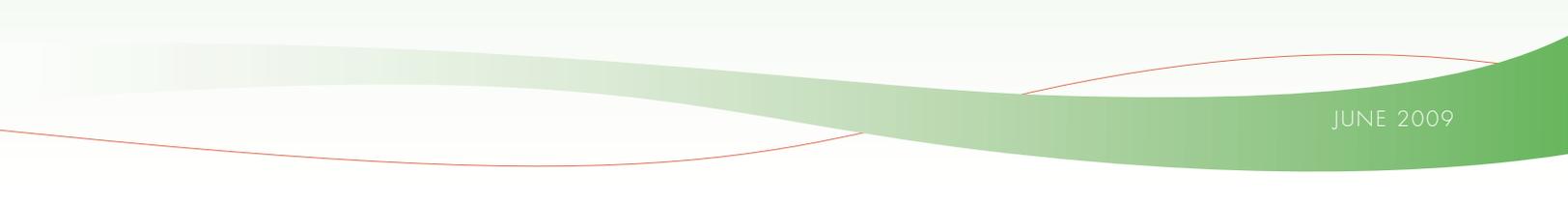




Action Plan

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



JUNE 2009

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Introduction

This Action Plan 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 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. These will be used as the basis for reporting to stakeholders on our progress with implementation of the Strategic Plan.

Some of the actions outlined in this Plan can 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 will be updated annually to reflect what can realistically be accomplished, based on annual budgets approved by the Legislative Assembly.

The Government of the Northwest Territories is committed to reporting on progress as we move forward. Periodic progress reports will be available on the Department of Human Resources web site at www.hr.gov.nt.ca.



The Action Plan outlines the specific actions that the Government of the Northwest Territories proposes to put in place over a three-year period.

Abbreviations:

- DHR – Department of Human Resources
- GNWT – Government of the Northwest Territories
- WSCC – Workers' Safety and Compensation Commission
- MACA – Department of Municipal and Community Affairs
- ITI – Department of Industry, Tourism and Investment
- ECE – Department of Education, Culture and Employment



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		
			Year 1	Year 2	Year 3
Develop customer service skills for DHR employees	<i>Start date: 2009-2010</i> Skill development program operational by December 31, 2009	Proportion of DHR staff provided with customer service training Proportion of clients satisfied with services received from DHR employees	75%	80%	85%
Establish individual professional learning plans for each DHR employee	<i>Start date: 2009-2010</i> Professional learning plans developed and approved by December 31, 2009	Proportion of DHR employees with approved learning plans Average percentage of learning objectives achieved	80%	90%	95%
Review the organization and clarify the roles and responsibilities of DHR employees in issue resolution	<i>Start date: 2009-2010</i> Review complete by March 31, 2010	Proportion of clients satisfied with role clarity	(Baseline measure to be determined in 2010; annual increases of 10% until 90% goal reached)		
Improve GNWT communications with employees by establishing an employee information web site	<i>Start date: 2009-2010</i> web site operational by December 31, 2009	Proportion of employees satisfied with communications	(Baseline measure to be determined in 2010; bi-annual increases of 10% until 90% goal reached)		

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		
			Year 1	Year 2	Year 3
Conduct business process review in pay and benefits	<i>Start date: 2009-2010</i> Elimination of unnecessary paper records and duplicate processes by March 31, 2010	N/A	N/A		
Revise policies to simplify them and to add flexibility to address department needs	<i>Start date: 2009-2010</i>	Number of policies reviewed and adjusted	30%	60%	90%
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		

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		
			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 assign a high level of importance to the Affirmative Action policy	(Baseline to be established by March 31, 2010; 10% bi-annual increments until 90% goal reached)		
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	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)		
	Program delivery piloted by March 31, 2011		–	15%	20%
	Ongoing program delivery during 2011-2012				
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 31, 2010	N/A	N/A		
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		

Objective 2: Marketing Public Service

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

Actions	Milestones	Performance Measures	Targets		
			Year 1	Year 2	Year 3
Review and update GNWT recruitment and marketing strategies based on market research and current technologies	<i>Start date: 2009-2010</i> Complete review and design of new program by March 31, 2010	Proportion of job candidates attracted through recruitment and marketing strategies	To be developed		
Establish partnerships with other GNWT departments to establish branding and to align marketing plans	<i>Start date: 2009-2010</i> Develop an inter-departmental approach and enter into partnerships by March 31, 2010 Further milestones to be developed after 2010	Proportion of job candidates attracted through recruitment and marketing strategies	To be developed		
Initiate targeted recruitment strategies for hard-to-attract occupations	<i>Start date: 2009-2010</i>	Proportion of job candidates attracted through recruitment and marketing strategies Vacancy rates for specified occupations	To be developed To be developed		
Develop outreach programs to NWT high schools and college campuses	<i>Start date: 2010-2011</i> Program design completed by March 31, 2011 Roll-out 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: 2011-2012</i> Program design completed by March 31, 2012	Number of work experience positions as a proportion of all GNWT positions	To be developed		



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

Actions	Milestones	Performance Measures	Targets		
			Year 1	Year 2	Year 3
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		
Develop and implement a program to reach out to designated groups and other potential employees based on an "ambassador" approach	Future years initiative				

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		
			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		
			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>	Absenteeism rate (average days absent per employee) Proportion of employees satisfied with support programs available	11 days	9 days	7 days
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	–	75%	–
In collaboration with WSCC 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%
			–	75%	–

Objective 2: 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.

Actions	Milestones	Performance Measures	Targets		
			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		
Reinforce managers' responsibilities for applying the Collective Agreement and resolving disputes	<i>Start date: 2009-2010</i> Launch the Managers' Toolkit by March 31, 2010	Proportion of managers satisfied with the Toolkit	–	50%	70%
Provide ongoing labour relations training and Collective Agreement updates to all GNWT managers		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		
			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		
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		
			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		
Support training and education to ensure that roles, accountabilities and expectations of senior managers are clearly defined	Future years initiative				
Implement programs to facilitate the rotation/transfer of managers through a range of departments and perspectives	<i>Start date: 2011-2012</i> Develop the program by March 31, 2012	Proportion of managers who have worked in only one, two, three and four or more departments	(Baseline to be established by March 31, 2012; targets to be set thereafter)		
Define and communicate management competencies	<i>Start date: 2010-2011</i> Management competency profiles reviewed, updated and communicated by March 31, 2011	N/A	N/A		

Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

Actions	Milestones	Performance Measures	Targets		
			Year 1	Year 2	Year 3
Commit investment in learning and development programs, including formal classroom and internet, and coaching and mentoring	<i>Start date: 2009-2010</i> Develop policy and guidelines by March 31, 2010	Proportion of employees with formal mentoring and/or coaching	-	-	10%
	Initial implementation during 2010-2011	Proportion of employees accessing learning and development opportunities	To be determined		
	Full implementation during 2011-2012				
Develop learning plans at an organizational level for different employee cadres and functional groupings as well as individual learning plans to support the drive for excellence	<i>Start date: 2009-2010</i> Develop parameters for mentoring and coaching employees Year 1: In DHR Year 2: Pilot for specific groups Year 3: Extend to other departments	To be determined	To be determined		
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		
			Year 1	Year 2	Year 3
Establish and implement a new performance management framework	<p><i>Start date: 2009-2010</i> Framework established by March 31, 2010</p> <p>Pilot in DHR in 2010-2011</p> <p>Extend to other departments in 2011-2012</p>	Proportion of managers trained and applying the framework	To be determined		
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			
Research and implement innovative feedback mechanisms	Future years initiative	Proportion of employees who report that they are satisfied with the rewards they receive			

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		
			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		
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 year 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		
			Year 1	Year 2	Year 3
Develop a robust talent management program (skills inventory, forecast requirements, gap analysis, re-deployment 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		
			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><i>Start date: 2009-2010</i></p> <p>Develop framework by August 31, 2010</p> <p>Assist departments in finalizing HR plans for incorporation into business plans – on-going</p>	Proportion of departments with complete up-to-date HR plans	–	70%	100%

