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Public Service Annual Report - 1995 -

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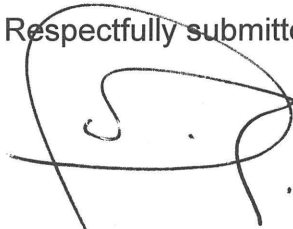
MAR - 6 1997

Yellowknife, N.W.T.

THE HONOURABLE SAM GARGAN
SPEAKER OF THE LEGISLATIVE ASSEMBLY

In compliance with the *Public Service Act*, it is my honour to present the 1995 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 be 'John Todd', written over a horizontal line.

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 and Compensation, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (403) 920-8900.

Note: The sources for all statistics in this report are the Government Human Resources System and Stanton Regional 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 1995 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.

Restructuring the Public Service

In 1995, the Government of the Northwest Territories (GNWT) introduced the *Deficit Elimination Act* as a means of addressing the deficit situation and preparing for a balanced budget when the Territories divide in 1999. With the large reduction in Federal transfer payments forthcoming, it was imperative that the GNWT take steps to deal with fewer financial resources while recognizing the need for continued commitment to community delivery of public services, achieving a representative workforce and streamlining departments to be more effective and efficient.

In anticipation of future financial restraints, the GNWT continued to assess its programs and services with a view to improving efficiency and

providing more effective services at the community level.

The departments of Health and Social Services completed their amalgamation in 1995. The social assistance program was transferred to the Department of Education, Culture and Employment in order to provide more comprehensive service and career counselling to recipients.

The transfer of federal employees at Arctic "A" Airports to the GNWT was completed in 1995. The agreement covered the airports at Fort Smith, Hay River, Yellowknife, Fort Simpson, Norman Wells, Inuvik, Cambridge Bay, Iqaluit and Resolute Bay which were the last nine federally owned and operated airports in the NWT. Approximately 110 new positions were created with about 70 former federal employees joining the public service through this transfer.

Transfer of Sir John Franklin Territorial High School

Responsibility for the Sir John Franklin Territorial High School was transferred to the Yellowknife Education District No. 1 in 1995. Prior to the transfer, the school was administered and managed by a Board of Secondary Education composed of representatives from the Yellowknife Education District No. 1 Board of Trustees, as well as three trustees from other territorial school boards which sent students to the high school. With divisional boards of education taking on greater responsibility for providing high school programs in their respective communities, there had

been a marked decline in the number of students travelling to Yellowknife to complete their education. This was seen as an appropriate point to turn over the responsibility for the public high school to the Yellowknife Education District No. 1.

On February 9, 1995, the GNWT and the Northwest Territories Teachers' Association signed a memorandum of agreement for the transfer of teachers from the GNWT to the Yellowknife Education District No. 1. A similar agreement was then reached with the Union of Northern Workers for their members working at the school.

Community Transfer Initiative: Providing Programs and Services at the Community Level

The Community Transfer Initiative was established as a Government commitment to transfer responsibility for Government programs to the community level. It is an important aspect of reshaping northern Government. This initiative gave communities the ability to provide more responsive local programs, address immediate desires for community control and to provide efficient and cost-effective Government at the community and central levels.

Community consultation resulted in the transfer of numerous programs to eight different communities in 1994. Transfer activity continued in 1995 with ongoing community consultation and several program transfers.

1995 Transfer Activity

Community	Transfer Activity
Gjoa Haven	Exec. Service Officer
Holman	Exec. Service Officer
Pelly Bay	Exec. Service Officer
Arviat	Lottery Licensing
Tulita	Water & Sewer Program
K'asho Got'ine	Ren Resource Officer Contract
Arctic Bay	MOU for Ren Resource Officer
Grise Fiord	MOU for Ren Resource Officer
Resolute Bay	MOU for Ren Resource Officer

Summary of Employee Salary and Benefits

Salary

Basic Salary and Wages	\$ 305,641,000
Overtime	\$ 7,926,000
Teacher Allowances	\$ 965,000
Call Back	\$ 1,681,000
Miscellaneous Pay	\$ 866,000
Standby	\$ 958,000
Shift Premium	\$ 577,000
	\$ 318,614,000

Allowances

Accommodation Allowance	\$ 29,019,000
Settlement Allowance	\$ 15,300,000
Bilingual Bonus	\$ 1,523,000
Education Allowance	\$ 578,000
Shelter Assistance	\$ 67,000
	\$ 46,487,000

Pension and Health Care

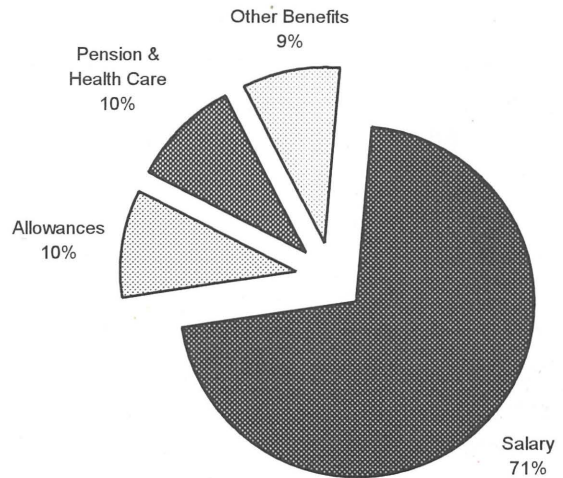
Superannuation	\$ 17,902,000
Unemployment Insurance	\$ 10,431,000
Canada Pension Plan	\$ 6,144,000
Workers' Compensation	\$ 2,732,000
Disability Insurance	\$ 2,489,000
Dental	\$ 1,874,000
PSHCP	\$ 1,596,000
SUB (maternity/adoption)	\$ 910,000
PSMIP	\$ 747,000
	\$ 44,825,000

Other Benefits

Vacation Travel Assistance	\$ 18,062,000
Medical Travel Assistance	\$ 6,307,000
Removal In/Transfer	\$ 4,810,000
Severance Pay	\$ 4,275,000
Professional Development/ Training	\$ 2,931,000
Removal Out	\$ 1,557,000
	\$ 37,942,000

Total Cost \$447,868,000

Employee Salary and Benefits



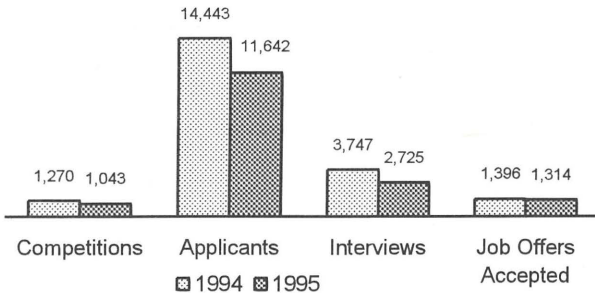
Source: GNWT payroll and financial information systems and Boards on independent systems.

Staffing

The Personnel Secretariat conducts staffing for all Territorial Public Service positions except those boards and agencies with delegated authority. The NWT Housing Corporation, Workers' Compensation Board, Hospitals and Health Boards and Divisional Boards of Education (teachers only) conduct their own competitions. The Secretariat also conducts operational reviews for its offices and those organizations with delegated authority.

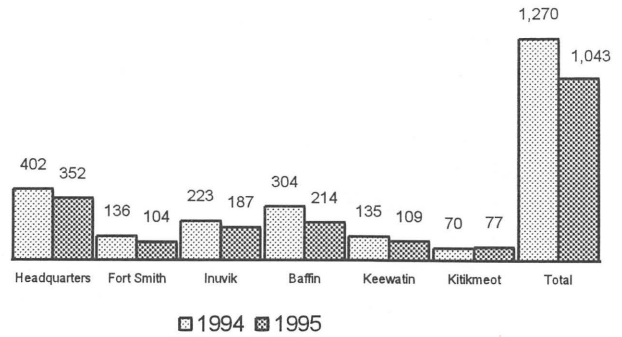
The following charts show a drop in the total recruitment activity for the GNWT:

Recruitment Activity



Source: Personnel Secretariat, Stanton Regional Hospital and Baffin Regional Health Board

Competitions By Region



Source: Personnel Secretariat, Stanton Regional Hospital and Baffin Regional Health Board

Affirmative Action Recruitment

Although the public service saw a 2.5 percent decrease in its workforce in 1995, aboriginal recruitment increased by 35%. This is a positive indication of Government moving toward a more representative workforce. The following two charts give a breakdown of the affirmative action statistics for 1995:

Aboriginal Recruitment Overview

	1994	1995
Applicants	2,648	4,137
Interviews	1,019	1,370
Job Offers Accepted	443	598

Source: Personnel Secretariat, Stanton Regional Hospital and Baffin Regional Health Board

1995 Affirmative Action Recruitment

Group	Region						TOTAL
	Headquarters	Fort Smith	Inuvik	Baffin	Keewatin	Kitikmeot	
Indigenous Aboriginals	87	51	96	127	51	46	458
Indigenous Non-Aboriginals	50	6	13	3	3	6	81
Resident Women Management/Non-Traditional	4	1	0	3	0	0	8
TOTAL	141	58	109	133	54	52	547
AA% of Total	37%	50%	47%	41%	41%	41%	42%
Total Hires	381	117	230	325	133	128	1,314

Source: Personnel Secretariat, Stanton Regional Hospital and Baffin Regional Health Board

Recruitment Advertising

Over the years, the Personnel Secretariat has implemented a number of changes to decrease recruitment advertising costs. These initiatives included placing greater emphasis on hiring Northerners, restricting the area of advertisement, and using a "shopping list" format for all positions except for Senior Management.

These initiatives have reduced advertising expenses significantly. In 1990, the Personnel Secretariat spent \$1,410,500 on recruitment advertising. But by 1995, this figure had dropped to less than \$355,000.

Recruitment Advertising

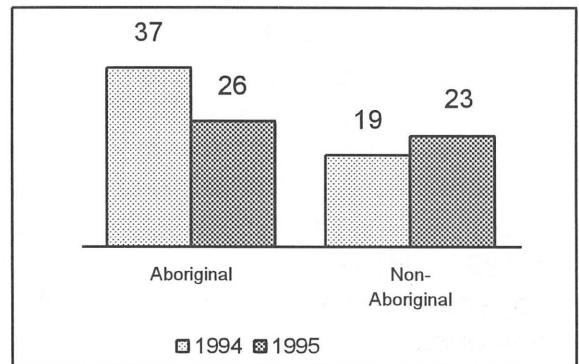
	Northern Newspaper	Southern Newspaper	Total
1995	\$173,079 49%	\$181,170 51%	\$354,249

Source: Personnel Secretariat (Personnel's advertising costs only)

Direct Appointments

A direct appointment is a useful alternative to the competition process which supports the affirmative action policy, career development and ministerial appointments. In cases where previous competitions have not attracted qualified applicants, a direct appointment also ensures additional time and money is not wasted on another competition. Direct appointment requests originate with individual departments and must be approved by Cabinet.

Direct Appointments



Source: Personnel Secretariat

Southern Recruitment

There are a number of occupations that continue to be hired from the south. They include medical professionals, educators, engineers and other occupations associated with social programs. The following chart shows a regional breakdown of northern and southern hires.

Northern/Southern Hires

Region	Northern Hires *	Southern Hires
Headquarters	339	42
Fort Smith/ Fort Simpson	105	12
Inuvik	181	49
Baffin	252	73
Keewatin	102	31
Kitikmeot	96	32
Totals	1,075	239
% of Totals	82%	18%

Source: Personnel Secretariat, Stanton Regional Hospital and Baffin Regional Health Board

*Northern Hires include transfers and promotions

Summer Student Employment

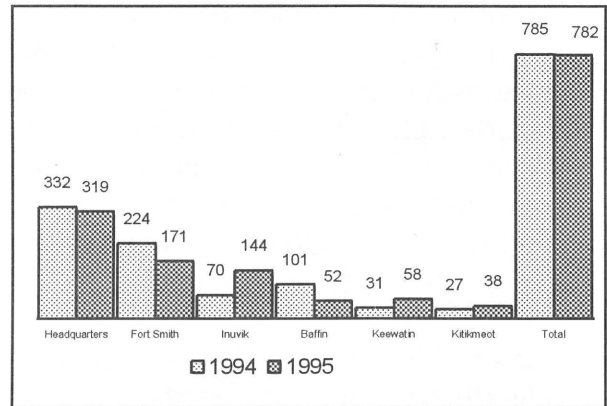
From May 1 to August 31, the casual employment guidelines included the hiring of summer students. Despite budgetary cuts, the number of student placements were almost the same as in 1994. However, it should be noted that some students were placed more than once.

Summer Student Placements

	1994	1995
Indigenous Aboriginals	428 55%	482 62%
Indigenous Non-Aboriginals	270 34%	234 30%
Other Students	87 11%	66 8%
Total	785	782

Source: Personnel Secretariat, Stanton Regional Hospital and Baffin Regional Health Board

Summer Student Placements By Region



Source: Personnel Secretariat, Stanton Regional Hospital and Baffin Regional Health Board

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 either

internally to another department or externally to an employer outside of the Government. A transfer assignment temporarily reassigns an employee to another position in the same department.

Twenty-three internal secondments, eight external secondments and twenty-two transfer assignments were initiated in 1995. Secondments and transfer assignments in process at the end of 1995 are shown in the following table.

Secondments and Transfer Assignments

Type	Internal Secondment	External Secondment	Transfer Assignments
carryover from 1994	43	26	46
(plus) initiated in 1995	+23	+8	+22
(minus) completed in 1995	-34	-8	-23
carryover to 1996	32	26	45

Source: Personnel Secretariat

Lay-Offs

In April 1995, the Lay-off Provisions replaced the Workforce Adjustment Program. Lay-off employees were eligible to choose from a number of options available including separation assistance, severance priority, retraining and education assistance. The Workforce Adjustment Program did not provide employees with priority staffing beyond their three-month notice period whereas the severance priority option under the Lay-off

Provisions entitles employees to be placed on the priority staffing list for a period of one year from the last day of their notice period. In 1995, 100 employees were laid off. The following chart shows how many employees chose each option:

Lay-offs:

Option	Number of Employees
Reemployment	23
Educational Assistance	8
Separation Assistance	41
Severance Priority	28
Total	100

Source: Personnel Secretariat

Human Resource Planning/ Affirmative Action

Human Resource Planning encompasses the policies, programs and initiatives designed to assist in managing the recruitment, retention, assessment, training and development of human resources to achieve organizational objectives.

During 1995, the Human Resource Planning Committee continued its work in the areas of Affirmative Action and Employee and Family Assistance through its task/user groups.

Affirmative Action Policy Review

A comprehensive review of the GNWT Affirmative Action Policy began in 1994 and continued through 1995. The review was mandated in 1989 when

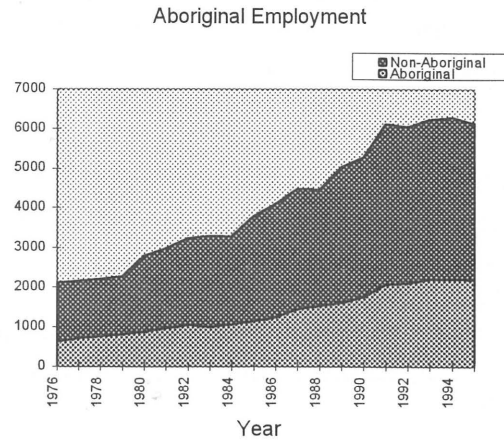
the Affirmative Action Policy was expanded to include indigenous non-aboriginal persons, persons with disabilities and resident females applying on management or non-traditional occupations. The review process will carry over into 1996 with findings and recommendations being addressed at that time.

Affirmative Action Initiatives

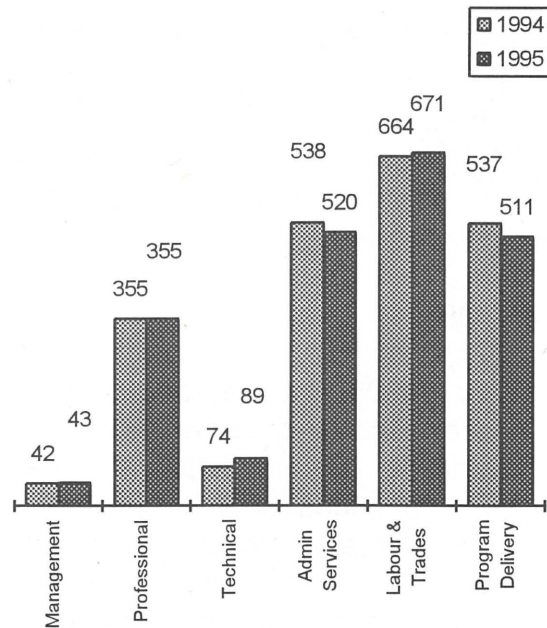
The Government is committed to employing a public service that is representative of the population it serves. The Affirmative Action Policy includes measures to help under-represented groups secure and retain employment. The groups identified as under-represented are: aboriginal persons, indigenous aboriginal persons, women in management and non-traditional occupations and disabled persons.

Representation of affirmative action groups in the public service has increased since the policy was implemented in 1989. From 1989 to 1995, the number of aboriginal employees has increased from 1,613 to 2,189, or 36 percent. During the same period, the growth of the public service overall was 22 percent while the number of non-aboriginal employees grew by 15%. 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

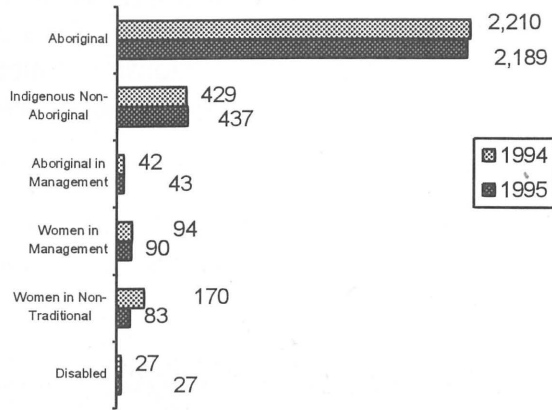


Aboriginal Employees By Occupational Category



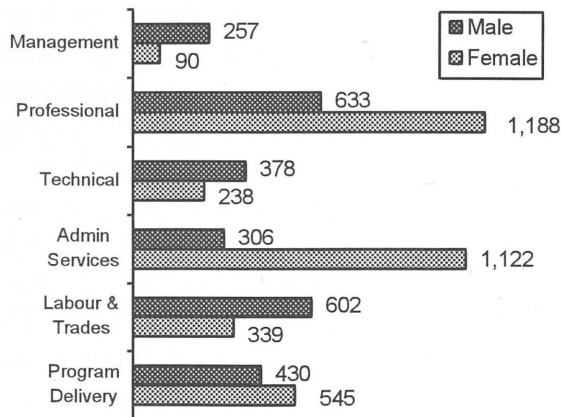
A breakdown of employment by affirmative action group and by occupational category are shown below. Information detailed by department, board and agency is provided in the employee profile section at the end of this report.

Employees by Affirmative Action Group



Note: Change in the Women in Non-Traditional statistic was largely due to three occupational categories no longer being considered non-traditional as they had achieved gender parity. This statistic is dynamic in nature and reflects employment at a certain point in time. Changes in recruitment and staff turnover will continually impact on which occupational categories are considered to be non-traditional.

Female and Male Employees By Occupational Category



Employee Family Assistance Program (pilot)

Two major Health and Social Services reports emphasized the need for an Employee Family Assistance Program (EFAP). In addition, a 1994 survey was conducted which identified the need for staff support in this area. As a result, a one-year pilot program was approved in June 1995.

The Employee and Family Assistance Program offers free confidential advice, assessment, referral and short-term counselling for employees and their dependants. The program offers up to eight free counselling sessions on any particular issue. It is designed to assist people in dealing with personal difficulties such as:

- personal and family concerns
- stress
- grieving
- substance abuse
- financial and legal concerns
- depression
- work and career issues

An EFAP User Group was established in 1995 to oversee the pilot project. Proposals for running the program were received from businesses and non-government organizations in December 1995. The program will be available to employees and their dependants in early 1996. The one-year pilot project will be evaluated throughout its term in order to assess its effectiveness. The results of the assessment will be used to determine the future need for the program.

Review of the Sexual Harassment Policy

The Government has a legal responsibility to maintain a discrimination and harassment-free workplace. The current GNWT Sexual Harassment Policy, which was developed in 1987, is very specific to sexual harassment and does not include a process to deal with discrimination and other forms of harassment. Therefore, in April 1995 an interdepartmental task group was established to review the current policy. Recommendations will be made upon completion of this review.

Performance Development System

In addition to providing advice and assistance to departments on the Performance Development System, staff amended the performance appraisal format to reflect the feedback from the users of the appraisal system. Workshops on the use of the system were provided to departments upon their request. In 1995, two workshops were held. One was presented to all human resource practitioners and the other one to nurses as part of their Advanced Nursing Skills In-Service Program.

Long Service Awards Program

Recognizing employees through the Long Services Awards Program is one way of showing that the GNWT values the contributions of its employees. These employees are honoured once a year at a Long Service Awards function held in each administrative region.

For 1995, a long service awards ceremony honouring 52 long service employees was held in Yellowknife at the NWT Legislative Assembly. The function was hosted by the Financial Management Board Secretariat, with Deputy Ministers presenting awards to their employees. In Yellowknife, 11 employees had 25 years of service.

In 1995 a review was initiated to re-examine the Long Service Awards Program and its administration. Completion of the review is scheduled for 1996.

A summary of long service awards for all administrative regions is shown below.

Region	Years of Service				Total
	10	15	20	25	
Headquarters	66	29	17	11	123
Fort Smith	35	27	24	13	99
Inuvik	9	5	3	2	19
Baffin	17	17	8	10	52
Keewatin	13	10	4	1	28
Kitikmeot	7	8	3	0	18
Total Employees	147	96	59	37	339

Training and Development

Technological change, the changing role of Government, fiscal restraint, and the changing nature of programs and services require new approaches to develop a skilled, qualified, northern public service. The Department of Education, Culture and Employment has undertaken a shift in focus from training and development programs to a career development approach. This approach integrates and links career and labour market development, within the framework of community and regional needs, by matching labour supply to labour demand. Human

resource development ensures well prepared workers and increased capacity to deliver the range of activities in the current environment.

To enhance the professionalism and ability of our workforce, a number of training opportunities are designed to meet specific labour market needs:

- Integration of the Income Support Program with Career Centres requires workers to provide a full range of career services. A successful pilot program delivered skills training to income support workers, social workers, and adult educators. This training will be expanded to more regions and communities in the next fiscal year.
- The Public Service Career Training (PSCTP) had 42 trainees; all participants were aboriginal and by the end of 1995, twelve had successfully completed their training. The program's duration averages two years. The average annual salary and allowance cost for each of the 42 trainees was \$40,285.
- GNWT Staff Training Program delivered by the public colleges had over 1500 employees of the GNWT and its Boards and Agencies complete 137 course offerings.
- Education leave was granted to 18 UNW bargaining unit employees of which 8 completed and graduated from their program. All graduating employees have returned to the GNWT. The other 10 employees are continuing their education

program into the next year. An additional 18 employees accessed education leave through the NWTTA Professional Improvement Fund.

- Reflecting the Department's commitment to increase the number of aboriginal teachers in northern schools, community-based teacher training initiatives complement campus-based programs. A total of 126 aboriginal students are enrolled in these programs across the NWT.
- With a focus on leadership, Executive Development Seminars were delivered in the Eastern Arctic as well as the West to participants ranging from senior managers through deputy ministers.
- The GNWT In-Service Apprenticeship Program had 27 apprentices complete their terms to the journeyman level.

Partnerships with other departments and governments, the public colleges, and aboriginal groups have resulted in several initiatives. The following are examples of planning towards government priorities:

- The Department of Education, Culture and Employment has taken a lead role in coordinating Government-wide preparation of Inuit Employment Plans to increase and maintain the level of Inuit employment. These Plans are required in accordance with the Nunavut Land Claim. The document will be tabled in 1996.

- To address the shortage of qualified Inuit candidates for management positions in the Nunavut public service, a part-time PSCTP program was designed and initiated with 40 participants.
- Extensive consultation is underway between Nunavut Implementation Committee, Nunavut Tungavik Incorporated, Department of Indian and Northern Affairs, and Education, Culture & Employment regarding the development of a joint management training initiative to prepare Nunavut residents for public service. The Sivuliuqtit Program will have its first intake of students in January 1996.

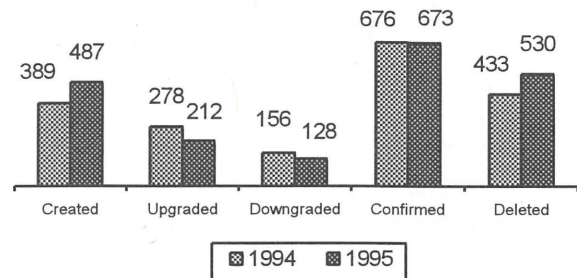
Planning is underway for a reorganization of Human Resource Development functions currently centralized within the Department of Education, Culture and Employment. To improve coordination of, and access to career development activities, many of these programs and services will be decentralized to departments and/or regional offices of ECE.

Job Evaluation

Job evaluation activities were affected by Government restraint measures, establishment of government structures (East) in preparation for Nunavut and assumption of programs from the Federal Government during 1995. The countervailing effects of these events created virtually no change to Classification/Job Evaluation activity from previous years.

A summary of activity in 1995 compared to 1994 is portrayed below.

Summary of Job Evaluation Activity 1994-1995



Labour Relations

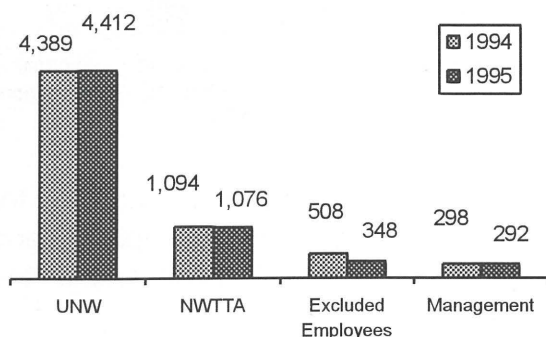
Composition of the Public Service

The Government had 6,128 employees at the end of 1995. This includes full time, term, part-time and seasonal employees. The majority of employees, 89.6 percent, were unionized. The UNW represented 4,412 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 NWTTA represented 1,076 employees in 1995. 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 348 excluded employees and 292 employees in the management group in 1995. These

two groups together make up 10.4 percent of the public service. The following chart depicts the relative size of the employee groups which comprise the public service.

Employees by Group



Collective Bargaining in General

Negotiations between the GNWT and the bargaining agents determine the working conditions of employees of the GNWT. According to the *Public Service Act* in effect in 1995, the order of the process to determine wages and working conditions is negotiation, meditation and arbitration.

Mediation is undertaken once negotiations have broken down to determine if a neutral third party can help bring the two sides to an agreement. If mediation is not successful the parties submit their dispute to a third party for a final and binding decision. Collective bargaining in 1995 focused primarily on concluding negotiations begun in 1994. Only the UNW had outstanding issues to be resolved through collective bargaining in 1995.

NWT Teachers' Association

There were no changes to terms and conditions of employment for teachers in 1995.

Managers and Excluded Employees

In October 1994 the Chairman of the FMB announced that similar changes to wages and benefits negotiated between the GNWT and the NWTTA would be extended to managerial and excluded employees. The changes affecting settlement allowance, ultimate removal and severance pay were implemented on January 1, 1995 and the amended vacation travel assistance provisions came into effect on April 1, 1995.

Union of Northern Workers

Contract negotiations for the Collective Agreement that expired on March 31, 1994 carried over into 1995. Negotiations, with the assistance of an independent facilitator, were not successful in concluding a Collective Agreement. The outstanding issues were referred to arbitration and the following items were awarded:

- flat rate for 1st vacation travel assistance (VTA) based on 7 day advance airfare for community
- flat rate for 2nd VTA based on 14 day advance airfare for communities off the highway system
- increased the daily standby rate from \$9 to \$12 and to \$16 on day of rest or designated paid holiday

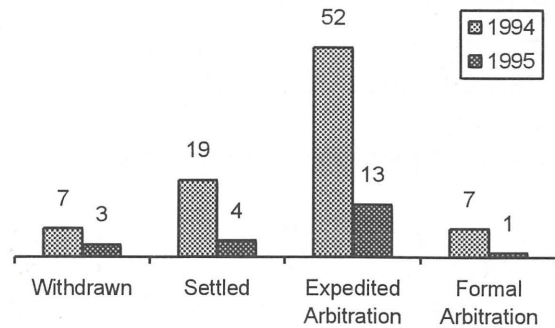
- severance pay was grandfathered on resignation and retirement with no benefit available for new employees
- two year agreement (April 1, 1994 to March 31, 1996)
- health care professionals to be credited with one pay increment for each three years of previous experience in their field (maximum three steps)
- creation of a pay grid for school community counselors
- 0% salary increase

The Arbitrators directed the parties to meet again to attempt to resolve two remaining outstanding issues: hours of work and settlement allowance. By the end of 1995, agreement was reached on hours of work to enable seasonal and casual positions in parks, transportation and forest fire management to work a rotating irregular schedule. The settlement allowance issue remains outstanding.

Grievance and Arbitrations

Forty-four grievances were resolved at third level in 1995 compared to forty-two in 1994 and there were fewer grievances sent to arbitration. Thirty-three grievances were sent to arbitration in 1995 compared to thirty-five in 1994. The average cost of an arbitration hearing is about \$5,000.

Arbitration Activity



Grievance and arbitration activity for 1995 by department, board and agency is illustrated at the end of the section.

Exclusion Arbitration

In 1991, the UNW Filed a grievance on the exclusion of 850 positions from the bargaining unit. The arbitration hearings began in October 1993. To date, there have been 540 awards. The UNW and management settled a further 200 positions. The exclusion arbitration hearings concluded in February 1995. The parties are awaiting rulings on approximately 100 positions as well as a decision regarding redress being sought by the UNW.

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, Charters of Rights and Freedoms and the *Fair Practices Act*. To assist the Designated Sexual Harassment Officers in their role, an Investigative Skills Training course was developed and delivered to 24 participants. The 5 day course covered investigative procedures. Topics included due process, rules of evidence, report writing and interviewing techniques.

In 1995, six sexual harassment complaints were filed compared to the five in 1994. Investigations confirmed five of the six 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 1995 is shown below.

Staffing Appeals						
Type of Appellant	1994			1995		
	Appeals Upheld	Appeals Denied	Total Appeals	Appeals Upheld	Appeals Denied	Total Appeals
Affirmative Action Non-Employees	7	14	21	6	16	22
Affirmative Action Employees	2	17	19	6	18	24
Non-Affirmative Action Employees	5	19	24	7	16	23
Total	14	50	64	19	50	69
% of Total	22%	78%	100%	28%	72%	100%

Workforce Profile

At the end of 1995, there were 6,128 employees in the public service. This included all indeterminate, term, part-time and seasonal employees in all departments, boards and agencies. This represents a decrease of approximately 2.5 percent in the workforce from 1994.

Approximately half of public service employees were employed in Government departments. Employees of Education Boards, including Arctic College, accounted for approximately 28 percent of the public service. About 18 percent of the public service was employed with hospitals and health boards while the NWT Housing Corporation and Workers' Compensation Board together employed about four percent of the public service.

The largest region is Headquarters with 35 percent of employees. The Kitikmeot remains the smallest region with six percent of the public service.

Most employees (68 percent) worked in the western arctic.

Most public service employees were in full-time indeterminate positions (80 percent), seven percent of employees were in part-time indeterminate positions, three percent held seasonal jobs and the remaining nine and one-half percent worked for a specified term of employment.

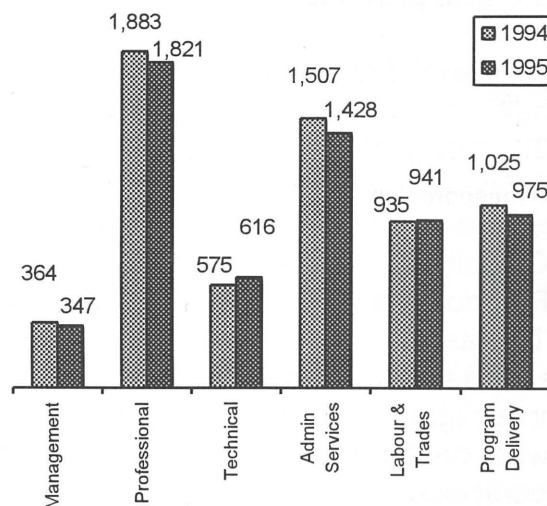
The average Government employee was 40 years old, earned \$48,000 a year and had worked for the public service for almost six and one-half years.

The average aboriginal employee was 39 years old, earned \$39,000 a year and had just under six years of service. The average non-aboriginal employee was 41 years old, earned \$54,000 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 41 years old, earned \$54,000 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 6,289 employees at 1994 year end
Total of 6,128 employees at 1995 year end

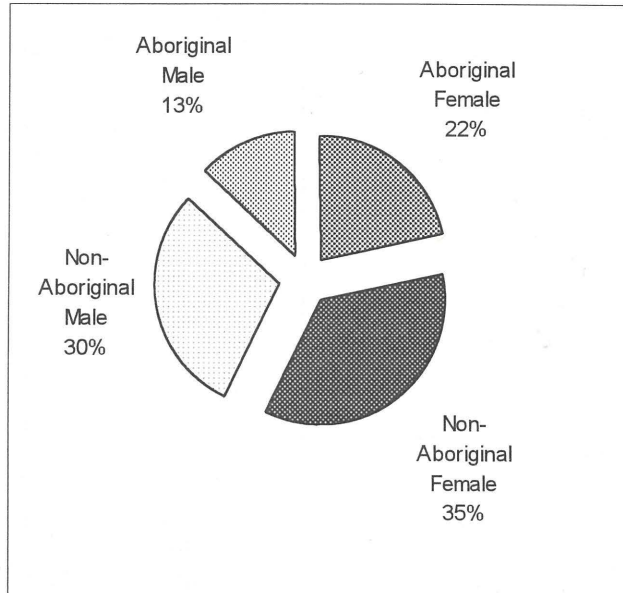
Third Level Grievance Activity

Department/Board	1995		
	Accepted at Third Level	Resolved at Third Level	Sent to Arbitration
Executive	1	1	-
Legislative Assembly	-	-	-
Financial Management Board Secretariat	6	-	5
Personnel	-	-	-
Finance	-	-	-
Intergovernmental and Aboriginal Affairs	-	-	-
Municipal and Community Affairs	1	-	1
Transportation	3	-	1
Public Works and Services	22	8	8
Health and Social Services	9	4	-
Renewable Resources	5	1	1
Energy, Mines and Petroleum Resources	-	-	-
Economic Development and Tourism	-	-	-
Education, Culture and Employment	7	5	2
Safety and Public Services	1	1	-
Justice	30	14	5
Total for departments	85	34	23
Aurora College	1	-	-
Nunavut Arctic College	-	-	-
Baffin Divisional Board of Education	-	-	-
Beaufort/Delta Divisional Board of Education	3	1	-
Board of Secondary Education, Yellowknife	-	-	-
Deh Cho Divisional Board of Education	-	-	-
Dogrib Divisional Board of Education	-	-	-
Keewatin Divisional Board of Education	-	-	-
Kitikmeot Divisional Board of Education	-	-	-
Sahtu Divisional Board of Education	1	1	-
South Slave Divisional Board of Education	3	-	1
Total for Education Boards	8	2	1
Baffin Regional Health Board	-	-	-
Fort Smith Health Centre	3	2	1
Inuvik Regional Health Board	3	1	-
Keewatin Regional Health Board	2	-	2
Kitikmeot Health Board	1	-	-
Mackenzie Regional Health Service	7	2	4
Stanton Regional Hospital	6	3	2
Total for Health Boards	22	8	9
NWT Housing Corporation	-	-	-
Workers' Compensation Board	1	-	-
Union Policy	-	-	-
Total	116	44	33

Some resolved actions were outstanding from the previous year
 Source Labour Relations

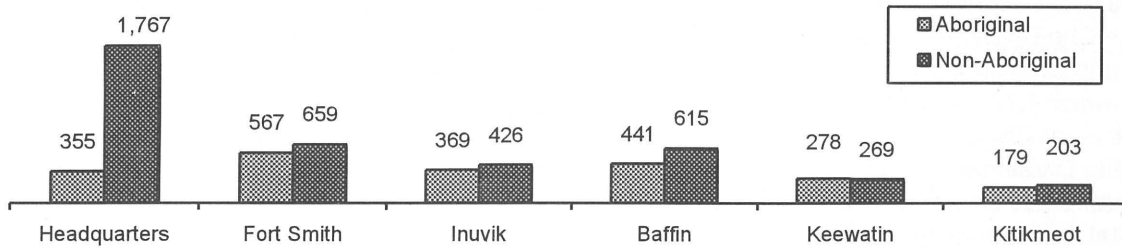
Employees by Gender

Aboriginal/Non-Aboriginal



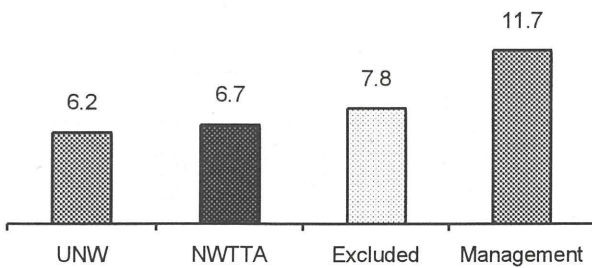
Employees by Region

Aboriginal/Non-Aboriginal

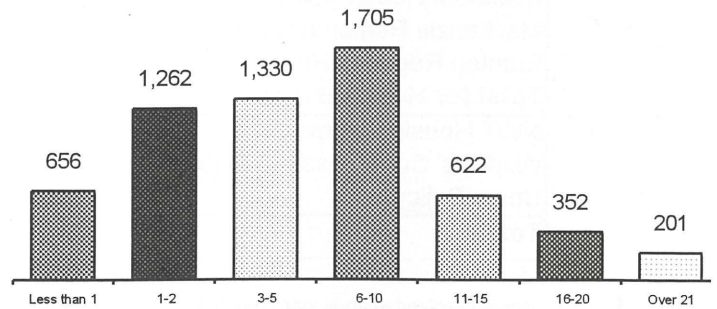


Average Years of Service By Group

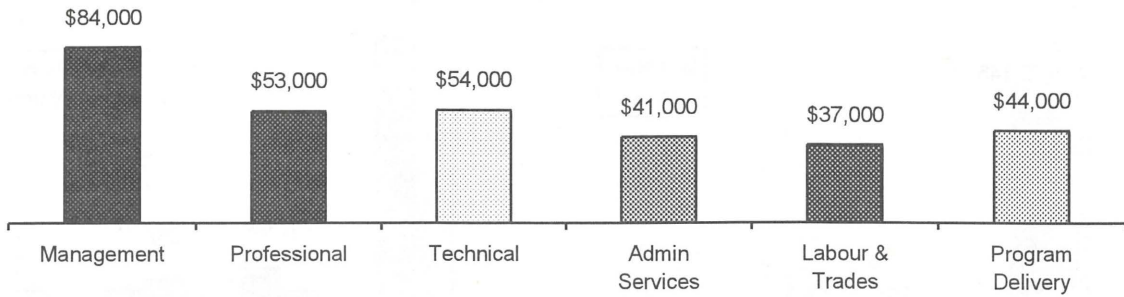
Average Years of Service is 6.4



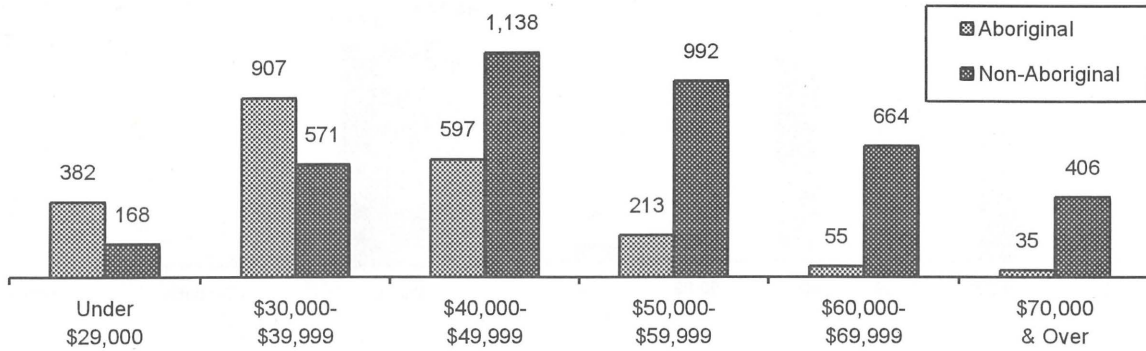
Employees by Years of Service



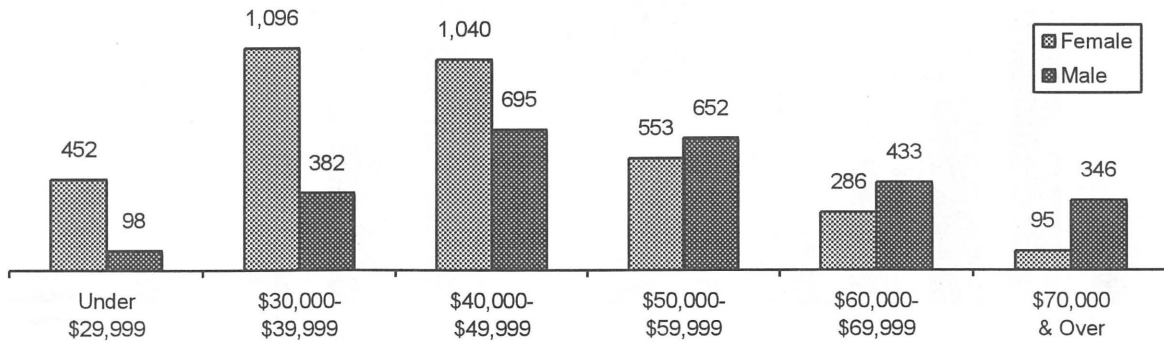
**Average Salary
By Occupational Category**



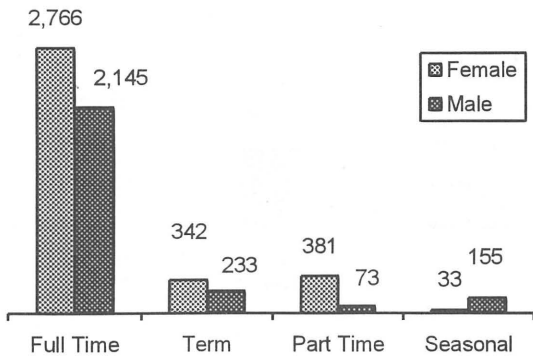
**Salary Distribution
Aboriginal/Non-Aboriginal**



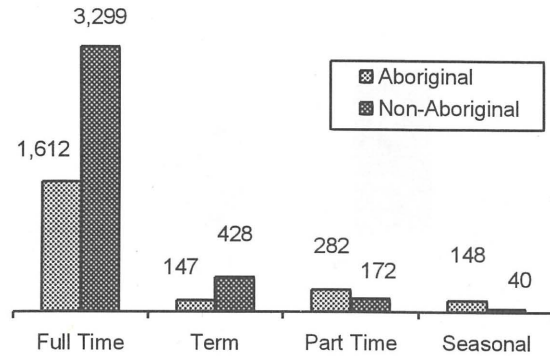
**Salary Distribution
Female/Male**



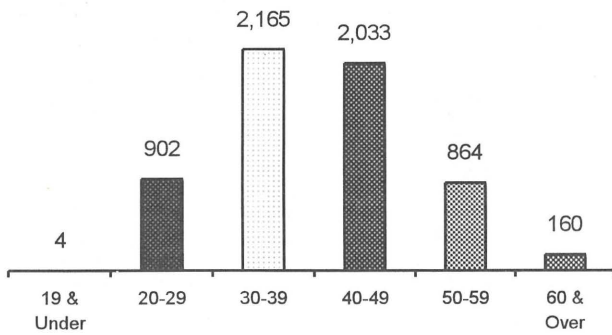
**Employment Type
Female/Male**



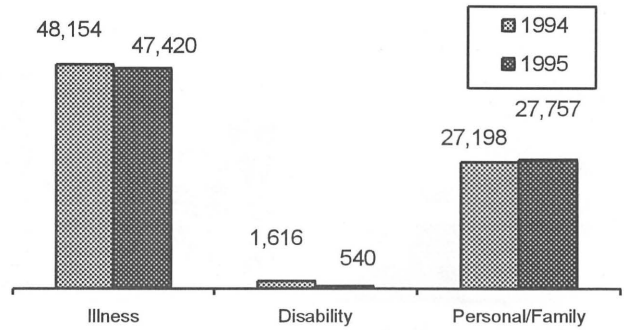
**Employment Type
Aboriginal/Non-Aboriginal**



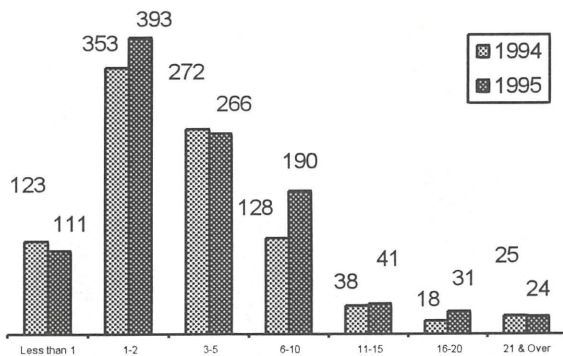
Employees by Age Group



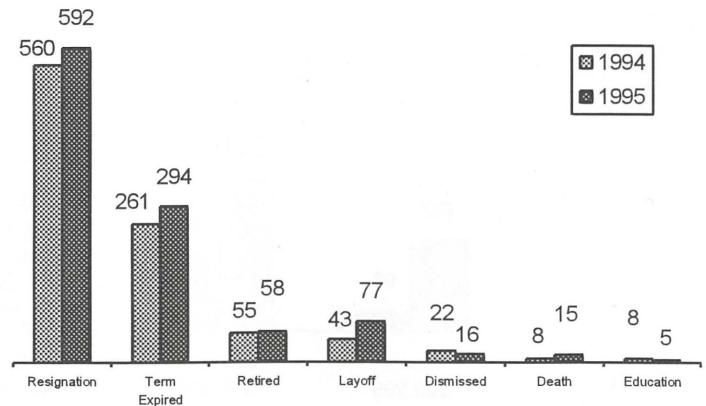
Absenteeism - In Days



**Employee Terminations
By Years of Service**



**Employee Terminations
By Reason for Leaving**



**Employee Distribution by Community
As of December 31, 1995**

Community/Region	Total Employees	Aboriginal Employees	Percent Aboriginal Employees
Headquarters	2,122	355	17%
Yellowknife	2,119	355	17%
Ottawa	3	0	0%
Fort Smith Region	1,226	567	46%
Detah	5	3	60%
Enterprise	12	4	33%
Fort Liard	42	22	52%
Fort Providence	41	28	68%
Fort Resolution	41	30	73%
Fort Simpson	186	95	51%
Fort Smith	425	171	40%
Hay River	283	110	39%
Hay River Reserve	5	4	80%
Jean Marie River	4	3	75%
Kakisa	2	1	50%
Wha Ti (Lac La Marte)	19	10	53%
Lutselk'e	24	17	71%
Nahanni Butte	5	3	60%
Rae-Edzo	87	36	41%
Rae Lakes	8	4	50%
Snare Lake	6	2	33%
Trout Lake	11	10	91%
Wrigley	20	14	70%
Inuvik Region	795	369	46%
Aklavik	42	24	57%
Coville Lake	7	6	86%
Deline	34	21	62%
Fort Good Hope	34	20	59%
Fort McPherson	62	44	71%
Fort Norman	29	21	72%
Inuvik	453	181	40%
Norman Wells	68	19	28%
Paulatuk	14	7	50%
Sachs Harbour	8	5	63%
Tsiigehtchic	6	4	67%
Tuktoyaktuk	38	17	45%
Total Western Arctic	4,143	1,291	31%

Some employees are coded to a corporate headquarters rather than to a specific community.

Source: GHRS report 369 and Stanton Yellowknife Hospital

Government of the Northwest Territories

Employee Distribution by Community
As of December 31, 1995

Community/Region	Total Employees	Aboriginal Employees	Percent Aboriginal Employees
Baffin Region	1,056	441	42%
Arctic Bay	37	20	54%
Broughton Island	29	19	66%
Cape Dorset	51	28	55%
Clyde River	40	21	53%
Grise Fiord	12	7	58%
Hall Beach	27	16	59%
Igloolik	62	30	48%
Iqaluit	575	183	32%
Lake Harbour	28	13	46%
Montreal	15	4	27%
Nanisivik	15	10	67%
Pangnirtung	60	34	57%
Pond Inlet	62	36	58%
Resolute	16	6	38%
Sanikiluaq	27	14	52%
Keewatin Region	547	278	51%
Arviat	83	47	57%
Baker Lake	78	47	60%
Chesterfield Inlet	21	14	67%
Churchill	9	7	78%
Coral Harbour	44	24	55%
Rankin Inlet	272	120	44%
Repulse Bay	28	13	46%
Whale Cove	12	6	50%
Kitikmeot Region	382	179	47%
Bathurst Inlet	1	1	
Bay Chimo	1	1	
Cambridge Bay	177	79	45%
Coppermine	89	39	44%
Gjoa Haven	40	20	50%
Holman	21	13	62%
Pelly Bay	18	9	50%
Taloyoak	35	17	49%
Total Eastern Arctic	1,985	898	45%
Total Public Service	6,128	2,189	36%

Some employees are coded to a corporate headquarters rather than to a specific community.
Source: GHRS report 369 and Stanton Regional Hospital

1995 Public Service Annual Report

**Northern Recruitment
As of December 31, 1995**

Department/Board	Total Number of Employees	Employees Recruited in the North	Percent Northern Recruitment
Executive	9	80	88%
Legislative Assembly	28	24	86%
Financial Management Board Secretariat	19	14	75%
Personnel	33	29	88%
Finance	34	22	65%
Intergovernmental and Aboriginal Affairs	30	2	70%
Municipal and Community Affairs	15	12	79%
Transportation	31	269	85%
Public Works and Services	562	423	75%
Health and Social Services	29	232	80%
Renewable Resources	388	344	89%
Energy, Mines and Petroleum Resources	25	1	60%
Economic Development and Tourism	14	11	76%
Education, Culture and Employment	297	242	81%
Safety and Public Services	87	70	80%
Justice	370	31	85%
Aurora College	17	13	79%
Nunavut Arctic College	12	88	72%
Baffin Divisional Board of Education	40	247	62%
Beaufort/Delta Divisional Board of Education	18	11	60%
Board of Secondary Education, Yellowknife	30	1	-
Deh Cho Divisional Board of Education	10	65	65%
Dogrib Divisional Board of Education	72	38	53%
Keewatin Divisional Board of Education	227	13	59%
Kitikmeot Divisional Board of Education	16	95	57%
Sahtu Divisional Board of Education	8	53	65%
South Slave Divisional Board of Education	18	12	71%
Baffin Regional Health Board	232	12	53%
Fort Smith Health Centre	5	37	73%
Inuvik Regional Health Board	17	10	60%
Keewatin Regional Health Board	92	52	57%
Kitikmeot Health Board	57	35	61%
Mackenzie Regional Health Service	11	79	71%
Stanton Regional Hospital	368	254	69%
NWT Housing Corporation	18	13	70%
Workers' Compensation Board	59	55	93%
Total	6,128	4,447	73%

Region	Total Number of Employees	Employees Recruited in the North	Percent Northern Recruitment
Headquarters	2,122	1,601	75%
Fort Smith	1,226	962	78%
Inuvik	795	574	72%
Baffin	1,056	685	65%
Keewatin	547	375	69%
Kitikmeot	382	250	65%
Total	6,128	4,447	73%

Source: GHRs report 355 and Stanton Regional Hospital

Government of the Northwest Territories

Aboriginal Employment

As of December 31, 1995

Department/Board	Total Number of Employees	Number of Aboriginal Employees	Percent Aboriginal Employees
Executive	91	41	45%
Legislative Assembly	28	5	18%
Financial Management Board Secretariat	199	47	24%
Personnel	33	20	61%
Finance	34	2	6%
Intergovernmental and Aboriginal Affairs	30	8	27%
Municipal and Community Affairs	158	42	27%
Transportation	317	112	35%
Public Works and Services	562	229	41%
Health and Social Services	291	112	38%
Renewable Resources	388	211	54%
Energy, Mines and Petroleum Resources	25	3	12%
Economic Development and Tourism	146	38	26%
Education, Culture and Employment	297	107	36%
Safety and Public Services	87	18	21%
Justice	370	116	31%
Aurora College	171	33	19%
Nunavut Arctic College	122	40	33%
Baffin Divisional Board of Education	401	202	50%
Beaufort/Delta Divisional Board of Education	184	71	39%
Board of Secondary Education, Yellowknife	30	1	3%
Deh Cho Divisional Board of Education	100	43	43%
Dogrib Divisional Board of Education	72	23	32%
Keewatin Divisional Board of Education	227	112	49%
Kitikmeot Divisional Board of Education	166	73	44%
Sahtu Divisional Board of Education	81	41	51%
South Slave Divisional Board of Education	180	46	26%
Baffin Regional Health Board	232	86	37%
Fort Smith Health Centre	51	19	37%
Inuvik Regional Health Board	178	68	38%
Keewatin Regional Health Board	92	47	51%
Kitikmeot Health Board	57	29	51%
Mackenzie Regional Health Service	112	47	42%
Stanton Regional Hospital	368	39	11%
NWT Housing Corporation	189	50	26%
Workers' Compensation Board	59	8	14%
Total	6,128	2,189	36%

Region	Total Number of Employees	Number of Aboriginal Employees	Percent Aboriginal Employees
Headquarters	2,122	355	17%
Fort Smith	1,226	567	46%
Inuvik	795	369	46%
Baffin	1,056	441	42%
Keewatin	547	278	51%
Kitikmeot	382	179	47%
Total	6,128	2,189	36%

1995 Public Service Annual Report

Indigenous Non-Aboriginal Employment

As of December 31, 1995

Department/Board	Total Number of Employees	Indigenous Non-Aboriginal Employees	Percent Indigenous Non-Aboriginal
Executive	91	8	9%
Legislative Assembly	28	9	32%
Financial Management Board Secretariat	199	29	15%
Personnel	33	4	12%
Finance	34	6	18%
Intergovernmental and Aboriginal Affairs	30	6	20%
Municipal and Community Affairs	158	17	11%
Transportation	317	34	11%
Public Works and Services	562	39	7%
Health and Social Services	291	26	9%
Renewable Resources	388	17	4%
Energy, Mines and Petroleum Resources	25	3	12%
Economic Development and Tourism	146	12	8%
Education, Culture and Employment	297	28	9%
Safety and Public Services	87	15	17%
Justice	370	55	15%
<hr/>			
Aurora College	171	14	8%
Nunavut Arctic College	122	2	2%
Baffin Divisional Board of Education	401	2	0%
Beaufort/Delta Divisional Board of Education	184	10	5%
Board of Secondary Education, Yellowknife	30	0	0%
Deh Cho Divisional Board of Education	100	3	3%
Dogrib Divisional Board of Education	72	0	0%
Keewatin Divisional Board of Education	227	1	0%
Kitikmeot Divisional Board of Education	166	0	0%
Sahtu Divisional Board of Education	81	2	2%
South Slave Divisional Board of Education	180	18	10%
<hr/>			
Baffin Regional Health Board	232	4	2%
Fort Smith Health Centre	51	1	2%
Inuvik Regional Health Board	178	3	2%
Keewatin Regional Health Board	92	1	1%
Kitikmeot Health Board	57	0	0%
Mackenzie Regional Health Service	112	4	4%
Stanton Regional Hospital	368	28	8%
<hr/>			
NWT Housing Corporation	189	19	10%
Workers' Compensation Board	59	17	29%
<hr/>			
Total	6,128	437	7%
<hr/>			
Region	Total Number of Employees	Indigenous Non-Aboriginal Employees	Percent Indigenous Non-Aboriginal
Headquarters	2,122	285	13%
Fort Smith	1,226	78	6%
Inuvik	795	36	5%
Baffin	1,056	19	2%
Keewatin	547	16	3%
Kitikmeot	382	3	1%
<hr/>			
Total	6,128	437	7%

Government of the Northwest Territories

Disabled Persons Employment

As of December 31, 1995

Department/Board	Total	Number of	Perecent
	Number of Employees	Disabled Employees	Disabled Employees
Executive	91	1	1%
Legislative Assembly	28	0	0%
Financial Management Board Secretariat	199	1	1%
Personnel	33	1	3%
Finance	34	1	3%
Intergovernmental and Aboriginal Affairs	30	0	0%
Municipal and Community Affairs	158	0	0%
Transportation	317	1	0%
Public Works and Services	562	7	1%
Health and Social Services	291	4	1%
Renewable Resources	388	2	1%
Energy, Mines and Petroleum Resources	25	0	0%
Economic Development and Tourism	146	0	0%
Education, Culture and Employment	297	0	0%
Safety and Public Services	87	1	1%
Justice	370	0	0%
Aurora College	171	0	0%
Nunavut Arctic College	122	1	1%
Baffin Divisional Board of Education	401	0	0%
Beaufort/Delta Divisional Board of Education	184	0	0%
Board of Secondary Education, Yellowknife	30	1	3%
Deh Cho Divisional Board of Education	100	1	1%
Dogrib Divisional Board of Education	72	0	0%
Keewatin Divisional Board of Education	227	0	0%
Kitikmeot Divisional Board of Education	166	0	0%
Sahtu Divisional Board of Education	81	0	0%
South Slave Divisional Board of Education	180	1	1%
Baffin Regional Health Board	232	0	0%
Fort Smith Health Centre	51	0	0%
Inuvik Regional Health Board	178	0	0%
Keewatin Regional Health Board	92	1	1%
Kitikmeot Health Board	57	0	0%
Mackenzie Regional Health Service	112	0	0%
Stanton Regional Hospital	368	3	1%
NWT Housing Corporation	189	0	0%
Workers' Compensation Board	59	0	0%
Total	6,128	27	0%

Region	Total	Number of	Perecent
		Disabled	Disabled
		Employees	Employees
Headquarters	2,122	13	1%
Fort Smith	1,226	8	1%
Inuvik	795	2	0%
Baffin	1,056	1	0%
Keewatin	547	1	0%
Kitikmeot	382	2	1%
Total	6,128	27	0%

1995 Public Service Annual Report

Women in Management
As of December 31, 1995

Department/Board	Total Management Employees	Number of Women in Management	Percent Women in Management
Executive	16	5	31%
Legislative Assembly	5	2	40%
Financial Management Board Secretariat	22	9	41%
Personnel	7	3	43%
Finance	6	0	0%
Intergovernmental and Aboriginal Affairs	7	2	29%
Municipal and Community Affairs	19	0	0%
Transportation	18	1	6%
Public Works and Services	30	2	7%
Health and Social Services	21	10	48%
Renewable Resources	24	1	4%
Energy, Mines and Petroleum Resources	7	0	0%
Economic Development and Tourism	18	2	11%
Education, Culture and Employment	21	8	38%
Safety and Public Services	8	1	13%
Justice	21	7	33%
Aurora College	16	8	50%
Nunavut Arctic College	11	2	18%
Baffin Divisional Board of Education	6	1	17%
Beaufort/Delta Divisional Board of Education	2	2	100%
Board of Secondary Education, Yellowknife	0	0	0%
Deh Cho Divisional Board of Education	2	0	0%
Dogrib Divisional Board of Education	2	0	0%
Keewatin Divisional Board of Education	2	1	50%
Kitikmeot Divisional Board of Education	2	0	0%
Sahtu Divisional Board of Education	1	0	0%
South Slave Divisional Board of Education	3	1	33%
Baffin Regional Health Board	7	5	71%
Fort Smith Health Centre	2	2	100%
Inuvik Regional Health Board	5	3	60%
Keewatin Regional Health Board	3	3	100%
Kitikmeot Health Board	2	2	100%
Mackenzie Regional Health Service	2	2	100%
Stanton Regional Hospital	4	2	50%
NWT Housing Corporation	20	1	5%
Workers' Compensation Board	5	2	40%
Total	347	90	26%

Region	Total Management Employees	Number of Women in Management	Percent Women in Management
Headquarters	196	46	23%
Fort Smith	51	13	25%
Inuvik	26	9	35%
Baffin	39	11	28%
Keewatin	20	5	25%
Kitikmeot	15	6	40%
Total	347	90	26%

Government of the Northwest Territories

Aboriginal Managers

As of December 31, 1995

Department/Board	Total	Number of	Percent
	Management Employees	Aboriginal Managers	Aboriginal Managers
Executive	16	5	31%
Legislative Assembly	5	0	0%
Financial Management Board Secretariat	22	0	0%
Personnel	7	5	71%
Finance	6	0	0%
Intergovernmental and Aboriginal Affairs	7	2	29%
Municipal and Community Affairs	19	3	16%
Transportation	18	3	17%
Public Works and Services	30	1	3%
Health and Social Services	21	3	14%
Renewable Resources	24	3	13%
Energy, Mines and Petroleum Resources	7	0	0%
Economic Development and Tourism	18	1	6%
Education, Culture and Employment	21	5	24%
Safety and Public Services	8	2	25%
Justice	21	2	10%
Aurora College	16	1	6%
Nunavut Arctic College	11	0	0%
Baffin Divisional Board of Education	6	1	17%
Beaufort/Delta Divisional Board of Education	2	1	50%
Board of Secondary Education, Yellowknife	0	0	0%
Deh Cho Divisional Board of Education	2	0	0%
Dogrib Divisional Board of Education	2	0	0%
Keewatin Divisional Board of Education	2	0	0%
Kitikmeot Divisional Board of Education	2	0	0%
Sahtu Divisional Board of Education	1	0	0%
South Slave Divisional Board of Education	3	1	33%
Baffin Regional Health Board	7	0	0%
Fort Smith Health Centre	2	0	0%
Inuvik Regional Health Board	5	1	20%
Keewatin Regional Health Board	3	0	0%
Kitikmeot Health Board	2	0	0%
Mackenzie Regional Health Service	2	0	0%
Stanton Regional Hospital	4	1	25%
NWT Housing Corporation	20	2	10%
Workers' Compensation Board	5	0	0%
Total	347	43	12%

Region	Total	Number of	Percent
		Aboriginal Managers	Aboriginal Managers
Headquarters	196	16	8%
Fort Smith	51	12	24%
Inuvik	26	6	23%
Baffin	39	3	8%
Keewatin	20	2	10%
Kitikmeot	15	4	27%
Total	347	43	12%

1995 Public Service Annual Report

Women in Non-Traditional Employment

As of December 31, 1995

Department/Board	Employees In Non- Traditional	Women In Non- Traditional	Percent Women in Non- Traditional
Executive	1	1	100%
Legislative Assembly	2	0	0%
Financial Management Board Secretariat	23	7	30%
Personnel	0	0	0%
Finance	3	1	33%
Intergovernmental and Aboriginal Affairs	0	0	0%
Municipal and Community Affairs	32	5	16%
Transportation	178	11	6%
Public Works and Services	331	17	5%
Health and Social Services	6	1	17%
Renewable Resources	205	6	3%
Energy, Mines and Petroleum Resources	1	0	0%
Economic Development and Tourism	4	2	50%
Education, Culture and Employment	5	2	40%
Safety and Public Services	37	5	14%
Justice	23	8	35%
Aurora College	3	0	0%
Nunavut Arctic College	2	1	50%
Baffin Divisional Board of Education	1	1	100%
Beaufort/Delta Divisional Board of Education	1	0	0%
Board of Secondary Education, Yellowknife	0	0	0%
Deh Cho Divisional Board of Education	1	1	100%
Dogrib Divisional Board of Education	0	0	0%
Keewatin Divisional Board of Education	2	2	100%
Kitikmeot Divisional Board of Education	1	0	0%
Sahtu Divisional Board of Education	0	0	0%
South Slave Divisional Board of Education	0	0	0%
Baffin Regional Health Board	9	0	0%
Fort Smith Health Centre	2	2	100%
Inuvik Regional Health Board	7	2	29%
Keewatin Regional Health Board	2	1	50%
Kitikmeot Health Board	1	0	0%
Mackenzie Regional Health Service	4	1	25%
Stanton Regional Hospital	9	0	0%
NWT Housing Corporation	54	6	11%
Workers' Compensation Board	1	0	0%
Total	951	83	9%

Region	Employees	Women	Percent
Headquarters	321	39	12%
Fort Smith	274	22	8%
Inuvik	133	7	5%
Baffin	107	7	7%
Keewatin	68	5	7%
Kitikmeot	48	3	6%
Total	951	83	9%

Government of the Northwest Territories

Employees Receiving Bilingual/Language Allowances

As of December 31, 1995

Department/Board	Total Number of Employees	Employees Receiving Allowance	Percent Receiving Allowance
Executive	91	24	26%
Legislative Assembly	28	3	11%
Financial Management Board Secretariat	199	5	3%
Personnel	33	4	12%
Finance	34	1	3%
Intergovernmental and Aboriginal Affairs	30	1	3%
Municipal and Community Affairs	158	12	8%
Transportation	317	4	1%
Public Works and Services	562	14	2%
Health and Social Services	291	36	12%
Renewable Resources	388	20	5%
Energy, Mines and Petroleum Resources	25	-	0%
Economic Development and Tourism	146	8	5%
Education, Culture and Employment	297	12	4%
Safety and Public Services	87	2	2%
Justice	370	26	7%
Aurora College	171	2	1%
Nunavut Arctic College	122	15	12%
Baffin Divisional Board of Education	401	156	39%
Beaufort/Delta Divisional Board of Education	184	12	7%
Board of Secondary Education, Yellowknife	30	-	0%
Deh Cho Divisional Board of Education	100	14	14%
Dogrib Divisional Board of Education	72	18	25%
Keewatin Divisional Board of Education	227	87	38%
Kitikmeot Divisional Board of Education	166	38	23%
Sahtu Divisional Board of Education	81	25	31%
South Slave Divisional Board of Education	180	4	2%
Baffin Regional Health Board	232	6	3%
Fort Smith Health Centre	51	7	14%
Inuvik Regional Health Board	178	20	11%
Keewatin Regional Health Board	92	21	23%
Kitikmeot Health Board	57	6	11%
Mackenzie Regional Health Service	112	21	19%
Stanton Regional Hospital	368	10	3%
NWT Housing Corporation	189	2	1%
Workers' Compensation Board	59	0	0%
Total	6,128	636	10%

Region	Total Number of Employees	Employees Receiving Allowance	Percent Receiving Allowance
Headquarters	2,122	53	2%
Fort Smith	1,226	84	7%
Inuvik	795	66	8%
Baffin	1,056	230	22%
Keewatin	547	145	27%
Kitikmeot	382	58	15%
Total	6,128	636	10%

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Turnover for 1995

Department/Board	Turnover Rate
Executive	17%
Legislative Assembly	23%
Financial Management Board Secretariat	14%
Personnel	15%
Finance	12%
Intergovernmental and Aboriginal Affairs	7%
Municipal and Community Affairs	12%
Transportation	12%
Public Works and Services	14%
Health and Social Services	25%
Renewable Resources	9%
Energy, Mines and Petroleum Resources	8%
Economic Development and Tourism	15%
Education, Culture and Employment	18%
Safety and Public Services	10%
Justice	12%
Arctic College East	15%
Arctic College West	30%
Baffin Divisional Board of Education	21%
Beaufort/Delta Divisional Board of Education	21%
Board of Secondary Education YK	37%
Deh Cho Divisional Board of Education	15%
Dogrib Divisional Board of Education	12%
Keewatin Divisional Board of Education	15%
Kitikmeot Divisional Board of Education	19%
Sahtu Divisional Board of Education	24%
South Slave Divisional Board of Education	18%
Baffin Regional Health Board	25%
Fort Smith Health Centre	16%
Inuvik Regional Health Board	25%
Keewatin Regional Health Board	27%
Kitikmeot Regional Health Board	33%
Mackenzie Regional Health Board	24%
Stanton Regional Hospital	13%
NWT Housing Corporation	13%
Workers' Compensation Board	18%
Total	17%

Region	
Headquarters	14%
Fort Smith	14%
Inuvik	22%
Baffin	21%
Keewatin	21%
Kitikmeot	21%
Total	17%

source: GHRS reports 318, 369 and Stanton Regional Hospital

