

Public Service Annual Report - 1994 -

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Public Service Annual Report - 1994 -



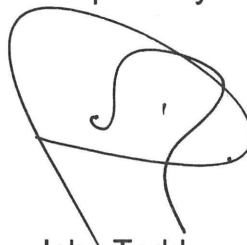
Northwest
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THE HONOURABLE SAM GARGAN
SPEAKER OF THE LEGISLATIVE ASSEMBLY

In compliance with the *Public Service Act*, it is my honour to present the 1994 Annual Report on the management and direction of the public service of the Northwest Territories.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'John Todd', written over a faint, large, stylized outline of a person's head and shoulders.

John Todd
Chairman of the Financial Management Board
Minister Responsible for the *Public Service Act*

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If you have any comments about this Report, please contact the Director, Labour Relations, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (403) 873-7970.

Note: The sources for all statistics in this report are the Government Human Resource System and Stanton Yellowknife Hospital, unless otherwise indicated.

Introduction

The purpose of the Annual Report is to provide information on the management and direction of the public service. The *Public Service Act* requires this information to be reported annually to the Legislative Assembly.

This is the 1994 Annual Report for the public service of the Northwest Territories. It highlights programs, initiatives and achievements of the public service in meeting the challenge of change in support of continued development of the north.

The information contained in this report does not include the Northwest Territories Power Corporation.

Building a Northern Public Service

Since the building of a public service based in the north began nearly three decades ago, significant progress has been made in achieving a public service that respects the rights and meets the needs of the diverse residents of the Northwest Territories. Highlights of this progress are:

- the transfer of responsibility from the Government of Canada to the GNWT for the public service and delivery of programs and services
- changing programs and services to accommodate northerners in their unique environment
- significant increase in the participation of northerners in the public service.

Building for the Future: Rethinking Operations

With the devolution of responsibility for programs and services from the Government of Canada and the establishment of new programs and services to meet the needs and expectations of northern residents, the public service has grown in size and complexity. At the same time, the economic situation in Canada and the Northwest Territories, the northern political environment and the anticipation of Division have created pressures for change. In response, the public service began to restructure, streamline and decentralize programs and services to achieve more efficient and accountable Government structures.

An important part of this was moving decision-making closer to those affected by the decisions through developing a framework for local control and delivery of Government programs and services. Encouraging local decision making and accountability supports the development of strong and effective government at the local level, a key element in ensuring the self-sufficiency of northerners.

These changes have resulted in a new set of challenges that will continue to affect the way programs and services are delivered by the public service. Responding to these challenges will significantly transform the public service for the remainder of this decade.

Resource Use: Increasing Cost Effectiveness

In the face of diminished resources,

Government programs and services are being assessed with a view to improving efficiency. Cost effectiveness, elimination of duplication and better coordination of resources and operations are key objectives in the transformation of Government to achieve the programs and services northerners want and need.

To support this direction, the public service was further restructured in 1994:

- Cabinet approved the consolidation of the Departments of Health and Social Services to take effect in 1995. The departments began the process to consolidate in 1994 under a single Deputy Minister and headquarters began restructuring activities.
- The Department of Public Works and Services reduced maintenance positions across the Northwest Territories as a result of the sale of staff housing.
- The Department of Municipal and Community Affairs reorganized internally to streamline operations and improve responsiveness.
- Beginning in 1993 and continuing into 1994, the Department of Economic Development and Tourism underwent internal reorganization. This resulted in the transfer of various positions from Yellowknife to Fort Smith, Rankin Inlet, Fort Simpson, Hay River and Iqaluit.
- The Akaitcho Hall student residence in Yellowknife closed.

The development of grade extensions of high school programs in many NWT communities has enabled more students to attend high school in their home communities or regions, rather than in Yellowknife.

To support the greater emphasis on program design, evaluation, results measurement and organizational design, the Program Design and Evaluation Division was established within the Financial Management Board Secretariat (FMBS) in January 1994. Creation of this function was approved by Cabinet in May 1993 as part of the reorganization of the FMBS. This Division provides advice and technical assistance to ensure Government resources are used as effectively and efficiently as possible.

The salaries and benefits paid to public service employees currently account for more than one-third of total Government spending. The Government sought to address this in 1994 through collective bargaining by maintaining salaries at previous levels and restructuring benefits for teachers, excluded employees and Members of the Legislative Assembly.

As the growing population in the north increases demands for education, training, health care, housing and social programs, a major challenge will be to develop more affordable and flexible Government structures which balance needs with the cost of service delivery. The increase from 1993 to 1994 in the cost of the public service and the number of employees reflects these growing service needs.

Responding to Northern Development

Perhaps the most sweeping changes to the public service will occur as a result of the political and constitutional evolution that is occurring in the north now and which will continue into the next century.

Foremost among these changes is Division of the Northwest Territories into two new territories in 1999. As Division nears, public service activities and plans will be focused on supporting the creation of two new public services and on the implications and needs surrounding program delivery in the two new territories. Division presents a unique opportunity for the public service to play an innovative role in supporting the new structures and processes needed to serve the residents of two new territories.

In anticipation of Division, some departments began to restructure administrative and operational activities to provide a separate focus for eastern and western territories. For example, Arctic College established two separate administrative structures to prepare for the implementation of a two-college system, one in Nunavut and one in the Western Territory.

The process of creating a model to forecast the human resource planning and development requirements for Division began in 1994. Support for this initiative has been provided by the Department of Education, Culture and Employment, the Department of Personnel and the Financial Management Board Secretariat. As an input to this process, human resource information systems were adapted in 1994 to

differentiate between community, regional and corporate level positions and employees.

Meeting the Needs of Northerners

While these strong external forces are shaping changes in the public service, quality programs and services important to northerners must continue to be provided. Northerners have identified that to meet these needs, programs and services must be delivered with greater control at the community level and by a workforce which is representative of the people it serves.

Although the number of aboriginal persons and other northerners (including women in management and non-traditional occupations and disabled persons) in the public service has increased, a representative workforce has not yet been achieved. In 1994, the Government began a review of the Affirmative Action Policy. This review will continue into 1995. The review is expected to provide the insights and tools needed to create a public service that all people in the Northwest Territories can recognize as their own.

Government commitment to community delivery of public services is reflected in the increase in the number of public service employees in the regions and the corresponding decrease centrally at headquarters from 1993 to 1994.

The transfer of responsibility for the delivery of programs and services to communities under the Community Transfer Initiative was also realized in a number of communities during 1994.

The first major transfer of responsibility to a community government under the Community Transfer Initiative was completed in April 1994 with the transfer of Social Services, Housing, Public Works and Services and Economic Development and Tourism to the Hamlet of Cape Dorset involving approximately 20 Government and Housing Association positions. Other transfers to Holman, Tuktoyaktuk, Inuvik and Aklavik involved a further four positions.

By the end of 1994, most communities in the Northwest Territories had been involved in Community Transfer workshops. The following is an overview of the transfer activity which occurred in 1994.

1994 Community Transfer Activity

Community	Transfer Activity
Aklavik	Economic Development Renewable Resources Memorandum of Understanding Capital Planning Protocol
Cape Dorset	Social Services Housing Public Works and Services Economic Development
Fort Good Hope	Community Wellness Aide Memoire
Holman	Public Works and Services
Inuvik	Economic Development Memorandum of Understanding Lotteries
Taloyoak/ Pelly Bay	Economic Development Contract Community Economic Development Officer
Tuktoyaktuk	Economic Development

An agreement in the form of a Memorandum of Understanding between the Government and the Union of Northern Workers facilitated a smooth transfer providing for the fair and equitable treatment of employees.

Changes were also made to address concerns about pension benefits for employees transferring from the GNWT to community employers under the Community Transfer Initiative. Enhancements to municipal employees' pension benefits through an upgrade of the *Municipal Employees Benefits Act* began to be implemented in 1994. As a result, community-based employers will be able to offer reasonably equivalent pension benefits to employees. This is a significant step toward achieving compensation parity and a key component in facilitating future program transfers.

The Challenges Ahead

Developing innovative and realistic ways to accommodate the challenges of limited resources and shifting demands will require new partnerships. Flexibility and a willingness to work together will ensure the development of a public service that reflects the needs of northerners.

Summary of Employee Salary and Benefits

Salary

Base Salary and Wages	\$316,284,000
Overtime	\$ 8,924,000
Teacher Allowances	\$ 1,096,000
Call Back	\$ 1,035,000
Miscellaneous Pay	\$ 999,000
Standby	\$ 902,000
Shift Premium	\$ 607,000
	<u>\$329,847,000</u>

Allowances

Accommodation Allowance	\$ 29,600,000
Settlement Allowance	\$ 15,329,000
Bilingual Bonus	\$ 1,337,000
Education Allowance	\$ 867,000
Shelter Assistance	\$ 132,000
	<u>\$ 47,265,000</u>

Pension and Health Care

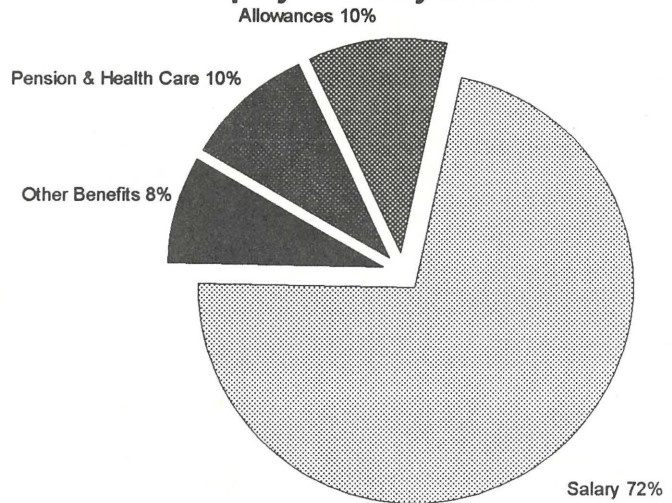
Superannuation	\$ 17,430,000
Unemployment Insurance	\$ 10,257,000
Canada Pension Plan	\$ 5,850,000
Workers' Compensation	\$ 2,777,000
Disability Insurance	\$ 2,451,000
Dental	\$ 2,032,000
PSHCP	\$ 1,769,000
SUB (maternity/adoption)	\$ 1,137,000
PSMIP	\$ 830,000
	<u>\$ 44,533,000</u>

Other Benefits

Vacation Travel Assistance	\$ 19,003,000
Medical Travel Assistance	\$ 6,005,000
Removal In/Transfer	\$ 4,421,000
Severance Pay	\$ 3,681,000
Professional Development/Training	\$ 3,044,000
Removal Out	\$ 2,080,000
Storage	\$ 139,000
Cafeteria of Benefits	\$ 60,000
Entertainment Allowance	\$ 24,000
	<u>\$ 38,457,000</u>

Total Cost **\$460,102,000**

Employee Salary and Benefits



Note: Household Allowance replaced by Shelter Assistance.

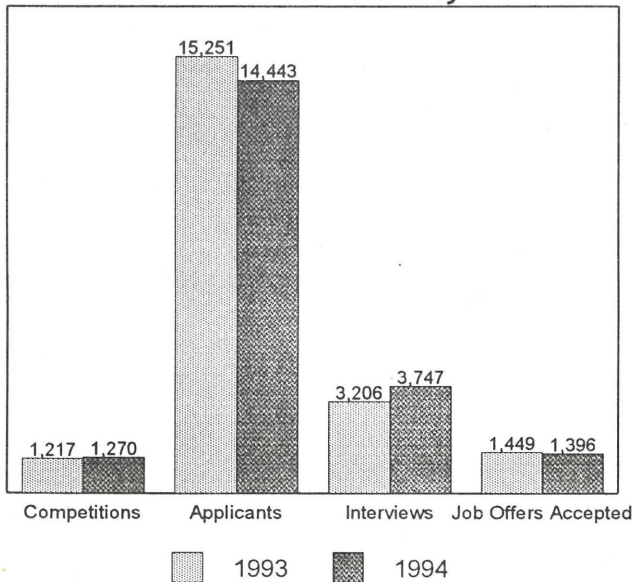
Source: GNWT payroll and financial information systems and Boards on independent systems.

Staffing

The Department of Personnel is responsible for staffing functions. The NWT Housing Corporation, Workers' Compensation Board, Hospitals, Health Boards and Divisional Boards of Education (teaching positions only) conduct their own staffing. The Department of Personnel conducts operational reviews of the staffing procedures of these boards and agencies. Results of the reviews, including recommendations to ensure established practices and procedures are being followed, are reported to these organizations. All other positions are staffed by the Department of Personnel.

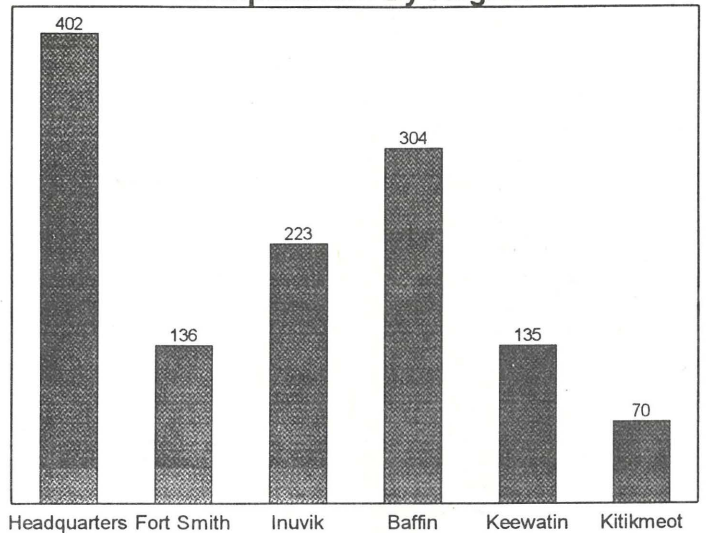
A summary of recruitment activities, competitions by region and the cost of recruitment advertising for 1994, with some comparisons to 1993, are shown on the accompanying charts.

Recruitment Activity



Source: Department of Personnel

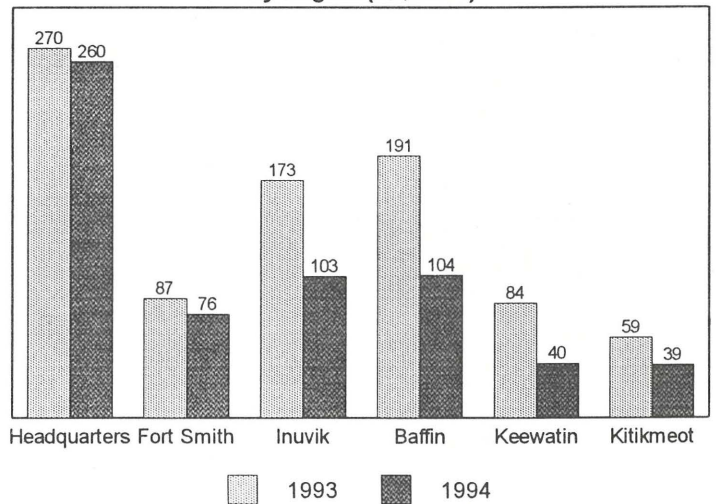
Competitions By Region



Source: Department of Personnel

Recruitment Advertising Costs

By Region (in \$000's)



Total: \$864,000 in 1993, \$623,000 in 1994.

Source: Labour Relations

The following chart shows the breakdown of northern and southern hires by region. Northern hires remained at 83% in 1994.

Northern/Southern Hires				
Region	1993		1994	
	North	South	North	South
Headquarters	459	60	417	47
Fort Smith	129	9	142	12
Inuvik	248	78	192	71
Baffin	134	23	219	76
Keewatin	165	58	131	16
Kitikmeot	64	22	60	13
Total Hires	1,199	250	1,161	235
% of Hires	83%	17%	83%	17%

Source: Department of Personnel

Summer Student Employment

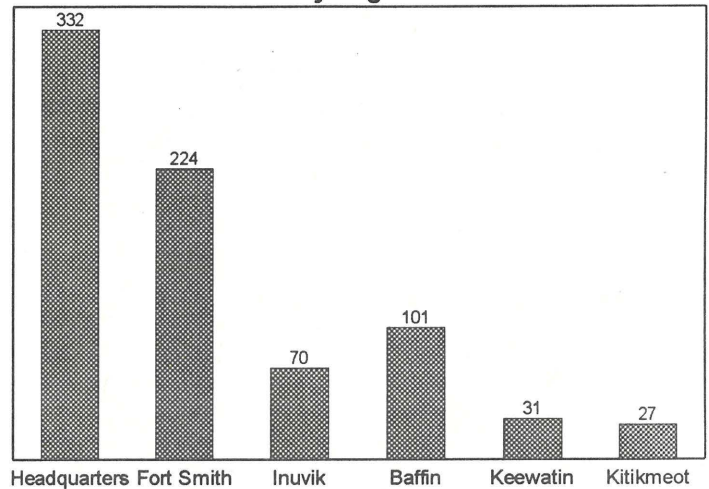
More jobs were offered to summer students in 1994 than in 1993. The proportion of northern students working in casual summer positions also increased.

Summer Student Placements				
	1993		1994	
	Count	%	Count	%
Indigenous Aboriginals	294	44%	428	55%
Indigenous Non-Aboriginals	254	39%	270	34%
Other Students	120	18%	87	11%
Total	668	100%	785	100%

Source: Department of Personnel

Summer Student Placements

By Region



Source: Department of Personnel

Affirmative Action Recruitment

The Affirmative Action Policy gives hiring priority to qualified indigenous aboriginal persons, indigenous non-aboriginal persons, resident women in management and non-traditional occupations and disabled persons. As a result, 41 percent of positions filled in 1994 were staffed by affirmative action candidates.

Positions filled by aboriginal employees represented 32 percent of all hires made in 1994. Indigenous non-aboriginal persons accounted for 8 percent and disabled persons comprised 0.2 percent of all hires.

There were 43 management positions filled in 1994. These include senior management positions and the highest levels in fields such as nursing, finance and education. Of these, 18 were filled by women as follows: 1 indigenous aboriginal woman, 3 resident non-aboriginal women, and 14 women with no affirmative action status.

Government of the Northwest Territories

During 1994, 603 positions were advertised as non-traditional occupations. These positions include occupations such as trades, engineering, land administration and corrections. Of these positions, 12 were filled by resident women and an additional 96 by women with no affirmative action status.

Only employees eligible under the Workforce Adjustment Program (WFA)

receive higher priority on competitions than affirmative action candidates. Employees re-employed under WFA accounted for fewer than 2 percent of all hires in 1994. Workforce Adjustment statistics are shown at the end of this section.

Affirmative action recruitment information for 1994 is summarized below.

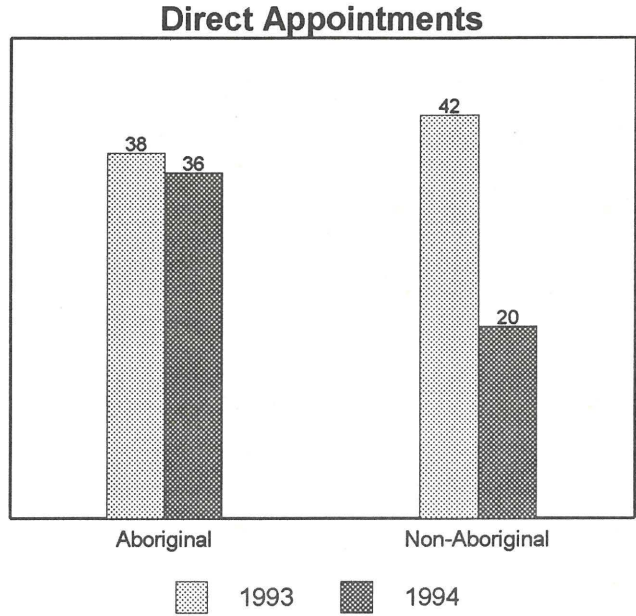
Source: Department of Personnel

Note: Affirmative action employees are assigned to only one affirmative action priority. For example, the one indigenous aboriginal woman in management is not counted again as a resident woman in management.

Affirmative Action Recruitment							
Group	Region						
	Headquarters	Fort Smith	Inuvik	Baffin	Keewatin	Kitikmeot	Total
Indigenous Aboriginals	91	56	94	85	78	38	442
Indigenous Non- Aboriginals	71	18	8	8	4	3	112
Resident Women (Management)	0	1	0	1	0	1	3
Resident Women (Non- Traditional)	8	1	1	1	0	1	12
Disabled Persons	0	1	2	0	0	0	3
Total AA % of Total	170 37%	77 50%	105 40%	95 32%	82 56%	43 59%	572 41%
Total Hires	464	154	263	295	147	73	1,396

Aboriginal Recruitment

The following chart shows a further breakdown of aboriginal recruitment activity for 1993 and 1994. This information shows that while the number of applications received from aboriginal persons decreased by 24 percent from 1993 to 1994, the number of job offers made to aboriginal persons during the same time period decreased by only 14 percent. Job offers made to aboriginal employees represented 32 percent of the total job offers made in 1994, compared to 35 percent in 1993.



Source: Department of Personnel

Aboriginal Recruitment		
	1993	1994
Applicants	3,467	2,648
Interviews	1,252	1,019
Job Offers Accepted	513	443

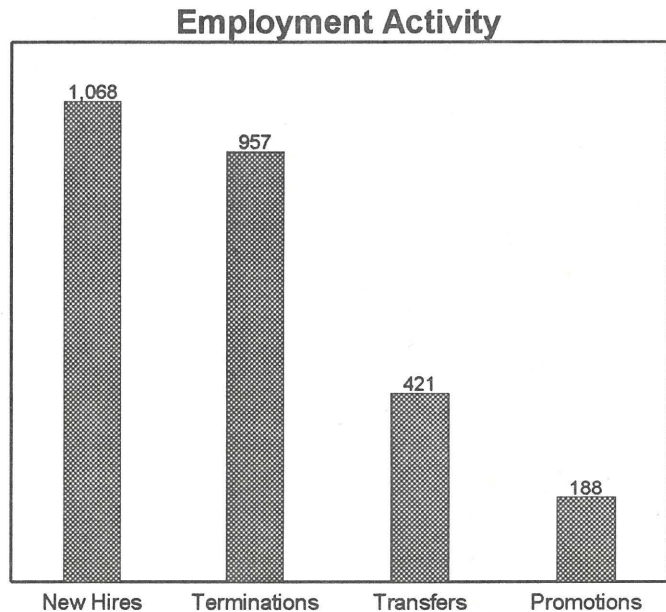
Source: Department of Personnel

Employment Activity

Total employment activity for 1994 is summarized in the table below.

Direct Appointments

Direct appointments are used in limited circumstances and require Cabinet approval. For example, direct appointments may be approved in cases where competitions for similar positions are unsuccessful, to save time and money and to support career development of affirmative action and other employees.



Workforce Adjustment Program

The Department of Personnel provides support and advice to employees whose jobs are affected by Government Initiatives. In addition, various types of assistance are offered to affected employees through the Workforce Adjustment Program. Eligible employees are given hiring priority and may choose between retraining, education assistance and separation assistance.

In 1994, 58 employees were affected by Government Initiatives, down slightly from 1993. Options selected by employees are outlined in the following tables, showing a comparison between 1993 and 1994.

Participation Workforce Adjustment Program						
Government Initiative	1993			1994		
	Aboriginal	Non-Aboriginal	Total	Aboriginal	Non-Aboriginal	Total
Financial Restraint	1	2	3	0	1	1
Closure	0	0	0	11	14	25
Consolidation	1	7	8	2	13	15
Privatization	1	9	10	0	2	2
Decentralization	4	32	36	0	3	3
Reorganization	0	4	4	1	11	12
Total	7	54	61	14	44	58

Source: Department of Personnel

Workforce Adjustment Program Employee Option Selected						
Option Selected	1993			1994		
	Aboriginal	Non-Aboriginal	Total	Aboriginal	Non-Aboriginal	Total
Reemployment	1	31	32	4	12	16
Educational Assistance	1	0	1	0	3	3
Separation Assistance	4	10	14	4	11	15
Lay Off	0	0	0	4	0	4
Lump Sum	1	13	14	2	16	18
Total	7	54	61	14	42*	56*

* Total does not include two employees who were undecided in 1994.
Source: Department of Personnel

Human Resource Planning / Affirmative Action

Human Resource Planning encompasses the policies, programs and initiatives designed to manage the recruitment, retention, assessment, training and development of human resources in the achievement of Government objectives.

A Government-wide Human Resource Planning Committee was established in 1994 through the collaborative efforts of the Financial Management Board Secretariat (FMBS) and the Department of Education, Culture and Employment (EC&E). Membership includes human resource practitioners, line managers, regional representatives, the Union of Northern Workers and the Northwest Territories Teachers' Association. The Committee, co-chaired by representatives from the FMBS and EC&E, was set up to develop and oversee a framework for human resource planning across the public service.

The Committee began work in two major areas in 1994: a comprehensive review of the Affirmative Action Policy and the development of an Employee Assistance Pilot Program. A multi-departmental task group reporting to the Human Resource Planning Committee was established for each of these initiatives.

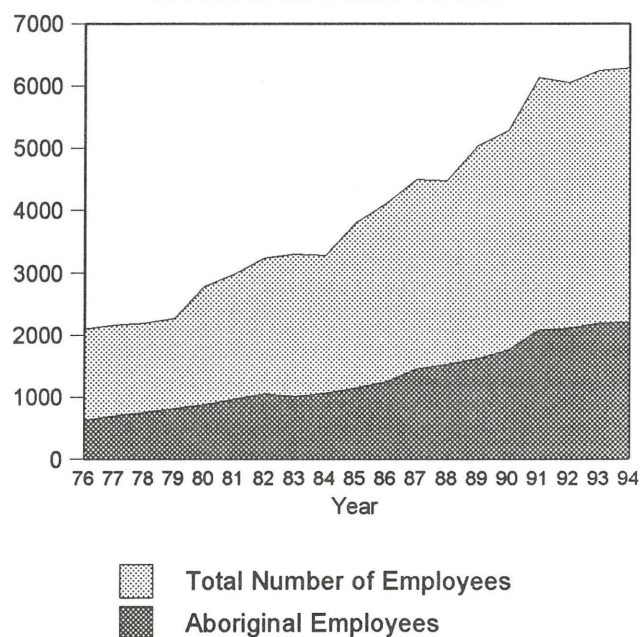
Affirmative Action Initiatives

A representative workforce helps to ensure that program and service development and delivery is responsive to the needs of the residents of the Northwest Territories. The Affirmative Action Policy, implemented in 1989, includes measures to help under-

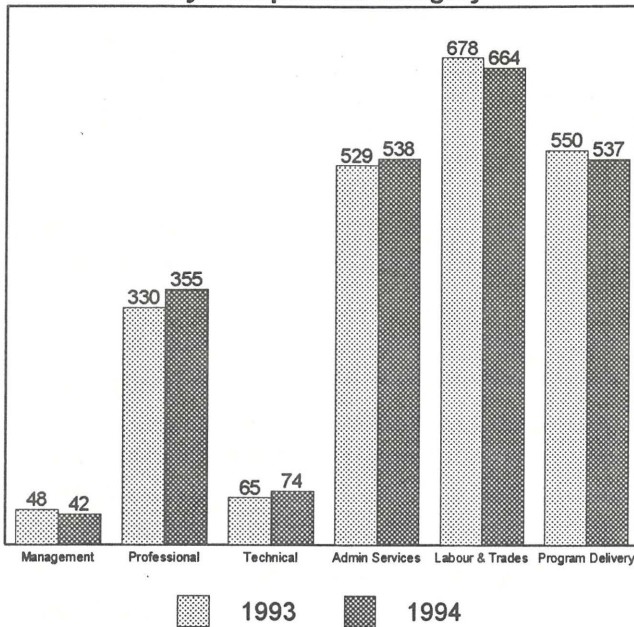
represented groups secure and retain employment. The Policy identifies under-represented groups: aboriginal persons, indigenous non-aboriginal persons, women in management and non-traditional occupations and disabled persons.

Since the Policy was introduced, the representation of affirmative action groups in the public service has increased. For example, from 1989 to 1994, the number of aboriginal employees has increased from 1,613 to 2,210, or 37 percent. During the same period, the growth of the public service overall was 25 percent while the number of non-aboriginal employees grew by 19 percent. The growth of aboriginal employment in the public service since 1976 and aboriginal employees by occupational category are depicted in the following charts.

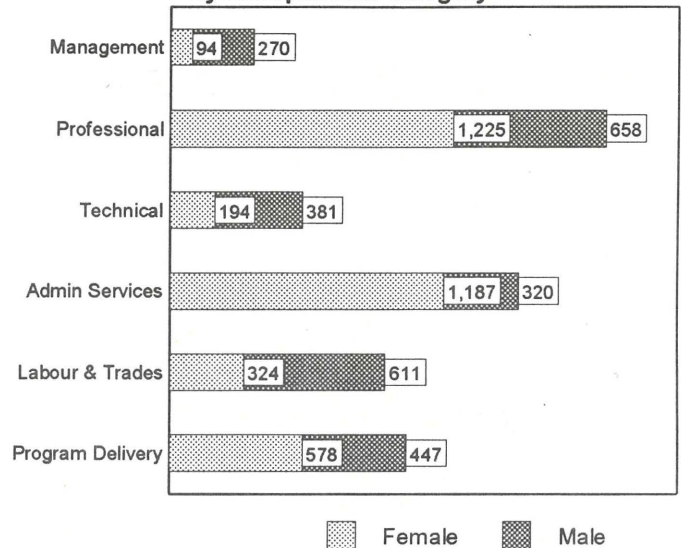
**Aboriginal Employment
Growth in the Public Service**



Aboriginal Employees By Occupational Category



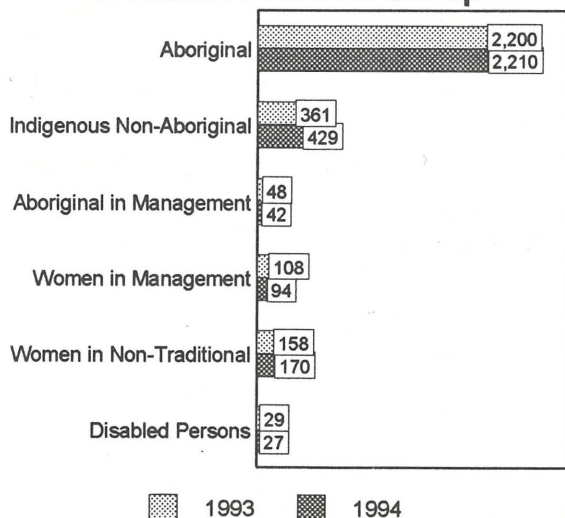
Female and Male Employees By Occupational Category



An overview of the employment of affirmative action groups by occupational category is shown in the following charts. Information detailed by department, board and agency is provided in the employee profile section at the end of this report.

Various programs address education, employment, representation and promotion of affirmative action individuals in the public service. The Public Service Career Training Program and Education Leave Program are examples of Government-wide programs which supported affirmative action employees in 1994.

Employees By Affirmative Action Group



Other programs in 1994 which supported affirmative action included:

- Engineering and Architecture Internship Program coordinated by the Department of Public Works and Services, the NWT Housing Corporation, the Department of Education, Culture and Employment and the Department of Municipal and Community Affairs
- scholarships and awards for students in various fields of study

- the establishment of Career Centres in each administrative centre of the Northwest Territories
- Arctic College programs such as the Northern Registered Nursing Program and the Teacher Education Program
- the internal Affirmative Action Employment Development Program through the Department of Economic Development and Tourism which provided training and development opportunities
- the Area Maintenance Officer Training Program through Arctic College and the Department of Public Works and Services.
- to determine whether the identified designated groups are still appropriate and valid
- to determine whether systemic and attitudinal barriers still exist, and if so, to identify them
- to identify strategies and resources to address the issues.

The review includes external and internal consultation, jurisdictional and literature research, document review and an analyses of public service workforce and Northwest Territories labour force statistical data. The consultative component will allow the experiences of those affected by the Policy to be examined and will be critical to providing information about barriers, successes, perceptions and recommendations for the future of the Policy. The review will continue throughout 1995.

Affirmative Action Policy Review

The Affirmative Action Task Group began a comprehensive review of the Affirmative Action Policy in 1994. This review was mandated in 1989, when the Policy was implemented.

The review was undertaken with these objectives:

- to determine to what extent the objectives of the policy have been achieved
- to determine whether the objectives of the policy are still relevant and appropriate
- to determine if there are better ways to achieve the objectives of the policy

Employee Assistance Program

The 1993 Final Report of the Special Committee on Health and Social Services recommended the development of an Employee Assistance Program (EAP). In response, a 1994 management survey identified the factors which affect employees at work. The task group established to design an EAP model commenced development of a one year pilot program to be submitted to Cabinet for approval in 1995.

Any future expansion of the scope of the Program will depend on the progress and success of the pilot, once implemented and evaluated.

Performance Development System

In addition to providing advice and assistance on the Performance Development System, fifteen performance development system workshops were delivered to various departments.

Women in Transition: A Mentoring Program

Women in Transition, a one year pilot mentoring program for women interested in management, was successfully concluded in 1994. Twelve of fourteen proteges completed the program. A short-term evaluation indicated that the participants experienced significant personal growth and development from the program. A long-term evaluation will be necessary to monitor the effect of the Program on career advancement.

Human Resource Management Certificate Program

Eleven employees from across the

Northwest Territories received Human Resource Management Certificates from the University of Manitoba. These employees began the Certificate Program in 1991. In June 1994, they were honoured in a ceremony held at the NWT Legislative Assembly.

Long Service Awards

The Long Service Awards Program provides recognition to employees with ten or more years of service. The Financial Management Board Secretariat hosted award ceremonies in each region. Some were combined with other community functions. Each person being honoured received a long service certificate and a pin or a special gift. A summary of long service awards is shown below.

Employee Long Service Awards by Length of Service					
Region	Years of Service				Total
	Ten	Fifteen	Twenty	Twenty-five	
Headquarters	65	63	15	13	156
Fort Smith	25	15	7	-	47
Inuvik	34	23	19	11	87
Baffin	17	9	6	2	34
Keewatin	12	1	1	-	14
Kitikmeot	6	1	1	-	8
Total Employees	159	112	49	26	346

Secondments and Transfer Assignments

The use of secondments and transfer assignments allows an organization to develop its human resources by providing employees with a broader range of work experience. Secondment involves the temporary assignment of an employee to another department or an employer outside of the Government. A transfer assignment temporarily reassigns an employee to another position in the same department.

Thirty-seven secondments and 22 transfer assignments were initiated in 1994. Secondments and transfer assignments in process at the end of 1994 are shown in the following table.

Secondments and Transfer Assignments		
Type	Secondments	Transfer Assignments
	Number of Employees	Number of Employees
Active Internal	43	46
Active External	26	-
Total Active	69	46

Source: Department of Personnel

Training and Development

The Department of Education, Culture and Employment co-ordinates training and development for the public service. Programs include the Public Service

Career Training Program, the Education Leave Program and other education provisions in the UNW and NWTTA Collective Agreements. Departments access courses delivered through the public college system, training programs specific to departmental needs and training provided by outside organizations and consultants.

Twenty-three employees were in full time attendance at educational institutions in 1994 through the Education Leave Program. Seven employees in this program graduated in 1994, including three aboriginal males, two aboriginal females and two indigenous non-aboriginal males. In addition to the seven participants who continued their studies from the previous year, nine new participants enrolled in the program. The average cost per participant was \$20,500.

Tuition reimbursement supported approximately 60 courses at a total cost of \$29,000. This program is popular with employees who wish to enrol in correspondence courses that are completed during off-duty hours.

The Public Service Career Training Program had 66 full time trainees, including 24 aboriginal males, 41 aboriginal females and one resident non-aboriginal female. The average salary and allowance cost per trainee was \$34,300.

Departments also provide other training and development for their own staff.

Job Evaluation

The current job evaluation system is nearly 20 years old and has become costly and cumbersome. Work that began in 1990 to develop a new job evaluation system continued during 1994. Further refinements and testing have been necessary to ensure it responds appropriately to pay equity issues and meets future needs.

Further reorganization of government departments also required additional work to update data.

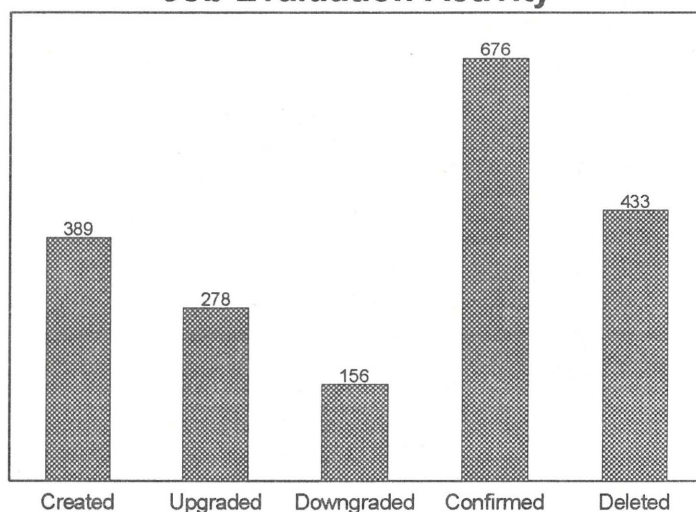
To ensure that re-classification actions under the current system were done to meet only the essential needs so that efforts could be directed to system redesign, the following guidelines were developed to govern classification upgrades:

- overall salary costs of the Department may not increase
- additional duties resulting from consolidation or amalgamation may not increase the overall salary costs of the Department
- the program delivery function may increase position responsibilities through an approved change in mandate
- contractual obligations under the Collective Agreement must be respected.

A review after the first six months indicates that a positive effect has resulted from the re-classification restriction. However, the process still allows departments the opportunity to request the reclassification of positions when necessary.

Job Evaluation activity for 1994 is summarized in the table below.

Job Evaluation Activity



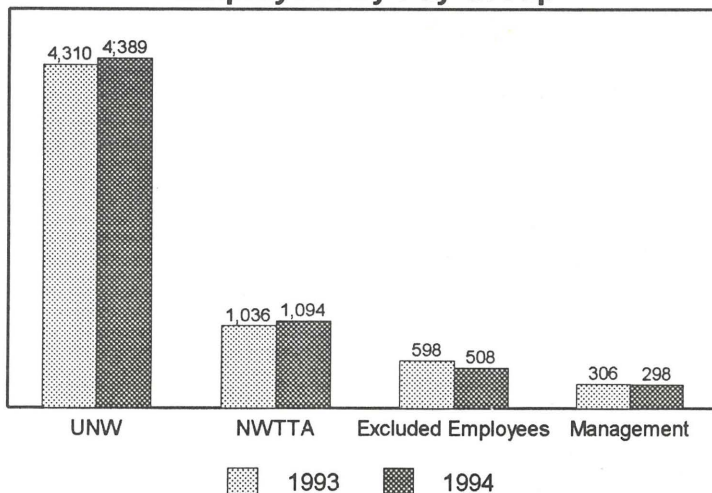
Labour Relations

Composition of the Public Service

The Government had 6,289 employees at the end of 1994. This includes full time, term, part-time and seasonal employees. The majority of employees, 87.2 percent, were unionized. The Union of Northern Workers (UNW) represented 4,389 employees. The UNW represents all employees except teachers and those employees whose duties include management responsibilities or work of a confidential nature as defined in the UNW Collective Agreement. The Northwest Territories Teachers' Association (NWTTA) represented 1,094 employees in 1994. To belong to this group, an employee must hold a valid teaching certificate and be employed as a teacher.

Non-unionized employees belong to either the excluded or managerial group. There were 508 excluded employees and 298 employees in the management group in 1994. These two groups together make up 12.8 percent of the public service. The following chart depicts the relative size of the employee pay groups which comprise the public service.

Employees by Pay Group



Collective Bargaining

The terms and conditions of employment for unionized employees are negotiated between the Government and bargaining agents through collective bargaining. The rules governing collective bargaining are set out in the *Public Service Act*. If the parties cannot agree, they are required to refer outstanding issues to mediation. If mediation does not successfully resolve the matter, unsettled issues are then forwarded to arbitration. The results of arbitration are binding on the parties. The *Public Service Act* does not permit the use of strikes or lockouts to resolve disputes.

Since the transfer of responsibility for the public service of the Northwest Territories from the Government of Canada, it has been a priority of the Territorial Government to reshape the compensation and benefit package to accommodate a workforce recruited primarily from the north. This has resulted in collective agreements which better reflect the unique environment and needs of northerners.

The changing fiscal situation of the Government brought new challenges to collective bargaining in 1994. The Government sought to achieve its two goals of fiscal restraint and restructuring employee compensation and benefits to accommodate a northern workforce while ensuring employees were fairly compensated. The approach included finding ways to distribute available compensation more equitably and to reach agreements that reflected changing public service needs.

A survey of all community and regional public sector organizations in the Northwest Territories in 1994 also aided in an understanding of public sector salary market conditions. This was the first survey to compare Government compensation practises with those of other employers delivering similar services in the Northwest Territories.

Collective Bargaining with the NWTTA

A new two year agreement with the teachers was reached in April 1994. The parties agreed to restructure certain benefits to better reflect northern realities. For example, the settlement allowance schedule was replaced with new rates. These rates are based on a comparison of the cost of living in each Northwest Territories community to the cost of living in Yellowknife, using Statistics Canada information. Formerly, communities were placed into one of eight groups by the Government of Canada's National Joint Council. One settlement allowance rate was applied to all communities in the same group. The new schedule, which established separate rates for each community, distributes benefits more equitably across all communities.

Changes were also made to ultimate removal benefits to reflect that the growing number of northerners in the public service has reduced the need to provide removal benefits to destinations outside of the Northwest Territories. Rather than relying on fluctuating rates set by airlines, a fixed, two-tiered Vacation Travel Assistance rate schedule was also negotiated. The parties also agreed to maintain salaries at current levels during the term of the agreement.

An important aspect of this round of collective bargaining was the focus on improving working conditions for employees. Teachers' concerns about protection from violence in the workplace was addressed through a new section which reinforced the Employer's responsibility to provide a safe working environment. Processes to address harassment and assault were also added to the agreement.

The parties also agreed to adopt a revised Plain English version of the agreement.

Collective Bargaining with the UNW

Contract negotiations between the Government and the UNW began in May of 1994. Negotiations carried over into 1995.

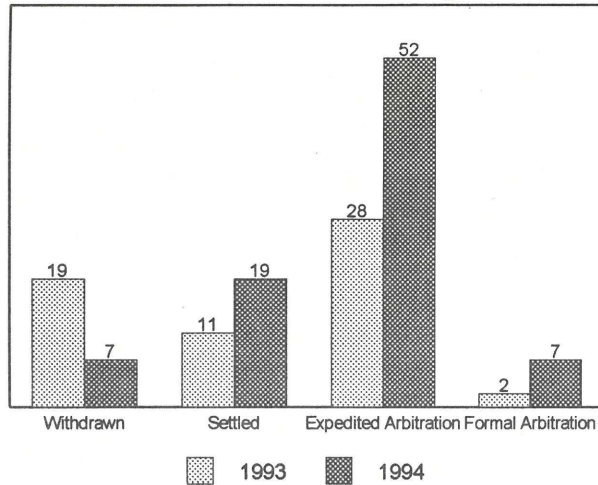
Managers and Excluded Employees

In October of 1994, the Chairman of the Financial Management Board announced to the Legislative Assembly that similar changes to wages and benefits negotiated between the Government and the NWTTA would be extended to managerial and excluded employees.

Grievances and Arbitrations

More grievances were resolved at third level in 1994 than in 1993, and there were fewer grievances sent to arbitration. The average cost of an arbitration hearing is about \$5,000. There is a potential for significant savings in this area if more workplace disputes could be resolved before they are referred to arbitration.

Arbitration Activity



Grievance and arbitration activity for 1993 and 1994 by department, board and agency is illustrated at the end of this section.

Exclusion Arbitration

In 1991, the UNW filed a grievance on the exclusion of 875 positions from the bargaining unit. The arbitration hearings began in October 1993. To date, there have been 366 awards. The UNW and management settled a further 200 positions. The exclusion arbitration hearings were scheduled to be concluded in early 1995.

Sexual Harassment

Sexual harassment is any sexual conduct, gesture or contact causing offence, humiliation or the perception of a sexual condition being placed on employment or opportunity for training or promotion. Sexual harassment is not tolerated in Government workplaces.

Sexual Harassment Officers have been designated in each department, board and agency to deal with questions and investigate complaints. Pamphlets on sexual harassment and employee rights and responsibilities are also provided to employees.

A sexual harassment workshop was held in Yellowknife. Attended by about 30 designated Sexual Harassment Officers, the workshop covered the Sexual Harassment Policy and Guidelines, Charter of Rights & Freedoms and the *Fair Practices Act*. The Officers studied investigative techniques that were later applied to case studies.

In 1994, five sexual harassment complaints were filed, compared to eight in 1993. Investigations confirmed the five complaints.

Staffing Appeals

The staffing appeal process allows a Government employee or an affirmative action candidate who has applied on a position in the UNW bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted. An appeal hearing provides an objective review of the staffing process and implementation of the Affirmative Action Policy by including representatives from the Government, the UNW and a neutral Chairperson. Staffing appeal activity for 1994 is shown below.

Staffing Appeals						
Type of Appellant	1993			1994		
	Appeals Upheld	Appeals Denied	Total Appeals	Appeals Upheld	Appeals Denied	Total Appeals
Affirmative Action Non-Employees	4	26	30	7	14	21
Affirmative Action Employees	9	25	34	2	17	19
Non-Affirmative Action Employees	3	11	14	5	19	24
Total	16	62	78	14	50	64
% of Total	21%	79%	100%	22%	78%	100%

Source: Labour Relations

Third Level Grievance Activity

Department / Board	1993			1994		
	Sent to Third Level	Resolved at Third Level	Sent to Arbitration	Sent to Third Level	Resolved at Third Level	Sent to Arbitration
Executive	3	-	2	2	-	1
Legislative Assembly	-	-	-	-	-	-
Financial Mgmt Board Secretariat	1	-	-	-	-	-
Personnel	-	-	-	-	-	-
Finance	1	-	-	-	-	-
Intergov'tal and Aboriginal Affairs	-	-	-	-	-	-
Municipal and Community Affairs	5	2	2	2	1	-
Transportation	3	-	1	6	1	3
Public Works and Services	2	8	3	13	6	5
Health and Social Services	10	2	4	10	5	3
Renewable Resources	4	-	2	2	-	2
Energy, Mines & Petroleum Res	-	-	-	-	-	-
Economic Development & Tourism	-	-	-	3	2	-
Education, Culture & Employment	10	5	2	4	1	2
Safety and Public Services	1	1	-	1	1	-
Justice	19	2	10	20	9	4
Total Departments	59	20	26	63	26	20
Arctic College	6	2	4	4	2	1
Baffin Board of Education	-	-	-	3	-	1
Beaufort/Delta Board of Education	1	-	1	3	2	1
Board of Secondary Education, YK	-	-	-	1	1	-
Deh Cho Board of Education	12	1	1	1	-	1
Dogrib Board of Education	-	-	-	-	-	-
Keewatin Board of Education	1	-	1	1	-	1
Kitikmeot Board of Education	-	-	-	1	-	-
Sahtu Board of Education	-	-	-	-	-	-
South Slave Board of Education	2	-	2	9	1	1
Total Education Boards	22	3	9	23	6	6
Baffin Regional Health Board	6	-	-	1	1	-
Fort Smith Health Board	1	-	1	5	1	4
Inuvik Regional Health Board	4	1	3	10	2	1
Keewatin Regional Health Board	1	-	-	7	-	-
Kitikmeot Regional Health Board	-	-	-	1	-	-
Mackenzie Regional Health Board	4	1	-	3	-	-
Stanton Yellowknife Hospital	11	1	7	9	5	2
Total Health Boards	27	3	11	36	9	7
NWT Housing Corporation	3	-	1	3	1	1
Workers' Compensation Board	5	1	1	1	-	1
Union Policy	4	-	4	3	-	-
Total Public Service	120	27	52	129	42	35

Source: Labour Relations

Workforce Profile

At the end of 1994, there were 6,289 employees in the public service. This included all indeterminate, term, part time and seasonal employees in all departments, boards and agencies. This represents an increase of less than one percent in the workforce from 1993. Additional positions were filled in a casual basis.

Approximately half of public service employees were employed in Government departments. Employees of Education Boards, including Arctic College, accounted for slightly more than one quarter of the public service. About 17 percent of the public service was employed with hospitals and health boards while the NWT Housing Corporation and Workers' Compensation Board together employed about 4 percent of the public service.

The largest region is Headquarters with 35 percent of employees. This represents a decline about 2 percent from 1993. The Kitikmeot remains the smallest region with 6 percent of the public service. Most employees (63 percent) worked in the western arctic.

Most public service employees were in full-time indeterminate positions (80 percent), 7 percent of employees were in part-time indeterminate positions, 3 percent held seasonal jobs and the remaining 10 percent worked for a specified term of employment.

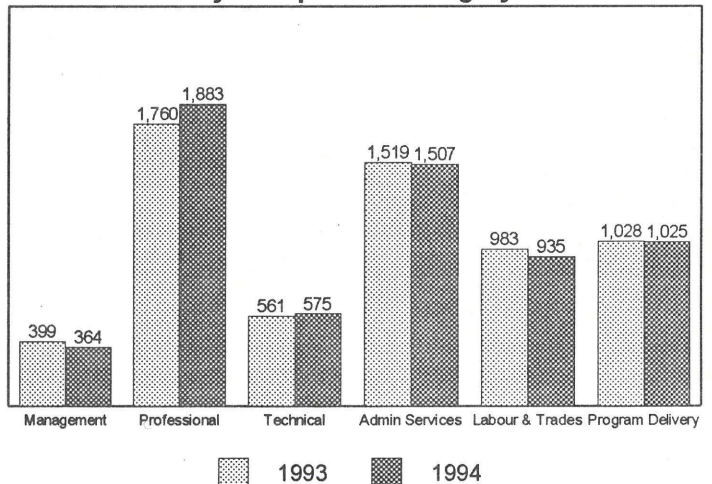
The average Government employee was 39 years old, earned \$48,000 a year and had worked for the public service for almost six years.

The average aboriginal employee was 38 years old, earned \$39,000 a year and had just under six years of service. The average non-aboriginal employee was 40 years old, earned \$53,000 a year and had six years of service.

The average female employee was 38 years old, earned \$43,000 a year and had slightly more than five years of service. The average male was 40 years old, earned \$53,000 a year and had almost seven years of service.

The tables and graphs on the following pages provide an overview of employment in the public service.

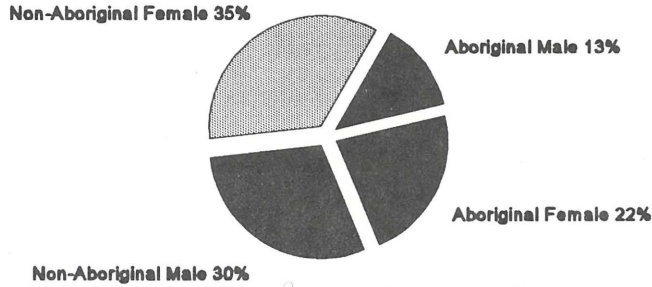
Employees
By Occupational Category



Note: Total of 6,250 employees at 1993 year end
Total of 6,289 employees at 1994 year end

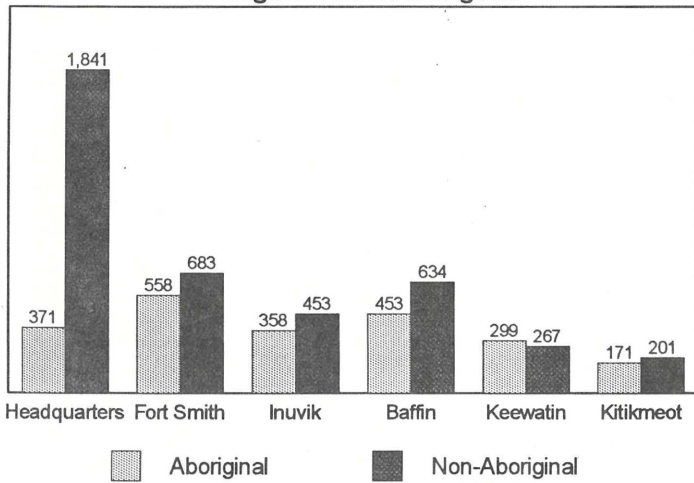
Employees by Gender

Aboriginal/Non-Aboriginal



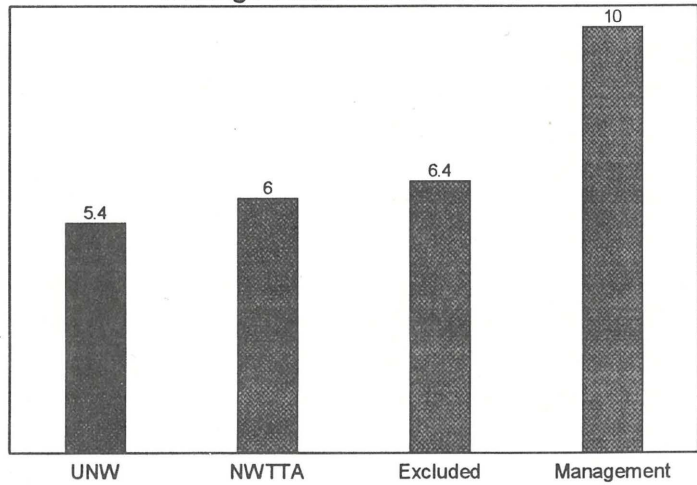
Employees by Region

Aboriginal / Non-Aboriginal

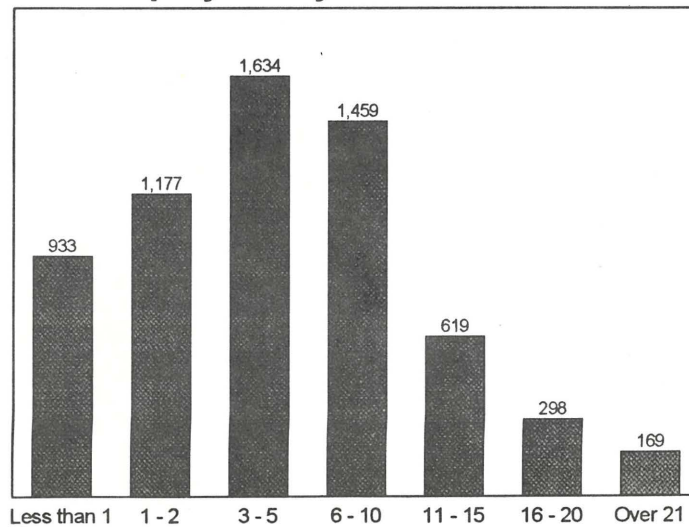


Average Years of Service by Group

Average Years of Service is 5.7

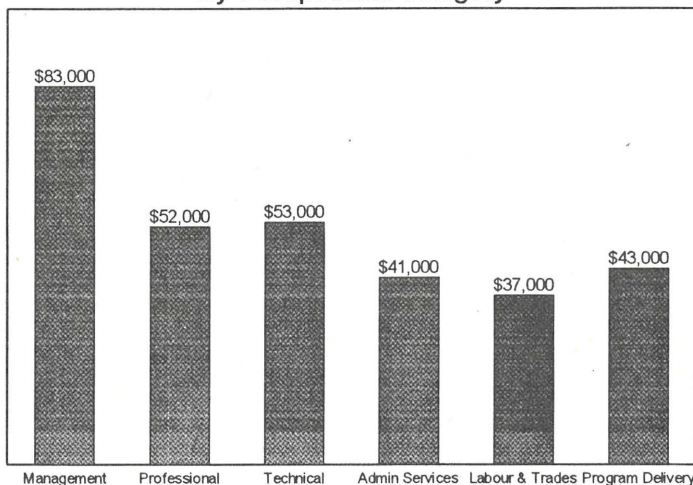


Employees by Years of Service



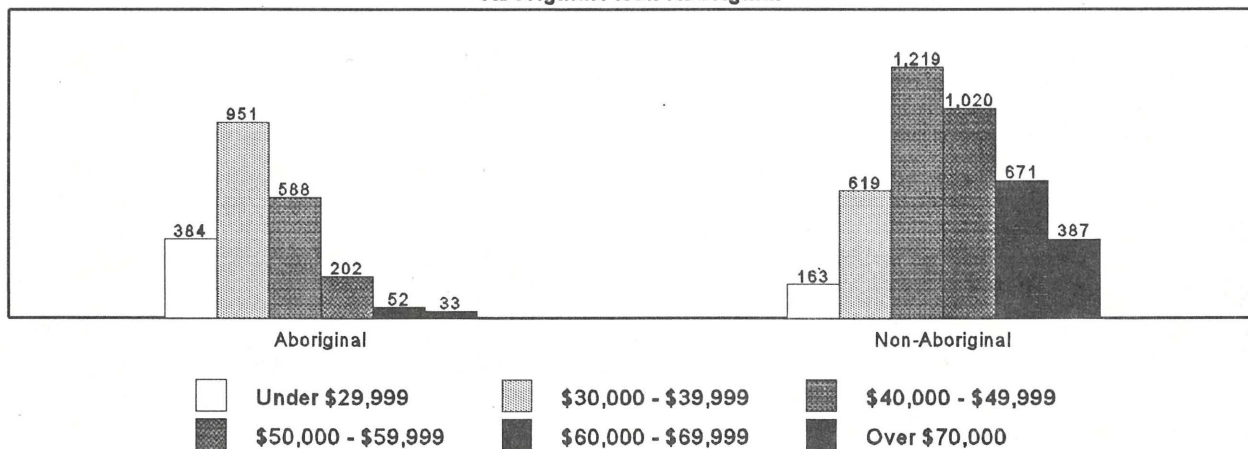
Average Salary

By Occupational Category



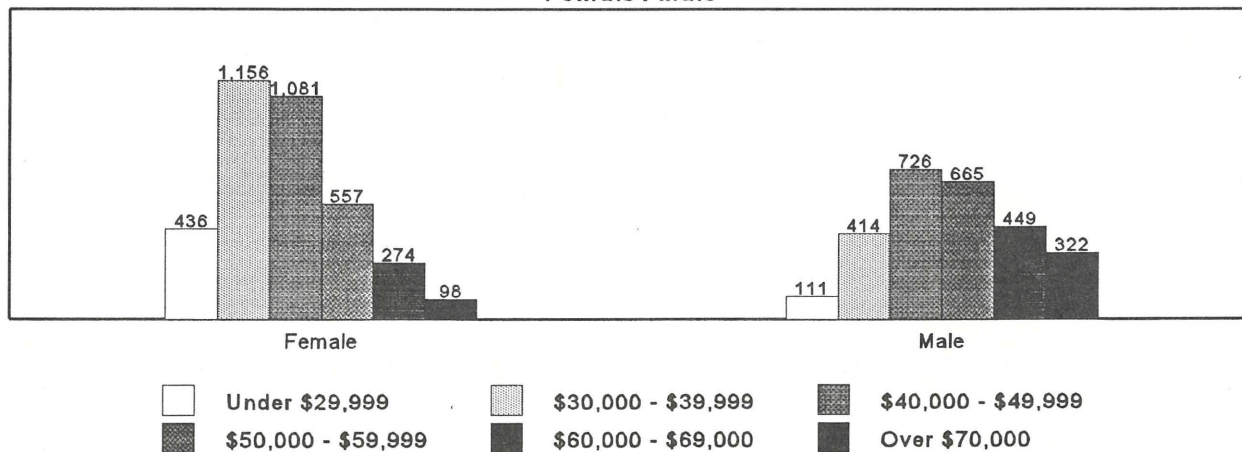
Salary Distribution

Aboriginal / Non-Aboriginal



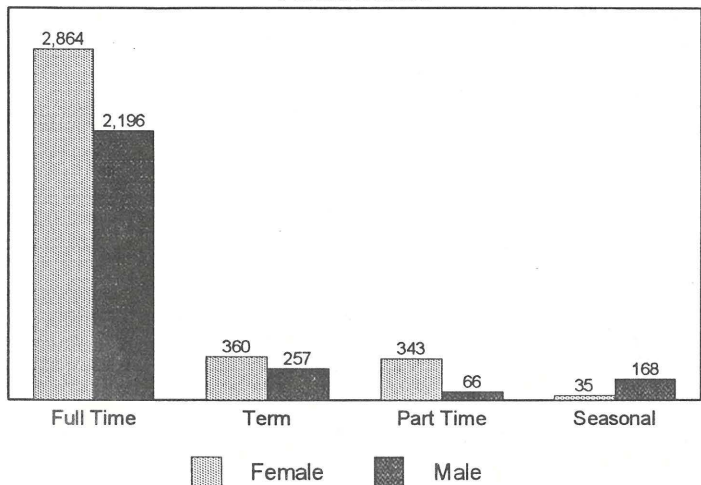
Salary Distribution

Female / Male



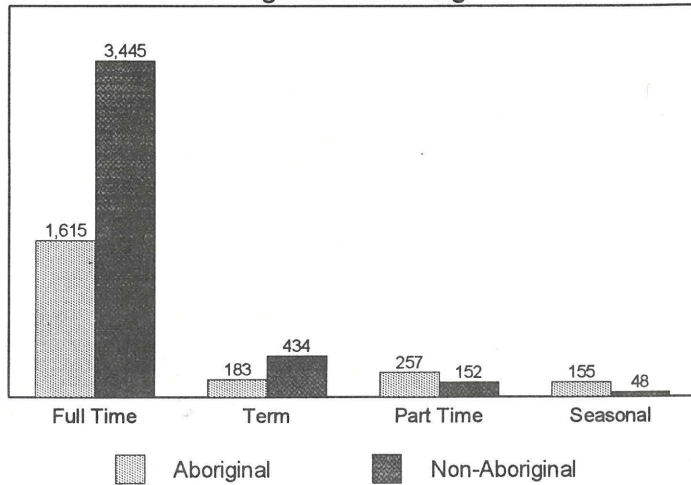
Employment Type

Female/Male

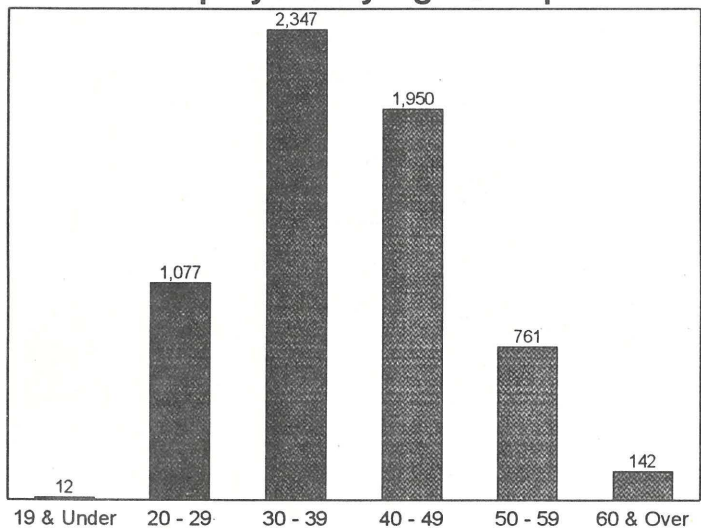


Employment Type

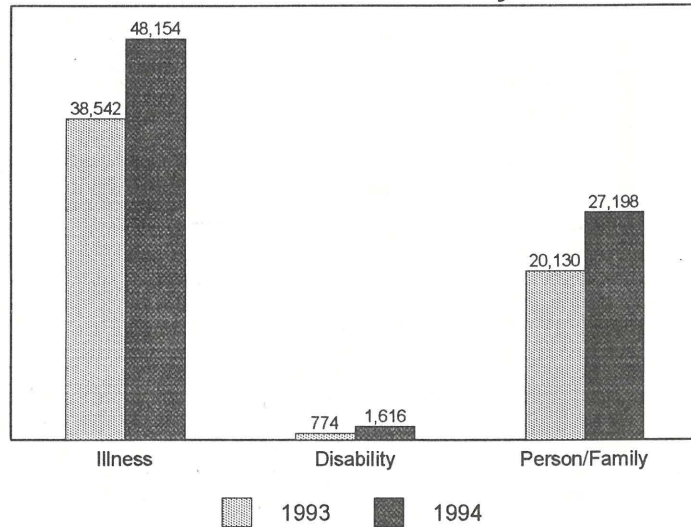
Aboriginal/Non-Aboriginal



Employees By Age Group

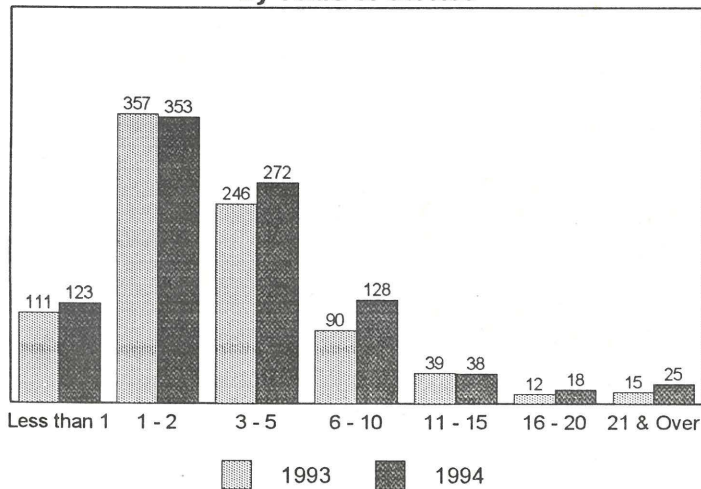


Absenteeism - In Days



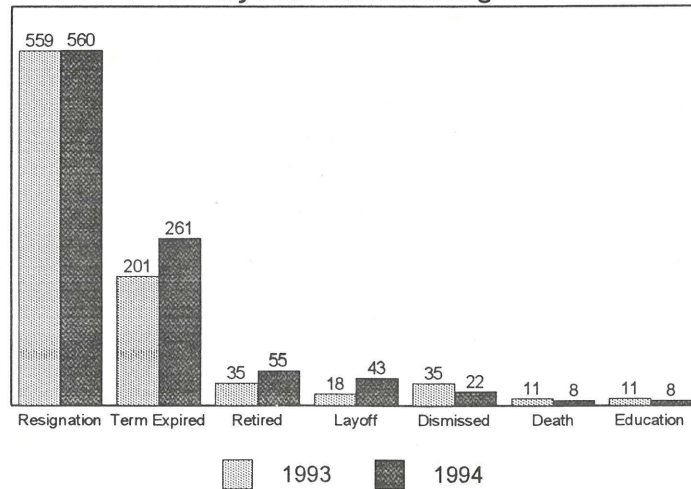
Employee Terminations

By Years of Service



Employee Terminations

By Reason for Leaving



Employee Distribution by Community

Region/Community	Total Number of Employees	Aboriginal Employees	
		Number	Percent
Headquarters Region	2,212	371	17%
Yellowknife	2,209	371	17%
Ottawa	3	0	0%
Fort Smith Region	1,241	558	45%
Detah	5	3	60%
Enterprise	13	5	38%
Fort Liard	46	23	50%
Fort Providence	43	29	67%
Fort Resolution	38	29	76%
Fort Simpson	183	92	50%
Fort Smith	447	176	39%
Hay River	272	96	35%
Hay River Reserve	6	5	83%
Jean Marie River	4	3	75%
Kakisa	2	2	100%
Lac La Marte	20	8	40%
Lutselk'e	21	17	81%
Nahanni Butte	5	3	60%
Rae-Edzo	93	37	40%
Rae Lakes	7	3	43%
Snare Lake	4	1	25%
Trout Lake	11	10	91%
Wrigley	21	16	76%
Inuvik Region	811	358	44%
Aklavik	37	18	49%
Coville Lake	5	4	80%
Deline	35	21	60%
Fort Good Hope	40	22	55%
Fort McPherson	63	45	71%
Fort Norman	31	18	58%
Inuvik	466	181	39%
Norman Wells	61	15	25%
Paulatuk	15	9	60%
Sachs Harbour	8	5	63%
Tsiigehtchic	6	2	33%
Tuktoyaktuk	44	18	41%
Total Western Arctic	4,264	1,287	30%

Note: As at December 31, 1994 some employees are coded to corporate Headquarters rather than to a specific community.

Employee Distribution by Community

Region/Community	Total Number of Employees	Aboriginal Employees	
		Number	Percent
Baffin Region	1,087	453	42%
Arctic Bay	37	18	49%
Broughton Island	28	17	61%
Cape Dorset	50	24	48%
Clyde River	36	20	56%
Grise Fiord	11	8	73%
Hall Beach	28	19	68%
Igloolik	61	24	39%
Iqaluit	606	200	33%
Lake Harbour	24	14	58%
Montreal	13	4	31%
Nanisivik	16	10	63%
Pangnirtung	71	35	49%
Pond Inlet	63	38	60%
Resolute	16	7	44%
Sanikiluaq	27	15	56%
Keewatin Region	566	299	53%
Arviat	85	48	56%
Baker Lake	88	52	59%
Chesterfield Inlet	19	15	79%
Churchill	10	8	80%
Coral Harbour	46	22	48%
Rankin Inlet	278	133	48%
Repulse Bay	26	13	50%
Whale Cove	14	8	57%
Kitikmeot Region	372	171	46%
Cambridge Bay	170	71	42%
Coppermine	82	37	45%
Gjoa Haven	42	21	50%
Holman	23	16	70%
Pelly Bay	20	9	45%
Taloyoak	35	17	49%
Total Eastern Arctic	2,025	923	46%
Total Public Service	6,289	2,210	35%

Note: As at December 31, 1994 some employees are coded to a corporate Headquarters rather than to a specific community.

Northern Recruitment of Employees

	Total Number of Employees	Employees Recruited in the North	Percent Northern Recruitment
Executive	105	94	90%
Legislative Assembly	32	28	88%
Financial Management Board Secretariat	215	162	75%
Personnel	35	29	83%
Finance	34	19	56%
Intergovernmental and Aboriginal Affairs	29	20	69%
Municipal and Community Affairs	160	129	81%
Transportation	261	212	81%
Public Works and Services	612	469	77%
Health and Social Services	340	267	79%
Renewable Resources	400	354	89%
Energy, Mines and Petroleum Resources	23	12	52%
Economic Development and Tourism	165	116	70%
Education, Culture and Employment	299	243	81%
Safety and Public Services	92	72	78%
Justice	368	311	85%
Arctic College	297	227	76%
Baffin Divisional Board of Education	413	249	60%
Beaufort/Delta Board of Education	182	115	63%
Board of Secondary Education, Yellowknife	45	19	42%
Deh Cho Divisional Board of Education	105	70	67%
Dogrib Divisional Board of Education	75	34	47%
Keewatin Divisional Board of Education	238	139	58%
Kitikmeot Divisional Board of Education	165	90	55%
Sahtu Divisional Board of Education	80	49	61%
South Slave Divisional Board of Education	185	125	68%
Baffin Regional Health Board	233	124	53%
Fort Smith Health Board	52	39	75%
Inuvik Regional Health Board	196	117	60%
Keewatin Regional Health Board	87	50	57%
Kitikmeot Regional Health Board	52	31	60%
Mackenzie Regional Health Board	119	83	70%
Stanton Yellowknife Hospital	350	238	68%
NWT Housing Corporation	187	131	70%
Workers' Compensation Board	60	54	90%
Total Public Service	6,289	4,521	72%
Region			
Headquarters	2,212	1,647	74%
Fort Smith	1,241	956	77%
Inuvik	811	583	72%
Baffin	1,087	715	66%
Keewatin	566	390	69%
Kitikmeot	372	230	62%
Total Public Service	6,289	4,521	72%

Note: As at December 31, 1994 indicates original point of hire for all employees.

Aboriginal Employment

1993

1994

Aboriginal Employees

Aboriginal Employees

	1993			1994		
	Total Number of Employees	Number	Percent	Total Number of Employees	Number	Percent
Executive	104	47	45%	105	49	47%
Legislative Assembly	32	10	31%	32	7	22%
Financial Management Board Secretariat	203	45	22%	215	51	24%
Personnel	40	21	53%	35	20	57%
Finance	37	4	11%	34	2	6%
Intergovernmental and Aboriginal Affairs	22	5	23%	29	7	24%
Municipal and Community Affairs	164	50	30%	160	47	29%
Transportation	253	87	34%	261	95	36%
Public Works and Services	635	257	40%	612	258	42%
Health and Social Services	-	-	-	340	123	36%
Social Services	206	89	43%	-	-	-
Renewable Resources	393	206	52%	400	214	54%
Energy, Mines and Petroleum Resources	26	3	12%	23	2	9%
Economic Development and Tourism	155	38	25%	165	42	25%
Education, Culture and Employment	334	129	39%	299	107	36%
Safety and Public Services	95	20	21%	92	19	21%
Justice	364	120	33%	368	114	31%
Health	132	22	17%	-	-	-
Arctic College	279	67	24%	297	65	22%
Baffin Divisional Board of Education	389	190	49%	413	201	49%
Beaufort/Delta Board of Education	180	71	39%	182	70	38%
Board of Secondary Education, Yellowknife	64	1	2%	45	1	2%
Deh Cho Divisional Board of Education	96	44	46%	105	46	44%
Dogrib Divisional Board of Education	66	21	32%	73	21	29%
Keewatin Divisional Board of Education	233	129	55%	238	128	54%
Kitikmeot Divisional Board of Education	145	67	46%	165	71	43%
Sahtu Divisional Board of Education	71	37	52%	80	37	46%
South Slave Divisional Board of Education	193	51	26%	185	46	25%
Baffin Regional Health Board	223	85	38%	233	85	36%
Fort Smith Health Board	61	22	36%	52	20	38%
Inuvik Regional Health Board	202	73	36%	196	69	35%
Keewatin Regional Health Board	91	43	47%	87	45	52%
Kitikmeot Regional Health Board	60	28	47%	52	24	46%
Mackenzie Regional Health Board	119	45	38%	119	45	38%
Stanton Yellowknife Hospital	349	21	6%	350	24	7%
NWT Housing Corporation	177	42	24%	187	44	24%
Workers' Compensation Board	57	10	18%	60	11	18%
Total Public Service	6,250	2,200	35%	6,289	2,210	35%
Region						
Headquarters	2,288	387	17%	2,212	371	17%
Fort Smith	1,229	553	45%	1,241	558	45%
Inuvik	794	354	45%	811	358	44%
Baffin	1,043	450	43%	1,087	453	42%
Keewatin	539	285	53%	566	299	53%
Kitikmeot	357	171	48%	372	171	46%
Total Public Service	6,250	2,200	35%	6,289	2,210	35%

Indigenous Non-Aboriginal Employment

	<u>1993</u>			<u>1994</u>		
	<u>Indigenous Non-Aboriginal Employees</u>			<u>Indigenous Non-Aboriginal Employees</u>		
	Total Number of Employees	Number	Percent	Total Number of Employees	Number	Percent
Executive	104	8	8%	105	9	9%
Legislative Assembly	32	8	25%	32	11	34%
Financial Management Board Secretariat	203	22	11%	215	25	12%
Personnel	40	5	13%	35	4	11%
Finance	37	4	11%	34	5	15%
Intergovernmental and Aboriginal Affairs	22	3	14%	29	6	21%
Municipal and Community Affairs	164	16	10%	160	16	10%
Transportation	253	31	12%	261	27	10%
Public Works and Services	635	43	7%	612	44	7%
Health and Social Services	-	-	-	340	32	9%
Social Services	206	18	9%	-	-	-
Renewable Resources	393	12	3%	400	15	4%
Energy, Mines and Petroleum Resources	26	1	4%	23	2	9%
Economic Development and Tourism	155	10	6%	165	13	8%
Education, Culture and Employment	334	22	7%	299	25	8%
Safety and Public Services	95	13	14%	92	14	15%
Justice	364	34	9%	368	53	14%
Health	132	13	10%	-	-	-
Arctic College	279	6	2%	297	14	5%
Baffin Divisional Board of Education	389	0	0%	413	0	0%
Beaufort/Delta Board of Education	180	8	4%	182	10	5%
Board of Secondary Education, Yellowknife	64	0	0%	45	0	0%
Deh Cho Divisional Board of Education	96	4	4%	105	4	4%
Dogrib Divisional Board of Education	66	0	0%	73	0	0%
Keewatin Divisional Board of Education	233	1	0%	238	1	0%
Kitikmeot Divisional Board of Education	145	0	0%	165	0	0%
Sahtu Divisional Board of Education	71	2	3%	80	2	3%
South Slave Divisional Board of Education	193	13	7%	185	17	9%
Baffin Regional Health Board	223	2	1%	233	2	1%
Fort Smith Health Board	61	1	2%	52	1	2%
Inuvik Regional Health Board	202	4	2%	196	4	2%
Keewatin Regional Health Board	91	1	1%	87	1	1%
Kitikmeot Regional Health Board	60	0	0%	52	0	0%
Mackenzie Regional Health Board	119	5	4%	119	5	4%
Stanton Yellowknife Hospital	349	19	5%	350	32	9%
NWT Housing Corporation	177	20	11%	187	21	11%
Workers' Compensation Board	57	12	21%	60	14	23%
Total Public Service	6,250	361	6%	6,289	429	7%
Region						
Headquarters	2,288	242	11%	2,212	286	13%
Fort Smith	1,229	71	6%	1,241	84	7%
Inuvik	794	27	3%	811	31	4%
Baffin	1,043	10	1%	1,087	13	1%
Keewatin	539	5	1%	566	10	2%
Kitikmeot	357	6	2%	372	5	1%
Total Public Service	6,250	361	6%	6,289	429	7%

Disabled Persons Employment

	<u>1993</u>			<u>1994</u>		
	Total Number of Employees	Disabled Persons		Total Number of Employees	Disabled Persons	
Number		Percent	Number		Percent	
Executive	104	1	1%	105	1	1%
Legislative Assembly	32	0	0%	32	0	0%
Financial Management Board Secretariat	203	1	0%	215	1	0%
Personnel	40	1	3%	35	1	3%
Finance	37	1	3%	34	1	3%
Intergovernmental and Aboriginal Affairs	22	0	0%	29	0	0%
Municipal and Community Affairs	164	0	0%	160	0	0%
Transportation	253	1	0%	261	1	0%
Public Works and Services	635	8	1%	612	7	1%
Health and Social Services	-	-	-	340	3	1%
Social Services	206	2	1%	-	-	-
Renewable Resources	393	2	1%	400	2	1%
Energy, Mines and Petroleum Resources	26	0	0%	23	0	0%
Economic Development and Tourism	155	0	0%	165	0	0%
Education, Culture and Employment	334	1	0%	299	0	0%
Safety and Public Services	95	1	1%	92	1	1%
Justice	364	0	0%	368	0	0%
Health	132	0	0%	-	-	-
Arctic College	279	1	0%	297	1	0%
Baffin Divisional Board of Education	389	0	0%	413	0	0%
Beaufort/Delta Board of Education	180	0	0%	182	0	0%
Board of Secondary Education, Yellowknife	64	1	2%	45	1	2%
Deh Cho Divisional Board of Education	96	0	0%	105	1	1%
Dogrib Divisional Board of Education	66	0	0%	73	0	0%
Keewatin Divisional Board of Education	233	0	0%	238	0	0%
Kitikmeot Divisional Board of Education	145	0	0%	165	0	0%
Sahtu Divisional Board of Education	71	0	0%	80	0	0%
South Slave Divisional Board of Education	193	1	1%	185	1	1%
Baffin Regional Health Board	223	0	0%	233	0	0%
Fort Smith Health Board	61	0	0%	52	0	0%
Inuvik Regional Health Board	202	0	0%	196	0	0%
Keewatin Regional Health Board	91	1	1%	87	1	1%
Kitikmeot Regional Health Board	60	0	0%	52	0	0%
Mackenzie Regional Health Board	119	1	1%	119	0	0%
Stanton Yellowknife Hospital	349	2	1%	350	3	1%
NWT Housing Corporation	177	1	1%	187	0	0%
Workers' Compensation Board	57	2	4%	60	1	2%
Total Public Service	6,250	29	0%	6,289	27	0%
Region						
Headquarters	2,288	14	1%	2,212	12	1%
Fort Smith	1,229	8	1%	1,241	8	1%
Inuvik	794	3	0%	811	4	0%
Baffin	1,043	2	0%	1,087	1	0%
Keewatin	539	1	0%	566	1	0%
Kitikmeot	357	1	0%	372	1	0%
Total Public Service	6,250	29	0%	6,289	27	0%

Women in Management

1993

1994

	<u>Women in Management</u>			<u>Women in Management</u>		
	Total Number in Management	Number	Percent	Total Number in Management	Number	Percent
Executive	20	6	30%	16	5	31%
Legislative Assembly	4	2	50%	4	2	50%
Financial Management Board Secretariat	26	8	31%	24	9	38%
Personnel	9	4	44%	7	3	43%
Finance	6	0	0%	6	0	0%
Intergovernmental and Aboriginal Affairs	8	1	13%	8	2	25%
Municipal and Community Affairs	22	0	0%	22	0	0%
Transportation	19	1	5%	19	1	5%
Public Works and Services	30	2	7%	29	2	7%
Health and Social Services	-	-	-	27	14	52%
Social Services	19	9	47%	-	-	-
Renewable Resources	25	0	0%	26	0	0%
Energy, Mines and Petroleum Resources	5	0	0%	4	0	0%
Economic Development and Tourism	17	1	6%	19	2	11%
Education, Culture and Employment	30	15	50%	20	8	40%
Safety and Public Services	11	2	18%	9	2	22%
Justice	21	5	24%	23	6	26%
Health	14	8	57%	-	-	-
Arctic College	28	12	43%	25	11	44%
Baffin Divisional Board of Education	6	2	33%	5	1	20%
Beaufort/Delta Board of Education	1	1	100%	1	1	100%
Board of Secondary Education, Yellowknife	0	0	0%	0	0	0%
Deh Cho Divisional Board of Education	2	0	0%	2	0	0%
Dogrib Divisional Board of Education	2	1	50%	2	0	0%
Keewatin Divisional Board of Education	0	0	0%	2	0	0%
Kitikmeot Divisional Board of Education	2	0	0%	2	0	0%
Sahtu Divisional Board of Education	1	0	0%	1	0	0%
South Slave Divisional Board of Education	2	1	50%	2	1	50%
Baffin Regional Health Board	7	4	57%	8	4	50%
Fort Smith Health Board	2	1	50%	2	2	100%
Inuvik Regional Health Board	5	4	80%	7	5	71%
Keewatin Regional Health Board	4	3	75%	4	3	75%
Kitikmeot Regional Health Board	3	2	67%	2	1	50%
Mackenzie Regional Health Board	4	3	75%	3	3	100%
Stanton Yellowknife Hospital	14	5	36%	5	3	60%
NWT Housing Corporation	23	2	9%	23	1	4%
Workers' Compensation Board	7	3	43%	5	2	40%
Total Public Service	399	108	27%	364	94	26%
Region						
Headquarters	241	54	22%	210	52	25%
Fort Smith	54	14	26%	52	13	25%
Inuvik	24	9	38%	26	11	42%
Baffin	45	20	44%	37	9	24%
Keewatin	17	5	29%	22	4	18%
Kitikmeot	18	6	33%	17	5	29%
Total Public Service	399	108	27%	364	94	26%

Aboriginal Managers

1993

1994

	Aboriginal Managers			Aboriginal Managers		
	Total Number in Management	Number	Percent	Total Number in Management	Number	Percent
Executive	20	6	30%	16	5	31%
Legislative Assembly	2	0	0%	4	0	0%
Financial Management Board Secretariat	26	0	0%	24	0	0%
Personnel	9	5	56%	7	4	57%
Finance	6	0	0%	6	0	0%
Intergovernmental and Aboriginal Affairs	8	2	25%	8	2	25%
Municipal and Community Affairs	22	3	14%	22	3	14%
Transportation	19	1	5%	19	3	16%
Public Works and Services	30	1	3%	29	1	3%
Health and Social Services	-	-	-	27	3	11%
Social Services	19	3	16%	-	-	-
Renewable Resources	25	3	12%	26	3	12%
Energy, Mines and Petroleum Resources	5	0	0%	4	0	0%
Economic Development and Tourism	17	1	6%	19	2	11%
Education, Culture and Employment	30	13	43%	20	4	20%
Safety and Public Services	11	2	18%	9	2	22%
Justice	21	1	5%	23	2	9%
Health	14	0	0%	-	-	-
Arctic College	28	1	4%	25	1	4%
Baffin Divisional Board of Education	6	1	17%	5	1	20%
Beaufort/Delta Board of Education	1	1	100%	1	1	100%
Board of Secondary Education, Yellowknife	0	0	0%	0	0	0%
Deh Cho Divisional Board of Education	2	0	0%	2	0	0%
Dogrib Divisional Board of Education	2	0	0%	2	0	0%
Keewatin Divisional Board of Education	0	0	0%	2	0	0%
Kitikmeot Divisional Board of Education	2	0	0%	2	0	0%
Sahtu Divisional Board of Education	1	0	0%	1	0	0%
South Slave Divisional Board of Education	2	1	50%	2	1	50%
Baffin Regional Health Board	7	0	0%	8	0	0%
Fort Smith Health Board	2	0	0%	2	0	0%
Inuvik Regional Health Board	5	0	0%	7	1	14%
Keewatin Regional Health Board	4	0	0%	4	0	0%
Kitikmeot Regional Health Board	3	0	0%	2	0	0%
Mackenzie Regional Health Board	4	0	0%	3	0	0%
Stanton Yellowknife Hospital	14	1	7%	5	1	20%
NWT Housing Corporation	23	1	4%	23	2	9%
Workers' Compensation Board	7	1	14%	5	0	0%
Total Public Service	399	48	12%	364	42	12%
Region						
Headquarters	241	18	7%	210	16	8%
Fort Smith	54	11	20%	52	11	21%
Inuvik	24	5	21%	26	6	23%
Baffin	45	10	22%	37	3	8%
Keewatin	17	2	12%	22	2	9%
Kitikmeot	18	2	11%	17	4	24%
Total Public Service	399	48	12%	364	42	12%

Women in Non-Traditional Employment

	1993			1994		
	Women in Non-Traditional Employment			Women in Non-Traditional Employment		
	Total Number of Employees	Number	Percent	Total Number of Employees	Number	Percent
Executive	0	0	0%	0	0	0%
Legislative Assembly	1	0	0%	2	0	0%
Financial Management Board Secretariat	20	5	25%	21	5	24%
Personnel	1	1	100%	1	1	100%
Finance	3	1	33%	2	1	50%
Intergovernmental and Aboriginal Affairs	0	0	0%	0	0	0%
Municipal and Community Affairs	77	18	23%	78	22	28%
Transportation	171	9	5%	169	11	7%
Public Works and Services	383	22	6%	369	22	6%
Health and Social Services	-	-	-	10	3	30%
Social Services	2	1	50%	-	-	-
Renewable Resources	205	6	3%	226	9	4%
Energy, Mines and Petroleum Resources	1	0	0%	1	0	0%
Economic Development and Tourism	74	18	24%	69	16	23%
Education, Culture and Employment	47	19	40%	38	16	42%
Safety and Public Services	34	2	6%	40	3	8%
Justice	123	38	31%	125	41	33%
Health	8	2	25%	-	-	-
Arctic College	3	1	33%	9	4	44%
Baffin Divisional Board of Education	1	0	0%	2	1	50%
Beaufort/Delta Board of Education	1	0	0%	1	0	0%
Board of Secondary Education, Yellowknife	0	0	0%	0	0	0%
Deh Cho Divisional Board of Education	1	1	100%	1	1	100%
Dogrib Divisional Board of Education	0	0	0%	0	0	0%
Keewatin Divisional Board of Education	2	2	100%	2	2	100%
Kitikmeot Divisional Board of Education	1	0	0%	1	0	0%
Sahtu Divisional Board of Education	0	0	0%	0	0	0%
South Slave Divisional Board of Education	1	1	100%	1	1	100%
Baffin Regional Health Board	10	1	10%	10	0	0%
Fort Smith Health Board	1	1	100%	1	1	100%
Inuvik Regional Health Board	8	3	38%	8	3	38%
Keewatin Regional Health Board	2	1	50%	2	1	50%
Kitikmeot Regional Health Board	1	0	0%	1	0	0%
Mackenzie Regional Health Board	4	1	25%	4	1	25%
Stanton Yellowknife Hospital	9	1	11%	10	0	0%
NWT Housing Corporation	51	3	6%	51	5	10%
Workers' Compensation Board	1	0	0%	1	0	0%
Total Public Service	1,247	158	13%	1,256	170	14%
Region						
Headquarters	444	68	15%	430	64	15%
Fort Smith	314	42	13%	323	44	14%
Inuvik	170	14	8%	171	16	9%
Baffin	177	18	10%	177	26	15%
Keewatin	87	13	15%	96	15	16%
Kitikmeot	55	3	5%	59	5	8%
Total Public Service	1,247	158	13%	1,256	170	14%

Employees Receiving Bilingual/Language Allowances

	Total Number of Employees	Employees Receiving Allowance	Percent Receiving Allowance
Executive	105	35	33%
Legislative Assembly	32	4	13%
Financial Management Board Secretariat	215	7	3%
Personnel	35	4	11%
Finance	34	1	3%
Intergovernmental and Aboriginal Affairs	29	0	0%
Municipal and Community Affairs	160	13	8%
Transportation	261	3	1%
Public Works and Services	612	16	3%
Health and Social Services	340	37	11%
Renewable Resources	400	21	5%
Energy, Mines and Petroleum Resources	23	0	0%
Economic Development and Tourism	165	12	7%
Education, Culture and Employment	299	16	5%
Safety and Public Services	92	2	2%
Justice	368	29	8%
Arctic College	297	15	5%
Baffin Divisional Board of Education	413	143	35%
Beaufort/Delta Board of Education	182	16	9%
Board of Secondary Education, Yellowknife	45	0	0%
Deh Cho Divisional Board of Education	105	16	15%
Dogrib Divisional Board of Education	73	13	18%
Keewatin Divisional Board of Education	238	92	39%
Kitikmeot Divisional Board of Education	165	30	18%
Sahtu Divisional Board of Education	80	24	30%
South Slave Divisional Board of Education	185	4	2%
Baffin Regional Health Board	233	7	3%
Fort Smith Health Board	52	8	15%
Inuvik Regional Health Board	196	21	11%
Keewatin Regional Health Board	87	20	23%
Kitikmeot Regional Health Board	52	3	6%
Mackenzie Regional Health Board	119	25	21%
Stanton Yellowknife Hospital	350	15	4%
NWT Housing Corporation	187	3	2%
Workers' Compensation Board	60	0	0%
Total Public Service	6,289	655	10%
Region			
Headquarters	2,212	63	3%
Fort Smith	1,241	86	7%
Inuvik	811	71	9%
Baffin	1,087	220	20%
Keewatin	566	157	28%
Kitikmeot	372	58	16%
Total Public Service	6,289	655	10%

1994 Public Service Annual Report

Turnover Rate

	<u>1993</u> Rate	<u>1994</u> Rate
Executive	11%	16%
Legislative Assembly	7%	16%
Financial Management Board Secretariat	-	9%
Personnel	16%	13%
Finance	11%	14%
Intergovernmental and Aboriginal Affairs	-	4%
Municipal and Community Affairs	8%	17%
Transportation	9%	10%
Public Works and Services	12%	12%
Health and Social Services	-	17%
Social Services	15%	-
Renewable Resources	6%	6%
Energy, Mines and Petroleum Resources	4%	8%
Economic Development and Tourism	12%	14%
Education, Culture and Employment	7%	18%
Safety and Public Services	14%	14%
Justice	12%	12%
Health	12%	-
Arctic College	16%	23%
Baffin Divisional Board of Education	19%	15%
Beaufort/Delta Board of Education	16%	15%
Board of Secondary Education, Yellowknife	18%	39%
Deh Cho Divisional Board of Education	15%	9%
Dogrib Divisional Board of Education	22%	16%
Keewatin Divisional Board of Education	23%	10%
Kitikmeot Divisional Board of Education	16%	14%
Sahtu Divisional Board of Education	26%	28%
South Slave Divisional Board of Education	13%	15%
Baffin Regional Health Board	26%	27%
Fort Smith Health Board	7%	14%
Inuvik Regional Health Board	30%	36%
Keewatin Regional Health Board	21%	26%
Kitikmeot Regional Health Board	24%	23%
Mackenzie Regional Health Board	18%	18%
Stanton Yellowknife Hospital	11%	11%
NWT Housing Corporation	16%	13%
Workers' Compensation Board	6%	14%
Total Public Service	14%	15%
Region		
Headquarters	10%	13%
Fort Smith	10%	12%
Inuvik	21%	22%
Baffin	19%	19%
Keewatin	21%	14%
Kitikmeot	19%	17%
West	12%	14%
East	19%	17%
Total Public Service	14%	15%

Note: Turnover is now based on the number of separations and the average number of employees.

