

Government of the Northwest Territories

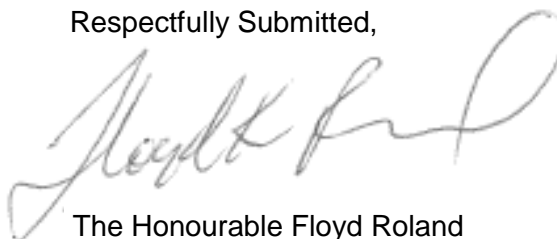
2003 Public Service Annual Report



THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the calendar year 2003 on the management and direction of the Public Service of the Northwest Territories, in accordance with the *Public Service Act*.

Respectfully Submitted,

A handwritten signature in grey ink, appearing to read "Floyd Roland", is positioned above the printed name.

The Honourable Floyd Roland
Chairman of the Financial Management Board
Minister Responsible for the *Public Service Act*

Government of the Northwest Territories

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MESSAGE FROM THE CHAIRMAN



I am pleased to present the Public Service Annual Report for the year 2003. This report has been prepared and is presented, in accordance with the *Public Service Act*, to provide information on the management and direction of the NWT public service. The 2003 annual report on the Government of the Northwest Territories public service confirms once again that the GNWT employs a public service that is highly professional and dedicated to delivering effective programs. To achieve this, the GNWT strives to emphasize the importance of client service and ethical approaches as well as create a work environment that fosters respectful working relationships, is supportive of employees and their families, and empowers and develops employees.

NWT demographics and socio-economic conditions are generating ever-increasing demands on government programs. The funding being obtained through formula financing is insufficient to meet this growing demand. In addition, there are extraordinary financial pressures caused by non-renewable resource development impacts on GNWT programs and services (e.g. training, infrastructure, social programs). There are also escalating demands for action on social and economic issues. The impact of a decade of under-investing in capital infrastructure is also taking its toll. Adding to these pressures is a very competitive labour market where many essential occupations are in extremely short supply.

Recognizing that the most important resource in delivering programs to the residents of the NWT is public service employees, the GNWT has made every effort to establish systems and programs that support the development of a northern public service. This has ranged from establishing a northern compensation package relevant for a northern workforce, to enhanced training and development opportunities and formal northern education programs that produce graduates in occupations that are mainly employed by the GNWT. In addition, we are vigilant in ensuring that staffing practices support the Affirmative Action Policy. A public service composed of northerners will have many benefits including more effective program design and implementation through a greater understanding of northern issues. It will also result in reduced turnover and lower staffing and training costs.

The GNWT continues to be an exciting and vibrant place for northerners to work. Progress in the areas of self-government and devolution will provide the public service with many exciting challenges and opportunities as we prepare for the changes that strong economic growth bring to the North.

Note: The sources for all statistics in this report are the Human Resource Management System (HRMS) and the GNWT Financial Information System (FIS), unless otherwise indicated. Information from those Health and Social Services Authorities not on these systems has been collected manually. Employee information does not include casual workers unless indicated.

The Worker's Compensation Board and the Northwest Territories' Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this annual report.

If you have any comments about this report, please contact the Director, Labour Relations and Compensation Services, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (867) 920-8900.

For more information regarding the public service of the GNWT, please visit the following websites:

- <http://www.gov.nt.ca/publications/psa/httoc.htm>
 - http://www.gov.nt.ca/FMBS/documents/UNW_Collective_Agreement/UNWCollectiveAgreementExpires2005.htm
 - http://www.gov.nt.ca/FMBS/documents/NWTTA_Agreement/NWTTA_Agreement.htm
 - http://www.gov.nt.ca/FMBS/documents/HR_Manual/index.html
 - <http://www.gov.nt.ca/FMBS/JobEvaluationSite/index.htm>
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HUMAN RESOURCES ROLES AND STRUCTURES

The GNWT is composed of 13 departments and three crown corporations:

1. Aboriginal Affairs
2. Aurora College
3. Education, Culture and Employment
4. Executive
5. Finance
6. Financial Management Board Secretariat
7. Health and Social Services
8. Justice
9. Legislative Assembly
10. Municipal and Community Affairs
11. Public Works and Services
12. Resources, Wildlife & Economic Development
13. Transportation
14. NWT Housing Corporation
15. Workers' Compensation Board of NWT/Nunavut
16. NWT Power Corporation

In addition, the GNWT delivers health and social services as well as education programs through the following authorities:

1. Beaufort-Delta Divisional Education Council
2. Commission scolaire francophone de division
3. Deh Cho Divisional Education Council
4. Dogrib Divisional Educational Council
5. Sahtu Divisional Education Council
6. South Slave Divisional Education Council
7. Deh Cho Health and Social Services Authority
8. Dogrib Community Services Authority
9. Fort Smith Health and Social Services Authority
10. Inuvik Regional Health & Social Services Authority
11. Sahtu Health and Social Services Authority
12. Stanton Regional Health Authority
13. Yellowknife Health and Social Services Authority

Roles and Responsibilities

The NWT Public Service Act Section 3(1) states that the Minister appointed responsible for the Public Service Act has the management and direction of the public service. The Minister may, and has, delegated many of these management functions to deputy heads or to employees who hold positions in central human resource units. The Minister may not delegate to another Minister.

Responsibility for human resource management in the GNWT is largely delegated to program departments, corporations and public agencies. Two central agencies, the Financial Management Board Secretariat (FMBS) and the Department of the Executive (Corporate Human Resource Services) provide policy development and technical support. The departments, boards and public agencies are responsible for the direct delivery of human resource functions in accordance with general guidelines, policies, directives, and legislation. This enables the departments to ensure human resource services are tailored to their needs.

The FMBS and the Corporate Human Resource Services Division of the Department of the Executive develop human resource policies and continue to provide government wide training and overall advice to departments to assist them in the areas that have been delegated.

Departments perform the following delegated human resource tasks:

- Benefits administration;
- Human resource planning;
- Job evaluation administration (departmental evaluation committees and departmental representation on public service wide committees);
- Labour relations (grievances, discipline and dismissal);
- Payroll data entry;
- Staffing; and
- Training and development.

Department of the Executive

Reporting to the Cabinet Secretary, the Corporate Human Resource Services Division of the Department of the Executive has been delegated a specific responsibility to develop government wide human resource policies



“I am committed to doing the best job I can and I have a commitment to the GNWT.” Karen King, Airport Manager, Inuvik

and provide support for human resource practitioners and management staff in the areas of:

- Affirmative Action Policy;
- Human Resource Planning Policy and Framework;
- Performance Management Policy;
- Recruitment Policy, Training & Consultation; and
- Staff Development Policy.

Financial Management Board Secretariat

Reporting to the FMB Secretary, the Labour Relations and Compensation Services Division of the FMBS has been delegated responsibility for developing government wide policies on labour relations and compensation and for collective bargaining with both the NWT Teachers' Association and the Union of Northern Workers. Regional and area offices receive labour relations support from FMBS regional offices. The support provided by Labour Relations and Compensation Services to department managers and human resources practitioners in boards, agencies and regions includes:



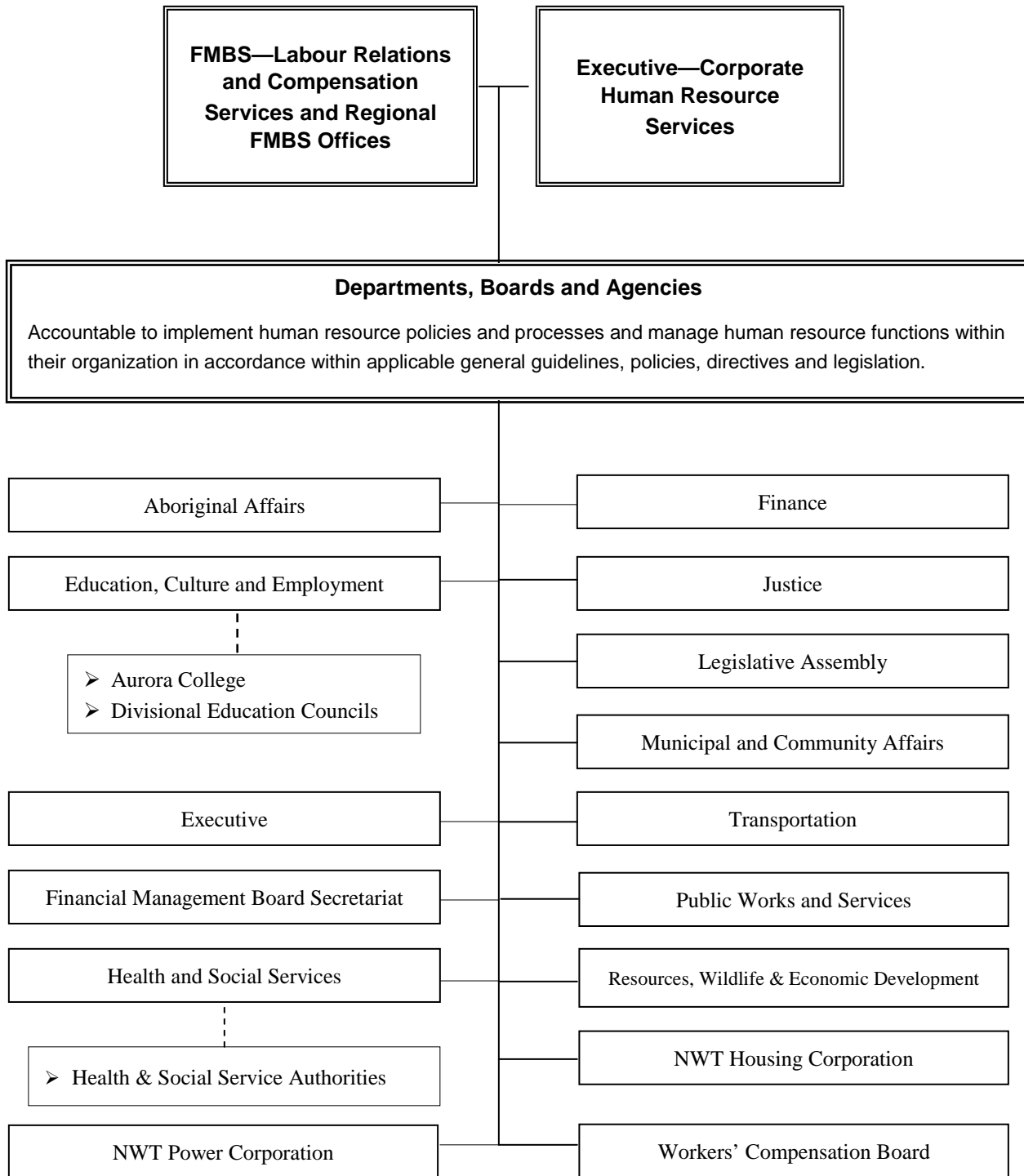
- Employee relations (staffing appeals, collective agreement interpretations);
- Collective bargaining;
- Job evaluation policies and systems;
- Human resource information systems;
- Payroll;
- Equal pay; and
- Compensation, pension and insurances.

Regional FMBS Offices

The Financial Management Board Secretariat has offices in Fort Smith, Hay River, Fort Simpson and Inuvik. These offices provide benefits administration services and support to departments and employees in the regions. In addition, these offices provide employee relations support through activities such as regional joint consultation with the unions and staffing appeals.

*“ The people make Inuvik
a wonderful place to live.”
Harris Beaulieu, Regional
Manager, Inuvik.*

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DEVELOPMENT OF A NORTHERN PUBLIC SERVICE

The GNWT is committed to maximizing economic and career opportunities for Northerners.

There has been a growing emphasis within the GNWT public service on recruiting, retaining and developing existing and future employees. GNWT departments, boards and agencies have been working to implement human resource policies and improve and enhance human resource services to employees and managers.



Maximizing Northern Employment (MNE)

A representative public service composed of Northerners is a key priority of the GNWT. Developing a northern workforce ensures the development and delivery of services and programs by employees who have knowledge of, experience with, and are sensitive to, the cultural diversity of northern residents. This is the central focus of the GNWT MNE Strategy, which is comprised of a series of government-wide initiatives to

address the need for strategic investment to train and employ NWT residents in the public service and in the private sector.

The MNE Strategy is a set of practical initiatives that address many of the issues confronting NWT residents in their efforts to participate in the northern workforce. This action plan helps to provide NWT residents with the training and skills necessary to take full advantage of the current surge in economic activity. It includes guarantees of employment for all northerners who graduate from teaching, nursing and social work programs. It also includes an internship program for other northern graduates, an increased focus on the Aurora College Teacher Education Program, and a fund that can be accessed by aboriginal organizations and industry for training programs.

Recruitment

Effective recruitment is a cornerstone to building a strong and representative public service. Departments, boards and agencies carry out recruitment and other staffing functions, with central support from the Executive's Corporate Human Resources Services (CHRS) unit.

“ During the past 12 years with the GNWT I was able to return to post-secondary school and obtain a Bachelor of Science degree in Nursing and a Master of Science degree in Health Promotion Studies.” Pamela Bradley, Community Health Coordinator, Fort Smith.

Employment Activity

	2001	2002	2003
Hires	741	774	713
Separations	593	547	562
Transfers	138	204	166
Promotions	68	100	80
Demotions	0	2	0

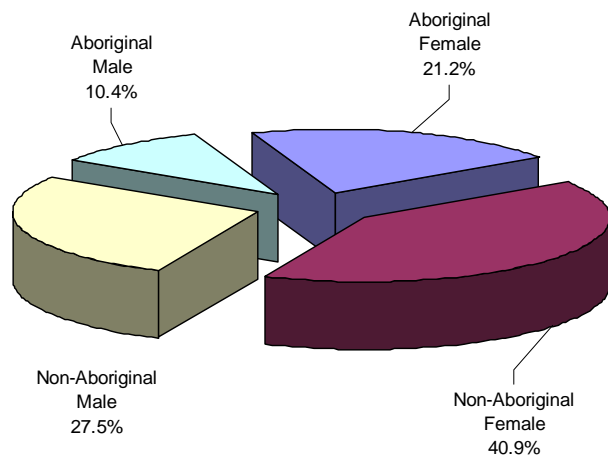
Affirmative Action

The Affirmative Action Policy was implemented by the GNWT in 1989. It includes measures to increase the representation of the following groups in the public service:

- Indigenous aboriginal persons;
- Indigenous non-aboriginal persons;
- Resident disabled persons; and
- Resident women in management and non-traditional occupations.

Corporate Human Resource Services is responsible for the administration of Affirmative Action Policy including interpretations on eligibility and reviewing the policy's application in areas such as management and non-traditional occupations. In addition, they produce a fiscal year annual report on affirmative action activities within the GNWT departments, boards and agencies.

**Employees by Gender and Aboriginal,
at December 31, 2003**



At the end of 2003, there were 1,287 aboriginal employees representing 31.6% of the public service.

Women represented 30% of managers with 51 female employees in the senior management category.

There were 28 aboriginal managers, which represented 17% of employees in the senior management category.

The GNWT, through the Department of Education, Culture and Employment and Aurora College offers several programs intended to develop a northern workforce.

Aurora College Access Programs

Aurora College delivers a variety of Access programs designed to provide students with the academic and other skills required to successfully transition into specific Aurora College programs or programs at other institutions.

Currently, Aurora College has Access programs in Nursing, Social Work, Management Studies, Teacher Education and Natural Resources Technology. Working with students to prepare them for full participation in their programs of study. This approach is intended to encourage students to stay connected and focused on their program and career choices.

Northern Nursing Program

This program focuses on developing northern nurses for hospital and health care programs. Promoting careers in nursing is a primary strategy for the Department of Health and Social Services and the Department of Education, Culture and Employment.

The Northern Nursing Program had a total of 98 participants enrolled in the program with twenty-four of these participants in their final year of the program.

Aurora College Teacher Education Program (ACTE)

ACTE aims to produce northern professional educators who are representative of the population of the NWT. Once students complete the three-year diploma program in the NWT, they can transfer to the University of Saskatchewan to complete their final year and attain their Bachelor of Education degree



“ Work in the North is very rewarding and something that every nurse should experience during their career to better appreciate northern Canada.” Hilda Shepherd, Community Health Nurse, Fort Simpson.

During 2003, 71 students were enrolled in the program. Of these, 40 of the students entered their final year in the program, 1 received their diploma and 4 received their Bachelor's degree through the University of Saskatchewan.

Social Work Program

The Social Work Diploma Program provides graduates with a foundation in areas of counselling skills and professional values as well as an understanding of theoretical models related to human social problems, social systems and intervention methods.

The Program is designed to be of particular relevance to the Northwest Territories and it's people by including NWT social issues, cultural groups, and delivery systems and resources.

In 2003, 17 students were enrolled in the program, 4 of which were in their final year of studies and one received their diploma.

Other Aurora College Programs

Aurora College delivers numerous other programs that play a key role in preparing individuals for both the public and private sector. The Natural Resources Technology program, the Management Studies program, the Criminal Justice program, the Computing and Information Systems program, the Recreation Leaders program and the Nurse Practitioner program, to name a few, have all provided graduates with opportunities to apply their education and training in the GNWT public service.

Return of Service Bursaries

To assist in the development of a northern workforce, in 2003/2004 a total of 136 bursaries were issued through Health and Social Services for individuals attending health or social service programs. The benefits of bursaries are immediate to students and, in the medium and long term, assist in the development of a northern workforce.

Employee Training and Development

The GNWT recognizes the need to develop a public service capable of effectively and efficiently administering government policy and programs.

The skills and knowledge required to deliver these programs can be developed from within the organization. The GNWT also recognizes the importance of employee training and development as an essential tool for employee retention.

Managers are increasingly committed to developing employees within their own departments, boards and agencies for employment across the GNWT - not just to enhance employee productivity and growth within the department.

Departments, boards and agencies provide financial support for training and development by approving employee participation in professional conferences, information technology courses, training workshops, distance education, correspondence and college coursework.

In addition, departments, boards and agencies provide employees with fully or partially paid education leave and/or allowances to undertake:

- full-time post-secondary studies at a recognized university, community college or technical institute; or
- supplementary professional or technical training

Through this support, employees have become students in the Nursing, Social Work and Teacher Education Programs.

In June 2003, CHRS released a government wide Corporate Training Calendar. The Calendar is intended as an effective means of communicating training and development opportunities to all GNWT employees. The calendar includes various types of training on an ongoing basis for a broad range of employee interests across government. In 2003/04, 47 workshops were offered through the calendar that attracted approximately 780 participants.

Summer Student Employment Program

This program offers Northern students a variety of opportunities to gain GNWT employment. One of the goals of this program is to help students better understand the range and scope of GNWT jobs and encourage them to consider the GNWT as the preferred employer after graduation. The program offers:

- advanced opportunities to submit job applications;
- information about potential summer employment;
- orientation and career development workshops to enhance work skills;

- access to GNWT jobs directly relevant to the students' area of study; and
- a process for program evaluation to improve the program in the future.

The GNWT provides students with a range of work experience opportunities through the Summer Student Employment Program and the Progressive Work Experience Program (joint public and private sector). Under these programs, the GNWT employed 338 students during the summer of 2003. Of these, 74 students participated in the Progressive Experience Program that offers incentives for departments, boards and agencies to hire northern students and provide them with experience relevant to their area of study.

Northwest Territories Educational Leadership Program

All school principals in the NWT must have a NWT Educational Leadership Certificate or must obtain one within two years of becoming a principal. The Educational Leadership Program is jointly offered by the NWT Department of Education, Culture and Employment and the Nunavut Department of Education.

In phase one of the program, participants learn about school culture, management, instructional leadership, advocacy and organizational management. Phase two delves into building community networks, governance and community educational planning.

There were 34 participants enrolled in the program in 2003. Ten graduates obtained their certificate during the year. Twenty-seven (27) NWT principals have now successfully completed this program.



Northern Graduate Employment Program

The Northern Graduate Employment Program is part of the Maximizing Northern Employment effort. The purpose of this program is to encourage northern post-secondary graduates to take their first job in the North. This program is proactive in assisting Northern graduates to find northern employment and practical placement options. In addition, it provides career development workshops and support for permanent placements following internships. Elements of this program include:

- Graduate Employment Promotion and Recruitment
- Graduate Employment for Nurses, Social Workers and Teachers
- Graduate Internships
- Graduate Transition Program
- Career Development Workshops
- Graduate Job Placement Support

The GNWT administers two programs designed to attract and retain recent northern graduates.

Graduate Employment Program

The Graduate Employment Program guarantees jobs to northern graduates as teachers, nurses and social workers.

One social work graduate was placed during 2003. However, since the program's inception in 2001/02, the Department of Health & Social Services (H&SS) reported the placement of 7 of 10 eligible northern social work graduates in the NWT. One graduate declined a placement and two are in the process of being placed.

Health and Social Services reported the placement of 18 of 21 eligible northern nurse graduates in positions in the NWT during 2003/04. Since its inception, H&SS has placed 41 of 51 eligible northern nurse graduates. Ten of the eligible graduates declined placement. These placements have greatly contributed to the development of a northern nurses workforce within the GNWT.

Through the Graduate Employment Program, the GNWT placed 7 graduate teachers into indeterminate positions during 2003/04.

Graduate Internship Program

The graduate internship program provides up to one year of employment to recent graduates in their field of study. The GNWT supported the placement of 56 public sector interns during 2003/04. Of the 52 graduates that completed their internships in 2002/03:

- 21 hired into term or indeterminate positions with the GNWT;
- nine hired as casuals within the GNWT;
- one hired into the NWT private sector;
- one hired by a non-governmental organization in the NWT;
- three returned to school outside the NWT;
- seven moved south to look for work;
- one was unable to find employment at the end of his internship; and
- the plans for six interns were unknown.

Mentorship

Mentorship provides new employees with support and assistance in the transition to their new career and community with the ultimate goal of improving retention and reducing turnover. Formal mentorship and induction programs have been established for nurses, social workers and teachers. Formal mentors are long-term employees who are provided additional compensation for these responsibilities.

Transfer Assignments and Secondments

The GNWT uses transfer assignments and secondments to provide employees with opportunities to broaden their work experience. They also allow the GNWT to meet short-term human resource needs that cannot be met through the open competition process.

Transfer assignments are temporary work placements that offer employees development and an opportunity to share knowledge between GNWT work units.

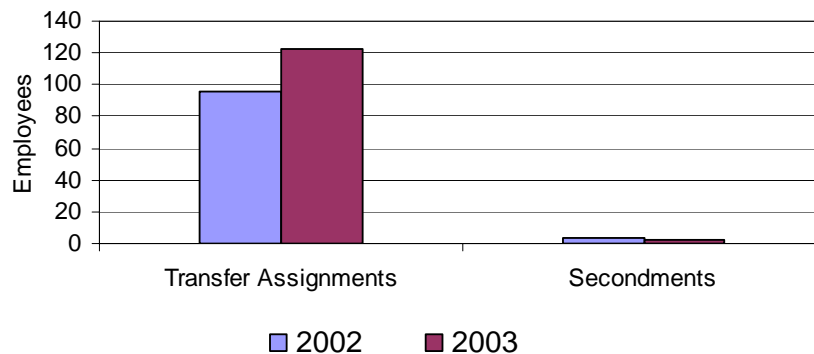
“ I started off as a Finance Clerk and have been given opportunities for advancement to higher level positions.” Karen Bourke, Accounting Officer, Fort Smith



Secondments enable employees to gain knowledge and experience that will benefit both the employee and the GNWT upon their return. A secondment involves the temporary assignment of:

- a Government employee to a position in an outside organization; or
- a non-government employee to a position with the Government.

Transfer Assignments and Secondments



Direct Appointments

Direct appointments are an important mechanism for supporting the development and hiring of employees. They allow the GNWT to appoint and promote candidates to support the career development of individuals having priority under the Affirmative Action Policy as well as the placement of interns into term or indeterminate jobs upon completion of their internship. Direct appointments may also be used in situations where recent recruitment efforts for similar positions indicate that an open competition would be unproductive. During 2003, 56 employees were appointed directly into positions, of which 31 were aboriginal employees.

Succession Planning

Within the next ten years, it is anticipated that approximately 40% of the GNWT's present senior management group will be eligible for retirement. In order to ensure there are qualified employees to assume these senior positions, in 2003, the GNWT introduced the Management Assignment Program (MAP). MAP enables the GNWT to develop existing employees who demonstrate management and leadership potential beyond their current position in the organization. Participants are given the opportunity to broaden their understanding of government and to advance their

management and leadership skills. The program will result in a pool of qualified individuals who are better prepared for future senior positions within the GNWT.

The Management Assignment Program is open to employees at all levels of the organization and registration occurs annually. After a comprehensive screening process, 22 employees were accepted into the program in 2002.

Human Resource Training & Development

CHRS and the LRCS coordinate monthly meetings of all human resource managers as well as benefits practitioners in the GNWT in order to share best practices, identify areas of concern and to develop consistent approaches to various issues and reportings that impact human resource initiatives.

Employee Recognition Program

As part of the employee retention strategy, the GNWT launched the Employee Recognition Program in early 2003. The program is intended to provide an effective means of recognizing the achievements of GNWT employees. In addition to the existing long service and retirement awards, the program features a Premier's Award For Excellence, a Service Appreciation Award and provides a means for departments, boards and agencies to develop their own employee recognition programs.

In the fall of 2003, the Premier of the Northwest Territories honoured six individual employees and five project teams for demonstrating excellence, innovation and dedication to their work.

Premier Stephen Kakfwi presents Brent Rausch, Ted McLeod and Len McDonald with the Premier's Award for Excellence



Staff Retention Policy

The Staff Retention Policy assists individuals whose positions are eliminated to obtain alternative employment within the public service.

In fiscal year 2003/2004, 15 individuals were identified as “affected employees” under the policy. Since the implementation of the policy in early 2000, 72 people have been identified as “affected employees”. Of those:

- Twenty-two took a new position within government;
- Four chose to take education assistance;
- Thirty-three chose to take separation assistance;
- Two chose to take severance priority which included ongoing hiring priority for one year;
- Four retired;
- Two went on disability;
- One resigned;
- One is still in a term position; and
- Three are still in process.

“Young people should look to get a career with the GNWT. It is a good, secure place to work.”
Earl Evans, Highway Maintenance Supervisor, Fort Smith.



LABOUR RELATIONS AND COMPENSATION SERVICES

Sound labour relations practices, when combined with an appropriate compensation and human resource policy can be highly effective tools in attracting and developing the public service. Labour relations policy ensures that managers and employees understand their rights and obligations in the employment setting.

Labour Relations and Compensation Services is responsible for providing interpretations and advice to departments, boards and agencies with issues that arise in the employment relationship. In addition, Labour Relations provides ongoing training to managers and supervisors concerning issues such as the Workplace Conflict Resolution Policy, Investigation Techniques, GNWT Code of Conduct, the grievance process, and general management practices.

By using the legal/legislative framework, Labour Relations is able to provide consistent, accurate and practical assessment of the matters requiring clarification.

The legal/legislative framework includes:

- *Public Service Act & Regulations*
- *Fair Practices Act*
- *NWT Human Rights Act (comes into force July 1, 2004)*
- *Safety Act*
- *Union of Northern Workers' Act*
- *Northwest Territories Teachers' Association Act*
- *Arbitration Act and Arbitration Jurisprudence*
- *Education Act*
- *Canadian Human Rights Act*
- *Civil Court Decisions*
- *Excluded Handbook and Managers' Handbook*
- *Human Resource Manual*

Labour Relations produces a number of publications related to the terms and conditions of employment for the GNWT Public Service.

Human Resource Manual

The Human Resource Manual provides detailed guidelines and procedures to assist managers and human resource practitioners in interpreting and

applying terms and conditions of employment and implementing human resource policies and programs including, but not limited to the hiring process, job evaluation, the administration of salary, insurances, allowances and pension.

The Financial Management Board Secretariat's Labour Relations and Compensation Services Division and the Department of the Executive's Corporate Human Resource Services coordinate the development, production and publishing of the on-line Human Resource Manual on an ongoing basis. Updates reflect statutory amendments, policy and process reviews, collective bargaining, arbitration awards, joint consultation, formal submissions from bargaining representatives, and ongoing workplace needs and realities.

Employee Relations

The majority (84%) of Public Service employees are in a bargaining unit represented by a union. Twelve percent of employees are excluded from a bargaining unit due to the nature of their work. Four percent of employees are in the senior management group. Members of the Senior Management Group include deputy ministers, regional superintendents and directors, who are responsible for directing and managing government operations.

The Financial Management Board determines the terms and conditions of employment for senior managers and employees who are excluded from membership in a union because of the nature of their work.

Employees by Employee Group
at December 31, 2003

Employee Group	2003	
	Employees	% of total
Senior Management	178	4%
Excluded Employees	480	12%
NWT Teachers Association	510	13%
Union of Northern Workers	2902	71%
Total	4070	100%

The majority of Public Service employees are members of the Union of Northern Workers' (UNW) bargaining unit. The Northwest Territories Teachers' Association (NWTTA) represents teachers. These two unions



“Every day is a new day with a new challenge. I am given the benefit of doing my job with very little interference from others.” Judith Venaas, Tourist Development Officer, Inuvik

negotiate terms and conditions of employment with the GNWT and represent the interests of their members as required.

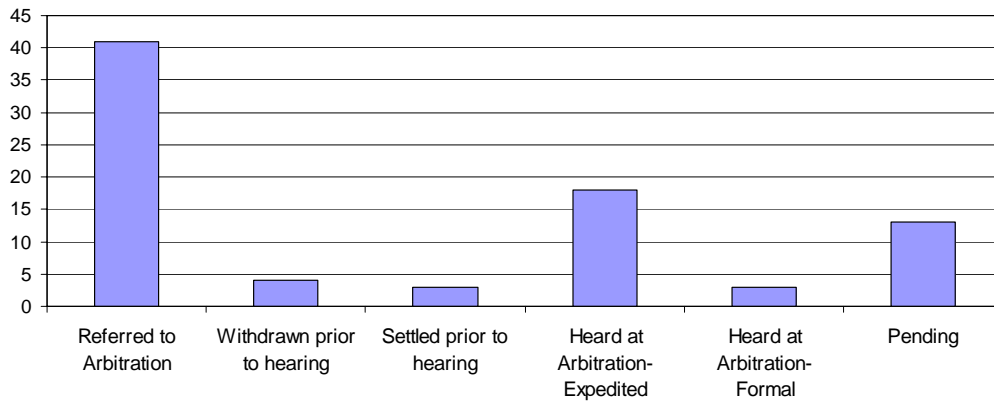
Grievances and Arbitrations

The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT. There are two types of arbitration: expedited and formal. Expedited arbitration allows grievances to be heard and decided relatively quickly, with limited evidence and no witnesses. Although awards given through the expedited process are binding, they are not precedent setting.

Formal arbitrations are similar to court hearings: they require evidence and witnesses. Formal arbitration awards are binding as well as precedent setting and are deemed to form part of the Collective Agreement. The grievances presented at formal arbitration usually involve more complex issues, such as discipline.

The majority of grievances are resolved through discussion between managers, the unions, employees and human resource practitioners. Sometimes, grievances are referred to arbitration where an independent arbitrator provides a final binding decision.

Arbitration Activity, 2003



During 2003, 19% of grievances referred to arbitration were resolved without a hearing (11% were withdrawn and a further 8% were settled). Through the expedited arbitration process, 49% of grievances were resolved, while 8% of grievances were resolved through formal arbitration.

Staffing Appeals

The staffing appeal process allows a GNWT employee or an affirmative action candidate, who has applied on a position in a bargaining unit, to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provide objective reviews of the staffing process, including the application of the Affirmative Action Policy. Representatives from the GNWT, the unions and an independent chairperson form the three-member staffing appeals committee.

Staffing Appeals, 2003

2003				
Who Appealed	Upheld	Denied	Withdrawn	Total
Affirmative Action Non-Employees	2	14	3	19
Affirmative Action Employees	2	9	0	11
Non-Affirmative Action Employees	2	4	2	8
Total	6	27	5	38
% of Total Appeals	16%	71%	13%	100%

The preceding table shows that the majority of the 2003 appeals (71%) were denied while only 16% of all appeals were upheld, demonstrating adherence to staffing procedures and policies.

Workplace Conflict Resolution

The GNWT is committed to providing a workplace where all individuals are treated with fairness, dignity and respect. The Workplace Conflict Resolution Policy is a key part of this commitment as it not only deals with harassment but also seeks to educate and therefore avoid future situations that may arise from inappropriate behaviour. The policy outlines a process whereby complaints by employees may be investigated or mediated.

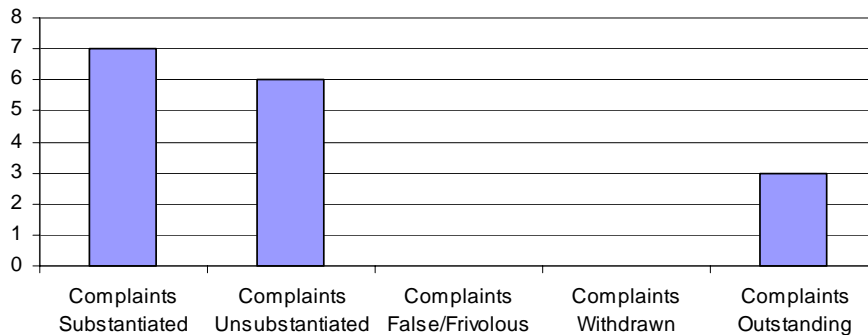
Training is provided annually to GNWT employees to become investigators; in addition, training is provided to employees on the policy itself including how the policy works, whom it applies to, standards of behaviour and how to go through the investigation process.

The complaint process has both formal and informal complaint resolution options. In order to make consistent, accurate and realistic assessments of

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complaints, the complaints are forwarded to the Director of Labour Relations and Compensation Services who reviews each statement made by the complainant and thoroughly examines harassment policies, collective agreements etc., in order to provide guidance and advice to the department on whether the complaint falls within the policy and whether there is enough substance to initiate an investigation.

Workplace Conflict Resolution, 2003



In 2003, 8 formal investigations were conducted compared to the 10 formal investigations in 2002 and the 19 formal investigations in 2001. Of the 8 formal investigations completed in 2003, 5 were substantiated and warranted varying degrees of action by the Deputy Head. The remaining 3 investigations were unsubstantiated. However, these complaints were not found to be false or frivolous, but simply did not fall under the policy.

"I really like to interact with people from other departments and to be able to share my ideas, my dreams and my vision." Ethel Lamothe, Manager, Community Wellness, Fort Simpson.

Collective Bargaining

During collective bargaining in 2002 and 2003, the unions and the GNWT recognized that complex issues may be difficult to resolve at the bargaining table. In light of this, agreement was reached to jointly work on a number of memorandums of understanding during the life of the collective agreements. The joint committees established will report their results to the Presidents of the Unions and to the Secretary of the FMB. Examples of issues that are being dealt with in this manner include duty travel, moving benefits and the northern allowance.



Union of Northern Workers' (UNW)

The second year of the three-year agreement with the UNW became effective on April 1, 2003. Employees received an increase of 3% to the pay line. Another increase of three percent to the pay line will be implemented on April 1, 2004. The collective agreement will expire on March 31, 2005.

Northwest Territories Teacher's Association (NWTTA)

Collective bargaining for a new Collective Agreement commenced on March 29, 2003 and a tentative agreement was reached after 5 days.

A two-year agreement ending August 31, 2005 was ratified on May 1, 2003.

Highlights of the agreement include:

- 2 year Agreement expiring August, 2005;
- Salary increases of 4% effective September 1, 2003 and 3% effective September 1, 2003;
- Increase of 8% to the substitute teacher daily rates (these rates have not increased for 6 years so this high increase is to make them competitive);
- \$1,000 increase to the principal's basic and minimum allowance rates;
- Agreement between the parties to work together to develop processes to use additional funding (.75% of teacher's basic salary) for professional development to support the goals of the Student Success Initiatives;
- A more effective and efficient process for certifying sick leave that should alleviate some pressure on medical practitioners;
- Agreement between the parties to review the components and methodology used to determine the Northern Allowance and the GNWT Duty Travel Rates;
- Agreement between the parties to review and identify principles for a new relocation/removal expenses scheme;

“ It’s my 20th year and I’m still loving the job.” Shane Brewster, Teacher, Samuel Hearne Secondary School Inuvik

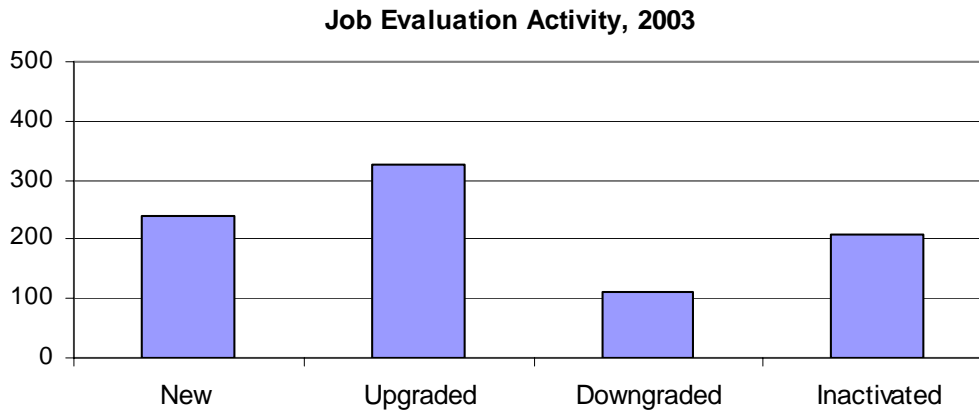


Job Evaluation

The Job Evaluation process allows the GNWT to analyze and evaluate work for the purpose of determining the relative value of jobs in the UNW bargaining unit, excluded and management jobs. The Hay method of job evaluation is the gender-neutral system used by the GNWT. It recognizes four factors that are stipulated in the equal pay provisions of the *Canadian Human Rights Act*: skill, effort, responsibility and working conditions.

Each factor carries a point value or “weight”. The total of the points of all factors for each job identifies where that job is ranked in relation to all other jobs in the organization. All the jobs within the GNWT, except teachers, are evaluated this way. The pay structures for employees are based on these evaluations. Teachers’ salaries are based on education and experience.

Positions in the GNWT may change frequently due to changes in responsibilities assigned to a position, reporting relationships and environmental factors. The following chart shows the job evaluation activity for the calendar year 2003.



Evaluation Appeal

Job evaluation appeals are conducted with representatives from both the FMBS and the UNW in the case of unionized employees. In the case of appeals by excluded employees, a designated employee representative is involved.

At the beginning of the year, there were ten (10) outstanding appeals, all filed by members of the Union of Northern Workers. Over the course of the year, members of the Union of Northern Workers filed twenty-two (22) additional appeals.

No appeals were heard during the course of the year because of scheduling difficulties. At the end of 2003, thirty-two (32) appeals remained outstanding.

Health Care Jobs Review

In response to concerns raised about the accuracy of job descriptions for health care professionals, a team of Human Resource staff from the FMBS and the Department of Health and Social Services worked with managers and incumbents of nursing and other health worker jobs in the health and social service authorities to create job descriptions that employees and managers agreed accurately reflect the work being done.

Beginning February 20, 2003, the newly described jobs were evaluated by a job evaluation committee consisting of the Department of Health and Social Services Job Evaluation Committee, a representative of the Union of Northern Workers (UNW) and a representative of the Job Evaluation Facilitators' Committee. A senior Hay consultant, with significant job evaluation experience, much of which is in health care settings, facilitated this process.

The review process, completed on March 8, 2003, resulted in the evaluation of 136 jobs affecting a large number (473) of employees in the Health and Social Services Authorities. The FMBS, UNW and Department of Health and Social Services developed an approach where selected evaluation results were then reviewed by a Job Evaluation Review Board (final stage of the job evaluation appeal process) the results of which are final and binding on all parties. This process was complete by the end of December 2003.

The Department of Health and Social Services Job Evaluation Committee reviewed the remaining jobs not selected for review by the Job Evaluation Review Board to assess the impact of the Review Board results on them. A total of 472 positions were affected by this review; nineteen (19) were new positions, two hundred and twenty-five (225) did not change, twenty-four (24) were downgraded and two hundred and five (205) were upgraded.

This process was the largest and most comprehensive review of any group of jobs since the implementation of the Hay Job Evaluation methodology in 1998.

Employee Compensation

On average, base salary and wages represent 74.8% of total compensation, while benefits and allowances represent 23% of total compensation. From a monetary perspective, for each employee making an average salary of \$63,908 the GNWT provides, on average, an additional \$14,700 in benefits and allowances.

Salary and Wages

Salary and wages includes cost items such as:

- Regular salary;
- Acting pay;
- Retroactive pay;
- Earned leave such as annual and sick leave; and
- Overtime

General Allowances include:

- Bilingual Bonus/Language Allowance;
- Northern Allowance - The Northern Allowance is intended to compensate employees for reasonable differences in the cost of living between Yellowknife and other communities in the NWT and to provide general transportation assistance.

Pension and Group Benefits

The GNWT cost-shares with the employee, contributions and premiums required for federally regulated income protection programs including the Canada Pension Plan and Employment Insurance. The GNWT fully funds Workers' Compensation premiums.

The GNWT participates in benefit plans to supplement these federally regulated programs. Some of these plans include:

- The Federal Public Service Superannuation Plan, which provides employees with income after retirement;
- Disability Insurance (unionized employees) and Long-term Disability Insurance (non-unionized employees and senior managers), which provide up to 70% of salary to employees who become disabled and are unable to perform the duties of their position;
- Dental Plan, in which the GNWT pays eligible dental services provided for under its dental plan up to \$1,000 a year per plan member;
- Public Service Health Care Plan, which provides coverage for specified services and products that are not covered under provincial/territorial health insurance plans;
- Maternity and Adoption leave;
- Public Service Management Insurance Plan, which is available to excluded and senior management employees, provides basic and supplementary life insurance (including dependants), and accidental death and dismemberment insurance;
- Medical Travel Assistance;
- Removal In/transfer;
- Professional Development/Training; and
- Relocation and Ultimate Removal.



"We are able to assist our clients work towards meeting their goals." Ethel Chalifoux, Career Development Officer, Fort Smith.

Human Resource Management System

The Human Resource Management System (HRMS) produces payroll and creates human resources information to assist management in making sound human resource planning decisions. GNWT departments and agencies (excluding the Inuvik and Yellowknife Health and Social Services Authorities and the Health and Social Services portion of the Dogrib Community Services Board) and the NWT Housing Corporation use the HRMS.

In October 2003, an upgrade to the system was completed. The upgrade resulted in a completely web-based version of the HRMS. The new version provides many improvements including self-service access for GNWT employees to view their own information.

Equal Pay

The GNWT continues to implement the equal pay settlement agreement signed on June 25th, 2002 with the Public Service Alliance of Canada. The settlement outlines a three-year process to identify eligible employees, verify service, process payments and review anomalous situations. While the complaint and settlement involved only unionized workers, the GNWT extended the same compensation methodology to determine eligible excluded occupational groups and class codes.

As of December 2003, the GNWT has processed payments for 4,126 current and former unionized indeterminate, term, and seasonal employees totaling \$20.2 million.

As of December 2003, the GNWT also processed payments for 564 current and former excluded employees totaling \$1.75 million.

Packages have begun to be forwarded to eligible former UNW casual employees who have self-identified themselves to Equal Pay. As of December 2003, the GNWT has forwarded packages to 316 current and former casual UNW employees.

The GNWT continues to exercise efforts to contact individuals who have not received their initial package due to difficulties in establishing communication with them, because of unknown changes to their forwarding address or contact information.

Equal Pay Legislation

Following the settlement of the equal pay complaint in June 2002, the Government began work to ensure that future equal pay complaints would be dealt with in the North. To achieve this goal, the GNWT pursued a combination of provisions in the new human rights legislation and amendments to the *Public Service Act* that would ensure that employees currently afforded "equal pay for work of equal value" protection under the *Canadian Human Rights Act* would receive the same protection under NWT legislation.

The new *NWT Human Rights Act* was enacted in October 2002, while amendments to the *Public Service Act* to provide "equal pay for work of equal value" were enacted in June 2003. The new legislation was drafted in consultation with the Federal Department of Justice to ensure that the new legislation would meet or exceed the existing provisions of the *Canadian Human Rights Act* that would no longer apply, once the Territory has appropriate human rights legislation in place.

The official date for all provisions of both new pieces of legislation coming into force is July 1, 2004.

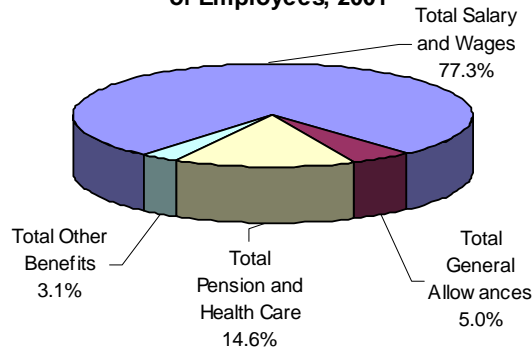
"I enjoy working around children." Rosa Kayotuk, Senior Custodian, Inuvik.



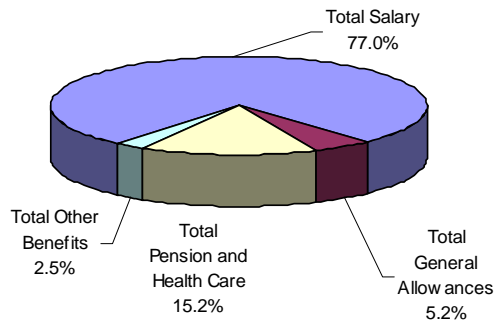
HUMAN RESOURCE COSTS OF THE GNWT PUBLIC SERVICE

The cost of maintaining the GNWT public service is tracked for each calendar year. For comparison purposes, the following graphs depict the 2001, 2002 and 2003 approximate total compensation costs for employing the entire public service, including those employees holding casual employment.

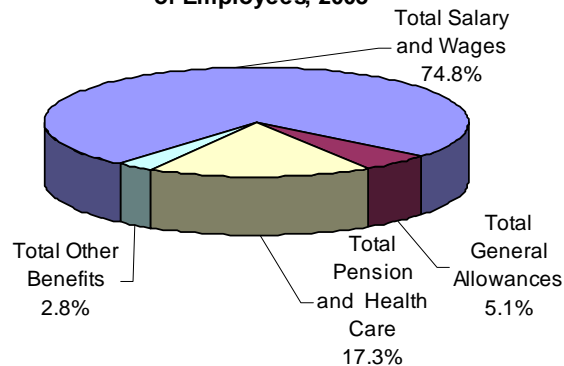
Salary and Benefit Costs of Employees, 2001



Salary and Benefit Costs of Employees, 2002



Salary and Benefits Costs of Employees, 2003



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Salary and Benefit Costs of Employees

for year ended December 31st

Costs	2001	2002	2003
Salary	\$235,761,000	\$252,627,000	\$260,801,000
Overtime	\$9,587,000	\$11,261,000	\$12,060,000
Call-back	\$1,437,000	\$1,420,000	\$1,569,000
Miscellaneous	\$2,896,000	\$2,097,000	\$2,039,000
Standby	\$953,000	\$1,032,000	\$1,203,000
Shift Premium	\$670,000	\$720,000	\$862,000
Total Salary and Wages	\$251,304,000	\$269,157,000	\$278,534,000
Northern Allowance	\$15,173,000	\$17,082,000	\$17,902,000
Bilingual Bonus/Language Allowance	\$328,000	\$378,000	\$380,000
Education Allowance	\$716,000	\$857,000	\$861,000
Total General Allowances	\$16,217,000	\$18,317,000	\$19,143,000
Superannuation	\$26,862,000	\$29,119,000	\$32,229,000
Employment Insurance	\$5,101,000	\$5,378,000	\$6,763,000
Canadian Pension Plan	\$6,717,000	\$8,059,000	\$11,390,000
Worker's Compensation Plan	\$980,000	\$1,279,000	\$1,414,000
Disability Insurance	\$1,689,000	\$1,835,000	\$3,009,000
Dental	\$2,043,000	\$2,197,000	\$2,559,000
Public Service Health Care Plan	\$1,767,000	\$2,153,000	\$2,550,000
Supplementary Unemployment Benefit plan - maternity/adoption	\$1,458,000	\$2,222,000	\$3,324,000
Public Service Management Insurance Plan - Management/Excluded	\$614,000	\$609,000	\$919,000
Employee Family Assistance Program	\$347,000	\$383,000	\$463,000
Total Pension and Health Care	\$47,578,000	\$53,234,000	\$64,620,000
Medical Travel Assistance	\$1,930,000	\$1,931,000	\$2,899,000
Removal In/Transfer	\$2,157,000	\$2,649,000	\$2,331,000
Severance Pay	\$2,111,000	\$1,246,000	\$1,938,000
Professional Development/Training	\$3,311,000	\$2,431,000	\$2,974,000
Removal Out/Ultimate	\$514,000	\$426,000	\$702,000
Total Other Benefits	\$10,023,000	\$8,683,000	\$10,844,000
Grand Total	\$325,122,000	\$349,391,000	\$373,141,000

WORKFORCE INFORMATION

Employment Type

The GNWT reports on four employment types – full time, part time, term and seasonal employees. The majority of employees are hired on a full time basis but arrangements such as job-sharing allow individuals to be hired on a part time basis in an effort to balance personal and work commitments. Term employees are hired for a specific period, often to complete a particular project. Seasonal employees, such as fire fighters, make up the smallest employment type.

At the end of 2003, 93% of the GNWT public service held a full time position while 7% held part time positions.

Composition of the Public Service

At the end of December 2003, the GNWT employed 4,070 people. The Health and Social Services Authorities employed 23% of these employees. Approximately 52% of employees were employed in GNWT departments, 17% in the Divisional Education Councils, 5% in Aurora College and 3% in the NWT Housing Corporation.

The majority of GNWT employees, about 84%, were members of the UNW and the NWTTA. Excluded employees accounted for 12% of the public service, while management made up 4%.

Approximately 52% of employees were employed in the Regions and 48% at Headquarters.

The average employee was 42.5 years of age in 2003, had a salary of \$63,908 per year and had 7.5 years of service.

The average aboriginal employee was 42.5 years of age, had a salary of \$56,135 per year and had 8 years of service.

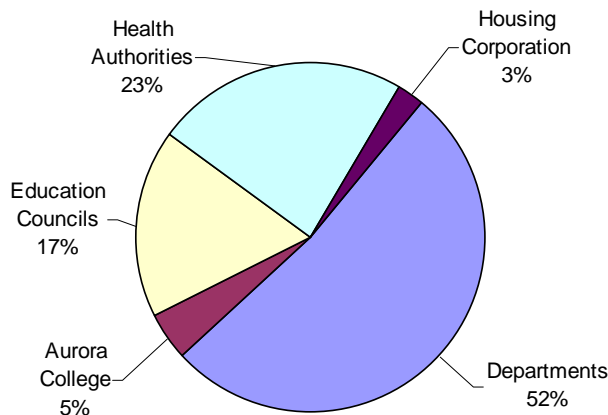
The average non-aboriginal employee was 42.5 years of age, had a salary of \$67,502 per year and had 7.2 years of service.

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The average female employee was 41.7 years of age, had a salary of \$59,662 per year and had 6.7 years of service.

The average male employee was 43.8 years of age, had a salary of \$70,860

Public Service by Boards, Agencies and Departments at December 31, 2003



per year and had 8.8 years of service.

Salary Distribution

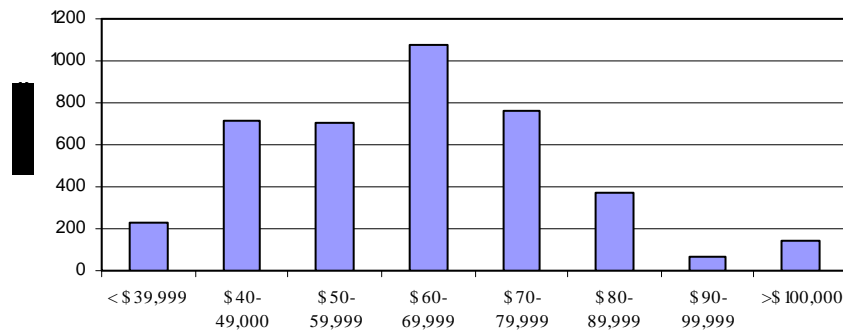
The distribution of salaries changed very little since 2001 and continues to indicate the wide range of opportunities within the GNWT public service.

- Six percent (6%) of all employees had salaries of less than \$39,999. Positions representative of this salary range were Custodial Workers and many part-time workers.
- Eighteen percent (18%) of all employees had salaries between \$40,000 and \$49,999. Positions typically found within this range include Administrative Assistants, Classroom Assistants and Language Specialists.
- Seventeen (17%) of all employees had salaries between \$50,000 and \$59,999. Positions representative of this range include Youth Officers, Finance Officers, Laboratory Technologists, Heavy Equipment Operators, and Certified Nursing Assistants.

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- Twenty-six percent (26%) of all employees (representing the largest employee group), had salaries between \$60,000 to \$69,999. Positions representative of this range are General Duty Nurses, Business Development Officers, Systems Analysts, Human Resource Officers and Renewable Resource Officers.
- Nineteen percent (19%) of all employees had salaries between \$70,000 and \$79,999 in 2003. Typical jobs in this range include Biologists, Teachers, and Community Health Nurses.
- Nine percent (9%) of all employees had salaries between \$80,000 and \$89,999 in positions that include Engineers, Lawyers and Principals
- Only 2% of all employees had salaries \$90,000 to \$99,999. This range includes Directors and Regional Superintendents.
- Three percent (3%) of all employees had salaries of more than \$100,000. This range includes Deputy Ministers, Assistant Deputy

Salary Distribution, 2003



Ministers and Directors.

Employee Retention

Employee retention is the measurable effect of employees remaining in the GNWT public service. Overall, retention within the GNWT increased slightly from 85.8% in 2002 to 86% in 2003.

Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

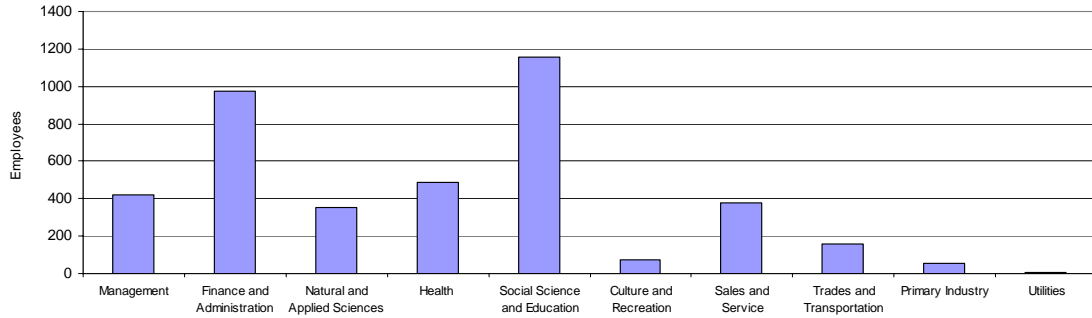
The public service is comprised of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management:** Deputy Minister, Program Director and Regional Superintendent.
- **Business, Finance & Administration:** Finance Officer, Human Resource Officer and office support staff.
- **Natural & Applied Sciences & Related Occupations:** Engineer, Biologist and Renewable Resources Officer.
- **Health Occupations:** Registered Nurse, Medical Lab Technician and Certified Nursing Assistant.
- **Occupations in Social Science, Education & Government Service and Religion:** Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer.
- **Occupations in Art, Culture, Recreation & Sport:** Librarian and Youth Worker.
- **Sales and Service:** Correctional Officer, Classroom Assistant and Custodial Worker.
- **Trades, Transport and Equipment Operators and Related Occupations:** Mechanic and Equipment Operator.
- **Occupations Unique to Primary Industry:** Fire Crew Member.
- **Manufacturing and Utilities:** Municipal Works Officer and Water Plant Operator.

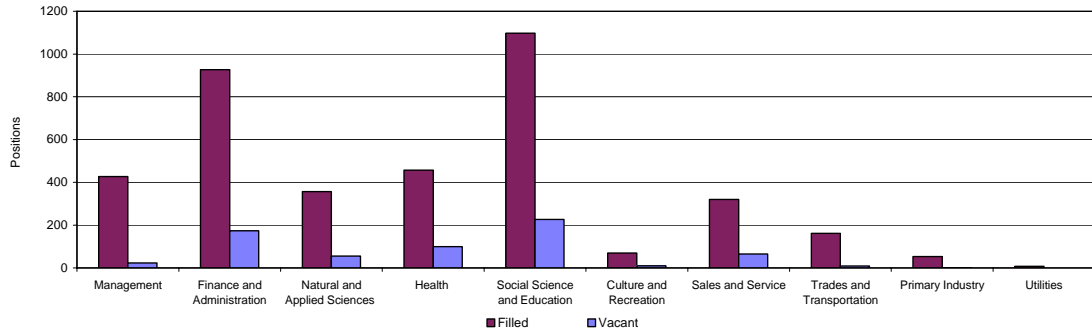
The occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, aboriginal status, average age, average salary and average length of territorial public service. This data may be used to monitor, track and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

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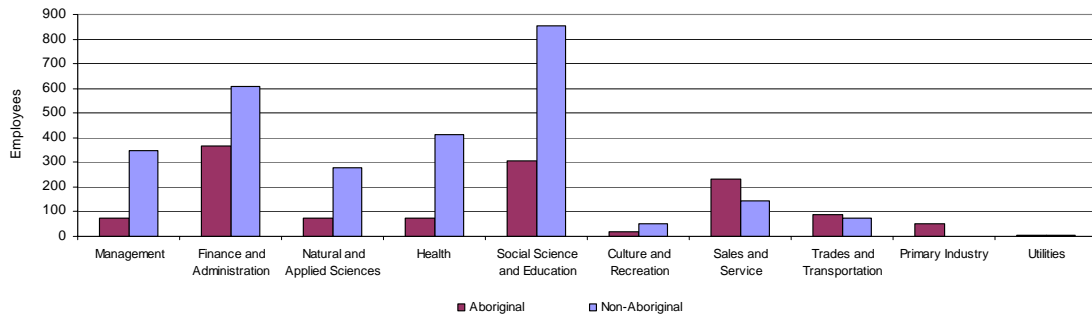
Employees by Occupational Category at December 31, 2003



Positions by Occupational Category at December 31, 2003

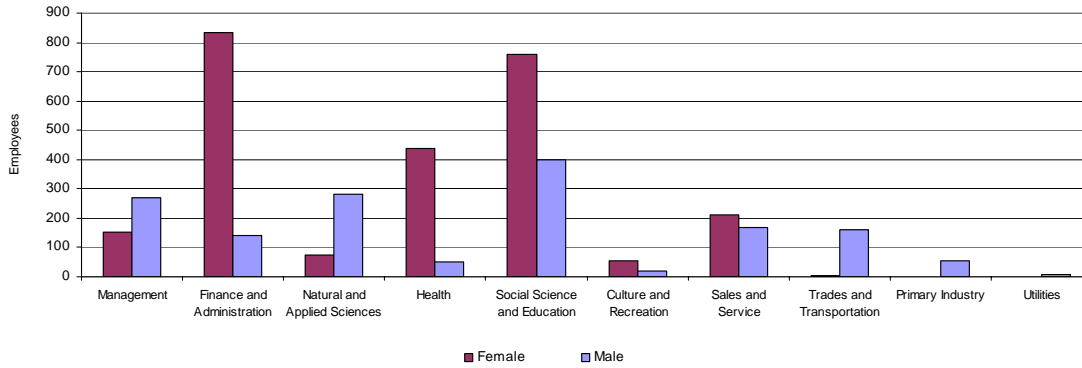


Aboriginal Employment by Occupational Category at December 31, 2003

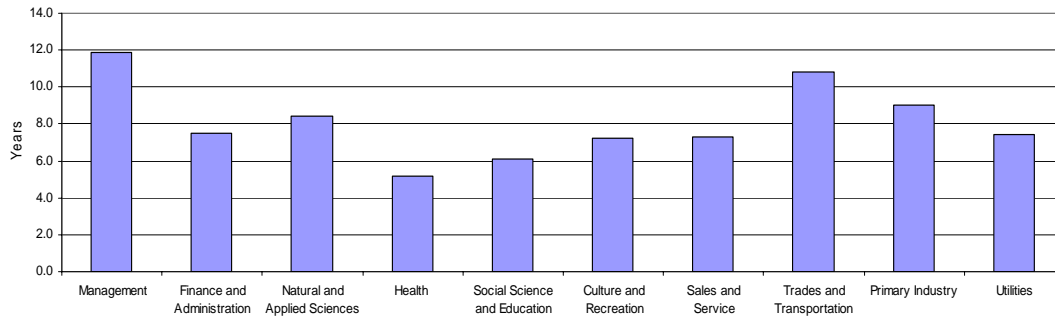


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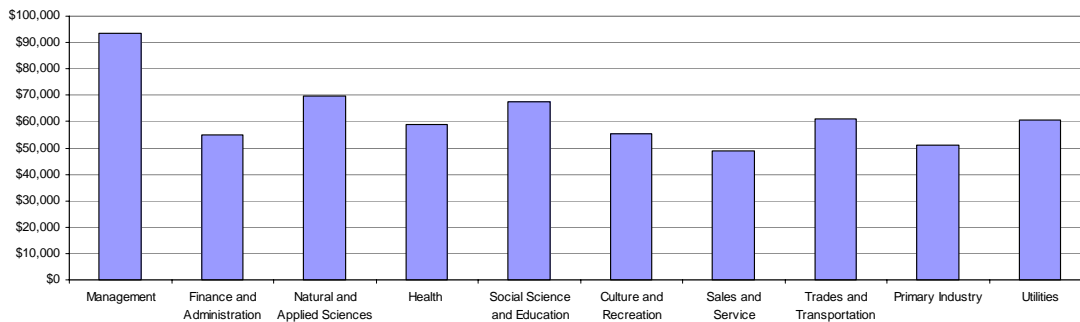
**Employee Gender by Occupational Category
at December 31, 2003**



**Average Years Territorial Public Service by Occupational Category
at December 31, 2003**

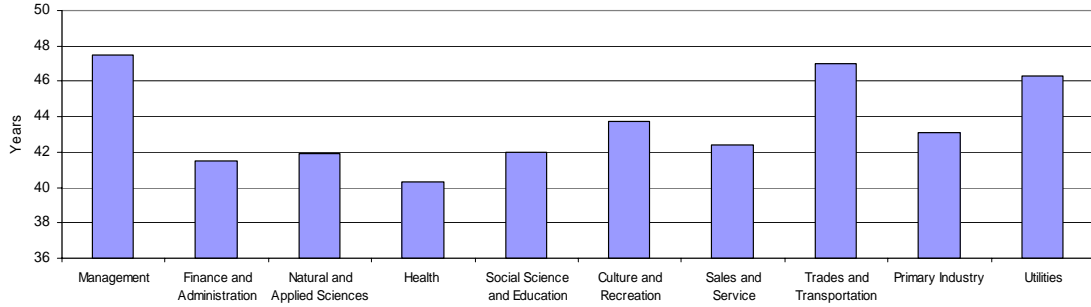


**Average Salary by Occupational Category
at December 31, 2003**

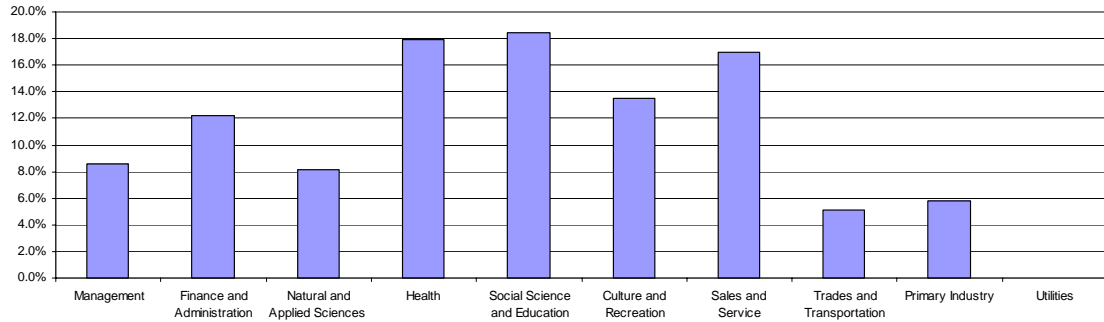


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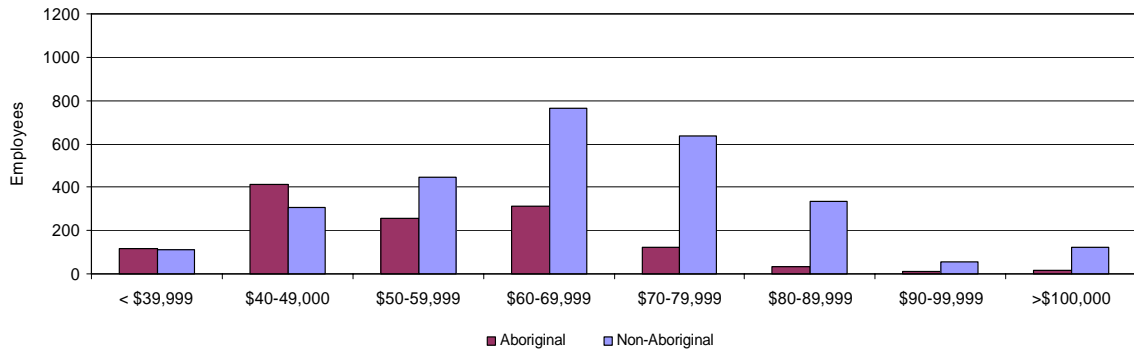
**Average Age by Occupational Category,
at December 31, 2003**



**Turnover Rate by Occupational Category
at December 31, 2003**

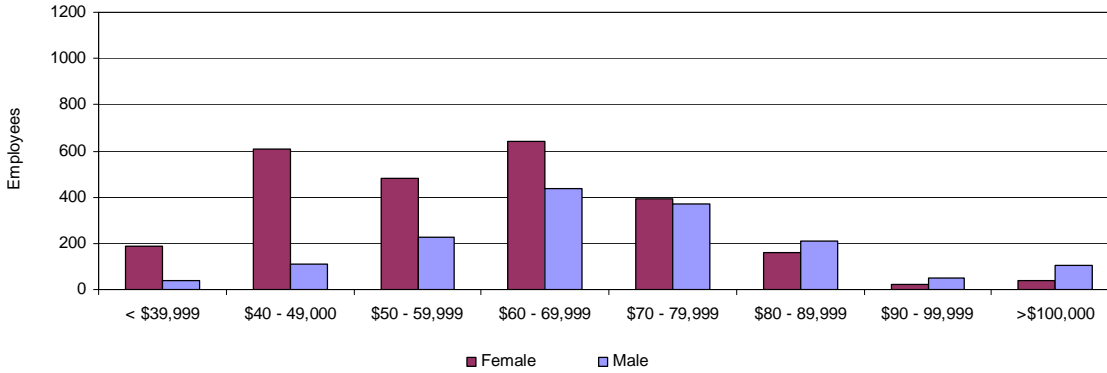


**Salary Distribution, Aboriginal/Non-Aboriginal
at December 31, 2003**

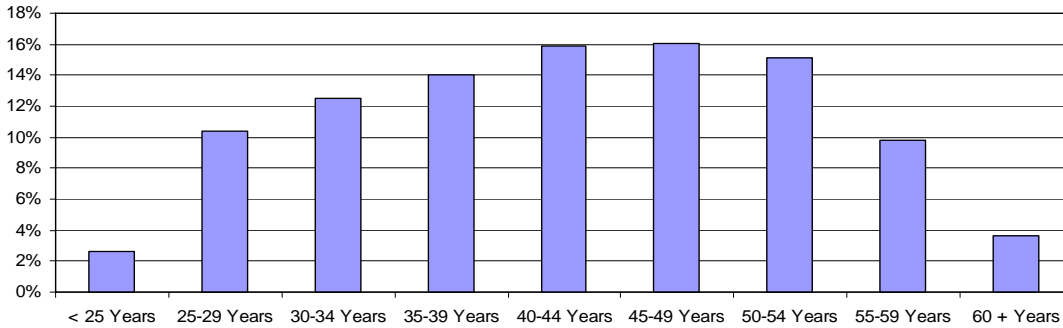


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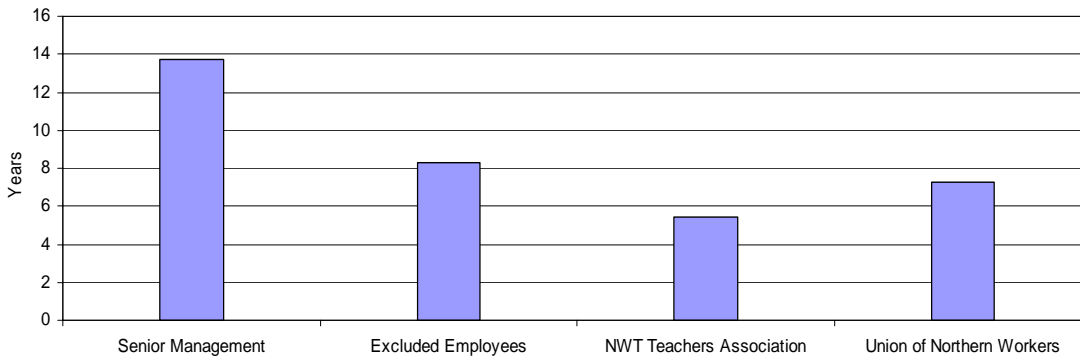
**Salary Distribution, Female-Male
at December 31, 2003**



**Percentage of Employees by Age Group
at December 31, 2003**

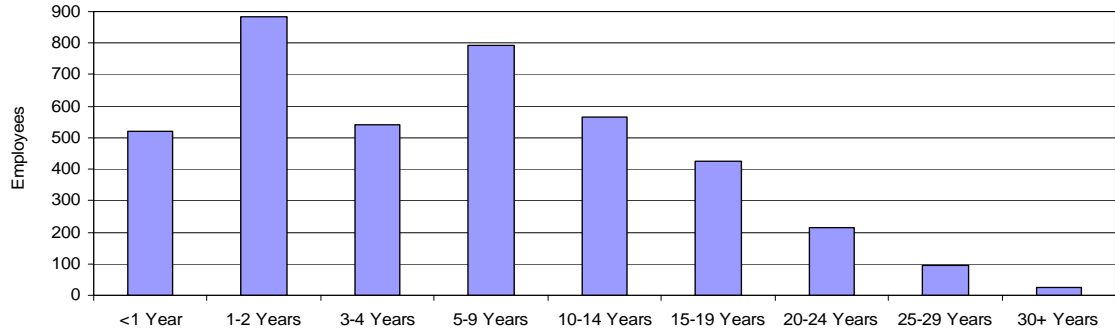


**Average Years of Territorial Public Service by Employee Group
at December 31, 2003**

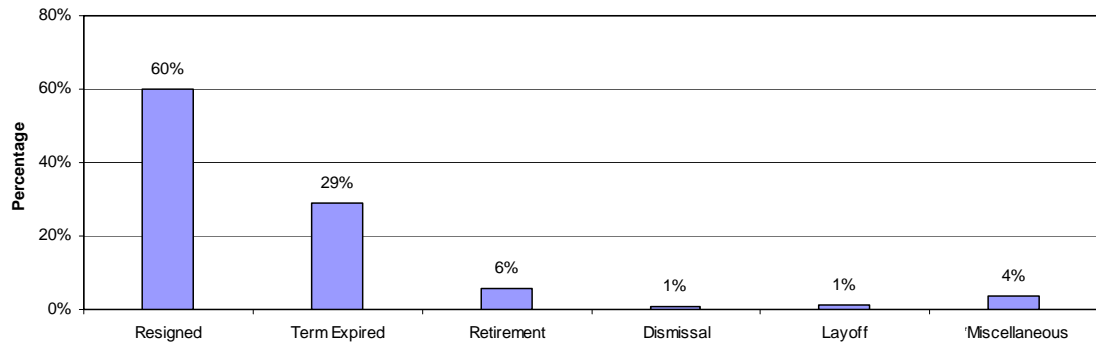


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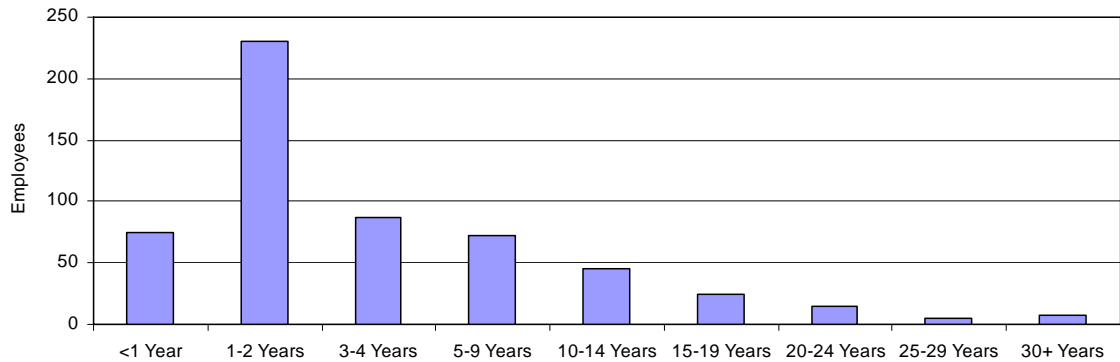
Employee Distribution by Years of Territorial Public Service at December 31, 2003



Separations by Reason for Leaving, 2003



Separations by Years of Service, 2003



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Aboriginal Employee Distribution by Community at December 31, 2003

2003			
Region/Community	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	1,968	320	16%
Yellowknife	1,968	320	16%
Fort Simpson Region	318	176	55%
Fort Liard	44	28	64%
Fort Providence	45	28	62%
Fort Simpson	182	91	50%
Hay River Reserve	16	6	38%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Nahanni Butte	5	3	60%
Trout Lake	8	7	88%
Wrigley	13	11	85%
Fort Smith Region	934	446	48%
Enterprise	14	5	36%
Fort Resolution	43	28	65%
Fort Smith	400	179	45%
Hay River	268	117	44%
Lutsel K'e	28	18	64%
Rae Lakes	7	4	57%
Rae/Edzo	140	81	58%
Wekweti	6	3	50%
W'ha Ti	28	11	39%
Inuvik Region	850	345	41%
Aklavik	42	27	64%
Colville Lake	9	4	44%
Deline	27	15	56%
Fort Good Hope	37	19	51%
Fort McPherson	53	29	55%
Holman	24	10	42%
Inuvik	464	164	35%
Norman Wells	87	29	33%
Paulatuk	15	6	40%
Sachs Harbour	9	3	33%
Tsiigehtchic	12	5	42%
Tuktoyaktuk	46	22	48%
Tulita	25	12	48%
Total GNWT	4,070	1,287	32%

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Aboriginal Employment at December 31, 2003

2003			
Department/Board	Total Employees	Aboriginal Employees	% Aboriginal Employees
Aboriginal Affairs	37	15	41%
Aurora College	184	53	29%
Education, Culture and Employment	198	55	28%
Executive	71	19	27%
Finance	48	9	19%
Financial Management Board Secretariat	154	36	23%
Health and Social Services	157	30	19%
Justice	415	133	32%
Legislative Assembly	30	3	10%
Municipal and Community Affairs	131	37	28%
Public Works and Services	212	75	35%
Resources, Wildlife and Economic Development	391	175	45%
Transportation	272	101	37%
Total for Departments	2,300	741	32%
Beaufort/Delta Divisional Education Council	204	59	29%
Commission Scolaire	26	0	0%
Deh Cho Divisional Education Council	104	43	41%
Dogrib Divisional Education Council	86	33	38%
Sahtu Divisional Education Council	98	33	34%
South Slave Divisional Education Council	193	53	27%
Total for Education Councils	711	221	31%
Deh Cho Health and Social Services Authority	58	33	57%
Dogrib Community Services Board	73	49	67%
Fort Smith Health and Social Services Authority	84	34	40%
Inuvik Regional Health and Social Services Authority	230	110	48%
Stanton Territorial Health Authority	371	25	7%
Yellowknife Health and Social Services Authority	139	37	27%
Total for Health and Social Services Authorities	955	288	30%
Northwest Territories Housing Corporation	104	37	36%
Total of Public Service	4,070	1,287	32%

2003			
Region	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	1,968	320	16%
Fort Simpson	318	176	55%
Fort Smith	934	446	48%
Inuvik	850	345	41%
Total	4,070	1,287	32%

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Indigenous Non-Aboriginal Employment at December 31, 2003

2003			
Department/Board	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Aboriginal Affairs	37	10	27%
Aurora College	184	12	7%
Education, Culture and Employment	198	38	19%
Executive	71	24	34%
Finance	48	6	13%
Financial Management Board Secretariat	154	43	28%
Health and Social Services	157	23	15%
Justice	415	66	16%
Legislative Assembly	30	13	43%
Municipal and Community Affairs	131	31	24%
Public Works and Services	212	33	16%
Resources, Wildlife and Economic Development	391	56	14%
Transportation	272	49	18%
Total for Departments	2,300	404	18%
Beaufort/Delta Divisional Education Council	204	4	2%
Commission Scolaire	26	0	0%
Deh Cho Divisional Education Council	104	2	2%
Dogrib Divisional Education Council	86	0	0%
Sahtu Divisional Education Council	98	1	1%
South Slave Divisional Education Council	193	20	10%
Total for Education Councils	711	27	4%
Deh Cho Health and Social Services Authority	58	2	3%
Dogrib Community Services Board	73	2	3%
Fort Smith Health and Social Services Authority	84	2	2%
Inuvik Regional Health and Social Services Authority	230	7	3%
Stanton Territorial Health Authority	371	45	12%
Yellowknife Health and Social Services Authority	139	18	13%
Total for Health and Social Services Authorities	955	76	8%
Northwest Territories Housing Corporation	104	13	13%
Total of Public Service	4,070	520	13%

2003			
Region	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Headquarters	1,968	398	20%
Fort Simpson	318	16	5%
Fort Smith	934	78	8%
Inuvik	850	28	3%
Total	4,070	520	13%

Government of the Northwest Territories

Disabled Persons Employment at December 31, 2003

2003			
Department/Board	Total Employees	Disabled Employees	% of Disabled Employees
Aboriginal Affairs	37	0	0.0%
Aurora College	184	0	0.0%
Education, Culture and Employment	198	0	0.0%
Executive	71	0	0.0%
Finance	48	1	2.1%
Financial Management Board Secretariat	154	0	0.0%
Health and Social Services	157	1	0.6%
Justice	415	0	0.0%
Legislative Assembly	30	0	0.0%
Municipal and Community Affairs	131	0	0.0%
Public Works and Services	212	5	2.4%
Resources, Wildlife and Economic Development	391	1	0.3%
Transportation	272	1	0.4%
Total for Departments	2,300	9	0.4%
Beaufort/Delta Divisional Education Council	204	0	0.0%
Commission Scolaire	26	0	0.0%
Deh Cho Divisional Education Council	104	0	0.0%
Dogrib Divisional Education Council	86	0	0.0%
Sahtu Divisional Education Council	98	0	0.0%
South Slave Divisional Education Council	193	0	0.0%
Total for Education Councils	711	0	0.0%
Deh Cho Health and Social Services Authority	58	0	0.0%
Dogrib Community Services Board	73	0	0.0%
Fort Smith Health and Social Services Authority	84	0	0.0%
Inuvik Regional Health and Social Services Authority	230	0	0.0%
Stanton Territorial Health Authority	371	2	0.5%
Yellowknife Health and Social Services Authority	139	0	0.0%
Total for Health and Social Services Authorities	955	2	0.2%
Northwest Territories Housing Corporation	104	2	1.9%
Total of Public Service	4,070	13	0.3%

2003			
Region	Total Employees	Disabled Employees	% of Disabled Employees
Headquarters	1,968	7	0.4%
Fort Simpson	318	2	0.6%
Fort Smith	934	1	0.1%
Inuvik	850	3	0.4%
Total	4,070	13	0.3%

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Aboriginals in the Management Occupational Category at December 31, 2003

Department/Board	2003		
	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Aboriginal Affairs	8	4	50%
Aurora College	7	2	29%
Education, Culture and Employment	12	1	8%
Executive	10	1	10%
Finance	7	2	29%
Financial Management Board Secretariat	12	3	25%
Health and Social Services	12	0	0%
Justice	13	2	15%
Legislative Assembly	5	0	0%
Municipal and Community Affairs	15	4	27%
Public Works and Services	9	1	11%
Resources, Wildlife and Economic Development	21	3	14%
Transportation	11	0	0%
Total for Departments	142	23	16%
Beaufort/Delta Divisional Education Council	2	1	50%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	1	0	0%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	7	2	29%
Deh Cho Health and Social Services Authority	2	1	50%
Dogrib Community Services Board	1	0	0%
Fort Smith Health and Social Services Authority	2	0	0%
Inuvik Regional Health and Social Services Authority	5	0	0%
Stanton Territorial Health Authority	3	0	0%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	14	1	7%
Northwest Territories Housing Corporation	6	2	33%
Total of Public Service	169	28	17%

Region	2003		
	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Headquarters	124	13	10%
Fort Simpson	8	3	38%
Fort Smith	19	7	37%
Inuvik	18	5	28%
Total	169	28	17%

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Women in the Management Occupational Category at December 31, 2003

2003			
Department/Board	Total Management Employees	Number of Women in Management	% of Women in Management
Aboriginal Affairs	8	0	0%
Aurora College	7	5	71%
Education, Culture and Employment	12	6	50%
Executive	10	6	60%
Finance	7	1	14%
Financial Management Board Secretariat	12	3	25%
Health and Social Services	12	4	33%
Justice	13	5	38%
Legislative Assembly	5	1	20%
Municipal and Community Affairs	15	3	20%
Public Works and Services	9	1	11%
Resources, Wildlife and Economic Development	21	4	19%
Transportation	11	1	9%
Total for Departments	142	40	28%
Beaufort/Delta Divisional Education Council	2	2	100%
Commission Scolaire	1	0	0%
Deh Cho Divisional Education Council	1	0	0%
Dogrib Divisional Education Council	1	1	100%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	7	3	43%
Deh Cho Health and Social Services Authority	2	2	100%
Dogrib Community Services Board	1	0	0%
Fort Smith Health and Social Services Authority	2	1	50%
Inuvik Regional Health and Social Services Authority	5	3	60%
Stanton Territorial Health Authority	3	2	67%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	14	8	57%
Northwest Territories Housing Corporation	6	0	0%
Total of Public Service	169	51	30%

2003			
Region	Total Management Employees	Number of Women in Management	% of Women in Management
Headquarters	124	31	25%
Fort Simpson	8	4	50%
Fort Smith	19	7	37%
Inuvik	18	9	50%
Total	169	51	30%

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Women in Non-Traditional Occupations at December 31, 2003

2003			
Department/Board	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Aboriginal Affairs	0	0	0%
Aurora College	4	0	0%
Education, Culture and Employment	3	0	0%
Executive	0	0	0%
Finance	2	0	0%
Financial Management Board Secretariat	18	10	56%
Health and Social Services	6	2	33%
Justice	8	3	38%
Legislative Assembly	0	0	0%
Municipal and Community Affairs	12	0	0%
Public Works and Services	76	10	13%
Resources, Wildlife and Economic Development	129	16	12%
Transportation	104	4	4%
Total for Departments	362	45	12%
Beaufort/Delta Divisional Education Council	3	0	0%
Commission Scolaire	0	0	0%
Deh Cho Divisional Education Council	1	0	0%
Dogrib Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	0	0	0%
South Slave Divisional Education Council	1	0	0%
Total for Education Councils	5	0	0%
Deh Cho Health and Social Services Authority	0	0	0%
Dogrib Community Services Board	0	0	0%
Fort Smith Health and Social Services Authority	1	0	0%
Inuvik Regional Health and Social Services Authority	4	0	0%
Stanton Territorial Health Authority	13	1	8%
Yellowknife Health and Social Services Authority	1	0	0%
Total for Health and Social Services Authorities	19	1	5%
Northwest Territories Housing Corporation	16	2	13%
Total of Public Service	402	48	12%
2003			
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Headquarters	164	38	23%
Fort Simpson	60	2	3%
Fort Smith	95	5	5%
Inuvik	83	3	4%
Total	402	48	12%

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Employees Receiving Bilingual Bonus or Language Allowances at December 31, 2003

2003			
Department/Board	Total Employees	Employees Receiving an Allowance	% Receiving an Allowance
Aboriginal Affairs	37	0	0%
Aurora College	184	1	1%
Education, Culture and Employment	198	6	3%
Executive	71	1	1%
Finance	48	0	0%
Financial Management Board Secretariat	154	0	0%
Health and Social Services	157	4	3%
Justice	415	11	3%
Legislative Assembly	30	1	3%
Municipal and Community Affairs	131	3	2%
Public Works and Services	212	3	1%
Resources, Wildlife and Economic Development	391	13	3%
Transportation	272	0	0%
Total for Departments	2,300	43	2%
Beaufort/Delta Divisional Education Council	204	9	4%
Commission Scolaire	26	1	4%
Deh Cho Divisional Education Council	104	16	15%
Dogrib Divisional Education Council	86	23	27%
Sahtu Divisional Education Council	98	25	26%
South Slave Divisional Education Council	193	5	3%
Total for Education Councils	711	79	11%
Deh Cho Health and Social Services Authority	58	17	29%
Dogrib Community Services Board	73	38	52%
Fort Smith Health and Social Services Authority	84	2	2%
Inuvik Regional Health and Social Services Authority	230	7	3%
Stanton Territorial Health Authority	371	10	3%
Yellowknife Health and Social Services Authority	139	16	12%
Total for Health and Social Services Authorities	955	90	9%
Northwest Territories Housing Corporation	104	5	5%
Total of Public Service	4,070	217	5%

2003			
Region	Total Employees	Employees Receiving an Allowance	% Receiving an Allowance
Headquarters	1,968	39	2%
Fort Simpson	318	39	12%
Fort Smith	934	92	10%
Inuvik	850	47	6%
Total	4,070	217	5%

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Employee Performance Reviews at December 31, 2003

Department/Board	2003		
	Number Due	Number Completed	Completion Rate
Aboriginal Affairs	38	36	95%
Aurora College	137	62	45%
Education, Culture and Employment	181	146	81%
Executive	45	16	36%
Finance	40	28	70%
Financial Management Board Secretariat	134	107	80%
Health and Social Services	128	123	96%
Justice	377	195	52%
Legislative Assembly	22	17	77%
Municipal and Community Affairs	98	57	58%
Public Works and Services	192	154	80%
Resources, Wildlife and Economic Development	302	253	84%
Transportation	264	51	19%
Total for Departments	1958	1245	64%
Beaufort/Delta Divisional Education Council	104	55	53%
Commission Scolaire	12	12	100%
Deh Cho Divisional Education Council	61	44	72%
Dogrib Divisional Education Council	51	9	18%
Sahtu Divisional Education Council	37	37	100%
South Slave Divisional Education Council	124	73	59%
Total for Education Councils	389	230	59%
Deh Cho Health and Social Services Authority	55	5	9%
Dogrib Community Services Board	60	13	22%
Fort Smith Health and Social Services Authority	87	35	40%
Inuvik Regional Health and Social Services Authority	195	39	20%
Stanton Territorial Health Authority	342	37	11%
Yellowknife Health and Social Services Authority	130	122	94%
Total for Health and Social Services Boards	869	251	29%
Northwest Territories Housing Corporation	91	88	97%
Total Public Service	3,307	1,814	55%

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Employee Turnover as at December 31, 2003

2003	
Department/Board	Percentage Turnover
Aboriginal Affairs	10.3%
Aurora College	20.5%
Education, Culture and Employment	11.9%
Executive	14.6%
Finance	8.6%
Financial Management Board Secretariat	6.1%
Health and Social Services	9.4%
Justice	10.8%
Legislative Assembly	27.1%
Municipal and Community Affairs	10.5%
Public Works and Services	7.2%
Resources, Wildlife and Economic Development	8.7%
Transportation	6.7%
Beaufort/Delta Divisional Education Council	24.2%
Commission Scolaire	48.0%
Deh Cho Divisional Education Council	7.7%
Dogrib Divisional Education Council	19.5%
Sahtu Divisional Education Council	31.2%
South Slave Divisional Education Council	28.6%
Deh Cho Health and Social Services Authority	21.3%
Dogrib Community Services Board	10.3%
Fort Smith Health and Social Services Authority	15.1%
Inuvik Regional Health and Social Services Authority	18.6%
Stanton Territorial Health Authority	14.4%
Yellowknife Health and Social Services Authority	14.4%
NWT Housing Corporation	10.0%
Overall Average	14.0%

2003	
Region	Percentage Turnover
Headquarters	12.0%
Fort Simpson	12.5%
Fort Smith	17.6%
Inuvik	15.3%
Total	14.0%