

PUBLIC SERVICE ANNUAL REPORT 2020/2021 **RAPPORT ANNUEL 2020-2021 SUR LA FONCTION PUBLIQUE**

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





October 2021

The Honourable Frederick Blake Jr.
Speaker of the Legislative Assembly

It is my pleasure to present the 2020/2021 Public Service Annual Report on the management and direction of the public service in the Northwest Territories (NWT) in accordance with the *Public Service Act*.

The Honourable Caroline Wawzonek
Minister, Department of Finance

**National Library of Canada
Cataloguing in Publication Data**

**Government of the Northwest Territories -
Department of Finance**

**Public Service Annual Report 2020/21
ISSN# 1202-6646**

If you have any comments about this report, please contact:

Deputy Minister, Department of Finance
Government of the Northwest Territories
PO Box 1320, Yellowknife, NT X1A 2L9
(867) 767-9151 ext. 14000

Unless otherwise indicated, the primary source for statistics in this report is the Government of the Northwest Territories (GNWT) Human Resource Information System (HRIS) to March 31, 2021, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data has been collected may not appear in the data presented. “Employee” means someone on payroll, occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data is based on indeterminate (regular), term (temporary) and relief employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Senior Management, Excluded, Northwest Territories Teachers’ Association (NWTTA) and the Union of Northern Workers (UNW).

The Workers’ Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports; and information on these agencies is not included in this report.

This report is available at the following website:

www.fin.gov.nt.ca

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

www.gov.nt.ca

www.fin.gov.nt.ca

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

www.my.hr.gov.nt.ca

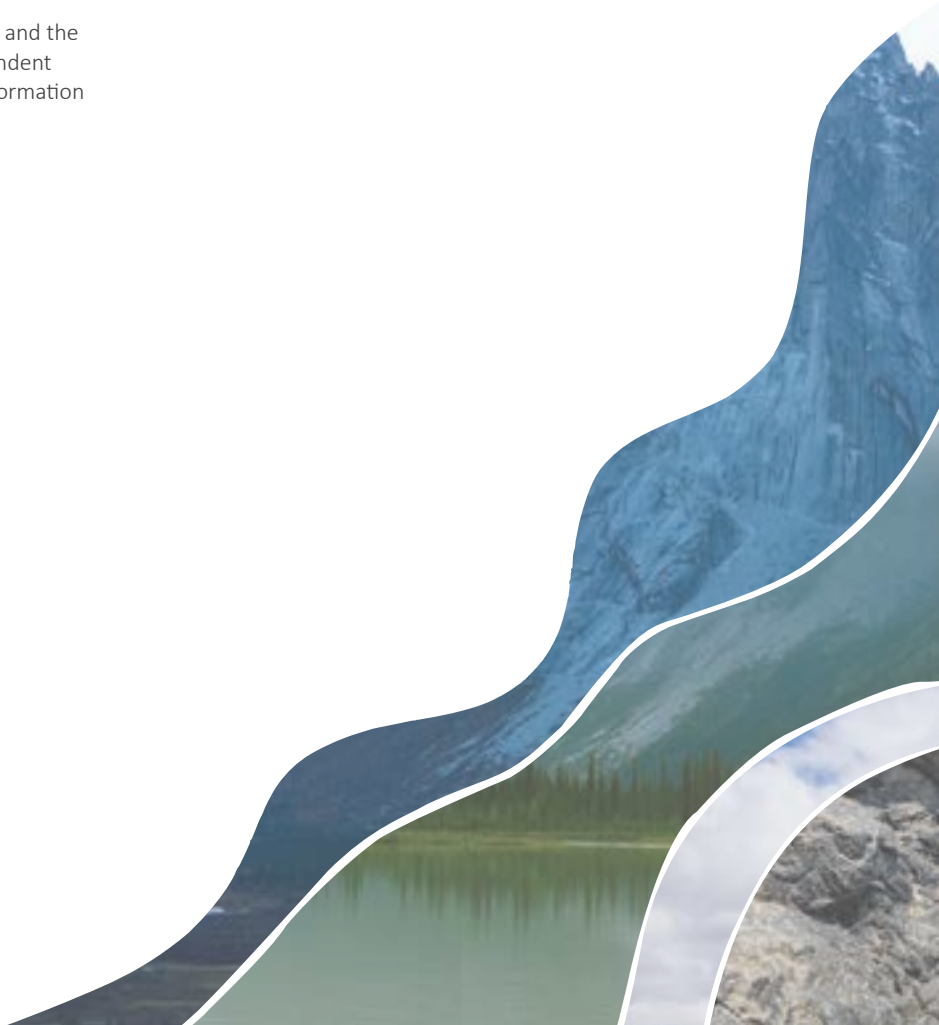


TABLE OF CONTENTS

2 Summary

3 Résumé

4 Minister's Message

5 Message de la ministre

6 Who We Are

- 7 Our Population
- 8 A Diverse Territory
- 8 Governance
- 8 The Role of the NWT Public Service

10 The NWT Public Service

- 10 A NWT Public Servant
- 11 A Diverse and Inclusive Workforce
- 12 Official Languages

13 Developing an Effective NWT Public Service

- 13 Recruitment
- 14 Accession and Turnover
- 15 Staffing Actions (Hires, Internal Mobility and Exits)
- 16 Recruitment and Marketing Initiatives



18 Human Resources Response to COVID-19

- 20 Appeals
- 20 Labour Relations and Collective Bargaining
- 20 Retirement
- 21 Learning and Development
- 22 Leadership Development Program
- 23 Indigenous Management Development Training Program
- 24 2SLGBTQQA 101: Inclusive Workplace Awareness Training



26 Living Well Together: Indigenous Cultural Awareness and Sensitivity Training

29 A Safe and Healthy Workplace

- 29 Harassment Free and Respectful Workplace
- 30 Occupational Health and Safety
- 30 Duty to Accommodate
- 31 Employee Wellness
- 31 Employee and Family Assistance Program
- 32 Wellness Training
- 32 LifeSpeak
- 32 AbilitiCBT

33 Appendices

- 34 A. Employees by Department, Councils, Agencies and Boards
- 35 B. Employee Distribution by Community
- 36 C. Employees by Affirmative Action Status
- 37 D. Senior Management by Affirmative Action Status
- 39 E. Senior Management by Gender
- 40 F. Human Resource Costs
- 41 G. Staffing Appeals
- 41 H. Retirement Eligibility
- 41 I. Staffing Actions
- 42 J. Employee Accession and Turnover

SUMMARY

The Public Service Annual Report for the 2020/21 fiscal year was prepared in accordance with the *Public Service Act* and provides information on the management and direction of the public service for the Government of the Northwest Territories (GNWT). This report offers a consistent reporting mechanism on human resource related demographics, programs and services that are of interest to GNWT employees and all Northwest Territories (NWT) residents.

This annual report presents information and data on the NWT Public Service, and provides background on workforce planning activities, as well as recruitment efforts as the government continues to build a workplace culture representative of the people it serves.

The annual report includes information about:

- the role of the NWT Public Service;
- the composition of the GNWT's labour force including total employees by department or agency, the breakdown of the number of Indigenous Aboriginal employees, employee distribution by community and employee turnover;
- programs and initiatives to develop an effective NWT Public Service;
- the occupational health and safety culture including the *Duty to Accommodate Policy*, *Harassment Free and Respectful Workplace Policy*, and health and wellness services; and
- other human resource activities including launch of Living Well Together: Indigenous Cultural Awareness and Sensitivity Training and the Human Resources Branch's response to the COVID-19 pandemic.

The Public Service Annual Report supports the GNWT's commitment to timely, accurate information to ensure the public is informed about government policies and activities, as well as the diversity and scope of the Public Service employees who develop and deliver the initiatives, programs, and services to the people of the NWT.

RÉSUMÉ

Le Rapport annuel sur la fonction publique pour l'année financière 2020-2021 a été préparé conformément à la *Loi sur la fonction publique*. Il donne des renseignements sur la gestion et la direction de la fonction publique du gouvernement des Territoires du Nord-Ouest (GTNO). Il suit un mécanisme d'établissement de rapport uniforme sur les données démographiques, les programmes et les services liés aux ressources humaines qui intéressent les employés du GTNO et tous les résidents des Territoires du Nord-Ouest (TNO).

Ce rapport annuel présente de l'information et des données sur la fonction publique, et fournit des renseignements généraux sur les activités de planification de la main-d'œuvre, ainsi que sur les efforts de recrutement déployés par le gouvernement pour créer une culture organisationnelle représentative de la population qu'il sert.

Ce rapport comprend des renseignements sur ce qui suit :

- Le rôle de la fonction publique aux TNO;
- La composition de la main-d'œuvre du GTNO, y compris le nombre total d'employés par ministère, conseil ou organisme, la répartition du nombre d'employés autochtones, la répartition des employés par collectivité et le roulement du personnel;
- Les programmes et les initiatives visant à mettre en place une fonction publique efficace aux TNO;
- La culture de la santé et de la sécurité au travail, y compris la politique sur l'obligation de prendre des mesures d'adaptation, la politique pour un lieu de travail respectueux et exempt de harcèlement, et les services de santé et de mieux-être;
- Les autres activités des ressources humaines, notamment le lancement de Living Well Together (Bien vivre ensemble), la formation de sensibilisation aux réalités culturelles autochtones et la réponse de la Division des ressources humaines à la pandémie de COVID-19.

Le Rapport annuel sur la fonction publique appuie l'engagement du GTNO à fournir des renseignements exacts et opportuns pour s'assurer que le public est informé des politiques et des activités gouvernementales, et de la diversité des fonctionnaires qui élaborent et mettent en œuvre des initiatives, des programmes et des services à l'intention des Ténos.

MINISTER'S MESSAGE



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

As Minister responsible for the Public Service, I am pleased to present the Public Service Annual Report for the 2020/2021 fiscal year.

This last year has been a challenging one for the Northwest Territories and I wouldn't be able to speak to the work that the Government of the Northwest Territories (GNWT) Public Service has accomplished without mentioning the COVID-19 pandemic- one of the biggest public health challenges we have ever encountered. I am proud of the actions that public servants have taken throughout the pandemic to support the residents of the Northwest Territories. The GNWT Public Service rapidly mobilized resources to support residents and communities; we also faced the additional challenge of adapting how we delivered programs and services, including:

- transitioning employees to working from home;
- organizing and supporting the redeployment of hundreds of employees, and
- meeting urgent hiring needs of the COVID-19 Coordinating Secretariat.

Resources were developed and supports were put in place to help managers and employees as the majority of the GNWT workforce was rapidly transitioned to working remotely.

As a public servant and working parent, I know how hard it can be to prioritize self-care when there is so much work to be done. The COVID-19 pandemic has affected us all, and I am grateful that we have increased our wellness resources to support the cultural safety and mental wellbeing of GNWT employees, such as AbilitiCBT, a confidential app-based mental health and well-being support program.

I am also proud of the Indigenous Cultural Awareness and Sensitivity Training – *Living Well Together* – that was launched in early 2021 and is mandatory for all NWT Public Service employees. Created in the spirit of reconciliation, *Living Well Together* provides opportunities for our employees to reflect on ways to support reconciliation and decolonization as public servants and private citizens, in the workplace, and within the community. Through careful reflection and deliberate acts of reconciliation, I believe we can make positive changes throughout the Northwest Territories and serve as an example for the rest of Canada.

The Northwest Territories is resilient, and its people have found ways to adapt time and time again. Over this last year, I have seen the GNWT public service exhibit that same resilience and adaptability as well. I would like to take this opportunity to thank all GNWT employees for their continued commitment to the residents of the Northwest Territories, and I look forward to seeing what we will accomplish next year.

MESSAGE DE LA MINISTRE



Caroline Wawzonek, ministre des Finances

À titre de ministre responsable de la fonction publique, je suis heureuse de présenter le Rapport annuel 2020-2021 sur la fonction publique.

L'année dernière a été difficile pour les Territoires du Nord-Ouest et je ne peux pas parler du travail accompli par la fonction publique du gouvernement des Territoires du Nord-Ouest (GTNO) sans mentionner la pandémie de COVID-19 – l'un des plus grands enjeux de santé publique à ce jour. Je suis fière des mesures que les fonctionnaires ont prises tout au long de la pandémie pour soutenir les résidents des Territoires du Nord-Ouest. La fonction publique du GTNO a rapidement mobilisé des ressources pour soutenir les résidents et les collectivités; nous avons également dû adapter la façon dont nous offrons les programmes et les services, notamment en :

- Assurant la transition vers le télétravail pour les employés;
- Organisant et appuyant le redéploiement de centaines d'employés;
- Comblant les besoins urgents en personnel du Secrétariat de coordination pour la COVID-19.

Des ressources ont été développées et des mesures de soutien ont été mises en place pour aider les gestionnaires et les employés alors que la majorité de l'effectif du GTNO a rapidement fait la transition vers le travail à distance.

En tant que fonctionnaire et mère au travail, je sais à quel point il peut être difficile de prendre soin de soi lorsqu'il y a tant de travail à faire. La pandémie de COVID-19 nous a tous affectés, et je suis reconnaissante que nous ayons augmenté nos ressources en mieux-être pour favoriser la sécurité culturelle et le bien-être mental des employés du GTNO, comme AbilitiCBT, un programme confidentiel de soutien à la santé mentale et au bien-être sous forme d'application.

Je suis également fière de la formation de sensibilisation aux réalités culturelles autochtones – *Bien vivre ensemble* – lancée au début de 2021 et que tous les fonctionnaires des TNO doivent suivre. La formation *Bien vivre ensemble* a été créée dans un esprit de réconciliation et offre la possibilité à nos employés de réfléchir aux moyens d'appuyer la réconciliation et la décolonisation à titre de fonctionnaires et de citoyens, au travail et dans la communauté. Par une réflexion approfondie et des actes de réconciliation concrets, nous pouvons apporter des changements positifs dans l'ensemble des Territoires du Nord-Ouest et servir d'exemple au reste du Canada.

Les Ténos sont capables de se serrer les coudes et de s'adapter aux situations les plus difficiles, comme ils l'ont prouvé à maintes reprises. Au cours de la dernière année, j'ai vu la fonction publique du GTNO faire preuve de la même capacité d'adaptation. J'aimerais profiter de cette occasion pour remercier tous les employés du GTNO pour leur engagement continu envers les résidents des Territoires du Nord-Ouest. J'ai bien hâte de voir ce que nous accomplirons l'an prochain.

WHO WE ARE

COMMUNITIES COMMUNITIES COMMUNITIES
33
COMMUNITIES COMMUNITIES COMMUNITIES

EMPLOYEES EMPLOYEES EMPLOYEES
6,252
EMPLOYEES EMPLOYEES EMPLOYEES

REGIONS REGIONS REGIONS
6
REGIONS REGIONS REGIONS

OFFICIAL LANGUAGES OFFICIAL LANGUAGES
11
OFFICIAL LANGUAGES OFFICIAL LANGUAGES

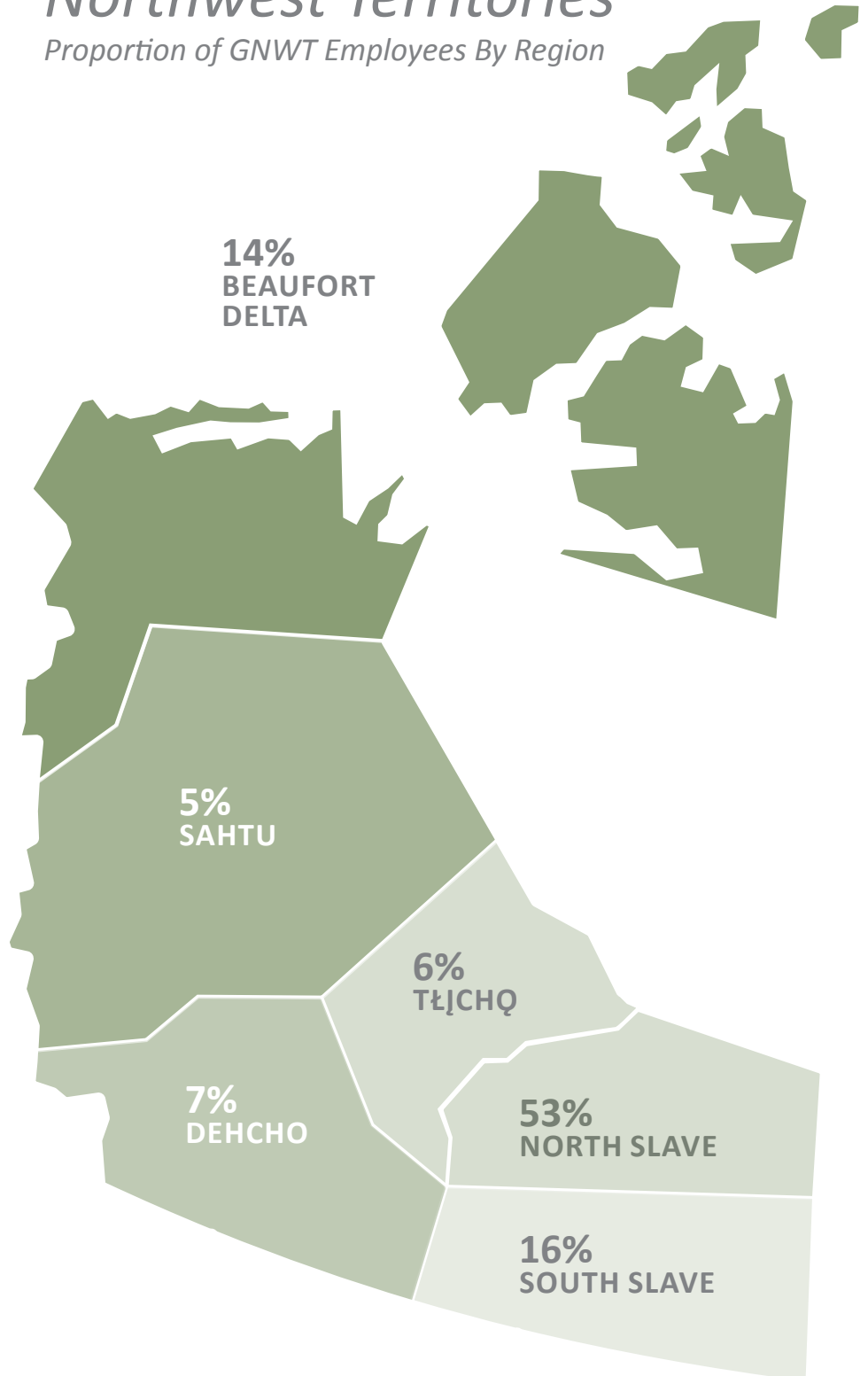
OUR POPULATION

Employee Count
Community Population¹

| BEAUFORT DELTA | | |
|------------------|--------|-------|
| Aklavik | 696 | 58 |
| Fort McPherson | 741 | 87 |
| Inuvik | 3399 | 572 |
| Paulatuk | 323 | 32 |
| Sachs Harbour | 114 | 16 |
| Tsiigehtchic | 192 | 22 |
| Tuktoyaktuk | 989 | 61 |
| Ulukhaktok | 477 | 45 |
| SAHTU | | |
| Colville Lake | 151 | 17 |
| Délı̄ne | 603 | 44 |
| Fort Good Hope | 610 | 48 |
| Norman Wells | 735 | 169 |
| Tulita | 517 | 38 |
| DEHCHO | | |
| Fort Liard | 561 | 55 |
| Fort Providence | 706 | 60 |
| Fort Simpson | 1,258 | 226 |
| Jean Marie River | 87 | 7 |
| Kakisa | 36 | 2 |
| Kát'odeeche | 325 | 25 |
| Nahanni Butte | 95 | 7 |
| Sambaa K'e | 99 | 11 |
| Wrigley | 132 | 9 |
| SOUTH SLAVE | | |
| Enterprise | 120 | 17 |
| Fort Resolution | 549 | 54 |
| Fort Smith | 2,586 | 572 |
| Hay River | 3,793 | 338 |
| TŁIČHŦ | | |
| BehchokŦ | 1,983 | 285 |
| Gamètı̄ | 291 | 26 |
| Wekweètı̄ | 150 | 12 |
| Whatı̄ | 532 | 36 |
| NORTH SLAVE | | |
| Dettah | 228 | 0 |
| łutselk'e | 330 | 34 |
| Yellowknife | 21,372 | 3,267 |

Northwest Territories

Proportion of GNWT Employees By Region



¹ Source: NWT Bureau of Statistics, as of July 1, 2020. Retrieved August 2021.

A DIVERSE TERRITORY

The Northwest Territories is a vast jurisdiction, covering more than 1.35 million square kilometers. In 2020, the NWT Bureau of Statistics reported the population of the NWT as 45,161.

Nearly half of the population lives in Yellowknife, the territorial capital. 30% of NWT residents reside in the six regional centres with 21% residing in the smaller communities.

Diverse and culturally rich, approximately half of the territory's residents are Indigenous. The territory is also linguistically diverse, officially recognizing 11 languages: English, French, Chipewyan, Cree, Tłı̄chǫ, Gwich'in, North Slavey, South Slavey, Inuktitut, Inuvialuktun, and Inuinnaqtun.

GOVERNANCE

The NWT operates under the consensus system of government. The Legislative Assembly functions in much the same way as a provincial legislature except that all NWT Members of the Legislative Assembly (MLAs) represent their constituencies as independents politicians, rather than as members of a political party.

At the beginning of a term, the Premier and six Ministers are selected by all MLAs to form the Executive Council. Members who are not appointed to the Executive Council are responsible for holding the government accountable and responsive to NWT residents.

The NWT follows a system of fixed date elections. The Legislative Assembly is scheduled to be dissolved every four years so that a general election may be held. Polling day is the first Monday in October, four years after the last general election. The current assembly is to be dissolved November 2023.

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

THE ROLE OF THE NWT PUBLIC SERVICE

The Public Service is an impartial body that supports the Government of Northwest Territories (GNWT) to develop and implement policies and deliver a range of public services. The GNWT is a public government responsible for the delivery of services to the people of the NWT. Some of these services include health and social services, justice, education, income support, economic development, industry and investment support, environment and natural resources, lands management including authority for inspections, enforcement and leasing on Territorial lands, housing, regulating the development of minerals, oil and gas, water management, transportation infrastructure (airports and roads), support to community governments, and cultural programs.

The *Public Service Act* (the *Act*) is the legislative framework that establishes the Public Service for the NWT. The *Act* also outlines the basic terms and conditions of employment, identifies the rights and responsibilities of employer and employees, and creates the labour relations framework for the GNWT.

Enacted in 1988 and amended as issues arose, the *Act* is currently undergoing a comprehensive review, which will set out a more modern framework for the management and direction of an effective and skilled public service for the GNWT.



EMPLOYEES BY DEPARTMENT AND AGENCY

March 2020



March 2021



DEPARTMENTS EDUCATION COUNCILS TŁJCHQ COMMUNITY SERVICES AGENCY

NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY

AGENCIES (Aurora College, Business Development and Investment Corporation, and Northwest Territories Housing Corporation)

EMPLOYEE TYPES

March 2020



March 2021



INDETERMINATE (employment on a continuing basis, with no end date specified. Standard work week of 37.5 or 40 hours)

TERM (employment for a fixed period where at the end of the fixed period the employee ceases to be employed. Standard work week of 37.5 or 40 hours)

RELIEF (appointment to an indeterminate (regular) position where services operate on a daily basis throughout the year for which there are no established hours on a daily, weekly or monthly basis)

TYPES OF EMPLOYMENT

March 2020



March 2021



UNION OF NORTHERN WORKERS (UNW) NORTHWEST TERRITORIES TEACHERS' ASSOCIATION (NWTTA)

EXCLUDED SENIOR MANAGERS

EMPLOYEE OCCUPATIONAL CLASSIFICATION

March 2020



March 2021

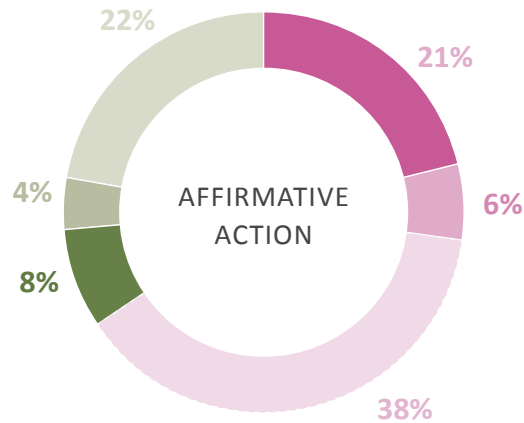
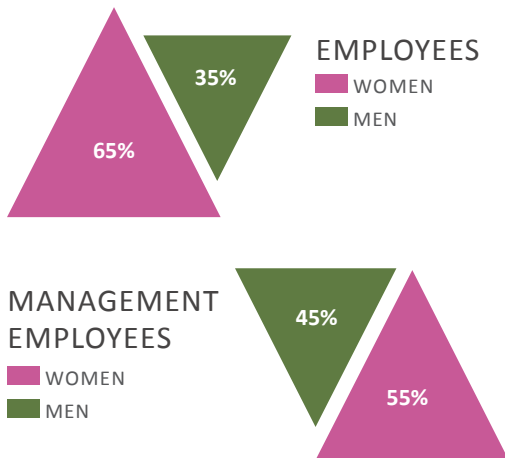


FINANCE AND ADMINISTRATION NATURAL AND APPLIED SCIENCES HEALTH EDUCATION AND CULTURE

SOCIAL, COMMUNITY AND CORRECTIONS SERVICES TRADES, INDUSTRY AND UTILITIES

THE NWT PUBLIC SERVICE

A NWT PUBLIC SERVANT



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

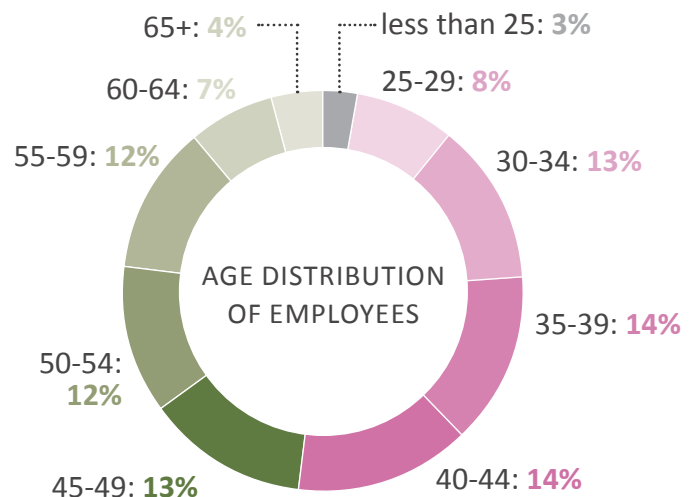
44.0 yrs

AVERAGE AGE

8.0 yrs

AVERAGE LENGTH OF SERVICE

In 2020/21, 218 employees contributed \$122,158.00 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program with over 40 employees donating \$1,000 or more



BUILDING A DIVERSE AND INCLUSIVE WORKFORCE

The GNWT's commitment to diversity not only fosters a psychologically healthy workplace culture, but also encourages the spectrum of ideas, backgrounds, and skills that helps the GNWT evolve and prosper. By openly accepting new ideas, voices, and perspectives, the GNWT can cultivate a culture of diversity, innovation, and creativity.

In 2020, the GNWT Advisory Committee on Employability (GACE) was restructured to become the GNWT Advisory Committee on Diversity and Inclusion (GACDI). This committee has been broadened to include representation of various employment equity groups including women, Indigenous Aboriginal persons, persons with disabilities, visible minorities and 2SLGBTQQIA persons. The revised committee is made up of public servants belonging to one of more of these equity groups, who provide advice on broader diversity and inclusion issues.

In addition to GACDI, the GNWT consults with the Indigenous Employee Advisory Committee (IEAC) on developing initiatives to support the growth of workplace diversity and build an inclusive culture. This consultation ensures the unique needs of NWT residents are weaved into policies, programs, and services within each department. In March 2021, the GNWT launched two new initiatives, **Indigenous Cultural Awareness and Sensitivity Training** and the **Exploring Anti-Racism Campaign**.

The Indigenous Cultural Awareness and Sensitivity Training was implemented to fulfill the GNWT's commitment of the Truth and Reconciliation Commission Calls to Action #57. The goals of this training are:

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

The Exploring Anti-Racism Campaign consisted of a poster based on an image created by Dr. Andrew M. Ibrahim that interprets the work of Dr. Ibram X. Kendi, and an Equitable Workplace: Cultivating Attitudes of Antiracism and Allyship workshop series, which created space for learners to explore their own personal experiences with racism and allyship while identifying how these behaviours can impact our lives daily, especially within the workplace.

In their Call to Action #57, the Truth and Reconciliation Commission “call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.”

Since its launch, 89 employees and 87 managers have completed the Equitable Workplace training program which helps teach participants to deconstruct what they thought they knew about social norms while discovering tools to help them reshape the way they see the world.

Other initiatives spearheaded by the GNWT's Diversity and Inclusion Unit include:

- the **Indigenous Career Gateway Program** which offers entry level and trainee employment opportunities to Indigenous Aboriginal NWT residents. In 2020/21, the program was fully subscribed and provided the opportunity for 26 public servants to secure employment with the GNWT; and
- the **Indigenous Management Development Training Program** that supported 10 employees by providing financial assistance for the skills, training, and/or work experience necessary for career advancement.

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

GNWT employees are also able to remotely attend the 2SLGBTQQIA Inclusive Workplace Awareness Training developed and facilitated in partnership with the Rainbow Coalition of Yellowknife. Since its launch in March 2019, 356 employees have completed this training which helps employees to recognize key terms associated with the 2SLGBTQQIA community, identify and apply respectful behaviour, and to support co-workers and clients within the 2SLGBTQQIA community. The demand for this training has been so high, the GNWT has extended its contract with the Rainbow Coalition of Yellowknife for another two years.

OFFICIAL LANGUAGES

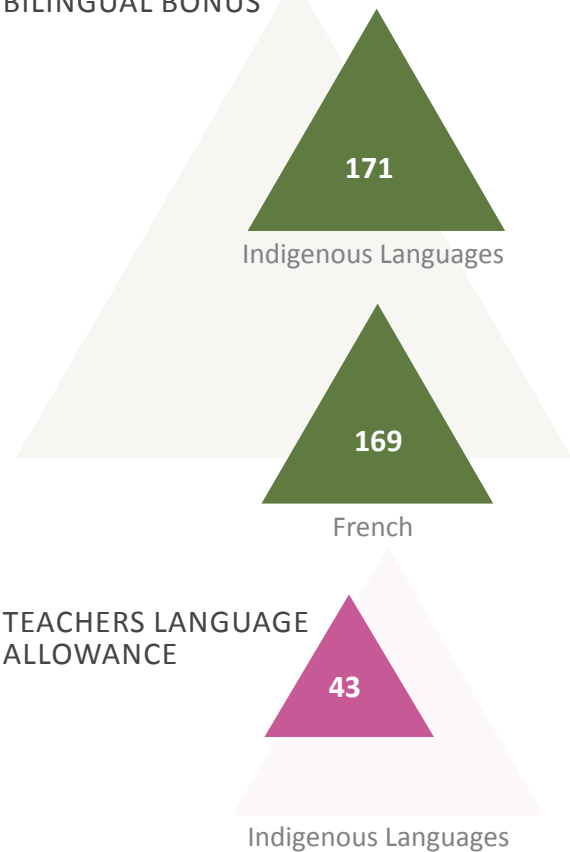
A government’s ability to communicate in the official languages of the public it serves is an important part of the operation of good government and is the responsibility of all GNWT departments and agencies. The GNWT is committed to providing services in the eleven official languages of the Northwest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

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

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

- classroom teaching;
- individual student counseling;
- parent teacher interviews;
- extracurricular activities; and
- school/community relations.

GNWT EMPLOYEES BILINGUAL BONUS



TEACHERS LANGUAGE ALLOWANCE

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

DEVELOPING AN EFFECTIVE NWT PUBLIC SERVICE

RECRUITMENT

Recruiting and training northerners is essential to building a strong, stable and representative public service. While the responsibility of hiring initiatives and outcomes rests with departments and agencies, the Department of Finance provides advice and guidance to support effective hiring and deployment at all levels within the public service. During the 2020/21 fiscal year, recruitment efforts resulted in a total of 958 hires.

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

- the **Regional Recruitment Program** which provides a link between vacant regional positions and local northern residents through on-the-job training.
- the **Indigenous Career Gateway Program** that supports the career objectives of Indigenous NWT residents interested in a career with the territorial government.
- the **Summer Student Employment Program** which offers work experience and competitive salaries to support northern post-secondary students. This valuable work experience enhances their employment prospects upon graduation.
- the **Internship Program** that provides unique employment opportunities to recent northern graduates through internships with GNWT departments. This valuable work experience enhances their employment prospects and helps retain skilled northern workers.

22,381

APPLICANTS

958

HIRES

RECRUITING NORTHERNERS TO PUBLIC SERVICE

Regional Recruitment Program Hires



Indigenous Career Gateway Program Hires



Summer Student Employment Program Hires



Internship Program Hires



2017/18 2018/19 2019/20 2020/21

52%

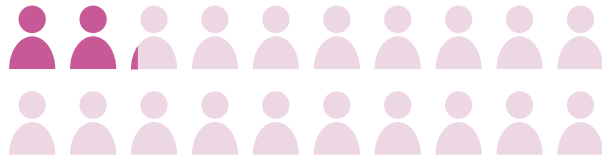
OF 2020/21 SUMMER STUDENT HIRES WERE INDIGENOUS ABORIGINAL CANDIDATES

ACCESSION AND TURNOVER



ACCESSION: **15.9%**

The accession rate measures the number of employees hired as a percentage of the average total workforce. The turnover rate measures the number of employees who left the GNWT as a percentage of the average total workforce.

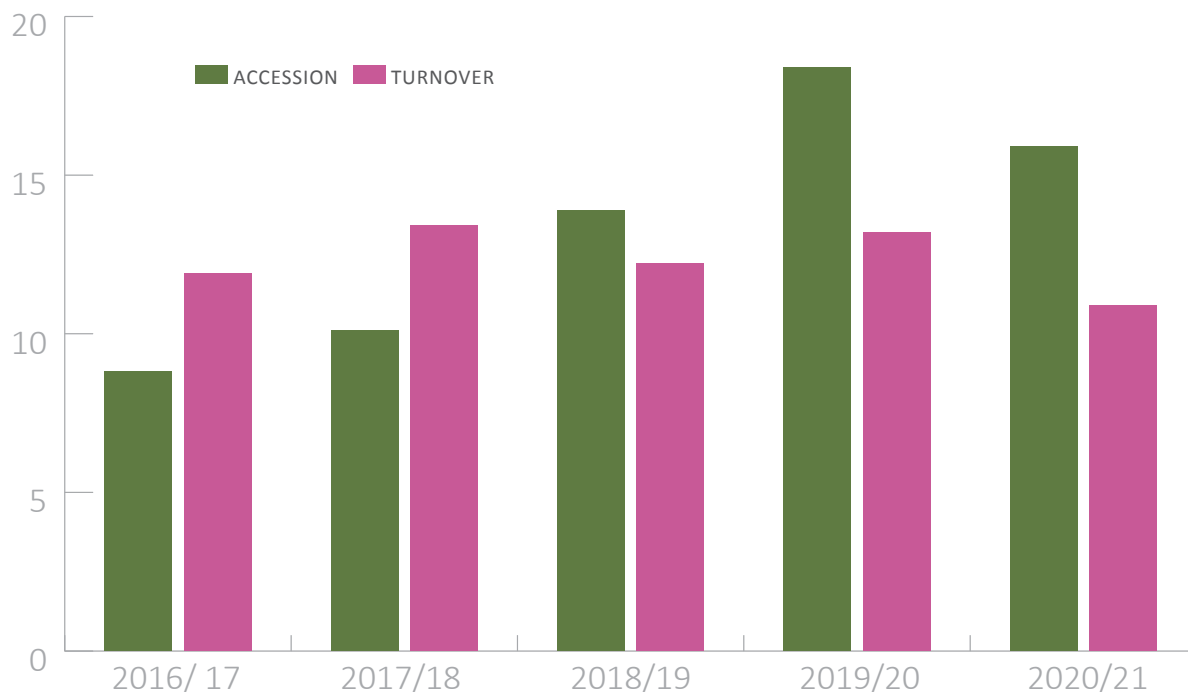


TURNOVER: **10.9%**

89%

**THE GNWT'S EMPLOYEE
RETENTION RATE**

ACCESSION AND TURNOVER RATES (2016/17 TO 2020/21)



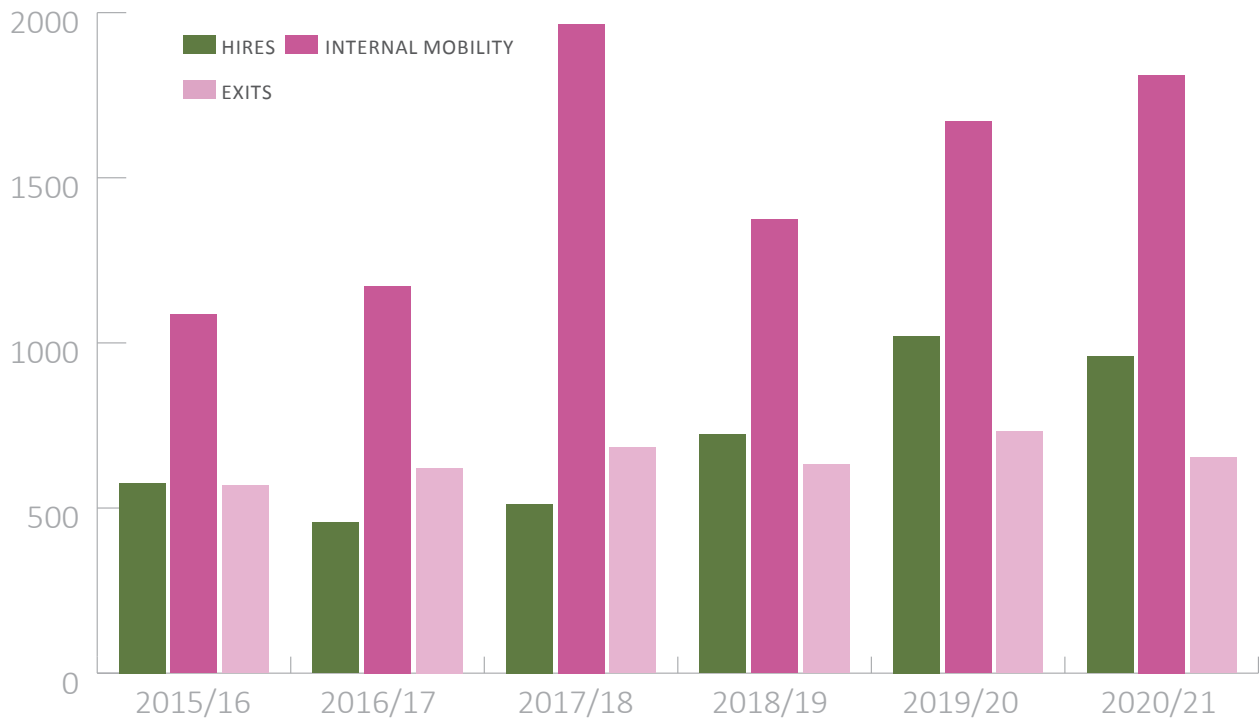
In 2020/21, the GNWT's accession rate decreased by 2.5%, down to 15.9%. Shifting priorities at the onset of the COVID-19 pandemic, the redeployment of employees, and the uncertainty around transitioning the majority of GNWT employees to working remotely contributed to a delay in hiring at the beginning of the 2020/21 fiscal year. This also accounts for this decrease in the accession rate. In addition, the general economic uncertainty of the last year likely contributed to the decrease in the GNWT employee turnover rate.

In 2020/21, twelve Indigenous Career Gateway Program hires were placed in communities outside of Yellowknife. Since its launch in 2018, the ICGP has placed 46 Indigenous Aboriginal candidates in GNWT positions in Behchokó, Fort Simpson, Hay River, Norman Wells, Inuvik, Ulukhaktok and Yellowknife.

STAFFING ACTIONS

(HIRES, INTERNAL MOBILITY AND EXITS)

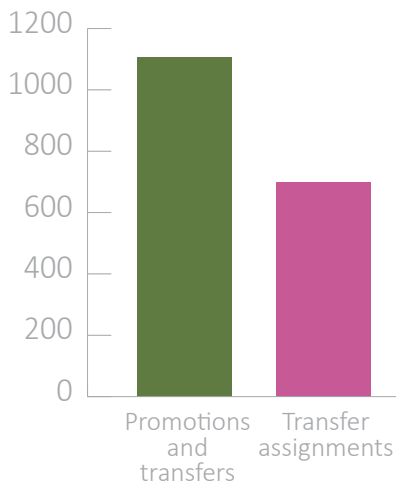
STAFFING ACTIONS (2015/16 TO 2020/21)



Staffing Actions by Fiscal Year (2016-2021)

In 2020/21, the GNWT hired 958 employees and 653 employees ended their employment with the government. Hiring decreased with 6.6% less hires than in the previous fiscal year and 46.2% of employee exits were due to retirement or the expiration of term employment.

INTERNAL MOBILITY



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

RECRUITMENT AND MARKETING INITIATIVES

Recruitment and marketing of the GNWT as an employer is increasingly important given the current competition for skilled workers in Canada. The GNWT developed a Workforce Planning Strategy to identify gaps between where the GNWT, as an employer, is now and where it wants to be and uses this strategy to guide its recruitment efforts.

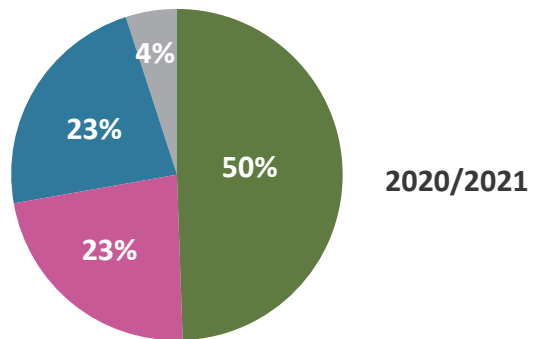
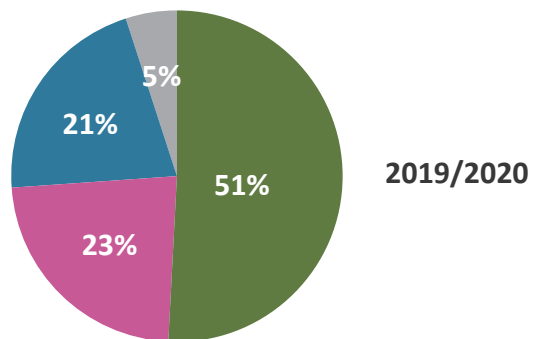
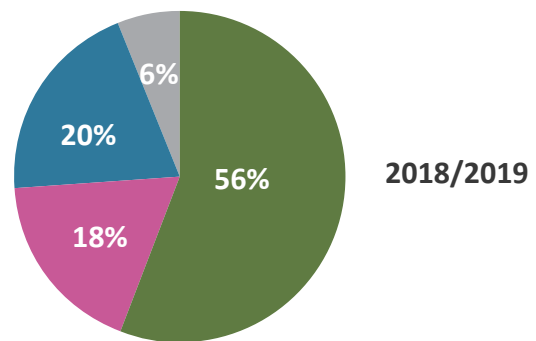
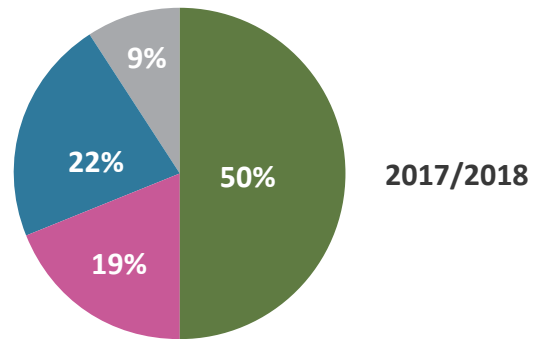
Marketing efforts were significantly impacted as a result of the COVID-19 pandemic. Restrictions on public gatherings prevented the level of community engagement seen in previous years. In 2020, the GNWT attended a CDÉTNO *Café Emploi* session in the fall.

When the situation allows, community events provide opportunities for the GNWT to connect with northerners to promote careers and current employment prospects within the public service. They allow the GNWT to raise awareness of the employment resources and supports available and communicate the commitment to diversity within the organization.

The GNWT uses both its own website and LinkedIn for web-based recruitment. The GNWT careers website advertises active job competitions, allows opt-in email notifications for new job postings, and provides insights into both living in the North and working for the public service. In addition to providing one-on-one resume tip sessions and mock interviews, the GNWT provides helpful information to applicants on the hiring process, resume writing tips, and suggestions on how to prepare for a GNWT interview on the careers website.

Given the diversity of the NWT, the limited labour pool, and the variety of jobs available in regional centres and communities, the GNWT uses a multi-pronged approach to recruitment. The Regional Recruitment Program is a tool used to provide on-the-job training to northern residents through links with Career Development Centres and assistance to employees through education, training opportunities, and on the job supports such as training and mentorship plans.

EXITS BY REASON FOR LEAVING (2017/18 TO 2020/21)



■ RESIGNED ■ TERM EXPIRED
■ RETIRED ■ OTHER



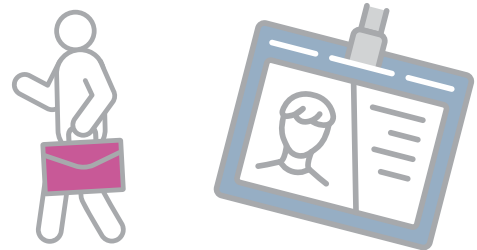
THE COVID-19 PANDEMIC: RESPONDING TO COVID-19

Sherry Ott/NWT Tourism

On March 19, 2020, in response to the COVID-19 pandemic and following advice from the Chief Public Health Officer (CPHO), the majority of GNWT employees were directed to work remotely. In March 2020, the Department of Finance launched a new COVID-19 Working from Home resources webpage, where employees could find various resources to help transition to a remote work environment. These resources include, but are not limited to, the Work from Home Safety Assessment, information on how to hold a conference call with your cell phone, and tips for managers and employees.

In addition to these resources, the GNWT also aimed to prioritize access to mental health resources and tools through the launch of a new COVID-19 Emotional and Mental Health Resources webpage. Created with the intent of supporting employees, this webpage offers access to EFAP, Lifespeak, external mental health supports and information on supports available in communities. As part of this initiative, the GNWT also launched AbilitiCBT, a cognitive-based therapy program that helps employees and their families manage the unique challenges of the pandemic. AbilitiCBT will continue to be offered for an additional year.

All in person training courses offered by the GNWT were cancelled when most employees were directed to



“I want to thank our public servants for their continued hard work at the onset of the COVID-19 pandemic. As the Minister Responsible for the Public Service, and as a resident of this territory, I have been very proud of the dedication and commitment I have witnessed by public servants during what has been a very tumultuous and difficult time. Their work, whether done from home or in the workplace, has helped ensure our government’s timely response to the pandemic and continues to be very much appreciated”

Caroline Wawzonek, Minister of Finance

work remotely. Through the hard work and dedication of GNWT facilitators, several training courses were able to transition from in-person to online sessions. The Department of Finance launched The Working Mind Virtual training which allows managers and employees to discuss the various challenges of the pandemic and connect them with the necessary resources and supports. Not only was the 2SLGBTQQA Inclusive Workplace Awareness Training also able to transition to a virtual delivery, additional sessions were added to the Learning and Development calendar to meet the continued demand.

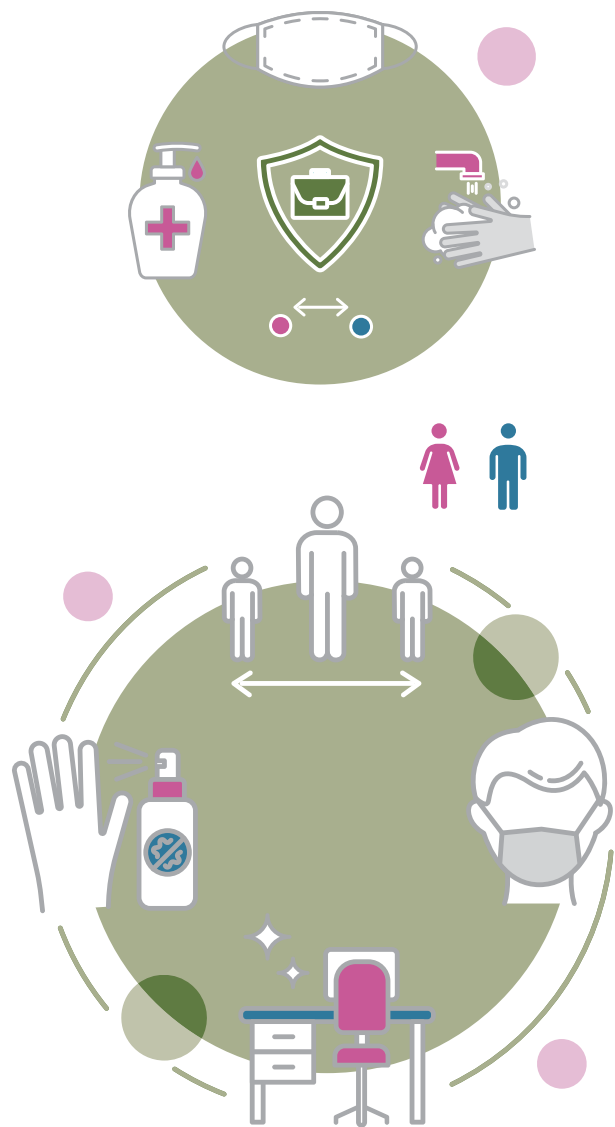
In summer 2020, the GNWT coordinated the transition of employees back to the workplace through the launch of *Returning to the Worksite: The Government of the Northwest Territories Approach*. This document aimed to prioritize safety measures for employees, workspaces, and the public when a return was made. The GNWT took a planned and prudent approach to returning employees to the worksite, beginning with offices where there had been an interruption in service, and where the GNWT could comply with the CPHO requirements concerning workplace capacity, physical distancing, hand washing and infection control.

Because every worksite is physically different and staffed at different levels, departments and agencies considered and planned for each worksite separately, which resulted in a staggered return to the worksite. As part of this planning, each management team filed an Exposure Control Plan with the Office of the Chief Public Health Officer that identified what arrangements were made to limit exposure to COVID-19 for GNWT staff and clients for each individual worksite.

As the NWT moved through the phases of returning to normal operations, the GNWT followed the guidance and direction of the CPHO. Determining when employees should return to the worksite was based on various factors, such as what services to residents were required and whether workplace environments met all safety protocols.

By fall 2020, 188 GNWT employees volunteered to be reassigned to other areas to support the COVID-19 response. While this change was temporary for most, the success of the territory's pandemic response would not have been possible without the flexibility and support of these public servants.

In September 2020, the COVID-19 Coordinating Secretariat was announced, bringing the GNWT's pandemic services under one roof to improve service and seek cost-efficiencies. This consolidated approach to the pandemic response has allowed the Secretariat to view operations through a wide-angle lens. In the 2020/21 fiscal year, 131 employees and 98 casuals were employed through a variety of staffing methods to support the COVID-19 Coordinating Secretariat. As of March 31, 2021, the Secretariat's workforce included 119 employees and 19 casuals. Of these employees, 63% are on term positions with 45% located outside of Yellowknife.



APPEALS

The GNWT's staffing appeal process allows unsuccessful candidates an opportunity to appeal a staffing decision if they feel that a procedural error was made during the hiring process.

Staffing appeals are reviewed by Staffing Review Officers who are non-government individuals appointed by the Minister Responsible for the *Public Service Act* for three-year terms.

LABOUR RELATIONS AND COLLECTIVE BARGAINING

Most GNWT employees are union members, with UNW members accounting for 77% and NWTTA 9% of the GNWT's workforce. Excluded employees accounted for 10% of the Public Service, while senior management made up 4%.

All NWT teachers are members of the Northwest Territories Teacher's Association (NWTTA). The current Collective Agreement between the NWTTA and the Minister Responsible for the Public Service has a two-year term, effective August 1, 2020 to July 31, 2021.

The Union of Northern Workers (UNW) is the union that represents the majority of the Public Service, except teachers. The Collective Agreement between the UNW and the Minister Responsible for the Public Service had a five-year term, effective April 1, 2016 to March 31, 2021.

RETIREMENT

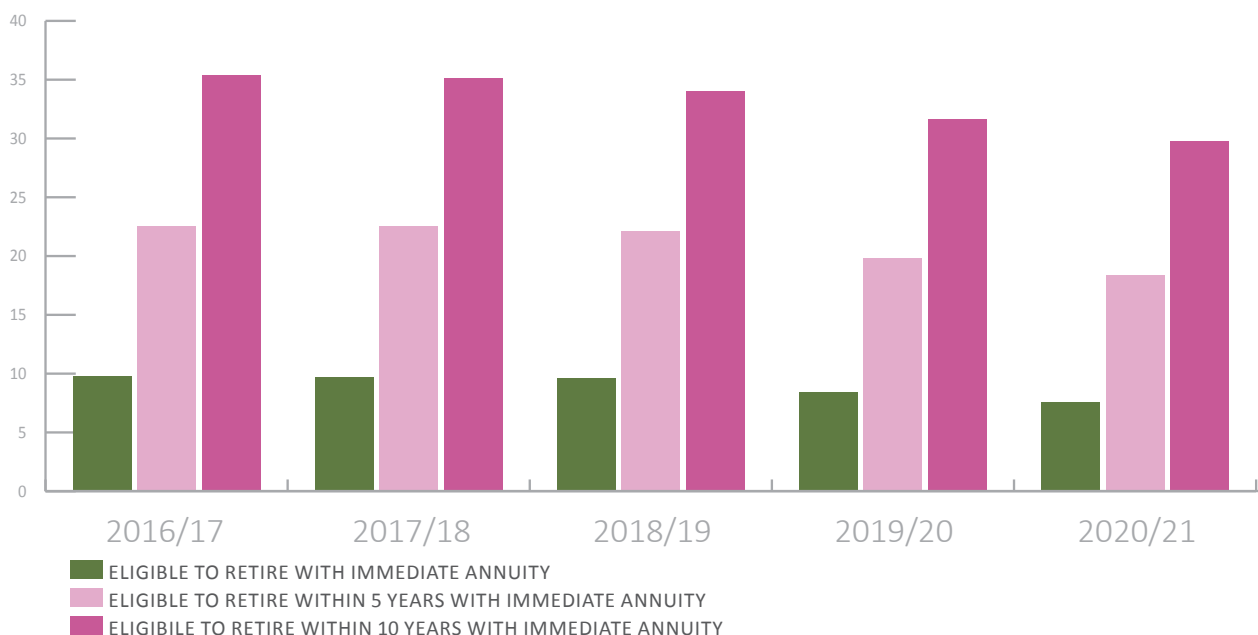
As the GNWT workforce ages, employees will continue to retire from their positions. As demonstrated in the graph below, the percentage of the GNWT's overall workforce eligible to retire with immediate annuity, within five years, and within ten years has remained relatively stable for the past five years.

LEARNING AND DEVELOPMENT

The GNWT values continuous lifelong learning to support a competent and well-trained public service to help the government achieve its mandate, goals, and priorities. The GNWT *Learning and Development Policy* guides and reinforces the importance of learning and development to foster and support performance growth, while continuing to provide innovative programs and services to NWT residents.

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

RETIREMENT ELIGIBILITY OVER THE NEXT TEN YEARS (AS AT MARCH 31, 2021)



Workforce Development Framework



Formal and Directed Learning



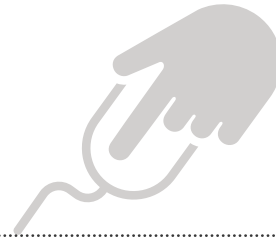
Self-Directed Skill Development



Learning through Experience



Learning through People



Top 5 Online Courses for Managers and People Leaders

1. PeopleSoft Manager Self-Service
2. Onboarding Training for Managers
3. Coaching Fundamentals
4. PeopleSoft 9.2 | SAM | Delegated Authority Entry & Maintenance
5. NTHSSA onto SAM - Inquiry and Online Budget Forecasting

Top 5 Online Courses:

1. PeopleSoft Self-Service
2. DIIMS Records Classifier Training
3. Information Security Awareness Training
4. Access to Information and Protection of Privacy General Awareness Training
5. NTHSSA onto SAM - Introduction to SAM

The GNWT provides all employees with access to various forms of learning and development opportunities. These are carried out through formal, self-directed learning, online, and in-person training courses. These learning and development opportunities not only allow the GNWT to support government-wide priorities and provide progressive services to the public, but also retain, attract, and develop a skilled, qualified, and representative workforce.

The GNWT continually offers personal and professional training opportunities to employees through the Learning and Development Calendar. Since its launch in 2015, employees enrolled in over 61,385 courses. During the 2020/21 fiscal year the COVID-19 pandemic had a large impact on the delivery of training. Some courses that had previously been offered in person were adapted to be delivered virtually. This included the Working Mind- Managers and Supervisors Training, 2SLGBTQQA training, as well as training hosted by Labour Relations: Duty to Accommodate Training for Managers and Supervisors and Harassment Free and Respectful Workplace for Managers and Supervisors. The Staffing Workshop was also offered remotely.

61,385

NUMBER OF COURSES EMPLOYEES HAVE ENROLLED IN SINCE ITS LAUNCH IN 2015.



Employee learning and development links directly to the competency-based performance development process by establishing learning plans as a tool to plan and manage learning goals.

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

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

Below is the GNWT Competency Model diagram. The outer white circle contains the six competencies while the multi-coloured pie shapes contain bullets that provide an illustration of what each competency represents. The innermost white circle represents the GNWT Vision and Goals connected to the competencies needed to achieve them.



During the 2020/21 fiscal year the COVID-19 pandemic had a large impact on the delivery of training. Some courses that had previously been offered in person were adapted to be delivered virtually

LEADERSHIP DEVELOPMENT PROGRAM

The GNWT is committed to meeting the leadership development needs of its workforce and to putting programs in place that support management development within the GNWT. In previous years, the GNWT has partnered with the University of Alberta – School of Business, Executive Education to offer its GNWT Leadership Development Program for Executive Managers, Managers and Emerging Managers. The Leadership Development Program has generally offered all three streams (Executive Managers, Managers and Emerging Managers) within each cohort.

However, due to the agreement with the University of Alberta, expiring in July of 2020, the GNWT is not currently able to offer the program to employees. The program is currently under review and a new Request for Proposal is expected to be released in 2021.

INDIGENOUS MANAGEMENT DEVELOPMENT TRAINING PROGRAM

Launched in the 2019/20 fiscal year, the Indigenous Management Development and Training Program (IMDTP) supports the professional development of Indigenous GNWT public servants by providing the necessary skills training and/or work experience for career advancement. Under this program, the GNWT provides up to \$10,000 to current employees who identify as Indigenous Aboriginal individuals under the GNWT *Affirmative Action Policy* who require skills training to obtain and maintain sustainable employment that:

- shows progression;
- has demonstrated the desire for developmental opportunities to support career advancement; and
- has identified the learning goal within their learning plan.

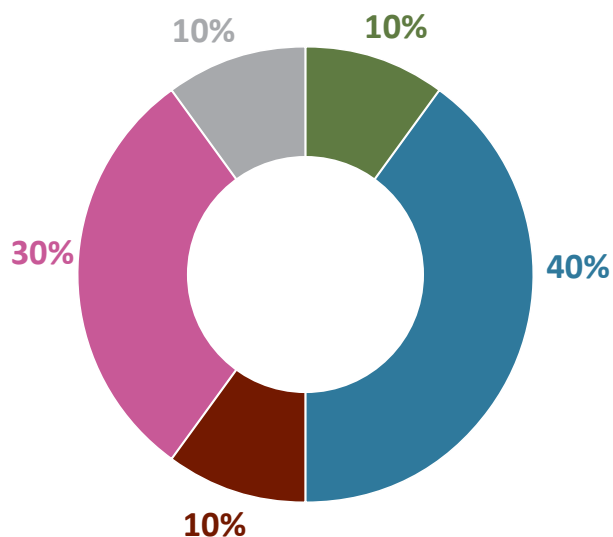
In 2020/21, 10 public servants participated in the program. Employees used the funding to complete graduate and undergraduate degrees in areas such as Business administration and Environment and Conservation Services. Program funding was also used to attain the Project Management and Indigenous Leadership certificates.

In 2020/21, employee enrolment in IMDTP decreased by 37.5%. This may have been due to the ongoing COVID-19 pandemic, and its impact on the availability of courses.



EMPLOYEE ENROLMENT
DECREASE IN 2020/21

37.5%



- Project Management Certificate
- Masters Degree
- Indigenous Leadership Certificate
- Undergraduate Degree
- Northern Leadership Development Program

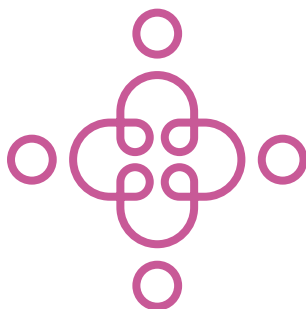
"Under this program, the GNWT provides up to \$10,000 to current employees who identify as Indigenous Aboriginal individuals under the GNWT Affirmative Action Policy who require skills training to obtain and maintain sustainable employment..."

2SLGBTQQIA 101: INCLUSIVE WORKPLACE AWARENESS TRAINING

With support from the Rainbow Coalition of Yellowknife, this half-day course was designed to provide all territorial government employees with the necessary knowledge and tools to identify and apply respectful and supportive behavior towards co-workers and clients within the 2SLGBTQQIA community.

The training includes information and advice on:

- gaining a basic understanding of the key terms, such as the words and acronyms that are central to the 2SLGBTQQIA community as the proper usage of such terms is an important part of developing and maintaining an inclusive workplace;
- identifying barriers and unique challenges that 2SLGBTQQIA employees face either in their personal lives or in the work place; and
- taking action in creating and supporting a healthy, inclusive work environment.







CULTURAL SAFETY IN THE WORKPLACE:

INDIGENOUS CULTURAL AWARENESS AND SENSITIVITY TRAINING PROGRAM

Lightpoet

In March 2021, the GNWT launched the Living Well Together: Indigenous Cultural Awareness Sensitivity Training modules.

To ensure this training reflected diverse and authentic perspectives of Indigenous peoples from across the North, the GNWT collaborated with Indigenous Elders, community members and Indigenous artists in the creation of Living Well Together. This online, self-directed training program was designed to provide all territorial government employees and the public with the necessary knowledge and tools to develop cultural competencies, and to play an active role in reconciliation.

Living Well Together is mandatory for all GNWT employees, and is accessible through the Learning and Development Calendar. The training time ranges between 10-30 hours depending on how much supplementary content employees choose to explore.

Gerri Sharpe, who contributed to Living Well Together, proudly stands behind the training: “I am honoured to be included and so very proud of the work that was put into this. I am excited to see the change it will bring to the NWT as a people as it will empower anyone that sees it.”

Living Well Together was developed to fulfill the GNWT’s commitment to the Truth and Reconciliation Commission’s Calls to Action #57 and Article 14 and 15 of the United Nations Declaration of the Rights of Indigenous Peoples.

938 EMPLOYEES HAVE
ENROLLED IN TRAINING

NUMBER OF EMPLOYEES
WHO HAVE COMPLETED
ALL EIGHT MODULES **252**

“I am honoured to be included and so very proud of the work that was put into this. I am excited to see the change it will bring to the NWT as a people as it will empower anyone that sees it.”

Gerri Sharpe
GNWT employee and Living Well Together contributor

The goals of the module series include:

- creating awareness and understanding of the impact of colonization;
- having all GNWT employees know the collective role in reconciliation; and
- providing the necessary foundation and tools to become culturally competent.

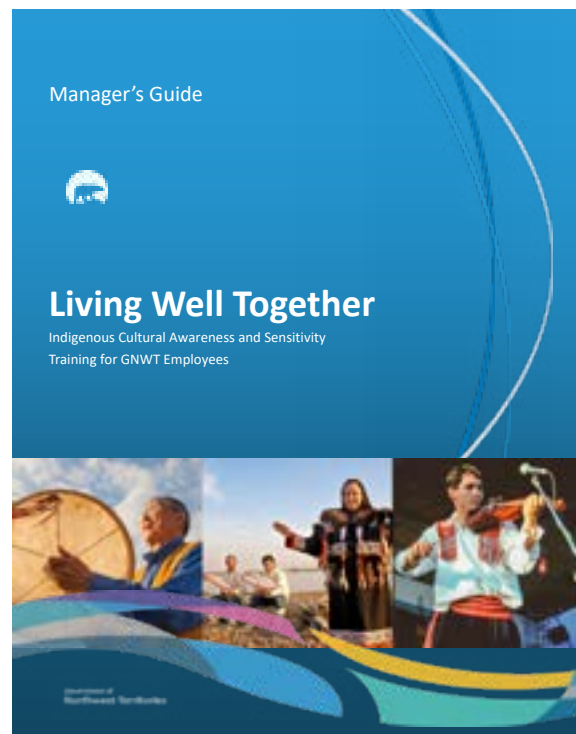
Living Well Together is comprised of two series: Truth and Reconciliation. The Truth Series (modules 2-5) focuses on creating awareness around colonization, residential schools, and Indigenous and non-Indigenous relations. The Reconciliation series (modules 6-8) focuses on developing cultural sensitivity, and the practice of reconciliation.

GNWT also developed the My Path Learner's Guide as a print companion to the Living Together online modules. This document is intended to help promote deeper learning through self-reflection and personal action-planning for putting reconciliation into practice.

As of March 31, 2021, 938 employees have enrolled in the training and 252 employees have completed all 8 modules.

In addition to the eight modules, the Department of Health and Social Services is hosting weekly Discussion Circles for employees. Participants can share their thoughts on the training and find support throughout their learning journeys. In March 2021, two Discussion Circles were held for modules 1 and 2, with 85 employees participating.

Though the Living Well Together training is intended for GNWT employees, it is publicly available on the Department of Finance website. This training contains a wealth of important information and learning opportunities for anyone who wants to learn more about intercultural competency, conflict resolution, human rights, and anti-racism.



“Living Well Together was created in the spirit of reconciliation and provides opportunities for our employees to reflect on ways we can all support reconciliation and decolonization as public servants and private citizens; in the workplace; and within the community. Through careful reflection and deliberate acts of reconciliation, we can make positive changes throughout the Northwest Territories and serve as an example for the rest of Canada.”

Caroline Wawzonek, Minister of Finance

A SAFE & HEALTHY WORKPLACE

HARRASSMENT FREE & RESPECTFUL WORKPLACE

The GNWT is committed to providing a respectful workplace free of harassment where individuals are treated with fairness, dignity and respect. All individuals who work for the GNWT play a role in ensuring a working environment where the dignity of all employees, clients and visitors is respected. Respectful workplace training is offered to managers and supervisors in all departments.

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

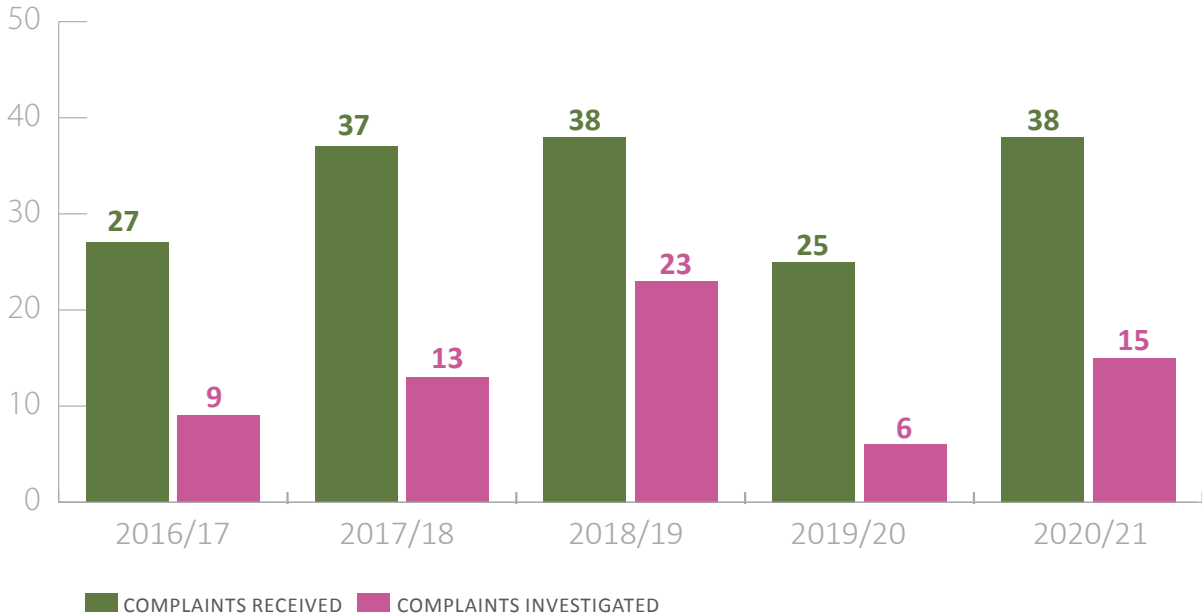
While every effort is made to resolve conflicts in a fair and respectful manner without resorting to the formal complaint process, more emphasis is now placed on early conflict resolution mechanisms, such as informal or formal mediation. As complaints are received, they are assessed to determine:

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

In 2011, the *Harassment Free and Respectful Workplace Policy* was updated, and the definition of harassment was broadened to include personal harassment. This coupled with a campaign to increase education and awareness around the policy, resulted in a consistent increase in complaints received over several years. In the 2020/21 fiscal year complaints increased again.

The *Harassment Free and Respectful Workplace Policy* and accompanying guidelines are currently under review. This revised policy will reflect an increased emphasis on early conflict resolution mechanisms. With changes to the policy, and continued education and awareness, we expect to see an increase in the use of early, informal resolution strategies.

HARRASSMENT FREE RESPECTFUL WORKPLACE POLICY COMPLAINTS



OCCUPATIONAL HEALTH AND SAFETY

Corporate Occupational Health and Safety (OHS) continues to provide advice and guidance to all government departments and works collaboratively to keep GNWT workplaces safe. The *Occupational Health and Safety Policy* applies to all territorial public service employees, except employees of the Northwest Territories Power Corporation. It also applies to contractors, volunteers, clients, and members of the public in GNWT workplaces.

Currently, the GNWT is updating the OHS Policy to bring it in line with Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace. This work includes the implementation of an overarching health and safety program with an aim to streamline GNWT health and safety procedures and strengthen the GNWT safety culture.

This health and safety program provides staff with health and safety orientations, training, hazard management, emergency response plans and incident management. Each GNWT department and agency is responsible for ensuring their workplaces comply with health and safety requirements and establishing their own health and safety committees and representatives.

In 2020/21, 57 employees attended Supervisor Safety Training and 556 employees participated in Workplace Safety Awareness training sessions. GNWT employees can also access training on several other OHS topics, such as First Aid, CPR, and other customized training sessions.

Work was completed in many areas including:

- research that will contribute to the development of policy around violence and domestic violence in the workplace;
- beginning the development of policy around psychological health and safety in the workplace;
- the development of a GNWT-wide OHS Program, and
- reporting on claims management.

In 2020, there were a total of 115 WSCC lost-time claims compared to 125 in the previous calendar year².

²WSCC Claims are only available by calendar year.

DUTY TO ACCOMMODATE

The GNWT recognizes that to prevent or reduce discrimination it has a legal and moral obligation to accommodate employees. The GNWT's *Duty to Accommodate Injury and Disability Policy* promotes the full workplace participation of persons with disabilities, including those with mental illness, and to ensure the workplace is accessible, non-discriminatory, and inclusive.

The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as reasonably and safely possible. The GNWT accommodates employees in a number of ways, depending on the individual circumstances. There are no concrete rules for workplace accommodation as job modifications work best when tailored to the individual and the situation.

Not everyone with a disability requires accommodation, but in some instances change is necessary to ensure no discrimination takes place. Accommodations may include, but are not limited to:

- modifying job duties;
- modifying hours of work;
- modifying work sites and/or equipment;
- providing an alternate position; and
- bundling existing duties.

Duty to accommodate training is offered to managers and supervisors in all departments and guidelines on applying the *Duty to Accommodate Injury and Disability Policy* are available on the GNWT website. Employee's also have access to online Duty to Accommodate training that can be completed at their workstation.

Duty to Accommodate Advisors are located in Yellowknife, Hay River and Inuvik to provide training, advice and support to managers.

The GNWT is reviewing and updating the *Duty to Accommodate Injury and Disability Policy* and accompanying guidelines.

EMPLOYEE WELLNESS

The GNWT is committed to ensuring that all employees have access to the supports available to help manage and maintain their mental health and wellbeing. The GNWT promotes health and wellness to all employees to ensure they are aware of and can access the support, counselling, and training resources available.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The Employee and Family Assistance Program (EFAP) is a confidential, voluntary counselling and referral service available to GNWT employees and their dependents. The program provides employees with confidential help, resources, and supports, for personal or work-related issues over the phone, in-person, or by using the EFAP digital tablet app. Regardless of the day or time, GNWT employees can access supports related to:

- fitness and physical health;
- mental health;
- relationships;
- nutrition and naturopathic medicine;
- finances;
- elder care; and
- legal advice.

EFAP is promoted using a dedicated intranet site for employees, workplace posters, and the Learning and Development Calendar to increase wellness session awareness and participation. Program promotion also takes place during wellness workshops and webinars, including EFAP orientations for employees and managers to raise awareness of the variety of services and supports available to both groups. All GNWT employees can access EFAP services, free of charge, at any time. GNWT managers, supervisors, and human resources staff may also refer employees to the EFAP as needed. Over the past year, the number of times employees used EFAP services³ has remained stable as the GNWT continues to raise awareness about the program and its benefits to all public servants.



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

How our employees prefer EFAP support:



Tele-counselling



In-person



E-counselling

Top three employee EFAP counselling requests:



54%
Personal/
Emotional



21%
Couple/
Relationship



12%
Work Related

Top three employee EFAP “Emerging Issues”:



28%
Personal
Relationships



23%
Mental
Health



20%
Personal
Stress

Top three employee EFAP Work Life services requests:



54%
Legal



22%
Financial



18%
Personal
Health &
Well-being

³Morneau Shepell provides the GNWT with aggregate data on the number of employees accessing EFAP services to ensure confidentiality.

WELLNESS TRAINING

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

- A total of 277 employees attended 12 wellness training sessions offered throughout 2020/21, by the GNWT's EFAP service provider, Morneau Shepell.
- The GNWT also offers in-house mental health training called *The Working Mind*, which launched in 2019/20. Two certified GNWT employees delivered 10 Manager and Employee sessions across the territory in the 2020/21 fiscal year.
- The GNWT's *Mental Health First Aid* workshops were cancelled at the onset of the COVID-19 pandemic. On March 10, 2021, these workshops were added back on to the Learning and Development Calendar and are delivered virtually directly by the Mental Health Commission of Canada.

LIFESPEAK: THE GNWT'S DIGITAL WELLNESS PLATFORM FOR EMPLOYEES

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

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

ABILITICBT

Launched in May 2020, AbilitiCBT is a confidential, app-based mental health and well-being support program that provides virtual support from a dedicated therapist for employees. Offered in partnership with Morneau Shepell, AbilitiCBT provides confidential and meaningful support for any employee who finds themselves struggling with anxiety and looking for a more personalized approach in dealing with the COVID-19 pandemic.

This program was initially designed to address anxiety symptoms related to the uniquely challenging aspects of the COVID-19 pandemic, which could include: uncertainty, isolation, caring for family and community members, information overload and stress management. In the 2020/21 fiscal year, GNWT's AbilitiCBT program saw 137 users.

The AbilitiCBT content has been expanded for the 2021-2022 year and additional programs are now available including: General Anxiety; Depression; Pain Management; Insomnia; Grief and Loss.



98% LIKE THAT ABILITICBT IS AVAILABLE ONLINE

WOULD RECOMMEND THIS PROGRAM TO OTHERS **97%**

93% SAID ABILITICBT IS HELPING THEM TO PROGRESS TOWARD THEIR GOALS

APPENDICES

The 2020/21 Public Service Annual Report was drafted using the following data.

A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2021

| Department/Board/Agency | Total Employees | Indigenous Aboriginal Employees | % Indigenous Aboriginal Employees | Indigenous Non-Aboriginal Employees | % Indigenous Non-Aboriginal Employees | Other Employees | % Other Employees |
|--|-----------------|---------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|-----------------|-------------------|
| Education, Culture and Employment | 263 | 75 | 29% | 43 | 16% | 145 | 55% |
| Environment and Natural Resources | 343 | 145 | 42% | 41 | 12% | 157 | 46% |
| Executive and Indigenous Affairs | 110 | 45 | 41% | 21 | 19% | 44 | 40% |
| Finance | 486 | 143 | 29% | 100 | 21% | 243 | 50% |
| Health and Social Services | 312 | 67 | 21% | 50 | 16% | 195 | 63% |
| Industry, Tourism and Investment | 169 | 50 | 30% | 22 | 13% | 97 | 57% |
| Infrastructure | 586 | 212 | 36% | 66 | 11% | 308 | 53% |
| Justice | 561 | 132 | 24% | 98 | 17% | 331 | 59% |
| Lands | 105 | 21 | 20% | 16 | 15% | 68 | 65% |
| Legislative Assembly | 44 | 15 | 34% | 15 | 34% | 14 | 32% |
| Municipal and Community Affairs | 104 | 27 | 26% | 26 | 25% | 51 | 49% |
| Total for Departments | 3,083 | 932 | 30% | 498 | 16% | 1,653 | 54% |
| Beaufort Delta Divisional Education Council | 323 | 102 | 32% | 3 | 1% | 218 | 67% |
| Commission scolaire francophone, TNO | 53 | 0 | 0% | 0 | 0% | 53 | 100% |
| Dehcho Divisional Education Council | 97 | 49 | 51% | 0 | 0% | 48 | 49% |
| Sahtu Divisional Education Council | 108 | 36 | 33% | 0 | 0% | 72 | 67% |
| South Slave Divisional Education Council | 253 | 73 | 29% | 18 | 7% | 162 | 64% |
| Total for Education Councils | 834 | 260 | 31% | 21 | 3% | 553 | 66% |
| Tłı̨ch̨ Community Services Agency- Education | 184 | 91 | 49% | 1 | 1% | 92 | 50% |
| Tłı̨ch̨ Community Services Agency- Health | 140 | 79 | 56% | 1 | 1% | 60 | 43% |
| Total for Tłı̨ch̨ Community Services Agency | 324 | 170 | 52% | 2 | 1% | 152 | 47% |
| NTHSSA | 1,664 | 365 | 22% | 102 | 6% | 1,197 | 72% |
| Total for NT Health and Social Services Authority | 1,664 | 365 | 22% | 102 | 6% | 1,197 | 72% |
| Aurora College | 235 | 71 | 30% | 18 | 8% | 146 | 62% |
| Business Development and Investment Corporation | 13 | 1 | 8% | 2 | 15% | 10 | 77% |
| Northwest Territories Housing Corporation | 99 | 33 | 33% | 14 | 14% | 52 | 53% |
| Total for Agencies | 347 | 105 | 30% | 34 | 10% | 208 | 60% |
| Total of Public Service | 6,252 | 1,832 | 29% | 657 | 11% | 3,763 | 60% |

B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2021

| Community/Region | Total Employees | Indigenous Aboriginal Employees | % Indigenous Aboriginal Employees | Indigenous Non-Aboriginals | % Indigenous Non-Aboriginal Employees | Other Employees | % Other Employees |
|------------------------------|-----------------|---------------------------------|-----------------------------------|----------------------------|---------------------------------------|-----------------|-------------------|
| Łutselk'e | 34 | 15 | 44% | 0 | 0% | 19 | 56% |
| Yellowknife | 3,267 | 499 | 15% | 547 | 17% | 2,221 | 68% |
| North Slave Region | 3,301 | 514 | 16% | 547 | 17% | 2,240 | 68% |
| Aklavik | 58 | 25 | 43% | 0 | 0% | 33 | 57% |
| Fort McPherson | 87 | 43 | 49% | 0 | 0% | 44 | 51% |
| Inuvik | 572 | 211 | 37% | 14 | 2% | 347 | 61% |
| Paulatuk | 32 | 13 | 41% | 0 | 0% | 19 | 59% |
| Sachs Harbour | 16 | 7 | 44% | 0 | 0% | 9 | 56% |
| Tsiigehtchic | 22 | 10 | 45% | 0 | 0% | 12 | 55% |
| Tuktoyaktuk | 61 | 27 | 44% | 1 | 2% | 33 | 54% |
| Ulukhaktok | 45 | 18 | 40% | 0 | 0% | 27 | 60% |
| Beaufort Delta Region | 893 | 354 | 40% | 15 | 2% | 524 | 59% |
| Fort Liard | 55 | 33 | 60% | 0 | 0% | 22 | 40% |
| Fort Providence | 60 | 38 | 63% | 2 | 3% | 20 | 33% |
| Fort Simpson | 226 | 114 | 50% | 9 | 4% | 103 | 46% |
| Jean Marie River | 7 | 4 | 57% | 0 | 0% | 3 | 43% |
| Kakisa | 2 | 0 | 0% | 0 | 0% | 2 | 100% |
| Kát'odeeche | 25 | 11 | 44% | 3 | 12% | 11 | 44% |
| Nahanni Butte | 7 | 5 | 71% | 0 | 0% | 2 | 29% |
| Sambaa K'e | 11 | 7 | 64% | 0 | 0% | 4 | 36% |
| Wrigley | 9 | 6 | 67% | 0 | 0% | 3 | 33% |
| Dehcho Region | 402 | 218 | 54% | 14 | 3% | 170 | 42% |
| Colville Lake | 17 | 8 | 47% | 0 | 0% | 9 | 53% |
| Déłıne | 44 | 17 | 39% | 1 | 2% | 26 | 59% |
| Fort Good Hope | 48 | 18 | 38% | 0 | 0% | 30 | 63% |
| Norman Wells | 169 | 50 | 30% | 4 | 2% | 115 | 68% |
| Tulita | 38 | 16 | 42% | 0 | 0% | 22 | 58% |
| Sahtu Region | 316 | 109 | 34% | 5 | 2% | 202 | 64% |
| Enterprise | 17 | 12 | 71% | 0 | 0% | 5 | 29% |
| Fort Resolution | 54 | 36 | 67% | 2 | 4% | 16 | 30% |
| Fort Smith | 572 | 260 | 45% | 40 | 7% | 272 | 48% |
| Hay River | 338 | 130 | 38% | 31 | 9% | 177 | 52% |
| South Slave Region | 981 | 438 | 45% | 73 | 7% | 470 | 48% |
| Behchokǫ | 285 | 162 | 57% | 3 | 1% | 120 | 42% |
| Gamèti | 26 | 13 | 50% | 0 | 0% | 13 | 50% |
| Wekweètì | 12 | 7 | 58% | 0 | 0% | 5 | 42% |
| Whatì | 36 | 17 | 47% | 0 | 0% | 19 | 53% |
| Tłı̄chǫ Region | 359 | 199 | 55% | 3 | 1% | 157 | 44% |
| Total GNWT | 6,252 | 1,832 | 29% | 657 | 11% | 3,763 | 60% |

C. EMPLOYEES BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2021

| Affirmative Action Status | Total Employees | % of Work Force |
|---|-----------------|-----------------|
| Indigenous Aboriginal Female | 1,305 | 20.9% |
| Indigenous Aboriginal Male | 527 | 8.4% |
| Women in Senior Management or Non-Traditional Occupations | 182 | 2.9% |
| Indigenous Non-Aboriginal Female | 363 | 5.8% |
| Indigenous Non-Aboriginal Male | 258 | 4.1% |
| Non-Aboriginal Female | 2,236 | 35.8% |
| Non-Aboriginal Male | 1,239 | 22.1% |
| Total | 6,252 | 100% |

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2021

| Department/ Board/Agency | Total Senior Management Employees | Indigenous Aboriginals in Senior Management | % Indigenous Aboriginals in Senior Management | Indigenous Non- Aboriginals in Senior Management | % Indigenous Non- Aboriginals in Senior Management | Other Employees in Senior Management | % Other Employees in Senior Management |
|--|---|--|--|--|--|---|---|
| Education, Culture and Employment | 25 | 7 | 28% | 2 | 8% | 16 | 64% |
| Environment and Natural Resources | 14 | 2 | 14% | 4 | 29% | 8 | 57% |
| Executive and Indigenous Affairs | 16 | 4 | 25% | 5 | 31% | 7 | 44% |
| Finance | 24 | 4 | 17% | 10 | 42% | 10 | 42% |
| Health and Social Services | 22 | 5 | 23% | 5 | 23% | 12 | 55% |
| Industry, Tourism and Investment | 18 | 4 | 22% | 3 | 17% | 11 | 61% |
| Infrastructure | 26 | 6 | 23% | 3 | 12% | 17 | 65% |
| Justice | 15 | 2 | 13% | 4 | 27% | 9 | 60% |
| Lands | 17 | 1 | 6% | 3 | 18% | 13 | 76% |
| Legislative Assembly | 6 | 1 | 17% | 2 | 33% | 3 | 50% |
| Municipal and Community Affairs | 12 | 5 | 42% | 4 | 33% | 3 | 25% |
| Total for Departments | 195 | 41 | 21% | 45 | 23% | 109 | 56% |
| Beaufort Delta Divisional Education Council | 3 | 0 | 0% | 0 | 0% | 3 | 100% |
| Commission scolaire francophone, TNO | 1 | 0 | 0% | 0 | 0% | 1 | 100% |
| Dehcho Divisional Education Council | 2 | 0 | 0% | 0 | 0% | 2 | 100% |
| Sahtu Divisional Education Council | 2 | 0 | 0% | 0 | 0% | 2 | 100% |
| South Slave Divisional Education Council | 2 | 0 | 0% | 0 | 0% | 2 | 100% |
| Total for Education Councils | 10 | 0 | 0% | 0 | 0% | 10 | 100% |
| Tłı̨ch̨ Community Services Agency- Education | 2 | 1 | 50% | 0 | 0% | 1 | 50% |
| Tłı̨ch̨ Community Services Agency- Health | 3 | 0 | 0% | 0 | 0% | 3 | 100% |
| Total for Tłı̨ch̨ Community Services Agency | 5 | 1 | 20% | 0 | 0% | 4 | 80% |

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

CONTINUED

| Department/ Board/Agency | Total Senior Management Employees | Indigenous Aboriginals in Senior Management | % Indigenous Aboriginals in Senior Management | Indigenous Non- Aboriginals in Senior Management | % Indigenous Non- Aboriginals in Senior Management | Other Employees in Senior Management | % Other Employees in Senior Management |
|--|---|--|--|--|--|---|---|
| NTHSSA | 24 | 2 | 8% | 2 | 8% | 20 | 83% |
| Total for NT Health and Social Services Authority | 24 | 2 | 8% | 2 | 8% | 20 | 83% |
| Aurora College | 7 | 1 | 14% | 2 | 29% | 4 | 57% |
| Business Development and Investment Corporation | 2 | 0 | 0% | 0 | 0% | 2 | 100% |
| Northwest Territories Housing Corporation | 11 | 5 | 45% | 1 | 9% | 5 | 45% |
| Total for Agencies | 20 | 6 | 30% | 3 | 15% | 11 | 55% |
| Total of Public Service | 254 | 50 | 20% | 50 | 20% | 154 | 61% |

| Region | Total Senior Management Employees | Indigenous Aboriginals in Senior Management | % Indigenous Aboriginals in Senior Management | Indigenous Non- Aboriginals in Senior Management | % Indigenous Non- Aboriginals in Senior Management | Other Employees in Senior Management | % Other Employees in Senior Management |
|----------------|---|--|--|--|--|---|---|
| North Slave | 192 | 26 | 14% | 43 | 22% | 123 | 64% |
| Beaufort Delta | 14 | 5 | 36% | 1 | 7% | 8 | 57% |
| Dehcho | 11 | 3 | 27% | 2 | 18% | 6 | 55% |
| Sahtu | 10 | 5 | 50% | 0 | 0% | 5 | 50% |
| South Slave | 22 | 10 | 45% | 4 | 18% | 8 | 36% |
| Tłı̨chǫ | 5 | 1 | 20% | 0 | 0% | 4 | 80% |
| Total | 254 | 50 | 20% | 50 | 20% | 154 | 61% |

E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2021

| Department/Board/Agency | Total Senior Management Employees | Number of Women in Senior Management | % of Women in Senior Management | Number of Men in Senior Management | % of Men in Senior Management |
|--|-----------------------------------|--------------------------------------|---------------------------------|------------------------------------|-------------------------------|
| Education, Culture and Employment | 25 | 19 | 76% | 6 | 24% |
| Environment and Natural Resources | 14 | 4 | 29% | 10 | 71% |
| Executive | 16 | 8 | 50% | 8 | 50% |
| Finance | 24 | 14 | 58% | 10 | 42% |
| Health and Social Services | 22 | 15 | 68% | 7 | 32% |
| Industry, Tourism and Investment | 18 | 10 | 56% | 8 | 44% |
| Infrastructure | 26 | 7 | 27% | 19 | 73% |
| Justice | 15 | 10 | 67% | 5 | 33% |
| Lands | 17 | 12 | 71% | 5 | 29% |
| Legislative Assembly | 6 | 2 | 33% | 4 | 67% |
| Municipal and Community Affairs | 12 | 8 | 67% | 4 | 33% |
| Total for Departments | 195 | 109 | 56% | 86 | 44% |
| Beaufort Delta Divisional Education Council | 3 | 0 | 0% | 3 | 100% |
| Commission scolaire francophone, TNO | 1 | 1 | 100% | 0 | 0% |
| Dehcho Divisional Education Council | 2 | 0 | 0% | 2 | 100% |
| Sahtu Divisional Education Council | 2 | 2 | 100% | 0 | 0% |
| South Slave Divisional Education Council | 2 | 1 | 50% | 1 | 50% |
| Total for Education Councils | 10 | 4 | 40% | 6 | 60% |
| Tłı̨chq̨ Community Services Agency- Education | 2 | 2 | 100% | | 0% |
| Tłı̨chq̨ Community Services Agency- Health | 3 | 2 | 67% | 1 | 33% |
| Total for Tłı̨chq̨ Community Services Agency | 5 | 4 | 80% | 1 | 20% |
| NTHSSA | 24 | 18 | 75% | 6 | 25% |
| Total for NT Health and Social Services Authority | 24 | 18 | 75% | 6 | 25% |
| Aurora College | 7 | 5 | 71% | 2 | 29% |
| Business Development and Investment Corporation | 2 | 1 | 50% | 1 | 50% |
| Northwest Territories Housing Corporation | 11 | 3 | 27% | 8 | 73% |
| Total for Agencies | 20 | 9 | 45% | 11 | 55% |
| Total of Public Service | 254 | 144 | 57% | 110 | 43% |

| Region | Total Senior Management Employees | Number of Women in Senior Management | % of Women in Senior Management | Number of Men in Senior Management | % of Men in Senior Management |
|----------------|-----------------------------------|--------------------------------------|---------------------------------|------------------------------------|-------------------------------|
| North Slave | 192 | 108 | 56% | 84 | 44% |
| Beaufort Delta | 14 | 5 | 36% | 9 | 64% |
| Dehcho | 11 | 5 | 45% | 6 | 55% |
| Sahtu | 10 | 7 | 70% | 3 | 30% |
| South Slave | 22 | 15 | 68% | 7 | 32% |
| Tłı̨chq̨ | 5 | 4 | 80% | 1 | 20% |
| Total | 254 | 144 | 57% | 110 | 43% |

F. HUMAN RESOURCE COSTS

AT MARCH 31, 2021

| Costs | 2021 FY | |
|--|----------------------|---------------|
| Salary | \$576,926,435 | 71.0% |
| Total Salary | \$576,926,435 | 71.0% |
| Bilingual Bonus/Language Allowance | \$575,419 | 0.1% |
| Call-back | \$6,015,398 | 0.7% |
| Excluded and Senior Management Bonus | \$1,920,106 | 0.2% |
| Miscellaneous* | \$1,654,631 | 0.2% |
| Overtime | \$31,672,508 | 3.9% |
| Shift Premium | \$2,446,382 | 0.3% |
| Standby | \$6,632,365 | 0.8% |
| Teachers' Allowance | \$2,334,207 | 0.3% |
| Total Wages | \$53,251,015 | 6.6% |
| Education Allowance | \$360,759 | 0.0% |
| Northern Allowance | \$44,679,638 | 5.5% |
| Total General Allowances | \$45,040,397 | 5.5% |
| Canada Pension Plan | \$19,281,797 | 2.4% |
| Dental | \$4,541,539 | 0.6% |
| Disability Insurance | \$8,614,543 | 1.1% |
| Employee and Family Assistance Program | \$790,538 | 0.1% |
| Employment Insurance | \$7,169,253 | 0.9% |
| Maternity/Adoption | \$6,745,824 | 0.8% |
| Public Service Health Care Plan | \$7,658,130 | 0.9% |
| Public Service Management Insurance Plan | \$2,259,550 | 0.3% |
| Superannuation (Pension) | \$55,953,568 | 6.9% |
| Workers' Compensation | \$4,156,126 | 0.5% |
| Total Pension and Health Care | \$117,170,869 | 14.4% |
| Medical Travel Assistance | \$8,947,332 | 1.1% |
| Professional Development/Training | \$4,833,407 | 0.6% |
| Removals | \$833,097 | 0.1% |
| Severance Pay | \$5,529,694 | 0.7% |
| Total Other Benefits | \$20,132,292 | 2.5% |
| Grand Total | \$812,521,008 | 100.0% |

G. STAFFING APPEALS

AT MARCH 31, 2021

| | 2021 |
|-------------------|-----------|
| Upheld | 1 |
| Denied | 71 |
| No Appeal Rights | 1 |
| Withdrawal | 10 |
| Layoff Article 33 | 0 |
| NTPC Appeals | 4 |
| Total | 87 |

H. RETIREMENT ELIGIBILITY

AT MARCH 31, 2021

| All Employees | Eligible to retire with immediate annuity | Eligible to retire within 5 years with immediate annuity | Eligible to retire within 10 years with immediate annuity |
|-----------------------------------|---|--|---|
| Finance and Administration | 9.1% | 21.6% | 33.3% |
| Natural and Applied Sciences | 8.8% | 18.7% | 31.2% |
| Health | 5.1% | 13.0% | 22.5% |
| Education and Culture | 5.9% | 17.7% | 28.0% |
| Social, Community and Corrections | 7.0% | 17.1% | 29.1% |
| Trades, Industry and Utilities | 13.3% | 26.7% | 40.3% |
| Total | 7.6% | 18.4% | 29.8% |

I. STAFFING ACTIONS

AT MARCH 31, 2021

| | 2021 |
|-------------------|------|
| Hires | 958 |
| Internal Mobility | 1811 |
| Exits | 653 |

Hires include all staffing actions that result in an employee entering or re-entering the public service. Internal Mobility includes all Transfers, Transfer Assignments, Promotions and Demotions. Exits include all staffing actions that result in an employee leaving the public service.

J. EMPLOYEE ACCESSION AND TURNOVER

AT MARCH 31, 2021

| Department/Board/Agency | Percentage Accession | Percentage Turnover |
|--|----------------------|---------------------|
| Education, Culture and Employment | 11.7% | 13.6% |
| Environment and Natural Resources | 8.3% | 8.6% |
| Executive and Indigenous Affairs | 7.5% | 15.0% |
| Finance | 9.6% | 6.3% |
| Health and Social Services | 26.4% | 11.3% |
| Industry, Tourism and Investment | 10.9% | 9.7% |
| Infrastructure | 8.4% | 9.4% |
| Justice | 10.6% | 7.4% |
| Lands | 9.3% | 8.3% |
| Legislative Assembly | 6.7% | 11.1% |
| Municipal and Community Affairs | 3.8% | 6.6% |
| Beaufort Delta Divisional Education Council | 22.8% | 13.2% |
| Commission scolaire francophone, TNO | 23.7% | 15.8% |
| Dehcho Divisional Education Council | 29.2% | 24.9% |
| Sahtu Divisional Education Council | 27.8% | 10.9% |
| South Slave Divisional Education Council | 23.4% | 11.5% |
| Tłıchq Community Services Agency- Education | 24.5% | 12.0% |
| Tłıchq Community Services Agency- Health | 18.6% | 10.4% |
| Northwest Territories Health and Social Services Authority | 21.1% | 12.2% |
| Aurora College | 13.2% | 14.9% |
| Business Development and Investment Corporation | 17.3% | 8.6% |
| Northwest Territories Housing Corporation | 10.5% | 7.4% |
| Overall Average | 15.9% | 10.9% |

| Region | Percentage Accession | Percentage Turnover |
|------------------------|----------------------|---------------------|
| North Slave | 14.7% | 9.8% |
| Beaufort Delta | 20.0% | 13.5% |
| Dehcho | 14.6% | 13.7% |
| Sahtu | 18.3% | 8.6% |
| South Slave | 14.6% | 11.0% |
| Tłıchq | 19.2% | 11.3% |
| Overall Average | 15.9% | 10.9% |

