

# PUBLIC SERVICE ANNUAL REPORT

## 2018/2019

*Le présent document contient la  
traduction française du résumé*







August 2019

The Honourable Jackson Lafferty  
Speaker of the Legislative Assembly

It is my pleasure to present the 2018/2019 Public Service Annual Report on the management and direction of the Public Service in the Northwest Territories (NWT) in accordance with the *Public Service Act*.

The Honourable Robert C. McLeod  
Minister, Department of Finance

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Unless otherwise indicated, the primary source for statistics in this report is the Government of the Northwest Territories (GNWT) Human Resource Information System (HRIS) to March 31, 2019, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data has been collected may not appear in the data presented. "Employee" means someone on payroll, occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data is based on indeterminate (regular), term (temporary) and relief employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: 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; and information on these agencies is not included in this report

**This report is available at the following website:**

**[www.fin.gov.nt.ca](http://www.fin.gov.nt.ca)**

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

**[www.gov.nt.ca](http://www.gov.nt.ca)**

**[www.fin.gov.nt.ca](http://www.fin.gov.nt.ca)**

**Information for Employees can be found at  
the following website:**

**[www.my.hr.gov.nt.ca](http://www.my.hr.gov.nt.ca)**



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# EXECUTIVE SUMMARY

The Public Service Annual Report for the 2018/19 fiscal year was prepared in accordance with the *Public Service Act* and provides information on the management and direction of the Public Service for the Government of the Northwest Territories (GNWT). This report offers a consistent reporting mechanism on human resource-related demographics, programs and services that are of interest to GNWT employees and all Northwest Territories (NWT) residents.

This annual report presents Public Service information and data while providing background on workforce planning activities, as well as recruitment efforts as the government continues to build a workplace culture representative of the people it serves.

The annual report includes information about:

- The role of the Public Service in the NWT;
- The composition of the GNWT's labour force including total employees by department, board or agency, the breakdown of the number of Indigenous Aboriginal employees, employee distribution by community and employee turnover;
- Programs and initiatives to develop an effective NWT Public Service and recognition of outstanding Public Service employees;
- The occupational health and safety culture including the *Duty to Accommodate Policy*, *Harassment Free and Respectful Workplace Policy*, and health and wellness services; and
- Other human resource activities that affect government work.

The Public Service Annual Report supports the GNWT's commitment to provide timely, accurate information to ensure the public is informed about government policies and activities, as well as the diversity and scope of the Public Service developed and delivered by GNWT employees for the people of the NWT.

To provide NWT residents with transparent access to information, the data used in this report is also available on the GNWT website, [www.fin.gov.nt.ca](http://www.fin.gov.nt.ca).

# RÉSUMÉ

Le Rapport annuel sur la fonction publique pour l'année financière 2018-2019 a été préparé conformément à la *Loi sur la fonction publique*. Il donne des renseignements sur la gestion et la direction de la fonction publique du gouvernement des Territoires du Nord-Ouest (GTNO). Il s'agit d'un mécanisme de rapport uniforme sur les données démographiques, les programmes et les services liés aux ressources humaines qui intéressent les employés du GTNO et tous les résidents des Territoires du Nord-Ouest (TNO).

Ce rapport annuel présente de l'information et des données sur la fonction publique tout en fournissant des renseignements généraux sur les activités de planification de la main-d'œuvre, ainsi que sur les efforts de recrutement déployés par le gouvernement pour créer une culture organisationnelle représentative des gens qu'il sert.

Le rapport annuel contient des informations sur :

- le rôle de la fonction publique des TNO;
- la composition de la main-d'œuvre du GTNO, y compris le nombre total d'employés par ministère, conseil ou organisme, la répartition du nombre d'employés autochtones, la répartition des employés par collectivité et le roulement du personnel;
- les programmes et les initiatives visant à mettre en place une fonction publique efficace aux TNO et à reconnaître les employés exceptionnels de la fonction publique;
- la culture de la santé et de la sécurité au travail, y compris la *Politique sur l'obligation de prendre des mesures d'adaptation*, la *Politique pour un lieu de travail respectueux et exempt de harcèlement* et les services de santé et de mieux-être;
- d'autres activités liées aux ressources humaines qui ont une incidence sur le travail du gouvernement.

Le Rapport annuel sur la fonction publique appuie l'engagement du gouvernement des TNO à fournir des renseignements opportuns et exacts au public afin que celui-ci soit informé des politiques et des activités du gouvernement, ainsi que de la diversité et de la portée de la fonction publique représentée et fournie par ses employés pour la population des Territoires du Nord-Ouest.

Afin d'offrir aux Ténois un accès transparent à l'information, les données utilisées dans le rapport sont également disponibles sur le site Web du GTNO, [www.fin.gov.nt.ca](http://www.fin.gov.nt.ca).

# MINISTER'S MESSAGE



*The Honourable Robert C. McLeod,  
Minister, Department of Finance*

As Minister Responsible for the *Public Service Act* I am pleased to present the Public Service Annual Report for the 2018/2019 fiscal year. This report has been prepared in accordance with the *Public Service Act* and provides the data and analysis that supports the management and direction of Public Service for the Government of the Northwest Territories (GNWT). This essential document outlines and illustrates the activities of the government and Public Service employees as well as presents information and data that is of interest to all NWT residents.

The GNWT is committed to the continued growth required to build a Public Service representative of the diverse population it serves. We understand that for a government to be successful, it needs to hire, retain and develop its public servants while also creating an inclusive workplace environment for all.

Throughout the 2018/2019 fiscal year, the GNWT continuously fostered skill development, training and employability, recruitment, and building on our youth and student programs. We honoured the accomplishments of individuals and teams alike, with the annual Premier's Awards and enhanced access to health and wellness support for all GNWT staff.

I would like to extend my sincere thanks to all GNWT employees. Their commitment and diligence to NWT residents, our communities and our government does not go unnoticed and no matter the challenges that arise, we can always rely on the hard work and dedication of our public servants.





# WHO WE ARE

COMMUNITIES COMMUNITIES COMMUNITIES  
**33**  
COMMUNITIES COMMUNITIES COMMUNITIES

EMPLOYEES EMPLOYEES EMPLOYEES  
**5,289**  
EMPLOYEES EMPLOYEES EMPLOYEES

REGIONS REGIONS REGIONS  
**6**  
REGIONS REGIONS REGIONS

OFFICIAL LANGUAGES OFFICIAL LANGUAGES  
**11**  
OFFICIAL LANGUAGES OFFICIAL LANGUAGES

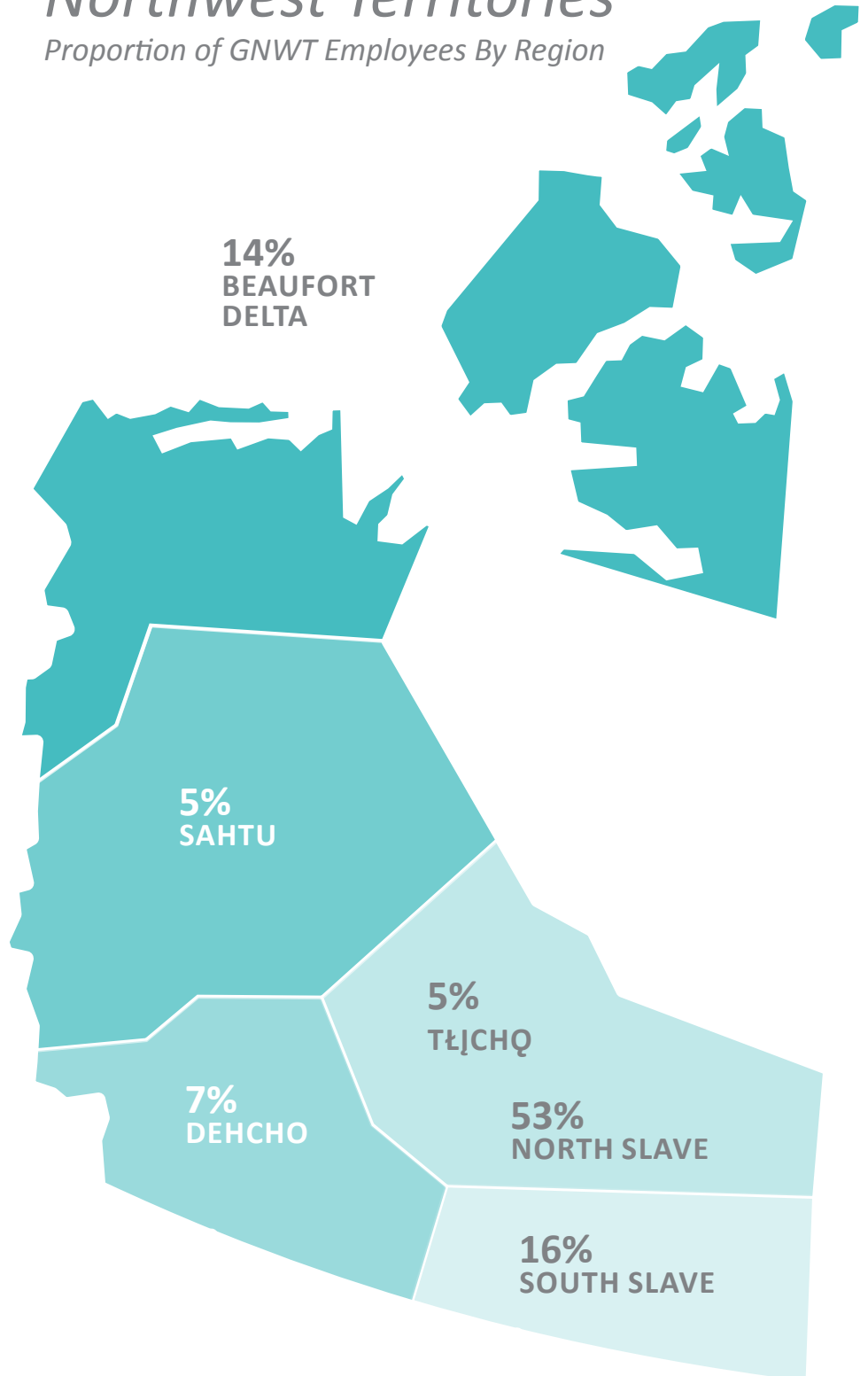
## OUR POPULATION

Employee Count  
Community Population

BEAUFORT DELTA		
Aklavik	623	39
Fort McPherson	684	64
Inuvik	3,536	500
Paulatuk	302	23
Sachs Harbour	111	8
Tsiigehtchic	198	13
Tuktoyaktuk	982	48
Ulukhaktok	444	34
SAHTU		
Colville Lake	142	15
Déłjne	576	33
Fort Good Hope	570	41
Norman Wells	818	152
Tulita	531	34
DEHCHO		
Fort Liard	537	44
Fort Providence	719	54
Fort Simpson	1,296	208
Jean Marie River	89	4
Kakisa	36	2
Kat'odeeche	331	18
Nahanni Butte	99	6
Sambaa K'e	89	12
Wrigley	114	11
SOUTH SLAVE		
Enterprise	131	13
Fort Resolution	561	52
Fort Smith	2,709	513
Hay River	3,824	263
Tłjchq		
Behchoko	2,010	230
Gamètì	301	14
Wekweètì	132	8
Whatì	501	27
NORTH SLAVE		
Yellowknife & Detah	21,136	2,782
łutselk'e	319	24

## Northwest Territories

Proportion of GNWT Employees By Region



## A DIVERSE TERRITORY

The Northwest Territories is a vast jurisdiction, covering more than 1.35 million square kilometers. For 2019, the NWT Bureau of Statistics reported the population of the NWT as 44,541. Slightly over half of the population lives in Yellowknife, the territorial capital; 27% of NWT residents reside in six regional centres; and 20% reside in smaller communities. Diverse and culturally rich, approximately half of the territory's residents are Indigenous. The territory is also linguistically diverse, officially recognizing 11 languages: English, French, Chipewyan, Cree, Tłı̄chǫ, Gwich'in, North Slavey, South Slavey, Inuktitut, Inuvialuktun, and Inuinnaqtun.

## GOVERNANCE

The NWT operates under the consensus system of government. The Legislative Assembly functions in much the same way as a provincial legislature except that all Members of the Legislative Assembly (MLAs) represent their constituencies as independent politicians, rather than as members of a political party.

At the beginning of a term, the Premier and six Ministers are selected by all MLAs to form the Executive Council. Members who are not appointed to the Executive Council are responsible for holding the government accountable and responsive to NWT residents.

The NWT follows a system of fixed date elections. The Legislative Assembly is scheduled to be dissolved every four years so that a general election may be held. Polling day is the first Monday in October, four years after the last general election. The current assembly is to be dissolved September 2019.

The NWT is home to a number of modern treaties, including three land claim agreements, one self-government agreement, and one land, resource and self-government agreement. Indigenous governing structures continue to evolve and grow based on the priorities of Indigenous governments and supported by strong government to government relationships with the territorial government. New systems of governance will continue to emerge in the NWT as a number of community based and regional self-government agreement negotiations are advanced. The GNWT supports the inherent right to self-determination and

is committed to reconciliation through collaborative approaches to implementing self-government agreements alongside Indigenous governments and the Government of Canada.

## THE ROLE OF THE NWT PUBLIC SERVICE

The Public Service is an impartial body that supports the Government of Northwest Territories (GNWT) to develop and implement policies and deliver a range of public services. The GNWT is a public government responsible for the delivery of services to the people of the NWT. Some of these services include health and social services; justice; education; income support; economic development; industry and investment support; environment and natural resources; lands management including authority for inspections; enforcement and leasing on Territorial lands; housing; regulating the development of minerals; oil and gas; water management; transportation infrastructure (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 employer and employees, and creates the labour relations framework for the GNWT.

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

## EMPLOYEES BY DEPARTMENT, BOARD AND AGENCY

March 2018



March 2019



■ DEPARTMENTS 
 ■ EDUCATION COUNCILS 
 ■ TŁJCHO COMMUNITY SERVICES AGENCY  
■ NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY  
■ AGENCIES (Aurora College, Business Development Investment Corporation, and Northwest Territories Housing Corporation).

## EMPLOYEE TYPES

March 2018



March 2019



■ INDETERMINATE (employment on a continuing basis, with no end date specified. Standard work week of 37.5 Or 40 hours)  
■ TERM (employment for a fixed period where at the end of the fixed period the employee ceases to be employed. Standard work week of 37.5 or 40 hours)  
■ RELIEF (appointment to an indeterminate (regular) position where services operate on a daily basis throughout the year for which there are no established hours on a daily, weekly or monthly basis)

## TYPES OF EMPLOYMENT

March 2018



March 2019



■ UNION OF NORTHERN WORKERS (UNW) 
 ■ NORTHWEST TERRITORIES TEACHERS' ASSOCIATION (NWTTA) 
 ■ EXCLUDED 
 ■ SENIOR MANAGERS

## EMPLOYEE OCCUPATIONAL CLASSIFICATION

March 2018



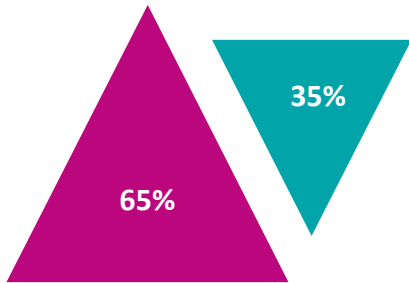
March 2019



■ FINANCE AND ADMINISTRATION 
 ■ NATURAL AND APPLIED SCIENCES 
 ■ HEALTH 
 ■ EDUCATION AND CULTURE  
■ SOCIAL, COMMUNITY AND CORRECTIONS SERVICES 
 ■ TRADES, INDUSTRY AND UTILITIES

# THE NWT PUBLIC SERVICE

## A NWT PUBLIC SERVANT



GENDER  
■ WOMEN ■ MEN

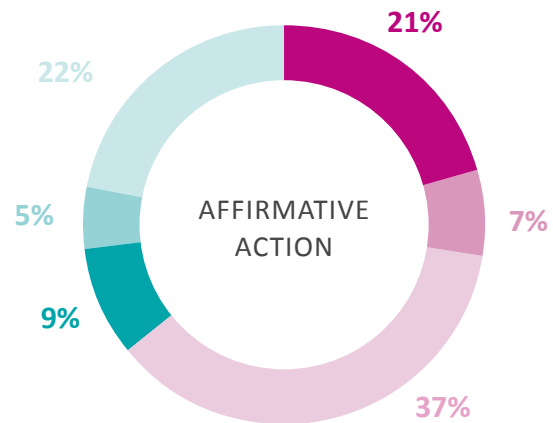
# 45 yrs

AVERAGE AGE

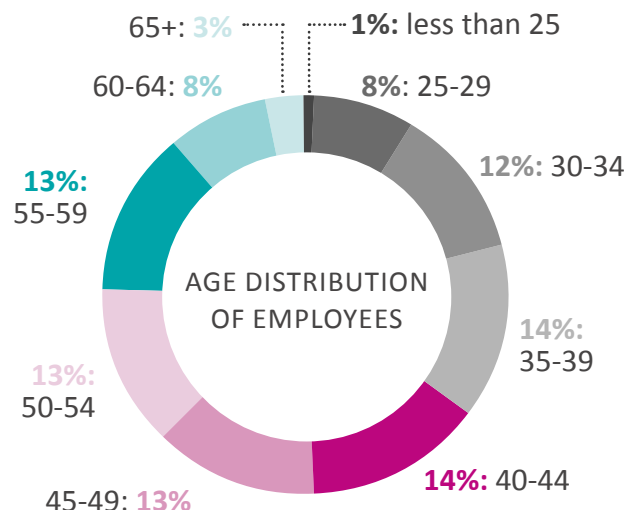
# 9.1 yrs

AVERAGE LENGTH OF SERVICE

In 2018/19, 249 employees contributed \$171,426.58 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program. This is a 14% increase in charitable donations compared to the previous fiscal year.



- Indigenous Aboriginal Women
- Indigenous Non-Aboriginal Women
- Non-Aboriginal Women
- Indigenous Aboriginal Men
- Indigenous Non-Aboriginal Men
- Non-Aboriginal Men



## WOMEN IN LEADERSHIP AND INCLUSIVE WORKPLACE CULTURES



The GNWT is proud of its inclusive gender representation throughout government workplaces. Closing the gender pay gap is now in its 20th year of implementation within the GNWT's equal pay for work of equal value job evaluation framework. The GNWT assesses all jobs using the gender-neutral Korn-Ferry (formerly known as Hay) Method that bases job evaluation on skill, effort, responsibility and working conditions focusing on the nature and requirements of the job itself, rather than on a particular incumbent.

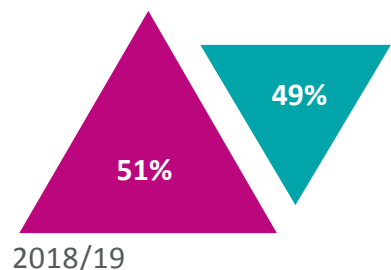
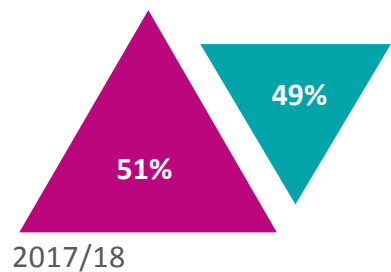
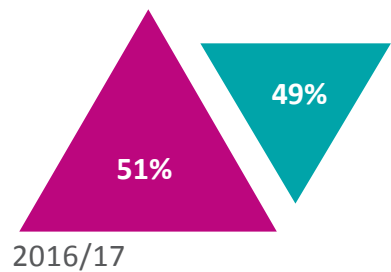
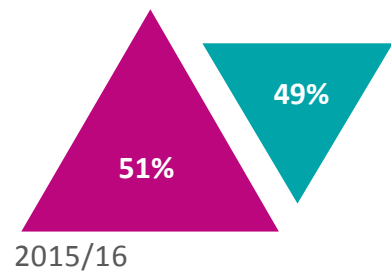
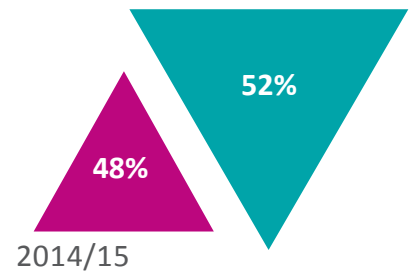
During the 2018/19 fiscal year, 65% of the entire GNWT workforce were women. In addition, 53% of middle management and 49% of senior management positions were filled by women. This exceeds national averages for women in public sector management and senior management positions.

In recent years, the GNWT has broadened its conversation around diversity to include education and awareness, understanding, and acceptance of a variety of workplace employment equity groups. The territorial government strives to position itself as a northern leader in breaking down race, culture, gender, sexual orientation, parental and marital status, and mental or physical ability stereotypes by laying the groundwork for inclusive workplaces across the North.

The GNWT transition to an inclusive workplace has revolved around removing barriers and stigma; a shift mechanism that is now being used to create an all-encompassing inclusive working environment. For more information on how the GNWT is continuing to build a representative workforce, see page 25.

## GNWT MANAGEMENT EMPLOYEES BY GENDER AT MARCH 31, 2018

■ WOMEN ■ MEN



## THE PREMIER'S AWARDS

GNWT employees work hard to deliver programs and services to residents of the NWT. Every year, the Premier of the Northwest Territories recognizes GNWT employees and collaborative teams who show excellence, innovation and dedication to their work through the peer-nominated Premier's Awards for Excellence. These Awards are a chance to shine a light on those who have made a difference and to celebrate the contributions of exceptional public servants. The 2018/19 Premier's Awards celebrated work completed between April 1, 2018 and March 31, 2019.



## 2018/19 PREMIER'S AWARD RECIPIENTS

### Individual Excellence

#### *Michael Conway – Infrastructure*

Michael Conway demonstrated leadership, organizational excellence and service excellence, while effectively leveraging partnerships to successfully implement the new governance model for the Yellowknife Airport. Through his leadership and continued commitment to the GNWT's goals, Michael has successfully driven significant strategic business and employment opportunities to develop and enhance northern transportation through Indigenous and northern capacity building. His commitment to collaboration and team-based approach to project delivery invites bold, innovative solutions to northern challenges ensuring the GNWT not only meets, but exceeds its corporate objectives.

#### *Emily Kudlak – Northwest Territories Health and Social Services Authority- Beaufort Delta*

Emily Kudlak displayed exceptional innovation, creativity, leadership and organizational excellence to respect, preserve and maintain knowledge of Indigenous practices. Emily incorporated traditional language into government practice and services to successfully increase access to programs and services to Beaufort-Delta residents who do not speak English. She has gone above and beyond the scope of her job to exemplify the GNWT's mission. Emily has shown an unwavering commitment to preserving and respecting the Indigenous languages and culture within the Beaufort Delta region.

#### *Velma Illasiak – Beaufort Delta Education Council*

Velma Illasiak embodies exceptional leadership and both organizational and service excellence by leveraging partnerships with students and the community. Velma was instrumental in developing and building cultural activities for the school that not only improved the level of inclusion for students, staff and the community, but also sought to preserve and spread traditional knowledge. Velma's teachings consistently and positively incorporate traditional knowledge both in the school and in the community through school programming and student life. Throughout her career, Velma has inspired and modeled life-long learning to the entire community of Aklavik.



## Team Excellence

### CANNABIS LEGALIZATION LEGISLATION DEVELOPMENT TEAM

*Mark Aitken, Mike C. Reddy, Emily Ingarfield, Roger Shepard, Douglas Ward – Justice  
Ravan Bedingfield, Gary Toft – Health and Social Services*

*Kelly Bluck, Peter Maher – Finance*

*Meagan Birch – Infrastructure*

*Melissa Kruger – Municipal and Community Affairs*

The GNWT, along with all Canadian provinces and territories, was federally required to develop and implement the necessary legislation to support cannabis legalization within an extremely short timeframe. This required effective project development and collaboration across multiple GNWT departments and agencies, working on overlapping and interrelated projects. Despite the large scope of work and limited timeframe, this team completed their work with excellence and dedicated commitment while meeting their project deadline.



### MACKENZIE PLACE FIRE RECOVERY TEAM

*Katie-Sue Derejko – Justice*

*Erin Griffiths, Zulfqar Khan – Hay River Health and Social Services Authority*

*Joletta Larocque, Jim Martin – Northwest Territories Housing Corporation*

*Jacqueline McLean – Education, Culture and Employment*

*Ian Legaree – Municipal and Community Affairs*

*Greg Whitlock – Infrastructure*

On March 15, 2019, the tallest high rise building in Hay River and home to over 100 residents caught fire. Many tenants were left without a home creating an emergent need for NWT residents and a unique issue for the GNWT. GNWT staff from multiple departments worked together to offer solutions and positively respond to the unique situation at hand. Some of the immediate situations encountered included: interim housing, urgent needs of those affected, policy gaps, and medical requirements. This meant GNWT staff had to work outside their usual scope of duties and their own Departments to ensure citizen-access to the required services and programs during their time of need. The recovery team quickly surpassed their regular operating requirements with a well-organized and focused team that stepped in wherever they could to make the lives of tenants a little bit easier. Their leadership and desire to help modeled a high standard of excellence, exemplifying the mandate of the GNWT to better serve its citizens.

## GNWT CORPORATE BRAND IMPLEMENTATION TEAM

*Adele Bisailon, Amber George, Tami Johnson, Leslie Straker – Executive and Indigenous Affairs  
Shawn Savoie – Finance  
Erin Mohr – Infrastructure*

The GNWT Corporate Brand Implementation Team was a key element to the implementation of the GNWT's new Visual Identity Program (VIP). The nominees all displayed passion, dedication and commitment to both NWT residents and their government. Since the launch of the GNWT's new VIP, the Corporate Brand Implementation Team has promoted good brand management through careful planning, research, coordination, design and support to ensure a continuous brand experience through all types of communications.

While brand management is an ongoing process, the team recently completed a large scope of projects including vehicle branding, uniforms, official flashes, employee ID cards, appreciation award design, and trade show representation- all of which include a common look, feel and the theme of “one government, one voice.”



## IMPLEMENTATION TEAM CORRECTIONS SERVICE CASE MANAGEMENT AND PROGRAM DELIVERY

*Robert Riches, Amanda Washburn, Hanna Wilson – Justice*

The Corrections Service Division with the Department of Justice designed and implemented several case management and program delivery initiatives through their Corrections Service Case Management and Program Delivery Model. Through diligent leadership and ongoing commitment to excellence, the team inspired a shared goal by creating a unique vision of the potential of the GNWT to further support inmates. Their shared goal was to implement changes to case management, risk assessments and inmate programs in the NWT. As a result of their success, Corrections Service Division training and programs offered to offenders significantly improved. The number of programs grew from seven (7) to 84, and the number of offenders accessing the programs grew from 107 to 337. Through ongoing reviews and additional case manager training, programs for offenders continue to be strategically provided to meet the unique needs of and better serve NWT offenders.

## Collaboration

### MOOSE KERR SCHOOL STUDENT SUCCESS INITIATIVE

*Brenda Benoit – Community Elder-Advisor  
Sheila Greenland, Heather Greenland, Velma Illasiak, Olive Pascal, Meghan Watson-Wick,  
Aklavik District Education Authority – Beaufort Delta Education Council*

Through successful partnerships between elders, the Beaufort Delta Education Council, and the Aklavik District Education Authority, the Moose Kerr Student Success Initiative successfully embodied a commitment to meeting the needs of NWT residents and, specifically, the students of Moose Kerr School. The spirit of collaboration and inspired leadership of school principal Velma Illasiak formed a partnership foundation that evolved into a platform allowing this team to develop a school-community student success model reflective of Aklavik's Gwich'in, Inuvialuit and Metis groups' traditional knowledge and practices. This initiative exemplifies leadership excellence by modelling high standards and a shared vision for future student success models in the North, while also respecting, incorporating and preserving traditional knowledge and practices into schooling models to meet the needs of all Beaufort Delta residents.



### ARTS, CRAFTS, TECHNOLOGY AND MICRO-MANUFACTURING CENTRE

*Matthew Dares, Eric Cheyne, Patrick Gall,  
Raymond Savard – Aurora College  
Debbie Boudreau, Michel Lemieux – Industry,  
Tourism and Investment  
Jackie Challis – Town of Inuvik  
Sue McNeil – Inuvialuit Community Economic  
Development Organization  
Verna Pope – Gwich'in Tribal Council*

This team showed innovation, excellence and creativity by effectively collaborating to support northern artists through an arts, crafts, and technology micro-manufacturing centre with an award-winning program allowing users to build capacity and increase economic development. The Arts, Crafts, Technology and Micro-manufacturing Centre integrates cutting-edge micro-manufacturing technology with traditional northern arts and crafts. From this basic idea, they worked together to secure funding to purchase the equipment, develop workshops, build program capacity, and provide economic support systems for participants.



### SPECIAL CONSTABLES EXHIBITS

*Paul Andrew, Corporal April Bell, Corps Sergeant Major Al McCambridge – RCMP  
Rae Braden, Barb Cameron, Dr. Sarah Carr-Locke, Rajiv Rawat – Education, Culture and Employment*

*Sue Glowach, Steve Versteeg – Justice*

In response to an idea generated by the 17th Legislative Assembly, team members collaborated in a call to action that pushed collecting, exhibiting and sharing RCMP history in the North. The history of the RCMP in the North became a tangible product that community members could interact with, share stories about, and use to honour past service of RCMP Special Constables and their families. These exhibits highlight the significant historical role of the RCMP, and the important contributions made by the Special Constables, guides, interpreters, seamstresses and residents from across the NWT who provided life-sustaining operational support. This project reinforced the GNWT's commitment to preserve Indigenous history and traditional knowledge through positive community engagement.

## Dave Ramsden Career Excellence Award

*Dr. André Corriveau*

The Dave Ramsden Award recognizes the outstanding individual achievements and significant commitment of public servants who have committed their careers to the Public Service. With over twenty-two years with the GNWT, Dr. Corriveau has made significant impact on NWT health care and the quality of life of NWT residents.

Dr. Corriveau began his GNWT career as a Regional Medical Health Officer in 1994 and from there continued to serve in progressively more challenging positions, including Deputy Chief Medical Officer, Chief Medical Officer, and Chief Public Health Officer of the Northwest Territories.

Throughout his career, Dr. Corriveau has visited communities throughout the NWT, taking the time to listen, learn, and provide honest and thoughtful responses. Leading by example, Dr. Corriveau has ensured that the residents of the NWT have a voice in their healthcare policies and programs. During his career, he led the call for a review and extensive overhaul of the NWT's Tuberculosis Program. Since then, tuberculosis rates have drastically decreased in the NWT. Dr. Corriveau's belief in the strong connection between early childhood and wellness later in life led to his advocacy for and leadership in the development of Early Childhood Development frameworks in the NWT and Alberta. And notably, Dr. Corriveau strongly advocated for and provided leadership in the development of the NWT Cancer Strategy in 2014. This strategy combines health data and patient stories to ensure we can build the most patient-friendly services and cancer care pathways in the NWT.



# DEVELOPING AN EFFECTIVE NWT PUBLIC SERVICE

## RECRUITMENT

Recruiting and training northerners is essential to building a strong, stable and representative Public Service. While the responsibility of hiring initiatives rests with departments, boards and agencies, the Department of Finance provides advice and guidance to support effective hiring and deployment at all levels within the Public Service. During the 2018/19 fiscal year, recruitment efforts resulted in a total of 722 hires.

The GNWT has a number of initiatives to support the recruitment of a skilled and representative workforce, including:

- The **Regional Recruitment Program**: provides a link between vacant regional positions and local northern residents through on the job training.
- The **Indigenous Career Gateway Program (NEW)**: supports the career objectives of Indigenous NWT residents interested in a career with the territorial government.
- The **Summer Student Employment Program**: offers work experience and competitive salaries to support northern post-secondary students. This valuable work experience enhances their employment prospects upon graduation.
- The **Internship Program**: provides unique employment opportunities to recent northern graduates through internships with GNWT departments. This valuable work experience enhances their employment prospects and helps retain skilled northern workers.

# 10,492

APPLICANTS

# 722

HIRES

### RECRUITING NORTHERNERS TO PUBLIC SERVICE

#### Regional Recruitment Program Hires



#### Indigenous Career Gateway Program (NEW) Hires



#### Summer Student Employment Program Hires



#### Internship Program Hires



2015/16 2016/17 2017/18 2018/19

# 76%

OF 2018/19 JOB COMPETITIONS LED TO A VERBAL OFFER OF EMPLOYMENT WITHIN 12 WEEKS

# 70

NUMBER OF INTERNS EMPLOYED BY THE GNWT IN 2018/19

## ACCESSION AND TURNOVER



ACCESSION: **13.9%**

The accession rate measures the number of employees hired as a percentage of the average total workforce. The turnover rate measures the number of employees who left the GNWT as a percentage of the average total workforce.

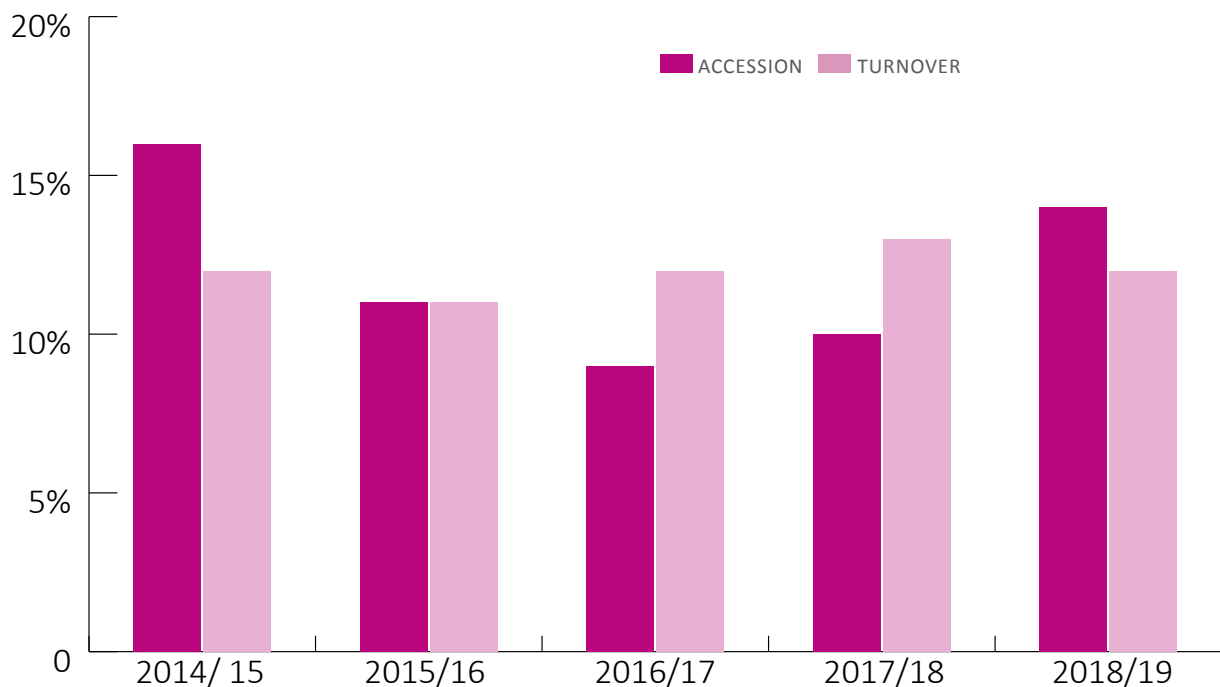


TURNOVER: **12.2%**

# 88%

THE GNWT'S EMPLOYEE  
RETENTION RATE

### ACCESSION AND TURNOVER RATES (2014-2019)



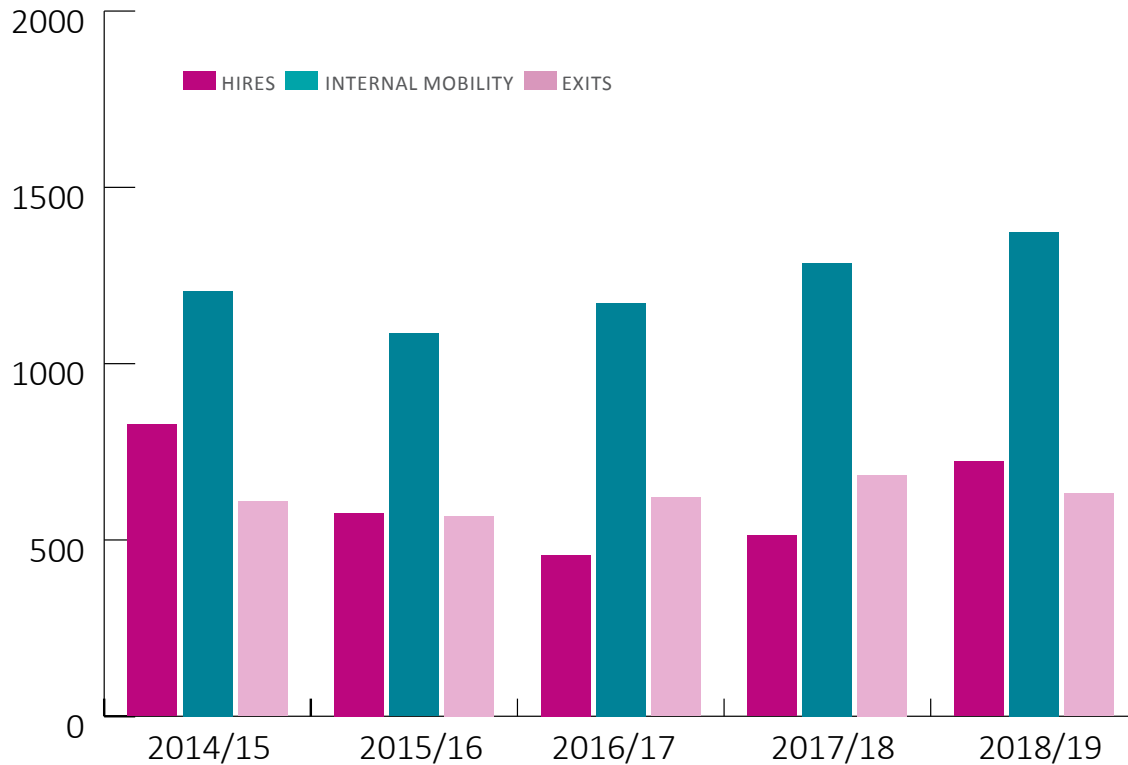
For the first time in three years, the GNWT's accession rate was higher than its turnover rate. Accession was at its lowest point in the last five years in 2015/16, and in the current fiscal year is at its highest rate since 2015. Turnover has remained relatively stable over the last five years, at approximately 12%

Over the last five (5) years 16% of senior management hires were Indigenous Aboriginal candidates; 33% of senior management hires were Resident Women.

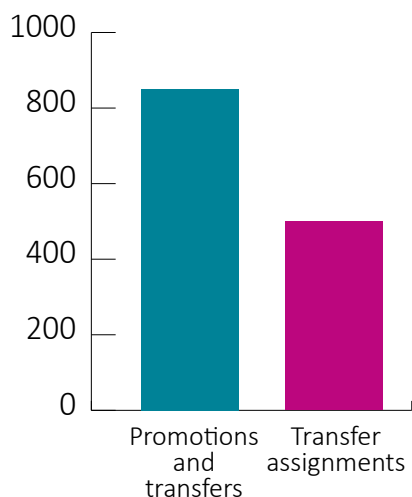
# STAFFING ACTIONS

## (HIRES, INTERNAL MOBILITY AND EXITS)

STAFFING ACTIONS BY FISCAL YEAR (2014-2019)



*In 2018/19, the GNWT hired 722 employees and 632 employees ended their employment. In 2018/19, hiring exceeded exits for the first time since 2014/15 and 37.7% of employee exits were due to retirement or the expiration of term employment.*



The GNWT continually promotes employee growth and development by annual performance reviews and training plans, consistently evolving competency-based training and development courses, and internal professional development opportunities through internal movement. Internal mobility provides employees with learning, promotion, and growth opportunities. In 2018/19, 18% of employees were either promoted or transferred to a new role. In addition, 10% of employees took advantage of growth and learning opportunities through transfer assignments.

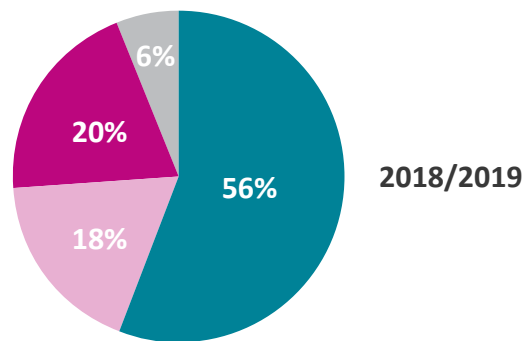
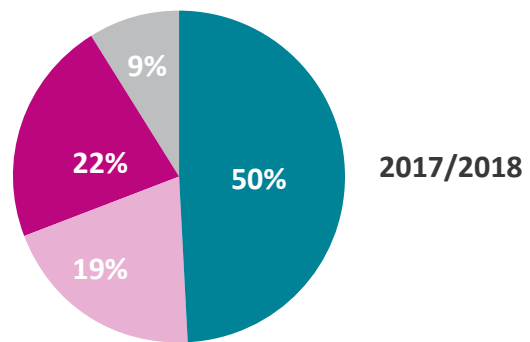
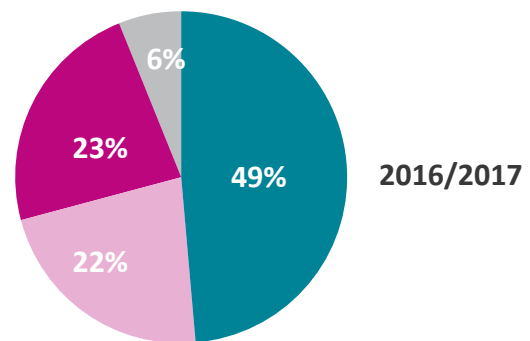
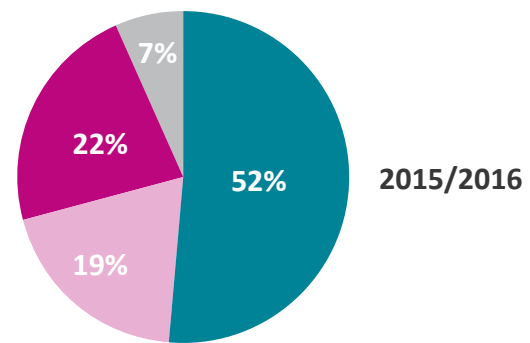
## RECRUITMENT MARKETING INITIATIVES

Recruitment and marketing of the GNWT as an employer is increasingly important given the current competition for skilled workers in Canada. The GNWT drafted a Workforce Planning Strategy to identify gaps between where the GNWT, as an employer, is now and where it wants to be, and uses this strategy to guide its recruitment efforts.

Marketing efforts are largely focused on career and community fairs, community events through Government Service Offices and web presence. In 2018, the GNWT hosted open houses in Hay River, Inuvik, Fort Simpson, Fort Smith, Norman Wells and Yellowknife; attended Community Healthy Living Fairs in numerous communities across the NWT; participated in Career Fairs in Behchoko and Detah as well as setting up booths at the Skills Canada Territorial Competition and CDÉTNO Café Emploi; and made presentations to Government Services Officers, the Tree of Peace learners, École St. Patrick High School and its graduates. These events provide opportunities to connect with northerners to promote careers and current employment prospects within the GNWT. They allow the GNWT to raise awareness of the employment resources and supports available, and communicate the commitment to diversity within the organization. The GNWT uses both its own website and LinkedIn for web-based recruitment. The GNWT careers website advertises active job competitions, allows opt-in email notifications for new job postings, and provides insight into living in the North and working for the Public Service.

Given the diversity of the NWT, the limited labour pool, and the variety of jobs available in regional centres and communities, the GNWT uses a multi-pronged approach to recruitment. The Regional Recruitment Program is a recruitment tool used to provide on-the-job training to northern residents through links with Career Development Centres and assistance to employees through education, training opportunities and on the job supports, such as training and mentorship plans.

## EXITS BY REASON FOR LEAVING (2015 FISCAL YEAR TO 2019 FISCAL YEAR)



RESIGNED    TERM EXPIRED  
RETIRED    OTHER



## APPEALS

The GNWT’s staffing appeal process allows eligible unsuccessful candidates an opportunity to appeal a staffing decision if they feel that a procedural error was made during the hiring process.

A staffing appeal is about procedural error and is not intended as a mechanism to challenge management decisions related to candidate selection.

Staffing appeals are reviewed by Staffing Review Officers who are non-government individuals appointed by the Minister Responsible for the *Public Service Act* for three-year terms.

## LABOUR RELATIONS AND COLLECTIVE BARGAINING

Most GNWT employees are members of the Union of Northern Workers (75%) and the NWT Teachers’ Association (10%). Excluded employees accounted for 11% of the Public Service, while senior management made up 5%.

All NWT teachers are members of the Northwest Territories Teacher’s Association (NWTTA). The current

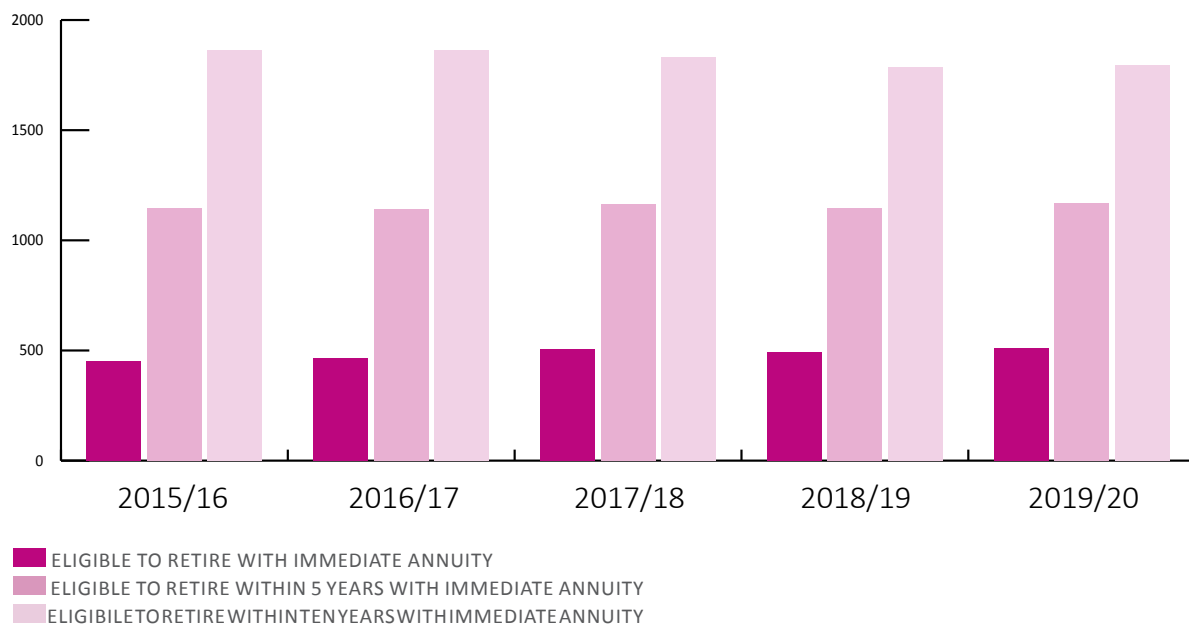
Collective Agreement between the NWTTA and the Minister Responsible for the Public Service has a four year term, effective August 1, 2016 to July 31, 2020.

The Union of Northern Workers (UNW) is the union that represents the majority of the Public Service, except teachers. The current Collective Agreement between the UNW and the Minister Responsible for the Public Service has a five year term, effective April 1, 2016 to March 31, 2021.

## RETIREMENT

As the GNWT workforce ages, employees gradually begin to retire from their positions. As demonstrated in the graph below, the percentage of the GNWT’s overall workforce eligible to retire with immediate annuity, within five years, and within ten years has remained the same for the last five years.

RETIREMENT ELIGIBILITY OVER THE NEXT TEN YEARS (AT MARCH 31, 2019)



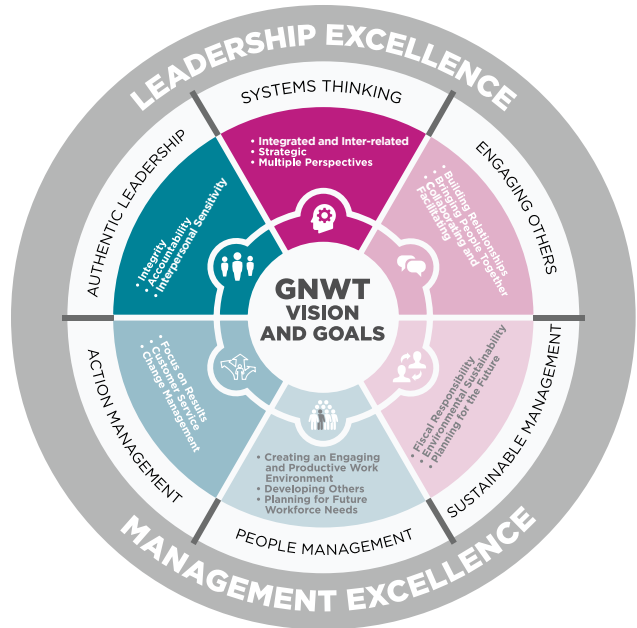
## LEARNING AND DEVELOPMENT

The GNWT values continuous lifelong learning to support a competent and well-trained Public Service to help the government achieve its mandate, goals and priorities. The GNWT *Learning and Development Policy* guides and reinforces the importance of learning and development to foster and support performance growth, while continuing to provide innovative programs and services to NWT residents.

The GNWT provides all employees with access to various forms of learning and development opportunities. These are carried out through formal, self-directed learning, online, and in-person training courses. These learning and development opportunities not only allow the GNWT to support government-wide priorities and provide progressive services to the public, but also retain, attract and develop a skilled, qualified and representative workforce.

The GNWT continually offers personal and professional training opportunities to employees through the Learning and Development Calendar. Since its launch in 2015, employees enrolled in over 32,000 courses. During the 2018/19 fiscal year employee course completion and participation reached 9,338.

Employee learning and development links directly to the competency-based performance development process by establishing learning plans as a tool to plan and manage learning goals. The GNWT Competency Model outlines six (6) core competencies including Action Management, Authentic Leadership, Engaging Others, People Management, Sustainable Management, and Systems Thinking. Performance development and ePerformance training, including self-study



modules, web-based delivery and in-person sessions, were offered throughout the 2018/19 fiscal year to help the Public Service's continued transition to a competency-based performance development and management model. Above is the GNWT Competency Model diagram. The outer white circle contains the six competencies while the multi-coloured pie shapes contain bullets that provide an illustration of what each competency represents. The innermost white circle represents the GNWT Vision and Goals connected to the competencies needed to achieve them.

### Top 5 Online Courses:

1. Employee Onboarding Program
2. PeopleSoft 9.2
3. Performance Development
4. PeopleSoft Self-Service
5. PeopleSoft Manager Self-Service

### Top 5 In-Person Courses:

1. Supervisor Safety Training
2. Labour Relations Training for Managers and Supervisors
3. Public Service Pension Plan Member Education Session
4. Duty to Accommodate Training for Managers and Supervisors
5. Harassment Free Respectful Workplace Training for Managers and Supervisors

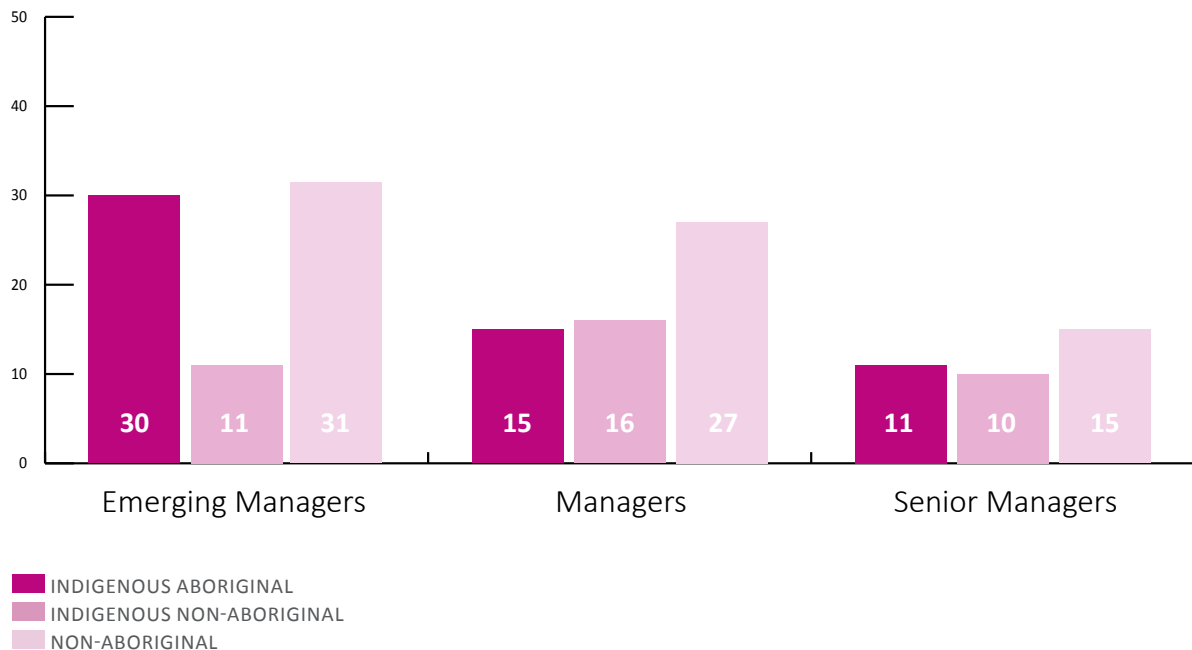
## LEADERSHIP DEVELOPMENT PROGRAM

The GNWT continues to partner with the University of Alberta School of Business, Executive Education, to create the GNWT Leadership Development Program for Executive Managers, Managers and Emerging Managers. The Leadership Development Program enhances the competencies important for successful performance in different leadership roles. Since the program's inception in 2004, 497 employees have completed the Emerging Managers course while 384 have completed the Managers stream and 269 have completed the Senior Managers stream.

The program goals are:

- 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;
- Assist GNWT workforce planning by providing emerging managers and managers with opportunities to further enhance management skills; and
- Assist emerging managers and supervisors to prepare for future roles and/or advancement within the GNWT.

### 2018/19 LEADERSHIP DEVELOPMENT PROGRAM COMPLETION



## INDIGENOUS MANAGEMENT DEVELOPMENT TRAINING PROGRAM

The Indigenous Management Development and Training Program (IMDTP) supports the professional development of Indigenous GNWT public servants by providing the necessary skills training and/or work experience for career advancement. Under this program, the GNWT provides up to \$10,000 to current employees

who identify as Indigenous Aboriginal individuals under the *GNWT Affirmative Action Policy* who require skills training to obtain and maintain sustainable employment that shows progression; have demonstrated the desire for developmental opportunities to support career advancement; and have identified the learning goal within their learning plan. The 2018/19 fiscal year was the first year of the IMDTP and seven (7) public servants participated in the program.

# BUILDING A REPRESENTATIVE WORKFORCE

As the GNWT workforce grows and expands, we are working hard to bring it closer together. GNWT recruitment programs along with training initiatives drive inclusion to the forefront and offer the Public Service an inclusive view of our employee and community populations based on awareness and understanding.

The GNWT's commitment to diversity not only fosters a psychologically healthy workplace culture, but also encourages the spectrum of ideas, backgrounds and skills that help organizations evolve and prosper. Without diversity and, more importantly, inclusion we run the risk of restraining our thought and project structures to the ideas of one school of thought or the way we have always done it rather than affording ourselves the luxury of innovation, creativity and perspective made possible by diversity.

The GNWT supports the growth of workplace diversity and continues to build its inclusive culture through recruiting programs like the Indigenous Career Gateway Program and the Regional Recruitment Program. The Indigenous Career Gateway Program offers entry level and trainee employment opportunities to Indigenous Aboriginal NWT residents. In 2018/19, the program's first year, 11 public servants were hired through the program. At the same time, regional recruitment efforts are further supported by the Regional Recruitment Program, which provides on-the-job training for candidates interested in vacant regional positions.



## NUMBER OF NORTHERNERS HIRED THROUGH THE REGIONAL RECRUITMENT PROGRAM IN 2018/19

This past year nine northerners were hired through the Regional Recruitment Program. Each program focuses on increasing Indigenous representation within the GNWT. The Affirmative Action Policy provides a mechanism for priority hiring.

Further to supporting a representative Indigenous demographic within its workforce, the GNWT encourages educated northern youth to return to the NWT both in their off-time and after graduation. The government sees the value of youth who have spent their lives in the North and then successfully completed post-secondary education and wants to encourage these young workers to start their careers at home. The Summer Student Employment Program offers four-month positions to NWT post-secondary students currently completing their program of study. Where possible, students are placed in positions related to their field of study and given on-the-job training, mentorship, and first-hand experience working as a public servant in the NWT. Over the last five years, the GNWT has employed 1,570 northern students through the Summer Student Employment Program.



## NUMBER OF PEOPLE HIRED THROUGH THE REGIONAL RECRUITMENT PROGRAM AND THE INDIGENOUS CAREER GATEWAY PROGRAM IN 2018/19

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# 1,570

## STUDENTS EMPLOYED THROUGH THE SUMMER STUDENT EMPLOYMENT PROGRAM SINCE ITS INCEPTION

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Beyond summer employment, the GNWT is also invested in its Internship Program. Last year 41 students received on-the-job training, experience and mentorship through the Internship Program following their post-secondary graduation. In 2018/19, the Internship Program expanded to increase a graduate's eligibility from 12 months post-graduation to 24 months, this change accounts for the post-graduation travel trend of many graduates. In addition, the length of the Internship Program itself increased from 12 months to 24 months to help interns acquire the two year experience prerequisite of many GNWT positions. Subsequent to the newly extended program, the GNWT reaffirmed its commitment to northern graduates by increasing both its financial contribution to the program and the benefit to northern youth. In turn, program participation in 2018/19 increased by 116% as compared to the previous year. The GNWT anticipates sustained growth as it continues to invest in the program in hopes of retaining skilled northern workers as 22% of public servants become eligible for retirement over the next five years.

Recruiting the right people to represent the NWT Public Service is the GNWT's first step. But ensuring that the leadership of the organization is equally representative is also paramount. The Indigenous Management Development and Training Program (IMDTP) as well as the Leadership Development Program (LDP) offer support, training, and resources to develop a strong, representative, and cohesive leadership team. The IMDTP offers Indigenous Aboriginal GNWT employees skills training and work experience needed for professional development and career advancement. The LDP aligns the competencies of emerging managers, managers and senior managers while sharing leadership skills, techniques and theory associated with effective people management. In 2018/19, seven (7) GNWT employees participated in the IMDTP's inaugural year.

In addition to recruitment and training, the GNWT continues to create programs and policies that support and promote increased Indigenous representation within the Public Service. The GNWT hopes to accomplish this with the leadership of the Indigenous Employee's Advisory Committee (IEAC), which is a committee of Indigenous Aboriginal GNWT employees from all over the NWT who provide strategic advice on approaches to attracting, recruiting, advancing and retaining Indigenous employees within its Public Service.

Beyond recruitment and professional advancement, the GNWT also adheres to a platform of education-based inclusion. New and existing public servants complete a four-module online Indigenous education course: Aboriginal Cultural Awareness Training (ACAT). The training program provides GNWT employees with the historical and current day information about the people, communities and regions of the NWT. The GNWT is currently updating the ACAT program and looks forward to offering new and existing public servants access to a renewed program to help all employees better understand the NWT's tri-lateral consensus government system in addition to the vast cultural diversity and history of the NWT.

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# 116 %

## INCREASE IN INTERNSHIP PROGRAM PARTICIPATION FROM PREVIOUS YEAR

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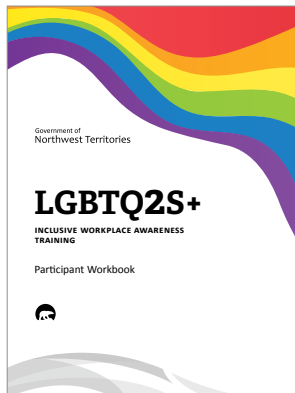
New and existing public servants complete a four-module online Indigenous education course: Aboriginal Cultural Awareness Training (ACAT).





## The GNWT has also extended its education-based approach to expanding inclusive Public Service representation to embrace all diversities.

Along with addressing more obvious cultural diversity issues, the GNWT has also extended its education-based approach to expanding inclusive Public Service representation to embrace all diversities. During the 2018/19 year, the GNWT developed LGBTQ2S+ Inclusive Workplace Awareness Training to offer public servants



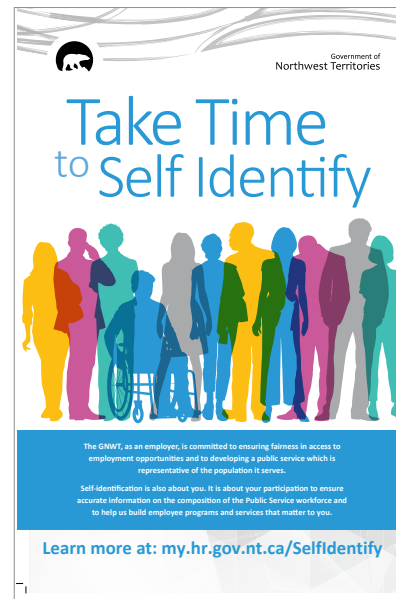
the opportunity to learn the key terms used by the LGBTQ2S+ community and acquire the tools to apply and understand respectful behavior as well as how to support and respect their LGBTQ2S+ co-workers.

Awareness and application training for the *Harassment Free and Respectful Workplace Policy* and the *Duty to*

*Accommodate Injury and Disability Policy* continues to be a priority for the GNWT and is offered throughout the fiscal year. The training helps managers and senior managers understand the policy and explore case studies to successfully apply the policies in the workplace to create an inclusive environment for all staff. Similar to IEAC, the GNWT Advisory Committee on Employability (GACE) provides advice to the GNWT on how to work with non-government organizations to exchange information about programs and areas of importance to persons with disabilities; reduce stigma, and foster a spirit of inclusion and awareness among GNWT employees through education and awareness; work with departments, agencies and boards on activities that will lead to the elimination of barriers for persons with disabilities in the workplace; and, promote, support and increase representation of persons with disabilities within the GNWT workforce.

In addition to the occupational health and safety of public servants, the GNWT recognizes the need to create and maintain a workplace environment that respects the psychological health and safety of its public servants. During 2018/19, the GNWT began the work of implementing a Psychological Health and Safety Program with additional training and supports to further compliment the mental health first aid training and the suite of Morneau Shepell mental health supports that are currently available.

The GNWT is currently running a self-identification campaign to encourage GNWT employees to self-identify belonging to targeted groups listed in their personal PeopleSoft human resource profiles. This information will help the GNWT create and evolve programs that best reflect its workforce. Supporting the growth of a positive workplace culture within the government allows the GNWT to better invest in and engage with both the people it serves and the people who lead the Public Service.



# A SAFE AND HEALTHY WORKPLACE

## HARASSMENT FREE AND RESPECTFUL WORKPLACE

The GNWT is committed to providing 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 where the dignity of all employees, clients and visitors is respected. Respectful workplace training is offered to managers and supervisors in all departments.

The *Harassment Free and Respectful Workplace Policy* and accompanying *Guide to Applying the Harassment Free Respectful Workplace Policy* are available on the GNWT website.

In 2018/19, the number of complaints received under the *Harassment Free and Respectful Workplace Policy* increased by ten complaints compared to 2017/18, while the number of complaints looked into via an investigation, assessment of the workplace or another means increased by 15%. In 2011, the *Harassment Free and Respectful Workplace Policy* was updated and the definition of harassment was broadened to include personal harassment. This coupled with a campaign to

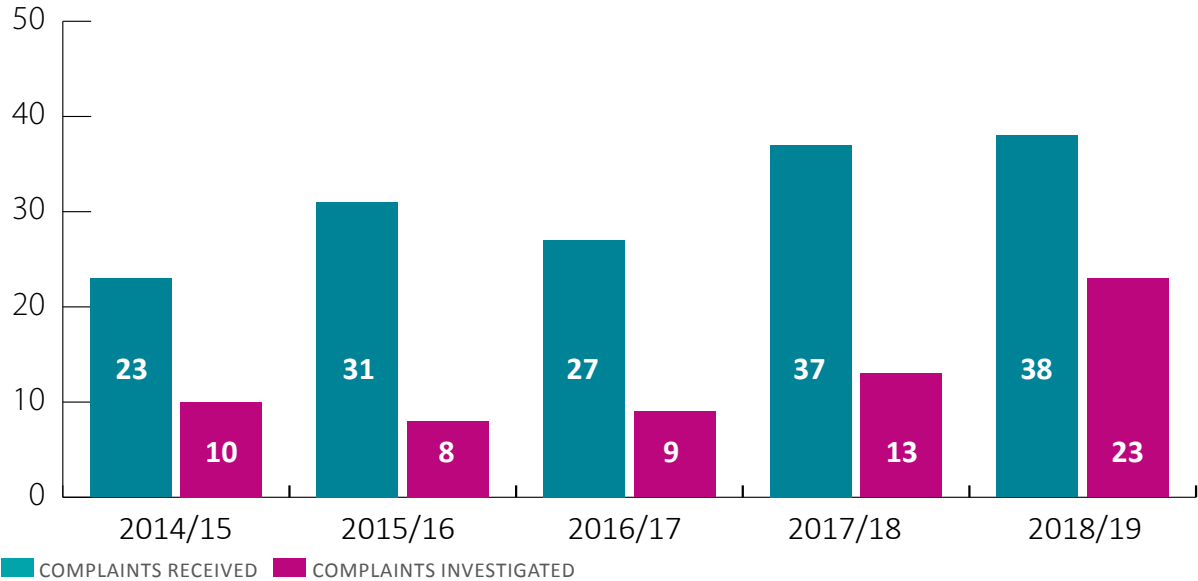
increase education and awareness around the policy, resulted in a consistent increase in complaints received.

While every effort is made to resolve conflicts in a fair and respectful manner without resorting to the formal complaint process, more emphasis is now placed on early conflict resolution mechanisms, such as informal or formal mediation. As complaints are received they are assessed to determine:

- A. If the allegations fall within the mandate of the *Harassment Free and Respectful Workplace Policy* and no unreasonably extensive delay has occurred;
- B. If there is evidence that workplace harassment has occurred; and
- C. Whether or not there is a reasonable alternate remedy to a formal investigation or if an investigation is warranted.

The GNWT is presently reviewing and updating the *Harassment Free and Respectful Workplace Policy* and accompanying guidelines to reflect this increased emphasis on early conflict resolution mechanisms. With changes to the policy, and continued education and awareness, we expect to see an increase in the use of early, informal resolution strategies.

### HARASSMENT FREE RESPECTFUL WORKPLACE POLICY COMPLAINTS



## OCCUPATIONAL HEALTH AND SAFETY

The GNWT Occupational Health and Safety (OHS) Unit continues to provide advice and guidance to all government departments, and works collaboratively to keep GNWT workplaces safe. The *Occupational Health and Safety Policy* applies to all territorial Public Service employees, except employees of the Northwest Territories Power Corporation. It also applies to contractors, volunteers, clients and members of the public in GNWT workplaces.

Currently, the GNWT is finalizing and implementing an overarching OHS Program with an aim to streamline GNWT health and safety procedures and strengthen the GNWT safety culture.

The GNWT OHS Program provides staff with health and safety orientations, training, hazard management, emergency response plans and incident management. Each GNWT department, board and agency is responsible for ensuring their workplaces comply with health and safety requirements and establishing their own OHS committees and coordinators.

1,631 employees attended Supervisor Safety Training and Workplace Safety Awareness training sessions. The GNWT also offers training on a number of other OHS topics, such as: First Aid and CPR as well as other customized training sessions.

Work was completed in many areas including: psychological health and safety in the workplace, the development of a GNWT-wide OHS Program, and reporting on claims management.

In 2018, there were a total of 112 WSCC lost-time claims compared to 109 in the previous calendar year.<sup>1</sup>

## DUTY TO ACCOMMODATE

The GNWT recognizes that to prevent or reduce discrimination it has a legal and moral obligation to accommodate employees. The GNWT's *Duty to Accommodate Injury and Disability Policy* promotes the full workplace participation of persons with disabilities, including those with mental illness, and to ensure the workplace is accessible, non-discriminatory and inclusive.

The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as it is reasonable and safe. The GNWT accommodates employees in a number of ways, depending on the individual circumstances. There are no concrete rules for workplace accommodation as job modifications work best when tailored to the individual and the situation.

Not everyone with a disability requires accommodation, but in some instances change is necessary to ensure no discrimination takes place. Accommodations may include, but are not limited to:

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

Duty to accommodate training is offered to managers and supervisors in all departments and guidelines on applying the *Duty to Accommodate Injury and Disability Policy* are available on the GNWT website. Employee's also have access to online Duty to Accommodate training that can be completed at their workstation.

Duty to Accommodate Advisors are located in Yellowknife, Hay River and Inuvik to provide training, advice and support to managers.

The GNWT is presently reviewing and updating the *Duty to Accommodate Injury and Disability Policy* and accompanying guidelines.

## EMPLOYEE WELLNESS

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

<sup>1</sup>WSCC Claims are only available by calendar year.



## EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The Employee and Family Assistance Program (EFAP) is a confidential, voluntary counselling and referral service available to GNWT employees and their dependents, anytime. The program provides employees with confidential help, resources, and supports for personal and/or work-related issues over the phone, in-person, or using the EAP smartphone or tablet app. GNWT employees can access support related to:

- fitness and physical health;
- mental health;
- relationships;
- nutrition and naturopathic medicine;
- finances;
- elder care; and
- legal advice.

EFAP is promoted using a dedicated intranet site for employees, workplace posters, and the Learning and Development Calendar to increase wellness session awareness and participation. Program promotion also takes place during wellness workshops and webinars, including EFAP orientations for employees and managers to raise awareness of the breadth of services and supports available to both groups. All GNWT employees can access EFAP services, free of charge, at any time, and human resources staff, GNWT managers and supervisors may also refer employees to the EFAP as needed. Over the past year, the number of employees using EFAP services<sup>2</sup> has remained stable as the GNWT continues to raise awareness about the program and its benefits to all public servants.

## How our employees prefer EFAP support:



In-person



Tele-counselling



E-counselling

## Top three employee EFAP support requests:



**46%**  
Personal/  
Emotional



**18%**  
Relationship



**24%**  
Work Related

## Wellness Training

Wellness training is provided by the GNWT's EFAP service provider, Morneau Shepell. A total of 42 training sessions focused on health and wellness were offered throughout 2018/2019, including:

- 20 webinars focusing on various general Health and Wellness topics;
- 6 webinars centered around Mental Health and Resiliency awareness;
- 8 in-person workshops on Mental Health in the Workplace; and
- 8 in-person Resiliency At Work workshops.



**The My EAP app (Employee Assistance Program) is free to download on both Apple and Android smartphones and tablets**

*Morneau Shepell provides the GNWT with aggregate data on the number of employees accessing EFAP services to ensure confidentiality.*

# APPENDICES

A group of huskies pulling a sled through a snowy forest at sunset. The trees are covered in snow and the sky is a mix of blue and orange.

The underlying data used to complete the 2018/19 Public Service Annual Report can be found in the following appendices. All employee data includes Indeterminate, Term and Relief employees.

## A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2019

Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Education, Culture and Employment	264	70	27%	41	16%	153	58%
Environment and Natural Resources	319	138	43%	47	15%	134	42%
Executive and Indigenous Affairs	103	43	42%	22	21%	38	37%
Finance	354	106	30%	82	23%	166	47%
Health and Social Services	168	34	20%	33	20%	101	60%
Industry, Tourism and Investment	160	43	27%	27	17%	90	56%
Infrastructure	559	188	34%	70	13%	301	54%
Justice	531	138	26%	91	17%	302	57%
Lands	138	27	20%	22	16%	89	64%
Legislative Assembly	38	11	29%	8	21%	19	50%
Municipal and Community Affairs	99	29	29%	24	24%	46	46%
<b>Total for Departments</b>	<b>2,733</b>	<b>827</b>	<b>30%</b>	<b>467</b>	<b>17%</b>	<b>1,439</b>	<b>53%</b>
Beaufort Delta Divisional Education Council	216	66	31%	3	1%	147	68%
Commission scolaire francophone, TNO	40	0	0%	0	0%	40	100%
Dehcho Divisional Education Council	87	37	43%	1	1%	49	56%
Sahtu Divisional Education Council	96	25	26%	0	0%	71	74%
South Slave Divisional Education Council	179	51	28%	16	9%	112	63%
<b>Total for Education Councils</b>	<b>618</b>	<b>179</b>	<b>29%</b>	<b>20</b>	<b>3%</b>	<b>419</b>	<b>68%</b>
Tłı̨ch̨ Community Services Agency- Education	124	65	52%	1	1%	58	47%
Tłı̨ch̨ Community Services Agency- Health	121	73	60%	1	1%	47	39%
<b>Total for Tłı̨ch̨ Community Services Agency</b>	<b>245</b>	<b>138</b>	<b>56%</b>	<b>2</b>	<b>1%</b>	<b>105</b>	<b>43%</b>
NTHSSA	1,366	323	24%	92	7%	951	70%
<b>Total for NT Health and Social Services Authority</b>	<b>1,366</b>	<b>323</b>	<b>24%</b>	<b>92</b>	<b>7%</b>	<b>951</b>	<b>70%</b>
Aurora College	212	63	30%	17	8%	132	62%
Business Development Investment Corporation	13	1	8%	4	31%	8	62%
Northwest Territories Housing Corporation	102	33	32%	14	14%	55	54%
<b>Total for Agencies</b>	<b>327</b>	<b>97</b>	<b>30%</b>	<b>35</b>	<b>11%</b>	<b>195</b>	<b>60%</b>
<b>Total of Public Service</b>	<b>5,289</b>	<b>1,564</b>	<b>30%</b>	<b>616</b>	<b>12%</b>	<b>3,109</b>	<b>59%</b>

## B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2019

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Łutselk'e	24	14	58%	0	0%	10	42%
Yellowknife & Detah	2,782	428	15%	508	18%	1,846	66%
<b>North Slave</b>	<b>2,806</b>	<b>442</b>	<b>16%</b>	<b>508</b>	<b>18%</b>	<b>1,856</b>	<b>66%</b>
Aklavik	39	20	51%	0	0%	19	49%
Fort McPherson	64	32	50%	0	0%	32	50%
Inuvik	500	173	35%	15	3%	312	62%
Paulatuk	23	10	43%	0	0%	13	57%
Sachs Harbour	8	2	25%	0	0%	6	75%
Tsiigehtchic	13	7	54%	0	0%	6	46%
Tuktoyaktuk	48	19	40%	0	0%	29	60%
Ulukhaktok	34	14	41%	0	0%	20	59%
<b>Beaufort Delta</b>	<b>729</b>	<b>277</b>	<b>38%</b>	<b>15</b>	<b>2%</b>	<b>437</b>	<b>60%</b>
Fort Liard	44	23	52%	0	0%	21	48%
Fort Providence	54	32	59%	2	4%	20	37%
Fort Simpson	208	110	53%	12	6%	86	41%
Jean Marie River	4	2	50%	0	0%	2	50%
Kakisa	2	0	0%	0	0%	2	100%
Kat'l'odeeche	18	8	44%	3	17%	7	39%
Nahanni Butte	6	4	67%	0	0%	2	33%
Sambaa k'e	12	9	75%	0	0%	3	25%
Wrigley	11	7	64%	0	0%	4	36%
<b>Dehcho</b>	<b>359</b>	<b>195</b>	<b>54%</b>	<b>17</b>	<b>5%</b>	<b>147</b>	<b>41%</b>
Colville Lake	15	7	47%	0	0%	8	53%
Délj̄ne	33	16	48%	1	3%	16	48%
Fort Good Hope	41	19	46%	0	0%	22	54%
Norman Wells	152	46	30%	3	2%	103	68%
Tulita	34	12	35%	0	0%	22	65%
<b>Sahtu</b>	<b>275</b>	<b>100</b>	<b>36%</b>	<b>4</b>	<b>1%</b>	<b>171</b>	<b>62%</b>
Enterprise	13	7	54%	1	8%	5	38%
Fort Resolution	52	34	65%	1	2%	17	33%
Fort Smith	513	238	46%	38	7%	237	46%
Hay River	263	104	40%	30	11%	129	49%
<b>South Slave</b>	<b>841</b>	<b>383</b>	<b>46%</b>	<b>70</b>	<b>8%</b>	<b>388</b>	<b>46%</b>
Behchoko	230	145	63%	2	1%	83	36%
Gamèti	14	6	43%	0	0%	8	57%
Wekweèti	8	5	63%	0	0%	3	38%
Whati	27	11	41%	0	0%	16	59%
<b>Tłı̄çho</b>	<b>279</b>	<b>167</b>	<b>60%</b>	<b>2</b>	<b>1%</b>	<b>110</b>	<b>39%</b>
<b>Total GNWT</b>	<b>5,289</b>	<b>1,564</b>	<b>30%</b>	<b>616</b>	<b>12%</b>	<b>3,109</b>	<b>59%</b>

## C. EMPLOYEES BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2019

Affirmative Action Status	Total Employees	% of Work Force
Indigenous Aboriginal Female	1,092	20.6%
Indigenous Aboriginal Male	472	8.9%
<b>TOTAL Indigenous Aboriginal</b>	<b>1,564</b>	<b>29.6%</b>
Indigenous Non-Aboriginal Female	369	7.0%
Indigenous Non-Aboriginal Male	247	4.7%
<b>TOTAL Indigenous Non-Aboriginal</b>	<b>616</b>	<b>11.6%</b>
Non-Aboriginal Female	1,960	37.1%
Non- Aboriginal Male	1,149	21.7%
<b>TOTAL Non-Aboriginal</b>	<b>3,109</b>	<b>58.8%</b>

## D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2019

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
Education, Culture and Employment	28	5	18%	2	7%	21	75%
Environment and Natural Resources	15	4	27%	4	27%	7	47%
Executive and Indigenous Affairs	19	5	26%	4	21%	10	53%
Finance	19	3	16%	8	42%	8	42%
Health and Social Services	17	3	18%	3	18%	11	65%
Industry, Tourism and Investment	17	1	6%	4	24%	12	71%
Infrastructure	25	2	8%	3	12%	20	80%
Justice	14	1	7%	5	36%	8	57%
Lands	15	4	27%	2	13%	9	60%
Legislative Assembly	4	1	25%	1	25%	2	50%
Municipal and Community Affairs	13	5	38%	6	46%	2	15%
<b>Total for Departments</b>	<b>186</b>	<b>34</b>	<b>18%</b>	<b>42</b>	<b>23%</b>	<b>110</b>	<b>59%</b>
Beaufort Delta Divisional Education Council	3	0	0%	0	0%	3	100%
Commission scolaire francophone, TNO	1	0	0%	0	0%	1	100%
Dehcho Divisional Education Council	1	0	0%	0	0%	1	100%
Sahtu Divisional Education Council	2	0	0%	0	0%	2	100%
South Slave Divisional Education Council	1	0	0%	0	0%	1	100%
<b>Total for Education Councils</b>	<b>8</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>8</b>	<b>100%</b>

## D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

CONTINUED

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
Tłı̨çho Community Services Agency- Education	2	1	50%	0	0%	1	50%
Tłı̨çho Community Services Agency- Health	5	0	0%	0	0%	5	100%
<b>Total for Tłı̨çho Community Services Agency</b>	<b>7</b>	<b>1</b>	<b>14%</b>	<b>0</b>	<b>0%</b>	<b>6</b>	<b>86%</b>
NTHSSA	19	2	11%	2	11%	15	79%
<b>Total for NT Health and Social Services Authority</b>	<b>19</b>	<b>2</b>	<b>11%</b>	<b>2</b>	<b>11%</b>	<b>15</b>	<b>79%</b>
Aurora College	6	1	17%	2	33%	3	50%
Business Development Investment Corporation	2	0	0%	0	0%	2	100%
Northwest Territories Housing Corporation	12	5	42%	2	17%	5	42%
<b>Total for Agencies</b>	<b>20</b>	<b>6</b>	<b>30%</b>	<b>4</b>	<b>20%</b>	<b>10</b>	<b>50%</b>
<b>Total of Public Service</b>	<b>240</b>	<b>43</b>	<b>18%</b>	<b>48</b>	<b>20%</b>	<b>149</b>	<b>62%</b>

Region	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
North Slave	179	26	15%	39	22%	114	64%
Beaufort Delta	16	3	19%	1	6%	12	75%
Dehcho	9	2	22%	3	33%	4	44%
Sahtu	11	3	27%	0	0%	8	73%
South Slave	18	8	44%	5	28%	5	28%
Tłı̨çho	7	1	14%	0	0%	6	86%
<b>Total</b>	<b>240</b>	<b>43</b>	<b>18%</b>	<b>48</b>	<b>20%</b>	<b>149</b>	<b>62%</b>

## E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2019

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
Education, Culture and Employment	28	18	64%	10	36%
Environment and Natural Resources	15	2	13%	13	87%
Executive	19	9	47%	10	53%
Finance	19	11	58%	8	42%
Health and Social Services	17	11	65%	6	35%
Industry, Tourism and Investment	17	7	41%	10	59%
Infrastructure	25	7	28%	18	72%
Justice	14	5	36%	9	64%
Lands	15	7	47%	8	53%
Legislative Assembly	4	1	25%	3	75%
Municipal and Community Affairs	13	7	54%	6	46%
<b>Total for Departments</b>	<b>186</b>	<b>85</b>	<b>46%</b>	<b>101</b>	<b>54%</b>
Beaufort Delta Divisional Education Council	3	0	0%	3	100%
Commission scolaire francophone, TNO	1	1	100%	0	0%
Dehcho Divisional Education Council	1	0	0%	1	100%
Sahtu Divisional Education Council	2	1	50%	1	50%
South Slave Divisional Education Council	1	0	0%	1	100%
<b>Total for Education Councils</b>	<b>8</b>	<b>2</b>	<b>25%</b>	<b>6</b>	<b>75%</b>
Tłı̨ch̨ Community Services Agency- Education	2	2	100%	0	0%
Tłı̨ch̨ Community Services Agency- Health	5	3	60%	2	40%
<b>Total for Tłı̨ch̨ Community Services Agency</b>	<b>7</b>	<b>5</b>	<b>71%</b>	<b>2</b>	<b>29%</b>
NTHSSA	19	16	84%	3	16%
<b>Total for NT Health and Social Services Authority</b>	<b>19</b>	<b>16</b>	<b>84%</b>	<b>3</b>	<b>16%</b>
Aurora College	6	5	83%	1	17%
Business Development Investment Corporation	2	0	0%	2	100%
Northwest Territories Housing Corporation	12	4	33%	8	67%
<b>Total for Agencies</b>	<b>20</b>	<b>9</b>	<b>45%</b>	<b>11</b>	<b>55%</b>
<b>Total of Public Service</b>	<b>240</b>	<b>117</b>	<b>49%</b>	<b>123</b>	<b>51%</b>

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
North Slave	179	89	50%	90	50%
Beaufort Delta	16	7	44%	9	56%
Dehcho	9	2	22%	7	78%
Sahtu	11	4	36%	7	64%
South Slave	18	10	56%	8	44%
Tłı̨ch̨	7	5	71%	2	29%
<b>Total</b>	<b>240</b>	<b>117</b>	<b>49%</b>	<b>123</b>	<b>51%</b>



## F. HUMAN RESOURCE COSTS

AT MARCH 31, 2019

Costs	2018/19	
Salary	\$498,562,693	70.9%
<b>Total Salary</b>	<b>\$498,562,693</b>	<b>70.9%</b>
Bilingual Bonus/Language Allowance	\$607,080	0.1%
Call-back	\$4,578,948	0.7%
Excluded and Senior Management Bonus	\$1,295,475	0.2%
Miscellaneous*	\$1,099,117	0.2%
Overtime	\$23,580,917	3.4%
Shift Premium	\$1,889,822	0.3%
Standby	\$4,949,035	0.7%
Teachers' Allowance	\$2,004,168	0.3%
<b>Total Wages</b>	<b>\$40,004,562</b>	<b>5.7%</b>
Education Allowance	\$468,242	0.1%
Northern Allowance	\$37,854,530	5.4%
<b>Total General Allowances</b>	<b>\$38,322,772</b>	<b>5.5%</b>
Canada Pension Plan	\$15,497,671	2.2%
Dental	\$5,179,584	0.7%
Disability Insurance	\$6,614,092	0.9%
Employee/Family Assistance Program	\$516,000	0.1%
Employment Insurance	\$6,476,153	0.9%
Maternity/Adoption	\$6,170,996	0.9%
Public Service Health Care Plan	\$7,295,572	1.0%
Public Service Management Insurance Plan	\$1,504,511	0.2%
Superannuation (Pension)	\$50,638,494	7.2%
Workers' Compensation	\$4,734,920	0.7%
<b>Total Pension and Health Care</b>	<b>\$104,627,993</b>	<b>14.9%</b>
Medical Travel Assistance	\$9,253,418	1.3%
Professional Development/Training	\$3,811,995	0.5%
Removals	\$4,851,748	0.7%
Severance Pay	\$3,542,435	0.5%
<b>Total Other Benefits</b>	<b>\$21,459,596</b>	<b>3.1%</b>
<b>Grand Total</b>	<b>\$702,977,616</b>	<b>100.0%</b>

## G. STAFFING APPEALS

AT MARCH 31, 2019

Upheld	5
Denied	66

## H. RETIREMENT ELIGIBILITY

AT MARCH 31, 2019

All Employees	Eligible to retire with immediate annuity	Eligible to retire within 5 years with immediate annuity	Eligible to retire within 10 years with immediate annuity
Finance and Administration	10.0%	23.5%	37.1%
Natural and Applied Sciences	10.5%	23.9%	35.5%
Health	6.8%	15.0%	24.0%
Education and Culture	8.6%	21.6%	33.2%
Social, Community and Corrections	9.4%	22.3%	33.8%
Trades, Industry and Utilities	15.3%	30.1%	45.8%
<b>TOTAL</b>	<b>9.6%</b>	<b>22.1%</b>	<b>34.0%</b>

## I. STAFFING ACTIONS

AT MARCH 31, 2019

	2019
Hires	722
Internal Mobility	1432
Exits	632

*Hires include all staffing actions that result in an employee entering or re-entering the Public Service. Internal Mobility includes all Transfers, Transfer Assignments, Promotions and Demotions. Exits include all staffing actions that result in an employee leaving the Public Service.*

## J. EMPLOYEE ACCESSION AND TURNOVER

AT MARCH 31, 2019

Department/Board/Agency	Percentage Accession	Percentage Turnover
Education, Culture and Employment	17.2%	17.2%
Environment and Natural Resources	6.9%	9.7%
Executive and Indigenous Affairs	5.0%	7.0%
Finance	5.7%	7.7%
Health and Social Services	10.4%	10.4%
Industry, Tourism and Investment	6.7%	7.9%
Infrastructure	9.5%	9.3%
Justice	11.1%	9.8%
Lands	17.1%	11.9%
Legislative Assembly	10.5%	15.7%
Municipal and Community Affairs	10.1%	9.1%
Beaufort Delta Divisional Education Council	32.8%	20.4%
Commission scolaire francophone, TNO	25.8%	23.2%
Dehcho Divisional Education Council	25.2%	29.8%
Sahtu Divisional Education Council	20.9%	18.8%
South Slave Divisional Education Council	18.0%	18.6%
Tłı̨ch̨ Community Services Agency- Education	21.6%	12.1%
Tłı̨ch̨ Community Services Agency- Health	13.3%	5.3%
Northwest Territories Health and Social Services Authority	17.0%	13.2%
Aurora College	14.5%	13.5%
Business Development Investment Corporation	0.0%	0.0%
Northwest Territories Housing Corporation	7.8%	7.8%
<b>Overall Average</b>	<b>13.9%</b>	<b>12.2%</b>

Region	Percentage Accession	Percentage Turnover
North Slave	12.0%	10.4%
Beaufort Delta	20.7%	16.7%
Dehcho	16.0%	17.4%
Sahtu	24.4%	15.6%
South Slave	9.5%	12.1%
Tłı̨ch̨	15.5%	8.7%
<b>Overall Average</b>	<b>13.9%</b>	<b>12.2%</b>

