



PUBLIC SERVICE ANNUAL REPORT 2022/2023

RAPPORT ANNUEL 2022-2023 SUR LA FONCTION PUBLIQUE

*Le présent document contient la traduction française
du résumé et du message de la ministre*





August 2023

The Honourable Frederick Blake Jr.
Speaker of the Legislative Assembly

It is my pleasure to present the 2022/2023 Public Service Annual Report on the management and direction of the public service in the Northwest Territories (NWT) in accordance with the *Public Service Act*.

The Honourable Caroline Wawzonek
Minister, Department of Finance

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Unless otherwise indicated, the primary source for statistics in this report is the Government of the Northwest Territories (GNWT) Human Resource Information System (HRIS) to March 31, 2022, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data has been collected may not appear in the data presented. “Employee” means someone on payroll, occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

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

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

This report is available at the following website:

www.fin.gov.nt.ca

**For more information on the GNWT and
the Department of Finance, please visit:**

www.gov.nt.ca

www.fin.gov.nt.ca

**Information for Employees can be found
at the following website:**

www.my.hr.gov.nt.ca

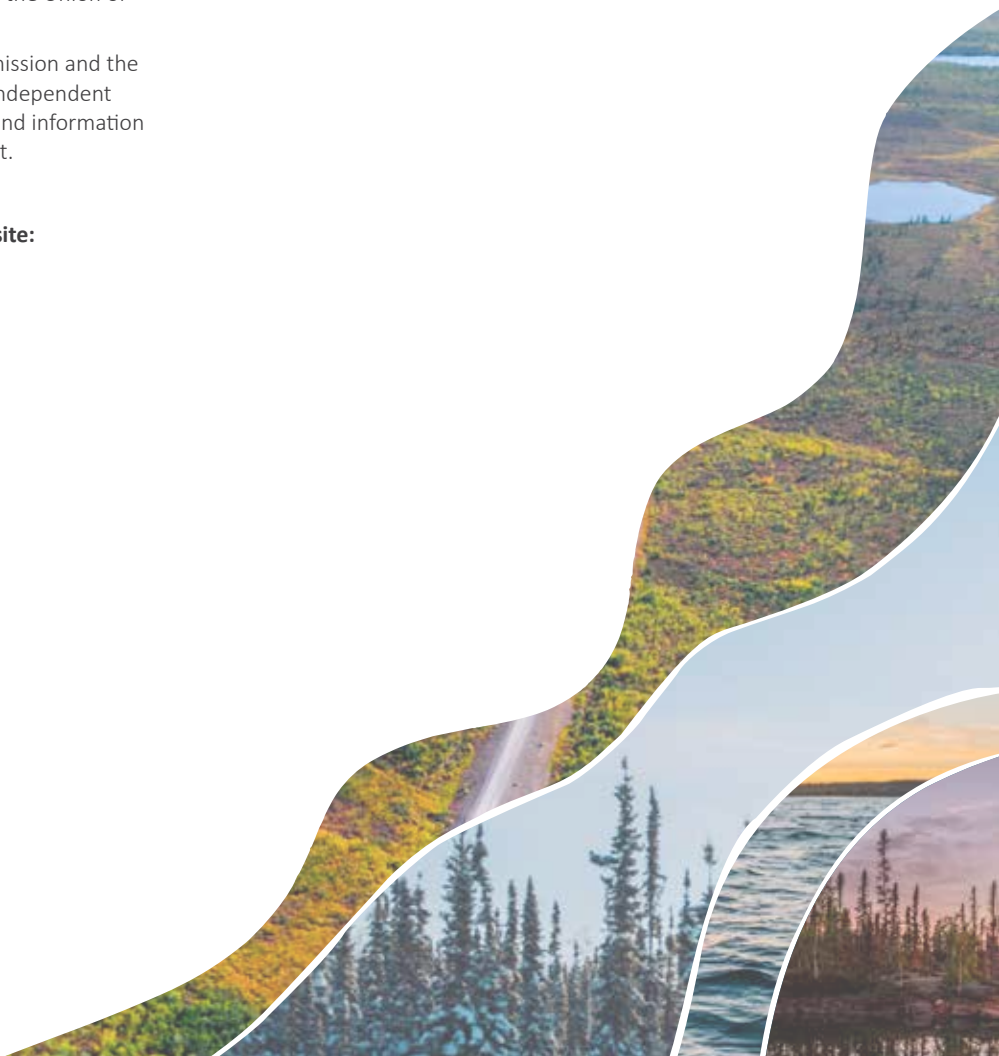


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SUMMARY

The Public Service Annual Report for the 2022/23 fiscal year was prepared in accordance with the *Public Service Act* and provides information on the management and direction of the public service for the Government of the Northwest Territories (GNWT). This report offers a consistent reporting mechanism on human resource related demographics, programs and services that are of interest to GNWT employees and all Northwest Territories (NWT) residents.

This annual report presents Public Service information and data, and provides background on workforce planning activities, as well as recruitment efforts as the government continues to build a workplace culture representative of the people it serves.

The annual report includes information about:

- The role of the Public Service in the NWT;
- The composition of the GNWT's labour force including total employees by department or agency, the breakdown of the number of Indigenous Aboriginal employees, employee distribution by community and employee turnover;
- Programs and initiatives to develop an effective NWT public service;
- The occupational health and safety culture including the *Duty to Accommodate Policy*, *Harassment Free and Respectful Workplace Policy*, and health and wellness services; and
- Other human resource activities including the work undertaken by the Health Recruitment Unit and the newly launched Indigenous Recruitment and Retention Framework.

The Public Service Annual Report supports the GNWT's commitment to timely, accurate information to ensure the public is informed about government policies and activities, as well as the diversity and scope of the Public Service employees who develop and deliver the initiatives, programs and services to the people of the NWT.

RÉSUMÉ

Le Rapport annuel sur la fonction publique pour l'exercice financier 2022-2023 a été préparé conformément à la *Loi sur la fonction publique*. Il donne des renseignements sur la gestion et la direction de la fonction publique du gouvernement des Territoires du Nord-Ouest (GTNO). Il suit un mécanisme d'établissement de rapport uniforme sur les données démographiques, les programmes et les services liés aux ressources humaines qui intéressent les employés du GTNO et tous les résidents des Territoires du Nord-Ouest (TNO).

Ce rapport annuel présente de l'information et des données sur la fonction publique, et fournit des renseignements généraux sur les activités de planification de la main-d'œuvre, ainsi que sur les efforts de recrutement déployés par le gouvernement pour créer une culture organisationnelle représentative de la population qu'il sert.

Ce rapport comprend des renseignements sur ce qui suit :

- Le rôle de la fonction publique aux TNO;
- La composition de la main-d'œuvre du GTNO, y compris le nombre total d'employés par ministère, conseil ou organisme, la répartition du nombre d'employés autochtones, la répartition des employés par collectivité, et le roulement du personnel;
- Les programmes et les initiatives visant à mettre en place une fonction publique efficace aux TNO;
- La culture de la santé et de la sécurité au travail, y compris la politique sur l'obligation de prendre des mesures d'adaptation, la politique pour un lieu de travail respectueux et exempt de harcèlement, et les services de santé et de mieux-être;
- D'autres activités liées aux ressources humaines, notamment le travail entrepris par le Service de recrutement du personnel médical et le tout nouveau Cadre de recrutement et de rétention des Autochtones.

Le Rapport annuel sur la fonction publique appuie l'engagement du GTNO à fournir des renseignements exacts et opportuns pour s'assurer que le public est informé des politiques et des activités gouvernementales, et de la diversité des fonctionnaires qui élaborent et mettent en œuvre des initiatives, des programmes et des services à l'intention des Tenois.

MINISTER'S MESSAGE



*The Honourable
Caroline Wawzonek, Minister,
Department of Finance*

As Minister responsible for the *Public Service Act*, I am pleased to present the Public Service Annual Report for the 2022-2023 fiscal year.

In 2022-2023, following the COVID-pandemic, we saw the majority of GNWT employees return to the office in both full time or hybrid working from home capacities. I am incredibly proud of our public servants and the resiliency they have all shown in adapting to the post pandemic environment while still providing excellent support and services to the residents of the Northwest Territories.

The success of any government greatly depends on its ability to hire, develop and retain its employees. We have made significant inroads over the past year to develop the workforce, especially in the area of health recruitment. Several new incentives and operational interventions were designed to help recruit and retain health care professionals, but I know we have much more work to do.

Another one of our main focuses this year was the implementation of the Indigenous Recruitment and Retention Framework and Action Plan. The Framework and Action Plan support departmental priorities to foster a culturally inclusive workplace, enhance Indigenous representation, build capability and career development, and foster Indigenous leadership through talent management. I am pleased to note that several items from Action Plan have already been completed, including:

- the launch of an internal Job Description review guide for Department and Agencies to use when reviewing job description;
- the launch of the Mitigating Unconscious Bias in the Workplace Training;
- the completion of department- and agency-specific Indigenous Employment Plans;
- the launch of a Competition Audit Framework; and
- the launch of the Indigenous AbilityCBT program for Indigenous People: A New Dawn, A New Light.

Having a public service representative of the population it serves is and always will be a priority of the GNWT. These initiatives will help the GNWT to make strides in that direction.

Finally, I would like to take this opportunity to thank all the employees of the GNWT; their diligence and commitment to ideals that guide us do not go unnoticed and I look forward to seeing what this extraordinary group of individuals can do over the next fiscal year.

MESSAGE DE LA MINISTRE



*Caroline Wawzonek,
ministre des Finances*

À titre de ministre responsable de la Loi sur la fonction publique, je suis heureuse de présenter le Rapport annuel 2022-2023 sur la fonction publique.

En 2022-2023, à la suite de la pandémie de COVID-19, la majorité des employés du GTNO sont retournés au bureau à temps plein ou ont opté pour une formule hybride de travail au bureau et à la maison. Je suis incroyablement fière de nos fonctionnaires et de la résilience dont ils ont tous fait preuve pour s'adapter au contexte post-pandémique tout en continuant à fournir du soutien et des services de qualité aux résidents des Territoires du Nord-Ouest.

Le succès d'un gouvernement est largement tributaire de sa capacité à recruter, à former et à garder ses employés. Au cours de la dernière année, nous avons réalisé des progrès considérables pour renforcer la main-d'œuvre, en particulier dans le domaine de la santé. Plusieurs nouvelles mesures incitatives et opérationnelles ont été mises en place pour favoriser le recrutement et le maintien en poste des professionnels de la santé, mais je sais qu'il nous reste encore beaucoup de travail à accomplir.

Cette année, l'un de nos principaux objectifs était la mise en œuvre du cadre et du plan d'action pour le recrutement et la rétention des Autochtones. Ce cadre et ce plan d'action répondent aux priorités ministérielles, lesquelles visent à favoriser un lieu de travail culturellement inclusif, à améliorer la représentation autochtone, à renforcer les capacités et le perfectionnement professionnel et à favoriser le leadership autochtone grâce à la gestion de talents. Je suis heureuse de constater que plusieurs mesures prévues dans le plan d'action ont déjà été réalisées, notamment :

- le lancement d'un guide interne à l'intention des ministères et des organismes pour l'examen des descriptions de postes;
- le lancement de la formation sur l'atténuation des préjugés inconscients au travail;
- l'élaboration de plans d'emploi des Autochtones adaptés aux différents ministères et organismes;
- le lancement d'un cadre de vérification des concours;
- le lancement du programme AbilitiCBT pour les peuples autochtones : Une aube nouvelle, un jour nouveau.

Il s'agit et s'agira toujours d'une priorité pour le GTNO de faire en sorte que la fonction publique représente la population qu'elle sert. Ces initiatives aideront le GTNO à progresser en ce sens.

Finalement, je souhaite profiter de l'occasion pour remercier tous les employés du GTNO. Leur passion et leur fidélité aux valeurs qui nous guident ne passent pas inaperçues et j'ai bien hâte de voir jusqu'où ce groupe de personnes extraordinaires pourra aller lors de la prochaine année.

WHO WE ARE

6,481

EMPLOYEES
EMPLOYEES
EMPLOYEES
EMPLOYEES

6

REGIONS
REGIONS
REGIONS
REGIONS

33

COMMUNITIES
COMMUNITIES
COMMUNITIES
COMMUNITIES

11

OFFICIAL LANGUAGES
OFFICIAL LANGUAGES
OFFICIAL LANGUAGES
OFFICIAL LANGUAGES

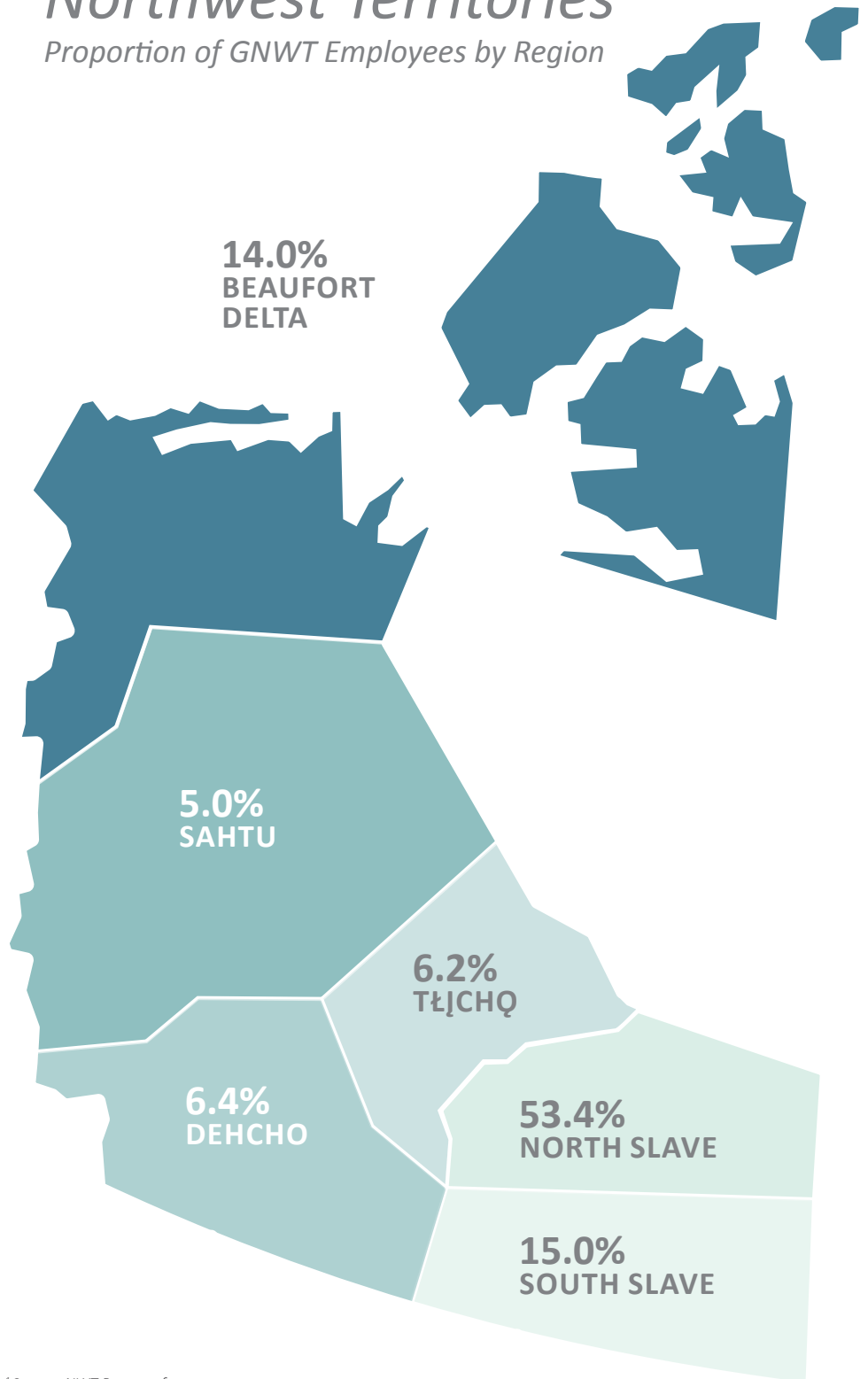
OUR POPULATION

Employee Count
Community Population¹

BEAUFORT DELTA		
Aklavik	708	54
Fort McPherson	759	71
Inuvik	3214	614
Paulatuk	327	27
Sachs Harbour	118	12
Tsiigehtchic	205	21
Tuktoyaktuk	1,058	65
Ulukhaktok	499	44
SAHTU		
Colville Lake	161	21
Délı̄ne	633	43
Fort Good Hope	628	50
Norman Wells	704	172
Tulita	543	39
DEHCHO		
Fort Liard	523	56
Fort Providence	711	62
Fort Simpson	1,230	233
Jean Marie River	92	6
Kakisa	36	2
Kát'odeeche	341	28
Nahanni Butte	101	4
Sambaa K'e	97	12
Wrigley	126	9
SOUTH SLAVE		
Enterprise	121	15
Fort Resolution	556	58
Fort Smith	2,607	589
Hay River	3,796	311
TŁJCHQ		
Behchokò	2,057	316
Gamètì	277	29
Wekweètì	140	11
Whatì	553	48
NORTH SLAVE		
Dettah	227	1
łutselk'e	356	36
Yellowknife	21,720	3,422

Northwest Territories

Proportion of GNWT Employees by Region



¹Source: NWT Bureau of Statistics, as at July 1, 2021. Retrieved August 2022

A DIVERSE TERRITORY

The Northwest Territories is a vast jurisdiction, covering more than 1.35 million square kilometers. In 2022, the NWT Bureau of Statistics reported the population of the NWT as 45,605. Nearly half of the population lives in Yellowknife, the territorial capital; 30% of NWT residents reside in six regional centres; and 21% reside in smaller communities. Diverse and culturally rich, approximately half of the territory's residents are Indigenous. The territory is also linguistically diverse, officially recognizing 11 languages: Dëne Sųłíné Yatıé (Chipewyan), nēhiyawēwin (Cree), English, Français (French), Dinjii Zhu' Ginjik (Gwich'in), Inuinnaqtun, ᐃᓄᓂᓄᓂᓄᓂ (Inuktitut), Inuvialuktun, Sahtúot'ıne Yatı́ (North Slavey), Dene Zhatıé (South Slavey), and Tı́chq Yatı́.

GOVERNANCE

The NWT operates under the consensus system of government. The Legislative Assembly functions in much the same way as a provincial legislature except that all Members of the Legislative Assembly (MLAs) represent their constituencies as independents politicians, rather than as members of a political party.

At the beginning of a term, the Premier and six Ministers are selected by all MLAs to form the Executive Council. Members who are not appointed to the Executive Council are responsible for holding the government accountable and responsive to NWT residents.

The NWT follows a system of fixed date elections. The Legislative Assembly is scheduled to be dissolved every four years so that a general election may be held. Polling day is the first Monday in October, four years after the last general election. The current assembly is to be dissolved November 2023.

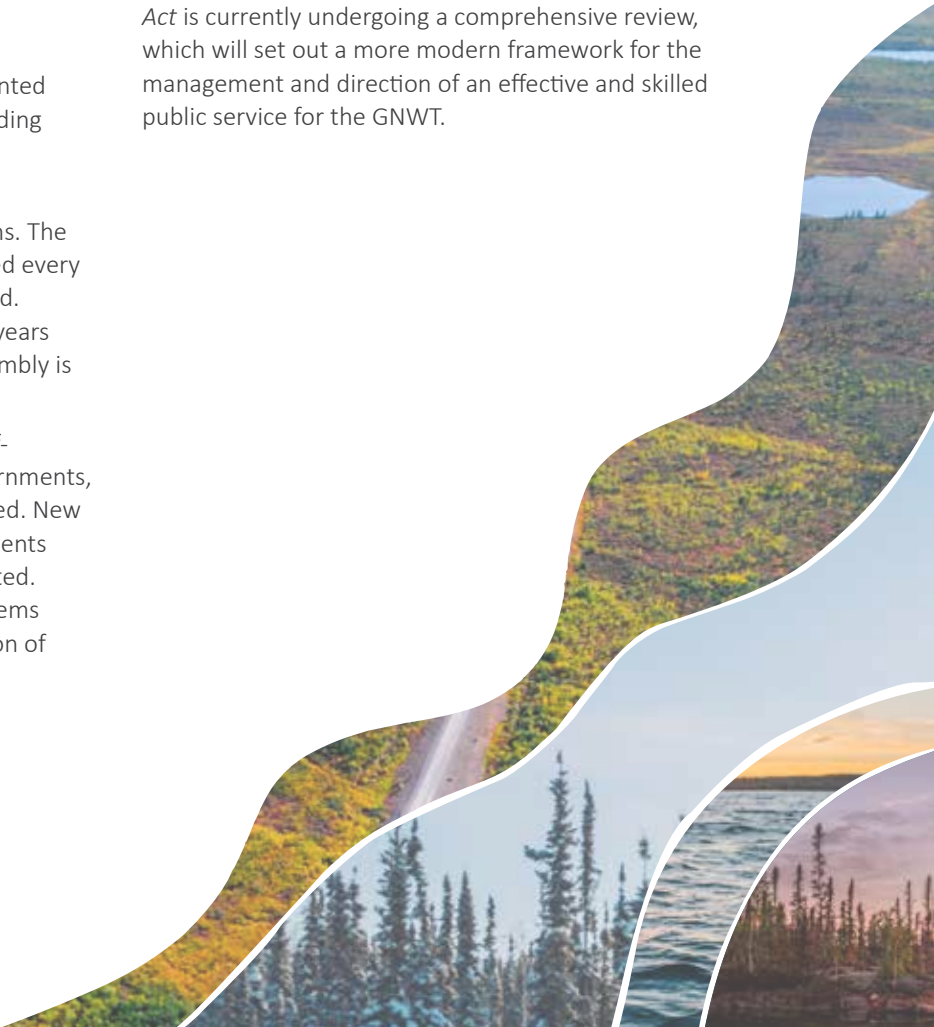
The NWT has settled several land claim and self-government agreements with Indigenous Governments, and several others are currently being negotiated. New systems of governance are emerging as agreements across the territory are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Indigenous and public governments.

THE ROLE OF THE NWT PUBLIC SERVICE

The Public Service is an impartial body that supports the Government of Northwest Territories (GNWT) to develop and implement policies and deliver a range of public services. The GNWT is a public government responsible for the delivery of services to the people of the NWT. Some of these services include health and social services; justice; education; income support; economic development; industry and investment support; environment and natural resources; lands management including authority for inspections; enforcement and leasing on Territorial lands; housing; regulating the development of minerals; oil and gas; water management; climate change management, transportation infrastructure (airports and roads); support to community governments; and cultural programs.

The Public Service Act (the Act) is the legislative framework that establishes the Public Service for the NWT. *The Act* also outlines the basic terms and conditions of employment, identifies the rights and responsibilities of employer and employees, and creates the labour relations framework for the GNWT.

Enacted in 1988 and amended as issues arose, *the Act* is currently undergoing a comprehensive review, which will set out a more modern framework for the management and direction of an effective and skilled public service for the GNWT.



EMPLOYEES BY DEPARTMENT AND AGENCY

March 2022



March 2023



■ DEPARTMENTS
 ■ EDUCATION COUNCILS
 ■ TECH COMMUNITY SERVICES AGENCY
■ NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES AUTHORITY
■ AGENCIES (Aurora College, Business Development and Investment Corporation, and Northwest Territories Housing Corporation)

EMPLOYEE TYPES

March 2022



March 2023



■ INDETERMINATE (employment on a continuing basis, with no end date specified. Standard work week of 37.5 or 40 hours)
■ TERM (employment for a fixed period where at the end of the fixed period the employee ceases to be employed. Standard work week of 37.5 or 40 hours)
■ RELIEF (appointment to an indeterminate (regular) position where services operate on a daily basis throughout the year for which there are no established hours on a daily, weekly or monthly basis)

TYPES OF EMPLOYMENT

March 2022



March 2023



■ UNION OF NORTHERN WORKERS (UNW)
 ■ NORTHWEST TERRITORIES TEACHERS' ASSOCIATION (NWTTA)
■ EXCLUDED
 ■ SENIOR MANAGERS

EMPLOYEE OCCUPATIONAL CLASSIFICATION

March 2022



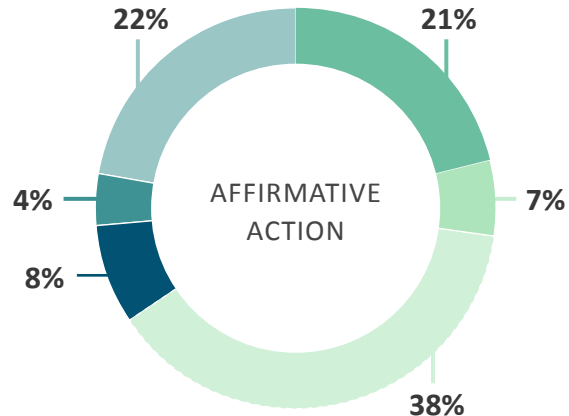
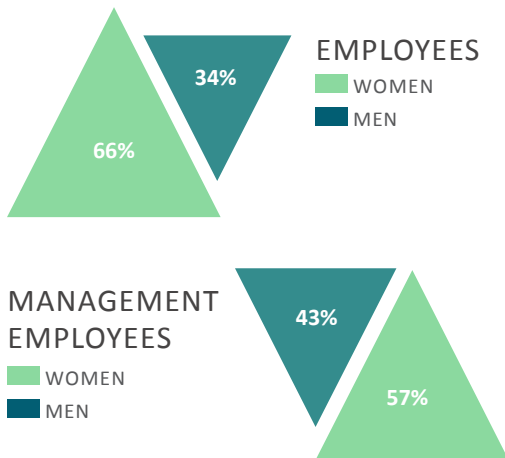
March 2023



■ FINANCE AND ADMINISTRATION
 ■ NATURAL AND APPLIED SCIENCES
 ■ HEALTH
 ■ EDUCATION AND CULTURE
■ SOCIAL, COMMUNITY AND CORRECTIONS SERVICES
 ■ TRADES, INDUSTRY AND UTILITIES

THE NWT PUBLIC SERVICE

AN NWT PUBLIC SERVANT



- Indigenous Aboriginal Women
- Indigenous Non-Aboriginal Women
- Non-Aboriginal Women
- Indigenous Aboriginal Men
- Indigenous Non-Aboriginal Men
- Non-Aboriginal Men

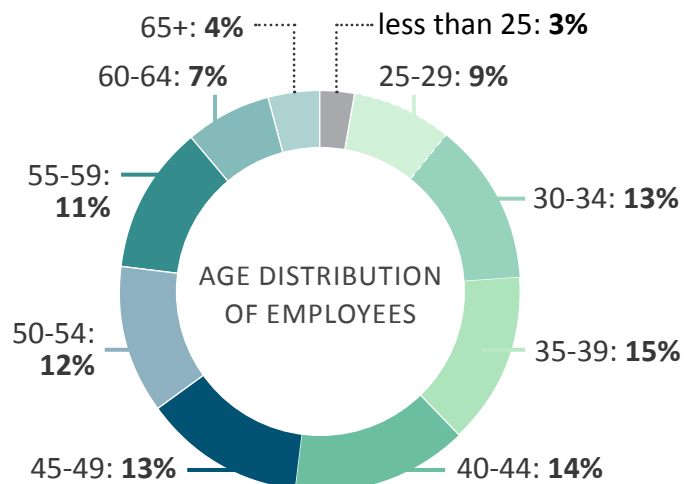
44.1 yrs

AVERAGE AGE

8.0 yrs

AVERAGE LENGTH OF SERVICE

In 2022/23, 184 employees contributed \$106,477 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program.



BUILDING A DIVERSE AND INCLUSIVE WORKFORCE

The GNWT's commitment to diversity not only fosters a psychologically healthy workplace culture, but also encourages the spectrum of ideas, backgrounds and skills that helps our organization evolve and prosper. When we open ourselves up to new ideas, voices, and perspectives, we are cultivating a culture of diversity, innovation and creativity.

In 2020, the GNWT Advisory Committee on Employability (GACE) was restructured to become the GNWT Advisory Committee on Diversity and Inclusion (GACDI). This committee has been broadened to include representation of various employment equity groups including women, Indigenous Aboriginal persons, persons with disabilities, visible minorities and 2SLGBTQQIA+ persons. The revised committee is made up of public servants belonging to one or more of these equity groups, who provide advice on broader diversity and inclusion issues.

In addition to GACDI, the GNWT consults with the Indigenous Employee Advisory Committee (IEAC) on developing initiatives to support the growth of workplace diversity and build an inclusive culture. This consultation ensures the unique needs of NWT residents are weaved into policies, programs, and services within each department. In March 2021, the GNWT launched two new initiatives:

- **The Indigenous Cultural Awareness and Sensitivity Training (ICAST)** is intended to fulfill the GNWT's commitment of the Truth and Reconciliation Commission Calls to Action #57. The goals of this Indigenous Cultural Awareness and Sensitivity Training are:
 - to create awareness and understanding of the impact of colonization;
 - to have all GNWT employees know the collective role in reconciliation; and
 - to provide the necessary foundation and tools to become culturally competent.

Since its launch in March 2021, 62.9% (3,805 employees) have completed ICAST. This training is publicly accessible. Cross jurisdictional interest has demonstrated that this training is being accessed and incorporated into organizations across Canada.

In their Call to Action #57, the Truth and Reconciliation Commission “call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

- The Exploring **Anti-Racism Campaign** consists of
 - a poster based on an image created by Dr. Andrew M. Ibrahim that interprets the work of Dr. Ibram X. Kendi, and
 - an Equitable Workplace: Cultivating Attitudes of Antiracism and Allyship workshop series, which creates space for learners to explore their own personal experiences with racism and allyship, identifying how these behaviours impact our lives daily, especially within the workplace.

Since its launch, 725 employees have completed the Equitable Workplace training which helps teach participants to deconstruct what they thought they knew about these social norms while discovering tools to help them reshape the way they see the world and our interactions with each other.

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**PUBLIC SERVANTS
SECURED
EMPLOYMENT
WITH THE GNWT
THROUGH THE
INDIGENOUS CAREER
GATEWAY PROGRAM**

Other initiatives spearheaded by the GNWT's Diversity and Inclusion Unit include:

- The **Indigenous Career Gateway Program** which offers entry level and trainee employment opportunities to Indigenous Aboriginal NWT residents. In 2022-2023, 33 applicants received employment through ICGP. In total, there were 46 participants within ICGP, 8 of which were carried over from the previous fiscal year. This was the second year in a row that all of the allocated funded was utilized.
- The **Indigenous Development Training Program** provides financial assistance for skills training and/or work experience necessary for career advancement. In 2022/2023, 38 employees utilized this program which was the highest utilization rate since the launch of the program.

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**EMPLOYEES RECEIVED FINANCIAL
ASSISTANCE THROUGH
INDIGENOUS DEVELOPMENT
TRAINING PROGRAM**

- The **Indigenous Recruitment and Retention Framework & Action Plan** supports GNWT efforts to build a workforce that is representative of the population it serves. The two main goals

of the Framework are to increase Indigenous representation and to support Indigenous leadership opportunities.

- The **Building Capacity with Indigenous Governments Program** supports secondment arrangements with Indigenous governments in all regions to help develop human resource capacity. 10 secondments were financially supported in the 2022/2023 fiscal year which resulted in all of the allocated funding being fully utilized.
- The **Diversity and Inclusion Framework** launched in March 2023, supports departments review programs, policies, and resources to identify and address any systemic barriers that may prevent employees from reaching their full potential or prevent people from accessing opportunities within the Government of the Northwest Territories.

Beyond recruitment and professional advancement, the GNWT also adheres to a platform of education-based inclusion. New and existing public servants are provided with opportunities to complete online training at their

649



**EMPLOYEES COMPLETED
2SLGBTQQIA+ INCLUSIVE
WORKPLACE AWARENESS TRAINING**

convenience. Some of these programs focus on diversity and inclusion within the workforce and Indigenous cultural awareness. Employees obtain strategies to build an inclusive workplace and an opportunity to learn about the rich culture within the NWT and the residents we serve.

GNWT employees are also able to remotely attend the 2SLGBTQQIA+ Inclusive Workplace Awareness Training developed and facilitated in partnership with the Northern Mosaic Network. Since its launch in March 2023, 649 employees have completed this training, which helps employees to recognize key terms associated with the 2SLGBTQQIA+ community, identify and apply respectful behaviour and support co-workers and clients within the 2SLGBTQQIA+ community.



INDIGENOUS RECRUITMENT & RETENTION FRAMEWORK & ACTION PLAN



Launched in December 2021, the Indigenous Recruitment and Retention Framework (Framework) supports departmental priorities to achieve a culturally inclusive workplace, to enhance Indigenous representation throughout departments, to build capability and career development, and to foster Indigenous leadership through talent management.

The Framework encompasses and supports existing GNWT programs designed to recruit and retain Indigenous employees. In addition to enhancing current programs, the Framework has two main goals:

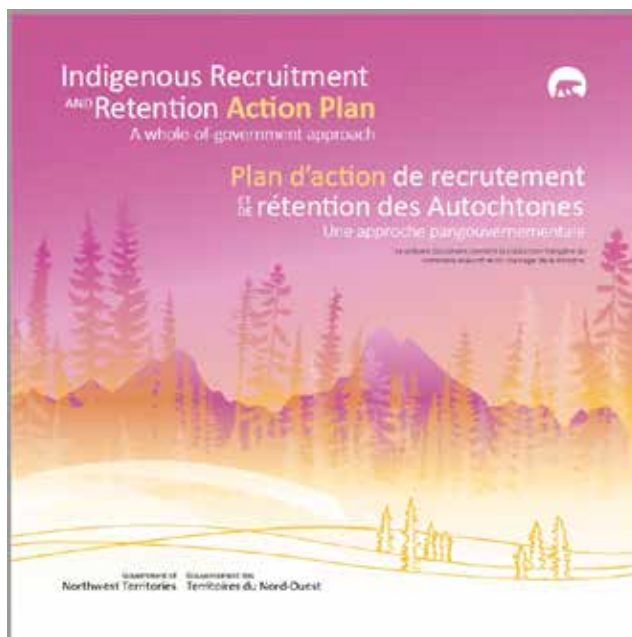
- increase Indigenous representation; and
- support Indigenous leadership opportunities.

Through engagement with Indigenous governments, the GNWT identified barriers to the recruitment and retention of Indigenous employees. The Framework is intended to address these barriers, to support Indigenous people in obtaining employment, training, and development opportunities with the GNWT, and to feel they are valued as integral team members.

The Framework will empower departments to recognize the importance of Indigenous perspectives within their policies, programs, and services by:

- developing business practices that include recruitment and retention strategies; and
- providing the tools to develop detailed implementation plans.

In addition to the Framework, the GNWT has created an Action Plan that sets out specific objectives and deliverables to improve Indigenous peoples' success within the recruitment process and within the GNWT as a whole. Included are 5 actions the GNWT will take to increase Indigenous representation and 6 actions to improve Indigenous leadership opportunities.



Each department has developed an Indigenous Employment Plan to increase, develop, and maintain the number of Indigenous employees within the GNWT. This will allow departments to review recruitment and retention practices to ensure barriers to employment for Indigenous peoples are identified and addressed.

Indigenous Employment Plans are strategic planning and performance measurement tools to increase, develop and maintain the number of Indigenous employees employed within the GNWT.

These plans include short-, medium-, and long-term goals and department specific actions that will be undertaken to increase, develop and maintain the number of Indigenous employees within with the GNWT. To ensure accountability and transparency, all departmental Indigenous Employment Plans are publicly available on the Department of Finance's website.

The 2022/2023 fiscal year was the period for the short-term goals set for all departments. A review and reporting on Each department has developed an Indigenous Employment Plan to increase, develop, and maintain the number of Indigenous employees

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The 2022/2023 fiscal year was the period for the short-term goals set for all departments. A review and reporting on the progress for the 2022/23 fiscal year will take place in the fall of 2023.



PHOTO BY GUY WATSON

OFFICIAL LANGUAGES

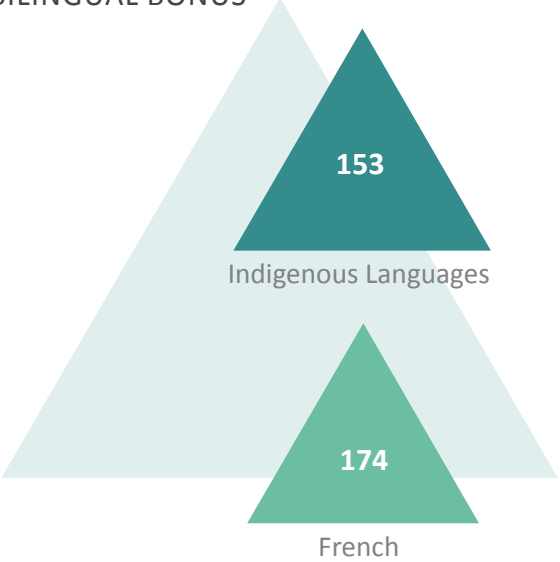
A government’s ability to communicate in the official languages of the public it serves is an important part of the operation of good government and is the responsibility of all GNWT departments and agencies. The GNWT is committed to providing services in the eleven official languages of the Northwest Territories as set out in legislation, Cabinet approved policies, and legally binding agreements to enhance and support community efforts to maintain and develop those languages.

Public servants required to provide services in a language other than English as a part of their job are recognized and compensated for their skill through a bilingual bonus. This bilingual bonus is offered where the ability to speak an additional official language is needed to provide adequate service to the public. A bilingual bonus may also be offered if the ability to speak a second official language is an asset to the position, for example, when an employee occasionally provides assistance in another language.

The GNWT also provides an annual language allowance to teachers proficient in one or more official Indigenous languages of the NWT. Teachers who qualify receive the allowance when using the skill in the following areas:

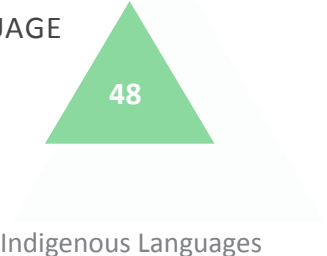
- Classroom teaching;
- Individual student counseling;
- Parent teacher interviews;
- Extracurricular activities; and/or,
- School/community relations.

GNWT EMPLOYEES BILINGUAL BONUS



The GNWT is committed to providing services in the eleven official languages of the Northwest Territories as set out in legislation, Cabinet approved policies, and legally binding agreements to enhance and support community efforts to maintain and develop those languages.

TEACHERS LANGUAGE ALLOWANCE



AWARDS AND RECOGNITION

THE PREMIER'S AWARDS

GNWT employees work hard to deliver programs and services to residents of the NWT. Every year, the Premier of the Northwest Territories recognizes GNWT employees and collaborative teams who show excellence, innovation and dedication to their work through the peer-nominated Premier's Awards for Excellence. These Awards are a chance to shine a light on those who have made a difference and to celebrate the contributions of public servants. The 2021-22 Premier's Awards celebrated work completed between April 1, 2022, and March 31, 2023.

2022-23 Premier's Award Recipients

Team Excellence



Aurora Research Institute STEM Outreach Team
Annika Trimble, Hilary Turko, Chris Black and Kelly Kamo McHugh

This dedicated group has shown extraordinary innovation in providing STEM education to remote communities in the Northwest Territories. Despite facing challenges, they have hosted over 500 STEM events within a year, reaching out to almost 10,000 youths across 25 communities. They've been recognized locally and nationally for their culturally appropriate STEM activities that inspire and educate Northern students.

The team's success is also due to their strong partnerships with schools, community organizations, and regional partners, which have helped make STEM education more accessible and relevant. Their growth from a pilot project to a multi-million-dollar program shows their exceptional leadership and commitment to promoting Indigenous Knowledge in STEM.

Furthermore, their dedication to inclusion and integration of traditional knowledge into their programming has earned the support of several Indigenous organizations, furthering their mission in a culturally relevant way.



Collaboration Excellence

NSCC-ENR Trapper Training Team

Vincent Casey, Scott McQueen, Donovan Boucher, Carl Williams, Everett McQueen, Clayton Bell, Daniel Beaulieu, Scott Mills, Jayson Quesada, Zoe Share and Adrian Lizotte

This innovative group's goal was to enhance land-based services for inmates, with a focus on building sustainable financial opportunities through the Genuine Mackenzie Valley Fur Program. They combined culture, traditional knowledge, economic development, and opportunities for growth to create a new program specifically for the North Slave Correctional Centre.

This involved adapting an existing trapper training program into a modular, multi-week course, ensuring safety and relevance. This team has exhibited outstanding performance, creating a program that aligns with the ENR Sustainable Livelihoods Action Plan, earning praise from departments, participants, and media. Their efforts represent the power of partnerships, as they worked collaboratively with Justice, ENR, and trappers to design a program that resonates with participants and is expanding to other transitional centers.

They've prioritized inclusion and traditional knowledge, led by Indigenous trappers, providing an enriching learning environment that connects participants with their culture.



Indigenous Partnership Excellence

The Missing and Murdered Indigenous Women and Girls (MMIWG) – Community Collaboration

Elizabeth Biscaye, Brenda Norris, Tina Wrigley, Louisa Alunik, Johnny Ongahak, Gill Pegg, Tanya Ashley, Teresa Hayward, Yolande Chapman and Marie Speakman

This team has shown exceptional innovation and creativity, diligently supporting the primary recommendations of the Native Women's Association of the NWT (NWA) to the National Inquiry into MMIWG. Displaying exceptional sensitivity, the Gender Equity Division (GED) partnered with the NWA to co-host an Indigenous languages terminology workshop and community engagement activities on the Draft Action Plan. They also co-hosted Men's Only Gatherings, fostering opportunities for men to engage in addressing MMIWG issues. The partnership between the GNWT and the NWA enriched the community engagement activities, with the GED providing necessary coordination and direction. Traditional knowledge and cultural practices were central to their work, reflecting in the Action Plan's proposed actions. Through this partnership, the nominees went above and beyond, showing their commitment to a complex and ongoing project, while working together to finalize the GNWT's Action Plan in response to the MMIWG Calls for Justice.

DAVE RAMSDEN CAREER EXCELLENCE AWARD

The Dave Ramsden Award recognizes the outstanding individual achievements and significant commitment of public servants who have served 20 years or more for the Government of Northwest Territories. This award celebrates individuals who have committed their careers to the public service.

Barbara Lennie’s remarkable 43-year journey in public service commenced in 1979 at Aklavik’s Health Centre and spanned across the Northwest Territories. Known for her unwavering dedication and professionalism, Barb stands as a trusted healthcare provider and friend, offering counsel and support at all hours.

Currently serving as the Nurse-in-Charge of Public Health in Inuvik, her contributions have been vital in the wake of the COVID-19 pandemic. Barb has tirelessly ensured that vulnerable populations have equal access to public health care. Her extensive knowledge in public health practices and disease management has made her an invaluable asset, and her selfless dedication and leadership inspire colleagues and the community alike. Amid the pandemic, Barb’s commitment to mitigating health inequities and ensuring the safety of her community truly accentuates her deservingness of the Dave Ramsden Career Excellence Award.



Barb Lennie – Northwest Territories Health and Social Services Authority

KRISTINE MCLEOD EMERGING INDIGENOUS LEADER AWARD

The Kristine McLeod Emerging Indigenous Leader Award recognizes young Indigenous NWT residents who demonstrate exceptional initiative and commitment to the principles of public service within community, territorial, federal, or Indigenous government. The goal of this award is to recognize Indigenous individuals who personify outstanding leadership qualities.

Mahalia Yakaleya Newmark, of Shútagot’ine and Métis descent, is the deserving recipient of this year's Kristine McLeod Emerging Indigenous Leader Award. With strong roots in Tulita and an impressive academic background, Mahalia embodies the power of education. She served as Senior Policy Advisor, Cultural Safety with the Government of Northwest Territories Department of Health and Social Services, where she was instrumental in developing the GNWT’s Cultural Safety Action Plan.



Mahalia Yakaleya Newmark

Currently, as the first Indigenous person to act as Legislative Assembly Advisor with the NWT Legislative Assembly, she brings a determined drive for excellence and systemic change. She received the NDN Collective’s Inaugural Changemaker Fellowship in 2020, initiating the Strong People, Strong Communities mural project to celebrate Indigenous peoples through art.

Her leadership extends to community service, as seen in her work with the Northern Birthwork Collective and the Yellowknife Women’s Society. As a relentless advocate for her community and Indigenous culture, Mahalia’s work continues to inspire and pave the way for future leaders.

Photo Credit for all Premier’s Awards photographs: Bill Braden

DEVELOPING AN EFFECTIVE NWT PUBLIC SERVICE

RECRUITMENT

Recruiting and training northerners is essential to building a strong, stable, and representative public service. While the responsibility of hiring initiatives and outcomes rest with departments and agencies, the Department of Finance provides advice and guidance to support effective hiring and deployment at all levels within the public service. During the 2022/23 fiscal year, recruitment efforts resulted in a total of 978 hires.

The GNWT has a number of initiatives to support the recruitment of a skilled and representative workforce, including:

- The **Regional Recruitment Program**: provides a link between vacant regional positions and local northern residents through on-the-job training.
- The **Indigenous Career Gateway Program**: supports the career objectives of Indigenous NWT residents interested in a career with the territorial government.
- The **Summer Student Employment Program**: offers work experience and competitive salaries to support northern post-secondary students. This valuable work experience enhances their employment prospects upon graduation.
- The **Internship Program**: provides unique employment opportunities to recent northern graduates through internships with GNWT departments. This valuable work experience enhances their employment prospects and helps retain skilled northern workers.

18,619

APPLICANTS

978

HIRES

RECRUITING NORTHERNERS TO PUBLIC SERVICE

Regional Recruitment Program Hires



Indigenous Career Gateway Program Hires



Summer Student Employment Program Hires



Internship Program Hires



2019/20 2020/21 2021/22 2022/23

ACCESSION AND TURNOVER



ACCESSION: **15.3%**

The accession rate measures the number of employees hired as a percentage of the average total workforce. The turnover rate measures the number of employees who left the GNWT as a percentage of the average total workforce.

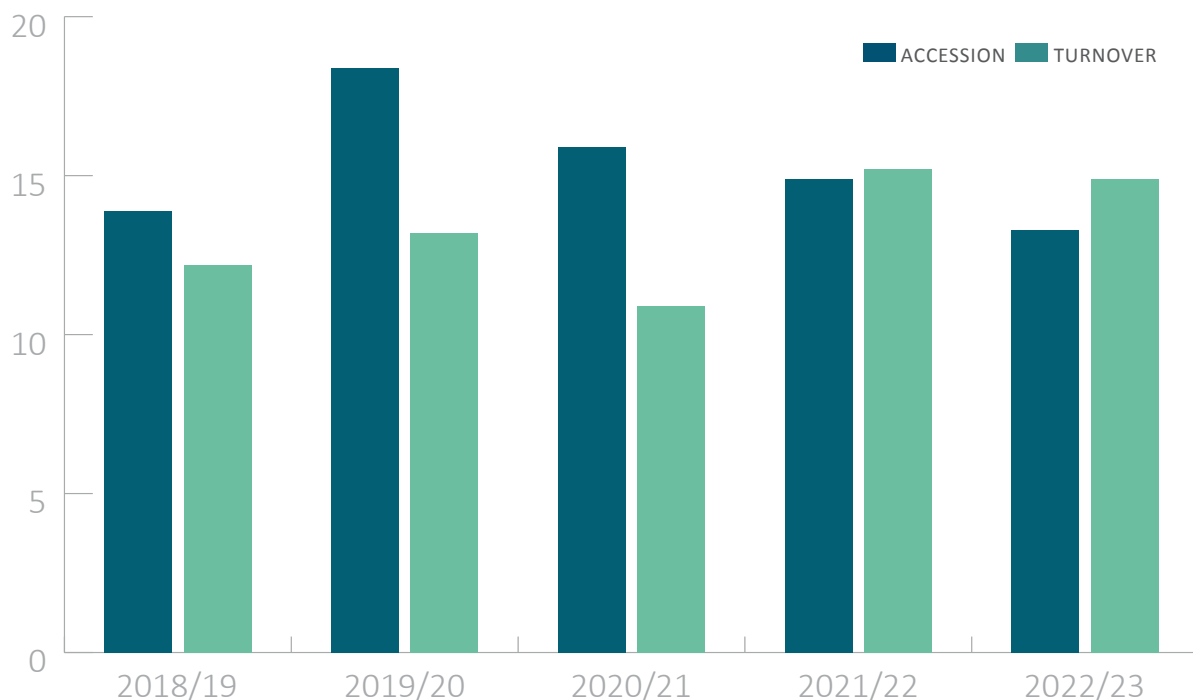


TURNOVER: **14.9%**

85.1%

THE GNWT'S EMPLOYEE
RETENTION RATE

ACCESSION AND TURNOVER RATES (2018/19 TO 2022/23)



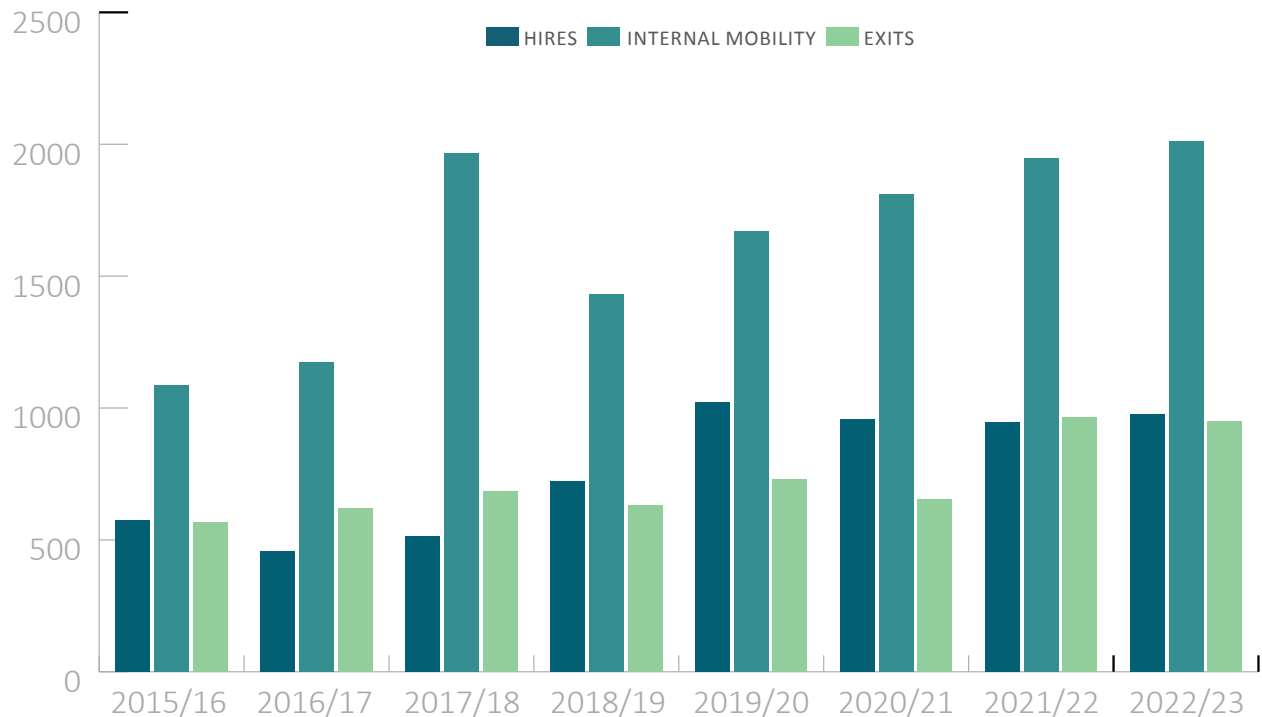
In 2022/23, the GNWT's accession rate increased by 0.4%, up to 15.3%, while the turnover rate decreased by 0.3% to 14.9%.

In 2022/23, seventeen Indigenous Career Gateway Program hires were placed in communities outside of Yellowknife, with eight being funded through the program and nine departments funded. Since its launch in 2018, the ICGP has placed 101 Indigenous Aboriginal candidates in GNWT positions in Behchokò, Fort Simpson, Fort Smith, Hay River, Norman Wells, Inuvik, Ulukhaktok and Yellowknife.

STAFFING ACTIONS

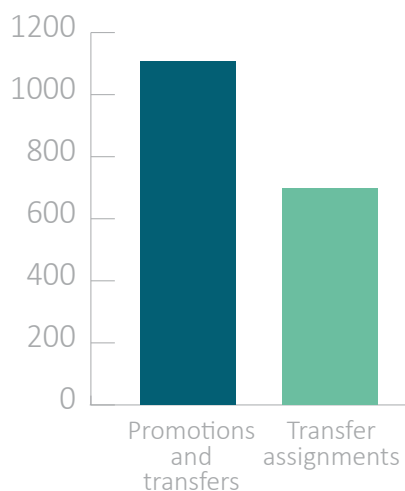
(HIRES, INTERNAL MOBILITY AND EXITS)

STAFFING ACTIONS BY FISCAL YEAR (2016-2023)



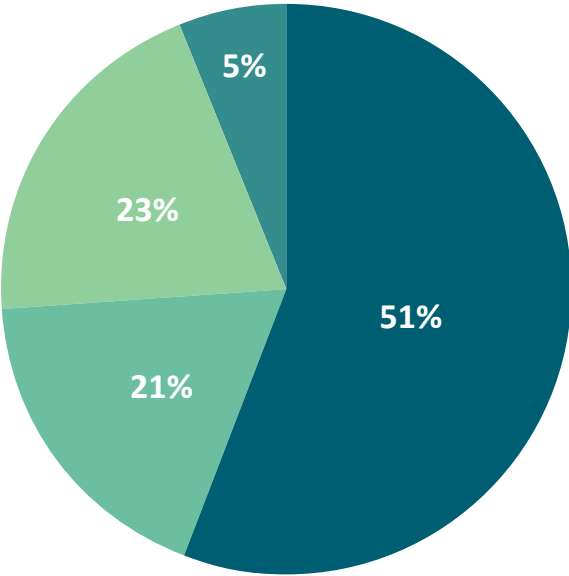
In 2022/23, the GNWT hired 978 employees and 951 employees ended their employment. Hiring remained relatively stable compared to the previous fiscal year. In 2022/23, 37.54% of employee exits were due to retirement or the expiration of term employment.

INTERNAL MOBILITY

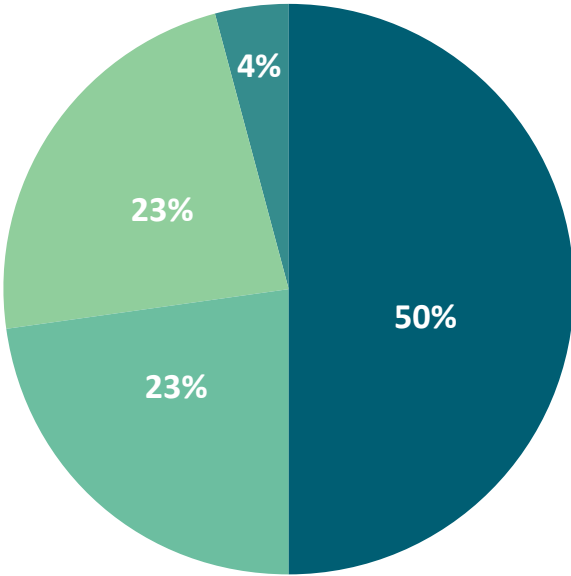


The GNWT continually promotes employee growth and development by annual performance reviews and training plans, consistently evolving competency-based training and development courses, and professional development opportunities through internal movement. Internal mobility provides employees with learning, promotion, and growth opportunities.

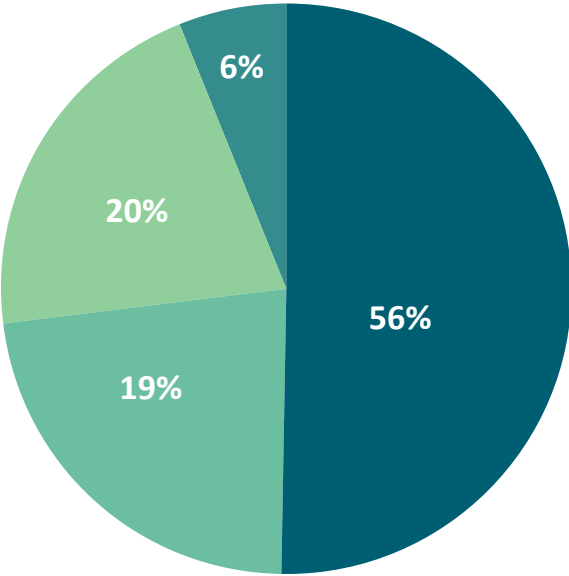
EXITS BY REASON



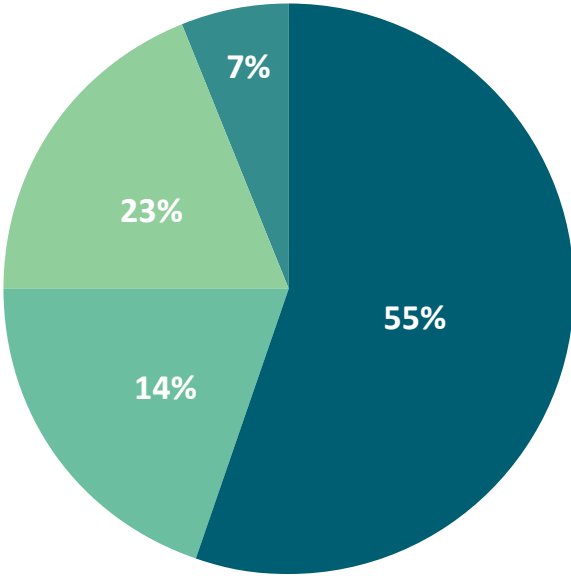
2019/2020



2020/2021



2021/2022



2022/2023

RESIGNED
 RETIRED
 TERM EXPIRED
 OTHER

RECRUITMENT AND MARKETING INITIATIVES

As Canada maintains its highly competitive market for skilled workers, it is vital that our GNWT recruitment and marketing efforts continues to grow and develop. The GNWT developed a Workforce Planning Strategy to identify gaps between where the GNWT, as an employer, is now and where it wants to be, and uses this strategy to guide its recruitment efforts. In addition to this, the GNWT recognizes the importance of having a workforce that is reflective of the people it serves. The Indigenous Recruitment and Retention Action Plan seeks to increase indigenous representation and support indigenous leadership opportunities.

As the pandemic's restrictions began to ease in 2022, our outreach and recruitment efforts have risen compared to 2020 and 2021. For the 2022/2023 fiscal year, the GNWT attended 15 career fairs and conferences with a mixture of virtual and in-person attendance. Virtual recruitment events such as university career fairs and hiring events were attended. Local events such as CDETNO - Café Emploi and various Aurora College nursing outreach efforts, including in class presentations and Aurora College Research Day. We were also able to attend conferences and fairs outside of the NWT, such as the Annual Canadian Association of Critical Care Nurses conference in Windsor, Ontario, University of Manitoba Career Fair, Emergency Medicine for Rural Hospitals conference in Banff, Alberta, and University of Alberta's Spring Career Fair in Edmonton.

In-person and online recruitment events showcase our efforts in communicating and connecting with prospective employees. Events like these help GNWT to promote careers with the GNWT and the various benefits that come with joining its workforce. They allow the GNWT to raise awareness of the employment resources and supports available, its benefits, and communicate the commitment to diversity within the organization.

The GNWT uses its recruitment website GNWT Careers, LinkedIn, Facebook and external job boards and professional industry websites for web-based

recruitment. The GNWT Careers website advertises active job competitions, receives applications, allows opt-in email notifications for new job postings, and provides insight into living in the North and working for the public service. In addition to providing resume reviews and mock interview sessions, the GNWT provides helpful information to applicants on the hiring process, resume writing and preparing for an interview on its Careers website.

Given the diversity of the NWT, the limited labour pool, and the variety of jobs available in regional centres and communities, the GNWT uses a multi-pronged approach to recruitment. The Regional Recruitment Program is a recruitment tool used to provide on-the-job training to northern residents through links with Career Development Centres and assistance to employees through education, training opportunities and on the job supports, such as training and mentorship plans. The GNWT also has the Indigenous Career Gateway Program, which provides Indigenous Aboriginal residents the opportunity to be considered for positions without a formal competition and be trained in the case they don't yet meet the qualifications. Our Summer Student Employment Program and the Internship Program are also two other examples of initiatives to help those starting their careers enter the workforce while adhering to the Affirmative Action Policy.





HEALTH RECRUITMENT

One of the key priorities of the 19th Legislative Assembly is to increase the number of resident health care professionals by at least 20 percent. With that priority in mind, the GNWT launched several new incentives and operational interventions designed to help recruit and retain health care professionals, these include:

- The establishment of the new Health Recruitment Unit (HRU)
- The Friends and Family Travel Program
- Expanded use of Paramedics
- Licensing Fees Assistance
- International Travel Assistance
- The creation of new Onboarding Specialist Positions

The Health Recruitment Unit (HRU) was created in August of 2020, as a joint initiative between the Department of Health and Social Services and the Department of Finance. The HRU, in partnership with the Talent Acquisition Unit (PracticeNWT) within the Northwest Territories Health and Social Services Authority, undertakes extra specialized efforts to focus on what's going on in the health services labour market. This encompasses anything from initializing specific health care position campaign drives to spending extra efforts on focused conferences and attending additional career fairs. The HRU also maintains a casual database of nurses throughout the country that are interested in employment in the north. HRU uses this database

frequently to reach out to nurses; the database is often the entry point for many nurses who move north permanently to work. The HRU assisted the Northwest Territories Health and Social Services Authority in hiring 13 graduates in 2022 and 16 graduates in 2023 from the Aurora College Nursing program. From August 2020 until March 31, 2023 the HRU has hired 551 health care professionals into term and indeterminate roles.

Several other initiatives to help recruit and retain health care professionals were developed, one of them being the Friends and Family Travel Program, which offers some healthcare workers the opportunity to bring up to two loved ones to the north during the holiday season. The pilot program rolled out in November 2022 and was intended to help ensure coverage from December 20th, 2022 to January 4th, 2023. An evaluation of this pilot project is set to be completed in the next fiscal year to determine its effectiveness and suitability for future expansion.

Another one of the impressive new health care related initiatives the Northwest Territories Health and Social Service Authority worked hard to introduce was the expanded use of paramedics. With this initiative, paramedics can now be contracted to provide acute

care support to remote and isolated communities and assist health centres and the Stanton Territorial Hospital during emergency visits as well as patient assessments and management. As of March 31, 2023, the expanded use of paramedics has been used 5 instances in Inuvik, 3 at Stanton ER and once in Fort MacPherson.

To reduce the barriers that may prevent some locum physicians from accepting contracts in the NWT, the GNWT implemented licensing fees assistance. Through this measure, locum physicians are reimbursed for their licensing fees upon completing a contract with the Northwest Territories Health and Social Services Authority. As of March 31, 2023, 30 physicians submitted reimbursements for their 2022 license fees.

Through the international travel initiative, any Canadian physician, nurse practitioner or registered nurse who is currently living abroad and wishes to relocate to the NWT can have the costs of their international travel covered. As of March 31, 2023, 5 physicians have been supported by the international travel incentive. While the number of physicians using this program is low, the benefit to the GNWT Healthcare System is significant as these physicians are providing coverage for many essential services and contribute to a consistency of care for residents across the north.

Lastly, but certainly not least, four new Health and Social Services Employee Transition Coordinator positions were created to work with the Health and Social Services authorities to provide specialized support for new hires. These new positions will be responsible for providing a positive and supportive transition experience for new and relocating employees and their families within the Health and Social Services System, assisting new staff to bridge the gap in the transition process from their time of hire until they successfully move into their new position.

The recruitment of healthcare workers continues to be a priority of the GNWT and these new and innovative initiatives are key in making in roads towards a happier and safer workforce for healthcare workers who provide essential services.

"Health care staff play an important role in the NWT's workforce, and the territorial government remains committed to finding both short- and long-term solutions to support our dedicated health care professionals including increasing morale and reducing staffing shortages. The[se] measures [...] enhance existing efforts to recruit, which in turn helps retention because staff can take leave and have more scheduling flexibility. We continue to work with all of our partners to develop and support solutions that will build a stronger health care system in the territory."

Caroline Wawzonek, Minister of Finance

A locum in the medical community is a physician, or other health care professional, who fills a temporary position at a hospital or practice.



APPEALS

The GNWT's staffing appeal process allows unsuccessful candidates an opportunity to appeal a staffing decision if they feel that a procedural error was made during the hiring process.

Staffing appeals are reviewed by Staffing Review Officers who are non-government individuals appointed by the Minister Responsible for the *Public Service Act* for three-year terms.

LABOUR RELATIONS AND COLLECTIVE BARGAINING

Most GNWT employees are union members, with UNW members accounting for 77.1% and NWTTA 8.4% of the GNWT's workforce. Excluded employees accounted for 10.3% of the Public Service, while senior management made up 3.9%.

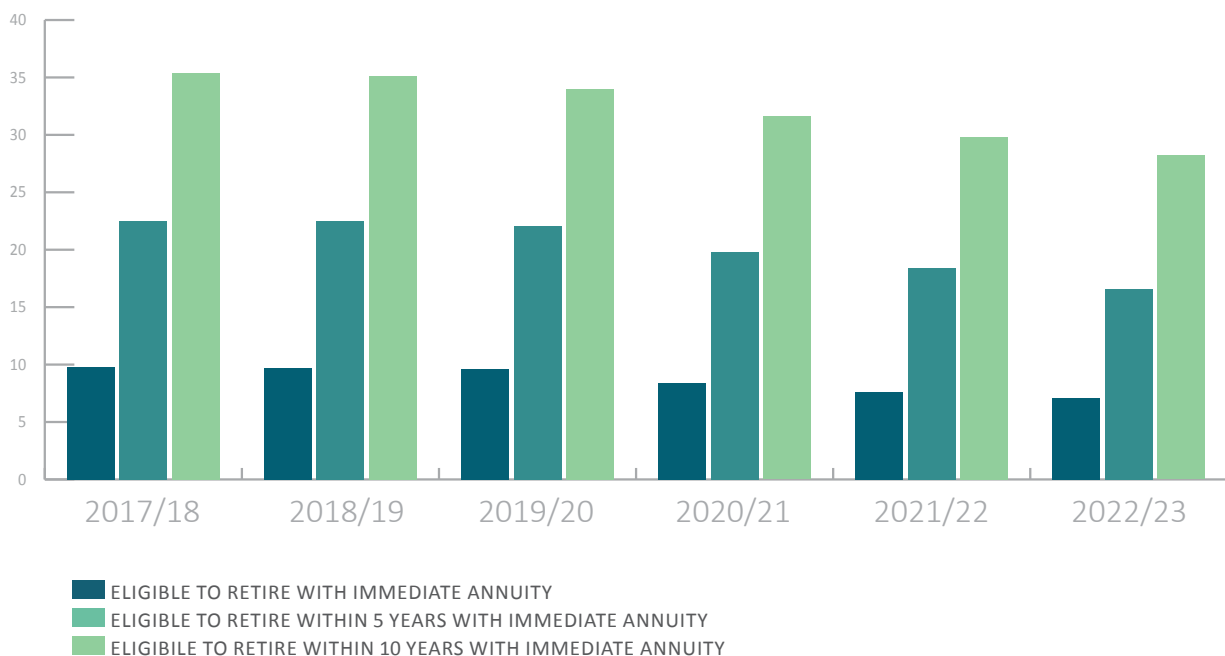
All NWT teachers are members of the Northwest Territories Teacher's Association (NWTTA). The current Collective Agreement between the NWTTA and the Minister Responsible for the Public Service had a two-year term, effective August 1, 2021, to July 31, 2023.

The Union of Northern Workers (UNW) is the union that represents the majority of the Public Service, except teachers. The Collective Agreement between the UNW and the Minister Responsible for the Public Service had a two-year term, effective April 1, 2021, to March 31, 2023.

RETIREMENT

As the GNWT workforce ages, employees will continue to retire from their positions. As demonstrated in the graph below, the percentage of the GNWT's overall workforce eligible to retire with immediate annuity, within five years, and within ten years has remained relatively stable for the past six years.

RETIREMENT ELIGIBILITY OVER THE NEXT TEN YEARS



LEARNING AND DEVELOPMENT

The GNWT values continuous lifelong learning to support a competent and well-trained public service to help the government achieve its mandate, goals and priorities. The GNWT *Learning and Development Policy* guides and reinforces the importance of learning and development to foster and support performance growth, while continuing to provide innovative programs and services to NWT residents.

To foster a learning culture, the GNWT has a Workforce Development Framework that outlines the wide range of GNWT initiatives, tools and resources that continue to facilitate training opportunities for employee development through four main primary pathways to learning:



Formal and Directed Learning



Self-Directed Skill Development



Learning through Experience



Learning through People

The GNWT provides all employees with access to various forms of learning and development opportunities. These are carried out through formal, self-directed learning, online, and in-person training courses. These learning and development opportunities not only allow the GNWT to support government-wide priorities and provide progressive services to the public, but also retain, attract, and develop a skilled, qualified and representative workforce.

The GNWT continually offers personal and professional training opportunities to employees through the Learning and Development Calendar.

During the 2021/22 fiscal year, the COVID-19 pandemic had a large impact on the delivery of training. Some courses that had previously been offered in person were adapted to be delivered virtually. This included the Working Mind - Managers and Supervisors Training, 2SLGBTQQA+ training, as well as training hosted by Labour Relations: Duty to Accommodate Training for Managers and Supervisors and Harassment Free and Respectful Workplace for Managers and Supervisors. The Staffing Workshop was also offered remotely. In 2022-23, in person training was gradually reinstated.



Top 5 Online Courses for Employees

1. PeopleSoft Self-Service
2. PeopleSoft 9.2 | SAM | P2P | Online Expenditure Approvals
3. Staffing Workshop
4. Information Security Awareness Training
5. Modernized Code of Conduct for Employees

Top 5 Online Courses for Managers:

1. PeopleSoft Manager Self-Service
2. Modernized Code of Conduct for Managers
3. Coaching Fundamentals
4. Performance Development for Managers
5. Onboarding Training for Managers



Employee learning and development links directly to the competency-based performance development process by establishing learning plans as a tool to plan and manage learning goals.

The GNWT recognizes the value of having a formalized government-wide performance management program in place to manage and support ongoing effectiveness and ongoing development of its employees and to continue to ensure business goals and objectives are being met. Performance development training and resources continue to be available for staff, including self-study modules, web-based delivery, in-person sessions and user guides to help the Public Service’s ongoing commitment to a competency-based performance development and management model.

The GNWT Competency Model outlines six core competencies including Action Management, Authentic Leadership, Engaging Others, People Management, Sustainable Management, and Systems Thinking. Below is the GNWT Competency Model diagram. The outer white circle contains the six competencies while the multi-coloured pie shapes contain bullets that provide an illustration of what each competency represents. The innermost white circle represents the GNWT Vision and Goals connected to the competencies needed to achieve them.



LEADERSHIP DEVELOPMENT PROGRAM

The GNWT is committed to meeting the leadership development needs of its workforce and to putting programs in place that support management development within the GNWT. In previous years, the GNWT has partnered with the University of Alberta – School of Business, Executive Education to offer its GNWT Leadership Development Program for Executive Managers, Managers and Emerging Managers. The Leadership Development Program has generally offered all three streams (Executive Managers, Managers and Emerging Managers) within each cohort.

Due to the agreement with the University of Alberta expiring in July of 2020, the GNWT is not currently able to offer the program to employees. The program is currently under review and is expected to be released in 2024.

Six core competencies of the GNWT Competency Model:
 Action Management,
 Authentic Leadership,
 Engaging Others,
 People Management,
 Sustainable Management,
 and Systems Thinking.

INDIGENOUS DEVELOPMENT TRAINING PROGRAM

Launched in the 2019/20 fiscal year, the Indigenous Management Development and Training Program (IMDTP) supports the professional development of Indigenous GNWT public servants by providing the necessary skills training and/or work experience for career advancement. Under this program, the GNWT provides up to \$10,000 to current employees who identify as Indigenous Aboriginal individuals under the GNWT *Affirmative Action Policy* who require skills training to obtain and maintain sustainable employment that shows progression; have demonstrated the desire for developmental opportunities to support career advancement; and have identified the learning goal within their learning plan.

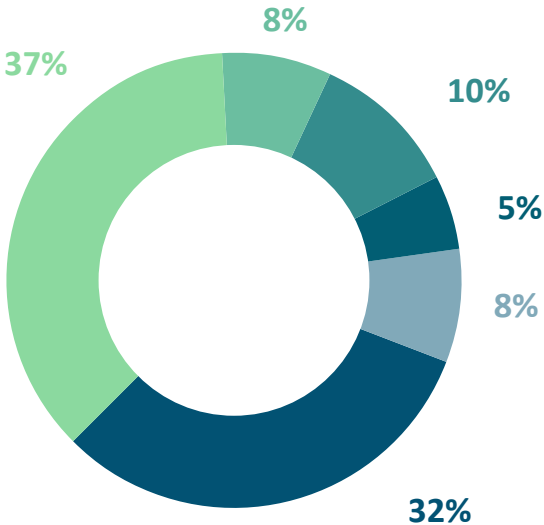
In November 2021, the Department of Finance reviewed the Indigenous Management Development Training Program to ensure any barriers to utilization were addressed. As a result, some key changes were made to improve access.

First, the program is now called the Indigenous Development and Training Program (IDTP). This helps to avoid any perception that the program is only intended for managers or employees seeking training for management positions.

A second key change is the removal of the requirement that departments pay 1/3 of the overall cost. This program will now provide up to \$10,000 for each application and departments are no longer required to cover any cost.

The revisions to this program will support each Indigenous Employment Plan, as Action item 2.5 of the Indigenous Recruitment and Retention Framework directs that departments are aware of and utilize the IDTP.

In 2022/23, 38 public servants participated in the program. Employees used the funding to complete graduate and undergraduate degrees in areas such as administration and health. Program funding was also used to attain Leadership and Human Resource certificates.



- Masters Degree
- Undergraduate Degree
- Northern Leadership Development Program
- Leadership Development Program
- Certificate Program
- Other: Diploma/Conference/etc.

...the Indigenous Development Training Program supports the professional development of Indigenous GNWT public servants... Under this program, the GNWT provides up to \$10,000 to current employees who identify as Indigenous Aboriginal individuals under the GNWT Affirmative Action Policy who require skills training to obtain and maintain sustainable employment...

2SLGBTQQIA+ INCLUSIVE WORKPLACE AWARENESS TRAINING

With support from the Northern Mosaic Network, this in person course was designed to provide all territorial government employees with the necessary knowledge and tools to identify and apply respectful and supportive behaviour towards co-workers and clients within the 2SLGBTQQIA+ community.

The training includes information and advice on:

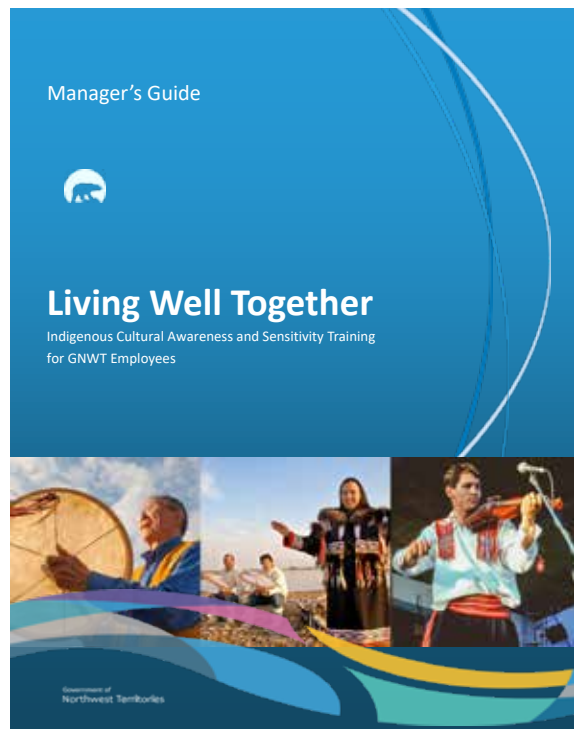
- gaining a basic understanding of the key terms – words and acronyms – central to the 2SLGBTQQIA+ community as the proper usage of such terms is an important part of developing and maintaining an inclusive workplace;
- identifying barriers and unique challenges that 2SLGBTQQIA+ employees face either in their personal lives or in the workplace; and
- taking action in creating and supporting a healthy, inclusive work environment.

INDIGENOUS CULTURAL AWARENESS AND SENSITIVITY TRAINING

Living Well Together was developed to fulfill the GNWT’s commitment to the Truth and Reconciliation Commission’s Calls to Action #57 and Article 14 and 15 of the United Nations Declaration of the Rights of Indigenous Peoples.

Living Well Together is comprised of two series: Truth and Reconciliation. The Truth Series (modules 2-5) focuses on creating awareness around colonization, residential schools, and Indigenous and non-Indigenous relations. The Reconciliation series (modules 6-8) focuses on developing cultural sensitivity, and the practice of reconciliation.

Though the Living Well Together training is intended for GNWT employees, it is publicly available on the Department of Finance website. This training contains a wealth of important information and learning opportunities for anyone who wants to learn more about intercultural competency, conflict resolution, human rights and anti-racism.



A Safe And Healthy Workplace

HARASSMENT FREE AND RESPECTFUL WORKPLACE

The GNWT is committed to providing a harassment free work environment where every employee is treated with fairness, dignity, and respect. Respectful Workplace training is offered to managers and supervisors in all departments to highlight the resources available to them to facilitate a harassment free and respectful workplace. All individuals who work for the GNWT, including volunteers and contractors, play an important role in ensuring an environment where all employees, clients, and visitors are respected.

The Harassment Free and Respectful Workplace Policy and accompanying Guide to Applying the Harassment Free Respectful Workplace Policy are available on the GNWT website.

In 2017, the *Harassment Free and Respectful Workplace Policy* was updated to reflect the current case law and an emphasis on early conflict resolution.

All members of a workplace are responsible for

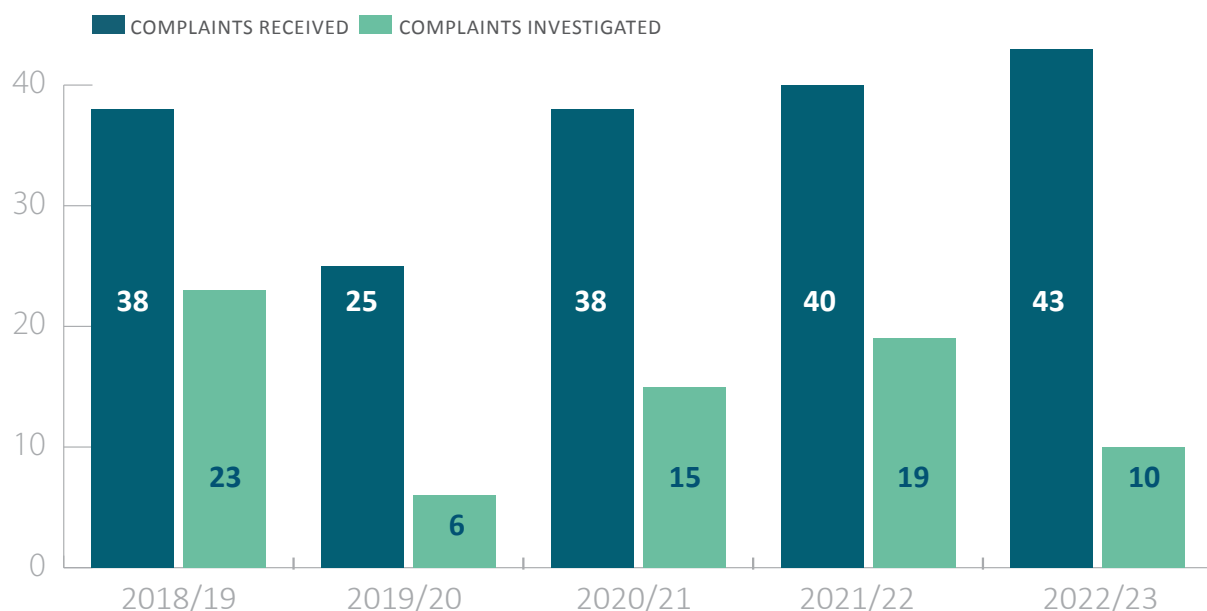
attempting to resolve conflicts amongst themselves in a fair and respectful manner. When the formal complaint process is required, emphasis is placed on less adversarial resolution mechanisms, such as mediation, rather than on formal workplace investigations.

As formal complaints are received, they are assessed to determine:

- if the allegations fall within the mandate of the *Harassment Free and Respectful Workplace Policy*;
- if there was an unreasonable, extensive delay in the reporting of the complaint;
- when the complaint is taken at face value, if there is evidence that workplace harassment has occurred; and
- whether a formal investigation is warranted, or whether another form of dispute resolution would be more appropriate in the circumstances.

The *Harassment Free and Respectful Workplace Policy* and accompanying guidelines are currently under review. This revised policy will reflect an increased

HARASSMENT FREE RESPECTFUL WORKPLACE POLICY COMPLAINTS



emphasis on early conflict resolution mechanisms and alternate dispute resolution. The updated policy will also highlight education and tools for employees, managers, and Human Resource practitioners to assist them with conflict management and mitigation. With these changes to the policy, we expect to see an increase in the use of early, informal resolution strategies.

OCCUPATIONAL HEALTH AND SAFETY

Corporate Occupational Health and Safety (OHS) continues to provide advice and guidance to all government departments and works collaboratively to keep GNWT workplaces safe. The *Occupational Health and Safety Policy* applies to all territorial public service employees, except employees of the Northwest Territories Power Corporation. It also applies to contractors, volunteers, clients and members of the public in GNWT workplaces.

Currently, the GNWT is updating the OHS Policy to bring it in line with Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace (the "Standard"). Updating our Occupational Health and Safety Policy to "Health, Safety, and Wellness" highlights the GNWT's commitment to incorporating the Standard across our Public Service. This work includes the implementation of an overarching health and safety program with an aim to streamline GNWT health and safety procedures and strengthen the existing GNWT safety culture.

This health and safety program provides staff with training in health and safety orientations, hazard management, emergency preparedness, and incident management. Each GNWT department and agency is responsible for ensuring their workplaces comply with health and safety requirements and establishing their own health and safety committees and OHS representatives.

In 2022/23, 185 employees attended Supervisor Safety Training and 547 employees completed Workplace Safety Awareness training sessions. GNWT employees can also access training on a number of other OHS topics, such as: First Aid and CPR as well as other customized training sessions.

This fiscal year work was completed in many areas

including: research in the development of a policy around domestic violence in the workplace, working to further implement psychological health and safety in the workplace, a GNWT-wide OHS Program, and reporting on claims management.

DUTY TO ACCOMMODATE

The GNWT recognizes that to prevent or reduce discrimination it has a legal and moral obligation to accommodate employees. The GNWT's *Duty to Accommodate Injury and Disability Policy* promotes the full workplace participation of persons with disabilities, including those with mental illness, and to ensure the workplace is accessible, non-discriminatory, and inclusive.

The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as reasonably and safely possible. The GNWT accommodates employees in a number of ways, depending on the individual circumstances. There are no concrete rules for workplace accommodation as job modifications work best when tailored to the individual and the situation.

Not everyone with a disability requires accommodation, but in some instances, change is necessary to ensure no discrimination takes place. Accommodations may include, but are not limited to:

- modifying job duties;
- modifying hours of work;
- modifying work sites and/or equipment;
- providing an alternate position; and
- bundling existing duties.

Duty to accommodate training is offered to managers and supervisors in all departments and guidelines on applying the *Duty to Accommodate Injury and Disability Policy* are available on the GNWT website. Employees also have access to online Duty to Accommodate training that can be completed at their workstation.

Duty to Accommodate Advisor positions are located in Yellowknife, Hay River and Inuvik to provide training, advice and support to managers.

The GNWT is reviewing and updating the *Duty to Accommodate Injury and Disability Policy* and accompanying guidelines.

EMPLOYEE WELLNESS

The GNWT is committed to ensuring that all employees have access to the supports available to help manage and maintain their mental health and wellbeing. The GNWT promotes health and wellness to all employees to ensure they are aware of and can access the support, counselling, and training resources available.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The Employee and Family Assistance Program (EFAP) is a confidential, voluntary counselling and referral service available to GNWT employees and their dependents. The program provides employees with confidential help, resources, and supports for personal and/or work-related issues over the phone, in-person, or using the EFAP smartphone or tablet app. GNWT employees can also access support on the LifeWorks platform on the following topics:

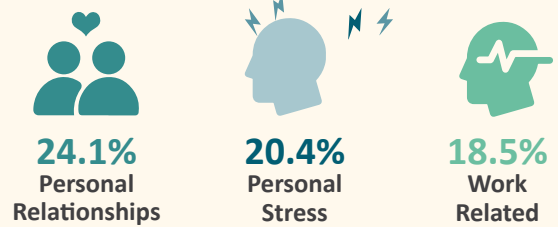
- Achieve Wellbeing
 - Stress, mental health concerns, grief and loss, crisis situations
- Manage Relationships and Family
 - Communication, separation/divorce, parenting
- Deal with Workplace Challenges
 - Stress, performance, work-life balance
- Tackle Addictions
 - Alcohol, drugs, tobacco/nicotine, gambling
- Find child and elder care resources
 - Child care, schooling, nursing/retirement homes
- Get legal advice
 - Family law, separation/divorce, custody
- Receive financial guidance
 - Debt

EFAP is promoted using a dedicated intranet site for employees, workplace posters, and the Learning and Development Calendar to increase wellness session awareness and participation. Program promotion



The LifeWorks app is free to download on both Apple and Android smartphones and tablets.

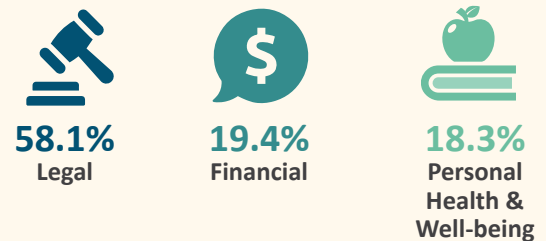
Top three employee EFAP “Emerging Issues”¹:



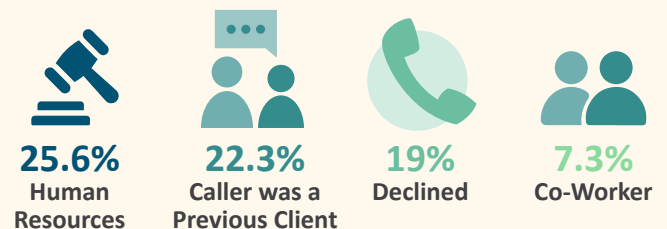
Top three employee EFAP counselling requests:



Top three employee EFAP Work Life services requests:



Top four employee EFAP Work Life services requests:



¹ LifeWorks provides the GNWT with aggregate data on the number of employees accessing EFAP services to ensure confidentiality.

also takes place during wellness workshops and webinars, including EFAP orientations for employees and managers to raise awareness of the breadth of services and supports available to both groups. All GNWT employees and their dependents can access EFAP services, free of charge, at any time, and human resources staff, GNWT managers and supervisors may also refer employees to the EFAP as needed. Over the past year, the number of times employees used EFAP services has remained stable as the GNWT continues to raise awareness about the program and its benefits to all public servants.

WELLNESS TRAINING

- A variety of education sessions on health and wellness training opportunities are available for staff annually through in-person group training or web-based sessions.
- A total of 412 employees attended 12 wellness training sessions offered throughout 2022/23, by the GNWT's EFAP service provider, LifeWorks.
- 121 employees attended 8 EFAP-101 orientation sessions offered throughout 2022/23. Employee sessions and manager sessions are facilitated by a LifeWorks representative providing participants with information about the EFAP benefits and answer any questions about the program.
- The GNWT also offers in-house mental health training called *The Working Mind*, which launched in 2019/20 and is endorsed by the Mental Health Commission of Canada. Employee sessions and Manager sessions were delivered virtually and in-person by two GNWT employees. A total of 152 participants attended The Working Mind training in 2022/23.
- Since March 2021, Mental Health First Aid workshops have been delivered virtually directly through the Mental Health Commission of Canada website.

LIFESPEAK: THE GNWT'S DIGITAL WELLNESS PLATFORM FOR EMPLOYEES

LifeSpeak is a 24/7 total well-being online platform where GNWT employees and their families can access expert information on a wide range of topics. The program offers individuals access to an ever-growing variety of instructional videos, blogs, self-help content, and much more, providing individuals with the ability to

better support their overall mental health and wellness.

For convenience, it is available through its website or via a downloadable app on your smartphone or tablet. With LifeSpeak, resources like health and wellness videos, blogs and Q&As can be accessed anytime and anywhere, anonymously. This includes employees who routinely work irregular hours, shift work and/or weekends that cannot attend the scheduled webinars during the weekday or for those who want access to quick, reliable information on topics such as mental health, suicide, personal relationships, finances, physical health, personal and professional development, and Diversity, Equity, and Inclusion.

In the 2022/2023 fiscal year, the LifeSpeak platform was accessed 2145 times through videos, podcasts, Ask the Expert Archives, Transcripts, Tip Sheets, Blog articles, and Engage Campaigns.

ABILITICBT

Launched in May 2020, AbilitiCBT is an app-based program that delivers interactive, engaging, and convenient Cognitive Behaviour Therapy (CBT) delivered by professionally trained therapists through an online platform accessible 24/7 on your mobile device or tablet. Cognitive Behavioural Therapy (CBT) method is one of the most effective and commonly used approaches to help provide support for a wide range of mental health concerns. AbilitiCBT is available for employees and their dependents over the age of 16.

In the 2022/23 fiscal year, GNWT's AbilitiCBT program saw 164 users.

The AbilitiCBT content has been expanded and programs now available include: General Anxiety; Depression; Pain Management; Insomnia; Grief and Loss; Burnout; Burnout for Healthcare Workers; Social Anxiety; Obsessive Compulsive Disorder; and Trauma Support.



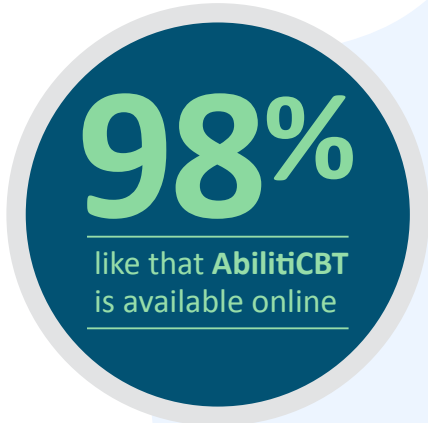
ABILITICBT FOR INDIGENOUS PEOPLES - A NEW DAWN, A NEW LIGHT

Launched in October 2022, the app-based programs are rooted in diverse Indigenous cultural and healing practices. They take a holistic, traditional healing approach intertwined with core Cognitive Behavioural Therapy (CBT) strategies to support you in your journey to better mental well-being.

At the centre of the New Dawn programs are the Medicine Wheel and the Seven Sacred Teachings to support you in achieving harmony, balance, and well-being. The teachings vary across communities, but the principles and values apply to all of us, regardless of our culture and history.

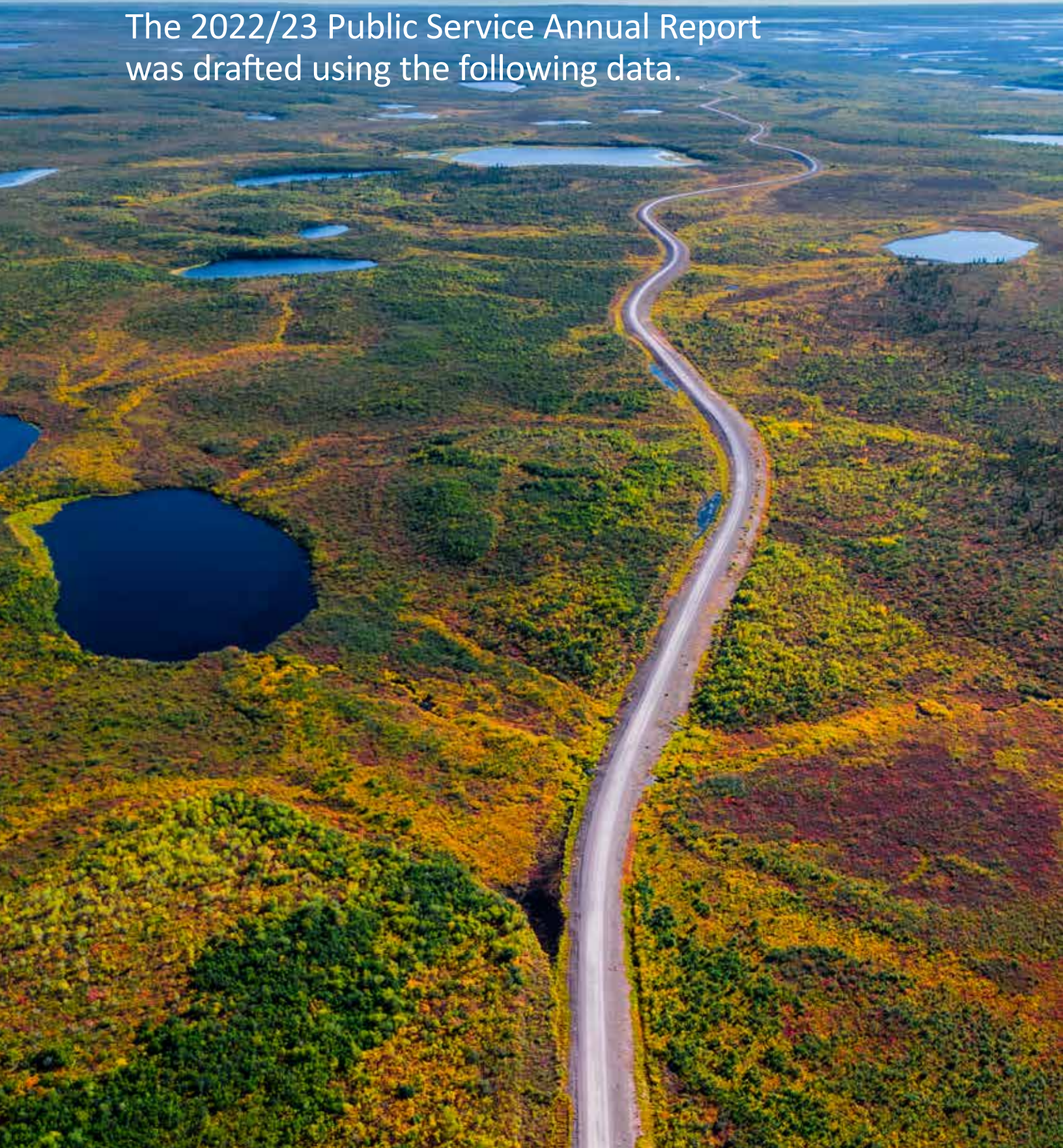
The Medicine Wheel has been used by generations of various Indigenous nations for health and healing. AbilitiCBT for Indigenous Peoples programs are available for employees and their dependents over the age of 16.

User Feedback



APPENDICES

The 2022/23 Public Service Annual Report was drafted using the following data.



A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2023

Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Education, Culture and Employment	297	84	28%	55	19%	158	53%
Environment and Natural Resources	336	139	41%	48	14%	149	44%
Executive and Indigenous Affairs	114	49	43%	29	25%	36	32%
Finance	500	148	30%	106	21%	246	49%
Health and Social Services	198	32	16%	49	25%	117	59%
Industry, Tourism and Investment	177	51	29%	21	12%	105	59%
Infrastructure	580	203	35%	78	13%	299	52%
Justice	532	146	27%	84	16%	302	57%
Lands	97	24	25%	14	14%	59	61%
Legislative Assembly	52	19	37%	13	25%	20	38%
Municipal and Community Affairs	125	30	24%	24	19%	71	57%
Total for Departments	3,008	925	31%	521	17%	1,562	52%
Beaufort Delta Divisional Education Council	306	98	32%	1	0%	207	68%
Commission scolaire francophone, TNO	50	0	0%	0	0%	50	100%
Dehcho Divisional Education Council	101	49	49%	0	0%	52	51%
Sahtu Divisional Education Council	115	37	32%	0	0%	78	68%
South Slave Divisional Education Council	253	74	29%	18	7%	161	64%
Total for Education Councils	825	258	31%	19	2%	548	66%
Tłjcho Community Services Agency - Education	212	110	52%	2	1%	100	47%
Tłjcho Community Services Agency - Health	150	82	55%	1	1%	67	45%
Total for Tłjcho Community Services Agency	362	192	53%	3	1%	167	46%
NTHSSA	1,891	391	21%	120	6%	1,380	73%
Total for NT Health and Social Services Authority	1,891	391	21%	120	6%	1,380	73%
Aurora College	269	78	29%	20	7%	171	64%
Business Development and Investment Corporation	15	1	7%	3	20%	11	73%
Northwest Territories Housing Corporation	111	38	34%	17	15%	56	50%
Total for Agencies	395	117	30%	40	10%	238	60%
Total of Public Service	6,481	1,883	29%	703	11%	3,895	60%

A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

CONTINUED

Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Headquarters/North Slave	3,459	523	15%	601	17%	2,335	68%
Beaufort Delta Region	908	364	40%	11	1%	533	59%
Dehcho Region	412	219	53%	9	2%	184	45%
Sahtu Region	325	116	36%	5	2%	204	63%
South Slave Region	973	438	45%	74	8%	461	47%
Tłı̄cho Region	404	223	55%	3	1%	178	44%
Total	6,481	1,883	29%	703	11%	3,895	60%

B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2023

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Łutselk'e	36	16	44%	0	0%	20	56%
Yellowknife	3,423	507	15%	601	18%	2,315	68%
Headquarters/North Slave Region	3,459	523	15%	601	17%	2,335	68%
Aklavik	54	24	44%	0	0%	30	56%
Fort McPherson	71	37	52%	0	0%	34	48%
Inuvik	614	230	37%	10	2%	374	61%
Paulatuk	27	13	48%	0	0%	14	52%
Sachs Harbour	12	5	42%	0	0%	7	58%
Tsiigehtchic	21	9	43%	0	0%	12	57%
Tuktoyaktuk	65	27	42%	1	2%	37	57%
Ulukhaktok	44	19	43%	0	0%	25	57%
Beaufort Delta Region	908	364	40%	11	1%	533	59%
Fort Liard	56	33	59%	0	0%	23	41%
Fort Providence	62	40	65%	0	0%	22	35%
Fort Simpson	233	115	49%	7	3%	111	48%
Jean Marie River	6	4	67%	0	0%	2	33%
Kakisa	2	0	0%	0	0%	2	100%
Kát'odeeche	28	11	39%	2	7%	15	54%
Nahanni Butte	4	2	50%	0	0%	2	50%
Sambaa K'e	12	8	67%	0	0%	4	33%
Wrigley	9	6	67%	0	0%	3	33%
Dehcho Region	412	219	53%	9	2%	184	45%
Colville Lake	21	12	57%	0	0%	9	43%
Déłıne	43	15	35%	0	0%	28	65%
Fort Good Hope	50	21	42%	1	2%	28	56%
Norman Wells	172	53	31%	4	2%	115	67%
Tulita	39	15	38%	0	0%	24	62%
Sahtu Region	325	116	36%	5	2%	204	63%
Enterprise	15	11	73%	0	0%	4	27%
Fort Resolution	58	37	64%	1	2%	20	34%
Fort Smith	589	273	46%	37	6%	279	47%
Hay River	311	117	38%	36	12%	158	51%
South Slave Region	973	438	45%	74	8%	461	47%
Behchokıı	316	178	56%	2	1%	136	43%
Gamètı	29	16	55%	1	3%	12	41%
Wekweètı	11	6	55%	0	0%	5	45%
Whatı	48	23	48%	0	0%	25	52%
Tıjıçı Region	404	223	55%	3	1%	178	44%
Total GNWT	6,481	1,883	29%	703	11%	3,895	60%

C. EMPLOYEES BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2023

	Total Employees	% of Work Force
Indigenous Aboriginal Female	1,368	21.1%
Indigenous Aboriginal Male	515	7.9%
Women in Senior Management or Non-Traditional Occupations	187	2.9%
Indigenous Non-Aboriginal Female	386	6.0%
Indigenous Non-Aboriginal Male	278	4.3%
Non-Aboriginal Female	2,334	36.0%
Non-Aboriginal Male	1,413	21.8%
Total	6,481	100%

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2023

Department/ Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Education, Culture and Employment	27	8	30%	3	11%	16	59%
Environment and Natural Resources	15	3	20%	6	40%	6	40%
Executive and Indigenous Affairs	16	5	31%	7	44%	4	25%
Finance	28	5	18%	8	29%	15	54%
Health and Social Services	17	2	12%	6	35%	9	53%
Industry, Tourism and Investment	19	6	32%	3	16%	10	53%
Infrastructure	27	8	30%	4	15%	15	56%
Justice	15	3	20%	4	27%	8	53%
Lands	13	1	8%	2	15%	10	77%
Legislative Assembly	4	0	0%	1	25%	3	75%
Municipal and Community Affairs	17	6	35%	4	24%	7	41%
Total for Departments	198	47	24%	48	24%	103	52%
Beaufort Delta Divisional Education Council	3	0	0%	0	0%	3	100%
Commission scolaire francophone, TNO	1	0	0%	0	0%	1	100%
Dehcho Divisional Education Council	2	0	0%	0	0%	2	100%
Sahtu Divisional Education Council	2	0	0%	0	0%	2	100%
South Slave Divisional Education Council	2	0	0%	0	0%	2	100%
Total for Education Councils	10	0	0%	0	0%	10	100%
Tłjcho Community Services Agency - Education	2	1	50%	0	0%	1	50%
Tłjcho Community Services Agency - Health	3	0	0%	0	0%	3	100%
Total for Tłjcho Community Services Agency	5	1	20%	0	0%	4	80%

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

CONTINUED

Department/ Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
NTHSSA	29	2	7%	4	14%	23	79%
Total for NT Health and Social Services Authority	29	2	7%	4	14%	23	79%
Aurora College	9	1	11%	2	22%	6	67%
Business Development Investment Corporation	3	0	0%	0	0%	3	100%
Northwest Territories Housing Corporation	14	4	29%	3	21%	7	50%
Total for Agencies	26	5	19%	5	19%	16	62%
Total of Public Service	268	55	21%	57	21%	156	58%

Region	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Headquarters/ North Slave	207	31	15%	49	24%	127	61%
Beaufort Delta Region	17	7	41%	3	18%	7	41%
Dehcho Region	10	3	30%	2	20%	5	50%
Sahtu Region	11	5	45%	0	0%	6	55%
South Slave Region	18	8	44%	3	17%	7	39%
Tłı̨cho Region	5	1	20%	0	0%	4	80%
Total	268	55	21%	57	21%	156	58%

E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2023

Department/Board/Agency	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Education, Culture and Employment	27	21	78%	6	22%
Environment and Natural Resources	15	5	33%	10	67%
Executive	16	9	56%	7	44%
Finance	28	17	61%	11	39%
Health and Social Services	17	14	82%	3	18%
Industry, Tourism and Investment	19	12	63%	7	37%
Infrastructure	27	7	26%	20	74%
Justice	15	9	60%	6	40%
Lands	13	7	54%	6	46%
Legislative Assembly	4	1	25%	3	75%
Municipal and Community Affairs	17	12	71%	5	29%
Total for Departments	198	114	58%	84	42%
Beaufort Delta Divisional Education Council	3	1	33%	2	67%
Commission scolaire francophone, TNO	1	1	100%	0	0%
Dehcho Divisional Education Council	2	0	0%	2	100%
Sahtu Divisional Education Council	2	2	100%	0	0%
South Slave Divisional Education Council	2	1	50%	1	50%
Total for Education Councils	10	5	50%	5	50%
Tłjcho Community Services Agency - Education	2	2	100%	0	0%
Tłjcho Community Services Agency - Health	3	2	67%	1	33%
Total for Tłjcho Community Services Agency	5	4	80%	1	20%
NTHSSA	29	21	72%	8	28%
Total for NT Health and Social Services Authority	29	21	72%	8	28%
Aurora College	9	6	67%	3	33%
Business Development Investment Corporation	3	1	33%	2	67%
Northwest Territories Housing Corporation	14	7	50%	7	50%
Total for Agencies	26	14	54%	12	46%
Total of Public Service	268	158	59%	110	41%

Region	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Headquarters/North Slave	207	124	60%	83	40%
Beaufort Delta Region	17	8	47%	9	53%
Dehcho Region	10	5	50%	5	50%
Sahtu Region	11	7	64%	4	36%
South Slave Region	18	10	56%	8	44%
Tłjcho Region	5	4	80%	1	20%
Total	268	158	59%	110	41%

F. HUMAN RESOURCE COSTS

2023 FISCAL YEAR (APRIL 1, 2022 - MARCH 31, 2023)

Costs	2022 FY	
Salary	\$635,813,033	69.2%
Total Salary	\$635,813,033	69.2%
Bilingual Bonus/Language Allowance	\$608,121	0.1%
Call-back	\$7,445,299	0.8%
Excluded and Senior Management Bonus	\$2,000,528	0.2%
Miscellaneous*	\$2,205,749	0.2%
Overtime	\$39,701,610	4.3%
Shift Premium	\$2,403,369	0.3%
Standby	\$6,524,541	0.7%
Teachers' Allowance	\$2,527,557	0.3%
Total Wages	\$63,416,774	6.9%
Education Allowance	\$586,704	0.1%
Northern Allowance	\$48,580,218	5.3%
Total General Allowances	\$49,166,922	5.4%
Canada Pension Plan	\$25,095,778	2.7%
Dental	\$6,153,435	0.7%
Disability Insurance	\$9,680,250	1.1%
Employee/Family Assistance Program	\$713,714	0.1%
Employment Insurance	\$8,694,273	0.9%
Maternity/Adoption	\$8,069,562	0.9%
Public Service Health Care Plan	\$7,799,468	0.8%
Public Service Management Insurance Plan	\$2,260,934	0.2%
Superannuation (Pension)	\$62,185,123	6.8%
Workers' Compensation	\$10,438,166	1.1%
Total Pension and Health Care	\$141,090,703	15.4%
Medical Travel Assistance	\$16,433,625	1.8%
Professional Development/Training	\$7,146,411	0.8%
Removals	\$1,180,586	0.1%
Severance Pay	\$4,630,651	0.5%
Total Other Benefits	\$29,391,273	3.2%
Grand Total	\$918,878,705	100.0%

G. STAFFING APPEALS

AT MARCH 31, 2023

	2023
Upheld	6
Denied	57
No Appeal Rights	3
Withdrawal	0
Layoff Article 33	0
NTPC Appeals	4
Total	70

**WSSC Appeals not included*

H. RETIREMENT ELIGIBILITY

AT MARCH 31, 2023

	Eligible to retire with immediate annuity	Eligible to retire within 5 years with immediate annuity	Eligible to retire within 10 years with immediate annuity
Finance and Administration	7.8%	18.7%	31.4%
Natural and Applied Sciences	8.8%	18.3%	31.0%
Health	4.3%	11.3%	21.2%
Education and Culture	6.5%	16.2%	26.0%
Social, Community and Corrections	6.8%	15.9%	28.8%
Trades, Industry and Utilities	11.4%	23.7%	36.6%
Overall	7.1%	16.6%	28.2%

I. STAFFING ACTIONS

AT MARCH 31, 2023

	2023
Hires	978
Internal Mobility	2010
Exits	951

Hires include all staffing actions that result in an employee entering or re-entering the public service.

Internal Mobility includes all Transfers (including Direct Appointments), Transfer Assignments, Promotions and Demotions.

Exits include all staffing actions that result in an employee leaving the public service.

J. EMPLOYEE ACCESSION AND TURNOVER

AT MARCH 31, 2023

Department/Board/Agency	Percentage Accession	Percentage Turnover
Education, Culture and Employment	8.8%	13.2%
Environment and Natural Resources	6.1%	10.4%
Executive and Indigenous Affairs	7.4%	11.2%
Finance	9.8%	12.5%
Health and Social Services	12.3%	46.7%
Industry, Tourism and Investment	7.1%	8.7%
Infrastructure	9.5%	12.6%
Justice	9.9%	11.8%
Lands	8.1%	14.1%
Legislative Assembly	3.5%	8.8%
Municipal and Community Affairs	13.5%	11.8%
Beaufort Delta Divisional Education Council	18.3%	14.0%
Commission scolaire francophone, TNO	16.0%	16.0%
Dehcho Divisional Education Council	28.9%	25.8%
Sahtu Divisional Education Council	35.1%	25.9%
South Slave Divisional Education Council	15.0%	14.6%
Tłıchǫ Community Services Agency - Education	30.3%	20.9%
Tłıchǫ Community Services Agency - Health	25.4%	7.1%
Northwest Territories Health and Social Services Authority	19.8%	15.0%
Aurora College	15.1%	9.8%
Business Development Investment Corporation	15.0%	7.5%
Northwest Territories Housing Corporation	30.5%	25.3%
Overall Average	15.3%	14.9%

Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	13.1%	14.8%
Beaufort Delta Region	21.0%	18.3%
Dehcho Region	16.6%	15.3%
Sahtu Region	16.1%	14.1%
South Slave Region	12.5%	13.0%
Tłıchǫ Region	24.9%	13.3%
Overall Average	15.3%	14.9%

