

Standing Committee on  
Government Operations



---

# Report on Indigenous Representation in the Northwest Territories Public Service

19<sup>th</sup> Northwest Territories Legislative Assembly

Chair: Mr. Rylund Johnson

**MEMBERS OF THE STANDING COMMITTEE ON  
GOVERNMENT OPERATIONS**

---

Rylund Johnson  
MLA Yellowknife North  
Chair

Frieda Martselos  
MLA Thebacha  
Deputy Chair

Caitlin Cleveland  
MLA Kam Lake

Richard Edjericon  
MLA Tu Nedhé-Wiilideh

Lesa Semmler  
MLA Inuvik Twin Lakes

Alternates

Jackie Jacobson  
MLA Nunakput

Kevin O'Reilly  
MLA Frame Lake



**STANDING COMMITTEE ON GOVERNMENT OPERATIONS**

**REPORT ON INDIGENOUS REPRESENTATION IN THE  
NORTHWEST TERRITORIES PUBLIC SERVICE**

Table of Contents

Introduction 1

Committee Considerations 2

- 1. Increase Indigenous employment 3
- 2. Appeals process 4
- 3. Minimum representation in public service and agencies 5
- 4. Attracting Indigenous professionals to return to the NWT 6
- 5. Hiring practices and job competitions 6
- 6. Retention and succession planning 7
- 7. Measuring employer performance and improving retention 8
- 8. Incentives to attract, train and retain youth and students 9
- 9. Ensuring cultural safety, support, and advocacy 9
- 10. Housing and education as determinants 10

CONCLUSION 12

ENDNOTES

Appendix 1: Summary of Indigenous representation in the GNWT public sector

Appendix 2: Summary of public meetings

Appendix 3: Written submissions

## **STANDING COMMITTEE ON GOVERNMENT OPERATIONS**

### **REPORT ON INDIGENOUS REPRESENTATION IN THE NORTHWEST TERRITORIES PUBLIC SERVICE**

#### **INTRODUCTION**

The Standing Committee on Government Operations (Committee) reviewed Indigenous representation in the Northwest Territories (NWT) public service. Currently, Indigenous employees make up approximately thirty percent of the Government of the Northwest Territories (GNWT) public service, while at the same time, half of the NWT's population is Indigenous.

Finding ways to increase Indigenous representation in the GNWT public service is a priority the Committee chose to work on during the 19<sup>th</sup> Assembly. The Committee aimed to identify the systemic barriers to increasing Indigenous representation in the public service and review GNWT human resource practices and policies.<sup>1</sup>

Committee's review began in 2020 but was interrupted by the Covid-19 pandemic. In June 2021, Committee visited Inuvik; other planned community visits had to be put on hold. During 2022, Committee held a virtual public hearing in Yellowknife and visited the communities of Thebacha-Fort Smith, Zhahti Kùᑦ-Fort Providence, Behchokò, Kátłò'dehé-Hay River, and the Kátł'odeeche First Nation. A planned visit to Délı̨ne had to be cancelled, and a virtual meeting was held instead.

Committee heard about a deep and longstanding disappointment with the GNWT as an employer and a viewpoint that the system is intended to keep Indigenous people out of the public service, evidencing a broken trust in the GNWT. Yet, many also expressed a "now or never" hope for change.

To be clear, Members intend to improve the Affirmative Action Policy.

Committee asks that the government take a candid look at the recommendations presented here, recognize the reconciliatory intent, and implement the recommendations in relevant policies, including the Indigenous Recruitment and Retention Framework and new initiatives such as the proposed Indigenous Employment Policy and Employment Equity Policy.<sup>2</sup>

Proportions and numbers characterizing Indigenous employment in the GNWT are presented in Appendix 1: Indigenous employment statistics in the NWT public sector. A list of public meetings is shown in Appendix 2, and six written submissions are attached in Appendix 3.

Committee Members thank everyone who took the time to meet with Committee, in person and virtually, and made the effort to provide us with their thoughts in writing. Committee expresses gratitude for the warm welcome Members and staff received on Indigenous lands and in communities.

**COMMITTEE CONSIDERATIONS**

The GNWT's Affirmative Action Policy, created in 1989, did not successfully increase Indigenous employment with the GNWT. The GNWT says on the public engagement site on the review of the Affirmative Action Policy:

"Despite being in force for over 30 years, it is unclear how much the Policy has helped the Government of the Northwest Territories meet our objective of a 'competent public service that is representative of the population it serves.'"

The Affirmative Action Policy was a response to replace the Native Employment Policy of 1973. Following the division into Nunavut and the NWT, the GNWT reviewed Human Resource practices resulting in a centralized Human Resources division in 2005 while continuing to follow the 1989 Affirmative Action Policy.

The Affirmative Action Policy creates four designated groups: Indigenous Aboriginal Persons, Indigenous Non-Aboriginal Persons, Resident Disabled Persons, and Resident Women. Staffing priorities are granted according to the designated groups:

	Competitions for Senior Management and Non-Traditional Occupations	All Other Competitions
Priority 1	Indigenous Aboriginal Persons	Indigenous Aboriginal Persons
Priority 2	Resident Women	Indigenous non-Aboriginal or Resident Disabled Person

The use of the terms 'Indigenous' and Aboriginal is confusing, and everyone appears to agree that clarity in the language is direly needed. Committee heard that most government employees do not know how to implement this policy uniformly to ensure accountability across government.

The Affirmative Action Policy indicates it "shall conform to the Equality Rights provisions of the *Canadian Human Rights Act* and Section 15 of the *Canadian Charter of Rights and Freedoms*". The designated group for Priority 2 has been challenged in the past.

The GNWT will need to, and should, ensure that the Affirmative Action Policy and all related frameworks and guidelines will be reviewed and linked to the GNWT's effort to comply with the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP). The review of the Policy needs to align with other Cabinet policies, as

suggested in recommendation four of the Special Committee on Reconciliation and Indigenous Affairs report.<sup>3</sup>

The Affirmative Action Policy is a key mechanism to achieve reconciliation: it is about livelihood and putting bread on the table. The current practice appears to many as conflicting: we put everyone to school and present it as a path to success, yet once it is about employment, the parameters change, and most are being turned down. It is difficult to comprehend and explain.

The GNWT's policy direction for Indigenous recruitment comes from the Indigenous Recruitment and Retention Framework and the to-do list from the Indigenous Recruitment and Retention Action Plan.<sup>4</sup> Each GNWT department created a distinct "Indigenous Employment Plan," basically mirroring the GNWT's general plan with targets and actions tailored to each department.

Overall, the GNWT grew by 124 new employees in 2021-2022; three are Priority 1. The Indigenous share of GNWT employees reached an all-time low of 28.8 percent in 2021. Indigenous representation also declined in 15 communities. This information is from the GNWT 2021-2022 Public Service Annual Report, summarized in Appendix 1.<sup>5</sup>

Witnesses explained they feel let down by the Union of Northern Workers and that more work to support Indigenous employees is needed. In particular, the Union needs more Indigenous service officers and an improved and revamped grievance process to support Indigenous employees better. Committee agrees that the Union of Northern Workers can do more to help increase Indigenous representation in public service.

Committee wants the GNWT to improve the way competitions are held, decentralize operations, create a fair and transparent appeal process, implement mechanisms to hold hiring managers accountable, set hiring targets, and be cautious of potential problems with limiting the definition of Indigenous.

## **1. Increase Indigenous Employment**

It is important to confirm where the authority to establish the Affirmative Action Policy comes from. The *Charter of Rights and Freedoms* establishes that "every individual is equal before and under the law and has the right to equal protection and equal benefit of the law without discrimination" (Section 15(1)).

Section 15(2) provides the legal grounds for establishing the Affirmative Action Policy by enabling "any law, program or activity that has as its object the amelioration of conditions of disadvantaged individuals or groups including those that are disadvantaged because of race, national or ethnic origin, colour, religion, sex, age or mental or physical disability." The objective and intent of the Affirmative Action Policy are to increase the number of Indigenous persons who are disadvantaged and underrepresented in the public sector. Committee wants the GNWT to improve the disadvantage and underrepresentation of

Indigenous persons in the NWT public sector by holding job competitions exclusively for Priority 1 candidates.

**Recommendation 1:** Committee recommends that the Affirmative Action Policy reflect its objective and intent and mitigate the disadvantage and underrepresentation of Indigenous persons in the NWT public sector by implementing a Priority 1 - only competition.

Committee heard that decentralizing government jobs contributes to increasing Indigenous representation. This is partly due because most NWT's Indigenous population resides outside the capital city region. Therefore, more Indigenous persons would seek employment in the public sector if people could stay in communities to work. The GNWT should review the jobs at headquarters in Yellowknife, identify positions to be moved to the regions and allow jobs to be relocated.

**Recommendation 2:** Committee recommends that the GNWT identify which headquarters positions can be located to the regions, which jobs could be tagged as flexible and moved among a number of locations, and those that could be classified as remote working arrangements, aiming to allow Priority 1 employees to work in the community of residence.

**2. Appeals Process**

Committee received several comments from the public about the need for transparent appeals process when Indigenous candidates have not been hired. Residents noted that politics and potential bias are often involved in hirings in small communities and recommend creating an independent review body for oversight and appeals.

Not being informed about one's rights when feeling treated unfairly breaks more than only trust. Improvements need to be made toward a clear and public description of the appeal process. The right to appeal allows the appellant to bring forward their view on a decision, and an appeal can result in reversing a decision.

Committee heard that since 1967, over time, non-Indigenous employees have finetuned the governmental operation to put their own people into the government, leaving Indigenous persons out. Such loss of trust flags the urgent need to lay the groundwork for building confidence and assurance that Indigenous participation will increase in the public sector.

The Union of Northern Workers can also play a role in imparting trust in the public sector by looking after their employees with an Indigenous complaints process. Indigenous employees need to know they are protected.

Committee is concerned that the GNWT does not have enough independent oversight regarding hiring decisions. Committee also notes that current Indigenous staff and the Diversity and Inclusion Unit are uniquely positioned to support Indigenous candidates as



they navigate the hiring process.<sup>6</sup> Committee therefore recommends:

**Recommendation 3:** Committee recommends that the GNWT establish one uniform, clear and accessible appeal process for public service positions that:

- Establishes a mechanism empowering Priority 1 candidates with the ability and enough time to appeal a hiring decision before a job is offered to a non-Priority 1 candidate.
- Operates independently and at arms-length from the government.
- That has an appeal body that is representative of the Indigenous population with a minimum Indigenous membership of fifty percent.
- Clearly outlines how appeals can be requested and considered.
- Contains clear terms of reference for a fair and consistent appeal process.
- Ensures availability and accessibility of support by Indigenous staff of the Diversity and Inclusion Unit to the Indigenous candidate.

**3. Minimum Representation in Public Service and Agencies**

Beginning on April 1, 2023, the Department of Environment and Natural Resources and the Department of Lands will amalgamate into the new Department of Environment and Climate Change. With this change, four assistant deputy minister positions will be transferred from the existing departments. Additionally, to align with the Indigenous Recruitment and Retention Framework, senior departmental management decided to create a new ADM position, which will be a regional position, intending to be an Indigenous pathway position that supports Indigenous people moving into senior management. As an act of reconciliation, Committee recommends this new initiative by the Department of Environment and Climate Change should be expanded and replicated across all GNWT Departments.

Similarly, Committee considers it vital that, wherever and whenever possible, departments should consistently staff all regional supervisor positions with Indigenous employees. This will ensure that Indigenous employees have at least one secured pathway into senior management positions within the public service.

Furthermore, Committee is concerned and unsure whether the existing Affirmative Action Policy has been actively applied to Public Boards, such as the Northwest Territories Power Corporation, for example, or other arms-length Boards and Agencies. Therefore, to ensure that all NWT Public Boards and Agencies have some degree of Indigenous representation, Committee finds it necessary that all such organizations must establish a minimum level of Indigenous representation within the overall makeup of their Boards of Directors.

Given this uncertainty about whether the Affirmative Action Policy has been actively applied to all NWT Agencies, Committee wants assurances that this is being done. Therefore, Committee considers it essential to explicitly urge the government to direct all

NWT Agencies to apply the Affirmative Action Policy with all employee hiring decisions.

**Recommendation 4:** Committee recommends that the GNWT

- For the purpose of capacity building, makes it standard policy to ensure that an Indigenous person consistently occupies at least one Assistant Deputy Minister position within all Departments.
- Consistently staffs all regional supervisor positions with Indigenous employees.
- Promotes and requires, where possible, that all public boards and agencies have a minimum level of Indigenous representation within the overall makeup of their Board of Directors.
- Requires, where possible, for agencies to invest in hiring Indigenous employees and follow the affirmative action policy.

#### 4. Attracting Indigenous Professionals to Return to the NWT

Committee heard that there is a general sentiment among many residents in the small communities and regional centers that there is a disconnection between the capital city and everywhere else when it comes to hiring Indigenous professionals into the public service. Many people said that the capital, as headquarters of human resources, must do a better job at outreach to the communities when filling job vacancies. People living outside of Yellowknife told Committee that the GNWT must make changes to its recruitment practices in attracting and hiring Indigenous professionals from the small communities and regional centers.

Therefore, Committee recommends that the GNWT creates and conducts an extensive outreach campaign that targets all NWT residents who are studying outside of the NWT and encourages them to work for the public service. Committee wants to see more incentives offered to students who return to the NWT. All hiring managers should be made aware of this outreach campaign.

**Recommendation 5:** Committee recommends that the GNWT attract Indigenous professionals with roots and relations in the NWT to take public service positions with the GNWT by

- Creating an outreach campaign targeting NWT residents studying outside of the NWT.
- Offering incentives to returning students.
- Requiring that hiring managers are aware of the campaign.

#### 5. Hiring Practices and Job Competitions

Submissions and feedback to Committee included recommendations for the GNWT to review hiring practices and job competitions. Committee heard that the application of equivalencies in competitions seems arbitrary. Applicants do not know when equivalencies are used in screening and interviews. When equivalencies are applied,

there is no known formula for how they are applied. Committee understands applicants with equivalencies like Indigenous knowledge and experience in the NWT communities have inherent value to the GNWT regardless of which jobs are applied to.

Many residents requested more transparency of the competition process, including transparency during a competition. The interview process was also mentioned as intimidating and not transparent. Practically speaking, the government has far to go to meet its goal of removing system barriers by establishing appropriate, non-inflated education and experience requirements across all job descriptions.<sup>7</sup>

**Recommendation 6:** Committee recommends that the GNWT and all Departments:

- Update the job descriptions of all public service positions to ensure the inclusion of value statements which affirms the importance of Indigenous knowledge and community experience.
- Update the "Job Information" section of all job descriptions to ensure that only plain language is used.
- Ensure that each "Job Information" section provides an equivalency formula that is publicly accessible and demonstrates concrete examples of what education equivalencies will be accepted in place of university education.
- Create a mechanism that requires offering qualifying Priority 1 candidates who participated in a competition a training path into the position before submitting the job to a non-priority candidate.

## 6. Retention and Succession Planning

Committee heard that workforce development and succession planning needed to be more inclusive of Indigenous employees within the GNWT. The GNWT's Indigenous Employment Plans aim to "improve retention of Indigenous employees through professional development and career progression."<sup>8</sup> Under the current model, the Department of Finance will create a succession planning guide for Indigenous employees, and each department will work with HR to develop an individual Succession Plan.

However, public comments addressed a need to share information about transfer assignments and promotions to ensure Indigenous employees and Indigenous applicants receive priority hiring in replacing outgoing employees. Also, Committee received recommendations and comments that uniform succession planning must include position tracking and a clear structure for promotion with managerial experience opportunities for Indigenous employees.

**Recommendation 7:** Committee recommends that the GNWT commit to transparent retention practices by requiring all departments to:

- Develop and follow succession planning guidelines.
- Maintain and share internal position tracking.
- Track and share information about transfer assignments and/or promotions.
- Ensure that departmental succession planning is informed by employees' goals and expectations by connecting with development goals expressed by employees in the annual performance appraisals.
- Ensure that all Indigenous employees in senior management positions are well supported by their supervisors and are given training opportunities that are suited to the employees' interests and career goals.
- Create a mechanism to ensure Indigenous employees/applicants receive preferred and priority hiring when replacing outgoing employees leaving the public service.

## 7. Measuring Employer Performance and Improving Retention

Committee is concerned that the GNWT currently does not include exit interviews as an important source of information to inform Indigenous employee retention, succession, and workforce planning. For employees, an exit interview is an opportunity to offer suggestions and feedback in areas the employer needs to improve. For the employer, exit interviews help the organization learn why employees chose to leave and gain insight into the employees' experience during the time of employment.

Committee considered that exit interviews are good corporate practice. The structure and timing of exit interviews can be well adjusted to situations. The structure of these interviews can be open, for example, to allow the employee to speak about matters of choice. The timing can also be flexible and be of the employee's choice or held six or more months after the employee has left.

For the government to understand where improvements are needed, getting feedback from past employees is a most valuable source of information that should not be ignored. Committee recommends that the GNWT develops an exit interview process with Indigenous employees that is non-threatening and culturally safe.

Further, Committee heard from witnesses that an increasing number of Indigenous persons have no desire or aspiration to be employed by the GNWT. Similarly, Committee also heard of a growing sentiment among Indigenous employees who are deciding they no longer want to work for the public service. The reasons for this are varied, but overall, witnesses said this is primarily because many Indigenous employees do not feel valued, supported, respected, or even trusted by some of their colleagues and/or supervisors.

**Recommendation 8:** Committee recommends that the GNWT:

- Requires all Departments to conduct exit interviews with all Indigenous employees, including interns and summer students.
- Ensures exit interviews with Indigenous employees leaving a department are conducted by Indigenous staff of the Diversity and Inclusion Unit.
- Requires that all Public Service Annual Reports include a section with an analysis of why Priority 1 employees are leaving the public service.

## 8. Incentives to Attract, Train and Retain Youth and Students

Committee heard loud and clear that Indigenous youth are the future of the NWT. Incentives to attract, train, and retain Indigenous students by developing practicum and co-op placements within vacant GNWT positions, and transitioning students from Aurora College into GNWT jobs, are essential to increasing Indigenous representation and retention across the GNWT.

Committee heard about the need to track the number of Indigenous youths seeking public service employment under programs such as the Schools North Apprenticeship Program (SNAP), Summer Student Employment Program, and Internships in all communities.<sup>9</sup>

Committee believes that advertising youth development in small communities, recruiting Indigenous students, and allowing more time for students to apply for job postings, will help increase the number of Indigenous youths working in their home communities.

**Recommendation 9:** Committee recommends that the GNWT work toward increasing the participation of Indigenous students in all programs, grants, and contributions focused on youth, by:

- Advertising the availability for youth development and making it known in small communities.
- Creating recruitment campaigns in small communities so youth can participate in existing programs and apply for positions.
- Having an advocate for youth and students in each department.
- Creating and tracking hiring targets in all communities for Indigenous youth seeking public service employment under programs such as SNAP, Summer Students, and Internships.

And further,

That the Department of Finance re-structure the Summer Student Employment Program to:

- Allow a more extended period for students to apply; and
- Require managers to hire Priority 1 summer students and deplete the Priority 1 candidate list before considering non-Priority 1 students, ensuring not to leave one Priority 1 student candidate without summer employment.

## 9. Ensuring Cultural Safety, Support, and Advocacy

Most submissions and comments outlined the need to support Indigenous employees in the workplace. Residents described this support as ideally coming out of a team approach with Indigenous individuals helping new employees feel safe in the work environment and assisting with career advancement.

The committee gave much thought to the recommendation for the GNWT to require each department to have one Indigenous employee support person. Committee also heard concerns about retaliation and the dysfunction of the appeals process. To avoid potentially targeting one designated employee in a department, Committee looked to the existing Diversity and Inclusion Unit and the recently created Indigenous Patient Advocates positions.

Committee heard from people in all regions about the need for more support to be made available for Indigenous employees in the public service. As a result, Committee considered that a new position should be created that is dedicated solely to providing additional support and guidance to Indigenous employees to help them flourish in their jobs.

To accomplish this, Committee suggests that the government use the newly created Indigenous Patient Advocate position within the Department of Health and Social Services as a template for establishing a new advocate position offered to Indigenous employees in the public service.

In addition, Committee finds that the best avenue to provide additional support to Indigenous employees is to work with the existing Indigenous Employee Advisory Committee within the Diversity and Inclusion Unit under the Department of Finance. Supports offered should include counselling services, support for addictions, and all supports should use trauma-informed language and practices.

**Recommendation 10:** Committee recommends to the GNWT that all departments have in place support for Indigenous employees, and:

- Look to the Indigenous Patient Advocates positions implemented by the Department of Health and Social Services as a model of how to provide support.
- Work with the Indigenous employee advisory committee and the Diversity and Inclusion Unit to provide support.
- Offer pathways and leave to access counselling and addictions services.
- Apply trauma-informed language and practices as a norm.

## 10. Housing And Education as Determinants

Several witnesses mentioned housing and education as determining factors for potential and interested Indigenous employees choosing a public service career with the GNWT.

**Housing** - Housing is an issue because of the low to no vacancy rate in the regional centers and the Yellowknife rental housing market. Several witnesses commented on the difficulty of securing a residence as a critical barrier for Indigenous people to pursue jobs. Committee heard that when the Affirmative Action Policy started, many activities and programs supported individuals. The GNWT went out of its way to get people through the various process levels and supported and hired where possible. The GNWT also provided housing.

The removal of this housing offer, combined with the decision to create market housing, means limiting the number of people who may apply, resulting in losing Indigenous employees in the applicant pool. Yellowknife is very costly. Witnesses noted many Indigenous members are struggling with paying their bills and that GNWT needs to go back and look at the old practices and how GNWT supported Indigenous staff. It was suggested that GNWT decide whether to hire Indigenous workers and make it happen.

**Education** - Education was mentioned as the other big barrier. Committee heard that education and employment are interconnected. Improving training opportunities for Indigenous candidates would remove the most significant barriers to increasing Indigenous employment. Small communities in particular are seen to be at a disadvantage compared to the capital city of Yellowknife, with many communities losing students to dropping.

Social passing is perceived as a distinct aspect hindering students from qualifying for government jobs. Committee heard of students who graduated from high school but would be shy to apply for jobs, thinking they do not know enough. Witnesses noted that GNWT oversees learning outcomes in education for kindergarten to grade twelve and pushes out grade twelve graduates at grade eight or nine levels. Students are proud to graduate and then realize they don't qualify for a job with the government or post-secondary education.

Improving and increasing relationships between schools and potential GNWT employers was mentioned to Committee as a potential pathway to contribute to raising public sector employment. For example, the "Take our kids to work day" initiative held every November for Grade 9 students, could be extended to include other grades to ensure that youth in every school gets to visit a GNWT workplace. Committee heard that attention needs to be given to developing opportunities that help move Indigenous employees into jobs. The premise is that if practices and training take place after hiring Indigenous applicants, the training can be targeted to the employee's strengths.

**Recommendation 11:** Committee recommends that the GNWT includes in the Indigenous Recruitment and Retention Framework:

- Support in finding housing at the new job site for Indigenous employees relocating to take a government position or move within government.
- Provide a moving allowance for Indigenous employees relocating to other communities.
- Offer education leave to help Indigenous employees to finish any education that was not completed before employment, with the guarantee to remain in the public service and at a minimum return to the same job level.
- Offer education leave to Indigenous employees to support their career goals and interests and help expand their opportunities.

## CONCLUSION

This concludes the Standing Committee on Government Operations *Report on Indigenous Representation in the NWT Public Service*. Members thank everyone who shared thoughts, opinions, and recommendations with Committee. Committee looks forward to the government's response to these recommendations.

**Recommendation 12:** The Standing Committee on Government Operations recommends that the GNWT responds to this report within 120 days.



## NOTES

<sup>1</sup> [Priority of the Standing Committee on Government Operations](#).

<sup>2</sup> [Review of Affirmative Action Policy](#). Government of the Northwest Territories. (Public engagement schedule by the Department of Finance).

<sup>3</sup> [Final Report: A Northwest Territories Approach to the United Nations Declaration on the Rights of Indigenous Peoples and Negotiating Agreements](#). Committee Report 44-19(2), February 28, 2023.

<sup>4</sup> [Indigenous Recruitment and Retention Framework](#), and [Indigenous Recruitment and Retention Action Plan](#).

<sup>5</sup> [Public Service Annual Report 2021/2022](#). Government of the Northwest Territories. October 2022.

<sup>6</sup> [Diversity](#) and Inclusion Unit.

<sup>7</sup> In twenty-two, separate [Indigenous Employment Plans](#) published in November 2022, departments of the Government of the Northwest Territories outlined goals for reviewing active job descriptions and set the following targets for increasing indigenous employment:

- A) **257** positions with a **5%** net increase of Indigenous employees (Aurora College);
- B) **137** positions and a **10%** net increase (Beaufort Delta Divisional educational Council);
- C) **13** positions and a **12.5%** net increase (BDIC);
- D) **50** positions and a **5%** net increase (CSFTNO);
- E) **98** positions and a **10%** net increase (Dehcho Divisional Education Council);
- F) **288** positions and a **2.4%** net increase (ECE);
- G) **132** positions and a **10%** net increase (EIA);
- H) **492** positions and a **10%** net increase (ENR);
- I) **549** positions and a **10%** net increase (Finance);
- J) **88** positions and a **10%** net increase (Housing);
- K) **200** positions and a **10%** net increase (Health and Social Services);
- L) **586** positions and a **1.7%** net increase (Infrastructure);
- M) **207** positions and a **4%** net increase (ITI);
- N) **524** positions and a **5%** net increase (Justice);
- O) **109** positions and a **4%** net increase (Lands);
- P) **51** positions and a **5.8%** net increase (Legislative Assembly);
- Q) **108** positions and a **3.7%** net increase (MACA);
- R) **1434** positions and a **1.8%** net increase (NTHSSA), but if NTHSSA adds only 28 Indigenous employees in 2024 then growth of budgeted positions (44) will outpace this net gain;
- S) **94** positions and a **6.3%** net increase (Sahtu Divisional Education Council);
- T) **249** positions and a **4.4%** net increase (South Slave Divisional Education Council);
- U) **130** positions and a **10%** net increase (Tłı̨chʔ Community Services Agency);
- V) **164** positions and a **5%** net increase (WSCC).

<sup>8</sup> See articles 2.1 through 2.6 of the twenty-two Indigenous Employment Plans.

<sup>9</sup> [SNAP](#) and [Summer Student Employment Program](#).

# 2021-22 Public Service Annual Report

Changes in Indigenous Underrepresentation Since Last Year



# What is this deck?

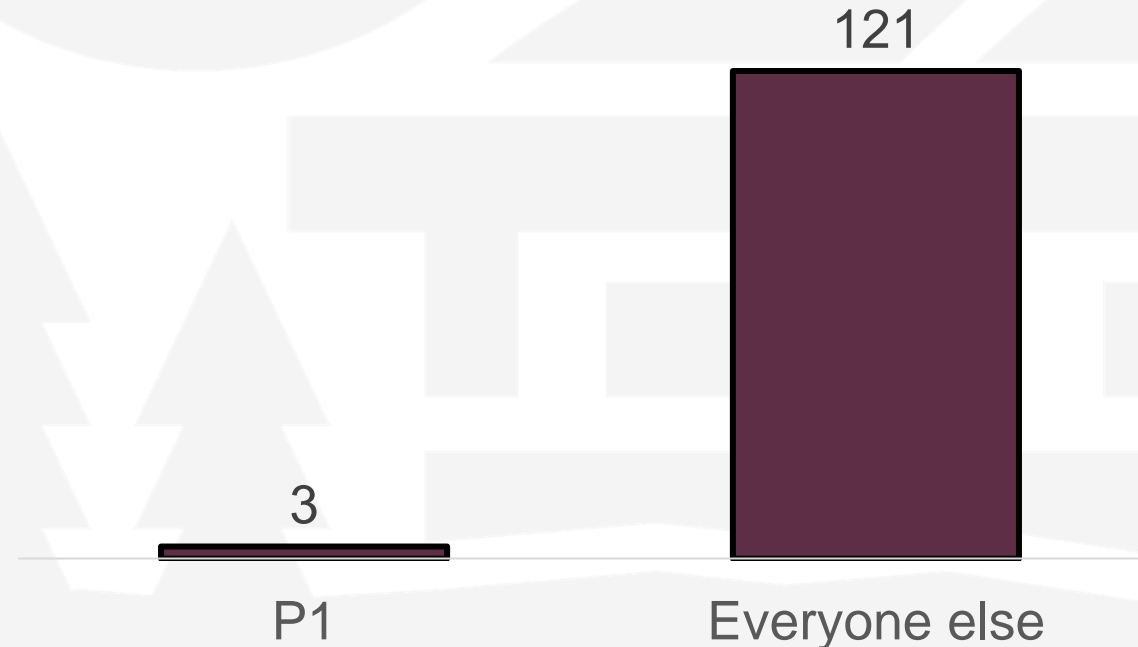
- The Finance Minister recently tabled the [2021-22 Public Service Annual Report](#)
- Office of the Clerk staff crunched the numbers in the report to highlight changes in Indigenous representation in the GNWT since last year.
- This deck supports Committee's work on its priority, increasing Indigenous representation in the GNWT, and provides a statistical background as part of ongoing monitoring of the *Indigenous Recruitment and Retention Framework and Action Plan*.

# Headline results

>>>>

1. The GNWT grew by 124 people in 2021-22 ... but P1 employees grew by only 3

GNWT net new employees,  
2021-22



## 2. The Indigenous share of GNWT employees has reached an all-time low

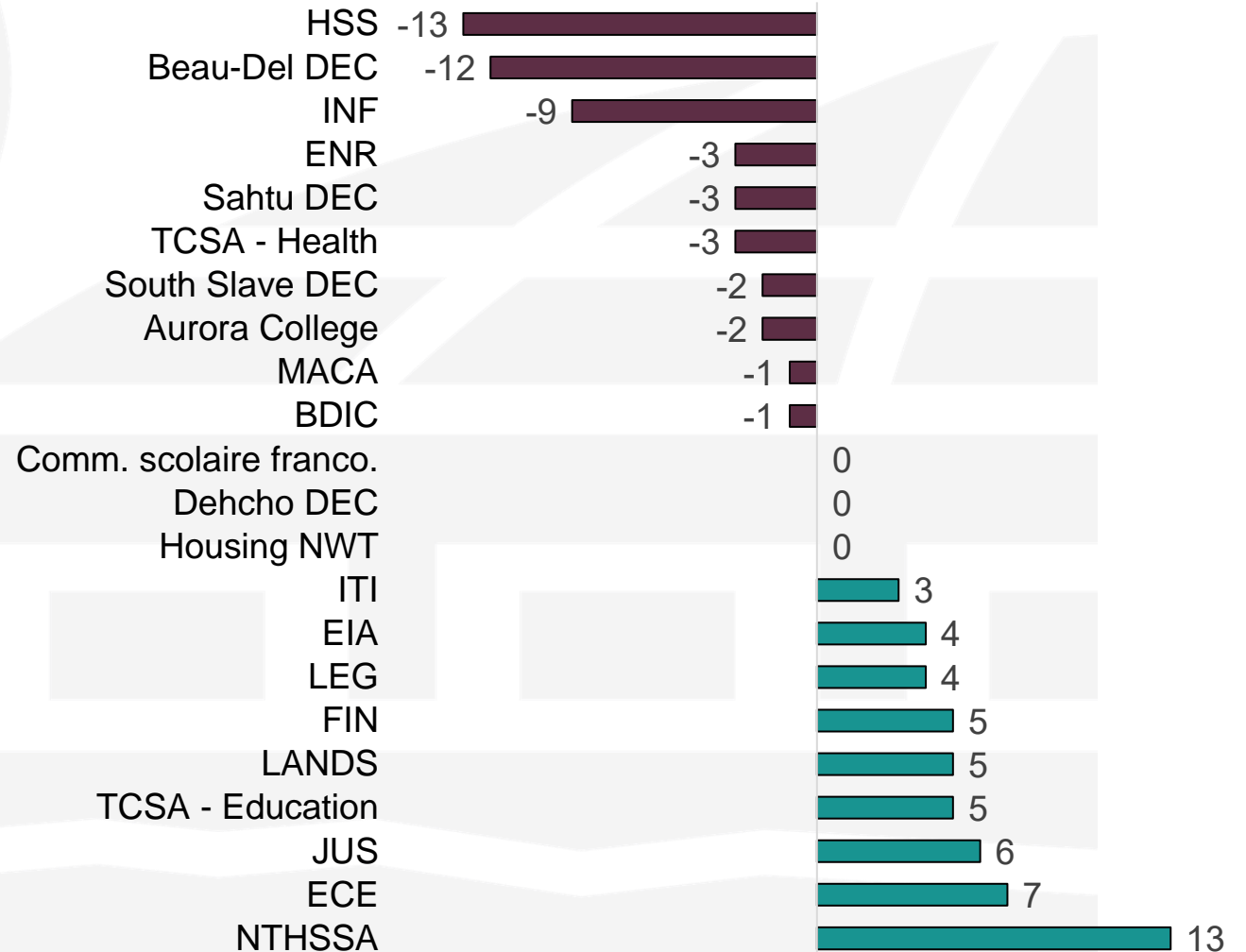


Where Indigenous  
representation is  
declining



### 3. Indigenous representation declined at ten (10) GNWT entities

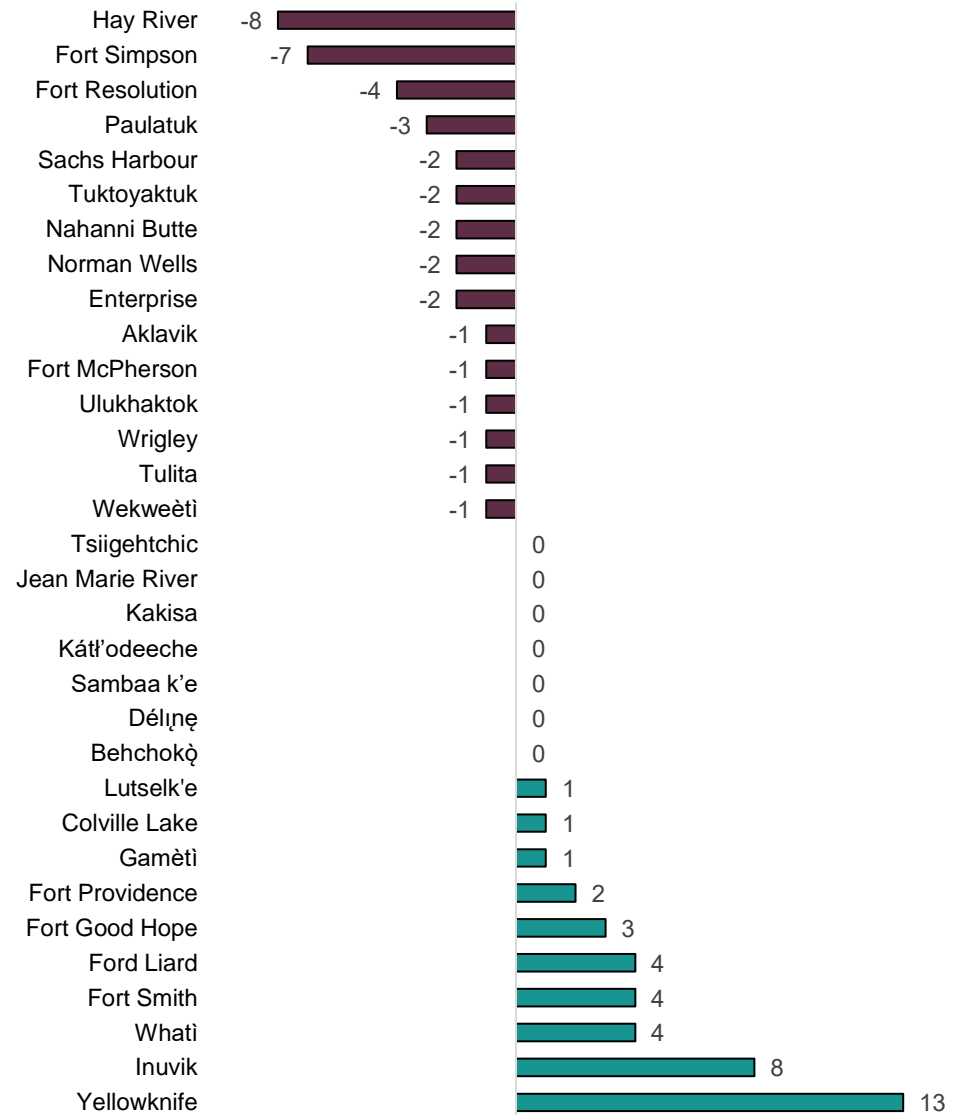
Change in Indigenous share of employees, 2021-22





# 4. Indigenous representation declined in 15 communities

Change in Indigenous employees, GNWT, 2021-22

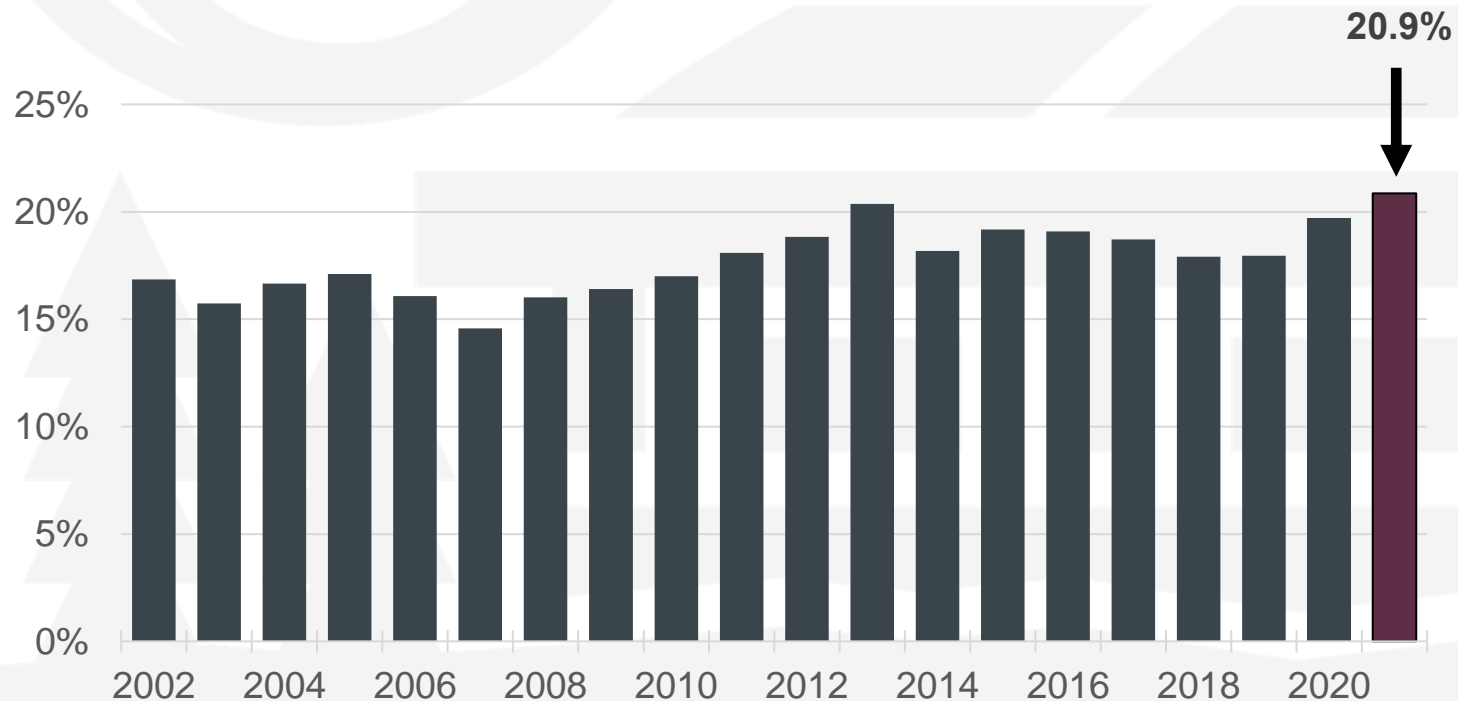


There's one bright  
spot





>>>>

## 5. Indigenous representation in senior management reached its highest level ever

% GNWT senior managers who are P1



## APPENDIX 2: Summary of public meetings

 Date	 Place	 Participants	 Written submissions
Jun. 7 / '21	Inuvik	7	1
Jan. 26 / '22	Somba K'e – Yellowknife (Virtual)	4	5
Jun. 22 / '22	Thebacha – Fort Smith	9	0
Jun. 23 / '22	Zhahti K'ę – Fort Providence	29	0
Jun. 24 / '22	Behchok'ę	3	0
Aug. 15 / '22	Hay River	5	0
Aug. 16 / '22	Kátł'odeeche First Nation	9	0
Oct. 7 / '22	Déłıne (Virtual)	8	0
<b>Total</b>		<b>74</b>	<b>6</b>

- June 7, 2021, public meeting in Inuvik is available at: <https://www.youtube.com/watch?v=yqbm3Zt13CY>.
- January 26, 2022, virtual public meeting hosted in Somba K'e – Yellowknife is available at: <https://www.youtube.com/watch?v=tl6yLWYM-hU>.
- June 22, 2022, public meeting in Thebacha – Fort Smith is available at: <https://www.youtube.com/watch?v=aL0JJUHqVN8>.
- June 23, 2022, public meeting in Zhahti K'ę – Fort Providence is available at: <https://www.youtube.com/watch?v=7NxY1JzpgaQ>.
- June 24, 2022, public meeting in Behchok'ę is available at: <https://www.youtube.com/watch?v=yQuyqTG5DSI>.
- Due to technical constraints, video recordings of Committee's public meetings in Hay River, Kátł'odeeche First Nation, and with the Déłıne Got'ine Government are not available.

**APPENDIX 3: Written submissions**

<b>Date</b>	<b>Submitted by</b>
June 2021	Bill Buckle, Paulatuk
January 18, 2022	Anonymous, Yellowknife North Constituent
January 28, 2022	Diana Neill
February 23, 2022	Denise McDonald, President, Native Women's Association of the Northwest Territories
February 24, 2022	Anonymous, Yellowknife South Constituent
May 19, 2022, and April 2022	Dennis Nelner

## **Increasing Indigenous Representation in the GNWT**

There are a number of issues I have opinions on relative to the noted topic.

I am an Indigenous person having lived in the NWT since January 1977 and my mother was born and raised in the Deh Cho area. I have been employed in the Community Development field for 36 years (ongoing) in both the NWT (current) and the greater NWT (prior to division). I have been employed for various periods of time (5) from being a Trainee in 1987 to being a Director in 2015. I have also worked for 20 different community governments (NWT and Nunavut) over the intermittent periods.

My biggest issue with previously working for the GNWT has been trust. In most positions I have held there was little trust afforded to me as an Indigenous person. I consider this a systemic problem. Little change occurred from my time as a trainee to my time as a director. My work was checked and second guessed, I was told to do things this way and not that, my voice was often ignored for those voices that had longer tenure (although often not related to my positions), and we were often in deficit recovery as the GNWT has and continues to be badly managed.

The bureaucracy has a strong tendency to muffle voices that look to move thinking beyond the box, to look for change in processes that would reduce red tape, or that would help do things better. The bureaucracy would be better served by robots than individual thinkers. You can walk around government offices and figure out who the “nesters” are. The “nesters” are those who don’t want to change, who don’t want to upset the apple cart, who don’t want to travel, or are happy to do little work for 30 years and retire with a good pension.

When you look at the numbers, it’s easy to see that most of the indigenous representation comes from the regions and lower level (usually meaning less pay) jobs than those available in Yellowknife. The Management positions are almost non-existent for indigenous people. Part of the explanation may be that management positions are judged based on using the correct “keywords” in the Hay Plan which are often shared to those the supervisors deem employable (friends, family, teammates, etc), often not indigenous as most Management is non-indigenous and most have built-in biases to indigenous people, yes that needs to be said and it is a fact of life.

The Hay Plan also needs to be adjusted if there is any hope to increase indigenous involvement. The overlying fact is that indigenous people lack degrees and training for most positions but in the Hay Plan that is not recognized, greater weight is given to someone just out of university with a degree (often unrelated to the position) then to say an indigenous person with 20 year experience. The other is that the scoring relative to the Hay Plan is biased in that no weight is given to an indigenous person “growing” into a position (requiring job specific training, supervisor mentoring, or an actual training plan), again a Management bias as “its easier to train a university graduate than to train an indigenous person”.

The Affirmative Action Policy is another problem. It basically has no weight to it given the fact that it is very "grey" with little specifics and no backbone to it. It requires very little, except reporting requirements, and allows Department Heads to do what they want with employment. If you really want to increase indigenous employment than make it a target of all Departments with penalties for not meeting those targets, bonuses (or "merit pay" that is completely off the mark, could be the penalty target. One of the dangers here is that Department Heads will fluff up indigenous employment numbers to reach targets to secure their merit pay. Fluff up means open positions with little or no responsibility or actual duties - "seat warmers". Also change the associated policies and procedures of human resources and all Departments to meet a beefed up AA Policy.

There are many other issues relative to cultural identity, compassionate leave, caregiver leave, on the land leave, sending out for training without family, he said/they said when it comes to grievances, time flexibility, family responsibilities, and the fact that the bureaucracy is assimilation by another word and all the connotations that has for indigenous people. Also, once power and authority is concentrated in certain individuals, they will resist giving up any of it to anyone else.

I know what some of the thinking will be. It's easier to say than do. Must have been a disgruntled employee. You can't touch my pay. Or the systemic racist things like "you need to hire a supervisor for each indigenous employee" or "they don't have the work ethic to be able to train", etc. etc. It is often easier to have negative input than to look for positivity in "grey" matters.

Are there simple solutions, NO. It is going to be a hard road to hoe. Are there hard solutions, YES. But you take a journey of a thousand steps with the first step.

Bill Buckle

Paulatuk, NT

## January 18, 2022 – Anonymous submission, Yellowknife North Constituent

1. Internal Opportunities:
  - a. Transfer Assignments (TA):
    - i. TAs are approved at the discretion of the Deputy Minister (DM). There is no oversight or requirement to consider P1 candidates for TA opportunities and the UNW is unable to grieve a TA. This is exacerbated in non-unionized positions, particularly at the Senior Management level and results in non-Indigenous candidates being overlooked when opportunities for advancement are available, even on a developmental basis.
  - b. Section 37 Public Service Act:
    - i. This section of the PSA is often used to circumvent the Affirmative Action Policy to appoint non-Indigenous employees into more senior level positions. Indeterminate non-Indigenous employees (most often at the supervisory/senior management level) are transferred into positions using a Transfer Assignment and their positions are backfilled (despite the recent Labour Relations decision) if the position is filled behind them, even on a temporary basis. Through legislation, DMs are authorized to evade this process, with no accountability to Cabinet, which ultimately results in the majority of Indigenous employees remaining in administrative level positions and no opportunity for advancement within the GNWT.
  - c. Recommendations:
    - i. Remove or amend (for oversight) S.37 of the PSA
    - ii. Implement an oversight via corporate services (HR) that requires DMs to account for why a P1 employee was not provided the TA at all levels of government.
2. Job Descriptions
  - a. Qualifications:
    - i. The qualifications in job descriptions, for non-administrative positions are often overstated, requiring an educational level that is not required for the actual responsibilities within the position. The belief amongst hiring managers, who are responsible for writing job descriptions, is that the higher the educational requirement, the higher the pay level; however, this is inaccurate. This results in less Indigenous peoples screening into open job competitions.
  - b. Location:
    - i. The GNWT has demonstrated that employees are able to work remotely; therefore, it is reasonable to conclude that if an employee does not provide a front line, face-to-face service to NWT residents, that they should be able to work remotely. The majority of GNWT job descriptions require that the individual reside in a specific community; however, if an individual does not provide direct customer service, they should be empowered to work from any NWT community. This has the potential of boosting small community employment rates and supporting individuals to remain in a culturally safe place.
  - c. Recommendations:
    - i. The Job Evaluation unit should consider proposed JD's from an integrated corporate perspective and question whether a position requires the identified



location/educational requirements, as opposed to relying solely on the judgement of the hiring manager. Although this is acknowledged within the IRRAP, the wording implies that the responsibility ultimately remains within the Departments.

- ii. Departments should be required to consider all positions, particularly those located in Yellowknife that do not provide frontline services, to work from any NWT community (not included in the IRRAP).

3. DOF (hiring process):

- a. Disclaimer: I believe this may be done inconsistently depending on the regional hiring offices.

To expedite the hiring process, most hiring managers are provided with the full list of applicants upon the closure of the competition. In my experience, the hiring committee is provided with all candidates to immediately screen, regardless of priority status. Thus, hiring managers are aware of the full pool of candidates, which allows for bias. In all competitions I've participated in, P1 and P2 candidates are tested/interviewed at the same time. Although the applicant can reach out to the hiring manager at any time, seeing all candidates and testing/interviewing P1 and P2 candidates that applied taints the perspective of the hiring manager.

- b. Recommendation:

- i. P1 candidates are required to be provided with the first priority; therefore, hiring managers should be required to screen, test and interview candidates based on priority status. Once all P1 candidates have undergone the full process, only then should the process be initiated for P2 and successive candidates.

4. DOF (Accountability)

- a. Central services:

- i. DOF has demonstrated a trend of delegating decision-making authorities to Departments on central agency authorities. Two recent examples are the Covid-19 vaccination requirements and the Indigenous Hiring and Recruitment Framework/Action Plan. These plans require that Departments take their own individual approach, which results in unequal treatment of employees, resulting in dissention amongst the public service. Accountability rests on the Departments reporting to the Legislative Assembly (on an individualized basis) as opposed to DOF assuming responsibility for oversight. Given the variety of issues before the Legislative Assembly, this results in a confused and disenfranchised public service, lacking trust in the decision making authorities.

- b. Engagement:

- i. Indigenous employees lack the opportunity to provide their voice in a safe and welcoming atmosphere. The Indigenous Hiring and Recruitment Framework/Action Plan did not include face-to-face interaction with Indigenous employees. In order for the GNWT to engage with their employees, they must create a safe and welcoming environment that acknowledges Indigenous spirituality and rituals. An example is hosting a sharing circle, led by a trusted Indigenous person to discuss the experiences of Indigenous GNWT employees. This cannot be accomplished through an online survey or having

non-Indigenous employees setting targets for how to recruit and retain Indigenous peoples.

- c. Training:
    - i. The GNWT has invested considerable time/investment into forecasting the NWTs workforce requirements. The GNWT is ¼ of the NWT workforce. Rather than taking a corporate approach, GNWT Departments use TAs (poach) from within the current workforce rather than building from within. An example is a finance position.
  - d. Recommendation:
    - i. The Indigenous Hiring and Recruitment Framework/Action Plan lacks a corporate approach to succession planning. DOF should create a corporate plan for succession planning at all levels of government, which would ultimately create a pool of Indigenous employees based on their area of expertise, that are qualified for TA or developmental opportunities. This would assist with the implementation of recommendation 1.c.ii.
    - ii. DOF and the Indigenous Employee Advisory Committee should conduct regular sharing circles with Indigenous employees in a culturally appropriate space and report those findings, including an Action Plan to the HR DMC. This is tied to Action 1.4 of the IRRAP.
5. Indigenous Recruitment and Retention Policy:
- a. Overall: the policy lacks targets or associated deadlines for the action plan. If the GNWT desires to achieve a representative workforce, as per the Affirmative Action Hiring Policy, then the GNWT should aim to achieve 50% Indigenous representation. Furthermore, the language throughout the document is passive “...will assist Departments...” and fails to connect with the targeted audience. Rather than acknowledging that the GNWT has heard its Indigenous employees (unsure of what engagement was conducted), the approach is to use disingenuous speech that will not connect with Indigenous peoples.
  - b. Recommendations:
    - i. Action 1.2 – an Indigenous employee should always be included in the hiring process. It should not be the responsibility of the candidate to request Indigenous representation. Ideally, it should be an Indigenous employee from within the hiring Department.
    - ii. The GNWT should have targeted dates for all actions
    - iii. The GNWT should identify when equal representation (50% Indigenous employees) will be achieved and what it will do to work towards that target
    - iv. Action 2.3: training for Equitable Workplace: Cultivating Attitudes of Anti-Racism and Allyship Training is extremely limited. DOF should create a train-the-trainer program so that every Department is empowered to deliver this training from within, for current and onboarding employees.
    - v. Action 2.4: “...develop Indigenous employee-focused support services.....: Rather than a corporate service, this is the one area where every Department should have an Indigenous employee support person.

**From:** Diana Neill  
**Sent:** January 28, 2022 2:08 PM  
**To:** DST\_LEG\_Committees  
**Subject:** Affirmative Action Policy: Comments

Hi,

Regarding the GNWT Affirmative Action here are some comments.

The GNWT states that their aim is to be Representative of the population, but then they exclude specific portions of the population within it's definitions: Such as including all Inuit as Indigenous People

-Everywhere else in Canada, Nunavut Inuit are considered Indigenous. within GNWT, we are no longer considered Indigenous. This appears to be blatant systemic racism.

This, even though GNWT uses Nunavut Traditional knowledge for their programs and policies, for example with this document: [https://www.ece.gov.nt.ca/sites/ece/files/resources/inuuqatigiit\\_k-12\\_curriculum.pdf](https://www.ece.gov.nt.ca/sites/ece/files/resources/inuuqatigiit_k-12_curriculum.pdf) which is also the foundation document for Indigenous Languages for department of Education.

Please help make GNWT less hypocritical with using Traditional Nunavut Inuit knowledge, but then excluding Nunavut Inuit from the definition of "Indigenous" and therefore the policies of the government, including the Affirmative Action policy, and the Financial Assistance for Indigenous students policy.

For Indigenous peoples of the north, there are a some very meaningful reasons individuals leave their communities and territory. There are the pulls to the south: higher education, better access to healthcare, other services not available in their small communities, etc. Then, there are pushes away from the north: lack of affordable housing, domestic violence, adoptions... by having residency requirements for Indigenous peoples for the Affirmative Action Policy does not take into account the social factors and reality of living in a country with a recent and strong history of colonialism. Residency requirements are a form of population control, which is akin to "Indian Reserves", which suggest that if people don't live where you tell them to live, then they are excluded from services (or affirmative action). That is how they forced people to send their children to Residential schools. Will the GNWT take a more socially acceptable approach to including Indigenous peoples in their policies?

More focus on Retention & Supporting career advancement

Other places, there are more than just priority hiring for underrepresented peoples. there are programs, such as this one <https://gov.nu.ca/human-resources/information/career-broadening-program>

Is GNWT looking to go a step further than just Affirmative Action Hiring, and support Indigenous people with their career advancement?

-The Indigenous Management and Development Program: I have had the experience of applying for this program, and then management LOST the application. Perhaps this was a human error, but the implication was that Indigenous employees are not valued. Can this type of application be made through an online portal, so that GNWT managers don't just loose them?

It's good to hear this policy is being looked at. I hope some good changes are made.

Respectfully,  
-Diana



# Native Women's Association of the N.W.T.

P.O. Box 2321

YELLOWKNIFE, NT X1A 2P7

Website: [www.nativewomensnwt.com](http://www.nativewomensnwt.com)

PH: (867) 873-5509

FX: (867) 873-3152

Toll free: 1-866-459-1114

## **Comments from the Native Women's Association of the Northwest Territories regarding Indigenous Recruitment and Retention in the Public Service**

Hello, thank you for accepting my comments to the Standing Committee on Government Operations on the above mentioned.

The Native Women's Association of the Northwest Territories works with marginalized women throughout the Northwest Territories; we have observed and noted a number of issues with the GNWT processes; hiring practices and the Affirmative Action Policy that we would like to highlight here.

There is an Aboriginal Employee Advisory Committee within the GNWT which is comprised of Deputy Ministers and employees from within the GNWT. This Committee has been in existence for years; however, it is unknown what work it is doing. There needs to be more transparency on what this Committee does and how it is working to improve things with Indigenous recruitment and Indigenous employee advancement within the GNWT.

There are programs within the GNWT for Indigenous employees, who is watching or monitoring this? Who is responsible or accountable for them?

The Affirmative Action Policy has no oversight within the GNWT, there has to be a position that monitors this. At this time the Department of Human Resources and other Departments can implement or manipulate its implementation. We know this is occurring and often hear of it.

-There is the perception that entry level positions are being hired outside of the Northwest Territories, what is being done to correct this? These positions should be developing Indigenous candidates to take on the role. This is what the Regional Recruitment Program was developed for. What is happening with this program and the position that was created to implement the program? What are the statistics for this program since it was implemented?

-No equivalency formula for positions when advertised for competition. Positions are often advertised with education and experience requirements, however there are often equivalencies taken into consideration. This is not done until the time of screening for the position, there is no transparency of what the equivalency is when advertised. This is all done behind the scenes and candidates, or potential candidates have no idea what these are in advance and many may not even consider applying for the positions because of this. Deciding on the equivalencies often appears to



# Native Women's Association of the N.W.T.

P.O. Box 2321

YELLOWKNIFE, NT X1A 2P7

Website: [www.nativewomensnwt.com](http://www.nativewomensnwt.com)

PH: (867) 873-5509

FX: (867) 873-3152

Toll free: 1-866-459-1114

occur on an adhoc basis, there is no formula on how this occurs.

-Resume requirement. There are situations in which a Superintendent reviewed an applicant's resume in advance of applying for a position and is told it is perfect for the position applying on. Yet this candidate doesn't get an interview and is told there is issue with their resume. Inconsistent information from the Department to potential candidates is problematic.

-Further to the issue of resumes: the Department of ECE provides support to candidates to develop their resume for positions. However, the resume format is not the format that Human Resources is looking for when screening applicants. This does not make sense. This was confirmed in discussions with both HR and ECE staff.

-There are situations in which Human Resource's staff are part of the problem. We are aware of an applicant who was more than qualified for a position and when she did not hear from HR regarding a competition that was in process. The HR Officer advised the candidate that she was advised by another HR Officer that the applicant had withdrawn her application. There was no recourse for this situation.

Limited opportunity for Indigenous candidates to get development opportunities within the GNWT. More opportunity for mentorship be made available whether it be formal or informal for Indigenous candidates and students who are preparing to enter into the workforce.

Numerous transfer assignments occur within the GNWT in Yellowknife, these often occur without an interview however it permits the employees to gain various types of job experience. This opportunity should be available to Indigenous or private sector employees to provide them opportunities to gain the experience required to advance and be successful in job competitions. Numerous potential candidates have given up on applying for GNWT positions due to the above-mentioned issues, this is no longer an option as they feel the opportunities are not there for Indigenous candidates.

P1 Affirmative Action Status – No one questions when candidates claim they are P1 candidates. There is a difference between P1 status candidates applying for federal or GNWT positions, however it appears even HR Officers are not aware of this difference. There is a huge difference when a non-Indigenous candidate is adopted by an Indigenous family, despite gaining treaty status



# Native Women's Association of the N.W.T.

P.O. Box 2321

YELLOWKNIFE, NT X1A 2P7

Website: [www.nativewomensnw.com](http://www.nativewomensnw.com)

PH: (867) 873-5509

FX: (867) 873-3152

Toll free: 1-866-459-1114

this does not automatically make an applicant a P1 candidate, according to GNWT policy. There no background check on this.

Should you require additional information, feel free to contact our office.

Denise McDonald

President, Native Women's Association of the Northwest Territories

February 23, 2022

**From:** [Cynthia James](#)  
**To:** [Emily Sabourin](#)  
**Cc:** [Nigel Wodrich](#)  
**Subject:** FW: Indigenous Recruitment - Constituent Notes  
**Date:** February 24, 2022 1:11:08 PM

---

**From:** Sarah Kalnay-Watson  
**Sent:** February 24, 2022 11:44 AM  
**To:** Rylund Johnson  
**Cc:** Cynthia James; Caroline Wawzonek MLA; Lesa Semmler; Frieda Martselos; Caitlin Cleveland  
**Subject:** Indigenous Recruitment - Constituent Notes

Good Morning Mr. Johnson,

I am writing to you on behalf of a Yellowknife South constituent as Chair of the Government Operations Committee.

The constituent has asked us to pass on their message on their thoughts on Indigenous recruitment and retention to the committee as they know that the Government Operations Committee will look at things organically to affect change.

“Some food for thought if the GNWT wants to get serious about Indigenous recruitment and retention in specialized and managerial occupations:

<https://www.linkedin.com/news/story/are-degree-requirements-going-away-5244444>

As it stands now HR policies place heavy emphasis on education, which in my opinion, severely limits recruitment of otherwise capable northern candidates. As a good example, my boss has the education requirements for his position, but leans heavily on me (who was screened out for that position due to not having a degree in hand), because he doesn't have the technical skills or practical experience. He has the relational skills to be an effective manager, but that is only part of the equation. Because of this they're effectively paying 2 people to manage the department.

We hear every few years about how important it is to recruit and retain Indigenous and northern talent, but for that mission to be effective, HR policies and procedures need to be rewritten to account for the fact that many northerners don't have formal university education and only pursue it later in life as a means to make themselves promotable once in the workforce. This means it is usually in progress when suitable positions come up. - something HR doesn't give credit for during the screening process.

My suggestion is to create a cross-functional team to explore how GNWT can reward productivity and nuanced, job-specific knowledge with promotion within the GNWT rather than putting vacancies out to competition every time. This same team can explore how to better assess candidates suitability based on their experience and skillset rather than placing such a heavy emphasis on educational standing.

This HR strategy would limit turnover (and costs associated) and keep more money in the North in the long term as more retirees would continue to reside here rather than take the



pension and run.”

Appreciate your consideration of their thoughts and information.

If you have any questions, please do not hesitate to contact me.

Kind regards,  
Sarah Kalnay-Watson  
Constituency Assistant, Yellowknife South

Mársı | Kinanāskomitin | Thank you | Merci | Hąjı' | Quana | Qujannamiik | Quyanainni | Máhsı | Máhsı | Mahsi

Sarah Kalnay-Watson  
[Constituency Assistant, Yellowknife South & North](#) | [Assistant de circonscription, Yellowknife Sud & Nord](#)

Pronouns | Pronoms: she/her/hers | elle/elles  
Northwest Territories Legislative Assembly  
L'Assemblée Législative des Territoires du Nord-Ouest  
PO Box 1320 | Yellowknife, NT | X1A 2L9  
Phone: (867) 767-9143 x.12177  
Mobile Phone: (867) 445-7437

[WWW.NTASSEMBLY.CA](http://WWW.NTASSEMBLY.CA)

*This message is intended only for the use of the individual or entity to which it is addressed and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this message is NOT the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please delete it immediately and notify us by telephone. Thank you.*

## **PRIORITY - GOVERNMENT OPERATIONS**

The Standing Committee on Government Operations has set the following priority:

Identify the systemic barriers to increasing the representation of Indigenous people in the public service, and review Government of the Northwest Territories human resource practices and policies.

The Committee continues to hold public hearings on this topic and continues its research with stakeholders. If you are interested in sharing your perspectives on increasing the representation of Indigenous people in the public service, please contact [Committees@ntassembly.ca](mailto:Committees@ntassembly.ca)

# Written Submission to the Standing Committee on Government Operations on Systemic Barriers in the Public Service.

---

Prepared by: Dennis Nelner  
Saturday, April 16, 2022  
Amended May 19, 2022

# Table of Content

---

Introduction	Page 3
1. “Inappropriate Behaviour” Mantra	Page 4
2. Screening Process	Page 8
3. HUMAN RESOURCES 2015-16 Business Plan	Page 9

## Appendices

---

Appendix 1: What criteria have to be met to establish whether there was harassment?	Page 12
Appendix 2: Author Bio	Page 13
Appendix 3: Internet References	Page 15

## Attachments

---

PDF copy of HUMAN RESOURCES 2015-16 Business Plan

PDF copy of GNWT’s Harassment Free and Respectful Workplace Policy

PDF copy of Human Resources Manual 701 – Employee Discipline DISCIPLINARY ACTION - ROLES AND RESPONSIBILITIES

# Introduction

---

Good evening Committee Members,

Thank you for this opportunity to make a written submission. This is my second presentation to the Standing Committee on Government Operations. My first virtual presentation (Jan./25/22) to the Standing Committee prepared with PowerPoint was on Indigenous Recruitment and Retention. I requested this second invitation to present my views on systemic barriers in the public service. Again I feel compelled to prepare a written submission to help shed some light on the specifics of systemic barriers used to provide loop holes in the Affirmative Action Policy; “skipping steps” creating grey areas or loopholes in disciplinary practices. In order to completely understand these systemic barriers one must go through the proverbial “meat grinder”.

I am that individual who has employed every single form of remediation resolution available to an employee including engaging the Minister’s office and UNW President office; for the discriminatory abuse as an Indigenous Aboriginal Male (IAM) employee working in the public service.

I will not go into details of my case. I will however show you the tools used to bypass govt policy that leads to abuse towards Indigenous employees through:

1. Abuse of progressive discipline to intimidate anyone who dares to speak the truth.
2. Using half-truths to fabricate false charges to discredit whistle blowers.
3. Falsely accusing you of “inappropriate behaviour to silence you.
4. Appointing cronies to key positions instead of promoting highly competent Indigenous aboriginal people.

I will provide the Standing Committee 3 areas of systemic barriers/abuse that are currently employed by Senior Executives of this public body. I want the Standing Committee to know and understand I am the tip of the spear my story is one of many Indigenous people who had similar experiences just in a different context. Government’s tactics are the same however by closing these loopholes and skipping steps practices, IAM absolutely certain the GNWT can reduce workplace racism and increase retention of Indigenous Aboriginal People.

# 1. “Inappropriate Behaviour” Mantra

---

The “Inappropriate Behaviour” mantra is a term used by Employer to falsely accuse, gaslight and undermine an Indigenous person.

Specifically, when an Indigenous person is accused of “inappropriate behaviour” or “harassment” under the **GNWT’s Harassment Free and Respectful Workplace Policy** there are only two provisions:

1. Informal process – is meant to deescalate through 3 forms of dispute resolution (Direct Response, Facilitated Discussion or Mediation)
2. Formal process – requires prima facie evidence and a written complaint for a transparent investigation between two parties, a respondent and complainant

Excerpt from GNWT’s Harassment Free and Respectful Workplace Policy: sec(6) Provisions – Informal and Formal processes

## **6. PROVISIONS**

### ***(1) Complaint Resolution – Informal Process***

#### ***(a) Direct Response***

- i. Where safe and reasonable to do so, an employee who believes that they are subject to workplace harassment should, as a first (direct) response, advise the other person that the behaviour is offensive and request that the behaviour stop.***
- ii. Where circumstances do not permit this course of action or where a direct response has not prevented a recurrence of the workplace harassment, the employee should inform their supervisor. The supervisor will review the situation and, where necessary, take appropriate action. If the other person is the supervisor, the employee should inform the next level of management.***

#### ***(b) Facilitated Discussion***

- i. Managers may choose to use facilitated discussion as a resolution tool.***

#### ***(c) Mediation***

- i. Mediation is a process that allows the parties involved to discuss the behaviours, reactions and options for resolution in a non-judgmental way. Formal mediation requires the agreement of both parties and is facilitated by an outside party who is acceptable to both parties. Formal mediation can occur at any time during the process when agreed to by both parties.***

### ***(2) Formal Process***

#### ***(a) Written Complaint***

- i. A formal written complaint may be made to the Deputy Head. The complaint, at a minimum, will specify the details of the allegation, including:***
  - Name, title and location of the respondent;***
  - A description of the action/circumstances of the complaint;***
  - Date(s) of incident(s);***
  - Name of witnesses, if any.***
- ii. If the complaint is against a Deputy Head, it can be filed with the Deputy Minister of Finance. If the complaint is made against the Deputy Minister of Finance, it can be filed with the Secretary to Cabinet.***
- iii. Deputy Heads acknowledge, in writing, receipt of a complaint.***
- iv. Deputy Heads send formal written complaints to the Department of Finance for an assessment on whether the complaint fits within the mandate of the Policy and for a determination on whether there is prima facie evidence to support the complaint.***

The policy says quite clearly the differences between informal and formal processes.

**Informal process** is ad hoc in nature and follows 3 processes: (Direct Response, Facilitated Discussion or Mediation). Under the informal process there is no requirement for written or prima facie evidence it is just dispute resolution in the workplace.

**Formal process** requires prima facie evidence to support complaint and a written complaint

There are no grey areas here. However the Employer is trying to confuse union that there is no separation in the "process" ie: requirement to have a written complaint and prima facie evidence of harassment. The Employer abandoned the informal process in the policy; they want union to believe a written complaint is NOT required yet there are only two processes as described above.

Knowingly or unknowingly, the union is complicit to the distinction and requirements between informal and formal workplace harassment processes, the Employer can fabricate any frivolous accusation because the union case management and 3<sup>rd</sup> party arbitration can take several years before an Indigenous employee can have his/her case be reviewed properly without bias and judgement with integrity.

The Employer can engage in:

- Bullying (physical, verbal, social, cyber) for example humiliating a person in public settings in order to control the emotional climate at work.
- Falsely accusing and undermining a person behind closed doors, controlling a person's reputation by rumor-mongering, controlling the person by withholding resources (time, budget, autonomy, training) necessary to succeed.
- Arbitrarily taking disciplinary action against an employee.
- Humiliating a person in front of colleagues, smear campaigns.

Employer claims of "inappropriate behaviour" that goes beyond the (informal) defusing workplace tensions dispute resolution between two or more employees in the workplace; moves to a (formal) process that requires more information follows definition of harassment as outlined in the policies and guidelines, especially when the punitive measure is a financial burden to the Indigenous employee.

The Employer has to justify taking an Indigenous person's economic livelihood away from them. The Employer engages in fact finding Notice to Attend (NTA) meetings to discuss accusations with Indigenous employee; however behind closed doors information from NTA is used to undermine the Indigenous employee without any response to charges or disciplinary actions taken.

When the Employer makes a formal claim of harassment; details of said harassment must be disclosed to the Indigenous employee so that each item in the claim can be reviewed and the employee has an opportunity to respond.

Simply stated one's opinion on any specific harassment complaint without evidence to back up claim can only be described as vexatious and frivolous and therefore does not meet the criteria for harassment.

## Example

In this excerpt taken from *"Is it Harassment? A Tool to Guide Employees Annex B — Scenarios with examples of what may or may not constitute harassment"* a guide created and posted by the Govt of Canada Public Service webpage.

### What does not constitute harassment

Bob is a supervisor. Dan, one of his staff consistently does not finish his tasks and leaves them for the person on the next shift. Bob has spoken to him twice in a courteous manner and has left him two notes. As Dan's performance does not improve, Bob meets him again to discuss work objectives, standards and deadlines.

### What may constitute harassment

Bob meets with Dan a third time and becomes impatient with him by raising his voice during the meeting and by making accusatory statements such as you are incompetent.

### What is harassment

Bob speaks to Dan in a belittling and demeaning manner and calls him a slow, lazy and incompetent person. He has threatened to fire him on more than one occasion if he doesn't shape up and has warned him that there are lots of people waiting in line to take his place. In a fit of rage, Bob throws Dan's report in the garbage and laughs sarcastically at Dan.

In this scenario Standing Committee members can see how investigating alleged incidents can transform from informal to a formal process, yet without prima facie evidence and a written complaint, the Employer is allowed to enforce a one-sided disciplinary action based on a Senior Executive's opinion; not evidence based and without the due diligence mentioned in Workplace Harassment guidelines such as **Appendix 1: What criteria have to be met to establish whether there was harassment?** the Senior Executive has to demonstrate "Series of incidents" or "One severe incident" targeting an employee. It has to be the co-worker to initiate harassment complaint. The Senior Executive is violating guidelines by initiating the harassment complaint and taking over the role of Supervisor to expedite a punitive measure by "skipping steps". The only recourse for the Indigenous employee is the union grievance process which can take 2 to 4 years before their case is presented to an arbitrator to be fairly arbitrated.

The Employer is emboldened and allowed to continue with a series of incidents of their own without prima facie evidence or written complaint until the Indigenous employee is forced out by Senior Executive lead constructive dismissal tactics or the Indigenous employee just quits due to the incapacitation and toxic work environment. There will be no oversight in the grievance process as the Indigenous employee has more than likely left the public service by the time his/her grievance is cued up, so the punishment received goes unresolved.

## Comparing Immediate Supervisor's Role and Senior Executive Overreach

The last item on this section is the role and responsibilities of the immediate Supervisor in comparison to Senior Executive. I attached a document from *Human Resource Manual 0701 - Employee Discipline* for committee's convenience to review. The document is **DISCIPLINARY ACTION - ROLES AND RESPONSIBILITIES** it outlines the various roles of disciplinary actions from verbal to dismissal of employee.

As the Committee members can see it is the role of the Immediate Supervisor to initiate disciplinary actions NOT Senior Executive management. Management's role is to provide support, Supervisor's role is to address concerns, schedule meetings, inform employee intent to informally resolve the workplace issue and/or to proceed to the formal process suspend or dismiss employee and make recommendations to Deputy Head. Without evidence of harassment the Employer cannot proceed to formal process

### Example

Under the definition of harassment according to the Govt of Canada Public Service must be either a "series of incidents" or "one severe incident." When an Indigenous employee is subject to disciplinary actions there is usually just one incident initiated from a senior level and the degree of severity is questionable or in most cases baseless for some biased reasons. Govt of Canada Public Service definition of harassment:

***"Essentially, the definition of harassment means that more than one act or event is needed in order to constitute harassment and that taken individually, this act or event need not constitute harassment. It is the repetition that generates the harassment. In other words, harassment consists of repeated and persistent behaviours towards an individual to torment, undermine, frustrate or provoke a reaction from that person. It is a behaviour that with persistence, pressures, frightens, intimidates or incapacitates another person. Each behaviour viewed individually may seem inoffensive; it is the synergy and repetitive characteristic of the behaviours that produce harmful effects."***

The roles are reversed for the Indigenous employee when Senior Executives are the source of harassment. The Indigenous employee is defenseless because intent to discipline is never brought up during any fact finding NTA meetings it is disclosed after the fact with a suspension, dismissal or LWOP letter signed by the Deputy Minister. Again Senior Executives are skipping steps to fast track discipline against an Indigenous Employee.



## 2. Screening Process

---

Another loophole Human Resources uses to create systemic barriers is in the recruitment of Indigenous candidates applying for jobs in the public service.

Indigenous candidates are held back from entering public workforce in the hiring process. There is no oversight in this recruitment phase of the hiring process. Human Resources and Hiring managers are allowed to use whatever reasoning they may have to screen out candidates.

A large number of Indigenous candidates are screened out prior to the interview stage. Departmental Hiring Manager and Human Resources controls who can or cannot get an interview. Screened out Indigenous candidates information is not collected or reported, therefore no oversight.

As an added measure to remove more transparency in the hiring process; Human Resources requires Interview Committee: Hiring Dept. Mgr. and Human Resources (usually 3 people) to keep the same interview score for each question. Hiring committee may have difference of opinions on scoring each question, which introduces probability of bias. An interview committee member may have a score of 5 out of 5 but could be overruled with a score of 0 out of 5. Again this is definitely not recorded or reported in anyway shape or form to the Assembly.

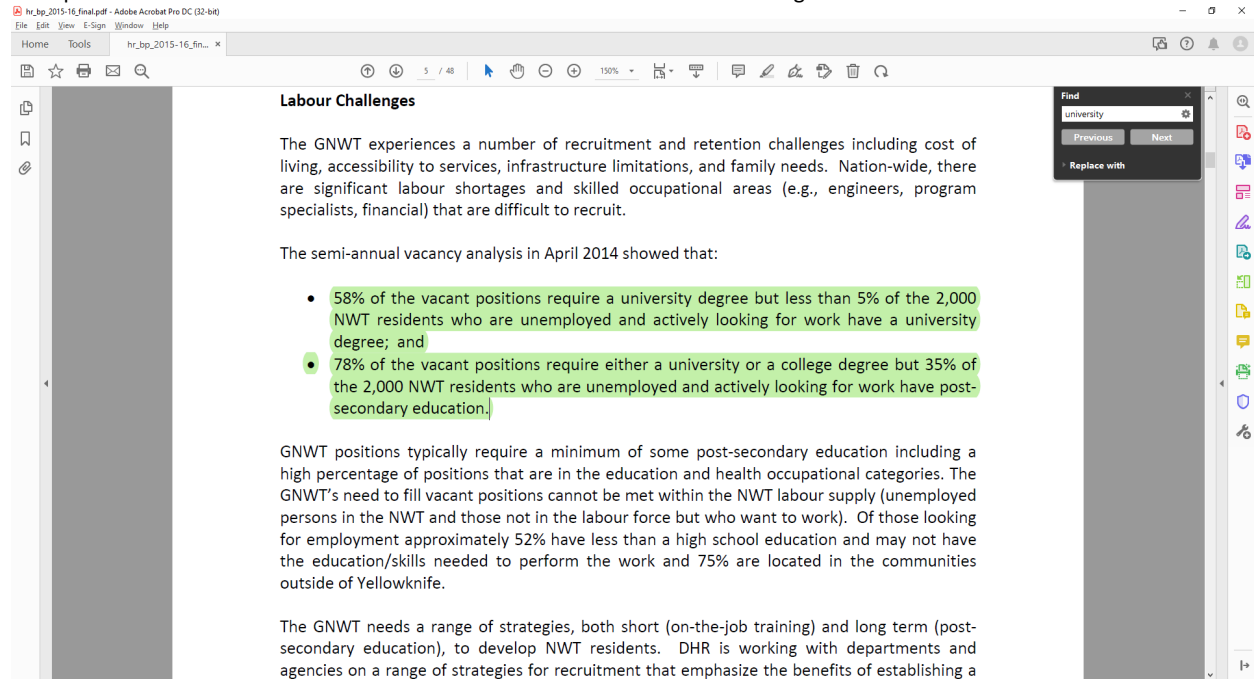
### **Example “Steve from Toronto”**

So for the most part all or most the Affirmative Action “Priority One” candidates applying are screened out for any excuse, then during the interview stage it seems only “Steve from Toronto” got the job. Funny how convenient “Steve” and the Hiring Manager have known each other through their own personal relationship down south and is hired for the position over any northern or Indigenous candidates.

In one small division of Finance there are over 300 appointments in one fiscal year; Appointment versus meritocracy hiring process. Who’s in charge? And who’s responsible for what’s going on in the division? There so many people appointed over a short timeframe you can’t pinpoint blame when things go wrong. With appointments the individual usually does not have the capacity to handle the duties, thereby being easily influenced.

# 3. HUMAN RESOURCES 2015-16 Business Plan

## Excerpt from GNWT's Human Resources 2015-16 Business Plan – Labour Challenges



This business plan was produced by Department of Human Resources before amalgamation to Finance. The 2014 findings in this report show that the GNWT knew of the NWT Labour Challenges highlighted above excerpt from **GNWT's HUMAN RESOURCES 2015-16 Business Plan** identifying only 5% of unemployed NWT labour force has a university degree. Since that time there are no strategies in place, both short (on-the-job training) and long term (postsecondary education), to develop Indigenous NWT residents. The Human Resources 2015-16 business plan is attached for your review.

Chart 1: GNWT Annual Public Service Report data showing number of IAP employees in the Public Service 2005 to 2020

Reality									
fiscal year *	# in WF		% of WF		% of WF		Total # WF	% Chg. / prev yr.	
	IAM	IAF	IAM	IAF	#Other	%Other			
2005	444	918	10.0%	20.7%	3,074	69.3%	4,436		
2010	474	1,043	10.0%	22.0%	3,225	68.0%	4,742	6.5%	
2011	468	1,029	10.0%	22.0%	3,179	68.0%	4,675	-1.4%	
2012	475	1,027	10.1%	21.8%	3,217	68.1%	4,719	0.9%	
2013	483	1,076	10.0%	22.2%	3,286	67.8%	4,845	2.6%	
2014	491	1,107	9.6%	21.5%	3,543	68.9%	5,141	5.8%	Starting from 2014
2015	487	1,126	9.3%	21.6%	3,610	69.1%	5,223	1.6%	notable changes
2016	495	1,091	9.6%	21.1%	3,589	69.3%	5,175	-0.9%	
2017	478	1,075	9.4%	21.1%	3,538	69.5%	5,091	-1.6%	
2018	472	1,092	8.9%	20.6%	3,725	70.5%	5,289	3.7%	
2019	509	1,211	8.8%	20.9%	4,068	70.3%	5,788	8.6%	
2020	527	1,305	8.4%	20.9%	4,420	70.7%	6,252	7.4%	Lowest rate in the 60yr history of the GNWT
** 2022	500	1,305	8.0%	20.9%	4,448	71.1%	6,253	0.0%	closing in on 7% new time low trending down
* - All data collected from GNWT Annual Public Service Reports									
** - projections based on Covid Vaccine elimination of IAM positions due to not being fully vaccinated , even though the policy makes allowance for accommodation									
highlighted in Yellow fiscal years with growth rate in public workforce 5% or greater									
Should be									
fiscal year	# in WF		% of WF		% of WF		Total # WF		
	IAM	IAF	IAM	IAF	#Other	%Other			
2005	1,109	1,109	25.0%	25.0%	2,218	50.0%	4,436		
2010	1,186	1,186	25.0%	25.0%	2,371	50.0%	4,742		
2011	1,169	1,169	25.0%	25.0%	2,338	50.0%	4,675		
2012	1,180	1,180	25.0%	25.0%	2,360	50.0%	4,719		
2013	1,211	1,211	25.0%	25.0%	2,423	50.0%	4,845		
2014	1,285	1,285	25.0%	25.0%	2,571	50.0%	5,141		
2015	1,306	1,306	25.0%	25.0%	2,612	50.0%	5,223		
2016	1,294	1,294	25.0%	25.0%	2,588	50.0%	5,175		
2017	1,273	1,273	25.0%	25.0%	2,546	50.0%	5,091		
2018	1,322	1,322	25.0%	25.0%	2,645	50.0%	5,289		
2019	1,447	1,447	25.0%	25.0%	2,894	50.0%	5,788		
2020	1,563	1,563	25.0%	25.0%	3,126	50.0%	6,252		
Deficit/ Overabundance									
IAM	1563-527=	1,036							
IAF	1563-1305=	258							
Other	3126-4420=	-1,294							

This chart shows Finance and Human Resources division did nothing to recruit or retain Indigenous aboriginal males (IAM). In fact, IAM numbers starting going down in 2014. It not hard to understand what in theory the numbers in the Public workforce should be: 50/50 White people and “Others” represent 50% and Indigenous people represent the other 50% (25% IAF + 25% IAM = 50%).

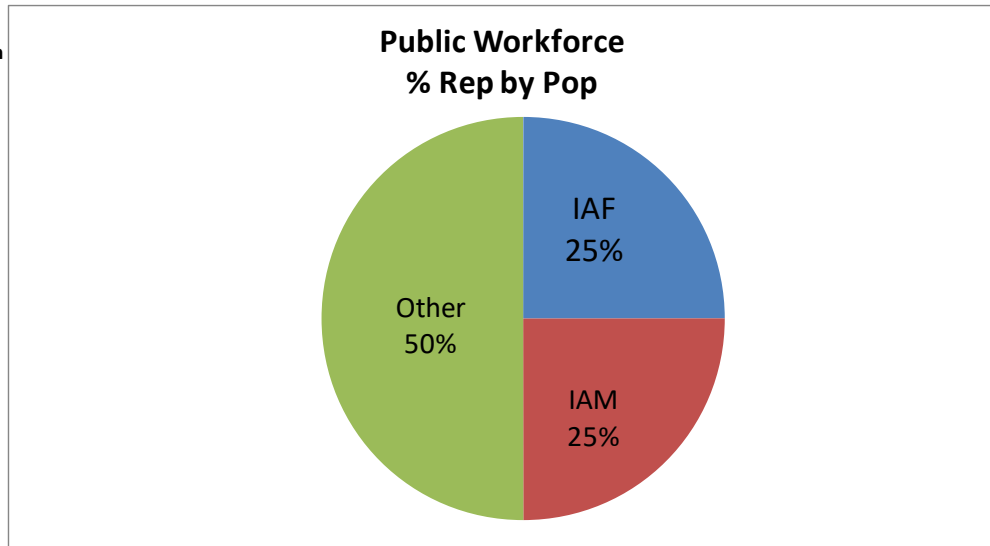
Chart 1 shows the direct correlation between the 2014 Human Resources Business plan findings and the 2014 annual Public Service report significant swing and start of downward trend for IAM hires and retention.

The bottom half of Chart 1 shows what the GNWT workforce should be according to NWT workforce population. IAM numbers should be 1,563 for Public Service Report 2020/21 fiscal year. The real number is 527 and shortfall of 1,036. This is incredible HR’s recruitment efforts fall so short to record lows.

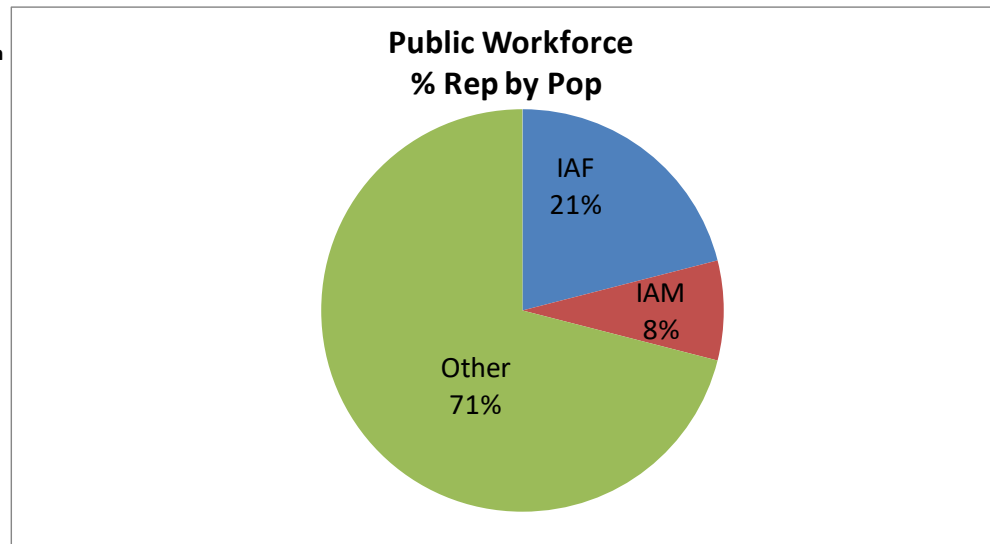
Human Resources have done nothing to advance Affirmative Action policy or representation by population decree. Through inaction and lack of balance in representation the GNWT has increased immigration with a transient workforce from the south, because it’s convenient to import skilled labour than it is to train NWT Indigenous residents. This in turn has created socioeconomic problems in the areas of lack of housing, mental health, increased social assistance and justice issues in the NWT.

Pie chart: Comparison of Public workforce by percentage of NWT population – theory and reality

Supposed to be  
 % of emp Demogrph  
 0.25 IAF  
 0.25 IAM  
 0.5 Other



Reality  
 % of emp Demogrph  
 0.21 IAF  
 0.08 IAM  
 0.71 Other



These pie charts data are derived from Chart 1 above. It shows what in theory the GNWT public workforce should look like “representation by population” for NWT Indigenous people. The other pie chart unfortunately shows the inability of the GNWT to maintain the public workforce by population. Lack of training investment in local public workforce the GNWT has taken easy way out by not investing in training local NWT residents and increasing immigration for skilled labour, creating an imbalance in the workforce and increasing poor socioeconomic outcomes for the NWT residents.

The GNWT claims to fight for gender equality, however through their actions the govt is violating international laws for Indigenous People’s human right to an economic livelihood, UNDRIP and the continuation of ongoing colonialism towards Indigenous peoples.

When the government takes an Indigenous man’s income; the government may or may not realise their actions are indirectly slowly destroying and dispossessing a distinct Indigenous Aboriginal nation.

# Appendix 1: What criteria have to be met to establish whether there was harassment?

---

Harassment is serious. To substantiate harassment allegations, it must be demonstrated that, according to the balance of probability:

The respondent displayed an **improper and offensive conduct** including objectionable acts, comments or displays, or acts of intimidation or threats, or acts, comments or displays in relation to a prohibited ground of discrimination under the Canadian Human Rights Act;

The behaviour was **directed at** the complainant;

The complainant was **offended or harmed**, including the feeling of being demeaned, belittled, personally humiliated or embarrassed, intimidated or threatened;

The respondent **knew or reasonably ought to have known** that such behaviour would cause offence or harm;

The behaviour occurred in the **workplace** or at **any location or any event related to work**, including while on travel status, at a conference where attendance is sponsored by the employer, at employer sponsored training activities/information sessions and at employer sponsored events, including social events; and

There was a **series of incidents or one severe incident** which had a lasting impact on the individual. Note that in the case of sexual harassment particularly, a single incident may be viewed to be more significant in circumstances when your relationship at work is one where the respondent has influence or power over you with regard to career advancement, performance review, absenteeism, day to day management of activities, work assignments and the carrying out of progressive disciplinary measures.

In order to make a finding of harassment, **each** of the above elements must be present. If even one of these elements cannot be proven, there will not likely be a finding of harassment.

## Appendix 2: Author Bio

---

Dennis Nelner has a long career almost 40 years working exclusively in the northern workforce experience in business, management and public service. He has completed post-secondary education in public and business administration and resource management. Dennis has worked for a variety of GNWT departments: ED&T, RWED and FIN and Aboriginal Groups including: Metis Development Corporation, Aboriginal Pipeline Group, Deh Cho First Nations, Liidlii Kue First Nation and Denendeh Investments Incorporated. He has served as Councillor for the Village of Fort Simpson and Councillor for the Liidlii Kue First Nation, of which he is a member.

After a brief stint in the oil and gas field working in Norman Wells Expansion and during the construction of the then Interprovincial Pipeline in the early 1980's; He was drawn to the world of business. Entering a two year diploma Public and Business Administration program of then called Arctic College.

Dennis at the time was a trail blazer, one of the first few graduates of the Arctic College business program entering into a world not associated with the intricate deals involved in business called the "Old Boy's Club" nor was there a free acceptance of a fresh perspective from a young Dene – this had to be an earned privilege. Forging ahead there were many challenges for a young and inexperienced Dene Businessman to be accepted in this small cliché. His first fight, being appointed the most prestigious EDO position in the NWT (1<sup>st</sup> and only Indigenous Aboriginal employee to occupy that position) these prejudices are still going on today. He worked hard to dispel notion and perceptions that his Economic Development Officer position appointment to North Slave Region was not politically or based on Affirmative Action policies. Nelner was fortunate to be afforded a mentor whom helped him clearly epitomise the definition of the public servant; from this early beginning Nelner forged his business and community economic development career which has now spanned almost 40 years.

He had to endure outright prejudice stereotyping just because of his race NOT on his abilities contribution to creating a progressive agreement throughout his working career. It wasn't long before his talents and hard work ethics were taken more seriously.

In 1999 high level discussions between NWT aboriginal groups and industry started to heat up as plans were being develop for the largest industrial project in the history of NWT. Connecting stranded oil and gas from the Inuvialuit region on the Beaufort Delta and offshore to southern markets via pipeline. Nelner was assigned to represent the Dehcho Region. During his short 6 month tenure as the Executive

Member of the Aboriginal Pipeline Group (APG) he was a major contributor for the APG that negotiated a \$16B Mackenzie Valley Pipeline MOU with the Producer Group this agreement still remains intact. He gained a world of knowledge and experience working with the best aboriginal business minds in this NWT's modern era and the best professional services (Corp Lawyers, Lobbyists and Industry CFOs) in the country.

Dennis was a member of a small select group of Northerners that canoed the Mackenzie River summer of 89, commemorating 200th anniversary of Sir Alexander Mackenzie's first voyage. The event was a race of 13 teams using 8-man freighter canoes from Fort Providence to Inuvik a 1,700km journey. Leaving Fort Providence and ended a grueling voyage in Inuvik 3 weeks later. A once in a lifetime event a congregation of Northerners He generated new bonds and lifelong friendships with his team and the people living on the mighty "Deh Cho" from the mouth of Great Slave Lake to the Mackenzie Delta.

He served 14 years with 1st Canadian Ranger Patrol Group as a Canadian Ranger under the Dept. of National Defense, Joint Task Force North (JTFN) headquarters in Yellowknife. Canadian Ranger Patrols are a fast moving, self-sufficient mobile force; primary purpose is to support Armed Forces national security and public safety operations within Canada.

Dennis was awarded 2 service medals during his 14 year Canadian Ranger tenure. His Fort Simpson Patrol was involved in Search and Rescues, Sovereignty Patrols overland on the river any and all seasons, some exercises under extreme weather conditions. He had the privilege to serve under Jim Villeneuve Patrol Sargent, who was also his mentor and Elder. Service Highlights include: Honorary Guard Queen's Royal Visit 1994; First Responder on 2 of 3 search and rescue missions; Team Group Leader for annual NWT/NU 1<sup>st</sup> Aid Competition, team won rookie of the year honours; selected to participate JTFN Winter Survival Exercise to demonstrate building emergency winter shelters.

Our Patrol motto is: "Hope for the Best, Prepare for the worst and You're only as Fast as your Slowest machine."

## Appendix 3: Internet References

---

### **APPLICATION OF DUTY TO ACCOMMODATE INJURY AND DISABILITY POLICY**

[dta\\_policy\\_application\\_guide\\_v2\\_dec\\_03\\_20122.pdf \(gov.nt.ca\)](#)

### **DUTY TO ACCOMMODATE INJURY AND DISABILITY**

[duty\\_to\\_accommodate\\_injury\\_and\\_disability\\_2017.pdf \(gov.nt.ca\)](#)

### **A Guide to Applying the Harassment Free and Respectful Workplace Policy**

[guidetoapplyingtheharassmentfreeandrespectfulworkplacepolicy\\_v4\\_april\\_2014.pdf \(gov.nt.ca\)](#)

### **Harassment Free and Respectful Workplace Policy**

[Harassment Free and Respectful Workplace Policy | Finance \(gov.nt.ca\)](#)

### **Human Resource Manual 0701 - Employee Discipline**

[0701 - Employee Discipline | My HR \(gov.nt.ca\)](#)

### **DISCIPLINARY ACTION - ROLES AND RESPONSIBILITIES**

[EMPLOYEE DISCIPLINE \(gov.nt.ca\)](#)

### **Govt of Canada Is it Harassment? A Tool to Guide Employees**

Link: [Is it Harassment? A Tool to Guide Employees - Canada.ca](#)



**HUMAN RESOURCES**

**2015-16 Business Plan**

# 1. DEPARTMENTAL OVERVIEW

## MISSION

Supporting excellence in the GNWT public service through the shared-service delivery of innovative, quality human resource services.

## GOALS

1. Support to management's human resource decision-making that results in productive and positive human resource management practices.
2. Integrated, client-focused programs and services that are simple, timely and consistent.
3. Streamlined and simplified administrative systems and processes.
4. Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.
5. A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

## OPERATING ENVIRONMENT

### Refocused Human Resources Foundation

In 2013-14, the Government of the Northwest Territories (GNWT) refocused its transactional human resources functions. The human resource functions related to pay; benefits; data management; HRHelpDesk; and PeopleSoft Human Resource Information System (PS-HRIS) were successfully transferred to the Department of Finance effective April 1, 2014. The integration of these functions puts payroll and benefits within a financial environment and increases efficiencies by aligning the GNWT's corporate finance and human resource information platforms in one department.

The Department of Human Resources (DHR) is now focusing 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 underwent internal organizational changes to streamline the functions of the Department. The Human Resources Strategy and Policy Division was renamed Corporate Affairs with a focus on

departmental activities and the Corporate Human Resources Division was 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*.

## **GNWT Workforce**

The GNWT is working to develop a public service that is representative of the people it serves and that supports the growth and development of the Northwest Territories.

As of December 31, 2013, the GNWT workforce has a total of 4,845 employees composed of 1,559 Indigenous Aboriginal, 666 Indigenous Non-Aboriginal, and 2,620 other, including other priority categories. The average GNWT employee is just under 45 years old and has 9 years of service. GNWT employees are younger and have fewer years of service than their counterparts in other provincial and territorial governments.

Management comprises 12.6% of the workforce and has remained relatively consistent over the last five years. Female employees made up 64.5% of the GNWT workforce while male employees consisted of 35.5%; these rates have remained steady over the last five years. The GNWT has approximately 9% more female employees than the national average for provincial and territorial governments.

## **Aboriginal Employment**

The GNWT is committed to creating a representative public service which reflects the diverse cultures of the Northwest Territories and which promotes the development and advancement of Aboriginal people. DHR continues to develop, promote, and implement practical approaches aimed at attracting, advancing and retaining Aboriginal employees with a focus on career training and leadership development. There has been good progress made in recent years and the GNWT needs to continue this positive momentum.

Aboriginal employees comprise 32% of the GNWT workforce. While the overall percentage of Aboriginal persons in the public service has remained steady over the past ten years, the increase in the number of Aboriginal employees has outpaced that of the public service as a whole: the number of Aboriginal employees has increased from 1,280 in 2003 to over 1,520 in 2013, an increase of 18.75%. Over the same period, the number of non-Aboriginal employees has grown by 16.7%. The largest rates of Aboriginal employee growth have occurred in the management and health occupational categories; and there have been six straight years of increases in the proportion of Aboriginal persons in senior management, from 15% in 2008 to 20% in 2013.

There has been good success at recruiting Aboriginal employees through job competitions and direct appointments. Currently, a higher proportion of Indigenous Aboriginal applicants are hired (5.21%) compared to applicants in general (2.63%). From November 2011 to July 2014, Cabinet recommended 287 direct appointments, 166 (58%) of which were Indigenous

Aboriginal individuals. The GNWT also retains Aboriginal employees at a higher rate than other employees: in 2013-14, the turnover rate of Indigenous Aboriginal employees was 8%, compared to 11% for the public service overall.

A challenge facing increased Aboriginal representation in the public service at present is that the proportion of the Aboriginal labour force with post-secondary education that remains unemployed is very small. When comparing the percentage of the Aboriginal population of working age (15+) in the NWT by education level to the percentage of Aboriginal employees in the GNWT by education level, the GNWT is near or exceeding the same levels.

## **Vacancies**

The number of GNWT active positions has increased in response to the 17<sup>th</sup> Legislative Assembly's priority to increase employment opportunities where they are most needed by decentralizing more GNWT positions.

Staff turnover and vacancies are part of regular GNWT business operations, as they are with any employer. DHR collects, administers and analyzes this information in order to determine trends and future needs within the public service. The source of this data is the PeopleSoft Human Resource Information System (PS-HRIS), the GNWT's workforce management tool, which supports administration of both positions and employees. A position is created in PS-HRIS when a job description is established for indeterminate, term and relief positions; a position can also be eliminated from PS-HRIS if it is no longer needed or in use.

Employees are also tracked through PS-HRIS and it is worth noting that some employees hold more than one position (e.g., full time position plus a relief position). **Note:** The PS-HRIS position count differs from the active position count included in the Main Estimates:

- Active positions in the Main Estimates include positions which are funded using Fund 1 (Operations) resources allocated in Compensation and Benefits; and
- PS-HRIS positions include all positions established including for example some term positions, established to respond to issues and needs, e.g., interns and relief positions.

Through the semi-annual position vacancy analysis, which provides the GNWT with data on vacant positions and the ever changing labour market supply, GNWT departments and agencies have the opportunity to review their existing positions in relation to their operational needs and confirm positions as active or inactive. Positions can be vacant for a number of reasons, including challenges to recruitment, budgetary reasons, and shifting operational priorities.

Departments and agencies determine their position vacancies and staffing needs and manage them within approved resources.

Efforts continue to align vacant GNWT positions with the available labour market in the NWT. The GNWT through the NWT Public Service Strategic Plan is implementing a number of

initiatives (e.g., Regional Recruitment Strategy) to build capacity through recruitment, development and retention. As an employer, the GNWT is working to recruit talent that includes NWT residents as well as those from outside the NWT. The DHR's overall approach to GNWT recruiting includes print advertising, social media such as LinkedIn, Facebook and Twitter, and online through the Careers website [www.gnwtjobs.ca](http://www.gnwtjobs.ca). These approaches help expand the reach of the GNWT in recruiting qualified professionals and retaining employees by advertising the GNWT jobs out for competition while additionally providing information on the benefits of living in the NWT.

## **Labour Challenges**

The GNWT experiences a number of recruitment and retention challenges including cost of living, accessibility to services, infrastructure limitations, and family needs. Nation-wide, there are significant labour shortages and skilled occupational areas (e.g., engineers, program specialists, financial) that are difficult to recruit.

The semi-annual vacancy analysis in April 2014 showed that:

- 58% of the vacant positions require a university degree but less than 5% of the 2,000 NWT residents who are unemployed and actively looking for work have a university degree; and
- 78% of the vacant positions require either a university or a college degree but 35% of the 2,000 NWT residents who are unemployed and actively looking for work have post-secondary education.

GNWT positions typically require a minimum of some post-secondary education including a high percentage of positions that are in the education and health occupational categories. The GNWT's need to fill vacant positions cannot be met within the NWT labour supply (unemployed persons in the NWT and those not in the labour force but who want to work). Of those looking for employment approximately 52% have less than a high school education and may not have the education/skills needed to perform the work and 75% are located in the communities outside of Yellowknife.

The GNWT needs a range of strategies, both short (on-the-job training) and long term (post-secondary education), to develop NWT residents. DHR is working with departments and agencies on a range of strategies for recruitment that emphasize the benefits of establishing a career in the public service and continue to focus on attracting, identifying, and developing northern talent including:

- a Regional Recruitment Program linking the local labour force with vacant positions through on-the-job training to support development of residents in smaller communities;

- a Learning and Development Policy which identifies learning and development opportunities consistent with employees' job functions, career aspirations and learning and development plans;
- a Student and Youth Strategy which offers new graduates better and longer opportunities to gain knowledge, skills and experience to more easily transition into the GNWT;
- the use of expedited processes for recruitment (e.g., using eligibility lists and anticipatory staffing); and
- the development of a Career Fair Strategy to help maximize resources and accelerate recruitment.

## **Diversity**

Diversity and inclusiveness is a core value of the NWT public service. Diversity enables the GNWT to create a workplace that fully represents the population it serves, that is open to contributions from all, and where everyone has the opportunity to achieve their full potential. The GNWT is establishing a culture of understanding and cooperation amongst its employees through training and communications.

In May 2014, the Inclusive Public Service Survey: Results Analysis and Action Plan was released. This survey, conducted in 2012, was an opportunity to obtain better data on the representation of employees with disabilities, and perspectives on employment for persons with disabilities with the GNWT. In 2013, survey results were shared with GNWT employees and members of the public. Since that time, an analysis of the survey was undertaken and an Action Plan developed to respond to the survey results. The survey found that 6.4% of GNWT employees self-identify as persons with disabilities. The IPSS Results Analysis and Action Plan provides details on the survey results and identifies initiatives that support a diverse workforce, and ensure the inclusion of persons with disabilities in the public service.

The results of the GNWT Aboriginal Inclusion Survey conducted in fall 2013 were received in summer 2014. Survey results indicate that the GNWT's corporate initiatives to support Aboriginal inclusion are having a positive impact on the workplace. Employees are generally optimistic about the Aboriginal inclusion tools and strategies already in place, even as they constructively point out room for improvement in areas such as effective communication of diversity programs, increased coaching and mentoring, and visible leadership. An Action Plan to address the 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 is under development for release in the fall of 2014.

## **Human Resources Strategic Directions**

It is an exciting time for the NWT with new legislative authorities and jurisdictions over lands and resources. The GNWT is engaged in recruitment activities to recruit the necessary staff to perform the work required under the mandates of the various departments responsible for

supporting, managing and administering the use of land and water resources in the NWT.

Ongoing development of the public service through *20/20: A Brilliant North, the NWT Public Service Strategic Plan* remains a key priority. DHR continues to implement practical actions under *20/20* through the 4-year Action Plan for 2012 to 2016. Implementation of several initiatives intended to address anticipated labour shortages in the public service that focus on getting more Northerners into the public service and keeping them there is a priority. The *NWT Public Service Strategic Plan 2013-2014 Results Report* identified several areas showing significant positive results, which support recruitment of a diversified, inclusive and skilled workforce well above the targets established.

The GNWT faces a significant challenge in stabilizing its existing workforce. It has developed a Workforce Planning Strategy 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 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.

## 2. RESOURCE SUMMARY

### Departmental Summary

	(thousands of dollars)			
	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
<b>Operations Expenses by Activity</b>				
Directorate	3,906	3,825	3,817	3,034
Management and Recruitment Services	4,920	4,570	4,337	4,661
Strategic Human Resources	8,937	9,832	9,943	6,574
Regional Operations	3,270	2,721	2,721	2,711
Labour Relations	3,291	2,818	2,818	2,484
<b>Total Operations Expense by Activity</b>	<b>24,324</b>	<b>23,766</b>	<b>23,636</b>	<b>19,464</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	15,909	15,075	14,973	15,934
Grants and Contributions	-	-	-	-
Other	8,344	8,620	8,592	3,458
Amortization	71	71	71	72
<b>Total Operations Expenses by Object</b>	<b>24,324</b>	<b>23,766</b>	<b>23,636</b>	<b>19,464</b>
<b>Revenues</b>	-	-	-	-

### Human Resources Summary

	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
Yellowknife Headquarters	90	89	89	82
Regional / Area Offices	29	29	29	29
Other Communities	-	-	-	-
<b>Total Number of Positions</b>	<b>119</b>	<b>118</b>	<b>118</b>	<b>111</b>



## KEY ACTIVITY 1 – DIRECTORATE

### Description

The Directorate provides leadership and direction to the Department of Human Resources. The Directorate also provides strategic/corporate human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

Corporate Affairs coordinates planning and reporting activities for the department, provides expert financial, policy, public relations, and information systems advice and manages the departments' administrative services.

The Corporate Affairs Division is responsible for: developing and maintaining departmental policies, the department's budget management program, and the records management program; the provision of information systems and information management support to the department; providing strategic advice on departmental performance and emerging issues.

### Responding to Goals and Priorities of the 17th Legislative Assembly

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through the goals and objectives of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

#### Priority 1 – Build a Strong and Sustainable Future for our Territory

DHR supports strengthening relationships with Aboriginal and other northern governments through partnering to improve program and service delivery and through training and support programs including:

- The NWT Public Service Strategic Plan has ongoing funding to implement initiatives designed to support development of, and enhance the capacity of community and Aboriginal governments across the NWT. DHR participates on the Public Service Capacity for Local Governments Steering Committee along with the Department of Municipal and Community Affairs (MACA), the NWT Association of Communities (NWTAC), and the Local Government Administrators of the NWT (LGANT). The Public Service Capacity for Local Governments Initiative includes a number of strategies to address the recruitment and retention challenges faced by community and Aboriginal governments. It developed a series of initiatives aimed at recruiting, training and retaining local government administrators and establishing local governments' ability to assess their own operational strengths and needs.
- Public service opportunities available with NWT Aboriginal and community governments are linked on the GNWT Careers website to help widen the potential recruitment pool for community and Aboriginal governments.

- The GNWT makes available to Aboriginal and community governments courses and workshops offered through the GNWT training calendar if space is available and the training is appropriate to the organization.
- The GNWT supports the utilization of intergovernmental secondments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience.
- In 2014-15, a Memorandum of Intent on Capacity Building signed with the Gwich'in Tribal Council established a collaborative partnership to enhance the skills of Gwich'in beneficiaries in preparation for the implementation of self-government through internships, transfer assignments, secondments and other developmental tools shared between the organizations.

### **Priority 2 – Increase employment opportunities where they are needed most**

- Decentralization of government positions and services is a priority of the GNWT. The Regional Recruitment Program has been developed to help fill regional vacant positions and support employment opportunities across the NWT by providing on-the-job training and support for regional residents.

### **Member Identified Priority – Find efficiencies government-wide**

- DHR piloted Service Partnership Agreements with the Department of Health and Social and all Health and Social Services Authorities to confirm respective roles and relationships and to address the recommendation made by the Standing Committee on Government Operations (SCoGO) in spring 2011 that DHR and Health and Social Services implement such an agreement as per the Auditor General's recommendations. DHR and the Service Partnership Agreement Implementation Working Group are reviewing the impact to the service partnership agreements with the transfer of some human resource functions to the Department of Finance.

## **Departmental Highlights**

### Human Resource Management in the Public Service

The GNWT was honoured to be recognized as one of Canada's Top 100 Employers and Best Diversity Employers in 2013. The GNWT was honoured again, the second year in a row, as one of Canada's Best Diversity Employers in 2014. The GNWT was also recognized in 2013-14 as a Top Ten Innovator in the 10th Annual 'Innovations in Diversity' Awards competition, for its Aboriginal Cultural Awareness Training initiative. Aboriginal Cultural Awareness Training is

intended to enhance Aboriginal cultural understanding and reaffirm the fundamental interest the GNWT places on including Aboriginal values in program and service design and delivery. In 2013-14 facilitated training sessions were held in six communities with 197 participants; the training is now mandatory for all employees.

The GNWT was also honoured to be recognized as one of Canada's Top Employers for Young People in 2014. DHR continues to implement initiatives identified in the Student and Youth Strategy.

DHR is focused on providing leadership on human resource management supports for all departments and agencies in effectively recruiting, managing and retaining their staff by providing quality GNWT-wide programs, services and strategic advice in human resource management. DHR continues to focus on ongoing renewal of human resources policy and legislation, meeting terms and conditions of employment in collective agreements, marketing and promotion of GNWT careers, enhanced partnerships with client departments and agencies and the unions as well as developing metrics and measures to gauge success.

The DHR continues to implement the 2012-16 20/20 Action Plan and the Workforce Planning Strategy to assist departments and agencies in meeting the objectives and priorities of the Legislative Assembly.

### Human Resource Plan

A healthy, sustainable and productive workforce is essential for DHR to fulfill its mission and realize its strategic goals. DHR has undertaken a critical analysis of its current human resources practices as well as current and anticipated workforce requirements and labour market conditions to identify staff capacity issues and risks and set out the necessary actions to effectively manage those risks.

The Department's Human Resource Plan provides a framework to ensure the department has a stable workforce of skilled, engaged employees to fulfill its mandate.

From analysis of the key issues realized during the human resource planning process six human resources goals have been established for DHR:

1. Communications and Branding
2. Proactive Workforce Planning
3. Staffing Capacity and Development
4. Consistent Service and Leadership
5. Diversity and Representation
6. Workplace Health and Wellness

The Plan contains DHR's strategic approach to its current and future human resource needs with both goals and actions included in the Plan as well as related performance measures and

annual targets. The goals and performance measures will be reviewed annually and the results achieved will be compared to the intended targets to ensure that they continue to meet the human resource needs of the department.

### Engagement with Stakeholders

DHR continues its partnership with stakeholder groups (e.g., Deputy Ministers' Human Resources Committee, and other communities of interest such as the Directors of Finance and Directors of Policy, Aboriginal Employees Advisory Committee (AEAC) and the GNWT Advisory Committee on Employability (GACE), to ensure the public service as a corporate resource is managed in a way that promotes stability, retention and maximum effectiveness. Stakeholder groups offer forums for discussion of shared issues, challenges and identification of solutions. DHR engages with these groups on a regular basis to review key frameworks, policies and tools as well as timing and approaches. Ongoing stakeholder engagement is a priority in 2015-16.

DHR conducts a client satisfaction survey to gauge satisfaction with the services and tools provided during the biannual Employee Engagement and Satisfaction Survey. In the last survey conducted in 2012, 76.3% of employees who completed the survey indicated they were "Satisfied" or "Very Satisfied" when asked about their overall satisfaction with the DHR. In particular, actions intended to promote the GNWT as an inclusive workplace, which support communities of interest such as the AEAC and GACE, and support recruitment of a diversified, inclusive and skilled workforce all show results well above the targets established. The next survey is planned for fall of 2014.

### Legislation and Policy

In 2013-14, the Staff Retention Policy was updated and three ministerial policies (Affected Employee and Staffing Priority, Lay-off, and Voluntary Separation) were created. The Staff Retention Policy outlines the GNWT's commitment to retaining staff. Ministerial policies provide operational guidance to managers and employees.

The Criminal Records Check Policy was released in March 2014 and is an important staffing tool to manage the risks and liabilities faced by the GNWT, including health and education authorities.

The Learning and Development Policy was implemented in April 2014 and provides the broad statement of GNWT support for employee learning and development. The Policy provides for mandatory training in areas that reduce the GNWT's fiscal and/or legal exposure.

Implementation of the Human Resource Manual Action Plan continues. Fifty-one sections of the Human Resources Manual were changed in 2013-2014. Updates provide clarification for managers on responsibilities and on general processes. Updates identify provisions contained in collective agreements and employee handbooks.

In 2014-15, amendments to the *Public Service Act* were introduced to fulfill a duty to accommodate, to permit employees identified for lay-off to be placed in vacant positions without disrupting their continuous employment status and to remove a potential conflict of interest in the process of granting leave for political candidacy. In 2015-16, work to update the *Public Service Act Regulations* and *Staffing Appeal Regulations* will be undertaken.

In 2013-14, the GNWT and the Union of Northern Workers implemented a Memorandum of Agreement setting out processes for the safe disclosure of information by unionized employees on wrongdoing in the public service. The provisions of this agreement will remain in place until the GNWT enacts measures to provide safe disclosure protection for all employees. The DHR started the development of a legislative proposal on safe disclosure to apply to all public service employees. The work has been put on pause while awaiting results of the Standing Committee on Government Operations response to Motion 12-17(4) of the Legislative Assembly, on options for the creation of an office of the ombudsman for the Northwest Territories.

### Communications

The DHR provides proactive and integrated communications to ensure employee and public understanding of human resource programs and services. The DHR redesigned and launched its website in October 2013 to provide enhanced information on human resource programs and services to employees. This site offers a fresh look, easy navigation and a focus on client needs.

Continued implementation of strategies for improving communications with internal and external stakeholders is a priority in 2015-16. Currently, the DHR uses a number of methods to communicate with employees, managers and stakeholders including:

- The internal Messenger message service through the GNWT email system which is a convenient way to provide all staff with information of government-wide importance in a timely and cost-effective fashion;
- Articles, program information and event happenings in Bear Facts, the GNWT employee newsletter;
- Facilitated meetings on specific topics relevant to client departments and agencies led by client service managers or program officers;
- Regular unit/divisional staff meetings; and
- Team or working group SharePoint sites to allow members to upload information, generate discussions and keep track of material.

In DHR, the Directorate Update is a monthly meeting attended by DHR employees, led by the Deputy Minister, to provide information on government wide and departmental programs and initiatives, give acknowledgements for work done and offer an opportunity for employees to provide feedback or receive answers to their questions and concerns. Additional information is provided through "Up Front and Personnel", a bi-monthly newsletter that goes out to all DHR staff with updates on current projects and initiatives alongside instructions on day to day

internal practice and procedure.

### Official Languages

DHR is working to meet its legal obligations to provide French language communications and services under the NWT *Official Languages Act*. The DHR has a key role in advising and supporting Departments and Agencies in meeting their bilingual human resource needs towards implementation of enhanced communications and services in French. DHR supports French language services and:

- has developed an Operating Plan with goals and objectives consistent with the GNWT's Strategic Plan for French Language Communication and Services;
- has established positions to support the GNWT planning of French bilingual human resource requirements, French language training and proficiency, and staffing to ensure effective delivery of HR services in French in the four significant demand communities;
- provides an overview of official languages and French services and French-language obligations during staff orientation;
- has a bilingual Career website (gnwtjobs.ca) (travaillezaugtno.ca);
- has many bilingual procedures and guidelines to help French job seekers when applying for jobs with the GNWT (e.g., How to apply, Interview Tips, Resume Tips); and
- has created protocols for French translation of job posters, job descriptions and for resumes and cover letters.

To assist departments and agencies to promote and use the official languages in Government work places, DHR provides employee Certificates of Recognition in each of the 11 official languages.

In 2015-16, DHR will continue to promote and encourage French language communications and services and implement a French language training strategy.

## Cross-Departmental Initiatives

### Service Partnership Agreements

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

### Decentralization

- The Department of Human Resources continues to support other Departments' examination of further decentralization of positions and services to regions outside of Yellowknife.

### Public Service Capacity Initiative

- Under the NWT Public Service Strategic Plan DHR continues, in partnership with MACA, the NWTAC, and the LGANT, to support implementation of programming under the Public Service Capacity Initiative.

## Performance Measures

### 1. Client Satisfaction Survey: DHR Client Agreement Score

This measures the average percentage of DHR Client Satisfaction Survey respondents who are "Very Satisfied" or "Satisfied" with the services provided by the GNWT Department of Human Resources.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
Overall DHR Client Agreement Score	1	76.3	75.1	75.8

### 2. Client Satisfaction Survey: Most helpful Resource for HR inquiries (% website, % HR helpdesk, % DHR)

This measure captures the percentage of DHR Client Satisfaction Survey respondents who indicated the most helpful resource for HR inquiries.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
Most helpful Resource for HR inquiries (% website, % HR helpdesk, % DHR)	2	19.7%, 15.1%, 29.3%	n/a	n/a

3. Client Satisfaction Survey: First Resource for HR inquiries (% website, % HR helpdesk, % DHR)

This measure captures the percentage of DHR Client Satisfaction Survey respondents who indicated the first resource used for HR inquiries.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
First Resource for HR inquiries (% website, % HR helpdesk, % DHR)	2	29.1%, 15.3%, 18.5%	n/a	n/a

4. HR Website client satisfaction Index (agreement score)

This is a measure of the average percentage of DHR Client Satisfaction Survey respondents who “Strongly Agree” or “Agree” that the website has the information needed and that they can easily find information on the website and that the website is up-to-date.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
HR Website client satisfaction Index (agreement score)	2	79.8	82.4	84.1

5. PeopleSoft client satisfaction Index (agreement score)

This measures the average percentage of DHR Client Satisfaction Survey respondents who “Strongly Agree” or “Agree” that they received adequate training for PeopleSoft, that PeopleSoft has the information they needed and that PeopleSoft information is accurate.

Performance Measure (Corporate Affairs)	Goal	2013-14	2012-13	2011-12
PeopleSoft client satisfaction Index (agreement score)	2	77.2	78.4	76.7



## KEY ACTIVITY 2 – MANAGEMENT AND RECRUITMENT SERVICES

### Description

The **Management and Recruitment Services Division** is responsible for the provision of front-line general human resource services, which includes recruitment, administration of job competitions, client department support, and strategic advice to government-wide management in the area of human resource management.

**Human Resources Services** provides general human resource services through two client service centers: Yellowknife and Tłıchǫ. Human resource services include recruitment, administration of job competitions, labour relations advice, job description review, employee development and support to managers for human resource management, planning and employee recognition.

**Allied Health Recruitment Unit** provides specialized recruitment of allied health professionals in all regions.

**Human Resource Operations** provides comprehensive advice and support to guide recruitment and ensure corporate consistency.

### Responding to Goals and Priorities of the 17th Legislative Assembly

#### Priority 2 – Increase employment opportunities where they are needed most

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

#### Member Identified Priority – Find efficiencies government-wide

DHR provides strategic advice, information, and guidance to managers to allow them to plan, direct, and manage staff performance to meet operational requirements.

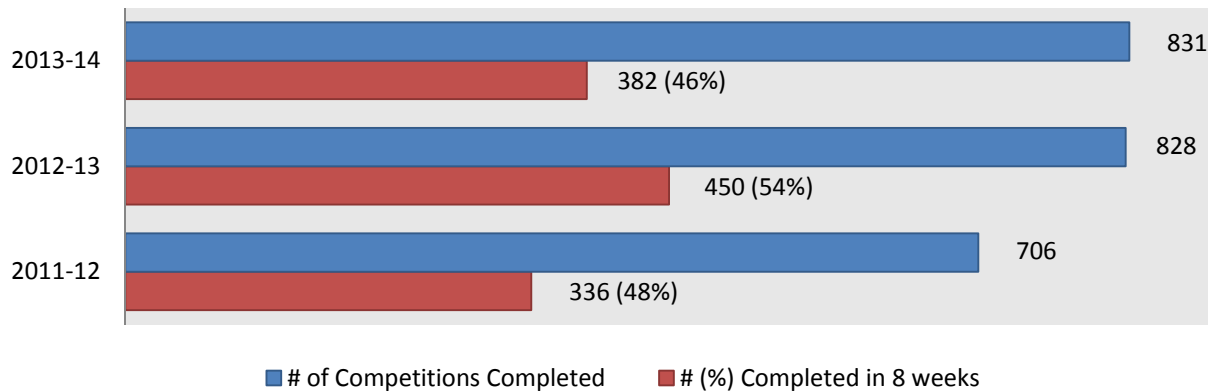
### Departmental Highlights

#### Staffing Competitions

DHR maintains a continuous improvement focus for overall recruitment. Training for managers and selection committee members on eRecruit, the online recruitment system for the GNWT, is offered regularly through the GNWT Training Calendar. The percentage of staffing competitions completed within 8 weeks increased over last year.

During 2015-16, MRS will focus on the ongoing training needs of program managers involved with staffing to ensure they can utilize the functionality of eRecruit and enhance their understanding of the staffing guidelines, policy, processes, and procedures.

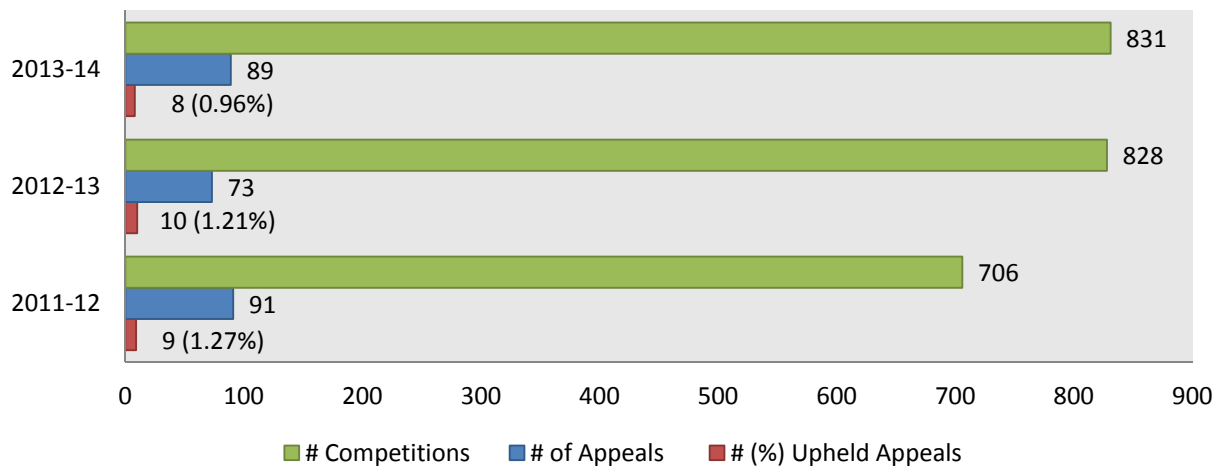
**Staffing Competitions Completed within 8 weeks**



Staffing Appeals

The staffing appeals process provides for public accountability of appointments to public service positions through the competition process. 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. In 2013-14, out of a total of 831 competitions, less than 1% of competitions completed were upheld in appeal.

**Staffing Appeals Summary**

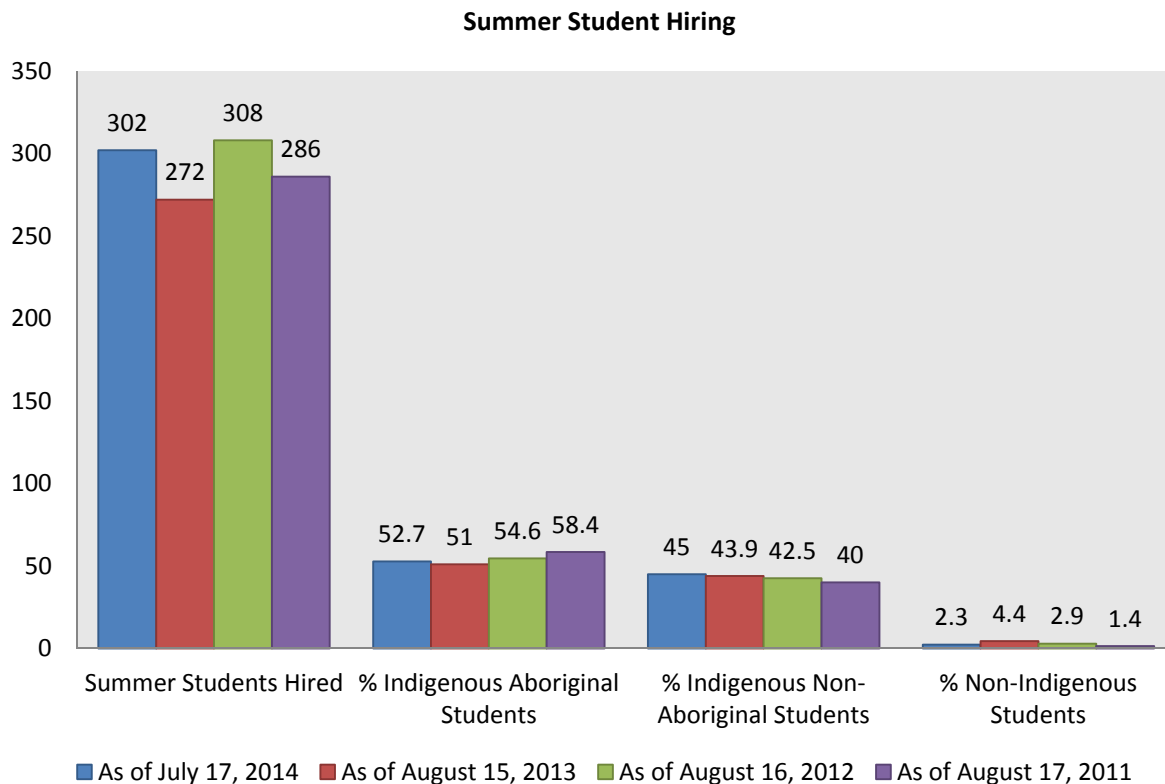


DHR works with staffing practitioners and Staffing Review Officers to decrease times for appeal decisions to be rendered.

In 2015-16, ongoing in-service training for staffing practitioners as well as training for selection committee members on GNWT staffing procedures will help to ensure understanding of the staffing process which in turn should contribute to a reduction in upheld appeals.

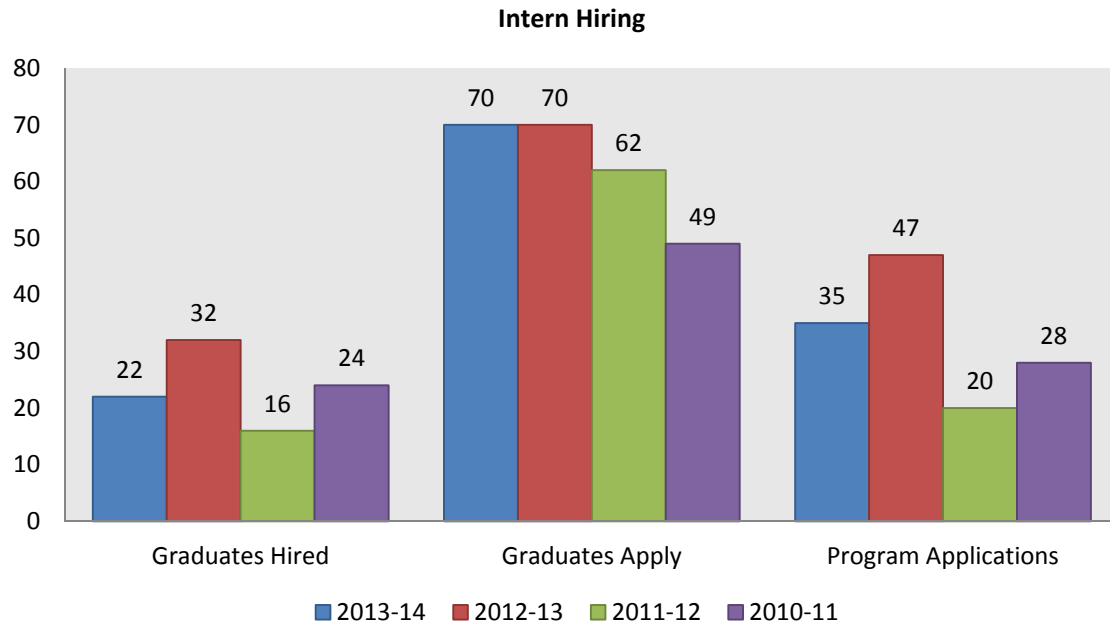
### Summer Student Employment Program

The GNWT supports northern post-secondary students through the Summer Student Employment Program (SSEP), which provides students with valuable work experience to complement their formal education. The DHR takes an active role in providing guidance and advice to hiring managers when they are hiring summer students. The Department is committed to ensuring that the summer student hiring policies and procedures are clearly communicated to all departments prior to the commencement of the summer student hiring season.



## Graduate Internship Program

The Graduate Internship Program provides an opportunity for northern post-secondary graduates to gain hands-on work experience with the GNWT through an internship.



At the end of the 2013-14 fiscal year, the GNWT redesigned the Graduate Internship Program to provide recent NWT graduates with improved career development options. The updated internship requirements provides new graduates better and longer opportunities to gain knowledge, skills, and experience to more easily transition into GNWT employment. Departments and agencies can extend the term of the internship to longer than one year where the internship is linked to occupational shortages in the GNWT. Eligibility for the program was extended to those who have graduated within the last twelve months, up from six months.

Staff hiring decisions, including summer students and interns, are the responsibility of individual departments. Programs such as the Summer Student Employment Program and strategic goals on student and youth initiatives, including the GNWT internship program validates the GNWT direction by being recognized as “Canada’s Top Employers for Young People” for 2014, recognizing the GNWT for creating opportunities for the next generation entering into the workforce.

In 2015-16, the DHR will continue to implement an array of student and youth recruitment and retention initiatives to strengthen the public service and create employment opportunities throughout the NWT. The redesigned Graduate Internship program is one of the initiatives under the GNWT’s Workforce Planning Strategy to address barriers to employment and support the goals of population growth by encouraging NWT students to return home after their post-secondary studies.

## Cross-Departmental Initiatives

- There are no cross-departmental initiatives associated directly with this activity. The management of the GNWT's human resources is a shared service partnership between departments and agencies to enable the achievement of Government priorities.

## Performance Measures

### 1. Client Services Managers Agreement Score Index

This measures the average percentage of DHR Client Satisfaction Survey respondents who "Strongly Agree" or "Agree" that Client Service Managers responded in a timely manner, that information is communicated in a way they could understand, and they were satisfied with the services provided.

Performance Measure	Goal	2013-14	2012-13	2011-12
Client Services Managers Agreement Score Index	1	86.8	83.5	79.7

### 2. Recruitment Process Agreement Score Index

This measure captures the average percentage of DHR Client Satisfaction Survey respondents who "Strongly Agree" or "Agree" that the recruitment process was conducted in a timely manner, that information was communicated in a way they could understand, and they were satisfied with the recruitment process.

Performance Measure	Goal	2013-14	2012-13	2011-12
Recruitment Process Agreement Score Index	1	70.8	79.9	73.7

### 3. Time to Hire Cycle Time (average)

This measures the average number of calendar days from the date a job competition is approved to the date a verbal offer was extended.

Performance Measure	Goal	2013-14	2012-13	2011-12
Time to Hire Cycle Time (average)	2	66.5 days	61.6 days	n/a

### 4. Time to Hire Cycle Time (% below 56 days)

This measure captures the percentage of competitions that took less than 56 calendar days (8 weeks) from the date the job competition was approved to the date the verbal offer was extended.

Performance Measure	Goal	2013-14	2012-13	2011-12
Time to Hire Cycle Time (% below 56 days)	2	47%	54%	n/a

5. Staffing Appeal Decision Ratio (% upheld of received)

This measure capture the percentage of staffing appeals upheld compared to all staffing appeals received.

Performance Measure	Goal	2013-14	2012-13	2011-12
Staffing Appeal Decision Ratio (% upheld from all received)	2	8.99%	13.70%	9.89%

6. Staffing Appeal Decision Ratio (% upheld of all job competitions)

This captures the percentage of staffing appeals upheld compared to all job competitions completed.

Performance Measure	Goal	2013-14	2012-13	2011-12
Staffing Appeal Decision Ratio (% upheld from all job competitions)	2	0.98%	1.21%	1.27%

7. % Aboriginal Applicants hired per Aboriginal Applications

This measure captures the percentage of applicants hired that are Indigenous Aboriginal compared to the number of applications received from indigenous Aboriginal applicants.

Performance Measure	Goal	2013-14	2012-13	2011-12
% of Aboriginal Applicants hired per applications	4	5.21%	n/a	n/a

## KEY ACTIVITY 3 – STRATEGIC HUMAN RESOURCES

### Description

The **Strategic Human Resources Division** is responsible for leading government-wide human resource management. The Division is responsible for leading the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

**Job Evaluation and Organizational Development** coordinates the evaluation of GNWT positions through implementation of the Hay Job Evaluation System, provides training on the job evaluation system and the creation of job descriptions, maintains GNWT organization charts and provides advice and support to management on organizational development.

**Employee Development and Workforce Planning** manages the development and implementation of government-wide human resource management programs particularly in the areas of retention; workforce planning; employee recognition; management, leadership, and employee development; health and wellness; workplace safety; and diversity. The Unit also provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

The **Business Performance Unit** identifies, consolidates, measures, and reports information relevant to strategic, operational, and transactional human resources goals, particularly in the areas of workforce reporting, Human Resource (HR) metrics, business process improvement and HR analytic activities.

### Responding to Goals and Priorities of the 17th Legislative Assembly

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

#### Priority 2 – Increase employment opportunities where they are needed most

DHR has developed a Workforce Planning Strategy that provides an organized approach, using labour market research and workforce information, to align business processes (recruitment, retention, development and knowledge management) that meets the needs and priorities of the GNWT.

#### Member Identified Priority – Find efficiencies government-wide

DHR has been strengthening its workforce reporting and data analysis capacity to inform program and policy development and provide evidence-based decision making to Departments and Agencies. DHR continues to engage departments and agencies to further develop GNWT workforce metrics and improve decision making.

DHR provides semi-annual GNWT workforce metrics reports to the Standing Committee on Government Operations.

## Departmental Highlights

### Workforce Planning

The Workforce Planning Strategy assists the GNWT to recruit and retain high quality employees, to ensure organizational stability and to achieve corporate and operational goals. Workforce planning is important to ensure that corporate and strategic goals and operational activity are linked. The Workforce Planning Strategy provides the GNWT with a systematic way to proactively plan and to work to ensure the right number of people, with the right skills, in the right place, and at the right time.

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 activities to continue to develop retention strategies that engage and recognize existing employees and to provide tools that align recruitment efforts to corporate objectives. The Workforce Planning Strategy includes the following sub-strategies that organize recruitment and retention activities:

- Regional Recruitment Strategy
  - Program intended to increase regional employment opportunities, by using unique approaches to link NWT 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
  - Strategy to examine existing student and youth employment programs to determine if any enhancements can be made and to develop new programs and initiatives as required, to help ensure that young northerners choose the GNWT as an employer upon completion of their studies.
- Career Fair Strategy
  - Strategy that outlines how and when the GNWT will undertake targeted recruitment at career fairs and how to better coordinate and align internal career fair efforts amongst departments and agencies.
- Knowledge Retention Framework
  - A variety of tools, resources and supports are being developed to assist departments and agencies with mentoring, coaching and knowledge retention of employees.



- The tools include a competency assessment tool and a pilot Mentorship Program with the Canadian Executive Service Organization (CESO).
- Hard to Recruit Framework
  - Strategy to fill current and future vacancies in areas where there is an NWT and/or national skill shortage and tools to provide assistance to departments and agencies 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 being developed to identify recruitment efforts, targeted to positions determined by departments to be “bilingual required.”

With a multi-generational workforce, employee health issues/costs, family care responsibilities, work-life balance expectations, and social technology use the GNWT must explore innovative approaches for talent management. At the same time, there is a strong need to continue programs for staff development and cross transfer of corporate knowledge and skills amongst the multi-generations throughout the organization.

In 2015-16, work to conclude the third and final *20/20: A Brilliant North, the NWT Public Service Action Plan* will be completed. The 2016-2019 Action Plan will build on the actions completed over the life of the 10-year Strategic Plan to continue to shape and sustain the GNWT as an employer of choice.

### Learning and Development Policy

The GNWT values lifelong learning for its employees, supports a competent and well trained public service, and strives to provide employees with access to learning and development opportunities that support their ability to effectively and efficiently deliver department and agency mandates to provide programs and services to the residents of the NWT. The GNWT implemented a Learning and Development Policy in April 2014, which identifies learning and development opportunities consistent with employees’ job functions, career aspirations and learning and development plans. It also identifies when mandatory training may be required, including:

- Labour Relations – mandatory for managers/supervisors - Labour Relations training provides participants with knowledge and information on the legal framework related to GNWT policies and procedures on such topics as progressive discipline, medical termination, abandonment of position, and attendance management.
- Duty to Accommodate – mandatory for managers/supervisors - The GNWT has a legal duty to accommodate employees in instances where due to injury, medical conditions

or any other prohibited ground enumerated under the Human Rights Act, an employee's ability to work has been compromised.

- OHS Supervisor Safety – mandatory for managers/supervisors - This course assists managers and supervisors to meet or exceed the Northwest Territories Safety Act and General Regulations. Topics include Employer/Supervisor Duties; Hazards and Risks; Incident Reporting; Safety Leadership.
- Aboriginal Cultural Awareness Training – all employees (on-line access) - This training is for new and existing employees and is accessible to the public. It reflects political priorities included in the Public Service Strategic Plan related to inclusion and diversity, and is intended to enhance Aboriginal cultural understanding and reaffirm the fundamental interest the GNWT places on including Aboriginal values in program and service design and delivery.
- PeopleSoft (all employees) and SAM (all employees authorized to access) - The Human Resources Information System, often referred to as PeopleSoft, is an online program available to all GNWT employees where they can perform a variety of tasks related to pay, timesheets and other human resource functions. The System for Accountability and Management (SAM) is an on-line program that is the financial system used by the GNWT.

### Leadership Development Program

The GNWT has partnered with the University Of Alberta School Of Business, Executive Education, to create the GNWT Leadership Development Program for executive managers, managers and emerging managers.

The Program assists the GNWT in workforce planning by providing managers and emerging managers with opportunities to further enhance their existing management competencies, and to prepare them for future roles and/or advancement within the GNWT. This revised program provides an academic perspective on leadership in the public service. It also incorporates the competencies that are required in the GNWT environment.

### Management Series

The Management Series ensures managers have a consistent knowledge base regarding the GNWT framework regardless of their occupational area, provides managers with information that assists with their existing and future career, and increases the overall management competency of employees in management and supervisory positions. The Management Series offers a blend of mandatory and elective courses that provide supervisors and managers with information on the processes and procedures used by the GNWT, and to provide the context in which the GNWT operates.

## Marketing

The GNWT has a corporate approach to promotion and marketing of careers, but also uses targeted recruitment strategies to reach diverse audiences in order to help enhance the quality of the applicant pool for specific occupational shortages.

In August 2013, the DHR launched a GNWT Careers website – [www.gnwtjobs.ca](http://www.gnwtjobs.ca). The Careers website allows the GNWT to access skilled workers through various marketing means, which assist with recruitment and retention. The website includes information on the benefits of working with the GNWT, provides information on communities in the NWT and provides visitors with access to eRecruit to apply to jobs. Visitors can sign up to become a member of the GNWT's Talent Community which ensures the GNWT can stay in touch with members to share information of future employment opportunities.

[TravaillezauGTNO.ca](http://TravaillezauGTNO.ca), a French version of the GNWT Career website was officially launched in May 2014. The Travaillez au GTNO website makes it easier for French-speaking job seekers to learn about and apply for positions in the GNWT and to encourage bilingual French workers throughout the NWT and Canada.

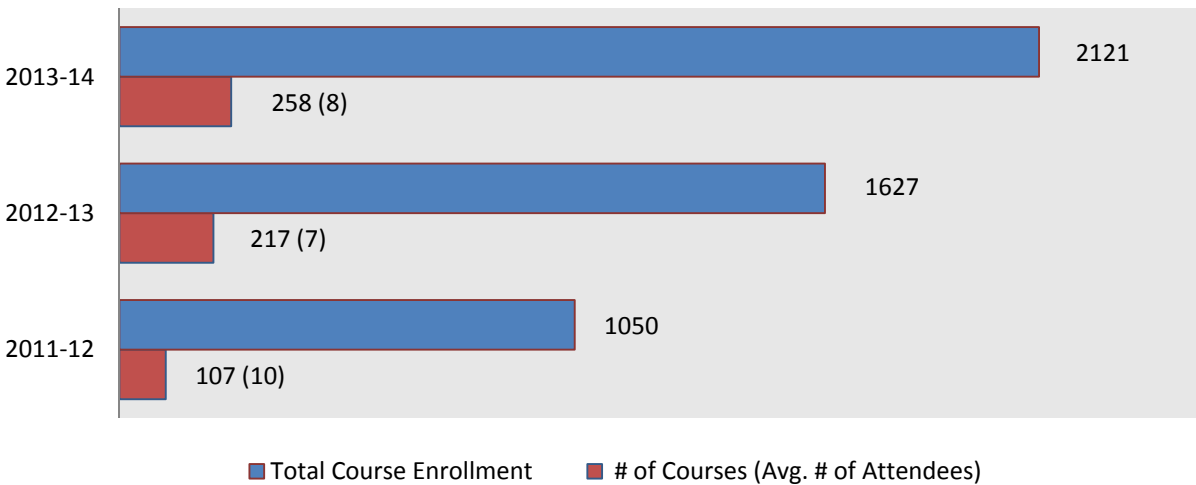
DHR continues to use social media such as LinkedIn, Facebook and Twitter to expand the reach of the GNWT in recruiting qualified professionals and retaining employees by advertising GNWT jobs out for competition while providing information on the benefits of living in the NWT.

DHR is targeting individuals across the NWT by promoting the HR Service Centres as a positive resource for residents and clients to obtain information on GNWT employment opportunities and human resource programs and services. HR Open Houses have taken place in Fort Simpson, Hay River, Inuvik, Norman Wells, Fort Smith, Yellowknife and Behchoko and will be offered twice a year in all HR Service Centres.

## Corporate Training

The GNWT supports employee lifelong learning by offering a variety of courses and workshops. In response to client identified training needs and corporate training initiatives, DHR coordinates courses relevant to all employees through the online GNWT Training Calendar. Recent course offerings included labour relations training, job description writing, competency based performance management, employee orientation as well as those provided by learning partners such as health and wellness with the GNWT Employee and Family Assistance Program provider Shepell.fgi.

### GNWT\* Corporate Training Summary



\*Does not include Aurora College, WSCC or NSA courses

### Occupational Health and Safety

DHR continues its work in establishing a government-wide occupational health and safety (OHS) program to support departments and agencies in ensuring their workplaces comply with health and safety standards. DHR provides support, guidance, and advice to assist departments in improving health and safety practices within all GNWT workplaces. Significant progress has been made over the last few years to ensure all GNWT employees are aware of OHS requirements.

2015-16 activities are focused on delivering the established GNWT-wide training program, so that all employees can access training based on their role (manager, OHS committee member, etc.) within the organization. Guidelines and templates are also being developed to provide employees and OHS committee members/chairs with tools and resources to ensure the GNWT remains a safe employer.

### Management Competencies

As part *20/20: A Brilliant North, the NWT Public Service Strategic Plan* there was an identified need to demonstrate a commitment to the learning and development of employees. Employee learning and development ensures the continued delivery of GNWT programs and services to NWT residents. DHR has developed and identified several initiatives for departments to use to increase their employees skills, education and training.

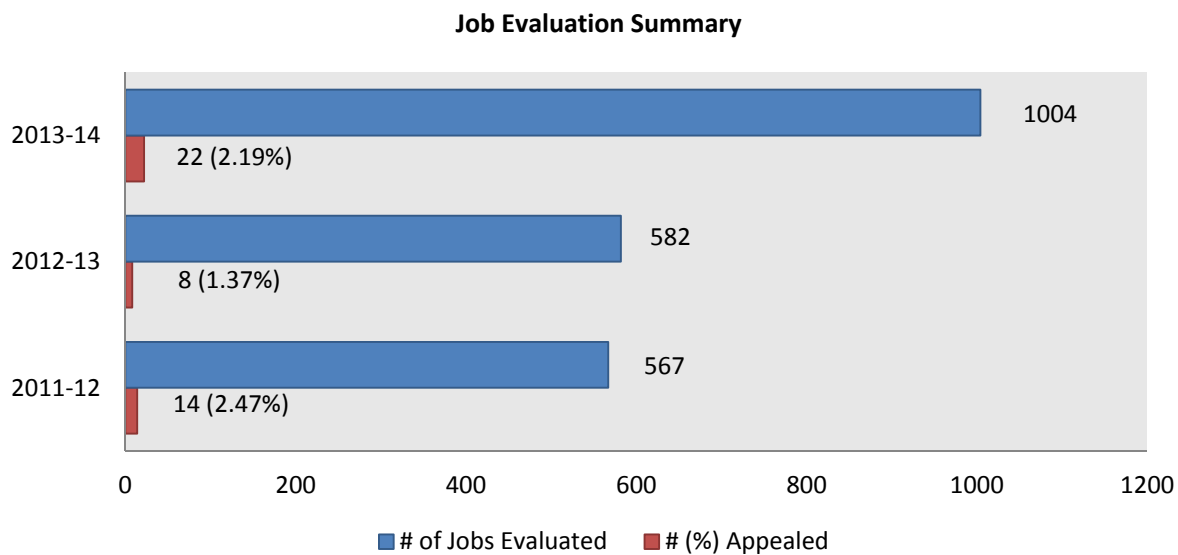
Competency based performance management focuses on identifying and defining the competencies that are important for successful performance in different roles in the GNWT. The model forms the basis of strategic human resource processes, such as attraction, selection, retention, performance management, development and succession planning and was

implemented for all senior managers in 2013-2014; is being implemented for managers/supervisors in 2014-2015; and will be implemented for all employees in 2015-2016.

An online performance assessment and learning and development tracking tool, ePerformance, is being rolled out concurrently with the competencies.

### Job Evaluations

Job evaluation is the analysis and evaluation of the required know-how, problem solving, accountability and working conditions of a job. The result establishes the relative value of a job within the GNWT and establishes a position's level of pay. DHR provides advice and guidance related to proposed departmental reorganization projects and performs job evaluations for all departments and agencies. It is responsible for periodic reviews of benchmark job families and subsequent reviews of jobs across the GNWT that fall within those families. Job evaluation appeals are received when an excluded or UNW employee disagrees with the Job Evaluation Committee's evaluation of their position.



In 2013-14, there was an increased in the number of jobs evaluated related to the devolution of programs and services to the GNWT.

### Aboriginal Employment

DHR is supporting long and short term opportunities for the development of Aboriginal persons to sustain representation at all levels of the public service. During 2013-14, an Associate Director of Aboriginal Employees Initiatives position was established to support a range of initiatives to recruit, advance and retain Aboriginal employees including:

- Aboriginal Management Development Program to develop and place Aboriginal people into management and senior management positions;
- Aboriginal Cultural Awareness Training intended to enhance Aboriginal cultural understanding and reaffirm the fundamental interest the GNWT places on including Aboriginal values in program and service design and delivery;
- Workforce Planning Strategy, including a Regional Recruitment Strategy and an Aboriginal Inclusion Strategy;
- “How to Apply for a GNWT Job” training decks; and
- Capacity building agreements with Aboriginal Governments and organizations to enhance the skills and knowledge of beneficiaries, in preparation for the implementation of self-government.

In fall 2013, the Aboriginal Human Resource Council, an external organization mandated to advance the full labour market participation of Aboriginal peoples in Canada, conducted an Aboriginal Inclusion Survey with all GNWT staff. The intent of the survey was to obtain evidence-based information to assist in identifying areas of the recruitment process and retention initiatives where existing practices may contribute to creating barriers for Aboriginal persons.

The Aboriginal Inclusion Survey results indicate that the GNWT has mastered many corporate human resource strategies and approaches that proactively support Aboriginal inclusion. Employees are generally optimistic about the Aboriginal inclusion policies already in place, even as they constructively point out room for improvement:

- Employees describe their workplace as a good place to work and there is a high level of engagement;
- GNWT has put in place many human resource policies and strategies to attract indigenous Aboriginal people to its workplace;
- Employees understand that the executive teams are highly committed to achieving the organization’s goals for Indigenous Aboriginal recruitment, advancement and retention;
- The use of data such as exit interviews can be part of a broader set of practices which the GNWT can use to gather information to support more robust retention strategies;
- Communication planning can be enhanced to inform employees of the goals and employment strategies that are in place to make the GNWT a more inclusive and representative public service;
- Workplace supports such as mentoring, coaching and support networks are some suggestions to support the needs of Indigenous Aboriginal employees; and
- Human Resource systems used to strengthen accountability which support goals for an inclusive workplace and representative workforce should be reviewed.

DHR is working closely with the Aboriginal Employees Advisory Committee (AEAC) to review the results and develop the GNWT’s response to the recommendations.

## Cross-Departmental Initiatives

Work with departments and agencies (e.g., Health and Social Services; Education, Culture and Communications; Industry, Tourism and Investment, etc.) to compile an inventory of tools and resources available to highlight and promote the opportunities and the benefits of employment with the GNWT and life in the NWT.

## Performance Measures

### 1. Job Evaluation Agreement Score Index

This measure captures the average percentage of DHR Client Satisfaction Survey respondents who “Strongly Agree” or “Agree” that the job evaluations were conducted in a timely manner, that information was communicated in a way they could understand, and they were satisfied with how the job evaluations were conducted.

Performance Measure	Goal	2013-14	2012-13	2011-12
Job Evaluation Agreement Score Index	1	75.6	57.5	67.0

### 2. Job Review, Assessment and Evaluation cycle time (avg # of days)

This measure captures the average number of calendar days from the date the job evaluation request was received to the date the job evaluation decision was sent to the department or agency.

Performance Measure	Goal	2013-14	2012-13	2011-12
Job Review, Assessment and Evaluation cycle time (avg # of days)	2	25 days	38 days	48 days

### 3. Job Evaluation Appeal Ratio

This measure captures the percentage of positions evaluated that were appealed by the incumbent.

Performance Measure	Goal	2013-14	2012-13	2011-12
Job Evaluation Appeal Ratio	2	2.19%	1.37%	2.47%

### 4. Aboriginal Employment Representation

This measure captures the percentage of Indigenous Aboriginal Indeterminate, Term and Relief employees as it relates to all GNWT Indeterminate, Term and Relief employees (as at March 31).

Performance Measure	Goal	2013-14	2012-13	2011-12
Aboriginal Employment Representation	4	32.30%	32.10%	31.90%

5. Aboriginal Senior Manager Representation

This measures the percentage of Indigenous Aboriginal Senior Management Indeterminate, Term and Relief employees as it relates to all GNWT Senior Management Indeterminate, Term and Relief employees (as at March 31).

Performance Measure	Goal	2013-14	2012-13	2011-12
Aboriginal Sr. Manager Representation	4	20.20%	19.60%	18.70%

6. To be Filled Vacancy rate

This measures the percentage of all GNWT PeopleSoft positions that are considered “to be staffed” in the current fiscal year or currently in the staffing process, as identified by GNWT Departments and Agencies.

Performance Measure	Goal	2013-14	2012-13	2011-12
To be Filled Vacancy rate	4	8.26%	10.40%	n/a

7. Safe Advantage Program Results

This measures the results of the WSCC’s Safe Advantage Program management practices questionnaire and financial outcome (based on claims experience costs and management practices).

Performance Measure	Goal	2013-14	2012-13	2011-12
Safe Advantage Program Results	5	Pass (forfeit refund)	Pass (CE Penalty)	Pass (CE Penalty)

8. Training Courses Client Satisfaction Agreement Score

This measures the percentage of DHR Client Satisfaction survey respondents who “Strongly Agree” or “Agree” that the training courses offered through the GNWT are the types of courses needed to do their job.

Performance Measure	Goal	2013-14	2012-13	2011-12
Training Courses Client Satisfaction Agreement Score	5	41.6%	40.9%	48.2%



## KEY ACTIVITY 4 – REGIONAL OPERATIONS

### Description

The Regional Service Centres are responsible for the provision of front-line general human resource services, as well as strategic advice and guidance in the areas of human resource management and planning to regional management that support the recruitment and retention of the public service. Human resource services include recruitment, labour relations advice, job description review, employee development, and support for human resource planning and employee recognition.

The **Northern Region** consists of the Inuvik and Sahtu Service Centres.

The **Southern Region** consists of Fort Smith, Hay River, and Dehcho Service Centres.

### Responding to Goals and Priorities of the 17th Legislative Assembly

#### Priority 2 – Increase employment opportunities where they are needed most

- Decentralization of government positions and services is a priority of the GNWT. The Regional Recruitment Program has been developed to help fill regional vacant positions and support employment opportunities across the NWT by providing on-the-job training and support for regional residents.

### Departmental Highlights

#### Regional Recruitment Program

Under the umbrella of the Workforce Planning Strategy, the Regional Recruitment Program (RRP) is intended to assist with increasing regional employment opportunities by supporting and assisting departments and agencies in the recruitment and development of Northern residents through on-the-job training. Key features of the Regional Recruitment Program include work plans and on-the-job training and development geared to help candidates become successful in positions; ongoing “check ins” with hiring managers and with program participants; and the provision of hands-on assistance from existing employees.

A Regional Recruitment Specialist position based in Fort Smith coordinates administration of the program and supports for both employees and hiring managers participating in the program. Interest in the program from hiring managers in departments and agencies is high.

Since the start of the program in January 2014, six RRP positions have been approved in the communities of Fort Simpson (2), Fort Providence (2), Inuvik (1) and Yellowknife (1). As of July 31, 2014, three of these positions have been filled and three are in the process of being filled.

Five additional positions are currently being evaluated for approval in the communities of Hay River, Fort Simpson, Fort Smith, Tsiigehtchic, and Inuvik.

In 2015-16, DHR will continue to promote the Regional Recruitment Program as a recruitment option.

#### Duty to Accommodate

DHR has established decentralized Duty to Accommodate Advisor positions located in Inuvik and Hay River. These positions will continue to work collaboratively in 2015-16 to provide duty to accommodate services, training and support to GNWT operations in communities outside of Yellowknife.

During 2015-16, Regional Operations will support continued implementation activities associated with the collective agreement, the Business Process Improvements analysis and Service Partnership Agreements with a focus on ensuring managers and employees receive support, information and advice on human resources programs and services.

#### **Cross-Departmental Initiatives**

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

#### **Performance Measures**

The regional HR service centres deliver all departmental programs and services and are captured in corporate measures reporting.

## KEY ACTIVITY 5 – LABOUR RELATIONS

### Description

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.

**Advice and Adjudication** provides advanced labour relations advice to managers and human resource staff including collective agreement interpretations, human rights requirements and other employment contract interpretations.

**Accommodation, Bargaining and Investigation** is responsible for implementation of the Duty to Accommodate Policy, investigations conducted under the Respectful Workplace and Harassment Free Policy, and collective bargaining on behalf of the GNWT.

### Responding to Goals and Priorities of the 17th Legislative Assembly

#### Priority 2 – Increase employment opportunities where they are needed most

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

#### Member Identified Priority – Find efficiencies government-wide

DHR provides strategic advice, information, and guidance to managers to allow them to plan, direct, and manage staff performance to meet operational requirements.

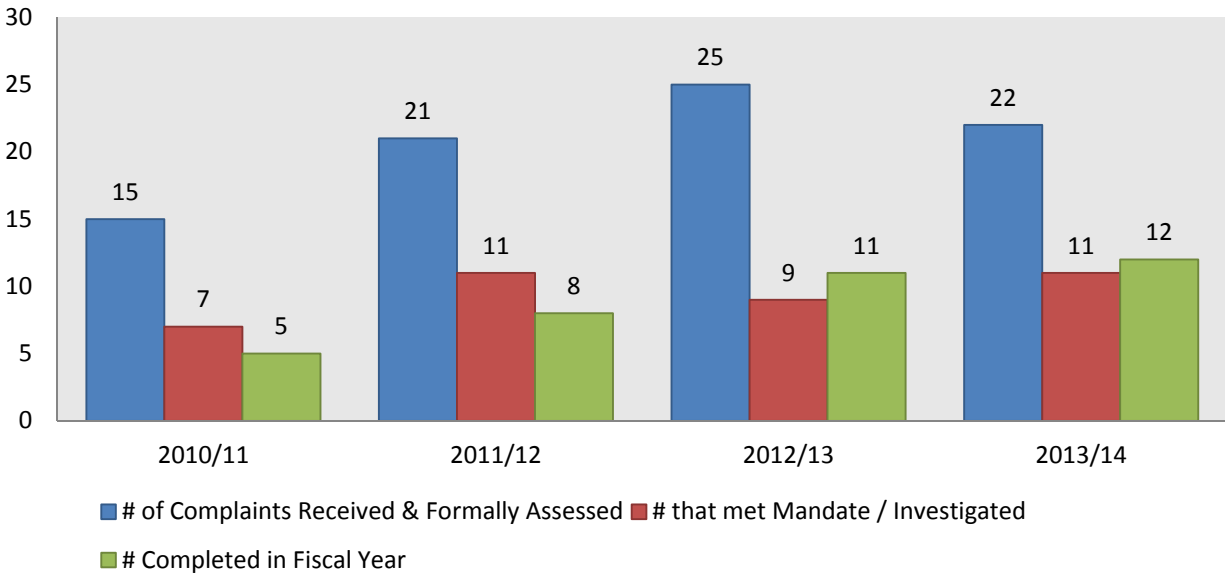
### Departmental Highlights

#### Harassment Free and Respectful Workplace Policy Investigations

The GNWT ensures a positive work environment through ongoing training for managers and employees. In addition, DHR provides strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in prevention and early resolution of conflicts.

Some complaints do not meet the mandate of existing policy, but warrant further investigation. In addition, client departments and agencies may initiate investigations for workplace issues that fall outside the mandate of the Harassment Free and Respectful Workplace Policy.

**Number of Harassment Free and Respectful Workplace Policy Investigations Completed**



DHR facilitated 5 Respectful Workplace Workshops at the request of departments and agencies in 2013 and has scheduled 10 Respectful Workplace training sessions for managers, with 4 sessions taking place in the regions, in 2014-15.

DHR will continue training for managers in 2015-16 to ensure their understanding of prevention and early resolution of conflicts and methods they can use to incorporate this information into everyday work practices.

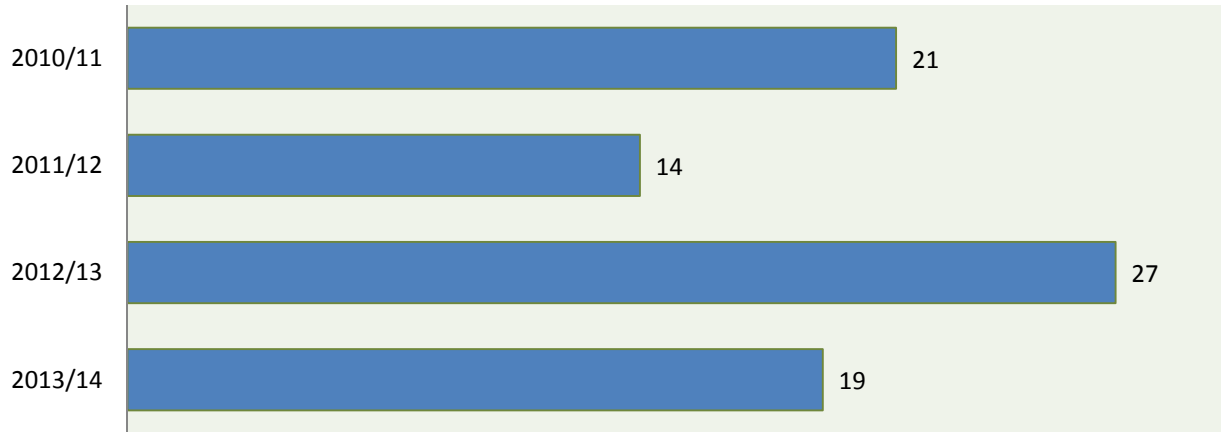
Grievances and Arbitrations

Management of arbitrations is a joint process between the Union and the GNWT, requiring agreement between the parties on how to reach resolutions. Senior Labour Relations staff and UNW representatives meet each month to address outstanding grievances referred to arbitration with the intent to resolve them to the mutual satisfaction of both parties or schedule them for arbitration.

Human resource management practices such as monitoring employee performance, supporting employee development and ensuring staff have the tools they need to do their job are the responsibility of program managers. Client service managers provide strategic human resource advice and guidance to program managers on a range of positive management practices.

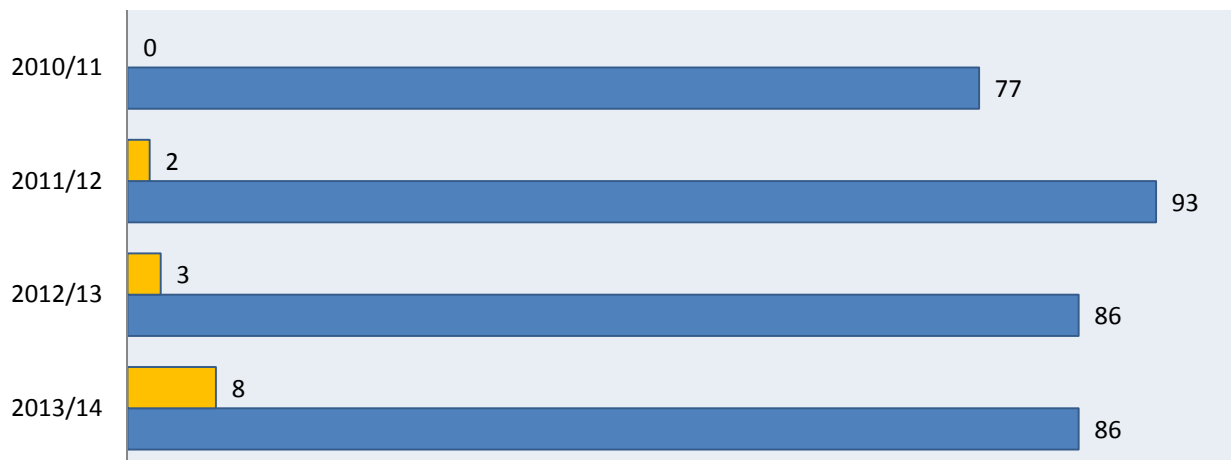
Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in a lower number of grievances.

**Number of Grievances Before Arbitrators**



The number of grievances referred to arbitration had been declining as a result of proactive collaboration; however, an increase had been experienced in 2011 which is not uncommon when the parties are in negotiations as was the case in 2011.

**Number of Grievances Resolved**



**Yellow** – Granted by Employer  
**Blue** – Withdrawn by Union

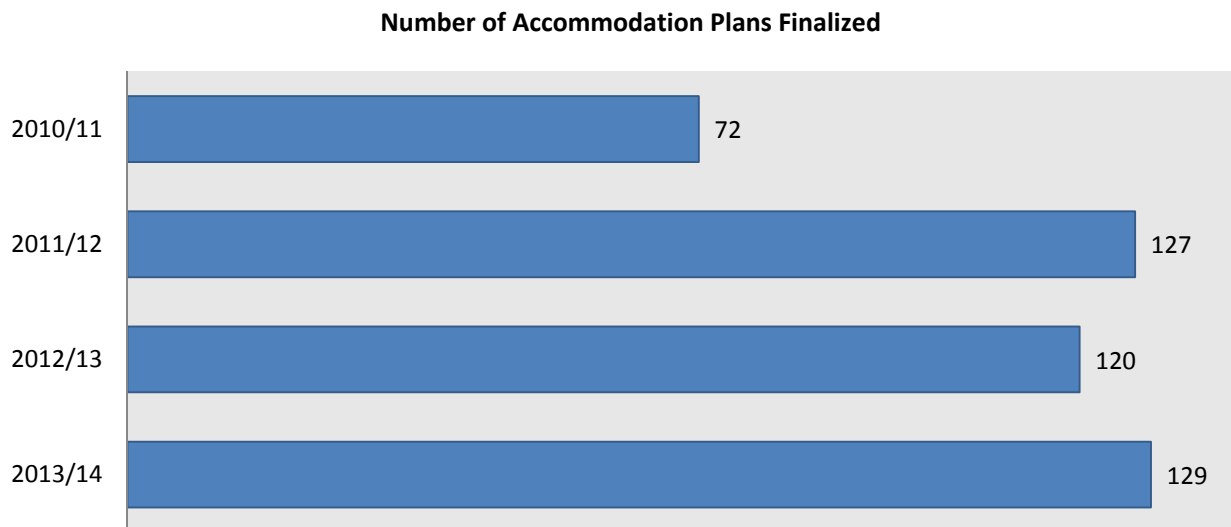
DHR provides regular labour relations training to supervisors and managers to assist in their development and to reinforce their positive management practices. DHR will focus support to

client department and agency managers with changes to human resources programs and services resulting from implementation of the NWT Public Service Strategic Plan.

### Duty to Accommodate

The GNWT, as an employer, has a duty to accommodate its employees in instances where due to injury, medical conditions or any other prohibited ground enumerated under the *Human Rights Act*, an employee requires accommodation to remain in or return to the workplace. In 2011, the GNWT implemented the Duty to Accommodate Injury and Disability Policy to ensure Deputy Heads, employees, and stakeholders understand their responsibilities.

The accommodation process involves cooperation between the GNWT, unions and employees to identify safe, timely, and reasonable measures to accommodate employees. The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as is reasonably and safely possible.



---

Duty to Accommodate training is offered to managers in all departments and information sessions are facilitated for employees. There are 10 sessions scheduled for Managers/Supervisors in 2014, including 6 regional locations.

Accommodation measures are individualized and treated on a case by case basis depending upon an employee's limitations and restrictions as well as job demands. Management of accommodation cases is usually ongoing with updated medical information needed and modifications to accommodation plans required. In 2011-12, the baseline year, 20 permanent/long term accommodations were finalized. As of April 30, 2014, there are 241 active case files underway GNWT-wide that require return to work plans and accommodations to enable employees to remain in the workplace or successfully return to work.

## Collective Bargaining

Fair and equitable treatment of employees is established through clear terms and conditions of employment negotiated with bargaining representatives. The Collective Agreements between the GNWT and the Union of Northern Workers (UNW) and the Northwest Territories Medical Association (Physicians) expire on March 31, 2016. As well, the Collective Agreement between the GNWT and the Northwest Territories Teachers' Association (NWTTA) expires on July 31, 2016. The agreements currently in place provide employees with predictable, stable terms of employment.

Negotiations with employee bargaining representatives are mandatory and the *Public Service Act* outlines the timing and process. Collective bargaining actions will have to begin during the 2015-16 fiscal year.

DHR is focused on proactively planning for bargaining and has established a unit tasked with the responsibility for preparing and supporting collective bargaining on behalf of the GNWT.

### Cross-Departmental Initiatives

- There are no cross-departmental initiatives associated directly with this Key Activity.

### Performance Measures

1. Number of HFRW Policy investigations completed

This measures the number of Harassment Free and Respectful Workplace Policy investigations completed in the fiscal year.

Performance Measure	Goal	2013-14	2012-13	2011-12
# of HFRW Policy investigations completed	1	12	11	8

2. Percentage of HFRW complaints that met mandate and investigated

This measures the percentage of Harassment Free and Respectful Workplace Policy complaints that met the policy mandate and were investigated in a fiscal year.

Performance Measure	Goal	2013-14	2012-13	2011-12
Percentage of HFRW complaints that met mandate and investigated	1	50%	36%	52%

3. Number of Arbitration hearings

This measures the number of Arbitration hearings currently before arbitrators.

Performance Measure	Goal	2013-14	2012-13	2011-12
# of Arbitration hearings	1	19	27	14

4. Number of Grievances settled (withdrawn/accepted)

This measures the number of employee grievances settled, either by withdrawal or acceptance.

Performance Measure	Goal	2013-14	2012-13	2011-12
# of Grievances settled (withdrawn/accepted)	1	94	89	95

5. Number of accommodation plans finalized

This measures the number of accommodation plans finalized under the Duty to Accommodate Injury and Disability Policy.

Performance Measure	Goal	2013-14	2012-13	2011-12
Number of accommodation plans finalized	5	129	120	127



## **APPENDICES**

### **Human Resources**

#### **Appendix I - Financial Information**

Schedule 1 - Operations Expense Summary

Schedule 2 - Explanation of Proposed Adjustments to Operations Expenses in 2015-16

Schedule 3 - Major Revenue Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 4 - Proposed Adjustments to Grants, Contributions & Transfers: 2014-15 Main Estimates to 2015-16 Business Plan

#### **Appendix II - Human Resources Reconciliation**

Schedule 1 - Position Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 2 - Human Resources Statistics

#### **Appendix III - Infrastructure Investments**

(thousands of dollars)								
PROPOSED ADJUSTMENTS								
	2014-15 Main				Internal	** Inter- Departmental Transfers and Other Adjustments	Amortization	2015-16 Business Plan
	Estimates	Sunsets	Initiatives	* Forced Growth	Transfers			
<b>Directorate</b>								
Directorate	643			24				667
Corporate Affairs	3,174			325	8	(268)		3,239
	<b>3,817</b>	-	-	<b>349</b>	<b>8</b>	<b>(268)</b>	-	<b>3,906</b>
<b>Management and Recruitment Services</b>								
Program Management	350			8				358
Human Resource Services	2,668		160	72	192			3,092
Allied Health Recruitment	990			26				1,016
Human Resource Operations	329			14	111			454
	<b>4,337</b>	-	<b>160</b>	<b>120</b>	<b>303</b>	-	-	<b>4,920</b>
<b>Strategic Human Resources</b>								
Program Management	732			7				739
Job Evaluation and Organizational Design	1,087		5	25				1,117
Employee Development and Workforce Planning	7,544			37	(776)	(322)		6,483
Business Performance	580			18				598
	<b>9,943</b>	-	<b>5</b>	<b>87</b>	<b>(776)</b>	<b>(322)</b>	-	<b>8,937</b>
<b>Regional Operations</b>								
Northern Region	1,466			45				1,511
Southern Region	1,255			39	465			1,759
	<b>2,721</b>	-	-	<b>84</b>	<b>465</b>	-	-	<b>3,270</b>
<b>Labour Relations</b>								
Corporate or Administration Costs	289			7				296
Advice and Adjudication	1,485		5	35				1,525
Accommodation, Bargaining and Investigations	1,044			462		(36)		1,470
	<b>2,818</b>	-	<b>5</b>	<b>504</b>	-	<b>(36)</b>	-	<b>3,291</b>
<b>TOTAL DEPARTMENT</b>	<b>23,636</b>	-	<b>170</b>	<b>1,144</b>	-	<b>(626)</b>	-	<b>24,324</b>

\* Forced Growth amounts include Collective Bargaining increases.

\*\* This category includes departmental reductions.

(thousands of dollars)

		PROPOSED ADJUSTMENTS					
						** Inter- Departmental Transfers and Other Adjustments	Amortization
	Explanation of Proposed Adjustments	Sunsets	Initiatives	* Forced Growth	Internal Transfers		
<b>Directorate</b>							
Directorate	Collective Bargaining Increase - Yr 4			24			
Corporate Affairs	Collective Bargaining Increase - Yr 4			57			
	Collective Bargaining Increase - Yr 4 transfer to Finance			247			
	Transfer French Language Communication (Advertising)				6		
	PeopleSoft Maintenance transfer to Finance			21			
	Transfer of functions to Finance						(268)
	Transfer French Language Communication (TSC Chargebacks)				2		
		-	-	349	8	(268)	-
<b>Management &amp; Recruitment Services</b>							
Program Management	Collective Bargaining Increase - Yr 4			8			
Human Resource Services	Collective Bargaining Increase - Yr 4			65			
	Transfer from Strategic Human Resources - Employee Development & Workforce Planning - Contracts				200		
	Devolution		11				
	French Language Communications & Services		149				
	Transfer French Language Communications (advertising to Corporate Affairs)				(6)		
	Transfer French Language Communications (TSC chargebacks to Corporate Affairs)				(2)		
Human Resource Operations	Collective Bargaining Increase - Yr 4			14			
	Transfer Student & Youth Recruitment position from Strategic Human Resources				111		
Human Resource Services - Tliicho	Collective Bargaining Increase - Yr 4			7			
Allied Health Recruitment	Collective Bargaining Increase - Yr 4			26			
		-	160	120	303	-	-
<b>Strategic Human Resources</b>							
Program Management	Collective Bargaining Increase - Yr 4			7			
Job Evaluation and Organizational Design	Collective Bargaining Increase - Yr 4			25			
	Devolution		5				
Employee Development and Workforce Planning	Collective Bargaining Increase - Yr 4			37			
	Transfer to Management & Recruitment Services - C&B				(200)		
	Transfer Student & Youth Recruitment position to Management & Recruitment Services				(111)		
	Transfer funding for Regional Recruitment Specialist to Regional Operations				(465)		
	Reduction June 26 - from Contracts						(322)
Business Performance	Collective Bargaining Increase - Yr 4			18			
		-	5	87	(776)	(322)	-
<b>Regional Operations</b>							
Northern Region	Collective Bargaining Increase - Yr 4			45			
Southern Region	Collective Bargaining Increase - Yr 4			39			
	Transfer funding for Regional Recruitment Specialist from Strategic Human Resources				465		
		-	-	84	465	-	-
<b>Labour Relations</b>							
Corporate or Administration Costs	Collective Bargaining Increase - Yr 4			7			
Advice and Adjudication	Collective Bargaining Increase - Yr 4			35			
Advice and Adjudication	Devolution		5				
Accommodation, Bargaining and Investigations	Collective Bargaining Increase - Yr 4			28			
	Collective Bargaining Reductions - July 10			434			(36)
		-	5	504	-	(36)	-
<b>TOTAL DEPARTMENT</b>		-	170	1,144	-	(626)	-

\* Forced Growth amounts include Collective Bargaining increases.

\*\* This category includes departmental reductions.

(thousands of dollars)

**PROPOSED ADJUSTMENTS**

	2014-15 Main Estimates	2015-16 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	
<b>TRANSFER PAYMENTS</b>					
Federal Cost-shared	-	-	-	-	
Capital Transfers	-	-	-	-	
	-	-	-	-	
<b>TAXATION REVENUE</b>					
Personal Income Tax	-	-	-	-	
Corporate Income Tax	-	-	-	-	
Tobacco Tax	-	-	-	-	
Fuel Tax	-	-	-	-	
Payroll Tax	-	-	-	-	
Property Tax and School Levies	-	-	-	-	
Insurance Taxes	-	-	-	-	
	-	-	-	-	
<b>GENERAL REVENUES</b>					
Revolving Funds Net Revenue	-	-	-	-	
Regulatory Revenue	-	-	-	-	
Investment Income	-	-	-	-	
Lease	-	-	-	-	
Program	-	-	-	-	
Grants in Kind	-	-	-	-	
Service and Miscellaneous	-	-	-	-	
	-	-	-	-	
<b>TOTAL REVENUE</b>	-	-	-	-	

(thousands of dollars)

PROPOSED ADJUSTMENTS

Explanation of Proposed Adjustments	PROPOSED ADJUSTMENTS						Inter-Departmental Transfers and Other Adjustments	2015-16 Business Plan
	2014-15 Main Estimates	Sunsets	Initiatives	* Forced Growth	Internal Transfers			
<b>Directorate</b>	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
<b>Management and Recruitment Services</b>	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
<b>Strategic Human Resources</b>	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
<b>Regional Operations</b>	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
<b>Labour Relations</b>	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
<b>TOTAL DEPARTMENT</b>	-	-	-	-	-	-	-	-

Community	REGION / AREA							TOTAL
	Yellowknife / HQ	North Slave	Tli Cho	South Slave	Deh Cho	Sahtu	Beaufort- Delta	
<b>2014-15 Main Estimates</b>	<b>89</b>	<b>-</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>13</b>	<b>118</b>
<b>Restatements</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2014-15 Restated Main Estimates</b>	<b>89</b>	<b>-</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>13</b>	<b>118</b>
<b>Sunsets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Initiatives</b>								
Sr. Human Resource Advisor - French Language	1	-	-	-	-	-	-	1
	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Forced Growth</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internal Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Interdepartmental Transfers and Other Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Increase (decrease)</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Total 2015-16 Business Plan</b>	<b>90</b>	<b>-</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>13</b>	<b>119</b>

	2014-15	%	2013-14	%	2012-13	%	2011-12	%
<b>All Employees</b>	<b>126</b>	<b>100.0%</b>	<b>207</b>	<b>100.0%</b>	<b>197</b>	<b>100.0%</b>	<b>183</b>	<b>100.0%</b>
Indigenous Employees								
Aboriginal	43	34.1%	74	35.7%	67	34.0%	62	33.9%
Non-Aboriginal	42	33.3%	58	28.0%	53	26.9%	51	27.9%
Non-Indigenous Employees	41	32.5%	75	36.2%	77	39.1%	70	38.3%
Male	23	18.3%	35	16.9%	27	13.7%	23	12.6%
Female	103	81.7%	172	83.1%	170	86.3%	160	87.4%
<b>Senior Management</b>	<b>9</b>	<b>7.1%</b>	<b>12</b>	<b>5.8%</b>	<b>9</b>	<b>4.6%</b>	<b>8</b>	<b>4.4%</b>
Indigenous Employees								
Aboriginal	3	33.3%	3	25.0%	1	11.1%	1	12.5%
Non-Aboriginal	3	33.3%	5	41.7%	5	55.6%	5	62.5%
Non-Indigenous Employees	3	33.3%	4	33.3%	3	33.3%	2	25.0%
Male	1	11.1%	2	16.7%	1	11.1%	-	0.0%
Female	8	88.9%	10	83.3%	8	88.9%	8	100.0%
<b>Non-Traditional Occupations</b>	<b>-</b>	<b>0.0%</b>	<b>4</b>	<b>1.9%</b>	<b>4</b>	<b>2.0%</b>	<b>3</b>	<b>1.6%</b>
Indigenous Employees								
Aboriginal	-	0.0%	2	50.0%	3	75.0%	2	66.7%
Non-Aboriginal	-	0.0%	1	25.0%	-	0.0%	-	0.0%
Non-Indigenous Employees	-	0.0%	1	25.0%	1	25.0%	1	33.3%
Male	-	0.0%	1	25.0%	2	50.0%	1	33.3%
Female	-	0.0%	3	75.0%	2	50.0%	2	66.7%

## Appendix III - Infrastructure Investments

### PeopleSoft Learning Management Implementation Project

The PeopleSoft Learning Management Implementation Project was approved for IT Capital Funding to be included in DHR's 2014-15 and 2015-16 Main Estimates. The project is scheduled to start in September 2014 and end in March 2016.

There are manual business process inefficiencies that impact GNWT managers' ability to conduct timely work. Streamlining and synchronizing these processes with the components of the PS-HRIS should improve human resource management and overall GNWT business performance. The Learning Management module will reduce manual administration and replace existing processes with employee self-service on-line applications, manager self-service approvals, and provide auto enrollment, wait listing, auto notifications, and information for reporting that is not currently available. It will also replace the outdated GNWT Training Calendar with learning management functionality that is fully integrated to the PS-HRIS.