



Northwest
Territories Financial Management Board



OCT 06 1997

DEPUTY MINISTERS
PRESIDENT, NWT HOUSING CORPORATION

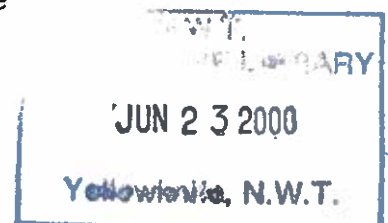
Government Response to the Report of the
Working Group on Affirmative Action and Human Resource Management

Enclosed for your information is a copy of the Government's response to the Report of the Working Group on Affirmative Action and Human Resource Management, which was approved by the Financial Management Board on September 21 and forwarded to the Standing Committee on Government Operations last week. Thank you for the input you provided to assist us in finalizing this document.

Lew Yoytilla
Secretary of the
Financial Management Board

Enclosure

cc: Assistant Deputy Minister, Personnel Secretariat
Members, Interdepartmental Human Resource Committee





Northwest
Territories Financial Management Board

SEP 22 1997

CHAIR
STANDING COMMITTEE ON GOVERNMENT OPERATIONS

Working Group on Affirmative Action and Human Resource Management

Enclosed for your consideration is the Government's Response to the June 1997 Report of the Working Group on Affirmative Action and Human Resource Management.

I was encouraged that many of the observations and recommendations in the Working Group's report were consistent with the suggestions put forward in the Discussion Paper on Affirmative Action Initiatives in the Context of a Northern Employment Strategy. We appear to agree that affirmative action initiatives cannot be successful in isolation, but must be part of a broader push to improve the Government's human resource planning and management practices.

In most cases, the Government finds merit in the Working Group's recommendations and is prepared to act on them. We have reserved judgment on some pending further analysis, or because we require a legal opinion in order to give due consideration to the implications of the recommendation.

The Government's response must be considered in light of several overriding considerations which will influence the extent to which we can make progress during the life of this Government. These include:

1. The changing role of government: As more of our programs and services are delivered by third parties, through contractual arrangements or delegated authorities, the Government's ability to influence affirmative action representation by direct hire will lessen. We must therefore put more emphasis on creating a corporate culture which values good human resource management practices, and on trying to influence the actions of third party employers through broad policies and incentives.

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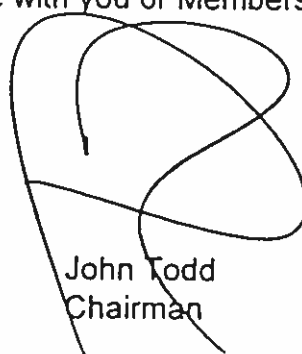
2. The implications of creating two new territories: The challenges which will be faced by two new territories in achieving a level of representativeness in the public service will differ significantly, as the demographics and employment opportunities will differ.

Planning for achieving a representative public service in Nunavut is well under way, through the federally-funded Nunavut Unified Human Resources Development Strategy. A similar initiative is needed for the new western government, and the Government is pursuing a commitment from the Federal Government to support such an initiative.

The Government is prepared to make commitments to action and to be held accountable. A list of action items is attached to our response.

However, I would like to note that in making a commitment to annual reporting on affirmative action progress, there is a danger that we will oversimplify this complex issue. Reporting on numbers alone will not always do justice to progress that may have been made in advancing and promoting affirmative action candidates. This concern will be addressed as we develop appropriate monitoring and reporting formats.

I am available to discuss the Response with you or Members of your Committee.



John Todd
Chairman

Attachment

GOVERNMENT OF THE NORTHWEST TERRITORIES
 RESPONSE TO THE
 REPORT OF THE WORKING GROUP ON AFFIRMATIVE ACTION
 AND HUMAN RESOURCE MANAGEMENT

SEPTEMBER 1997

<i>Recommendations</i>	<i>Proposed Response</i>
<p><i>Affirmative Action Recommendations</i></p> <p>1. We recommend that the Premier and his Cabinet issue a public statement, making a commitment to the Affirmative Action policy.</p>	<p>1. The Premier and Cabinet are committed to the Affirmative Action Policy, and this commitment will be publicly reaffirmed during the upcoming Session of the Legislative Assembly.</p> <p>As proposed in the February 1997 discussion document on "Government Affirmative Action Initiatives in the Context of a Northern Employment Strategy", and further to the recommendations of the Standing Committee's Working Group, the Policy will be revised and updated and improvements will be made with regard to how the Government delivers on the commitments in the Policy.</p>
<p>2. We recommend that the GNWT change the name of the Affirmative Action policy to <u>Employment Equity</u>.</p>	<p>2. The Government supports this recommendation.</p>

<p>3. We recommend that the following revisions be made to the Affirmative Action Policy:</p> <p>3.1. Representation goals by occupational grouping and region should be set.</p>	<p>3.1. The Government supports the goal of achieving representation reflective of the population. However, there are practical considerations which affect the time required to deliver on this commitment. The Working Group's Report points out a key factor which affects the Government's ability to achieve representativeness, i.e. educational levels of affirmative action candidates. The time required to achieve representativeness in some occupational groups is beyond the government's direct control, due to the lead time required to develop qualified candidates.</p> <p>The Government has initiated an analysis of the status of occupational groups within the GNWT. This analysis will provide the basis for setting representation goals. In many cases these will have to be long-term goals in order to be realistic. We also recognize that simply setting goals is not sufficient to achieve a representative work force. The analysis of occupational groups will also provide the basis for planning strategies to assist affirmative action candidates to develop the skills required for professional and management positions.</p> <p>The Government proposes a meeting with the Working Group to discuss realistic and meaningful goals to which commitments can be made in policy and which can be monitored and reported upon.</p> <p>3.2. The Government agrees with the recommendation. Based on the initial analysis now under way, selected occupational groups will be tracked in the Government Human Resource System, and an annual report prepared on representativeness within each group. This assessment will help to determine representation goals by region.</p>
<p>3.2. There should be an annual assessment of the hiring priorities. In occupational groups in a region where representation goals have been reached, hiring priority would not apply.</p>	

<p>3.3. Representation for headquarters should reflect the entire NWT.</p>	<p>3.3 The Government agrees that representation for headquarters should reflect the entire NWT, although the location and population mix of Yellowknife present challenges. It should be noted that changes brought about by the creation of two new territories will affect representation levels.</p>
<p>4. We recommend that the definition of long-term northerner be revised to include anyone who has been a resident of the NWT for at least 10 continuous years, immediately prior to applying under this priority.</p>	<p>4. This recommendation needs further consideration due to possible Charter of Rights and Freedoms considerations. A legal opinion has been sought.</p>
<p>5. We recommend that the definition of indigenous aboriginal person be revised.</p>	<p>5. The Government agrees that the definition of indigenous aboriginal should be revised to ensure that hiring priority is to northern aboriginal persons. However, the definition should be reviewed in light of other changes proposed to the Policy as well as possible Charter of Rights and Freedoms considerations. A legal opinion has been sought.</p>

6. We recommend that the GNWT back up the philosophy of affirmative action/employment equity with dollars to support training and other initiatives.

6. The Government supports this recommendation provided it can be accommodated within available spending levels (e.g. through reallocations). Many Departments are now investing resources in a variety of constructive initiatives, ranging from staff training and development courses within their departments, to providing greater professional development opportunities for affirmative action staff, to on-the-job training through transfer assignments. Some departments have addressed human resource planning and training initiatives in their 1998-99 Business Plans. Incremental resourcing will be limited by what can be made available through internal reallocations without affecting service levels to NWT residents in other areas.

In recognition of the need to ensure that human resource planning and affirmative action initiatives do not suffer due to fiscal restraint, the Secretary to Cabinet recently convened a workshop with Deputy Ministers to discuss human resource planning requirements for the GNWT. Out of that workshop, two groups have been convened to promote improvements to human resource management: a senior level Executive Development Committee, and an Interdepartmental Human Resource Committee. Terms of Reference for both groups are attached.

<i>Hiring Process Recommendations</i>	
<p>1. We recommend that the every time a position is to be filled, the position description be reviewed to ensure the education and experience required accurately reflect the demands of the job.</p>	<p>1. The Government supports this recommendation. This is already procedure for most departments when staffing. The proposed new Job Evaluation process supports this approach and incorporates the identification of equivalencies.</p>
<p>2. We recommend that at least three qualified candidates be interviewed for every job competition.</p>	<p>2. The Government supports this recommendation, which is general practice now as outlined in the Staffing Guidelines. However, in certain situations there may not always be three qualified candidates, e.g.</p> <ul style="list-style-type: none"> • in a restricted competition for candidates on the lay-off list; • situations where there is a shortage of available candidates who meet the requirements for the position. <p>It should also be noted that this guideline would not apply where directed hiring practices are being applied to promote affirmative action candidates.</p>
<p>3. We recommend that an appeals process be established for management and excluded positions.</p>	<p>3. A Request for Proposals will be issued seeking an independent review of this proposal. A report will be completed before the end of 1997.</p>

<p>4. We recommend the use of directed hiring practices to increase representation in the workforce.</p>	<p>4. The Government supports this recommendation, and the two practices proposed in the Working Group report are among those commonly employed. In addition to direct appointments and restricted advertising, transfer assignments and secondments can also be used to provide affirmative action employees with career advancement opportunities.</p> <p>In order to ensure that directed hiring practices are used in a consistent manner across government to support affirmative action candidates, the Government will review existing guidelines for these practices and provide training for managers in their application.</p>
<p>5. We recommend that a student employment office be established in each region, operated where possible by students.</p>	<p>5. Previous experience of the Department of Education, Culture and Employment and the federal Department of Human Resource Development in sponsoring student employment offices has demonstrated that simply providing a job referral service does not go far enough. Education, Culture and Employment's Career Centres maintain lists of employer contacts, but go further by providing a service which assists students to develop the skills and knowledge needed to seek and obtain employment.</p> <p>The new "Working Together" Youth Employment program is demonstrating the success of this approach. As the program continues and is evaluated, improvements will continue to be made.</p>

<p style="text-align: center;">Human Resource</p> <p style="text-align: center;">Management Recommendations</p> <p>1. We recommend that the GNWT develop clear accountability measures in the area of human resources management for both Ministers and Deputy Ministers.</p> <p>1.1. - We recommend that the departmental business plans should include specific human resource management information.</p>	<p>1. The Government supports this recommendation and has already proposed one possible approach, which is that an annual Affirmative Action Report for each Government department be tabled in the Legislative Assembly by the responsible Minister. Such reports could have specific accountability measures built into them. The first reports will be available for the 1998 Winter Session.</p> <p>1.1. The Government agrees that human resource planning must be closely integrated with the business planning process. However, business plans are intended to be high level multi-year planning documents which identify goals and intended actions. Inclusion of excessive detail on operational matters must be avoided or the plans lose their purpose and focus, although high-level human resource goals and strategies should be addressed.</p> <p>Much of the detailed reporting proposed in the Working Group Report is not appropriate for Business Plans. Some of this more detailed information is already reported in the Public Service Annual Report, which may be the more appropriate forum for additional reporting on affirmative action goals and results.</p> <p>Considerable resources are required to track information and produce the detailed reports that are proposed in the Working Group's recommendations. Government departments are currently working to develop an inventory of meaningful human resource information that should be monitored and reported upon for all departments.</p>
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<p>1.2. - We recommend that human resources management should have a much greater emphasis in Deputy Ministers' evaluations</p>	<p>1.2. Deputy Ministers' annual appraisals already encompass human resource management and affirmative action goals and results. The Premier has committed that this issue will receive special focus and attention during Deputy Ministers' upcoming performance reviews.</p>
<p>2. We recommend that the current guidelines requiring completion of performance reviews annually should be enforced.</p>	<p>2. The Government supports this recommendation, which is already a GNWT human resource management requirement, and notes that actual completion rate is much higher than reported by the Working Group. Deputy Ministers will continue to be held accountable.</p>
<p>3. We recommend that managers work closely with staff to provide career development for all employees.</p>	<p>3. Many managers within the GNWT have made staff career development a priority and will continue to do so. Actions may range from annual discussions about an employee's career objectives as part of the performance review, to actively encouraging and facilitating transfer assignments or more formal educational opportunities. Employees must also recognize that career advancement is their responsibility, and must be proactive in informing managers about their career goals and in seeking out developmental opportunities.</p> <p>The Government is prepared to provide on-going support to managers to ensure that they have the knowledge and skills to enable them to effectively deliver on this aspect of their responsibilities.</p> <p>The list of Action Items attached to this Response includes specific training and support for managers that will enable them to be effective in this area.</p>

<p>4. We recommend departments develop on-the-job training positions in areas where there is currently a low rate of affirmative action representation.</p>	<p>4. Within available resources, the Government supports this recommendation which has been successfully employed historically and is one of many means to support affirmative action staff advancement that were proposed in the government's draft Human Resource and Organizational Change Strategy. However, it should be noted that many of the occupational categories where there is currently a low rate of affirmative action representation are those which require formal educational designations (e.g. lawyers, engineers, nurses and teachers).</p> <p>Recognizing that managers require training and support in order to be effective "on-the-job" trainers, the Government will provide support and training to GNWT managers in this area.</p>
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<p><i>Post-Division Recommendations</i></p>	
<p>1. We recommend that the Affirmative Action policy be changed to a Northern Employment policy.</p>	<p>1. This recommendation will be reviewed and considered, and a recommendation made to the two future governments.</p>
<p>Post-Division Recommendation 2. - We recommend that a monitoring process be established to ensure affirmative action is actively supported throughout the organization.</p>	<p>2. This recommendation will be reviewed and considered, and a recommendation made to the two future governments.</p>
<p>Follow-up Recommendation 1. - We recommend that the Premier provide a report to the Standing Committee on Government Operations by September 22, 1997.</p>	<p>1. Agreed.</p>

Appendix A: Other Suggestions.

The Government has examined the Working Group's additional suggestions and is enthusiastic about their potential to yield significant results. The Senior Management Committee, Executive Development Committee, or Interdepartmental Human Resource Committee will be asked to review the suggestions as appropriate and to make recommendations on how to implement them.

**ACTION ITEMS REQUIRED TO IMPLEMENT
RECOMMENDATIONS OF
WORKING GROUP ON AFFIRMATIVE ACTION AND
HUMAN RESOURCE MANAGEMENT**

<i>ITEM</i>	<i>TIME FRAME</i>
Affirmative Action Recommendations	
Recommendation 1: Public statement	Fourth and Fifth Sessions of the Legislative Assembly
Recommendations 1 and 2: Revision and renaming of policy	December 1997
Recommendation 3.1 and 3.2: analysis by occupational grouping and development of tracking system	Phase 1 by end of 1997 Phase 2 by Spring of 1998
Recommendations 4 and 5: seek legal opinions on proposed new definitions	November 1997
Recommendation 6: continue to develop departmental human resource and training plans and identify appropriate resource allocations	On-going
Hiring Process Recommendations	
Recommendation 3: assess proposal to establish appeals process for management and excluded staff.	By January 1998
Recommendation 4: review guidelines for directed hiring practices and provide training for managers.	Review by January 1998 Training on-going

Human Resource Management Recommendations	
Recommendation 1: table Annual Human Resource Planning and Affirmative Action Reports	Winter Session 1998
Recommendation 1.1 Identify common human resource management information that all departments will track and report upon. Identify appropriate reporting formats and mechanisms.	January 1998
Recommendation 3: Provide managers with training and support in effective staff career development practices	On-going
Recommendation 4: Provide managers with training and support to be effective on-the-job trainers.	On-going
Post-Division Recommendations	
Recommendations 1 and 2: include in transition documents.	Fall 1998
Appendix A	
Appendix A: Refer Working Group suggestions to appropriate forums for review and recommendations on implementation.	October 1997

**TERMS OF REFERENCE
INTERDEPARTMENTAL HUMAN RESOURCE COMMITTEE**

1. Members

Director or Managers with departmental HR responsibilities from Executive, RWED, ECE, PWS, DOT, HSS, MACA and Justice.

NWT Housing Corporation can designate a member

From "central" agencies:

FMBS - Labour Relations, Budget & Evaluation services

Legislative Assembly can designate a member.

Membership would be reviewed after 6 months.

2. Reports and Minutes

The Committee provides its advice and recommendations to the Senior Management Committee. Quarterly reports will be sent to the SMC. SMC can also have the Committee review and make recommendations on certain HR matters determined by the SMC.

The SMC will review the proposed TOR and membership.

Notes (Action items, assignments, schedules etc. - but not minutes) from meetings will be kept.

3. Meetings

Full meetings will be held quarterly. Other meetings may be called to respond to special issues or deadlines.

Small teams assigned to tasks will meet separately and as needed between quarterly meetings. Teams will report back at quarterly meetings. Teams will be expected to distribute and circulate materials ahead of time to the entire committee.

4. Short Term Tasks

Small teams will work on specific tasks between the quarterly meetings. The tasks will be identified through discussion at the quarterly meetings.

5. Ongoing Objectives

- Exchange information about HR activities, approaches between departments through Round Table discussions and organized presentations
- Provide for a coordinated perspective on HR issues for central agencies
- respond to issues raised by the DMs

Terms of Reference

Executive Development Committee

Through policy development and initiatives, the Executive Development Committee will provide leadership, in partnership with other stakeholders to build an organizational culture, which attracts, motivates, develops and retains senior managers who:

- provide leadership to meet current and future goals of the government;
- reflect the Northwest Territories diverse society;
- are recruited primarily from within the Public Service and the N.W.T.

Objectives

1. To provide a forum for Deputy Ministers to undertake strategic human resource planning and development of the management group of the GNWT and its various Boards and Agencies.
2. To establish long term corporate strategies for attracting, developing and retaining the best possible leaders for the GNWT.
3. To visibly promote the most advanced and equitable human resource practices at all levels of the public service.
4. To assess the needs and monitor trends and changing conditions in human resource matters affecting all managers throughout the GNWT.
5. Encourage all GNWT managers in the regions throughout the NWT to receive human resource training and development.
6. Develop an action plan and implementation schedule for a human resource plan for GNWT managers.
7. Increase the affirmative action representation for managers in the GNWT.

Structure

The Executive Development Committee will be chaired by the Secretary to Cabinet and will consist of the following:

3. Deputy Minister of Education, Culture and Employment,
4. Deputy Minister of Public Works and Services,
5. President of the Workers Compensation Board,
6. Secretary of the Financial Management Board.

Administrative support services will be provided by the Personnel Secretariat in the Department of the Executive.

Role of Committee Members

7. To maintain the confidentiality of all items involving the personal information of employees.
8. To provide a corporate perspective on decision making that affects the pool of leadership resources.
9. To review leadership initiatives to ensure that they support the agenda of the GNWT.
10. To model the corporate values of the GNWT as identified in the GNWT Corporate Business Plan and other strategy documents.
11. Consult with private sector and aboriginal organizations to achieve effective outcomes and products at a reasonable price.

Responsibilities

The Committee will, in consultation with other parties, develop a comprehensive human resource plan for managers that includes, but is not limited to the following items:

12. performance measurements,
13. core competencies,
14. succession planning,
15. recruitment strategies,
16. affirmative action planning and implementation,
17. training and development.

Meeting Schedule

Meetings will be at the call of the Chairperson of the Committee.

PUBLIC SERVICE PROFILE

Understanding the make-up of the public service and employment trends will help to determine where affirmative action initiatives will be most effective.

Attached is an initial analysis of employee information within the Government of the Northwest Territories which will be used as a baseline for improving Government affirmative action initiatives. The information is based on actual employees within the public service, as opposed to positions.

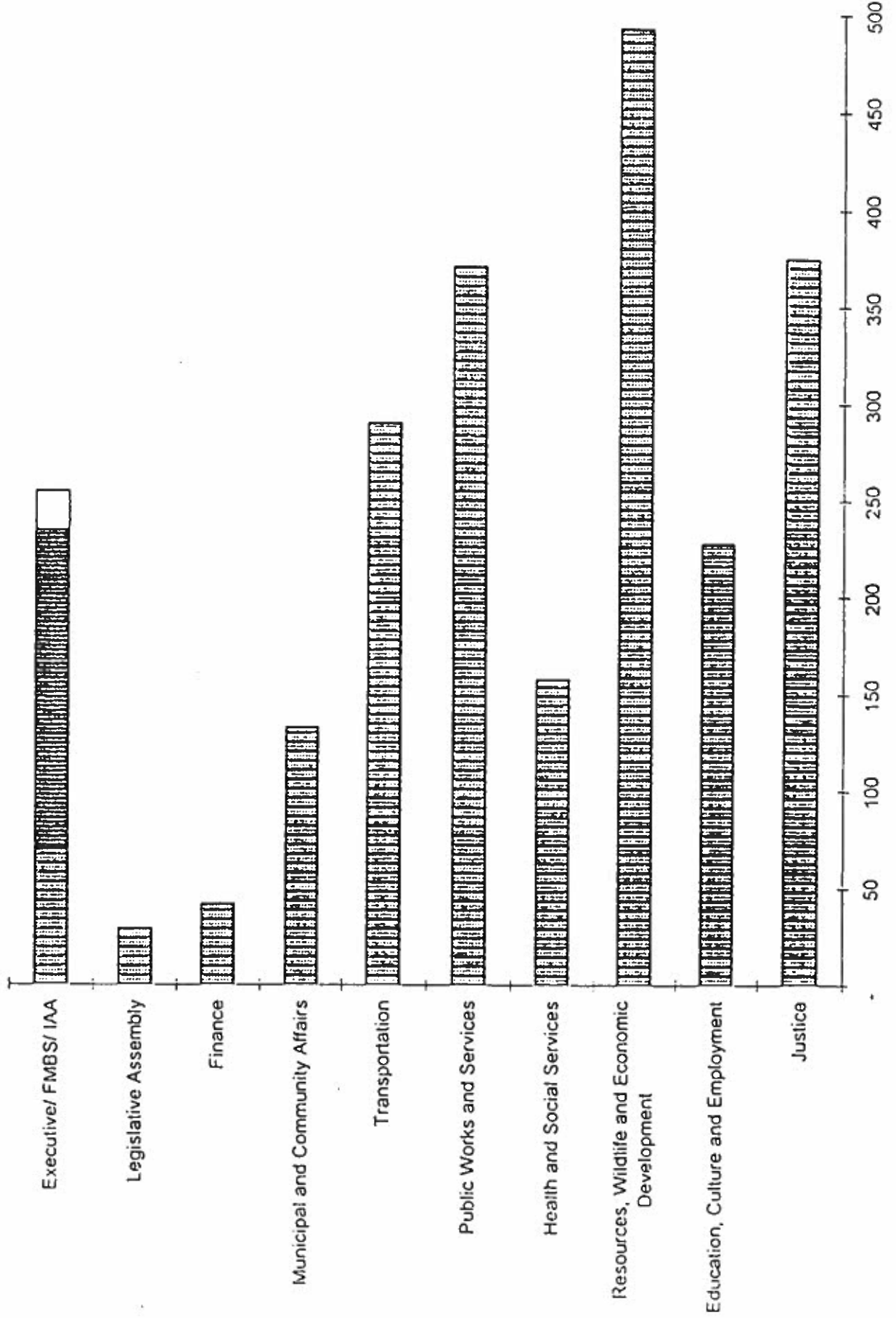
As of December 31, 1996, the Government of the Northwest Territories' public service included 5,531 employees. Just under half of these employees work for GNWT departments (47%); the balance are employed by Education and Health Boards and other public agencies.

This initial analysis presents an overall picture of the GNWT public service, including:

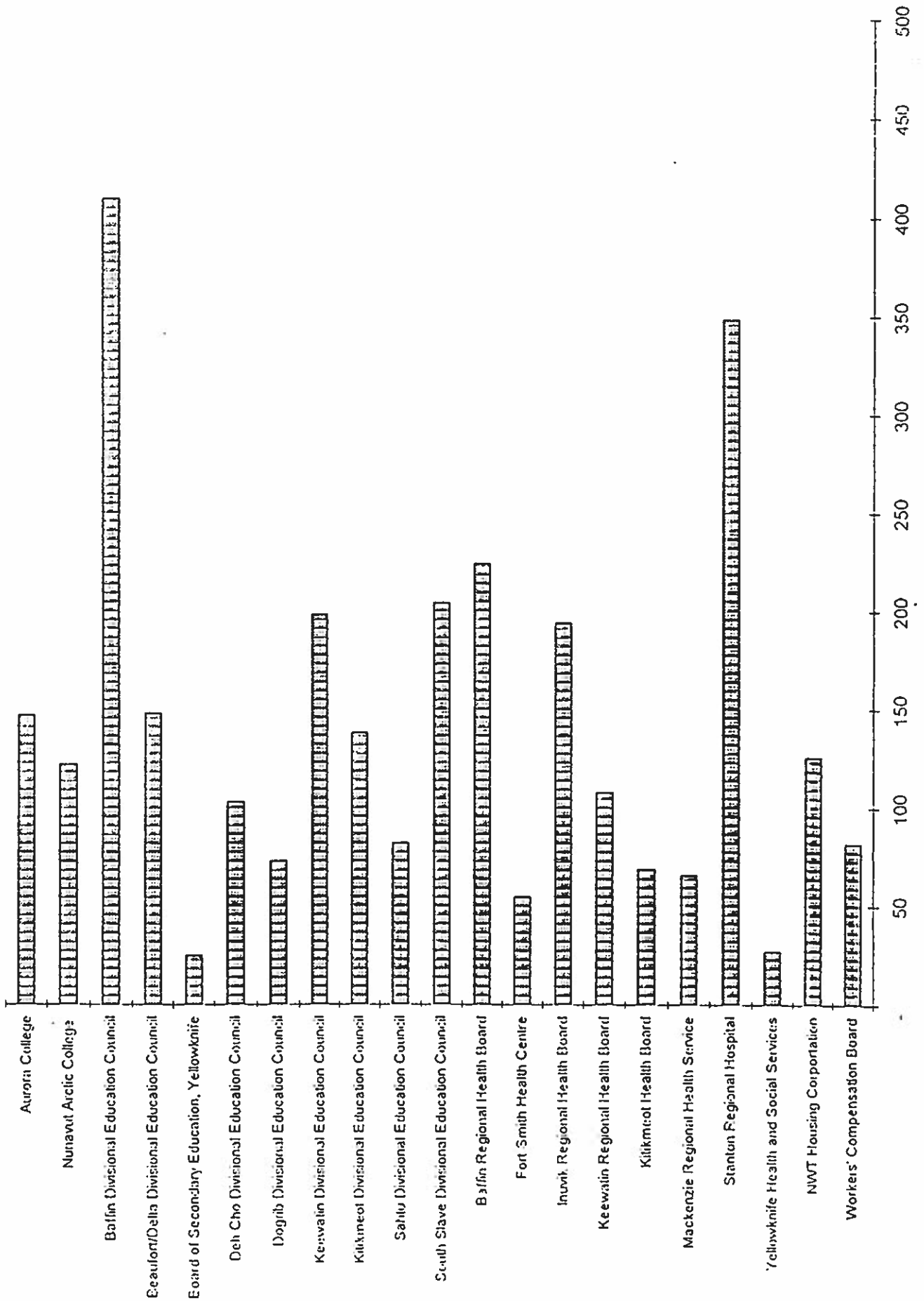
- breakdown of employees by department and region, by pay group
- employee characteristics - age, years of service, gender
- summary of recent reductions by occupational category
- initial findings on absenteeism, turnover rates and grievances
- information on termination's by gender and years of service
- employment type (full-time, part-time, casual, term, and seasonal)
- initial analysis of affirmative action groups - numbers, representativeness by occupational group, and salary distribution

We have not drawn any conclusions from the attached information. More analysis is needed to determine areas of concern requiring action. As indicated in the Response to the Recommendations of the Working Group, more work is required to properly track representativeness by occupational category, and that work is under way.

Employment by Department, May 1997

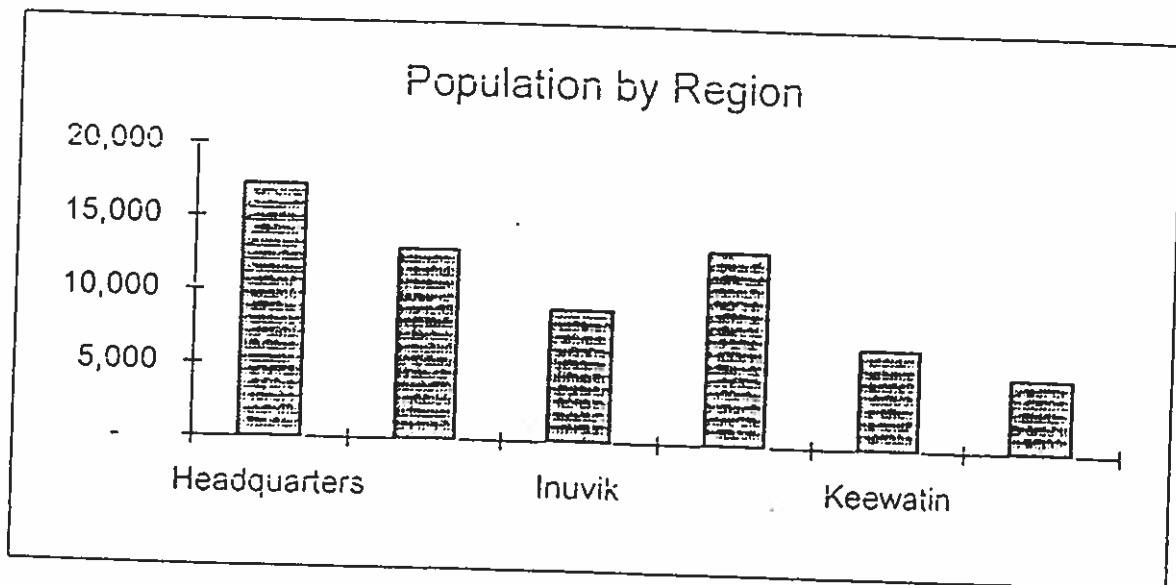
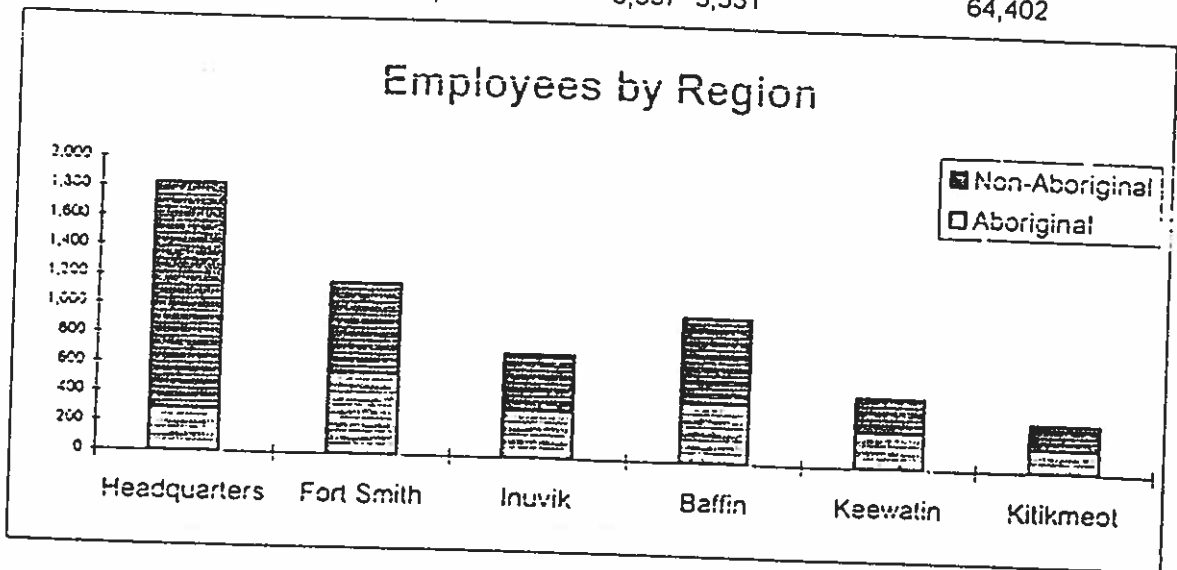


Employment by Board/Agency, May 1997

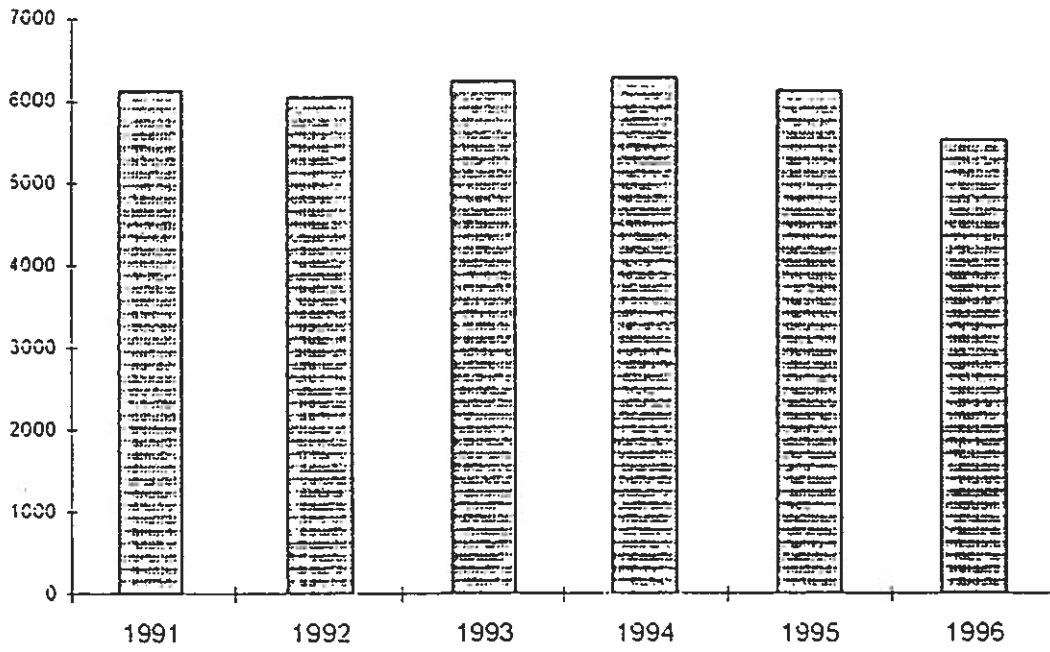


Employees By Region, 1996

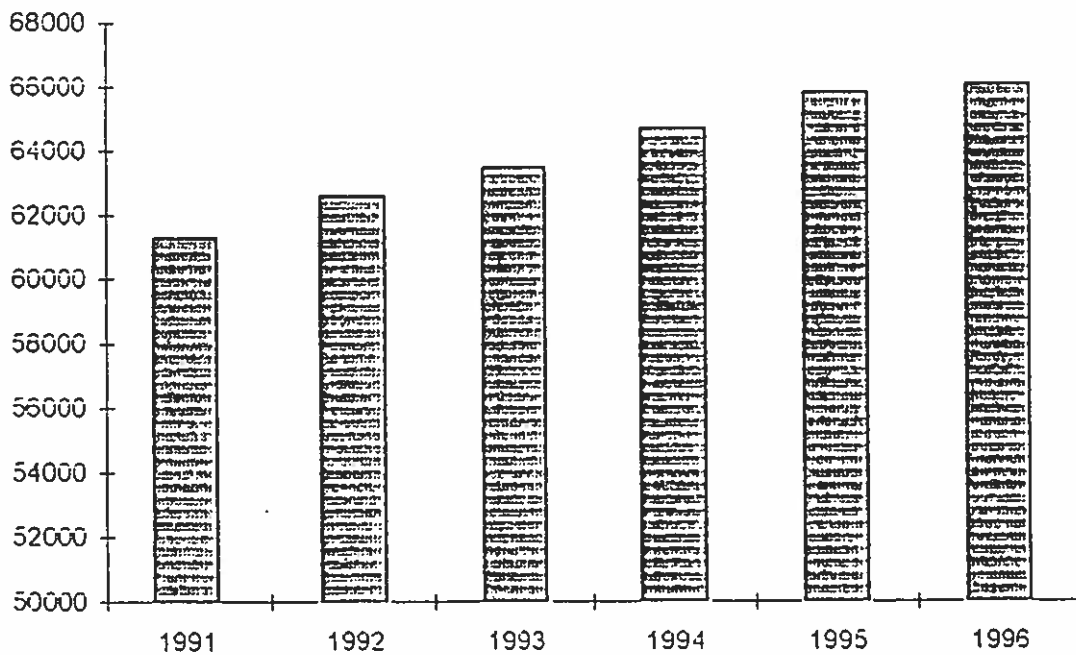
	Aboriginal	Non-Aboriginal	Total	Population
Headquarters	292	1,540	1832	17,275
Fort Smith	553	619	1172	12950
Inuvik	325	388	713	9024
Baffin	410	582	992	13218
Keewatin	250	235	485	6868
Kitikmeot	164	173	337	5067
Total	1,994	3,537	5,531	64,402



Public Service Employment



Population of NWT

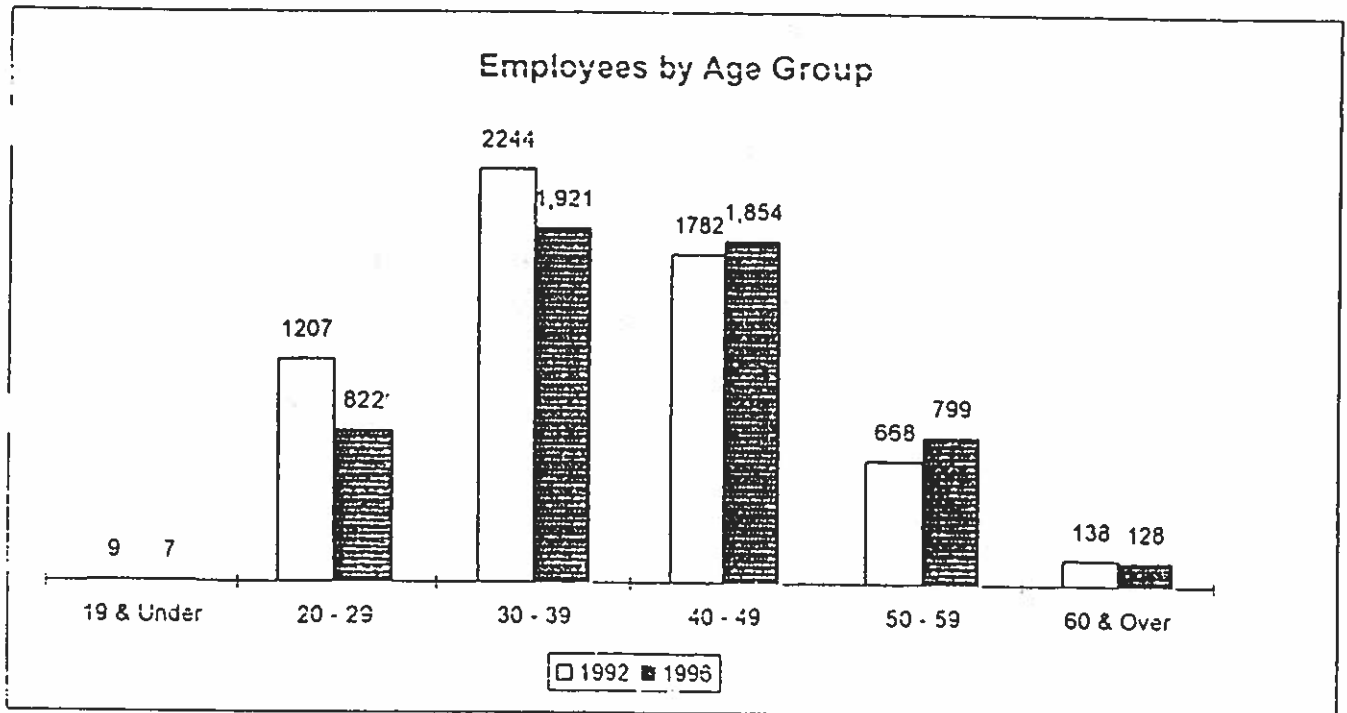
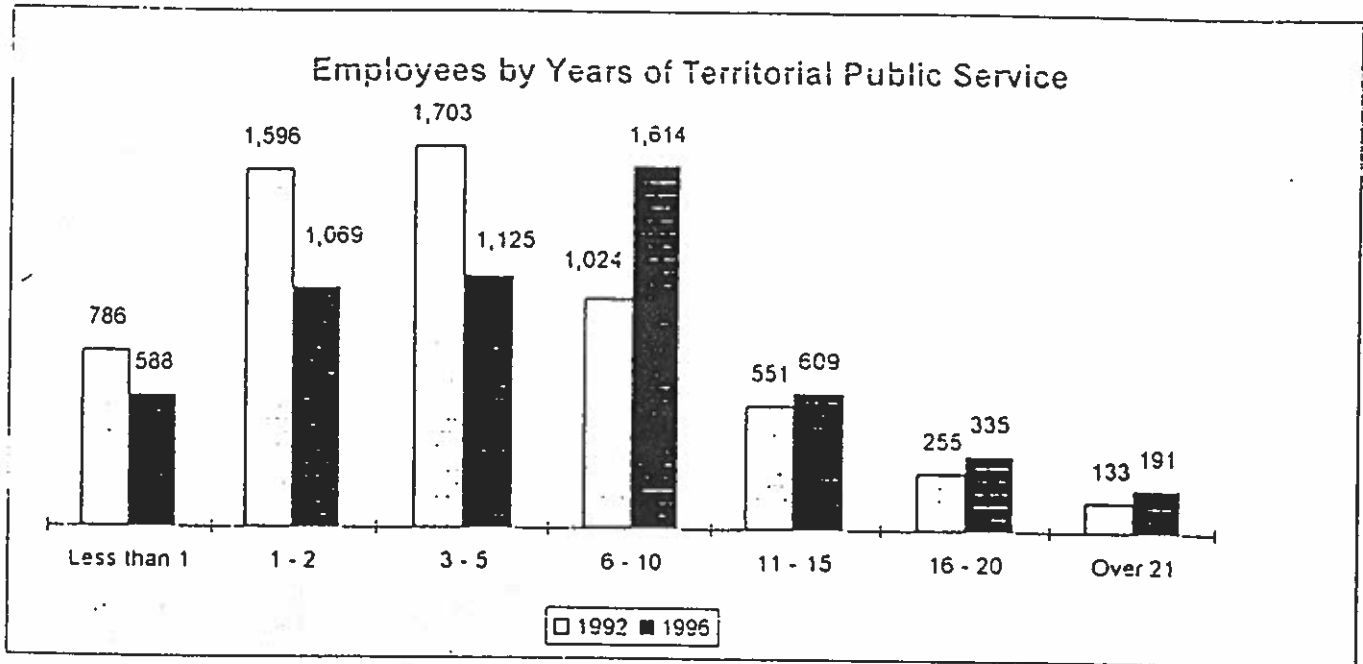


Employees by Year of Service

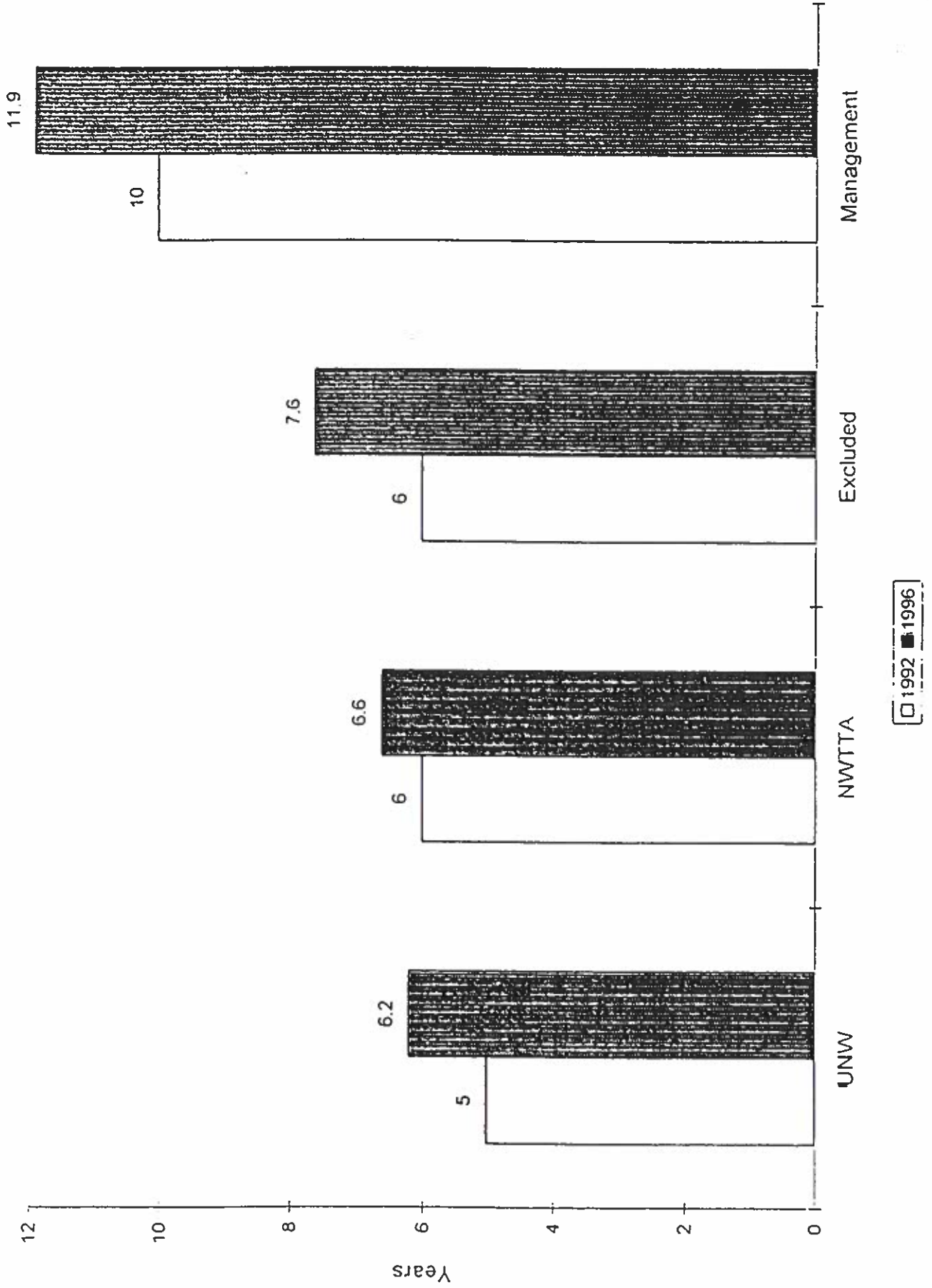
	1992	1996
Less than 1	786	588
1 - 2	1,596	1,069
3 - 5	1,703	1,125
6 - 10	1,024	1,614
11 - 15	551	609
16 - 20	255	335
Over 21	133	191
Total	6,048	5,531

Employees by Age Group

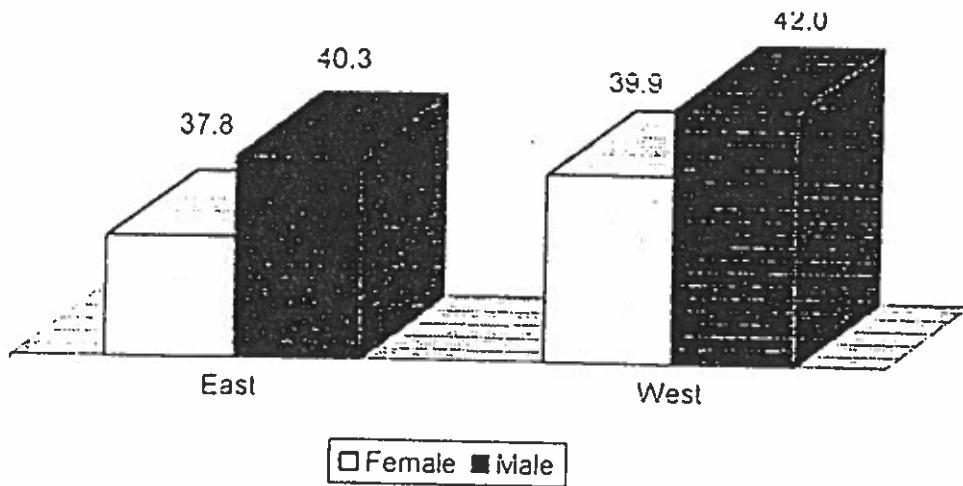
	1992	1996
19 & Under	9	7
20 - 29	1207	822
30 - 39	2244	1,921
40 - 49	1782	1,854
50 - 59	668	799
60 & Over	138	128
Total	6,048	5,531



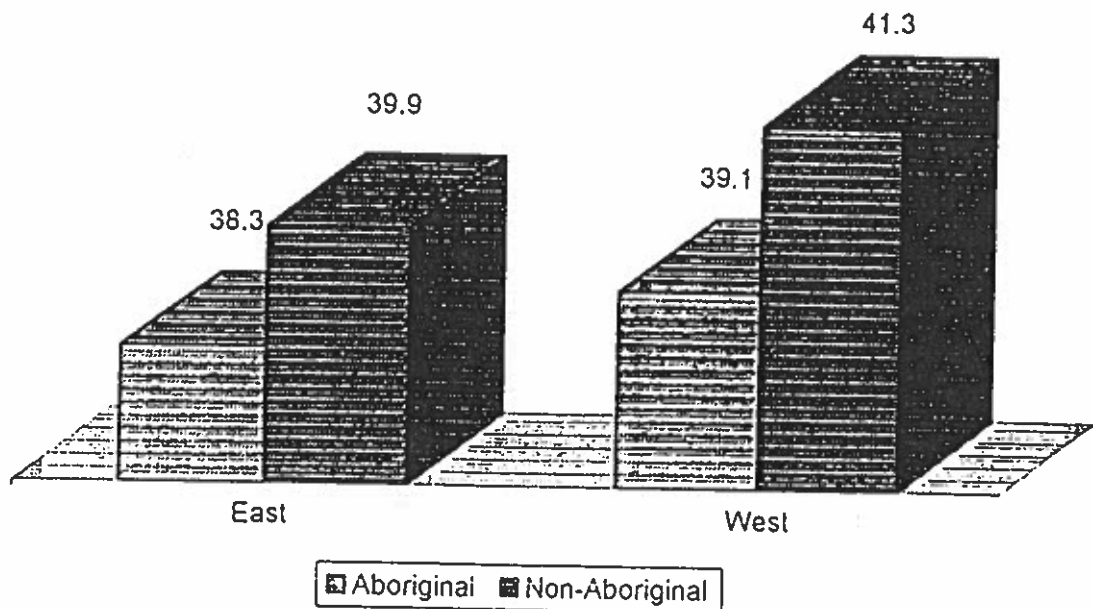
Average Territorial Service



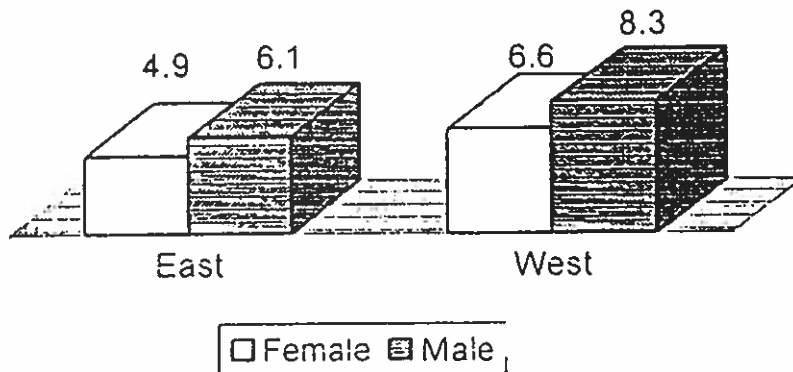
Employee Average Age



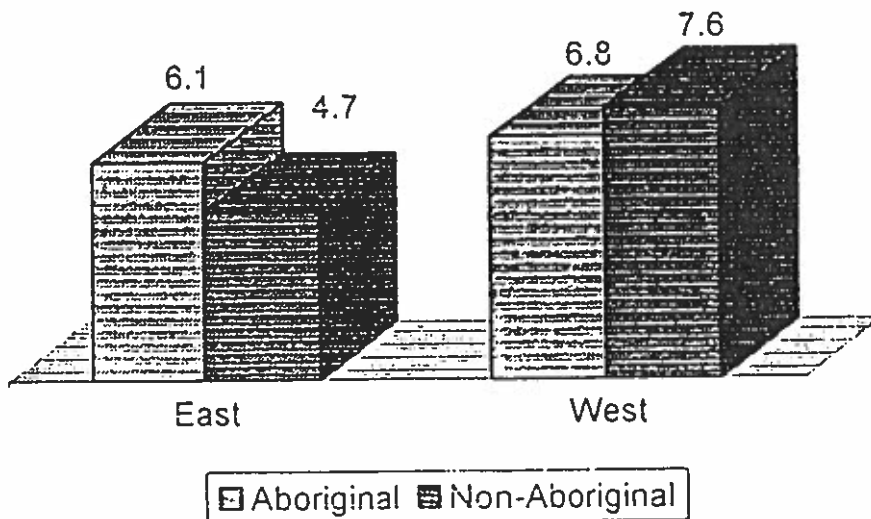
Employee Average Age



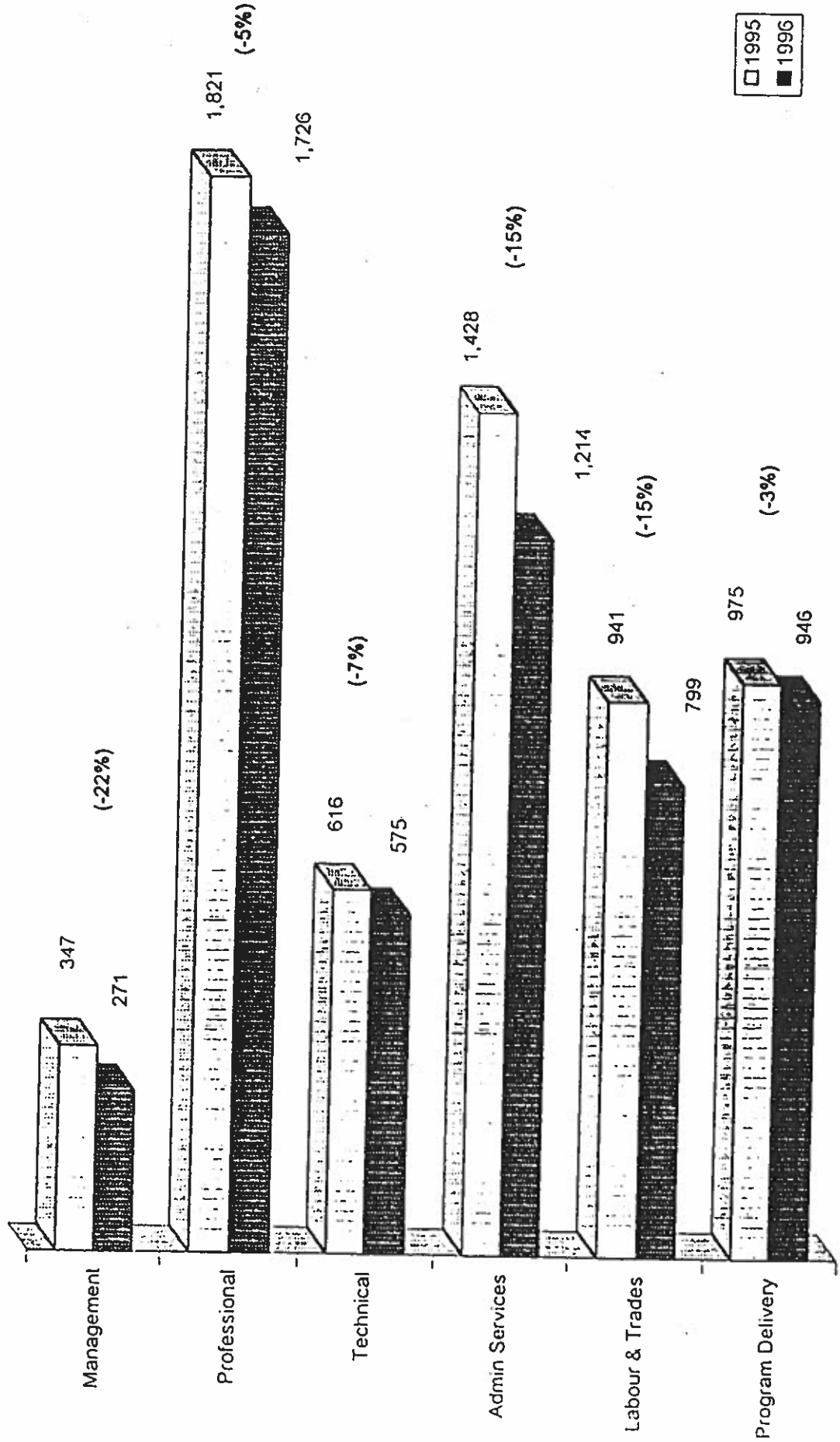
Average Years Territorial Service



Average Years Territorial Service

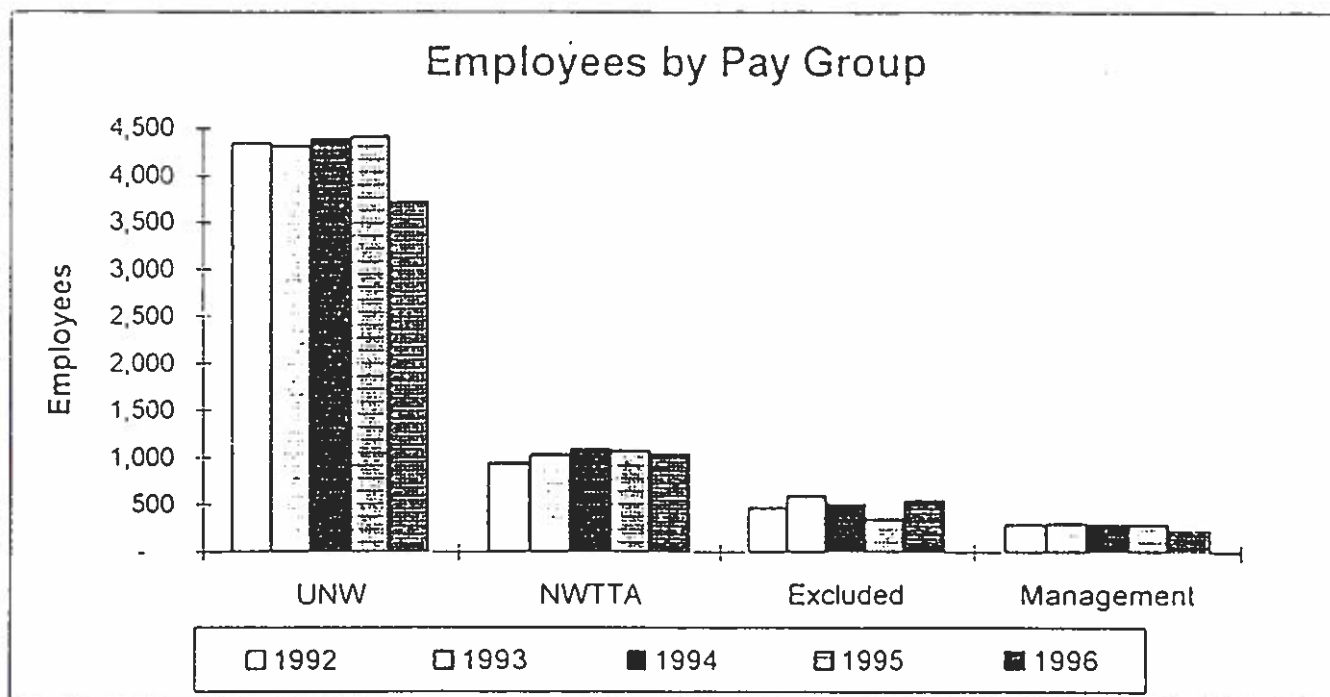


Employees by Occupational Category

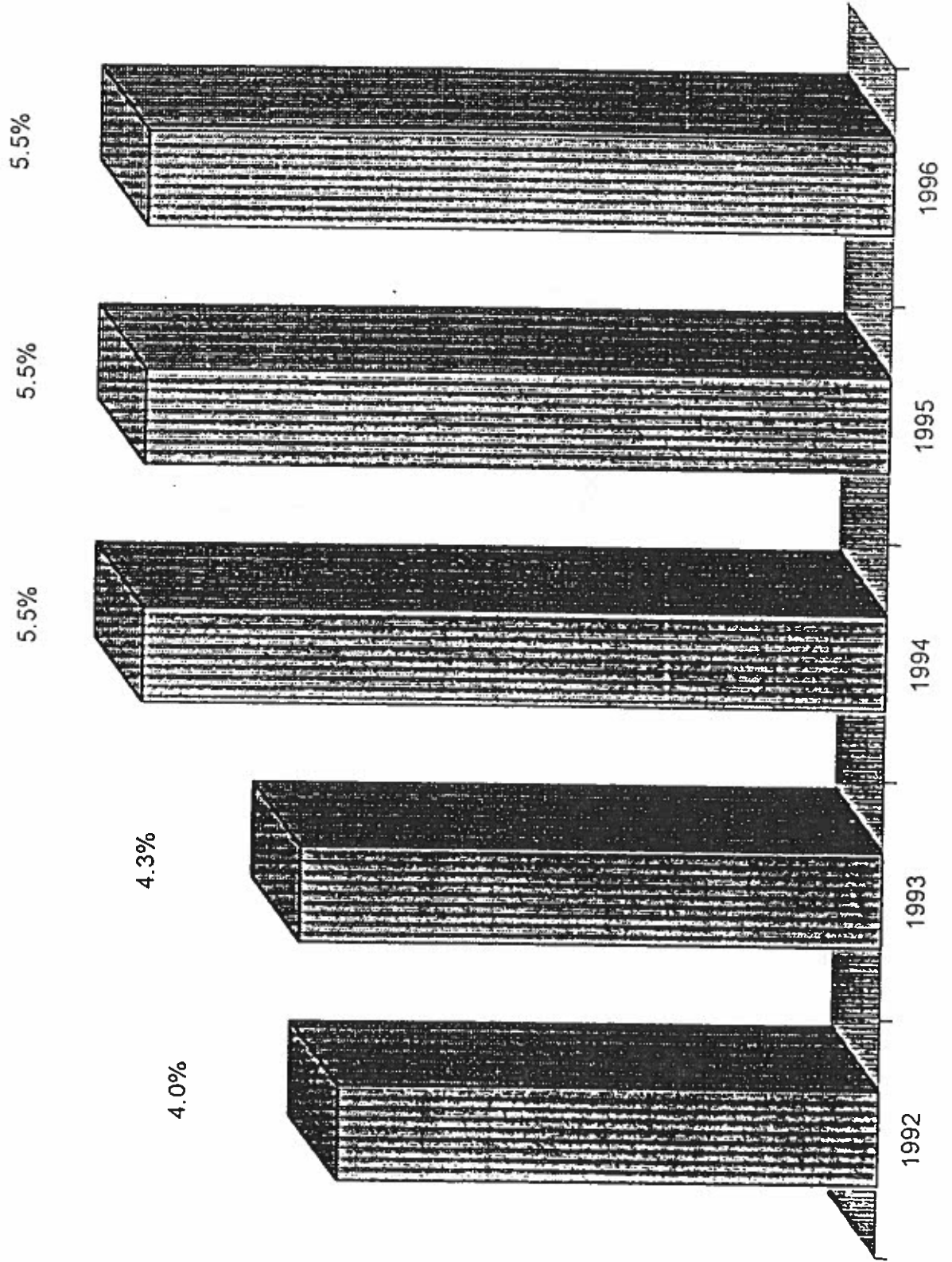


Employees by Pay Group

	1992	1993	1994	1995	1996
UNW	4,342	4,310	4,389	4,412	3,716
NWTTA	942	1,036	1,094	1,076	1,041
Excluded	469	598	508	348	547
Management	295	306	298	292	227
Totals	6,048	6,250	6,289	6,128	5,531



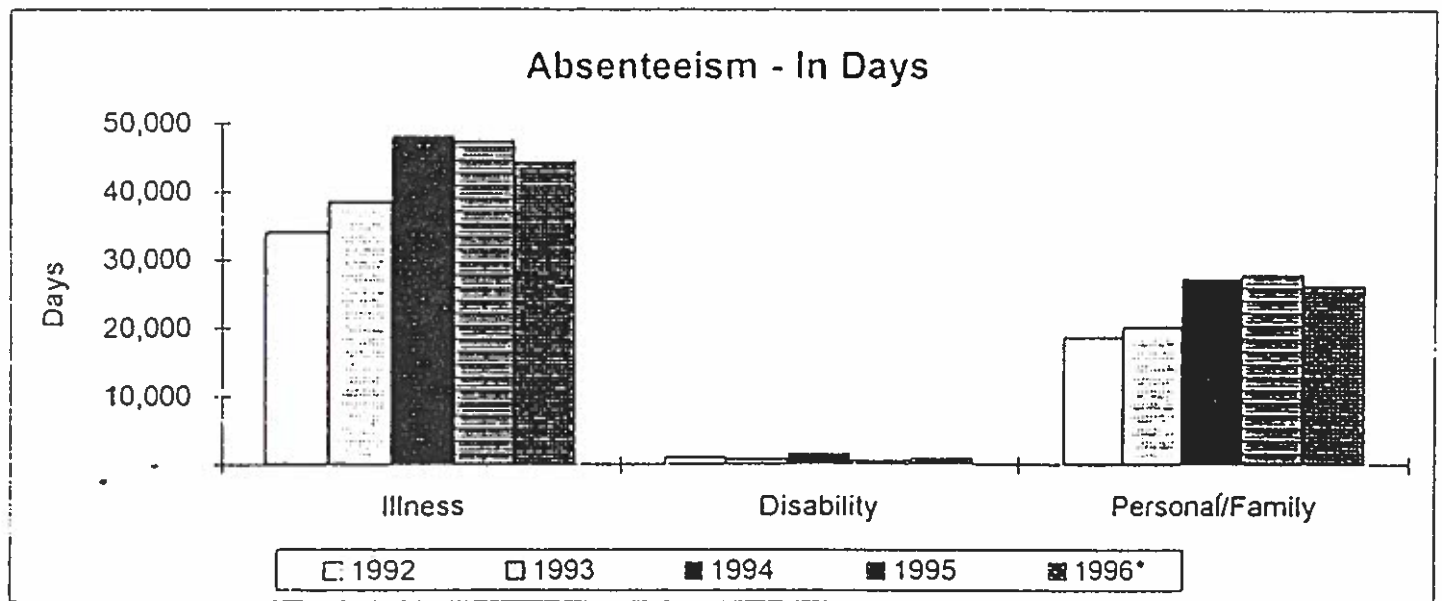
Absenteeism Rate



Absenteeism - In Days

	1992	1993	1994	1995	1996*
Illness	34,085	38,542	48,154	47,420	44,377
Disability	1,033	774	1,616	540	970
Personal/Family	18,562	20,130	27,198	27,757	26,201
Total	53,680	59,446	76,968	75,717	71,548

1996 average employee salary = \$50,000; or \$191.66 per day



Illness includes sick leave with or without pay, medical travel, treatment, etc

Disability includes injury on duty with or without pay, and injury with allowances

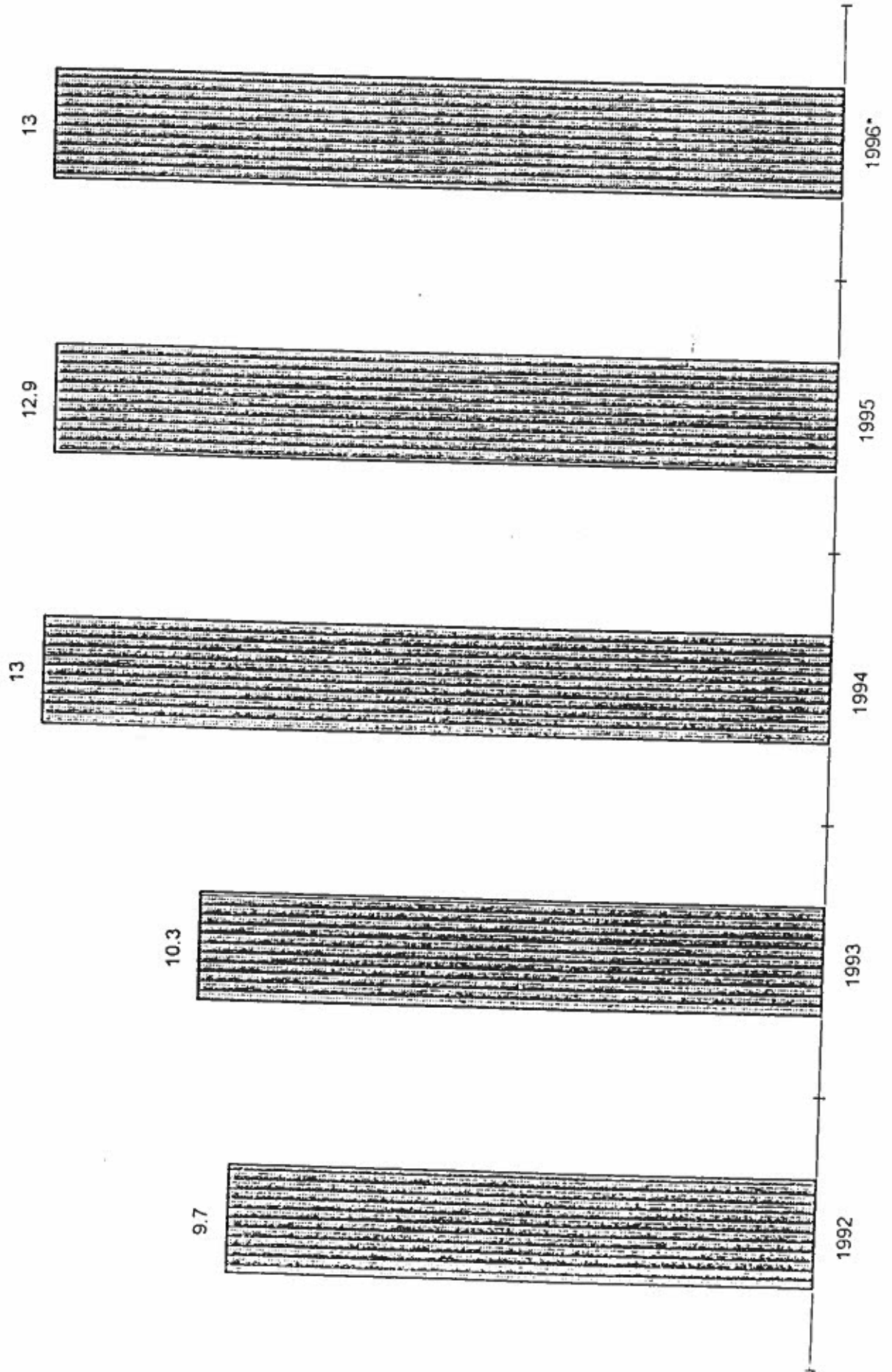
Personal/Family includes AWOL over half a day, civic leave, LWOP, illness in family, discretionary, etc

	1992	1993	1994	1995	1996*
Average Occurrence	5	6	7	7	7
Average Absence (in days)	1.8	1.8	1.8	1.8	1.8
Average Days Lost	9.7	10.3	13	12.9	13
Absence Rate	4.0%	4.3%	5.5%	5.5%	5.5%

*preliminary

Absenteeism: Absence (with or without pay) from work of any length due to the employee's illness, disability, or personal/family responsibility.
Excludes non controllable absences (vacations, holidays, maternity/adoption leave, jury duty, etc).

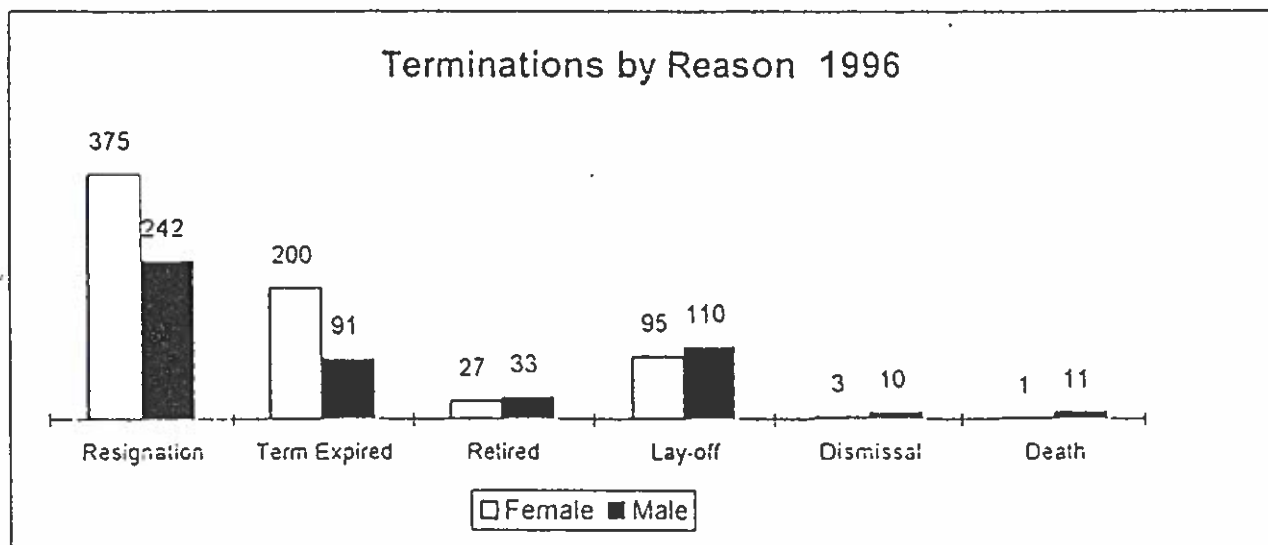
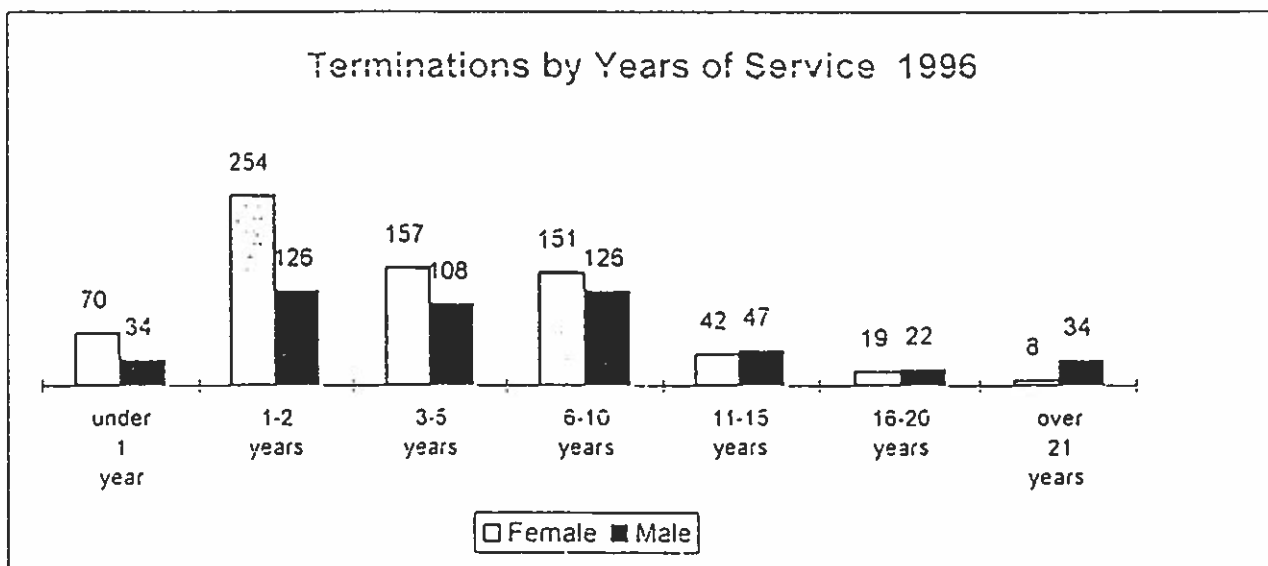
Average Days Lost



Employee Terminations - Gender By Years of Service

Employee Terminations - Gender By Reason for Leaving

SERVICE	1996		REASON	1996	
	Female	Male		Female	Male
under 1 year	70	34	Resignation	375	242
1-2 years	254	126	Term Expired	200	91
3-5 years	157	108	Retired	27	33
6-10 years	151	126	Lay-off	95	110
11-15 years	42	47	Dismissal	3	10
16-20 years	19	22	Death	1	11
over 21 years	8	34			
Total	701	497	Total	701	497
1198			1198		



Employee Terminations - Aboriginal By Years of Service
 Employee Terminations - Aboriginal By Reason for Leaving
 1996

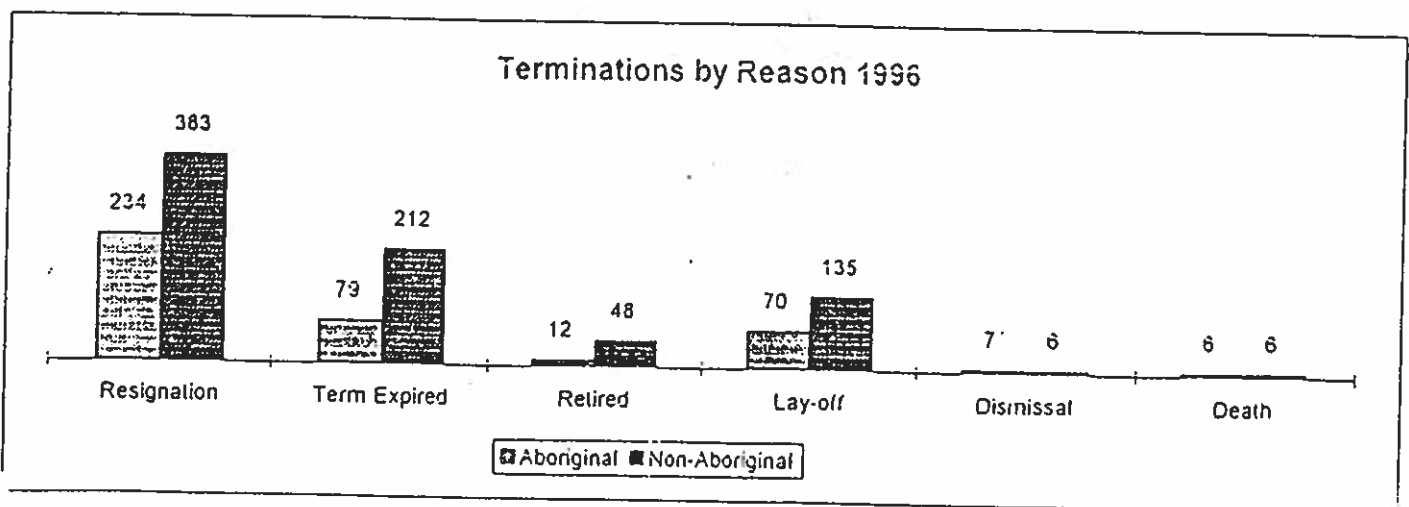
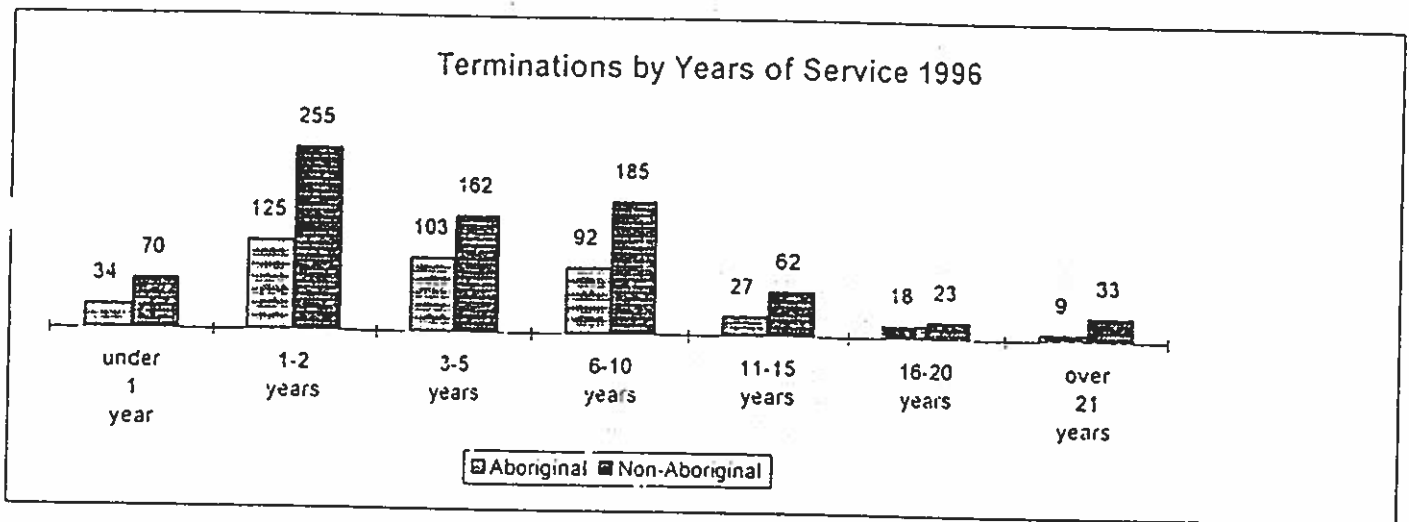
Source GHRS report 364 and Stanton Regional Hospital

SERVICE

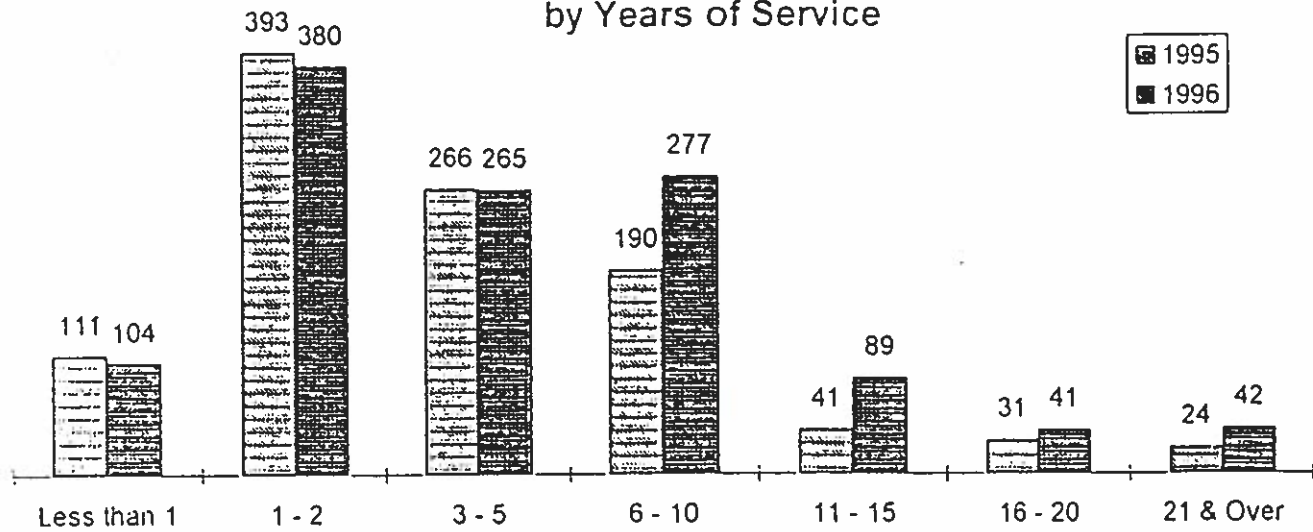
	1996	1996
	Aboriginal	Non-Aboriginal
under 1 year	34	70
1-2 years	125	255
3-5 years	103	162
6-10 years	92	185
11-15 years	27	62
16-20 years	18	23
over 21 years	9	33
Total	408	790
1198		

REASON

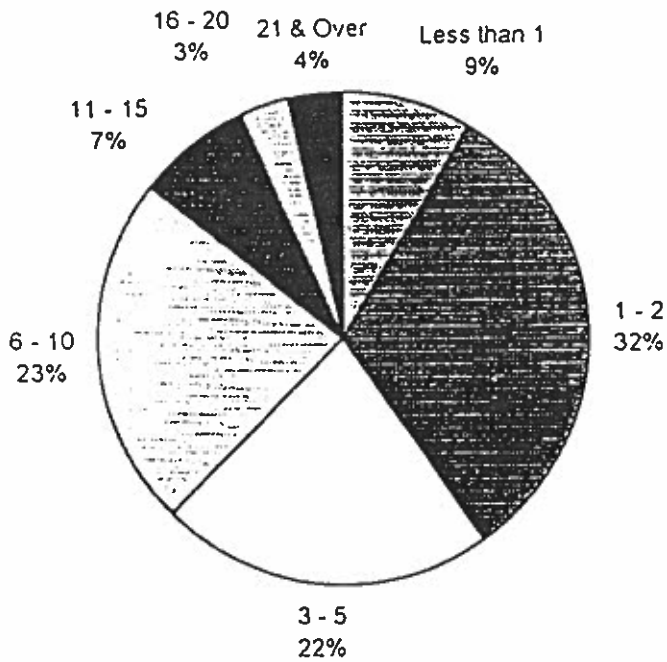
	1996	1996
	Aboriginal	Non-Aboriginal
Resignation	234	383
Term Expired	79	212
Retired	12	48
Lay-off	70	135
Dismissal	7	6
Death	6	6
Total	408	790
1198		



Employee Terminations by Years of Service



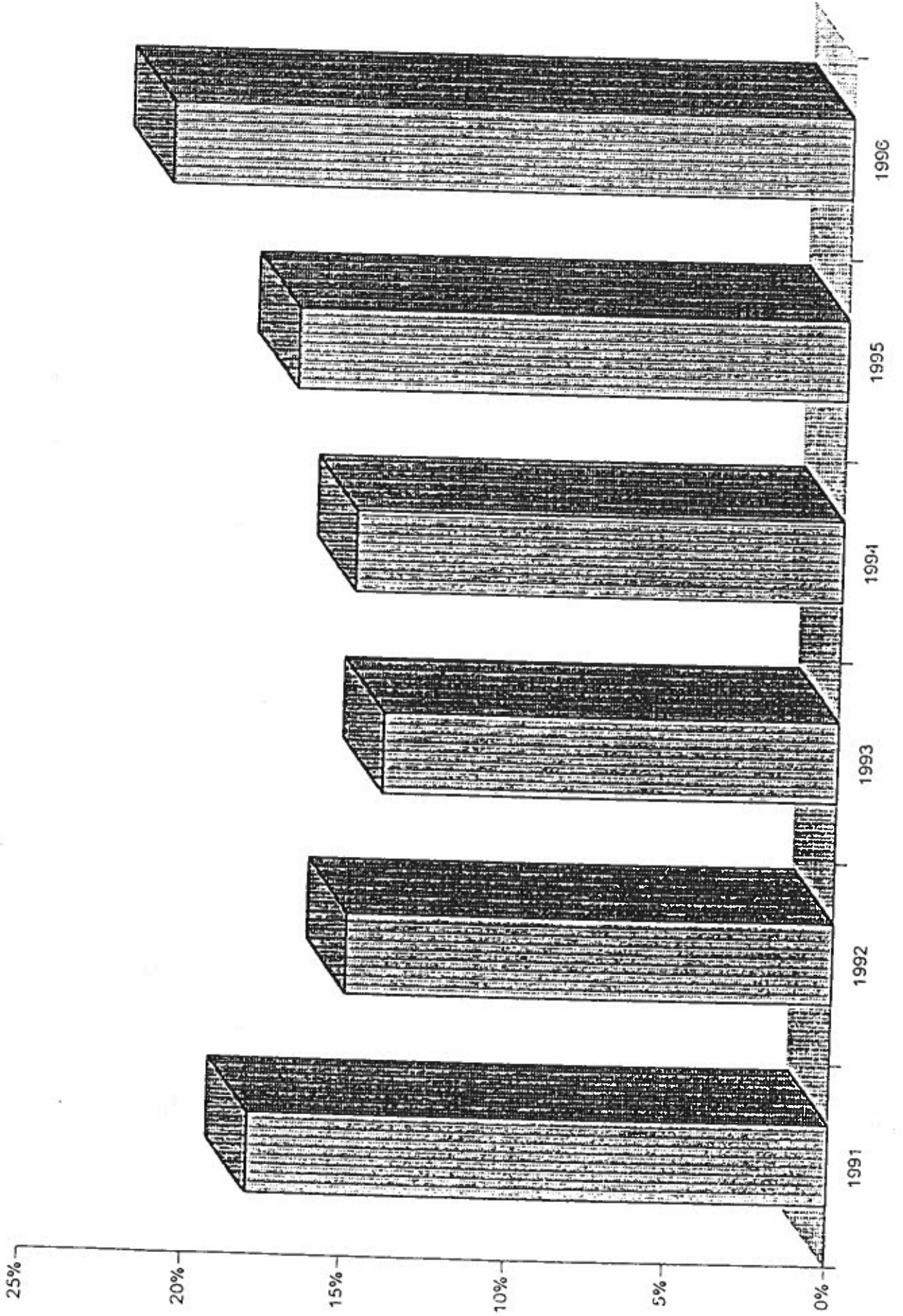
Terminations by Years of Service 1996



Employee Terminations By Years of Service

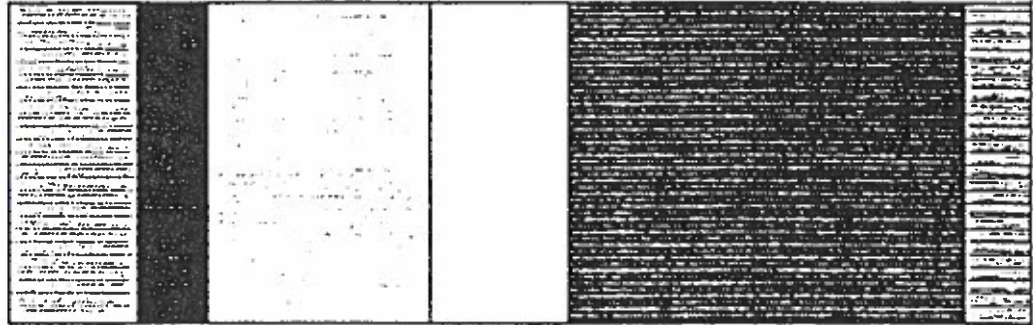
	1995	1996
Less than 1	111	104
1 - 2	393	380
3 - 5	266	265
6 - 10	190	277
11 - 15	41	89
16 - 20	31	41
21 & Over	24	42
Total	1056	1198

Public Service Turnover, 1991 - 1996

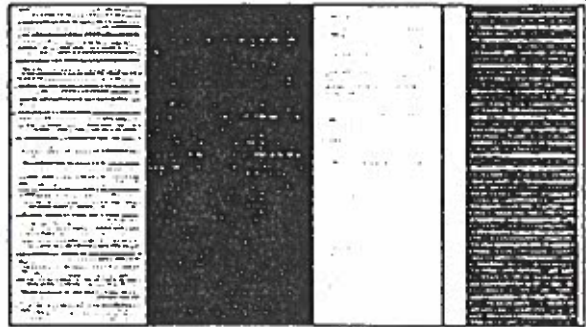


Aboriginal Employment by Occupational Category

- Program Delivery
- Labour & Trades
- Admin Services
- Technical
- Professional
- Management

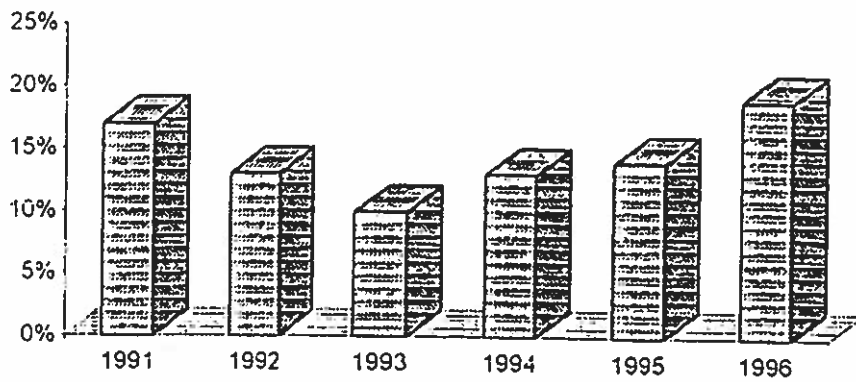


Non-Aboriginal

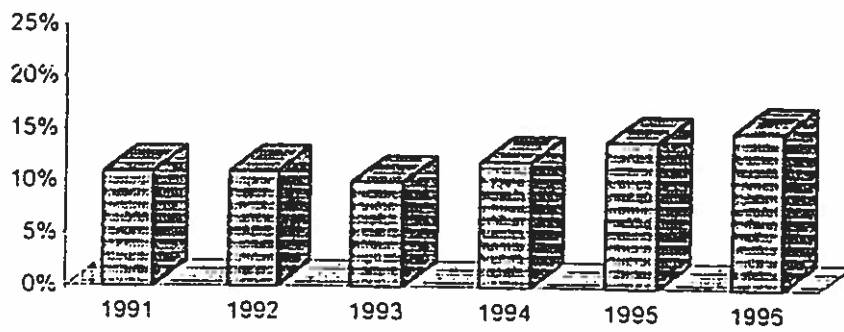


Aboriginal

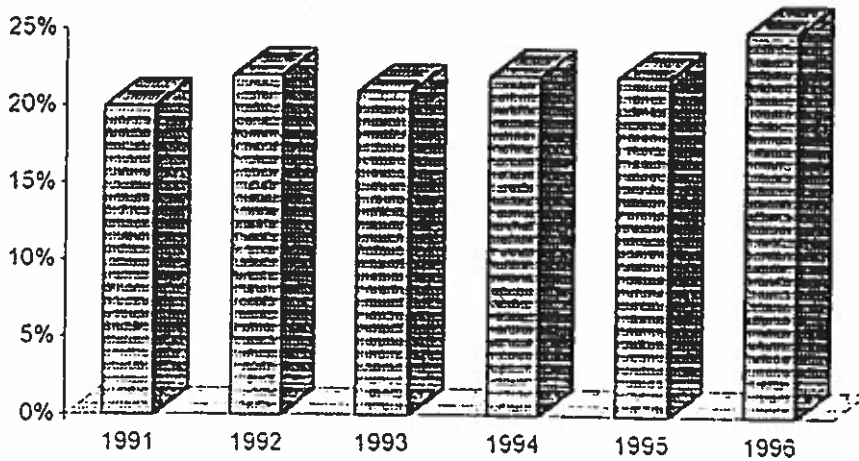
Headquarters Region Turnover, 1991 - 1996



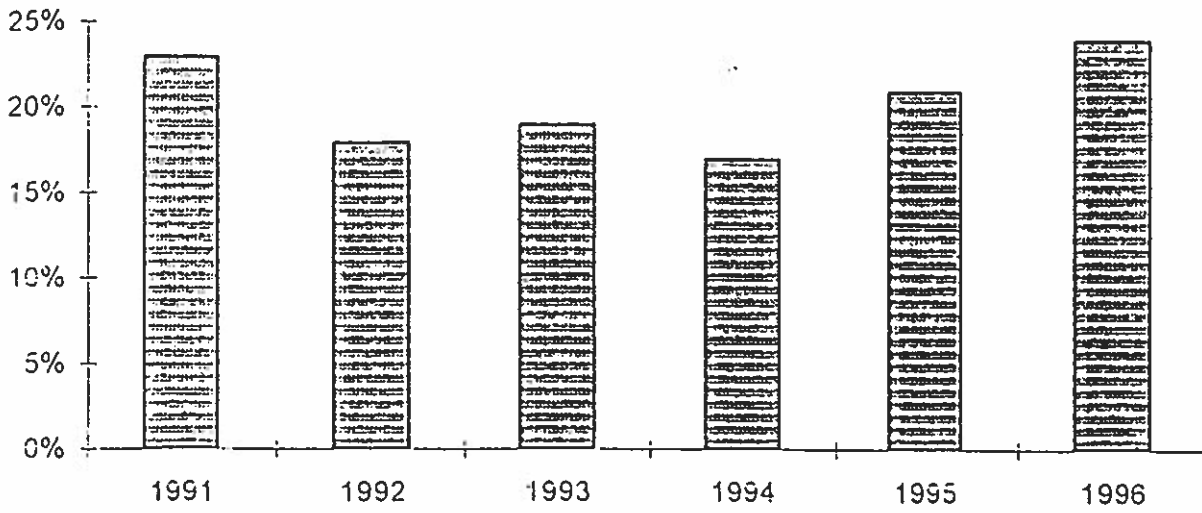
Fort Smith Region Turnover, 1991 - 1996



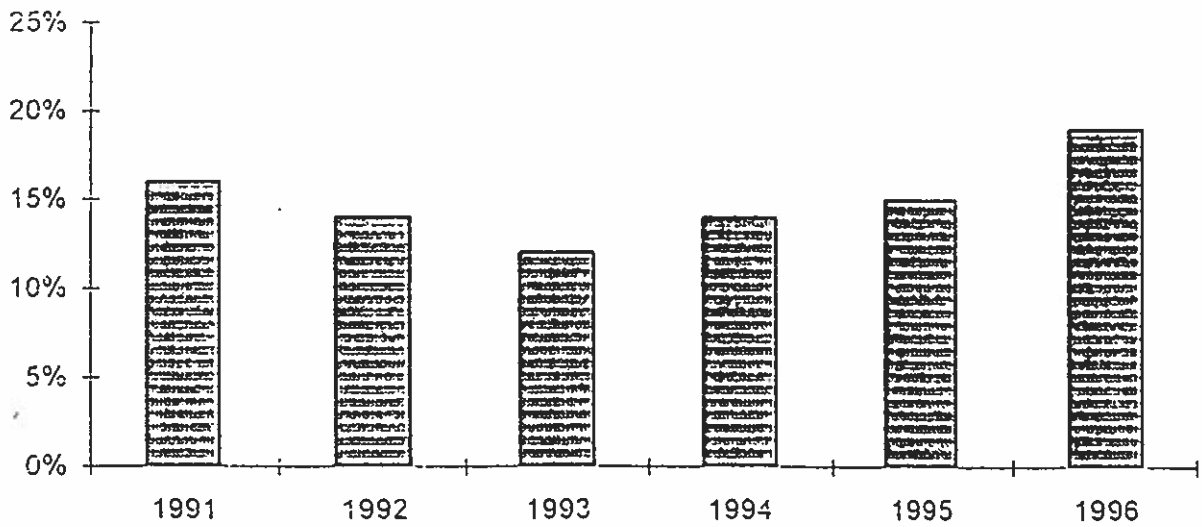
Inuvik Region Turnover, 1991 - 1996



Eastern Arctic Turnover



Western Arctic Turnover

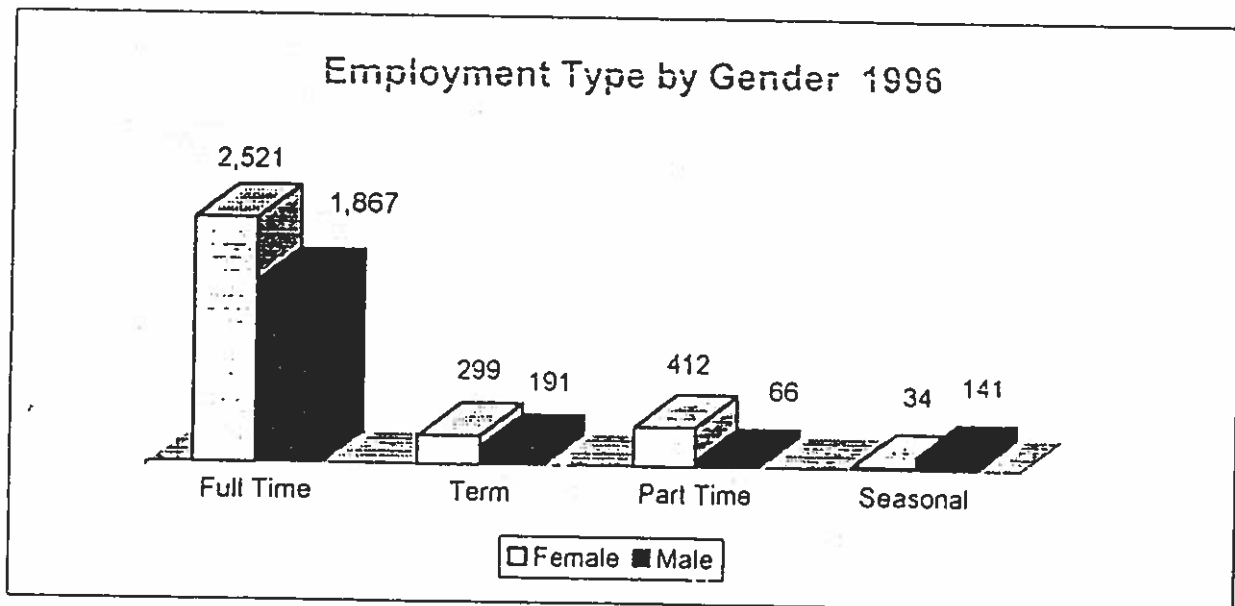
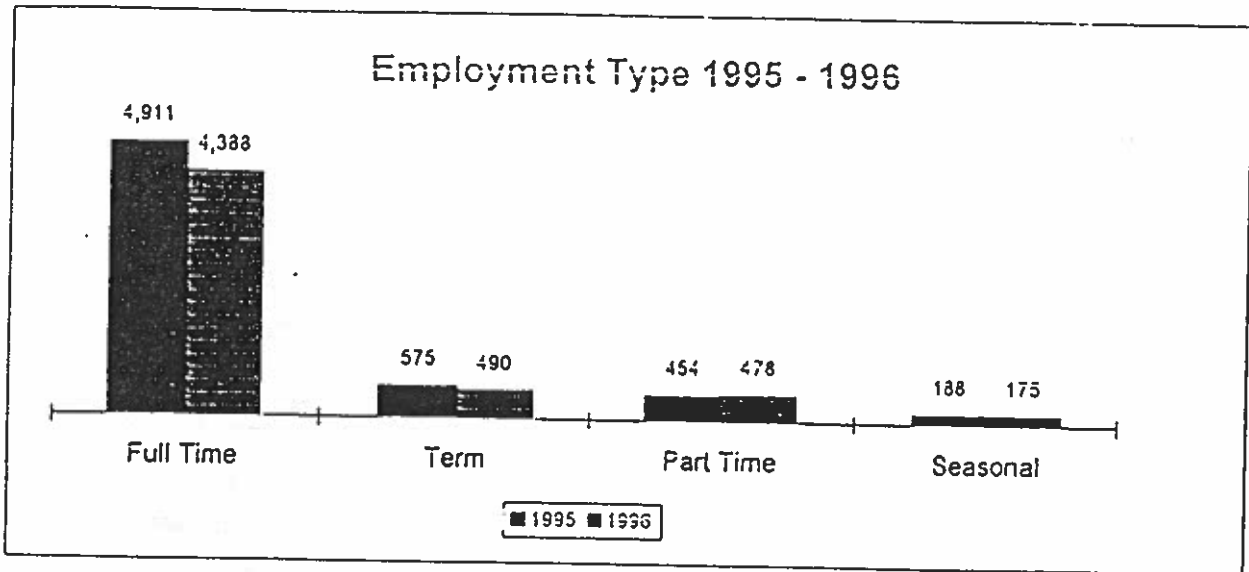


Employment Type

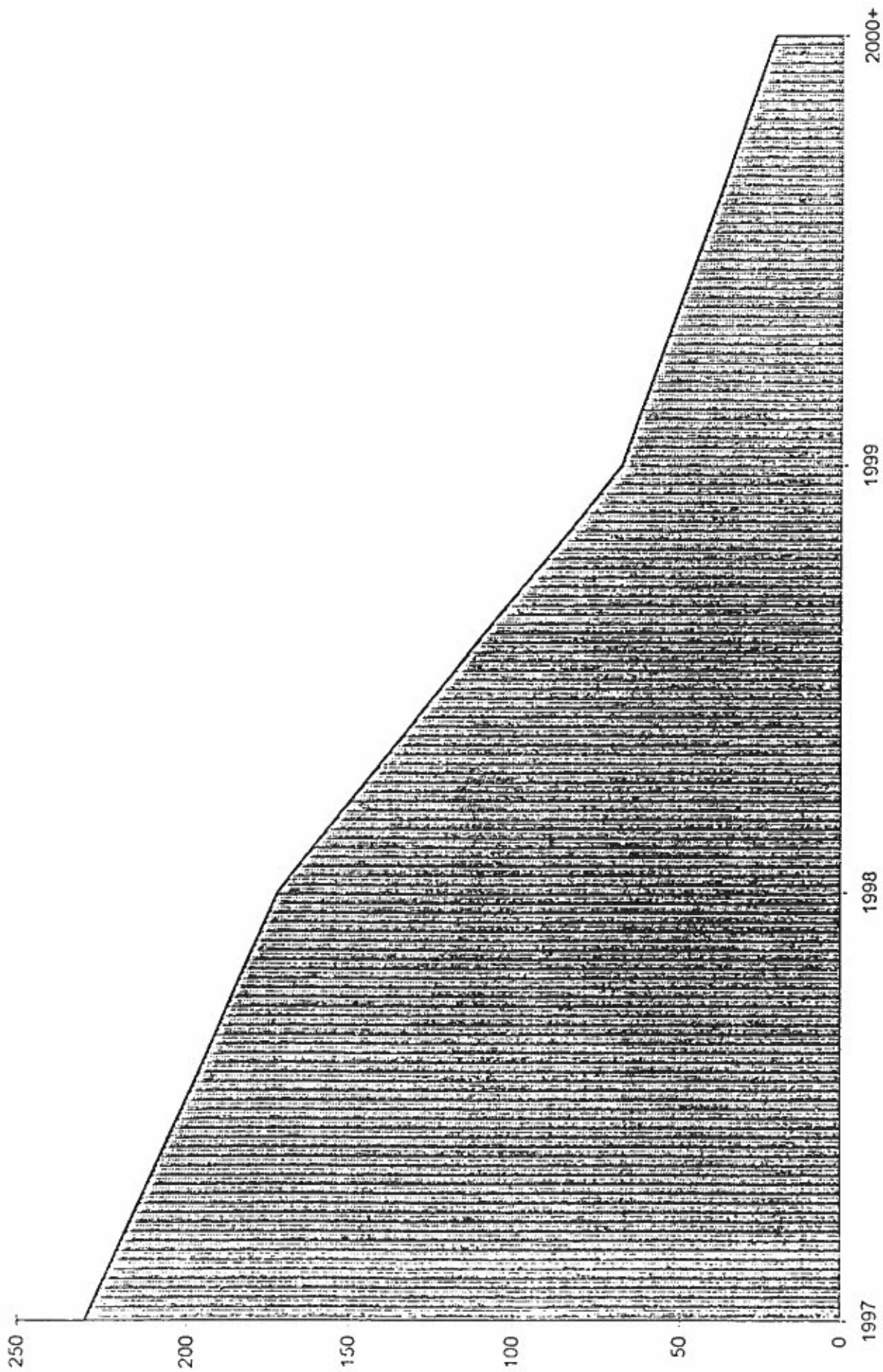
	1995	1996
Full Time	4,911	4,388
Term	575	490
Part Time	454	478
Seasonal	188	175
Totals	6,128	5,531

Employment Type

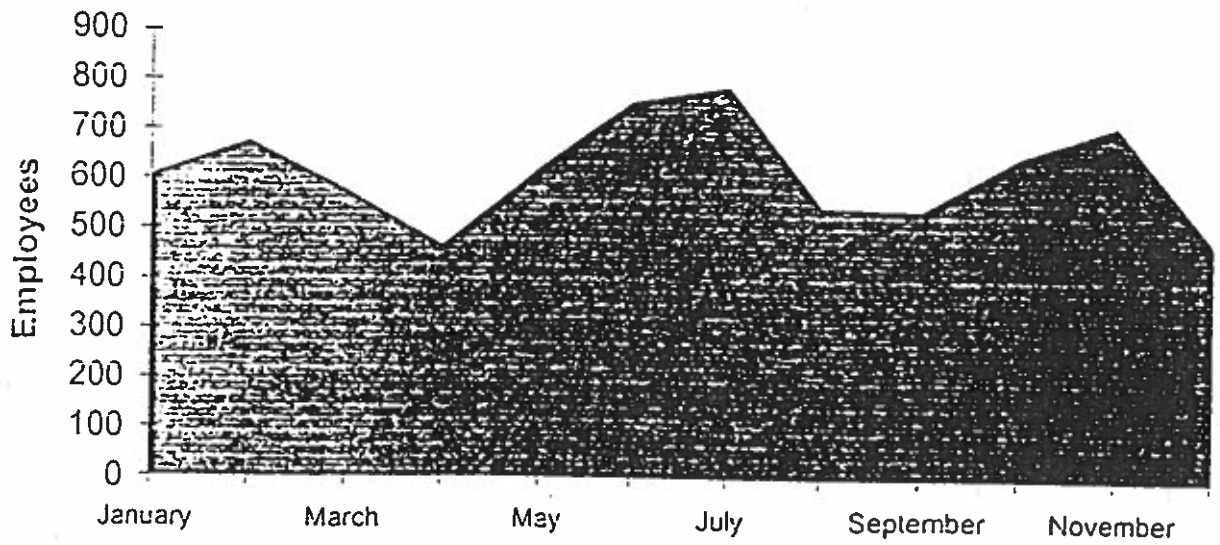
	1996		Total
	Female	Male	
Full Time	2,521	1,867	4,388
Term	299	191	490
Part Time	412	66	478
Seasonal	34	141	175
Totals	3,266	2,265	5,531



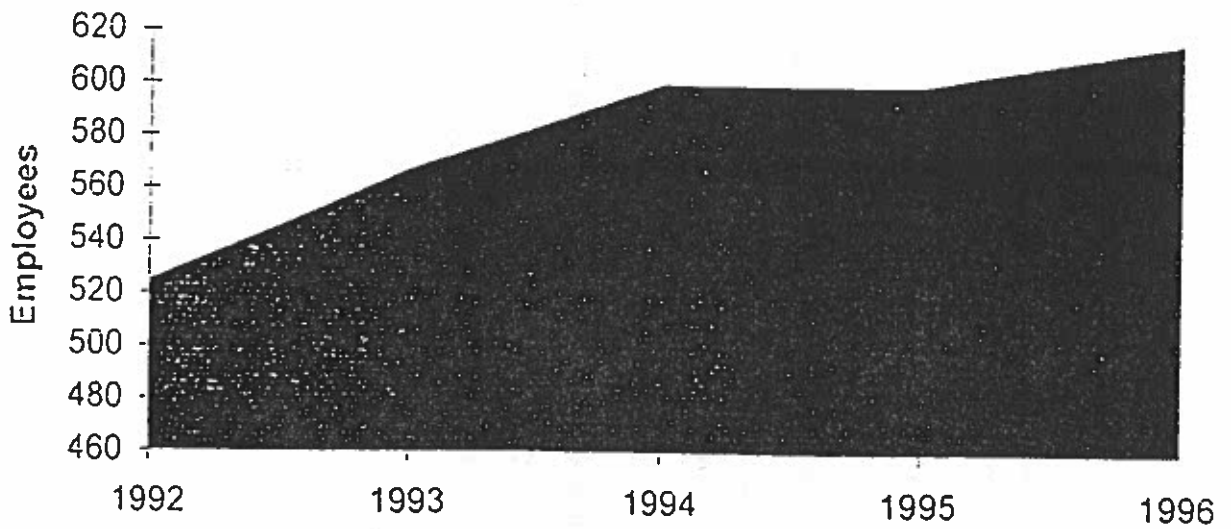
Term Employment Expiry



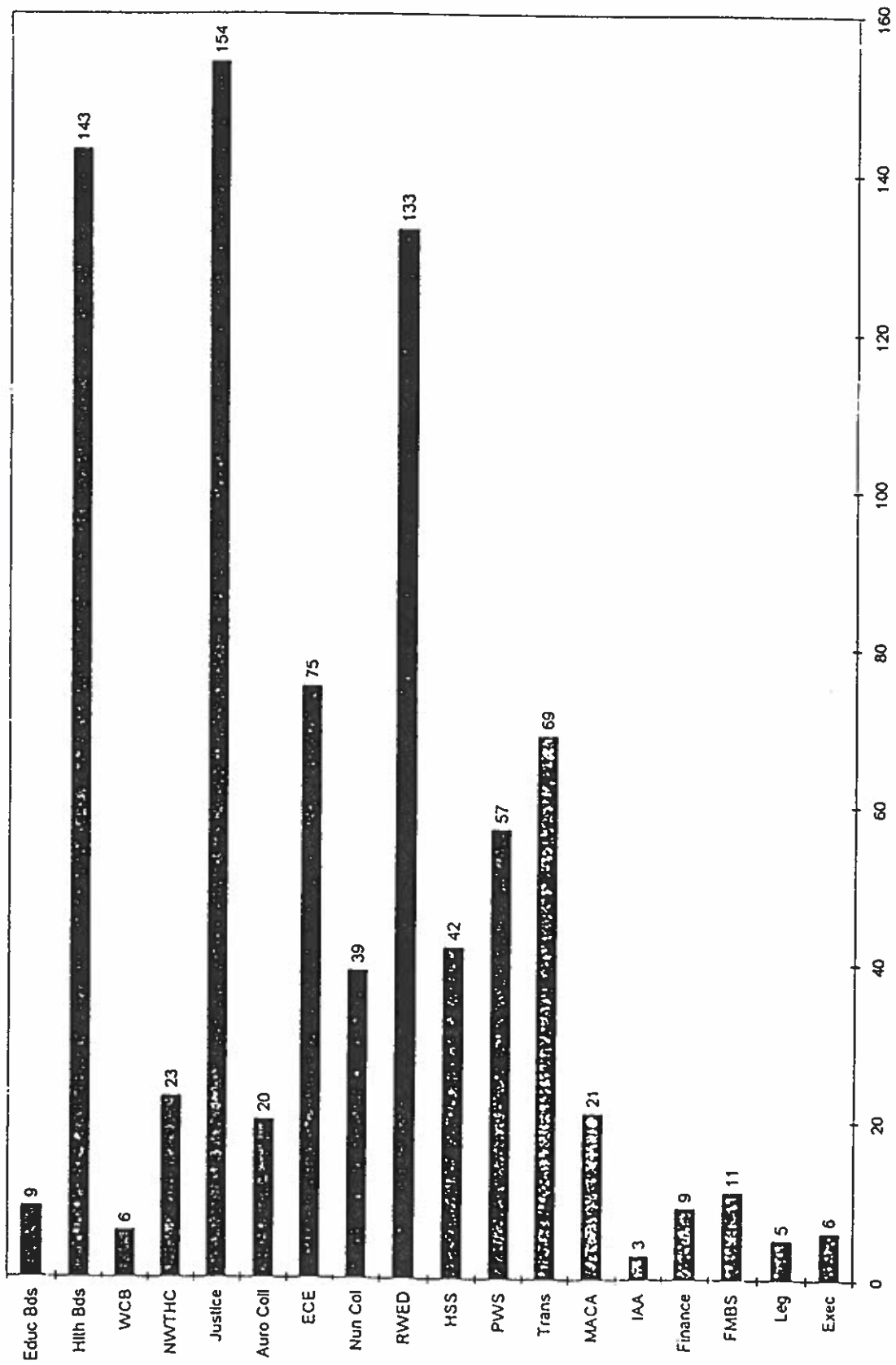
Casual Employment, 1996



Average Casual Employment

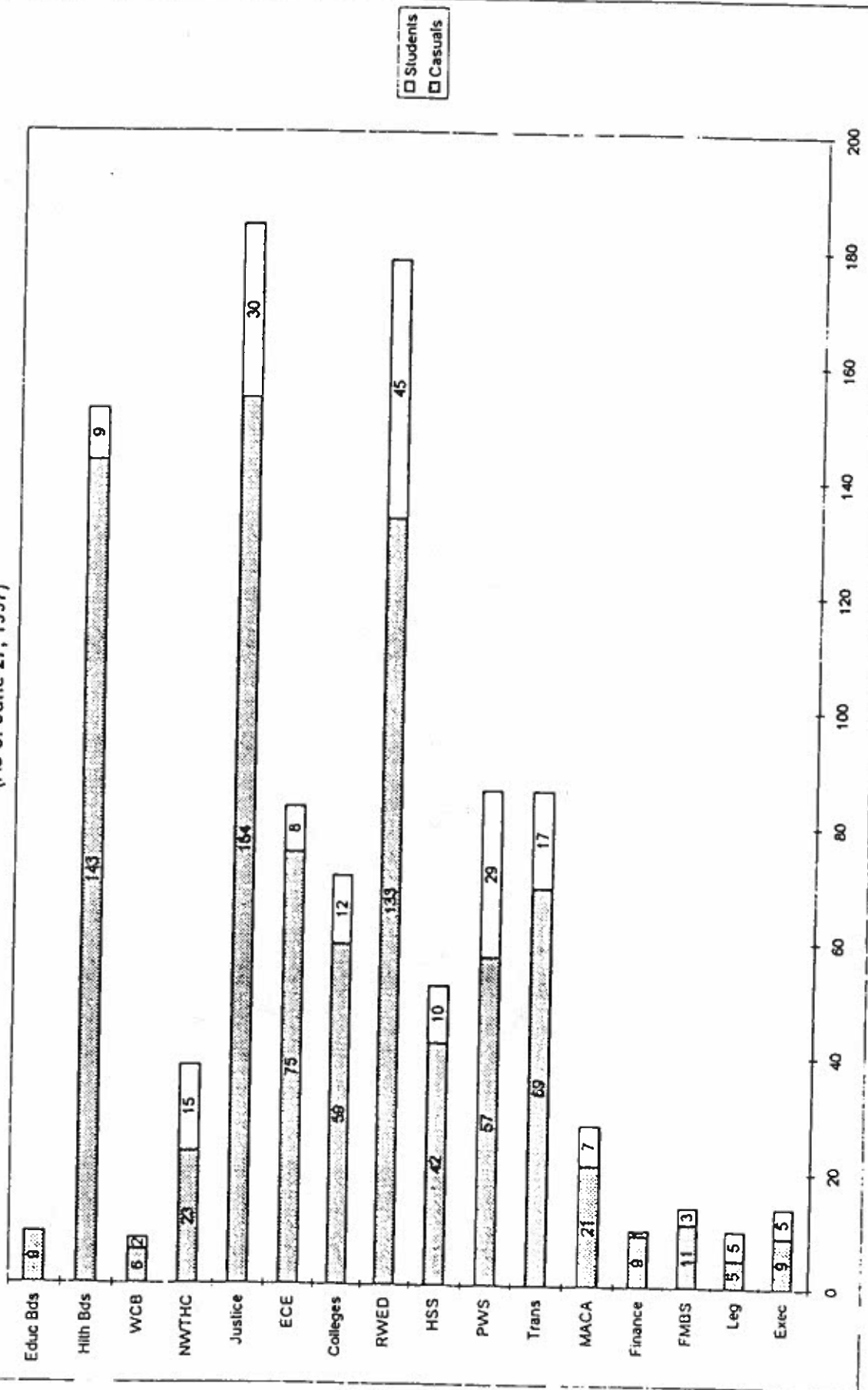


ACTIVE CASUALS
(As Of June 25, 1997)



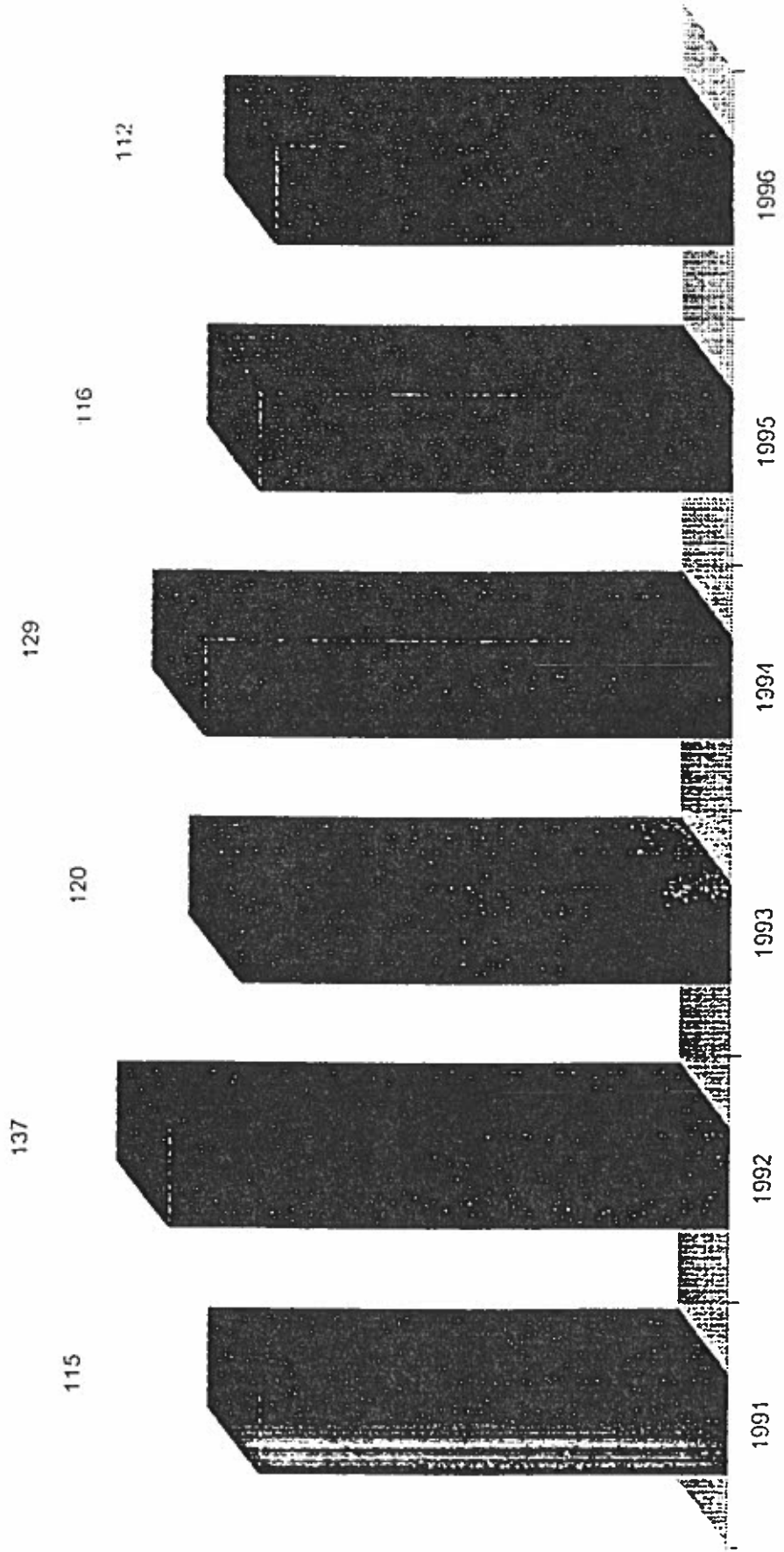
Total Casuals = 825

CASUAL EMPLOYMENT
(As of June 27, 1997)

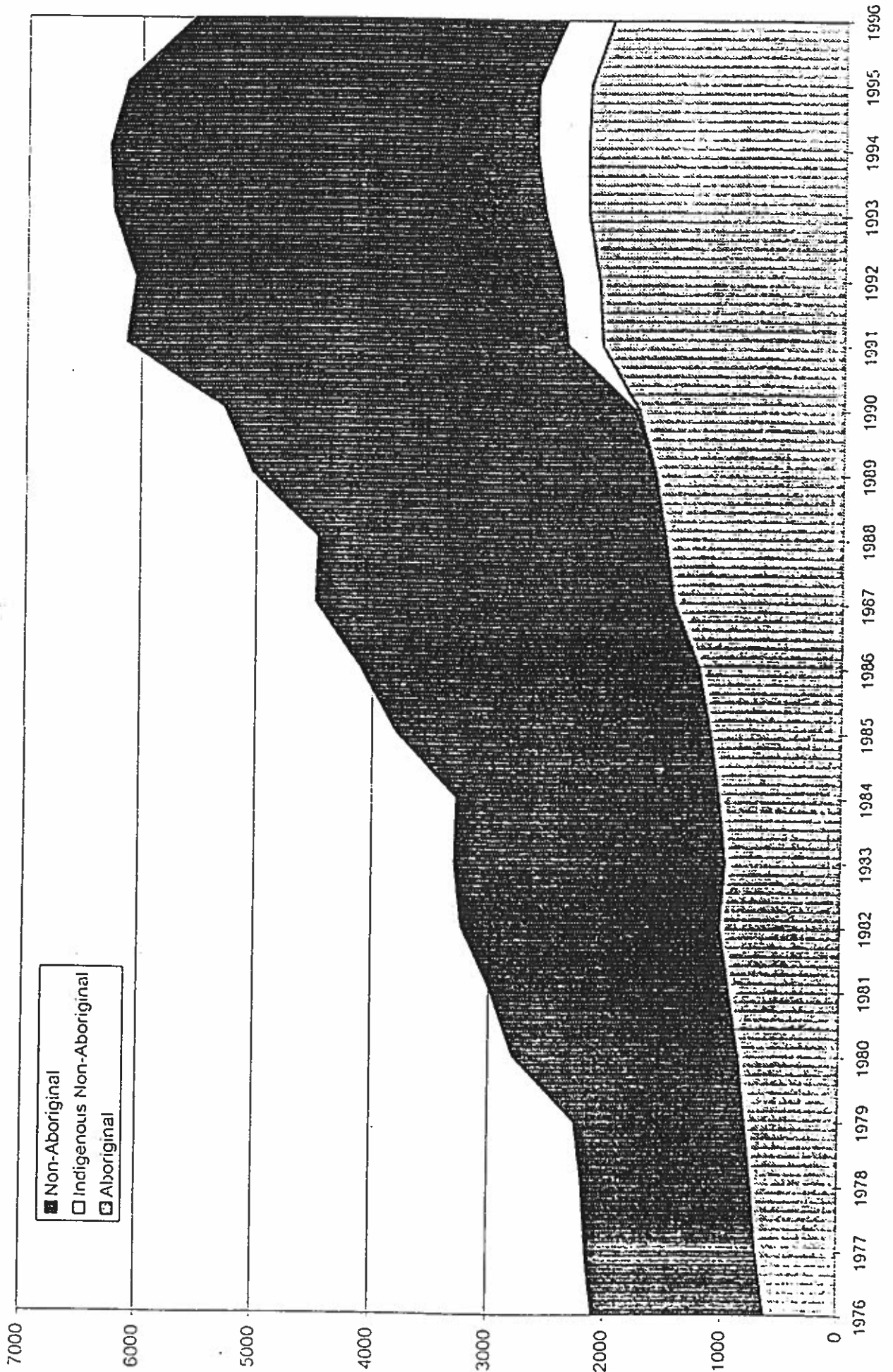


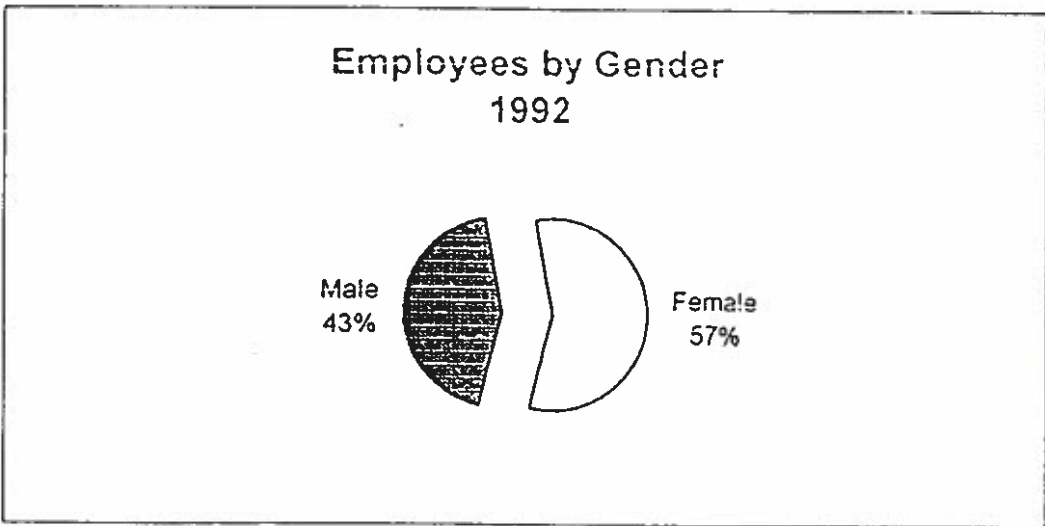
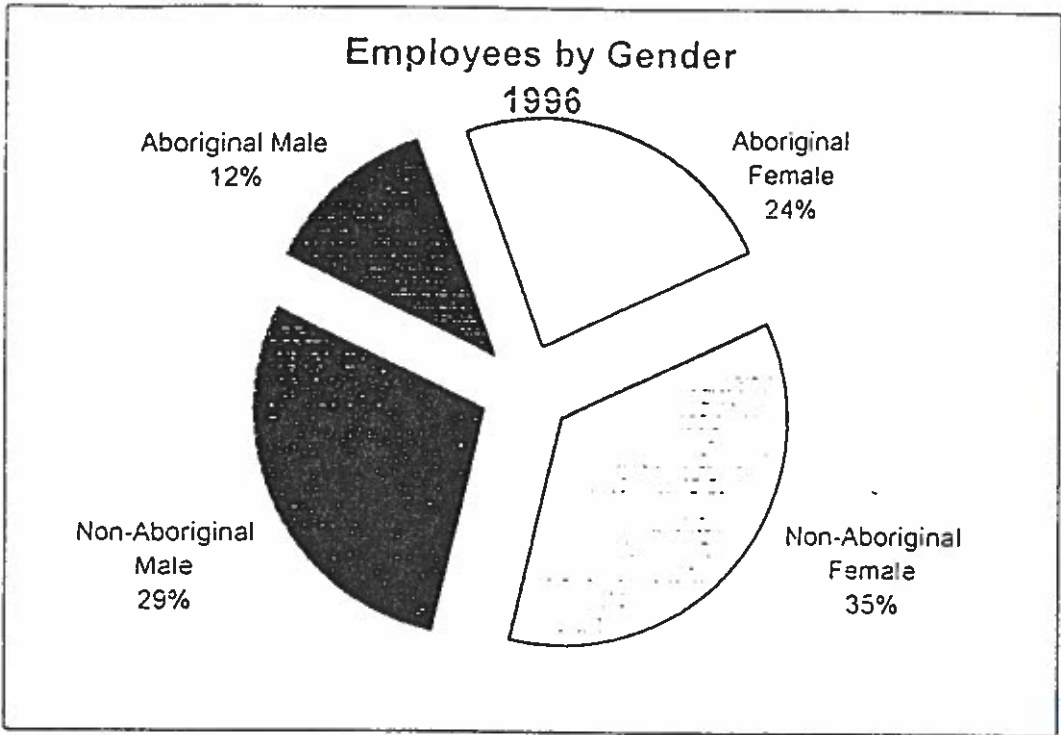
ALL CASUALS = 825
STUDENTS = 198

Third Level Grievances, 1991 - 1996

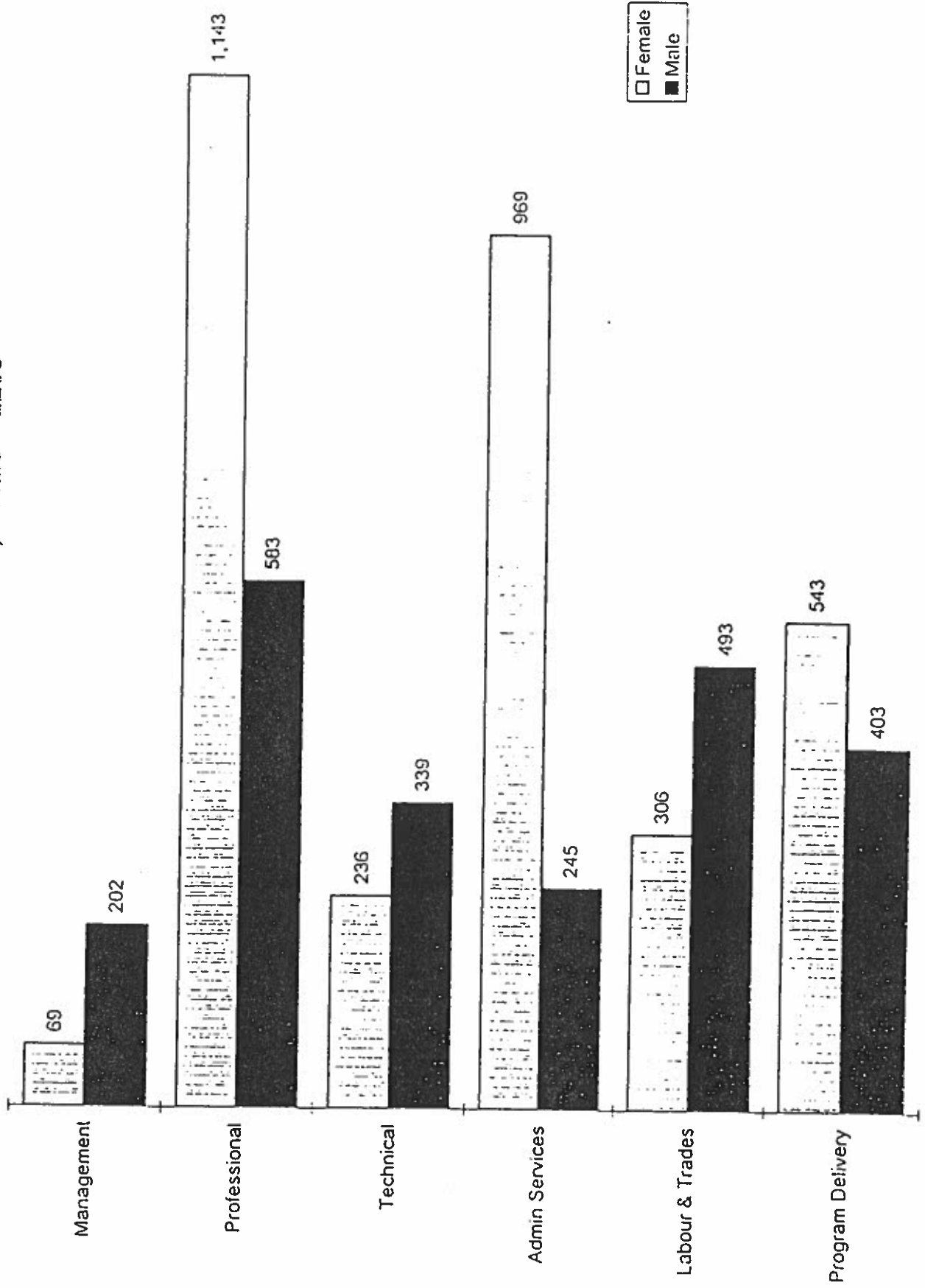


Number of Employees by Designated Group

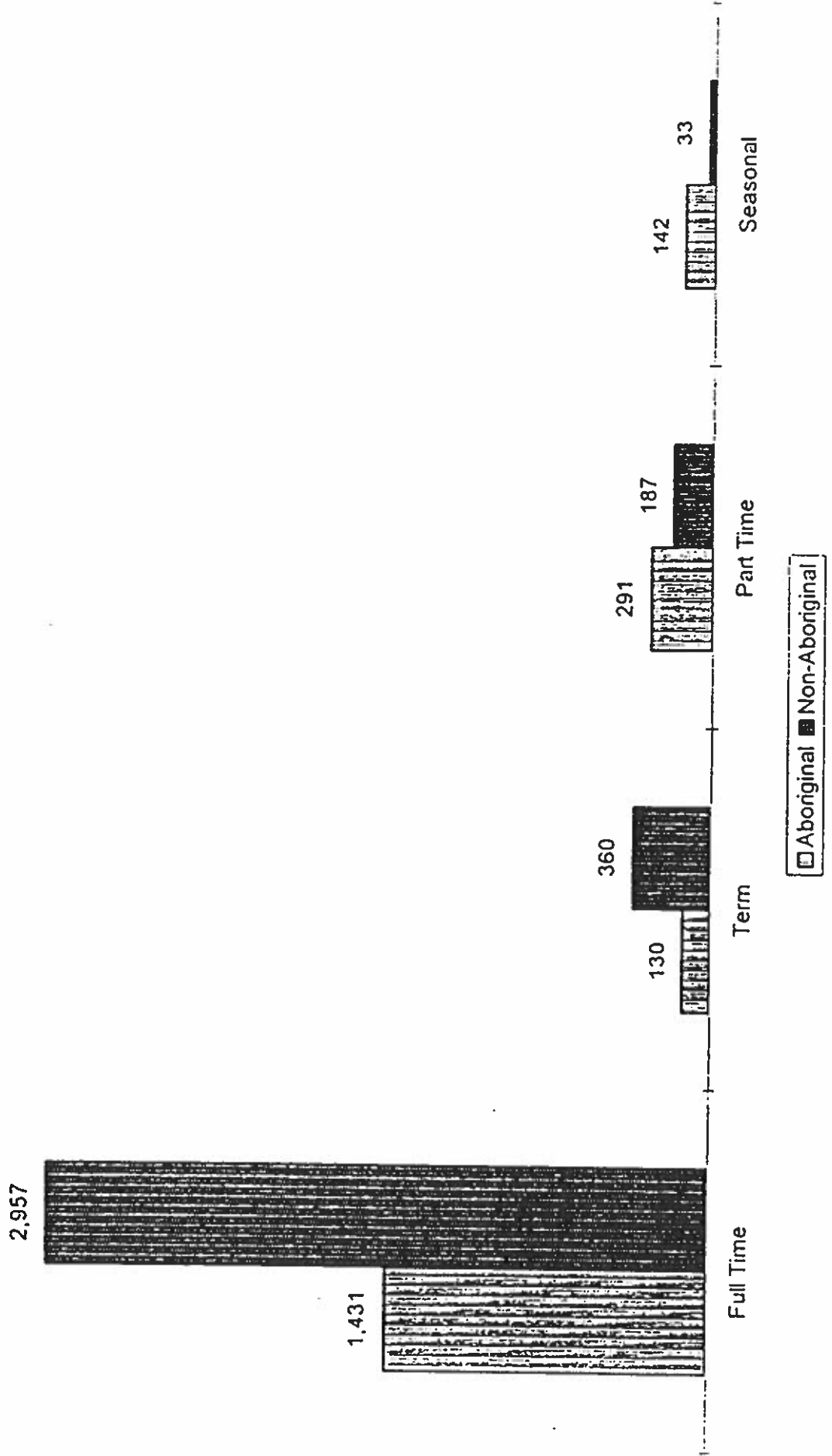




Occupational Category by Gender 1996
Totals: Female = 3266, Male = 2265



Aboriginal Employment by Employment Type



Aboriginal Employment by Occupational Category

