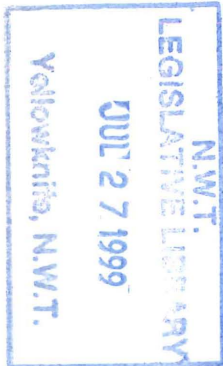


DECENTRALIZATION OF HUMAN RESOURCE FUNCTIONS TO DEPARTMENTS

1. Was the decision to decentralize personnel functions to the departments a cost saving measure? How much is being spent annually on all human resource costs (staffing, advertising, et cetera) currently compared to what was spent prior to decentralization?

The decision to decentralize the human resource functions of the Personnel Secretariat resulted in a savings of \$1.72 million dollars to GNWT departments in the 1996/97 fiscal year. The savings that resulted from decentralization were immediate and not considered to be an on-going cost saving. An additional \$1.72 million dollars would not be saved on a yearly basis.

The decentralization of the Personnel Secretariat resulted in a significant change in the GNWT's human resource delivery model. The following chart illustrates the progressive responsibility that has been accepted by departments to continue to provide services related to the human resource functions:



HR Function	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99
Arbitration	FMBS	FMBS	FMBS	FMBS	FMBS	FMBS
Discipline	Departments	Departments	Departments	Departments	Departments	Departments
Terminations	Departments	Departments	Departments	Departments	Departments	Departments
Lay-Offs	Personnel	Personnel	Personnel	Personnel	Departments	Departments
Exclusions	FMBS	FMBS	FMBS	FMBS	FMBS	FMBS
Collective Bargaining	FMBS	FMBS	FMBS	FMBS	FMBS	FMBS
Job Evaluation	FMBS	FMBS	FMBS	FMBS	Departments / FMBS	Departments / FMBS
Job Evaluation Appeals	FMBS	FMBS	FMBS	FMBS	Departments / FMBS	Departments / FMBS
Position Administration	FMBS	FMBS	FMBS	FMBS	FMBS	FMBS
Staffing	Personnel	Personnel	Personnel	Departments	Departments	Departments
Staffing Appeals	FMBS	FMBS	FMBS	FMBS	FMBS	FMBS
Staffing Training	Personnel	Personnel	Personnel	Personnel	CHRS	CHRS
HR Planning	FMBS	FMBS	FMBS	FMBS	FMBS	CHRS
Transfers and Secondments	FMBS	FMBS	Personnel	Departments	Departments	Departments
Policy Development	FMBS / Personnel	FMBS / Personnel	FMBS / Personnel	FMBS / Personnel	FMBS / CHRS	FMBS / CHRS
Performance Reviews	Departments	Departments	Departments	Departments	Departments	Departments
Education Leave	Departments	Departments	Departments	Departments	Departments	Departments
Career Counseling	Personnel	Personnel	Personnel	Departments	Departments	Departments
Leave and Attendance	Departments	Departments	Departments	Departments	Departments	Departments
Payroll	FMBS	FMBS	FMBS	FMBS	FMBS	FMBS
Benefits Administration	FMBS	FMBS	FMBS	FMBS	Departments	Departments
Removals / Medical Travel	FMBS	FMBS	FMBS	Departments	Departments	Departments
Staff Housing Policy	Personnel	Personnel	FMBS	FMBS	FMBS	FMBS
Final Grievances	Personnel	Personnel	FMBS	Departments	Departments	Departments
Casual Hiring	Personnel	Personnel	FMBS	Departments	Departments	Departments

It is difficult to determine the annual costs dedicated to human resource functions in each department that were defined as, “staffing, advertising, et cetera”. With the human resource functions of the Personnel Secretariat decentralized, many individuals in each department play a key role in the delivery of human resource services. Often, human resource functions are only a part of an employee’s role in the territorial Public Service. Salary dollars, removals and advertising are only some of the costs associated with human resource functions, as seen in the above table.

3. How many people were staffed in the Personnel Department prior to decentralization?

In 1996, prior to decentralization, there were 37 people in the Personnel Secretariat.

This number does not include staff in FMBS or departments that were providing human resource functions, as illustrated in the chart in question 1.

4. How many people are currently staffed in the area of human resources in each Department?

The numbers for 1998/99 do include staff in FMBS and Corporate Human Resource Services that provide central policy support and advice in specific areas, as illustrated in the chart in question 1.

Department	HQ 1998/99	Fort Smith 1998/99	Inuvik 1998/99	Total
Legislative Assembly	1	0	0	1
Executive	7	0	0	7
FMBS	17	5	3	25
Finance	0	0	0	0
MACA	3	0	0	3
Transportation	4	0	0	4
PWS	7	0	0	7
Health and Social Services**	8	0	0	8
RWED	5	1	1	7*
ECE**	5	0	0	5
Justice	6	0	0	6
WCB	3	0	0	3
Total				76

* RWED - regional HR functions account for 20 % of each position only

** Does not include health or education boards

5. Prior to decentralization, how many aboriginal senior staff were in the Personnel Secretariat and in Financial Management Board Services? How many senior human resource personnel in this government are non-aboriginal?

Prior to decentralization in 1996/97, there were 8 (out of 13) aboriginal senior staff in Personnel.

	<u>Aboriginal</u>	<u>Non-Aboriginal</u>
Deputy Minister	X	
Manager, Corporate Services		X
Director of Staffing	X	
Senior Staffing Officer, YK		X
Senior Staffing Officer, YK		X
Regional Superintendent, Rankin		X
Senior Staffing Officer, Rankin	X	
Regional Superintendent, Iqaluit		X
Regional Superintendent, Cambridge Bay	X	
Regional Superintendent, Inuvik	X	
Senior Staffing Officer, Inuvik	X	
Area Director, Fort Simpson	X	
Regional Superintendent, Fort Smith	X	

FMBS is not included as prior to decentralization, FMBS was not responsible for the staffing function.

6. Since the decentralization of the Personnel Secretariat, how many appeals have been filed annually? How many have been upheld?

In 1996 we had 43 appeals. 16 were upheld and 27 denied (63% denied)

In 1997 we had 60 appeals. 12 were upheld and 48 denied (80% denied)

In 1998 we had 51 appeals. 14 were upheld and 37 denied (73% denied)

7. What training has been provided to departmental human resource staff?

Since July of 1998 CHRS has provided training in the staffing process to 91 human resource practitioners and Managers.

Labour Relations has provided training to approximately 20 employees on staffing appeals.

8. Have there been any government-wide professional development initiatives?

Development opportunities for staff across the GNWT have been provided in the following areas:

- management development
- human resource planning
- job description writing
- job evaluation
- labour relations
- conflict resolution

9. How is consistency of the staffing process being maintained across the GNWT?

Staffing policies and procedures are in place. It is the responsibility of each department to ensure they are implemented consistently. Training in the staffing process is provided to promote consistency through understanding and being able to apply policies and procedures. Staffing appeals are reviewed and advice and/or training are provided as required.

10. Who is responsible to deal with individual complaints from the public or to respond to technical questions from human resource staff?

The Human Resource section of a department deals with individual complaints that are received in each department.

Technical questions are forwarded to Corporate Human Resource Services or to the Financial Management Board Secretariat for response.

11. What are the current affirmative action statistics by position in each department? What were the affirmative action statistics prior to decentralization for each department?

Percentages are calculated as follows:

- Indigenous Aboriginal, Indigenous Non-aboriginal and Resident Disabled Persons:

of identified members of designated group/ total # of employees in department.

- Women in Management and Non-traditional Occupations:

of identified members of designated group/ # of employees in designated positions.

This means that figures for Women in Management and Non-traditional Occupations are calculated using only occupied positions that are designated as management or non-traditional occupations, instead of the total number of employees in a department.

1994

Department	Indigenous Aboriginal	Indigenous Non-aboriginal	Resident Disabled	Resident Women in Non-traditional Occupations	Resident Women in Management
Executive	46.7%	8.6%	1.0%	0.0%	31.3%
Legislative Assembly	21.9%	34.4%	0.0%	0.0%	50.0%
FMBS	23.7%	11.6%	0.5%	23.8%	37.5%
Personnel	57.1%	11.4%	2.9%	100.0%	42.9%
Finance	5.9%	14.7%	0.0%	50.0%	0.0%
Aboriginal Affairs	24.1%	20.7%	0.0%	0.0%	25.0%
MACA	29.4%	10.0%	0.0%	28.2%	0.0%
Transportation	36.4%	10.3%	0.4%	6.5%	5.3%
PWS	42.2%	7.2%	1.1%	6.0%	6.9%
Renewable Resources	53.5%	3.8%	0.5%	4.0%	0.0%
Energy, Mines and Petroleum Products	8.7%	8.7%	0.0%	0.0%	0.0%
ED and T	25.5%	7.9%	0.0%	23.2%	10.5%
ECE	46.8%	3.1%	0.0%	42.1%	23.1%
Safety and Public Services	20.7%	15.2%	1.1%	7.5%	22.2%
Justice	31.0%	14.4%	0.0%	32.8%	26.1%
Health and Social Services	36.1%	3.6%	0.9%	30.0%	69.8%
NWTHC	23.5%	11.2%	0.0%	9.8%	4.3%
WCB	18.3%	23.3%	1.7%	0.0%	40.0%

1998

Department	Indigenous Aboriginal	Indigenous Non-aboriginal	Resident Disabled	Resident Women in Non-traditional Occupations	Resident Women in Management
Executive	26.8%	22.3%	0.0%	50.0%	50.0%
Legislative Assembly	26.5%	29.4%	2.9%	0.0%	25.0%
FMBS	32.1%	19.2%	<1.0%	0.0%	33.3%
Personnel	N/A	N/A	N/A	N/A	N/A
Finance	15.5%	6.7%	0.0%	0.0%	14.3%
Aboriginal Affairs	32.0%	24.0%	0.0%	0.0%	12.5%
MACA	28.0%	14.0%	0.0%	1.4%	3.5%
Transportation	33.7%	13.1%	0.0%	6.7%	<1.0%
PWS	36.6%	9.9%	0.0%	4.5%	14.3%
RWED	45.5%	8.7%	<1.0%	<1.0%	<1.0%
Renewable Resources	N/A	N/A	N/A	N/A	N/A
Energy, Mines and Petroleum Products	N/A	N/A	N/A	N/A	N/A
ED and T	32.0%	10.0%	0.0%	0.0%	9.0%
ECE	32.0%	10.0%	0.0%	0.0%	9.0%
Safety and Public Services	N/A	N/A	N/A	N/A	N/A
Justice	31.8%	16.9%	<1.0%	11.2%	31.2%
Health and Social Services	22.8%	16.6%	<1.0%	0.0%	56.8%
NWTHC	32.3%	6.9%	2.0%	2.3%	3.1%
WCB	16.5%	26.8%	0.0%	15.0%	75.0%

12. Is there evidence that human resource services have improved to each department and the general public since decentralization?
14. Is there any evidence that the departments and the general public view the staffing process as more positive now as compared to before decentralization?
17. Where can a person go if they want to file a complaint in relation to the staffing procedures for various departments?

The responsibility for measuring client satisfaction rests with each department. The departments consider feedback received on Human Resource services and make changes as required. Departments report that the turn around time for

competitions has decreased since decentralization, which would likely be seen as a positive by the general public. If people have complaints or concerns, the point of contact is the Human Resources Section of each Department.

13. Since the decentralization of Personnel, is there evidence that the relationship between the general public and the government has improved?

The relationship between the public and government is influenced by many factors. A satisfaction survey for the general public has not been conducted, therefore, no assessment can be made of the overall levels of satisfaction with human resource services of the GNWT. Occasional issues arise and are handled individually. There is no evidence that levels of satisfaction have changed since decentralization.

15. Are staffing procedures consistent throughout the Government of the Northwest Territories?

Corporate Human Resource Services provides each department with an up-to-date staffing manual that is to be applied in the same manner by each department. Departments have the responsibility to implement GNWT policies and procedures. Advice and training are available from CHRS.

16. Who has the authority to ensure staffing procedures are consistent among the departments?

The Deputy Minister in each department has responsibility and is accountable to ensure that departmental practices for staffing are consistent with GNWT policies and procedures.