

**LEGISLATIVE ASSEMBLY OF THE  
NORTHWEST TERRITORIES  
9<sup>TH</sup> ASSEMBLY, 3<sup>RD</sup> SESSION**

**SESSIONAL PAPER NO. 4-80(2)**

**TABLED ON OCTOBER 24, 1980**

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**Proposed Renewable Resources  
on-the-job Training Program**

**June 17, 1980**

**PROPOSED RENEWABLE RESOURCES  
ON-THE-JOB TRAINING PROGRAM**

**Prepared for  
MINISTER OF RENEWABLE RESOURCES**

**BY: The Department of Personnel  
and  
The Department of Renewable  
Resources**

**January 30th, 1980**

RENEWABLE RESOURCES TECHNOLOGY  
IN-SERVICE TRAINING PROGRAM

INTRODUCTION

In the spring of 1970, as a result of a recommendation from the Legislative Assembly of the Northwest Territories, a Game Officer Trainee Program was initiated with the following objective: "The development of Game Management Officers from indigenous people". The program was to have a duration of three years and involve three periods of formal lectures, each being six weeks in length. The remainder of the time was to be spent at various game offices for the purpose of training on-the-job. The formal lecture portions of the course were organized and presented, for the most part, by headquarters staff who continued to send assignments to trainees when they were in the field at their training stations.

By the end of the second year of the program, only three of the original six trainees remained. Numerous problems with the structure of the program were identified by field as well as headquarters staff. The major problems were:

1. Trainees accepted into the program had limited schooling and appeared to be poorly motivated; hence they were unable to cope with the academic portions of the program.
2. Staff members charged with the preparation and delivery of the program had little, or no teaching or instructional training experience. In addition, they still had to perform their regular duties. As a result, the trainees did not receive attention or training.
3. Officers in the field were given the responsibility for the development of a program for on-the-job training without

assistance or guidance.

In spite of the identified problems, a second group of trainees was recruited in 1972 and the program continued to operate. However, on June 6th, 1974, the Superintendent of Game recommended that the Game Officer Training Program be discontinued, citing as a reason the fact that only four of the original thirteen trainees were still in the program, and that two of the four were planning to take formal technical training at southern institutions so that their credentials would be recognized Canada-wide.

In 1974, an Advisory Committee on Renewable Resources, made up of representatives of both Federal and Territorial Government agencies involved with renewable resource management, was formed. It started a study to determine whether a Renewable Resource Technology Program with standards similar to southern institutions, but with a distinctly northern curriculum, could be established. Attempts were made to involve the Indian Brotherhood, the Metis Association, ITC and COPE in the study, but for various reasons, only ITC participated.

In June 1976, Dr. John P. Kelsall, a well known research scientist with the Canadian Wildlife Service, who had considerable northern experience, was contracted by the committee to prepare a curriculum for such a program. The resulting report, submitted March 31st, 1977, formed the basis for the establishment of the Renewable Resources Technology Program (R.R.T.P.). The program is administered by the Department of Education through the Superintendent of Vocational and Higher Education. Fifteen students are presently enrolled in their first year of the program and thirteen students are expected to graduate this year, receiving a Selkirk College diploma which is recognized nationally. Three graduates will be employed as

Wildlife Officers this spring, and future vacancies in the Wildlife Service will be recruited from the program.

A great deal of time, effort and money has been used in setting up the Renewable Resources Technology Program in Fort Smith. It would be extremely harmful to introduce any new Government program or practice which would weaken, or conflict with R.R.T.P., or remove possible positions with the Wildlife Service from graduates. It is only through employment of technically trained graduates that this Service will finally begin to achieve the original objective of "developing Game Management Officers from indigenous people". Now the additional advantage of an unobstructed career path to the highest levels of management exists within the Wildlife Service. These graduates will possess the credentials and confidence necessary to deal effectively with the many problems and concerns associated with managing wildlife in the Northwest Territories today.

REASONS FOR AN ON-THE JOB (OJT) TRAINING OPTION

It has been suggested that the Renewable Resources Technology two-year program in Fort Smith requires greater flexibility before candidates from the Eastern Arctic will commit themselves to the program. Reasons given include a general reluctance to leave their regions for the two or more years necessary to complete the training program. Residents of the Arctic would prefer to have the training facilities located closer to their home settlements.

In order to deal with these and other special training problems, a carefully structured, in-service training approach is proposed. It is hoped that through shorter academic

sessions at R.R.T.P. in Fort Smith together with on-the-job instruction, a candidate will attain the same Technology diploma in four years that is now achieved in two years of more intensive study.

#### THE PROGRAM

To determine the current Basic Skills required by Wildlife Officers, an analysis session was conducted on the 8 and 9 January 1980 in Yellowknife. At this session there were three representatives of the Wildlife Service and the Program Co-ordinator of Renewable Resources of A.V.T.C., Fort Smith. The session was conducted by N. Mair of the Department of Education and P. Guppy of the Department of Personnel. The skills and competencies for a Level 11 and Assistant Fish and Wildlife Officer were identified. From the analysis, a four (4) year On-The-Job Training (OJT) program combined with classroom training is indicated.

The program requires a trainee to acquire basic job knowledge, followed by vestibule training (two nine week periods annually) at Fort Smith to re-inforce the job skills. Further, the learning program will also indicate job skills to be learned in the following period of OJT. Each period of 12 months requires certain skills and knowledge to be acquired before the trainee moves into the second year of the program.

A maximum of ten (10) trainees could be accepted in the immediate future. The number of trainees is limited to the number of staff capable of instructing. As the program grows, more instructors could be developed through holding teacher training courses for existing staff.

To successfully complete the academic portions of this program, an academic level of Grade 11-12 in Math, English and a Science would be required. A potential trainee should not be excluded for lack of this qualification if upgrading to this level is successfully completed in the first six (6) months of employment.

A program of this nature would require a full-time staff member, to plan, implement and control the training. This person would be located within the Department of Renewable Resources.

Prior to the implementation of the training a learning package must be developed. This package containing details of the program outline would indicate learning objectives, with the learning material necessary to acquire the skills to perform the tasks.

#### SUMMARY OF COSTS

Based on a maximum intake of 10 trainees, the following is an outline of costs for 1980/81. Development costs for the program are included in the first year. Further financial details and a five-year prediction may be found in the attached information.

1) Department of Personnel	291.2	(student salaries and direct support - 203.2)
2) Department of Renewable Resources	<u>105.0</u>	
	396.2	

#### CONCLUSION

The program as developed will provide the necessary flexibility to the Renewable Resources two-year program in Fort Smith. It will not weaken or conflict with it. Candidates will attain the same technology diploma in four years through a study course more able to change to suit individual needs.



1. Budget Estimates - Projected (Academic Segment)

Salary Percentages -	60% 80-81	65% 81-82	70% 82-83	75% 83-84	80% 84-85
<u>SALARIES</u>	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Trainees (10 myrs.)	115.0	161.2	187.5	216.9	249.9
Allowances I.P.A.	16.0	24.0	24.0	24.0	24.0
Allowances Accommodation	16.0	24.0	24.0	24.0	24.0
Benefits 10%	13.1	18.5	21.1	24.0	27.4
<b>Total Salaries</b>	<b>160.1</b>	<b>227.7</b>	<b>256.6</b>	<b>288.9</b>	<b>325.3</b>
<u>TRAVEL AND TRANSPORTATION</u>					
Trainee Travel (courses)	20.0	20.0	22.0	22.0	22.0
Duty Travel (staff)	3.0	3.0	4.0	4.0	4.0
<u>FREIGHT AND COMM.</u>	0	0	0	0	0
<u>MATERIALS &amp; RENTALS</u>					
Training Materials	5.0		5.0		5.0
<u>CONTRACT SERVICES</u>					
Instructor - Tutors	5.0	5.0	5.0	5.0	5.0
Program Development	55.0	0	0	0	0
<u>OTHER</u>					
Recruitment	15.0	4.5	4.5	4.5	4.5
Relocation	20.0	6.0	6.0	6.0	6.0
Living Away Allowance	8.1	8.1	8.1	8.1	8.1
<b>Total Other</b>	<b>131.1</b>	<b>46.6</b>	<b>54.6</b>	<b>49.6</b>	<b>54.6</b>
<b>GRAND TOTAL</b>	<b>291.2</b>	<b>274.3</b>	<b>311.2</b>	<b>338.5</b>	<b>379.9</b>

*salaries allowances benefits*

80-81 - intake from August, 1980 - above the line expenses calculated based on two-thirds of 10 man years.

**FISH AND WILDLIFE OFFICER TRAINEES  
EXTENDED PROGRAM (4 YEARS)**

**Salary Costs - Breakdown**

	100%	60%	65%	70%	75%	80%
80-81	\$23.0	13.8				
81-82	\$24.8		16.1			
82-83	\$26.8			18.7		
83-84	\$29.0				21.7	
84-85	\$31.2					25.0

Note: These figures do not include allowances or Employee's share of benefits.

**SALARIES -** Based on the assumption that they will increase by eight percent annually. Each trainee in addition to the assumed eight percent annual increase will also receive a five percent increment (incentive increase).

Calculation - based on F&W0 11 which is at pay level 25. Step 1 is used in all instances.

**ALLOWANCES -** Calculated on the assumption that I.P.A. and accommodation allowances will be paid in all instances.

**BENEFITS -** Calculated using ten percent of 10 trainee salaries plus allowances.

**TRAVEL AND TRANSPORTATION -** Each trainee will attend formal course training twice annually for a period of nine weeks each.

Staff: trips to the field to check on training at their work locations.

**MATERIALS AND RENTALS -** To provide for the purchase of home study material as required.

- CONTRACT SERVICES -** Experience has shown that certain trainees require special instruction and/or tutoring.
- PROGRAM DEVELOPMENT -** To develop the learning materials and packages which will be required for this extended program.
- OTHER -** Recruitment costs directly related to the recruiting of 10 trainees for this extended training program.
- RELOCATION -** To provide for the relocations of these trainees from their home communities to their on-the-job/work locations as required.
- LIVING AWAY FROM HOME ALLOWANCE -** To provide a small weekly allowance for those trainees who will have to maintain two households while attending theory sessions (two nine week periods annually). This procedure is presently approved in the apprenticeship program.

## 2. Budget Estimates (On-the-Job Training)

### 2.1 Salaries

Training Co-ordinator one man year	30.0
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### 2.2 Travel and Transportation

For Co-ordinator	15.0
For Trainees	18.0
Seminar for Training Officers	19.0

### 2.3 Materials and Rentals

For Co-ordinator	8.0
For Trainees	18.0
Training Seminar	7.0

Total Budget Estimate

105.0

## 3. Resources Required for the O.J.T. Option

### 3.1 Training Co-ordinator

One of the greatest weaknesses of earlier attempts to train officers on-the-job was the general lack of co-ordination of the total program and specifically when the candidates went out to their respective stations for training. Wildlife Officers charged with the training responsibility received no instruction in this regard and no assistance or advice concerning the trainee and his progress. The result was confusion, lack of direction, and a training by "osmosis" approach which was completely unsatisfactory. Trainees dropped out disgusted and disillusioned.

It remains essential to the success of this training option that a man year be identified and the incumbent assigned program responsibility. A position description will be developed.

### 3.2 Seminar for Training Officers

In order to avoid many of the problems experienced in earlier efforts, it would be necessary to bring the Training Officers together for instruction. This seminar would be organized by the Training Co-ordinator.

### 3.3 Training Officers

A maximum of ten Wildlife Officers with special qualifications have been identified from existing staff as potential instructors for on-the-job training.

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*Sessional Paper # 4-80(2)*

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2) መጠቀሚያ በጽኑ ገቢ	<u>105.0</u>		
	<u>396.2</u>		

ጽንዖት ርዕይ

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ድምፅ ቁጥር

1. ደርጅት ለግብርና ስራዎች ለግብርና ስራዎች (ግብርና ስራዎች)

ግብርና ስራዎች (ግብርና ስራዎች ስራዎች) ግብርና ስራዎች	60% 80-81	65% 81-82	70% 82-83	75% 83-84	80% 84-85
ግብርና ስራዎች (10 ግብርና ስራዎች)	115.0	161.2	187.5	216.9	249.9
ግብርና ስራዎች ስራዎች	16.0	24.0	24.0	24.0	24.0
ግብርና ስራዎች ስራዎች	16.0	24.0	24.0	24.0	24.0
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ግብርና ስራዎች ስራዎች	20.0	20.0	22.0	22.0	22.0
ግብርና ስራዎች ስራዎች	3.0	3.0	4.0	4.0	4.0
ግብርና ስራዎች ስራዎች	0	0	0	0	0
ግብርና ስራዎች ስራዎች	5.0		5.0		5.0
ግብርና ስራዎች ስራዎች	5.0	5.0	5.0	5.0	5.0
ግብርና ስራዎች ስራዎች	55.0	0	0	0	0
ግብርና ስራዎች ስራዎች	15.0	4.5	4.5	4.5	4.5
ግብርና ስራዎች ስራዎች	20.0	6.0	6.0	6.0	6.0
ግብርና ስራዎች ስራዎች	8.1	8.1	8.1	8.1	8.1
ግብርና ስራዎች ስራዎች	131.1	46.6	54.6	49.6	54.6
ግብርና ስራዎች ስራዎች	291.2	274.3	311.2	338.5	379.9

80-81F - ርዕሰ ለግብርና ስራዎች ስራዎች ስራዎች (August) 1980-፣ ርዕሰ ለግብርና ስራዎች ስራዎች ስራዎች ስራዎች ስራዎች 2/3-፣ ርዕሰ ለግብርና ስራዎች ስራዎች ስራዎች 10-።







