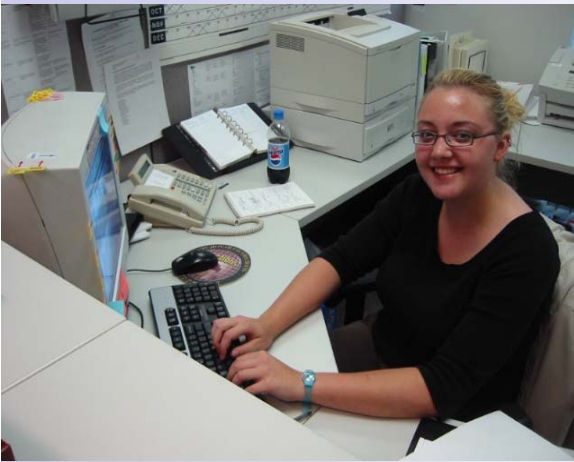


Government of the Northwest Territories

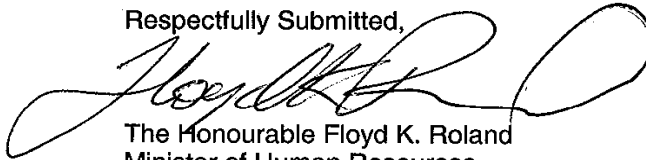
2005 Public Service Annual Report



THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the calendar year 2005 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 black ink, appearing to read 'Floyd K. Roland', written in a cursive style with a large loop at the end.

The Honourable Floyd K. Roland
Minister of Human Resources

National Library of Canada Cataloguing in Publication Data

Government of the Northwest Territories—Department of Human Resources

Public Service Annual Report—2005

Annual.

ISSN# 1202-6646

If you have any comments about this report, please contact the Deputy Minister, Department of Human Resources, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (867) 873-7187.

The sources for all statistics in this report are the Human Resource Information System (HRIS) 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 Workers' 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.

This report is available at the following website:

- <http://www.hr.gov.nt.ca/library/>

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

- <http://www.hr.gov.nt.ca/policy/documents/PublicServiceAct.pdf>
 - <http://www.hr.gov.nt.ca/policy/unw/>
 - <http://www.hr.gov.nt.ca/policy/nwtta/>
 - <http://www.hr.gov.nt.ca/policy/hrm/default.html>
-

TABLE OF CONTENTS

Message from the Minister	6
Human Resources Roles and Responsibilities	7
Corporate Human Resources	9
Employee Relations	14
Client Services	24
Development of a Northern Public Service	25
Human Resource Costs of the GNWT Public Service	30
Workforce Information	32

Government of the Northwest Territories

MESSAGE FROM THE MINISTER



As Minister Responsible of Human Resources, it gives me great pleasure to present the 2005 Public Service Annual Report. This report provides information on the management and direction of the public service of the Northwest Territories, and is prepared in accordance with the *Public Service Act*.

The statistics and information contained in this report cannot reveal the level of commitment shown by the individuals that make up the public service. However, it is recognized that without the dedication of these employees, the programs and services provided by the Government of the Northwest Territories (GNWT) could not be effectively administered for the residents of the North.

Despite the booming economy in the NWT, several quality of life indicators remain significantly below national standards. Socio-economic impacts of nonrenewable resource development must be considered and addressed in order for all northerners to benefit from the growing economy. The public service must constantly adapt and grow as an organization to ensure that it can meet the needs of the residents it serves.

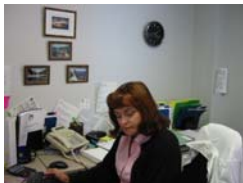
The period covered in this report is a time of change for the public service in the NWT particularly in the area of human resource management. In April, the GNWT moved to an amalgamated client-oriented system of human resources service delivery. The amalgamation affects all departments, boards and authorities except the NWT Power Corporation and the Workers' Compensation Board. A goal of the new organization is to have consistent application of human resource practices that are fair, equitable and transparent for those within and outside the GNWT. The amalgamation will be complete in April of 2006 with the establishment of a new Department of Human Resources approved by Cabinet late this year.

This new approach will provide an opportunity to revisit current practices and provide innovative human resource management services that will ensure that there continues to be skilled employees to deliver programs and services to northern residents. Building on the success of the Maximizing Northern Employment program, developing a clear employment equity policy and comprehensive human resource planning strategy will ensure that the GNWT will attain a public service that is representative of the public it serves and able to meet the needs placed upon it as we move forward to a thriving future.

HUMAN RESOURCES ROLES AND RESPONSIBILITIES

The Minister responsible for the public service is accountable for the management and direction of the public service in accordance with Section 3(1) of the *Public Service Act*.

The delivery of human resource services for the Government of the Northwest Territories (GNWT) changed significantly on April 1, 2005. Rather than having human resource units in each department, authority and public agency, an amalgamated human resource structure that includes all departments and boards, with the exception of the NWT Power Corporation and the Workers' Compensation Board, came into existence. The new structure provides services through regional centres for those who live and work in those communities. By bringing the human resource practitioners together, senior staff can assist those with less experience, creating capacity in human resource services throughout the NWT.



Cheryl Adolph
Human Resources
Officer

In August 2004, Cabinet approved this dramatic shift in approach based on the results of a 2003 review conducted by Deloitte and Touche. These consultants were commissioned by the GNWT to ensure that functions, programs and services of the Government are delivered in the most effective and efficient manner in the changing socio-economic climate and governance structures of the NWT.

The new human resource structure is located in the Financial Management Board Secretariat and is comprised of three divisions:

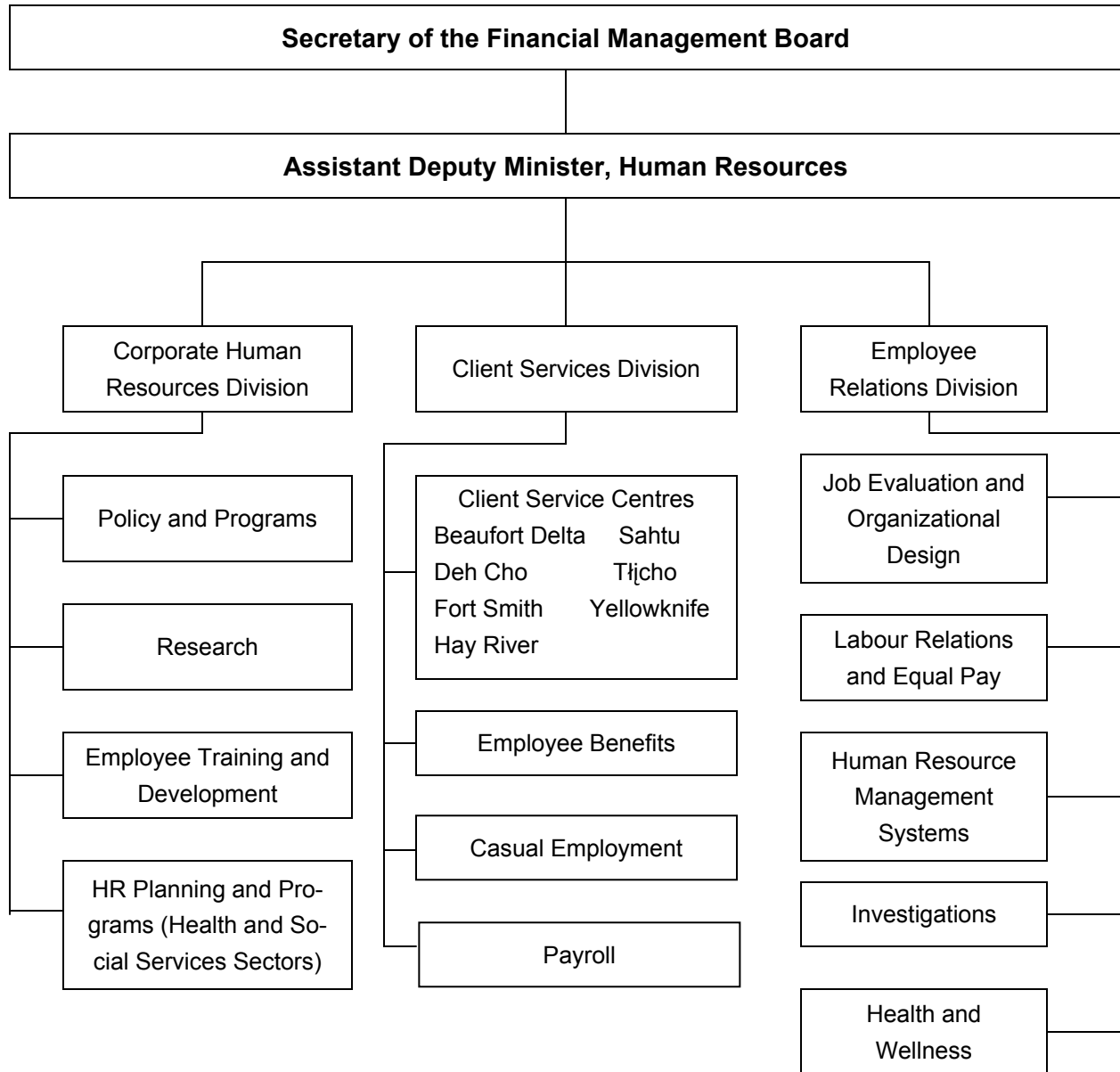
Corporate Human Resources: This division ensures that a strong focus is placed on strategic human resource initiatives such as human resource planning, quality assurance, training and development, as well as performance management.

Employee Relations: This division offers specialized services including organization design support, workplace conflict investigation services, job evaluation, high-level labour relations services and human resource information systems.

Client Services: This division, with centres in Yellowknife and the six regions, provides all transactional human resource services including recruitment, payroll data entry, benefits administration, and labour relations.

A detailed chart showing how human resource functions are distributed throughout the new structure follows:

Human Resources Roles and Responsibilities



CORPORATE HUMAN RESOURCES

The Corporate Human Resources division is responsible for the management and development of human resources policy, legislation and programming. The division provides strategic planning, reporting and statistical services. It also provides a monitoring and evaluation function through quality assurance to ensure effective human resource management.

Corporate Human Resources has a significant role to play in the development and retention of a northern public service. It is responsible for the specialized recruitment and retention of health care workers and the delivery of staff training and development GNWT-wide.

The division coordinates human resource development programs such as the Management Assignment Program, Progressive Experience Program, Northern Student Employment Program and Northern Graduate Employment Program. The administration of the Employee and Family Assistance Program, Employee Recognition Program and Staff Retention Program are also the responsibility of this division.

"I enjoy working for the GNWT for the variety of possibilities, the support I have from my supervisors and within the office."

Anna Bergen,
Nurse Educator Mentor

Northern Student Employment Program

The Northern Student Employment Program offers northern students the chance to gain employment with the GNWT. One of the goals of this program is to help students understand the variety of jobs available in the GNWT and encourages them to consider the GNWT as a preferred employer after graduation. The program provides:

- Priority hiring status for students during the summer months, particularly for those jobs relevant to the students' areas of study;
- Information about potential summer employment;
- Orientation and career development workshops;
- Progressive Experience Program;
- Exit interviews for students.

Progressive Experience Program - The Progressive Experience Program (PEP) achieves two objectives: to provide students with work experience directly related to their field of study and to allow departments, boards and agencies to develop relevant skills and experience in northern students. The majority of PEP participation occurs during the summer months as the program is geared toward summer students. This summer, 69 students participated in the program.

Maximizing Northern Employment (MNE)

The MNE initiative was intended to focus on the government's role as an employer and its broader role to support a northern workforce across the Northwest Territories in all employment sectors. It encourages northern students to seek employment in the public service in the summer to gain experience in their related fields of study and offers a graduate intern program that can be applied for upon completion of their studies. Northerners who graduate from teaching, nursing and social work programs are guaranteed employment in the public service and a fund is available that can be accessed by aboriginal organizations and industry for training programs. This ensures that capacity is built in the North to better enable residents to benefit from the economic boom relating to resource development.

Northern Graduate Employment Program

The purpose of this program is to assist northern post-secondary graduates gain valuable work experience in their chosen field of study by offering them employment. The program provides development workshops and support for permanent placements following internships. Other elements of this program include:

- Employment promotion and recruitment;
- Graduate employment for nurses;
- Graduate employment for social workers;
- Graduate employment for teachers;
- Graduate internships;
- Graduate transition program;
- Career development workshops;
- Job placement support.



Julie Budd
Benefits Clerk

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 36 new public sector interns during 2005. Since the program's inception 226 graduates have been provided internships.

Graduate Internship Program

	2005	2004
Interns placed	36	35

Graduate Employment Program - The Graduate Employment Program guarantees jobs to northern graduates as teachers, nurses and social workers. Through this graduate employment program, seven nurses and two social workers were placed within the NWT Health and Social Services system and 11 teachers were employed by the education system.

Graduate Employment Activity

Graduate Hires	2005	2004
Nurses	7	18
Social Workers	2	3
Teachers	11	16

“The thing I like most about my job is the people I work with and the students I get to interact with.”

Marina Powless
Summer Student
Employment
Coordinator

Mentorship Programs

The GNWT offers formal mentorship programs for new employees in the areas of nursing, social work and teaching with a goal toward improving retention and reducing employee turnover. Mentors who are long-term employees are paired with new employees to provide them with support and assistance during the transition into the workplace and new community. Mentors are provided with additional compensation for these added responsibilities. New nurses are assigned mentors as needed and 13 social worker mentors received training. Of the 104 teacher mentors, 78 were matched with new teachers. There were 29 Management Assignment Program mentors to support staff in development.

Employee Training and Development

Departments, authorities and agencies provide financial support for the training and development of their staff. Employees are encouraged to take courses to develop their skills and increase their knowledge base by participating in professional conferences, training workshops, distant education and correspondence and college course work.

With the amalgamation of human resource services, the Corporate Human Resources division established a training and development unit. The mandate of this unit is to identify, develop and implement a range of training and development options government-wide to support effective human resource management and the development of employees’ skills and abilities.

One of the programs that this unit is responsible for is the GNWT Leadership Program. Approximately 70 employees have taken advantage of this program in 2005.

The focus of this program is on developing leaders at all levels of the organization from front line workers to senior management:

- The Emerging Manager program is designed to fulfill the training needs of current front line leaders and individuals who handle the challenge of day-to-day management of programs (with the potential to assume formal leadership roles in the future).
- The Middle Manager program is designed to help middle managers enhance their current leadership skills by affording them the opportunity to learn from colleagues and develop networks that are vital for success in a changing environment.
- The Senior Manager program is designed to help the senior leader strengthen individual leadership competencies, which will enhance leadership continuity through the GNWT.

In 2005, approximately 80 professional development workshops were facilitated for government employees. Approximately 670 employees took advantage of these workshops.

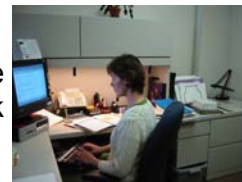
Management Skills Series

Every GNWT manager needs a core set of information in order to deal effectively with their staff, their budgets, the organization and their clients. The Management Skills Series was created to address this need as part of our commitment to improving and enhancing the knowledge and skills of managers. The series offers a group of in-house workshops designed to provide GNWT-specific skills for new and current managers. The courses are offered as half or full day sessions so managers can pick up the series in a year's time without having to take a full week away from the office. In 2005, 237 employees attended 25 workshops.

Succession Planning- Management Assignment Program (MAP)

Responding to a concern that the public service was aging, the GNWT developed the MAP program in 2003. The program provides existing GNWT employees with the opportunity to develop management and leadership skills through training and transfer assignments. Participants are able to broaden their knowledge base and gain experience in more areas than their current position allows. The goal is to prepare employees to fill future management and senior management positions.

Employees at all levels of the organization are able to apply for the MAP program and registration occurs annually. There is currently a total of 40 active participants in the program with an intake of 11 employees into the program in 2005.



Sandra Mann
Mentorship Program
Development Officer

Employee Recognition Program

The Employee Recognition Program provides an effective mechanism to recognize the achievements of GNWT employees. In addition to the existing long service and service appreciation awards, the program offers departments, authorities and agencies an opportunity to nominate individuals or teams who demonstrate excellence, innovation and dedication to their work for a Premier's Award For Excellence. In 2005, the Premier of the Northwest Territories honored four employees and three teams.

Staff Retention Policy

The GNWT values the members of its public service and the work that they do. The Staff Retention Policy outlines the GNWT's commitment to the retention, retraining and development of existing staff and provides a proactive approach to assisting staff whose positions have been eliminated due to organizational changes. Under the Staff Retention Policy, affected individuals are provided with re-employment support for eight weeks prior to, and 13 weeks after receiving an official layoff. In 2005, 11 individuals were considered eligible under the Staff Retention Policy. Of those 11, two were redeployed, eight chose separation assistance and one resigned.

"I enjoy the challenges that come with my job."

Navreet Jagpal
HR Services Officer

Employee and Family Assistance Program (EFAP)

The EFAP program provides assistance to GNWT employees, and immediate family members to deal with personal problems that affect their well-being or the employee's job performance. The program is confidential and voluntary. Counsellors are available to assist individuals to deal with anxiety and stress; depression; grief; anger; financial problems; abuse; self-esteem; substance abuse and work place problems.

In 2005, approximately 800 employees or their immediate family members took advantage of the program.

Exit Interviews

Employees who leave their positions have the chance to complete an exit interview. Participation is voluntary. Exit interviews provide useful information to address employee needs and improve working conditions.

In 2005, 21 completed interviews were received.

EMPLOYEE RELATIONS

Employee Relations provides interpretations and advice to departments, authorities and agencies with issues that arise from this relationship. Employee Relations also provides ongoing training to managers and supervisors concerning the Workplace Conflict Resolution Policy, investigation techniques, GNWT Code of Conduct, and the grievance process.

The Legal/Legislative Framework includes:

- *Public Service Act & Regulations;*
- *NWT Human Rights Act;*
- *Safety Act;*
- *Union of Northern Workers' Act;*
- *Northwest Territories Teachers' Association Act;*
- *Arbitration Act and Arbitration Jurisprudence;*
- *Education Act;*
- *Civil Court Decisions; and*
- *Excluded Handbook and Managers' Handbook.*



Angela McDonald
Benefits Clerk

The majority of public service employees are in a bargaining unit represented by a union. A small group of employees is excluded from a bargaining unit due to the nature of their work. An even smaller group of non-union employees is in the Senior Management Group. Members of the Senior Management Group are responsible for directing and controlling government programs.

The majority of unionized employees are members of the Union of Northern Workers' (UNW) bargaining unit. The UNW represents its members and negotiates their terms and conditions of employment with the GNWT.

The Northwest Territories Teachers' Association (NWTTA) represents teachers and negotiates their terms and conditions of employment with the GNWT.

The Financial Management Board sets the terms and conditions of employment for senior managers and employees who are excluded from membership in a union.

Grievances and Arbitrations

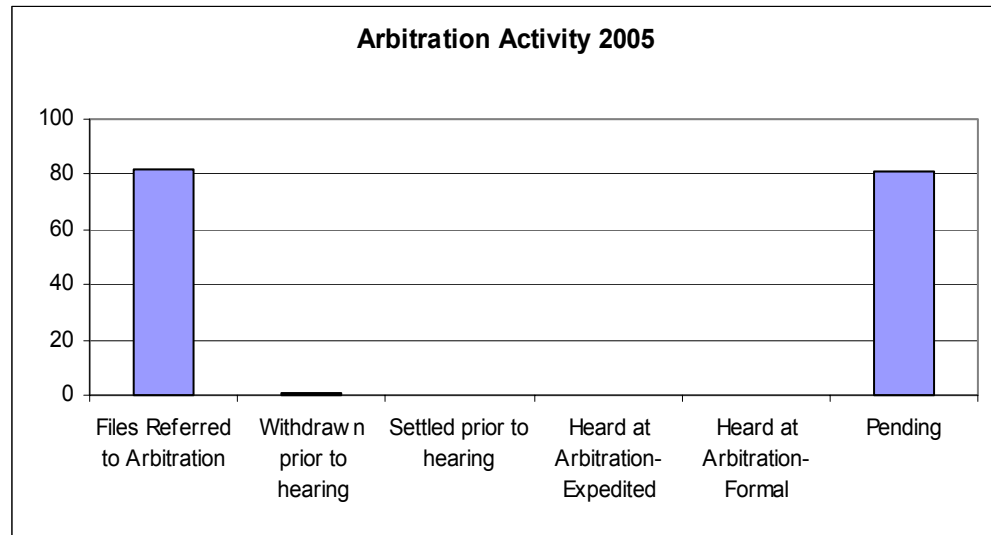
The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT.

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.

“My job allows me to work with great people and I get to meet new and old acquaintances.”

Donna Wong
HR Services Officer

During 2005, a total of 82 grievances were referred to arbitration, including 34 pending from 2004. At the end of 2005, 81 grievances were pending. There was one grievance withdrawn prior to hearing.



Staffing Appeals

The staffing appeals process allows a GNWT employee or an affirmative action candidate, who has applied on a position in the UNW 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.

Staffing Appeals, 2005

Who Appealed	2005				
	Upheld	Denied	Withdrawn	Pending	Total
Affirmative Action Non-Employees	1	3	0	0	4
Affirmative Action Employees	5	19	2	3	29
Non-Affirmative Action Employees	3	13	2	4	22
Total	9	35	4	7	48
% of Total Appeals	19%	73%	8%	15%	100%

Representatives from the GNWT and the union plus an independent chairperson form the three-member staffing appeals committee. The table shows that of the 48 appeals filed in 2005, 35 (73%) were denied while nine (18%) appeals were upheld. At the end of 2005, seven appeals were pending.

Workplace Conflict Resolution

The GNWT recognizes the diversity of the public service and is committed to providing a workplace where all individuals are treated with fairness, dignity and respect.

The *Workplace Conflict Resolution Policy* not only deals with harassment but also seeks to educate and therefore avoid future situations that may arise from inappropriate behavior.

The complaint process has both formal and informal complaint resolution options. In order to make consistent, accurate and realistic assessment of complaints, the complaints are forwarded to Employee Relations which reviews each statement made by the complainant and thoroughly examines harassment policies, collective agreements, and other relevant documentation, in order to provide guidance and advice to the department on the appropriate action to take.

The four formal investigations completed in 2005 were substantiated and warranted varying degrees of action by the Deputy Head of the unit.

Investigations

The new human resources structure created a dedicated investigation service.

This service includes investigating complaints filed under the government's *Workplace Conflict Resolution Policy (WCRP)*; mediating conflict; and providing departments, authorities and agencies with the expertise needed to conduct misconduct and other management investigations. Investigation services are also future oriented delivering a variety of training including a *Creating and Maintaining Respectful Workplaces* Workshop.



Roshan Begg
Labour Relations
Advisor

Collective Bargaining

The GNWT carries out collective bargaining with representatives of the two bargaining units identified under the *Public Service Act*:

- The Northwest Territories Teachers' Association is the bargaining unit representing GNWT teachers; and
- The Union of Northern Workers is the bargaining unit representing all other unionized GNWT employees.

"I like that there is always something new to deal with, and good people to work with in the Hay River Region."

Caroline Larocque,
Manager
Human Resources

The Financial Management Board (FMB) approves the terms and conditions of employment for excluded and senior management employees and deputy ministers.

Union of Northern Workers (UNW)

The collective agreement between the GNWT and the UNW expired on March 31, 2005 and a new agreement was ratified on August 2, 2005.

Negotiations resulted in a four-year collective agreement effective April 1, 2005 to March 31, 2008 with an overall increase of 14.6% to total compensation for UNW members over the four years. Highlights of the new agreement include:

- Changes to the pay line provide a minimum 3% and maximum 5% increase to salaries per year effective April 1, 2005, April 1, 2006, and April 1, 2007 (depending on which pay range an employee is in). On April 1, 2008 there will be an increase to the pay line of 2.5%.
- Replacing one day of mandatory leave without pay with a day of mandatory leave with pay effective April 1, 2008.
- Implementing a new "relief employee" category.
- Relief employees are appointed to an indeterminate or term position with no established hours on a daily, weekly or monthly basis. These employees are called to report to work on an as-and-when required basis for services that operate on a daily basis throughout the year.
- Relief employees will earn an additional 14% of base salary in lieu of earning annual, sick or special leave but will be eligible for all other provisions of the collective agreement.
- Removing periodic leave for corrections workers and revising provisions for hours of work to provide double time for time worked on designated holidays.

2005 Public Service Annual Report

- Changing special leave including adding to the definition of immediate family and allowing Deputy Heads to grant an additional three days of special leave for travel in the case of a death in the immediate family.
- Removing the requirement for employees to obtain a certificate from a qualified medical practitioner after a certain amount of sick leave - the employer now may request such documentation where there is demonstrated and reasonable basis for doing so.
- Increasing evening, night and weekend shift premiums to \$2.00/hr.
- Changing the standby premium to pay one times employee's hourly salary for each eight hour shift or portion thereof for an un-worked day and 1.5 times hourly salary for a day of rest or statutory holiday.
- Replacing acting pay with a Responsibility Allowance consisting of 10% of salary when required to perform the duties of a position at a higher pay range for periods of five days/shifts or less and 12% for periods greater than five days.
- Implementing a new methodology for Northern Allowance rates and updating provisions, with new rates to be phased in over the life of the agreement.



Crystal Milligan
Compensation
Research Intern

Northwest Territories Teachers' Association (NWTTA)

The Collective Agreement between the NWTTA and the GNWT expired on August 31, 2005; however a new agreement was ratified on May 18, 2005, prior to the end of the existing agreement.

Negotiations resulted in a three-year collective agreement effective September 1, 2005 to August 31, 2007 with an overall increase of 11.8% to total compensation. Highlights of the agreement include:

- Restructuring of the grid over three years that provides for a minimum increase of 3% and maximum of 5.27% each year, depending on which category and step each teacher is on.
- The restructuring resulted in more consistent differences between steps and levels and eliminated a considerable compression at the top ranges of the grid. Employees with more experience and GNWT service receive higher increases, which will assist the GNWT to be more competitive with the Yellowknife school boards and southern jurisdictions.
- Changing the category that was specific for Language and Cultural Specialists with no teacher education to include all other teachers with less than one year of teacher education.

"I enjoy working for the GNWT as it has great opportunities and I like working as a team."

Delynn Wannamaker
Payroll Officer

- The current Northern Allowance rates will remain in effect for the 2005/06 school year. The new rates, based on a new methodology, will be partially implemented over the next two years with full implementation by the 2007/08 school year.
- Increasing the substitute teacher's daily rate of pay by 3% for each year of the agreement.
- Increasing Language Allowance from \$4,059 to \$5,000 (18.8%).
- Increasing the Principal's Basic Allowance from \$4,000 to \$5,000 and a minimum total Principal's Allowance of \$10,000 (up from \$7,000).
- Moving to full-year pay for teachers.
- Providing funds for professional improvement of language proficiency in one or more of the official aboriginal languages of the NWT: \$50,000 for 2005 and 2006 and \$100,000 for 2007.

Non-bargaining Unit Employees

The FMB approved the following changes to the terms and conditions of employment for non-bargaining unit employees:

Excluded employees

- Effective April 1, 2005 - March 31, 2009.
- Receive the same increases and changes to their terms and conditions of employment as those negotiated for the UNW.

Senior Management (SRM)

- Effective April 1, 2005-March 31, 2009.
- Restructuring of the SRM pay line that provides for a minimum increase of 3% and a maximum increase of 7% for the first three years and a 2.5% increase to the pay line in the fourth year.
- The same Northern Allowance methodology and timelines will be implemented as negotiated for the UNW.

Deputy Ministers (DM)

- Effective April 1, 2005-March 31, 2009.
- Increase the DM grid by 3% for each of the first three years and 2.5% for 2008/09.
- The same Northern Allowance methodology and timelines will be implemented as negotiated for the UNW.

Job Evaluation

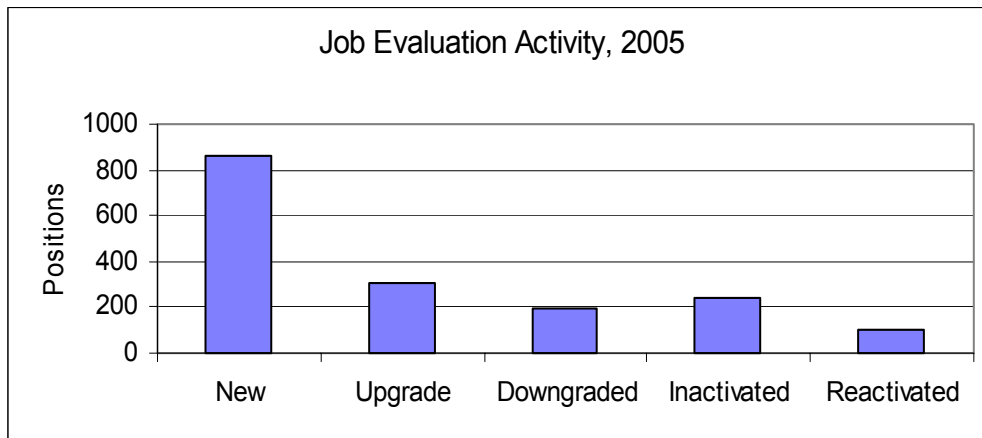
The jobs of all public service employees within the GNWT (except those of teachers and deputy heads) are evaluated using the Hay Guide Chart Profile Method of Job Evaluation. This process allows jobs to be rated and compared for skill, effort, responsibility and working conditions.

Beginning in May 2005, the former decentralized evaluation approach was replaced by interdepartmental job evaluation committees. From May to December, these committees improved the flow and turn-around on job evaluations across the GNWT.

There was a significant increase in the number of new positions established in 2005. A primary reason for this increase was the establishment of 451 positions for relief workers required on an as-and-when basis for facilities where services operate on a daily basis throughout the entire year. These positions were based on the new UNW Collective Agreement.



Misty Vermillion
Senior Benefits Officer



Other major reasons for the increase include growth in frontline health sector positions, the inclusion of ferry workers under the public service, and restructuring of government to improve service delivery.

Restructuring activities resulting in new positions included amalgamation of human resources under FMBS; creation of the Departments of Industry, Tourism & Investment and Environment & Natural Resources; and the transfer of the Technology Service Centre (TSC) to the Department of Public Works & Services from FMBS.

Job Evaluation Appeals

Appeal mechanisms exist to allow employees who are members of the bargaining unit or who are excluded from bargaining unit membership to appeal the evaluations of their jobs.

During 2005, 13 appeals related to UNW positions and three appeals related to excluded positions were filed. Thirteen (13) first-level UNW appeals were heard – of which two remain outstanding – and two appeals related to UNW positions were withdrawn. At the end of 2005, 33 UNW and three excluded appeals were outstanding.

Employee Compensation

The GNWT provides its employees with a competitive salary. Approximately 14% of the average salary (\$68,650) is made up of paid leave, such as annual, sick and special leave. A variety of pension and healthcare benefits provide for retirement, disability, dental, health care and, other insurance benefits. In addition, the federally regulated programs such as Canada Pension Plan and Employment Insurance are available.

“I like working for the GNWT because it provides the environment for me to grow as a person and as an employee.”

Alice Cowan
Human Resource
Services Officer

The GNWT also provides a northern allowance to compensate employees for reasonable differences in the cost of living between Yellowknife and other NWT communities. Medical travel assistance, financial assistance for relocation and ultimate removal, and professional development and training are also provided.

Salary and Wages

Salary and wages includes:

- Salary including;
 - Earned leave such as annual and sick leave;
 - Acting pay;
 - Retroactive pay;
- Overtime;
- Callback;
- Miscellaneous including;
 - Allowances such as Instructor/Co-ordinator, Mentor, Nurses, Tool, and Uniform;
- Standby;
- Shift Premium; and
- Bilingual Bonus/Language Allowance.

General Allowances include:

- Northern Allowance - which compensate employees for reasonable differences in the cost of living between Yellowknife and other communities in the NWT and to provide general transportation assistance.
- Education Allowance - provides employees with a portion of their salary to support them while on education leave with pay.

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 under which the GNWT pays eligible dental services up to \$1,000 a year per 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, available to excluded and senior management employees, which 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.



Peggy Moorhouse
Human Resource
Services Assistant

Health and Wellness

As part of the development of the new human resource function in the Financial Management Board Secretariat, a new position was created to deal with health and wellness issues in the GNWT.

The Health and Wellness Advisor is charged with providing advice and guidance to employees, supervisors and managers on all matters relating to health-related absences from the workplace, as well as promoting the effective and successful reintegration of the employee back into the workplace. The incumbent also assists managers where there is a duty to accommodate employees with disabilities as outlined in the human rights legislation.

The Health and Wellness Advisor provides research and analysis into workplace health issues and trends, and contributes to the development of appropriate policy and procedures to support employee health and wellness.

Equal Pay

The equal pay settlement reached in 2002 outlined approximately a three-year process to identify eligible employees, verify service, process payments and review disputed services.

While the complaint and settlement involved only unionized workers, the GNWT extended the same compensation methodology to eligible excluded occupational groups and class codes. A total funding mandate of \$62 million was established to finance the two settlement initiatives.

"I enjoy working in the GNWT for the opportunities to advance within the public service and gain valuable experience."

Deanna Sartor
Human Resource
Services Officer

Eligible individuals had until December 31, 2004 to submit a claim in order to receive compensation.

As of December 31, 2004 the GNWT had transacted in excess of 10,000 UNW regular, casual, and excluded payments totaling approximately \$49 million dollars. The GNWT is currently finalizing the last stages of the remaining claims to fulfill its commitments under the negotiated agreement.

Legislation

New equal pay provisions of the *Public Service Act* came into force on July 1, 2004. This coincided with the coming into force of the new *NWT Human Rights Act*. With these legislative provisions, the NWT has one of the most comprehensive and progressive human rights frameworks in Canada.

Human Resource Management System

The Human Resource Management System (HRMS) produces payroll and creates human resource information to assist management in making sound human resource management decisions. The HRMS is currently utilized by all GNWT departments, authorities and agencies except Worker's Compensation Board (WCB).

In 2005, changes were made to the HRMS enabling the Health and Social Services Authorities, coming onto the system, to meet their reporting requirements to the Canadian Institute of Health Information (CIHI). These changes paved the way to a smooth amalgamation of all of the pay cycles in 2006, and increased the efficiency of the overall payroll operations by reducing the number of payroll runs. Another key change was the purchase and setup of new hardware and software. These improvements greatly enhanced the system performance and efficiency.

CLIENT SERVICES

In accordance with Cabinet direction to amalgamate the delivery of human resource services within the Public Service, the Deh Cho, Inuvik, Sahtu, Tłı̄chǫ, Hay River, Fort Smith and Yellowknife Human Resource Client Services Centres were created in 2005.

The creation of human resource client services centres at the regional level, increases the ability to provide human resource clients including residents of the NWT, public servants and managers with timely and consistent human resource services.

The Client Services Centres are responsible for the following human resource tasks:

- Recruitment;
- Payroll (Yellowknife and Inuvik);
- Benefits administration;
- Employee performance management;
- Employee development;
- Human resource planning; and
- Labour relations advice.



Clayton Ravndal
Human Resources
Services Assistant

Client Services plays a pivotal role in implementing many human resource programs through contact with Senior Managers and line management in departments, boards and agencies.

DEVELOPMENT OF A NORTHERN PUBLIC SERVICE

A priority for the GNWT is to have a public service that is representative of the public it serves. There is a continued commitment to maximizing the economic and career opportunities so that communities and regions will have the capacity they need to achieve their goals. Northerners will be educated and able to be the primary beneficiaries of the development of our natural resources. It is recognized that while the recruitment of professionals from the south is often necessary, a more sustainable and successful strategy for the long-term is to build capacity by training northern residents as part of a comprehensive human resource plan. Several initiatives address the need to educate our youth and offer employment to support those who choose employment in the public service as a viable career option.

“The great thing about my job are all the new experiences and training opportunities.”

Candace
Underhay
Administrative
Assistant

There are two main initiatives that have been implemented whose main goal is to encourage the growth of a northern workforce. One was the introduction of the Maximizing Northern Employment Initiative in 2001 and the other was the Affirmative Action Policy introduced in 1989.

Aurora College Access Programs

Aurora College offers 10-month access programs in a variety of areas designed to assist students in the transition to full involvement in their programs of study. The goal of these programs is to provide students with the necessary academic and other skills to help them succeed in following their chosen career paths. Many of these programs lead to employment opportunities in the public service.

The Aurora College currently offers Access programming in Social Work, Teacher Education, Nursing, Management Studies, Trades and University/ College Entrance.

Northern Nursing Program

The Northwest Territories continues to face the same challenges as the rest of Canada with respect to the recruitment and retention of nurses. The focus of the Northern Nursing Program is to create a stable supply of nurses for northern hospitals and health centres by recruiting northern residents and training them in the program.

In 2005, the Northern Nursing Program had a total of 111 participants enrolled, with 17 of these participants in their final year of the program and four who received their diploma.

Primary Health Care Nurse Practitioner Program

In partnership with the Centre for Nursing Studies in St. John's, Newfoundland, the Aurora College delivers a 16-month program that prepares registered nurses to become nurse practitioners. Nurse practitioners are able to diagnose, treat and prescribe medication within their scope of practice independently from physicians and are critical members of the primary health care team.

Community Health Nurse (CHN) Development Program

The Community Health Nurse (CHN) Development Program is designed to develop a stable Registered Nurse workforce throughout the NWT by providing recent northern graduates and other northern nurses interested in providing community health nursing with an opportunity to develop the knowledge, skills and abilities required to work as a CHN in the NWT. The program utilizes a customized professional development plan, including goals, objectives and timelines to guide the northern nurse in acquiring competencies required as a CHN.

In addition, the CHN Development Program is an opportunity for Registered Nurses to begin the transition from acute to primary health care. Registered Nurses who, through this program, acquire the knowledge, skills and abilities to function effectively as a CHN may decide to pursue further education in the area of primary health care by completing a recognized Nurse Practitioner program.



Northern Nursing students interested in working in Community Health Centres are eligible for the Community Health Nurse Academic Bursary that provides them with additional financial incentive to enroll in the CHN Development program upon completion of their studies.

Sally Meserah
Quality Assurance
Consultant

Barb Kreklywich
Quality Assurance
Consultant

This year, five northern nurses, including four indigenous aboriginal students, were enrolled in the program with target locations in various Community Health Centres throughout the NWT.

Aurora College Teacher Education Program (ACTEP)

The ACTEP program encourages northerners to obtain their professional degrees in order to be able to teach at all levels in the school system. The hope is that a teacher workforce will be developed that is representative of the population of the NWT. Once students complete a three year diploma program in the NWT, they can transfer to the University of Saskatchewan to complete their Bachelor of Education degree.

During 2005, 66 students were enrolled in the program. Of these, 24 students entered their final year in the program, seven received their diploma and four received their Bachelor's degree through the University of Saskatchewan.

Social Work Program

The Social Work Diploma Program provides all the skills necessary to become a northern social worker by incorporating culturally relevant material and traditional knowledge into its curriculum. Graduates gain a basic understanding of social problems and methods of intervention to help those in need. In 2005, ten students were enrolled in the program, nine of which were in their final year of studies.

Other Aurora College Programs

Aurora College offers a variety of programs that are important in preparing individuals for careers in both the public and private sector. Programs in Natural Resource Technology, Management Studies, Criminal Justice, Computing and Information Systems, Recreation Leaders, Licensed Practical Nurses, Office Administration, Home and Community Support Worker have all provided graduates with the chance to use their education and training in the GNWT public service.

Recruitment

Recruiting and training northerners is essential to building a strong, stable and representative public service. It is recognized that for some professions, recruitment of individuals outside the public service is necessary in order to be able to provide vital programs throughout the North. Client Services implements recruitment strategies/initiatives designed to attract professionals to the North. Out of the 914 hires in 2005, 83.9% were northern hires.

“I enjoy working for the GNWT and in the North because of the great people here.”

Ross Thomas
Client Services
Manager

Employment Activity, 2005

	2005	2004
Hires	914	596
Separations	561	588
Transfers	661	160
Promotions	97	67
Demotions	0	4

Affirmative Action

The Government of the Northwest Territories (GNWT) is committed to having a public service that is representative of the population it serves. In 1989, the GNWT implemented the *Affirmative Action Policy* in an attempt to meet this goal.

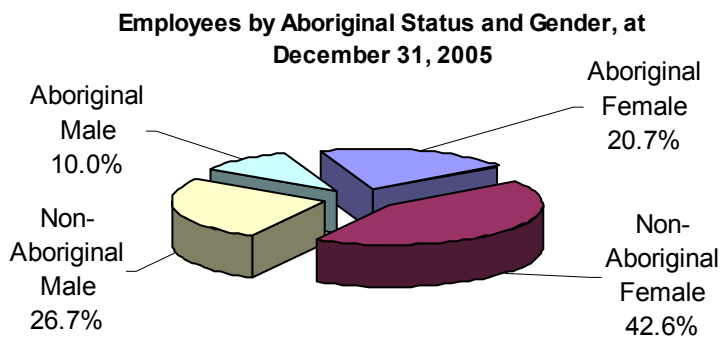
The GNWT gives preference in employing the following groups:

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

2005 Public Service Annual Report

The Department of Human Resources is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations. A report is produced annually on hiring practices in departments in an effort to monitor the effectiveness of the policy.

At the end of 2005, there were 1,365 indigenous aboriginal employees representing 30.8% of the public service. Women represented 33.3% of senior managers with 57 female employees in senior management. There were 30 indigenous aboriginal senior managers, which represented 17.5% of employees in senior management.



Patricia Austin
Payroll Officer

Sukhwinder Shahi
Senior Financial
Coordinator

Transfer Assignments and Secondments

Transfer assignments are a tool used by the GNWT to provide employees with opportunities to broaden their work experience and gain knowledge of other departments/units within the organization. These temporary work placements also allow the GNWT to meet short-term human resource needs that cannot be met through the open competition process.

Secondments involve the temporary assignment of a government employee to a position in an outside organization or a non-government employee to a position within government.

Transfer Assignments and Secondments

	2005	2004
Transfer Assignments	158	161
Secondments	0	2

Education Leave

An employee who wishes to take full-time post-secondary studies lasting at least one academic year or to take academic upgrading to qualify for post-secondary studies may apply for Education Leave. The studies must be taken at a recognized Canadian university, college or technical institute. Approval of Education Leave is subject to budgetary constraints but, when granted, provides a guarantee of re-employment after completion and may, with Deputy Head approval, provide partial allowances in lieu of salary. At the end of 2005, there were 29 employees on education leave with pay and 13 employees on education leave without pay. A total of 42 employees were on education leave during 2005.

"I like working in the GNWT for the new and exciting ways of doing business."

Mavis Blakely
Human Resource
Services Officer

Direct Appointments

Direct appointments are used to support the hiring and development of employees. The process allows the GNWT to appoint individuals into positions where recent recruitment efforts were unsuccessful but also gives the GNWT the opportunity to support career development of individuals who have priority hiring status under the Affirmative Action Policy. During 2005, 89 employees were appointed directly into positions. Of these appointments, 36 were aboriginal employees and 13 were indigenous non-aboriginal. Of the six appointments to senior management, three were for women and one was an indigenous aboriginal. In addition, two direct appointments were for women to non-traditional occupations and one for a disabled person. Twenty (20) direct appointments were made from outside the public service, most were in Department of Transportation to keep the ferries operational.

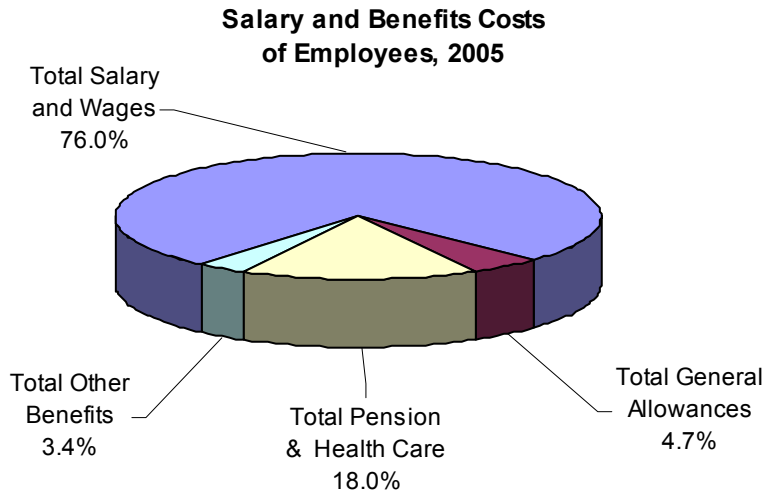
Employee Orientation

The GNWT provides orientation to new employees, including summer students. Each GNWT department, board and agency is responsible to develop their own employee orientation package. These packages include information on:

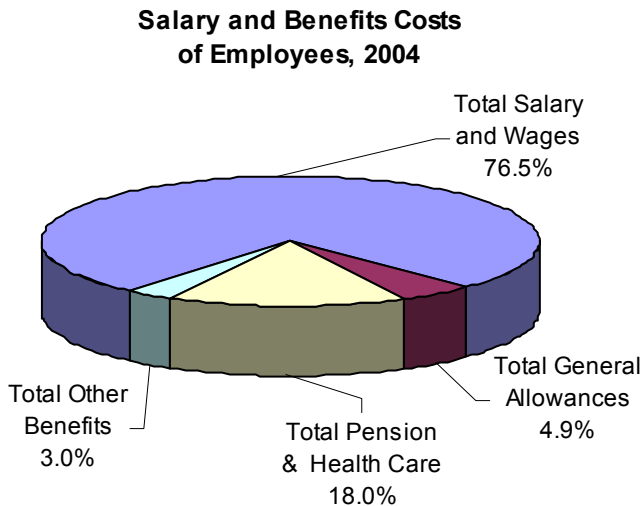
- Oath of Office and Secrecy;
- Conflict of Interest;
- Affirmative Action;
- Use of Electronic Mail and the Internet;
- Harassment;
- Political Activity;
- Employee and Family Assistance Program;
- Violence in the Workplace; and
- Occupational Health and Safety.

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 2004 and 2005 approximate total compensation costs for employing the entire public service, including those employees holding casual employment.



Jennifer Inch
Benefits Officer



Government of the Northwest Territories

Salary and Benefit Costs of Employees

for year ended December 31st 2005

Costs	2005	2004
Salary	\$286,137,000	\$284,608,000
Overtime	\$12,300,000	\$13,901,000
Call-back	\$2,154,000	\$1,869,000
Miscellaneous	\$2,104,000	\$2,583,000
Standby	\$2,365,000	\$1,149,000
Shift Premium	\$1,004,000	\$917,000
Bilingual Bonus/Language Allowance	\$401,000	\$377,000
Total Salary and Wages	\$306,465,000	\$305,404,000
Northern Allowance	\$18,131,000	\$18,654,000
Education Allowance	\$1,021,000	\$775,000
Total General Allowances	\$19,152,000	\$19,429,000
Superannuation	\$33,958,000	\$33,261,000
Employment Insurance	\$4,955,000	\$4,904,000
Canadian Pension Plan	\$9,312,000	\$9,073,000
Worker's Compensation Plan	\$1,839,000	\$1,815,000
Disability Insurance	\$3,278,000	\$3,201,000
Dental	\$2,930,000	\$2,580,000
Public Service Health Care Plan	\$3,040,000	\$2,829,000
Maternity/Parental/Adoption Leave	\$3,214,000	\$3,402,000
Public Service Management Insurance Plan	\$880,000	\$948,000
Employee Family Assistance Program	\$475,000	\$505,000
Total Pension and Health Care	\$63,881,000	\$62,518,000
Medical Travel Assistance	\$3,540,000	\$3,296,000
Removal In/Transfer	\$3,018,000	\$2,504,000
Severance Pay	\$2,991,000	\$2,228,000
Professional Development/Training	\$3,186,000	\$3,354,000
Removal Out/Ultimate	\$988,000	\$630,000
Total Other Benefits	\$13,723,000	\$12,012,000
Grand Total	\$403,221,000	\$399,363,000

WORKFORCE INFORMATION

Employment Type

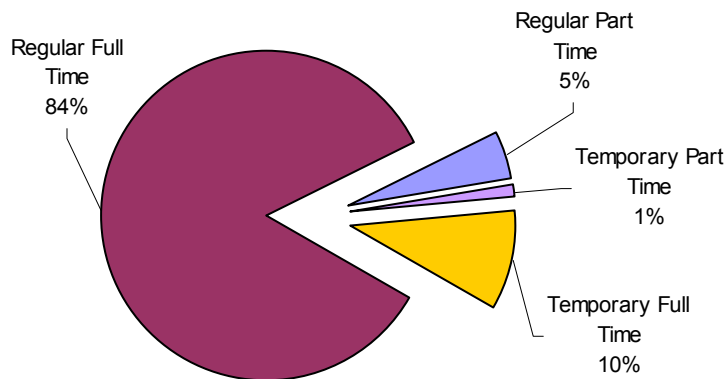
Employees are hired on the basis of work week and length of employment. Those hired as full-time work a standard work week of 37.5 hours for most employees. Part-time employment is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period at the end of which their employment ceases. The majority of employees are hired on a regular and full-time basis but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.



Glen Abernethy
Senior Human
Resources Planning
and Programs
Consultant

At the end of 2005, 89% of the GNWT public service were working on a regular basis, while 11% were working on a temporary basis. Also, 94% of the GNWT public service held full-time positions, while 6% held part-time positions.

Employment by Regular, Temporary and Full/Part Time, 2005



Composition of the Public Service

At the end of December 2005, the GNWT employed 4,436 staff. Most staff (52%) were located in departments, with approximately 5% in Aurora College, 16% in the Divisional Education Councils, 25% in the Health and Social Services Authorities and 2% in the NWT Housing Corporation.

The majority of GNWT employees, about 85%, were members of the UNW and the NWTTA. Excluded employees accounted for 11% of the public service, while senior management made up 4%.

Approximately 49% of employees were in Headquarters and 51% were employed in the Regions outside Headquarters.

The average employee was 43 years old, had a salary of \$68,650 per year with 7.2 years of service.

The average aboriginal employee was 42.9 years old, had a salary of \$60,427 per year with 7.6 years of service.

The average non-aboriginal employee was 43.1 years old, had a salary of \$72,293 per year with 7.1 years of service.

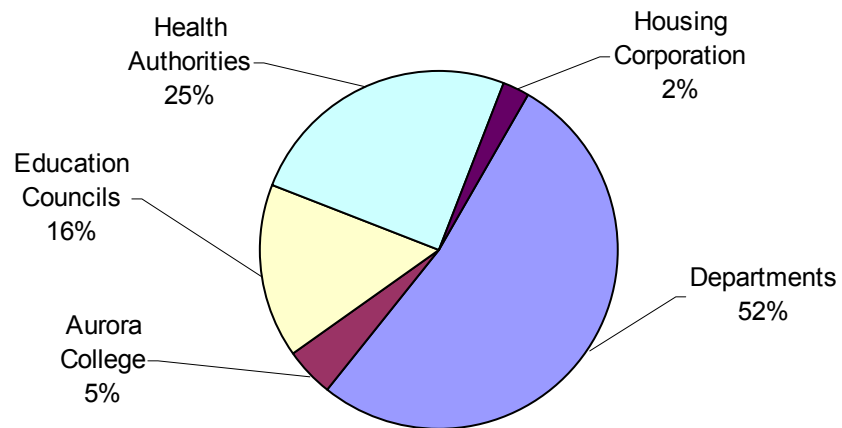
The average female employee was 42.3 years old, had a salary of \$62,501 per year with 6.5 years of service.

The average male employee was 44.2 years old, had a salary of \$75,302 per year with 8.6 years of service.

“I get to assist employees in their growth and development within the GNWT and I get to work with many diverse people.”

Debbie Kelly
Senior Training and Development Advisor

Public Service by Boards, Agencies and Departments at December 31, 2005



Employee Retention

Employee retention is the measurable effect of employees remaining in the GNWT public service. Overall, retention within the GNWT increased slightly from 85.5% in 2004 to 86.8% in 2005.

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.

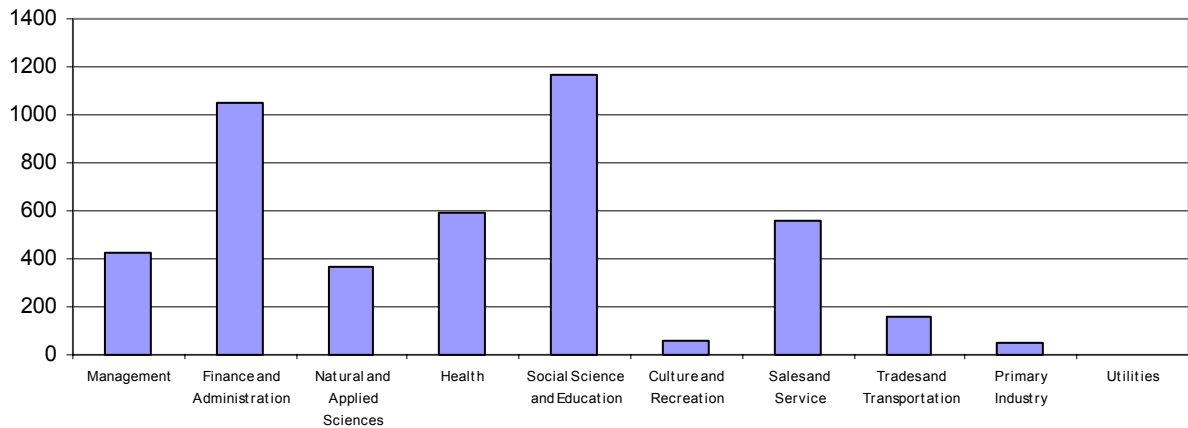


Rita Brown
Training and
Development Assistant

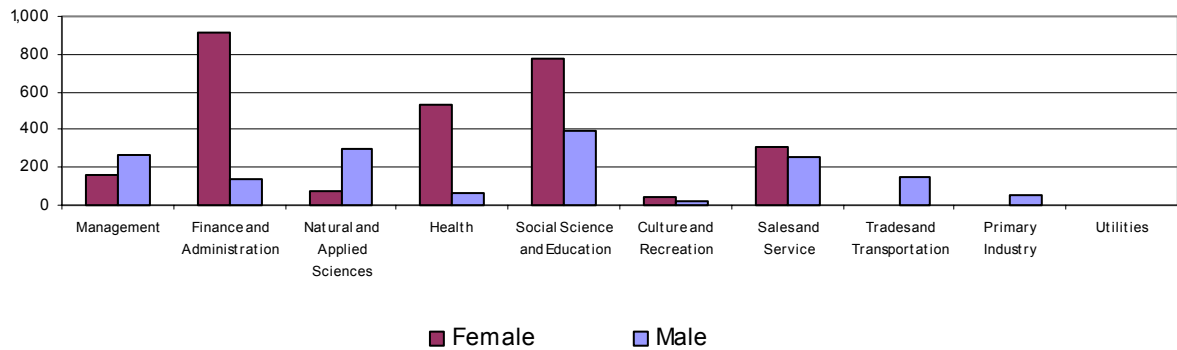
The occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, aboriginal status, average age, average salary and average length of territorial public 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.

Government of the Northwest Territories

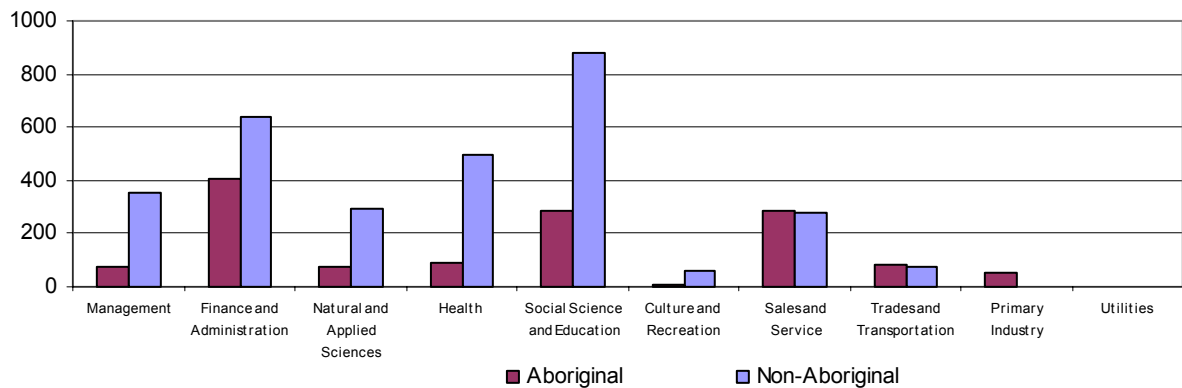
**Employees by Occupational Category
at December 31, 2005**



**Employee Gender by Occupational Category
at December 31, 2005**

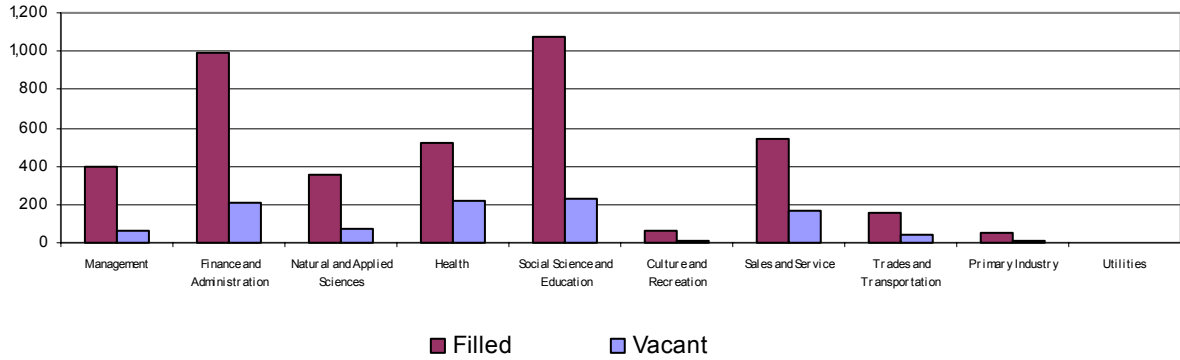


**Aboriginal Employment by Occupational Category
at December 31, 2005**

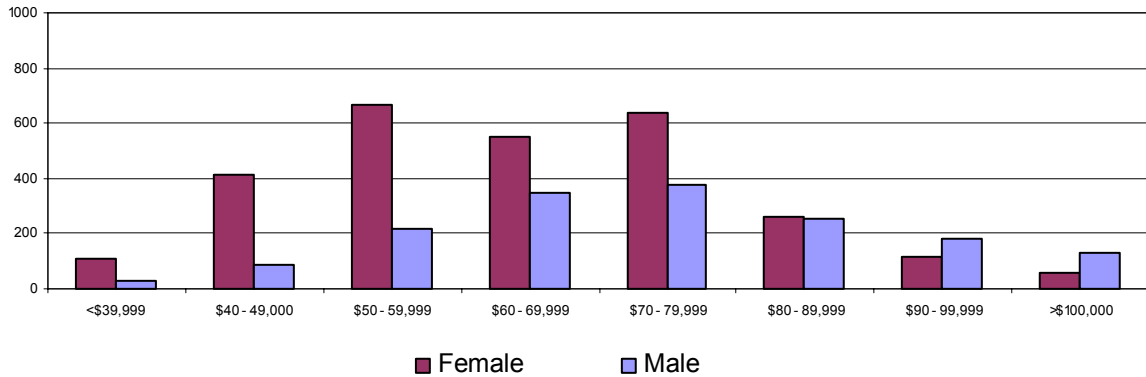


2005 Public Service Annual Report

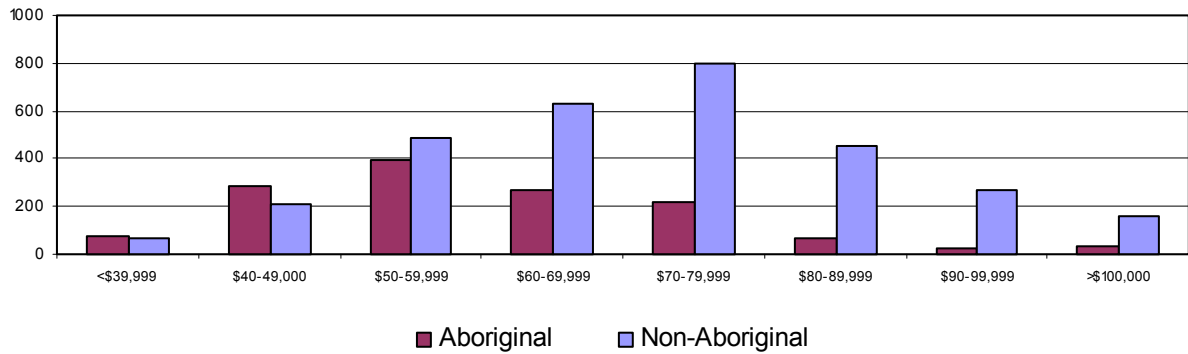
**Positions by Occupational Category
at December 31, 2005**



**Salary Distribution, Gender
at December 31, 2005**

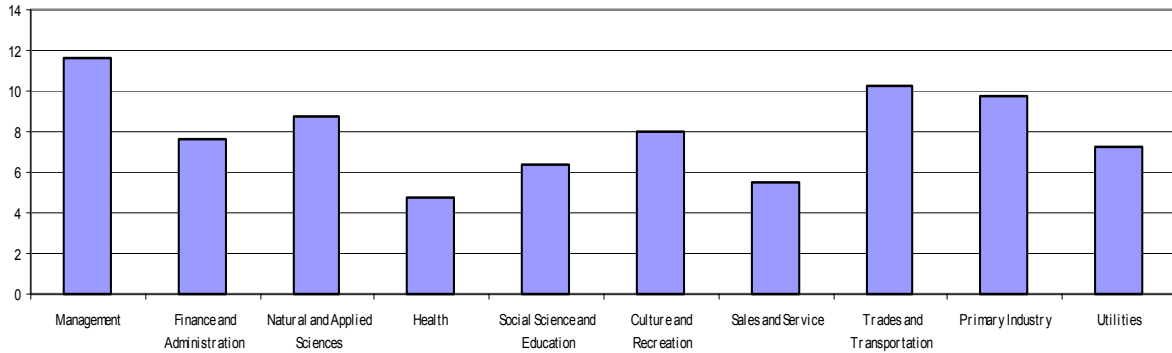


**Salary Distribution, Aboriginal/Non-Aboriginal
at December 31, 2005**

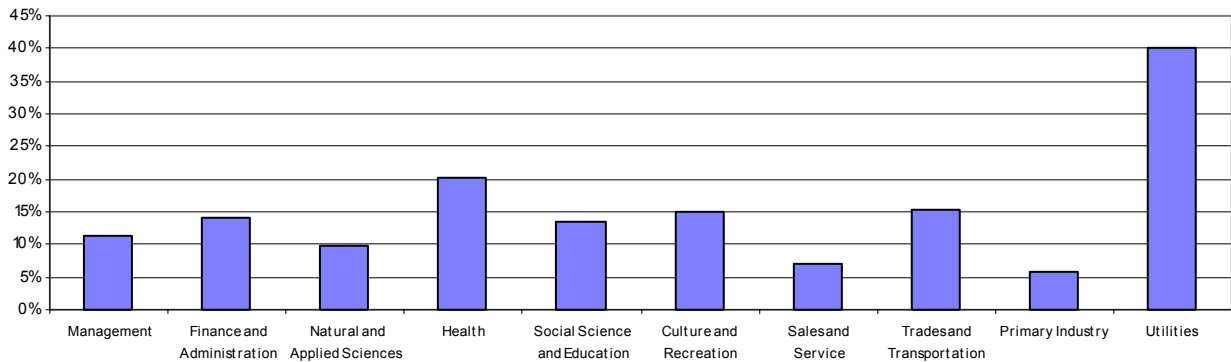


Government of the Northwest Territories

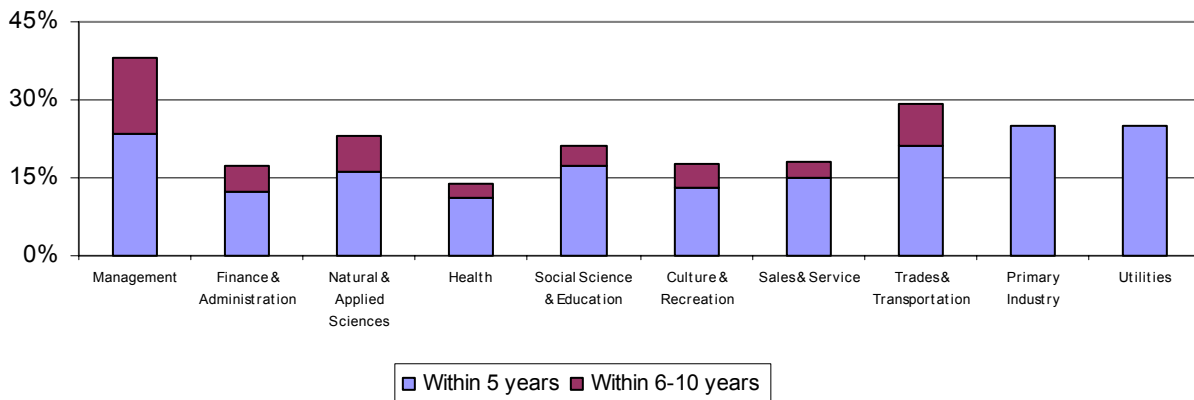
Average Years Territorial Public Service by Occupational Category at December 31, 2005



Turnover Rate by Occupational Category at December 31, 2005

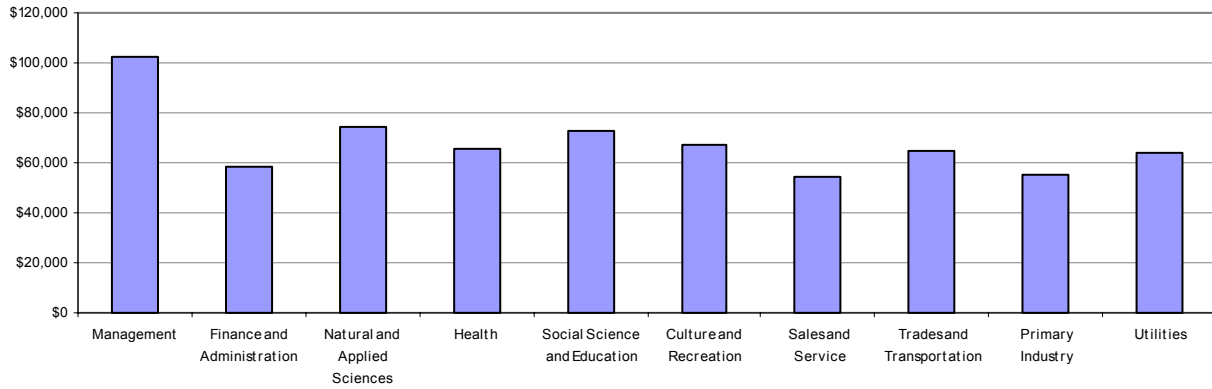


Retirement Rate Projection over the next 10 years by Occupational Category at December 31, 2005

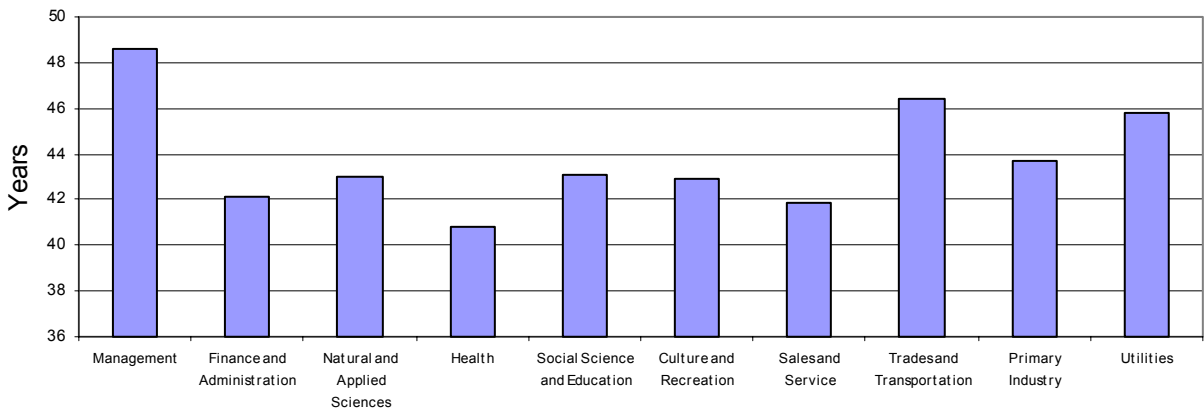


2005 Public Service Annual Report

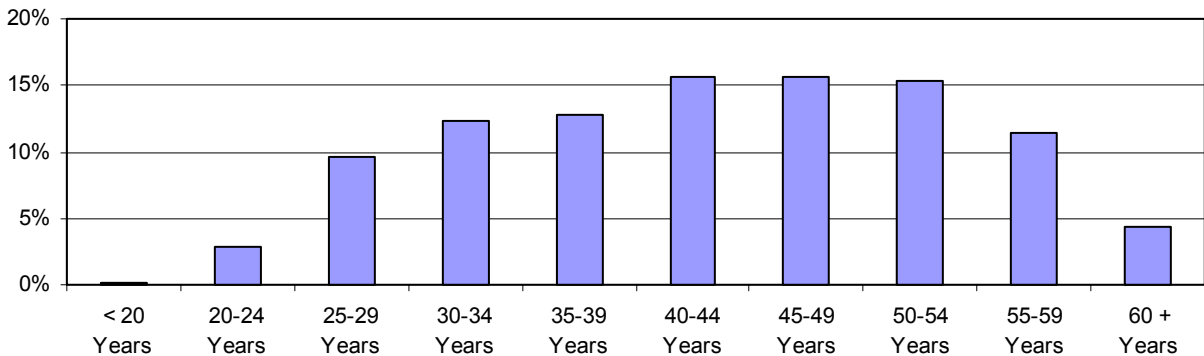
**Average Salary by Occupational Category
at December 31, 2005**



**Average Age by Occupational Category,
at December 31, 2005**

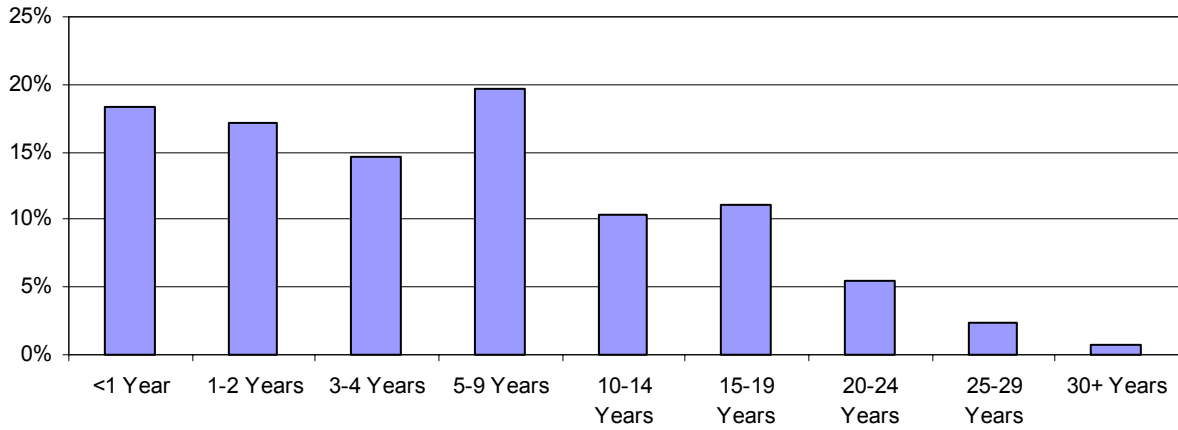


**Percentage of Employees by Age Group
at December 31, 2005**

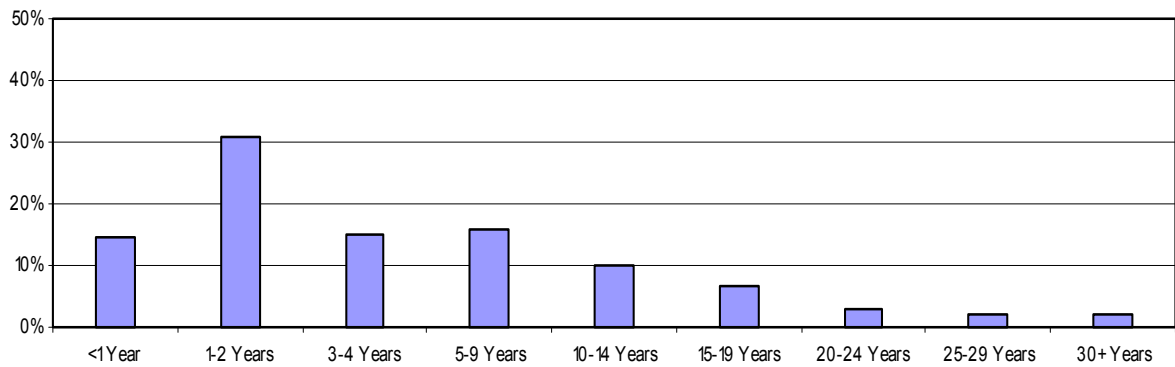


Government of the Northwest Territories

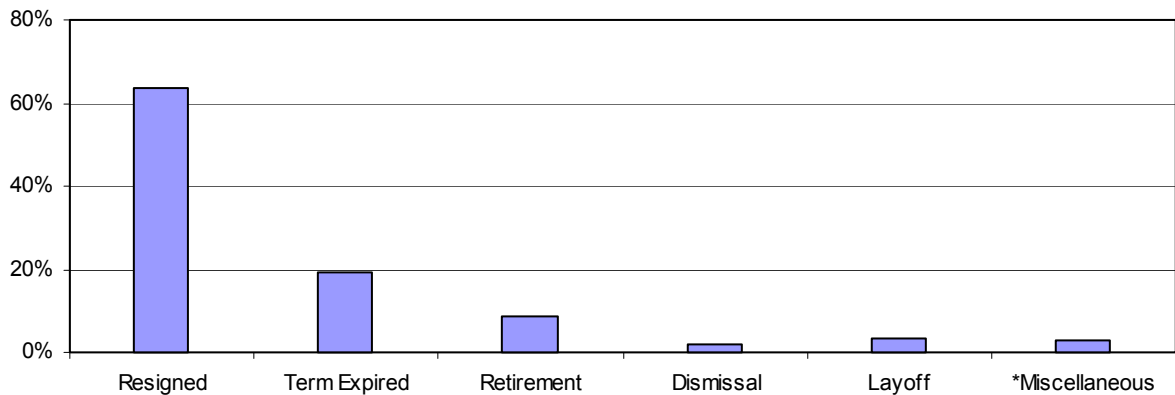
**Employee Distribution by Years of Territorial Public Service
at December 31, 2005**



Separations by Years of Service, 2005



Separations by Reason for Leaving, 2005



***Miscellaneous: includes Death in Service, Health, Abandonment of Position, Rejection on Probation**

2005 Public Service Annual Report

Aboriginal Employee Distribution by Community at December 31, 2005

2005			
Region/Community	Total Employees	Aboriginal Employees	% Aboriginal Employees
Yellowknife	2,177	371	17%
Headquarters	2,177	371	17%
Aklavik	49	19	39%
Fort McPherson	58	30	52%
Holman (Ulukhaktok)	33	15	45%
Inuvik	473	157	33%
Paulatuk	18	8	44%
Sachs Harbour	7	1	14%
Tsiigehtchic	9	5	56%
Tuktoyaktuk	38	19	50%
Beaufort Delta Region	685	254	37%
Fort Liard	45	25	56%
Fort Providence	47	30	64%
Fort Simpson	207	92	44%
Hay River Reserve	19	8	42%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Nahanni Butte	5	3	60%
Trout Lake	11	10	91%
Wrigley	15	13	87%
Deh Cho Region	354	183	52%
Enterprise	13	4	31%
Fort Resolution	43	26	60%
Fort Smith	463	213	46%
Hay River	279	124	44%
Lutsel K'e	22	9	41%
Fort Smith Region	820	376	46%
Colville Lake	8	3	38%
Deline	32	19	59%
Fort Good Hope	32	17	53%
Norman Wells	98	28	29%
Tulita	28	12	43%
Sahtu Region	198	79	40%
Behchoko	169	92	54%
Gameti	9	3	33%
Wekweeti	5	1	20%
Whati	19	6	32%
Tlicho Region	202	102	50%
Total GNWT	4,436	1,365	31%

Government of the Northwest Territories

Aboriginal Employment at December 31, 2005

2005			
Department/Board	Total Employees	Aboriginal Employees	% Aboriginal Employees
Aboriginal Affairs	35	12	34%
Aurora College	198	57	29%
Education, Culture and Employment	192	61	32%
Environment and Natural Resources	242	127	52%
Executive	59	13	22%
Finance	49	11	22%
Financial Management Board Secretariat	256	83	32%
Health and Social Services	133	24	18%
Industry, Tourism and Investment	181	47	26%
Justice	525	170	32%
Legislative Assembly	28	3	11%
Municipal and Community Affairs	123	35	28%
Public Works and Services	228	74	32%
Transportation	262	97	37%
Total for Departments	2,511	814	32%
Beaufort/Delta Divisional Education Council	192	60	31%
Commission Scolaire Francophone de Division	22	0	0%
Deh Cho Divisional Education Council	104	41	39%
Sahtu Divisional Education Council	91	33	36%
South Slave Divisional Education Council	191	59	31%
Tlicho Community Services Agency - Education	108	48	44%
Total for Education Councils	708	241	34%
Beaufort Delta Health and Social Services Authority	207	60	29%
Deh Cho Health and Social Services Authority	75	40	53%
Fort Smith Health and Social Services Authority	116	52	45%
Sahtu Health and Social Services Authority	42	21	50%
Stanton Territorial Health Authority	466	47	10%
Tlicho Community Services Agency - Health and Social Services	64	32	50%
Yellowknife Health and Social Services Authority	152	20	13%
Total for Health and Social Services Authorities	1,122	272	24%
Northwest Territories Housing Corporation	95	38	40%
Total of Public Service	4,436	1,365	31%

2005			
Region	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	2,176	371	17%
Beaufort Delta Region	685	254	37%
Deh Cho Region	354	183	52%
Fort Smith Region	820	376	46%
Sahtu Region	198	79	40%
Tlicho Region	203	102	50%
Total	4,436	1,365	31%

2005 Public Service Annual Report

Indigenous Non-Aboriginal Employment at December 31, 2005

Department/Board	2005	
	Total Employees	Indigenous Non-Aboriginal Employees
Aboriginal Affairs	35	9
Aurora College	198	7
Education, Culture and Employment	192	37
Environment and Natural Resources	242	31
Executive	59	16
Finance	49	7
Financial Management Board Secretariat	256	64
Health and Social Services	133	15
Industry, Tourism and Investment	181	33
Justice	525	69
Legislative Assembly	28	10
Municipal and Community Affairs	123	31
Public Works and Services	228	34
Transportation	262	46
Total for Departments	2,511	409
Beaufort/Delta Divisional Education Council	192	3
Commission Scolaire Francophone de Division	22	0
Deh Cho Divisional Education Council	104	3
Sahtu Divisional Education Council	91	1
South Slave Divisional Education Council	191	16
Tlicho Community Services Agency - Education	108	0
Total for Education Councils	708	23
Beaufort Delta Health and Social Services Authority	207	1
Deh Cho Health and Social Services Authority	75	3
Fort Smith Health and Social Services Authority	116	2
Sahtu Health and Social Services Authority	42	0
Stanton Territorial Health Authority	466	47
Tlicho Community Services Agency - Health and Social Services	64	0
Yellowknife Health and Social Services Authority	152	8
Total for Health and Social Services Authorities	1,122	61
Northwest Territories Housing Corporation	95	13
Total of Public Service	4,436	506

Region	2005	
	Total Employees	Indigenous Non-Aboriginal Employees
Headquarters	2,176	392
Beaufort Delta Region	685	17
Deh Cho Region	354	22
Fort Smith Region	820	67
Sahtu Region	198	4
Tlicho Region	203	4
Total	4,436	506

Government of the Northwest Territories

Aboriginals in Senior Management at December 31, 2005

2005			
Department/Board	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Aboriginal Affairs	10	2	20%
Aurora College	6	1	17%
Education, Culture and Employment	15	5	33%
Environment and Natural Resources	12	3	25%
Executive	8	2	25%
Finance	8	2	25%
Financial Management Board Secretariat	15	2	13%
Health and Social Services	11	1	9%
Industry, Tourism and Investment	21	2	10%
Justice	12	1	8%
Legislative Assembly	5	0	0%
Municipal and Community Affairs	13	3	23%
Public Works and Services	10	2	20%
Transportation	9	0	0%
Total for Departments	155	26	17%
Beaufort/Delta Divisional Education Council	2	1	50%
Commission Scolaire Francophone de Division	1	0	0%
Deh Cho Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Tlicho Community Services Agency - Education	1	1	100%
Total for Education Councils	6	2	33%
Beaufort Delta Health and Social Services Authority	2	0	0%
Deh Cho Health and Social Services Authority	2	1	50%
Fort Smith Health and Social Services Authority	1	0	0%
Sahtu Health and Social Services Authority	2	0	0%
Stanton Territorial Health Authority	5	0	0%
Tlicho Community Services Agency - Health and Social Services	2	0	0%
Yellowknife Health and Social Services Authority	5	0	0%
Total for Health and Social Services Authorities	19	1	5%
Northwest Territories Housing Corporation	7	3	43%
Total of Public Service	187	32	17%

2005			
Region	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Headquarters	140	16	11%
Beaufort Delta Region	15	5	33%
Deh Cho Region	5	2	40%
Fort Smith Region	18	7	39%
Sahtu Region	6	1	17%
Tlicho Region	3	1	33%
Total	187	32	17%

2005 Public Service Annual Report

Women in Senior Management at December 31, 2005

Department/Board	2005		
	Total Management Employees	Number of Women in Management	% of Women in Management
Aboriginal Affairs	10	2	20%
Aurora College	6	5	83%
Education, Culture and Employment	15	7	47%
Environment and Natural Resources	12	3	25%
Executive	8	3	38%
Finance	8	1	13%
Financial Management Board Secretariat	15	7	47%
Health and Social Services	11	5	45%
Industry, Tourism and Investment	21	4	19%
Justice	12	5	42%
Legislative Assembly	5	1	20%
Municipal and Community Affairs	13	5	38%
Public Works and Services	10	1	10%
Transportation	9	0	0%
Total for Departments	155	49	32%
Beaufort/Delta Divisional Education Council	2	1	50%
Commission Scolaire Francophone de Division	1	0	0%
Deh Cho Divisional Education Council	0	0	0%
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	1	0	0%
Tlicho Community Services Agency - Education	1	1	100%
Total for Education Councils	6	2	33%
Beaufort Delta Health and Social Services Authority	2	1	50%
Deh Cho Health and Social Services Authority	2	2	100%
Fort Smith Health and Social Services Authority	1	0	0%
Sahtu Health and Social Services Authority	2	0	0%
Stanton Territorial Health Authority	5	4	80%
Tlicho Community Services Agency - Health and Social Services	2	1	50%
Yellowknife Health and Social Services Authority	5	1	20%
Total for Health and Social Services Authorities	19	9	47%
Northwest Territories Housing Corporation	7	0	0%
Total of Public Service	187	60	32%

Region	2005		
	Total Management Employees	Number of Women in Management	% of Women in Management
Headquarters	140	42	30%
Beaufort Delta Region	15	7	47%
Deh Cho Region	5	3	60%
Fort Smith Region	18	6	33%
Sahtu Region	6	0	0%
Tlicho Region	3	2	67%
Total	187	60	32%

Government of the Northwest Territories

Women in Non-Traditional Occupations at December 31, 2005

2005			
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	5	0	0%
Education, Culture and Employment	9	3	33%
Environment and Natural Resources	152	22	14%
Executive	0	0	0%
Finance	4	0	0%
Financial Management Board Secretariat	7	5	71%
Health and Social Services	7	2	29%
Industry, Tourism and Investment	24	5	21%
Justice	8	1	13%
Legislative Assembly	1	0	0%
Municipal and Community Affairs	27	5	19%
Public Works and Services	88	10	11%
Transportation	124	5	4%
Total for Departments	456	58	13%
Beaufort/Delta Divisional Education Council	9	3	33%
Commission Scolaire Francophone de Division	2	1	50%
Deh Cho Divisional Education Council	10	3	30%
Sahtu Divisional Education Council	5	2	40%
South Slave Divisional Education Council	10	2	20%
Tlicho Community Services Agency - Education	6	1	17%
Total for Education Councils	42	12	29%
Beaufort Delta Health and Social Services Authority	1	0	0%
Deh Cho Health and Social Services Authority	1	0	0%
Fort Smith Health and Social Services Authority	1	0	0%
Sahtu Health and Social Services Authority	0	0	0%
Stanton Territorial Health Authority	17	2	12%
Tlicho Community Services Agency - Health and Social Services	1	0	0%
Yellowknife Health and Social Services Authority	2	0	0%
Total for Health and Social Services Authorities	23	2	9%
Northwest Territories Housing Corporation	18	3	17%
Total of Public Service	539	75	14%
2005			
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Headquarters	223	46	21%
Beaufort Delta Region	82	9	11%
Deh Cho Region	85	8	9%
Fort Smith Region	102	9	9%
Sahtu Region	29	2	7%
Tlicho Region	18	1	6%
Total	539	75	14%

2005 Public Service Annual Report

Disabled Persons Employment at December 31, 2005

2005			
Department/Board	Total Employees	Disabled Employees	% of Disabled Employees
Aboriginal Affairs	35	0	0.0%
Aurora College	198	0	0.0%
Education, Culture and Employment	192	0	0.0%
Environment and Natural Resources	242	1	0.4%
Executive	59	0	0.0%
Finance	49	1	2.0%
Financial Management Board Secretariat	256	0	0.0%
Health and Social Services	133	1	0.8%
Industry, Tourism and Investment	181	0	0.0%
Justice	525	0	0.0%
Legislative Assembly	28	0	0.0%
Municipal and Community Affairs	123	0	0.0%
Public Works and Services	228	5	2.2%
Transportation	262	1	0.4%
Total for Departments	2,511	9	0.4%
Beaufort/Delta Divisional Education Council	192	0	0.0%
Commission Scolaire Francophone de Division	22	0	0.0%
Deh Cho Divisional Education Council	104	0	0.0%
Sahtu Divisional Education Council	91	0	0.0%
South Slave Divisional Education Council	191	0	0.0%
Tlicho Community Services Agency - Education	108	0	0.0%
Total for Education Councils	708	0	0.0%
Beaufort Delta Health and Social Services Authority	207	0	0.0%
Deh Cho Health and Social Services Authority	75	0	0.0%
Fort Smith Health and Social Services Authority	116	0	0.0%
Sahtu Health and Social Services Authority	42	0	0.0%
Stanton Territorial Health Authority	466	2	0.4%
Tlicho Community Services Agency - Health and Social Services	64	0	0.0%
Yellowknife Health and Social Services Authority	152	0	0.0%
Total for Health and Social Services Authorities	1,122	2	0.2%
Northwest Territories Housing Corporation	95	3	3.2%
Total of Public Service	4,436	14	0.3%

2005			
Region	Total Employees	Disabled Employees	% of Disabled Employees
Headquarters	2,176	9	0.4%
Beaufort Delta Region	685	2	0.3%
Deh Cho Region	354	2	0.6%
Fort Smith Region	820	1	0.1%
Sahtu Region	198	0	0.0%
Tlicho Region	203	0	0.0%
Total	4,436	14	0.3%

Government of the Northwest Territories

Employee Turnover, January 1 to December 31, 2005

2005	
Department/Board	Percentage Turnover
Aboriginal Affairs	10.8%
Aurora College	18.6%
Education, Culture and Employment	13.9%
Environment and Natural Resources	9.1%
Executive	9.6%
Finance	10.1%
Financial Management Board Secretariat	11.1%
Health and Social Services	16.6%
Industry, Tourism and Investment	8.5%
Justice	9.4%
Legislative Assembly	7.1%
Municipal and Community Affairs	16.5%
Public Works and Services	13.3%
Transportation	10.9%
Beaufort/Delta Divisional Education Council	20.1%
Commission Scolaire Francophone de Division	4.8%
Deh Cho Divisional Education Council	9.7%
Sahtu Divisional Education Council	9.9%
South Slave Divisional Education Council	10.3%
Tlcho Community Services Agency - Education	8.6%
Beaufort Delta Health and Social Services Authority	22.9%
Deh Cho Health and Social Services Authority	9.8%
Fort Smith Health and Social Services Authority	10.2%
Sahtu Health and Social Services Authority	8.7%
Stanton Territorial Health Authority	16.1%
Tlcho Community Services Agency - Health and Social Services	9.1%
Yellowknife Health and Social Services Authority	20.6%
NWT Housing Corporation	15.3%
Overall Average	13.2%

2005	
Region	Percentage Turnover
Headquarters	13.2%
Beaufort Delta Region	20.3%
Deh Cho Region	8.3%
Fort Smith Region	10.9%
Sahtu Region	10.4%
Tlcho Region	9.2%
Total	13.2%

