

# **PUBLIC SERVICE ANNUAL REPORT 2021/2022** **RAPPORT ANNUEL 2021-2022 SUR LA FONCTION PUBLIQUE**

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







October 2022

The Honourable Frederick Blake Jr.  
Speaker of the Legislative Assembly

It is my pleasure to present the 2021/2022 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

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**Public Service Annual Report 2021/22  
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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, 2022, 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](http://www.fin.gov.nt.ca)**

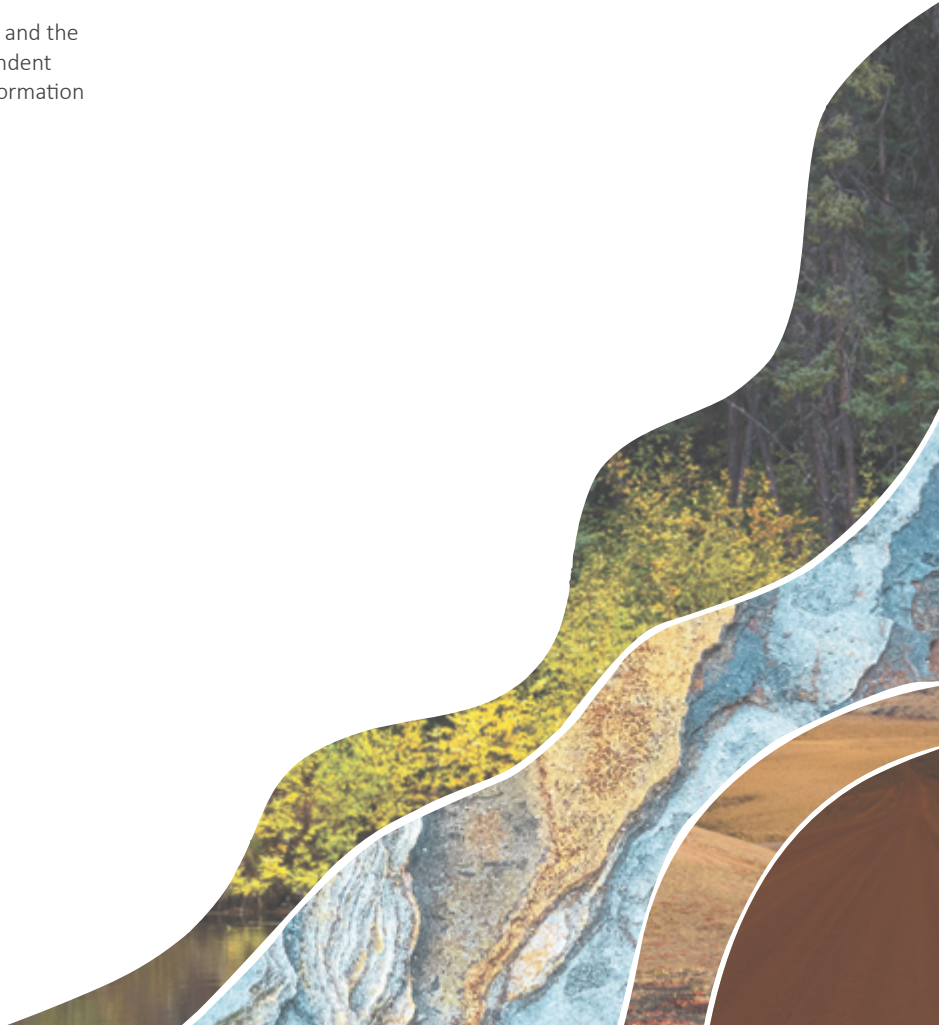
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# SUMMARY

The Public Service Annual Report for the 2021/22 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 Public Service information and data, 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 Public Service in the NWT;
- 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 the Exploring Anti-Racism Poster Campaign and ongoing Anti-Racism 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 2021-2022 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 la campagne d'affichage *Exploring Anti-racism* (Appliquer les principes de la lutte contre le racisme), la formation en cours de lutte contre le racisme 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 Act*, I am pleased to present the Public Service Annual Report for the 2021/2022 fiscal year.

2021/2022 brought three more waves of the COVID-19 pandemic that required the majority of Government of the Northwest Territories employees to work from home yet again. I remain proud of the actions this government took throughout the pandemic to keep our employees safe and continue to serve the public. I would like to specifically recognize those employees who voluntarily redeployed to other areas in order to support the residents of the Northwest Territories.

During the past year, our government conducted the first Employee Engagement and Satisfaction Survey (EESS) of the 19th Legislative Assembly. Recognizing that an engaged workforce that is involved in—and committed to—its work is critical to the success of the government and the quality of programs and services delivered to residents of the Northwest Territories. The EESS provides the Government of the Northwest Territories (GNWT) with the opportunity to gain insight into the engagement of GNWT employees: it is a tool that can create dialogue with management, employees, and human resource specialists regarding the strengths, as well as the underlying issues and challenges, that exist in the workplace and an opportunity to foster a more engaging and satisfying work environment for GNWT employees. I look forward to reporting on the results from the 2021 EESS and the progress we will make in the next Public Service Annual Report.

The GNWT is committed to taking strong action to create a public service that reflects the diverse population of the Northwest Territories, that is supported by strong leadership, and an organizational culture rooted in the principles of cultural safety and anti-racism. This work has continued into the 2021/2022 fiscal year, with the departmental implementation of the Indigenous Recruitment and Retention Framework through the development of Indigenous Employment Plans and a government-wide anti-racism campaign. This commitment is also reflected in the number of employees who have taken the time to take related diversity awareness training throughout 2021/2022. In particular, the Equitable Workplace: Cultivating Attitudes of Anti-racism and Allyship workshops that launched in March 2021 saw great successes in 2021/2022.

We also launched the Building Capacity with Indigenous Governments program in June 2021. This program is capable of supporting up to ten two-way secondment arrangements between the GNWT and Indigenous Governments each year. This program will help to ensure that we are continuing to provide opportunities for Indigenous Aboriginal employees to develop into leadership roles with the public service.

Our efforts to promote diversity in the public service are paying off. This year, our government saw the highest proportion of Indigenous Aboriginal senior managers and women senior managers of the past 20 years,

It has been a challenging two years for all of us, with labour shortages across the country affecting everyone including us in the north. I recognize the strain these shortages have put on our workforce and am committed to continue to improve our workplace so that it is a positive environment for all GNWT employees and the public we serve.

I would like to sincerely thank all employees of the GNWT for their adaptability through this last year, for their commitment to furthering the important work of inclusivity and representativity, and for the delivery of essential programs and services to the residents of the Northwest Territories. It is an honour to serve as Minister responsible for the *Public Service Act* during a period when our public service has demonstrated such growth and commitment.



# MESSAGE DE LA MINISTRE



Caroline Wawzonek,  
ministre des Finances

À titre de ministre responsable de la *Loi sur la fonction publique*, je suis heureuse de présenter le Rapport annuel 2021-2022 sur la fonction publique.

L'année 2021-2022 a été marquée par trois autres vagues de COVID-19 qui ont obligé la majorité des employés du gouvernement des Territoires du Nord-Ouest (GTNO) à travailler à domicile une fois de plus. Je suis fière des mesures prises par le gouvernement tout au long de la pandémie pour assurer la sécurité de nos employés et continuer à servir le public. Je tiens à saluer tout particulièrement les employés qui se sont volontairement redéployés dans d'autres services afin de soutenir les résidents des Territoires du Nord-Ouest.

Le GTNO s'est engagé à prendre des mesures concrètes pour créer une fonction publique représentative de la diversité de la population des Territoires du Nord-Ouest, qui est soutenue par un leadership fort et une culture organisationnelle ancrée dans les principes de la sécurité culturelle et de l'antiracisme. Ce travail s'est poursuivi au cours de l'exercice 2021-2022, avec la mise en œuvre ministérielle du cadre de recrutement et de rétention des Autochtones, l'élaboration de plans de recrutement d'Autochtones et le lancement d'une campagne antiraciste à l'échelle du gouvernement. Cet engagement se manifeste également par le nombre d'employés qui ont pris le temps de suivre une formation connexe de sensibilisation à la diversité tout au long de l'année 2021-2022. En particulier, les ateliers *Pour un milieu de travail équitable : Favoriser une culture axée sur l'antiracisme et la solidarité* [Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship]), lancés en mars 2021, ont connu un grand succès en 2021-2022.

Nous avons également mis en place le programme de renforcement des capacités des gouvernements autochtones en juin 2021. Ce programme peut soutenir jusqu'à dix accords de prêt de service bilatéraux entre le GTNO et les gouvernements autochtones chaque année. Il contribuera à garantir que nous continuons à offrir aux employés autochtones des possibilités d'accéder à des rôles de direction dans la fonction publique.

Nos efforts pour promouvoir la diversité dans la fonction publique portent leurs fruits. Cette année, notre gouvernement a enregistré la plus forte proportion de cadres supérieurs autochtones et de femmes cadres supérieures des 20 dernières années.

J'aimerais remercier sincèrement tous les employés du GTNO pour leur capacité d'adaptation au cours de la dernière année, pour leur engagement à poursuivre l'important travail d'inclusivité et de représentativité, et pour la prestation de programmes et de services essentiels aux résidents des Territoires du Nord-Ouest. C'est un honneur de servir en tant que ministre responsable de la *Loi sur la fonction publique* pendant une période où notre fonction publique a démontré une telle croissance et un tel engagement.

# WHO WE ARE

COMMUNITIES  
33  
COMMUNITIES

EMPLOYEES  
6,376  
EMPLOYEES

OFFICIAL LANGUAGES  
11  
OFFICIAL LANGUAGES

REGIONS  
6  
REGIONS



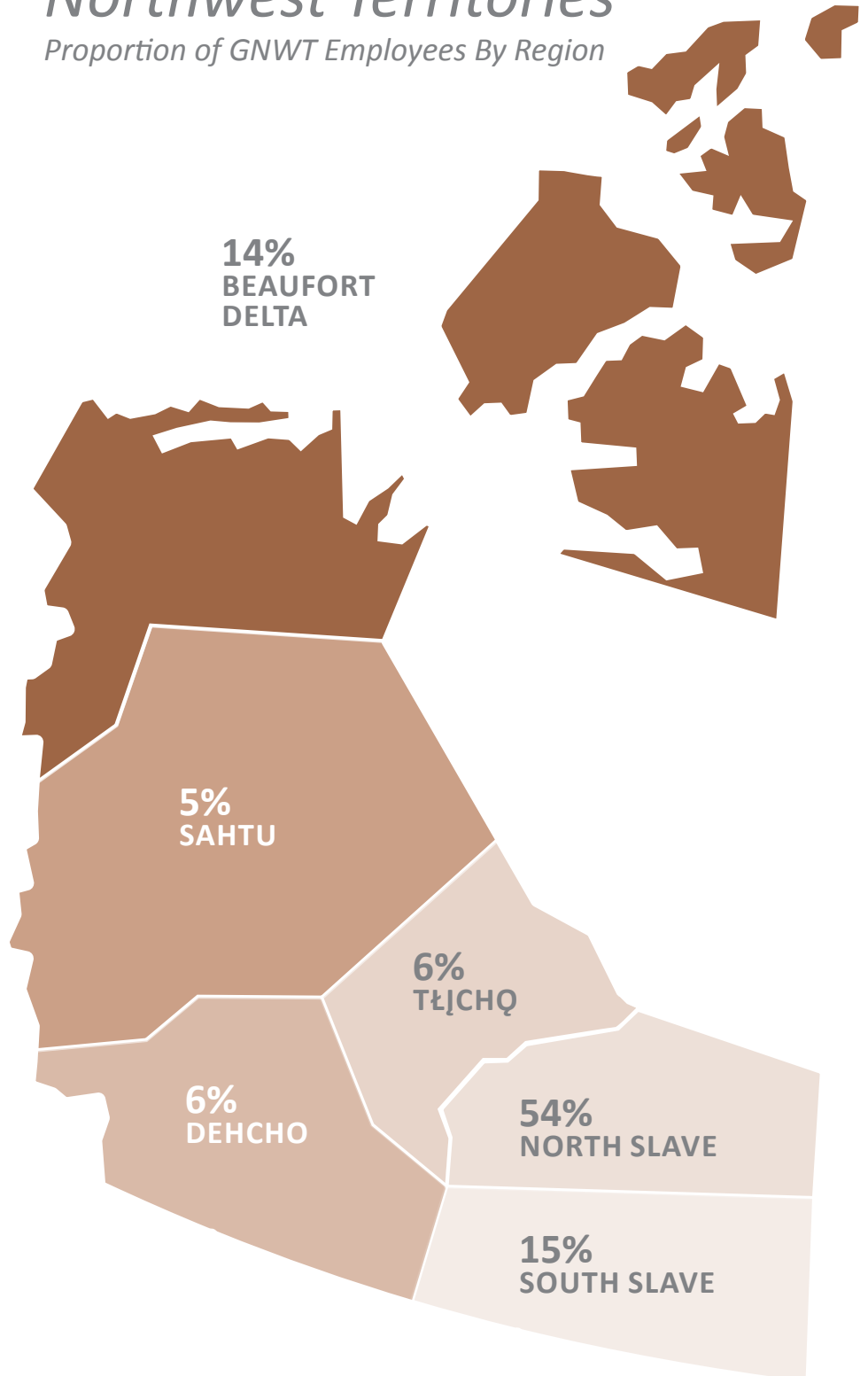
# OUR POPULATION

Employee Count   
 Community Population<sup>1</sup>

BEAUFORT DELTA		
Aklavik	684	57
Fort McPherson	737	77
Inuvik	3303	589
Paulatuk	311	24
Sachs Harbour	109	12
Tsiigehtchic	190	21
Tuktoyaktuk	1,023	62
Ulukhaktok	489	42
SAHTU		
Colville Lake	159	21
Délı̄ne	627	42
Fort Good Hope	601	48
Norman Wells	768	173
Tulita	513	39
DEHCHO		
Fort Liard	558	56
Fort Providence	753	57
Fort Simpson	1,214	224
Jean Marie River	86	6
Kakisa	36	2
Kát'odeeche	338	25
Nahanni Butte	101	5
Sambaa K'e	98	11
Wrigley	122	8
SOUTH SLAVE		
Enterprise	116	13
Fort Resolution	548	53
Fort Smith	2,579	581
Hay River	3,823	326
TŁJCHQ		
Behchokq	1,952	282
Gamètı̄	280	25
Wekweètı̄	150	11
Whatı̄	519	44
NORTH SLAVE		
Dettah	226	0
łutselk'e	335	34
Yellowknife	21,775	3,406

## Northwest Territories

Proportion of GNWT Employees By Region



<sup>1</sup>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 2021, the NWT Bureau of Statistics reported the population of the NWT as 45,504. Nearly half of the population lives in Yellowknife, the territorial capital; 30% of NWT residents reside in six regional centres; and 21% reside in 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: Dëne Sųłiné Yatıé (Chipewyan), Nēhiyawēwin (Cree), English, Français (French), Dinjii Zhu' Ginjik (Gwich'in), Inuinnaqtun, ᐃᓄᓅᓂᓂᓂᓂ (Inuktitut), Inuvialuktun, Sahtúot'ıne Yatı (North Slavey), Dene Zhatıé (South Slavey), and Tııchq Yatı.

## 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 Members of the Legislative Assembly (MLAs) represent their constituencies as independent 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.

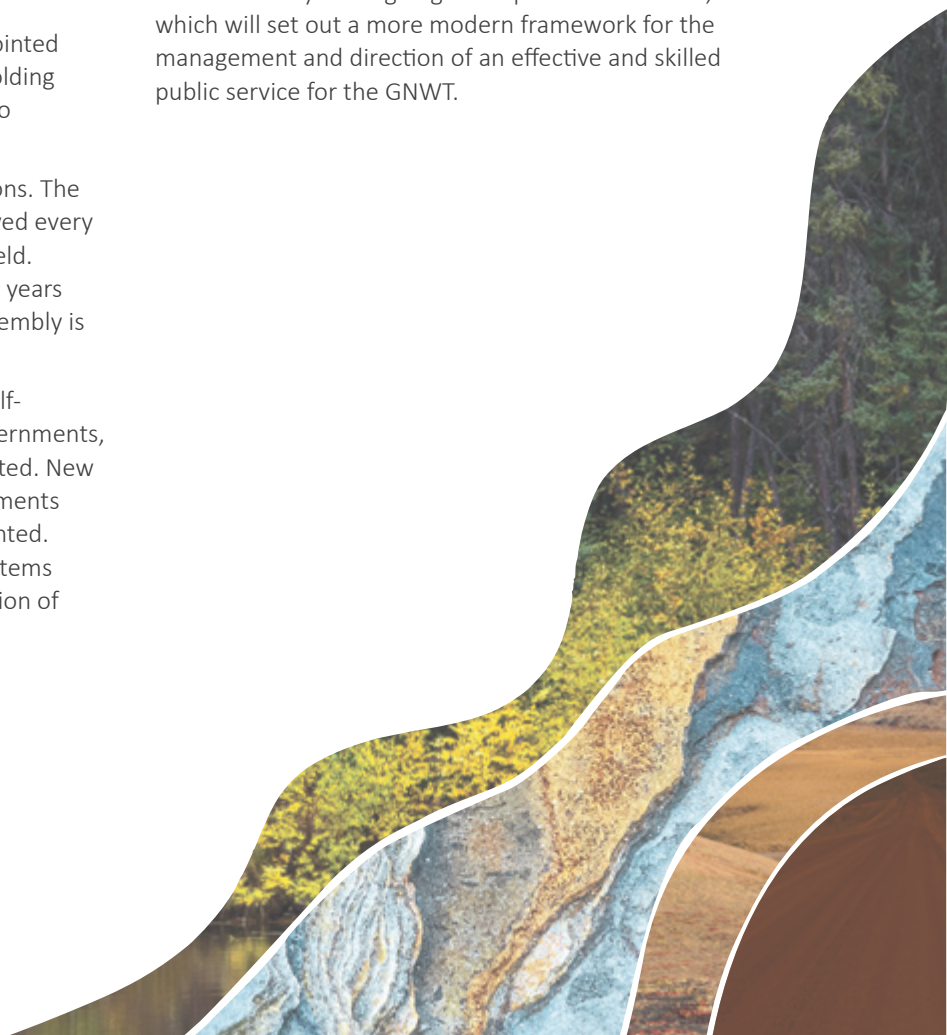
The NWT has settled several land claim and self-government agreements with Indigenous Governments, and several others are currently being negotiated. New systems of governance are emerging as agreements across the territory are finalized and implemented. There will be new regional and community systems 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 the 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 2021



March 2022



■ DEPARTMENTS ■ EDUCATION COUNCILS ■ TECH 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 2021



March 2022



■ 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 2021



March 2022



■ UNION OF NORTHERN WORKERS (UNW) ■ NORTHWEST TERRITORIES TEACHERS' ASSOCIATION (NWTTA)  
■ EXCLUDED ■ SENIOR MANAGERS

## EMPLOYEE OCCUPATIONAL CLASSIFICATION

March 2021



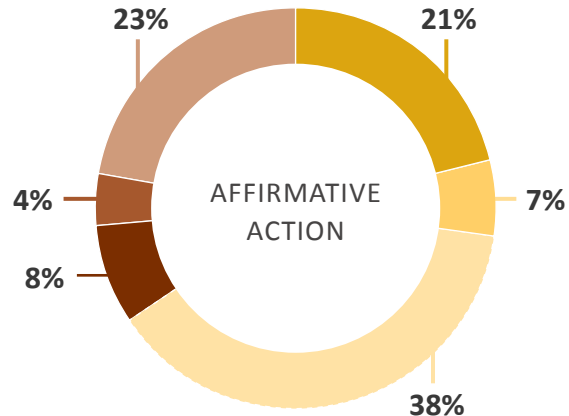
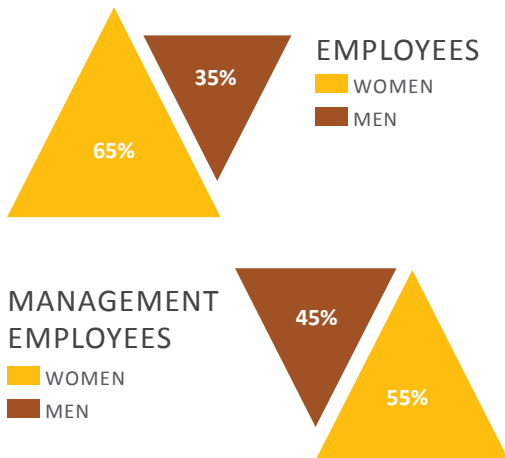
March 2022



■ 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

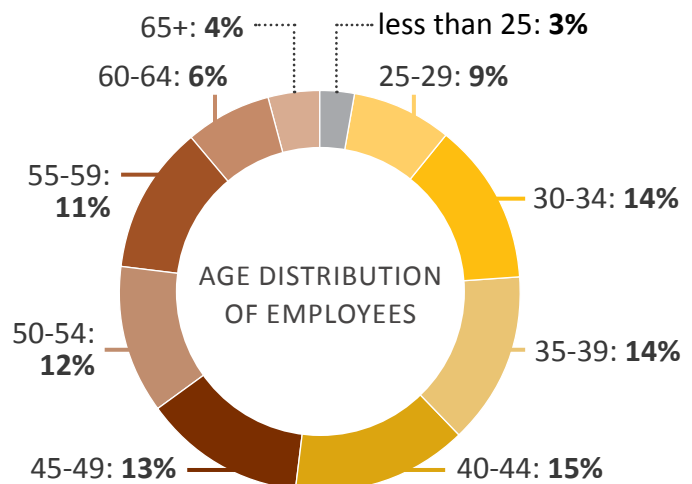
# 43.9 yrs

**AVERAGE AGE**

# 7.9 yrs

**AVERAGE LENGTH OF SERVICE**

In 2021/22, 194 employees contributed \$108,963 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program.



## 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 our organization evolve and prosper. When we open ourselves up to new ideas, voices and perspectives, we are cultivating 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 or 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:

- The **Indigenous Cultural Awareness and Sensitivity Training** is intended to fulfill the GNWT's commitment of the Truth and Reconciliation Commission Calls to Action #57. The goals of this Indigenous Cultural Awareness and Sensitivity 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.

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.

- The **Exploring Anti-Racism Campaign** consists 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 Anti-racism and Allyship workshop series, which creates space for learners to explore their own personal experiences with racism and allyship, identifying how these behaviours impact our lives daily, especially within the workplace.

Since its launch, 343 employees have completed the Equitable Workplace training which helps teach participants to deconstruct what they thought they knew about these social norms while discovering tools to help them reshape the way they see the world and our interactions with each other.

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# 19



## PUBLIC SERVANTS SECURED EMPLOYMENT WITH THE GNWT THROUGH THE INDIGENOUS CAREER GATEWAY PROGRAM

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

- The **Indigenous Career Gateway Program** offers entry level and trainee employment opportunities to Indigenous Aboriginal NWT residents. In 2021/22, the program was fully subscribed and provided the opportunity for 19 public servants to secure employment with the GNWT.
- The **Indigenous Management Development Training Program** supported 13 employees by providing financial assistance for skills training and/or work experience necessary for career advancement.
- The **Indigenous Recruitment and Retention Framework** supports GNWT efforts to build a workforce that is representative of the population it serves. The two main goals of the Framework are to increase Indigenous representation and to support Indigenous leadership opportunities.

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# 13



## EMPLOYEES RECEIVED FINANCIAL ASSISTANCE THROUGH INDIGENOUS MANAGEMENT DEVELOPMENT TRAINING PROGRAM

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- The **Building Capacity with Indigenous Governments Program** supports secondment arrangements with Indigenous governments in all regions to help develop their human resource capacity. The program aims to increase the knowledge, skills and abilities of participants by:

- Increasing the capacity of Indigenous governments;
- Providing additional employment in communities and develop the Northern workforce.; and
- Enhancing intergovernmental cooperation and strengthen bilateral relationships

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.

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# 527



## EMPLOYEES COMPLETED 2SLGBTQQIA+ INCLUSIVE WORKPLACE AWARENESS TRAINING

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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, 527 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

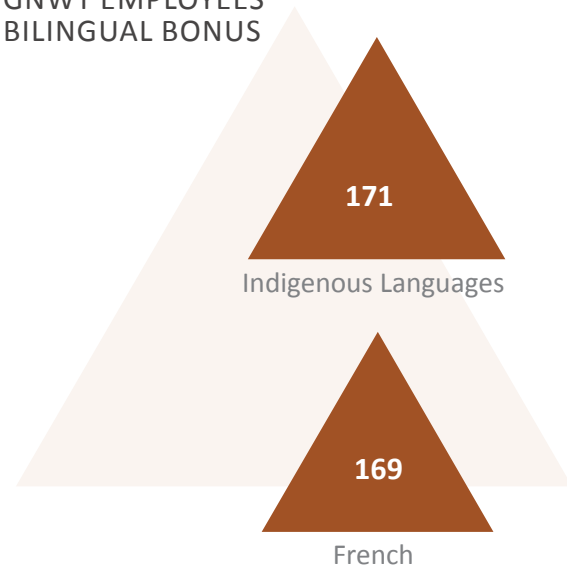
A government's ability to communicate in the official languages of the public it serves is an important part of the operation of good government and is the responsibility of all GNWT departments and agencies. The GNWT is committed to providing services in the eleven official languages of the Northwest 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.

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/or,
- 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.

# AWARDS AND RECOGNITION

## THE PREMIER'S AWARDS

GNWT employees work hard to deliver programs and services to residents of the NWT. Every year, the Premier of the Northwest Territories recognizes GNWT employees and collaborative teams who show excellence, innovation and dedication to their work through the peer-nominated Premier's Awards for Excellence. These Awards are a chance to shine a light on those who have made a difference and to celebrate the contributions of public servants. The 2021-22 Premier's Awards celebrated work completed between April 1, 2021 and March 31, 2022.

## 2021-22 Premier's Award Recipients

### Individual Excellence



### **Dr. Kami Kandola & Dr. Andy Delli Pizzi – Health and Social Services**

In January 2020, the Office of the Chief Public Health Officer under the leadership of Chief Public Health Officer Dr. Kandola and Deputy Chief Public Health Officer Dr. Delli Pizzi rose to the challenge of guiding the Northwest Territories through the unprecedented COVID-19 pandemic. Dr. Kandola and her team implemented a series of Public Health Orders designed to protect residents from the travel-related introduction of COVID-19. This action placed the NWT ahead of the national curve in responding to COVID-19 and its risks. One of the hallmarks of how the Office of the Chief Public Health Officer has managed through this pandemic has been their commitment and leadership engagement to ensure community views

have been engaged, understood, and acted on. This deep commitment has meant that the response to the pandemic has been built on a framework of cultural respect and reconciliation. The Northwest Territories is in a strong position because of the wisdom, action, dedication, professional judgement of our team at the Office of the Chief Public Health Officer under the leadership of Dr. Kandola and Dr. Delli Pizzi. These physicians have made significant personal contributions and sacrifices while serving the people of the Northwest Territories.

## Team Excellence



### **GNWT Flood Recovery Team**

*Lorie Fyfe, Ian Legaree, Marie-Christine Belair, Mira Dunn, Jean Soucy, Kevin Menicoche, Colin MacPherson, Christina Gaudet, Christine Landry, Jason Boast, Mike Westwick*

Due to the extensive damage in communities of the 2021 spring flood, the GNWT Flood Recovery Team was formed. This team recognized early in the flood recovery process that it had to go above and beyond in their efforts. The flood team leveraged partnerships with community governments to tackle issues such as housing availability in communities and issues specific to the individuals and families displaced by the flooding. The flood team displayed leadership on an ongoing basis throughout the project.

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## Collaboration



### **Northwest Territories**

#### **Family Medicine Residency Program**

*Dr. David Pontin, Dr. Hannah Shoichet, Debbie Meade, April Lau, Tanis Arcuri, Dr. John Chmelicek, Dr. Michelle Morros, Dr. Samantha Horvey*

Recruitment and retention of physicians has been a challenge in the Northwest Territories for many years. The team members understood that to recruit physicians to the Northwest Territories they would need to determine a means to bring physicians who understand cultural safety, which is a very important part of the care provided to Northwest Territories residents. Team members advocated for the opportunity to create a northern medical residency program with the GNWT that included funding for the program. This residency program was an excellent way to train fellow colleagues and expose family physicians to the scope of practice in the Northwest Territories, while helping to ensure retention of family physicians.

## DAVE RAMSDEN CAREER EXCELLENCE AWARD

The Dave Ramsden Award recognizes the outstanding individual achievements and significant commitment of public servants who have served 20 years or more for the Government of Northwest Territories. This award celebrates individuals who have committed their careers to the public service.



### **Dr. Brett Elkin – Environment and Natural Resources**

With over 30 years dedicated to the public service, Dr. Brett Elkin has poured countless hours into all his positions at the Department of Environment and Natural Resources and has held himself to the highest of standards. A modest, extremely capable leader, Brett's contributions to the public service have been seen at many levels within the Government of the Northwest Territories and beyond. Brett also received the Premier's Award for Excellence (Team) in 2012-2013 for his contributions to the Anthrax Emergency Response Team. His knowledge and experience have been invaluable to the Department's ability to advance work on key initiatives of great importance to the residents of the Northwest Territories.

## KRISTINE MCLEOD EMERGING INDIGENOUS LEADER AWARD

The Kristine McLeod Emerging Indigenous Leader Award recognizes young Indigenous NWT residents who demonstrate exceptional initiative and commitment to the principles of public service within community, territorial, federal, or Indigenous government. The goal of this award is to recognize Indigenous individuals who personify outstanding leadership qualities.



### **Nina Larsson**

Nina was a Founding Member of Dene Nahjo, through which she was able to execute her vision for an Indigenous Circumpolar Women's Gathering. Nina brought her passion for recognizing and showcasing the individual and collective contributions of Indigenous women specifically through her participation in the Gordon Foundation's Jane Glassco Fellowship. Nina has demonstrated respect and commitment to maintaining and practicing Indigenous ways of knowing and being. Under Nina's leadership, early childhood development programming and approaches in Health and Social Services (HSS) have been re-imagined based on guidance from Indigenous families, communities, and Elders. She is driven by a vision of Indigenous excellence and shares her knowledge and creativity generously with colleagues- inspiring bold change and courageous implementation.

*Photo Credit for all Premier's Awards photographs: Bill Braden*

# 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 rest 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 2021/22 fiscal year, recruitment efforts resulted in a total of 944 hires.

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

- The **Regional Recruitment Program**: provides a link between vacant regional positions and local northern residents through on-the-job training.
- The **Indigenous Career Gateway Program**: supports the career objectives of Indigenous NWT residents interested in a career with the territorial government.
- The **Summer Student Employment Program**: 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**: 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.

# 18,244

APPLICANTS

# 944

HIRES

### RECRUITING NORTHERNERS TO PUBLIC SERVICE

Regional Recruitment Program Hires



Indigenous Career Gateway Program Hires



Summer Student Employment Program Hires

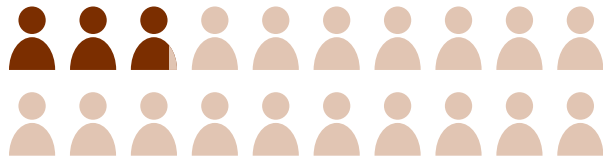


Internship Program Hires



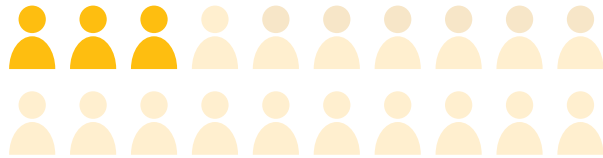
2018/19 2019/20 2020/21 2021/22

## ACCESSION AND TURNOVER



ACCESSION: **14.9%**

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.

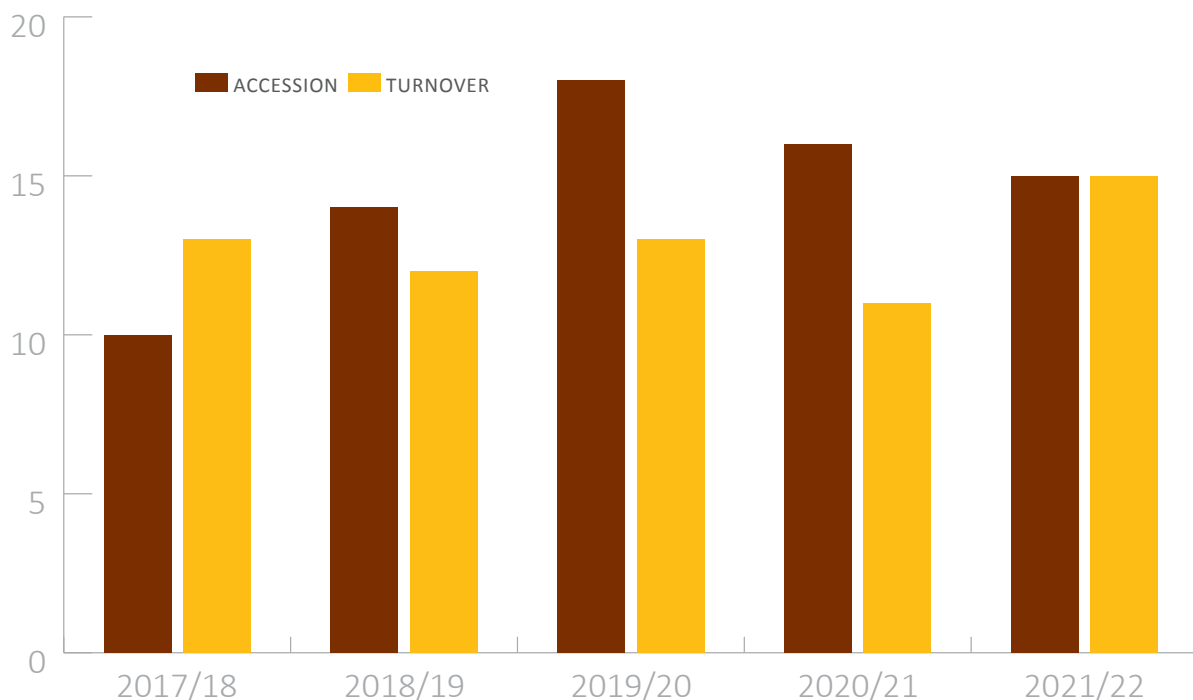


TURNOVER: **15.2%**

# 85%

THE GNWT'S EMPLOYEE  
RETENTION RATE

### ACCESSION AND TURNOVER RATES (2017/18 TO 2021/22)

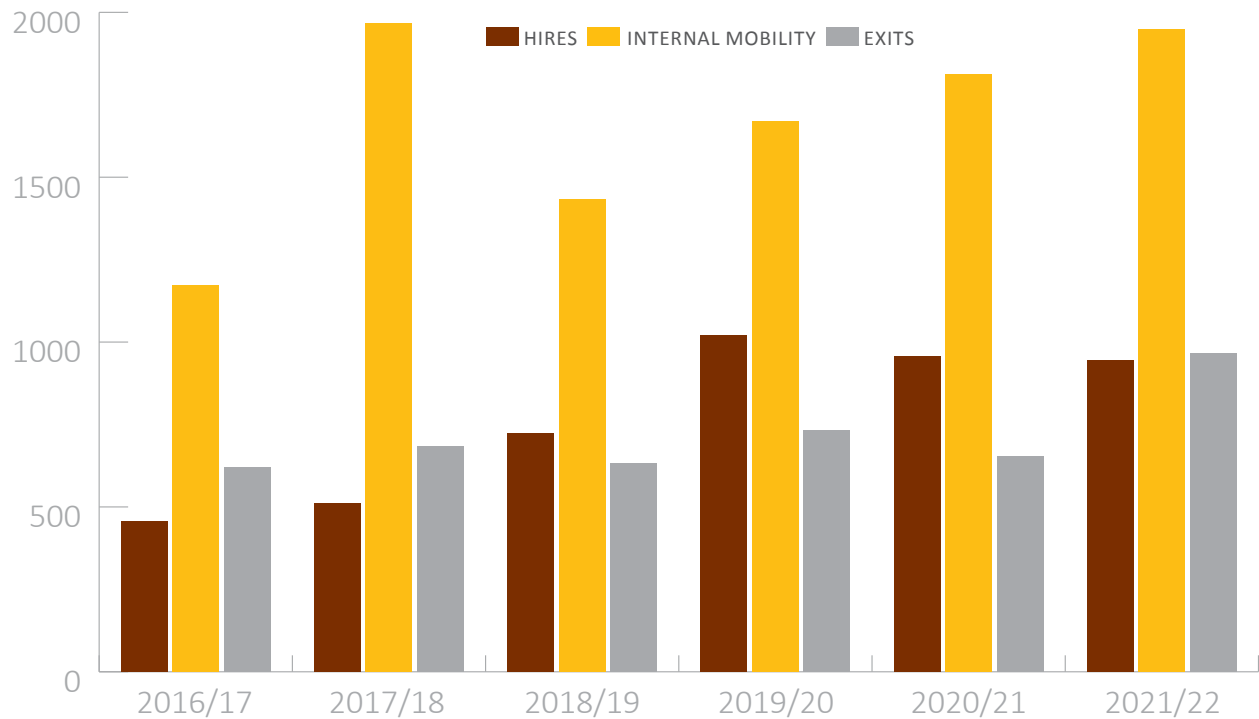


In 2021/22, the GNWT's accession rate decreased by 1.0%, down to 14.9%, while the turnover rate increased 4.3% to 15.2%. The turnover rate is the highest since 2007/08 and is likely being influenced by the pandemic and its aftereffects.

In 2020/21, eight Indigenous Career Gateway Program hires were placed in communities outside of Yellowknife. Since its launch in 2018, the ICGP has placed 80 Indigenous Aboriginal candidates in GNWT positions in Behchokò, Fort Simpson, Hay River, Norman Wells, Inuvik, Ulukhaktok and Yellowknife.

# STAFFING ACTIONS (HIRES, INTERNAL MOBILITY AND EXITS)

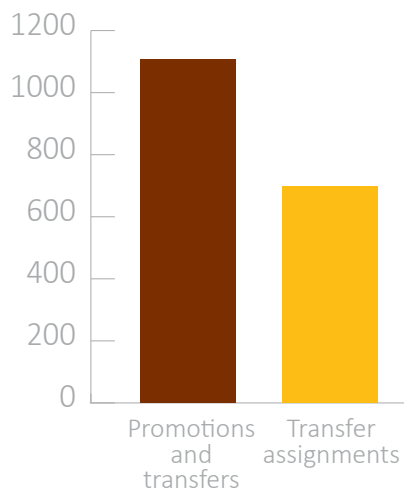
## STAFFING ACTIONS (2016/17 TO 2021/22)



**Staffing Actions by Fiscal Year (2017-2022)**

*In 2021/22, the GNWT hired 944 employees and 966 employees ended their employment. Hiring remained relatively stable compared to the previous fiscal year and the dissolution of the Covid Secretariat contributed to the increase in exits. In 2021/22, 38.7% 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

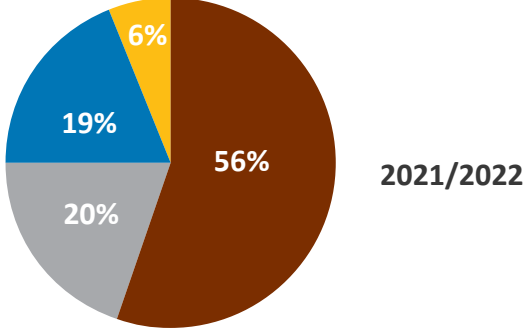
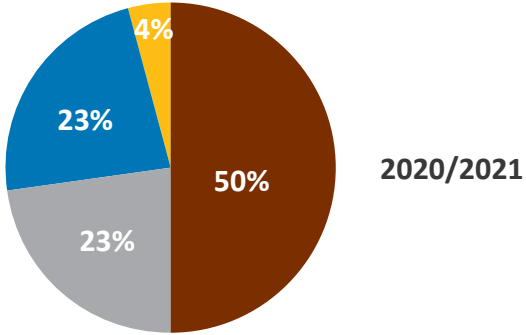
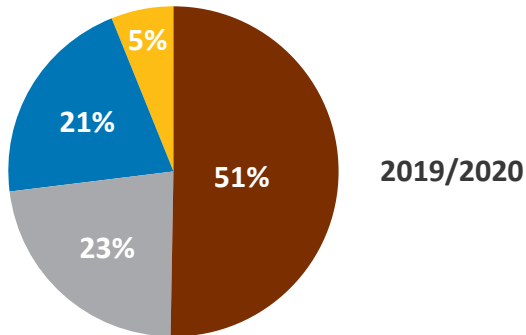
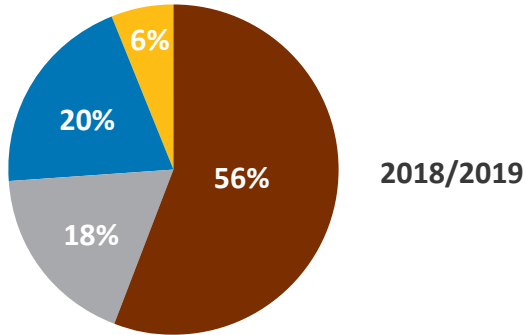
Recruitment and marketing of the GNWT as an employer is increasingly important given the current competition for skilled workers in Canada. The GNWT developed a Workforce Planning Strategy to identify gaps between where the GNWT, as an employer, is now and where it wants to be, and uses this strategy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

Marketing efforts continue to be impacted as a result of the COVID-19 pandemic. With the ease of restrictions on public gatherings there was a slight increase in the level of community engagement seen in previous years. In 2021, the GNWT attended one in-person event with CDÉTNO *Café Emploi*, as well as a virtual session with CDÉTNO *Café Emploi* and a career summit for students with the University of Saskatchewan.

When we are able to provide them, 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 insight into 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 and preparing for an interview on its 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 recruitment 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: OUR REPOSE

One of the many things we have learned over the course of this pandemic is that a percentage of employees want to choose how and where they perform their duties as GNWT employees. Through the new Remote Work Policy, the GNWT can now embrace that flexibility within the culture of public service and ultimately improve employee engagement, retention, and performance in the process”

**Caroline Wawzonek**, Minister of Finance

Since March 2020, the Public Service has worked tirelessly to ensure residents of the Northwest Territories continued to receive exceptional service despite the challenges brought forward by COVID-19. Notwithstanding those challenges, GNWT employees preserved over the last two years and have made exceptional achievements.

The Department of Finance launched several resources to support employees transition to working from home. Some of these resources include the COVID-19 Working from Home resources webpage, the COVID-19 Emotional and Mental Health Resources webpage, and the launching of AbilitiCBT, a cognitive-based therapy program that helps employees and their families manage the unique challenges of the pandemic.

The GNWT took a coordinated, all hands-on deck approach in responding to COVID-19 and was able to act strategically by pulling employees from their regular job functions to support pandemic efforts across government. Throughout the public health emergency, a rapid response team was established to support outbreak management, testing equipment was shipped to communities across the north and off-site COVID-19 testing centres were established. The success of the territory’s pandemic response would not have been possible without the flexibility and support of public servants.



In the 2021/22 fiscal year, 90 employees and 85 casuals were employed through a variety of staffing methods to support the COVID-19 Coordinating Secretariat. As of March 31, 2022, the Secretariat's workforce included 79 employees and 22 casuals. Of these employees, 61% are on term positions with 41% located outside of Yellowknife. It is also worth noting that the pandemic has brought new talent to the public service. As of March 31, 2022, 48 employees and 9 casuals who had worked for the COVID-19 Coordinating Secretariat have since been employed elsewhere in the GNWT.

On November 30, 2021, the GNWT implemented a COVID-19 Vaccination Policy, which required all employees to submit proof of vaccination or to undergo an at-home COVID-19 rapid antigen test and to wear enhanced PPE while on duty in lieu of providing proof of vaccination. To support this policy, the Department of Finance procured 24,000 Abbott Panbio rapid antigen tests. Distribution of the tests began in December 2021 and was completed by February 2022 with fewer than 325 employees being required to complete testing under the Policy. Since then, the policy has relaxed and is now only applicable to employees whose duties remain subject to Federal regulations and other auxiliary policies requiring proof of vaccination.

A positive aspect to come out of COVID-19 was the creation of the Remote Work Policy which allows employees to work at a location other than their official worksite. During the last two years, government employees have done incredible work – both at the office and remotely. The Remote Work Policy was created to give some employees the opportunity to continue to work remotely while still being valuable members of their team and the public service.

It is also important to highlight the work of Dr. Kami Kandola, Chief Public Health Officer, and her team. In June 2022, Dr. Kami Kandola and one of her deputies, Dr. Andy Delli Pizzi received the Premier's Award for excellence for their work in guiding the Northwest Territories through the unprecedented COVID-19 pandemic. These awards are given out on an annual basis to recognise outstanding territorial employees.

It has been a challenging two years, but the GNWT workforce has come out better for it with new resources and policies to help employees thrive and feel safe with the new post pandemic normal.

## 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 8% 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, 2021, to July 31, 2023.

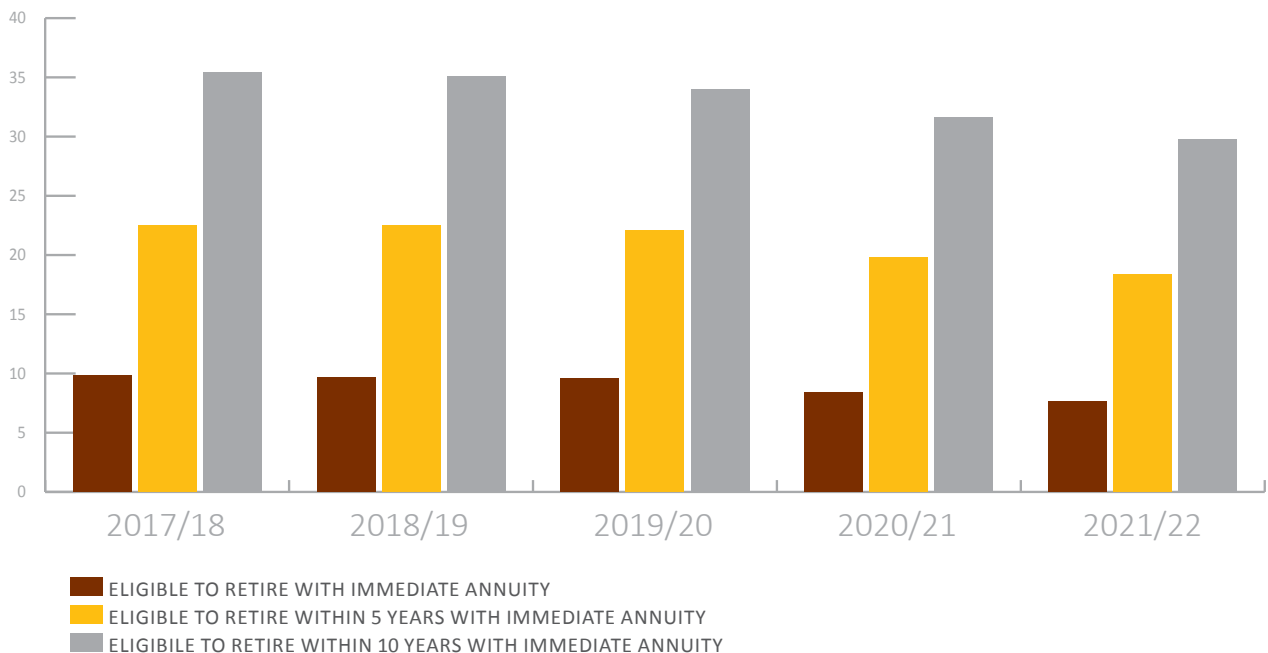
The Union of Northern Workers (UNW) is the union that represents the majority of the Public Service, except teachers. The Collective Agreement between the UNW and the Minister Responsible for the Public Service has a two-year term, effective April 1, 2021, to March 31, 2023.

## 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.

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



## 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:



### Formal and Directed Learning



### Self-Directed Skill Development



### Learning through Experience



### Learning through People

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 2016, employees enrolled in over 61,385 courses. During the 2021/22 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.



## 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



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.



## 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 is expected to be released in 2023.

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**Six core competencies of the GNWT Competency Model:**  
 Action Management,  
 Authentic Leadership,  
 Engaging Others,  
 People Management,  
 Sustainable Management,  
 and Systems Thinking.

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# 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; have demonstrated the desire for developmental opportunities to support career advancement; and have identified the learning goal within their learning plan.

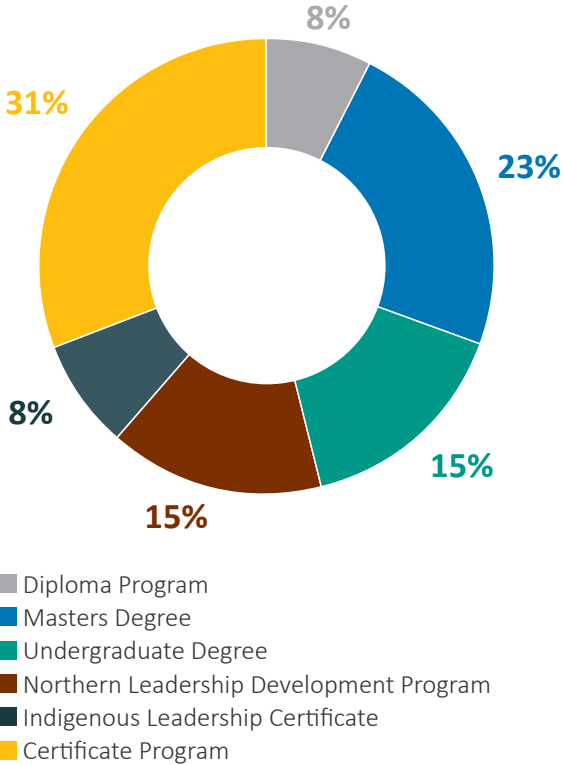
In 2021/22, 13 public servants participated in the program. Employees used the funding to complete graduate and undergraduate degrees in areas such as administration and health. Program funding was also used to attain Leadership and Human Resource certificates.

In 2021/22, employee enrolment in IMDTP increased by 16.1%. This may have been due in part to an increase in the availability of courses as a result of the move to online learning.



EMPLOYEE ENROLMENT INCREASE IN 2021/22

**16.1%**



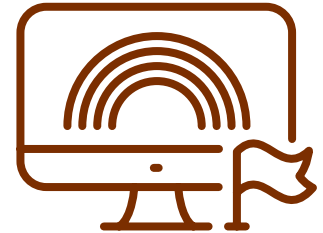
...the Indigenous Management Development and Training Program supports the professional development of Indigenous GNWT public servants... Under this program, the GNWT provides up to \$10,000 to current employees who identify as Indigenous Aboriginal individuals under the GNWT Affirmative Action Policy who require skills training to obtain and maintain sustainable employment...

## 2SLGBTQQA+ 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 behaviour towards co-workers and clients within the 2SLGBTQQA+ community.

The training includes information and advice on:

- gaining a basic understanding of the key terms – words and acronyms – central to the 2SLGBTQQA+ 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 2SLGBTQQA+ employees face either in their personal lives or in the workplace; and
- taking action in creating and supporting a healthy, inclusive work environment.

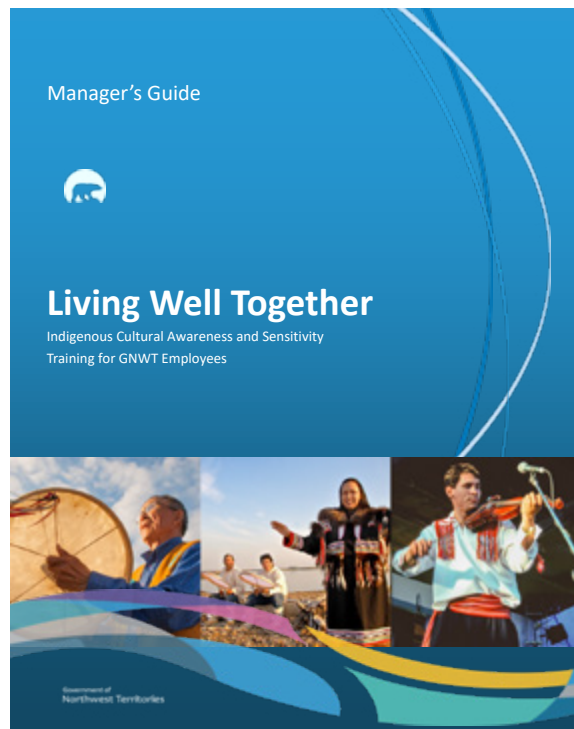


## INDIGENOUS CULTURAL AWARENESS AND SENSITIVITY TRAINING

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.

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.

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.



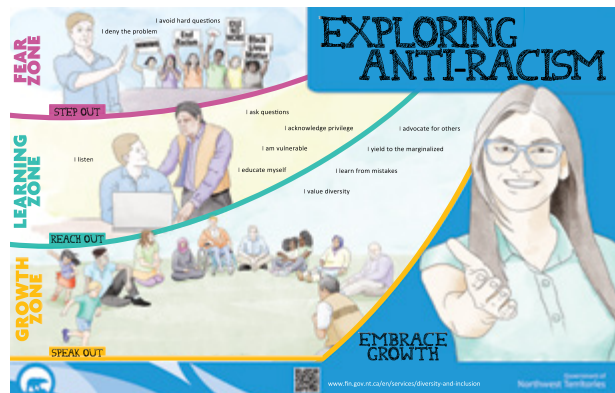




# EQUITABLE WORKPLACE: CULTIVATING ATTITUDES OF ANTI-RACISM AND ALLYSHIP

In March 2021, the GNWT launched the Exploring Anti-Racism poster campaign and the ongoing Anti-Racism training series “The Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship”. This online, instructor led, training series was designed to support the ongoing education of GNWT employees around subjects like; systemic racism, power and privilege, and the ways in which we can take steps to confront these issues.

The training series is led by Lifeworks facilitator Marilyn Verghis, who recognizes the importance of providing such training to an organization like the GNWT. “Delivering this program for such a dynamic organization has been an immense privilege because it is clear that so many folks at the GNWT share a commitment to building an anti-racist culture. No matter where participants are in their own learning journey, their vulnerability and courage and their willingness to learn, grow and take action together has been clear across so many portfolios and teams” says Marilyn.



During this campaign, the Department of Finance developed the “Exploring Anti-racism” poster based on an image created by Dr. Andrew M. Ibrahim<sup>1</sup> that interprets the work of Dr. Ibram X. Kendi, How to Be an Antiracist<sup>2</sup>. An animated version of the poster that describes additional steps an individual can take to enact anti-racist ideas is also available through the Department of Finance website.

<sup>1</sup> <https://www.surgeryredesign.com/current>

<sup>2</sup> <https://www.ibramxkendi.com/how-to-be-an-antiracist>

**I would highly recommend this course to anyone working within the GNWT.**

**One of the best GNWT trainings I have ever attended. Thank you for expanding my mind and encouraging my own thought processes...**

**This training was excellent... There was so much great content. It was worth every second of the three days!**

The workshop series is comprised of three interactive instructor led modules, each providing a healthy balance of instruction and participant engagement. Module one focuses on deconstructing racism and provides insights into understanding how society and culture impact the ways in which racism has been established systemically. Participants gain a historical understanding of the origins of socially constructed racism, and how it has affected each one of us, while providing the resources to identify incidences of racism more easily. The module also explores how we individually contribute to the institution of racism through biases and microaggressions.

Module two builds off the material covered in the first module by exploring how social power and privilege have roots in racism. Participants learn how to utilize their spheres of influence to confront racial prejudice and discrimination to create more equitable work environments. This module has an emphasis on allyship in the workplace and provides tools on how to effectively disrupt the status quo. Participants learn how to actively intervene against incidences of racial bias. Module two helps those who are interested in allyship feel more confident in being influencers of change in their workplace.

Complementing and expanding upon the anti-racism theories established in the first two modules, module three provides people with the tools to create inclusive workplaces. This module addresses the subtle yet very

apparent circumstances in which racial inequities occur, not only affecting the success of racially marginalized persons, but an organization as a whole. Participants engage with one another by using workplace examples and anti-racism best practices and tools. Participants learn how to effectively guide teams towards an inclusive and progressive culture.

“The Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship” training series has received positive praise from GNWT employees who have participated. After completing the series, one employee wrote “it was a phenomenal training. Marilyn was incredibly knowledgeable and engaging; she led the group through difficult conversations in an almost effortless way, ensuring everyone felt safe and comfortable in contributing. I will be thinking about this training for a long time and am recommending it to all my colleagues.”

The training has also received positive feedback from managers. One stated, “This training was excellent, and the facilitator was very knowledgeable and a very accomplished presenter. There was so much great content. It was worth every second of the three days!” Given the positive uptake of this program, it is now classified as mandatory training for all managers under the Management Series. As of March 2022, there have been a total of 343 of GNWT Managers and Employees who have completed the training.

“The course ran very smoothly and was a pleasure to attend. The information and concepts were very interesting and pertinent to our work in the GNWT and I felt like I learned quite a bit about myself. I will definitely be applying what I learned in my everyday life and will share with and educate others as needed.”

# A SAFE AND HEALTHY WORKPLACE

## HARASSMENT FREE AND 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.

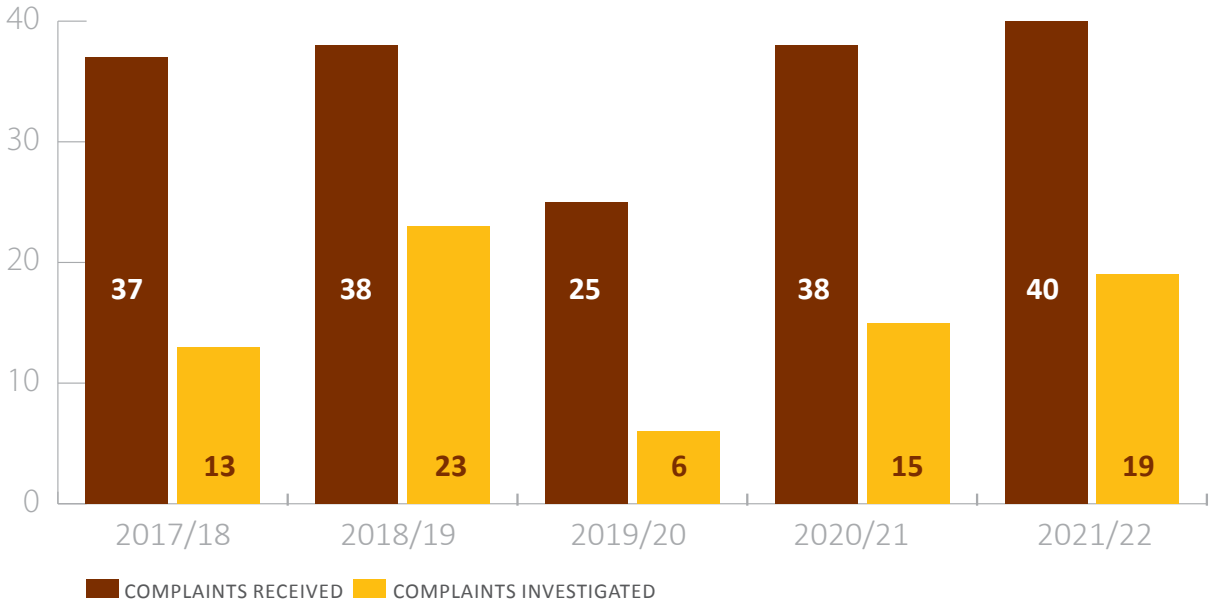
While every effort is made to resolve conflicts in a fair and respectful manner without resorting to the formal complaint process, more emphasis is now placed on early conflict resolution mechanisms, such as informal or formal mediation. As complaints are received, they are assessed to determine:

- 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 2017, the *Harassment Free and Respectful Workplace Policy* was updated to reflect current case law and an emphasis on early conflict resolution.

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.

### HARASSMENT 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 2021/22, 188 employees attended Supervisor Safety Training and 562 employees completed Workplace Safety Awareness training sessions. GNWT employees can also access training on a number of other OHS topics, such as: First Aid and CPR as well as 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 2021, there were a total of 95 WSCC lost-time claims compared to 115 in the previous calendar year.<sup>3</sup>

## 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.

<sup>3</sup> WSCC Claims are only available by calendar year.

## How our employees prefer EFAP support:



Tele-counselling



In-person



E-counselling

## Top three employee EFAP counselling requests:



**57%**  
Personal/  
Emotional



**21%**  
Couple/  
Relationship



**12%**  
Work Related

## Top three employee EFAP “Emerging Issues”:



**27%**  
Personal  
Relationships



**24%**  
Mental  
Health



**20%**  
Personal  
Stress

## Top three employee EFAP Work Life services requests:



**46%**  
Legal



**3%**  
Financial



**22%**  
Personal  
Health &  
Well-being

<sup>4</sup> Morneau Shepell provides the GNWT with aggregate data on the number of employees accessing EFAP services to ensure confidentiality.

## 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, anytime. The program provides employees with confidential help, resources, and supports for personal and/or work-related issues over the phone, in-person, or using the EFAP smartphone or tablet app. GNWT employees can access support 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 breadth of services and supports available to both groups. All GNWT employees can access EFAP services<sup>4</sup>, free of charge, at any time, and human resources staff, GNWT managers and supervisors may also refer employees to the EFAP as needed. Over the past year, the number of times employees used EFAP services 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**

## 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, Lifeworks.
- The GNWT also offers in-house mental health training called The Working Mind, which launched in 2019/20. This training is endorsed by the Mental Health Commission of Canada.
- Since March 2021, the GNWT's Mental Health First Aid workshops have been 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, 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 cognitive-behaviorally-based mental health support program that provides virtual support from a dedicated therapist for employees. Offered in partnership with Lifeworks, 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.



**86%** FELT THAT ABILITICBT HELPED REDUCE MENTAL HEALTH SYMPTOMS

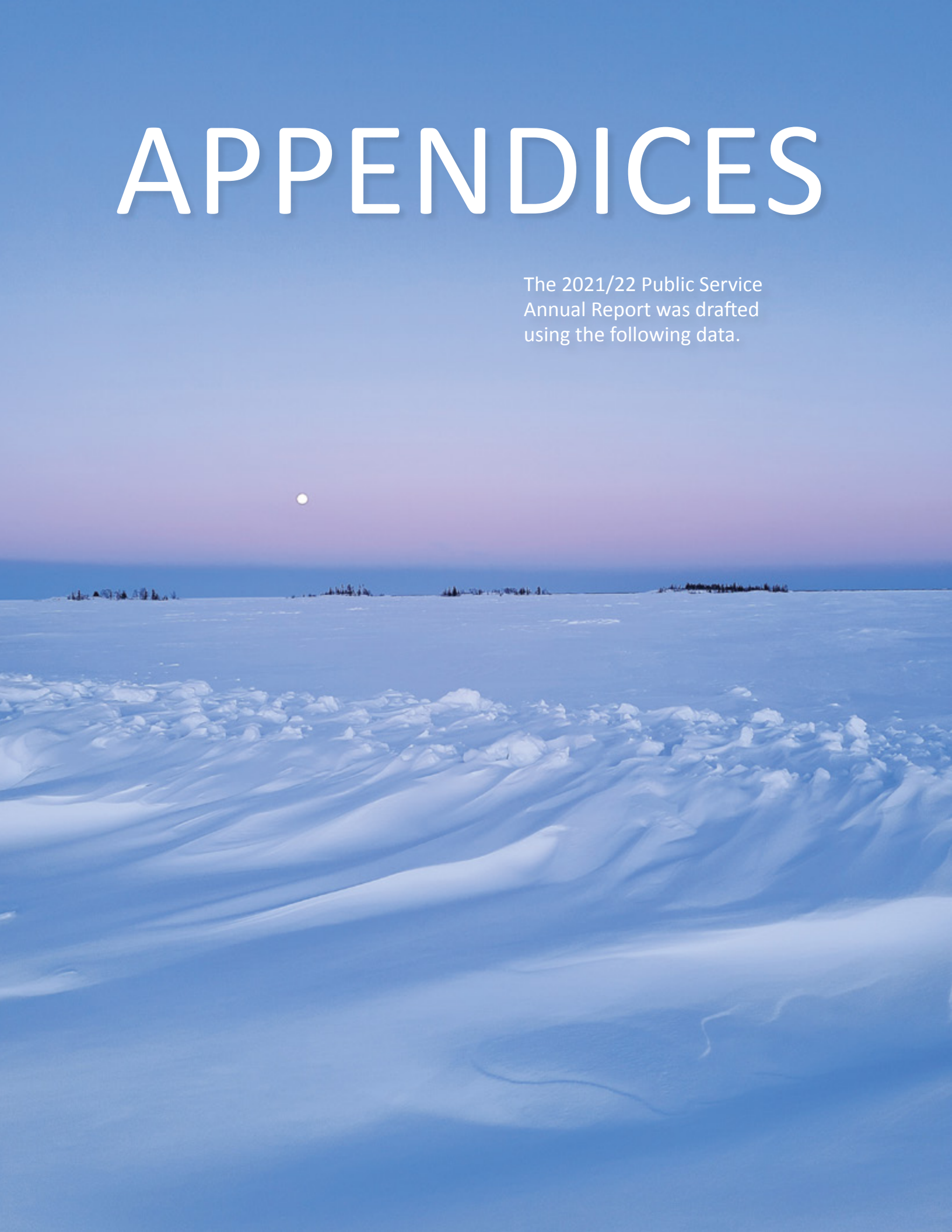
HAVE IMPROVED ABILITY TO COPE WITH JOB DEMANDS **86%**

**74%** HAVE IMPROVED RELATIONSHIPS WITH CO-WORKERS AND/OR SUPERVISOR

HAVE IMPROVED WORK ATTENDANCE **80%**

# APPENDICES

The 2021/22 Public Service  
Annual Report was drafted  
using the following data.





## A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2022

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	295	82	28%	52	18%	161	55%
Environment and Natural Resources	343	142	41%	41	12%	160	47%
Executive and Indigenous Affairs	108	49	45%	25	23%	34	31%
Finance	490	148	30%	102	21%	240	49%
Health and Social Services	279	54	19%	54	19%	171	61%
Industry, Tourism and Investment	182	53	29%	22	12%	107	59%
Infrastructure	586	203	35%	75	13%	308	53%
Justice	535	138	26%	88	16%	309	58%
Lands	109	26	24%	16	15%	67	61%
Legislative Assembly	51	19	37%	14	27%	18	35%
Municipal and Community Affairs	108	26	24%	21	19%	61	56%
<b>Total for Departments</b>	<b>3,086</b>	<b>940</b>	<b>30%</b>	<b>510</b>	<b>17%</b>	<b>1,636</b>	<b>53%</b>
Beaufort Delta Divisional Education Council	294	90	31%	1	0%	203	69%
Commission scolaire francophone, TNO	49	0	0%	0	0%	49	100%
Dehcho Divisional Education Council	98	49	50%	0	0%	49	50%
Sahtu Divisional Education Council	110	33	30%	0	0%	77	70%
South Slave Divisional Education Council	249	71	29%	18	7%	160	64%
<b>Total for Education Councils</b>	<b>800</b>	<b>243</b>	<b>30%</b>	<b>19</b>	<b>2%</b>	<b>538</b>	<b>67%</b>
Tłı̨ch̨ Community Services Agency- Education	193	96	50%	1	1%	96	50%
Tłı̨ch̨ Community Services Agency- Health	130	76	58%	1	1%	53	41%
<b>Total for Tłı̨ch̨ Community Services Agency</b>	<b>323</b>	<b>172</b>	<b>53%</b>	<b>2</b>	<b>1%</b>	<b>149</b>	<b>46%</b>
NTHSSA	1,804	378	21%	125	7%	1,301	72%
<b>Total for NT Health and Social Services Authority</b>	<b>1,804</b>	<b>378</b>	<b>21%</b>	<b>125</b>	<b>7%</b>	<b>1,301</b>	<b>72%</b>
Aurora College	250	69	28%	19	8%	162	65%
Business Development and Investment Corporation	13	0	0%	2	15%	11	85%
Northwest Territories Housing Corporation	100	33	33%	15	15%	52	52%
<b>Total for Agencies</b>	<b>363</b>	<b>102</b>	<b>28%</b>	<b>36</b>	<b>10%</b>	<b>225</b>	<b>62%</b>
<b>Total of Public Service</b>	<b>6,376</b>	<b>1,835</b>	<b>29%</b>	<b>692</b>	<b>11%</b>	<b>3,849</b>	<b>60%</b>

## A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

CONTINUED

Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Headquarters/North Slave	3,440	528	15%	594	17%	2,318	67%
Beaufort Delta Region	884	352	40%	11	1%	521	59%
Dehcho Region	394	214	54%	12	3%	168	43%
Sahtu Region	323	110	34%	4	1%	209	65%
South Slave Region	973	428	44%	69	7%	476	49%
Tłı̄cho Region	362	203	56%	2	1%	157	43%
<b>Total</b>	<b>6,376</b>	<b>1,835</b>	<b>29%</b>	<b>692</b>	<b>11%</b>	<b>3,849</b>	<b>60%</b>

## B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2022

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Łutselk'e	34	16	47%	0	0%	18	53%
Yellowknife	3,406	512	15%	594	17%	2,300	68%
<b>Headquarters/North Slave Region</b>	<b>3,440</b>	<b>528</b>	<b>15%</b>	<b>594</b>	<b>17%</b>	<b>2,318</b>	<b>67%</b>
Aklavik	57	24	42%	0	0%	33	58%
Fort McPherson	77	42	55%	0	0%	35	45%
Inuvik	589	219	37%	10	2%	360	61%
Paulatuk	24	10	42%	0	0%	14	58%
Sachs Harbour	12	5	42%	0	0%	7	58%
Tsiigehtchic	21	10	48%	0	0%	11	52%
Tuktoyaktuk	62	25	40%	1	2%	36	58%
Ulukhaktok	42	17	40%	0	0%	25	60%
<b>Beaufort Delta Region</b>	<b>884</b>	<b>352</b>	<b>40%</b>	<b>11</b>	<b>1%</b>	<b>521</b>	<b>59%</b>
Fort Liard	56	37	66%	0	0%	19	34%
Fort Providence	57	40	70%	1	2%	16	28%
Fort Simpson	224	107	48%	9	4%	108	48%
Jean Marie River	6	4	67%	0	0%	2	33%
Kakisa	2		0%	0	0%	2	100%
Kátł'odeeche	25	11	44%	2	8%	12	48%
Nahanni Butte	5	3	60%	0	0%	2	40%
Sambaa K'e	11	7	64%	0	0%	4	36%
Wrigley	8	5	63%	0	0%	3	38%
<b>Dehcho Region</b>	<b>394</b>	<b>214</b>	<b>54%</b>	<b>12</b>	<b>3%</b>	<b>168</b>	<b>43%</b>
Colville Lake	21	9	43%	0	0%	12	57%
Déłı̨ę	42	17	40%	1	2%	24	57%
Fort Good Hope	48	21	44%	0	0%	27	56%
Norman Wells	173	48	28%	3	2%	122	71%
Tulita	39	15	38%	0	0%	24	62%
<b>Sahtu Region</b>	<b>323</b>	<b>110</b>	<b>34%</b>	<b>4</b>	<b>1%</b>	<b>209</b>	<b>65%</b>
Enterprise	13	10	77%	0	0%	3	23%
Fort Resolution	53	32	60%	1	2%	20	38%
Fort Smith	581	264	45%	35	6%	282	49%
Hay River	326	122	37%	33	10%	171	52%
<b>South Slave Region</b>	<b>973</b>	<b>428</b>	<b>44%</b>	<b>69</b>	<b>7%</b>	<b>476</b>	<b>49%</b>
Behchokǫ	282	162	57%	2	1%	118	42%
Gamètì	25	14	56%	0	0%	11	44%
Wekweètì	11	6	55%	0	0%	5	45%
Whatì	44	21	48%	0	0%	23	52%
<b>Tłı̨chǫ Region</b>	<b>362</b>	<b>203</b>	<b>56%</b>	<b>2</b>	<b>1%</b>	<b>157</b>	<b>43%</b>
<b>Total GNWT</b>	<b>6,376</b>	<b>1,835</b>	<b>29%</b>	<b>692</b>	<b>11%</b>	<b>3,849</b>	<b>60%</b>

## C. EMPLOYEES BY ABORIGINAL STATUS AND GENDER

AT MARCH 31, 2022

	Total Employees	% of Work Force
Indigenous Aboriginal Female	1312	20.6%
Indigenous Aboriginal Male	523	8.2%
Women in Senior Management or Non-Traditional Occupations	174	2.7%
Indigenous Non-Aboriginal Female	381	6.0%
Indigenous Non-Aboriginal Male	272	4.3%
Non-Aboriginal Female	2272	35.6%
Non-Aboriginal Male	1442	22.6%
<b>Total</b>	<b>6376</b>	<b>100%</b>

## D. SENIOR MANAGEMENT BY INDIGENOUS ABORIGINAL STATUS

AT MARCH 31, 2022

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%	3	12%	15	60%
Environment and Natural Resources	15	4	27%	4	27%	7	47%
Executive and Indigenous Affairs	15	5	33%	6	40%	4	27%
Finance	25	5	20%	9	36%	11	44%
Health and Social Services	20	2	10%	6	30%	12	60%
Industry, Tourism and Investment	18	4	22%	4	22%	10	56%
Infrastructure	24	8	33%	3	13%	13	54%
Justice	14	2	14%	4	29%	8	57%
Lands	16	3	19%	3	19%	10	63%
Legislative Assembly	4	0	0%	1	25%	3	75%
Municipal and Community Affairs	14	4	29%	4	29%	6	43%
<b>Total for Departments</b>	<b>190</b>	<b>44</b>	<b>23%</b>	<b>47</b>	<b>25%</b>	<b>99</b>	<b>52%</b>
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	1	0	0%	0	0%	1	100%
<b>Total for Education Councils</b>	<b>9</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>9</b>	<b>100%</b>
Tłjcho Community Services Agency- Education	2	1	50%	0	0%	1	50%
Tłjcho Community Services Agency- Health	3	0	0%	0	0%	3	100%
<b>Total for Tłjcho Community Services Agency</b>	<b>5</b>	<b>1</b>	<b>20%</b>	<b>0</b>	<b>0%</b>	<b>4</b>	<b>80%</b>

## D. SENIOR MANAGEMENT BY INDIGENOUS ABORIGINAL 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	25	2	8%	1	4%	22	88%
<b>Total for NT Health and Social Services Authority</b>	<b>25</b>	<b>2</b>	<b>8%</b>	<b>1</b>	<b>4%</b>	<b>22</b>	<b>88%</b>
Aurora College	8	1	13%	2	25%	5	63%
Business Development Investment Corporation	2	0	0%	0	0%	2	100%
Northwest Territories Housing Corporation	15	5	33%	3	20%	7	47%
<b>Total for Agencies</b>	<b>25</b>	<b>6</b>	<b>24%</b>	<b>5</b>	<b>20%</b>	<b>14</b>	<b>56%</b>
<b>Total of Public Service</b>	<b>254</b>	<b>53</b>	<b>21%</b>	<b>53</b>	<b>21%</b>	<b>148</b>	<b>58%</b>

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
Headquarters/ North Slave	197	30	15%	47	24%	120	61%
Beaufort Delta Region	16	7	44%	1	6%	8	50%
Dehcho Region	11	4	36%	3	27%	4	36%
Sahtu Region	9	4	44%	0	0%	5	56%
South Slave Region	16	7	44%	2	13%	7	44%
Tłı̨cho Region	5	1	20%	0	0%	4	80%
<b>Total</b>	<b>254</b>	<b>53</b>	<b>21%</b>	<b>53</b>	<b>21%</b>	<b>148</b>	<b>58%</b>

## E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2022

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	18	72%	7	28%
Environment and Natural Resources	15	6	40%	9	60%
Executive	15	8	53%	7	47%
Finance	25	15	60%	10	40%
Health and Social Services	20	14	70%	6	30%
Industry, Tourism and Investment	18	10	56%	8	44%
Infrastructure	24	5	21%	19	79%
Justice	14	9	64%	5	36%
Lands	16	10	63%	6	38%
Legislative Assembly	4	2	50%	2	50%
Municipal and Community Affairs	14	10	71%	4	29%
<b>Total for Departments</b>	<b>190</b>	<b>107</b>	<b>56%</b>	<b>83</b>	<b>44%</b>
Beaufort Delta Divisional Education Council	3	1	33%	2	67%
Commission scolaire francophone, TNO	1	1	100%	0	0%
Dehcho Divisional Education Council	2		0%	2	100%
Sahtu Divisional Education Council	2	2	100%	0	0%
South Slave Divisional Education Council	1		0%	1	100%
<b>Total for Education Councils</b>	<b>9</b>	<b>4</b>	<b>44%</b>	<b>5</b>	<b>56%</b>
Tłjcho Community Services Agency- Education	2	2	100%	0	0%
Tłjcho Community Services Agency- Health	3	2	67%	1	33%
<b>Total for Tłjcho Community Services Agency</b>	<b>5</b>	<b>4</b>	<b>80%</b>	<b>1</b>	<b>20%</b>
NTHSSA	25	17	68%	8	32%
<b>Total for NT Health and Social Services Authority</b>	<b>25</b>	<b>17</b>	<b>68%</b>	<b>8</b>	<b>32%</b>
Aurora College	8	6	75%	2	25%
Business Development Investment Corporation	2	1	50%	1	50%
Northwest Territories Housing Corporation	15	6	40%	9	60%
<b>Total for Agencies</b>	<b>25</b>	<b>13</b>	<b>52%</b>	<b>12</b>	<b>48%</b>
<b>Total of Public Service</b>	<b>254</b>	<b>145</b>	<b>57%</b>	<b>109</b>	<b>43%</b>

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
Headquarters/North Slave	197	112	57%	85	43%
Beaufort Delta Region	16	8	50%	8	50%
Dehcho Region	11	5	45%	6	55%
Sahtu Region	9	6	67%	3	33%
South Slave Region	16	10	63%	6	38%
Tłjcho Region	5	4	80%	1	20%
<b>Total</b>	<b>254</b>	<b>145</b>	<b>57%</b>	<b>109</b>	<b>43%</b>

## F. HUMAN RESOURCE COSTS

2022 FISCAL YEAR (APRIL 1, 2021 - MARCH 31, 2022)

Costs	2022 FY	
Salary	\$608,863,818	70.0%
<b>Total Salary</b>	<b>\$608,863,818</b>	<b>70.0%</b>
Bilingual Bonus/Language Allowance	\$558,986	0.1%
Call-back	\$6,792,007	0.8%
Excluded and Senior Management Bonus	\$2,077,060	0.2%
Miscellaneous*	\$1,998,413	0.2%
Overtime	\$39,045,155	4.5%
Shift Premium	\$2,433,533	0.3%
Standby	\$6,750,044	0.8%
Teachers' Allowance	\$2,466,098	0.3%
<b>Total Wages</b>	<b>\$62,121,295</b>	<b>7.1%</b>
Education Allowance	\$524,102	0.1%
Northern Allowance	\$47,126,253	5.4%
<b>Total General Allowances</b>	<b>\$47,650,355</b>	<b>5.5%</b>
Canada Pension Plan	\$21,857,043	2.5%
Dental	\$5,810,229	0.7%
Disability Insurance	\$9,582,905	1.1%
Employee/Family Assistance Program	\$775,514	0.1%
Employment Insurance	\$7,731,542	0.9%
Maternity/Adoption	\$7,316,948	0.8%
Public Service Health Care Plan	\$7,860,189	0.9%
Public Service Management Insurance Plan	\$2,339,057	0.3%
Superannuation (Pension)	\$59,219,566	6.8%
Workers' Compensation	\$4,915,633	0.6%
<b>Total Pension and Health Care</b>	<b>\$127,408,626</b>	<b>14.6%</b>
Medical Travel Assistance	\$11,738,370	1.3%
Professional Development/Training	\$6,320,155	0.7%
Removals	\$1,037,682	0.1%
Severance Pay	\$5,161,979	0.6%
<b>Total Other Benefits</b>	<b>\$24,258,187</b>	<b>2.8%</b>
<b>Grand Total</b>	<b>\$870,302,281</b>	<b>100.0%</b>



## G. STAFFING APPEALS

AT MARCH 31, 2022

	2022
Upheld	1
Denied	42
No Appeal Rights	3
Withdrawal	0
Layoff Article 33	0
NTPC Appeals	3
<b>Total</b>	<b>49</b>

## H. RETIREMENT ELIGIBILITY BY OCCUPATIONAL CATEGORY

AT MARCH 31, 2022

	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	8.6%	20.3%	31.2%
Natural and Applied Sciences	7.9%	18.3%	30.5%
Health	4.5%	12.0%	21.7%
Education and Culture	5.9%	15.9%	26.3%
Social, Community and Corrections	6.6%	15.8%	28.1%
Trades, Industry and Utilities	11.4%	26.0%	39.6%
<b>Overall</b>	<b>7.1%</b>	<b>17.2%</b>	<b>28.5%</b>

## I. STAFFING ACTIONS

AT MARCH 31, 2022

	2022
Hires	944
Internal Mobility	1948
Exits	966

*Hires include all staffing actions that result in an employee entering or re-entering the public service.*

*Internal Mobility includes all Transfers (including Direct Appointments), 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, 2022

Department/Board/Agency	Percentage Accession	Percentage Turnover
Education, Culture and Employment	14.0%	9.1%
Environment and Natural Resources	11.3%	13.0%
Executive and Indigenous Affairs	6.4%	8.2%
Finance	10.8%	11.5%
Health and Social Services	11.7%	29.7%
Industry, Tourism and Investment	12.9%	9.5%
Infrastructure	9.9%	10.4%
Justice	10.4%	11.6%
Lands	8.2%	12.7%
Legislative Assembly	7.8%	3.9%
Municipal and Community Affairs	11.3%	12.2%
Beaufort Delta Divisional Education Council	16.7%	26.7%
Commission scolaire francophone, TNO	22.0%	30.0%
Dehcho Divisional Education Council	27.5%	26.5%
Sahtu Divisional Education Council	26.1%	25.2%
South Slave Divisional Education Council	12.1%	14.1%
Tłı̨chǫ Community Services Agency- Education	27.1%	22.9%
Tłı̨chǫ Community Services Agency- Health	10.3%	16.2%
Northwest Territories Health and Social Services Authority	19.6%	15.4%
Aurora College	17.3%	14.4%
Business Development Investment Corporation	0.0%	23.5%
Northwest Territories Housing Corporation	10.2%	14.3%
<b>Overall Average</b>	<b>14.9%</b>	<b>15.2%</b>

Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	13.8%	13.3%
Beaufort Delta Region	16.8%	19.9%
Dehcho Region	16.0%	17.2%
Sahtu Region	20.8%	19.2%
South Slave Region	12.3%	14.0%
Tłı̨cho Region	20.6%	19.5%
<b>Overall Average</b>	<b>14.9%</b>	<b>15.2%</b>



