

# Results Report (2014-2015)

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







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## Introduction

The 2014-2015 Results Report is a companion document to the NWT Public Service Strategic Plan, *20/20: A Brilliant North*, "Action Plan 2012-2016" and is intended to be a living document that provides an update on the progress of the NWT Public Service Strategic Plan. The Results Report is updated annually to reflect what was accomplished and to make adjustments as required.

The 2014-2015 Results Report continues to build on progress made during the first six years of the Strategic Plan. Significant progress has been achieved, and momentum will be maintained to ensure that changes made have a lasting and sustainable impact on the GNWT public service.

Information on the Public Service Strategic Plan and prior Results Reports can be found on the "*20/20: A Brilliant North*" website at <http://www.hr.gov.nt.ca/about/2020-brilliant-north>

**PLEASE NOTE:** *Some of the Performance Measures listed in this Results Report are dependent on the results of the Employee Engagement and Satisfaction Survey (EESS) to provide a performance indicator. The EESS is delivered biannually and was not delivered in 2013-2014. "N/A" was substituted in the "Year 2 2013-2014" results column for those results dependent on the EESS.*



*The Results Report outlines the specific actions that the Government of the Northwest Territories has put in place over a four-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

The Department of Human Resources (DHR) will support the DHR 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.

## Strategic Goal 2 – Engage: Magnetic Attraction

Through the “Magnetic” Attraction of northerners and others to the public service, and through the engagement of the existing workforce, the Government of the Northwest Territories (GNWT) will establish a public service that reflects the Northwest Territories’ 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  
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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

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

The GNWT will strive to “Inspire” the public service to “Expand its Horizons” and continually develop 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

The GNWT will “Chart a Path” for the future through excellent planning and management of the public service. The GNWT will continually build on its strengths and monitor 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  
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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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
<p>Develop a strategy to enhance the relationship between the Department of Human Resources and its client departments and agencies.</p> <p>Continue to develop and emphasize a corporate culture of exceptional customer service within the Department of Human Resources.</p>	<p>The creation of a Client Information Strategy, which includes a tiered approach to information sharing, that includes the following three tiers:</p> <ol style="list-style-type: none"> <li>1) The Website;</li> <li>2) Helpdesk; and</li> <li>3) Client Service and Employee Services' Managers to enhance timely and efficient access to key HR information by Program Managers and employees.</li> </ol> <p>Clarify roles of the Department of Human Resources and departments and agencies in service delivery through the development and implementation of Service Partnership Agreements.</p> <p>Pilot the Service Partnership Agreements within the health and social services system.</p>	<p>Percentage of employees satisfied overall with the Department of Human Resources (Client Satisfaction Survey)</p> <p>Number of NWT-based website sessions</p>	75%	80%	83%	85%	76%	N/A	75%	<p>The Department of Human Resources is currently in the process of developing an Accountability Framework, which will assist in clarification of roles/responsibilities and provide tools and support for continuous improvement in strategic human resources, based on best practices.</p> <p>As part of the Accountability Framework and Service Partnership Agreement pilot in 2012-2013, a Service Level Agreement will be developed. The Service Level Agreement will define the strategic human resource services provided by the Department of Human Resources to client departments and focus on service delivery commitment, performance outcomes and business results reporting.</p>
300,000	315,000	330,000	345,000	N/A	355,835	275,788				



Objective 1: Creative and Dedicated People (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
	<p>Review, revise and implement any required changes to the Service Partnership Agreements resulting from an evaluation of the pilot, then roll-out Service Partnership Agreements to additional GNWT departments, boards and agencies.</p> <p>Customer service training for Department of Human Resource staff.</p> <p>Ongoing development of Human Resources' staff skills and technical knowledge to support the provision of expert support and advice.</p>	<p>Number of Helpdesk tickets received via email and phone</p>	15,000	12,000	11,760	11,520	21,708	14,755	31,468	<p>Helpdesk functions were transferred to the Department of Finance April 2014.</p> <p>The Department of Human Resources held one internal training conference for all staff to continue to strengthen and enhance front-line service delivery to clients.</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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Continuous business process improvements are identified and implemented within the Department of Human Resources.	Implement business process improvement activities for the core transactional activities in Human Resources through the implementation of a continuous improvement approach to service delivery.	Human Resources Service Level Catalogue and Reporting Catalogue (as a part of the Service Partnership Agreements)  Percentage of clients satisfied with services received from the Department (Employee Satisfaction Index)	75%	80%	83%	85%	73%	N/A	75%	As part of the Accountability Framework and Service Partnership Agreement pilot in 2012-2013, a Service Level Agreement will be developed.  A continuous improvement framework is currently under development.
Continue to develop and enhance human resource frameworks, policies, legislation and tools to support good human resource management practices.	Ensure the ongoing updating of the Managers' Toolkit and Human Resource Manual to reflect updated terms and conditions of employment.	Number of NWT-based page views for Managers' Toolkit	1,800	2,000	2,200	2,500	3,464	8,408	4,813	Updates to the Managers' Toolkit occur as new information is available.



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

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
	Policy and legislation priorities aligned with the priorities of the 17th Legislative Assembly.	In partnership with stakeholder groups (Deputy Ministers' Human Resources Committee; functional communities of interest such as Directors of Finance, Directors of Policy; Client Advisory Group) review and update key frameworks, policies and tools  Successful PeopleSoft upgrades	TBD (once the framework is implemented, measures regarding the impact of that framework will be developed)				Amendments to the <i>Public Service Act</i> were completed in November 2014.  Implementation of the Human Resource Manual Action Plan continues. Twenty-seven sections of the Human Resources Manual were changed in 2014-2015.  PeopleSoft functions were transferred to the Department of Finance April 2014.	The amendments provide for appointments of employees identified for lay-off, direct appointment without Cabinet recommendation for the purposes of fulfilling a duty to accommodate, and change to the approver for granting leave for political candidacy.  Updates to the Human Resource Manual include streamlining information, removal of outdated sections and clarification on responsibilities.		



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

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Ongoing annual delivery of the Human Resources' Client Satisfaction Survey.	Survey delivered annually each November.	Response rate to the Human Resources' Client Satisfaction Survey	56%	58%	60%	62%	43%	N/A	46%	As a bi-annual commitment, the survey was delivered in November 2014, in conjunction with the Employee Engagement and Satisfaction Survey.
		Successful delivery of the survey on an annual basis	Delivered	Delivered	Delivered	Delivered	Delivered	N/A	Delivered	
Ongoing implementation of the Human Resources' Information Systems (HRIS) Strategy.	Successfully implement the PeopleSoft upgrade to Version 9.1, shift scheduling, and continue to enhance eRecruit.	Percentage of employees satisfied with Department of Human Resources' systems, website and intranet	84%	86%	88%	90%	88% (Website)	N/A	86%	Results are based on the percentage of respondents who agree or strongly disagree that the Department of Human Resources website and PeopleSoft had the information needed.
							86% (PeopleSoft System)	N/A	87%	



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

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
	<p>Launch User Productivity Kit as a training tool for employees.</p> <p>Implementation of ePerformance.</p>	<p>Successful system upgrade (PeopleSoft)</p> <p>Successful implementation of shift scheduling</p> <p>Evaluate whether or not the systems are performing as expected and if they are being used to their full advantage</p> <p>Report on the value-added contribution of the systems by determining the efficiency of the new program and the benefits of the new HRIS system</p>	Upgrade and Implement	TBD	TBD	TBD	Successful Upgrade	N/A	-	Human Resources' Information Systems (HRIS) functions were transferred to the Department of Finance April 2014.
Effective communication with employees and clients.	Enhance the Department of Human Resources' website to improve communications with employees.	Number of NWT-based website sessions	300,000	315,000	330,000	345,000	N/A	355,835	275,788	The Department of Human Resources enhances its new website, launched in October 2013, on a continual basis.



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

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
	<p>Implement the second phase of improvements to the website, based on stakeholder feedback.</p> <p>Carry out stakeholder consultation to determine further enhancement to the website.</p> <p>Launch a Department of Human Resources' Facebook page.</p>	Facebook page hits/likes	5,000 hits; 800 likes	5,500 hits; 1,200 likes	6,000 hits; 1,600 likes	6,500 hits; 2,000 likes	4,073 hits; 120 likes	7,007 hits; 198 likes	15,385 hits; 321 likes	The Department of Human Resources continues the use of social media tools (Facebook, Twitter and LinkedIn) to engage the public on career opportunities within the GNWT.





## 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Promote the GNWT as an inclusive workplace.	<p>Continue to deliver and promote education and awareness training regarding disabilities awareness, including the launch of an awareness campaign on hiring persons with disabilities.</p> <p>In phase one, launch four base modules on Aboriginal Cultural Awareness e-training.</p> <p>In phase two, create and launch seven additional culturally-specific modules for Aboriginal Cultural Awareness e-training.</p> <p>Ongoing revisions and delivery of Aboriginal Cultural Awareness e-training.</p>	Number of Disability Awareness training sessions per year	6-8	6-8	6-8	6-8	17	9	17	<p>Diversity Awareness training is currently under development. As a component of this overall training, Disability Awareness training is being reviewed to be re-developed to a web-based online training tool.</p> <p>Awareness posters continue to be posted throughout the GNWT. Updated posters and additional promotional materials are being reviewed for development in the 2015-2016 fiscal year.</p> <p>The Inclusive Public Service Survey has been merged with the Employee Engagement and Satisfaction Survey to include additional questions on employability issues and recruitment barriers at the GNWT for persons with disabilities.</p> <p>Aboriginal Cultural Awareness mandatory e-training continues to be delivered on the Department of Human Resources website for all GNWT employees.</p>
		Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%	57%	N/A	58%	
		Percentage of employees who agree the GNWT promotes cultural awareness opportunities for employees	50%	55%	60%	65%	54%	N/A	62%	



Objective 1: Affirmative Action and Diversity (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
	Complete and launch e-training modules for Diversity Awareness training, based on the successful creation of the Aboriginal Cultural Awareness e-training.									<p>An Aboriginal Inclusion Survey was conducted in late 2013-2014. The results were received in 2014.</p> <p>Survey results are being used to develop specific recommendations for Inclusive Recruitment initiatives, as part of the Workforce Planning Strategy, to assist with recruitment and retention efforts.</p> <p>The GNWT was recognized nationally as one of Canada's Best Diversity Employers 2015, for the third consecutive year.</p>
Support communities of interest designed to provide advice on initiatives to enhance employment opportunities for designated groups within the public service.	Members of Aboriginal Employees' Advisory Committee (AEAC) and GNWT Advisory Committee on Employability (GACE) continue to meet and advise on methods to promote, support and increase the representation of designated groups within the GNWT, while fostering a spirit of inclusion and awareness in the public service.	Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%	57%	N/A	58%	<p>The GACE held four meetings in 2014-2015.</p> <p>The AEAC held four meetings and one workshop to provide recommendations on how to increase Aboriginal inclusion, based on the results of the Aboriginal Inclusion Survey.</p>



## Objective 2: Marketing Public Service

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

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Support recruitment of a diversified, inclusive and skilled workforce.	Ongoing delivery of workshops on recruitment and hiring processes.	Number of enrolled members of the Talent Community	TBD	+5%	+10%	+10%	N/A	6,888	16,030	<p>HR Careers website, <a href="http://www.gnwtjobs.ca">www.gnwtjobs.ca</a>, continues to showcase the GNWT's employment opportunities.</p> <p>The Careers website has generated more than 16,000 talent community members.</p> <p>In addition to recruitment services provided to applicants, on a request basis, a "How to Apply", "Resume Tips" and "Interview Tips" resource tools are available on the Department of Human Resources website.</p> <p>The development and/or delivery of recruitment and retention initiatives continue as outlined in the Workforce Planning Strategy, developed in August 2013. Recruitment initiatives include:</p> <ul style="list-style-type: none"> <li>• A Regional Recruitment Program was developed in 2013-2014, and continues to be utilized to link regional vacancies with the available labour force. To date there have been ten placements into the program.</li> </ul>
	Development and implementation of the GNWT careers website; establish baseline data for targets.	Number of site visitors to the careers website	TBD	+5%	+10%	+10%	N/A	95,162	123,832	
	Development of GNWT Recruitment Strategy that includes initiatives aimed at an inclusive workforce, a representative public service, hard to attract positions and positions related to the devolution of land, water and resources.	Number of workshops that support recruitment of a diversified, inclusive and skilled workforce that are delivered annually	10	14	15	15	1	17	18	
		Number of applicants to Summer Student Employment Programs (SSEP)	700	750	800	800	705	745	598	
		Number of positions filled through SSEP	300	320	320	320	308	271	312	
		Percentage of students who agree that their summer job is a good fit with their skills and interests	71%	74%	77%	78%	77%	73.9%	69%	
		Ongoing implementation of GNWT Recruitment Strategy; evaluate success of Strategy.								



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
		Percentage of vacant "hard to attract" positions in the GNWT	TBD	-10%	-25%	-25%	TBD	TBD	TBD	<ul style="list-style-type: none"> <li>• A Refocusing Recruitment Initiative, planned for 2015-2016, will review internal processes to determine what changes are required to streamline and improve recruitment.</li> <li>• A Bilingual Recruitment Strategy is being developed to identify and facilitate recruitment efforts. Work continues on Bilingual Recruitment Initiatives to support client departments for French language services consistent with the GNWT's Strategic Plan for French Language Communication and Services</li> </ul>



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Support the development of youth for current and future recruitment purposes.	Establish partnerships with learning institutions.	Number of ongoing partnerships developed between targeted learning institutions and the GNWT	-	2	6	6	-	-	-	<p>The GNWT was recognized nationally as one of Canada's Top Employers for Young People in 2014.</p> <p>A Student and Youth Initiative, developed in January 2014 as part of the Workforce Planning Strategy, identifies new programs and changes required to existing programming. Initiatives include:</p> <ul style="list-style-type: none"> <li>• The Graduate Internship Program guidelines were revised in 2014-2015.</li> <li>• A Cooperative Education Program tool is under development.</li> <li>• Other initiatives to be developed include a Youth Career Planning Program and changes to the Summer Student Internship Program.</li> </ul>
	Attend career fairs to promote public service occupations.	Number of GNWT attended career fairs	1	4	4	4	2	4	4	



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
									<p>A Career Fair selection tool/initiative is currently under development as part of the Workforce Planning Strategy.</p> <p>The GNWT participated in a career fair in Grande Prairie, October 2014; a Geosciences career fair in Yellowknife, November 2014; attended two Café Emplois events in Yellowknife, May and October 2014; and interacted with attendees at NWT Days in Ottawa, January 2015.</p> <p>In spring of 2014, Yellowknife and regional centres hosted open houses for individuals to learn about career opportunities in the GNWT, receive feedback on resumes, and other job related information.</p>	



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Partner with other levels of government to build public service capacity.	Continue partnership on the Public Service Capacity Initiative for local governments.	Number of secondments/developmental opportunities in/out of the GNWT	4	4	4	4	6	5	17	The number of secondments/developmental opportunities are based on April 1 to December 31, 2014 information.
	Promote secondments between the GNWT and Aboriginal and community governments.	Number of training opportunities accessed by community and Aboriginal government representatives	2	3	4	5	2	4	16	Opportunities for partnerships with Aboriginal and community governments continue to be explored.
	Offer access to relevant GNWT corporate training opportunities, based on availability, to key partners.									In addition to the training opportunities available on the GNWT Training Calendar, Aboriginal Cross-cultural Awareness e-training is also available on the Department of Human Resources website.  The GNWT and the Gwich'in Tribal Council Terms of Reference was signed in April 2014 for human resource capacity building. The Joint Working Group consists of the GNWT, Gwich'in Tribal Council and Government of Canada.



## 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Continue the practice of regular compensation reviews and benchmarking against appropriate comparators in the relevant labour markets.	Updates each fiscal year.	Ensure that information is up-to-date to be utilized for analysis and to provide sufficient total compensation to attract and retain key talent and maintain competitiveness with other jurisdictions	N/A Updates are conducted on an ongoing basis.				Update Complete	Update Complete	Update Complete	Ongoing comparative analysis is undertaken to gauge the GNWT's competitiveness.  The GNWT remains competitive for the majority of occupational groups.





# 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Protect and promote the health and wellness of GNWT employees.	Continue offering wellness education seminars and counselling and support services through the Employee and Family Assistance Program (EFAP) provider.	Percentage of employees satisfied with health and wellness programs available to GNWT employees	61%	63%	65%	69%	64%	N/A	65%	<p>The GNWT's Employee and Family Assistance Program contract for 2014-2017 was awarded to Shepell.fgi.</p> <p>The year-to-date utilization of Employee and Family Assistance Program services, as at December 31, 2014, was 13.12%.</p> <p>Nine Employee and Family Assistance Program wellness education seminars were offered.</p> <p>The additional capacity to provide Duty to Accommodate human resource advice/support and raise awareness through training sessions resulted in the number of case files (employees receiving accommodation) to increase.</p>
	Continue delivery of Duty to Accommodate training and Harassment Free and Respectful Workplace training.	Number of Duty to Accommodate training sessions per year	8-10	8-10	8-10	8-10	5	7	9	
		Number of employees receiving permanent/long-term accommodation through assistance of Human Resources	15	14	14	13	44	156	220	
	Create and implement health and wellness framework, and evaluate the success of framework.	Number of Harassment Free and Respectful Workplace Policy training sessions per year	8-10	8-10	8-10	8-10	2	5	8	



Objective 1: Healthy and Respectful Workplace (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Develop and implement Occupational Health and Safety Program across the GNWT.	Establish the GNWT Occupational Health and Safety Advisory Committee.	Grading on the Safe Advantage Program Management Practices Questionnaire	PASS	PASS	PASS	PASS	PASS	PASS	Results not yet available	<p>The Department of Human Resources continues to work with departments, boards and agencies to ensure compliance with the legislated requirements of the <i>Safety Act</i> and Regulations.</p> <p>Based on departmental responses to the Safe Advantage Management Practices Questionnaire, majority of departments, boards and agencies have Occupational Health and Safety Committees.</p> <p>In 2014 there were 421 new accident claims registered with the WSCC. This is more than 100 less than the number of accidents in 2013 (524).</p> <p>In order to promote accessibility and efficiency, supervisor and employee Safety Training courses offered through the GNWT Training Calendar will be developed/delivered as an online-based training in 2015-2016.</p>
	Develop a standard structure for Occupational Health and Safety Committees and establish committees where they don't currently exist.	Claims experience costs within or below Safe Advantage Program incentive range	Within Range	Within Range	Below Range	Below Range	Above Range	Below Range	Results not yet available	
	Develop, implement and maintain the Occupational Health and Safety Program.									
	Reduce the number of WSCC claims.									



## 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Work with bargaining representatives to resolve issues and address common goals.	Continue Joint Leadership Committee meetings between the Department of Human Resources and Union Leadership to strengthen and align relations between employer and employee representatives.	Number of Joint Consultation Committee meetings per year with bargaining units	3	3	3	3	7	5	4	Five informal meetings took place between the Union of Northern Workers and Department of Human Resources, in addition to four Formal Joint Consultation meetings.  In addition to Case Management meetings, 25 meetings with the Union of Northern Workers were held with Union Service Officers to discuss employee issues prior to matters being referred to grievances and/or arbitration.
			meetings with the NWTTA	meetings with the NWTTA	meetings with the NWTTA	meetings with the NWTTA				
	4	4	4	4	9	9	9			
	Continue regular Grievance Case Management meetings with the Union of Northern Workers.	Number of Grievance Case Management meetings per year with the Union of Northern Workers	10	10	10	10	9	8		
			meetings with UNW	meetings with UNW	meetings with UNW	meetings with UNW				



*Objective 2: Positive Relationships with Bargaining Representatives (continued)*

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Support managers and supervisors in managing personnel in order to foster and build a productive, resolution oriented workplace.	Continue to provide Labour Relations training to managers and supervisors on applying the Collective Agreement in resolving issues.  Review, update and deliver training materials to reflect new Collective Agreements; upload new Collective Agreements to the GNWT website.  Continue to update tools, such as the Managers' Toolkit, for managers as needed.	Number of Labour Relations training sessions per year	8-10	8-10	8-10	8-10	8	12	10	Training materials are continually updated to reflect ongoing interpretation of the 2012-2016 Collective Agreements and reflect any new processes.          Updates to the Managers' Toolkit occur as new information is available.
		Satisfaction levels of training participants as determined by results of surveys completed following Labour Relations training	70%	75%	80%	83%	82%	96%	89%	
		Department of Human Resources Client Satisfaction Survey results	75%	80%	83%	85%	76%	N/A	75%	



## Objective 3: Greening the Workplace

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

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Promote and support greening initiatives in the workplace.	Develop community of interest, including representatives from all departments on Interdepartmental Green Advisory Team and non-government organizations with expertise on greening initiatives; participate in quarterly meetings where best practices are discussed and shared.  Promote Advisory Team amongst Health Authorities and Education Councils; promote the creation of departmental/agency-based Green Teams.  Develop partnerships/dialogue with non-GNWT partners that have an interest in environmental stewardship.	Number of departments and agencies represented on the Interdepartmental Green Advisory Team	14	16	18	20	12	13	13	The Interdepartmental Green Advisory Team meets quarterly and promotes GNWT-wide green initiatives.  Current greening initiatives include encouraging the establishment of departmental Green Teams, promoting existing GNWT green guidelines and policies, and standardizing double-sided copying and printing practices.
		"Green Teams" established in GNWT departments and agencies	4	6	8	9	3	4	5	
		Number of partnerships with non-GNWT partners	2	3	4	4	2	2	2	

# 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Provide training and support that strengthens leadership in the public service.	Update GNWT Management Competencies.	Number of Management Competency training sessions provided	-	5	5	5	14	15	34	Competency-based Performance Management training continued in 2014-2015 to support the implementation of the GNWT Competency Model and ePerformance.
	Develop, pilot and evaluate Management Competency Model and Performance Management Program for senior managers for delivery on an ongoing basis.									
	Develop, pilot and evaluate updated Leadership Development Program, which reflect GNWT management competencies, for delivery on an ongoing basis.	Successful development and roll-out of the new Leadership Development Program	Program Developed	Program Piloted	Full Roll-out and Delivery	Program in Place	-	Program Developed	Program Delivery	The Leadership Development Program was revised in 2013-2014 to align with the new GNWT Competency model to provide comprehensive training and development towards leadership competencies.
		Percentage of Aboriginal participants in the Leadership Development Program	N/A	50%	50%	50%	33%	33%	33%	
		Number of GNWT employees who have completed Leadership Development Program	60	120	180	240	78	-	106	The revised Leadership Development Program had two intakes in spring and fall of 2014.
	Develop, pilot and evaluate Management Series for delivery on an ongoing basis.	Number of GNWT employees who completed Management Series training	N/A	N/A	200	400	-	-	-	Management Series training was developed in 2013-2014 to increase learning and development needs of the GNWT management level. As of December 2014, 121 managers and supervisors were enrolled in the program. Options for web-based online delivery are being reviewed.



*Objective 1: Leadership (continued)*

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence.	Evaluation of Associate Director/Superintendent Program.	Number of new Associate Director/Superintendent positions filled	3	3	3	3	2	2	3	<p>Program was renamed the Aboriginal Management Development Program (AMDP) to reflect the inclusion of manager positions.</p> <p>The program was expanded in April 2014 to include one new management position each year.</p>
	New Associate Director/Superintendent positions are filled annually. These positions are funded for up to two years under the Associate Director/Superintendent Program.	Number of senior management positions filled by employees that have completed the program	2	4	6	8	2	2	2	
		Percentage of Aboriginal employees in senior management positions	20%	21%	22%	23%	19%	20.4%	18.2%	



## Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Support work-related learning and development of public service employees.	Ongoing evaluation and revisions to the training calendar to reflect training needs; roll-out of new programs.	Total enrollment for all courses offered through the training calendar (797 in 2011)	1,000	1,200	1,380	1,500	1,092	1,472	3,133	<p>The number of courses offered on the Training Calendar increased due to new program initiatives being implemented in 2014-2015.</p> <p>The Training Calendar is updated frequently with training opportunities for GNWT employees.</p> <p>Recognizing the need to support learning and development across the GNWT, work is underway on the development of a revised and enhanced Training Calendar.</p> <p>Learning plans continue to be implemented as part Competency-based Performance Management.</p> <p>The current Learning and Development Policy, introduced in 2014, will be reviewed in 2015-2016 to make any necessary updates/changes.</p> <p>In order to promote accessibility and efficiency, options for web-based online training delivery are being reviewed.</p>
	Evaluation of pilot of learning plan process in the Department of Human Resources and develop learning plan guidelines as part of performance management.	Percentage of employees that agree the courses offered through the Training Calendar are those needed to do their job	58%	62%	67%	70%	42%	N/A	44%	
	Roll-out of learning plans program to pilot departments, followed by full roll-out of learning plans to all departments in connection with the ePerformance module of PeopleSoft.									





## 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Recognize and celebrate the outstanding efforts of GNWT employees.	Ongoing delivery of Premier's Awards, Dave Ramsden Award and Long Service Awards.	Percentage of employees who agree that they receive meaningful recognition for work well done	57%	60%	62%	63%	57%	N/A	59%	The Premier's Awards, Dave Ramsden Career Excellence Award and Long Service Awards are held on an annual basis.
	Support the development of department employee recognition programs.	Percentage of employees who agree the GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts	38%	40%	45%	48%	41%	N/A	42%	The Employee Recognition Policy/Programs will be reviewed in 2015-2016.
Create and implement performance management tools for all GNWT employees.	Develop, pilot, evaluate and implement Performance Management Program for all employees based on competencies.	Successful creation and implementation of Performance Management Program and associated tools for senior management	Pilot	Full Roll-out	Ongoing	Ongoing	Pilot	Roll-out	Ongoing	ePerformance and Competency-based Performance Management has been implemented for all senior managers and managers/supervisors.
	Implementation of ePerformance.	Successful merging of Senior Management Performance Management Program and ePerformance.	-	Pilot	Full Roll-out	Ongoing	-	Under Development	Ongoing	An evaluation of ePerformance is underway.
		Successful implementation of Performance Management Program, ePerformance and associated tools for all employees	-	-	Pilot	Full Roll-out	-	-	Under Development	Full roll-out to all employees is under development and re-scheduled for 2015-2016.



# 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Promote workforce planning and knowledge retention through the implementation of Workforce Planning and Knowledge Retention Framework.	Develop, pilot, evaluate and implement Workforce Planning and Knowledge Retention Framework and associated tools.	Percentage of employees that agree that they have opportunities for career growth within the GNWT	52%	54%	58%	60%	53%	N/A	54%	As part of the Workforce Planning Strategy, knowledge retention initiatives will be developed. A variety of tools, resources and supports are under development to assist client departments with mentoring, coaching and knowledge retention of employees. Various tools in development include a competency assessment tool, mentorship tools and an Executive Level Training Program.  The GNWT partnered with the Canadian Executive Service Organization (CESO) in 2013-2014, where client departments can access Mentorship Program services.  The Leadership Development Program and Aboriginal Management Development Program (AMDP) continue to be delivered annually to assist in workforce planning/knowledge retention.
		Percentage of all hires that are promotions or transfers (39% in 2011)	40%	41%	43%	45%	34%	39.4%	48.1%	



## 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			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Continual updating and implementation of the Talent Acquisition Strategy ensuring that the strategy identifies and meets the needs of the GNWT.	Review and update the Talent Acquisition Strategy, fully implement its goals and objectives, measure results and create benchmark numbers for future analysis.  Develop and launch a career website and make innovative approaches, such as LinkedIn, Facebook and other social media, common recruitment initiatives.	Number of departments to have completed talent inventory and identified skill gaps	4	8	13	Ongoing	-	-	-	16,000 talent community members enrolled in the Talent Community and half of the members enrolled to receive job alerts.  Feedback for improvements to the Talent Community is continually received and implemented where possible.  Baseline statistics measuring the drop-off rate (percentage of Careers website visitors that click "apply now" vs. the number of applications received) is currently unavailable and will be assessed in future years.  In May 2014 the Department of Human Resources signed a two year agreement with LinkedIn to use the service as a recruitment tool. More than 140 jobs have been advertised to date.  The Department of Human Resources continues the use of social media tools (Facebook, Twitter and LinkedIn) to engage the public on career opportunities within the GNWT.
		Number of departments to have a strategy in place to address identified skill gaps	2	8	13	Ongoing	-	-	-	
		Talent Community Alerts – Percentage of visitors that enroll for alerts from the site	5%	7%	10%	12%	-	9.54%	47.4%	
		Complete a survey with departments to find out their level of satisfaction (Year 1 – Base 70% satisfaction)	75%	80%	85%	90%	-	-	-	
		Percentage of visitors that click "apply now" vs. the number of applications (drop-off rate)	-65%	-60%	-55%	-50%	-	-	-	



Objective 2: Talent Management (continued)

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Develop training programs to enhance the NWT labour pool in public sector occupations.	Identify areas within the NWT labour pool where there is a labour shortage for the GNWT to hire from.  Develop and launch required training programs.	Labour Market Review  Training programs developed and delivered	-	Completed	Ongoing	Ongoing	-	Ongoing	Ongoing	A Workforce Planning Strategy, developed in August 2013, identifies workforce gaps and initiatives to fill those gaps. Work continues on the development/ implementation of initiatives.  A Regional Recruitment Program, developed in 2013-2014, continues to be utilized to link regional vacancies with the available labour force. To date there have been ten placements into the program.
Develop training programs for targeted occupations within the Public Service.	Identify areas within the Public Service that require specialized training to develop northerners to advance within the GNWT.	Identify targeted occupations with the GNWT  Training developed and delivered	-	Completed	Ongoing	Ongoing	-	Ongoing	Ongoing	Administered by the Department of Executive, the Administrative Professionals Training Program was delivered twice in 2014.



## Objective 3: Workforce Planning

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

Actions	Milestones	Performance Measures	Targets				Results			Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	Year 2 2013-2014	Year 3 2014-2015	
Develop and support Human Resource Plans to set overall strategic goals for departments.	Finalize and implement department Human Resource Plans as part of the business planning process.  Provide ongoing support with implementation and updating of Human Resource Plans.	Number of departments with complete up-to-date Human Resource Plans	7	10	14	14	4	5	6	Three departmental Human Resource Plans are near completion and four additional plans are under development.  The Workforce Planning Strategy, developed in 2013, continues to support the development of initiatives/tools to enhance recruitment and retention efforts.
Partner with other governments to identify common priorities and shared solutions.	Ongoing participation in Employee Engagement Interjurisdictional Team and Career Growth and Development Interjurisdictional Team.	Number of calls/meetings per year with Employee Engagement Interjurisdictional Team	8	8	8	8	6	7	8	Information obtained from participation on Interjurisdictional Teams is used to develop and implement various human resource initiatives.  On average Interjurisdictional Team calls/meetings are held once a month.
		Number of calls/meetings per year with Career Growth and Development Interjurisdictional Team	8	8	8	8	8	8	8	
	Ongoing annual delivery of an Employee Engagement and Satisfaction Survey.	Successful delivery of the survey on an annual basis	Delivered	Delivered	Delivered	Delivered	Delivered	N/A	Delivered	The Employee Engagement and Satisfaction Survey shifted to a bi-annual delivery in 2013.
	Create an intergovernmental committee with Aboriginal and community governments to identify common human resource priorities and opportunities to partner.	The number of engagement opportunities with Aboriginal and local governments	2	3	4	4	6	1	1	Ongoing collaboration with Aboriginal and community governments continue as the need arises.  The GNWT and the Gwich'in Tribal Council Terms of Reference was signed in April 2014 for human resource capacity building. The Joint Working Group consists of the GNWT, Gwich'in Tribal Council and Government of Canada.





