

PUBLIC SERVICE ANNUAL REPORT 2019/2020 **RAPPORT ANNUEL 2019-2020 SUR LA FONCTION PUBLIQUE**

*Le présent document contient la traduction française
du résumé et du message de la ministre*





October 2020

The Honourable Frederick Blake Jr.
Speaker of the Legislative Assembly

It is my pleasure to present the 2019/2020 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 Caroline Wawzonek
Minister, Department of Finance

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Department of Finance**

**Public Service Annual Report 2019/2020
Rapport annuel 2019-2020 sur la fonction publique**

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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, 2020, 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

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

www.gov.nt.ca

www.fin.gov.nt.ca

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

www.my.hr.gov.nt.ca



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SUMMARY

The Public Service Annual Report for the 2019/20 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, and provides 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;
- 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 including the LGBTQ2S+ Inclusive Workplace Awareness Training and LifeSpeak, a confidential total-wellbeing platform accessible to GNWT employees and their families.

The Public Service Annual Report supports the GNWT's commitment to 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 employees who develop and deliver the initiatives, programs and services to the people of the NWT. Unfortunately, due to the extenuating circumstances related to the COVID-19 pandemic, the 2019/20 Premier's Awards were postponed have not been included in the present document.

To provide NWT residents with transparent access to information, the data used in this report is available in the attached appendices.

RÉSUMÉ

Le Rapport annuel sur la fonction publique pour l'année financière 2019-2020 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 suit un mécanisme d'établissement 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, et fournit 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 de la population qu'il sert.

Ce rapport comprend des renseignements sur ce qui suit :

- Le rôle de la fonction publique aux 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;
- 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;
- Les autres activités des ressources humaines, notamment la formation sur la sensibilisation aux réalités LGBTQ2S+ dans le milieu de travail et Lifespeak, une plateforme numérique confidentielle consacrée au bien-être global, accessible à tous les employés du GTNO et à leurs familles.

Le Rapport annuel sur la fonction publique appuie l'engagement du GTNO à fournir des renseignements exacts et opportuns pour s'assurer que le public est informé des politiques et des activités gouvernementales, et de la diversité des fonctionnaires qui élaborent et mettent en œuvre des initiatives, des programmes et des services à l'intention des Tenois. Malheureusement, en raison du contexte entourant la pandémie de COVID-19, la remise annuelle des Prix du premier ministre pour 2019-2020 a été reportée et n'a pas été incluse dans le présent document.

Afin d'assurer le plus de transparence possible, les Tenois ont également accès aux données à la base de ce rapport dans les annexes ci-jointes.

MINISTER'S MESSAGE



*The Honourable
Caroline Wawzonek, Minister,
Department of Finance*

As Minister responsible for the *Public Service Act*, I am pleased to present the Public Service Annual Report for the 2019/2020 fiscal year.

The success of any government greatly depends on its ability to hire, develop and retain its employees. We have made significant progress over the past year to develop the workforce we need in order to meet the needs of the residents of the Northwest Territories, but I know we have much more to do.

We are committed to creating a public service that reflects the diverse population it serves by developing and delivering programs and services that foster understanding, support and inclusion. We want to see respect and unity between our employees and the people of the NWT that they serve, such as by introducing new LGBTQ2S+ Inclusive Workplace Awareness Training to support a healthy and inclusive workplace.

We have made great strides in terms of gender equity within the GNWT: Women represent 71.5% of all new hires in 2019/20. In particular, we have seen a significant increase in the number of women hired for senior management positions. Women represented 55% of all new Senior Management hires in 2019/20, 18% higher than the average in the previous five years (37%).

I would like to take this opportunity to thank all the employees of the GNWT; their diligence and commitment to ideals that guide us do not go unnoticed and I look forward to seeing what this extraordinary group of individuals can do over the next fiscal year.

MESSAGE DE LA MINISTRE



Caroline Wawzonek, ministre des Finances

À titre de ministre responsable de la *Loi sur la fonction publique*, je suis heureuse de présenter le Rapport annuel 2019-2020 sur la fonction publique.

Le succès d'un gouvernement est largement tributaire de sa capacité à recruter, former et garder ses employés. Au cours des dernières années, nous avons fait des progrès importants pour embaucher et former la main-d'œuvre nécessaire pour offrir des programmes et services répondant aux besoins des Téois, mais je sais qu'il reste beaucoup à faire.

Notre objectif est de développer une fonction publique qui se veut le reflet de la diversité de la population qu'elle sert; ainsi, nous créons et nous offrons des programmes et services qui favorisent la compréhension mutuelle, le soutien et l'inclusion. Nous souhaitons favoriser des relations respectueuses et harmonieuses entre nos employés et les Téois en mettant en place des initiatives, comme la formation de sensibilisation aux réalités LGBTQ2S+ dans le milieu de travail, pour rendre ce dernier plus sain et inclusif.

Nous avons fait des pas de géant vers l'égalité des sexes au sein du GTNO : 71,5 % des nouveaux employés en 2019-2020 étaient des femmes. Nous avons également observé une hausse importante du nombre de femmes qui occupent un poste de haute direction; elles comptent pour 55 % des nouveaux employés à cet échelon en 2019-2020, une hausse de 18 % par rapport à la moyenne des cinq dernières années (37 %).

Je souhaite profiter de l'occasion pour remercier tous les employés du GTNO. Leur passion et leur fidélité aux valeurs qui nous guident ne passent pas inaperçues et j'ai bien hâte de voir jusqu'où ce groupe de personnes extraordinaires pourra aller lors de la prochaine année.

WHO WE ARE

COMMUNITIES
33
COMMUNITIES
COMMUNITIES

EMPLOYEES
5,788
EMPLOYEES
EMPLOYEES

OFFICIAL LANGUAGES
11
OFFICIAL LANGUAGES
LANGUAGES

REGIONS
6
REGIONS
REGIONS
REGIONS

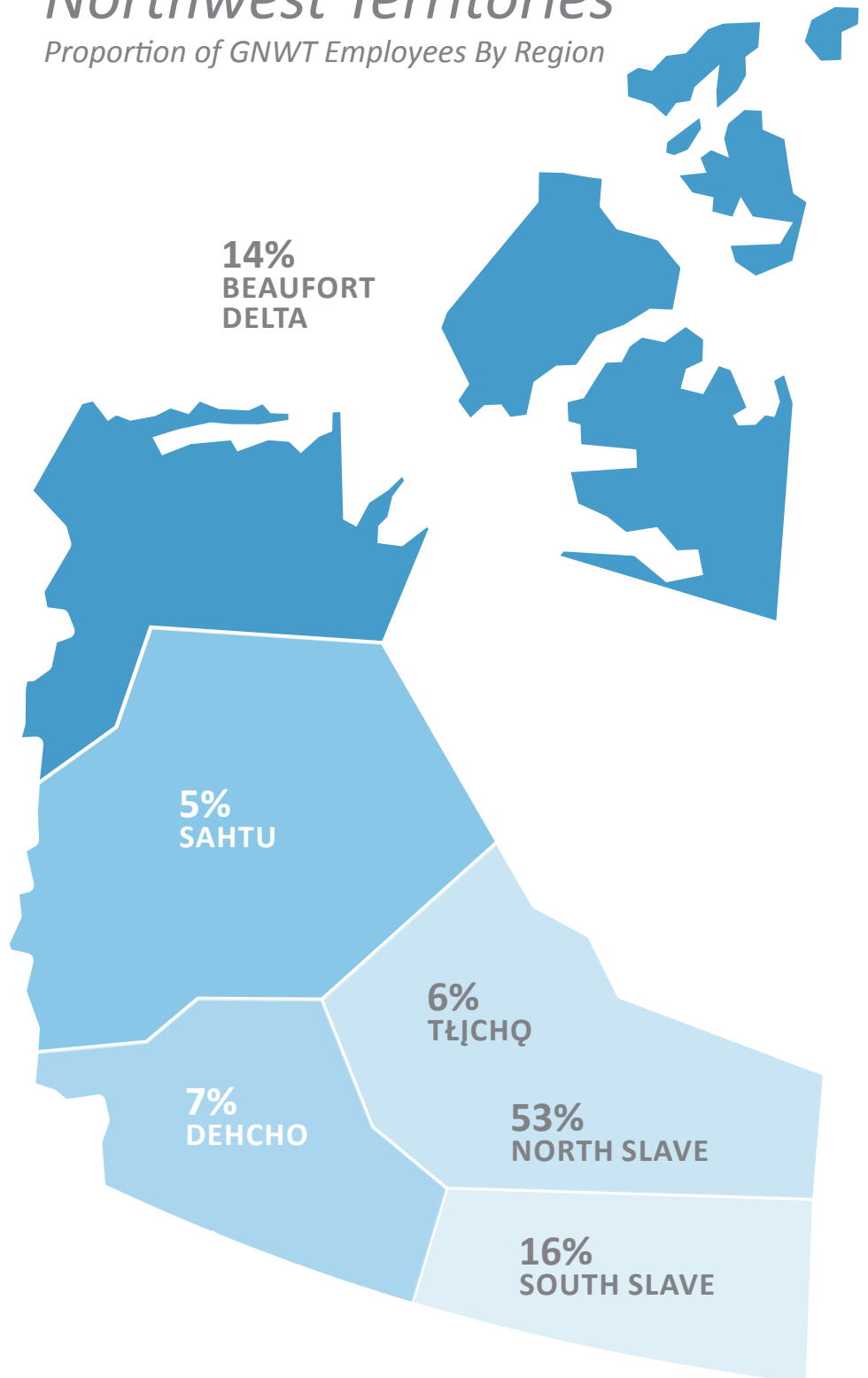
OUR POPULATION

Employee Count
Community Population¹

BEAUFORT DELTA		
Aklavik	622	51
Fort McPherson	635	68
Inuvik	3,431	532
Paulatuk	323	28
Sachs Harbour	114	11
Tsiigehtchic	187	18
Tuktoyaktuk	995	61
Ulukhaktok	476	42
SAHTU		
Colville Lake	149	13
Délı̄ne	625	39
Fort Good Hope	582	40
Norman Wells	768	156
Tulita	521	33
DEHCHO		
Fort Liard	542	52
Fort Providence	684	58
Fort Simpson	1,250	227
Jean Marie River	96	7
Kakisa	43	2
Kát'odeeche	335	23
Nahanni Butte	106	6
Sambaa K'e	97	11
Wrigley	120	10
SOUTH SLAVE		
Enterprise	110	16
Fort Resolution	532	55
Fort Smith	2,639	547
Hay River	3,749	304
TŁIČHŦ		
BehchokŦ	2,028	261
Gamètł	313	21
Wekweètł	140	11
Whatł	502	31
NORTH SLAVE		
Dettah	234	0
łutselk'e	314	28
Yellowknife	21,183	3,026

Northwest Territories

Proportion of GNWT Employees By Region



¹ Source: NWT Bureau of Statistics, as at July 1, 2019. Retrieved in September 2020

A DIVERSE TERRITORY

The Northwest Territories is a vast jurisdiction, covering more than 1.35 million square kilometers. In 2019, the NWT Bureau of Statistics reported the population of the NWT as 44,826. Nearly half of the population lives in Yellowknife, the territorial capital; 31% of NWT residents reside in six regional centres; and 21% 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: Chipewyan, Cree, English, French, Gwich'in, Inuinnaqtun, Inuktitut, Inuvialuktun, North Slavey, South Slavey, and Tłıchǫ.

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 November 2023.

The NWT has settled several land claim and self-government agreements with Indigenous Governments, and several others are currently being negotiated. New systems of governance are emerging as agreements across the territory are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Indigenous and public governments.

THE ROLE OF THE NWT PUBLIC SERVICE

The Public Service is an impartial body that supports the Government of Northwest Territories (GNWT) 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 2019



March 2020



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

EMPLOYEE TYPES

March 2019



March 2020



■ 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 2019



March 2020



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

EMPLOYEE OCCUPATIONAL CLASSIFICATION

March 2019



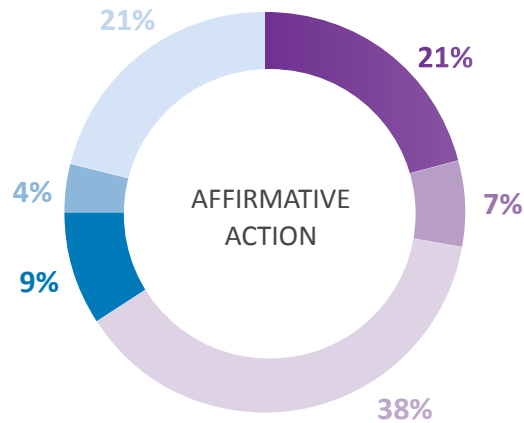
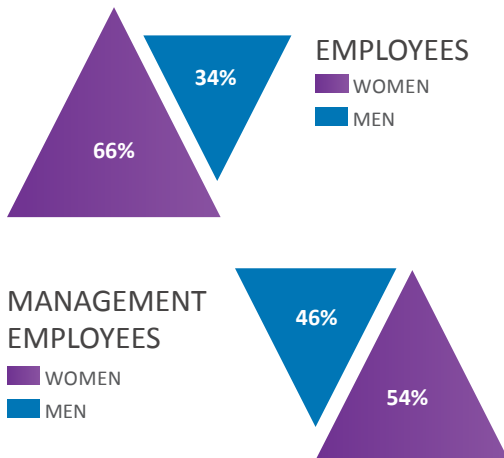
March 2020



■ 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



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

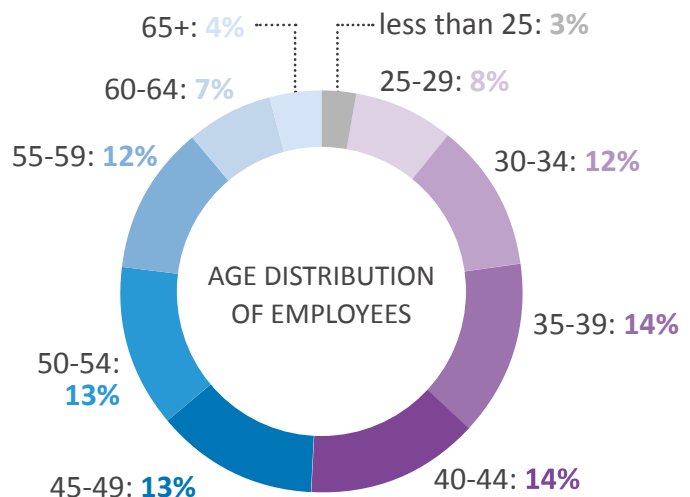
44.5 yrs

AVERAGE AGE

8.4 yrs

AVERAGE LENGTH OF SERVICE

In 2019/20, 252 employees contributed \$153,914.72 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program, with 60 employees donating \$1,000 or more.



A DIVERSE AND INCLUSIVE WORKFORCE

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 helps our organization evolve and prosper. When we open ourselves up to new ideas, voices and perspectives, we are cultivating a culture of diversity, innovation and creativity.

In 2020, the GNWT Advisory Committee on Employability (GACE) was restructured to become the GNWT Advisory Committee on Diversity and Inclusion (GACDI). This committee has been broadened to include representation of various employment equity groups including women, Indigenous Aboriginal persons, persons with disabilities, visible minorities and LGBTQ2S+ persons. The revised committee is made up of public servants belonging to one or more of these equity groups, who provide advice on broader diversity and inclusion issues.

In addition to GACDI, the GNWT consults with the Indigenous Employee Advisory Committee (IEAC) on developing initiatives to support the growth of workplace diversity and build an inclusive culture. This consultation ensures the unique needs of NWT residents are weaved into policies, programs and services within each department. In 2018-2019, the GNWT's Diversity and Inclusion Unit launched two (2) new programs:

- The **Indigenous Career Gateway Program** offers entry level and trainee employment opportunities to Indigenous Aboriginal NWT residents. This program provided the opportunity for 20 public servants to secure employment with the GNWT.
- The **Indigenous Management Development Training Program** supported 26 employees by providing financial assistance to obtain the necessary skills training and/or work experience for career advancement.

Beyond recruitment and professional advancement, the GNWT also adheres to a platform of education-based inclusion. New and existing public servants are provided with opportunities to complete online training at their convenience. Some of these programs focus on diversity and inclusion within the workforce and Indigenous cultural awareness. Employees obtain strategies to build an inclusive workplace and an opportunity to learn about the rich culture within the NWT and the residents we serve.

The GNWT is currently redeveloping the Indigenous Cultural Awareness and Sensitivity Training it provides to employees. This 8 module training is intended to fulfill the GNWT's commitment of the Truth and Reconciliation Commission Calls to Action #57: "to provide professional development and training for public servants on the history of Indigenous peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Indigenous rights, Indigenous law, and Indigenous-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism". The goals of this Indigenous Cultural Awareness and Sensitivity Training are:

- To create awareness and understanding of the impact of colonization;
- To have all GNWT employees know the collective role in reconciliation; and
- To provide the necessary foundation and tools to become culturally competent.

GNWT employees are also able to attend in-person LGBTQ2S+ Inclusive Workplace Awareness Training. Since its launch in 2019, 210 employees have completed this training, which helps employees to recognize key terms associated with the LGBTQ2S+ community, identify and apply respectful behaviour and to support co-workers and clients within the LGBTQ2S+ community. For more information about the LGBTQ2S+ Inclusive Workplace Awareness Training, see page 22.



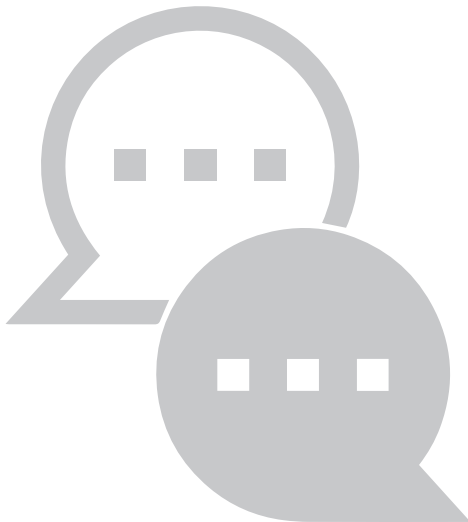
OFFICIAL LANGUAGES

A government’s ability to communicate in the official languages of the public it serves is an important part of the operation of good government and is the responsibility of all GNWT departments and agencies. The GNWT is committed to providing services in the eleven official languages of the Northwest Territories as set out in legislation, Cabinet approved policies, and legally binding agreements to enhance and support community efforts to maintain and develop those languages.

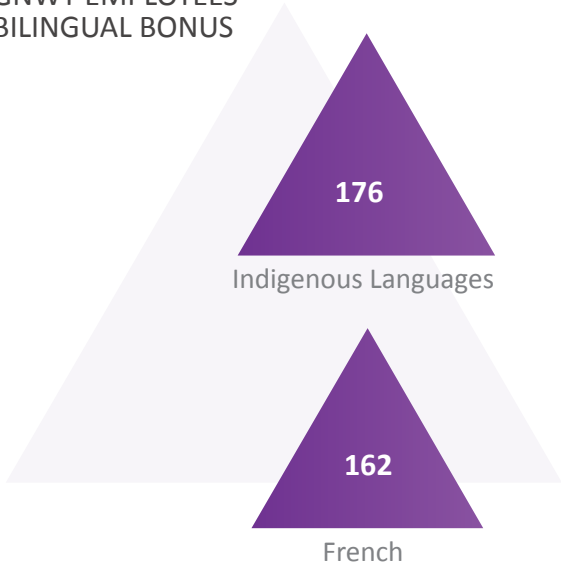
Public servants required to provide services in a language other than English as a part of their job are recognized and compensated for their skill through a bilingual bonus. This bilingual bonus is offered where the ability to speak an additional official language is needed to provide adequate service to the public. A bilingual bonus may also be offered if the ability to speak a second official language is an asset to the position, for example, when an employee occasionally provides assistance in another language.

The GNWT also provides an annual language allowance to teachers proficient in one or more official Indigenous languages of the NWT. Teachers who qualify receive the allowance when using the skill in the following areas:

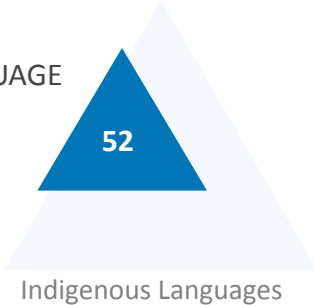
- Classroom teaching;
- Individual student counseling;
- Parent teacher interviews;
- Extracurricular activities; and/or,
- School/community relations.



GNWT EMPLOYEES BILINGUAL BONUS



TEACHERS LANGUAGE ALLOWANCE



The GNWT is committed to providing services in the eleven official languages of the Northwest Territories as set out in legislation, Cabinet approved policies, and legally binding agreements to enhance and support community efforts to maintain and develop those languages.

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 and outcomes rest 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 2019/20 fiscal year, recruitment efforts resulted in a total of 1,021 hires.

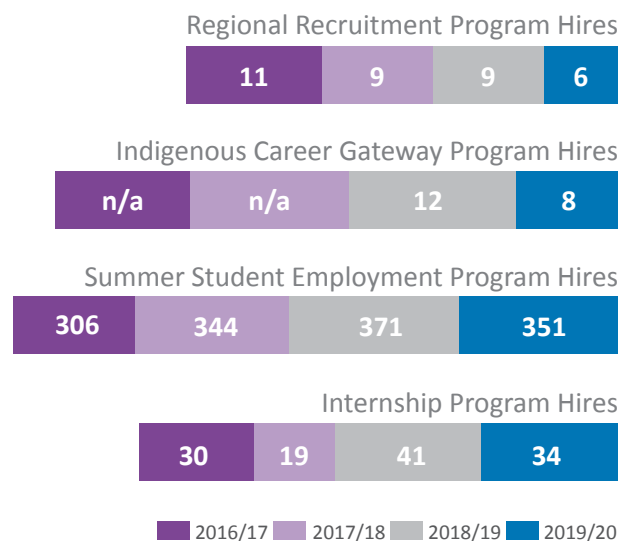
The GNWT has a number of initiatives to support the recruitment of a skilled and representative workforce, including:

- 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**: 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.

9,310
APPLICANTS

1,021
HIRES

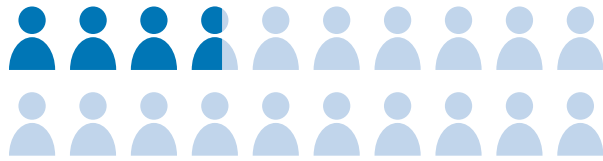
RECRUITING NORTHERNERS TO PUBLIC SERVICE



54%

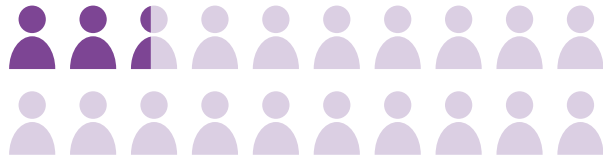
OF 2019/20 SUMMER STUDENT HIRES WERE INDIGENOUS ABORIGINAL CANDIDATES

ACCESSION AND TURNOVER



ACCESSION: **18.4%**

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.

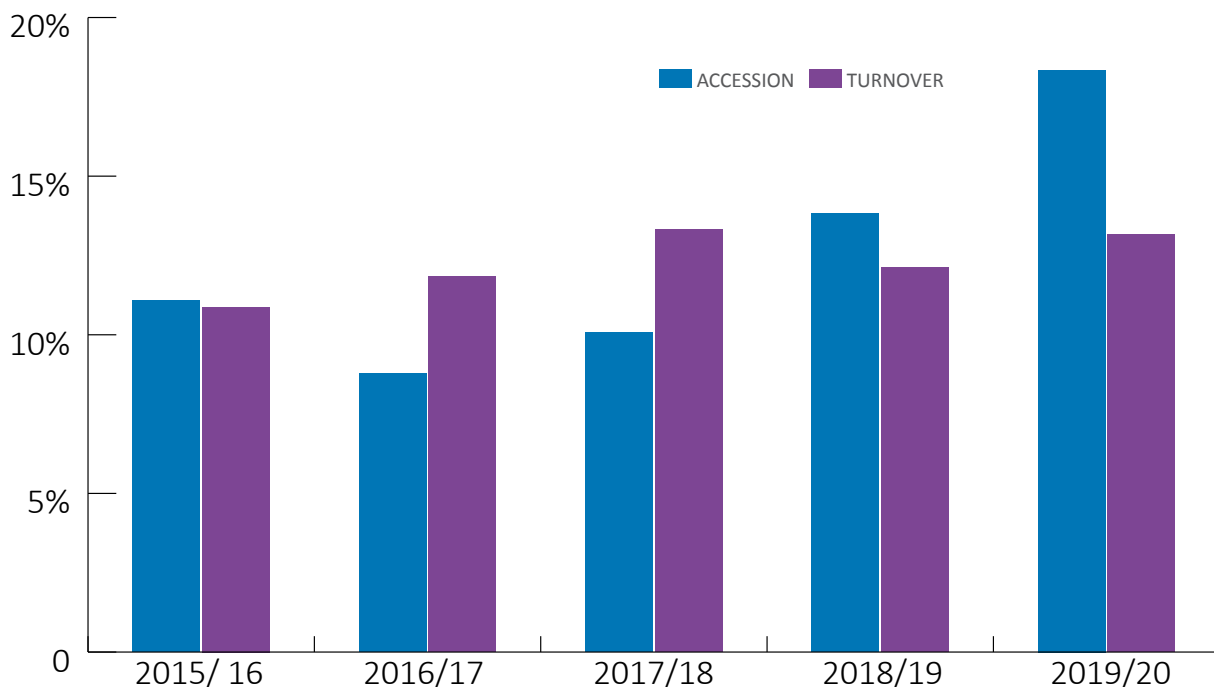


TURNOVER: **13.2%**

87%

**THE GNWT'S EMPLOYEE
RETENTION RATE**

ACCESSION AND TURNOVER RATES (2015/16 TO 2019/20)



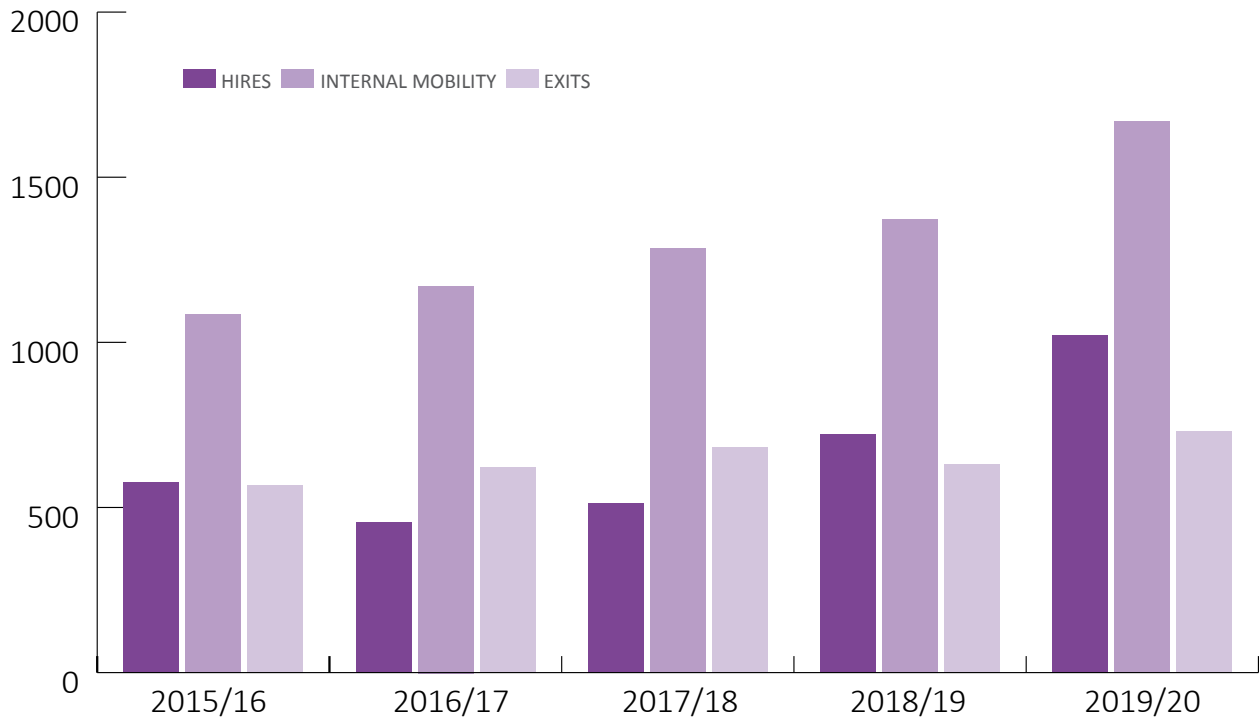
In 2019/20, the GNWT's accession rate increased by 4.5%, up to 18.4%—the highest rate since 2006/07. Accession remained higher than turnover with a net gain of 499 employees, over half of which are regular, full-time employees.

In 2019/20, half of the Indigenous Career Gateway Program hires were placed in communities outside of Yellowknife. Since its launch in 2018, the ICGP has placed 20 Indigenous Aboriginal candidates in GNWT positions in Behchokò, Fort Simpson, Hay River, Inuvik and Yellowknife.

STAFFING ACTIONS

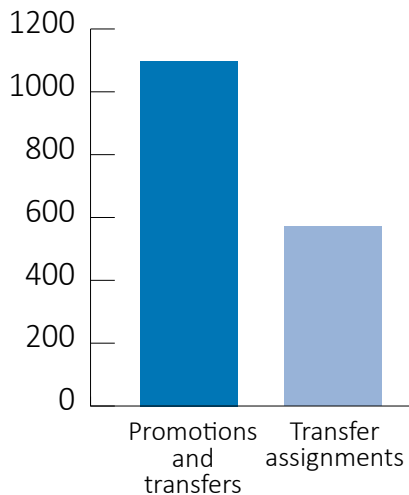
(HIRES, INTERNAL MOBILITY AND EXITS)

STAFFING ACTIONS (2015/16 TO 2019/20)



In 2019/20, the GNWT hired 1,021 employees and 731 employees ended their employment. Hiring continued to rise with 41% more hires than in the previous fiscal year and 44% of employee exits were due to retirement or the expiration of term employment.

INTERNAL MOBILITY



The GNWT continually promotes employee growth and development by annual performance reviews and training plans, consistently evolving competency-based training and development courses, and professional development opportunities through internal movement. Internal mobility provides employee's with learning, promotion, and growth opportunities.

RECRUITMENT AND MARKETING INITIATIVES

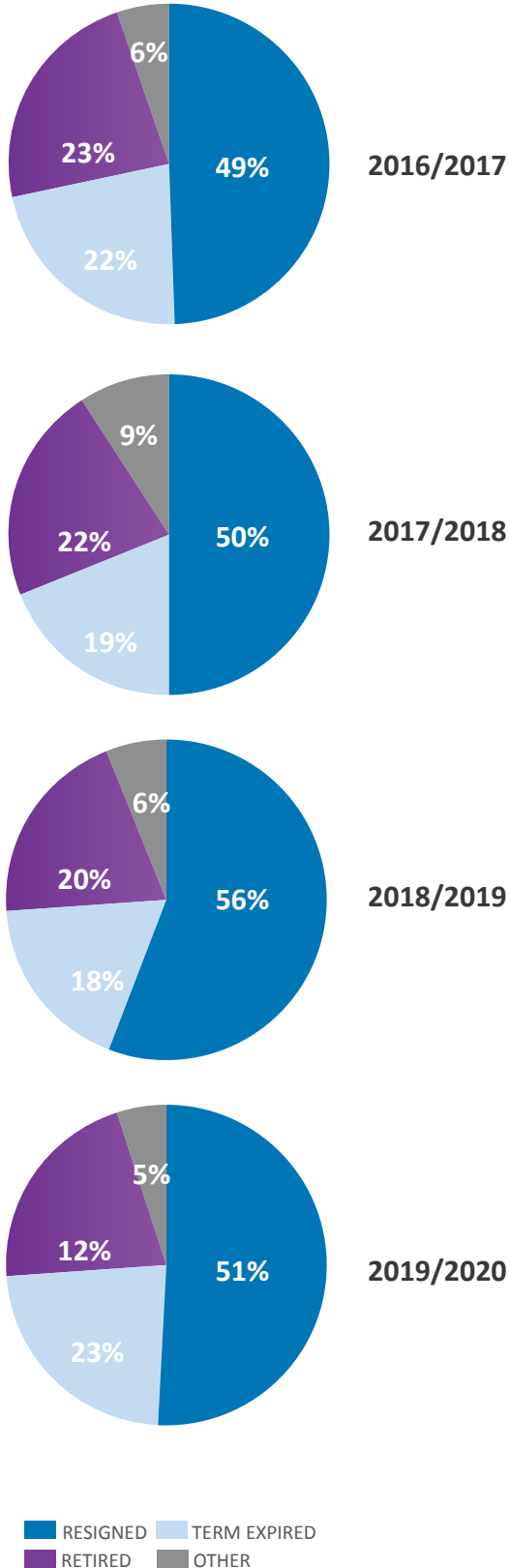
Recruitment and marketing of the GNWT as an employer is increasingly important given the current competition for skilled workers in Canada. The GNWT developed a Workforce Planning Strategy to identify gaps between where the GNWT, as an employer, is now and where it wants to be, and uses this strategy 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 2019, the GNWT attended Community Healthy Living Fairs in numerous communities across the NWT; participated in a Career Fair in Behchokò, set up booths at the Skills Canada Territorial Competition, Geoscience Conference and Jobs Canada Fair in Yellowknife; attended the CDÉTNO Café Emploi sessions in the spring and fall; and made presentations to Aurora College Office Administration students in Inuvik, Aurora College 4th year Nursing students in Yellowknife, and St. Pats High School 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. In addition to providing one-on-one resume tip sessions and mock interviews, the GNWT provides helpful information to applicants on the hiring process, resume writing and preparing for an interview on its careers website.

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 (2016/17 TO 2019/20)



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.

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 (77%) and the NWT Teachers' Association (9%). Excluded employees accounted for 11% of the Public Service, while senior management made up 4%.

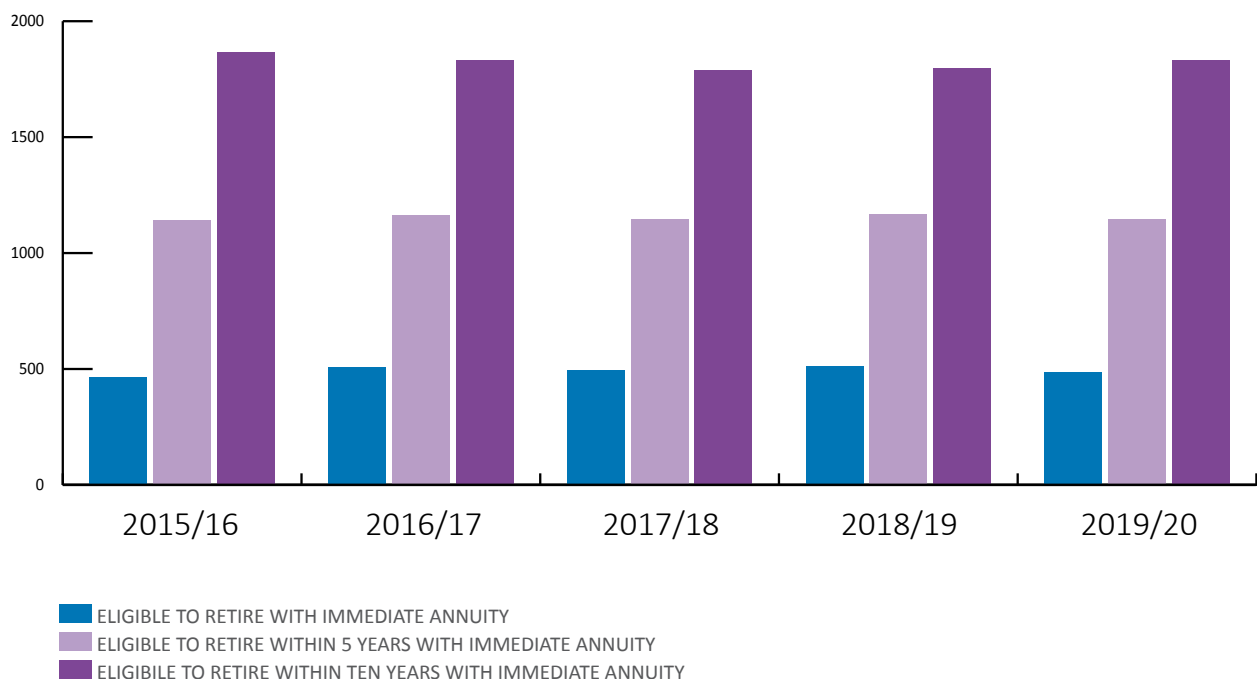
All NWT teachers are members of the Northwest Territories Teacher's Association (NWTTA). The current Collective Agreement between the NWTTA and the Minister Responsible for the Public Service has a four-year term, effective August 1, 2016 to July 31, 2020.

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 will continue 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 relatively stable for the past five years.

RETIREMENT ELIGIBILITY OVER THE NEXT TEN YEARS (2015/16 TO 2019/20)



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.

To foster a learning culture, the GNWT launched a Workforce Development Framework in 2019 outlining the wide range of GNWT initiatives, tools and resources that would continue to facilitate training opportunities for employee development through four main primary pathways to learning:

1. **Formal and Directed Learning**
2. **Self-Directed Skill Development**
3. **Learning through Experience**
4. **Learning through People**



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 46,000 courses. During the 2019/20 fiscal year employee course enrollments reached 16,636, indicating a 50% increase over the previous fiscal year's enrollments.

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 recognizes the value of having a formalized government-wide performance management program in place to manage and support ongoing effectiveness and ongoing development of its employees and to continue to ensure business goals and objectives are being met. Performance development training and resources continue to be available for staff, including self-study modules, web-based delivery, in-person sessions and user guides to help the Public Service's ongoing commitment to a competency-based performance development and management model.

The GNWT Competency Model outlines six (6) core competencies including Action Management, Authentic Leadership, Engaging Others, People Management, Sustainable Management, and Systems Thinking. Below 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.



16,636

EMPLOYEE COURSE ENROLLMENTS
IN 2019/20 FISCAL YEAR



“During the 2019/20 fiscal year employee course enrollments reached 16,636, indicating a 50% increase over the previous fiscal year’s enrollments.”

46,000

NUMBER OF COURSES EMPLOYEES
ENROLLED IN SINCE 2015 LAUNCH

Six core competencies of the GNWT Competency Model: Action Management, Authentic Leadership, Engaging Others, People Management, Sustainable Management, and Systems Thinking.



Top 5 Online Courses:

1. PeopleSoft Self-Service
2. Diversity & Inclusion in the Workplace
3. PeopleSoft 9.2 | SAM | Visa One Cardholder
4. PeopleSoft 9.2 | SAM | P2P | Online Expenditure Approvals
5. Records & Information Management Fundamentals

Top 5 In-Person Courses for Employees:

1. LGBTQ2S+ Inclusive Workplace Awareness Training
2. DIIMS End User Training- Yellowknife
3. The Working Mind – Employee Workshop
4. Public Service Pension Plan Member Education Session
5. Mental Health First Aid Workshop

Top 5 In-Person Courses for Managers and People Leaders:

1. Supervisor Safety Training
2. Labour Relations Training for Managers and Supervisors
3. The Working Mind- Managers & Supervisor Workshop
4. Duty to Accommodate Training for Managers and Supervisors
5. Harassment Free Respectful Workplace Training for Managers and Supervisors



LEADERSHIP DEVELOPMENT PROGRAM

The GNWT partnered with the University of Alberta – School of Business, Executive Education, to offer its 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.

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.

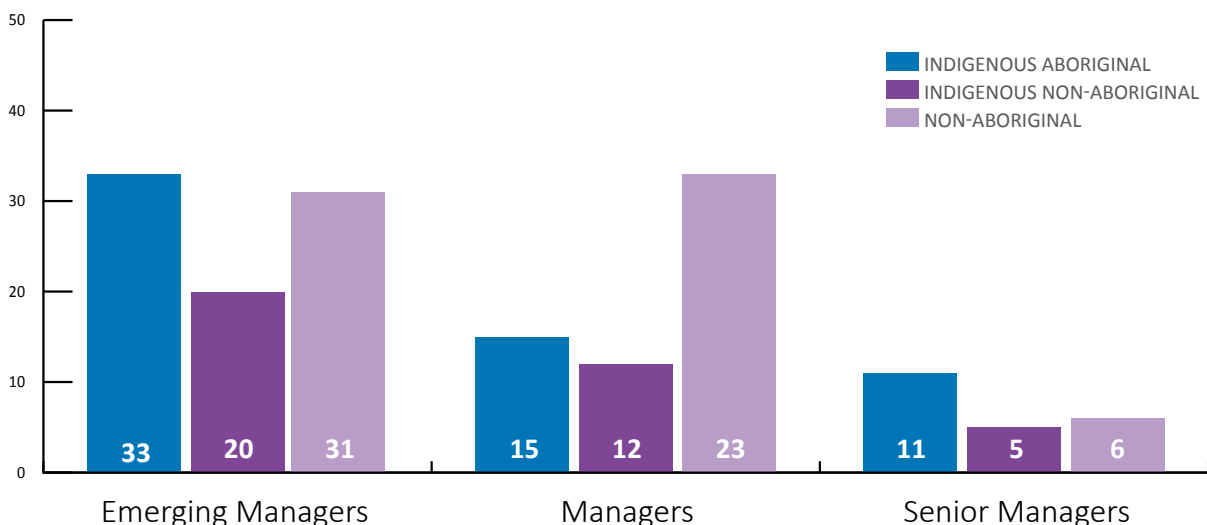
The GNWT is committed to meeting the leadership development needs of its workforce and to putting programs in place that support management development within the GNWT. The Leadership Development Program has generally offered all three streams (Executive Managers, Managers and Emerging

Managers) within each cohort. However, in fall of 2019, due to its high popularity, the GNWT was able to offer two Emerging Manager Streams to meet the current demand of the evolving workforce and high level of interest, for this specific stream, to support additional program completions.

INDIGENOUS MANAGEMENT DEVELOPMENT TRAINING PROGRAM

Launched in the 2019/20 fiscal year, 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. In 2019/20 sixteen (16) public servants participated in the program.

LEADERSHIP DEVELOPMENT PROGRAM COMPLETION





LGBTQ2S+ INCLUSIVE WORKPLACE AWARENESS TRAINING

In May 2019, the Government of the Northwest Territories launched the LGBTQ2S+ Inclusive Workplace Awareness Training Program.

This half-day course was developed in collaboration with the Rainbow Coalition of Yellowknife and is designed to provide territorial government employees with the necessary knowledge and tools to identify and apply respectful and supportive behaviour towards co-workers and clients within the LGBTQ2S+ community.

Chelsea Thacker, Executive Director of the Rainbow Coalition of Yellowknife, is proud of the training they developed in partnership with the GNWT.

“Amanda [St. Denis] and I worked hard to find the videos, activities and resources, that took our training from just being educational, to being a space where participants feel comfortable to disrupt their unconscious bias and really transform their [...] ways of thinking.”




The training includes information and advice on:

- gaining a basic understanding of the key terms – words and acronyms – central to the LGBTQ2S+ community as the proper usage of such terms is an important part of developing and maintaining an inclusive workplace;
- identifying barriers and unique challenges that LGBTQ2S+ employees face either in their personal lives or in the work place; and
- taking action in creating and supporting a healthy, inclusive work environment.

Co-facilitated by Thacker and St. Denis, GNWT Workplace Diversity Officer, the training is delivered in a workshop style, with lots of opportunity for contemplation, discussion and engagement throughout the six modules. It challenges participants to examine their thoughts and beliefs using varied approaches, including videos, group exercises and self-reflection.

16 SEPARATE LGBTQ2S+ INCLUSIVE WORKPLACE AWARENESS TRAINING SESSIONS WERE COMPLETED BY GNWT EMPLOYEES



Between May of 2019 and March of 2020, 16 separate training sessions were completed by GNWT employees. While the majority of these learning opportunities were held in Yellowknife, sessions were also held in Inuvik and Hay River. In total, 210 GNWT employees participated in LGBTQ2S+ Inclusive Workplace Awareness Training in 2019/20, including participants from NTHSSA’s Public Health Unit and a contingent of 9-1-1 dispatchers.

“The early sessions were definitely a learning experience, with every participant fully participating in each activity. It was so great to see how engaged people got in the training, and it’s been especially wonderful to hear people’s ‘aha!’ moments of realization when they connect the training to other personal aspects of their lives,” Thacker said. “As an LGBTQ2S+ person conducting this training, there have been many empowering moments where I feel the workplace culture within

the GNWT has the capacity to change and grow to be inclusive of its many diverse members, especially those who are orientation and gender diverse."

Participants were able to share their thoughts on the training through a survey after completion of their session. Out of the 125 participants who completed the survey, 98% agree or strongly agree that they will be able to apply the knowledge they learned in the program with 95% rating the experience from "good" to "excellent."

98%



**AGREE OR STRONGLY
AGREE THAT THEY
WILL BE ABLE TO APPLY
THE KNOWLEDGE
THEY LEARNED IN THE
PROGRAM**

"The training was wonderful, insightful and helpful," noted one of the survey respondents. "It raised important issues and allowed everyone in the room to learn more about the issues faced by LGBTQ2S+ employees. It was fantastic and should be made mandatory for all GNWT employees without question or hesitation. In order to have an inclusive and diverse work force, everyone needs to take this course."

"As an LGBTQ2S+ person conducting this training, there have been many empowering moments where I feel the workplace culture within the GNWT has the capacity to change and grow to be inclusive of its many diverse members, especially those who are orientation and gender diverse."

Chelsea Thacker, Executive Director,
Rainbow Coalition of Yellowknife

"The training was wonderful, insightful and helpful ... It raised important issues and allowed everyone in the room to learn more about the issues faced by LGBTQ2S+ employees."

Anonymous Training Participant

Amanda St. Denis, a Workplace Diversity Officer for the Department of Finance proudly stands behind the training she co-facilitated.

"I believe if given the right information at the right time, everyone has the capacity to be a good ally. It takes being open to learning new things, recognizing privilege held and leveraging it for those who experience systemic barriers that others may not."

"I believe if given the right information at the right time, everyone has the capacity to be a good ally. It takes being open to learning new things, recognizing privilege held and leveraging it for those who experience systemic barriers that others may not."

Amanda St. Denis, Workplace Diversity Officer



A SAFE & HEALTHY WORKPLACE

HARRASSMENT FREE & 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.

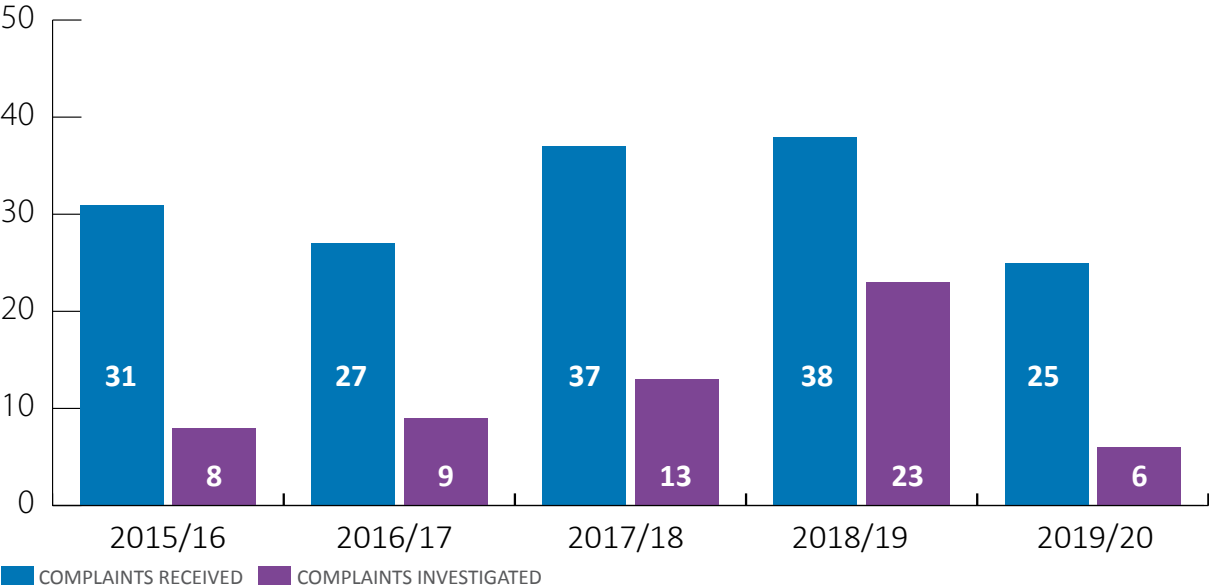
The *Harassment Free and Respectful Workplace Policy* and accompanying *Guide to Applying the Harassment Free Respectful Workplace Policy* are available on the GNWT website.

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:

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

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 over several years. In 2019/20, the number of complaints received and the number of complaints that led to an investigation or an assessment under the *Harassment Free and Respectful Workplace Policy* decreased for the first time since 2016/17. The reduction in complaints received and investigated in the 2019/20 fiscal year may be, in part, attributable to the new emphasis on early conflict resolution mechanisms.

HARRASSMENT FREE RESPECTFUL WORKPLACE POLICY COMPLAINTS



The *Harassment Free and Respectful Workplace Policy* and accompanying guidelines are currently under review. This revised policy will reflect an 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.

OCCUPATIONAL HEALTH AND SAFETY

Corporate Occupational Health and Safety (OHS) 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 representatives.

In 2019/20, 138 employees attended Supervisor Safety Training and 667 employees participated in Workplace Safety Awareness training sessions. GNWT employees can also access 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: research that will contribute to the development of policy around violence and domestic violence in the workplace, beginning the development of policy around psychological health and safety in the workplace, the development of a GNWT-wide OHS Program, and reporting on claims management.

In 2019, there were a total of 125 WSCC lost-time claims compared to 112 in the previous calendar year.*

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 soon as it is reasonably and safely possible. 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 reviewing and updating the *Duty to Accommodate Injury and Disability Policy* and accompanying guidelines.

* WSCC Claims are only available by calendar year.

LIFESPEAK: THE GNWT'S NEW DIGITAL WELLNESS PLATFORM FOR EMPLOYEES

In April 2019, the GNWT launched the LifeSpeak pilot program in an effort to provide GNWT employees and their families access to valuable total well-being supports and resources.

LifeSpeak is a 24/7 online platform that provides confidential access to expert wellness resources on a wide range of topics. The program offers individuals access to an ever-growing variety of instructional videos, blogs, self-help content, and much more, providing employees with the ability to better support their overall mental health and wellness. For convenience, it is available through its website or via a downloadable app on your smartphone or tablet. The app offers all the same expert-led content but also includes features such as offline viewing and streaming podcasts.

"Employee wellness is a huge priority for the GNWT. We want all employees to have easy access to reliable mental health and wellness supports for themselves and their families," states Alison Davis, Health and Wellness Consultant for the Employee Development and Workforce Planning Strategic Human Resources Branch of the Department of Finance.

Before LifeSpeak, employees only had the option to enrol in a series of hour-long wellness webinars that were offered periodically throughout the course of the year via the Learning and Development Calendar (LDC). While these valuable sessions are still ongoing, they are only available to employees, require formal approval from their supervisors, and are only offered during regular work hours.

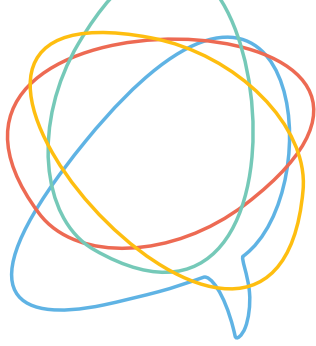
With LifeSpeak, resources like health and wellness videos, blogs and Q&As can be accessed anytime and anywhere, anonymously. This includes employees who routinely work irregular hours, shift work and/or weekends that could not attend the scheduled webinars during the weekday or for those who wanted access to quick, reliable information on sensitive topics such as mental health, suicide, personal relationships, finances, and much more.

In the year following the launch of LifeSpeak, GNWT employees and their families accessed its content over 3,500 times, including training videos, audio podcasts, tip sheets, transcripts, Web chat archive, and LifeSpeak blog articles. This awareness and engagement can be attributed to increased promotion through the GNWT intranet, as well as quarterly Engage Campaigns and "Watch & Win" Contests. The three most popular categories accessed include mental health, preventative health, and financial health.

Feedback from GNWT users has been positive, "I liked that it was easy to just click and watch a couple videos from my desk, either while on break or on hold on the phone. Another benefit is that after you've watched a video there are links to help you find resources and tips for putting your new knowledge into action." I think this is a great tool for GNWT employees, and I hope that it is well utilized in the future."

The LifeSpeak pilot program was so well received by GNWT employees and their families that it has been incorporated into the newly signed 2020/2021 Employee & Family Assistance Program (EFAP) contract for the next 3 years.

"Employee wellness is a huge priority for the GNWT. We want all employees to have easy access to reliable mental health and wellness supports for themselves and their families," states Alison Davis, Health and Wellness Consultant for the Employee Development and Workforce Planning Strategic Human Resources Branch of the Department of Finance.



LIFESPEAK

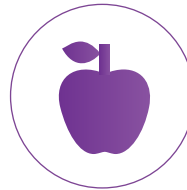
3,500

NUMBER OF TIMES IN THE YEAR
FOLLOWING THE LAUNCH OF LIFESPEAK,
GNWT EMPLOYEES AND THEIR FAMILIES
ACCESSED ITS CONTENT



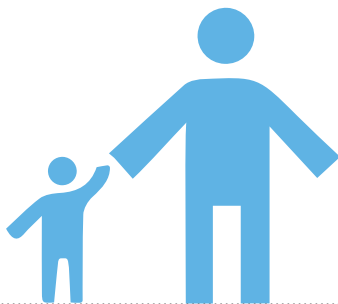
The three most popular
categories accessed include:

Mental health



Preventative health

Financial health.



EMPLOYEE WELLNESS

The GNWT is committed to ensuring that all employees have access to the supports available to help manage and maintain their mental health and wellbeing. 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.

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 times employees used EFAP services* has remained stable as the GNWT continues to raise awareness about the program and its benefits to all public servants.



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

How our employees prefer EFAP support:



Tele-counselling



In-person



E-counselling

Top three employee EFAP counselling requests:



54%
Personal/
Emotional



20%
Relationship



11%
Work Related

Top three employee EFAP “Emerging Issues”:



28%
Personal
Relationships



22%
Mental
Health



17%
Personal
Stress

Top three employee EFAP Work Life services requests:



53%
Legal



29%
Financial



12%
Personal
Health &
Well-being

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

WELLNESS TRAINING

A variety of education sessions on health and wellness training opportunities are available for staff annually through in-person group training or web-based sessions.

- A total of 230 employees attended 17 wellness training sessions offered throughout 2019/20, by the GNWT's EFAP service provider, Morneau Shepell.
- The GNWT also offers in-house mental health training called The Working Mind launched in 2019/20. Twenty-four (24) Manager and Employee sessions were delivered by two certified GNWT employees across the territory.
- To complement The Working Mind training, six (6) Mental Health First Aid workshops were delivered by local certified facilitators in 2019/20.
- In addition, the GNWT launched a total wellbeing online training platform, LifeSpeak for 2019/20. All GNWT employees and their families have 24/7 access to a wide range of topics delivered by expert led videos, blogs and Ask the Expert opportunities completely confidentially. LifeSpeak also has a free app available through the App Store and Google Play. For more information about LifeSpeak, see page 26.



230 EMPLOYEES ATTENDED
17 WELLNESS TRAINING
SESSIONS

NUMBER OF MANAGER
AND EMPLOYEE SESSIONS
DELIVERED BY TWO
CERTIFIED GNWT EMPLOYEES
ACROSS THE TERRITORY **24**

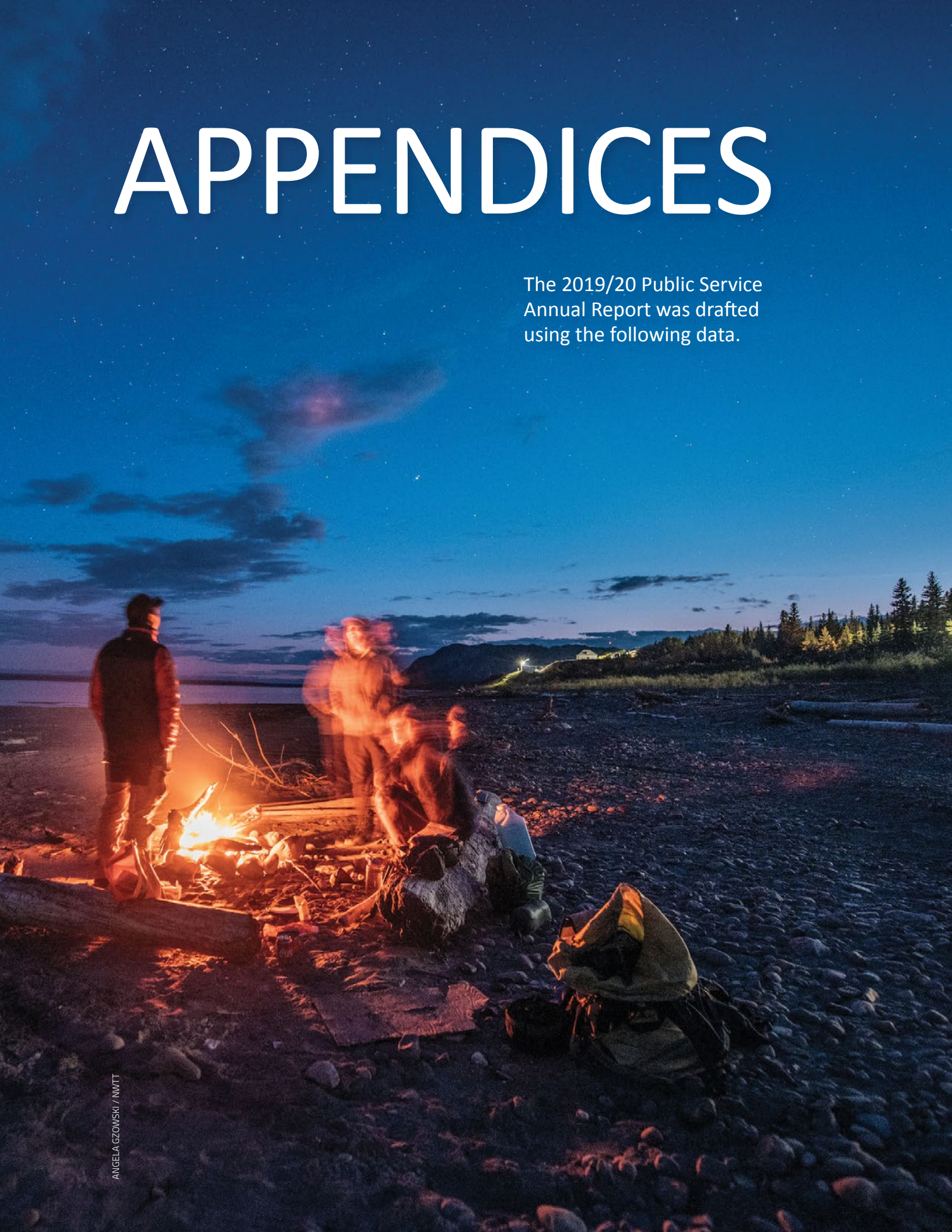
"I liked that [LifeSpeak] was easy to just click and watch a couple videos from my desk, either while on break or on hold on the phone. Another benefit is that after you've watched a video there are links to help you find resources and tips for putting your new knowledge into action. I think this is a great tool for GNWT employees, and I hope that it is well utilized in the future."

LifeSpeak user feedback



APPENDICES

The 2019/20 Public Service
Annual Report was drafted
using the following data.



A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2020

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	277	73	26%	40	14%	164	59%
Environment and Natural Resources	326	143	44%	40	12%	143	44%
Executive and Indigenous Affairs	109	44	40%	22	20%	43	39%
Finance	432	125	29%	90	21%	217	50%
Health and Social Services	185	31	17%	37	20%	117	63%
Industry, Tourism and Investment	164	49	30%	26	16%	89	54%
Infrastructure	605	213	35%	66	11%	326	54%
Justice	534	134	25%	95	18%	305	57%
Lands	107	24	22%	16	15%	67	63%
Legislative Assembly	44	10	23%	10	23%	24	55%
Municipal and Community Affairs	106	27	25%	27	25%	52	49%
Total for Departments	2,889	873	30%	469	16%	1,547	54%
Beaufort Delta Divisional Education Council	294	96	33%	4	1%	194	66%
Commission scolaire francophone, TNO	47	0	0%	0	0%	47	100%
Dehcho Divisional Education Council	96	45	47%	1	1%	50	52%
Sahtu Divisional Education Council	90	28	31%	0	0%	62	69%
South Slave Divisional Education Council	228	68	30%	16	7%	144	63%
Total for Education Councils	755	237	31%	21	3%	497	66%
Tłı̨ch̨ Community Services Agency- Education	159	85	53%	2	1%	72	45%
Tłı̨ch̨ Community Services Agency- Health	125	75	60%	1	1%	49	39%
Total for Tłı̨ch̨ Community Services Agency	284	160	56%	3	1%	121	43%
NTHSSA	1,516	344	23%	95	6%	1,077	71%
Total for NT Health and Social Services Authority	1,516	344	23%	95	6%	1,077	71%
Aurora College	238	71	30%	21	9%	146	61%
Business Development and Investment Corporation	11	1	9%	3	27%	7	64%
Northwest Territories Housing Corporation	95	34	36%	14	15%	47	49%
Total for Agencies	344	106	31%	38	11%	200	58%
Total of Public Service	5,788	1,720	30%	626	11%	3,442	59%

B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2020

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Łutselk'e	28	15	54%	0	0%	13	46%
Yellowknife	3,026	456	15%	519	17%	2,051	68%
North Slave Region	3,054	471	15%	519	17%	2,064	68%
Aklavik	51	25	49%	0	0%	26	51%
Fort McPherson	68	33	49%	0	0%	35	51%
Inuvik	532	193	36%	14	3%	325	61%
Paulatuk	28	14	50%	0	0%	14	50%
Sachs Harbour	11	3	27%	0	0%	8	73%
Tsiigehtchic	18	9	50%	0	0%	9	50%
Tuktoyaktuk	61	27	44%	1	2%	33	54%
Ulukhaktok	42	16	38%	0	0%	26	62%
Beaufort Delta Region	811	320	39%	15	2%	476	59%
Fort Liard	52	28	54%	0	0%	24	46%
Fort Providence	58	35	60%	2	3%	21	36%
Fort Simpson	227	120	53%	11	5%	96	42%
Jean Marie River	7	4	57%	0	0%	3	43%
Kakisa	2	0	0%	0	0%	2	100%
Kát'odeeche	23	9	39%	3	13%	11	48%
Nahanni Butte	6	4	67%	0	0%	2	33%
Sambaa K'e	11	8	73%	0	0%	3	27%
Wrigley	10	7	70%	0	0%	3	30%
Dehcho Region	396	215	54%	16	4%	165	42%
Colville Lake	13	6	46%	0	0%	7	54%
Déłıne	39	15	38%	2	5%	22	56%
Fort Good Hope	40	18	45%	0	0%	22	55%
Norman Wells	156	46	29%	2	1%	108	69%
Tulita	33	13	39%	0	0%	20	61%
Sahtu Region	281	98	35%	4	1%	179	64%
Enterprise	16	11	69%	1	6%	4	25%
Fort Resolution	55	38	69%	1	2%	16	29%
Fort Smith	547	253	46%	38	7%	256	47%
Hay River	304	121	40%	29	10%	154	51%
South Slave Region	922	423	46%	69	7%	430	47%
Behchokǫ	261	162	62%	3	1%	96	37%
Gamèti	21	10	48%	0	0%	11	52%
Wekweèti	11	6	55%	0	0%	5	45%
Whati	31	15	48%	0	0%	16	52%
Tłı̄chǫ Region	324	193	60%	3	1%	128	40%
Total GNWT	5,788	1,720	30%	626	11%	3,442	59%

C. EMPLOYEES BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2020

Affirmative Action Status	Total Employees	% of Work Force
Indigenous Aboriginal Female	1,211	20.9%
Indigenous Aboriginal Male	509	8.8%
Total Indigenous Aboriginal	1,720	29.7%
Indigenous Non-Aboriginal Female	378	6.5%
Indigenous Non-Aboriginal Male	248	4.3%
Total Non-Indigenous Aboriginal	626	10.8%
Non-Aboriginal Female	2,203	38.1%
Non-Aboriginal Male	1,239	21.4%
Total Non-Aboriginal	3,442	59.5%

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2020

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	27	6	22%	2	7%	19	70%
Environment and Natural Resources	14	1	7%	4	29%	9	64%
Executive and Indigenous Affairs	19	5	26%	5	26%	9	47%
Finance	23	3	13%	8	35%	12	52%
Health and Social Services	18	2	11%	3	17%	13	72%
Industry, Tourism and Investment	15	2	13%	4	27%	9	60%
Infrastructure	26	4	15%	4	15%	18	69%
Justice	13	2	15%	7	54%	4	31%
Lands	16	5	31%	3	19%	8	50%
Legislative Assembly	6	1	17%	2	33%	3	50%
Municipal and Community Affairs	14	4	29%	6	43%	4	29%
Total for Departments	191	35	18%	48	25%	108	57%
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	2	0	0%	0	0%	2	100%
Sahtu Divisional Education Council	2	0	0%	0	0%	2	100%
South Slave Divisional Education Council	1	0	0%	0	0%	1	100%
Total for Education Councils	9	0	0%	0	0%	9	100%
Tłı̨ch̨ Community Services Agency- Education	2	1	50%	0	0%	1	50%
Tłı̨ch̨ Community Services Agency- Health	4	0	0%	0	0%	4	100%
Total for Tłı̨ch̨ Community Services Agency	6	1	17%	0	0%	5	83%

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
NTHSSA	18	2	11%	1	6%	15	83%
Total for NT Health and Social Services Authority	18	2	11%	1	6%	15	83%
Aurora College	6	1	17%	3	50%	6	100%
Business Development and Investment Corporation	1	0	0%	0	0%	1	100%
Northwest Territories Housing Corporation	10	5	50%	1	10%	4	40%
Total for Agencies	21	6	29%	4	19%	11	52%
Total of Public Service	245	44	18%	53	22%	148	60%

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	185	24	13%	45	24%	116	63%
Beaufort Delta	16	3	19%	1	6%	12	75%
Dehcho	9	2	22%	3	33%	4	44%
Sahtu	10	5	50%	0	0%	5	50%
South Slave	19	9	47%	4	21%	6	32%
Tłı̨chǫ	6	1	17%	0	0%	5	83%
Total	245	44	18%	53	22%	148	60%

E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2020

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	27	18	67%	9	33%
Environment and Natural Resources	14	4	29%	10	71%
Executive	19	9	47%	10	53%
Finance	23	15	65%	8	35%
Health and Social Services	18	14	78%	4	22%
Industry, Tourism and Investment	15	7	47%	8	53%
Infrastructure	26	7	27%	19	73%
Justice	13	6	46%	7	54%
Lands	16	9	56%	7	44%
Legislative Assembly	6	2	33%	4	67%
Municipal and Community Affairs	14	8	57%	6	43%
Total for Departments	191	99	52%	92	48%
Beaufort Delta Divisional Education Council	3	0	0%	3	100%
Commission scolaire francophone, TNO	1	1	100%	0	0%
Dehcho Divisional Education Council	2	0	0%	2	100%
Sahtu Divisional Education Council	2	2	100%	0	0%
South Slave Divisional Education Council	1	0	0%	1	100%
Total for Education Councils	9	3	33%	6	67%
Tłı̨chq̓ Community Services Agency- Education	2	2	100%	0	0%
Tłı̨chq̓ Community Services Agency- Health	4	3	75%	1	25%
Total for Tłı̨chq̓ Community Services Agency	6	5	83%	1	17%
NTHSSA	18	15	83%	3	17%
Total for NT Health and Social Services Authority	18	15	83%	3	17%
Aurora College	10	7	70%	3	30%
Business Development and Investment Corporation	1	0	0%	1	100%
Northwest Territories Housing Corporation	10	3	30%	7	70%
Total for Agencies	21	10	48%	11	52%
Total of Public Service	245	132	54%	113	46%

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	185	99	54%	86	46%
Beaufort Delta	16	6	38%	10	63%
Dehcho	9	4	44%	5	56%
Sahtu	10	7	70%	3	30%
South Slave	19	11	58%	8	42%
Tłı̨chq̓	6	5	83%	1	17%
Total	245	132	54%	113	46%

F. HUMAN RESOURCE COSTS

AT MARCH 31, 2020

Costs	2019/20	
Salary	\$539,393,990	69.7%
Total Salary	\$539,393,990	69.7%
Bilingual Bonus/Language Allowance	\$594,049	0.1%
Call-back	\$5,197,302	0.7%
Excluded and Senior Management Bonus	\$1,870,120	0.2%
Miscellaneous	\$1,159,320	0.1%
Overtime	\$30,626,122	4.0%
Shift Premium	\$2,082,213	0.3%
Standby	\$5,311,328	0.7%
Teachers' Allowance	\$2,280,059	0.3%
Total Wages	\$49,120,514	6.3%
Education Allowance	\$518,772	0.1%
Northern Allowance	\$41,721,556	5.4%
Total General Allowances	\$42,240,328	5.5%
Canada Pension Plan	\$17,419,429	2.3%
Dental	\$5,285,087	0.7%
Disability Insurance	\$6,971,646	0.9%
Employee and Family Assistance Program	\$572,000	0.1%
Employment Insurance	\$6,865,697	0.9%
Maternity/Adoption	\$6,437,335	0.8%
Public Service Health Care Plan	\$7,447,196	1.0%
Public Service Management Insurance Plan	\$1,539,020	0.2%
Superannuation (Pension)	\$53,180,075	6.9%
Workers' Compensation	\$6,062,143	0.8%
Total Pension and Health Care	\$111,779,628	14.4%
Medical Travel Assistance	\$11,123,109	1.4%
Professional Development/Training	\$8,406,463	1.1%
Removals	\$4,078,387	0.5%
Severance Pay	\$7,741,877	1.0%
Total Other Benefits	\$31,349,836	4.1%
Grand Total	\$773,884,296	100.0%

G. STAFFING APPEALS

AT MARCH 31, 2020

	2019/20
Upheld	0
Denied	82
Total	82

H. RETIREMENT ELIGIBILITY

AT MARCH 31, 2020

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	9.2%	22.0%	35.1%
Natural and Applied Sciences	9.9%	21.2%	33.6%
Health	5.6%	12.8%	22.6%
Education and Culture	7.5%	18.9%	30.2%
Social, Community and Corrections	8.4%	20.6%	31.5%
Trades, Industry and Utilities	12.5%	27.4%	42.2%
Total	8.4%	19.8%	31.6%

I. STAFFING ACTIONS

AT MARCH 31, 2020

	2019/20
Hires	1021
Internal Mobility	1671
Exits	731

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, 2020

Department/Board/Agency	Percentage Accession	Percentage Turnover
Education, Culture and Employment	16.3%	17.0%
Environment and Natural Resources	12.3%	10.1%
Executive and Indigenous Affairs	6.6%	7.5%
Finance	7.1%	7.3%
Health and Social Services	11.1%	17.8%
Industry, Tourism and Investment	10.1%	12.5%
Infrastructure	9.9%	10.2%
Justice	13.2%	10.4%
Lands	13.9%	10.9%
Legislative Assembly	9.7%	14.6%
Municipal and Community Affairs	7.7%	9.7%
Beaufort Delta Divisional Education Council	48.9%	20.0%
Commission scolaire francophone, TNO	34.5%	23.0%
Dehcho Divisional Education Council	27.2%	20.4%
Sahtu Divisional Education Council	25.1%	26.2%
South Slave Divisional Education Council	44.6%	19.2%
Tłıchq Community Services Agency- Education	34.8%	13.1%
Tłıchq Community Services Agency- Health	15.2%	10.4%
Northwest Territories Health and Social Services Authority	23.3%	15.0%
Aurora College	13.6%	8.8%
Business Development and Investment Corporation	0.0%	16.7%
Northwest Territories Housing Corporation	5.3%	9.5%
Overall Average	18.4%	13.2%

Region	Percentage Accession	Percentage Turnover
North Slave	14.7%	11.2%
Beaufort Delta	25.9%	18.6%
Dehcho	23.1%	13.1%
Sahtu	24.0%	20.4%
South Slave	18.7%	13.9%
Tłıchq	23.6%	10.3%
Overall Average	18.4%	13.2%

