



Action Plan and Results Report

20/20: A Brilliant North NWT Public Service Strategic Plan



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Introduction

This Action Plan and Results Report is a companion document to the NWT Public Service Strategic Plan, "20/20: A Brilliant North".

The Strategic Plan outlines a 10-year framework for the development of the public service in the Northwest Territories. The vision and the goals set out in the Strategic Plan are ambitious, and will not be achieved in the short term.

The Action Plan and Results Report outlines the specific actions that the Government of the Northwest Territories proposes to put in place over a three-year period to deliver on the vision and goals in the Strategic Plan.

For each proposed action, we have included milestones and measures, where applicable. The results component of the Report provides an update on our progress.

Some of the actions outlined in this Plan have been, and will be, implemented within the existing funding envelope of the Department of Human Resources, while others will require new funding or reallocation of existing program funds. The Action Plan and Results Report will be updated annually to reflect what was accomplished and to make necessary amendments.

Information and progress reports can be found on the "20/20: A Brilliant North" web site at <http://www.hr.gov.nt.ca/2020plan/>



The Action Plan and Results Report outlines the specific actions that the Government of the Northwest Territories proposes to put in place over a three-year period to deliver on the vision and goals in the Strategic Plan.



 Develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees.

Strategic Goals from 20/20: A Brilliant North, NWT Public Service Strategic Plan

Strategic Goal 1 – Fixing the Foundation

Supporting Objectives

- *Creative and Dedicated People*: To have highly skilled and professional human resources staff who promote exemplary human resources management.
- *Having and Using the Right Tools*: To develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees.

Strategic Goal 2 – Engage: Magnetic Attraction

Supporting Objectives

- *Affirmative Action and Diversity*: To promote the Affirmative Action policy in order to create a public service which reflects the diverse cultures of the NWT and which promotes the development and advancement of designated groups.
- *Marketing Public Service*: To market the strengths, benefits and opportunities of the public service in the NWT.
- *Compensation and Benefits*: To provide competitive pay and benefits in a manner which appropriately compensates employees of the public service while ensuring fiscal prudence.

Strategic Goal 3 – Dazzle: Diverse Opportunities

Supporting Objectives

- *Healthy and Respectful Workplace*: To instill a culture which promotes and encourages individual, organization and community wellness, respect and safety.
- *Positive Relations with Bargaining Representatives*: To create a work environment that respects the role of its employee bargaining representatives and encourages engagement to advance common goals.
- *Greening the Workplace*: To value the environment and be 'green' in the public service.

Strategic Goal 4 – Inspire: Expanding Horizons

Supporting Objectives

- *Leadership*: To develop a sustainable core group of middle and senior managers in the GNWT, with a targeted approach to ensure that Affirmative Action designated groups develop the skills to progress and succeed in leadership roles.
- *Lifelong Learning*: To value organization and individual learning in the GNWT.
- *Feedback and Rewards*: To create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.

Strategic Goal 5 – Renew: Charting a Path for Tomorrow

Supporting Objectives

- *Succession Planning and Knowledge Management*: To effectively manage workforce stability, development, progression and risks for leadership and critical success roles.
- *Talent Management*: To anticipate and prepare for future skills requirements through the development of northerners and knowledge management capacity.
- *Workforce Planning*: To make strategic decisions about GNWT business and service priorities, taking into account human, financial and capital resources.



Create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.

Strategic Goal 1 – Fixing the Foundation

Objective 1: Creative and Dedicated People

To have highly skilled and professional human resources staff who promote exemplary human resources management.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|---|--|--------|--|---|----------|
| | | | Year 1 | Year 2 | Year 3 | | |
| Develop customer service skills for Department of Human Resources employees | <i>Start date: 2009-2010</i> Skill development program operational by December 31, 2009 | Proportion of Department of Human Resources staff provided with customer service training | 75% | 80% | 85% | Customer service skill training was provided to Department of Human Resources staff by September 30, 2009, with a participation rate of 95% | |
| | Skill development program integrated into Department of Human Resources orientation process | Proportion of new Department of Human Resources staff who have received customer service skill training | Percentage of new hires who receive customer service skills training | | (Baseline measure to be determined in 2009; annual increases of 5% thereafter) | | |
| Establish individual professional learning plans for each Department of Human Resources employee | <i>Start date: 2009-2010</i> Professional learning plans developed and approved by December 31, 2009 | Proportion of Department of Human Resources employees with learning plans | 80% | 90% | | 95% | |
| | | Average percentage of learning objectives achieved | 70% | 75% | 80% | | |



| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|--|---|--------|--------|--|--|
| | | | Year 1 | Year 2 | Year 3 | | |
| Review the organizational design of Department of Human Resources to better determine distribution of responsibilities for employees | <i>Start date: 2009-2010</i> Review complete by March 31, 2011 | Proportion of clients satisfied with role clarity | 0 | 10 | N/A | The Transition Team is fully staffed and are engaged in the process of role clarification and business process review Procedure manuals and business process maps are in development Changes to system access for Pay, Benefits and Data Management staff have been made | Under the actions column, wording has been amended to clarify action Timeline has changed due to the delay in getting the Transition Team staffed |
| Enhance the Department of Human Resources web site and intranet in order to improve communications with GNWT employees | <i>Start date: 2009-2010</i> Web site and intranet is operational by December 31, 2010 | Proportion of employees satisfied with Department of Human Resources web site and intranet | Baseline measure to be determined in year two. Annual increases of 10% | | | 20/20: A Brilliant North web site was launched Bearfacts is now in electronic format | Under the actions column, wording has been amended to clarify action Timeline has changed due to lack of resources and in-house expertise |



Objective 2: Having and Using the Right Tools

To develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|---|----------------------------------|------------------|--------|--------|---|--|
| | | | Year 1 | Year 2 | Year 3 | | |
| Conduct business process review in pay and benefits | <p><i>Start date: 2009-2010</i> Elimination of unnecessary paper records and duplicate processes by March 31, 2011</p> <p>Identify processes to be reviewed</p> | Percentage of processes reviewed | – | 100% | N/A | <p>Eliminated Job Action Form from recruitment process for indeterminate employees – December 2009</p> <p>Electronic clearance process implemented – January 2010</p> <p>Piloting the elimination of the Casual Employment Form from casual recruitment process – March 2010</p> <p>Hired casual employees to address backlog in pay and benefits</p> | Timeline has changed to reflect the delay in getting the Transition Team staffed: work is now underway |
| Develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees | <p><i>Start date: 2009-2010</i> <i>2010-2011:</i> Year 2 – Framework approved, implementation begins</p> <p>Year 3 – Policy revisions continue</p> | To be determined | To be determined | | | An integrated Human Resource Management Framework was submitted to the Financial Management Board in March 2010. Possible changes were identified from the Financial Management Board assessment that will need to be taken to Deputy Ministers' Human Resource Committee | <p>Under the actions column, wording has been amended to clarify action</p> <p>Timeline has changed to accommodate review and approval process</p> |



| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|---|---|--------|--------|--|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Provide managers and supervisors with resources to help in their everyday work | <i>Start date: 2009-2010</i> Launch of the Managers' Toolkit, an online resource for managers and supervisors | Proportion of managers satisfied with the Manager's Toolkit | – | 50% | 70% | Managers' Online Toolkit was launched in 2009 across the GNWT 62.5% of managers have rated it as very useful | New Action Toolkit will be updated and expanded on as required |
| Design and implement a client satisfaction survey | <i>Start date: 2009-2010</i> Design complete by December 31, 2009; first round of data collection to establish baselines by March 31, 2010 | N/A | Annual survey and reporting from 2010 forward | | | Client satisfaction survey was designed and implemented as part of the Employee Satisfaction and Engagement Survey in March 2010 | |

Strategic Goal 2 – Engage: Magnetic Attraction

Objective 1: Affirmative Action and Diversity

To promote the Affirmative Action policy in order to create a public service which reflects the diverse cultures of the NWT and which promotes the development and advancement of designated groups.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|---|---|--------|--------|--|--|
| | | | Year 1 | Year 2 | Year 3 | | |
| Coordinate the delivery of education and awareness programs about the importance of sensitivity to persons with disabilities | <i>Start date: 2009-2010</i> Education and awareness programs designed by December 31, 2009, with delivery initiated by March 31, 2010 | Proportion of employees who feel the GNWT promotes an inclusive public service where staff are treated equitably | (Baseline to be established by March 31, 2010; 10% bi-annual increments until 90% goal reached) | | | A Sensitivity Training Program was piloted in March 2010, with 18 participants from four GNWT departments and the NWT Council of Persons with Disabilities For year one, 8.5% of survey respondents strongly agree and 42% agree that the GNWT promotes an inclusive public service where staff are treated equitably | Performance measure reworded to reflect question asked in the Employee Satisfaction and Engagement Survey |
| Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence | <i>Start date: 2009-2010</i> Program development complete by March 31, 2010 Program delivery piloted by March 31, 2011 Ongoing program delivery during 2011-2012 | Proportion of Aboriginal employees who receive training Percentage of senior management positions held by Aboriginal persons | (Baseline to be established by March 31, 2011; annual increments thereafter) — 15% 20% | | | | Moved to Goal 4 – Inspire: Expanding Horizons, Objective 1: Leadership to align with leadership and learning |

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|---|--|---------|--------|--------|--|--|
| | | | Year 1 | Year 2 | Year 3 | | |
| Establish communities of interest for Aboriginal employees and employees with disabilities | <i>Start date: 2009-2010</i> Terms of Reference finalized and groups operational by March 30, 2010 | N/A | | N/A | | Aboriginal Employees' Advisory Committee established and operational GNWT Advisory Committee on Employability established and operational | |
| Undertake an expanded and more comprehensive occupational supply and demand outlook for the NWT | <i>Start date: 2010-2011</i> Initiate the outlook by March 31, 2011 | N/A | | N/A | | | Moved to Goal 5 – Renew: Charting a Path for Tomorrow, Objective 2: Talent Management to align with workforce planning |
| Promote Aboriginal cross-cultural awareness and diversity awareness opportunities for employees | <i>Start date: 2010-2011</i> Roll-out during 2011-2012 | Proportion of employees who place a high value on the cross-cultural setting of the GNWT workplace Percentage of employees who have participated in and passed the e-training tests | – | 75% | – | A discussion paper was approved by the Deputy Ministers' Human Resources Committee on November 27, 2009 For year one, 9.7% of survey respondents strongly agree and 39.4% agree that the GNWT promotes cross-cultural awareness opportunities | Moved from Goal 3 – Dazzle: Diverse Opportunities, Objective 1: Healthy and Respectful Workplace Under the actions column, wording has been amended to clarify action |

Objective 2: Marketing the Public Service

To market the strengths, benefits and opportunities of the public service in the NWT.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|--|--|--|--------|--------|--|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Review and update GNWT recruitment advertising and marketing strategies based on market research and current technologies | <p><i>Start date: 2009-2010</i> Complete review of current strategies by March 31, 2010</p> <p><i>2010-2011:</i> Implementation and design of new recruitment advertising initiatives</p> | <p>Proportion of job candidates attracted through recruitment and marketing strategies</p> <p>Establish benchmarks to measure the effectiveness of recruitment advertising strategies in 2010-2011</p> | Targets to be established in 2010-2011 | | | <p>Inter-departmental scan and review of current strategies is complete</p> <p>Research and concept stages for "updated" marketing and recruitment advertising strategies are underway</p> | <p>Under the actions column, wording has been amended to clarify action</p> <p>Timeline has changed to reflect redefined the action</p> |
| Review and update Aboriginal, persons with disabilities and student recruitment strategies based on market research and current technologies | <p><i>Start date: 2010-2011</i> Review of current strategies, program design and establish key stakeholder partnership</p> | Alignment of Aboriginal, persons with disabilities and student recruitment with workforce planning | To be developed | | | Creation of a new Aboriginal Recruitment and Retention Specialist to assist in Aboriginal recruitment | New Action |
| Establish partnerships with other GNWT departments to establish branding and to align marketing plans | <p><i>Start date: 2009-2010</i> Develop an inter-departmental approach and enter into partnerships by March 31, 2010</p> <p><i>2010-2011:</i> Branding will be developed as a subset of the overall marketing strategy</p> | Establish consistent employer recruitment messaging | To be developed | | | <p>Developed, in collaboration with the Department of Industry, Tourism and Investment and Pan-territorial Olympics working group, the Pan-territorial job board and employer messaging that was used in Canada's Northern House and in the National Marketing Campaign</p> <p>Ongoing development and promotion of the Department of Health and Social Services career web site</p> | |
| Initiate targeted recruitment strategies for hard-to-attract occupations | <p><i>Start date: 2009-2010</i> Review of current strategies and develop targeted plans</p> <p><i>2010-2011:</i> Incorporate plans as a sub-set of overall recruitment advertising and marketing strategy</p> | <p>Proportion of job candidates attracted through recruitment and marketing strategies</p> <p>Vacancy rates for specific occupations</p> | <p>To be developed</p> <p>Targets to be established in 2010-2011</p> | | | <p>Departmental scan and review of hard-to-attract professions are complete</p> <p>A recruitment strategy was developed and implemented for engineers</p> <p>A recruitment advertising strategy was developed and implemented for pharmacists that included an online advertising campaign</p> <p>A Social Work recruitment and retention framework is currently being developed</p> | |



| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|---|---|-----------------|--------|--------|--|----------|
| | | | Year 1 | Year 2 | Year 3 | | |
| Develop outreach programs to NWT high schools and college campuses | <i>Start date: 2010-2011</i> Program design completed by March 31, 2011 Implementation during 2011-2012 | Number of schools visited on an annual basis | - | - | 10 | | |
| Expand programs for youth, including work experience opportunities, and partnerships with universities on co-op and research programs | <i>Start date: 2010-2011</i> Program design completed by March 31, 2012 | Number of work experience positions as a proportion of all GNWT positions | To be developed | | | | |
| Establish partnerships with other levels of government (federal, community, Aboriginal) to build public service capacity | <i>Start date: 2009-2010</i> Initiate discussions to identify opportunities by March 31, 2010 | To be developed subsequent to discussions on opportunities | To be developed | | | Entered into a partnership with Local Government Administrators of the Northwest Territories to develop online NWT Community Profiles The GNWT, the Local Government Administrators of the Northwest Territories and the Northwest Territories Association of Communities have partnered to undertake program design for a series of actions under the "Public Service Capacity Initiative" for local governments A number of initiatives moved forward in 2009-2010, including: Advancing the Local Government Administrators Program, holding Good Governance workshops, initiating work on a mentorship program, and developing a Senior Administrative Officer Handbook Work has commenced with the Tuktoyaktuk Community Corporation and the Gwich'in Tribal Council on secondment opportunities | |
| Develop and implement a program to reach out to designated groups and other potential employees based on an "Ambassador" approach | Future years initiative A subset of the overall recruitment marketing strategies | | | | | | |



Objective 3: Compensation and Benefits

To provide competitive pay and benefits in a manner which appropriately compensates employees of the public service while ensuring fiscal prudence.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|---|----------------------|---------|--------|--------|------------------|----------|
| | | | Year 1 | Year 2 | Year 3 | | |
| Continue the practice of regular compensation reviews and benchmarking against appropriate comparators in the NWT and relevant labour markets | <i>Start date: 2011-2012</i> Implementation by April 1, 2011 | N/A | | N/A | | | |

Strategic Goal 3 – Dazzle: Diverse Opportunities

Objective 1: Healthy and Respectful Workplace

To instill a culture which promotes and encourages individual, organization and community wellness, respect and safety.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|--|---------|--------|--------|--|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Provide wellness programs (e.g.: smoking cessation, stress management, fitness, conflict resolution) for employees | <i>Start date: 2009-2010</i> <i>2010-2011:</i> A health, wellness and safety framework for the GNWT by September 2010 | Absenteeism rate (average days absent per employee) Proportion of employees satisfied with support programs available | 11 days | 9 days | 7 days | Absenteeism rate was 12.0 for the 2009 calendar year Five lunch hour workshops were held by the Employee and Family Assistance Program provider, with 78 participants A Health and Wellness Consultant joined the Department of Human Resources The Department of Human Resources piloted a Summer Health Series For year one, 13% of survey respondents were very satisfied and 48.5% were satisfied with the health and wellness programs that are available | |
| Promote cross-cultural awareness opportunities for employees | <i>Start date: 2010-2011</i> Roll-out during 2011-2012 | Proportion of employees who place a high value on the cross-cultural setting of the GNWT workplace Percentage of employees who have participated in and passed the e-training tests | – | 75% | – | (This measure is collected bi-annually in the Employee Satisfaction and Engagement Survey) | Moved to Goal 2 – Engage: Magnetic Attraction, Objective 1: Affirmative Action and Diversity to align with Affirmative Action and Diversity |
| In collaboration with Workers' Safety and Compensation Commission of the Northwest Territories and other employers, partner with bargaining representatives to promote and provide safety awareness training | <i>Start date: 2010-2011</i> | Percentage of departments with functioning health and safety committees Proportion of employees satisfied with safety measures in the workplace | – | 75% | 85% | Health and Safety Policy and Return to Work Policy have been drafted – | For year one, 11.6% of survey respondents were very satisfied and 55.5% were satisfied with the safety measures that are in place in the GNWT |



Objective 2: Positive Relationships with Bargaining Representatives

To create a work environment that respects the role of its employee bargaining representatives and encourages engagement to advance common goals.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|--|------------------------|--------|--------|--|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Work with bargaining representatives to resolve issues and address common goals | <i>Start date: 2010-2011</i> Establish regularly scheduled meetings beginning in 2010-2011 | Number of meetings | Four meetings per year | | | Four meetings were held in 2009-2010 with the Northwest Territories Teachers' Association and 12 meetings were held with the Union of Northern Workers | |
| Reinforce managers' responsibilities for applying the Collective Agreement and resolving disputes Provide ongoing labour relations training and Collective Agreement updates to all GNWT managers | <i>Start date: 2009-2010</i> | Proportion of managers applying the Collective Agreement in resolving disputes | - | 50% | 70% | Currently gathering data on the number of managers trained Collective Agreement is now available on the government web site | The reference to the Managers' Toolkit has been moved to Goal 1: Fixing the Foundation, Objective 2: Having and Using the Right Tools |
| | | Proportion of managers trained | 80% | 85% | 90% | | |

Objective 3: Greening the Workplace

To value the environment and be 'green' in the public service.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|---|---|------------------|--------|--------|--|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Encourage and support employees to develop and implement environmental programs within their work locations | <i>Start date: 2010-2011</i> Establish a "Green Community of Interest" by March 31, 2011 | Number of departmental greening initiatives established | To be determined | | | A GNWT Green Team was created in 2009 and a number of departments have started their own green teams | Environment and Natural Resources is leading this initiative Information on the number of departments with green teams will be available the first week in May |
| Seek partnerships with other co-located organizations or with communities to expand greening initiatives | Future years initiative | | | | | | |

Strategic Goal 4 – Inspire: Expanding Horizons

Objective 1: Leadership

To develop a sustainable core group of middle and senior managers in the GNWT, with a targeted approach to ensure that Affirmative Action designated groups develop the skills to progress and succeed in leadership roles.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|---|-----------------|--------|--------|---|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence | Start date: 2009-2010 Training program review, research and reporting by June 30, 2010 | | | | | Review of past and existing training programs underway – to be completed by June 15, 2010 | Moved from Strategic Goal 2 – Engage: Magnetic Attraction, Objective 1: Affirmative Action and Diversity Under the actions column wording has been amended to clarify action Timeline has changed as competency development and review of past and existing training programs were first needed to inform program development |
| | Core GNWT competency development by September 2010 | Proportion of Aboriginal persons enrolled in program | | | | Competency development underway in three areas – core/cross-functional, management and leadership – to be completed by September 30, 2010 | |
| | Program development (for Aboriginal employees to promote advancement and excellence) completed by March 31, 2011 Program delivery will be piloted by March 31, 2012 Ongoing program delivery during 2012-2013 | | | | | | |
| | Associate Director/Superintendent positions to be piloted by September 2010 | Number of Associate Director/Superintendent positions filled | - | 3 | TBD | Associate Director/Superintendent Program drafted and is in the final approval stage | |
| | GNWT Leadership Development Program – application process changed to give priority placement for Affirmative Action candidates by March 31, 2010 | Proportion of Aboriginal persons enrolled in program | To be developed | | | Application process was changed and final numbers are to be determined | Associate Director/Superintendent Program will be piloted in 2010-2011 |
| | Training Calendar Application Form modified to gather self-declared Affirmative Action statistics by September 30, 2010 | Proportion of self-declared Aboriginal employees who receive training | | | | | |



| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|---|--|---------|--|--------|---|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Deputy Ministers are held accountable for the development of their leadership teams | <i>Start date: 2010-2011</i> Leadership development is included in the annual performance objectives for each Deputy Minister for 2010-2011 and forward | N/A | | N/A | | Leadership development is being included in the annual performance objectives for each Deputy Minister for 2010-2011 | |
| Support training and education to ensure that roles, accountabilities and expectations of senior managers are clearly defined | Future years initiative | | | | | | Competency development will help clarify expectations |
| Implement programs to facilitate the rotation/transfer of managers through a range of departments and perspectives | Future years initiative | Proportion of managers who have worked in two, three, four or more departments | | Baseline to be established; targets to be set thereafter | | | Changed to future years initiative |
| Define and communicate core/cross-functional, management (operational) and leadership (strategic) competencies | <i>Start date: 2009-2010</i> Core/cross-functional, management and leadership competency profiles drafted, reviewed, updated and communicated by December 31, 2011 | N/A | | N/A | | Competency development underway in three areas – core/cross-functional, management and leadership – to be completed by September 30, 2010 Validated competencies available: Core/cross-functional – May 2010 Management – June 2010 Leadership – September 2010 | Under the actions column, wording has been amended to clarify action Initiative expanded to include core/cross-functional and leadership competencies Project was to begin in 2010-2011, but began in 2009-2010, as competencies are needed to inform GNWT employee performance management and learning and development |



Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|--|---|--|--------|--------|--|--|
| | | | Year 1 | Year 2 | Year 3 | | |
| Commit investment in learning and development programs, including formal classroom and internet, and coaching and mentoring | <p><i>Start date: 2009-2010</i> Develop learning and development policy and guidelines by October 30, 2010</p> <p>Develop coaching program by March 31, 2011 Pilot coaching program by March 31, 2012</p> <p>Mentoring Future years initiative</p> | <p>Proportion of employees accessing learning and development opportunities</p> <p>Proportion of employees with formal coaching</p> | (Baseline to be established by March 31, 2011) | | | | Timeline has changed as priorities for 2009-2010 focused on competency development and review of public service training initiatives |
| Establish individual professional learning plans for each Department of Human Resources employee | <p><i>Start date: 2009-2010</i> Professional learning plans developed and approved by December 31, 2009</p> | Proportion of GNWT employees with approved learning plans | 80% | 90% | 95% | 82% of Department of Human Resources staff have completed learning plans | Moved from Goal 1: Fixing the Foundation, Objective 1: Creative and Dedicated People |
| | | Average percentage of learning plan objectives achieved | 70% | 75% | 80% | Undetermined | Program implemented in the Department of Human Resources on an informal basis and will be formally piloted as part of competency-based performance management process in April 2011 |
| Develop individual learning plans for all GNWT staff to support the drive for excellence | <p><i>Start date: 2011-2012</i> Pilot in Department of Human Resources and three other departments</p> <p><i>Future Years:</i> Roll out to all departments</p> | To be determined | To be determined | | | | <p>Under the actions column, wording has been amended to clarify action</p> <p>Timeline has changed as learning plans will be piloted within the Department of Human Resources as part of competency-based performance management process in 2011-2012</p> |
| Identify value for money learning initiatives that can maximize development and participation while minimizing travel costs | Future years initiative | | | | | | |

Objective 3: Feedback and Rewards

To create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|---|--|------------------|--------|--------|--|--|
| | | | Year 1 | Year 2 | Year 3 | | |
| Establish and implement a new performance management framework | <p><i>Start date: 2009-2010</i> Framework established by September 2010</p> <p>Pilot in Department of Human Resources and two other departments in 2011-2012</p> <p>Extend to other departments in 2012-2013</p> | Proportion of managers trained and applying the framework | To be determined | | | The research and consultation component to inform the model is underway and framework to be developed by June 2010 | Timeline has changed as competency development is needed to inform performance management program |
| Rewards (compensation and non-compensation) are flexible to address cultural diversity and individual preferences | Future years initiative | Proportion of employees who report that they are satisfied with the rewards they receive | | | | | Moved and amalgamated with action item below: "Research and implement innovative feedback and reward mechanisms and ensure flexibility to address cultural differences and individual preferences" |
| Research and implement innovative feedback and reward mechanisms and ensure flexibility to address cultural differences and individual preferences | Future years initiative | Proportion of employees who report that they are satisfied with the rewards they receive | | | | | Combined two action items on rewards and feedback under Goal 4 – Inspire: Expanding Horizons, Objective 3: Feedback and Rewards |



Strategic Goal 5 – Renew: Charting a Path for Tomorrow

Objective 1: Succession Planning and Knowledge Management

To effectively manage workforce stability, development, progression and risks for leadership and critical success roles.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|---|---|----------------------|------------------|--------|--------|--|---|
| | | | Year 1 | Year 2 | Year 3 | | |
| Establish a succession planning framework | <i>Start date: 2010-2011</i> Framework developed by March 31, 2011 | N/A | | N/A | | A Succession Planning Learning Workshop was held in March 2010 | Given the high demand in this area, work is ahead of schedule |
| Have successors assume positions for up to six months on a double-fill basis to promote knowledge transfer and mentorship | <i>Start date: 2011-2012</i> Program developed by March 31, 2012 | To be determined | To be determined | | | | |
| Corporate and department programs support one another to provide a cross-GNWT approach to the development of leaders and key contributors | Future years initiative | | | | | | |

Objective 2: Talent Management

To anticipate and prepare for future skills requirements through the development of northerners and knowledge management capacity.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|--|----------------------|---------|--------|--------|------------------|--|
| | | | Year 1 | Year 2 | Year 3 | | |
| Undertake an expanded and more comprehensive occupational supply and demand outlook for the NWT | <i>Start date: 2010-2011</i> Initiate the outlook by March 31, 2011 | N/A | | N/A | | | Moved from Goal 2 – Engage: Magnetic Attraction, Objective 1: Affirmative Action and Diversity |
| Develop a robust talent management program (skills inventory, forecast requirements, gap analysis, redeployment opportunities) | Future years initiative | | | | | | |
| Partner with other governments to identify common priorities and shared solutions | Future years initiative | | | | | | |

Objective 3 : Workforce Planning

To make strategic decisions about GNWT business and service priorities, taking into account human, financial and capital resources.

| Actions | Milestones | Performance Measures | Targets | | | Results Achieved | Comments |
|--|--|---|---------|--------|--------|--|----------|
| | | | Year 1 | Year 2 | Year 3 | | |
| Provide supports to each department in the development of human resource plans that are aligned with the corporate human resource strategic plan and which support departmental business plans | <i>Start date: 2009-2010</i> Develop framework by August 31, 2010 Assist departments in finalizing human resource plans for incorporation into business plans – on-going | Proportion of departments with complete up-to-date human resource plans | – | 70% | 100% | Human Resource Planning Framework developed January 2010 Pilots underway with three departments – Environment and Natural Resources, Transportation and Finance | |

