



# **PUBLIC SERVICE ANNUAL REPORT 2023/2024**

## **RAPPORT ANNUEL 2023-2024 SUR LA FONCTION PUBLIQUE**

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



*If you would like this information in another official language, call us.*

**ENGLISH**

*Si vous voulez ces informations dans une autre langue officielle, contactez-nous.*

**FRENCH**

*kīspin ki nitawihitīn ē nīhīyawihk ōma ācimōwin, tīpwāsīnān.*

**CREE**

*Tijchq yati k'èè. Di wegodi newq dè, gots'ò gonede.*

**TĪJCHQ**

*Qerih't'is Dēne Sūīné yati t'a huts'elkēr xa beyáyati theṛq ṛat'e, nuwe ts'ēn yófti.*

**CHIPEWYAN**

*Eḏi gondi dehghān got'je zhaté k'èè edat'éh enahddhē nide naxets'é edahí.*

**SOUTH SLAVEY**

*K'áhshó got'jne xal ak'é hederi edjhtl'é yeriniwē ní dé dúle.*

**NORTH SLAVEY**

*Jii gwandak izhii ginjik vat'atr'ijqch'uu zhit yinothān jī', diits'āt ginohkhii.*

**GWICH'IN**

*Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqluta.*

**INUVIALUKTUN**

*ᑕᑦᑲᑦ ᑎᑎᑦᑲᑦ ᑲᑦᑲᑦ ᑲᑦᑲᑦ ᑲᑦᑲᑦ ᑲᑦᑲᑦ ᑲᑦᑲᑦ ᑲᑦᑲᑦ ᑲᑦᑲᑦ ᑲᑦᑲᑦ.*

**INUKTITUT**

*Hapkaa titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.*

**INUINNAQTUN**

Department of Finance, Communications Unit: 867-767-9158 ext. 15051

Francophone Affairs Secretariat: 867-767-9343 ext. 71047



October 2024

The Honourable Shane Thompson  
Speaker of the Legislative Assembly

It is my pleasure to present the 2023/2024 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, 2023, 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](http://www.fin.gov.nt.ca)**

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

**[www.gov.nt.ca](http://www.gov.nt.ca)**

**[www.fin.gov.nt.ca](http://www.fin.gov.nt.ca)**

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

**[www.my.hr.gov.nt.ca](http://www.my.hr.gov.nt.ca)**

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# SUMMARY

The Public Service Annual Report for the 2023/24 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 and psychological health and safety culture including the Duty to Accommodate Policy, Harassment Free and Respectful Workplace Policy, the Health, Safety and Wellness Policy, and health and wellness services; and
- Other human resource activities including the release of the Diversity and Inclusion Framework and Action plan, as well as the establishment of the new Health, Safety and Wellness Policy.

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 2023-2024 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, ainsi que 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, de la sécurité et de la santé mentale 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, la politique sur la santé, la sécurité et le mieux-être, et les services de santé et de mieux-être;
- D'autres activités liées aux ressources humaines, notamment la publication du Cadre et plan d'action sur la diversité et l'inclusion, ainsi que la mise en place d'une nouvelle politique sur la santé, la sécurité et le mieux-être.

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 Ténos.

# 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 2023-2024 fiscal year.

In 2023-2024, our territory faced an unprecedented wildfire season with evacuation orders causing many residents to be displaced for weeks at a time. As we leaned on each other for support throughout, I am incredibly proud of the thousands of public servants who persevered through the challenging circumstances with flexibility to maintain service level standards. I am also thankful for those who accepted re-deployment roles to help with the wildfire specific efforts. The 2023-2024 wildfire season stands as a testament to the tenacity of our workforce and its capacity for innovation and responsiveness.

As for our workforce numbers, this year's turnover rate shows a continued decrease for the third consecutive year, in addition to a falling retirement rate after several elevated years. The 2023-2024 retirement rate is almost half of what it was in 2020-2021 – at 12.0%, it's the lowest it has been since 2011-2012, reflecting a more stable and experienced workforce.

In 2023-2024, we focused on action items from the Human Resources Strategic Plan (Strategic Plan), such as the first round of Departmental Human Resources Implementation Plans (Implementation Plans). While the overarching Strategic Plan sets out shared goals and corresponding actions across the GNWT, the Implementation Plans allow departments and agencies to brainstorm, set targets, and track progress made towards the strategic goals. They also allow departments and agencies to tailor their actions and performance measures to the unique needs of their organizations and business objectives. Implementation Plans are reviewed and updated annually, with departments and agencies accountable for reporting on progress made toward meeting targets over the next several years and making adjustments as needed.

Strategic Plan action items that have been completed in the 2023-2024 fiscal year include:

- Continuing to implement the Indigenous Recruitment and Retention Action Plan;
- Releasing the Diversity and Inclusion Framework and Action Plan, the Employee Satisfaction Action Plan, and the Health, Safety and Wellness Policy;
- Incorporating a new Core Competency, Inclusive Leadership, into the GNWT Competency Model; and,
- Launching new training programs and courses for GNWT public servants, namely, the updated Leadership Development Program, the Introduction to Psychological Health and Safety in the Workplace Training course, and the Applied Suicide Intervention Skills Training (ASIST) course.

The GNWT continues to recognize the importance of a public service that reflects and is representative of the people, values, and cultures of the Northwest Territories. While there is still work to do the percentage of Indigenous employees in senior management roles in 2023-24 reached an all-time high at 22.4%.

I would like to wholeheartedly thank all GNWT employees for continuing to provide vital programs and services to all NWT residents. Your commitment and adaptability have not gone unnoticed. As we continue to make strides in diversity and inclusion, learning and development and workplace health, safety and wellness, I look forward to seeing what we accomplish together in the next 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 2023-2024 sur la fonction publique.

En 2023-2024, notre territoire a fait face à une saison des feux de forêt sans précédent, et des ordres d'évacuation ont déplacé de nombreux résidents, et ce, pendant plusieurs semaines à chaque fois. Je suis extrêmement fière des milliers de fonctionnaires qui ont persévéré, fait preuve de flexibilité et réussi à maintenir les normes de service tout au long de cette période difficile, et je suis également reconnaissante du soutien mutuel que nous avons tous démontré, sans oublier les personnes qui ont accepté d'être redéployées pour participer aux efforts de lutte contre les feux de forêt. La saison des feux de forêt de 2023-2024 aura illustré la persévérance, la capacité d'innovation et la réactivité de notre personnel.

En ce qui concerne nos effectifs, le taux de rotation de cette année est en décroissance pour la troisième année consécutive, en plus du taux de retraite qui est, lui aussi, en baisse, après avoir été élevé pendant plusieurs années. Le taux de départ à la retraite de 2023-2024 est quasiment la moitié de ce qu'il était en 2020-2021; à 12,0 %, il est à son plus bas depuis 2011-2012, ce qui reflète une main-d'œuvre plus stable et plus expérimentée.

En 2023-2024, nous nous sommes concentrés sur les mesures du Plan stratégique sur les ressources humaines (plan stratégique), telles que la première série de plans ministériels de mise en œuvre sur les ressources humaines (plans de mise en œuvre). Le plan stratégique global définit des objectifs communs et des actions correspondantes dans l'ensemble du GTNO, tandis que les plans de mise en œuvre permettent aux ministères et aux agences

de réfléchir, de fixer des objectifs et de suivre les progrès accomplis en vue de la réalisation des objectifs stratégiques. Ils donnent également aux ministères et aux organismes l'occasion d'adapter leurs actions et leurs indicateurs de rendement aux besoins particuliers de leur organisation et à leurs objectifs opérationnels. Les plans de mise en œuvre sont examinés et mis à jour chaque année, les ministères et les organismes étant tenus de rendre compte des progrès accomplis dans la réalisation des objectifs au cours des années suivantes et de procéder aux ajustements nécessaires.

Les actions du Plan stratégique mises en œuvre au cours de l'exercice 2023-2024 comprennent notamment :

- la poursuite de la mise en œuvre du Plan d'action de recrutement et de rétention des Autochtones;
- la publication du Cadre et plan d'action sur la diversité et l'inclusion, du Plan d'action sur la satisfaction des employés et de la politique sur la santé, la sécurité et mieux-être;
- l'incorporation d'une nouvelle compétence essentielle au modèle axé sur les compétences du GTNO, soit celle du leadership inclusif;
- le lancement de nouveaux programmes et cours de formation pour les fonctionnaires du GTNO, c'est-à-dire le programme actualisé de développement du leadership, le cours d'introduction à la santé et à la sécurité psychologiques en milieu de travail et le cours de techniques d'intervention en situation de suicide (ASIST).

Le GTNO continue de reconnaître l'importance d'une fonction publique qui reflète et représente la population, les valeurs et les cultures des Territoires du Nord-Ouest. Bien qu'il y ait encore du travail à faire, en 2023-2024, nous avons enregistré un taux record de 22,4 % d'employés autochtones occupant des postes de direction.

Je tiens à remercier sincèrement tous les employés du GTNO qui continuent à fournir des programmes et des services essentiels à tous les résidents des TNO; nous remarquons votre engagement et votre capacité d'adaptation et en sommes reconnaissants. J'ai hâte de voir ce que nous accomplirons ensemble au cours de l'année à venir, surtout en matière de diversité et d'inclusion, d'apprentissage et de développement, ainsi qu'en matière de santé, de sécurité et de bien-être au travail, sphères dans lesquelles nous faisons déjà de bons progrès.

# WHO WE ARE

6,479  
EMPLOYEES  
EMPLOYEES  
EMPLOYEES

33  
COMMUNITIES  
COMMUNITIES  
COMMUNITIES

6  
REGIONS  
REGIONS  
REGIONS  
REGIONS  
REGIONS

11  
OFFICIAL LANGUAGES  
OFFICIAL LANGUAGES  
OFFICIAL LANGUAGES

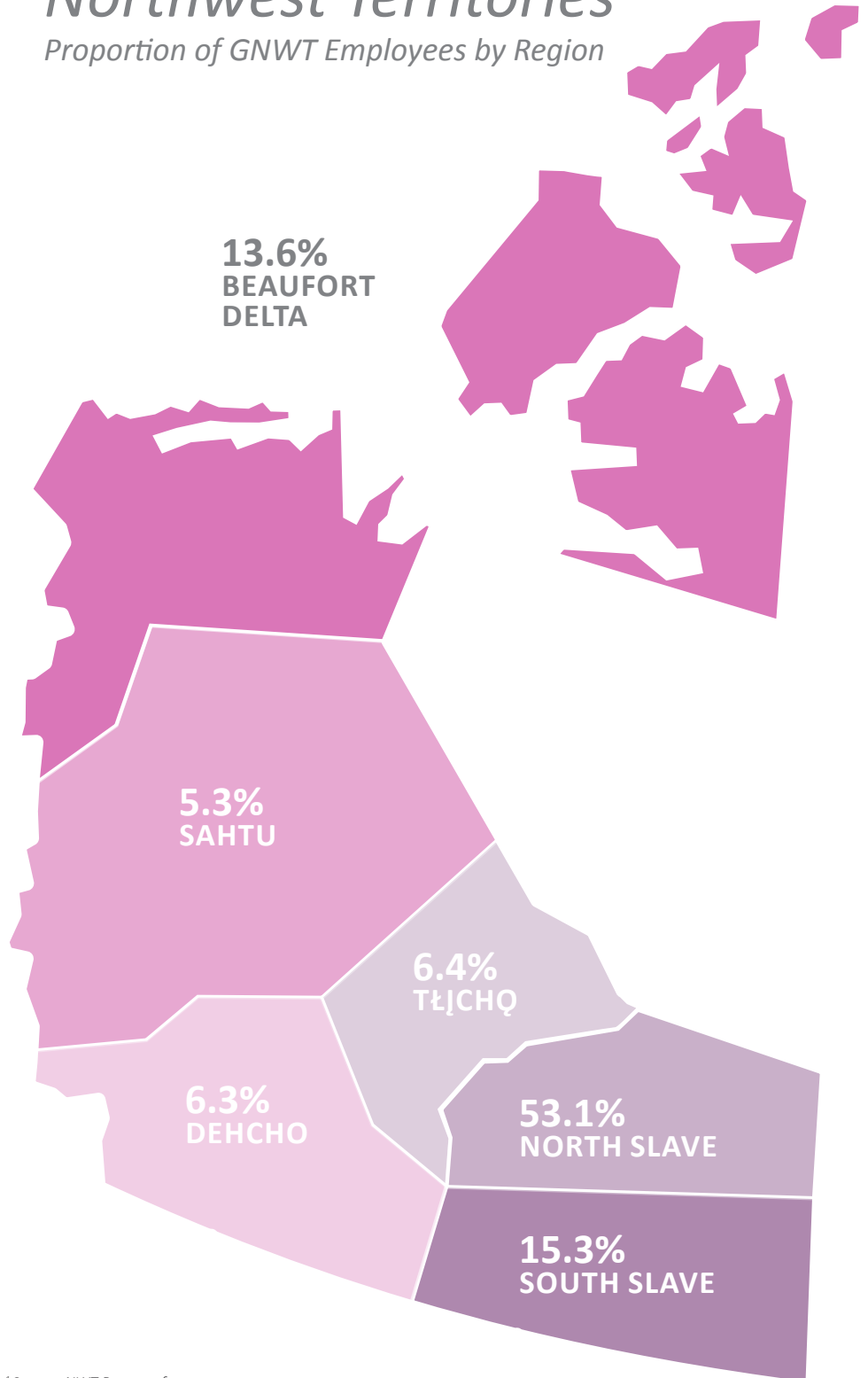
# OUR POPULATION

Employee Count   
 Community Population<sup>1</sup>

BEAUFORT DELTA		
Aklavik	667	51
Fort McPherson	775	65
Inuvik	3,383	594
Paulatuk	358	26
Sachs Harbour	118	14
Tsiigehtchic	192	19
Tuktoyaktuk	1,058	64
Ulukhaktok	471	46
SAHTU		
Colville Lake	154	25
Délı̄ne	666	52
Fort Good Hope	591	49
Norman Wells	763	176
Tulita	530	40
DEHCHO		
Fort Liard	515	57
Fort Providence	736	61
Fort Simpson	1,335	227
Jean Marie River	69	6
Kakisa	45	2
Kát'odeeche	274	31
Nahanni Butte	87	6
Sambaa K'e	108	12
Wrigley	135	8
SOUTH SLAVE		
Enterprise	93	13
Fort Resolution	523	54
Fort Smith	2,530	615
Hay River	3,449	309
TŁJCHQ		
Behchokò	2,034	330
Gamètì	282	27
Wekweètì	122	10
Whatì	621	48
NORTH SLAVE		
Dettah	211	0
Łutselk'e	344	35
Yellowknife	21,362	3,407

## Northwest Territories

Proportion of GNWT Employees by Region



<sup>1</sup>Source: NWT Bureau of Statistics, as at July 1, 2023. Retrieved August 2024.

## A DIVERSE TERRITORY

The Northwest Territories is a vast jurisdiction, covering more than 1.35 million square kilometers. In 2024, the NWT Bureau of Statistics reported the population of the NWT as 44,731. 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: Dene Kǎdǎ, Dēne Sų́níné, Dene Zhaté, Dinjii Zhu' Ginjik, English, Français, Inuinnaqtun, Inuktitut, Inuvialuktun, nēhiyawēwin and Tłı̨chǫ.

## 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 independent 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 was established in November 2023 and is set to dissolve November 2027.

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 2023



March 2024



■ DEPARTMENTS 
 ■ EDUCATION COUNCILS 
 ■ T&I/CHQ 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 2023



March 2024



■ 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) 
 ■ PART TIME (Standard work week under 37.5 hours)

## TYPES OF EMPLOYMENT

March 2023



March 2024



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

## EMPLOYEE OCCUPATIONAL CLASSIFICATION

March 2023



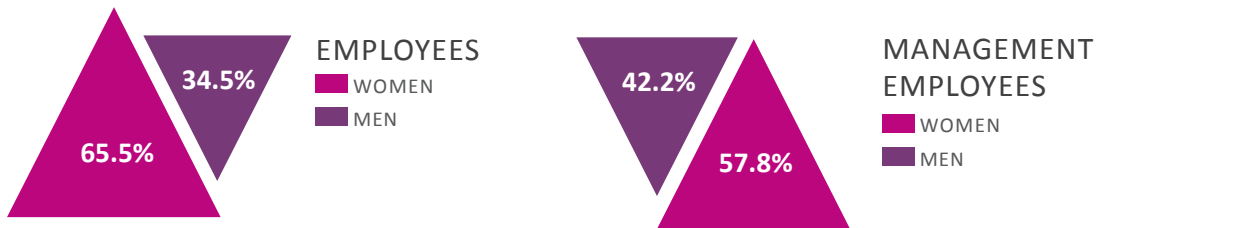
March 2024



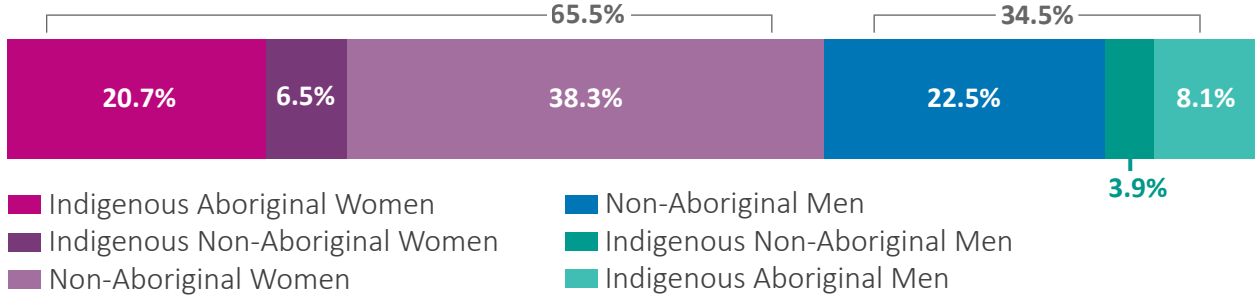
■ FINANCE AND ADMINISTRATION 
 ■ NATURAL AND APPLIED SCIENCES 
 ■ HEALTH 
 ■ EDUCATION AND CULTURE 
 ■ SOCIAL, COMMUNITY AND CORRECTIONS SERVICES 
 ■ TRADES, INDUSTRY AND UTILITIES

# THE NWT PUBLIC SERVICE

## AN NWT PUBLIC SERVANT



### INDIGENOUS REPRESENTATION



# 44.3 yrs

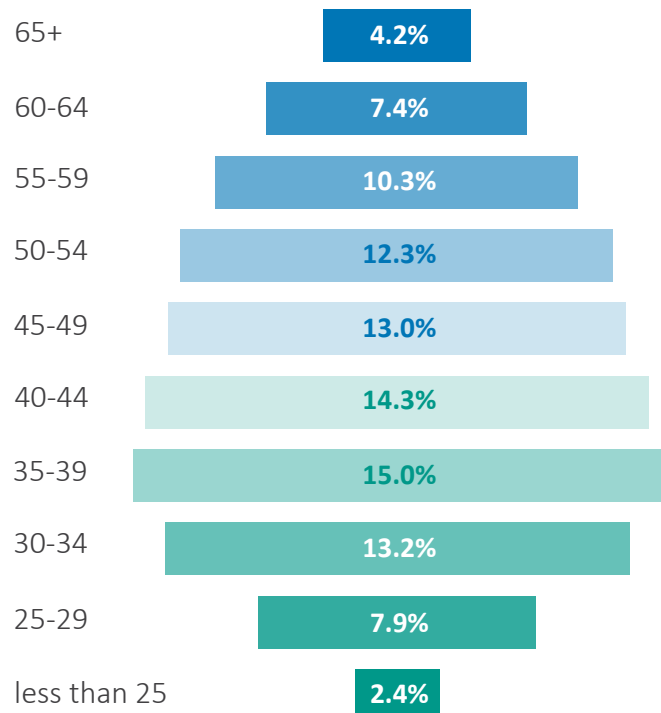
AVERAGE AGE

# 8.2 yrs

AVERAGE LENGTH OF SERVICE

In 2023/24, 183 employees contributed \$102,095 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program.

### AGE DISTRIBUTION OF EMPLOYEES



## 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, 64.7% of active employees (3,870 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, 1,000 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.



**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 2023-2024, 10 new applicants that received employment through ICGP. In total, there were 25 participants within ICGP, 15 of which were carried over from the previous fiscal year. This was the third 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 2023/2024, 62 applications were supported with 59 employees having utilized this program and was the first year that all of the funding for IDTP has been fully utilized since the launch of the program.

**59**



**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. 6 secondments were financially supported in the 2023/2024 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.

**588**

**EMPLOYEES COMPLETED THE WORKING MIND FOR MANAGER/EMPLOYEES PROGRAM**

- The **Working Mind for Managers/ Employees** is training developed by the Canadian Mental Health Commission of Canada offers practical knowledge to increase participants’ overall comfort level with mental illness; reduce stigma and negative attitudes toward people with mental health problems in the workplace; and maintain their own mental health and improve their resilience. Since its launch in April 2019, 228 Managers (30.1%) and 360 Employees (6.9%) have completed this training.
- The **Applied Suicide Intervention Skills Training (ASIST)** is a two-day in-person workshop where participants learn how to recognize when someone may be thinking about suicide, and how to provide a skilled intervention and develop a safety plan with the person to connect them to further support. Since its launch in November 2023 there have been 26 (0.4%) who have completed this training.





SARAH PELIUS PHOTO

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 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.

---

**799**   
**EMPLOYEES COMPLETED  
2SLGBTQQA+ INCLUSIVE  
WORKPLACE AWARENESS TRAINING**

---

GNWT employees are also able to remotely attend the 2SLGBTQQA+ Inclusive Workplace Awareness Training developed and facilitated in partnership with the Northern Mosaic Network. Since its launch in May 2019, 799 employees have completed this training, which helps employees to recognize key terms associated with the 2SLGBTQQA+ community, identify and apply respectful behaviour and support co-workers and clients within the 2SLGBTQQA+ community.

# 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.

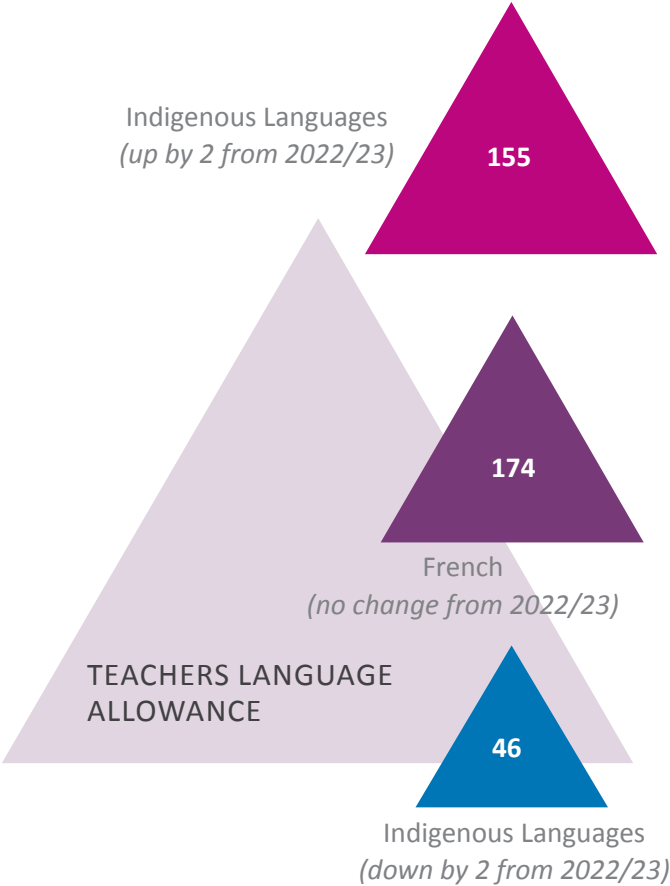
Public servants required to provide services in a language other than English as a part of their job are recognized and compensated for their skill through a bilingual bonus. This bilingual bonus is offered where the ability to speak an additional official language is

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.

# AWARDS AND RECOGNITION



## DEPARTMENTAL RECOGNITION

The Departmental Recognition Programs acknowledges individual employees or teams who demonstrate excellence and innovation in meeting the objectives of a Department or Agency. Award programs such as these can improve morale and help motivate employees to continue the great work being exemplified through their commitment and dedication to their respective Department.

## THE PREMIER'S AWARDS

GNWT employees work hard to deliver programs and services to residents of the Northwest Territories. Every year, the Premier recognizes individual GNWT employees and groups who show excellence, innovation and dedication to their work through the peer-nominated Premier's Awards for Excellence. The Premier's Awards are a chance to shine a light on those who have made a difference and to celebrate the outstanding contributions and achievements of public servants.

There are four categories of Premier's Awards:

- Individual (recognizing the work of individual GNWT employees)
- Teams (recognizing the work of teams of GNWT employees)
- Collaboration (recognizing the work of GNWT employees in collaboration with non-GNWT employees)
- Indigenous Partnerships (recognizing the work of GNWT employees in collaboration with Indigenous governments and organizations)

## LONG SERVICE AWARDS

To recognize the long-term commitment of its employees, the Government of the Northwest Territories (GNWT) honours those who have served long periods of uninterrupted service with the GNWT. Long Service Awards are typically hosted annually by each Department or Agency, with support from Department of Finance.

## SERVICE APPRECIATION

Service appreciation is used to recognize long-term employees who retire from the GNWT in good standing. Service appreciation is recognized by presenting the employee with a retirement certificate, hosting gatherings with colleagues to celebrate and acknowledge the employee's time with the GNWT and by the giving non-cash awards to mark the occasion.

## DAVE RAMSDEN CAREER EXCELLENCE AWARD

The Dave Ramsden Career Excellence Award recognizes the outstanding achievements of individuals who have served 20 years or more in the GNWT public service. The goal of this award is to recognize individuals who have committed their careers to public service.

## KRISTINE MCLEOD EMERGING INDIGENOUS LEADER AWARD

The Kristine McLeod Emerging Indigenous Leader Award recognizes young Indigenous NWT residents who are in the early stages of their career with or who have been recently elected to a leadership position with a community, territorial, federal or Indigenous government. The goal of this award is to recognize Indigenous individuals who personify outstanding leadership qualities and who demonstrate exceptional initiative and commitment to the principles of public service.

In recognition of their outstanding contributions, award recipients receive a grant of \$5,000 to support them as they continue to pursue education, training, or other opportunities that would support their development as a leader.

# THE DIVERSITY AND INCLUSION FRAMEWORK AND ACTION PLAN

Diversity and inclusion are crucial aspects of a strong and stable public service. The Diversity and Inclusion Framework will support our departmental priorities to achieve a culturally safe and inclusive workplace and will support these efforts by helping departments identify and address systemic barriers that impact diverse people from accessing employment and/or training opportunities within the GNWT. As a government, we continue to work towards supporting a diverse and inclusive workforce where diversity is respected and embraced.

CAROLINE WAWZONEK,  
MINISTER OF FINANCE

AS THE NORTHWEST TERRITORIES population becomes increasingly diverse, the GNWT continues to be dedicated to creating a public service that is representative of the people it serves.

## THE DIVERSITY AND INCLUSION FRAMEWORK AND ACTION PLAN

On March 30, 2023, the Department of Finance's Minister Caroline Wawzonek tabled the Diversity and Inclusion Framework and Action Plan (Framework). Spearheaded by Strategic Human Resources' Diversity and Inclusion (D&I) Unit, this Framework looks to support initiatives that help foster a culturally safe and inclusive workplace, representing the diversity found within the GNWT workforce. Ensuring our diversity and inclusion efforts are making valuable impact in helping underrepresented groups to feel welcomed and empowered, we are also supporting them to meet their full potential. To achieve this, the Framework sets out to review current programs, tools, training and resources for opportunities to improve and innovate. On a broader scale, it also seeks to identify and address systemic barriers within internal policies, systems and procedures.

Valuing cultural sensitivity and inclusivity in the workplace, this Framework's momentum is driven by two main goals:

**GOAL 1:** A diverse workforce across all levels, prioritizing leadership positions, to ensure that all northerners lived experiences and perspectives are

included into the work that we do.

**GOAL 2:** An inclusive workplace culture that is respectful, equitable and safe for all employees to feel supported and encouraged to contribute their unique perspectives to the work that we do.

Various external and internal engagements with key stakeholders helped inform the Framework. Local non-profit organizations who advocate for marginalized groups provided meaningful solutions, within the unique context of the NWT. Engagement with internal divisions and units such as Management and Recruitment Services, Employee Development and Workforce Planning, Job Evaluation, Labour Relations and the GNWT Advisory Committee on

Diversity and Inclusion helped to provide a holistic government approach to the Framework's development and recommendations.

Through these consultations as well as scans for nationwide best practices, the following actionable areas have been identified:

- Ensuring the GNWT's **recruitment process** is inclusive and culturally appropriate;
- Ensuring there are equitable opportunities for all employees in **leadership positions and career advancements**;
- Ensure that **diversity trainings** continue to be maintained and implemented; and
- Ensure that effective practices are in place to protect the **health, safety and well-being** of employees and those who interact with the territorial public service.

## GNWT'S DIVERSITY AND INCLUSION EFFORTS

The Diversity and Inclusion (D&I) Unit works with all GNWT departments, boards and agencies to provide direction, advice and coordination for workforce diversity and inclusion initiatives. The Framework, lead by the D&I Unit, looks to streamline all diversity and inclusion efforts into one place while evaluating what can be improvement and development. The D&I Unit's initiatives span from trainings, advisory committees, policies and hiring and funding programs to help create safer spaces where employees feel seen and valued.

Currently, there are multiple training opportunities for GNWT employees to complete that support a safe and

inclusive workplace:

- Living Well Together: Indigenous Cultural Awareness and Sensitivity Training (ICAST)
- Equitable Workplace Cultivating Attitudes of Anti Racism and Allyship
- Mitigating Unconscious Bias in the Workplace training
- 2SLGBTQQIA 101 Inclusive Workplace Awareness Training
- Applied Suicide Intervention Skills Training (ASIST)
- The Working Mind
- Introduction to Psychological Health and Safety in the Workplace

Having D&I training mandatory for frontline Human Resources practitioners is an action item from the Framework. This will help ensure they are providing proper support to managers seeking advice.

Advisory committees found under the D&I Unit's scope are comprised of GNWT employees with unique skills, backgrounds and lived experience to provide strategic advice that impact the GNWT's internal policies and procedures:

- GNWT Advisory Committee on Diversity and Inclusion
- Indigenous Employee's Advisory Committee

More information on the above committees can be found on [page 11](#) under for Building A Diverse And Inclusive Workforce section.

Diversity and inclusion initiatives are integral to the well-being of GNWT employees, as well as the inclusivity in the services provided to Northwest Territories' residents.

The Diversity and Inclusion Framework represents the goal in creating a workplace where everyone can come to work feeling seen, be celebrated and work free of harassment and discrimination. If GNWT employees feel included in their workplace then the service provided to the residents of the NWT will be more inclusive as well. Having people feel supported by a Public Service that values equity and inclusion will lead to culturally safe and responsible care.

AMANDA ST. DENIS, *WORKFORCE DIVERSITY OFFICER*

# 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 2023/24 fiscal year, recruitment efforts resulted in a total of 791 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.

# 17,827

APPLICANTS

# 791

HIRES

### RECRUITING NORTHERNERS TO PUBLIC SERVICE

Regional Recruitment Program Hires



Indigenous Career Gateway Program Hires



Summer Student Employment Program Hires



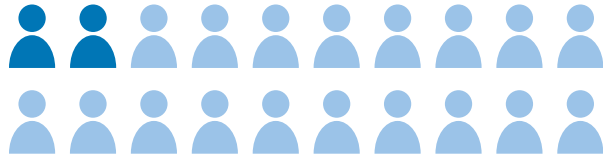
Internship Program Hires



2019/20 2020/21 2021/22 2022/23 2023/24

The Internship Program has been an effective retention tool that enhances the GNWT’s workforce capacity. Since the start of the 2012/13 fiscal year, a total of 333 interns were hired. Of the internships that have ended, 82.3% continued to progress with the GNWT and 59.0% reached indeterminate status. Over this 12-year time frame, 54.8% of former interns remain active with the GNWT today.

## ACCESSION AND TURNOVER



ACCESSION: **12.2%**

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.

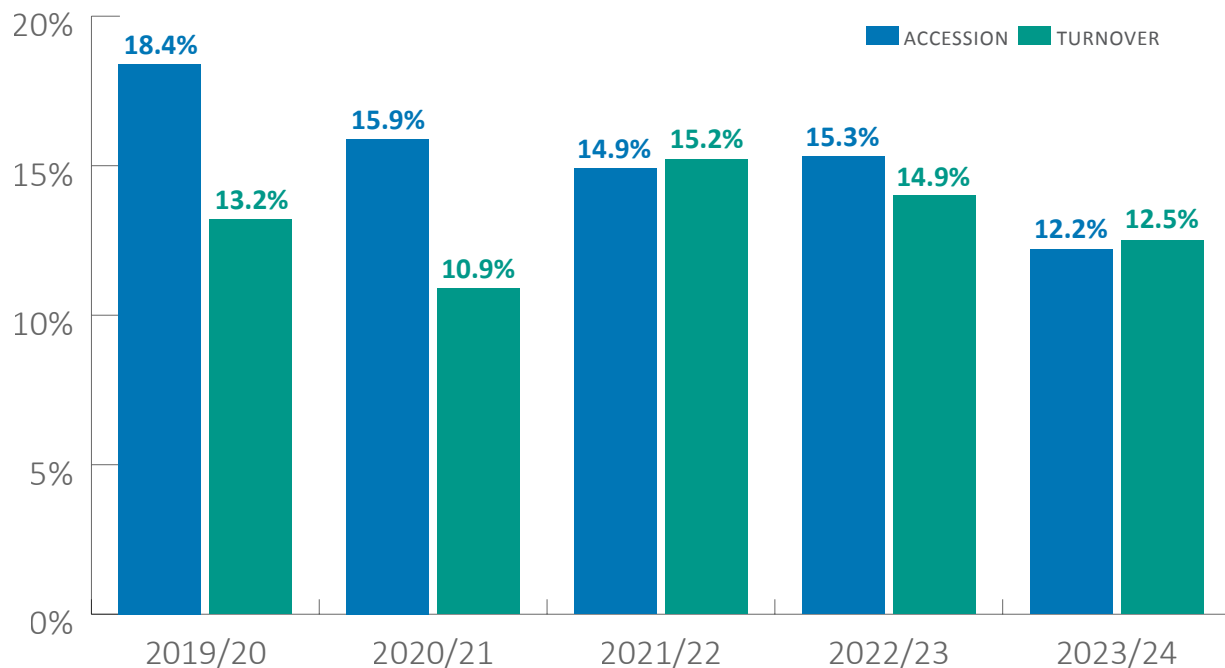


TURNOVER: **12.5%**

# 87.5%

THE GNWT'S EMPLOYEE  
RETENTION RATE

### ACCESSION AND TURNOVER RATES (2019/20 TO 2023/24)

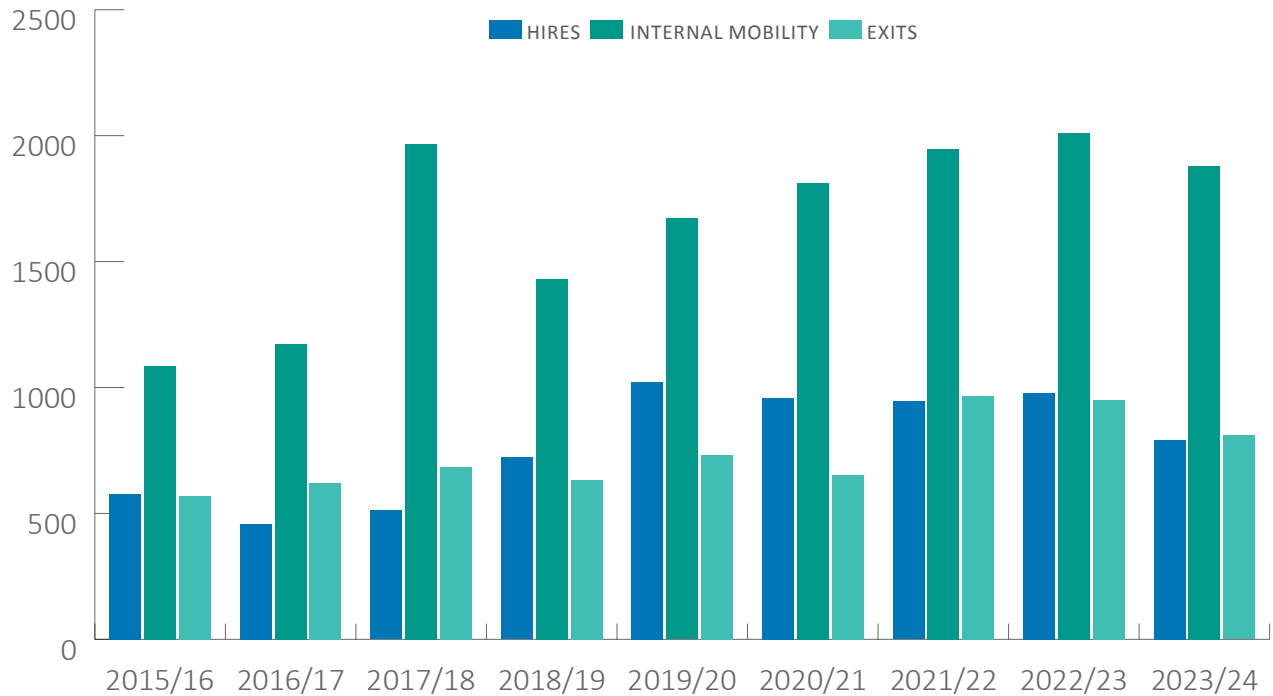


In 2023/24, the accession rate dropped by 3.1 percentage points to 12.2%, while the turnover rate fell by 2.4 percentage points to 12.5%. This reflects a more stable and experienced GNWT workforce, a trend that is illustrated by the rising average years of service observed over the past two years.

Further, the GNWT's turnover rate has decreased for the third consecutive year, driven in part by the falling retirement rate, which has nearly halved since the 2020-21 fiscal year. In fact, this year's retirement rate of 12.0% is the GNWT's lowest since the 2011-12 fiscal year.

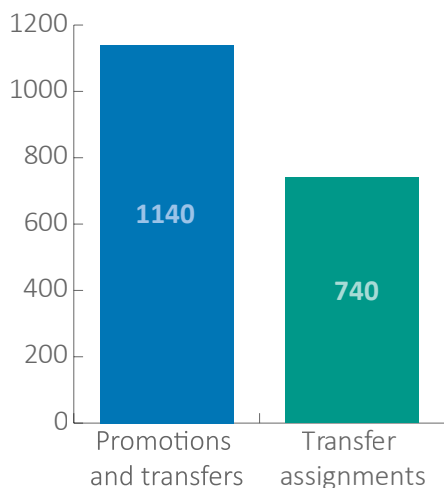
# STAFFING ACTIONS (HIRES, INTERNAL MOBILITY AND EXITS)

STAFFING ACTIONS BY FISCAL YEAR (2016-2024)



*In 2023/24, the GNWT hired 791 employees and 810 employees ended their employment. Hiring and exits were down considerably relative to the previous two fiscal years. In 2023/24, 33.5% of employee exits were due to retirement or the expiration of term employment.*

## INTERNAL MOBILITY

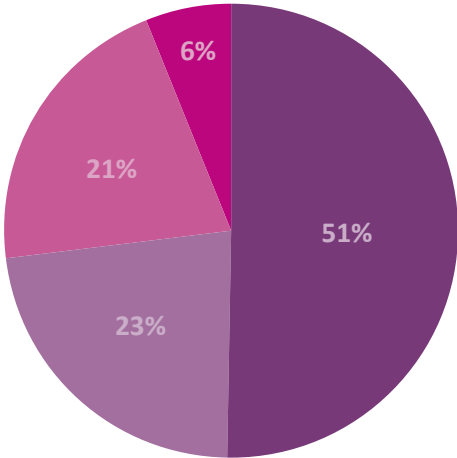


The GNWT is committed to promoting employee growth and development through annual performance reviews, personalized training plans, and dynamic competency-based courses. A key component of this strategy is encouraging internal mobility, which provides employees with opportunities for learning, growth and career advancement. In 2023/24 internal mobility accounted for 54.0% of staffing actions, the highest proportion since 2017/18. This underscores the GNWT’s dedication to professional development, but also highlights the increased use of leveraging internal talent to meet staffing needs.

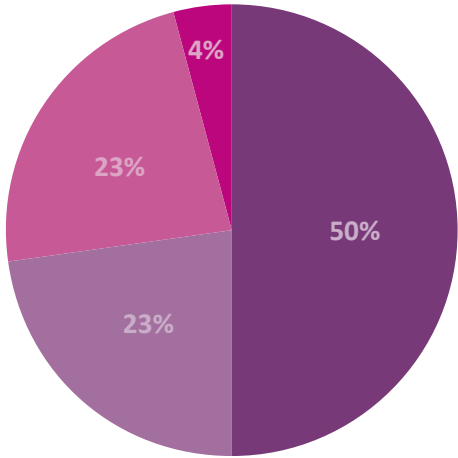


# EXITS BY REASON FOR LEAVING

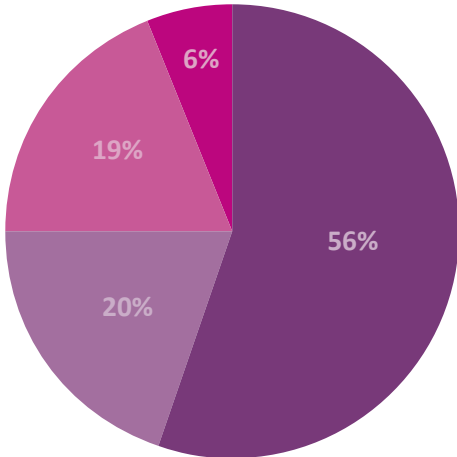
2019/20 FISCAL YEAR TO 2023/24 FISCAL YEAR



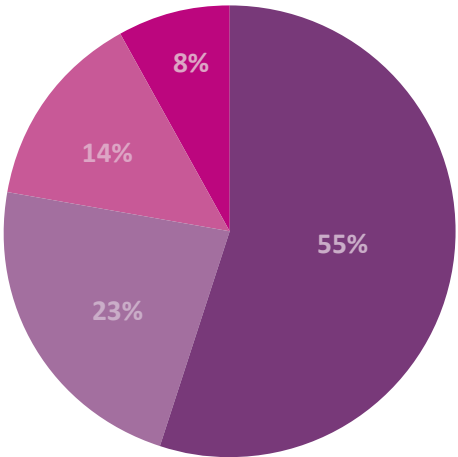
2019/2020



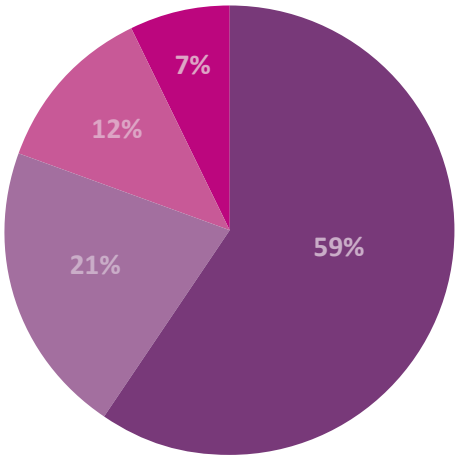
2020/2021



2021/2022



2022/2023



2023/2024

- RESIGNED
- TERM EXPIRED
- RETIRED
- 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.

For the 2023/2024 fiscal year, the GNWT attended 8 in-person career fairs. Aurora College nursing outreach efforts, including in class presentations, as well as outreach events to current northern high school students were attended. We were also able to attend conferences and fairs outside of the NWT, such as the 2023 Canadian Association of Perinatal and Women's Health Nurses (CAPWHN) National Conference in Winnipeg, Manitoba, and the 40th Annual Emergency Medicine for Rural Hospitals (EMRH) conference and the 26th Annual Rural Anesthesia (GPA) conference in Banff, Alberta.

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. The GNWT Careers Facebook page

highlights employment opportunities that may be hard to fill as well as highlights the benefits of working with the GNWT. 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, SAFETY AND WELLNESS POLICY



PSYCHOLOGICAL HEALTH IS INTEGRAL to not only a safe and supportive workplace, but also an effective workforce. It is an important part of supporting the total well-being of employees which impacts the success of an organization.

Recent year's results from the GNWT's annual Employee Engagement and Satisfaction Survey revealed that one of the lowest scoring areas was related to psychological health and safety in the workplace. The 2021 EESS results showed that only 52% of GNWT employees felt they worked in a psychologically healthy workplace.

In 2023/24, the GNWT took action and sought to recognize the importance of psychological health and safety in the workplace with steps made to begin implementing the Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace (Standard). The Standard includes a comprehensive framework designed to guide organizations to achieve an organizational culture that openly promotes mental health. Given the magnitude of this initiative, change is anticipated to happen progressively over time.

One of the first and vital steps towards achieving this Standard is to express the GNWT's commitment to the cause – this is illustrated through the Health, Safety and Wellness Policy. Enacted in November 2023, this new policy replaces its predecessor, the Occupational Health and Safety Policy, giving equal consideration to both physical and psychological hazards within the workplace. Prior to this policy, an official commitment stating that the GNWT is an employer that supports the psychological well-being of its employees did not exist. The Health, Safety and Wellness Policy is monumental in the progression and growth of the GNWT's work culture as it seeks to destigmatize mental health, no longer allowing it to be a potential afterthought.

The new policy applies to not only employees, but to anyone who is present on GNWT workplaces, including contractors, volunteers, clients and members of the public.

The Health, Safety and Wellness Policy supports a holistic approach to employee wellness. Complementary to the Health, Safety and Wellness Policy, there is a suite of programs and initiatives

The Health, Safety & Wellness policy emphasizes the commitment from the GNWT to start working on implementation of the National Standard of Psychological Health and Safety in the Workplace. The policy is another giant stride towards promoting and supporting employee mental health and well-being within the public service.

ALISON DAVIS  
*HEALTH AND WELLNESS PROGRAMS SPECIALIST*



that address psychological health and safety in the workplace. This includes the GNWT's 2022-2025 Human Resource Strategic Plan which is built on four main goals, one of which is Health, Safety and Wellness. The new policy directly addresses this goal and is helping move forward important initiatives designed with a whole of government approach.

Employee development is vital in developing an understanding of a psychologically safe and healthy workplace. New and existing learning and development course offerings to support employees in their psychological health journey:

**Introduction to Psychological Health and Safety in the Workplace:** A self-paced training designed to help increase our understanding of mental health in the workplace so we can all begin to contribute to a psychologically healthy and safe workplace.

**The Working Mind:** instructor led course developed by the Canadian Mental Health Commission of Canada that promotes mental health, increase general comfort level and resiliency, and seeks to reduce the stigma around mental illness in the workplace.

Confidential wellness services such as TELUS Health and the Employee and Family Assistance Program (EFAP) are accessible to all GNWT employees and immediate family members. More detailed information on these services can be found on pages 34 and 35 of this report.

By covering the occupational and psychological safety of our employees and guests in the workplace, this new policy reflects the GNWT's commitment to implementing the national standard. Broadening our efforts to include psychological health allows for the GNWT to better understand the psychological risks of our work environments, and how they impact employee mental health.

CAROLINE WAWZONEK,  
*MINISTER OF FINANCE*



## APPEALS

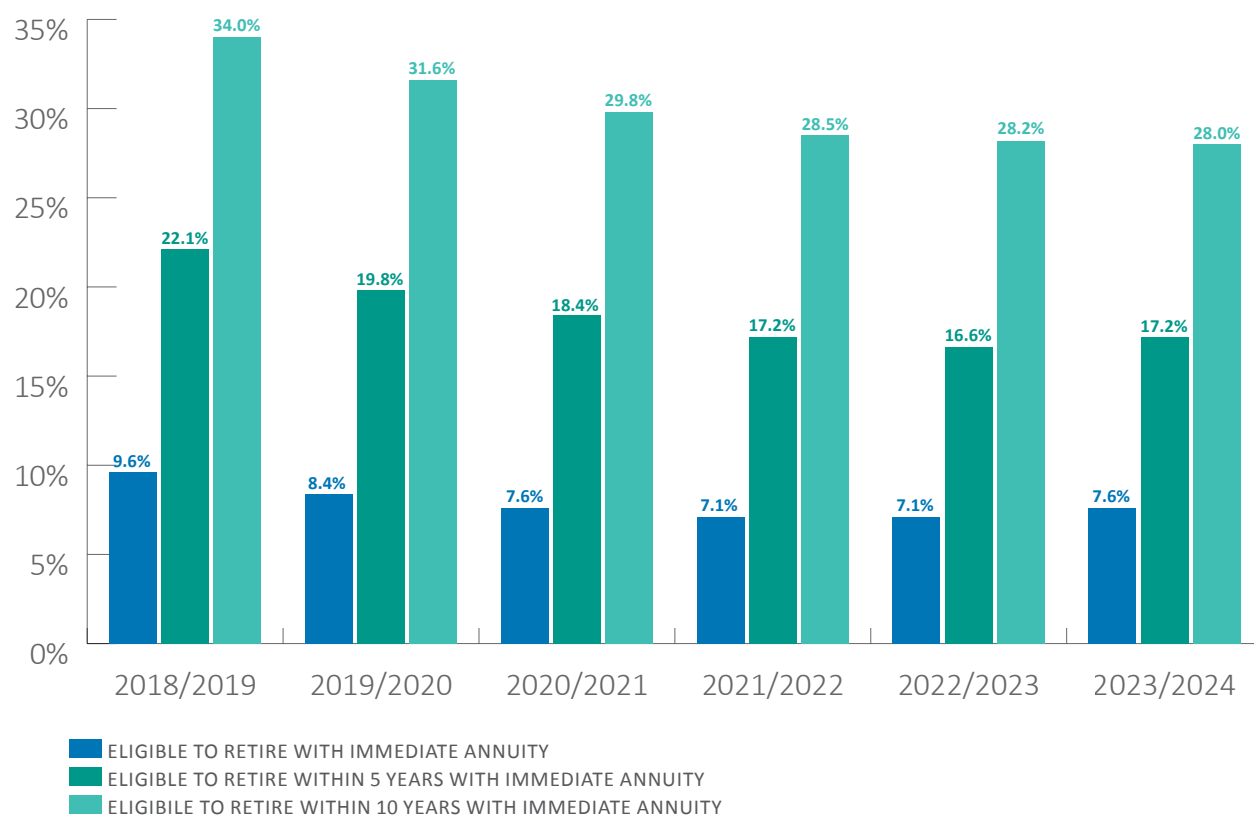
The GNWT's staffing appeal process allows unsuccessful candidates an opportunity to appeal a staffing decision if they feel that a procedural error was made during the hiring process.

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.

## 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 four years despite a declining retirement rate. This suggests that the GNWT's workforce is working longer prior to retiring.

### RETIREMENT ELIGIBILITY OVER THE NEXT TEN YEARS



## LABOUR RELATIONS AND COLLECTIVE BARGAINING

Most GNWT employees are union members, with UNW members accounting for 77.9% and NWTTA 8.1% of the GNWT's workforce. Excluded employees accounted for 10.0% of the Public Service, while senior management and deputy ministers made up 4.0%.

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 has a three-year term, effective August 1, 2023, to July 31, 2026.

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 expired March 31, 2023, terms and conditions continue to apply.

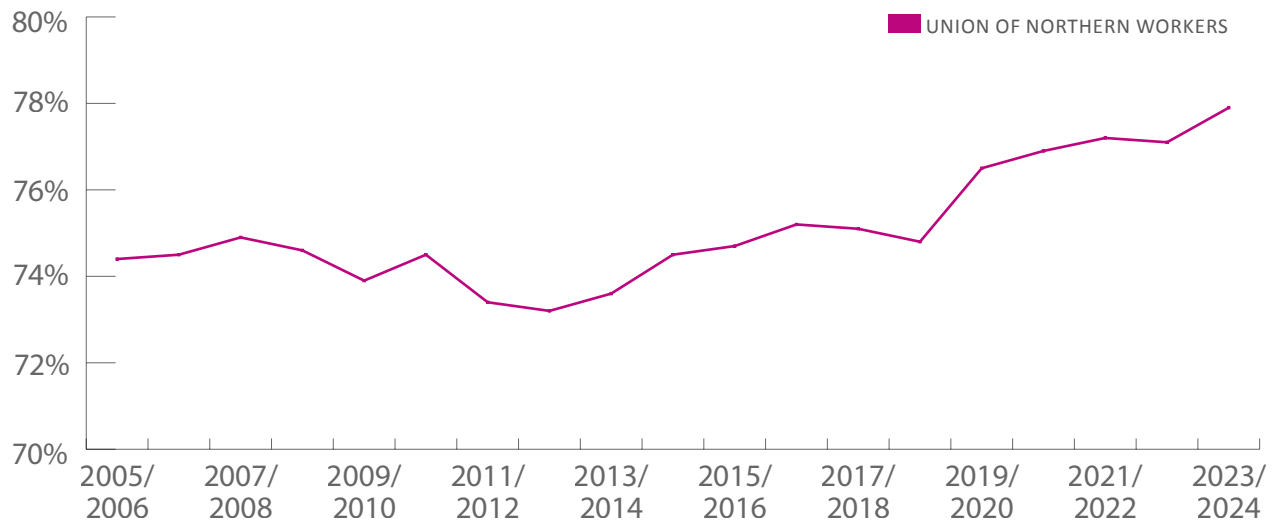
The bulk of the GNWT's growth over the past 5-years is attributable to UNW members, who have increased their share of the workforce by 3.1 points since 2018-19. This is the only group to increase its workforce share over this timeframe.

All NWT teachers are members of the Northwest Territories Teacher's Association (NWTTA). The current Collective Agreement between the NWTTA and the

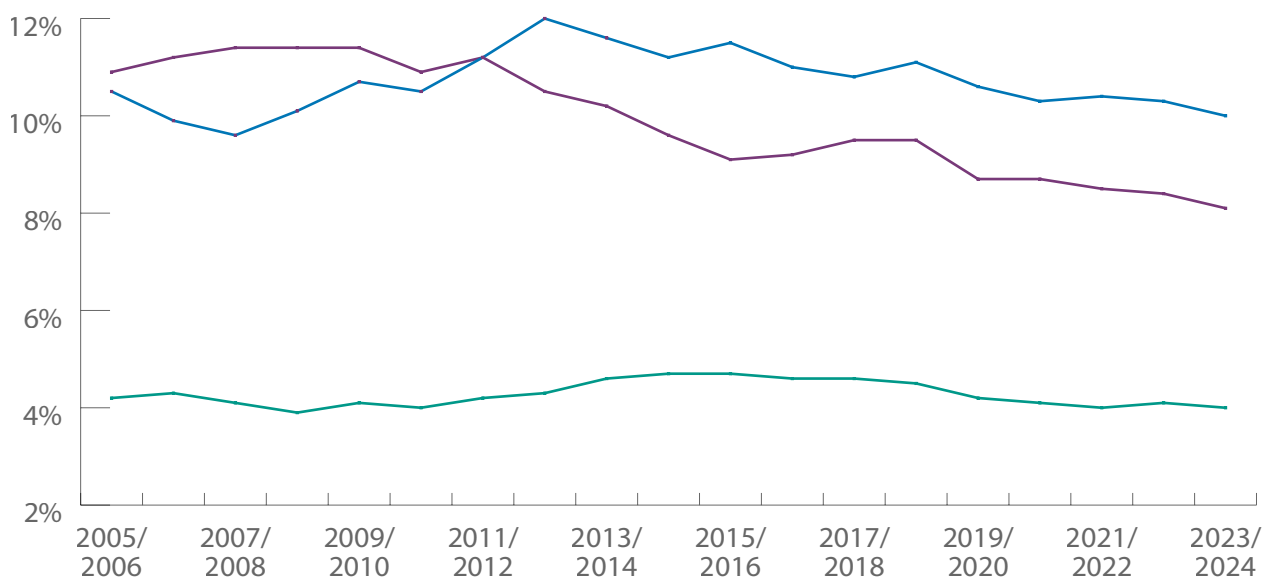
Minister Responsible for the Public Service has a three-year term, effective August 1, 2023 to July 31, 2026.

The Union of Northern Workers (UNW) is the union that represents the majority of the Public Service, except teachers. The Collective Agreement in principle (awaiting ratification) between the UNW and the Minister Responsible for the Public Service is a three-year term, effective April 1, 2023 to March 31, 2026.

## GNWT WORKFORCE



## GNWT WORKFORCE



- EXCLUDED EMPLOYEES
- NORTHWEST TERRITORIES TERRITORIAL TEACHERS ASSOCIATION
- SENIOR MANAGERS & DEPUTY MINISTERS

## 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



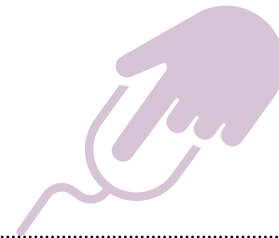
### Learning through People

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. Effective May 2023, the GNWT moved its learning and development training platform onto the Enterprise Learning

Management (ELM) system in SAM/HRIS (PeopleSoft). This transition allows for learning and development training opportunities to now be connected to active employee records found within our central PeopleSoft system.

In the 2024/24 fiscal year, the GNWT's internal learning and development program underwent a large transition period due to the change in platforms from MyHR to ELM. Course histories continue to be transferred in batches to the new platform. Throughout this transition period, courses and trainings continued to be offered in mainly three methods: in-person instructor-led training, online instructor-led training, and online self-study modules. As the GNWT continues to house its learning and development offerings on ELM, support and adjustments will occur as needed to attain the best possible user experience.



### Top 5 Online Courses for Employees in 2023/24:

1. Information Security Awareness Training
2. Indigenous Cultural Awareness and Sensitivity Training - Living Well Together
3. Diversity and Inclusion in the Workplace
4. Workplace Safety Awareness
5. Access to Information and Protection of Privacy General Awareness

### Top 5 Online Courses for Managers in 2023/24:

1. Supervisor Safety Training
2. Coaching Fundamentals
3. Labour Relations Training for Managers and Supervisors
4. Introduction to ELM for Managers
5. Modernized Code of Conduct 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 (Model) is designed to define and guide employees on how they can be successful in their roles.

The Model was updated in 2023/24 to include a seventh core competency, Inclusive Leadership. The Inclusive Leadership competency was created to further the efforts of the GNWT to have a public service that values and demonstrates inclusive collaboration and cultural intelligence.

The updated Model is displayed in a graphic below. The cluster names, Leadership Excellence and Management Excellence, are located in the outermost circle, followed

by the names of the related competencies. In the next ring, are bullets that provide an illustration of what each of the competencies represent. The innermost circle depicts the Inclusive Leadership competency, central to the work of the GNWT public service, and its associated bullets.

## 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.

In 2023/24, the GNWT began discussions with a northern provider to offer an updated Leadership Development Program starting in the Fall of 2024. The proposed updates include incorporating the seven core competencies from the GNWT Competency Model and ensuring the program is relevant for a Northern audience. Similar to previous deliveries, the updated program will offer different levels geared toward employees with different leadership development needs.



### Seven core competencies of the GNWT Competency Model:

Action Management, Authentic Leadership, Engaging Others, People Management, Sustainable Management, Systems Thinking, and Inclusive Leadership.

# 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.

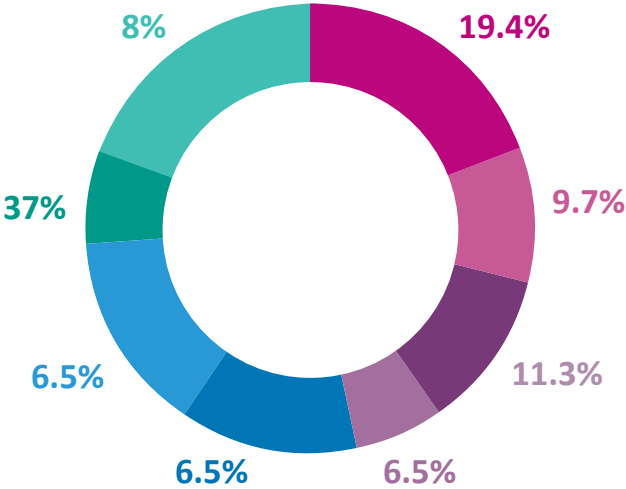
First, the program is now called the Indigenous Development and Training Program (IDTP). This helps to avoid any perception that the program is only intended for managers or employees seeking training for management positions.

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 2023-2024, 62 applications were supported with 59 public servants having 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.

In 2023-2024 all of the program funding was utilized and it was the first year that funding was fully utilized since the launch of the program.



- Certificate Program
- Undergraduate Degree
- Masters Degree
- Attend Conferences
- Banff Centre Certificate Program
- Northern Leadership Development Program
- Indigenous Language Training (MAP + CILLLDI)
- Other: Courses, other training, 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...

## 2SLGBTQQA+ 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 2SLGBTQQA+ community.

The training includes information and advice on:

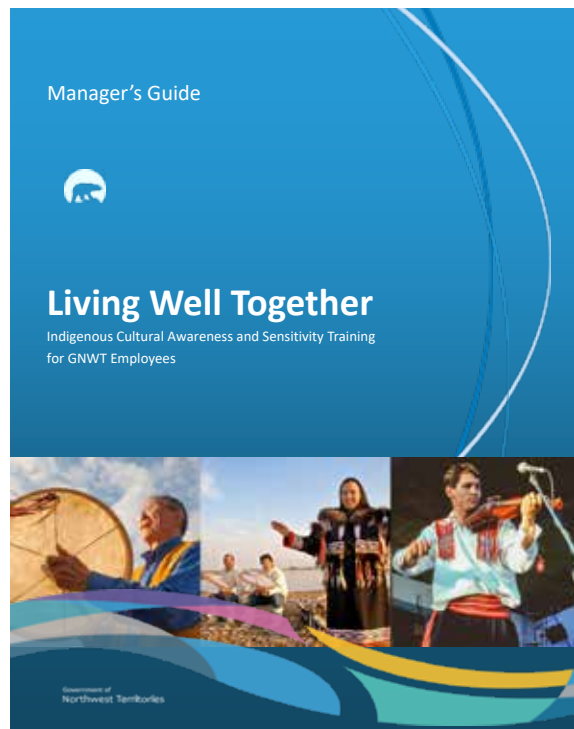
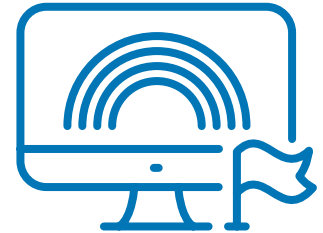
- gaining a basic understanding of the key terms – words and acronyms – central to the 2SLGBTQQA+ community as the proper usage of such terms is an important part of developing and maintaining an inclusive workplace;
- identifying barriers and unique challenges that 2SLGBTQQA+ employees face either in 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.*

Currently the GNWT is updating the *Harassment Free and Respectful Workplace Policy* to reflect the current case law and an emphasis on early conflict resolution and workplace restoration. This revised policy will reflect an increased emphasis on early conflict resolution mechanisms, alternate dispute resolution and workplace restoration. The updated policy will also

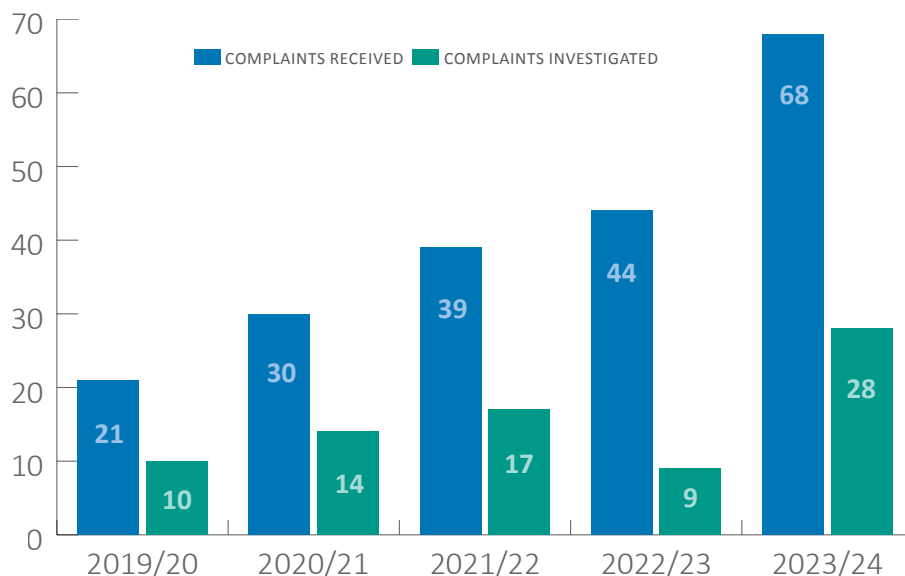
highlight education and tools for employees, managers, and Human Resource practitioners to assist them with conflict management and mitigation. With these changes to the policy, we expect to see an increase in the use of early, informal resolution strategies.

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.

### HARASSMENT FREE RESPECTFUL WORKPLACE POLICY COMPLAINTS



## 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. OHS policies apply 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.

The GNWT has updated 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"). The *Occupational Health and Safety Policy* has been updated to the *Health, Safety, and Wellness Policy* which 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 2023/24, 114 employees completed Supervisor Safety Training and 558 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: creation of a policy around domestic violence in the workplace, and enact a new corporate Health, Safety and Wellness Policy that allows the GNWT to give equal consideration to both physical and psychological hazards by creating training and resources that supports employees.

## 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.

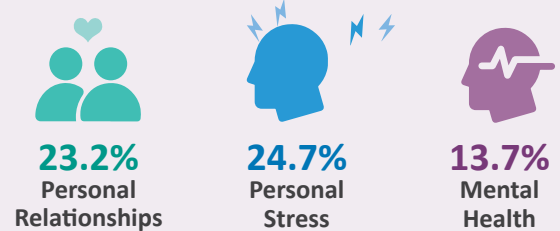
## EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

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 TELUS Health 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 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.

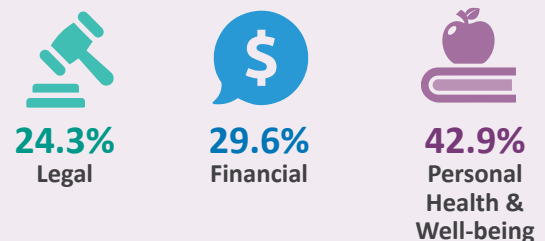
### Top three employee EFAP “Emerging Issues”<sup>1</sup>:



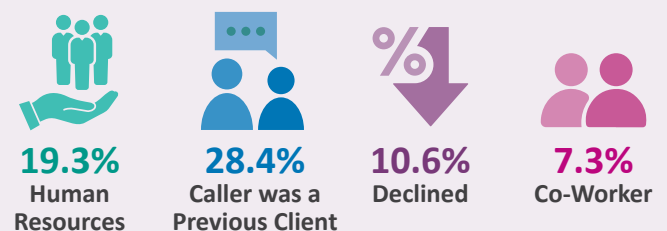
### Top three employee EFAP counselling requests:



### Top three employee EFAP Work Life services requests:



### Top four sources of information for EFAP:



<sup>1</sup> TELUS Health provides the GNWT with aggregate data on the number of employees accessing EFAP services to ensure confidentiality.

## WELLNESS TRAINING

- A total of 597 employees attended 12 wellness training sessions offered throughout 2023/24, by the GNWT's EFAP service provider, LifeWorks.
- 5 employees attended 8 EFAP-101 orientation sessions offered throughout 2023/2024. Employee sessions and manager sessions are facilitated by a TELUS Health 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 74 participants attended The Working Mind training in 2023/24.
- 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 2023/2024 fiscal year, the LifeSpeak platform was accessed 2,343 times through videos, podcasts, Ask the Expert Archives, Transcripts, Tip Sheets, Blog articles, and Engage Campaigns equalling 210 hours of education delivered.

## TELUS HEALTH CBT

Launched in May 2020, TELUS Health CBT 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. TELUS Health CBT is available for employees and their dependents over the age of 16.

In the 2023/24 fiscal year, GNWT's TELUS Health CBT program saw 187 users.

The TELUS Health CBT 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; Trauma Support; Social Anxiety; Adjustment to Change; Early Intervention for Alcohol or Other Substance Use; Goal Management Training™ (GMT); and Family Support for Alcohol or Other Substance Use.



***The TELUS Health app is free to download on both Apple and Android smartphones and tablets.***

## TELUS HEALTH CBT 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



93%

said their therapist is helping them work towards their goals in the program

85%

learned a new skill

98%

would recommend this program to others

96%

said **Telus Health CBT** is helping them to progress toward their goals





# APPENDICES

The 2023/24 Public Service Annual Report was drafted using the following data.

## A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2024

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	283	77	27.2%	44	15.5%	162	57.2%
Environment and Climate Change	437	165	37.8%	56	12.8%	216	49.4%
Executive and Indigenous Affairs	131	56	42.7%	28	21.4%	47	35.9%
Finance	489	142	29.0%	97	19.8%	250	51.1%
Health and Social Services	226	38	16.8%	54	23.9%	134	59.3%
Industry, Tourism and Investment	183	54	29.5%	24	13.1%	105	57.4%
Infrastructure	535	192	35.9%	63	11.8%	280	52.3%
Justice	557	143	25.7%	81	14.5%	333	59.8%
Legislative Assembly	50	20	40.0%	13	26.0%	17	34.0%
Municipal and Community Affairs	123	27	22.0%	24	19.5%	72	58.5%
<b>Total for Departments</b>	<b>3,014</b>	<b>914</b>	<b>30.3%</b>	<b>484</b>	<b>16.1%</b>	<b>1,616</b>	<b>53.6%</b>
Beaufort Delta Divisional Education Council	289	93	32.2%	1	0.3%	195	67.5%
Commission scolaire francophone, TNO	49	0	0.0%	0	0.0%	49	100.0%
Dehcho Divisional Education Council	101	49	48.5%	0	0.0%	52	51.5%
Sahtu Divisional Education Council	127	42	33.1%	0	0.0%	85	66.9%
South Slave Divisional Education Council	254	73	28.7%	17	6.7%	164	64.6%
<b>Total for Education Councils</b>	<b>820</b>	<b>257</b>	<b>31.3%</b>	<b>18</b>	<b>2.2%</b>	<b>545</b>	<b>66.5%</b>
Tłjcho Community Services Agency - Education	213	109	51.2%	2	0.9%	102	47.9%
Tłjcho Community Services Agency - Health	160	82	51.3%	2	1.3%	76	47.5%
<b>Total for Tłjcho Community Services Agency</b>	<b>373</b>	<b>191</b>	<b>51.2%</b>	<b>4</b>	<b>1.1%</b>	<b>178</b>	<b>47.7%</b>
NTHSSA	1,870	379	20.3%	124	6.6%	1,367	73.1%
Aurora College	274	81	29.6%	20	7.3%	173	63.1%
Prosper NWT	13	1	7.7%	3	23.1%	9	69.2%
Housing NWT	115	38	33.0%	21	18.3%	56	48.7%
<b>Total for Agencies</b>	<b>2,272</b>	<b>499</b>	<b>22.0%</b>	<b>168</b>	<b>7.4%</b>	<b>1,605</b>	<b>70.6%</b>
<b>Total of Public Service</b>	<b>6,479</b>	<b>1,861</b>	<b>28.7%</b>	<b>674</b>	<b>10.4%</b>	<b>3,944</b>	<b>60.9%</b>

## 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	3,442	519	15.1%	575	16.7%	2,348	68.2%
Beaufort Delta Region	879	351	39.9%	12	1.4%	516	58.7%
Dehcho Region	410	220	53.7%	8	2.0%	182	44.4%
Sahtu Region	342	120	35.1%	4	1.2%	218	63.7%
South Slave Region	991	428	43.2%	71	7.2%	492	49.6%
Tłı̄cho Region	415	223	53.7%	4	1.0%	188	45.3%
<b>Total</b>	<b>6,479</b>	<b>1,861</b>	<b>28.7%</b>	<b>674</b>	<b>10.4%</b>	<b>3,944</b>	<b>60.9%</b>

## B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2024

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Łutselk'e	35	16	45.7%	0	0.0%	19	54.3%
Yellowknife	3,407	503	14.8%	575	16.9%	2,329	68.4%
<b>Headquarters/North Slave Region</b>	<b>3,442</b>	<b>519</b>	<b>15.1%</b>	<b>575</b>	<b>16.7%</b>	<b>2,348</b>	<b>68.2%</b>
Aklavik	51	24	47.1%	0	0.0%	27	52.9%
Fort McPherson	65	33	50.8%	0	0.0%	32	49.2%
Inuvik	594	222	37.4%	11	1.9%	361	60.8%
Paulatuk	26	13	50.0%	0	0.0%	13	50.0%
Sachs Harbour	14	6	42.9%	0	0.0%	8	57.1%
Tsiigehtchic	19	8	42.1%	0	0.0%	11	57.9%
Tuktoyaktuk	64	26	40.6%	1	1.6%	37	57.8%
Ulukhaktok	46	19	41.3%	0	0.0%	27	58.7%
<b>Beaufort Delta Region</b>	<b>879</b>	<b>351</b>	<b>39.9%</b>	<b>12</b>	<b>1.4%</b>	<b>516</b>	<b>58.7%</b>
Fort Liard	57	33	57.9%	0	0.0%	24	42.1%
Fort Providence	61	42	68.9%	0	0.0%	19	31.1%
Fort Simpson	227	111	48.9%	6	2.6%	110	48.5%
Jean Marie River	6	4	66.7%	0	0.0%	2	33.3%
Kakisa	2	0	0.0%	0	0.0%	2	100.0%
Kátł'odeeche	31	13	41.9%	2	6.5%	16	51.6%
Nahanni Butte	6	4	66.7%	0	0.0%	2	33.3%
Sambaa K'e	12	8	66.7%	0	0.0%	4	33.3%
Wrigley	8	5	62.5%	0	0.0%	3	37.5%
<b>Dehcho Region</b>	<b>410</b>	<b>220</b>	<b>53.7%</b>	<b>8</b>	<b>2.0%</b>	<b>182</b>	<b>44.4%</b>
Colville Lake	25	14	56.0%	0	0.0%	11	44.0%
Déłıne	52	17	32.7%	2	3.8%	33	63.5%
Fort Good Hope	49	21	42.9%	0	0.0%	28	57.1%
Norman Wells	176	52	29.5%	2	1.1%	122	69.3%
Tulita	40	16	40.0%	0	0.0%	24	60.0%
<b>Sahtu Region</b>	<b>342</b>	<b>120</b>	<b>35.1%</b>	<b>4</b>	<b>1.2%</b>	<b>218</b>	<b>63.7%</b>
Enterprise	13	10	76.9%	0	0.0%	3	23.1%
Fort Resolution	54	36	66.7%	1	1.9%	17	31.5%
Fort Smith	615	272	44.2%	37	6.0%	306	49.8%
Hay River	309	110	35.6%	33	10.7%	166	53.7%
<b>South Slave Region</b>	<b>991</b>	<b>428</b>	<b>43.2%</b>	<b>71</b>	<b>7.2%</b>	<b>492</b>	<b>49.6%</b>
Behchokǫ	330	180	54.5%	3	0.9%	147	44.5%
Gamètì	27	14	51.9%	1	3.7%	12	44.4%
Wekweètì	10	6	60.0%	0	0.0%	4	40.0%
Whatì	48	23	47.9%	0	0.0%	25	52.1%
<b>Tłı̄chǫ Region</b>	<b>415</b>	<b>223</b>	<b>53.7%</b>	<b>4</b>	<b>1.0%</b>	<b>188</b>	<b>45.3%</b>
<b>Total GNWT</b>	<b>6,479</b>	<b>1,861</b>	<b>28.7%</b>	<b>674</b>	<b>10.4%</b>	<b>3,944</b>	<b>60.9%</b>

## C. EMPLOYEES BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2024

	Total Employees	% of Work Force
Indigenous Aboriginal Female	1,339	20.7%
Indigenous Aboriginal Male	522	8.1%
Women in Senior Management or Non-Traditional Occupations	379	5.9%
Indigenous Non-Aboriginal Female	193	3.0%
Indigenous Non-Aboriginal Male	254	3.9%
Non-Aboriginal Female	2,332	36.0%
Non-Aboriginal Male	1,460	22.5%
<b>Total</b>	<b>6,479</b>	<b>100%</b>

## D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2024

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	20	4	20.0%	3	15.0%	13	65.0%
Environment and Climate Change	27	6	22.2%	6	22.2%	15	55.6%
Executive and Indigenous Affairs	18	7	38.9%	5	27.8%	6	33.3%
Finance	28	6	21.4%	5	17.9%	17	60.7%
Health and Social Services	19	3	15.8%	5	26.3%	11	57.9%
Industry, Tourism and Investment	16	5	31.3%	3	18.8%	8	50.0%
Infrastructure	25	7	28.0%	3	12.0%	15	60.0%
Justice	14	2	14.3%	5	35.7%	7	50.0%
Legislative Assembly	3	1	33.3%	1	33.3%	1	33.3%
Municipal and Community Affairs	15	5	33.3%	5	33.3%	5	33.3%
<b>Total for Departments</b>	<b>185</b>	<b>46</b>	<b>24.9%</b>	<b>41</b>	<b>22.2%</b>	<b>98</b>	<b>53.0%</b>
Beaufort Delta Divisional Education Council	3	0	0.0%	0	0.0%	3	100.0%
Commission scolaire francophone, TNO	1	0	0.0%	0	0.0%	1	100.0%
Dehcho Divisional Education Council	2	0	0.0%	0	0.0%	2	100.0%
Sahtu Divisional Education Council	1	0	0.0%	0	0.0%	1	100.0%
South Slave Divisional Education Council	2	0	0.0%	0	0.0%	2	100.0%
<b>Total for Education Councils</b>	<b>9</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>9</b>	<b>100.0%</b>
Tłjcho Community Services Agency - Education	2	1	50.0%	0	0.0%	1	50.0%
Tłjcho Community Services Agency - Health	3	0	0.0%	0	0.0%	3	100.0%
<b>Total for Tłjcho Community Services Agency</b>	<b>5</b>	<b>1</b>	<b>20.0%</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>80.0%</b>
NTHSSA	33	4	12.1%	4	12.1%	25	75.8%

## 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
Aurora College	10	2	20.0%	2	20.0%	6	60.0%
Prosper NWT	2	0	0.0%	0	0.0%	2	100.0%
Housing NWT	15	4	26.7%	4	26.7%	7	46.7%
<b>Total for Agencies</b>	<b>60</b>	<b>10</b>	<b>16.7%</b>	<b>10</b>	<b>16.7%</b>	<b>40</b>	<b>66.7%</b>
<b>Total of Public Service</b>	<b>259</b>	<b>57</b>	<b>22.0%</b>	<b>51</b>	<b>19.7%</b>	<b>151</b>	<b>58.3%</b>

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	200	33	16.5%	44	22.0%	123	61.5%
Beaufort Delta Region	19	8	42.1%	4	21.1%	7	36.8%
Dehcho Region	10	5	50.0%	1	10.0%	4	40.0%
Sahtu Region	8	4	50.0%	0	0.0%	4	50.0%
South Slave Region	17	6	35.3%	2	11.8%	9	52.9%
Tłı̨chō Region	5	1	20.0%	0	0.0%	4	80.0%
<b>Total</b>	<b>259</b>	<b>57</b>	<b>22.0%</b>	<b>51</b>	<b>19.7%</b>	<b>151</b>	<b>58.3%</b>

## E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2024

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	20	16	80.0%	4	20.0%
Environment and Natural Resources	27	13	48.1%	14	51.9%
Executive	18	10	55.6%	8	44.4%
Finance	28	19	67.9%	9	32.1%
Health and Social Services	19	14	73.7%	5	26.3%
Industry, Tourism and Investment	16	13	81.3%	3	18.8%
Infrastructure	25	6	24.0%	19	76.0%
Justice	14	7	50.0%	7	50.0%
Legislative Assembly	3	2	66.7%	1	33.3%
Municipal and Community Affairs	15	11	73.3%	4	26.7%
<b>Total for Departments</b>	<b>185</b>	<b>111</b>	<b>60.0%</b>	<b>74</b>	<b>40.0%</b>
Beaufort Delta Divisional Education Council	3	1	33.3%	2	66.7%
Commission scolaire francophone, TNO	1	1	100.0%	0	0.0%
Dehcho Divisional Education Council	2	0	0.0%	2	100.0%
Sahtu Divisional Education Council	1	1	100.0%	0	0.0%
South Slave Divisional Education Council	2	1	50.0%	1	50.0%
<b>Total for Education Councils</b>	<b>9</b>	<b>4</b>	<b>44.4%</b>	<b>5</b>	<b>55.6%</b>
Tłjcho Community Services Agency - Education	2	2	100.0%	0	0.0%
Tłjcho Community Services Agency - Health	3	2	66.7%	1	33.3%
<b>Total for Tłjcho Community Services Agency</b>	<b>5</b>	<b>4</b>	<b>80.0%</b>	<b>1</b>	<b>20.0%</b>
NTHSSA	33	25	75.8%	8	24.2%
Aurora College	10	7	70.0%	3	30.0%
Prosper NWT	2	1	50.0%	1	50.0%
Housing NWT	15	7	46.7%	8	53.3%
<b>Total for Agencies</b>	<b>60</b>	<b>40</b>	<b>66.7%</b>	<b>20</b>	<b>33.3%</b>
<b>Total of Public Service</b>	<b>259</b>	<b>159</b>	<b>61.4%</b>	<b>100</b>	<b>38.6%</b>

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	200	126	63.0%	74	37.0%
Beaufort Delta Region	19	11	57.9%	8	42.1%
Dehcho Region	10	5	50.0%	5	50.0%
Sahtu Region	8	5	62.5%	3	37.5%
South Slave Region	17	8	47.1%	9	52.9%
Tłjcho Region	5	4	80.0%	1	20.0%
<b>Total</b>	<b>259</b>	<b>159</b>	<b>61.4%</b>	<b>100</b>	<b>38.6%</b>



## F. HUMAN RESOURCE COSTS

2024 FISCAL YEAR (APRIL 1, 2023 - MARCH 31, 2024)

Costs	2022 FY	
<b>Salary</b>	\$ 619,947,409	68.4%
<b>Salary Total</b>	<b>\$ 619,947,409</b>	<b>68.4%</b>
Bilingual Bonus/Language Allowance	\$ 554,865	0.1%
Callback Pay	\$ 7,642,870	0.8%
ExcludedSRM Bonus/ Pay for Performance	\$ 1,973,668	0.2%
Miscellaneous Pay*	\$ 5,840,649	0.6%
Overtime	\$ 42,310,189	4.7%
Shift Premium (evening)	\$ 2,213,208	0.2%
Standby Pay	\$ 6,405,184	0.7%
Teacher Allowances	\$ 2,729,606	0.3%
<b>Wages Sub-Total</b>	<b>\$ 69,670,239</b>	<b>7.7%</b>
Education Allowance	\$ 562,892	0.1%
Northern Allowance	\$ 45,845,038	5.1%
<b>Allowances Sub-Total</b>	<b>\$ 46,407,930</b>	<b>5.1%</b>
Canada Pension Plan	\$ 24,677,556	2.7%
Dental Premiums	\$ 6,810,044	0.8%
Disability Insurance	\$ 9,738,332	1.1%
Employee Family Assistance Program	\$ 736,829	0.1%
Employment Insurance	\$ 8,526,116	0.9%
SUB Plan - Maternity/Adoption	\$ 7,605,109	0.8%
PSHCP	\$ 8,236,501	0.9%
PSMIP	\$ 2,287,722	0.3%
Superannuation	\$ 59,170,296	6.5%
WCB Premiums	\$ 11,116,052	1.2%
<b>Pension &amp; Health Care Sub-Total</b>	<b>\$ 138,904,557</b>	<b>15.3%</b>
Medical Travel Assistance - MTA	\$ 20,299,015	2.2%
Professional Development & Training	\$ 7,538,184	0.8%
Recruitment Removal In/transfer	\$ -	0.0%
Ultimate Removal Out	\$ 883,160	0.1%
Severance Pay	\$ 4,536,631	0.5%
<b>Other Benefits Sub-Total</b>	<b>\$ 30,954,823</b>	<b>3.4%</b>
<b>GRAND TOTAL</b>	<b>\$ 905,884,958</b>	<b>100.0%</b>

\*LMS is now included in Misc. Pay

## G. STAFFING APPEALS

AT MARCH 31, 2024

	2023
Upheld	0
Denied	48
No Appeal Rights	2
Withdrawal	0
Layoff Article 33	0
NTPC Appeals	2
<b>Total</b>	<b>52</b>

*\*WSSC Appeals not included*

## H. RETIREMENT ELIGIBILITY

AT MARCH 31, 2024

	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%
<b>Overall</b>	<b>7.1%</b>	<b>16.6%</b>	<b>28.2%</b>

## I. STAFFING ACTIONS

AT MARCH 31, 2024

	2023
Hires	791
Internal Mobility	1,880
Exits	810

*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, 2024

Department/Board/Agency	Percentage Accession	Percentage Turnover
Education, Culture and Employment	10.2%	13.3%
Environment and Natural Resources	9.8%	9.1%
Executive and Indigenous Affairs	8.3%	8.3%
Finance	8.9%	11.3%
Health and Social Services	13.8%	11.9%
Industry, Tourism and Investment	9.8%	10.9%
Infrastructure	7.5%	10.3%
Justice	10.9%	6.9%
Legislative Assembly	7.6%	13.4%
Municipal and Community Affairs	5.8%	10.7%
Beaufort Delta Divisional Education Council	16.4%	23.3%
Commission scolaire francophone, TNO	23.9%	17.9%
Dehcho Divisional Education Council	17.8%	16.8%
Sahtu Divisional Education Council	29.8%	17.9%
South Slave Divisional Education Council	15.9%	16.7%
Tłı̄cho Community Services Agency - Education	22.6%	20.7%
Tłı̄cho Community Services Agency - Health	10.9%	6.4%
Northwest Territories Health and Social Services Authority	12.8%	13.0%
Aurora College	11.5%	12.3%
Prosper NWT	13.7%	27.4%
Housing NWT	11.3%	11.3%
<b>Overall Average</b>	<b>12.2%</b>	<b>12.5%</b>

Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	10.6%	10.8%
Beaufort Delta Region	14.0%	18.5%
Dehcho Region	12.5%	13.5%
Sahtu Region	21.5%	16.6%
South Slave Region	11.3%	10.5%
Tłı̄cho Regio	16.3%	13.6%
<b>Overall Average</b>	<b>12.2%</b>	<b>12.5%</b>

