

Results Report (2011-2012)

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





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Introduction


The 2011-2012 Results Report 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, and will be achieved incrementally over the long term.

The 2011-2012 Results Report is a living document that provides an update on the progress of the NWT Public Service Strategic Plan and is updated annually to reflect what was accomplished and to make adjustments as required. This is the third results report and the final results report based on the first three-year action plan. A new four-year action plan lays out the actions and strategies for 2012 to 2016 that support the vision and goals laid out in the Strategic Plan.

The Results Report has some statistics marked with an asterisk (*) to indicate that the results are based on the prior year (2010-2011). Some results are unavailable due to a change in the annual delivery date of the Employee Engagement and Satisfaction Survey from February to November. The Survey provides important feedback from employees on several of the actions included in the Strategic Plan, and the results are used to adjust actions as required. The Survey continues to occur on an annual basis and will next take place in November 2012, to give more time for year-end reporting by the following April.

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 Results Report outlines the specific actions that the Government of the Northwest Territories has put in place over a three-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 will support the Human Resources 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
resource frameworks,
policies and tools
to support GNWT
managers and
employees.*



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

Strategic Goal 3 – Dazzle: Diverse Opportunities

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

Supporting Objectives

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

Strategic Goal 4 – Inspire: Expanding Horizons

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

Supporting Objectives


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

Strategic Goal 5 – Renew: Charting a Path for Tomorrow

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

Supporting Objectives

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



*Anticipate and
prepare for future 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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Develop customer service skills for Department of Human Resources employees	<p>2009-2010 Skill development program operational by December 31, 2009</p> <p>2010-2011 Skill development program integrated into Department of Human Resources orientation process</p> <p>2011-2012 Continue to integrate skill development program into Department of Human Resources orientation process</p>	Percentage of clients satisfied with services received from Department of Human Resources employees	75%	80%	85%	75.8%	75.1%	75.1%*	The annual Human Resource professional development meeting for all Benefits Officers, Medical Travel Administrators, Data Management Officers and Human Resource Officers from seven Regional HR Service Centres was held in the fall of 2011
Review the organizational design of the Department of Human Resources to better determine distribution of responsibilities for employees	<p>2009-2010 Begin review</p> <p>2010-2011 Review complete by March 31, 2011</p> <p>2011-2012 Review and improve Department of Human Resources' service standards, targets, measures and partner responsibilities</p>	Human Resources Service Level Measures (as part of Department of Human Resources Service Partnership Agreements)	TBD (based on calculation of baseline data 2011-2012)			<p>Year 1 (2009-2010) The Transition Team Final Report addressed several recommendations including:</p> <ul style="list-style-type: none"> • communication • restructuring • data integrity • accountability and process ownership <p>Year 2 (2010-2011) Realignment of the Management and Recruitment Services Division to better support Department of Human Resources clients</p> <p>Year 3 (2011-2012) Service Partnership Agreement pilot under development for piloting in 2012-2013 with GNWT Health and Social Services' system that includes a Service Partnership Agreement Service Catalogue with service targets, standards and roles/responsibilities</p>			



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Enhance the Department of Human Resources' web site and intranet in order to improve communications with GNWT employees	<p>2010-2011 Web site and intranet is operational by December 31, 2010</p> <p>2011-2012 Planning for the enhancement of the Human Resources' web site and intranet; preparing for implementation of shift scheduling software; and implementation of Phases 2 and 3 of E-recruit</p>	Percentage of employees satisfied with Department of Human Resources web site and intranet	-	85%	90%	84.1%	82.4%	82.4%*	<p>The first phase in enhancing the Human Resources' web site, including a technical review of the existing site, consultation with site users, a review of best practices and an approach for improvement, was completed in 2011-2012</p> <p>The Department of Human Resources launched a Facebook site to connect with a broader audience on department programs, services and initiatives</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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Conduct business process review in pay and benefits	<p>2009-2011 Elimination of unnecessary paper records and duplicate processes by March 31, 2011</p> <p>2011-2012 Establishing business process management in functional areas of pay and benefits</p>	TBD (establish process measures for pay and benefits functions)	TBD (based on calculation of baseline data 2011-2012)			A Strategic Advisor, Business Process Redesign position was established to lead the development and implementation of the Business Process Review			Business Process Improvement Review was conducted and resulted in seven improvement themes, resulting in specific process improvement implementation plans for 2012-2013
Develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees	<p>2009-2010 Future years initiative</p> <p>2010-2011 Future years initiative</p> <p>2011-2012 Developmental work taking place as part of 20/20 will continue to roll out in an incremental manner that recognizes the long-term nature of this strategic plan</p>	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; and department/agency feedback key frameworks, policies and tools needed, as well as timing and approaches, have been reviewed	TBD (once the framework is implemented, measures regarding the impact of that framework will need to be developed)			<p>The <i>Public Service Act</i> was amended to remove the restriction on the number of Staffing Review Officers that can be appointed</p> <p>A Duty to Accommodate Injury and Disability Policy came into effect in August 2011</p> <p>A Harassment Free and Respectful Workplace Policy, which replaces the Workplace Conflict Resolution Policy, came into effect in August 2011</p>			<p>Annual training is offered to provide managers and employees with the requisite knowledge and application of human resource policies in areas such as job evaluation, staffing, labour relations, eRecruit and self-service functions in the Human Resource Information System</p> <p>Revisions or updates to 23 sections of the Human Resource Manual have been completed</p>



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis	
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012		
Provide managers and supervisors with resources to help in their everyday work	<p>2009-2010 Launch of the Manager's Toolkit, an online resource for managers and supervisors</p> <p>2010-2011 Toolkit will be updated and expanded as required</p> <p>2011-2012 Toolkit will be updated and expanded as required; a Manager's Bootcamp will be introduced</p>	Number of NWT-based Manager's Toolkit web site hits, excluding bounces	-	-	-	-	-	1,377 visits (July 1, 2011 to March 31, 2012)	An online version of the Manager's Toolkit was launched, with online activity measured through Google Analytics	
Ongoing annual delivery of an Employee Engagement and Satisfaction Survey and HR Client Satisfaction Survey	<p>2009-2010 Design to be completed by December 31, 2009</p> <p>2010-2011 Survey delivered February 2010</p> <p>2011-2012 Survey delivered February 2011</p>	<p>Successful delivery of the survey on an annual basis</p> <p>Percentage of eligible GNWT employees who complete the survey</p>	Annual Survey Completion	-	50%	56%	Yes	Yes	Nov. 2012	
				-	46%	48%	48%*			

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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Coordinate the delivery of education and awareness programs about the importance of sensitivity to persons with disabilities (disabilities awareness)	<p>2009-2010 Education and awareness programs designed by December 31, 2009</p> <p>2010-2011 Delivery of educational and awareness programs to be initiated by March 31, 2010</p>	Percentage of employees who agree that the GNWT provides adequate sensitivity training with regards to persons with disabilities in the workplace	-	50%	70%	33.6%	35.2%	35.2%*	Curriculum for disabilities awareness training was developed in January 2012 and first delivered in Yellowknife, Hay River, Fort Smith, Fort Simpson, Inuvik and Norman Wells in March 2012
	<p>2011-2012 An educational program on disabilities awareness training designed and delivered</p> <p>An internal communications campaign on employability issues will be launched</p>	Percentage of employees who agree or strongly agree that the GNWT promotes an inclusive public service where staff are treated equitably	-	60%	70%	50.4%	49.2%	49.2%*	
Establish communities of interest for Aboriginal employees and employees with disabilities	<p>2009-2010 Terms of Reference finalized and groups operational by March 30, 2010</p>	Number of meetings of the Aboriginal Employees' Advisory Committee per year	4	4	4	-	4	1	Changing membership to both the Aboriginal Employees' Advisory Committee and GNWT Advisory Committee on Employability limited the number of meetings that occurred in 2011-2012. Plans for revitalization in 2012-2013 are underway
	<p>2010-2011 Aboriginal Advisory Committee established</p>	Number of meetings of the GNWT Advisory Committee on Employability per year	4	4	4	-	4	2	
	<p>2011-2012 Regional Aboriginal Advisory Committees will become operational</p>								



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Promote Aboriginal cross-cultural awareness opportunities for employees	2009-2010 Future years initiative 2010-2011 Program development 2011-2012 Full implementation	Percentage of employees who agree with the statement "The GNWT promotes cross-cultural awareness opportunities for employees"	-	50%	55%	49.1%	50.2%	50.2%*	Curriculum development and preparations to pilot in fall 2012 are underway
Promote diversity awareness opportunities for employees	2009-2010 Future years initiative 2010-2011 Program development 2011-2012 Full implementation	Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	-	55%	57%	50.4%	49.2%	49.2%*	Building on disabilities awareness training and Aboriginal cultural awareness training, full promotion of diversity and inclusivity will commence in 2012-2013



Objective 2: Marketing the 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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Review and update GNWT recruitment advertising and marketing strategies based on market research and current technologies	<p>2009-2010 Complete review of current strategies by March 31, 2010</p> <p>2010-2011 Implementation and design of new recruitment advertising initiatives</p> <p>2011-2012 Implementation of Talent Acquisition Strategy, including review and update of GNWT employer recruitment messaging and building an online presence</p>	Number of job candidates who apply for the job	TBD (establishing baseline data)			Development of a careers web site commenced in 2011-2012 and will be launched in 2012-2013			Proactive use of social media, including Facebook, is being utilized as a means to connect with current and potential future employees
Review and update Aboriginal, persons with disabilities and student recruitment strategies based on market research and current technologies	<p>2009-2010 Future years initiative</p> <p>2010-2011 Review of current strategies, program design and establish key stakeholder partnership</p> <p>2011-2012 Draft Discussion Paper on Aboriginal Recruitment will be presented to HRDMs in May 2011</p> <p>On-going research in regards to student and persons with disabilities recruitment strategies</p>	Strategies for Aboriginal, persons with disabilities and student recruitment developed and implemented	TBD (once the strategies are implemented, measures regarding the impact of those strategies will be developed)			An inter-jurisdictional comparative study on student recruitment is underway			<p>Draft Discussion Paper on a Representative Public Service to be completed in 2012</p> <p>On-going research regarding specific Aboriginal, student and persons with disabilities recruitment strategies is underway</p>



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Establish partnerships with other GNWT departments to establish branding and to align marketing plans	<p><i>2009-2010</i> Develop an interdepartmental approach and enter into partnerships by March 31, 2010</p> <p><i>2010-2011</i> Branding will be developed as a subset of the overall marketing strategy</p> <p><i>2011-2012</i> Establish interdepartmental advisory committee on GNWT recruitment</p>	Satisfaction Levels of partners	TBD (establishing baseline data)			A communication process was established to gather feedback from departments on marketing initiatives			
Initiate targeted recruitment strategies for hard-to-attract occupations	<p><i>2009-2010</i> Review of current strategies and develop targeted plans</p> <p><i>2010-2011</i> Incorporate plans as a subset of overall recruitment advertising and marketing strategy</p> <p><i>2011-2012</i> Hard to recruit strategy implemented; Continued review of GNWT-wide competitions</p>	Overall improvement in the number of competitions run versus the number of successful competitions run	TBD (based on analysis of year 3 data) In Progress			Recruitment strategies are developed for hard to recruit positions, as required. Strategies include marketing and advertising strategies specific to the position in being recruited			Strategies were developed and implemented for specific positions as needed
Develop outreach programs to NWT high schools and college campuses	Future years initiative								
Expand programs for youth, including work experience opportunities and partnerships with universities on co-op and research programs	Future years initiative								



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Establish partnerships with other levels of government (federal, community, Aboriginal) to build public service capacity	<p>2009-2010 Initiate discussions to identify opportunities by March 31, 2009</p> <p>2010-2011 Draft an evaluation framework by March 31, 2010</p> <p>2011-2012 Data collection to begin</p>	A draft evaluation framework has been developed and it is anticipated that data collection will start in 2011-2012	N/A			<p>A working committee comprised of representatives from MACA, the Department of Human Resources, the Local Government Administrators of the NWT and the NWT Association of Community Governments was formed in 2009-2010</p> <p>Public Service Capacity Building Initiatives specific to community governments include: the Advancing Local Government Administrators Program; delivering Good Governance training to councils, implementation of a mentorship program; developing a Senior Administrative Officer Handbook; and initiating a marketing campaign continue. To date, 17 community governments have or are participating in the Advancing Local Government Administrators Program</p> <p>Links to employment opportunities with the community and Aboriginal governments have been added to the GNWT's employment opportunities web page to provide exposure to these opportunities to individuals looking for GNWT employment opportunities</p> <p>The GNWT promotes secondments to and from the community and Aboriginal governments to increase capacity at all levels of government</p>	The Steering Committee, comprised of the Deputy Ministers of the Department of Human Resources and MACA and the Presidents of the NWTAC and LGANT, continues to guide overall implementation of the Public Service Capacity Initiative		
Develop and implement a program to reach out to designated groups and other potential employees based on an "Ambassador" approach	Future years initiative							Strategies to utilize social media ambassador development will be considered through tools such as LinkedIn, Twitter and Facebook	

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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Continue the practice of regular compensation reviews and benchmarking against appropriate comparators in the relevant labour markets	2011-2012 On-going research in the areas of salary, labour trends, grievance trends and the NWT economy	Up-to-date information as required for use by HR divisions and for collective bargaining	N/A			Information provided necessary to develop the mandate for the NWTTA and UNW bargaining tables			Ongoing comparative analysis is undertaken to gauge GNWT's competitiveness

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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Provide wellness programs (e.g., smoking cessation, stress management, fitness, conflict resolution) for employees	<p><i>2010-2011</i> A health, wellness and safety framework for the GNWT by September 2010</p> <p><i>2011-2012</i> The framework for health and wellness will be addressed in a future years initiative</p> <p>Due to legislated requirements, focus has been redirected towards occupational health and safety programming for the GNWT</p>	Percentage of employees satisfied with support programs available	-	65%	65%	-	60.2%	60.2%	<p>In 2011-2012 seven workshops were held by the Employee and Family Assistance Program provider, with a total of 71 participants</p> <p>Two Smart Steps smoking cessation courses were held in partnership with the Alberta and NWT Lung Association, with a total of 32 participants</p> <p>Duty to Accommodate training and Harassment Free and Respectful Workplace Policy training is offered on an ongoing basis</p> <p>Disabilities awareness training was offered in Yellowknife and all regional centres</p>



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Establish a health and safety program and a return-to-work program in accordance with the Workers' Safety and Compensation Commission (WSSC) of the Northwest Territories' Safe Advantage Program (SAP)	2010-2011 Departmental structure for Occupational Health and Safety Committees developed in 2011	Grading on the SAP Management Practices Questionnaire	-	Pass	Pass	Fail	Pass	Fail	The call for expressions of interest to sit on the GNWT OHS Advisory Committee is complete and the committee will be established in 2012-2013 GNWT Occupational Health and Safety (OHS) Program is being developed The Duty to Accommodate Injury and Disability Policy was approved in August 2011 The GNWT continues to participate in the public consultation for the proposed changes to the OHS Safety Regulations for the NWT and NU
	Health and Safety Policy and Return to Work Policy to be approved by mid-late 2011 2011-2012 Establish department OHS committees and implement GNWT OHS Program	Claims Experience Costs within or below SAP incentive range	Within Range	Within Range	Within Range	Within Range	Above Range	Above 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	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Work with bargaining representatives to resolve issues and address common goals	2009-2010 Future years initiative	Number of meetings per year with NWTTA	3	3	3	4	5	6	<p>Since July 2009, representatives from Labour Relations and the UNW have held monthly Case Management meetings to discuss outstanding grievances in an effort to find resolution prior to scheduling the matter to be heard at arbitration. The parties have canvassed more than 120 outstanding grievances and a significant number of resolutions are being achieved through either settlement agreements or withdrawal by the UNW rather than proceeding to arbitration.</p> <p>Four formal meetings take place between UNW leadership and DHR senior management as well as the case management meetings</p>
	2010-2011 Establish regularly scheduled meetings beginning in 2010-2011	Number of meetings per year with UNW	4	4	4	12	23	20	
	2011-2012 Continue to hold regularly scheduled meetings beginning in 2011-2012								



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Reinforce managers' responsibilities for applying the Collective Agreement and resolving disputes	<p><i>2009-2010</i> Gather data on the number of managers that have received training and make Collective Agreement available to all managers in an electronic format</p> <p><i>2010-2011</i> Up-date training for managers to reflect clear direction</p> <p><i>2011-2012</i> Training evaluation form to be modified to reflect satisfaction levels of managers by April 1, 2011</p>	Percentage of training participants who agreed they were likely to use the knowledge acquired in their daily work	-	-	75%	-	-	85%	<p>The performance measure for this action has been modified to reflect the questions on the training follow-up survey</p> <p>Training has been updated to reflect clear direction on dealing with issues and resolving disputes</p>
Provide ongoing labour relations training and Collective Agreement updates to all GNWT managers	<p><i>2009-2010</i> Future years initiative</p> <p><i>2010-2011</i> Increase number of course offerings in the year to ensure more managers have the opportunity to avail of the training sessions</p> <p><i>2011-2012</i> Increase number of course offerings in the year to ensure more managers have the opportunity to avail of the training sessions</p>	Percentage of managers that have taken labour relations training	-	50%	70%	-	62%	78%	Collective bargaining with the UNW, NWTTA and NWTMA began in 2011-2012. Managers were consulted on issues for negotiation and updates were provided regularly as appropriate



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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Encourage and support employees to develop and implement environmental programs within their work locations	2009-2010 Future years initiative	Percentage of departments and agencies represented on the Interdepartmental Green Advisory Team "Green Teams" established in all GNWT departments and agencies	-	60%	75%	-	46%	84%	The Green Team continues to promote GNWT-wide green initiatives
	2010-2011 Establish a "Green Community of Interest" by March 31, 2011 2011-2012 Consultation with Public Works and Services to update the existing GNWT Green Procurement Policy		-	70%	90%	-	30%	30%	
Seek partnerships with other co-located organizations or with communities to expand greening initiatives	Future years initiative								

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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence	2009-2010 Future years initiative	Number of Associate Director/Superintendent Program positions filled	-	2	5	-	2	2	Five employees are currently participating in the Associate Director/Superintendent Program
	2010-2011 Associate Director/Superintendent Program (ADSP) positions to be piloted by September 2010	Proportion of self-declared Aboriginal persons enrolled in GNWT Leadership Development Program	-	40%	45%	-	38%	35%	
	2011-2012 ADSP guidelines revised to expand the program to phase 2								
Deputy Ministers are held accountable for the development of their leadership teams	Future years initiative					Standardized Deputy Minister performance plans have been updated			
Support training and education to ensure that roles, accountabilities and expectations of senior managers are clearly defined	2009-2010 Future years initiative	Number of GNWT employees enrolled in LDP	-	-	110	-	119	113	For courses that started in February 2012, there are 113 LDP candidates 40 participants (35%) are Aboriginal; 24 participants (21%) are female; and 19 participants (17%) of the candidates are indigenous non-Aboriginal Of the 113 employees enrolled, 24 are in the Executive Program, 37 are in the Middle Managers Program and 52 are in the Emerging Managers Program
	2010-11 Review Leadership Development Program (LDP) and change application process to give priority placement for Affirmative Action candidates	Percentage of self-declared Aboriginal persons enrolled in GNWT LDP	-	40%	45%	-	38%	35%	
	2011-12 Position Paper for LDP and knowledge, skills and abilities program for fall 2012								



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Implement programs to facilitate the rotation/transfer of managers through a range of departments and perspectives	Future years initiative					Transfer assignments within departments and between departments are utilized to provide developmental opportunities that expand employees' experiences and exposure to different programs and services			
Define and communicate core/cross-functional, management (operational) and leadership (strategic) competencies	<p><i>2009-2010</i> Core/cross-functional, management and leadership competency profiles drafted, reviewed, updated and communicated by December 31, 2011</p> <p><i>2010-2011</i> Approval of Competency Model approved by HR Deputy Ministers</p> <p><i>2011-2012</i> Pilot of Competency-based Performance Management Model upon approval of Competency Model</p>	Competencies approved Competencies implemented	TBD (based on an evaluation of the pilot process)			The GNWT Management Competency Model is currently being updated and scheduled to be implemented in 2012-2013	<p>A Senior Management Competencies Project Team was created to provide guidance and support for the review and updating of GNWT's Senior Management Competencies</p> <p>The team consists of a cross-section of senior staff who provide corporate and regional perspectives on the competencies and skills needed to manage across the GNWT</p>		

Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Commit investment in learning and development programs, including formal classroom and internet, and coaching and mentoring	<p>2009-2010 Develop learning and development policy and guidelines by October 30, 2010</p> <p>2010-2012 Develop learning and development policy and guidelines and pilot coaching program by March 31, 2012</p> <p>Mentoring: Future years initiative</p>	<p>Percentage of employees accessing learning and development opportunities</p> <p>Coaching Program developed, piloted and implemented</p>	TBD (based on analysis of year 1 data)	TBD (based on analysis of year 1 data)	TBD (based on analysis of year 1 data)	<p>In 2011-2012, 838 GNWT employees registered for 92 courses offered through the training calendar</p> <p>Partnerships have been entered into between the Department of Human Resources and federal government departments and the National Managers Committee to co-facilitate and cost share training initiatives</p> <p>An RFP for Corporate Training was issued in late 2011-2012 that includes training in communications, labour relations, health and wellness and coaching</p>	<p>The Learning and Development Consultant is an active member of the Regional Learning and Development Committee, which includes the various federal government departments with input/representation from the National Managers' Committee and the Federal Council</p> <p>The Learning and Development Consultant sits on the Career Growth and Development Interjurisdictional Team (Canada-wide Committee)</p>		



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Establish individual learning plans for each Department of Human Resources employee	<p>2009-2010 Learning plans developed and approved by December 31, 2009</p> <p>2010-2011 Continue working with managers to ensure all employees of Department of Human Resources have completed learning plans</p> <p>2011-2012 Continue working with managers to ensure all employees of Department of Human Resources have completed learning plans</p>	Learning plans piloted and fully implemented	80%	90%	95%	82%	51%	78%	The Department of Human Resources is committed to working to implement meaningful learning plans to provide a range of professional development opportunities, including special projects, training assignments, training courses and special assignments
Develop individual learning plans for all GNWT staff to support the drive for excellence	<p>2011-2012 Seek to pilot learning plans in three GNWT departments</p> <p>Future Years: Roll out to all departments</p>	Percentage of GNWT employees that complete learning plans	TBD (based on an evaluation of the pilot process)						<p>The timeline was revised to allow for review and analysis of the Department of Human Resources learning plan pilot</p> <p>Learning plans may be piloted during the performance management pilot (TBD)</p>
Identify value for money learning initiatives that can maximize development and participation while minimizing travel costs	Future years initiative								

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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Establish and implement a new performance management framework	<p>2009-2010 Establish framework by September 2010</p> <p>2010-2011 Establish framework</p> <p>2011-2012 Focus on development of competency model</p> <p>Extend to other departments in future years</p>	<p>Framework piloted in Department of Human Resources and two other departments</p> <p>Full implementation across the GNWT/ timeline TBD</p>	TBD (based on completion and approval of the competency model)						This project will build upon the review and revision of the Management Competency Model. Once approved, the development of the performance management model based on the competencies will commence with the goal to pilot the model in 2013-2014
Research and implement innovative feedback and reward mechanisms and ensure flexibility to address cultural differences and individual preferences	Future years initiative								Communities of interest, including the Aboriginal Employment Advisory Committee and GNWT Advisory Committee on Employability and other staff networks, will be asked for suggestions and feedback

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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Establish a succession planning framework	2010-2011 Future years initiative 2011-2012 Framework developed	Framework developed, piloted and fully implemented across the GNWT	-	-	-	-	-	Under development	Research of best practices of other jurisdictions and GNWT initiatives is complete Framework scheduled to be completed in 2012-2013
Have successors assume positions for up to six months on a double-fill basis to promote knowledge transfer and mentorship	Future years initiative								
Corporate and department programs support one another to provide a cross-GNWT approach to the development of leaders and key contributors	Future years initiative								

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 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Undertake an expanded and more comprehensive occupational supply and demand outlook for the NWT	<p>2010-2011 Department of Human Resources to develop a Talent Acquisition Strategy</p> <p>2011-2012 Department of Human Resources will work with all GNWT departments to establish a working definition and measurable criteria of "hard to recruit" positions within the GNWT</p>					A Talent Acquisition Strategy has been developed, which consists of a recruitment marketing and advertising plan, with the goal of attracting qualified applicants to the GNWT competitions	<p>As a pilot project the Department of Human Resources signed an initial contract with CareerBuilder to attract qualified candidates</p> <p>Analysis of the CareerBuilder results was conducted and based on the findings research into alternative recruitment tools is underway</p> <p>Various tools and strategies are underway, including a career web site, Meet Our People initiative and Facebook</p> <p>Practice North, the Health and Social Service recruitment web site, remains active</p>		
Develop a robust talent management program (skills inventory, forecast requirements, gap analysis, redeployment opportunities)	Future years initiative								



Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Partner with other governments to identify common priorities and shared solutions	2011-2012 Ongoing participation in Employee Engagement Interjurisdictional Team (EEIT) and Career Growth and Development Interjurisdictional Team (CGDIT)	Number of calls/ meetings per year with Employee Engagement Interjurisdictional Team (EEIT)	-	-	8	6	8	8	<p>Main issues discussed by the Employee Engagement Interjurisdictional Team to date has focused on improving survey practices and analysis, data sharing protocols, engaging the broader public service and discussing the best practices of the top scoring jurisdictions in relation to specific survey questions</p> <p>The Career Growth and Development Interjurisdictional Team has been working on finalizing the Terms of Reference, Executive Leadership Development inventory and the development of a SharePoint site for the team, which is being maintained by Alberta</p> <p>Letters have been sent to community and Aboriginal governments from the Minister of Human Resources promoting secondments to and from the GNWT to assist with capacity building at all levels of government</p>
		Number of calls/ meetings per year with Career Growth and Development Interjurisdictional Team (CGDIT)	-	-	6	-	-	7	

Objective 3: Workforce Planning

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

Actions	Milestones	Performance Measures	Targets			Results			Discussion/Analysis
			Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	Year 1 2009-2010	Year 2 2010-2011	Year 3 2011-2012	
Provide supports to each department in the development of human resource plans that are aligned with the corporate human resource strategic plan and which support departmental business plans	<p>2009-2010 Develop framework by August 31, 2010</p> <p>2010-2012 Assist departments in finalizing human resource plans for incorporation into business plans</p>	Number of departments with complete up-to-date human resource plans	3	10	13	0	3	6	<p>Three pilot departments have completed their plans. The plan template was revised based on the evaluation of the pilot</p> <p>One additional department completed their plan, with two departments projected to have their plans complete in early 2012-2013</p> <p>The magnitude of work involved for human resource staff and departmental managers and supervisors in the creation and implementation of the HR plans has impacted the ability to achieve the initial ambitious targets</p>

