

AMENDED

Implementation Plan

COMPREHENSIVE 5 – YEAR HUMAN RESOURCE STRATEGY

Department of Health & Social Services

April 2004 – March 2009

NOTE:

As of April 1, 2005 Human Resource functions within the Government of the Northwest Territories (GNWT) have been centralized into one Department, the Financial Management Board Secretariat (FMBS). This includes the centralization of all Human Resource staff and functions previously employed by the Department of Health and Social Services (H&SS) and all Health and Social Service Authorities with the exception of the Hay River Health and Social Services Authority.

In the new structure the central human resources division located in the FMBS provides all of the functions and services provided previously by the in-house division of Human Resources (HR) in the Department. The vision of the centralized human resources division is “connecting with their client, to provide leadership and excellence in human resource management.” Their mission is to “support excellence in the GNWT public service through the delivery of innovative quality human resource services.”

The Department and Health and Social Service Authorities remain committed to the Human Resource Strategy Action Plan. The new Human Resources Division located in FMBS will now, on behalf of the Department of Health and Social Services and the Health and Social Services Authorities, play a key role in facilitating the implementation of the different action items. Human resource services will be provided based on service level agreements developed in cooperation between the Department, Authorities and FMBS.

Where appropriate, the HR Section of the FMBS responsible for an action item has been identified in place of previous reference to Departmental HR.

Goal #1: **The Department is striving to build and develop a skilled workforce in the North that is representative of the people and communities that we serve. This encompasses building a Northern workforce and supporting those committed to living and working in the North**

Objectives: **◆ Invest in a workforce in, and from, the North**

| Action Items | Activities to Support Actions |
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| <p>1.1 Promote Health Careers</p> <p><i>Expand efforts to attract local community members including youth to careers in the HSS system.</i></p> | <p>1.1.1 The Department will promote and support the delivery of the Baccalaureate Nurse Education Program, Social Work Diploma Program and the Licensed Practical Nurse Program and other health professional training offered through Aurora College to residents of the NWT.</p> <p>1.1.2 The Department will promote and contract for the delivery of the Post - RN Primary Health Care – Nurse Practitioner Program through Aurora College, the Introduction to Advance Practice (IAP – formerly the Introduction to Nurse Practitioner or INP) Program, and Nurse Management training offered through Aurora College.</p> <p>1.1.3 The Student Support Officer within Human Resources (FMBS), in conjunction with Authority/Board staff will form a Youth Promotion Working Group (established by March 31, 2006). This Working Group will be responsible for identifying and describing initiatives geared towards promoting health and social service careers at a community level (including youth). Specific activities include but are not limited to:</p> <ul style="list-style-type: none"> ➤ Develop promotional materials. This includes keeping existing promotional materials such as “Choose a Career in Health & Social Services” folders and other materials up to date. New materials may include videotapes/digital clips showing on-site visits by students that include a tour of facilities and explanations of various professional and technical jobs. ➤ Creating distribution lists where promotional material can be sent on a regular basis (i.e. schools, Authorities, Boards, Career Development Offices, Health Centres, etc.). ➤ Establish partnerships with elementary and high schools, colleges and universities. |

| Action Items | Activities to Support Actions |
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| <p>1.1 Promote Health Careers (continued)</p> <p><i>Expand efforts to attract local community members including youth to careers in the HSS system.</i></p> | <p>1.1.4 On behalf of the Department, Human Resources (FMBS) will provide and promote return of service bursaries to residents of the Northwest Territories pursuing full time studies towards careers in front line health care or social service professions.</p> <p>1.1.5 On behalf of the Department, Human Resources (FMBS) will support the delivery of the Summer Student Employment and Health Careers Orientation Programs.</p> <p>1.1.6 The Department and Authorities/Boards will utilize Human Resources', FMBS central on-line database for summer student hires (Northwise).</p> <p>1.1.7 The Recruitment & Retention Officer within the Client Services Division of Human Resources (FMBS) will arrange for the development of a central on-line database of nurses, social workers and other allied health professionals currently living within the NWT who are interested in casual work throughout the NWT. Within this database the interested health professionals can describe their qualifications, location and availability such that the H&SS Authorities/Boards can perform searches and follow up with candidates based on areas of need (i.e. shortages/closures). This Database will be developed by March 31, 2006.</p> <p>1.1.8 The Department and Authorities/Boards will continue to support the Graduate Placement Program for northern graduates in Nursing and Social Work. Placement for Nurses will be based on the Nurse Graduate Placement/Mentorship Program. Placement for Social Worker graduates will have access to the Social Work Mentorship program if applicable.</p> <p>Note: Grad placement will be coordinated by the Mentorship Program Development Coordinator from Human Resources (FMBS).</p> |
| <p>Outcome: The number of northern residents pursuing and successfully completing training for careers in front line health and social service professions will increase thus, maximizing northern employment.</p> | |

| Action Items | Activities to Support Actions |
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| <p>1.2 Promote the Northwest Territories</p> <p><i>Broaden the promotion of advantages to working in the North as part of recruitment efforts.</i></p> | <p>1.2.1 On an ongoing basis the Department, Authorities/Boards and Human Resources (FMBS) will participate in recruitment/career fairs in southern Canada in order to promote employment within the Northwest Territories.</p> <p>1.2.2 The Client Services Division of Human Resources (FMBS), in cooperation with the H&SS Authorities/Boards will update recruitment materials used during the Recruitment Fairs/Career Fairs to include testimonials of staff, with pictures, on opportunities and experiences in the North. These materials will be reviewed and updated on an annual basis (or as required).</p> <p>1.2.3 The Promotion & Recruitment Specialist - Health Professionals of Human Resources (FMBS), will work with the Communications Unit of the Department to update the Career Opportunities section of the Departmental Website to include links to communities (visual images of communities), local organizations (i.e. RCMP, community groups, etc.) and job descriptions for specific positions (currently being recruited). The initial update will be completed during the 2005/2006 fiscal year and reviewed on an ongoing basis.</p> <p>1.2.4 The Recruitment & Retention Officer of Human Resources (FMBS) will arrange for the development of a central on-line database of nurses, social workers and other allied health professionals currently living outside of the NWT who are interested in casual work throughout the NWT. Within this database the interested health professionals can describe their qualifications, location and availability such that the H&SS Authorities/Boards can perform searches and follow up with candidates based on areas of need (i.e. shortages/closures). This Database will be developed by September 2005.</p> <p>1.2.5 Human Resources (FMBS) will develop an evaluation framework that will help assess the effectiveness of recruitment/career fair participation. This evaluation framework will be used to collect program statistics used in annual reports to the Joint Senior Management Committee. The evaluation framework will be developed during the 2005/2006 fiscal year.</p> |
| <p>Outcome: Increased awareness of the Northwest Territories, its communities, employment opportunities, employment realities (autonomy, etc.), as well as social and economic realities by health and social service professionals in southern Canada (promote advantages of working in the NWT). In addition, there will be increased accessibility by Authorities to health & social service professionals interested in casual or relief work within the NWT.</p> | |

| Action Items | Activities to Support Actions |
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| <p>1.3 Support Succession Planning</p> <p><i>Provide support for managers to prepare succession plans that encourage a proactive approach to the transfer of experience and knowledge.</i></p> | <p>1.3.1 During the 2004/2005 fiscal year, Human Resources (FMBS), will develop, maintain and promote the use of a program manual that identifies all of the existing programs and tools supported by the GNWT for succession planning (i.e. job share, transfer assignments, advanced nurse mentorship, etc.). This manual will include mechanisms that can be used to track an individual's succession through the Department and Authorities/Board.</p> <p>1.3.2 The Department will continue to promote and provide opportunities for individualized succession planning including but not limited to supporting transfer opportunities, cross- training and specific training for individuals wanting to gain a variety of experiences and knowledge.</p> <p>1.3.3 The Department will continue to promote and support the GNWT's Management Assignment Program (MAP) supported through Human Resources (FMBS).</p> |
| <p>Outcome: The Department and Authorities/Boards will continue to build and develop a skilled Northern Workforce that is representative of the people and communities served.</p> | |

| Action Items | Activities to Support Actions |
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| <p>1.4 Enhance Professional Development Initiative</p> <p><i>Enhance the Professional Development Initiative through the use of tools such as competency based training, work experience, etc.</i></p> | <p>1.4.1 Human Resources (FMBS) will work with the H&SS Authorities/Boards to develop information packages for distribution to employees eligible for PDI. These information packages may include links to list of training activities and other training available within the different Authorities/Boards. These packages will be developed and distributed by March 31, 2006 and ongoing.</p> <p>1.4.2 Human Resources (FMBS) will develop an evaluation framework for the PDI. This evaluation framework will be used to collect program statistics used in annual reports to the Joint Senior Management Committee (JSMC). The evaluation framework will be developed by September 30, 2006.</p> <p>1.4.3 In partnership with Authority/Board and professional staff, the Department will develop detailed competency listings for key occupational segments based on career paths for select managers, professionals and other H&SS staff positions.</p> <ul style="list-style-type: none"> ➤ Pilot Project – Mental Health & Addictions. The Department, in conjunction with stakeholders (Authorities and professionals) is developing a Mental Health & Addictions Worker competency profile which will be used to assess the competency level of individual Mental Health and Addictions Workers within the NWT, identify learning needs and develop training materials which can be used by existing or potential staff to develop the required knowledge, skills and abilities. ➤ Based on the results of the pilot project, the Department and Authorities/Boards will identify other occupations to develop competency profiles for. This will include the development of detailed competency listings for key occupational segments (as identified by the Joint Senior Management Committee) and based on career paths and logical routes of succession. (Ongoing). |
| <p>Outcome: The Department and Human Resources will enhance the effectiveness of training programs (such as but not limited to PDI) through the use of competency technology and detailed lists of training available to all staff.</p> | |

| Action Items | Activities to Support Actions |
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| <p>1.5 Management and Employee Development</p> <p><i>Enhance the capabilities and knowledge base of executive, management, and technical staff within the Department and Authorities/Boards.</i></p> | <p>1.5.1 The Department and Authorities/Boards will undertake a review of existing lists and inventories of training and professional development opportunities in order to identify gaps that exist in relation to critical core competencies including: interpersonal communications, supervisory skills, and effective recruitment practices. As part of this activity, options to better utilize part-time work arrangements to accommodate credit studies and distance courses will be explored. The initial review will commence by December 31, 2004 with updates occurring by March 31, 2006 and ongoing.</p> <p>1.5.2 Human Resources (FMBS), the Department and Authorities/Boards will develop a working group to research the possibility of investing in web-based training where community Internet infrastructure can support it. This includes providing employees with a searchable inventory of courses on-line (technical, professional and managerial) and facilitators available for internal and external training. Development will commence during the 2006/2007 fiscal year with implementation by September 30, 2007.</p> <p>1.5.3 Through the Social Work Mentorship Working Group the Department will develop a Social Work Mentorship Program that will provide mentorship for Social Workers new to the NWT or Social Work Graduates employed through the Social Work Graduate Placement Program. The program will be operational and available to the H&SS Authorities/Boards by the winter of 2004/05.</p> <p>1.5.4 A Nurse Mentorship / Graduate Placement Working Group was established to conduct a review of the Nurse Mentorship and Graduate Placement Programs to integrate the two programs so that there is a seamless approach to recruiting, hiring and supporting our new Northern nurse graduates. The type and duration of support provided to new nurse graduates will be identified through an individualized professional development plan, and will be facilitated by a Nurse Educator Mentor. The combined Nurse Graduate / Mentorship Program will be in place by September 30, 2004.</p> <p>1.5.5 The Department will continue to support the delivery of the Advanced Nurse Mentorship Program to prepare nurses to meet the qualification of nurses in community health centers, specialized hospital units, homecare, public health and nursing leadership (supervisory).</p> |

| Action Items | Activities to Support Actions |
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| <p>1.5 Management and Employee Development continued....</p> | <p>1.5.6 On behalf of the Department and Authorities, Human Resources (FMBS) will promote and facilitate the Education Leave Program for staff wishing to increase their skill set through post-secondary education.</p> |
| <p>Outcome: A skilled workforce, representative of the people and communities served, will be available and competent to provide health and social services to the residents of the Northwest Territories.</p> | |

| Action Items | Activities to Support Actions |
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| <p>1.6 Develop a comprehensive on-the-job development plan for Community Health Nurses</p> <p><i>Northern nurses will be trained to occupy Community Health Nurse (CHN) positions throughout the NWT</i></p> | <p>1.6.1 The Department and Authorities/Boards will develop a comprehensive competency based Community Health Nurse development program to support the long-term placement of nurses within Community Health Centres throughout the Northwest Territories.</p> <p>1.6.2 The Department will actively promote the development of Community Health Nurses to Northern Nursing Students and recent graduates.</p> |
| <p>Outcome: Northern nurses will be trained to occupy Community Health Nurse positions throughout the NWT.</p> | |

Goal #2: **The Department and Authorities/Boards want to support and invest in its people, technology and workplace to promote safety, excellence, collaboration and innovation, both today and into the future.**

- Objectives:**
- ◆ **Support employees so that they may achieve the best results in their work.**
 - ◆ **Provide for strong and inspired leaders, both today and in the future.**

| Action Items | Activities to Support Actions |
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| <p>2.1 Communication</p> <p><i>Improve the level and nature of communications within and across Authorities and the Department.</i></p> | <p>2.1.1 Human Resources (FMBS), the Department and Authorities/Boards will develop specific communications plans that will be designed to support cross-professional discussion about workplace issues. These communications plans will be designed in such a way that they reflect operational circumstances and are flexible enough to allow for changes in staff availability, geographical locations, etc.</p> <p>2.1.2 The Communications Unit in the Department will review and update, where appropriate, their internal communications plan to ensure that mechanisms are in place to get information out to staff within the Department and Authorities/Boards. This review should identify alternative methods of getting information to staff and may be used by the Authorities/Boards as a template for cross communication.</p> <p>2.1.3 The Department and Authorities/Boards will make every reasonable effort to ensure that all staff have a GNWT e-mail account as well as access to the HSS Intranet.</p> <p>2.1.4 The Department will continue to develop intranet and Internet sites, which contain information specific to the health and social services system. These pages will be available to all employees of the Department of Health and Social Services as well as the Health and Social Service Authorities.</p> <p>2.1.5 The Department will research the possibility of implementing an electronic suggestion box as part of the H&SS Intranet, which allows staff to put forward ideas for improvement in the workplace. This will require commitment by management to respond within a reasonable time frame.</p> |
| <p>Outcome: Communication between employees and management, both at the Department and Authority/Board level, will be clear, concise and free flowing.</p> | |

| Action Items | Activities to Support Actions |
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| <p>2.2 Orientation</p> <p><i>Enhance the orientation process for new employees</i></p> | <p>2.2.1 The Department will develop and maintain a comprehensive orientation program for use by new staff within the Department. The process will be well documented and available both on-line and in hard copy. The Orientation Process should be in place by August 31, 2004.</p> <p>2.2.2 Each Authority/Board will develop and maintain an Authority specific orientation program. The Authority/Board specific program can be based on the Departmental program with modifications made to address the realities of the Authority and region served. The Authorities will have orientation programs in place by March 31, 2006.</p> <p>2.2.3 The Department and Authority/Board will develop evaluation frameworks as part of their individual Orientation Program that can be used to monitor the effectiveness of the orientation programs. The evaluation frameworks will be completed by March 31, 2007.</p> |
| <p>Outcome: New employees within the Department and Authorities/Boards will receive a comprehensive orientation to their job, Department/Authority/Board and work environment. Managers and staff within the Department and individual Health and Social Service Authorities will have access to a comprehensive orientation program that will support them during the orientation of new staff.</p> | |

| Action Items | Activities to Support Actions |
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| <p>2.3 Healthy Workplace / Wellness</p> <p><i>Institute the Healthy Workplace Program and employee wellness events at the Department and Authorities levels.</i></p> | <p>2.3.1 The Department and each Authority/Board must have an Occupational Health and Safety Committee in place in accordance with Workers Compensation legislation. Those Authorities without one currently in place must have one established by December 31, 2005. Members of the Health and Safety Committee will be encouraged to participate in health and safety training offered through WCB.</p> <p>2.3.2 The Health and Safety Committees within the Department and Authorities/Boards will develop an individualized healthy workplace program that will be consistent with GNWT standards. These Healthy Workplace Programs will be prepared for senior management review by March 31, 2006 and implemented within the Department and individual Authorities no later than June 30, 2006.</p> <p>2.3.3 The Department and Authorities/Boards specific communication plans will include information on employee wellness. This may include but not be limited to information on Employee and Family Assistance Program (EFAP), Workplace Hazardous Materials Information System (WHMIS), managing stress, dealing with workplace violence, improving communications, etc.</p> |
| <p>Outcome: Employees work in a healthy workplace consistent with the Workplace Safety and Health Initiative and WCB requirements.</p> | |

| Action Items | Activities to Support Actions |
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| <p>2.4 Safe Workplace</p> <p><i>Promote a safe workplace for employees and clients in keeping with the Workplace Health and Safety Initiative.</i></p> | <p>2.4.1 See 2.3.1</p> <p>2.4.2 The Department and Authorities/Boards will prepare and implement zero tolerance policies on violence within the workplace. These policies will be developed by March 31, 2006.</p> <p>2.4.3 The individual H&SS Authorities/Boards will establish and formalize partnerships with relevant community agencies and offices such as the RCMP, WCB, community leadership, etcetera in order to:</p> <ul style="list-style-type: none"> • Ensure safety standards exist and are promoted including protocols for staff to follow in unsafe situations; and • Implement safety audits in workplaces. <p>These partnerships will be developed on an ongoing basis and may be affected by staff turnover.</p> <p>2.4.4 The Department and Authorities/Boards are committed to engaging staff representatives in planning meetings and decisions during periods of building design and retrofit (upgrades) to ensure matters of space, air quality and the working environment are addressed. Staff involvement will commence upon approval of this implementation plan and continue on an ongoing basis as different projects commence.</p> |
| <p>Outcome: Employees work in an environment that is safe and consistent with the Workplace Health and Safety Initiative and WCB requirements.</p> | |

| Action Items | Activities to Support Actions |
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| <p>2.5 Quality Improvement</p> <p><i>Promote continual improvements in a multi-disciplinary format</i></p> | <p>2.5.1 The H&SS Authorities/Boards will develop mechanisms that help identify potential enhancements to specific areas of service. For example, the Stanton Territorial Health Authority has a Quality Management/Patient representative who is responsible for making recommendations with respect to continual quality improvement. The remaining H&SS Authorities will review the STHA job description and any programs or policies put in place through the STHA position and ensure that those services are present within their Authority. This review should be completed by March 31, 2006.</p> |
| <p>Outcome: Each H&SS Authority will have mechanisms in place to constantly monitor the provision of health and social services and make productive recommendations for quality improvement.</p> | |

| Action Items | Activities to Support Actions |
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| <p>2.6 Exit Interviews</p> <p><i>Expand the base of knowledge regarding reasons for employee departure in order to better inform future practice and investment.</i></p> | <p>2.6.1 The GNWT currently has a process in place for employee exit interviews. The Department and Authorities/Boards will ensure that all staff whose employment terminates will be made aware of the anonymous exit interview available through Corporate Human Resources.</p> <p>2.6.2 All Departments as well as Authorities/Boards must provide statistics on exit interviews (from Human Resources (FMBS)) as part of their Annual Reports.</p> <p>2.6.3 The individual Authorities/Boards will be encouraged to develop an in-house exit interview process in order to address some of the health and social service specific concerns and reasons for voluntary turnover. These in-house exit interviews may be based on the existing Human Resources (FMBS) template and should be completed and implemented by March 31, 2006.</p> |

Outcome: Senior Management will have information they require to address issues within the workplace that leads to staff departure.

Goal #3: **The Department and Authorities/Boards want to recognize and reward people for their contributions and work towards a cooperative and collaborative work culture.**

Objectives: ♦ **Recognize and reward people for their contribution.**
 ♦ **Provide for a cooperative and collaborative work culture.**

| Action Items | Activities to Support Actions |
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| <p>3.1 Performance Appraisals</p> <p><i>Update and monitor for full compliance with annual performance appraisals for term and indeterminate employees of the Department and Authorities/Boards.</i></p> | <p>Note: The Minister of H&SS has given direction that performance appraisals must be completed across the H&SS System for all employees on an annual basis. Based on this direction, the HR Unit of the Department will monitor each H&SS Authorities/Board’s compliance and report results back to the Joint Senior Management Committee (JSMC).</p> <p>3.1.1 The Department will implement a comprehensive performance appraisal process that facilitates the completion of all Union and Excluded performance appraisals on a set date (March 31) on an annual basis. All Senior Management Performance Appraisals will be due on April 30 on an annual basis. Senior Management bonuses will be subject to the completion of all UNW and Excluded Performance Appraisals under their responsibility. These processes will be developed and implemented during the 2003/2004 fiscal year.</p> <p>3.1.2 The Department will distribute their performance appraisal process and guidelines to the individual H&SS Authorities by September 30, 2004. The individual Authorities/Boards will use these processes and guidelines as a template to create their own in-house processes and guidelines. The customized processes and guidelines will be completed and implemented by the end of the 2004/2005 fiscal year.</p> <p>3.1.3 At the end of every fiscal year the Human Resources (FMBS) will compile the statistics, prepare a program summary and provide the report to the Joint Senior Management Committee for review and analysis.</p> |

Outcome: All performance appraisals will be completed on an annual basis supporting the identification of learning needs and the setting of goals and objectives for upcoming reporting periods.

| Action Items | Activities to Support Actions |
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| <p>3.2 Employee Recognition</p> <p><i>Prepare and adopt a Department Policy on employee recognition.</i></p> | <p>3.2.1 The Government of the NWT has a standardized recognition program for all employees. The Department will review the existing policy and develop an internal Departmental policy to address initiatives such as but not limited to long service awards, retirement and recognition of employees by February 2005. The Department will continue to update the program as required and provide employee recognition.</p> <p>3.2.2 The Department will distribute their internal policy on employee recognition to the Authorities/Boards so they can customize it to suit their individual needs. All of the Authorities will have a comprehensive employee recognition program in place by March 31, 2007.</p> |
| <p>Outcome: Employees will receive regular and merited recognition for their work within the Department and Authorities/Boards.</p> | |