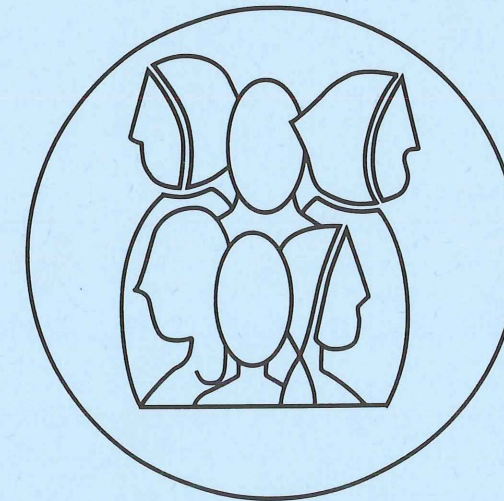


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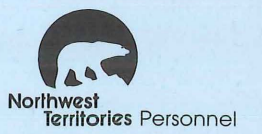
1991

ANNUAL REPORT

ON THE NORTHWEST TERRITORIES



PUBLIC SERVICE





## MINISTER'S INTRODUCTION

The Government of the Northwest Territories suffered some financial setbacks in 1991 due to reduced revenues from the Federal Government and the impacts of the recession. However, the programs and services of the Government continued without significant change. The high quality of service which N.W.T. residents have come to expect from public servants continued throughout the year and contributed to a better quality of life.

This Second Annual Report on the Northwest Territories Public Service gives an overview of the Public Service, its make-up and activities over the previous year. The report highlights the achievements of the Government in delivering human resource services, including training, handling of grievances and appeals, employee turnover and recruitment statistics.

I am particularly pleased with the progress we have made towards a home grown public service. More and more interest is being shown in government employment. As a result, the numbers of northerners, particularly aboriginal people are steadily climbing. Decisions affecting the lives of people are now being made by residents who have a better understanding of the impact on the daily lives of people.

We have made great progress over the last year and I look forward to another productive year in 1992.

**The Honourable  
Stephen Kakfwi,  
Minister of Personnel.**



**Mandate**

- To develop and implement policies and processes for human resource management aimed at supporting a competent and representative northern Public Service in a working environment that fosters the highest level of productivity.

**Guiding Principles**

- ◆ Competent human resources are critical to the provision of effective and efficient service to the public.
- ◆ Progressive human resource management encourages creativity and development.
- ◆ A representative Public Service is essential to the credibility and success of the Government of the Northwest Territories.
- ◆ Residents of the Northwest Territories should have equitable access to employment opportunities in the Public Service.
- ◆ Employees and management share the responsibility for planning initiatives to support career mobility and progression.
- ◆ Employees have the right to fair and equitable treatment.

**COST OF THE PUBLIC SERVICE  
Employee Salary Costs For 1991**

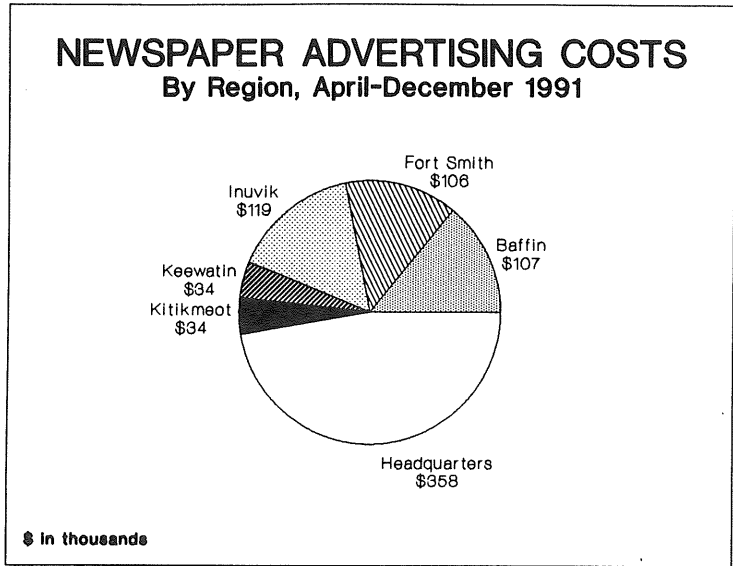
Group	Average Salary	Number of Positions
Deputy Ministers	\$108,536.00	25
Assistant Deputy Ministers	\$ 97,486.00	23
Directors	\$ 82,428.00	233
Managers	\$ 61,505.00	84
Teachers	\$ 54,502.00	840
Professional	\$ 50,778.00	711
Technical	\$ 49,708.00	610
Program Delivery	\$ 42,410.00	1088
Labour & Trades	\$ 39,388.00	911
Administrative Services	\$ 38,293.00	1504

The total Government budget for salaries in 1991 was \$350,000,000.00

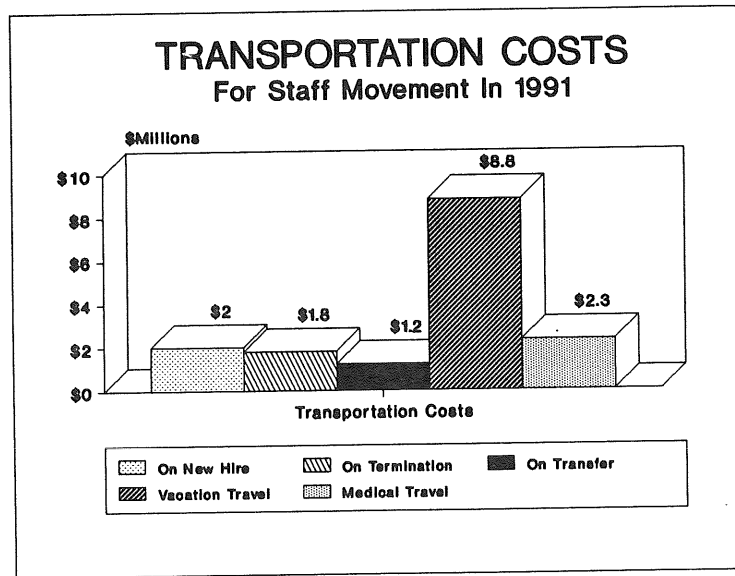
**Employee Benefit Costs For 1991**

Benefit	Eligibility	Cost
Vacation Travel Assistance	All Employees	\$8,800,000.00
Medical Travel Assistance	All Employees	\$2,300,000.00
Removal-In, Transfer, and Termination	All Employees	\$5,000,000.00
Cafeteria of Benefits	Deputy Ministers	\$ 50,000.00
Business Entertainment Allowance	Deputy Ministers	\$ 20,000.00
Dental Coverage	All Employees	\$1,760,000.00
Workers Compensation Premiums	All Employees	\$1,827,000.00

The above employee benefits cost \$19,757,000.00 in 1991.



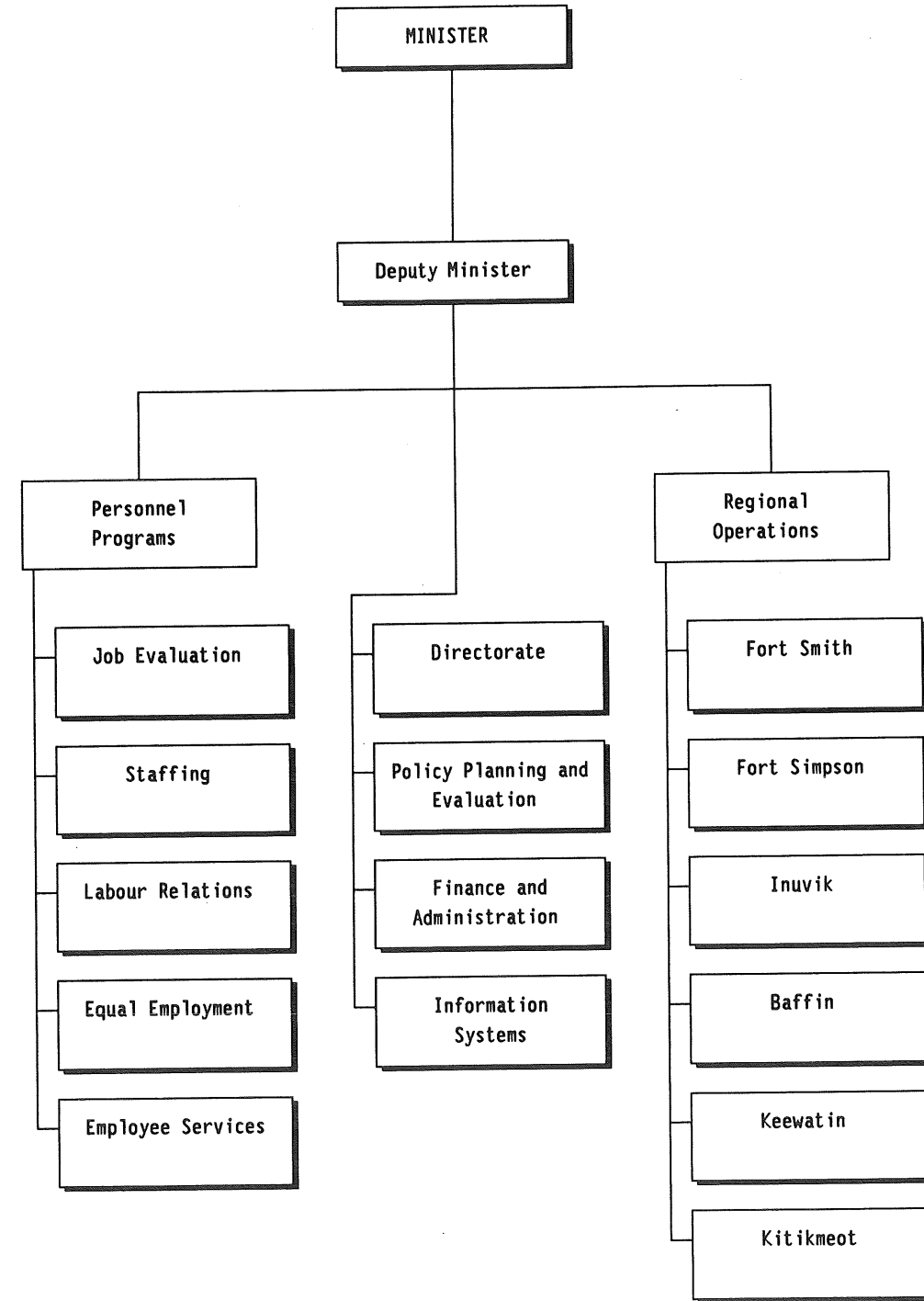
Newspaper advertising helps to inform northerners about job opportunities within the Public Service. \$758,000.00 was spent on advertising in 1991.



Transportation costs involve moving employees to their place of work (for new hires and transfers), or relocation upon leaving the Public Service. There are also transportation costs for employees benefiting from vacation travel assistance or medical travel assistance (not paid by the Department of Health).

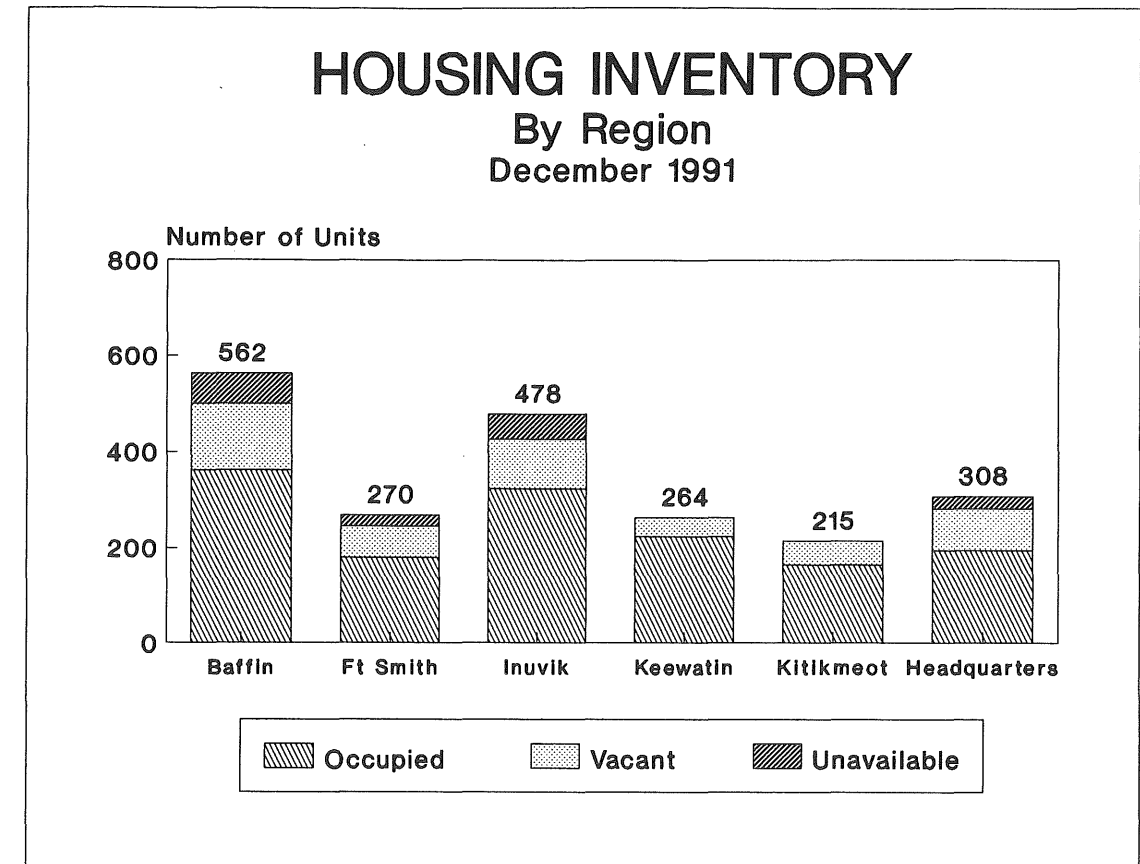
COSTS

## DEPARTMENT OF PERSONNEL ORGANIZATIONAL STRUCTURE



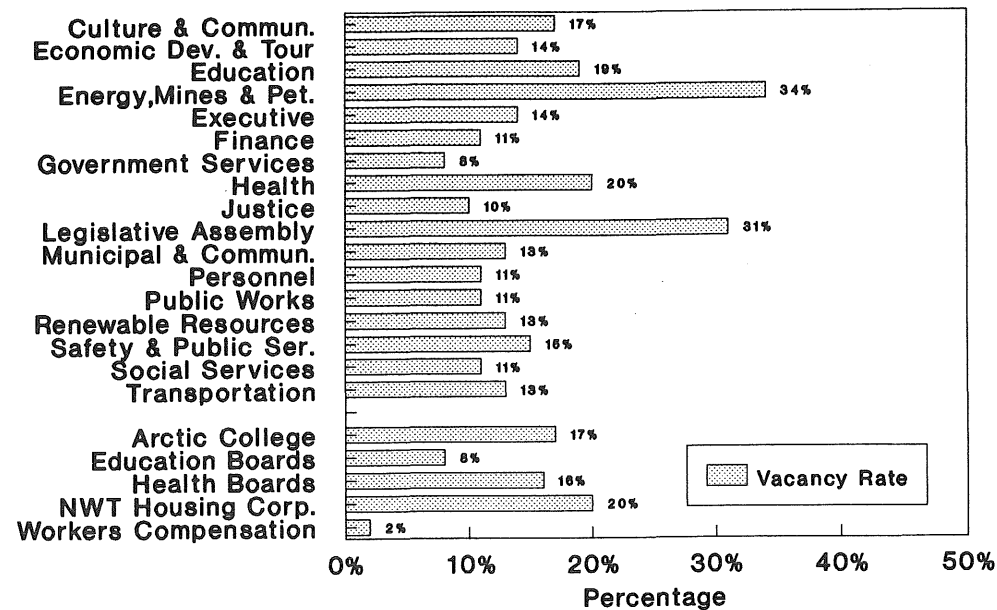
## PERSONNEL PROGRAMS AND SERVICES

- Benefits Assistance
- Collective Bargaining
- Dental Benefits
- Grievance Handling
- Employment Equity
- Employee Career Counselling
- Government Human Resource Information
- Job Evaluation
- Long Service and Retirement Recognition
- Medical Travel Assistance
- Pension Counselling
- Staff Accommodation
- Staffing
- Student Summer Employment Program
- Vacation Travel Assistance



The Government maintains a number of housing units in each region to provide housing to employees where needed. Houses may be unavailable during periods of repair, improvement or maintenance.

## Position Vacancy Rate by Department, Board, Agency



source: GHRS report 722A, December 1991

The overall vacancy rate of 12 percent is a reflection of those positions not occupied by an employee. Positions may be vacant while under recruitment or while under review pending a reorganization. Some positions are also held vacant for employees returning from education leave.

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## SUPPORT FOR THE PUBLIC SERVICE

Human Resource support for the Public Service is provided through the staff of the Department of Personnel and departmental human resource people spread throughout the Government.

The Department of Personnel has employees in Yellowknife and in each of the regional centres. The Yellowknife office provides direct services to employees as well as providing human resource policy and program development for the entire NWT Public Service.

In the Regional offices, services include staffing, labour relations advice, employment equity activities and benefits administration.

In other departments, human resource planners and personnel coordinators provide front-line services to employees. These people have a variety of responsibilities ranging from coordinating career planning through answering benefits questions to investigating first and second level grievances. They are able to respond quickly to the needs of their individual departments.

## HUMAN RESOURCE ACTIVITIES

### Policy, Planning and Evaluation Division

A new orientation program was introduced in Yellowknife in April, and in the regions in November. The program provides new employees with a general introduction to the Government. It also introduces them to the region where they are working, to employee benefits, and to employee rights and responsibilities. The department of Personnel holds group orientation sessions once a month in Yellowknife and on an individual basis in the regions. The Department of Personnel is helping other departments develop departmental orientation programs for their new employees. As well, Policy, Planning and Evaluation coordinate the implementation of the department's Management For Results System. This

system provides a regular analysis of the results achieved by each program.

### Job Evaluation Division

The Joint Equal Pay Study was completed in July and the job evaluation data on male and female dominated jobs was passed on to the Union of Northern Workers and the Canadian Human Rights Commission. The implementation of a new gender neutral job evaluation plan has been and will continue to be the major focus of the Division. This involves the evaluation of each position currently administered by the Classification System. This will completely alter the method of determining pay for Public Service positions.

**Labour Relations Division**

The main focus for the Labour Relations Division was the development of procedures and clarification of rules. The Public Service Act was completely revised and updated. The Competition Appeals Regulations were expanded to give appeal rights to non-employees eligible for consideration under the Affirmative Action Policy. A handbook which set out the terms and conditions of employment for senior managers was developed. Detailed administrative guidelines on vacation travel benefits, casual employment, medical travel assistance and removals were developed. These accomplishments made improvements to the management of the Public Service, streamlined work and significantly reduced expenditures.

**Equal Employment Division**

The Division put most of its efforts in 1991 into a project to improve the affirmative action database. This effort was necessary to ensure that the affirmative action plans prepared by managers were accurate and consistent across the Government. In addition, a full range of public relations materials were developed over the course of the year. This included posters and brochures on the services available to the public, an explanation of the Affirmative Action Program and the expanded staffing appeals process. Monitoring of the success of the Policy continued to be an important activity.

**Employee Services Section**

This Section completed employee pay

documents and provided benefits advice to employees of all Headquarters Departments.

Training courses specializing in pension and insurance administration were provided to personnel staff from across the NWT.

A computerized human resources information system is managed by Employee Services. Through this Government Human Resource System (GHRIS), Personnel is able to provide information to Departments to facilitate the speedy processing of pay and benefits for employees throughout the Government.

**Staffing Division**

New staffing procedures to simplify the recruitment process and ensure that the public has equal access to jobs were implemented. Through the Staffing Appeals process, the Division has been able to identify and correct problems with the Staffing process and Affirmative Action candidates have been able to voice their concerns about the fairness of the selection process. While a number of cost cutting measures have been implemented, client service continues to be a high priority.

**Finance and Administration Division**

During 1991 a new budget structure was implemented to assist the department to monitor and control its expenses. This has resulted in a better understanding of the costs associated with the various programs of the department and the

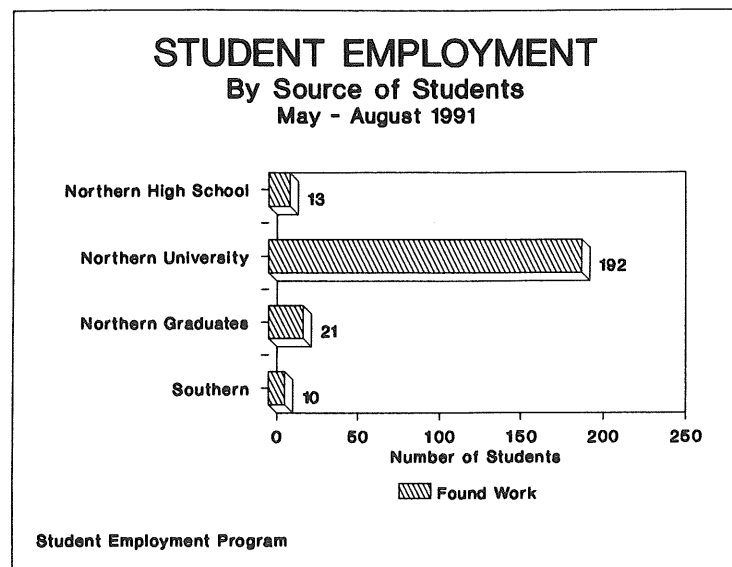
**GRIEVANCE ACTIVITY**

For 1991

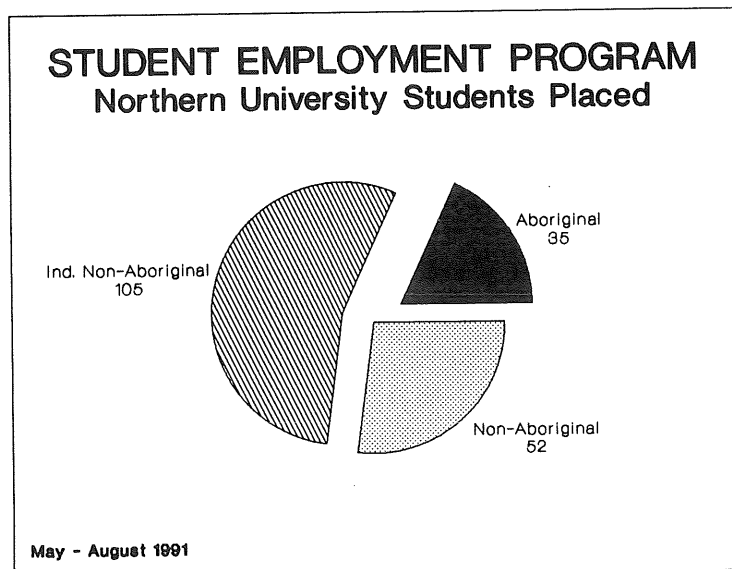
DEPARTMENT, BOARD OR AGENCY	FORWARDED TO THIRD LEVEL	RESOLVED AT THIRD LEVEL	FORWARDED TO ARBITRATION
Arctic College	7	3	3
Culture & Communications	1	1	0
Economic Development & Tourism	1	1	0
Education	12	6	5
Executive	1	0	0
Finance	3	2	1
Government Services	15	10	5
Health	28	9	15
Municipal & Community Affairs	1	0	1
NWT Housing Corporation	3	1	2
NWT Power Corporation	9	3	6
Public Works	17	7	6
Renewable Resources	1	0	1
Social Services	18	7	9
Transportation	2	2	0
Workers' Compensation	1	1	0
Union Policy	4	0	4
<b>TOTAL</b>	<b>124</b>	<b>53</b>	<b>58</b>

LABOUR RELATIONS





Another part of developing a northern workforce is encouraging students to pursue the skills necessary to provide programs and services for the people of the NWT. The Department of Personnel coordinates a Student Employment Program which offers summer job opportunities to students. Support for this program and northern students across the Public Service was excellent in 1991.



Participation by university students from the north helps them to gain a knowledge of the Public Service that will assist them to find employment when they complete their post-secondary education.

SUMMER STUDENT EMPLOYMENT

financial effect of program changes.

The Department implemented restraint measures aimed at balancing its budget. These restraint measures placed greater demands on Finance and Administration staff to review all expenses to keep costs to a minimum while not affecting the operation of the program.

#### Regional Operations

The Department provides human resource management support and advice to all departments and a pay and benefits service to employees located outside of Yellowknife. These services are delivered from six regional offices located in Fort Smith, Inuvik, Iqaluit, Rankin Inlet, Cambridge Bay and Fort Simpson.

These regional offices were collectively responsible for 60% of all staffing activity for the Government during 1991.

Each region was responsible for implementing the revised staffing and appeal procedures which were developed by headquarters.

Long Service Awards were distributed in each region at dinners recognizing employees for 10, 15, 20 and 25 years of service to the Government.

#### Information Systems

The Department of Personnel implemented a Leave Management System this year, for all Government Departments, Boards and Corporations. This new system will allow the

Government to accurately record time loss and leave credits. It provides the Government with a complete picture of leave benefit utilization and has resulted in improved control over these benefits.

#### PUBLIC SERVICE TRAINING

The Department of Education has the responsibility for staff development programs. These programs are an important part of the support system for human resource planning in the N.W.T.

#### Public Service Career Training Program

This Program provides training to meet the human resource needs of the government.

Funds are provided to allow departments, boards and corporations, that are part of the Public Service, to hire trainees for officer and managerial positions. These training programs range from one to four years in duration with a guarantee of employment upon successful completion of the program. In 1991 there were 75 trainees in this program. Of these, 39 completed their program and were appointed within the Public Service.

#### Apprenticeship In-Service Training

This program trains apprentices in Government departments to enable northerners to obtain journeyman status in the trades field. The program continues to be a very successful way of training tradespeople who remain in the Northwest

Territories to pursue their careers. The majority (84%) are aboriginal people. The program graduated 6 journeymen in 1991 of which 6 were native people. A total of 50 apprentices are currently in training.

Carpenter	15
Cook	1
Electrician	9
H.D. Mechanic	6
Motor vehicle Mechanic	2
Oil Burner Mechanic	1
Operating Engineer	1
Painter and Decorator	4
Plumber	11
	<u>50</u>

**Education Leave**

The Education Leave Program provides funding for employees to attend post secondary educational programs for up to four years to enhance their backgrounds. In addition, classroom assistants are provided with funding to attend the Teacher Education Program and obtain teaching certificates. The Teacher Professional Improvement Fund provides funding for Government teachers to obtain additional post secondary education.

Eleven teachers in 1991 received approval to take one year of education leave. A total of 9 teachers completed their programs from the previous year. Eleven aboriginal classroom assistants were granted leave to attend the Teacher Education Program. A total of 9 participants graduated from the Program and received their teaching certificates during the year.

The Education Leave Program was active

again in 1991. Twenty nine employees, of which 22 were aboriginal, were granted leave and 12 graduated with degrees or diplomas in 1991.

**Generalist Staff Training**

This program provides short, 2 to 5 day courses for public servants on a fee for service basis. The courses cover a wide variety of topics, but they are designed to satisfy the common needs of all public servants. A total of 120 courses were run in 1991, involving over 1000 employees from a number of departments and regions. The total cost of the courses was \$464,000.

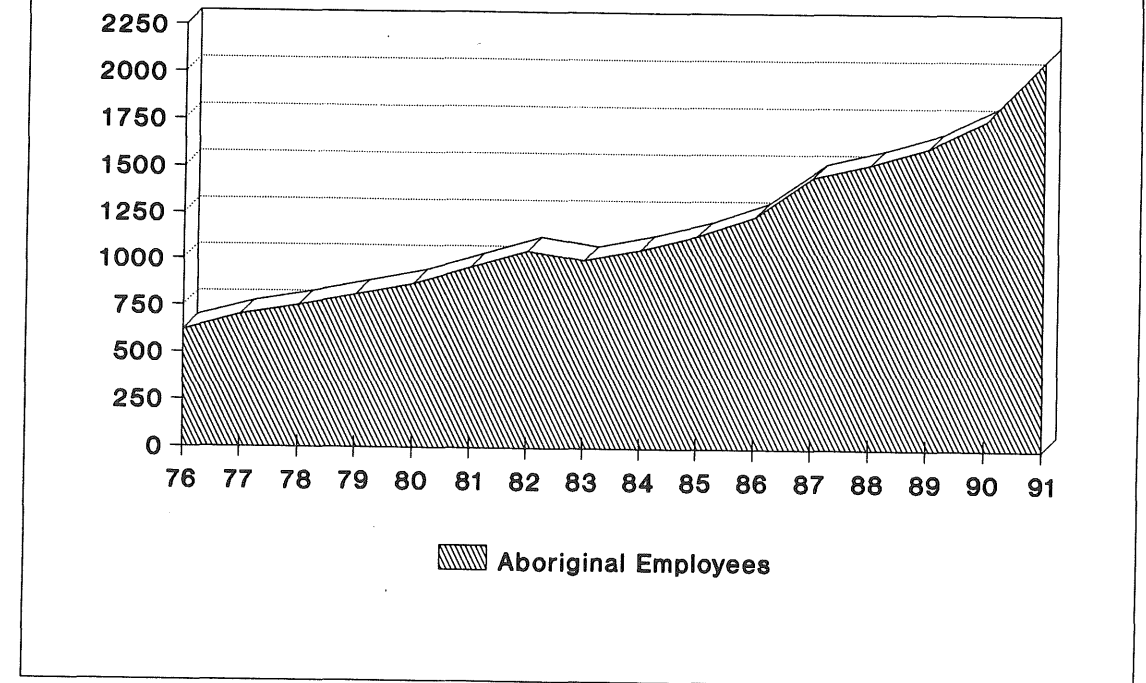
**ARCTIC COLLEGE PROGRAMS**

Arctic College delivers a variety of educational programs designed to prepare northern residents for Government jobs. 1991 was an extremely active year for training:

**Community Health Representative (9 Full-time Students)**

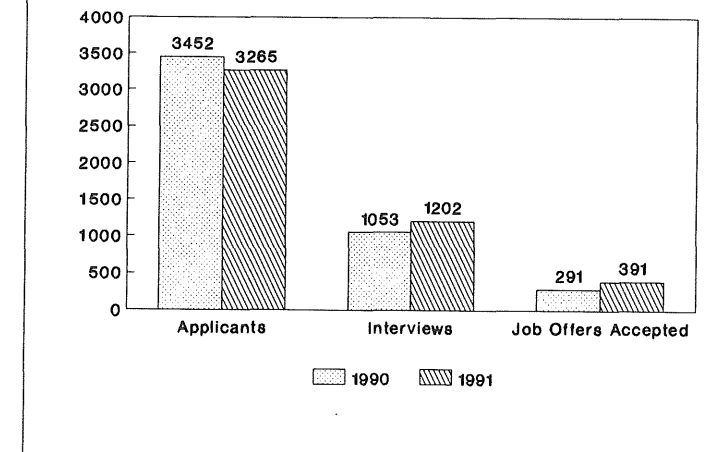
The Community Health Training Program is designed to provide the graduate with a sound, basic foundation of knowledge in the areas of community health education, health promotion and community development. Students are encouraged to assess the community health needs and client needs and learn to work with the community towards improving health.

**ABORIGINAL EMPLOYMENT**  
Growth in the Public Service Since 1976



The representation of northerners is shown in the growth in the employment of Aboriginal persons in the public service since 1976.

**ABORIGINAL RECRUITMENT**  
1990 - 1991 Comparison



Recruitment of aboriginal staff has increased with more aboriginal people being interviewed and accepting job offers.

## JOB OFFERS ACCEPTED

By Region For 1991

Region	From The North	From The South
Baffin	160	88
Fort Smith	196	48
Inuvik	195	80
Keewatin	160	59
Kitikmeot	83	38
Headquarters	263	49
<b>Total</b>	<b>1082</b>	<b>369</b>

The Job Offers Accepted table shows that almost three times as many people living in the north accepted employment, promotion, or a transfer with the Public Service as compared to the number of southern job offers accepted. (These figures do not include the Baffin Regional Health Board, Stanton YK Hospital, Fort Smith Health Centre, and the Workers Compensation Board)

## STAFFING APPEALS

For 1991

Source	Appeals Upheld	Appeals Denied	Total
Affirmative Action Non-Employees	4	18	22
Affirmative Action Employees	8	31	39
Non-Affirmative Action Employees	4	27	31
<b>Total</b>	<b>16</b>	<b>76</b>	<b>92</b>

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### Nursing Assistant Programs (9 Full-time Students)

A nursing assistant is a paraprofessional nurse who provides a variety of health care services to selected patients. The nursing assistant works with the professional nurse and is an important part of the health team. The program, offered at the Yellowknife and Nunatta campus' as the need requires, is designed to provide the knowledge and skills necessary for women and men to become Certified Nursing Assistants.

### Teacher Education Program (82 Full-time; 98 Part-time Students)

The 2 year Teacher Education Program provides northern residents with the opportunity to enter the teaching profession through a full-time campus or part-time field-based program. Courses have been selected to ensure the inclusion of aboriginal content as well effective teaching techniques.

### Teacher Education Program (Aboriginal Language Specialization)

This program teaches interns course concepts and teaching methods through an on-the-job, guided, co-operative delivery of the NWT curriculum. It also provides for the development of and instruction of aboriginal languages and culture-based teaching. Interns use aboriginal language to instruct students in the NWT curriculum, in kindergarten to grade 3 classes.

### Interpreter/Translator Training (10 Full-time; 75 Part-time Students)

The Interpreter/Translator Program is designed for those who wish to pursue a career in the interpreting/translating field. Aboriginal languages carry official status in the NWT. The program is two years in length, with the second year providing the opportunity for students to specialize in one of six areas - Medical, Educational, Social Issues, Environment, Government, and Legal.

### Social Worker (31 Full-time; 9 Part-time students)

This two year program equips graduates with the skills for positions in fields such as social service work, family and youth work, mental health, and community development.

The courses cover knowledge, values, and practice skills necessary for successful employment in this field with a particular emphasis on northern social issues and delivery systems.

## HIGHLIGHTS OF 1991

### January

- Staffing appeal procedures were revised to allow affirmative action applicants to appeal appointments.
- Joint Union/Management Committees began reviewing and evaluating jobs.
- Teacher recruitment delegated to Divisional Boards of Education.
- Staff Housing Rental increases (5%) were implemented in all communities.
- Long Service Awards function held in Yellowknife.

### February

- Long Service Awards functions held in Rankin Inlet, Fort Smith, Iqaluit and Inuvik.

### March

- Major revisions to the Public Service Act approved by the Legislative Assembly.

### April

- Regional Joint Equal Pay groups in Iqaluit and Inuvik began evaluating jobs.
- 5.03% Salary increases for U.N.W. bargaining unit and N.W.T. Power Corporation.
- Orientation program for new employees was introduced in Yellowknife.

### May

- Computerized Leave Management System implemented.
- 74 employees responded to the Government's offer to sell staff houses.

### June

- Public Service Act amendments assented to.

### July

- Joint Equal Pay Study completed.

### August

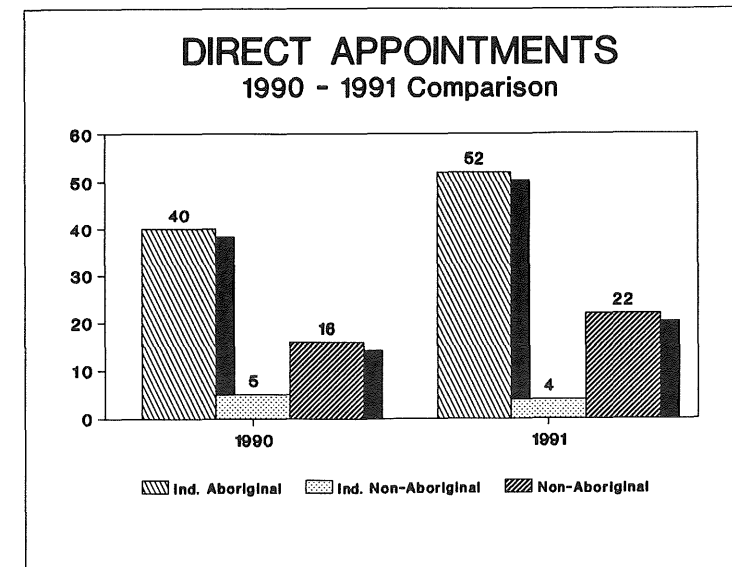
- 103 staff houses were appraised for sale to employees.
- Revised medical travel guidelines finalized.

### September

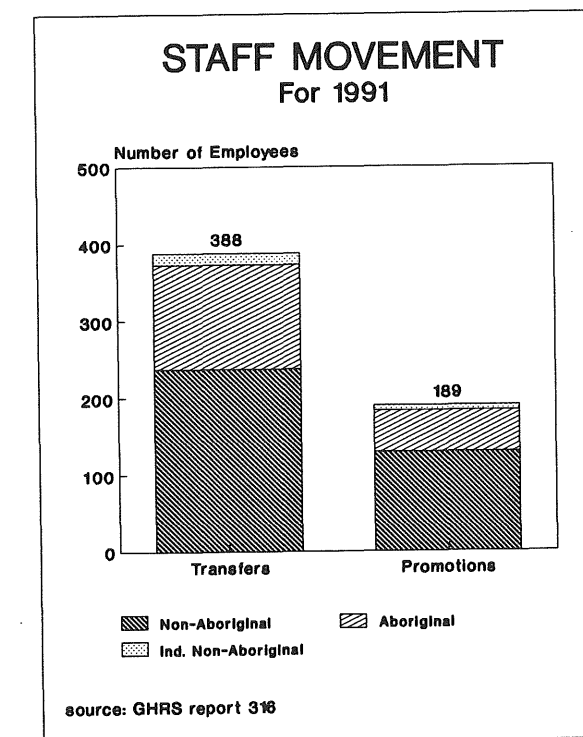
- 5.74% salary increases for teachers were implemented.

### October

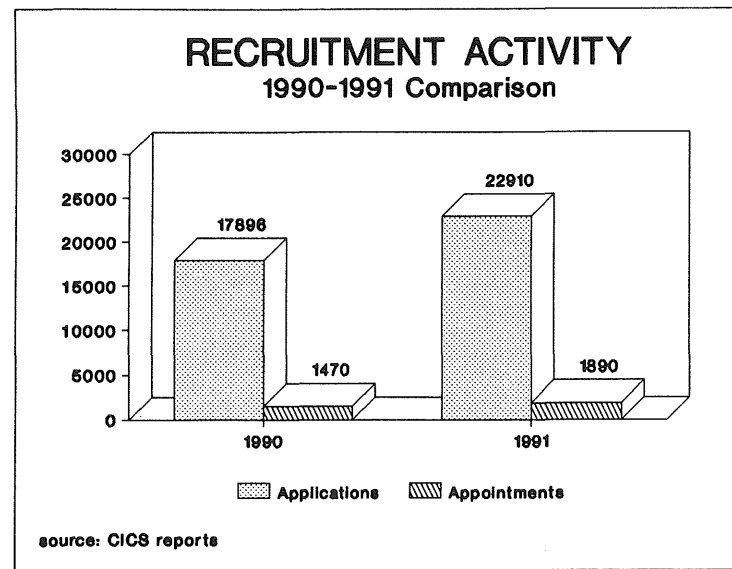
- Meetings with the Union of Northern Workers to begin negotiations on pay equity.



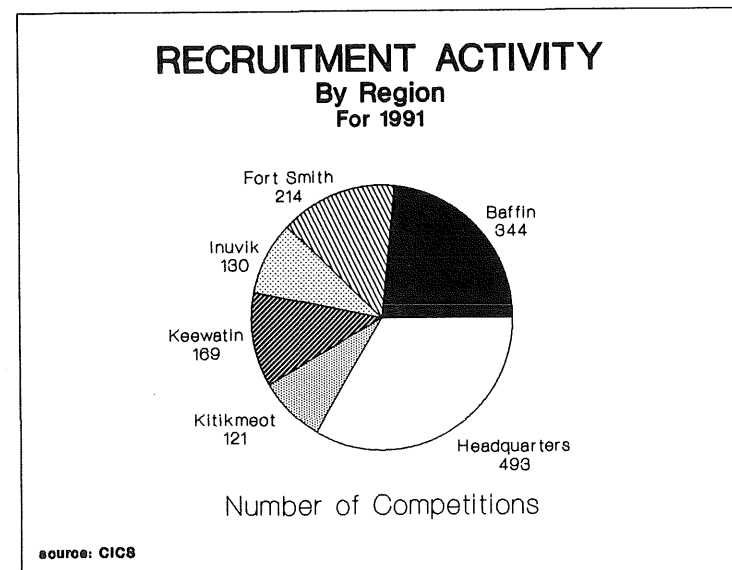
The increase in direct appointments of indigenous aboriginal persons reflects the importance of increasing their representation within the public service.



Not all employees hired for a job are new to the Government. Some people transfer to a job at the same pay range but in a different community or department. Transfers can help employees improve their skills and abilities to get promotions to jobs at a higher level.



There was a greater interest in employment opportunities with the Public Service during 1991 compared to 1990. The recruitment activity figures include new hires into the Public Service as well as promotions and transfers within the service.



Recruitment is ongoing throughout all regions the NWT. 1471 competitions were held in 1991.

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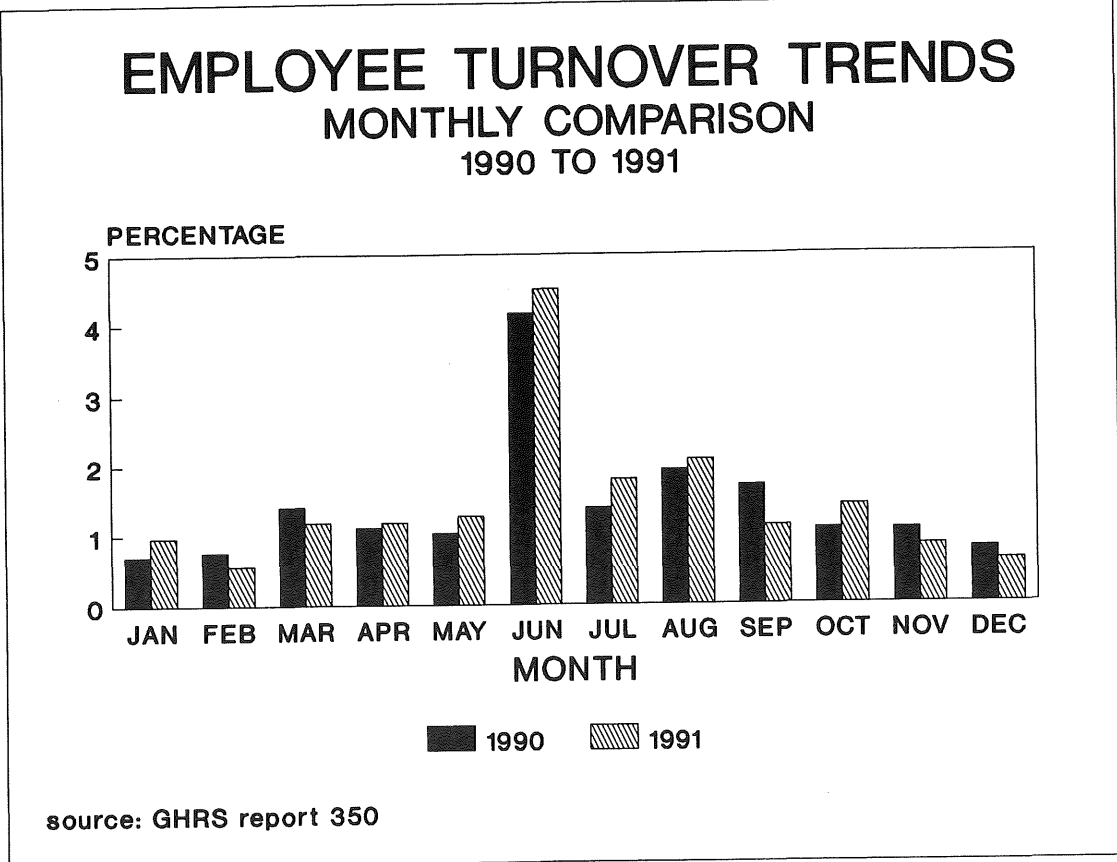
#### November

- The orientation program for new employees was introduced across the N.W.T.

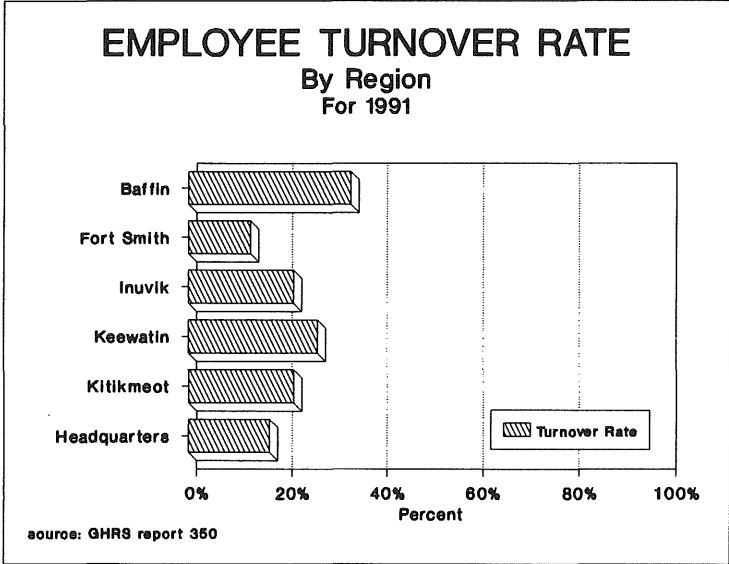
#### December

- Long Service Awards function held in Cambridge Bay.

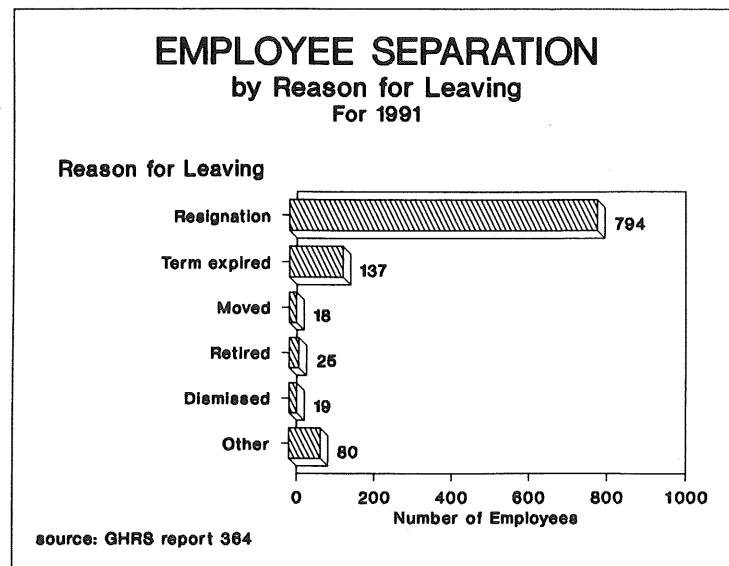
**HUMAN  
RESOURCE  
STATISTICS**



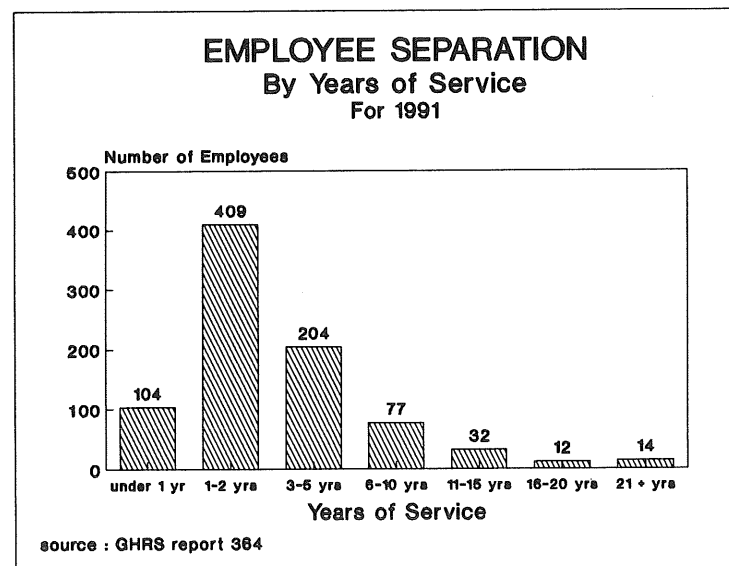
The Employee Turnover Trends graph shows when people tend to leave the Government. The June increase is largely due to turnover among teachers. The annual turnover rate for 1991 was 17.0 percent, up slightly from 16.8 percent in 1990.



The turnover rate varies from region to region.



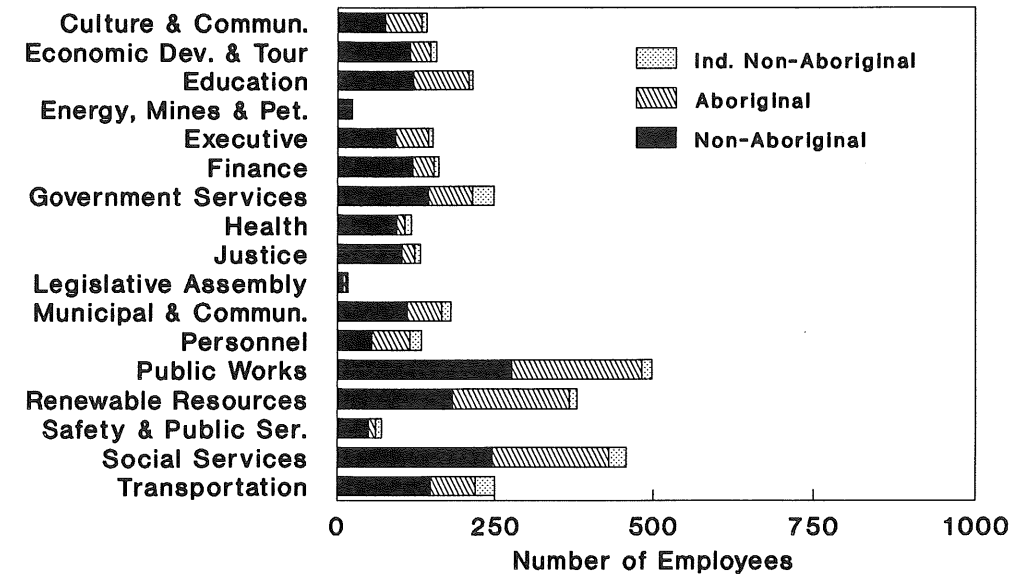
In order to plan for the people the Government will need, it is useful to know when employees will most frequently leave their jobs and for what reasons. 1073 employees left the Government in 1991. The "Other" category includes a combination of reasons such as: education, deceased, maternity, health, lay-off, and no reason given by the departing employee. (Figures include the Baffin Regional Health Board and Stanton Yellowknife Hospital)



More than half of the employees leaving the Public Service (852 in 1991) do so within their first two years of employment. (Information by years of service is unavailable for the Baffin Regional Health Board and Stanton Yellowknife Hospital).

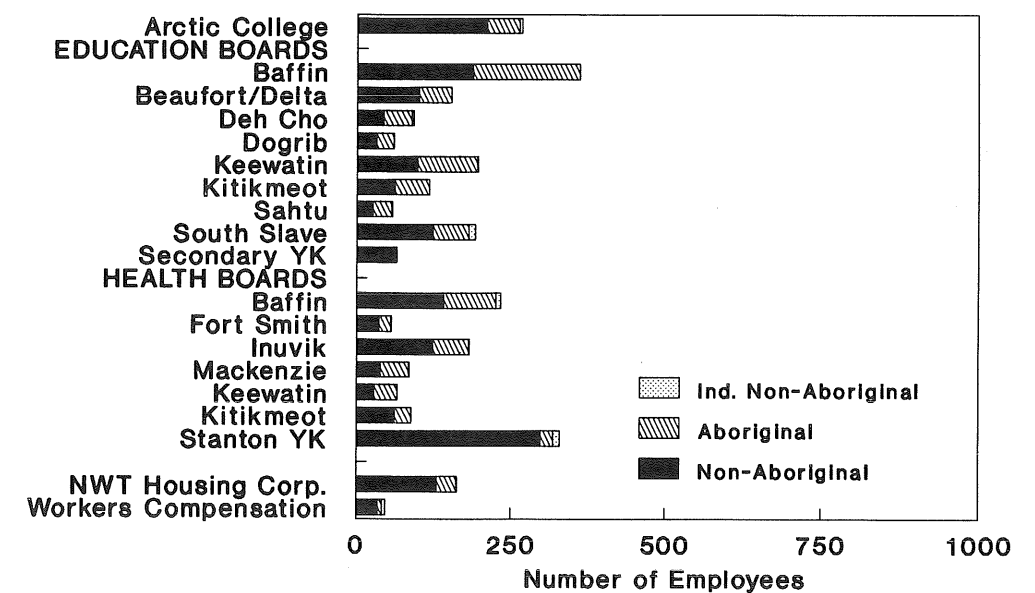
SEPARATIONS

### EMPLOYEE DISTRIBUTION By Department As of December 31, 1991

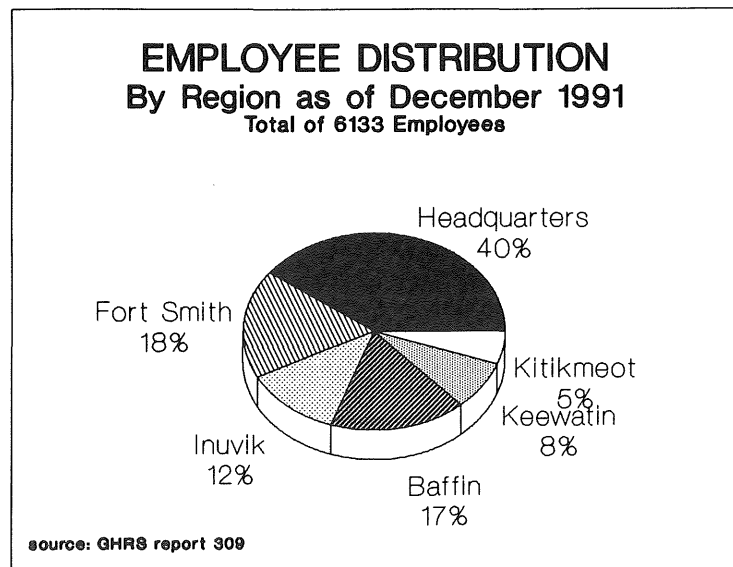


Who are the people that make up the Northwest Territories Public Service? They are the 6133 men and women working for the departments, boards and agencies of the Government.

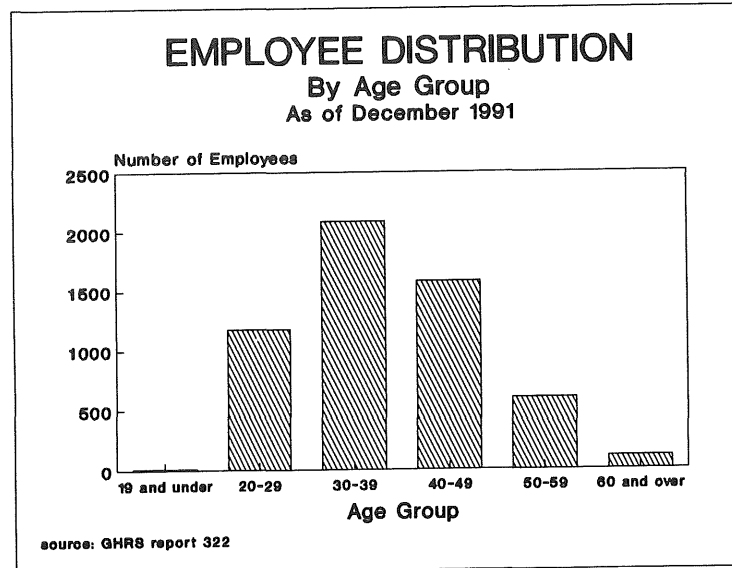
### EMPLOYEE DISTRIBUTION By Board and Agency As of December 31, 1991



EMPLOYEES

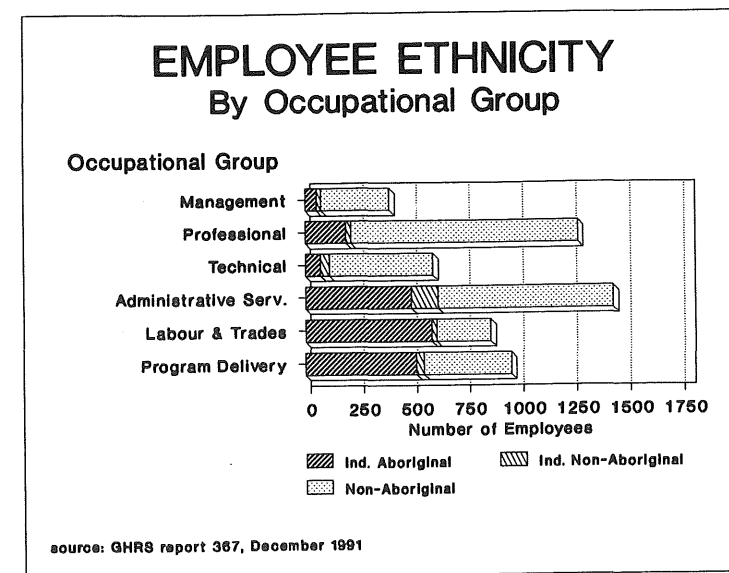


Employees work in communities across the NWT. These communities are divided into regions.

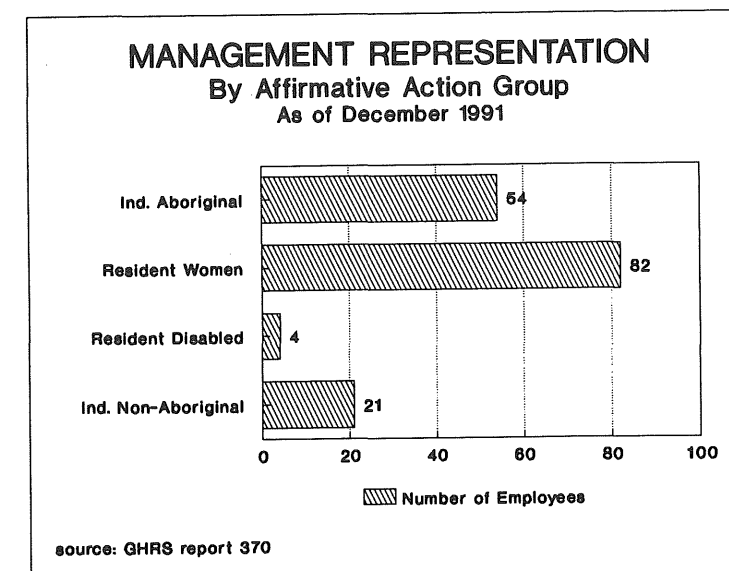


The Government has a young workforce compared to other jurisdictions in Canada. This reflects the age distribution of the total NWT population. (The staff of the Baffin Regional Health Board and of Stanton Yellowknife Hospital are not included in these figures).

EMPLOYEES



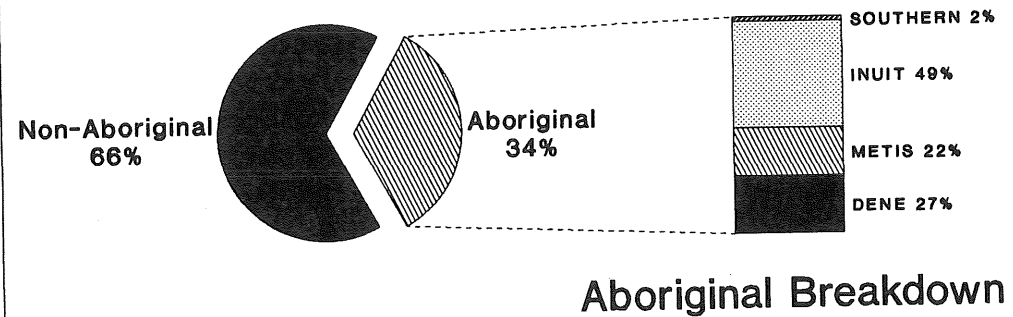
The challenge will be to increase the number of northerners in management, as well as in the professional and technical jobs of the Government, by the year 2000.



AFFIRMATIVE ACTION

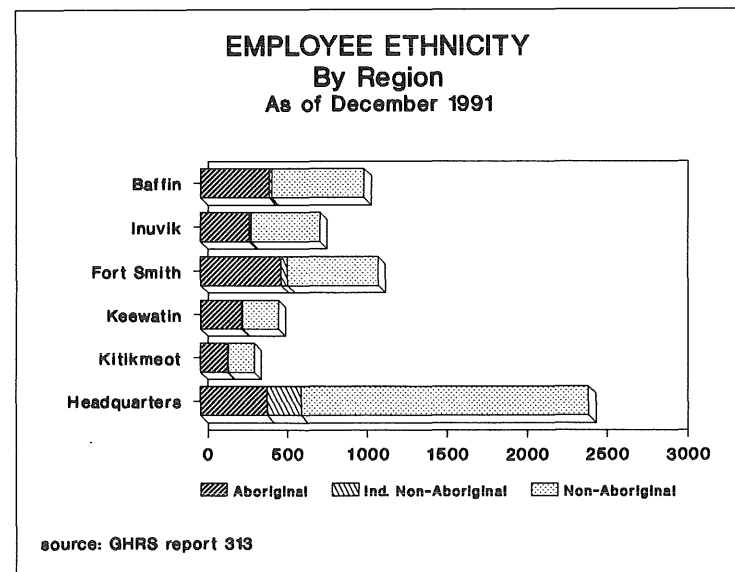


# EMPLOYEE ETHNICITY



source: GHR report 313, December 1991

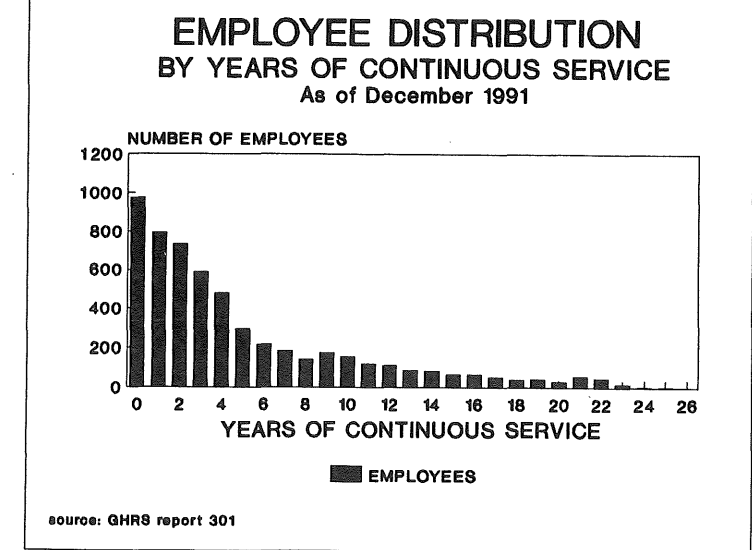
The Government is committed to developing a workforce that represents the people of the north. The Affirmative Action Policy is part of this initiative. The policy gives priority in the hiring process to aboriginal people, long term northerners (indigenous non-aboriginal people), the disabled and to women entering management and non-traditional jobs.



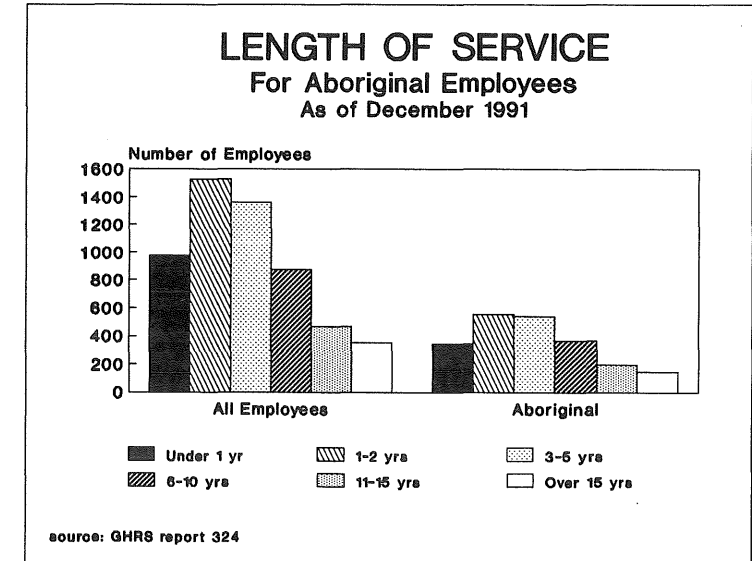
source: GHR report 313

AFFIRMATIVE ACTION

In the Government, the average length of service is just over three years. The graph shows the distribution of employees by years of service. (Not including the Baffin Regional Health Board and Stanton Yellowknife Hospital.)



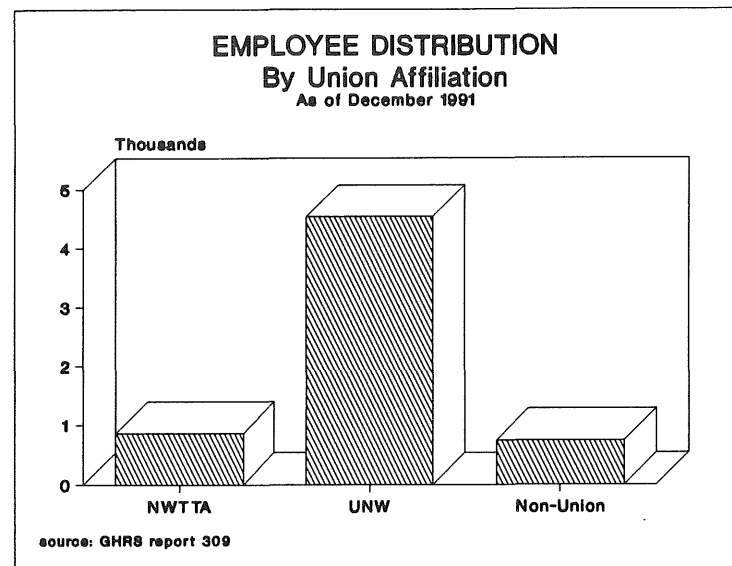
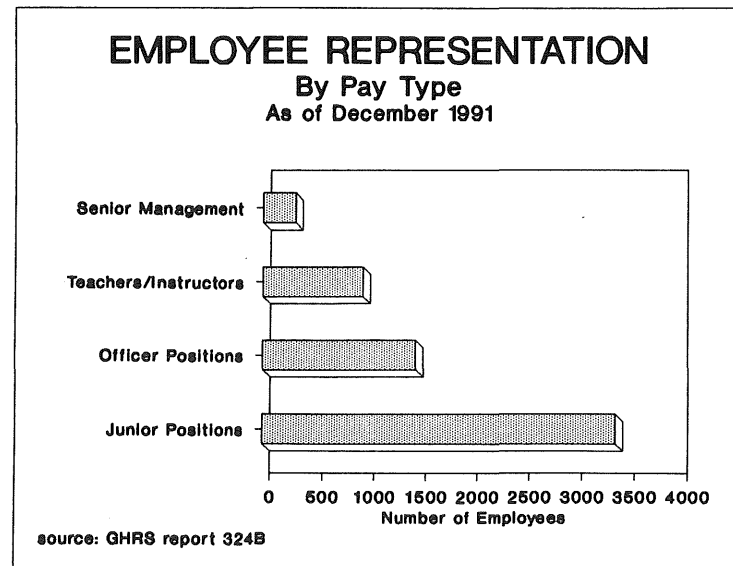
source: GHR report 301



source: GHR report 324

As the Government develops a northern workforce, it is important to know how long members of designated groups stay with the public service. This graph shows the length of time aboriginal employees work for the Public Service.

EMPLOYEES



There are two unions representing employees. The NWT Teachers Association (NWTTA) represents teachers and related occupations while the Union of Northern Workers (UNW) represents employees in a wide range of jobs. Senior management and excluded employees are not members of a union.

EMPLOYEES

### LONG SERVICE AWARDS By District For 1991

DISTRICT	5 yrs	10 yrs	15 yrs	20 yrs	25 yrs	Total	Retirements
Ft. Smith	31	24	14	7	-	<b>76</b>	5
Ft. Simpson	6	8	1	1	-	<b>16</b>	1
Inuvik	29	13	7	2	-	<b>51</b>	6
Baffin	51	29	12	3	-	<b>95</b>	2
Keewatin	19	9	5	1	-	<b>34</b>	2
Kitikmeot	8	7	1	-	-	<b>16</b>	0
Headquarters	174	69	19	11	2	<b>275</b>	9
<b>TOTAL</b>	<b>318</b>	<b>159</b>	<b>59</b>	<b>25</b>	<b>2</b>	<b>563</b>	<b>25</b>

The Government values the service of its employees. Each year employees who have 5, 10, 15, 20, and 25 years of service are honoured. This table shows the number of employees honoured in 1991. The table also shows the number of employees who retired in 1991.

EMPLOYEES