

## MISSION STATEMENT

To serve injured workers and employers in an effective and efficient manner by promoting accident prevention in the workplace and by providing quality rehabilitation services and fair compensation to injured workers throughout the Northwest Territories.

## **PRINCIPLES**

The Workers' Compensation Board of the Northwest Territories must:

- 1. be representative and sensitive to the needs of clients;
- 2. maintain a compensation system which is fair and equitable;
- 3. be effective, efficient and committed to providing excellent services;
- 4. be committed to maintaining benefits in a cost effective manner; and
- 5. be committed to accident prevention.



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## LETTER OF TRANSMITTAL

October 30, 1996

The Honourable John Todd Minister Responsible for the Workers' Compensation Board

### 1997 - 1999 Corporate Plan

On behalf of the Board of Directors of the Northwest Territories Workers' Compensation Board, I am pleased to present our 1997-1999 three-year Corporate Plan, in accordance with subsection 91(1) of the *Financial Administration Act*.

We believe this plan reflects the Board's commitment to excellence in planning the future of workers' compensation programs in the Northwest Territories.

Yours truly,

Gordon Wray
Acting Chairman

## INTRODUCTION

At the end of 1992, the Northwest Territories Workers' Compensation Board, for the first time in its history, had an unfunded liability of \$900,000 and an operating deficit of \$8.3 million. This financial position forced an increase in assessment rates effective January 1, 1993. Employer groups complained that the costs of the system were too high. At the same time, labour groups said that the number of accidents in the NWT remained too high, and criticized the services provided by the Board to injured workers. There was increasing recognition by stakeholders that the compensation system in the NWT was in crisis.

In 1993, the Minister Responsible for the Workers' Compensation Board intervened by making a number of new appointments to the Board of Directors, including a new Chairman. One of the first tasks of the Board was to invite Garnet Garven, a former Chair of the Saskatchewan WCB, to lead it through an orientation session.

As a result, the Board identified six issues which required its immediate attention: safety education, impairment rating schedules, the industrial classification system, a merit/surcharge program, vocational rehabilitation and the Traditional Harvesters Program.

The Board took these issues to stakeholders by publishing the first edition of the "Directions" newsletter, and following up with community consultation visits. The feedback received from the consultation visits became the backdrop for the first strategic planning session in September 1993.

The first Corporate Plan, covering the period 1994-96, was tabled in the Legislative Assembly in November 1993. The introduction to the plan explained that it was intended as a living document to guide the Board's decisions over the next three years, to enable the Board to phase in programs and policies to address a number of important client issues, and to allow the Board to track its achievements.

The strategic issues addressed in this plan were safety education, claims management, classification, a merit rebate/surcharge penalty, traditional harvesters, a management information system, communications, customer/client services, human resources, legislation and policy review, and the Accident Fund. Goals and strategies were identified for each issue, along with specific initiatives.

In 1993, the Chairman's message outlined steps which would be taken to reform the current system. These steps were effective case management, the reduction of administration costs, a new funding strategy, safety education initiatives, legislative amendments, program audits, a new corporate structure, an improved information system and a new Impairment Rating Schedule.

The first plan became the starting point for the year which followed, and the second plan set the stage for the third. The statement: "The plan is intended as a living document" has guided this process.

During this three year period, the WCB has transformed itself from an agency in crisis to a well-managed, fully-funded organization. Corporate restructuring is evident throughout the WCB. The pensions, adjudication and rehabilitation sections were combined to form the Client Services Division. New resources were added to bring many services in-house, resulting in the creation of the Corporate Services Division. The Financial Services Division was expanded to include Assessments and a new Treasury unit. In 1996, the Prevention Services Division was created, combining Safety Education with Occupational Health and Safety staff.

The introduction of the Early Intervention Program and revisions to the Rehabilitation Program contributed to more effective case management. A new Impairment Rating Schedule improved the equity among injured workers with permanent disabilities. A Health Care Providers' Guide to WCB was developed and distributed to the NWT medical community, and the performance of service providers was evaluated. A Special Needs Committee was formed, and a special needs audit was completed for pensioners with significant disabilities. Payments were increased to care givers of pensioners with severe disabilities. A Medical Cost Containment Strategy was developed and implemented. A renewed commitment was made to administer industrial disease claims for migrant workers.

The implementation of a new Funding Strategy, Asset Mix Model, Investment Policy and Investment Manager Mandates contributed to our financial well-being, enabling the Board to reduce the average assessment rate over the period from \$2.61 per hundred dollars of payroll in 1993 to \$2.10 for 1997. A number of changes were made to the classification of industries. The number of subclasses was reduced from 43 to 30 to stabilize the collective liability system, a multi-industry classification was introduced for employers with distinct operations, and changes were made to the way the taxi industry and fishermen were assessed. The SIRR Program was fully implemented; the first invoices for special assessments, totalling approximately \$420,000, were mailed in May 1996.

Safety education initiatives, including the introduction of the SIRR, Claims Management for Employers, Artists & Carvers, and Safety & the Young Worker Programs, contributed to increased numbers of people receiving safety training.

In 1994, the *Workers' Compensation Act* was amended to change the Traditional Harvesters' Program. During 1994, 1995 and 1996, significant work was done on proposed revisions to the *Act* to address issues raised by various reviews held since 1986. In 1996, the *Act* was amended to increase YMIR to \$49,000. Between 1994 and 1996, a complete policy conversion project was undertaken, resulting in a new Program Policy Manual, which was distributed in May 1996.

Program audits were completed on the Early Intervention Program, the Rehabilitation Program and the Orientation Program. An internal control audit was completed on the new computer system. An audit was completed on the Traditional Harvesters' Program.

The WCB confirmed its commitment to staff by fostering open communication through the Employee Advisory Committee and Tailgate meetings, implementing a new self-appraisal system for performance management, developing a corporate training plan, offering internal developmental assignments, revising the orientation program and manual, implementing an Employee Assistance Plan and developing a corporate succession plan.

The introduction of the "Directions" newsletter; community visits by Board members; information packages for MLAs; a monthly media newsletter; and radio, television and newspaper advertising have all contributed to better communication with our stakeholders and the general public. Staff attended major trade shows within the NWT, and produced a series of safety awareness videos. Customer service objectives were set for all divisions, and monitored quarterly. A client satisfaction survey was developed for distribution at the end of 1996.

Although there have been significant accomplishments, the WCB has not completed all of the steps outlined in 1993. The information system is still evolving, and will now include data from Occupational Health & Safety inspections. With the addition of the Occupational Health & Safety functions, our administration budget has increased, although some of these costs will be defrayed by the contribution agreement with the Government of the Northwest Territories.

You will notice that this Corporate Plan focuses on four strategic issues. This represents a conscious effort to limit the number of new initiatives while we redefine ourselves as a compensation and enforcement Board and prepare for division of the NWT.

## **ENVIRONMENTAL SCAN**

## The Canadian Economic Environment

#### **Economic Indicators**

Real Gross Domestic Product (the total value of goods produced and services provided domestically, measured at constant prices) rose in 1995 by almost 2% from 1994. This is a slowdown from the growth experienced in 1994. The real GDP is forecast to grow by 1.9% and 2.9% in 1996 and 1997 respectively.

This growth is being driven by rising exports, not domestic demand. The recovery in the United States and depleted inventories are causing a steady demand for Canadian exports. Canadian inventories are low, and this demand will translate into an increase in output. This is predicted to contribute almost 2% to real GDP growth in 1996 and close to 3% in 1997.

Capital outlays from the private sector are estimated to increase by 2.2% in 1996. Thanks to the low rate of inflation, unit labour cost growth has remained very slow and is predicted to drop below 1% in 1996.

Inflation has been low in the past three years (1.8% in 1993, 0.2% in 1994, 2.1% in 1995) and is not expected to increase significantly in 1996 or 1997. The Consumer Price Index has been affected by weak domestic consumption and high unemployment rates, keeping prices and wages in check.

Unemployment fell slightly in 1995 to 9.5%. This represents a 0.9% drop from 1994. A similar rate is expected in 1996 and 1997.

Domestic demand grew slightly in 1995 (1.4%). Although consumer debt is still high, lower interest rates and modest increases in personal disposable income should reduce the cost of debt servicing. Consumers are likely to spend more later this year and in 1997.

In July 1996, 35,000 jobs were lost in Quebec. Growth in the provinces of British Columbia, Ontario and Alberta is expected to be strong in 1997 despite fiscal restraint. Growth in new jobs will be closely matched by increases in the labour force. Most provincial unemployment rates will remain constant.

## **Fiscal Policy**

Government cuts will act to temper the GDP growth caused by output in the private sector. The federal budget deficit of \$31 billion has caused major restructuring of the federal public service and provincial/territorial transfer payments. There has been a fair amount of fiscal drag as many of the cuts announced in 1995/96 were implemented in 1996/97. The federal government will continue to cut provincial transfer payments in the 1997/98 budget as provinces(with the exceptions of Ontario and Quebec) will be in surplus situations in the near future.

### **Monetary Policy**

The Bank of Canada has cut interest rates several times in 1996. Canada has taken advantage of a steady American rate, and the cuts have created the biggest gap between Canadian and American short term interest rates in 12 years. American rates will likely rise late in 1996 in order to fight inflation, and Canadian rates will follow. This may have a deflationary effect in Canada.

### The NWT Economic Environment

#### The Business Environment

The territorial economy continued to grow in 1995, with the real Gross Domestic Product expanding at a rate of 2.6%.

Capital investment levels grew in 1995 by \$37.3 million (9%) from 1994. The increase was driven by public investments (government, education, health & social services) while private investments fell. The levels are expected to be somewhat lower for 1996 (5%). Public investments are expected to fall, while private investments will increase. The mining, quarrying and oil well industries will contribute most to the increase in private investment.

Corporate Registries reported a 7% increase from 1994 in territorial and extra-territorial corporation registration.

Employment for the territories was 5.5% above 1994 levels. Much of this can be attributed to both the direct and indirect effects of mineral exploration. The territorial unemployment rate still far exceeds that of the rest of Canada. It is likely that the age distribution of the population in the territories will cause the unemployment rate to rise, despite economic development.

The average weekly earnings for the territories (\$711) grew by 1% in 1995. The Canadian average is \$572. A comparison between the first quarters of 1995 and 1996 (seasonally adjusted) indicates a 2.5% increase in average weekly earnings. This change does not take into account the new collective agreement for GNWT employees.

Consumer prices for the city of Yellowknife rose in 1995 by 2.9% from 1994. The first quarter of 1996 indicates that prices are continuing to rise.

Retail sales fell by 3.8% in 1995. A comparison between the first quarters of 1995 and 1996 (seasonally adjusted) indicates that sales are continuing to decrease but at a slower rate. This reflects Canada-wide trends. Consumers are less confident due to high unemployment rates and federal and territorial public service cutbacks.

#### **Natural Resources**

Broken Hill Properties (BHP), an Australian multi-national, was given conditional approval to build the country's first diamond mine 300 kilometres north of Yellowknife. The company has been involved in diamond exploration in the Territories since 1991. According to BHP, the project is expected to generate revenues of approximately \$450 million per year (1994 dollars) throughout most of its 25-year operating life. The mine will not reach this revenue target until the year 2000. It is projected that roughly 950 temporary jobs will be created during the construction phase in 1996 (250) and 1997 (700). Mining will begin in 1998. BHP further estimates that 650 people will be directly employed for the first five years of the project. Of these employees, 430 will be Northerners.

Mineral exploration expenditures continue to rise. Expenditures in 1995 were up nearly 8% and totalled \$186 million. Expenditures for 1996 are projected at \$220 million. Kennecott Canada Inc is bulk sampling diamonds in the Lac De Gras area and BHP is bulk sampling gold at the Boston Camp in the Cambridge Bay area.

There is new petroleum exploration and drilling around Fort Liard and in the established fields around Norman Wells. The exploration around Fort Liard could rapidly lead to new producing wells because of its proximity to existing pipelines in northern British Columbia.

New ore has been found at the old Discovery mine site. Depending on the analysis being done now, larger sampling may take place within a year.

Mineral production values have risen by 7% from 1994. Production values are expected to remain constant into 1997 as there is little change expected in the industry. Colomac mine reopened in 1996.

### **Fiscal Policy**

The territorial government deficit is driving policy in the Northwest Territories. In the 1996 Budget Statement, the territorial government announced across the board cuts. These cuts will result in expenditures per capita declining below the 1992-93 level. It is estimated the territorial debt will increase to \$85 million in 1996-97. This is approximately 7% of total revenues for 1996-97.

The federal government cut the Formula Financing Grant by approximately \$60 million (5%) in 1996-97. The grant is the single largest source of revenue for the territorial government.

### **Demographics**

The population of the Territories continues to rise by nearly 2% per year. The population in 1995 was 65,826. Forty-nine percent of the population is under the age of 25. Interprovincial and international migration produced a net loss of 669 people.

According to the most recent information (1991 census), 46% of the population over the age of 15 do not have a high school certificate or diploma. Only 9.6% of the population have completed a university education. Although education levels in the Territories are the lowest in the country, progress is being made. In 1990-91, total school enrollment was 14,239; of these, 1,589 were in senior high. In this same period, 915 NWT residents were receiving student assistance while attending university or technical schooling.

In 1995-96, total school enrollment had increased to 17,470, of which 3,371 students were senior high students. Although statistics are not available for the number of students attending post secondary schools in 1994-96, by 1993-94, 1702 students were receiving financial assistance to attend post secondary education.

## The Canadian WCB Environment

#### **Funding**

Boards in almost every jurisdiction (except Yukon and Saskatchewan) have, over the past several years, found themselves underfunded and have attempted to address funding concerns.

Since reaching an unfunded liability of \$232 million in 1988, Manitoba has worked to eliminate this liability, including legislative changes in 1991. Manitoba expects to retire its unfunded liability this year, four years ahead of schedule.

The Alberta WCB is another example of a Board which faced a significant shortfall in the early 1990s, and undertook a major reorganization. This situation has now been completely turned around.

In late 1995, Nova Scotia, with the highest unfunded liability ratio of all Canadian WCBs, presented a 24-year plan to eliminate its debt. One step included reducing benefit payments.

In 1995, Saskatchewan increased its average employment assessment rate by 4%, the second successive increase. An \$11 million operating deficit in 1994 reduced the positive Injury Fund balance to \$10 million.

Ontario has recently joined the ranks of WCBs in Canada focusing on establishing financial viability and stability. The recent Jackson report has recommended certain changes, and will be addressed by the Ontario Board by January 1, 1998. Some highlights of the report are:

- eliminate the unfunded liability by 2014
- limit entitlement for chronic pain
- preclude compensation for chronic occupational stress
- reduce indexing of benefits for all recipients except 100% disabled and survivors

The NWT rebounded from a negative financial position in 1991-93 and is now in a fully funded position as a result of efficient management and good investment returns.

#### **Fraud Investigation**

Newfoundland has developed a policy outlining the purpose of investigations. The policy will be implemented by a separate, new investigation department. Newfoundland joins Ontario, Nova Scotia and Alberta in establishing investigation/fraud units.

In February 1996, the NWT Board approved a Fraud Strategy in response to concerns about protecting Board assets and the Accident Fund. An Investigations Co-ordinator has been hired to develop required policy and procedures.

#### Independence

The *Workers' Compensation Act* of Alberta was amended in 1995 to provide greater WCB independence from government and establish the Board of Directors' responsibility to govern the corporation. Two of the amendments included:

- the authority for setting YMIR, pension cost of living adjustments, funeral expenses, and travel and per diem allowances was transferred from the Lieutenant Governor-in-Council to the Board of Directors; and
- exclusive authority for Board investment strategy and practices was transferred from the Provincial Treasurer to the Board of Directors.

#### **Accident Reduction**

On January 1, 1996, Nova Scotia implemented a new experience rating system, designed to make employer assessments work more like private insurance. Under this system, employers pay assessments proportional to the costs they incur. The expectation is this will reduce accident frequency and costs.

British Columbia is planning to introduce a major surcharge program for employers with chronically high claims and costs.

Effective January 1, 1996, the NWT implemented the Safety Incentive and Rate Reduction (SIRR) Program, to encourage employers to increase safety awareness in the workplace and reduce accident rates. Under this program, employers whose claims costs exceed their assessments are liable to pay a financial penalty. The effectiveness of this program will be evaluated in 1997.

Taking a slightly different approach, Alberta has implemented a Partners in Injury Reduction initiative. Under this initiative, the WCB will pay a rebate to a participating employer who succeeds in reducing workplace injuries. In 1996, the Alberta WCB is issuing rebates to employers totalling \$13.3 million dollars.

#### **WCB Review**

In addition to Ontario, two other jurisdictions are undergoing significant reviews.

The British Columbia government has established a commission to inquire into and report on workers' compensation and health and safety issues. The final report is to be completed by June 30, 1997.

The Saskatchewan review fulfils a statutory requirement to conduct a review of workers' compensation legislation and operations every four years. The review committee, made up of two employer and two worker representatives and a neutral chair, is to submit its report and recommendations by the end of 1996.

## Amalgamations of WCB and Occupational Health and Safety

In April 1996, the Government of the Northwest Territories transferred Occupational Health & Safety (OH & S) legislation and programs to the WCB. Four separate pieces of legislation were amended to allow the Board to take on the additional responsibilities. Following the transfer, OH&S was combined with the existing Safety Education section to form a new Prevention Services Division.

Five Boards now have responsibility for occupational health and safety: the Northwest Territories (1996), Prince Edward Island (1996), New Brunswick (1995), the Yukon (1992) and British Columbia (1917).

### Standardization

During 1996 and 1997, Canadian Boards will implement a new work injury coding standard designed by the Canadian Standards Association. Once this standard is implemented, WCBs will be able to produce more detailed statistics and develop meaningful interjurisdictional comparisons. It will also enable safety education and accident prevention to better focus their programs.

### **Appeal Process**

Time limits of 90 days to register an appeal and 6 months to receive a decision have been reintroduced in Newfoundland. Alberta amended its *Act* to introduce a one-year time limit on filing appeals.

## **Board Composition**

Ontario has recently changed the composition of the Board of Directors from representing only labour and employers to a multi-stakeholder Board in an attempt to increase the effectiveness of the Board's decision-making ability. This change mirrors the situation in Alberta and the NWT, where appointments to the Board of Directors are made to represent the interests of the general public, as well as labour and employers.

In 1995, the British Columbia Board, made up of representatives of labour, employers and the public interest, was replaced by a panel of three administrators and a chair.

### The NWT WCB Environment

The transfer of Occupational Health and Safety (OH&S) to the WCB in May 1996 has significantly affected the nature and operations of the WCB. Following the transfer, the existing Safety Education section was amalgamated with OH&S to form the new Prevention Services Division. This move has enabled the WCB to focus on the whole area of safety and accident prevention.

#### **Safety Issues**

In June 1996, the WCB sponsored the Territorial Mine Rescue Competition. Five teams participated, with Cominco Ltd.-Polaris Operation winning the overall title.

In July, the WCB produced a series of safety videos as part of its communication strategy.

#### **Financial Activities**

The *Workers' Compensation Act* was amended to increase the Year's Maximum Insurable Remuneration (YMIR) to \$49,000, effective July 1, 1996, for benefit purposes, and January 1, 1997, for assessment purposes.

The Board is reviewing options to determine future adjustments to the YMIR, and will recommend a further increase to YMIR to \$50,500 for both benefits and assessment purposes, effective January 1, 1997. With this increase, the NWT YMIR will meet its objective of providing compensation coverage to replace the wages of 70-80% of full time workers in the Northwest Territories.

## **Policy Development**

The Policy Conversion Project, which began in 1995, was completed in March 1996. One of the objectives was to improve consistency in claims adjudication and revenue decisions. The new manual supersedes approximately 650 separate policies, procedures and directives.

Following the transfer of OH&S responsibilities, safety legislation was reviewed to determine policy needs. Policies will be developed and reviewed by the Board of Directors over the next year.

### **Ongoing Work**

Significant initiatives still to be completed in 1996 include a plan for delivering workers' compensation in the new territory of Nunavut, a service delivery model for major resource projects, an Information Technology Plan, and evaluation of several compensation programs, including Early Intervention and Vocational Rehabilitation. A client satisfaction survey for employers and claimants will also be undertaken.

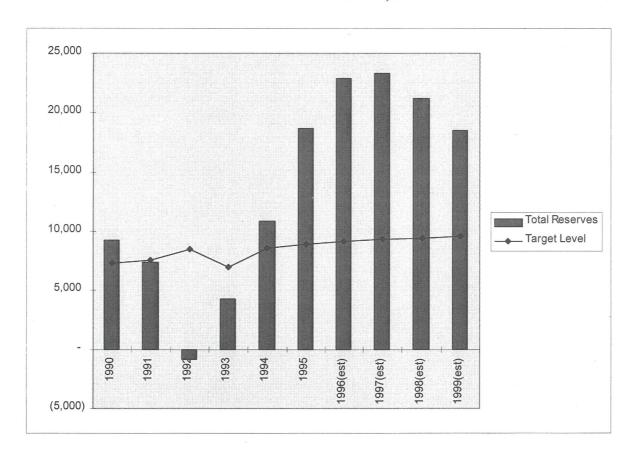
#### **Board Financial Position**

The Board completed 1995 in a strong financial position. Effective management, positive claims experience, and improved investment results in 1995 have also increased the size of the Board's reserves.

This positive financial position should continue into the foreseeable future, even with the assumption of responsibility for Occupational Health and Safety. Average assessment rates should not experience increases in the near future, provided that claims experience remains positive.

The chart on the following page provides an estimate of the reserve level compared with target levels during the planning period.

## TOTAL & TARGET RESERVES, 1990-1995 ESTIMATED TOTAL & TARGET RESERVES, 1996-1999



## **GOALS & STRATEGIES**

### Introduction

The 1996 transfer of Occupational Health and Safety (OH&S) from the Government of the Northwest Territories has significantly changed the base business of the Workers' Compensation Board. Prior to the transfer, the WCB was in the "compensation" business. The WCB collected assessments from the business community in order to make compensation payments to, and fund rehabilitation programs for workers injured on the job. Money which was not immediately distributed as "compensation" was invested to generate more revenue. Because the WCB was familiar with both the financial costs of workplace accidents and the human suffering caused by workplace accidents, the WCB also provided safety education courses to both employers and workers in an attempt to reduce workplace accidents.

With the transfer of OH&S came 18.5 positions, 14 new staff and the additional functions of setting industry standards for OH&S through a legislative framework; conducting examinations for supervisors in specified workplaces; and enforcing standards through inspections of mine, construction and office workplaces.

The amalgamation provides an opportunity to pool safety education resources, share information and target employers who fail to provide safe workplaces for their workers.

#### 1. WORKPLACE SAFETY

Issue:

The WCB received the mandate for occupational health and safety from the GNWT in 1996. With this transfer came the perception that workplace safety has not received the attention it deserves (both enforcement by regulators and prevention measures by workers and employers). Whether this perception stems from inadequate communication among players is not known. Challenges which are known include inconsistencies among governing legislative instruments, limits to the application of legislation in all NWT workplaces, and the fact that the industries which present the greatest potential for NWT economic growth (construction and mining) also currently show the greatest incidence of reported accidents.

Goal:

Safe and healthy workplaces.

Strategy:

To promote safe and healthy workplaces by:

- balancing the WCB's mandated responsibilities for education and enforcement;
- promoting partnership and commitment among the WCB, employers and workers; and
- targeting the industries or sectors with the highest incidence of accidents.

- legislative review
- safety education (from schools to workplaces)
- timely, accurate and consistent reporting of accidents
- effective communication of stakeholder responsibilities
- measures of success to assist in assigning resources
- integrated information systems

### 2. SUSTAINING PROGRESS

Issue:

Specific goals related to communications, policy and a fully-funded Accident Fund have been largely achieved or incorporated into ongoing program and service delivery. The challenge now is to maintain program and service delivery at the desired level and adjust to changing conditions without compromising the principles which guide WCB operations.

Goal:

Continue to improve program and service delivery while remaining fully funded.

Strategy:

To demonstrate continued commitment to excellence by:

- evaluating existing program and service delivery models to ensure effectiveness;
- examining alternative program and service delivery models;
- providing ongoing training and development for staff to support continued high performance; and
- ensuring that information systems adequately support delivery and accountability.

- program audits
- staff involvement in, and awareness of, decisions affecting operations
- computer on-line services for stakeholders
- accurate and timely budgeting and reporting processes
- re-employment measures for injured workers to ensure safe and timely return to work
- an integrated management information system

#### 3. GOVERNANCE

Issue:

The WCB must balance the need for independence from government in fulfilling its legislated mandate and its accountability for actions at the Board and staff levels.

Goal:

A governance structure which promotes independent adjudication, fulfills fiduciary responsibilities, ensures regulatory enforcement and encourages effective management of programs and services.

Strategy:

To work toward a structure which:

- identifies the respective roles, responsibilities and relationships within the WCB;
- clarifies the relationship between the WCB and those to whom the WCB is accountable; and,
- supports Board members and staff to carry out their responsibilities.

- training for Board members
- "Code of Ethics" for Board members
- success measures for Board members
- a clear relationship between Board of Directors, staff, Minister and Legislative Assembly
- a strategy to respond to changing financial circumstances
- clear responsibilities for the Accident Fund
- accountability to stakeholders
- a succession plan for Board of Directors and management

#### 4. DIVISION

Issue:

The *Nunavut Act* (Federal Bill C-132) comes into force April 1, 1999, and creates two territories from the current Northwest Territories. Section 29 of the *Act* duplicates all NWT legislation in the newly created Nunavut. As of April 1, 1999, unless action is taken to intervene, two *Workers' Compensation Acts* will exist, each with a requirement for a Board and an Accident Fund. Because the NWT has existed as one jurisdiction since the WCB was created, records do not exist that would allow an accurate historical allocation of assessments to either Nunavut or the western territory. Division of the WCB's physical jurisdiction will create difficulties in the allocation of assets and liabilities and will significantly impact the existing economy of scale as the NWT's 3200 employers take on responsibility to fund two administrations.

Goal:

A service strategy for each territory which protects the interests of WCB stakeholders during the division process and post-division.

Strategy:

To promote a smooth transition by:

- educating decision-makers on the funding source, operational requirements and costs associated with the WCB;
- developing options for program delivery in Nunavut and the western territory for consideration by the stakeholders and decision-makers; and
- preparing WCB operations for whichever service delivery option is to be implemented April 1, 1999.

- presentations to decision-makers on the options for service delivery in both territories postdivision
- recruitment and training of bilingual staff to better serve unilingual Inuit stakeholders
- cross-cultural awareness/division training for staff
- models for implementing options for program delivery post-division, including analysis of cost impact
- ongoing communication with stakeholders regarding developments/decisions

The mission of the WCB is to serve injured workers and employers in an effective and efficient manner by promoting accident prevention in the workplace and by providing quality rehabilitation services and fair compensation to injured workers throughout the Northwest Territories.

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