%	13.6%
Industry, Tourism and Investment	12.0%	7.3%
Justice	7.7%	6.2%
Lands	16.8%	8.4%
Legislative Assembly	20.0%	11.4%
Municipal and Community Affairs	3.0%	8.0%
Public Works and Services	12.1%	7.8%
Transportation	6.2%	9.8%
Beaufort Delta Divisional Education Council	20.2%	20.2%
Commission scolaire francophone, TNO	31.6%	13.2%
Dehcho Divisional Education Council	16.0%	21.7%
Sahtu Divisional Education Council	17.2%	20.2%
South Slave Divisional Education Council	9.7%	13.6%
Tłıchq Community Services Agency - Education	9.9%	12.4%
Beaufort Delta Health and Social Services Authority	19.3%	22.8%
Dehcho Health and Social Services Authority	17.3%	10.2%
Fort Smith Health and Social Services Authority	15.3%	10.7%
Sahtu Health and Social Services Authority	13.6%	13.6%
Stanton Territorial Health Authority	11.7%	9.6%
Tłıchq Community Services Agency - Health	15.3%	12.2%
Yellowknife Health and Social Services Authority	15.0%	12.7%
Aurora College	9.1%	9.1%
Business Development Investment Corporation	8.3%	8.3%
Northwest Territories Housing Corporation	4.5%	8.2%
Overall Average	11.2%	10.8%

2015		
Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	9.4%	9.1%
Beaufort Delta Region	15.9%	16.8%
Dehcho Region	13.6%	11.5%
Sahtu Region	14.6%	14.6%
South Slave Region	11.0%	9.4%
Tłıchq Region	11.6%	11.6%
Overall Average	11.2%	10.8%



Contact Information:

Department of Human Resources
Government of the Northwest Territories
P.O. Box 1320, Yellowknife, NT X1A 2L9
hr.gov.nt.ca