

Results Report (2013-2014)

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





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Introduction


The 2013-2014 Results Report is a companion document to the NWT Public Service Strategic Plan, *20/20: A Brilliant North, "Action Plan 2012-2016"* and is intended to be a living document that provides an update on the progress of the NWT Public Service Strategic Plan. The Results Report is updated annually to reflect what was accomplished and to make adjustments as required. This is the fifth report since the implementation of the NWT Public Service Strategic Plan and the second one based on the 2012-2016 Action Plan.

In August 2013, the Financial Management Board approved the Department of Human Resources' (DHR) Workforce Planning Strategy. The purpose (direction) of the Workforce Planning Strategy is: "To ensure recruitment and retention efforts result in a public service that is stable and representative, that operates effectively and efficiently, and that provides quality programs and services to the residents of the NWT." The Workforce Planning Strategy outlines the development of specific strategies to assist the GNWT to achieve this direction, and builds on the goals and objectives outlined in *20/20: A Brilliant North, "Action Plan 2012-2016."* Under the applicable Goals and/or Actions, the 2013-2014 Results Report reports on the progress made on the following sub-strategies included in the Workforce Planning Strategy: Regional Recruitment Strategy, Student and Youth Strategy, Inclusive Recruitment Strategy, Refocusing Recruitment Strategy, Hard to Recruit, Bilingual Recruitment Strategy, Career Fair Strategy and Knowledge Retention Strategy.

The 2013-2014 Results Report continues to build on progress made during the first five years of the Strategic Plan. Significant progress has been achieved, and momentum will be maintained to ensure that changes made have a lasting and sustainable impact on the GNWT public service.

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

PLEASE NOTE: Some of the Performance Measures listed in this Results Report are dependent on the results of the Employee Engagement and Satisfaction Survey (EESS) to provide a performance indicator. As the EESS is delivered biannually and was not delivered in 2013-2014, "N/A" has been substituted in the "Year 2 2013-2014" Results column for those results dependent on the EESS.



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



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

Strategic Goal 1 – Fixing/Maintaining the Foundation

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

Supporting Objectives

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

Strategic Goal 2 – Engage: Magnetic Attraction

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

Supporting Objectives

- *Affirmative Action and Diversity:* To promote the Affirmative Action Policy in order to create a public service which reflects the diverse cultures of the NWT and which promotes the development and advancement of designated groups.
- *Marketing Public Service:* To market the strengths, benefits and opportunities of the public service in the NWT.
- *Compensation and Benefits:* To provide competitive pay and benefits in a manner which appropriately compensates employees of the public service while ensuring fiscal prudence.



Develop and
implement
comprehensive and
integrated human
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managers and
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Create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.

Strategic Goal 3 – Dazzle: Diverse Opportunities

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

Supporting Objectives

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

Strategic Goal 4 – Inspire: Expanding Horizons

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

Supporting Objectives

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



Strategic Goal 5 – Renew: Charting a Path for Tomorrow

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

Supporting Objectives

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



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



Strategic Goal 1 – Fixing/Maintaining the Foundation

Objective 1: Creative and Dedicated People

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
<p>Develop a strategy to enhance the relationship between the Department of Human Resources and its client departments and agencies.</p> <p>Continue to develop and emphasize a corporate culture of exceptional customer service within the Department of Human Resources.</p>	<p>The creation of a Client Information Strategy, which includes a tiered approach to information sharing, that includes the following three tiers: 1) The Website; 2) Helpdesk; and 3) Client Service and Employee Services' Managers to enhance timely and efficient access to key HR information by Program Managers and employees.</p> <p>Clarify roles of the Department of Human Resources and departments and agencies in service delivery through the development and implementation of Service Partnership Agreements.</p> <p>Pilot the Service Partnership Agreements within the health and social services system.</p>	<p>Percentage of employees satisfied overall with the Department of Human Resources (Client Satisfaction Survey)</p> <p>Number of NWT-based website hits</p>	75%	80%	83%	85%	76%	N/A	<p>The Service Partnership Agreement was piloted with Health and Social Services from October 2012 to October 2013; results are currently being evaluated. Progress is slower than anticipated, given the transfer of Pay and Benefit functions to the Department of Finance effective April 1, 2014.</p> <p>The Department of Human Resources redesigned and launched its website in October 2013 to provide enhanced information on human resource programs and services to employees. This site offers a fresh look, easy navigation and a focus on client needs.</p>
			300,000	315,000	330,000	345,000	N/A	355,835	



Objective 1: Creative and Dedicated People (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
	<p>Review, revise and implement any required changes to the Service Partnership Agreements resulting from an evaluation of the pilot, then roll-out Service Partnership Agreements to additional GNWT departments, boards and agencies.</p> <p>Customer service training for Department of Human Resources staff.</p> <p>Ongoing development of Human Resources' staff skills and technical knowledge to support the provision of expert support and advice.</p>	Number of Helpdesk tickets received via email and phone	15,000	12,000	11,760	11,520	21,708	14,755	<p>The Department of Human Resources held three internal training conferences for all staff in fall 2013 to continue to strengthen and enhance front line service delivery to clients.</p> <p>The GNWT was recognized nationally as one of Canada's Top 100 Employers in 2013, and as one of Canada's Best Diversity Employers in 2014. The GNWT was also a Top 10 award winner in the 2013 Innovations in Diversity Awards international competition held by Profiles in Diversity Journal.</p>



Objective 2: Having and Using the Right Tools

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Continuous business process improvements are identified and implemented within the Department of Human Resources.	Implement business process improvement activities for the core transactional activities in Human Resources through the implementation of a continuous improvement approach to service delivery.	Human Resources Service Level Catalogue and Reporting Catalogue (as a part of the Service Partnership Agreements) Percentage of clients satisfied with services received from the Department (Employee Satisfaction Index)	TBD (based on calculation of baseline data 2014-2015)						The Human Resources Service Level Catalogue is being reviewed and revised due to the transfer of Pay and Benefits functions to the Department of Finance effective April 1, 2014. Baseline data will be developed in 2014-2015. The transfer of functions to Finance is intended to align transactional work and enhance efficiency.
Continue to develop and enhance human resource frameworks, policies, legislation and tools to support good human resource management practices.	Ensure the ongoing updating of the Managers' Toolkit and Human Resource Manual to reflect updated terms and conditions of employment.	Number of NWT-based website hits for Managers' Toolkit	1,800	2,000	2,200	2,500	3,464	8,408	The large increase in 2013-2014 is due to an increase in website hits since the updated Department of Human Resources website was launched in October 2013. Since that time, the Managers' Toolkit has had 4,632 hits.



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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
	Policy and legislation priorities aligned with the priorities of the 17th Legislative Assembly.	<p>In partnership with stakeholder groups (Deputy Ministers' Human Resources Committee; functional communities of interest such as Directors of Finance, Directors of Policy; Client Advisory Group) review and update key frameworks, policies and tools</p> <p>Successful PeopleSoft upgrades</p>	TBD (once the framework is implemented, measures regarding the impact of that framework will be developed)				<p>The Staff Retention Policy was updated in 2013 and three ministerial policies (Affected Employee and Staffing Priority, Lay-off, and Voluntary Separation) were created.</p> <p>Implementation of the Human Resource Manual Action Plan continues. Fifty-one sections of the Human Resources Manual were changed in 2013-2014.</p> <p>The Criminal Records Check Policy was implemented March 2014.</p> <p>The Learning and Development Policy was implemented April 2014.</p>	<p>The Staff Retention Policy outlines the GNWT's commitment to retaining employees. Ministerial policies provide operational guidance to managers and employees.</p> <p>Updates provide clarification for managers on responsibilities and on general processes, and identify provisions contained in collective agreements and employee handbooks.</p> <p>This policy provides the broad statement of GNWT support for employee learning and development. Among other areas, the Policy provides for mandatory training in areas that reduce the GNWT's fiscal and/or legal exposure.</p> <p>Successful Peoplesoft upgrades occurred in 2012-2013. While there are no future Peoplesoft upgrades scheduled, two new Peoplesoft modules, ePerformance and eDevelopment, are being introduced; ePerformance was implemented April 2014, and eDevelopment will be implemented April 2016.</p>	



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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Ongoing annual delivery of the Human Resources' Client Satisfaction Survey.	Survey delivered annually each November.	Response rate to the Human Resources' Client Satisfaction Survey Successful delivery of the survey on an annual basis	56% Delivered	58% Delivered	60% Delivered	62% Delivered	43% Delivered	N/A N/A	The survey has shifted to a biennial delivery in conjunction with the Employee Engagement and Satisfaction Survey. This change was made to align with the practice of most other jurisdictions. The survey is scheduled to be administered in November 2014.
Ongoing implementation of the Human Resources' Information Systems (HRIS) strategy.	Successfully implement the PeopleSoft Upgrade to Version 9.1, shift scheduling, and continue to enhance eRecruit.	Percentage of employees satisfied with Department of Human Resources' systems, website and intranet Successful system upgrade (Peoplesoft) Successful implementation of shift scheduling	84% Upgrade and Implement	86% TBD	88% TBD	90% TBD	88% (Website) 86% (PeopleSoft System) Successful Upgrade Shift scheduling implementation was completed in 2012-2013.	N/A N/A N/A	Evaluation of Human Resource Information Systems was ongoing. HRIS functions were transferred to the Department of Finance effective April 1, 2014. Streamlining of HR HelpDesk processes and procedures continued as part of business process improvements. The HelpDesk was transferred to the Department of Finance effective April 1, 2014.



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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
	<p>Launch User Productivity Kit as a training tool for employees.</p> <p>Implementation of ePerformance.</p>	<p>Evaluate whether or not the systems are performing as expected and if they are being used to their full advantage.</p> <p>Report on the value-added contribution of the systems by determining the efficiency of the new program and the benefits of the new HRIS system.</p>							<p>The User Productivity Kit is being used as a training tool for PeopleSoft, ScheduleSoft and other business processes.</p> <p>ePerformance, an online performance management application, was launched in April 2014.</p> <p>eDevelopment is scheduled to be purchased in 2014-2015, developed in 2015-2016 and in place April 1, 2016.</p>
<p>Effective communication with employees and clients.</p>	<p>Enhance the Department of Human Resources' website to improve communications with employees.</p> <p>Implement the second phase of improvements to the website, based on stakeholder feedback.</p> <p>Carry out stakeholder consultation to determine further enhancement to the website.</p>	<p>Number of NWT-based website hits</p>	300,000	315,000	330,000	345,000	N/A	355,835	<p>The Department of Human Resources redesigned and launched its website in October 2013 to provide enhanced information on human resource programs and services to employees. This site offers a fresh look, easy navigation and a focus on client needs.</p>



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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
	Launch a Department of Human Resources' Facebook page.	Facebook page hits/likes	5,000 hits; 800 likes	5,500 hits; 1,200 likes	6,000 hits; 1,600 likes	6,500 hits; 2,000 likes	4,073 hits; 120 likes	7,007 hits; 198 likes	<p>The Department of Human Resources continues to use social media tools (Facebook, Twitter and LinkedIn) to engage the public on career opportunities within the GNWT.</p> <p>The Careers website was launched August 2013.</p>



Strategic Goal 2 – Engage: Magnetic Attraction

Objective 1: Affirmative Action and Diversity

To promote the Affirmative Action Policy in order to create a public service which reflects the diverse cultures of the NWT and which promotes the development and advancement of designated groups.

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Promote the GNWT as an inclusive workplace.	Continue to deliver and promote education and awareness training regarding disabilities awareness, including the launch of an awareness campaign on hiring persons with disabilities.	Number of Disability Awareness training sessions per year	6-8	6-8	6-8	6-8	17	9	<p>Disability Awareness Training sessions continue to be held in Yellowknife and regional centres.</p> <p>Awareness posters continue to be posted throughout the GNWT. Updated posters are being developed in 2014-2015.</p> <p>Four Aboriginal Cultural Awareness e-training modules were launched on National Aboriginal Day, June 21, 2013. In fall 2013, a total of 199 employees attended eight face-to-face facilitated sessions in regional centres. Face-to-face facilitated sessions will continue to be offered in 2014-2015.</p> <p>In July 2013 the GNWT received an Innovations in Diversity award and was named a Top Ten Innovator by Profiles in Diversity Journal for its Aboriginal Cultural Awareness training.</p> <p>Options for additional culturally-specific modules for Aboriginal Cultural Awareness e-training are being examined.</p>
	In phase one, launch four base modules on Aboriginal Cultural Awareness e-training.	Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%	57%	N/A	
	In phase two, create and launch seven additional culturally-specific modules for Aboriginal Cultural Awareness e-training.	Percentage of employees who agree the GNWT promotes cultural awareness opportunities for employees	50%	55%	60%	65%	54%	N/A	
	Ongoing revisions and delivery of Aboriginal Cultural Awareness e-training.								
	Complete and launch e-training modules for Diversity Awareness training, based on the successful creation of the Aboriginal Cultural Awareness e-training.								



Objective 1: Affirmative Action and Diversity (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
									<p>An Aboriginal Inclusion Survey was conducted in late 2013-2014. The results from this survey will be used to develop specific recommendations for inclusion in the Inclusive Recruitment Strategy.</p> <p>The GNWT was recognized nationally as one of Canada's Best Diversity Employers in 2013 and again in 2014.</p>
Support communities of interest designed to provide advice on initiatives to enhance employment opportunities for designated groups within the public service.	Members of Aboriginal Employees' Advisory Committee (AEAC) and GNWT Advisory Committee on Employability (GACE) continue to meet and advise on methods to promote, support and increase the representation of designated groups within the GNWT, while fostering a spirit of inclusion and awareness in the public service.	Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%	57%	N/A	<p>The AEAC held three meetings in 2013-2014. The AEAC was actively involved in the development and promotion of the Aboriginal Cultural Awareness training, the preparation and delivery of the Aboriginal Inclusion Survey, and the evaluation of the Aboriginal Management Development Program (formerly the Associate Director/ Superintendent Program).</p> <p>The GACE held four meetings in 2013-2014.</p>



Objective 2: Marketing Public Service

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Support recruitment of a diversified, inclusive and skilled workforce.	Ongoing delivery of workshops on recruitment and hiring processes.	Number of enrolled members of the Talent Community	TBD	+5%	+10%	+10%	N/A	6,888	<p>The GNWT launched a new Careers website, www.gnwtjobs.ca, in August 2013. The website showcases the GNWT's employment opportunities.</p> <p>Since its launch, the Careers website has generated more than 6,800 talent community members.</p> <p>The GNWT modernized its approach to recruitment advertising. Job "shopping list" ads in print publications in the NWT were replaced by print ads promoting the benefits of working for the GNWT and directing readers to the Careers site. This change reflects the trend to mostly online job seeking and reflects efficient and effective use of public funds.</p> <p>"How To Apply", "Resume Tips" and "Interview Tips" workshops were offered.</p> <p>The Summer Student Survey had a 29% completion rate. Efforts continue to increase the response rate.</p>
	Development and implementation of the GNWT careers website; establish baseline data for targets.	Number of site visitors to the Careers website	TBD	+5%	+10%	+10%	N/A	95,162	
	Development of GNWT Recruitment Strategy that includes initiatives aimed at an inclusive workforce, a representative public service, hard to attract positions and positions related to the devolution of land, water and resources.	Number of workshops that support recruitment of a diversified, inclusive and skilled workforce that are delivered annually	10	14	15	15	1	17	
	Ongoing implementation of GNWT Recruitment Strategy; evaluate success of strategy.	Number of applicants to Summer Student Employment Programs (SSEP)	700	750	800	800	705	745	
		Number of positions filled through SSEP	300	320	320	320	308	271	
		Percentage of students who agree that their summer job is a good fit with their skills and interests	71%	74%	77%	78%	77%	73.9%	



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
		Percentage of vacant "hard to attract" positions in the GNWT	TBD	-10%	-25%	-25%	TBD	TBD	<p>A Workforce Planning Strategy was developed in August 2013 which identifies workforce gaps and strategies to fill those gaps. The Workforce Planning Strategy includes a number of sub-strategies and frameworks such as the Regional Recruitment Strategy, Inclusive Recruitment Strategy, Bilingual Recruitment Strategy, Knowledge Retention Strategy and the Hard to Recruit Framework.</p> <p>A Hard to Recruit Framework was developed in August 2013, as part of the Workforce Planning Strategy. A Hard to Recruit Methodology is currently under development.</p> <p>A Regional Recruitment Strategy was developed to link regional vacancies with the available labour force. The Regional Recruitment Program was launched in January 2014. A Regional Recruitment Specialist position was established and is located in Fort Smith.</p>



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
									<p>The Bilingual Recruitment Strategy is intended to identify and facilitate recruitment efforts targeted to positions determined by departments to be French/English "bilingual required."</p> <p>The Refocusing Recruitment Strategy will review internal processes to determine what changes are required to streamline and improve recruitment and eliminate any systemic barriers.</p>
Support the development of youth for current and future recruitment purposes.	Establish partnerships with learning institutions.	Number of ongoing partnerships developed between targeted learning institutions and the GNWT	-	2	6	6	-	-	<p>The GNWT was recognized nationally as one of Canada's Top Employers for Young People in April 2014.</p> <p>A Student and Youth Strategy was developed that identifies new programs and changes required to existing programming. The strategy was developed to assist with transition of northern youth into the GNWT and to address anticipated labour shortages in the public service.</p>



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
	Attend career fairs and promote public service occupations.	Number of GNWT attended career fairs	1	4	4	4	2	4	<p>As part of the Student and Youth Strategy, discussions are underway with Canadian universities to partner with the GNWT in the development of a Cooperative Education Program. Other elements of the Strategy that will be worked on in 2014-2015 include enhancements to the Summer Student Program and a Youth Career Planning Program to deliver information on GNWT careers to middle and high school students.</p> <p>The GNWT participated in a geosciences career fair in November 2013 in Yellowknife, a career fair event in Ottawa in January 2014 and career fairs in Hay River and Inuvik in February 2014.</p> <p>All departmental regional centres hosted open houses for individuals to learn about career opportunities in the GNWT, receive feedback on resumes and other job related information.</p> <p>A Career Fair Strategy, (as part of the Workforce Planning Strategy), is currently under development.</p>



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Partner with other levels of government to build public service capacity.	Continue partnership on the Public Service Capacity Initiative for local governments.	Number of secondments/developmental opportunities in/out of the GNWT.	4	4	4	4	6	5	Opportunities for partnerships with Aboriginal and community governments continue to be explored. The Department of Human Resources and the Gwich'in Tribal Council signed a Memorandum of Intent on human resource capacity building for Gwich'in beneficiaries.
	Promote secondments between the GNWT and Aboriginal and community governments. Offer access to relevant GNWT corporate training opportunities, based on availability, to key partners.	Number of training opportunities accessed by community and Aboriginal government representatives	2	3	4	5	2	4	



Objective 3: Compensation and Benefits

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

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



Strategic Goal 3 – Dazzle: Diverse Opportunities

Objective 1: Healthy and Respectful Workplace

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Protect and promote the health and wellness of GNWT employees.	Continue offering wellness education seminars and counselling and support services through the Employee and Family Assistance Program (EFAP) provider. Continue delivery of Duty to Accommodate training and Harassment Free and Respectful Workplace training. Create and implement health and wellness framework, and evaluate the success of framework.	Percentage of employees satisfied with health and wellness programs available to GNWT employees	61%	63%	65%	69%	64%	N/A	The GNWT provided 12 wellness seminars through the Employee and Family Assistance program in 2013-2014. With three Duty to Accommodate Advisors providing human resource advice/support, the number of case files (employees receiving accommodation) has increased substantially.
		Number of Duty to Accommodate training sessions per year	8-10	8-10	8-10	8-10	5	7	
		Number of employees receiving permanent/long-term accommodation through assistance of Human Resources	15	14	14	13	44	156	
		Number of Harassment Free and Respectful Workplace Policy training sessions per year	8-10	8-10	8-10	8-10	2	5	



Objective 1: Healthy and Respectful Workplace (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Develop and implement occupational health and safety program across the GNWT.	Establish the GNWT Occupational Health and Safety Advisory Committee. Develop a standard structure for Occupational Health and Safety Committees and establish committees where they don't currently exist. Develop, implement and maintain the Occupational Health and Safety Program. Reduce the number of WSCC claims.	Grading on the Safe Advantage Program Management Practices Questionnaire	PASS	PASS	PASS	PASS	PASS	PASS	Continued implementation of the Occupational Health and Safety Policy (established in February 2013). The Department of Human Resources continues to work with departments, boards and agencies to ensure compliance with the requirements of the Safe Advantage Program. There was a significant reduction in the claims experience penalty in 2013 (from 2012). A GNWT Occupational Health and Safety Advisory Committee was established in 2013-2014. Quarterly meetings are held with departmental Occupational Health and Safety Coordinators to assist with the development and coordination of the GNWT's OHS Program. A significant occupational health and safety training program was established for employees; courses on a variety of health and safety topics are available through the Training Calendar.
		Claims experience costs within or below Safe Advantage Program incentive range	Within Range	Within Range	Below Range	Below Range	Above Range	Results not yet available	



Objective 2: Positive Relationships with Bargaining Representatives

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Work with bargaining representatives to resolve issues and address common goals.	Continue Joint Leadership Committee meetings between the Department of Human Resources and Union Leadership to strengthen and align relations between employer and employee representatives.	Number of Joint Consultation Committee meetings per year with bargaining units	3 meetings with the NWTTA	3 meetings with the NWTTA	3 meetings with the NWTTA	3 meetings with the NWTTA	7	5	Four Joint Consultation meetings and one other informal meeting between the Department of Human Resources and the Northwest Territories Teachers' Association were held in 2013-2014.
	Continue regular Grievance Case Management meetings with the Union of Northern Workers.		4 meetings with UNW	4 meetings with UNW	4 meetings with UNW	4 meetings with UNW	9	9	Five informal meetings took place between the Union of Northern Workers and Department of Human Resources, in addition to four Joint Consultation meetings.
		Number of Grievance Case Management meetings per year with the Union of Northern Workers	10	10	10	10	10	9	Nine Case Management meetings were held. In addition to Case Management meetings with the Union of Northern Workers, meetings are held with Union Service Officers to discuss employee issues prior to matters being referred to grievance and arbitration.



Objective 2: Positive Relationships with Bargaining Representatives (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Support managers and supervisors in managing personnel in order to foster and build a productive, resolution oriented workplace.	Continue to provide labour relations training to managers and supervisors on applying the Collective Agreement in resolving issues.	Number of Labour Relations training sessions per year	8-10	8-10	8-10	8-10	8	12	Twelve training sessions were scheduled in 2013-2014.
		Satisfaction levels of training participants as determined by results of surveys completed following Labour Relations training	70%	75%	80%	83%	82%	96%	Training materials are continually updated to reflect ongoing interpretation of the 2012-2016 Collective Agreements.
	Review, update and deliver training materials to reflect new Collective Agreements; upload new Collective Agreements to the GNWT website.	Department of Human Resources Client Satisfaction Survey results	75%	80%	83%	85%	76%	N/A	Updates to the Managers' Toolkit occur as new information is available.
	Continue to update tools, such as the Managers' Toolkit, for managers as needed.								



Objective 3: Greening the Workplace

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Promote and support greening initiatives in the workplace.	Develop community of interest, including representatives from all departments on Interdepartmental Green Advisory Team and non-government organizations with expertise on greening initiatives; participate in quarterly meetings where best practices are discussed and shared.	Number of departments and agencies represented on the Interdepartmental Green Advisory Team	14	16	18	20	12	13	The Interdepartmental Green Advisory Team meets quarterly and promotes GNWT-wide green initiatives. Current greening initiatives include encouraging the establishment of departmental green teams, promoting existing GNWT green guidelines and policies, and standardizing double-sided copying and printing practices.
		"Green Teams" established in GNWT departments and agencies	4	6	8	9	3	4	
		Number of partnerships with non-GNWT partners	2	3	4	4	2	2	
	Promote Advisory Team amongst Health Authorities and Education Councils; promote the creation of departmental/agency-based Green Teams.								
	Develop partnerships/dialogue with non-GNWT partners that have an interest in environmental stewardship.								

Strategic Goal 4 – Inspire: Expanding Horizons

Objective 1: Leadership

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Provide training and support that strengthens leadership in the public service.	Update GNWT Management Competencies.	Number of Management Competency training sessions provided	-	5	5	5	14	15	Competency-based Performance Management training and ePerformance sessions began in February 2013 and continue into June 2014, with refresher sessions for senior managers and information sessions for managers and supervisors. The revised Leadership Development Program began April 1, 2014. The Management Series started April 1, 2014. Content includes a blend of mandatory and optional topics, focused on the GNWT work environment, and on the skills and behaviours required by managers. Lower percentages of Aboriginal participants in the Leadership Development Program reflects lower intake overall, as the prior program was winding down.
	Develop, pilot and evaluate Management Competency Model and Performance Management Program for senior managers for delivery on an ongoing basis.	Successful development and roll-out of the new Leadership Development Program	Program Developed	Program Piloted	Full Roll-out and Delivery	Program in Place	-	Program Developed	
	Develop, pilot and evaluate updated Leadership Development Program, which reflect GNWT management competencies, for delivery on an ongoing basis.		N/A	50%	50%	50%	33%	33%	
	Develop, pilot and evaluate Management Series for delivery on an ongoing basis.		60	120	180	240	78	-	
		Percentage of Aboriginal participants in the Leadership Development Program	N/A	N/A	200	400	-	-	
		Number of GNWT employees who have completed Leadership Development Program							
		Number of GNWT employees who completed Management training							



Objective 1: Leadership (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence.	Evaluation of Associate Director/Superintendent Program.	Number of new Associate Director/Superintendent positions filled	3	3	3	3	2	2	<p>Recommendations from a program evaluation resulted in changes to the program design, including expanding the program to include manager positions starting in 2014-2015.</p> <p>Additional enhancements to the program include improved reporting requirements and supports for program participants, including a mandatory orientation session.</p> <p>The program was renamed the Aboriginal Management Development Program to reflect the inclusion of manager positions.</p>
	New Associate Director/Superintendent positions are filled annually. These positions are funded for up to two years under the Associate Director/Superintendent Program.	Number of senior management positions filled by employees that have completed the program	2	4	6	8	2	2	
		Percentage of Aboriginal employees in senior management positions	20%	21%	22%	23%	19%	20.4%	



Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Support work-related learning and development of public service employees.	Ongoing evaluation and revisions to the training calendar to reflect training needs; roll-out of new programs.	Total enrollment for all courses offered through the training calendar (797 in 2011)	1,000	1,200	1,380	1,500	1,092	1,472	<p>The Training Calendar is updated frequently with training opportunities for GNWT employees.</p> <p>Learning plans continue to be implemented as part of the move to the Competency-Based Performance Management System.</p> <p>A new Learning and Development Policy was introduced in April 2014. This policy supports learning and development opportunities consistent with employees' job functions, career aspirations, and learning and development plans. It also identifies mandatory training may be required.</p>
	<p>Evaluation of pilot of learning plan process in the Department of Human Resources and develop learning plan guidelines as part of performance management.</p> <p>Roll-out of learning plans program to pilot departments, followed by full roll-out of learning plans to all departments in connection with the ePerformance module of PeopleSoft.</p>	Percentage of employees that agree the courses offered through the training calendar are those needed to do their job	58%	62%	67%	70%	42%	N/A	



Objective 3: Feedback and Rewards

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Recognize and celebrate the outstanding efforts of GNWT employees.	Ongoing delivery of Premier's Awards, Dave Ramsden Award and Long-Service Awards. Support the development of department employee recognition programs.	Percentage of employees who agree that they receive meaningful recognition for work well done	57%	60%	62%	63%	57%	N/A	The Premier's Awards, Dave Ramsden Career Excellence Award and Long-Service Awards are held on an annual basis.
		Percentage of employees who agree the GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts	38%	40%	45%	48%	41%	N/A	A review of the Premier's Awards is scheduled for 2014-2015 to examine if changes are required to improve program administration.
Create and implement performance management tools for all GNWT employees.	Develop, pilot, evaluate and implement Performance Management Program for all employees based on competencies. Implementation of ePerformance.	Successful creation and implementation of Performance Management Program and associated tools for senior management	Pilot	Full Roll-out	Ongoing	Ongoing	Pilot	Roll-out	Competency-Based Performance Management was piloted and implemented with senior managers in 2013-2014 and is being implemented for managers/supervisors in 2014-2015. Roll-out to the entire organization is scheduled for 2015-2016. ePerformance implementation is occurring in the same schedule as the roll-out of Competency-Based Performance Management.
		Successful merging of Senior Management Performance Management Program and ePerformance.	-	Pilot	Full Roll-out	Ongoing	-	Under Development	
		Successful implementation of Performance Management Program, ePerformance and associated tools for all employees	-	-	Pilot	Full Roll-out	-	-	



Strategic Goal 5 – Renew: Charting a Path for Tomorrow

Objective 1: Succession Planning and Knowledge Management

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Promote workforce planning and knowledge retention through the implementation of Workforce Planning and Knowledge Retention Framework.	Develop, pilot, evaluate and implement Workforce Planning and Knowledge Retention Framework and associated tools.	Percentage of employees that agree that they have opportunities for career growth within the GNWT	52%	54%	58%	60%	53%	N/A	<p>As part of the Workforce Planning Strategy, a Knowledge Retention Framework/Strategy will be developed and implemented in 2014-2015. In 2013-2014, several knowledge retention tools and resources were in development, including a Competency Assessment Tool and an Executive Level Training Program.</p> <p>The GNWT has partnered with Canadian Executive Services Organization (CESO) to implement a Mentorship Program aimed at all levels of the GNWT.</p> <p>A corporate-wide Mentorship Program is under development and will be piloted in 2014-2015.</p>
		Percentage of all hires that are promotions or transfers (39% in 2011)	40%	41%	43%	45%	34%	39.4%	



Objective 2: Talent Management

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Continual updating and implementation of the Talent Acquisition Strategy ensuring that the strategy identifies and meets the needs of the GNWT.	Review and update the Talent Acquisition Strategy, fully implement its goals and objectives, measure results and create benchmark numbers for future analysis. Develop and launch a career website and make innovative approaches, such as LinkedIn, Facebook and other social media, common recruitment initiatives.	Number of departments to have completed talent inventory and identified skill gaps	4	8	13	Ongoing	-	-	Measurement tools within the Competency Based Performance Management model continue to be developed to determine the talent inventory and skills gaps. Since the launch of the Careers website in August 2013, over 6,800 talent community members have enrolled. Baseline statistics measuring the drop-off rate (percentage of Careers website visitors that click "apply now" vs. the number of applications received), are being collected. This information will be available in 2014-2015 In June 2013 the Department of Human Resources launched a pilot project with LinkedIn as a recruitment tool. As of March 19, 2014, 124 jobs have been posted on the site. As of March 19, 2014, the @GNWT_Jobs twitter account generated 186 followers and sent out 191 tweets.
		Number of departments to have a strategy in place to address identified skill gaps	2	8	13	Ongoing	-	-	
		Talent Community Alerts – Percentage of visitors that enroll for alerts from the site	5%	7%	10%	12%	-	9.54%	
		Complete a survey with departments to find out their level of satisfaction (Year 1 – Base 70% satisfaction)	75%	80%	85%	90%	-	-	
		Percentage of visitors that click "apply now" vs. the number of applications (drop-off rate)	-65%	-60%	-55%	-50%	-	-	



Objective 2: Talent Management (continued)

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Develop training programs to enhance the NWT labour pool in public sector occupations.	Identify areas within the NWT labour pool where there is a labour shortage for the GNWT to hire from. Develop and launch required training programs.	Labour market review Training programs developed and delivered	-	Completed	Ongoing	Ongoing	-	Ongoing	A Workforce Planning Strategy was developed in August 2013 which identifies workforce gaps and strategies to fill those gaps. A Regional Recruitment Program to fill regional vacancies was launched in January 2014.
Develop training programs for targeted occupations within the Public Service.	Identify areas within the Public Service that require specialized training to develop northerners to advance within the GNWT.	Identify targeted occupations with the GNWT Training developed and delivered	-	Completed	Ongoing	Ongoing	-	Ongoing	The Administrative Professionals Training Program was developed and delivered once in 2013 and is scheduled to be delivered twice in 2014.



Objective 3: Workforce Planning

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

Actions	Milestones	Performance Measures	Targets				Results		Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	
Develop and support Human Resource Plans to set overall strategic goals for departments.	Finalize and implement department Human Resource Plans as part of the business planning process. Provide ongoing support with implementation and updating of Human Resource Plans.	Number of departments with complete up-to-date Human Resource Plans	7	10	14	14	4	5	Four additional plans are currently under development. A Workforce Planning Strategy was developed in August 2013 to enhance recruitment and retention efforts.
Partner with other governments to identify common priorities and shared solutions.	Ongoing participation in Employee Engagement Interjurisdictional Team and Career Growth and Development Interjurisdictional Team.	Number of calls/meetings per year with Employee Engagement Interjurisdictional Team	8	8	8	8	6	7	Information obtained is used to develop and implement various human resource initiatives.
		Number of calls/meetings per year with Career Growth and Development Interjurisdictional Team	8	8	8	8	8	8	Interjurisdictional meetings are held on a regular basis to discuss topics of common interest and share best practices.
	Ongoing annual delivery of an Employee Engagement and Satisfaction Survey.	Successful delivery of the survey on an annual basis	Delivered	Delivered	Delivered	Delivered	Delivered	N/A	The survey has shifted to a biennial delivery.
	Create an intergovernmental committee with Aboriginal and community governments to identify common human resource priorities and opportunities to partner.	The number of engagement opportunities with Aboriginal and local governments	2	3	4	4	6	1	Ongoing collaboration with Aboriginal and community governments continues as the need arises. The GNWT and the Gwich'in Tribal Council signed a Memorandum of Intent on Capacity Building in December 2013 and finalized Terms of Reference for human resource capacity building in March 2014.

