



Results Report (2015-2016)

20/20: A Brilliant North NWT Public Service Strategic Plan



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Introduction

The 2015-2016 Results Report is a companion document to the NWT Public Service Strategic Plan, *20/20: A Brilliant North*, “2012-2016 Action Plan” and is intended to be a living document that provides an update on the progress of the NWT Public Service Strategic Plan (“Strategic Plan”). The Results Report is updated annually to reflect what was accomplished and to make adjustments as required. This is the final results report based on the 2012-2016 Action Plan. A new four-year action plan will lay out the actions and strategies for 2016-2020 to support the vision and goals laid out in the final four years of the Strategic Plan.

The 2015-2016 Results Report continues to build on progress made during the first seven years of the Strategic Plan. Significant progress has been achieved, and momentum will be maintained to ensure that changes made have a lasting and sustainable impact on the GNWT public service.

Information on the Public Service Strategic Plan and prior Results Reports can be found on the “20/20: A Brilliant North” website at <http://www.hr.gov.nt.ca/about/2020-brilliant-north>.

PLEASE NOTE: Some of the Performance Measures listed in this Results Report are dependent on the results of the Employee Engagement and Satisfaction Survey (EESS) to provide a performance indicator. The EESS is delivered biannually and was not delivered in 2013-2014 and 2015-2016. “N/A” was substituted in the “Year 2 2013-2014” and “Year 4 2015-2016” results columns for those results dependent on the EESS.



The Results Report outlines the specific actions that the Government of the Northwest Territories has put in place over a four-year period to deliver on the vision and goals in the Strategic Plan.



Strategic Goals from 20/20: A Brilliant North, NWT Public Service Strategic Plan

Strategic Goal 1 – Fixing/Maintaining the Foundation

The Department of Human Resources (DHR) will support the DHR Mission and Vision by putting in place a firm foundation of excellent human resource management practices and services. This foundation will ensure all of the other Strategic Goals have the support necessary to be successful.

Supporting Objectives

- **Creative and Dedicated People:** To have highly skilled and professional human resources staff who promote exemplary human resources management.
- **Having and Using the Right Tools:** To develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees.

Strategic Goal 2 – Engage: Magnetic Attraction

Through the “Magnetic” Attraction of northerners and others to the public service, and through the engagement of the existing workforce, the Government of the Northwest Territories (GNWT) will establish a public service that reflects the Northwest Territories’ diverse cultures and provides high quality service in the Northwest Territories.

Supporting Objectives

- **Affirmative Action and Diversity:** To promote the Affirmative Action Policy 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.
- **Marketing Public Service:** To market the strengths, benefits and opportunities of the public service in the NWT.
- **Compensation and Benefits:** To provide competitive pay and benefits in a manner which appropriately compensates employees of the public service while ensuring fiscal prudence.



*Develop and
implement
comprehensive and
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policies and tools
to support GNWT
managers and
employees.*



 *Create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.*

Strategic Goal 3 – Dazzle: Diverse Opportunities

The GNWT will strive to have a public service which “Dazzles” through commitment to workplace and environment, individual wellness and commitment to establishing and maintaining excellent relationships with the public, stakeholders and partners.

Supporting Objectives

- **Healthy and Respectful Workplace:** To instill a culture which promotes and encourages individual, organization and community wellness, respect and safety.
- **Positive Relations with Bargaining Representatives:** To create a work environment that respects the role of its employee bargaining representatives and encourages engagement to advance common goals.
- **Greening the Workplace:** To value the environment and be ‘green’ in the public service.

Strategic Goal 4 – Inspire: Expanding Horizons

The GNWT will strive to “Inspire” the public service to “Expand its Horizons” and continually develop individually and collectively.

Supporting Objectives

- **Leadership:** To develop a sustainable core group of middle and senior managers in the GNWT, with a targeted approach to ensure that Affirmative Action designated groups develop the skills to progress and succeed in leadership roles.
- **Lifelong Learning:** To value organization and individual learning in the GNWT.
- **Feedback and Rewards:** To create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.




Strategic Goal 5 – Renew: Charting a Path for Tomorrow

The GNWT will “Chart a Path” for the future through excellent planning and management of the public service. The GNWT will continually build on its strengths and monitor progress.

Supporting Objectives

- **Succession Planning and Knowledge Management:** To effectively manage workforce stability, development, progression and risks for leadership and critical success roles.
- **Talent Management:** To anticipate and prepare for future skills requirements through the development of northerners and knowledge management capacity.
- **Workforce Planning:** To make strategic decisions about GNWT business and service priorities, taking into account human, financial and capital resources.



*Anticipate and
prepare for future
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through the
development of
northerners.*



Strategic Goal 1 – Fixing/Maintaining the Foundation

Objective 1: Creative and Dedicated People

To have highly skilled and professional human resources staff who promote exemplary human resources management.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
<p>Develop a strategy to enhance the relationship between the Department of Human Resources and its client departments and agencies.</p> <p>Continue to develop and emphasize a corporate culture of exceptional customer service within the Department of Human Resources.</p>	<p>The creation of a Client Information Strategy, which includes a tiered approach to information sharing that includes the following three tiers: 1) The Website; 2) Helpdesk; and 3) Client Service and Employee Services' Managers to enhance timely and efficient access to key HR information by Program Managers and employees.</p> <p>Clarify roles of the Department of Human Resources and departments and agencies in service delivery through the development and implementation of Service Partnership Agreements.</p>	Percentage of employees satisfied overall with the Department of Human Resources (Client Satisfaction Survey)	75%	80%	83%	85%	76%	N/A	75%	N/A	<p>As part of the Service Partnership Agreement pilot in 2012-2013, the Department of Human Resources is currently developing a Service Level Agreement for roll-out to all departments, boards and agencies in 2016-2017. The Service Level Agreement defines the human resource services provided by the Department of Human Resources to client departments and focus on service delivery commitment, performance outcomes and business results reporting.</p>
		Number of NWT-based website sessions	300,000	315,000	330,000	345,000	N/A	355,835	275,788	302,423	
		Number of Helpdesk tickets received via email and phone	15,000	12,000	11,760	11,520	21,708	14,755	31,468	22,626	



Objective 1: Creative and Dedicated People (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
	<p>Pilot the Service Partnership Agreements within the health and social services system.</p> <p>Review, revise and implement any required changes to the Service Partnership Agreements resulting from an evaluation of the pilot, then roll-out Service Partnership Agreements to additional GNWT departments, boards and agencies.</p> <p>Customer service training for Department of Human Resource staff.</p> <p>Ongoing development of Human Resources' staff skills and technical knowledge to support the provision of expert support and advice.</p>									<p>The Department of Human Resources continually offers training opportunities for the ongoing development of staff skills and knowledge to strengthen and enhance front-line service delivery to clients.</p>	



Objective 2: Having and Using the Right Tools

To develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Continuous business process improvements are identified and implemented within the Department of Human Resources.	Implement business process improvement activities for the core transactional activities in Human Resources through the implementation of a continuous improvement approach to service delivery.	Human Resources Service Level Catalogue and Reporting Catalogue (as a part of the Service Partnership Agreements) Percentage of clients satisfied with services received from the Department (Employee Satisfaction Index)	TBD (based on calculation of baseline data 2014-2015)								The Service Level Agreement, currently under development, will provide a basis for continuous improvement efforts within the Department of Human Resources. A continuous improvement framework is currently under development.
Continue to develop and enhance human resource frameworks, policies, legislation and tools to support good human resource management practices.	Ensure the ongoing updating of the Managers' Toolkit and Human Resource Manual to reflect updated terms and conditions of employment. Policy and legislation priorities aligned with the priorities of the 17th Legislative Assembly.	Number of NWT-based page views for Managers' Toolkit In partnership with stakeholder groups (Deputy Ministers' Human Resources Committee; functional communities of interest such as Directors of Finance, Directors of Policy; Client Advisory Group) review and update key frameworks, policies and tools	1,800	2,000	2,200	2,500	3,464	8,408	4,813	11,545	Updates to the Managers' Toolkit occur as new information becomes available. The Staffing Appeals Regulations amendments were made to improve the timeliness and efficiency of the staffing process by establishing appeal time frames that identify e-mail and fax as more immediate forms of communication and clarify the impact of late or incomplete appeal submissions.
			TBD (once the framework is implemented, measures regarding the impact of that framework will be developed)				Amendments to the Staffing Appeals Regulations were completed in July 2015.				



Objective 2: Having and Using the Right Tools (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis	
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016		
		Successful PeopleSoft upgrades					Amendments to the Public Service Regulations were made in August 2015.					The Public Service Regulations amendment was made to provide clarity in the area of continuous employment. The Human Resource Manual is updated to streamline sections, remove outdated information or information found in other publications.
Ongoing annual delivery of the Human Resources' Client Satisfaction Survey.	Survey delivered annually each November.	Response rate to the Human Resources' Client Satisfaction Survey Successful delivery of the survey on an annual basis	56%	58%	60%	62%	43%	N/A	46%	N/A	As a bi-annual commitment, the survey was delivered in November 2014, in conjunction with the Employee Engagement and Satisfaction Survey.	
Ongoing implementation of the Human Resources' Information Systems (HRIS) Strategy.	Successfully implement the PeopleSoft Upgrade to Version 9.1, shift scheduling, and continue to enhance eRecruit. Launch User Productivity Kit as a training tool for employees. Implementation of ePerformance.	Percentage of employees satisfied with Department of Human Resources' systems, website and intranet Successful system upgrade (Peoplesoft)	84%	86%	88%	90%	88% (website) 86% (PeopleSoft System)	N/A	86%	N/A	Results are based on the percentage of respondents who agree or strongly disagree that the Department of Human Resources website/ and PeopleSoft had the information needed. Human Resources' Information Systems (HRIS) functions were transferred to the Department of Finance in April 2014.	
			Upgrade and Implement	TBD	TBD	TBD	Successful Upgrade	N/A	N/A	N/A		



Objective 2: Having and Using the Right Tools (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
		<p>Successful implementation of shift scheduling</p> <p>Evaluate whether or not the systems are performing as expected and if they are being used to their full advantage</p> <p>Report on the value-added contribution of the systems by determining the efficiency of the new program and the benefits of the new HRIS system</p>					Completed in 2012-2013				
Effective communication with employees and clients.	<p>Enhance the Department of Human Resources' website to improve communications with employees.</p> <p>Implement the second phase of improvements to the website, based on stakeholder feedback.</p> <p>Carry out stakeholder consultation to determine further enhancement to the website.</p> <p>Launch a Department of Human Resources' Facebook page.</p>	<p>Number of NWT-based website sessions</p> <p>Facebook page hits/likes</p>	300,000	315,000	330,000	345,000	N/A	355,835	275,788	302,423	<p>The Department of Human Resources enhances its new website, launched in October 2013, on a continual basis.</p> <p>The Department of Human Resources launched a new My HR website in July 2015, where GNWT employees can find human resource information and services.</p> <p>The Department of Human Resources continues the use of social media tools (Facebook, Twitter and LinkedIn) to engage the public on career opportunities within the GNWT.</p> <p>A new employee onboarding program is under development and will be made available in 2016-2017.</p>
			5,000 hits; 800 likes	5,500 hits; 1200 likes	6,000 hits; 1600 likes	6,500 hits; 2000 likes	4,073 hits; 120 likes	7,007 hits; 198 likes	15,385 hits; 321 likes	4,200 hits; 423 likes	



Strategic Goal 2 – Engage: Magnetic Attraction

Objective 1: Affirmative Action and Diversity

To promote the Affirmative Action Policy 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.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Promote the GNWT as an inclusive workplace.	Continue to deliver and promote education and awareness training regarding disabilities awareness, including the launch of an awareness campaign on hiring persons with disabilities. In phase one, launch four base modules on Aboriginal Cultural Awareness e-training. In phase two, create and launch seven additional culturally-specific modules for Aboriginal Cultural Awareness e-training. Ongoing revisions and delivery of Aboriginal Cultural Awareness e-training. Complete and launch e-training modules for Diversity Awareness Training, based on the successful creation of the Aboriginal Cultural Awareness e-training.	Number of Disability Awareness training sessions per year	6-8	6-8	6-8	6-8	17	9	17	N/A	In 2015, the Department of Human Resources established a Diversity and Inclusion Unit to lead and support the development and implementation of new initiatives and programs to assist with inclusive recruitment and retention efforts. A new Disability Awareness Campaign is currently under development for 2016-2017. Diversity and Inclusion training is under development and will be made available in 2016-2017 for all GNWT employees and included as part of a new employee onboarding program. Disability Awareness training will be incorporated as part of Diversity and Inclusion training. Aboriginal Cultural Awareness e-training continues to be delivered through the GNWT Learning and Development Calendar for all employees. The GNWT was recognized nationally as one of Canada's Best Diversity Employers 2016, for the fourth consecutive year.
		Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%	57%	N/A	58%	N/A	
		Percentage of employees who agree the GNWT promotes cultural awareness opportunities for employees	50%	55%	60%	65%	54%	N/A	62%	N/A	



Objective 1: Affirmative Action and Diversity (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Support communities of interest designed to provide advice on initiatives to enhance employment opportunities for designated groups within the public service.	Members of Aboriginal Employees' Advisory Committee (AEAC) and GNWT Advisory Committee on Employability (GACE) continue to meet and advise on methods to promote, support and increase the representation of designated groups within the GNWT, while fostering a spirit of inclusion and awareness in the public service.	Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%	57%	N/A	58%	N/A	<p>The GACE held one meeting in 2015-2016 and is working to establish a new action plan to make recommendations on employability, information sharing, supports and awareness initiatives for persons with disabilities.</p> <p>In 2015, two new GACE co-chairs were appointed.</p> <p>The AEAC held one meeting in 2015-2016. The AEAC continues to work on increasing the representation of Aboriginal people at all levels in the public service and to create a working environment that supports and promotes Aboriginal people in the GNWT workforce.</p>



Objective 2: Marketing Public Service

To market the strengths, benefits and opportunities of the public service in the NWT.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Support recruitment of a diversified, inclusive and skilled workforce.	Ongoing delivery of workshops on recruitment and hiring processes.	Number of enrolled members of the Talent Community	TBD	+5%	+10%	+10%	TBD	6,888	16,030	23,376	<p>HR Careers website, www.gnwtjobs.ca, continues to showcase the GNWT's employment opportunities.</p> <p>The Careers website has generated more than 23,000 talent community members. Of these members, 12,572 have enrolled in receiving job alerts.</p> <p>In addition to recruitment services provided to applicants, on a request basis, a "How to Apply", "Resume Tips" and "Interview Tips" resource tools are available on the Department of Human Resources website.</p> <p>Since the launch of the recruitment tool, LinkedIn, in May 2014, 282 jobs have been advertised to promote employment opportunities in the GNWT.</p> <p>The Department of Human Resources continues the use of social media tools (Facebook, Twitter and LinkedIn) to engage the public on career opportunities within the GNWT.</p> <p>The ongoing development and/or delivery of recruitment and retention initiatives continue as outlined in the Workforce Planning Strategy, developed in August 2013. Recruitment initiatives include:</p>
	Development and implementation of the GNWT careers website; establish baseline data for targets.	Number of site visitors to the careers website	TBD	+5%	+10%	+10%	TBD	95,162	123,832	135,347	
	Development of GNWT Recruitment Strategy that includes initiatives aimed at an inclusive workforce, a representative public service, hard to attract positions and positions related to the devolution of land, water and resources.	Number of workshops that support recruitment of a diversified, inclusive and skilled workforce that are delivered annually	10	14	15	15	1	17	18	13	
		Number of applicants to Summer Student Employment Programs (SSEP)	700	750	800	800	705	745	598	612	
	Ongoing implementation of GNWT Recruitment Strategy, evaluate success of Strategy.	Number of positions filled through SSEP	300	320	320	320	308	271	312	341	
		Percentage of students who agree that their summer job is a good fit with their skills and interests	71%	74%	77%	78%	77%	73.9%	69%	60%	
		Percentage of vacant "hard to attract" positions in the GNWT	TBD	-10%	-25%	-25%	TBD	TBD	TBD	TBD	



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
											<ul style="list-style-type: none"> • A Regional Recruitment Program, developed in 2013-2014, continues to be utilized to link regional vacancies with the available labour force. To date, there have been 26 applications received and 21 placements into the program. • A Refocusing Recruitment Initiative reviews internal human resource processes on an ongoing basis to streamline and improve recruitment. • A Hard to Recruit Initiative was implemented in 2015 to provide the ability to directly recruit for positions in key occupational groups in the GNWT that have a high vacancy rate and remain difficult to fill by open competition due to the small size of the NWT labour force. • A Bilingual Recruitment Strategy was developed in 2015-2016 to identify and facilitate recruitment efforts. The Department of Human Resources is working in collaboration with the NWT francophone organizations on Bilingual Recruitment Initiatives to support client departments for French language services consistent with the GNWT's Strategic Plan for French Language Communication and Services.



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Support the development of youth for current and future recruitment purposes.	Establish partnerships with learning institutions.	Number of ongoing partnerships developed between targeted learning institutions and the GNWT	-	2	6	6	-	-	-	-	<p>The GNWT was recognized nationally as one of Canada's Top Employers for Young People in 2015 for the second consecutive year.</p> <p>A Student and Youth Initiative developed in January 2014, as part of the Workforce Planning Strategy, reviews existing and new student and youth employment programs to determine if any enhancements can be made to ensure that northern youth choose the GNWT as an employer. Initiatives have included:</p> <ul style="list-style-type: none"> • The ongoing delivery of the Graduate Internship Program and Summer Student Employment Program. • In May 2015, enhancements were made to the Summer Student onboarding program. • Other initiatives under review are a Cooperative Education tool and a Youth Career Planning Program. <p>The GNWT attended northern-based career fairs and hosted open houses in regional centres to promote career opportunities, receive feedback on resumes and other job related information.</p>
	Attend career fairs to promote public service occupations.	Number of GNWT attended career fairs	1	4	4	4	2	4	4	4	



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Partner with other levels of government to build public service capacity.	Continue partnership on the Public Service Capacity Initiative for local governments.	Number of secondments/developmental opportunities in/out of the GNWT	4	4	4	4	6	5	17	15	<p>Opportunities for partnerships with Aboriginal and community governments continue to be explored on an ongoing basis.</p> <p>The Department of Municipal and Community Affairs (MACA), in partnership with the Department of Human Resources (DHR), the Northwest Territories Association of Communities (NWTAC) and the Local Government Administrators of the NWT (LGANT), are working collaboratively to enhance community government public service capacity under the Public Service Capacity Initiative.</p> <p>The GNWT and Gwich'in Tribal Council signed a Memorandum of Understanding on Capacity Building on May 11, 2015. The Joint Working Group, consisting of the GNWT, Gwich'in Tribal and Government of Canada, continue to meet regularly.</p> <p>Training opportunities are made available through the GNWT Learning and Development Calendar.</p>
	<p>Promote secondments between the GNWT and Aboriginal and community governments.</p> <p>Offer access to relevant GNWT corporate training opportunities, based on availability, to key partners.</p>	Number of training opportunities accessed by community and Aboriginal government representatives	2	3	4	5	2	4	16	20	



Objective 3: Compensation and Benefits

To provide competitive pay and benefits in a manner which appropriately compensates employees of the public service while ensuring fiscal prudence.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis			
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016				
Continue the practice of regular compensation reviews and benchmarking against appropriate comparators in the relevant labour markets.	Updates each fiscal year.	Ensure that information is up-to-date to be utilized for analysis and to provide sufficient total compensation to attract and retain key talent and maintain competitiveness with other jurisdictions			N/A					Update Complete	Update Complete	Update Complete	Update Complete	Ongoing comparative analysis is undertaken to gauge the GNWT's competitiveness. The GNWT remains competitive for the majority of occupational groups.



Strategic Goal 3 – Dazzle: Diverse Opportunities

Objective 1: Healthy and Respectful Workplace

To instill a culture which promotes and encourages individual, organization and community wellness, respect and safety.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Protect and promote the health and wellness of GNWT employees.	<p>Continue offering wellness education seminars and counselling and support services through the Employee and Family Assistance Program (EFAP) provider.</p> <p>Continue delivery of Duty to Accommodate training and Harassment Free and Respectful Workplace training.</p> <p>Create and implement health and wellness framework, and evaluate the success of framework.</p>	Percentage of employees satisfied with health and wellness programs available to GNWT employees	61%	63%	65%	69%	64%	N/A	65%	N/A	<p>A Health and Wellness Framework is currently under development to align with the overall Occupational Health and Safety Program.</p> <p>The ongoing delivery and access to services provided through the Employee and Family Assistance Program (EFAP).</p> <p>The year-to-date utilization of EFAP services as December 31, 2015, was 20.14%.</p> <p>Ten wellness education seminars were delivered through EFAP.</p> <p>New Mental Health in the Workplace seminars were delivered in early 2016 and will continue to be offered in 2016-2017.</p> <p>A Health and Wellness resource webpage was launched in Fall of 2015 on the Department of Human Resources website.</p> <p>A Wellness Calendar is available through the Health and Wellness resource webpage to highlight and promote national Health and Wellness initiatives.</p>



Objective 1: Healthy and Respectful Workplace (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
		Number of Duty to Accommodate training sessions per year	8-10	8-10	8-10	8-10	5	7	9	11	Duty to Accommodate training and Harassment Free and Respectful Workplace training continues to be delivered on an ongoing basis.
		Number of employees receiving permanent/long-term accommodation through assistance of Human Resources	15	14	14	13	44	156	220	347	The number of active GNWT Duty to Accommodate case files, for 2015-2016, is 347.
		Number of Harassment Free and Respectful Workplace Policy training sessions per year	8-10	8-10	8-10	8-10	2	5	8	12	Due to an aging population and the additional capacity to provide Duty to Accommodate human resource advice/support and raise awareness through training sessions, resulted in the number of active case files (employees receiving accommodation) to increase.
Develop and implement Occupational Health and Safety Program across the GNWT.	Establish the GNWT Occupational Health and Safety Advisory Committee. Develop a standard structure for Occupational Health and Safety Committees and establish committees where they don't currently exist. Develop, implement and maintain the Occupational Health and Safety Program. Reduce the number of WSCC claims.	Grading on the Safe Advantage Program Management Practices Questionnaire	PASS	PASS	PASS	PASS	PASS	PASS	PASS	Results not yet available	Work continues on the development of key components of the GNWT Occupational Health and Safety Program. The Department of Human Resources continues to work with departments, boards and agencies to ensure compliance with the legislated requirements of the <i>Safety Act</i> and Regulations.
		Claims experience costs within or below Safe Advantage Program incentive range	Within Range	Within Range	Below Range	Below Range	Above Range	Below Range	Neutral Range	Results not yet available	



Objective 1: Healthy and Respectful Workplace (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
											<p>Based on departmental responses to the Safe Advantage Management Practice Questionnaire, 93% of respondents indicated the establishment of Occupational Health and Safety Committees.</p> <p>In 2015, there were a total of 425 registered claims with the WSCC. This is comparable to the number of registered claims in 2014 (421).</p> <p>A Health and Safety resource webpage, on the Department of Human Resources website, continues to promote and share health and safety related information.</p> <p>The Department of Human Resources launched an online GNWT Employee Safety Awareness training in 2015-2016 and continues to deliver Supervisor Safety Awareness training on an ongoing basis through the GNWT Learning and Development Calendar.</p> <p>Various Occupational, Health and Safety related training are made available on an ongoing basis through the GNWT Learning and Development Calendar.</p>



Objective 2: Positive Relationships with Bargaining Representatives

To create a work environment that respects the role of its employee bargaining representatives and encourages engagement to advance common goals.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Work with bargaining representatives to resolve issues and address common goals.	Continue Joint Leadership Committee meetings between the Department of Human Resources and Union Leadership to strengthen and align relations between employer and employee representatives.	Number of Joint Consultation Committee meetings per year with bargaining units	3 meetings with the NWTTA	3 meetings with the NWTTA	3 meetings with the NWTTA	3 meetings with the NWTTA	7	5	4	4	Meetings with bargaining units are held on an ongoing basis to resolve issues and advance common goals.
			4 meetings with the UNW	4 meetings with the UNW	4 meetings with the UNW	4 meetings with the UNW	9	9	9	4	
	10	10	10	10	10	9	8	7			
Support managers and supervisors in managing personnel in order to foster and build a productive, resolution oriented workplace.	Continue to provide labour relations training to managers and supervisors on applying the Collective Agreement in resolving issues. Review, update and deliver training materials to reflect new Collective Agreements; upload new Collective Agreements to the GNWT website.	Number of Labour Relations training sessions per year Satisfaction levels of training participants as determined by results of surveys completed following Labour Relations training	8-10	8-10	8-10	8-10	8	12	10	10	Labour Relations training, for managers, is delivered on an ongoing basis. Training materials are continually updated to reflect ongoing interpretation of the 2012-2016 Collective Agreements and reflect any new processes. Updates to the Managers' Toolkit occur as new information is available.
			70%	75%	80%	83%	82%	96%	89%	91%	
	75%	80%	83%	85%	76%	N/A	75%	N/A			
	Continue to update tools, such as the Managers' Toolkit, for managers as needed.	Department of Human Resources Client Satisfaction Survey results									



Objective 3: Greening the Workplace

To value the environment and be 'green' in the public service.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Promote and support greening initiatives in the workplace.	<p>Develop community of interest, including representatives from all departments on Interdepartmental Green Advisory Team and non-government organizations with expertise on greening initiatives; participate in quarterly meetings where best practices are discussed and shared.</p> <p>Promote Advisory Team amongst Health Authorities and Education Councils; promote the creation of departmental/agency-based Green Teams.</p> <p>Develop partnerships/dialogue with non-GNWT partners that have an interest in environmental stewardship.</p>	Number of departments and agencies represented on the Interdepartmental Green Advisory Team	14	16	18	20	12	13	13	11	<p>The Interdepartmental Green Advisory Team continues to meet to promote and share GNWT-wide green initiatives and the creation of green teams across the GNWT.</p> <p>No formal partnerships with non-GNWT entities were actively pursued in 2015-2016 as the main focus was to promote and encourage the development of green teams across the GNWT.</p> <p>Current greening initiatives include encouraging the establishment of departmental green teams, promoting existing GNWT green guidelines and policies, and standardizing double-sided copying and printing practices.</p> <p>A Greening the Workplace e-learning module has been developed and will be made available in 2016-2017 for all GNWT employees as part of a new employee onboarding program.</p>
		"Green Teams" established in GNWT departments and agencies	4	6	8	9	3	4	5	5	
		Number of partnerships with non-GNWT partners	2	3	4	4	2	2	2	N/A	



Strategic Goal 4 – Inspire: Expanding Horizons

Objective 1: Leadership

To develop a sustainable core group of middle and senior managers in the GNWT, with a targeted approach to ensure that Affirmative Action designated groups develop the skills to progress and succeed in leadership roles.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis	
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016		
Provide training and support that strengthens leadership in the public service.	Update GNWT Management Competencies.	Number of Management Competency training sessions provided	-	5	5	5	14	15	34	48	A new Competency-based Performance Development Program and Competencies training were delivered to support the GNWT Competency Model and implementation of ePerformance to all GNWT employees for 2016-2017. Training sessions will continue to be offered in 2016-2017.	
	Develop, pilot and evaluate Management Competency Model and Performance Management Program for senior managers for delivery on an ongoing basis.	Successful development and roll-out of the new Leadership Development Program	Program Developed	Program Piloted	Full roll-out and delivery	Program in place	-	Program Developed	Program Delivered	Ongoing Delivery	The Leadership Development Program delivery is ongoing.	
	Develop, pilot and evaluate updated Leadership Development Program, which reflect GNWT management competencies, for delivery on an ongoing basis.		Percentage of Aboriginal participants in the Leadership Development Program	N/A	50%	50%	50%	33%	33%	33%	31%	The Leadership Development Program guidelines have been updated and streamlined for 2016-2017.
	Develop, pilot and evaluate Management Series for delivery on an ongoing basis.		Number of GNWT employees who have completed Leadership Development Program	60	120	180	240	78	-	106	170	
			Number of GNWT employees who completed Management Series training	N/A	N/A	200	400	-	-	-	-	Implemented in April 2014, the Management Series program delivery is ongoing, with 140 participants enrolled in the program.



Objective 1: Leadership (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence.	Evaluation of Associate Director/Superintendent Program.	Number of new Associate Director/Superintendent positions filled	3	3	3	3	2	2	3	3	Program was renamed the Aboriginal Management Development Program (ADMP) to reflect the inclusion of manager positions. Program delivery is ongoing.
	New Associate Director/Superintendent positions are filled annually. These positions are funded for up to two years under the Associate Director/Superintendent Program.	Number of senior management positions filled by employees that have completed the program	2	4	6	8	2	2	2	4	
		Percentage of Aboriginal employees in senior management positions	20%	21%	22%	23%	19%	20.4%	18.2%	19.2%	



Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Support work-related learning and development of public service employees.	Ongoing evaluation and revisions to the training calendar to reflect training needs; roll-out of new programs. Evaluation of pilot of learning plan process in the Department of Human Resources and develop learning plan guidelines as part of performance management. Roll-out of learning plans program to pilot departments, followed by full roll-out of learning plans to all departments in connection with the ePerformance module of PeopleSoft.	Total enrollment for all courses offered through the training calendar (797 in 2011)	1,000	1,200	1,380	1,500	1,092	1,472	3,133	8,273	To support learning and development across the GNWT a new and enhanced GNWT Learning and Development Calendar was implemented in July 2015. The Learning and Development Calendar continues to be updated frequently with training opportunities for GNWT employees. In order to promote accessibility and efficiency, options for web-based online training delivery continue to be reviewed, where possible. Learning plans continue to be implemented as part of Competency-based Performance Development Program. The current Learning and Development Policy is currently under review to make any necessary updates/changes required.
		Percentage of employees that agree the courses offered through the training calendar are those needed to do their job	58%	62%	67%	70%	42%	N/A	44%	N/A	



Objective 3: Feedback and Rewards

To create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Recognize and celebrate the outstanding efforts of GNWT employees.	Ongoing delivery of Premier's Awards, Dave Ramsden Award and Long Service Awards.	Percentage of employees who agree that they receive meaningful recognition for work well done	57%	60%	62%	63%	57%	N/A	59%	N/A	<p>The Premier's Awards, Dave Ramsden Career Excellence Award and Long Service Awards continue to be held on an annual basis.</p> <p>The GNWT Employee Recognition Policy/Programs are currently under review to make any necessary updates/changes required.</p> <p>In partnership with the federal government, the active participation on the National Public Service Week committee to celebrate and recognize the hard work and dedication of public service employees.</p>
	Support the development of department employee recognition programs.	Percentage of employees who agree the GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts	38%	40%	45%	48%	41%	N/A	42%	N/A	



Objective 3: Feedback and Rewards (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Create and implement performance management tools for all GNWT employees.	Develop, pilot, evaluate and implement Performance Management Program for all employees based on competencies. Implementation of ePerformance.	Successful creation and implementation of Performance Management Program and associated tools for senior management	Pilot	Full Roll-out	Ongoing	Ongoing	Pilot	Roll-out	Ongoing	Ongoing	Based on a review of the ePerformance pilot phases, the implementation of a Competency-based Performance Development Program and ePerformance for all GNWT employees will be launched in 2016-2017. Training sessions continue to be made available to support the implementation of a new Competency-based Performance Development Program and ePerformance. Training sessions will continue to be offered in 2016-2017. A Performance Development webpage has been launched in February 2016, on the Department of Human Resources website, to provide information, supports and associated tools on the new program.
		Successful merging of Senior Management Performance Management Program and ePerformance	-	Pilot	Full Roll-out	Ongoing	-	Under Development	Ongoing	Ongoing	
		Successful implementation of Performance Management Program, ePerformance and associated tools for all employees	-	-	Pilot	Full Roll-out	-	-	Under Development	Ongoing	



Strategic Goal 5 – Renew: Charting a Path for Tomorrow

Objective 1: Succession Planning and Knowledge Management

To effectively manage workforce stability, development, progression and risks for leadership and critical success roles.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Promote workforce planning and knowledge retention through the implementation of Workforce Planning and Knowledge Retention Framework.	Develop, pilot, evaluate and implement Workforce Planning and Knowledge Retention Framework and associated tools.	Percentage of employees satisfied with health and wellness programs available to GNWT employees	52%	54%	58%	60%	53%	N/A	54%	N/A	The ongoing development and/or delivery of knowledge retention initiatives continue as outlined in the Workforce Planning Strategy. A variety of tools, resources and supports are available to assist client departments with succession planning and knowledge retention in the GNWT. These include: <ul style="list-style-type: none"> • The Aboriginal Management Development Program; • The Leadership Development Program; • Access to Mentorship Program services through the Canadian Executive Service Organization (CESO); • Management Series; • Regional Recruitment Program; • Graduate Internship Program; • Summer Student Employment Program;
		Percentage of all hires that are promotions or transfers (39% in 2011)	40%	41%	43%	45%	34%	39.4%	48.1%	65.6%	



Objective 1: Succession Planning and Knowledge Management (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
										<ul style="list-style-type: none">• Competency-based Performance Development and tools;• Access to a variety of learning and development opportunities on the GNWT Learning and Development Calendar;• The use of developmental transfer assignments and acting opportunities; and• The Administrative Professional Training Program (through the Department of Executive). <p>Other various tools under review and/or under development include, coaching training courses, a competency assessment tool, mentorship tools and an executive level training program.</p>	



Objective 2: Talent Management

To anticipate and prepare for future skills requirements through the development of northerners and knowledge management capacity.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Continual updating and implementation of the Talent Acquisition Strategy ensuring that the strategy identifies and meets the needs of the GNWT.	Review and update the Talent Acquisition Strategy, fully implement its goals and objectives, measure results and create benchmark numbers for future analysis. Develop and launch a career website and make innovative approaches, such as LinkedIn, Facebook and other social media, common recruitment initiatives.	Number of departments to have completed talent inventory and identified skill gaps	4	8	13	Ongoing	-	-	-	-	23,376 talent community members enrolled in the Talent Community and slightly more than half of the members enrolled to receive job alerts. Feedback for improvements to the Talent Community is continually received and implemented, where possible. The careers website is continually updated to enhance functionality. Baseline statistics measuring the drop-off rate (percentage of careers website visitors that click “apply now” vs. the number of applications received) is currently unavailable and will be assessed in future years. The Department of Human Resources continues the use of social media tools (Facebook, Twitter and LinkedIn) to engage the public on career opportunities within the GNWT.
		Number of departments to have a strategy in place to address identified skill gaps	2	8	13	Ongoing	-	-	-	-	
		Talent Community Alerts – Percentage of visitors that enroll for alerts from the site	5%	7%	10%	12%	-	9.54%	47.4%	53.8%	
		Complete a survey with Departments to find out their level of satisfaction (Year 1 – Base 70% satisfaction)	75%	80%	85%	90%	-	-	-	-	
		Percentage of visitors that click “apply now” vs. the number of applications (drop off-rate)	-65%	-60%	-55%	-50%	-	-	-	-	



Objective 2: Talent Management (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Develop training programs to enhance the NWT labour pool in public sector occupations.	Identify areas within the NWT labour pool where there is a labour shortage for the GNWT to hire from. Develop and launch required training programs.	Labour Market Review Training programs developed and delivered	-	Completed	Ongoing	Ongoing	-	Ongoing	Ongoing	Ongoing	Training programs to enhance the NWT labour pool are reviewed and developed, as required, on a departmental basis. A Workforce Planning Strategy, developed in August 2013, identifies workforce gaps and initiatives to fill those gaps. Work continues on the development/ implementation of initiatives. A Regional Recruitment Program, developed in 2013-2014, continues to be utilized to link regional vacancies with the available labour force. To date there have been 26 applications received and 21 placements into the program.
Develop training programs for targeted occupations within the public service.	Identify areas within the public service that require specialized training to develop northerners to advance within the GNWT.	Identify targeted occupations with the GNWT Training developed and delivered	-	Completed	Ongoing	Ongoing	-	Ongoing	Ongoing	Ongoing	Training programs for targeted occupations are reviewed and developed, as required, on a departmental basis. Administered by the Department of Executive, the Administrative Professionals Training Program was delivered twice in 2015-2016.



Objective 3: Workforce Planning

To make strategic decisions about the GNWT business and service priorities, taking into account human, financial and capital resources.

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Develop and support Human Resource Plans to set overall strategic goals for departments.	<p>Finalize and implement department Human Resource Plans as part of the business planning process.</p> <p>Provide ongoing support with implementation and updating of Human Resource Plans.</p>	Number of departments with complete up-to-date Human Resource Plans	7	10	14	14	4	5	6	7	<p>Of the 15 GNWT departments and agencies, seven human resource plans have been completed and plans are being implemented on an ongoing basis, and seven human resource plans are under development.</p> <p>The Workforce Planning Strategy, developed in 2013, continues to support the development of initiatives/ tools to enhance recruitment and retention efforts to meet GNWT priorities, departmental mandates and address human resource needs.</p>



Objective 3: Workforce Planning (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
Partner with other governments to identify common priorities and shared solutions.	Ongoing participation in Employee Engagement Interjurisdictional Team and Career Growth and Development Interjurisdictional Team.	Number of calls/ meetings per year with Employee Engagement Interjurisdictional Team	8	8	8	8	6	7	8	6	<p>Information obtained from participation on Interjurisdictional Teams is used to develop and implement various human resource initiatives.</p> <p>On average Interjurisdictional Team calls/meetings are scheduled once a month.</p> <p>The Annual Public Service Commissioners Conference was held in September 2015.</p> <p>The Employee Engagement Interjurisdictional Team (EIT) joined with the Interjurisdictional Measures and Metrics Working Group in October 2015. The new team is called the Interjurisdictional Engagement and Analytics Team (IEAT).</p> <p>The Career Growth and Development (CGD) Team was expanded in November 2015 and the new team is called the Recruitment and Development Working Group (RDWG).</p>
	Ongoing annual delivery of an Employee Engagement and Satisfaction Survey. Create an intergovernmental committee with Aboriginal and community governments to identify common human resource priorities and opportunities to partner.	Number of calls/ meetings per year with Career Growth and Development Interjurisdictional Team	8	8	8	8	8	8	8	15	



Objective 3: Workforce Planning (continued)

Actions	Milestones	Performance Measures	Targets				Results				Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	Year 4 2015-2016	
		Successful delivery of the survey on an annual basis	Delivered	Delivered	Delivered	Delivered	Delivered	N/A	Delivered	N/A	The Employee Engagement and Satisfaction Survey shifted to a bi-annual delivery in 2013.
		The number of engagement opportunities with Aboriginal and local governments	2	3	4	4	6	1	1	3	<p>Ongoing collaboration with Aboriginal and community governments continue as the need arises.</p> <p>The Department of Municipal and Community Affairs (MACA), in partnership with the Department of Human Resources (DHR), the Northwest Territories Association of Communities (NWTAC) and the Local Government Administrators of the NWT (LGANT), are working collaboratively to enhance community government public service capacity under the Public Service Capacity Initiative.</p> <p>The GNWT and Gwich'in Tribal Council signed a Memorandum of Understanding on Capacity Building on May 11, 2015. The Joint Working Group, consisting of the GNWT, Gwich'in Tribal and Government of Canada, continue to meet regularly.</p>

