



## **Action Plan 2012-2016**

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







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## Introduction

This four-year Action Plan is a companion document to the NWT Public Service Strategic Plan, "20/20: A Brilliant North".

The Strategic Plan outlines a 10-year framework for the development of the public service in the Northwest Territories. The vision and the goals set out in the Strategic Plan are ambitious, as was discovered during the first three years of implementation. Looking forward, this Action Plan sets out more realistic goals and takes into consideration other large initiatives the Department of Human Resources will be engaged in over the next several years such as the devolution of lands, water and resources from the Government of Canada to the Government of the Northwest Territories.


The 2012-2016 Action Plan builds on the actions completed during the first three years of the Strategic Plan, and streamlines actions focusing on the goal of Fixing and Maintaining the Foundation. While significant progress on this goal was achieved in the 2009-2012 Action Plan, the momentum must be maintained to ensure that changes made have a lasting and sustainable impact, and position the GNWT to successfully implement devolution.

The 2012-2016 Action Plan outlines actions the GNWT proposes to put in place to achieve the vision and goals in the Strategic Plan. Actions have been prioritized based on the results of the annual Employee Engagement and Satisfaction Survey, preparing for and implementing devolution, the needs of departments and agencies as outlined in their Human Resource Plans, and the human resources and funding available to develop and implement these actions. Actions may change to reflect shifts in priorities, availability of human resources or changes in funding. Since different goals, actions and objectives cross-connect, in some instances shifting timelines to one action may have a direct or indirect impact on other actions.

When comparing the 2009-2012 and 2012-2016 Action Plans, although many actions have been reworded, shifted under a different goal, or grouped with other actions, 40 of 42 actions that appear in the first Action Plan continue to be reflected in this Action Plan. Additionally, many of the actions within the plan have become a part of day-to-day work within the Department of Human Resources and across the public service.

Several additional changes were made to the 2012-2016 Action Plan, including extending the Action Plan from three to four years to ensure that actions identified as priorities by the 17th Legislative Assembly are reflected.

The Government of the Northwest Territories is committed to reporting on progress as the NWT Public Service Strategic Plan moves forward. Information and progress reports can be found on the "20/20: A Brilliant North" web site at <http://www.hr.gov.nt.ca/2020plan/>



*The 2012-2016  
Action Plan outlines  
actions the GNWT is  
undertaking to achieve  
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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to support GNWT  
managers and  
employees.*



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

### Strategic Goal 3 – Dazzle: Diverse Opportunities

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

#### **Supporting Objectives**

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

### Strategic Goal 4 – Inspire: Expanding Horizons

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

#### **Supporting Objectives**

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






## Strategic Goal 5 – Renew: Charting a Path for Tomorrow

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

### *Supporting Objectives*

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



*Anticipate and  
prepare for future 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
<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 web site;            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>Review, revise and implement any required changes to the Service Partnership Agreements resulting from an evaluation of the Pilot, and then roll-out Service Partnership Agreements to additional GNWT departments, boards and agencies.</p> <p>Customer service training for Department of Human Resource Staff.</p> <p>Ongoing development of Human Resources' staff skills and technical knowledge to support the provision of expert support and advice.</p>	<p>This action did not exist in the previous plan.</p> <p>The Department of Human Resources needs to clarify roles and responsibilities with its clients, and establish good human resource practices by providing clear information and well-documented processes to all clients.</p>	<p>Percentage of employees satisfied overall with the Department of Human Resources (Client Satisfaction Survey)</p> <p>Number of NWT-based web site hits</p> <p>Number of Helpdesk tickets received via email and phone</p>	75%	80%	83%	85%
				300,000	315,000	330,000	345,000
				15,000	12,000	11,760	11,520

## 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
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.	This action builds on the actions taken during the original three-year action plan. It is important for the department to ensure that the changes made to business processes are relevant and meaningful by measuring performance with quantifiable data.	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 2012-13)  75%	80%	83%	85%
Continue to develop and enhance human resource frameworks, policies, legislation and tools to support good human resource management practices.	Ensure the ongoing updating of the Managers' Toolkit and Human Resource Manual to reflect updated terms and conditions of employment.  Policy and legislation priorities aligned with the priorities of the 17th Legislative Assembly.	Rephrased action from previous plan, combined with Manager's Toolkit, which was previously included as an action under Goal 3.2 – Positive Relations with Bargaining Representatives.  While the Manager's Toolkit does offer information on labour relations training, this is only one small part of the toolkit, which includes information covering all aspects of human resources.	Number of NWT-based web site hits for Managers' Toolkit  In partnership with stakeholder groups (Deputy Minister Committee; Deputy Ministers' Human Resource Committee; functional communities of interest such as Directors of Finance, Directors of Policy; Client Service Advisory Group) review and update key frameworks, policies and tools  Successful PeopleSoft upgrades	1,800  TBD (once the framework is implemented, measures regarding the impact of that framework will be developed)	2,000	2,200	2,500
Ongoing annual delivery of the Human Resources' Client Satisfaction Survey.	Survey delivered annually each November.	Results of the survey assist in the evaluation of the Department of Human Resources' service delivery and provide quantitative performance measures.	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



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

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Ongoing implementation of the Human Resources' Information Systems (HRIS) strategy.	<p>Successfully implement the PeopleSoft Upgrade to Version 9.1, Shift Scheduling, and continue to enhance eRecruit.</p> <p>Launch User Productivity Kit as a training tool for employees.</p> <p>Implementation of ePerformance.</p>	This is a new action, to reflect that the Human Resources Information System (HRIS) is the primary tool used by the department, particularly in core transactional activities. HRIS also has tools useful to track learning and performance of employees.	<p>Percentage of employees satisfied with Department of Human Resources' systems, web site and intranet</p> <p>Successful system upgrade (Peoplesoft)</p> <p>Successful implementation of shift scheduling</p> <p>Evaluate whether or not the systems are performing as expected and if they are being used to their full advantage</p> <p>Report on the value-added contribution of the systems by determining the efficiency of the new program and the benefits of the new HRIS system</p>	84%	86%	88%	90%
Effective communication with employees and clients.	<p>Enhance the Department of Human Resources' web site to improve communications with employees.</p> <p>Implement the second phase of improvements to the web site, based on stakeholder feedback.</p> <p>Carry out stakeholder consultation to determine further enhancement to the web site.</p> <p>Launch a Department of Human Resources' Facebook page.</p>	Rephrased action, moved from Goal 1.1 – Creative and Dedicated People. More appropriate under Goal 1.2, which focuses on tools, as opposed to Goal 1.1, which focuses on staff.	<p>Number of NWT-based web site hits</p> <p>Facebook page hits/likes</p>	300,000	315,000	330,000	345,000
				5,000 hits;	5,500 hits;	6,000 hits;	6,500 hits;
				800 likes	1,200 likes	1,600 likes	2,000 likes

## Strategic Goal 2 – Engage: Magnetic Attraction

### Objective 1: Affirmative Action and Diversity

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

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Promote the GNWT as an inclusive workplace.	<p>Continue to deliver and promote education and awareness training regarding disabilities awareness, including the launch of an awareness campaign on hiring persons with disabilities.</p> <p>In phase one, launch four base modules on Aboriginal Cultural Awareness E-training.</p> <p>In phase two, create and launch seven additional culturally-specific modules for Aboriginal Cultural Awareness E-training.</p> <p>Ongoing revisions and delivery of Aboriginal Cultural Awareness E-training.</p> <p>Complete and launch e-training modules for Diversity Awareness Training, based on the successful creation of the Aboriginal Cultural Awareness E-training.</p>	Combination of several previous actions targeted towards a inclusive public service. The actions continue to build on work done during the first three-year action plan and are intended to raise awareness in the workplace, creating a more inclusive workplace for all employees.	Number of Disability Awareness training sessions per year	6-8	6-8	6-8	6-8
			Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%
			Percentage of employees who agree the GNWT promotes cultural awareness opportunities for employees.	50%	55%	60%	65%



*Objective 1: Affirmative Action and Diversity (continued)*

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
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.	Builds on actions from previous plan, to provide emphasis on "communities of interest".	Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%

## Objective 2: Marketing Public Service

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

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Support recruitment of a diversified, inclusive and skilled workforce.	<p>Ongoing delivery of workshops on recruitment and hiring processes.</p> <p>Development and implementation of the GNWT careers web site; establish baseline data for targets.</p> <p>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.</p> <p>Ongoing implementation of GNWT Recruitment Strategy, evaluate success of strategy.</p>	Builds on actions from previous plan and emphasizes the need for an overall recruitment strategy that includes a representative public service as one of its priorities.	Number of enrolled members of the Talent Community	TBD	+5%	+10%	+10%
			Number of site visitors to the careers web site	TBD	+5%	+10%	+10%
			Number of workshops that support recruitment of a diversified, inclusive and skilled workforce that are delivered annually	10	14	15	15
			Number of applicants to Summer Student Employment Programs (SSEP)	700	750	800	800
			Number of positions filled through SSEP	300	320	320	320
			Percentage of students who agree that their summer job is a good fit with their skills and interests	71%	74%	77%	78%
			Percentage of vacant "hard to attract" positions in the GNWT	TBD	-10%	-25%	-25%
Support the development of youth for current and future recruitment purposes.	<p>Establish partnerships with learning institutions.</p> <p>Attend career fairs and promote public service occupations.</p>	Combination of several actions from within Goal 2.2 in previous plan to focus actions.	Number of ongoing partnerships developed between targeted learning institutions and the GNWT	-	2	6	6
			Number of GNWT attended career fairs	1	4	4	4



*Objective 2: Marketing Public Service (continued)*

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Partner with other levels of government to build public service capacity.	Continue partnership on the Public Service Capacity Initiative for local governments.	Builds on the actions undertaken in the original three-year action plan.	Number of secondments/developmental opportunities in/out of the GNWT	4	4	4	4
	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

### 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Continue the practice of regular compensation reviews and benchmarking against appropriate comparators in the relevant labour markets.	Updates each fiscal year.	Slightly rephrased action from previous plan, this action helps to track wage competitiveness.	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	Update Complete	Update Complete	Update Complete	Update Complete



# 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Protect and promote the health and wellness of GNWT employees.	<p>Continue offering wellness education seminars and counselling and support services through the Employee and Family Assistance Program (EFAP) provider.</p> <p>Continue delivery of Duty to Accommodate training and Harassment Free and Respectful Workplace training.</p> <p>Create and implement health and wellness framework, and evaluate the success of framework.</p>	Action remains focused on the health and wellness of employees. New training is included under milestones; both programs were not originally included in the previous plan, but are added here to support the two policies and ensure an integrated approach.	<p>Percentage of employees satisfied with health and wellness programs available to GNWT employees</p> <p>Number of Duty to Accommodate training sessions per year</p> <p>Number of employees receiving permanent/long-term accommodation through assistance of Human Resources</p> <p>Number of Harassment Free and Respectful Workplace Policy training sessions per year</p>	61%	63%	65%	69%
				8-10	8-10	8-10	8-10
				15	14	14	13
				8-10	8-10	8-10	8-10
Develop and implement occupational health and safety program across the GNWT.	<p>Establish the GNWT Occupational Health and Safety Advisory Committee.</p> <p>Develop a standard structure for Occupational Health and Safety Committees and establish committees where they don't currently exist.</p> <p>Develop, implement and maintain the Occupational Health and Safety Program.</p> <p>Reduce the number of WSCC claims.</p>	Builds on the actions undertaken during the first three-years of the Strategy.	<p>Grading on the Safe Advantage Program Management Practices Questionnaire</p> <p>Claims Experience Costs within or below Safe Advantage Program incentive range</p>	PASS	PASS	PASS	PASS
				Within Range	Within Range	Below Range	Below Range



## 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Work with bargaining representatives to resolve issues and address common goals.	<p>Continue Joint Leadership Committee meetings between the Department of Human Resources and Union Leadership to strengthen and align relations between employer and employee representatives.</p> <p>Continue regular grievance case management meetings with the Union of Northern Workers.</p>	Continue and build on actions of the first three-years, which included the establishment of quarterly joint consultation meetings with both unions and monthly grievance case management meetings with the UNW.	<p>Number of Joint Consultation Committee meetings per year with bargaining units</p> <p>Number of Grievance Case Management meetings per year with the Union of Northern Workers</p>	<p>3 meetings with the NWTTA</p> <p>4 meetings with UNW</p> <p>10</p>	<p>3 meetings with the NWTTA</p> <p>4 meetings with UNW</p> <p>10</p>	<p>3 meetings with the NWTTA</p> <p>4 meetings with UNW</p> <p>10</p>	<p>3 meetings with the NWTTA</p> <p>4 meetings with UNW</p> <p>10</p>
Support managers and supervisors in managing personnel in order to foster and build a productive, resolution oriented workplace.	<p>Continue to provide labour relations training to managers and supervisors on applying the Collective Agreement in resolving issues.</p> <p>Review, update and deliver training materials to reflect new Collective Agreements, upload new Collective Agreements to the GNWT web site.</p> <p>Continue to update tools, such as the Managers' Toolkit, for managers as needed.</p>	Continue actions from the first three-year plan to enhance support for managers.	<p>Number of Labour Relations training sessions per year</p> <p>Satisfaction levels of training participants as determined by results of surveys completed following Labour Relations training</p> <p>Department of Human Resources Client Satisfaction Survey results</p>	<p>8-10</p> <p>70%</p> <p>75%</p>	<p>8-10</p> <p>75%</p> <p>80%</p>	<p>8-10</p> <p>80%</p> <p>83%</p>	<p>8-10</p> <p>83%</p> <p>85%</p>

## Objective 3: Greening the Workplace

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

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Promote and support greening initiatives in the workplace.	<p>Develop community of interest, including representatives from all departments on Interdepartmental Green Advisory Team and non-government organizations with expertise on greening initiatives, participate in quarterly meetings where best practices are discussed and shared.</p> <p>Promote Advisory Team amongst Health Authorities and Education Councils, promote the creation of departmental/agency-based Green Teams.</p> <p>Develop partnerships/dialogue with non-GNWT partners that have an interest in environmental stewardship.</p>	Building on the actions from the first three-year plan and focusing on developing a "Green Community of Interest" and developing partnerships with organizations beyond the public service.	Number of departments and agencies represented on the Interdepartmental Green Advisory Team	14	16	18	20
			"Green Teams" established in GNWT departments and agencies	4	6	8	9
			Number of partnerships with non-GNWT partners	2	3	4	4

# 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Provide training and support that strengthens leadership in the public service.	Update GNWT Management Competencies.	This action is a combination of actions that previously existed under this objective since they are all based on the creation of management competencies as a foundation for building a strong leadership program.	Number of Management Competency training sessions provided	-	5	5	5
	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
	Develop, pilot and evaluate updated Leadership Development Program, which reflect GNWT management competencies, for delivery on an ongoing basis.		Percentage of Aboriginal participants in the Leadership Development Program	N/A	50%	50%	50%
	Develop, pilot and evaluate Management Series, for delivery on an ongoing basis.		Number of GNWT employees who have completed Leadership Development Program	60	120	180	240
			Number of GNWT employees who completed Management Training	N/A	100	300	550
Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence.	Evaluation of Associate Director/Superintendent Program.	Builds on the actions undertaken in the first three-year action plan, including the establishment of the Associate Director/Superintendent Program. The Associate/Director Superintendent Program is intended to provide leadership and development opportunities, with the aim of strengthening the representative workforce profile at the senior management level.	Number of new Associate Director/Superintendent positions filled	3	3	3	3
	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
			Percentage of Aboriginal employees in senior management positions	20%	21%	22%	23%

## Objective 2: Lifelong Learning

*To value organization and individual learning in the GNWT.*

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Support work-related learning and development of public service employees.	<p>Ongoing evaluation and revisions to the training calendar to reflect training needs, roll-out of new programs.</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>	Consolidated focus on learning and development for all public service employees that supports the objective of lifelong learning.	<p>Total enrollment for all courses offered through the training calendar (797 in 2011)</p> <p>Percentage of employees that agree the courses offered through the training calendar are those needed to do their job</p>	1,000	1,200	1,380	1,500
				58%	62%	67%	70%



## 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
Recognize and celebrate the outstanding efforts of GNWT employees.	Ongoing delivery of Premier's Awards, Dave Ramsden Award and Long-Service Awards.	Build on the existing public service awards programs that include the Premier's and Dave Ramsden Awards.	Percentage of employees who agree that they receive meaningful recognition for work well done	57%	60%	62%	63%
	Support the development of department employee recognition programs.		Percentage of employees who agree the GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts	38%	40%	45%	48%
Create and implement performance management tools for all GNWT employees.	Develop, pilot, evaluate and implement Performance Management Program for all employees based on competencies.	Expand on the work that commenced during the first three-years of reviewing and updating management competencies.  ePerformance will provide the GNWT with a tool to enhance, streamline and standardize performance management across the public service.	Successful creation and implementation of performance management program and associated tools for senior management	Pilot	Full Rollout	Ongoing	Ongoing
	Implementation of ePerformance.		Successful merging of Senior Management Performance Management Program and ePerformance	-	Pilot	Full Rollout	Ongoing
			Successful implementation of Performance Management Program, ePerformance and associated tools for all employees	-	-	Pilot	Full Rollout

# 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
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.	<p>A Workforce Planning and Knowledge Retention Framework, which ensures the GNWT has the right people in the right place at the right time, to enable the continued delivery of quality programs and services to residents that demonstrates good human resource management.</p> <p>The GNWT needs to prepare employees to be able to pursue career advancement opportunities when they arise.</p> <p>The GNWT needs to prepare for the corporate knowledge transfer from departing/retiring employees to ensure valuable corporate knowledge is retained.</p>	Percentage of employees that agree that they have opportunities for career growth within the GNWT	52%	54%	58%	60%
			Percentage of all hires that are promotions or transfers (39% in 2011)	40%	41%	43%	45%



## Objective 2: Talent Management

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

Actions	Milestones	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
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 web site and make innovative approaches, such as Linked-in, Facebook and other social media, common recruitment initiatives.	Continues with the implementation of the Talent Acquisition Strategy that was established during the first three-years of the plan.	Number of departments to have completed talent inventory and identified skill gaps	4	8	13	Ongoing
			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%
			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%
Develop training programs to enhance the NWT labour pool in public sector occupations.	Identify areas within the NWT labor pool where there is a labour shortage for the GNWT to hire from.  Develop and launch required training programs.	Some training programs currently exist such as the Corrections Northern Recruit Training Program.  Support the development of a labour pool within the NWT that reflects the future labour needs of the GNWT.	Labour Market Review	-	Completed	Ongoing	Ongoing
			Training programs developed and delivered				
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.	Proactively train employees within the GNWT so that a qualified labour pool exist within the organization to enable employees to advance within the organization.	Identify targeted occupations with the GNWT  Training developed and delivered	-	Completed	Ongoing	Ongoing





## 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	Context	Performance Measures	Targets			
				Year 1	Year 2	Year 3	Year 4
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.	Build on the work that was done during the first three-years of the plan by continuing to develop and implement departmental Human Resource Plans.	Number of departments with complete up-to-date Human Resource Plans	7	10	14	14
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.  Ongoing annual delivery of an Employee Engagement and Satisfaction Survey.  Create an intergovernmental committee with Aboriginal and community governments to identify common human resource priorities and opportunities to partner.	Partnering with other governments to build capacity is in the best interest of the GNWT and other governments to build capacity to ensure quality programs and services are delivered to the residents of the NWT.	Number of calls/meetings per year with Employee Engagement Interjurisdictional Team	8	8	8	8
			Successful delivery of the survey on an annual basis	Delivered	Delivered	Delivered	Delivered
			Number of calls/meetings per year with Career Growth and Development Interjurisdictional Team	8	8	8	8
			The number of engagement opportunities with Aboriginal and local governments	2	3	4	4





