



# Action Plan (2011-2012) and Results Report (2010-2011)

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 is a living document that outlines actions the GNWT proposes to put in place to achieve the vision and goals in the Strategic Plan. The Action Plan covers a three-year period, enabling the government to update actions to meet the changing environment in which we work.

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 (DHR), 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.*



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

## Strategic Goal 1 – \*Fixing/Maintaining the Foundation

We will support our mission and vision by putting in place a firm foundation of excellent human resource management practices and services. This foundation will ensure all of the other Strategic Goals have the support necessary to be successful.

### *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.

\*Fixing/Maintaining the Foundation – DHR will be evolving its focus onto "Maintaining" the Foundation into our core business so that it reflects a continuous improvement philosophy.

## Strategic Goal 2 – Engage: Magnetic Attraction

Through the "Magnetic" Attraction of Northerners and others to the public service, and through the engagement of our existing workforce, we will establish a public service that reflects our diverse cultures and provides high quality service in the Northwest Territories.

### *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.



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



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

### Strategic Goal 3 – Dazzle: Diverse Opportunities

We will strive to have a public service which “Dazzles” through our commitment to our workplace and environment, our individual wellness and our commitment to establishing and maintaining excellent relationships with the public, our stakeholders and our partners.

#### **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

We will strive to “Inspire” our public service to “Expand Our Horizons” and continually develop ourselves, individually and collectively.

#### **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

We will “Chart a Path” for the future through excellent planning and management of our public service.  
We will continually build on our strengths and monitor our progress.

### *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.



*Anticipate and  
prepare for future skills  
requirements through  
the development of  
northerners.*

# Strategic Goal 1 – Fixing/Maintaining 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  | Discussion/Analysis  |
|--|--|---|---|--------|--------|---|--|
|  |  |   | Year 1  | Year 2 | Year 3 |   |  |
| Develop customer service skills for Department of Human Resources (DHR) employees  | <p>2009-2010<br/>Skill development program operational by December 31, 2009</p> <p>2010-2011<br/>Skill development program integrated into Department of Human Resources (DHR) orientation process</p> <p>2011-2012<br/>Continue to integrate skill development program into Department of Human Resources (DHR) orientation process</p> | Proportion of clients satisfied with services received from Department of Human Resources (DHR) employees | 75%   | 80%    | 85%    | <p>For year two, 67.6% of survey respondents were satisfied with services received from Department of Human Resources (DHR) employees</p> <p>In June 2010, a Team Building Session was held for all Department of Human Resources (DHR) Managers</p> <p>Weekly recognition of exceptional customer service by DHR staff is noted at a standing senior management committee meeting and is then shared with the relevant staff</p>   |  |
| Review the organizational design of Department of Human Resources to better determine distribution of responsibilities for employees | <p>2009-2010<br/>Begin review</p> <p>2010-2011<br/>Review complete by March 31, 2011</p> <p>2011-2012<br/>Review and improve DHR service standards, targets, measures, and partner responsibilities</p>  | Human Resources Service Level Measures (as part of DHR Service Partnership Agreements)                    | TBD (based on calculation of baseline data 2011-2012) |        |        | <p>The Transition Team final report addresses several recommendations, including:</p> <ul style="list-style-type: none"> <li>• communication</li> <li>• restructuring</li> <li>• data integrity</li> <li>• accountability and process ownership</li> </ul> <p>Realignment of the Management and Recruitment Services Division to better support DHR clients</p> <p>Business process review for transactional human resources services was initiated and will result in recommendations for implementation in 2011-2012</p> <p>Development of Service Partnership Agreements between DHR and client departments/agencies was initiated, including high level relationship setting guidelines as well as service levels; Implementation is anticipated in 2011-2012</p> | DHR has initiated a continuous improvement approach to service delivery as a shared service provider and has established regular reviews of services with corresponding enhancements |

| Actions  | Milestones   | Performance Measures   | Targets   |                       |        | Results Achieved  | Discussion/Analysis  |
|--|--|--|---|-----------------------|--------|---|--|
|  |  |  | Year 1  | Year 2                | Year 3 |   |  |
| Enhance the Department of Human Resources web site and intranet in order to improve communications with GNWT employees | <p>2010-2011<br/>Web site and intranet is operational by December 31, 2010</p> <p>2011-2012<br/>Planning for the enhancement of the HR web site and intranet; preparing for implementation of shift scheduling software for all GNWT employees; and implementation of Phase 2 of E-recruit</p> | Proportion of employees satisfied with Department of Human Resources web site and intranet | -<br>84.1% (Actual)   | 85%<br>70.9% (Actual) | 90%    | <p>For year two, 70.9% of survey respondents were satisfied with the Department of Human Resources web site and intranet</p> <p>The employee survey indicates that the majority of GNWT employees are happy with the current web site</p> | Under the Actions column, wording has been amended to clarify action |
|  |  |  | <p>For 2009-2010:<br/>91.4% – HR web site had the information they needed<br/>83.6% – information was up-to-date<br/>77.3% – information could be easily found on the web site<br/>= <b>84.1% overall satisfaction</b></p> <p>For 2010-2011:<br/>76.8% – HR web site had the information they needed<br/>63.7% – information was up-to-date<br/>72.4% – information could be easily found on the web site<br/>= <b>70.9% overall satisfaction</b></p> |                       |        |   |  |



## 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   | Discussion/Analysis   |   |   |                           |                              |                           |                            |                           |      |      |      |     |                    |    |
|---|--|---|---|----------------------------|--------|--|---|---|---|---------------------------|------------------------------|---------------------------|----------------------------|---------------------------|------|------|------|-----|--------------------|----|
|   |  |   | Year 1  | Year 2                     | Year 3 |  |   |   |   |                           |                              |                           |                            |                           |      |      |      |     |                    |    |
| Conduct business process review in pay and benefits | <p>2009-2010-2011<br/>Elimination of unnecessary paper records and duplicate processes by March 31, 2011</p> <p>2011-2012<br/>Establishing business process management in functional areas of pay and benefits</p> | TBD (establish process measures for pay and benefits functions) | TBD (based on calculation of baseline data 2012-2013) |                            |        | <p>Established tracking log for outstanding pay/benefits workload; Summer 2010</p> <p>Piloted revisions to processes around on-boarding and off-boarding of employees</p> <p>Strategic Advisor, Business Process Redesign position established to implement a business process management approach to pay/benefits</p> | <p>Under Performance Measures and Targets columns, wording has been changed to reflect business process management approach</p> <p>A significant decrease in pay and benefits issues has been realized between summer 2010 and April 2011 (* see table below)</p> |   |   |                           |                              |                           |                            |                           |      |      |      |     |                    |    |
|   |  |   |   |                            |        |  |   | <table border="1"> <thead> <tr> <th>*</th> <th>File Load as of July 2010</th> <th>New Received since July 2010</th> <th>Completed since July 2010</th> <th>File Load as of March 2011</th> </tr> </thead> <tbody> <tr> <td>Pay Clearances (all GNWT)</td> <td>1376</td> <td>2661</td> <td>3147</td> <td>880</td> </tr> <tr> <td>Pension (all GNWT)</td> <td>85</td> <td>-</td> <td>74</td> <td>11</td> </tr> <tr> <td>Benefits (all GNWT)</td> <td>1352</td> <td>1331</td> <td>2274</td> <td>409</td> </tr> </tbody> </table> | * | File Load as of July 2010 | New Received since July 2010 | Completed since July 2010 | File Load as of March 2011 | Pay Clearances (all GNWT) | 1376 | 2661 | 3147 | 880 | Pension (all GNWT) | 85 |
| *   | File Load as of July 2010  | New Received since July 2010                                    | Completed since July 2010                             | File Load as of March 2011 |        |  |   |   |   |                           |                              |                           |                            |                           |      |      |      |     |                    |    |
| Pay Clearances (all GNWT)                           | 1376   | 2661  | 3147  | 880                        |        |  |   |   |   |                           |                              |                           |                            |                           |      |      |      |     |                    |    |
| Pension (all GNWT)                                  | 85   | -   | 74  | 11                         |        |  |   |   |   |                           |                              |                           |                            |                           |      |      |      |     |                    |    |
| Benefits (all GNWT)                                 | 1352   | 1331  | 2274  | 409                        |        |  |   |   |   |                           |                              |                           |                            |                           |      |      |      |     |                    |    |

| Actions   | Milestones   | Performance Measures  | Targets |  |        | Results Achieved  | Discussion/Analysis  |
|---|--|---|---------|--|--------|---|--|
|   |  |   | Year 1  | Year 2   | Year 3 |   |  |
| Develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Future years initiative</p> <p>2011-2012<br/>Developmental work taking place as part of 20/20 will continue to roll out in an incremental manner that recognizes the long-term nature of this Strategic Plan</p> | In partnership with stakeholder groups (Deputy Minister Committee, Deputy Ministers' Human Resource Committee, functional communities of interest such as Directors of Finance, Directors of Policy) and department/agency feedback, key frameworks, policies and tools needed, as well as timing and approaches have been reviewed |         | TBD (once the framework is implemented, measures regarding the impact of that framework will need to be developed) |        | <p>Implementation of the Human Resource Manual Action Plan is underway</p> <p>13 sections of the HR Manual were either revised or updated in 2010-2011</p> <p>Continuation of annual training offerings to provide Managers and employees with the requisite knowledge and application of HR policies in areas such as job evaluation, staffing, labour relations and self-service</p> <p>DHR has been working on the following policies: Duty to Accommodate, Injury and Disability; Harassment Free and Respectful Workplace</p> <p>DHR has submitted drafting instructions for An Act to Amend the Public Service regulations for Staffing Review Officers</p> | <p>Under the Actions column, wording has been amended to clarify action</p> <p>Timeline has changed to accommodate review and approval process</p> |



Objective 2: Having and Using the Right Tools (continued)

| Actions   | Milestones  | Performance Measures  | Targets   |                                 |        | Results Achieved  | Discussion/Analysis  |
|---|---|---|---|---------------------------------|--------|---|--|
|   |   |   | Year 1  | Year 2                          | Year 3 |   |  |
| Provide Managers and Supervisors with resources to help in their everyday work                              | <p>2009-2010<br/>Launch of the Managers' Toolkit, an online resource for Managers and Supervisors</p> <p>2010-2011<br/>Toolkit will be updated and expanded as required</p> <p>2011-2012<br/>Toolkit will be updated and expanded as required; a Manager's boot camp will be introduced</p> | Proportion of Managers satisfied with the Manager's Toolkit   | -<br>62.5%<br>(Actual)  | 50%<br>61.5%<br>(Actual)        | 70%    | <p>Managers' Online Toolkit was launched in 2009 across the GNWT</p> <p>A new format was implemented to better track and analyze usage of the Toolkit; 61.5% of managers have rated it as very useful in 2010-2011 (year 2) (13 managers)</p> | Toolkit will be updated and expanded on as required                              |
| Ongoing annual delivery of an Employee Engagement and Satisfaction Survey and HR Client Satisfaction Survey | <p>2009-2010<br/>Design to be completed by December 31, 2009</p> <p>Survey delivered February 2010</p> <p>Survey delivered February 2011</p>  | <p>Successful delivery of the survey on an annual basis</p> <p>% of eligible GNWT employees who complete the survey</p> | <p>Annual Survey Completion</p> <p>-<br/>46%<br/>(Actual)</p> | <p>50%<br/>48%<br/>(Actual)</p> | 56%    | <p>Client satisfaction survey was designed and implemented as part of the GNWT Employee Satisfaction and Engagement Survey in March 2010; Sent out again in February 2011</p>   | Make efforts to increase response rate above inter-jurisdictional average of 55% |

## 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  | Discussion/Analysis  |
|---|---|--|---|---|--|---|--|
|   |   |  | Year 1  | Year 2  | Year 3   |   |  |
| Coordinate the delivery of education and awareness programs about the importance of sensitivity to persons with disabilities (disabilities awareness) | <p>2009-2010<br/>Education and awareness programs designed by December 31, 2009</p> <p>2010-2011<br/>Delivery of educational and awareness programs to be initiated by March 31, 2010</p> <p>2011-2012<br/>An educational program on disabilities awareness training designed and delivered</p> <p>An internal communications campaign on employability issues will be launched</p> | <p>Proportion of employees who agree that the GNWT provides adequate sensitivity training with regards to persons with disabilities in the workplace</p> <p>Proportion of employees who agree or strongly agree that the GNWT promotes an inclusive public service where staff are treated equitably</p> | <p>-</p> <p>33.6% (Actual)</p> <p>-</p> <p>50.4% (Actual)</p>   | <p>50%</p> <p>35.2% (Actual)</p> <p>60%</p> <p>49.2% (Actual)</p>   | <p>70%</p> <p>70%</p>  | <p>For year two, 35.2% of survey respondents agree or strongly agree that the GNWT provides adequate sensitivity training with regards to persons with disabilities in the workplace</p> <p>For year two, 49.2% of survey respondents agree or strongly agree that the GNWT promotes an inclusive public service where staff are treated equitably</p>                      | Performance measure reworded to reflect questions asked in the Employee Satisfaction and Engagement Survey |
|   | <p>Establish communities of interest for Aboriginal employees and employees with disabilities</p>   | <p>2009-2010<br/>Terms of Reference finalized and groups operational by March 30, 2010</p> <p>2010-2011<br/>Aboriginal Advisory Committee established</p> <p>2011-2012<br/>Regional Aboriginal Advisory Committees will become operational</p>   | <p>Number of meetings of the Aboriginal Employees' Advisory Committee</p> <p>Number of meetings of the GNWT Advisory Committee on Employability</p> | <p>The Aboriginal Employees' Advisory Committee shall hold a minimum of four meetings per fiscal year</p> <p>The GNWT Advisory Committee on Employability shall hold a minimum of four meetings per fiscal year</p> | <p>The Aboriginal Employees Advisory Committee held four meetings between April 2010 and March 2011</p> <p>Regional Aboriginal Advisory Committees were formed</p> <p>The RAAC regions are: Beaufort Delta, Sahtu, North Slave, South Slave, Yellowknife and Dehcho</p> <p>The GNWT Advisory Committee on Employability held four meetings between April 2010 and March 2011</p> | <p>These committees provide advice and recommendations to the Department of Human Resources and Human Resources' Deputy Minister on the GNWT's commitment to various ongoing initiatives to increase the representation of Aboriginal employees and employees with disabilities; Members of both committees have affirmed the value they see in committee participation</p> |  |



Objective 1: Affirmative Action and Diversity (continued)

| Actions   | Milestones   | Performance Measures   | Targets                |                          |        | Results Achieved   | Discussion/Analysis  |
|---|--|--|------------------------|--------------------------|--------|--|--|
|   |  |  | Year 1                 | Year 2                   | Year 3 |  |  |
| Promote Aboriginal cross-cultural awareness opportunities for employees | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Roll-out during 2011-2012<br/>Full implementation:<br/>April 2012</p> <p>2011-2012<br/>Roll-out during 2011-2012<br/>Full implementation:<br/>April 2012</p> | Proportion of employees who agree with the statement "The GNWT promotes cross-cultural awareness opportunities for employees." | -<br>49.1%<br>(Actual) | 50%<br>50.2%<br>(Actual) | 55%    | <p>January 2011: Consultation process completed; a compilation of GNWT resource materials have been developed, including curriculum framework, inventory guide, guide of existing training opportunities</p> <p>For year two, 50.2% of survey respondents either strongly agree or agree that the GNWT promotes cross-cultural awareness opportunities</p> | Separated from Diversity Awareness; While these two initiatives will have a similar roll-out, Aboriginal cross-cultural will be moving ahead first   |
| Promote diversity awareness opportunities for employees                 | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Roll-out during 2011-2012<br/>Full implementation:<br/>April 2012</p> <p>2011-2012<br/>Roll-out during 2011-2012<br/>Full implementation:<br/>April 2012</p> | Proportion of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably              | -<br>50.4%<br>(Actual) | 55%<br>49.2%<br>(Actual) | 57%    | <p>August 2010: Moving ahead with Aboriginal cross-cultural awareness, to be followed as a future year initiative by diversity awareness training</p> <p>For year two, 49.2% of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably</p>  | <p>Separated from Aboriginal cross-cultural awareness; While these two initiatives will have a similar roll-out, Aboriginal cross-cultural will be moving ahead first</p> <p>A Diversity Officer was hired in March 2010</p> |

## 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  | Discussion/Analysis   |
|--|--|--|--|--------|--------|---|---|
|  |  |  | Year 1   | Year 2 | Year 3 |   |   |
| Review and update GNWT recruitment advertising and marketing strategies based on market research and current technologies                    | <p>2009-2010<br/>Complete review of current strategies by March 31, 2010</p> <p>2010-2011<br/>Implementation and design of new recruitment advertising initiatives</p> <p>2011-2012<br/>Implementation of Talent Acquisition Strategy, including review and update of GNWT employer recruitment messaging and building an online presence</p>                              | # of job candidates who apply for the job  | TBD (establishing baseline data)   |        |        | <p>Developed a GNWT Talent Acquisition Strategy</p> <p>Established partnerships with talent sourcing organizations to provide solutions for hard to attract competitions</p>  | <p>Under the Actions column, wording has been amended to clarify action</p> <p>Timeline has changed to reflect the redefinition of the action</p> |
| Review and update Aboriginal, persons with disabilities and student recruitment strategies based on market research and current technologies | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Review of current strategies; Program design and establish key stakeholder partnership</p> <p>2011-2012<br/>Draft Discussion Paper on Aboriginal Recruitment will be presented to HR DMs in May 2011</p> <p>On-going research in regards to student and persons with disabilities recruitment strategies</p> | Strategies for Aboriginal, persons with disabilities and student recruitment developed and implemented | TBD (once the strategies are implemented, measures regarding the impact of those strategies will be developed) |        |        | <p>Aboriginal recruitment strategies are under development and will be ready for roll-out in 2011-2012</p> <p>Aboriginal employee interviews were conducted to determine Aboriginal barriers to recruitment</p> <p>An inter-jurisdictional comparative study on student recruitment is underway</p> | <p>New Action</p> <p>The AEAC are making recommendations from the results of the interviews</p>   |



Objective 2: Marketing the Public Service (continued)

| Actions  | Milestones   | Performance Measures   | Targets  |        |        | Results Achieved   | Discussion/Analysis |
|--|--|--|--|--------|--------|--|---------------------|
|  |  |  | Year 1   | Year 2 | Year 3 |  |                     |
| Establish partnerships with other GNWT departments to establish branding and to align marketing plans                                | <p>2009-2010<br/>Develop an inter-departmental approach and enter into partnerships by March 31, 2010</p> <p>2010-2011<br/>Branding will be developed as a subset of the overall marketing strategy</p> <p>2011-2012<br/>Establish inter-departmental advisory committee on GNWT recruitment</p> | Satisfaction levels of partners  | TBD (baseline data to be established)                            |        |        | <p>Aided in the implementation of the Department of ITI National Marketing Campaign (Come Make Your Mark)</p> <p>Ongoing development and promotion of the Department of Health and Social Services careers through print and online media (<a href="http://www.practicenorth.ca">www.practicenorth.ca</a>)</p> <p>Partnered with Local Government Administrators of the NWT to establish online community resources (community government web sites)</p> |                     |
| Initiate targeted recruitment strategies for hard-to-attract occupations   | <p>2009-2010<br/>Review of current strategies and develop targeted plans</p> <p>2010-2011<br/>Incorporate plans as a sub-set of overall recruitment advertising and marketing strategy</p> <p>2011-2012<br/>Hard to recruit strategy implemented; Continued review of GNWT-wide competitions</p> | Overall improvement in the number of competitions run versus the number of successful competitions run | <p>TBD (based on analysis of year 3 data)</p> <p>In Progress</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, which included an online advertising campaign</p> <p>A Social Work recruitment and retention framework is currently being developed</p>   |                     |
| Develop outreach programs to NWT high schools and college campuses   | Future years initiative  |  |  |        |        |  |                     |
| Expand programs for youth, including work experience opportunities and partnerships with universities on co-op and research programs | Future years initiative  |  |  |        |        |  |                     |

| Actions   | Milestones   | Performance Measures   | Targets |        |        | Results Achieved  | Discussion/Analysis |
|---|--|--|---------|--------|--------|---|---------------------|
|   |  |  | Year 1  | Year 2 | Year 3 |   |                     |
| Establish partnerships with other levels of government (federal, community, Aboriginal) to build public service capacity          | <p>2009-2010<br/>Initiate discussions to identify opportunities by March 31, 2009</p> <p>2010-2011<br/>Draft an evaluation framework by March 31, 2010</p> <p>2011-2012<br/>Data collection to begin</p> | A draft evaluation framework has been developed and it is anticipated that data collection will start in 2011-2012 | N/A     |        |        | <p>A working group comprised of MACA, DHR, the Local Government Administrators of the NWT and the NWT Association of Community Governments was formed in 2009-2010; This working group is responsible for program design, program administration and providing recommendations to a Steering Committee; The Steering Committee is comprised of the Deputy Ministers of DHR and MACA and the Presidents of the NWTAC and LGANT</p> <p>A number of initiatives started in 2009-2010, including Advancing Local Government Administrators Program, delivering Good Governance training to councils, initiating work on a mentorship program, developing a Senior Administrative Officer Handbook, and initiating a marketing campaign</p> <p>Work has commenced with the Tuktoyaktuk Community Corporation and the Gwich'in Tribal Council on secondment opportunities</p> |                     |
| Develop and implement a program to reach out to designated groups and other potential employees based on an "Ambassador" approach | <p>Future years initiative</p> <p>Developed as a sub-set of overall marketing strategies</p>   |  |         |        |        |   |                     |



### 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 | Discussion/Analysis  |
|---|--|----------------------|---------|--------|--------|------------------|--|
|   |  |                      | 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 | 2011-2012<br>On-going research in the areas of salary, labour trends, grievance trends and the NWT economy |                      |         |        |        |                  | In preparation for Collective bargaining there will be continued research in the area of salary comparisons with federal, territorial and provincial counterparts as new agreements are signed in other jurisdictions, analyzing grievance trends, research and analysis of the NWT economic context (labour trends), and the gathering and evaluation of information from GNWT departments, boards and agencies in the form of focus groups and written submissions |

# 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   | Discussion/Analysis  |
|---|---|---|---------------------|-----------------------|--------------|--|--|
|   |   |   | Year 1              | Year 2                | Year 3       |  |  |
| Provide wellness programs (e.g.: smoking cessation, stress management, fitness, conflict resolution) for employees  | <p><b>2010-2011</b><br/>A health, wellness and safety framework for the GNWT by September 2010</p> <p><b>2011-2012</b><br/>The framework for health and wellness will be addressed in a future year's initiative; Due to legislated requirements, focus has been redirected towards occupational health and safety programming for the GNWT</p> | Proportion of employees satisfied with support programs available | -<br>61.5% (Actual) | 65%<br>60.2% (Actual) | 65%          | <p>Seven workshops were held by the Employee and Family Assistance Program provider, with a total of 32 participants</p> <p>The Department of Human Resources piloted a Healthy Workplace Series, which also included the Department of Environment and Natural Resources and the Workers' Safety and Compensation Commission; The Healthy Workplace Series included weekly lunchtime yoga sessions and evening boot camps, as well as some fun and educational sessions scheduled during employee break times</p> <p>For year two, 60.2% of survey respondents were either very satisfied or satisfied with the health and wellness programs that are available</p> | Performance measure changed to better determine success of programming   |
| Establish a health and safety program and a return-to-work program in accordance with the Workers' Safety and Compensation Commission (WSCC) of the Northwest Territories' Safe Advantage Program (SAP) | <p><b>2010-2011</b><br/>Departmental structure for Occupational Health and Safety Committees developed in 2011</p> <p>Health and Safety Policy and Return-to-Work Policy to be approved by mid to late 2011</p> <p><b>2011-2012</b><br/>Establish department OHS Committees and implement GNWT OHS program</p>                                  | Grading on the SAP Management Practices Questionnaire             | Fail                | Pass                  | Pass         | <p>GNWT Occupational Health and Safety Program in development. Consultation with stakeholders has commenced</p> <p>Developed an Occupational Health and Safety Policy</p> <p>WSCC to provide quarterly claims experience reports to GNWT</p> <p>Developed Duty to Accommodate, Injury and Disability Policy</p>  | In 2010-2011 DHR hired both a Health and Wellness Officer (May 2010) and a Duty to Accommodate Advisor (August 2010) |
|   |   | Claims Experience Costs within or below SAP incentive range       | Within Range        | Above Range           | Within Range |  |  |



## 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  | Discussion/Analysis  |
|---|---|--|---------|--|--------|---|--|
|   |   |  | Year 1  | Year 2                                 | Year 3 |   |  |
| Work with bargaining representatives to resolve issues and address common goals                   | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Establish regularly scheduled meetings beginning in 2010-2011</p> <p>2011-2012<br/>Continue to hold regularly scheduled meetings beginning in 2011-2012</p>   | Number of meetings                           |         | Four meetings per year                 |        | <p>Five meetings were held with the Northwest Territories Teachers' Association and 23 meetings were held with the Union of Northern Workers during 2010-2011</p> <p>Of the 23 meetings with the Union of Northern Workers, these included nine joint consultations, 11 case management and three issue-specific meetings</p> | <p>Since July 2009, representatives from Labour Relations and the UNW have held monthly Case Management meetings to discuss outstanding grievances in an effort to find resolution prior to scheduling the matter to be heard at arbitration; The parties have canvassed more than 120 outstanding grievances and resolutions are being achieved through either settlement agreements or withdrawal by the UNW</p> |
| Reinforce Managers' responsibilities for applying the Collective Agreement and resolving disputes | <p>2009-2010<br/>Gather data on the number of Managers that have received training and make Collective Agreement available to all Managers in an electronic format</p> <p>2010-2011<br/>Up-date training for Managers to reflect clear direction</p> <p>2011-2012<br/>Training evaluation form to be modified to reflect satisfaction levels of Managers by April 1, 2011</p> | Satisfaction levels of training participants |         | TBD (based on analysis of year 2 data) |        | <p>Collective Agreement is now available on the government web site</p> <p>Training updated to reflect clear direction on dealing with issues and resolving disputes</p>  | <p>The performance measure for this action has been changed</p> <p>Getting to know the Collective Agreement is part of the Labour Relations training provided to Managers</p>  |

| Actions   | Milestones   | Performance Measures           | Targets |                        |        | Results Achieved  | Discussion/Analysis                         |
|---|--|--------------------------------|---------|------------------------|--------|---|---|
|   |  |                                | Year 1  | Year 2                 | Year 3 |   |   |
| Provide ongoing labour relations training and Collective Agreement updates to all GNWT Managers | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Increase number of course offerings in the year to ensure more Managers have the opportunity to avail of the training sessions</p> <p>2011-2012<br/>Increase number of course offerings in the year to ensure more Managers have the opportunity to avail of the training sessions</p> | Proportion of Managers trained | -       | 50%<br>62%<br>(Actual) | 70%    | More Managers received training (170 in 2009-2010 and 221 in 2010-2011) | The target for this Action has been changed |



## Objective 3: Greening the Workplace

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

| Actions   | Milestones  | Performance Measures   | Targets |                        |        | Results Achieved   | Discussion/Analysis  |
|---|---|--|---------|------------------------|--------|--|--|
|   |   |  | Year 1  | Year 2                 | Year 3 |  |  |
| Encourage and support employees to develop and implement environmental programs within their work locations | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Establish a "Green Community of Interest" by March 31, 2011</p> <p>2011-2012<br/>Consultation with Public Works and Services to update the existing GNWT Green Procurement Policy</p> | <p>Proportion of departments and agencies represented on the interdepartmental Green Advisory Team</p> <p>"Green Teams" established in all GNWT departments and agencies</p> | -       | 60%<br>46%<br>(Actual) | 75%    | <p>A GNWT interdepartmental Green Advisory Team is operational; This team has initiated a GNWT Event Catering Contract Policy, which ensures employees are doing as much as they can to stay Green; This team continues to promote GNWT-wide green initiatives</p> <p>Five departments and agencies have started their own Green Teams</p> | <p>Department of Environment and Natural Resources (ENR) is leading this initiative</p> <p>Some examples of 'green' initiatives that have been incorporated into GNWT workplaces include in-office composting, printers set to duplex, purchasing recycled paper, organizing healthy lifestyle activities for staff and in-office recycling stations</p> |
| 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   | Discussion/Analysis   |
|--|--|--|--|------------------------|--------|--|---|
|  |  |  | Year 1                                 | Year 2                 | Year 3 |  |   |
| Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>Associate Director/<br/>Superintendent positions to be piloted by September 2010</p> <p>2011-2012<br/>Program guidelines revised to expand the program to phase two</p>  | Number of Associate Director/<br>Superintendent positions filled                               | TBD (based on analysis of year 1 data) |                        |        | Three departments were approved for the Associate Director/<br>Superintendent Program Pilot; Two program candidates are in place | Associate Director/<br>Superintendent Program will be implemented in two phases; Phase one of the project is a targeted program for Aboriginal candidates; Phase two will feature an open application process |
|  | <p>2009-2010<br/>Future years initiative</p> <p>2010-2011<br/>A review of the Leadership Development Program was completed in June 2010 and the application process was changed to give priority placement for Affirmative Action candidates</p> <p>2011-2012<br/>An RFP for a Leadership Development Program is being developed and is expected to be in place for the Fall of 2011</p> | Proportion of self-declared Aboriginal persons enrolled in GNWT Leadership Development Program | -                                      | 40%<br>38%<br>(Actual) | 45%    | Application process was changed to give priority to Aboriginal applicants  | 38% declared Aboriginal status, while 24% did not identify any status   |
| Deputy Ministers are held accountable for the development of their leadership teams                          | 2010-2011<br>Leadership development is included in the annual performance objectives for each Deputy Minister from 2010-2011 and forward   |  |  |                        |        | In 2010-2011, 21 Senior GNWT employees received training through the Executive Leadership Program                                |   |



Objective 1: Leadership (continued)

| Actions   | Milestones   | Performance Measures | Targets |        |        | Results Achieved  | Discussion/Analysis   |
|---|--|----------------------|---------|--------|--------|---|---|
|   |  |                      | Year 1  | Year 2 | Year 3 |   |   |
| Support training and education to ensure that roles, accountabilities and expectations of senior Managers are clearly defined | <p>2009-2010<br/>Associate Director program to be developed</p> <p>2010-2011<br/>Pilot the Associate Director program; Continue to support leadership Training for GNWT employees</p> <p>2011-2012<br/>Revise and expand the Associate Director program<br/>Continue to support leadership training for GNWT employees</p> |                      |         |        |        | <p>In 2010-2011 there were two participants in the Associate Director program</p> <p>In 2010-2011, 21 GNWT employees received Executive level leadership training, 40 GNWT employees received Manager level leadership training and 58 GNWT employees received Emerging Manager leadership training</p> | For the 2011-2012 year, the Associate Director program will be offering three developmental opportunities   |
| Implement programs to facilitate the rotation/transfer of Managers through a range of departments and perspectives            | Future years initiative  |                      |         |        |        |   | In an effort to broaden our employees learning opportunities, the GNWT has offered management level transfer assignment opportunities in 2010-2011 and will continue this practice in 2011-2012 |

| Actions  | Milestones  | Performance Measures   | Targets   |        |        | Results Achieved   | Discussion/Analysis  |
|--|---|--|---|--------|--------|--|--|
|  |   |  | Year 1  | Year 2 | Year 3 |  |  |
| Define and communicate core/cross-functional, management (operational) and leadership (strategic) competencies | <p><i>2009-2010</i><br/>Core/cross-functional, management and leadership competency profiles drafted, reviewed, updated and communicated by December 31, 2011</p> <p><i>2010-2011</i><br/>Approval of competency model approved by HR Deputy Ministers</p> <p><i>2011-2012</i><br/>Pilot of Competency-based Performance Management Model upon approval of Competency Model</p> | <p>Competencies approved</p> <p>Competencies implemented</p> | TBD (based on an evaluation of the pilot process) |        |        | <p>Two competencies models were presented to HR Deputy Ministers (November 2010 and January 2011)</p> <p>Seeking competency model approval from HR Deputy Ministers before proceeding to pilot</p> | <p>An Internal Steering Committee was developed to consider next steps and provide direction for the Competency-based Performance Management Project, given the complex nature of the project and the magnitude of change involved</p> |



## Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

| Actions   | Milestones  | Performance Measures   | Targets   |        |        | Results Achieved  | Discussion/Analysis   |
|---|---|--|---|--------|--------|---|---|
|   |   |  | Year 1  | Year 2 | Year 3 |   |   |
| Commit investment in learning and development programs, including formal classroom and internet, and coaching and mentoring | <p>2009-2010<br/>Develop learning and development policy and guidelines by October 30, 2010</p>   | Proportion of employees accessing learning and development opportunities | TBD (based on analysis of year 1 data)            |        |        | <p>In 2010-2011, DHR offered 92 training courses to its employees and 931 GNWT employees registered in the various courses offered</p> <p>In 2010-2011 DHR entered into partnerships with the federal government departments and the National Managers Committee to co-facilitate and cost share training initiatives</p> <p>The Learning and Development Consultant is an active member of the Regional Learning and Development Committee, which includes the various federal government departments with input/representation from the National Managers' Committee and the Federal Council</p> <p>The Learning and Development Consultant sits on the Career Growth and Development Inter-jurisdictional Team (Canada-wide Committee)</p> | <p>Timeline has changed as priorities for 2009-2010 focused on competency development and review of public service training initiatives</p> <p>Actions have been postponed until the competency model has been approved</p> |
|   | <p>2010-2011-2012<br/>Develop learning and development policy and guidelines and pilot coaching program by March 31, 2012</p> <p>Mentoring:<br/>Future years initiative</p> | Coaching Program developed, piloted and implemented                      | TBD (based on an evaluation of the pilot process) |        |        |   |   |

| Actions  | Milestones   | Performance Measures                             | Targets   |                         |        | Results Achieved | Discussion/Analysis  |
|--|--|--|---|-------------------------|--------|------------------|--|
|  |  |  | Year 1  | Year 2                  | Year 3 |                  |  |
| Establish individual learning plans for each Department of Human Resources employee  | <p><i>2009-2010</i><br/>Learning plans developed and approved by December 31, 2009</p> <p><i>2010-2011</i><br/>Continue working with Managers to ensure all employees of DHR have completed learning plans</p> <p><i>2011-2012</i><br/>Continue working with Managers to ensure all employees of DHR have completed learning plans</p> | Learning plans piloted and fully implemented     | 80%<br><br>82% (Actual)                           | 90%<br><br>51% (Actual) | 95%    |                  | DHR is committed to working with Managers to implement meaningful learning plans for all its employees, which will provide a range of professional development opportunities, including special projects, training assignments, training courses and special assignments |
| Develop individual learning plans for all GNWT staff to support the drive for excellence                                     | <p><i>2011-2012</i><br/>Seek to pilot learning plans in three GNWT departments</p> <p>Future Years: Roll out to all departments</p>  | % of GNWT employees that complete learning plans | TBD (based on an evaluation of the pilot process) |                         |        |                  | <p>Revised timeline to allow for review and analysis of the DHR learning plan pilot</p> <p>Learning plans may be piloted during the performance management pilot (TBD)</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   | Discussion/Analysis  |
|--|--|---|--|--------|--------|--|--|
|  |  |   | Year 1   | Year 2 | Year 3 |  |  |
| Establish and implement a new performance management framework   | <p>2009-2010<br/>Establish framework by September 2010</p> <p>2010-2011<br/>Establish framework</p> <p>2011-2012<br/>Focus on development of competency model</p> <p>Extend to other departments in future years</p> | <p>Framework piloted in DHR and two other departments</p> <p>Full implementation across the GNWT (timeline TBD)</p> | TBD based on completion and approval of the competency model |        |        | <p>A pre-pilot session was run (January 2011) and evaluated by key HR employees and a report was provided to HR Deputy Ministers; It was determined that the pilot should be put on hold and that more work was required on the competency model</p> | <p>Timeline has changed as competency development is needed to develop a performance management program</p> <p>Pilot in Department of Human Resources and two other departments (date TBD)</p> |
| Research and implement innovative feedback and reward mechanisms and ensure flexibility to address cultural differences and individual preferences | Future years initiative  |   |  |        |        |  |  |

# 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   | Discussion/Analysis  |
|---|--|--|---|--------|--------|--|--|
|   |  |  | Year 1  | Year 2 | Year 3 |  |  |
| Establish a succession planning framework   | 2010-2011<br>Future years initiative<br><br>2011-2012<br>Framework developed | Framework developed, piloted and fully implemented across the GNWT | TBD (based on an evaluation of the pilot process) |        |        | Research of best practices of other jurisdictions and GNWT initiatives is complete<br><br>Draft discussion paper on the framework is currently under development | Timeline has changed due to other competing priorities and reallocation of funding |
| Have successors assume positions for up to six months on a double-fill basis to promote knowledge transfer and mentorship                 | Future years initiative  |  |   |        |        |  | Timeline has changed due to other competing priorities and reallocation of funding |
| 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  | Discussion/Analysis   |
|--|---|----------------------|---------|--------|--------|---|---|
|  |   |                      | Year 1  | Year 2 | Year 3 |   |   |
| Undertake an expanded and more comprehensive occupational supply and demand outlook for the NWT                                | <p>2010-2011<br/>DHR to develop a Talent Acquisition Strategy</p> <p>2011-2012<br/>DHR will work with all GNWT departments to establish a working definition and measurable criteria of "hard-to-recruit" positions within the GNWT</p> |                      |         |        |        | <p>DHR developed a GNWT Talent Acquisition Strategy, which consists of a recruitment marketing and advertising plan, with the goal of attracting qualified applicants to GNWT competitions</p> <p>DHR finalized a contract with Career Builder and, in 2011-2012, will start piloting the use of Career Builder in GNWT competitive processes</p> | <p>Future analysis of competition results will be required to determine if Career Builder is an appropriate option for the GNWT</p> |
| 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   | Discussion/Analysis   |
|--|---|---|---------|--------|--------|--|---|
|  |   |   | 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 | <p>2009-2010<br/>Develop framework by August 31, 2010</p> <p>2010-2011<br/>Assist departments in finalizing human resource plans for incorporation into business plans – on-going</p> <p>2011-2012<br/>Assist departments in finalizing human resource plans for incorporation into business plans – on-going</p> | Proportion of departments with complete up-to-date human resource plans | 3       | 10     | 13     | <p>Human Resource Planning Framework developed January 2010</p> <p>Three plans completed: ENR, Transportation and Finance</p> <p>Pilot near conclusion</p> | <p>Three new departments will start their plans in May 2011</p> <p>Ten departments should have their HR plans completed by April 2012</p> <p>All Health Boards and Authorities will begin a joint HR plan in 2012</p> |





