



2013

PUBLIC SERVICE ANNUAL REPORT

Government of the Northwest Territories

Public Service. Public Focus.

THE HONOURABLE JACKIE JACOBSON
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the 2013 calendar year on the management and direction of the public service in the Northwest Territories in accordance with the *Public Service Act*.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke, representing the name Tom Beaulieu.

The Honourable Tom Beaulieu
Minister of Human Resources

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If you have any comments about this report, please contact:

Deputy Minister

Department of Human Resources
Government of the Northwest Territories
P.O. Box 1320
Yellowknife NT
X1A 2L9
(867) 873-7187

The primary source for statistics in this report is PeopleSoft to December 31, 2013, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data have been collected may not appear in the data presented. "Employee" means someone on payroll, occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data are based on indeterminate (regular) and term (temporary) employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Deputy Ministers, Senior Management, Excluded, NWT Teachers' Association and the Union of Northern Workers.

The Workers' Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

<http://www.hr.gov.nt.ca/documents/publications-manuals>

For more information on the GNWT and the Department of Human Resources, please visit:

www.gov.nt.ca

www.hr.gov.nt.ca

TABLE OF CONTENTS

MESSAGE FROM THE MINISTER	4
PURPOSE OF THE PUBLIC SERVICE	5
<i>Government of the Northwest Territories</i>	5
<i>Department of Human Resources</i>	5
HIGHLIGHTS OF THE YEAR	7
THE PREMIER'S AWARDS	9
CURRENT ENVIRONMENT	11
STRATEGIC CONTEXT	13
<i>Goal 1 – Fixing/Maintaining the Foundation</i>	13
<i>Goal 2 – Engage: Magnetic Attraction</i>	15
<i>Goal 3 – Dazzle: Diverse Opportunities</i>	18
<i>Goal 4 – Inspire: Expanding Horizons</i>	19
<i>Goal 5 – Renew: Charting a Path for Tomorrow</i>	21
DEVELOPMENT OF THE PUBLIC SERVICE	22
<i>Occupational Categories</i>	22
<i>National Occupational Categories Skill Level</i>	23
COMPOSITION OF THE PUBLIC SERVICE	24
<i>Employment Type</i>	25
<i>Work Absence Rate</i>	25
<i>Accession and Turnover Rates</i>	26
AFFIRMATIVE ACTION	27
HUMAN RESOURCE COSTS	30
IDENTIFYING CRITICAL POSITIONS FOR WORKFORCE AND SUCCESSION PLANNING BY OCCUPATIONAL CATEGORY	32
PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE	33
RECRUITMENT AND RETENTION	34
<i>Staffing Appeals</i>	34
<i>Applications for Public Service Jobs</i>	35
<i>Performance Management</i>	35
Department Of Human Resources	44

MESSAGE FROM THE MINISTER



As Minister Responsible for Human Resources, I am pleased to present the 2013 Public Service Annual Report. This report provides information on the management and direction of the public service for the Government of the Northwest Territories (GNWT) and has been prepared in accordance with the *Public Service Act*.

In October 2013, I assumed responsibility for the Human Resources mandate to provide leadership and direction to the GNWT, its boards and agencies, in all areas of human resource management. This past year was significant for the GNWT public service. We focused our energies on putting into place systems and programs that support the significant changes to the GNWT public service resulting from the signing of the *NWT Lands and Resources Devolution Agreement*. Organizational design, union consultation and work to retain the experience and expertise of transitioning Federal employees took place to ensure the GNWT has a knowledgeable and experienced public service able to provide service delivery for responsibilities it acquired through devolution on April 1, 2014.

We enhanced our engagement with Aboriginal governments to build human resource capacity in anticipation of Aboriginal self-government. This is important work where collaboration and partnership can ensure all levels of government are poised to assume greater authority and responsibility with confidence and expertise.

We worked to ensure the public service is a diverse and inclusive work place. Aboriginal Cultural Awareness Training was launched to help GNWT employees in their understanding of the ways Aboriginal values and traditions inspire our programs and services. A disability awareness campaign helped increase awareness of physical, social and invisible disabilities. Diversity and inclusion is offered as part of new employee orientations.

We continued development and implementation of a number of initiatives under *20/20: A Brilliant North, the NWT Public Service Strategic Plan*, including a Workforce Planning Strategy to develop our labour force, fill vacant positions, especially in the regions, and provide opportunities for NWT citizens.

We launched a new Careers website – gnwtjobs.ca – to support recruitment of a diversified, inclusive and skilled public service. The careers website highlights our employment opportunities and showcases life in the NWT. It also offers visitors tools to join a talent community and valuable information on how to apply for GNWT jobs.

In 2013, the GNWT's effort was acknowledged nationally through recognition as one of Canada's Top 100 Employers and Canada's Best Diversity Employers. The Aboriginal Cultural Awareness Training was also recognized internationally with a Top 10 Innovation in Diversity Award.

In August 2013, the Financial Management Board approved a human resources structure that has transactional functions and information system platforms moved within the financial environment effective April 1, 2014. Our focus remains to support managers in all areas of human resources management through strategic advice, leadership and development and providing quality GNWT-wide programs.

Throughout this annual report, you will find an engaged public service collaborating to achieve the 17th Legislative Assembly's Caucus Priorities, *Believing in People and Building on the Strengths of Northerners*, and vision of strong individuals, families and communities sharing in the benefits and responsibilities of a sustainable and prosperous NWT. I thank GNWT staff for their enthusiasm and hard work in contributing to the positive and productive work environment of the GNWT.

I look forward to the upcoming year and our continued efforts in providing excellent services to NWT residents.

Tom Beaulieu
Minister of Human Resources

PURPOSE OF THE PUBLIC SERVICE

GOVERNMENT OF THE NORTHWEST TERRITORIES

The *Public Service Act* establishes the NWT public service. The *Act* also outlines the basic terms and conditions of employment, identifies the rights and responsibilities of employees and employer, and creates the labour relations framework of the GNWT.

The public service manages and delivers government programs and services to the people of the NWT. Areas of responsibility include: health and social services, justice, education, income support, economic development, industry and investment support, environment and natural resources, lands management, transportation and highways, housing, support to community and municipal governments and cultural programs.

Public Service Mission

To provide excellent service to the people of the NWT.

Public Service Vision

Excellence, innovation and commitment are the touchstones of our service to the public.

Government Direction

The 17th Legislative Assembly's Caucus Priorities, *Believing in People and Building on the Strengths of Northerners*, outlines a vision of strong individuals, families and communities sharing in the benefits and responsibilities of a unified, sustainable and prosperous NWT.

DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources (DHR) is the corporate human resource agency for the GNWT. The Department's mandate is to provide both transactional and strategic human resource management services to departments and agencies. Fulfilling this mandate involves the recruitment and retention of a competent, representative public service, the development of programs and policies that effectively serve the human resource needs of the public service, and the creation of a work environment that promotes employee development, safety and wellness, and positive labour/management relations. The mission and vision of the DHR are as follows:

Mission

Supporting excellence in the GNWT public service through the delivery of innovative, quality human resources.

Vision

Connecting with our clients to provide leadership and excellence in human resource management.

Human Resources Delivery

The GNWT human resources service delivery model integrates, connects and leverages HR services with corporate oversight while remaining flexible enough to respond to the unique human resource needs of departments and agencies. Human resource management is implemented within the framework provided through relevant legislation and policies.

The management of the GNWT's human resources is a shared service partnership to enable the achievement of Government priorities.

The DHR recognizes that client departments and agencies have a lead role to play in:

- managing their own staff, including performance management and the oversight of time, labour and scheduling;
- strategic management of their human resources using value added tools and support from the DHR in actions such as recruitment and staffing, succession planning and talent management; and
- managing their fiscal resources, authorities and accountabilities.

Client departments and agencies recognize that the DHR has a lead role to play in:

- delivering core transactional services directly on behalf of the employer;
- developing the tools and resources that support clients in managing their staff;
- adding strategic value to human resource management and supporting a corporate perspective across departments and agencies; and
- providing regular human resource reporting and monitoring service levels.

To this end, the management of the GNWT's human resources is a shared service partnership to enable the achievement of Government priorities.

HIGHLIGHTS OF THE YEAR

Devolution of Lands and Resources to the GNWT

The GNWT, Canada and participating Aboriginal Governments signed a *NWT Lands and Resources Devolution Agreement* on June 25, 2013 that saw responsibility for managing land, water and resources transfer from the federal to the territorial government effective April 1, 2014.

The Devolution Agreement outlined human resource considerations, including clear commitments to federal employees impacted by this transfer of responsibility to ensure corporate knowledge transfer on these key files and provide for the respectful treatment of experienced federal employees. From a public service perspective, there was an enormous amount of work involved in preparing to incorporate new responsibilities and functions into the GNWT and to welcome new employees to the GNWT.

On October 1, 2013, the GNWT released the organizational design outlining the new GNWT structure. The Departments of Industry, Tourism, and Investment and Environment and Natural Resources took on federal functions related to their existing mandates, and a new Department of Lands was created to support, manage and administer the sustainable use of public land in the NWT. The GNWT's existing responsibilities for managing Commissioner's Lands transferred from Municipal and Community Affairs to the new Lands department. On the same date, the GNWT made job offers, effective April 2014, to the impacted Federal employees.



GNWT Recognised as one of Canada's Top 100 Employer for 2013

The Canada's Top 100 Employers project (a partnership of The Globe and Mail and Eluta.com) selected the GNWT (in October 2012) as one of Canada's Top 100 Employers in 2013. This prestigious recognition identifies private and public sector organizations that provide exceptional workplaces for their employees and lead the nation in attracting and retaining top talent.

Working for the GNWT is challenging and exciting. Due to our small size, employees have the opportunity to

make a difference and are able to see the direct impact their work has on residents of the NWT. There are great opportunities for career growth, development and advancement as well as the chance to work in beautiful pristine locations and experience the richness of different cultures and traditions.

The GNWT's inclusion placed us among a select group of Canadian employers that lead the nation in their commitment to employees. It demonstrates our success in creating an environment where employees can thrive and contribute to the economic and social prosperity of the NWT and it highlights our values as an organization for prospective employees and business partners.

The GNWT was recognised as one of Canada's Top Diversity Employers for 2013.

GNWT Selected as One of Canada's Top Diversity Employers

In February 2013, the Canada's Top 100 Employers project selected the GNWT as one of Canada's Best Diversity Employers for 2013. The GNWT was recognised for this award based on its range of diversity initiatives. These included the consultative approach to recruitment and staffing initiatives by working with the GNWT's Advisory Committee on Employability and the Aboriginal Employees Advisory Committee. Also dedicated resources (Diversity Officer and Duty to Accommodate Advisor positions) to assist with inclusion and workplace accommodation, and programs such as the Aboriginal Management Development Program which provides developmental opportunities for Aboriginal candidates to enter senior management positions.

Careers Website

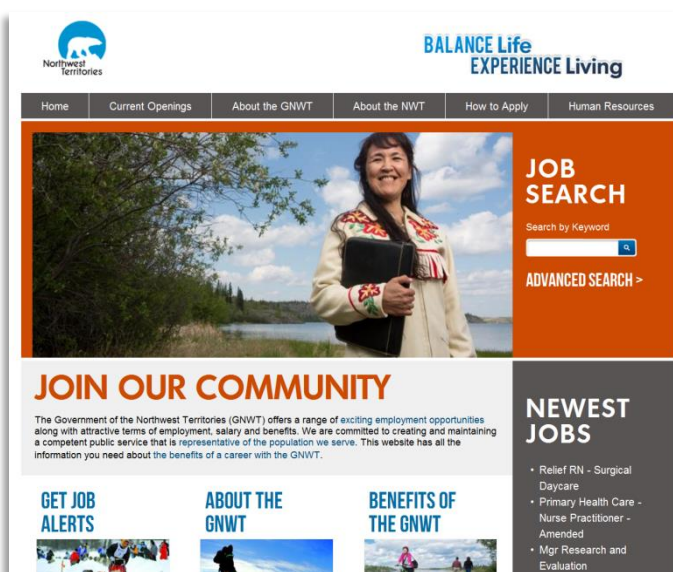
The new GNWT Careers website – gnwtjobs.ca – was launched in August 2013, to proactively attract job seekers to GNWT employment opportunities. The Careers website is a great tool to showcase the benefits of working for the GNWT and provides visitors with

access to eRecruit to apply on jobs. Visitors can sign up to become a member of the GNWT's Talent Community, which provides them with automated alerts when jobs they are interested in are posted. The Talent Community ensures the GNWT can stay in touch with members to assist with future recruitment needs.

Aboriginal Cultural Awareness Training

The GNWT launched the Aboriginal Cultural Awareness Training (ACAT) for the public service in June 2013. This training is intended to enhance Aboriginal cultural understanding and reaffirms Aboriginal values and partnerships as a key foundation for the GNWT and for the public service – based on respect, recognition and responsibility. It also provides employees with information and context on the communities and regions they live in and the residents they serve, enabling them to do their job more effectively. The content is northern specific and provides historical information on government and Aboriginal relationships.

Cultural awareness helps build a shared sense of community among people with diverse backgrounds. ACAT is publicly available on the DHR website.



THE PREMIER'S AWARDS

The GNWT formally recognises and honours individuals and teams who contribute through their efforts and actions to the success of the public service. Employees are recognised annually through the following awards:

- The **Premier's Award for Excellence** recognizes the outstanding achievements of individual GNWT employees or teams of GNWT employees who demonstrate excellence and innovation in advancing the objectives of the public service.
- The **Premier's Award for Collaboration** recognizes the outstanding achievement of teams of GNWT employees and other government and non-government employees who demonstrate excellence and innovation in improving services to residents of the Northwest Territories.
- The **Dave Ramsden Career Excellence Award** recognizes a long term public servant who has made outstanding contributions and has had a significant impact on the delivery of public services in the NWT through a career dedicated to the public service and its values.

The Premier of the Northwest Territories recognized award recipients at a ceremony held in the Great Hall of the Legislative Assembly on June 5, 2013.



Premier's Award for Excellence – Individual

Mr. Barry Ward
Mr. John Stewart
Mr. Ralph Sanguez

Dave Ramsden Career Excellence Award

Mr. Ian Legaree

Premier's Award for Excellence – Teams

Devolution Negotiations Team – Department of Executive

Mr. Martin Goldney
Mr. Mark Salvor
Ms. Tara Naugler
Mr. James Fulford
Mr. Ian Blackstock
Dr. Hal Gerein
Mr. Hugh Richardson
Mr. Peter Bannon

Anthrax Emergency Response Team – Department of Environment and Natural Resources

Mr. Tony Vermillion
Mr. Danny Beaulieu
Mr. Gerald Doucet
Mr. Terry Armstrong
Mr. Brett Elkin
Ms. Judy McLinton
Mr. Thomy Matto
Mr. Edward Landry
Mr. Leeroy Andre
Mr. Shawn Maxwell
Mr. Brendan Tsetso
Ms. Heather E. Beck
Mr. Adrian Lizotte
Mr. Kelvin Kotchilea
Mr. Karl Cox
Mr. Marti Lyx
Mr. Brent Starling
Ms. Heather Hirst

North Slave Correctional Centre Project – Truth and Reconciliation Committee, Department of Justice

Mr. Greg Debogorski
Mr. Blair Van Metre
Ms. Sue Glowach
Mr. John Nahanni
Mr. Felix Lockhart

Premier's Collaboration Awards

Energy Charette Working Group

Mr. Philip Duguay
Mr. Mark Henry
Ms. Irene Vasa
Mr. James Tolley
Mr. Bryan Pelkey
Mr. Wade Carpenter
Ms. Darha Phillpot
Mr. Matthew Kennelly
Mr. Michael Ball
Mr. Remi Gervais
Ms. Leanne Robinson
Ms. Linda Todd
Ms. Myra Berrub
Ms. Sara Brown
Ms. Geraldine Byrne
Mr. Peter Lennie-Misgeld
Mr. David Mahon
Mr. Doug Ritchie

Colville Lake Tommy Kochon Airport, Department of Transportation and Partners

Mr. William Chapple
Mr. Daniel Michaud
Ms. Laura Love
Mr. Jesse Casey
Mr. Ted McKnight
Ms. Erin Scott
Mr. Pat Ayiku
Mr. Rene Balcaen
Mr. Alexander Hanna
Berah Gutone Tue
Community Government of Colville Lake

Staff of the North Slave Young Offender Facility, Department of Justice and Partners

Ms. Tanya Ashley
Mr. Ivan Gloeden
Mr. Chris Pedersen
Mr. Matthew Simms
Mr. Chris Potyok
Ms. Michelle Richards
Mr. Shawn Vassallo
Ms. Bernie Ritchie
Ms. Morgan Wouters
Mr. Clayton Bell
Ms. Linda Morrison
Mr. Richard Deutschmann
Mr. Greg Brandford
Mr. Mark Wouters
Ms. Shari Manyika
Ms. Julia Fowler
Mr. John Dzurka
Ms. Nicole Krivan
Mr. Damien Ramm
Ms. Margaret Hope
Mr. Greg Krivda
Mr. Luciano Marrai
Mr. Derek Bran
Mr. Justin Bailey
Mr. Everett McQueen
Mr. Mike Desjarlais
Ms. Amanda Washburn
Ms. Hiedi Yardley
Ms. Sharon Lambert
Mr. Chris Comeau
Ms. Jacqueline Simpson
Mr. Leo Ehrenberg
Mr. Russel Ives
Mr. Spencer Lyman

98 public servants and collaborators from outside the GNWT received Premier's Awards.

CURRENT ENVIRONMENT

As of December 31, 2013, there were 43,641 people residing in the NWT, representing a slight decrease of 0.1% (13 people) from the previous year. The population lives in 33 communities spread over a 1.18 million square kilometre area. The NWT economy is based largely on diamonds, gas, oil, public sector administration, and tourism.

The public sector is a major component of the NWT economy. At December 2013, the Territorial public sector accounted for 4,845 of the 22,400 employed people in the NWT, or approximately 22%. ^[NWT Bureau of Statistics]

Governance

The NWT is one of only two jurisdictions in Canada that operate under the consensus system of government rather than the system of party politics. Within this system, the Legislative Assembly functions in much the same way as a provincial legislature except that all Members are elected as independents for their constituencies. The

Premier and six Ministers are elected by the Members to form the Executive Council.

Members who are not appointed to the Executive Council become responsible for holding the government accountable and responsive to the people of the NWT. The Commissioner of the NWT fulfills a role similar to that of a Lieutenant Governor.



public service. By age distribution, in the GNWT the age category with the largest number of employees were those between 50-54 years of age. As at December 31, 2013, 23.4% of GNWT employees are eligible for retirement within the next 5 years.

The public service is facing challenges due to an aging NWT population, a smaller NWT labour pool and expectations on services.

The GNWT supports and encourages the transfer of knowledge amongst employees and with Aboriginal and community governments. It uses a number of methods including internships, leadership development training, developmental assignments and secondments to achieve this goal.

Several Aboriginal governments are currently negotiating lands, resources and self-government agreements. New systems of governance are emerging on the northern political landscape as agreements are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Aboriginal and public governments with others being Aboriginal only.

Demographics

The Canadian population and specifically the GNWT workforce are aging. In 2013, the number of GNWT employees aged 55 years or more was 22.4% of the

Economy and Labour Force

At December 2013, the NWT employment rate was 70.2% with an estimated 22,400 out of 31,900 residents 15 years of age and older employed in the NWT. ^[NWT Bureau of Statistics]

The GNWT is facing significant challenges in filling positions that require post-secondary or specialized training, similar to what neighboring jurisdictions are experiencing. Severe labour shortages in a number of occupational groups and strong competition for knowledgeable and skilled staff has made it difficult to attract qualified individuals north. When the economy in western Canada was not doing as well, the GNWT had greater success recruiting to these

positions. Now that the economy is recovering, individuals who may have previously considered jobs in the north are staying in the south due to greater accessibility to housing and services and closer proximity to family. These issues impact not only those individuals being recruited from outside the NWT, but also those contemplating a move between communities or returning from post-secondary education and deciding which community to live and work.

A representative public service composed of Northerners is a priority of the GNWT. Continuing to develop a northern workforce ensures the design and delivery of programs and services by employees who have knowledge of, experience with, and are sensitive to the cultural diversity of northern residents. This is supported by the mandate of the 17th Legislative Assembly.

As of December 31, 2013, there were 43,641 people residing in the NWT, representing a slight decrease of 0.1% (13 people) from the previous year.

STRATEGIC CONTEXT

The GNWT public service mission is to provide excellent services to the people of the NWT. To achieve this mission the GNWT is focused on the development of the public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan* and actions under the 2012 to 2016 Action Plan developed to support the Public Service Strategic Plan.

The Strategic Plans' five goals reflect the GNWT's commitment to engage public service employees and improve the quality of effective programs and efficient services provided to NWT citizens.

GOAL 1 – FIXING/MAINTAINING THE FOUNDATION

Client Engagement

In 2013, work focused on improving stakeholder relationships through improved communications including facilitated meetings on specific topics relevant to clients, use of internal team or working group websites to share information and generate discussions, and increased information sharing in the GNWT employee newsletter Bear Facts.

The pilot Service Partnership Agreement, between the DHR and its partners in the Health and Social Services system, from October 2012 to October 2013 concluded. The Service Partnership Agreement Implementation Working Group established to provide oversight to the pilot project began developing the pilot evaluation methodology and results and recommendations are expected in 2014.

To enhance organizational effectiveness and ensure efficiencies, communities of interest such as the Deputy Ministers' Human Resource Committee, Directors of Finance, the Client Advisory Group and employees were consulted for feedback on human resource approaches. The Deputy Ministers' Human Resource Committee offers assessment and evaluation of human resources management approaches and programs.

Employee surveys provide information on their knowledge of human resource initiatives and engagement.

The 2012 GNWT Employee Engagement and Satisfaction Survey results were released in a summary report in November 2013. When comparing the 2011 and 2012

An impressive 89.8% of all employees who completed the survey either agreed or strongly agreed with the statement "I have positive working relationships with my co-workers," and 88.4% agreed that their job was a good fit for their skills and interest.

survey results, 29 of the 31 questions showed increases in agreement score (those who responded "Strongly Agree" or "Agree" to the question). An impressive 89.8% of all employees who completed the survey either agreed or strongly agreed with the statement

"I have positive working relationships with my co-workers," and 88.4% agreed that their job was a good fit for their skills and interest.

The most notable improvement was the response to the question: "The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace" which increased by 10.7% from its previous agreement score.

Priority areas for improvement include ensuring information flows effectively from senior leadership to staff and developing adequate reward programs to help celebrate and acknowledge individual and team efforts, both areas had relatively low agreement scores in 2012.

On the DHR's Client Satisfaction Section of the Survey, 76.3% of employees who completed the survey

indicated they were “satisfied” or “very satisfied” when asked about their overall satisfaction with the DHR. This is an increase from 75.1% in 2011.

In late 2013, the GNWT asked employees to complete an Aboriginal Inclusion Survey to solicit their opinions on Aboriginal inclusiveness. The survey was conducted by the Aboriginal Human Resource Council (AHRC), a national not-for-profit organization with a mandate to advance the full labour market participation of Aboriginal peoples in Canada and indigenous peoples around the world. AHRC designed and administered the survey questions. A Steering Committee, comprised of senior managers from the GNWT, including the Aboriginal Employee Advisory Committee (AEAC) co-chairs, oversaw the survey, including refining the survey questions and acting as champions for the process. The Steering Committee will receive the final survey report and recommendations from AHRC in 2014. Work will then begin on developing an action plan to address any recommendations put forward to improve Aboriginal inclusion in the workplace and to remove identified barriers that Aboriginal persons encounter in obtaining employment and career advancement within the GNWT.

Also in 2013, the results of the first Inclusive Public Service Survey were released. The survey gauged how employees felt about employment opportunities for people with disabilities in the GNWT. The responses were favourable; 70.6% of respondents believe the GNWT promotes an inclusive public service and 61.9% of respondents with disabilities indicated they do not need tools or supports to do their work. Detailed survey results and an action plan are expected in 2014.

Business Transformation and Human Resource Transactions

Work to amalgamate transactional functions began in 2013. The human resource functions related to pay; benefits; data management; HRHelpDesk; and PeopleSoft Human Resource Information System (PS-HRIS) are scheduled to transfer to the Department of Finance effective April 1, 2014. The integration of these functions puts payroll and benefits within a financial

The responses were favourable; 70.6% of respondents believe the GNWT promotes an inclusive public service and 61.9% of respondents with disabilities indicated they do not need tools or supports to do their work.

environment and increases efficiencies by aligning the GNWT’s corporate finance and human resource information platforms in one department.

The DHR will focus on setting progressive human resource policy for the GNWT, leadership and support on human resource management for all departments and agencies, and effective recruitment, development and retention of GNWT staff through quality GNWT-wide programs, services and strategic advice. DHR is planning internal organizational changes to streamline the functions of the Department. The Human Resources Strategy and Policy Division will be renamed Corporate Affairs with a focus on departmental activities and the Corporate Human Resources Division will be renamed Strategic Human Resources Division identifying DHR’s responsibility for leading government-wide human resource management and the implementation of 20/20, the NWT Public Service Strategic Plan.

Technology - Human Resources Information System

Work continued on development of the GNWT’s Competency Based Performance Management (CBPM) system. The competency model introduces a new performance management approach, which is supported by ePerformance. The ePerformance module provides managers and employees on-line tools to develop, submit, and approve performance evaluations. It will significantly reduce administration, paper files and provide for better reporting. This is a system and process upgrade; the ongoing and regular person to person feedback on performance, as well as the formal annual review will continue.

GOAL 2 – ENGAGE: MAGNETIC ATTRACTION

Workforce Planning Strategy

The GNWT faces a significant challenge in stabilizing its existing workforce. In August 2013, a Workforce Planning Strategy was developed with a suite of sub-strategies to complement the work already underway with the NWT Public Service Strategic Plan. The goals and priorities of the Legislative Assembly and the NWT Public Service Strategic Plan are the foundation documents for the Workforce Planning Strategy, since these documents already identify core and strategic priorities of the organization that can be linked to the skills and competencies that employees require to assist the organization in achieving those objectives.

The GNWT actively works on recruitment initiatives to fill vacant positions, and on retention initiatives to assist in engaging and motivating the existing workforce. The Workforce Planning Strategy provides a framework for current and future recruitment to GNWT positions, to continue to develop retention strategies to engage and recognize existing employees, and to provide tools and strategies to prioritize recruitment efforts to align these efforts with corporate objectives. The Workforce Planning Strategy includes the following sub-strategies needed to assist with recruitment and retention:

- Regional Recruitment Strategy - Program intended to assist with increasing regional employment opportunities, by using unique approaches to recruitment to link residents with on-the-job training.
- Inclusive Recruitment Strategy - Strategy to identify employment barriers within the GNWT recruitment process that impacts the ability for some individuals



within the priority groups identified in the Affirmative Action Policy to obtain employment and/or advancement in the GNWT.

- Student and Youth Strategy – Review of existing student and youth employment programs to determine if any enhancements can be made, to ensure that young Northerners choose the GNWT as an employer upon completion of their studies.
- Career Fair Strategy - Criteria are being developed to determine which national career fairs the GNWT should participate in, in order to maximize resources and improve recruitment.

- Knowledge Retention Framework - A variety of tools, resources and supports are required to assist departments with mentoring, coaching and knowledge retention of employees.

- Hard to Recruit Framework - Strategy required to fill current and future vacancies in areas where there is an NWT and/or national skill shortage and tools to

provide assistance in making decisions about how to allocate time and resources when making decisions about recruitment efforts.

- Refocusing Recruitment Strategy - Strategy to review internal DHR processes to determine what changes are required to streamline and improve recruitment.
- Bilingual Recruitment Strategy - The GNWT French Languages Services Plan commits the GNWT to a wide range of actions and a strategy is needed to identify recruitment efforts, targeted to positions determined by departments to be “bilingual required”.

Affirmative Action and Diversity

Under the umbrella of the Workforce Planning Strategy, the Regional Recruitment Program (RRP), developed in October 2013, is intended to assist with increasing regional employment opportunities by using unique approaches to recruitment to link residents with on-the-job training. Key features of the RRP include work plans and training and development strategies geared to successful applicants to positions; ongoing “check ins” with hiring managers and with program participants; and the provision of hands-on assistance from existing employees. A dedicated Regional Recruitment Specialist position was established to work with departmental clients to identify potential candidates as well as identify vacancies where potential candidates may be a match for the vacancy. The Specialist also develops learning and development plans specific to the incumbent, and actively monitors the progress of the training plans through regular meetings with the hiring manager and the trainee.

In 2013, the DHR piloted the establishment of a Director of Aboriginal Employment Initiatives position, to provide focus and coordination for the various recruitment and retention strategies specifically focused on increasing the representation of Aboriginal persons within the GNWT public service.

The GNWT Advisory Committee on Employability (GACE) continued to provide advice to the Department to develop a Framework to Increase the Representation of Persons with Disabilities. One-day Disability Awareness Training workshops that explore attitudes and awareness about disabilities and the employment of persons with disabilities continued to be offered in 2013.

Recruitment Marketing

The DHR implemented HR Service Centre Open Houses in November 2013 at each of the HR Service Centres. The Open Houses provide an opportunity to share information on the different types of GNWT employment opportunities such as casual and summer

student employment; how to apply for GNWT jobs; and human resource programs and services like the Regional Recruitment Program that provide residents in communities with on-the-job training opportunities.

The GNWT Careers website, launched in August 2013, helps attract job seekers to GNWT employment opportunities through use of a Talent Community, which provides automatic notification when jobs they are interested in become available. Positions open in the GNWT are advertised on the Careers website.

In the first 90 days after the launch of the Careers website, close to 75,000 emails were delivered to Talent Community members, an average of 830 emails were



sent daily, containing links to specific job opportunities. The Talent Community remains an active and engaged resource for the GNWT to seek to access new employees.

The Talent Community ensures the GNWT can stay in touch with members to assist with future recruitment needs. Future work includes adding French content to the website.

Internships

As of December 31, 2013, 22 northern graduates had been placed into internships under the Graduate Internship Program. Work is also underway to refine existing student and youth programs to more strongly connect the opportunities in the public service with the studies and needs of northern graduates. Revisions and enhancements to the Graduate Internship Program will be effective for the 2014-2015 intake.

Summer Students

In 2013, the GNWT hired 271 summer students. Approximately 52% were Indigenous Aboriginal students, 44% were Indigenous Non-Aboriginal students and 4% had no priority. The Summer Student Orientation was a full day program in 2013, offered four times in Yellowknife and once each in Fort Smith, Fort Simpson, Hay River, Norman Wells and Inuvik. Overall combined attendance at these sessions was 46%.

NWT Public Service Capacity

The GNWT continues to assist Aboriginal and community governments to build public service capacity at all levels by promoting internships, secondments and other training opportunities. The GNWT and Gwich'in Tribal Council signed a Memorandum of Intent on Capacity Building on December 12, 2013, which established a collaborative partnership on enhancing

the skills of Gwich'in beneficiaries in preparation for the implementation of self-government. The GTC and GNWT are collaborating to design a pilot program to provide opportunities for internships, transfer assignments, secondments and other developmental tools between the organizations to facilitate capacity building and enhance understanding and engagement.



*In 2013, the GNWT hired 22 interns
and 271 summer students.*

GOAL 3 – DAZZLE: DIVERSE OPPORTUNITIES

Health and Safety

The GNWT implemented a formal Occupational Health and Safety (OHS) Program with the release of its corporate Occupational Health and Safety Policy in February 2013. An OHS Advisory Committee comprised of union and employer representatives was established to provide advice to the public service on the Program. The OHS Program provides a range of services from health and safety orientations for workers and contractors to emergency response plans to incident investigations. Each department and agency remains responsible for ensuring their workplaces comply with health and safety requirements. All departments and agencies have OHS committees and coordinators.

A variety of health and safety courses including Standard First Aid, CPR training, ergonomics, and safety awareness were added to the GNWT training calendar for employees; training is also available for individual departments if they so choose.

In the 2013 calendar year, 528 GNWT claims were reported compared to 377 in 2012. Despite the increase in claims, there was a significant reduction in penalties paid for claims from the previous year. The most common nature of injury in the GNWT continues to be sprains, tears and strains; bruises and contusions; and punctures and most commonly experienced by front line service workers in health care and protective services.

The Employee Family Assistance Program (EFAP) continues to provide 1- hour wellness education seminars with 23 seminars scheduled for 2013-2014.

Respectful workplace workshops designed to complement the Harassment Free and Respectful Workplace Policy are provided at the request of

departments and agencies. Five facilitated workshops were held in 2013.

Positive Relationships with Bargaining Representatives

Chapter 7 of the Consensus Draft NWT Lands and Resources Devolution Agreement from March 11, 2013 identified the need for the consent of the parties to the GNWT Collective Agreement for implementation of the devolution agreement. On May 16, 2013, the GNWT and Union of Northern Workers (UNW) signed a Memorandum of Agreement that helped ensure a knowledgeable, experienced and stable workforce to provide a continuity of programs and service delivery for the devolution effective date of April 1, 2014.

The GNWT/UNW Safe Disclosure of Information Guidelines became effective April 1, 2013. The GNWT did not receive any disclosures from April 1 to December 31, 2013.

The GNWT and the UNW signed a Memorandum of Agreement on rest periods at the end of 2013. The agreement outlines the situations where an employee would be entitled to a minimum of

an 8 hour rest period before reporting to a regularly scheduled work day or shift, without loss of regular earning. Work starts in early 2014 to explain to managers and employees how the process works prior to the agreement coming into effect on April 1, 2014.

The GNWT/UNW Safe Disclosure of Information Guidelines became effective April 1, 2013. The Guidelines identify the safe disclosure process for members of the UNW to report, in good faith, allegations of wrongdoing; the process for the Employer to follow when a disclosure is received; and the process for the review and investigation of reports. The GNWT did not receive any disclosures from April 1 to December 31, 2013.

GOAL 4 – INSPIRE: EXPANDING HORIZONS

Competency Based Performance Management

Competency based performance management was introduced in the GNWT in 2013. A competency is a characteristic which enables people to deliver superior performance in a given job, role, or situation. The competencies provide a description of the patterns of behaviours that are required for success in the GNWT. They help employees and the GNWT focus on the characteristics that enable people to consistently achieve high standards of performance.

The GNWT competency model consists of:

- **Authentic Leadership** - is a driver of personal and interpersonal conduct.
- **Systems Thinking** - is a driver of how thinking about problems and strategies should be approached within the GNWT.
- **Engaging Others** - It is about proactively building networks, connecting with others, understanding and building relationships with many stakeholders, partners, and governments, and collaborating across the GNWT and beyond, in order to achieve the goals and priorities that are important to Northerners.
- **Action Management** - is about setting a plan in motion and getting it done.
- **People Management** - is about creating the conditions and environment that allow people to work collaboratively and productively to achieve results.



- **Sustainable Management** - is about delivering results by maximizing organizational effectiveness and sustainability of our human, financial, and environmental resources.

The Competency Based Performance Management model is a change from the existing process and is being phased in over three years to help employees learn and understand competencies, and to work towards adding the competencies into their job functions as part of their ongoing learning and development. Senior managers were introduced to the competency model in 2013-14. In 2014-15, the competency model will be

rolled out to managers and supervisors, and in 2015-16, all employees will be using the competency model and ePerformance for performance evaluation.

Leadership / Development

In 2013, work started to realign the Leadership Development Program training with the competencies described in

the GNWT's Competency Based Performance Management system. Through a Request for Proposals, the GNWT partnered with the University of Alberta School Of Business, Executive Education, to refine the GNWT Leadership Development Program for executive managers, managers and emerging managers. Applications for the new program will start in early 2014.

Aboriginal Employee Development

The DHR completed an evaluation of the Associate Director/Superintendent Program in September 2013. The results of the program evaluation were positive, with participants indicating that there is a strong need

for this program and that they value the learning and development opportunity provided by the program. Based on the recommendations from the evaluation report and input from the Aboriginal Employee Advisory Committee (AEAC), the program was renamed, and enhanced and expanded to include one new manager-level position each year, an orientation component for new associates and their supervisors, and new reporting requirements. The Aboriginal Management Development Program enhances and facilitates

workforce planning by developing qualified Aboriginal persons to fill senior management and management roles, and to increase the representation of Aboriginal persons in senior management and management.

The expansion of the program to include funding and support for one new management position means the program now supports up to four new management positions for Aboriginal persons annually beginning April 1, 2014.

GOAL 5 – RENEW: CHARTING A PATH FOR TOMORROW

Planning for the future of the public service requires effective monitoring of workforce stability, talent management and future skills development of Northerners, and the ability to anticipate future human, financial and capital resource requirements.

Workforce Planning and Knowledge Retention

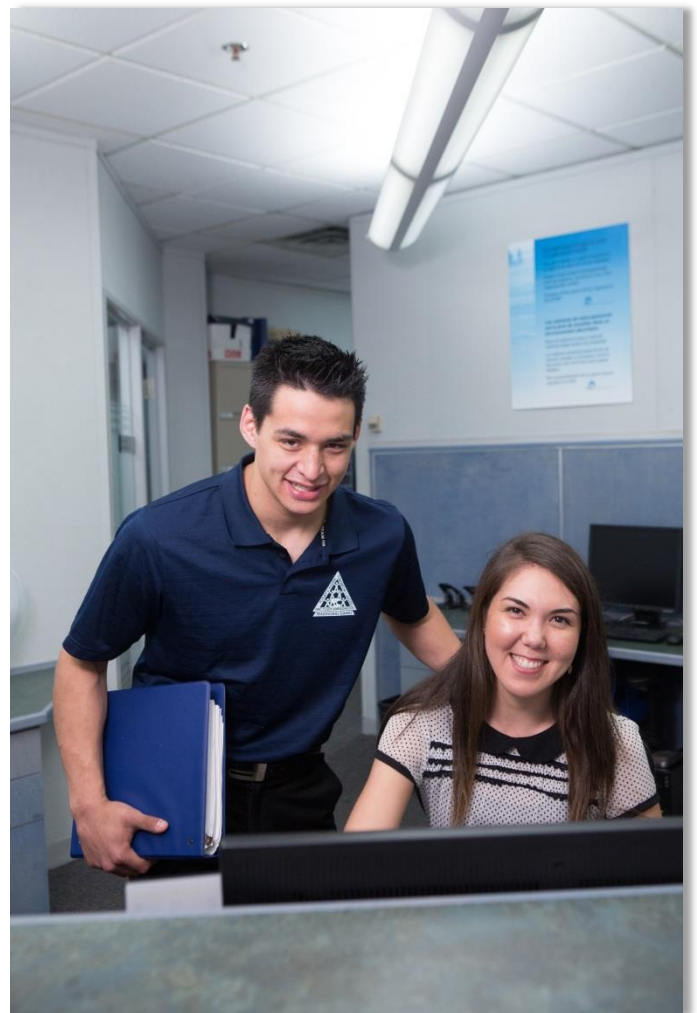
In December 2013, the GNWT partnered with Canadian Executive Services Organization (CESO) to offer a mentorship program for departments and agencies to develop their employees. The CESO Mentorship Program offers employees the opportunity to enhance their learning and development through a formalized mentorship relationship. The aim of mentoring is to create relationships, outside the normal supervisory relationship, where a mentor helps a mentee to enhance their performance, learning or development as well as professional and personal growth.

The GNWT continues to partner with other governments and national groups focused on employee engagement and succession planning to ensure it stays current with best succession planning practices across the country and to identify common priorities, challenges and shared solutions. HR staff regularly collaborate with three interjurisdictional teams - Employee Engagement Interjurisdictional Team, Interjurisdictional Metrics and Measures Working Group, and Career Growth and Development Interjurisdictional Team.

Human Resource Plans

Human resource plans provide a framework to ensure departments and agencies have the human resources required to fulfil their mandates, address human resource priorities that may be unique to each department, and shift planning activities from reactive to proactive. HR plans result in greater organizational

awareness regarding human resources challenges and strengths. At the end of 2013, five departments had completed their plans and were in the implementation phase. The remaining departments were in the process of developing their plans. All GNWT departments are targeted to complete a human resource plan by 2015-2016.



DEVELOPMENT OF THE PUBLIC SERVICE

OCCUPATIONAL CATEGORIES

The National Occupational Classification (NOC) is a nationally accepted taxonomy and organizational framework of occupations in the Canadian labour market. The NOC is a three-tiered hierarchical arrangement of occupational groups with successive levels of disaggregation: 26 major groups, 140 minor groups and 520 unit groups.

The GNWT assigns an occupational designation to each position based on the first number in the NOC system. This designation is used to classify occupational data and compile, analyse and report information about occupations in the public service. The public service is composed of a wide range of jobs. Examples of the positions found within each occupational category include:

Management:

Deputy Minister, Program Director and Regional Superintendent

Business, Finance & Administration:

Finance Officer, Human Resource Officer and office support staff

Natural & Applied Sciences & Related Occupations:

Engineer, Biologist and Renewable Resources Officer

Health Occupations:

Registered Nurse, Medical Lab & Certified Nursing Assistant

Occupations in Social Science, Education & Government Service and Religion: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer

Occupations in Art, Culture, Recreation & Sport:

Librarian and Youth Worker

Sales and Service:

Correctional Officer, Classroom Assistant and Custodial Worker

Trades, Transport and Equipment Operators and Related Occupations:

Mechanic and Equipment Operator

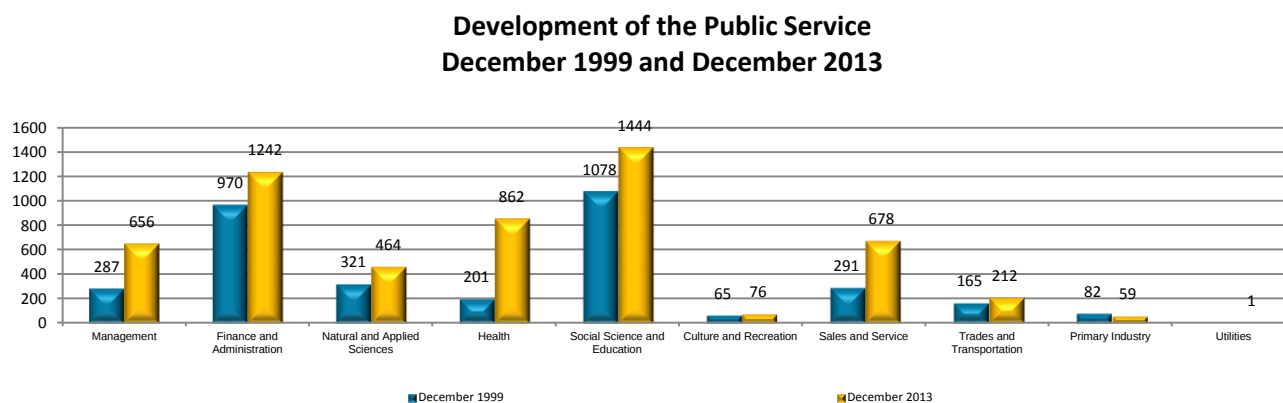
Occupations Unique to Primary Industry:

Fire Crew Member

Manufacturing and Utilities:

Municipal Works Officer and Water Plant

The following graph shows the number of positions by Occupational Category as of December 1999 and December 2012. The largest area of growth has been in Health with the addition of health care clinics and relief positions to the public service.

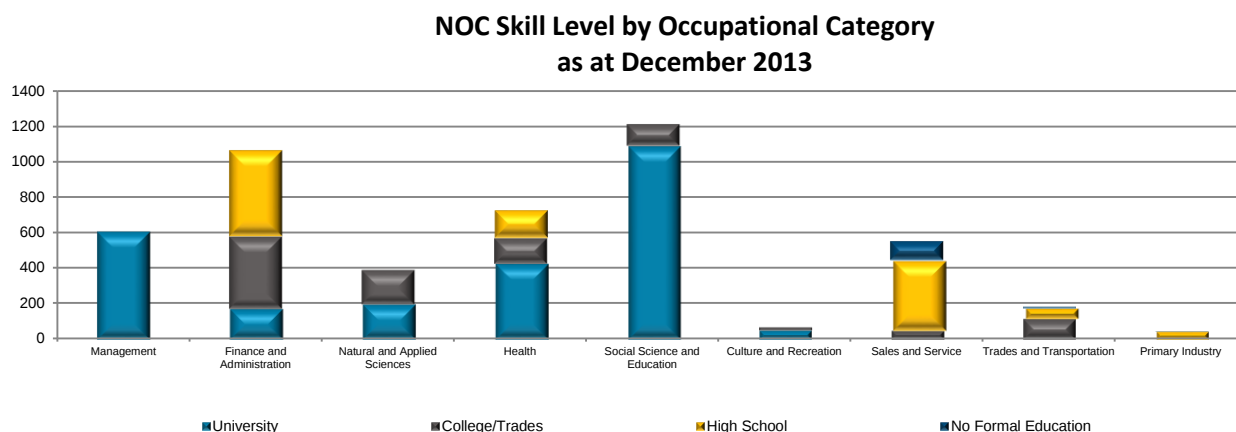


NATIONAL OCCUPATIONAL CLASSIFICATION SKILL LEVEL

The NOC skill level is the education and training required to perform the duties of an occupation. The NOC Skill level is determined using the second number of the NOC code.

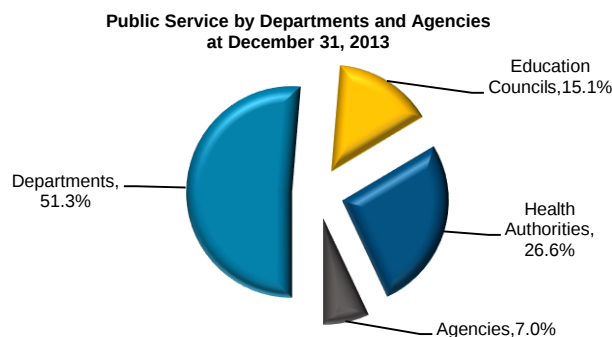
<i>University requirement</i>	Management (13%)	Managers, Directors, Principals, Regional Superintendents, Assistant Deputy Ministers, Deputy Ministers
	Professional (40%)	Teachers, Registered Nurses, Social Workers, Counsellors, College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers
<i>College/Trade requirement</i>	College/Apprentice (22%)	Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, User Support Technicians, Finance Officers, Renewable Resource Officers
<i>High School Requirement</i>	Occupational Training (23%)	Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Fire Crew Members, Classroom Assistants, Tower Persons, Highway Maintenance Operators/Engineers
<i>No Formal Education</i>	On the Job Training (2%)	Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers

The graph below show the number of employees by NOC Skill Level.



COMPOSITION OF THE PUBLIC SERVICE

At the end of December 2013, there were 4,845 employees in the public service. Approximately 51% of employees were located in departments, 7% in agencies (Aurora College, the Business Development Investment Corporation and Northwest Territories Housing Corporation), 15% in the Divisional Education Councils and 27% in the Health and Social Services Authorities.



The majority of employees were members of the Union of Northern Workers with 73%, and the NWT Teachers' Association with 10%. Excluded employees accounted for 12% of the public service, while senior management made up 5%.

Approximately 51% of employees were employed in Headquarters, 17% were employed in the South Slave Region, 14% were employed in the Beaufort Delta Region, 8% were employed in the Dehcho Region, 5% were employed in the Sahtu Region and 5% in the Tłıchó Region.

Female employees comprise the majority of the public service at 64.5%. Of the 194 National Occupational Unit groups that comprise the public service, there are 25 groups that are male dominated (designated non-traditional occupations) and 43 groups that are female dominated.

The ratio of management to employees within the public service is approximately eight employees per manager. Management (middle and senior managers) is based on positions with a four-digit NOC code starting with '0' and is comprised of 12.6% of the public service, up marginally from 2012 (12.2%).

The average age of employees has remained stable at 44 years. The average length of service of employees has not increased since 2011, remaining at 9.0 years.

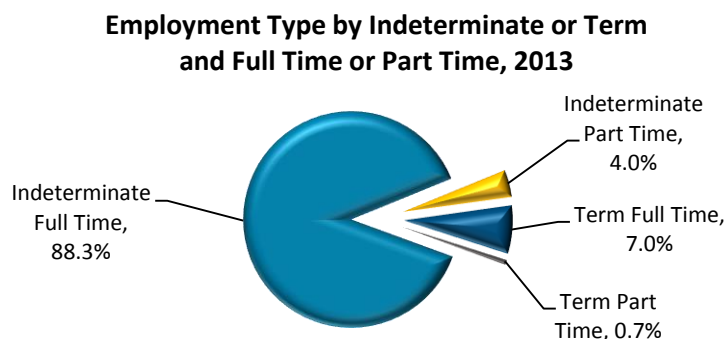
	Number of Employees	Average Age	Average Length of Service
All Employees	4,845	44.7	9.0
Indigenous Aboriginal Employees	1,559	45.6	10.0
Indigenous Non-Aboriginal Employees	666	43.4	12.0
Other Employees	2,620	44.4	7.7
Female Employees	3,126	44.3	8.8
Male Employees	1,719	45.4	9.5

EMPLOYMENT TYPE

Individuals hired as full-time, but not shift work, usually work a standard work week of 37.5 or 40 hours. Part-time employment is for less than a standard work week. Those hired for an indeterminate (regular) period of employment have no set termination date. Term (temporary) employment is for a specific period, at the end of which employment ceases.

The majority of public service employees are hired on an indeterminate and full-time basis, but arrangements such as job-sharing allow individuals to be hired on an indeterminate and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT also considers an employee's request to work flexible or staggered hours between 07:00 and 18:00.

At the end of 2013, there were 4,845 employees in positions. Of these, 4,471 (92%) employees were working in an indeterminate position, while 374 (8%) were working in a term position. Viewed another way, 4,617 (95%) employees were in full-time positions, while 228 (5%) held part-time positions. The data has remained consistent since 2010 with limited overall percentage change.



Relief workers are employees who work on an “as and when needed” shift. They tend to cover off indeterminate employees who have gone on some type of leave (sick, special, education, etc.). Of the 4,845 employees in the public service, 321 (6.6%) are relief. Also within the public service, 118 (2.4%) employees work only during certain times of the year as seasonal employees.

There are employees who have gone on some type of long-term leave (with or without pay) during the year, such as education leave, maternity leave, disability leave, parental leave, etc. As of December 2013, of the 4,845 employees in the public service there were 355 (7.3%) employees on long-term leave from the GNWT.

WORK ABSENCE RATE

The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes non-controllable absences such as annual, statutory holiday, bereavement/death in family, jury duty and leave of absence for maternity/parental/adoption. In 2013, the work absence rate for the public service was 12.3 days per employee. This is a decrease from 2012 (13.2 days) and 2011 (14.7 days).

ACCESSION AND TURNOVER RATES

Accession measures the rate of hires to payroll. It represents the number of hires as a percentage of the average number of employees occupying an established position in a year. In 2013, the annual employee accession rate was 13.1%. This is an increase from 2012 (11.8%) and 2011 (11.1%).

Turnover measures the rate of separations from payroll. It represents the number of terminations as a percentage of the average number of employees occupying an established position in a year. In 2013, the annual employee turnover rate was 11.5%. Turnover has remained stable over the last several years – 2012 (11.3%) and 2011 (12.6%).

AFFIRMATIVE ACTION

The GNWT is committed to a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy to help meet this goal.

Through the Affirmative Action Policy, the GNWT gives preference in employing the following groups:

- Indigenous Aboriginal Persons;
- Indigenous Non-Aboriginal Persons;
- Resident Persons with Disabilities;
- Resident Women in Senior Management; and
- Women in Non-Traditional Occupations.

Indigenous Aboriginal Persons means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the *Vital Statistics Act* and any Canadian Aboriginal persons who have lived more than half of their life in the Northwest Territories.

Indigenous Non-Aboriginal Persons are non-Aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.

Resident Disabled Persons (self-declared) are persons who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition and who are at a disadvantage because of a medically certified learning, mental, emotional or physical disability where the disability handicaps the person in taking advantage of employment, training and career advancement opportunities. A person without such a disability would not encounter these difficulties.

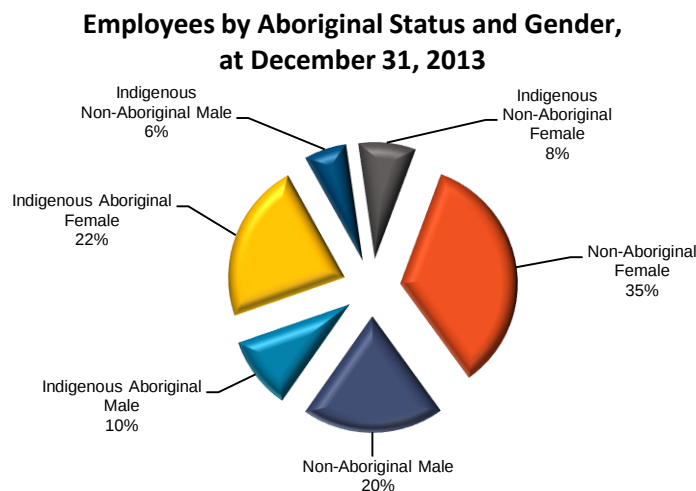
Resident Women are females who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition.

Senior Management refers to those positions with a four-digit National Occupation Classification (NOC) code starting with 00. These are Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions.

Non-Traditional Occupations are occupations where 70% or more of the incumbents are male and there are ten or more incumbents (male or female) in the occupation.

The DHR is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations.

At the end of 2013, there were 1,559 Indigenous Aboriginal employees representing 32% of the public service, a slight increase from 2012.



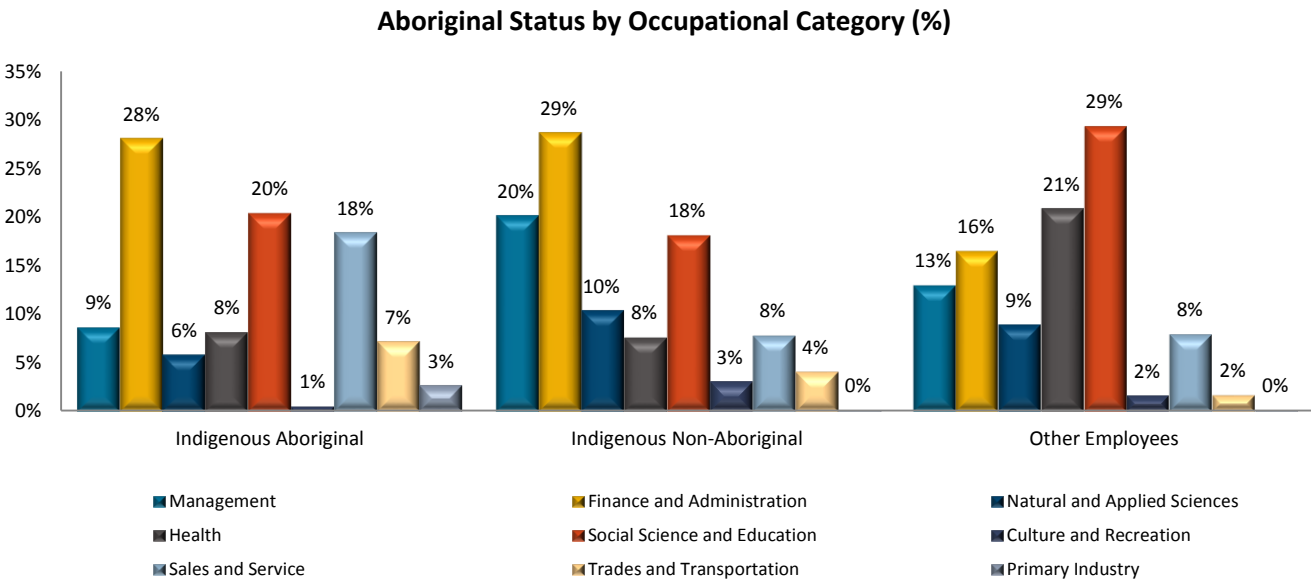
In 2012, the number of Indigenous Aboriginals, Indigenous Non-Aboriginals and Other Employees in the public service was 1,502, 623, and 2,594 respectively. In 2013, there was an increase of 57 Indigenous Aboriginals, 43 Indigenous Non-Aboriginals and 26 Other Employees in the public service.



As at December 31, 2013, there were 44 Indigenous Aboriginal senior managers, which represented 20% of employees in senior management. This is an increase from 19% in 2012. As well, there are a higher percentage of Indigenous-Aboriginal middle managers (23%) than Indigenous Non-Aboriginal middle managers (20%).

Overall, there have been six straight years (2008-2013) of increases in Indigenous Aboriginal persons in senior management.

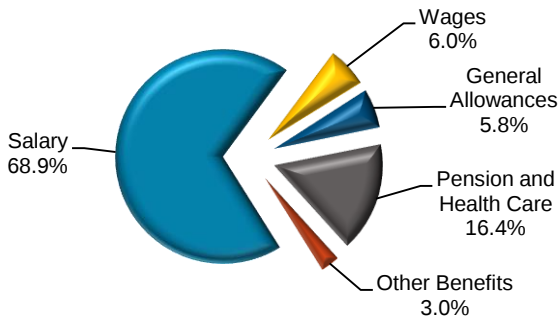
The majority of Indigenous Aboriginal employees work in Finance and Administration (28%) followed by Social Science and Education (21%) and Sales and Service (18%) occupational categories.



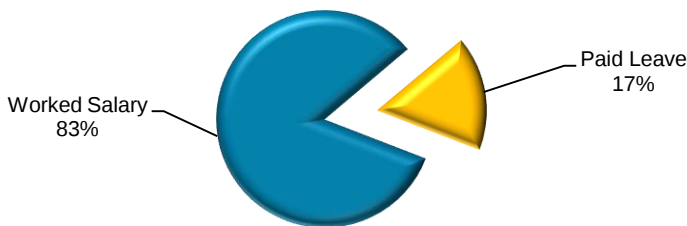
HUMAN RESOURCE COSTS

The salary and benefits costs of the GNWT public service are tracked for each calendar year. The first graph shows the breakdown of the salary and benefits costs for employees (including casuals). The second graph shows the paid leave as a percentage of net salary. The third graph shows paid leave with the breakdown of annual, statutory holidays; sick, special and other leave (includes maternity, parental, disability leave, winter bonus, etc.).

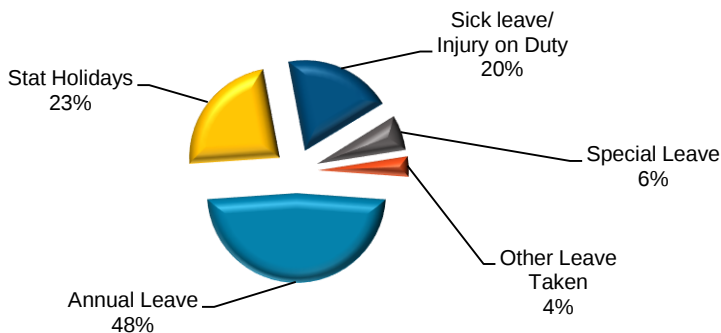
Salary and Benefits
of Employees, 2013



Paid Leave as Percentage of Net Salary



Paid Leave, 2013



Salary and Benefit Costs of Employees

for year ended December 31, 2013

Costs	2013	2012	2011
Salary	\$416,613,000	\$398,383,000	\$387,886,000
Total Salary	\$416,613,000	\$398,383,000	\$387,886,000
Bilingual Bonus/Language Allowance	\$555,000	\$562,000	\$560,000
Call-back	\$3,420,000	\$3,249,000	\$2,897,000
Excluded and Senior Management Bonus	\$1,302,000	\$896,000	\$1,568,000
Miscellaneous*	\$2,654,000	\$3,221,000	\$2,852,000
Overtime	\$20,167,000	\$18,656,000	\$18,287,000
Shift Premium	\$1,750,000	\$1,736,000	\$1,750,000
Standby	\$4,523,000	\$4,347,000	\$4,191,000
Teachers' Allowance	\$1,790,000	\$1,812,000	\$1,709,000
Total Wages	\$36,161,000	\$34,479,000	\$33,814,000
Education Allowance	\$818,000	\$637,000	\$477,000
Northern Allowance	\$34,004,000	\$33,065,000	\$33,317,000
Total General Allowances	\$34,822,000	\$33,702,000	\$33,794,000
Canada Pension Plan	\$12,620,000	\$12,033,000	\$11,578,000
Dental	\$4,210,000	\$4,149,000	\$3,934,000
Disability Insurance	\$5,514,000	\$4,540,000	\$3,393,000
Employee/Family Assistance Program	\$404,000	\$404,000	\$404,000
Employment Insurance	\$6,145,000	\$5,585,000	\$5,250,000
Maternity/Adoption	\$4,597,000	\$4,652,000	\$4,687,000
Public Service Health Care Plan	\$5,489,000	\$5,605,000	\$5,332,000
Public Service Management Insurance Plan	\$1,609,000	\$1,527,000	\$1,440,000
Superannuation (Pension)	\$55,038,000	\$52,803,000	\$54,010,000
Workers' Compensation	\$3,331,000	\$2,795,000	\$2,145,000
Total Pension and Health Care	\$98,957,000	\$94,093,000	\$92,173,000
Medical Travel Assistance	\$6,336,000	\$5,876,000	\$5,674,000
Professional Development/Training**	\$4,032,000	\$4,482,000	\$5,779,000
Removal In/Transfer	\$2,986,000	\$2,657,000	\$2,710,000
Removal Out/Ultimate	\$304,000	\$305,000	\$223,000
Severance Pay	\$3,541,000	\$3,746,000	\$4,344,000
Total Other Benefits	\$17,199,000	\$17,066,000	\$18,730,000
Grand Total	\$603,752,000	\$577,723,000	\$566,397,000

* Miscellaneous includes allowances such as Instructor/Coordinator, Mentor, Nursing, Tools and Uniform

** Professional development costs:

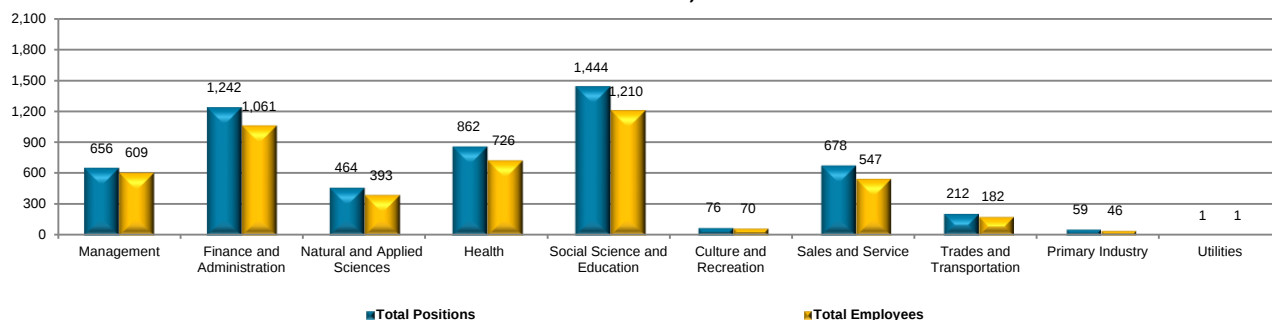
In 2011, two departments/agencies did not provide costs.

In 2012, six departments/agencies did not provide costs.

In 2013, thirteen departments/agencies did not provide costs.

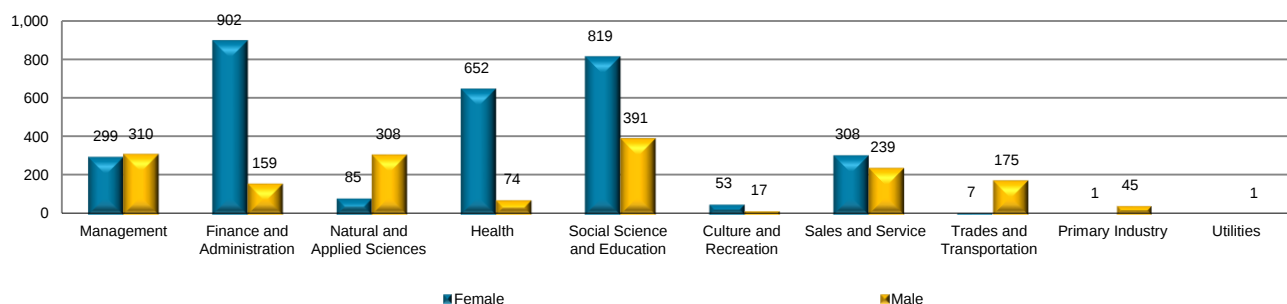
IDENTIFYING CRITICAL POSITIONS FOR WORKFORCE AND SUCCESSION PLANNING BY OCCUPATIONAL CATEGORY

Positions and Employees by Occupational Category at December 31, 2013



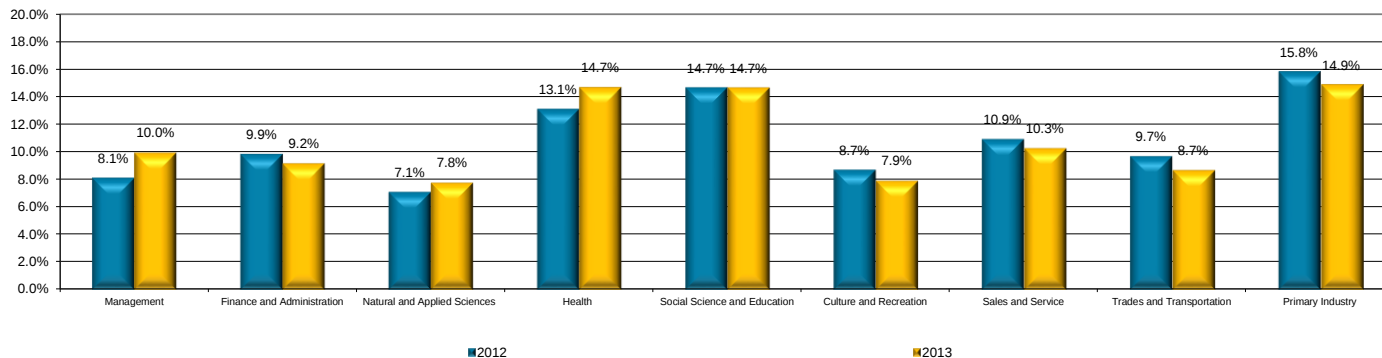
There was an increase of positions (127) and employees (126) from 2012 to 2013.

Employees by Gender and Occupational Category at December 31, 2013



The employee gender by occupational category has remained consistent since 2012. In 2012, the overall percentage of female and male occupational representation was 64.3% and 35.7% respectively; in 2013 it was 64.5% female and 35.5% male.

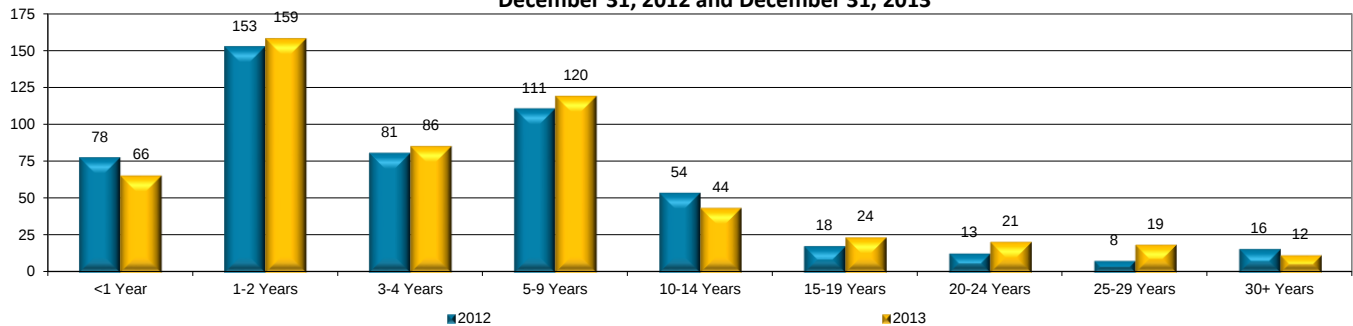
Turnover Rate by Occupational Category December 31, 2012 and December 31, 2013



Between Between 2012 and 2013, there was an increase of 0.2% in the turnover rate.

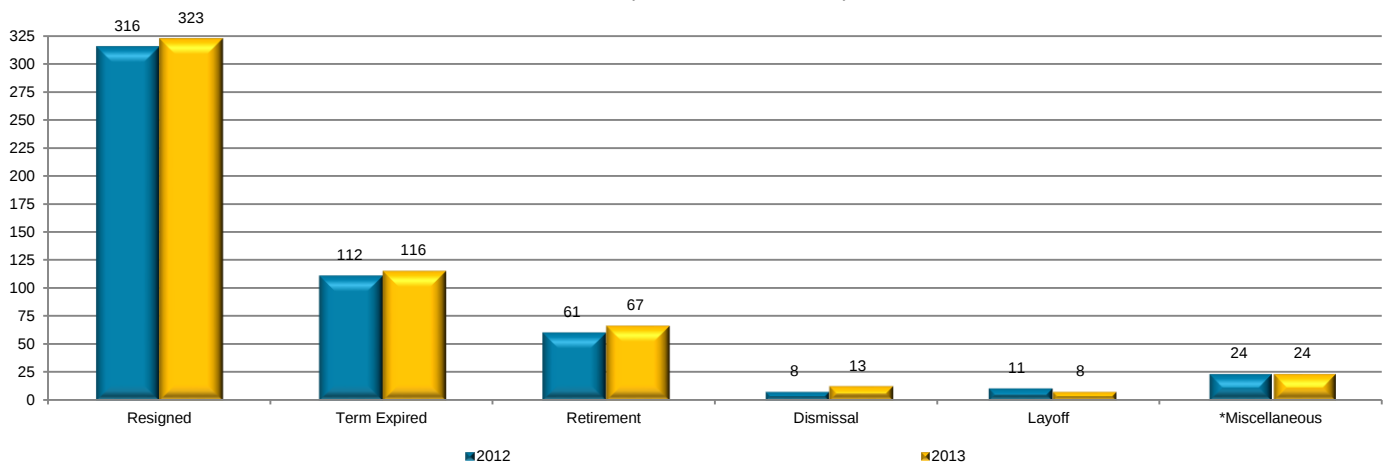
PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE

**Terminations by Years in the Territorial Public Service,
December 31, 2012 and December 31, 2013**



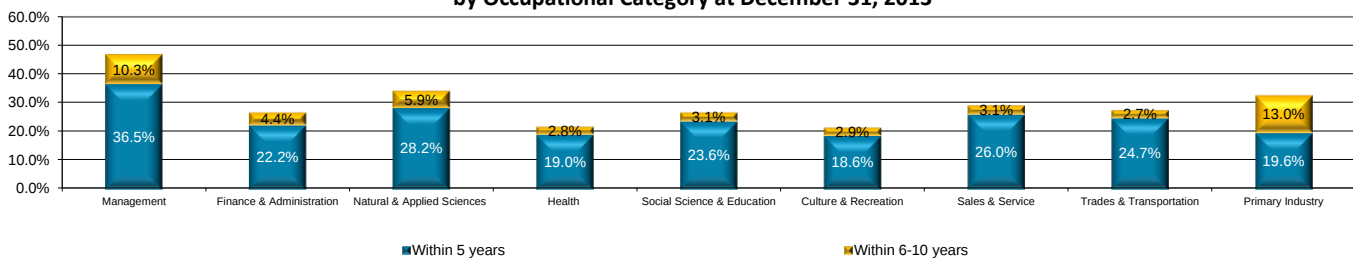
There was an overall decrease of 19 (3.4%) terminations by years of service from 2012 to 2013.

**Terminations by Reason for Leaving,
December 31, 2012 - December 31, 2013**



*Miscellaneous: includes Death in Service, Health, Abandonment of Position, Rejection on Probation, Return to School

**Retirement Rate Eligibility over the next 10 years
by Occupational Category at December 31, 2013**

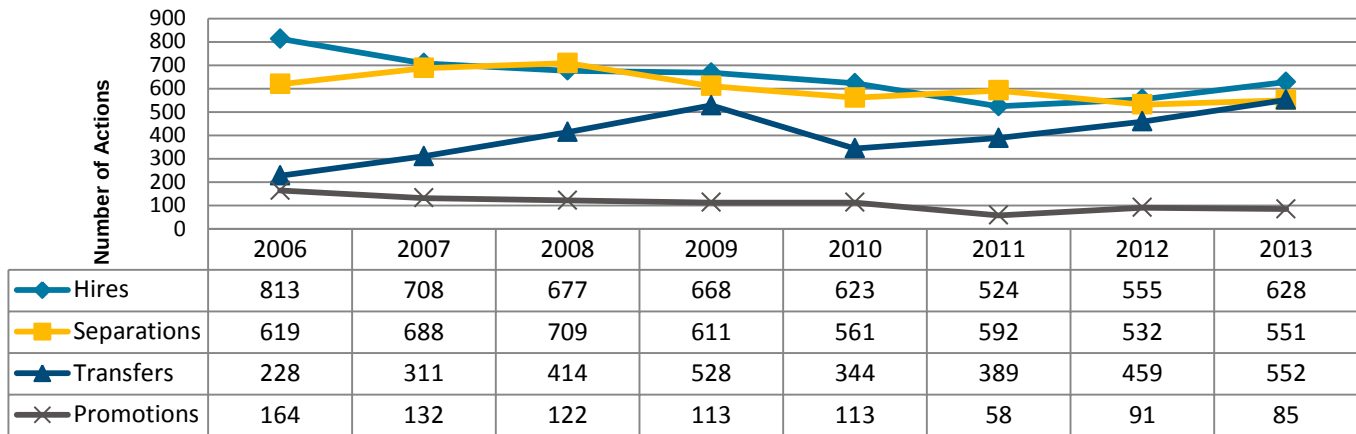


The retirement eligibility over the next 10 years has been increasing since 2009. In 2009, the rate was 25.4%; in 2013 it was 29.3%.

RECRUITMENT AND RETENTION

Recruiting and training Northerners is essential to building a strong, stable and representative public service. The GNWT uses eRecruit for its open competitions. Not all job openings are publically advertised as some positions are filled through transfer assignments, eligibility lists, and other human resource management processes, such as duty to accommodate.

Staffing Actions Summary by Calendar Year

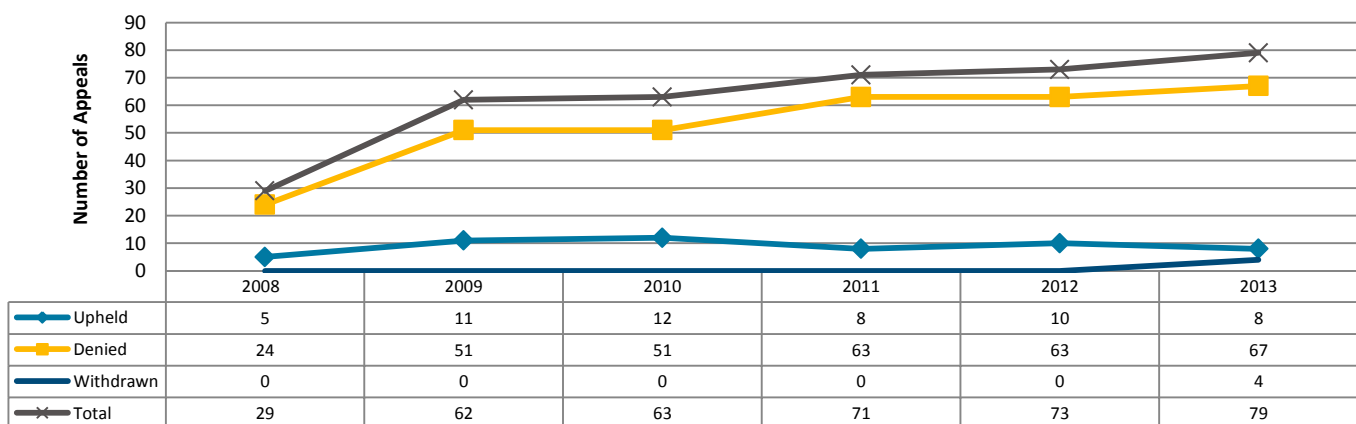


Demotions are another type of staffing action, but due to the small number of demotions happening from year to year, it is not represented in the graph. In 2013, there were only 2 demotions, while in 2006 there was only 1 demotion.

STAFFING APPEALS

The staffing appeals process provides for accountability of appointments to public service positions through the competition process, including the application of the Affirmative Action Policy. The staffing appeals process allows a GNWT employee or an affirmative action candidate who has applied on a position to request a review of the competition if they believe that the competition process was flawed. Staffing appeals can be heard on UNW, excluded and senior management positions up to and including the director level. Staffing Review Officers provide an independent review of the competition process by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines.

Staffing Appeals Summary by Calendar Year

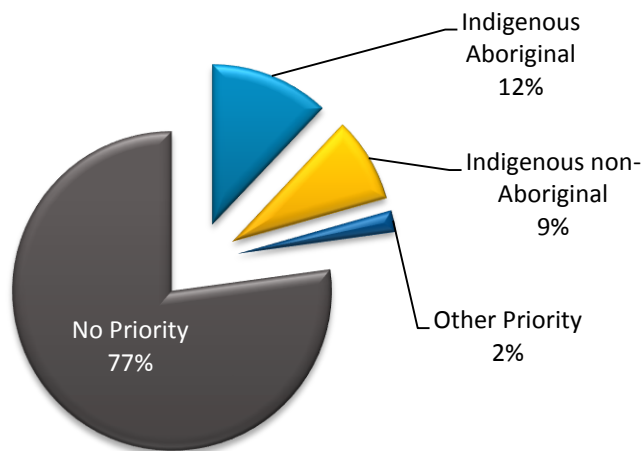


In 2013, there were only 8 appeals upheld from 831 completed job competitions representing a smaller percentage (0.96%) of upheld appeals compared to 2011 (1.27%).

APPLICATIONS FOR PUBLIC SERVICE JOBS

The Public Service receives applications for positions from across Canada and beyond. In 2013, the Public Service received 19,314 applications for all job competitions. Each application is provided a priority status as referenced in the Affirmative Action Policy. In 2013, 12.06% of all applications were from Indigenous Aboriginal applicants. A vast majority (77%) of applications are from individuals with no priority status.

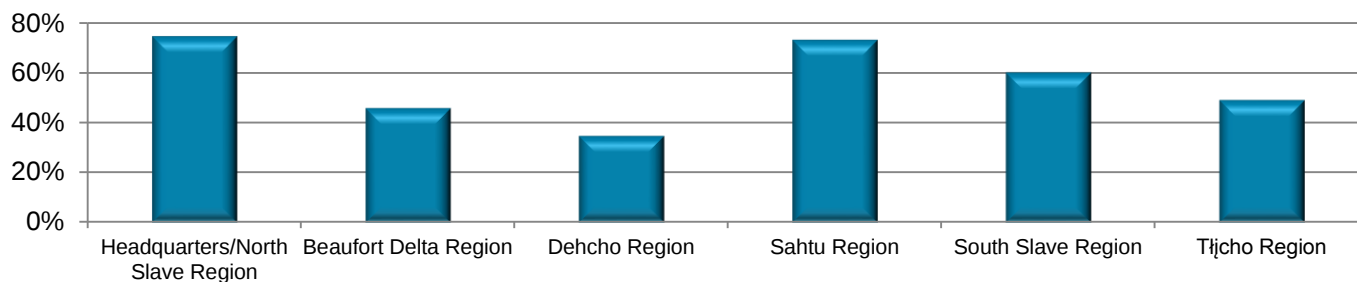
Applications for Public Service Jobs



PERFORMANCE MANAGEMENT

Effective performance management integrates individual planning and performance with the goals of the organization. The GNWT is in the second year of the three year roll-out of a Competency Based Performance Management Program. Performance management training, guidance and tools are available for supervisors to assist them in effectively managing their workforce.

**Employee Performance Review
Completion Rate by Region
as at December 31, 2013**



Employee Distribution by Community

at December 31, 2013

2013							
Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Aboriginal Employees	Other Employees	% Other Employees
Lutselk'e	23	12	52%		0%	11	48%
Yellowknife	2,429	427	18%	524	22%	1,478	61%
Headquarters/North Slave	2,452	439	18%	524	21%	1,489	61%
Aklavik	41	21	51%	1	2%	19	46%
Fort McPherson	50	25	50%	1	2%	24	48%
Inuvik	474	166	35%	19	4%	289	61%
Paulatuk	22	8	36%		0%	14	64%
Sachs Harbour	9	3	33%		0%	6	67%
Tsiigehtchic	11	5	45%		0%	6	55%
Tuktoyaktuk	44	21	48%		0%	23	52%
Ulukhaktok	32	14	44%		0%	18	56%
Beaufort Delta Region	683	263	39%	21	3%	399	58%
Fort Liard	46	26	57%		0%	20	43%
Fort Providence	58	35	60%	2	3%	21	36%
Fort Simpson	221	113	51%	13	6%	95	43%
Hay River Reserve	18	7	39%	3	17%	8	44%
Jean Marie River	3	2	67%		0%	1	33%
Kakisa	2		0%		0%	2	100%
Nahanni Butte	6	5	83%		0%	1	17%
Trout Lake	11	9	82%		0%	2	18%
Wrigley	11	8	73%		0%	3	27%
Dehcho Region	376	205	55%	18	5%	153	41%
Colville Lake	14	5	36%		0%	9	64%
Deline	40	20	50%		0%	20	50%
Fort Good Hope	40	19	48%		0%	21	53%
Norman Wells	119	38	32%	6	5%	75	63%
Tulita	42	17	40%		0%	25	60%
Sahtu Region	255	99	39%	6	2%	150	59%
Enterprise	15	7	47%	4	27%	4	27%
Fort Resolution	50	32	64%		0%	18	36%
Fort Smith	505	250	50%	50	10%	205	41%
Hay River	272	111	41%	40	15%	121	44%
South Slave Region	842	400	48%	94	11%	348	41%
Behchoko	189	130	69%	2	1%	57	30%
Gamètì	15	6	40%	1	7%	8	53%
Wekweètì	7	4	57%		0%	3	43%
Whati	26	13	50%		0%	13	50%
Tłı̨cho Region	237	153	65%	3	1%	81	34%
Total GNWT	4,845	1,559	32%	666	14%	2,620	54%

Employee Distribution by Department/Board/Agency

as at December 31, 2013

2013							
Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Aboriginal Affairs and Intergovernmental Relations	32	10	31%	10	31%	12	38%
Education, Culture and Employment	239	77	32%	46	19%	116	49%
Environment and Natural Resources	281	132	47%	43	15%	106	38%
Executive	86	27	31%	28	33%	31	36%
Finance	128	43	34%	23	18%	62	48%
Health and Social Services	160	34	21%	30	19%	96	60%
Human Resources	213	76	36%	60	28%	77	36%
Industry, Tourism and Investment	149	50	34%	35	23%	64	43%
Justice	523	155	30%	102	20%	266	51%
Legislative Assembly	34	12	35%	7	21%	15	44%
Municipal and Community Affairs	111	41	37%	34	31%	36	32%
Public Works and Services	257	90	35%	45	18%	122	47%
Transportation	273	99	36%	57	21%	117	43%
Total for Departments	2,486	846	34%	520	21%	1,120	45%
Beaufort Delta Divisional Education Council	185	60	32%	4	2%	121	65%
Commission scolaire francophone, TNO	40		0%		0%	40	100%
Dehcho Divisional Education Council	108	51	47%	2	2%	55	51%
Sahtu Divisional Education Council	105	31	30%	1	1%	73	70%
South Slave Divisional Education Council	180	51	28%	16	9%	113	63%
Tłjcho Community Services Agency - Education	114	60	53%		0%	54	47%
Total for Education Councils	732	253	35%	23	3%	456	62%
Beaufort Delta Health and Social Services Authority	222	59	27%	3	1.4%	160	72%
Dehcho Health and Social Services Authority	100	53	53%	2	2.0%	45	45%
Fort Smith Health and Social Services Authority	127	66	52%	5	3.9%	56	44%
Sahtu Health and Social Services Authority	67	23	34%		0.0%	44	66%
Stanton Territorial Health Authority	532	62	12%	52	9.8%	418	79%
Tłjcho Community Services Agency - Health	88	65	74%	1	1.1%	22	25%
Yellowknife Health and Social Services Authority	154	31	20%	19	12.3%	104	68%
Total for Health and Social Services Authorities	1,290	359	28%	82	6%	849	66%
Aurora College	222	68	31%	16	7%	138	62%
Business Development Investment Corporation	12	1	8%	6	50.0%	5	42%
Northwest Territories Housing Corporation	103	32	31%	19	18%	52	50%
Total for Agencies	337	101	30%	41	12%	195	58%
Total of Public Service	4,845	1,559	32%	666	14%	2,620	54%

2013							
Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Headquarters/North Slave	2,452	439	18%	524	21%	1,489	61%
Beaufort Delta Region	683	263	39%	21	3%	399	58%
Dehcho Region	376	205	55%	18	5%	153	41%
Fort Smith Region	255	99	39%	6	2%	150	59%
Sahtu Region	842	400	48%	94	11%	348	41%
Tłjcho Region	237	153	65%	3	1%	81	34%
Total	4,845	1,559	32%	666	14%	2,620	54%

Senior Management by Priority Status
as at December 31, 2013

2013							
Department/Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non-Aboriginals in Senior Management	% Indigenous Non-Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Aboriginal Affairs and Intergovernmental Relations	5	1	20%	2	40%	2	40%
Education, Culture and Employment	22	4	18%	3	14%	15	68%
Environment and Natural Resources	16	6	38%	4	25%	6	38%
Executive	15	2	13%	7	47%	6	40%
Finance	12	2	17%	2	17%	8	67%
Health and Social Services	12	2	17%	2	17%	8	67%
Human Resources	12	3	25%	5	42%	4	33%
Industry, Tourism and Investment	14	2	14%	7	50%	5	36%
Justice	13	3	23%	5	38%	5	38%
Legislative Assembly	6	1	17%	3	50%	2	33%
Municipal and Community Affairs	15	5	33%	6	40%	4	27%
Public Works and Services	11	2	18%	2	18%	7	64%
Transportation	12	2	17%		0%	10	83%
Total for Departments	165	35	21%	48	29%	82	50%
Beaufort Delta Divisional Education Council	3	2	67%		0%	1	33%
Commission scolaire francophone, TNO	1		0%		0%	1	100%
Dehcho Divisional Education Council	1		0%		0%	1	100%
Sahtu Divisional Education Council	2		0%		0%	2	100%
South Slave Divisional Education Council	1		0%		0%	1	100%
Tijcho Community Services Agency - Education	2	1	50%		0%	1	50%
Total for Education Councils	10	3	30%	0	0%	7	70%
Beaufort Delta Health and Social Services Authority	4		0%		0%	4	100%
Dehcho Health and Social Services Authority	1		0%		0%	1	100%
Fort Smith Health and Social Services Authority	1	1	100%		0%		0%
Sahtu Health and Social Services Authority	2		0%		0%	2	100%
Stanton Territorial Health Authority	6		0%		0%	6	100%
Tijcho Community Services Agency - Health	2		0%		0%	2	100%
Yellowknife Health and Social Services Authority	3		0%		0%	3	100%
Total for Health and Social Services Authorities	19	1	5%	0	0%	18	95%
Aurora College	7	1	14%	2	29%	4	57%
Business Development Investment Corporation	2		0%		0%	2	100%
Northwest Territories Housing Corporation	10	4	40%	4	40%	2	20%
Total for Agencies	19	5	26%	6	32%	8	42%
Total of Public Service	213	44	21%	54	25%	115	54%

2013							
Regions	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non-Aboriginals in Senior Management	% Indigenous Non-Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Headquarters/North Slave	157	26	17%	45	29%	86	55%
Beaufort Delta Region	20	4	20%	2	10%	14	70%
Dehcho Region	7	1	14%	3	43%	3	43%
Fort Smith Region	8	2	25%	1	13%	5	63%
Sahtu Region	20	10	50%	6	30%	4	20%
Tijcho Region	4	1	25%		0%	3	75%
Total	216	44	20%	57	26%	115	53%

Senior Management by Gender
as at December 31, 2013

2013					
Department/Board/Agency	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Aboriginal Affairs and Intergovernmental Relations	5	1	20%	4	80%
Education, Culture and Employment	22	11	50%	11	50%
Environment and Natural Resources	16	4	25%	12	75%
Executive	15	7	47%	8	53%
Finance	12	2	17%	10	83%
Health and Social Services	12	9	75%	3	25%
Human Resources	12	10	83%	2	17%
Industry, Tourism and Investment	14	5	36%	9	64%
Justice	13	9	69%	4	31%
Legislative Assembly	6	2	33%	4	67%
Municipal and Community Affairs	15	7	47%	8	53%
Public Works and Services	11	1	9%	10	91%
Transportation	12	2	17%	10	83%
Total for Departments and Agencies	165	70	42%	95	58%
Beaufort Delta Divisional Education Council	3	2	67%	1	33%
Commission scolaire francophone, TNO	1	1	100%		0%
Dehcho Divisional Education Council	1	1	100%		0%
Sahtu Divisional Education Council	2	1	50%	1	50%
South Slave Divisional Education Council	1		0%	1	100%
Tłı̨chı̨ Community Services Agency - Education	2	2	100%		0%
Total for Education Councils	10	7	70%	3	30%
Beaufort Delta Health and Social Services Authority	5	3	60%	2	40%
Dehcho Health and Social Services Authority	1		0%	1	100%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority	2	2	100%		0%
Stanton Territorial Health Authority	6	5	83%	1	17%
Tłı̨chı̨ Community Services Agency - Health	2		0%	2	100%
Yellowknife Health and Social Services Authority	5	3	60%	2	40%
Total for Health and Social Services Authorities	22	13	59%	9	41%
Aurora College	7	6	86%	1	14%
Business Development Investment Corporation	2		0%	2	100%
Northwest Territories Housing Corporation	10	3	30%	7	70%
Total for Agencies	19	9	47%	10	53%
Total of Public Service	216	99	46%	117	54%

2013					
Region	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Headquarters/North Slave	157	72	46%	85	54%
Beaufort Delta Region	20	10	50%	10	50%
Dehcho Region	7	1	14%	6	86%
Sahtu Region	8	4	50%	4	50%
South Slave Region	20	10	50%	10	50%
Tłı̨chı̨ Region	4	2	50%	2	50%
Total	216	99	46%	117	54%

Non-Traditional Occupations by Gender at December 31, 2013

2013					
Department/Board/Agency	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations	Men in Non-Traditional Occupations	% of Men in Non-Traditional Occupations
Aboriginal Affairs and Intergovernmental Relations	-		-		-
Education, Culture and Employment	7	3	43%	4	57%
Environment and Natural Resources	135	17	13%	118	87%
Executive	2		0%	2	100%
Finance	17	5	29%	12	71%
Health and Social Services	17	3	18%	14	82%
Human Resources	4	3	75%	1	25%
Industry, Tourism and Investment	7	1	14%	6	86%
Justice	18	3	17%	15	83%
Legislative Assembly	0		0%		0%
Municipal and Community Affairs	18	1	6%	17	94%
Public Works and Services	113	14	12%	99	88%
Transportation	154	7	5%	147	95%
Total for Departments	492	57	12%	435	88%
Beaufort Delta Divisional Education Council	2		0%	2	100%
Commission scolaire francophone, TNO	-		-		-
Dehcho Divisional Education Council	1		0%	1	100%
Sahtu Divisional Education Council	1	1	100%		0%
South Slave Divisional Education Council	-		-		-
Tłı̨cho Community Services Agency - Education	-		-		-
Total for Education Councils	4	1	25%	3	75%
Beaufort Delta Health and Social Services Authority	4		0%	4	100%
Dehcho Health and Social Services Authority	1		0%	1	100%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority	-		-		-
Stanton Territorial Health Authority	5	2	40%	3	60%
Tłı̨cho Community Services Agency - Health	2	2	100%		0%
Yellowknife Health and Social Services Authority	4	1	25%	3	75%
Total for Health and Social Services Authorities	17	5	29%	12	71%
Aurora College	12	2	17%	10	83%
Business Development Investment Corporation	0		0%		0%
Northwest Territories Housing Corporation	20	3	15%	17	85%
Total for Agencies	32	5	16%	27	84%
Total of Public Service	545	68	12%	477	88%

2013					
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations	Men in Non-Traditional Occupations	% of Men in Non-Traditional Occupations
Headquarters/North Slave	257	47	18%	210	18%
Beaufort Delta Region	78	8	10%	70	10%
Dehcho Region	66	3	5%	63	5%
Sahtu Region	28	4	14%	24	14%
South Slave Region	102	4	4%	98	4%
Tłı̨cho Region	14	2	14%	12	14%
Total	545	68	12%	477	88%

Self-Declared Persons with Disabilities as at December 31, 2013

2013			
Department/Board/Agency	Total Employees	Self-Declared Persons with Disabilities	% Self-Declared Persons with Disabilities
Aboriginal Affairs and Intergovernmental Relations	32		0.0%
Education, Culture and Employment	239	2	0.8%
Environment and Natural Resources	281	2	0.7%
Executive	86	1	1.2%
Finance	128		0.0%
Health and Social Services	160	6	3.8%
Human Resources	213	7	3.3%
Industry, Tourism and Investment	149	2	1.3%
Justice	523	7	1.3%
Legislative Assembly	34		0.0%
Municipal and Community Affairs	111	2	1.8%
Public Works and Services	257	6	2.3%
Transportation	273	2	0.7%
Total for Departments	2,486	37	1.5%
Beaufort Delta Divisional Education Council	185		0.0%
Commission scolaire francophone, TNO	40		0.0%
Dehcho Divisional Education Council	108		0.0%
Sahtu Divisional Education Council	105		0.0%
South Slave Divisional Education Council	180		0.0%
Tłı̨chō Community Services Agency - Education	114		0.0%
Total for Education Councils	732	0	0.0%
Beaufort Delta Health and Social Services Authority	222	1	0.5%
Dehcho Health and Social Services Authority	100		0.0%
Fort Smith Health and Social Services Authority	127		0.0%
Sahtu Health and Social Services Authority	67		0.0%
Stanton Territorial Health Authority	532	10	1.9%
Tłı̨chō Community Services Agency - Health	88		0.0%
Yellowknife Health and Social Services Authority	154	2	1.3%
Total for Health and Social Services Authorities	1,290	13	1.0%
Aurora College	222		0.0%
Business Development Investment Corporation	12		0.0%
Northwest Territories Housing Corporation	103	2	1.9%
Total for Agencies	337	2	0.6%
Total of Public Service	4,845	52	1.1%

2013			
Region	Total Employees	Self-Declared Persons with Disabilities	% Self-Declared Persons with Disabilities
Headquarters/North Slave Region	2,452	43	1.8%
Beaufort Delta Region	683	3	0.4%
Dehcho Region	376	1	0.3%
Sahtu Region	255		0.0%
South Slave Region	842	5	0.6%
Tłı̨chō Region	237		0.0%
Total	4,845	52	1.1%

Employee Performance Reviews

2012/2013			
Departments/Boards/Agencies	Estimated Number Due	Number Appraisals Completed	Completion Rate
Aboriginal Affairs and Intergovernmental Relations	30	29	97%
Education, Culture and Employment	181	181	100%
Environment and Natural Resources	201	156	78%
Executive	54	43	80%
Finance	112	90	80%
Health and Social Services	139	83	60%
Human Resources	180	157	87%
Industry, Tourism and Investment	138	103	75%
Justice	476	425	89%
Legislative Assembly	30	17	57%
Municipal and Community Affairs	109	95	87%
Public Works and Services	244	211	86%
Transportation	246	138	56%
Total for Departments	2,140	1,728	81%
Beaufort Delta Divisional Education Council	49	1	2%
Commission scolaire francophone, TNO	11	0	0%
Dehcho Divisional Education Council	42	0	0%
Sahtu Divisional Education Council	32	0	0%
South Slave Divisional Education Council	53	47	89%
Tłjcho Community Services Agency - Education	40	22	55%
Total for Education Councils	227	70	31%
Beaufort Delta Health and Social Services Authority	194	69	36%
Dehcho Health and Social Services Authority	75	2	3%
Fort Smith Health and Social Services Authority	113	21	19%
Sahtu Health & Social Services Authority	54	36	67%
Stanton Territorial Health Authority	471	223	47%
Tłjcho Community Services Agency - Health	68	23	34%
Yellowknife Health and Social Services Authority	139	117	84%
Total for Health and Social Services Authorities	1114	491	44%
Aurora College	195	141	72%
Business Development Investment Corporation	11	9	82%
Northwest Territories Housing Corporation	93	87	94%
Total for Agencies	299	237	79%
Total Public Service	3,780	2,526	67%

Region	Estimated Number Due	Number Appraisals Completed	Completion Rate
Headquarters/North Slave Region	2,140	1,598	75%
Beaufort Delta Region	484	223	46%
Dehcho Region	232	81	35%
Sahtu Region	634	464	73%
South Slave Region	156	94	60%
Tłjcho Region	134	66	49%
Total Public Service	3,780	2,526	67%

Employee Accession and Turnover as at December 31, 2013

2013		
Department/Board/Agency	Percentage Accession	Percentage Turnover
Aboriginal Affairs and Intergovernmental Relations	3.1%	3.1%
Education, Culture and Employment	12.2%	6.5%
Environment and Natural Resources	10.1%	8.0%
Executive	11.0%	12.2%
Finance	12.9%	8.1%
Health and Social Services	11.6%	11.6%
Human Resources	9.3%	5.9%
Industry, Tourism and Investment	10.5%	13.2%
Justice	11.4%	8.9%
Legislative Assembly	9.0%	11.9%
Municipal and Community Affairs	12.7%	9.0%
Public Works and Services	9.0%	9.8%
Transportation	6.6%	7.7%
Beaufort Delta Divisional Education Council	18.7%	24.0%
Commission scolaire francophone, TNO	12.3%	12.3%
Dehcho Divisional Education Council	8.5%	5.7%
Sahtu Divisional Education Council	19.0%	16.2%
South Slave Divisional Education Council	14.2%	18.1%
Tłı̨cho Community Services Agency - Education	18.5%	17.6%
Beaufort Delta Health and Social Services Authority	20.1%	17.8%
Dehcho Health and Social Services Authority	26.6%	13.8%
Fort Smith Health and Social Services Authority	14.1%	13.3%
Sahtu Health and Social Services Authority	16.4%	20.9%
Stanton Territorial Health Authority	14.3%	10.5%
Tłı̨cho Community Services Agency - Health	28.4%	17.8%
Yellowknife Health and Social Services Authority	12.2%	14.7%
Aurora College	14.5%	10.3%
Business Development Investment Corporation	14.8%	44.4%
Northwest Territories Housing Corporation	10.7%	6.8%
Overall Average	13.1%	11.5%

2013		
Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	10.9%	10.1%
Beaufort Delta Region	17.8%	15.9%
Dehcho Region	13.2%	11.1%
Sahtu Region	17.7%	16.9%
South Slave Region	12.2%	9.4%
Tłı̨cho Region	20.6%	15.9%
Overall Average	13.1%	11.5%

Department Of Human Resources

Directorate

The Directorate provides leadership and direction to the Department. The Directorate also provides strategic human resource advice to the Minister, as well as to Deputy Ministers and Deputy Heads across the GNWT.

Given the Department's role as a shared service provider on behalf of the GNWT, the Directorate coordinates the guidance, input and direction from the Deputy Ministers' Human Resources Committee (DMHRC). Established under the authority of the Senior Management Committee of Deputy Ministers, the DMHRC oversees the corporate management of the GNWT's human resource framework, to ensure alignment and integration with the government-wide business objectives.

Strategy and Policy

The Human Resources Strategy and Policy Division is responsible for government-wide human resource management strategies, legislation, policies, guidelines and practices, as well as quality assurance services to ensure consistent and fair application of the legislation, policies and guidelines. It is also responsible for government-wide human resource communications and management of the Human Resources Information System (HRIS). The division also provides research and analysis, records management and financial planning to the Department.

Management and Recruitment Services

The Management and Recruitment Services Division is responsible for the provision of general front-line human resource services to management that support recruitment and retention of a qualified, competent and representative public service. Front-line human resource services include recruitment, labour relations advice, job description preparation, employee development and support for human resource planning, and employee recognition for all GNWT managers.

The division is also responsible for specialized recruitment of allied health professionals in all regions. The unit recruits health care professionals for the seven health authorities and all other recruitment in Yellowknife, as well as providing advice and support to guide recruitment in the regions. The unit also ensures consistency in the level of service and quality of advice provided to the GNWT, while at the same time offering creative and flexible alternatives to recruitment and retention challenges.

Corporate Human Resources

The Corporate Human Resources Division is responsible for the provision of human resource management planning frameworks and strategic support services across government. It coordinates organizational planning and design, job evaluation, employee development and workforce planning, as well as approaches to strategic recruitment.

Employee Services

The Employee Services Division is responsible for processing pay for all full-time, part-time and casual employees of the GNWT, including departments, health authorities, divisional education councils and the NWT Housing Corporation. It also provides benefits administration, including medical travel, for all GNWT employees in Headquarters.

The division provides advice, assistance and counselling to all GNWT employees on retirement, survivor pension benefits, and long-term leaves, such as maternity and parental leave, education leave and deferred salary leave. Employee benefits also include medical and dental plans, and medical travel. The division is the contact point for the day-to-day operational issues with Superannuation, the Public Service Health Care Plan (PSHCP), and Green Shield (the dental provider). The division is responsible for the management of Headquarters employee life cycle information and works to provide these services in an accurate, consistent and timely manner to ensure employees are

receiving their pay and benefits within the legislation, policies and agreements that establish the terms of employment.

Labour Relations

The Labour Relations Division is responsible for undertaking the strategic management of terms and conditions of employment for public servants that promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of staff. The Division is responsible for the consistent application of the Duty to Accommodate Injury and Disability Policy and Guidelines and the Harassment Free and Respectful Workplace Policy and Guidelines.

Regional Client Service Centres

DHR has five regional offices located in Inuvik, Norman Wells, Fort Simpson, Hay River and Fort Smith. These offices provide front-line operational support on the full range of human resource programs and services to regional staff.

The Helpdesk is located in Inuvik, and provides GNWT-wide support and assistance to clients who are encountering issues within the purview of the Department. As the first and primary point of contact with users, the performance of the Helpdesk has the largest direct impact on the users' perception of DHR, and is critical to establishing a positive experience for the user.

