

PUBLIC SERVICE ANNUAL REPORT

2017/2018

*Le présent document contient la
traduction française du résumé*





If you would like this information in another official language, call us.
ENGLISH

Si vous voulez ces informations dans une autre langue officielle, contactez-nous.
FRENCH

Kĩspin ki nitawihĩĩn ē nĩhĩyawihk ōma ācimōwin, tipwāsĩnān.
CREE

Tłįchq̃ yatı k'ęę. Dı wegodi newq̃ dē, gots'ō goneḁ.
TŁĮCHQ̃

Perihł'ı́s Dēne Sų́hné yatı t'a huts'elkēr xa beyáyatı theᓯq̃ ᓯat'e, nuwe ts'ēn yółtı.
CHİPEWYAN

Edı gondı dehǵáh got'je zhatıé k'ęę edatł'éh enahddhę nıde naxets'ę edahlı́.
SOUTH SLAVEY

K'áhshó got'jıne xǵǵ k'é hederı ᓯedjıhtł'é yerıniwę ní dé dúle.
NORTH SLAVEY

Jii gwandak izhii ginjik vat'atr'ijq̃hch'uu zhit yinothan jı', diits'at ginohkhii.
GWICH'IN

Uvanıttuaq ilıitchurisukupku Inuvialuktun, ququaqłuta.
INUVIALUKTUN

ᑕᑦᑭᑦ ᑎᑎᑦᑲᑦ ᐱᑦᑭᑦ ᐃᓂᑦᑎᑦᑲᑦᑭᑦᑭᑦ,
ᑲᑦᑦᑎᑦᑲᑦ ᑲᑦᑲᑦᑲᑦᑲᑦᑲᑦ.
INUKTITUT

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.
INUINNAQTUN

Aboriginal Languages Secretariat: 867-767-9346 ext. 71037
Francophone Affairs Secretariat: 867-767-9343 ext. 71047

February 2019

The Honourable Jackson Lafferty
Speaker of the Legislative Assembly

It is my pleasure to present the 2017/2018 Public Service Annual Report on the management and direction of the public service in the Northwest Territories (NWT) in accordance with the *Public Service Act*.

The Honourable Robert C. McLeod
Minister, Department of Finance

If you have any comments about this report, please contact:

Deputy Minister, Department of Finance
Government of the Northwest Territories
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(867) 767-9151 ext. 14000

Unless otherwise indicated, the primary source for statistics in this report is the Government of the Northwest Territories (GNWT) Human Resource Information System (HRIS) to March 31, 2018, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data has been collected may not appear in the data presented. “Employee” means someone on payroll, occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data is based on indeterminate (regular) and term (temporary) employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Deputy Ministers, Senior Management, Excluded, Northwest Territories Teachers’ Association (NWTTA) and the Union of Northern Workers (UNW).

The Workers’ Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports; information on these agencies is not included in this report.

This report is available at the following website:
www.fin.gov.nt.ca

For more information on the GNWT and
the Department of Finance, please visit:
www.gov.nt.ca
www.fin.gov.nt.ca

Information for Employees can be found at
the following website:
www.my.hr.gov.nt.ca

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EXECUTIVE SUMMARY

The Public Service Annual Report for the 2017/18 fiscal year was prepared in accordance with the *Public Service Act* and provides information on the management and direction of the public service for the Government of the Northwest Territories (GNWT). This report offers a consistent reporting mechanism on human resource-related demographics, programs and services that are of interest to GNWT employees and all NWT residents.

This annual report presents information and illustrates data of interest to all NWT residents. This report provides background on workforce planning activities, as well as recruitment efforts as the government continues to build a workplace culture representative of the people it serves.

The annual report includes information about:

- The role of the public service in the NWT;
- The composition of the GNWT’s labour force including total employees by department, board or agency, the breakdown of the number of Indigenous Aboriginal employees, employee distribution by community and employee turnover;
- Programs and initiatives to develop an effective NWT public service and recognition of outstanding public service employees;
- The occupational health and safety culture including the *Duty to Accommodate Policy*, *Harassment Free and Respectful Workplace Policy*, and health and wellness services; and
- Other human resource activities that affect government work.

The Public Service Annual Report supports the GNWT’s commitment to timely, accurate information to ensure the public is informed about government policies and activities, as well as the diversity and scope of the public service employees who develop and deliver the initiatives, programs and services to the people of the NWT.

To provide NWT residents with transparent access to information, the data used in this report is also available on the GNWT website, www.gov.nt.ca.

RÉSUMÉ

Le Rapport annuel sur la fonction publique de l’exercice financier 2017/2018 a été rédigé conformément à la Loi sur la fonction publique et fournit au gouvernement des Territoires du Nord-Ouest (GTNO) des renseignements sur la gestion et la direction de la fonction publique. Ce document constitue un mécanisme de rapport cohérent sur les questions liées aux ressources humaines qui touchent les employés du GTNO ainsi que l’ensemble des Ténos, à qui il fournit divers données et renseignements intéressants.

Le présent rapport annuel met en contexte les activités de planification des ressources humaines, de même que les efforts de recrutement du GTNO, qui continue d’œuvrer à la création d’un milieu de travail à l’image de la culture de la population qu’il sert.

Ce rapport comprend des renseignements sur ce qui suit :

- Le rôle de la fonction publique aux TNO.
- La composition de la main-d’œuvre du GTNO, notamment le nombre total d’employés par ministère, conseil ou organisme, la répartition des employés autochtones originaires du Nord, la répartition des employés par communauté et le roulement du personnel.
- Les programmes et les initiatives sur l’efficacité de la fonction publique des TNO, la reconnaissance de l’excellence dans la fonction publique, et le profil des employés.
- La culture de la santé et de la sécurité au travail, y compris la politique sur l’obligation de prendre des mesures d’adaptation, la politique pour un lieu de travail respectueux et exempt de harcèlement, et les services de santé et de mieux-être.
- D’autres activités relatives aux ressources humaines qui ont une incidence sur le travail du GTNO.

Le Rapport annuel sur la fonction publique appuie l’engagement du GTNO à fournir des renseignements exacts et opportuns pour s’assurer que le public est informé des politiques et des activités gouvernementales, et de la diversité des fonctionnaires qui élaborent et mettent en œuvre des initiatives, des programmes et des services à l’intention des Ténos.

Afin d’assurer le plus de transparence possible, les Ténos ont également accès aux données à la base de ce rapport sur le site Web du GTNO, au www.gov.nt.ca.

MINISTER’S MESSAGE



*The Honourable Robert C. McLeod,
Minister, Department of Finance*

As Minister responsible for the *Public Service Act* I am pleased to present the Public Service Annual Report for the 2017/2018 fiscal year. This report has been prepared in accordance with the *Public Service Act* and provides the data and analysis that supports the management and direction of public service for the Government of the Northwest Territories (GNWT). The Public Service Annual Report serves as a reference tool that offers an annual overview of the achievements of the government and public service employees.

Today, we are working together to build tomorrow’s workforce. The GNWT is committed to creating a public service that reflects the diverse population it serves by developing and delivering programs and services that push understanding, support, and unify our employees and the people of the Northwest Territories. The success of any government greatly depends on its ability to hire, retain, develop and appreciate its public servants. During the 2017/2018 fiscal year, we continued to foster lifelong learning, skills development, training and employability through innovative education platforms and recruitment programs, celebrated the accomplishments of individuals and teams with the annual Premier’s Awards, and enhanced access to health and wellness supports for GNWT staff in all regions.

I would like to thank all GNWT employees for their hard work and dedication to the residents of the NWT, our communities, and the government.



WHO WE ARE



OUR POPULATION

Employee Count
Community Population

BEAUFORT DELTA		
Aklavik	656	39
Fort McPherson	776	52
Inuvik	3,192	473
Paulatuk	312	23
Sachs Harbour	112	12
Tsiigehtchic	179	12
Tuktoyaktuk	1,026	50
Ulukhaktok	420	34

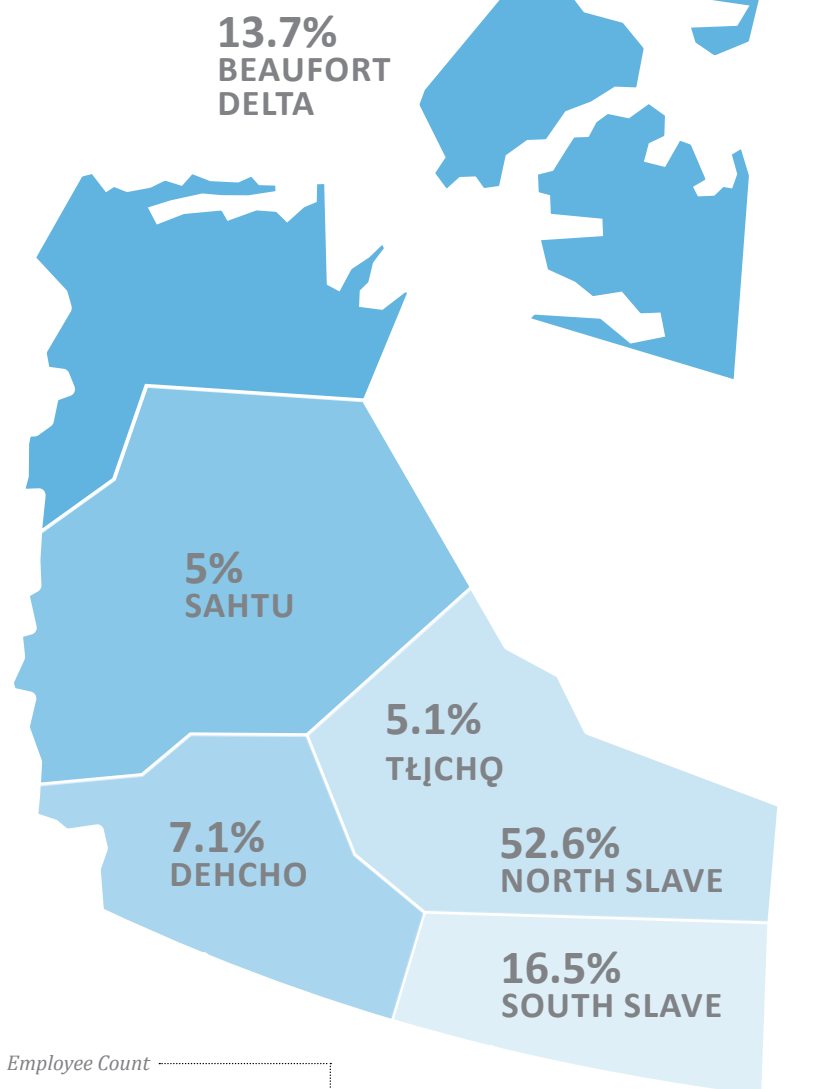
DEHCHO		
Fort Liard	658	46
Fort Providence	770	55
Fort Simpson	1,174	210
Jean Marie River	94	3
Kakisa	36	2
K'at'l'odeeche	329	21
Nahanni Butte	97	5
Sambaa K'e	106	12
Wrigley	135	10

SAHTU		
Colville Lake	159	15
Délj̨ne	510	36
Fort Good Hope	570	40
Norman Wells	809	127
Tulita	497	35

SOUTH SLAVE		
Enterprise	125	13
Fort Resolution	507	53
Fort Smith	2,562	508
Hay River	3,734	266

Tłı̨chǫ		
Behchoko	2,227	210
Gamètì	291	16
Wekweètì	136	10
Whatì	522	26

Northwest Territories



Employee Count
Community Population

NORTH SLAVE		
Detah & Yellowknife	21,079	2,654
Łutselk'e	330	23

A DIVERSE TERRITORY

The Northwest Territories is a vast jurisdiction, covering more than 1.35 million square kilometers. For 2018, NWT Bureau of Statistics reported the population of the NWT as 44,520. Nearly half of the population lives in Yellowknife, the territorial capital, with 25% residing in five regional centres and 27% in smaller NWT communities.

Diverse and culturally rich, approximately half of the territory’s residents are Indigenous. The territory is also linguistically diverse, officially recognizing 11 languages: English, French, Chipewyan, Cree, Tłıchq, Gwich’in, North Slavey, South Slavey, Inuktitut, Inuvialuktun, and Inuinnaqtun.

GOVERNANCE

The NWT has a consensus government. The Legislative Assembly functions in much the same way as a provincial legislature except that all Members of the Legislative Assembly (MLAs) represent their constituencies as independents, rather than as members of a political party.

At the beginning of a term the Premier and six Ministers are elected by all MLAs to form the Executive Council. Members who are not appointed to the Executive Council are responsible for holding the government accountable and responsive to NWT residents.

The Northwest Territories follows a system of fixed date elections. The Legislative Assembly is scheduled to be dissolved every four years so that a general election may be held. Polling day is the first Monday in October, four years after the last general election. The current assembly is to be dissolved October 2019.

The NWT has settled land claim and self-government agreements with a number of Indigenous Governments, and several others are currently being negotiated. New systems of governance are emerging as agreements across the territory are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Indigenous and public governments.

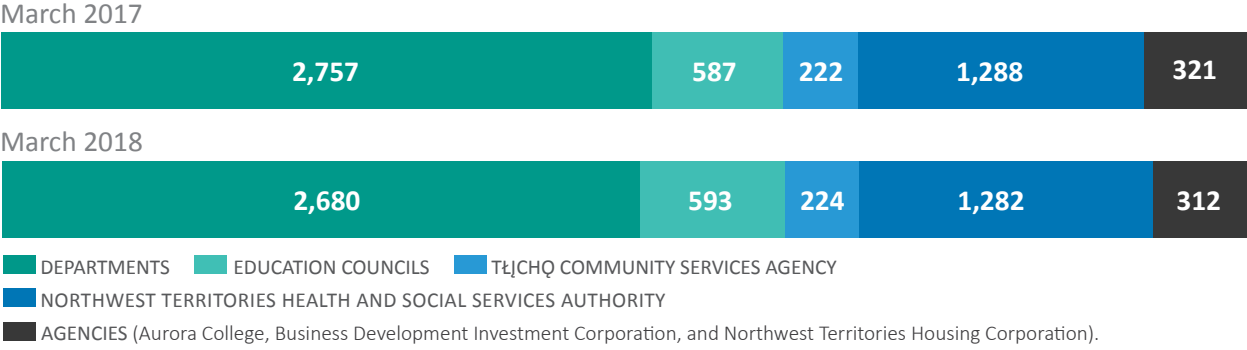
THE ROLE OF THE NWT PUBLIC SERVICE

The Public Service is an impartial body that supports the Government of Northwest Territories (GNWT) in developing and implementing policies and delivering a range of public services. The GNWT is responsible for the delivery of public services to the people of the Northwest Territories. Some of these services include health and social services; justice; education; income support; economic development; industry and investment support; environment and natural resources; lands management including authority for inspections; enforcement and leasing on Territorial lands; housing; regulating the development of minerals; oil and gas; water management; transportation (airports and roads); support to community governments; and cultural programs.

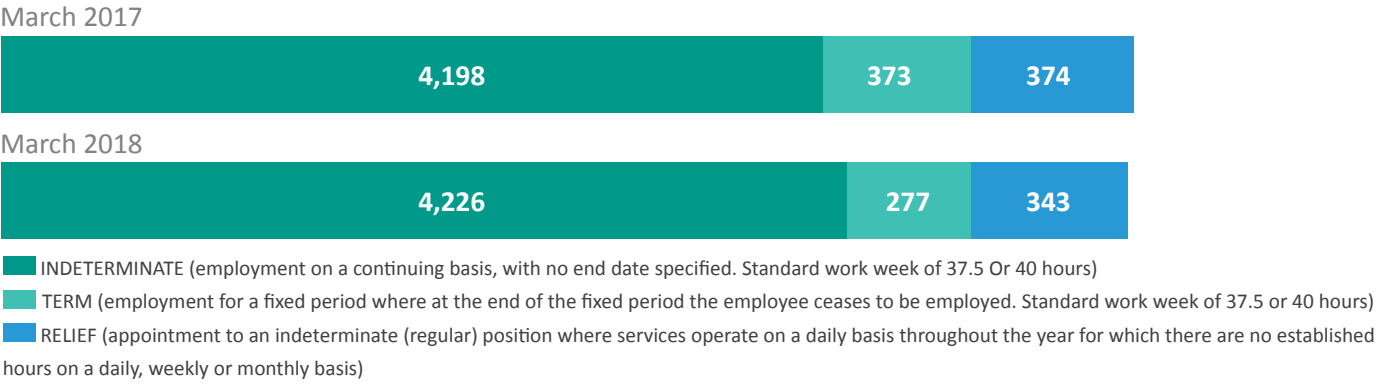
The *Public Service Act* (the *Act*) is the legislative framework that establishes the Public Service for the NWT. The *Act* also outlines the basic terms and conditions of employment, identifies the rights and responsibilities of employees and employer, and creates the labour relations framework for the GNWT.

The *Act* was enacted in 1988 and amended as issues arose. A comprehensive review of the *Act* is underway and will set out a more modern framework for the management and direction of an effective and skilled public service for the Government of the Northwest Territories.

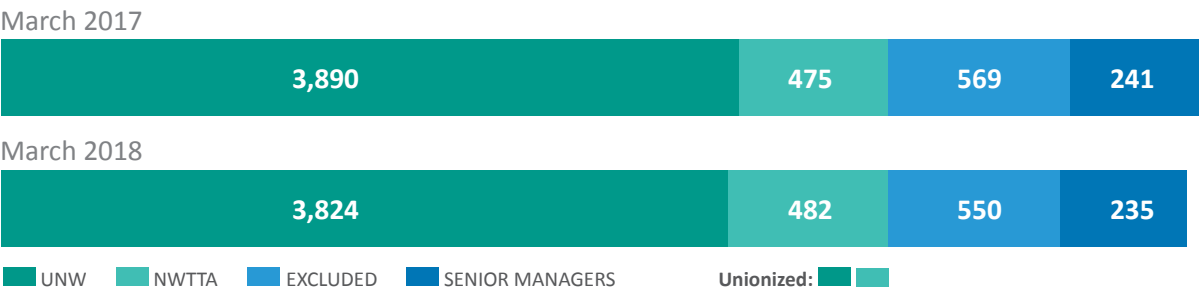
EMPLOYEES BY DEPARTMENT, BOARD AND AGENCY



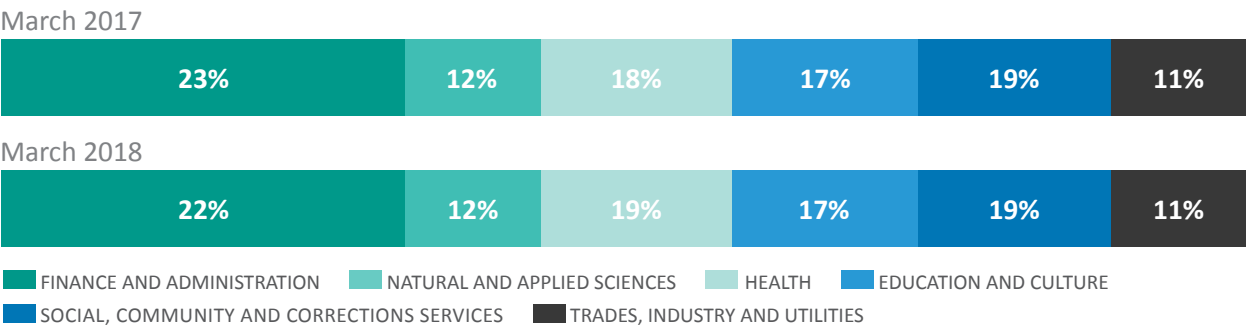
EMPLOYEE TYPES



TYPES OF EMPLOYMENT

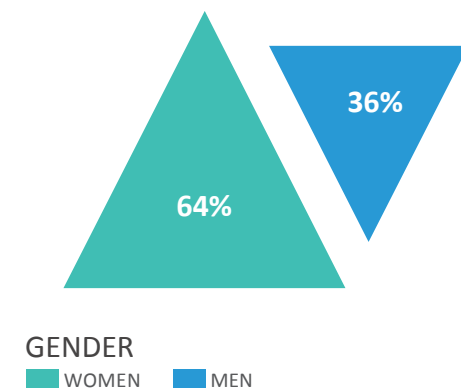


EMPLOYEE OCCUPATIONAL CLASSIFICATION



THE NWT PUBLIC SERVICE

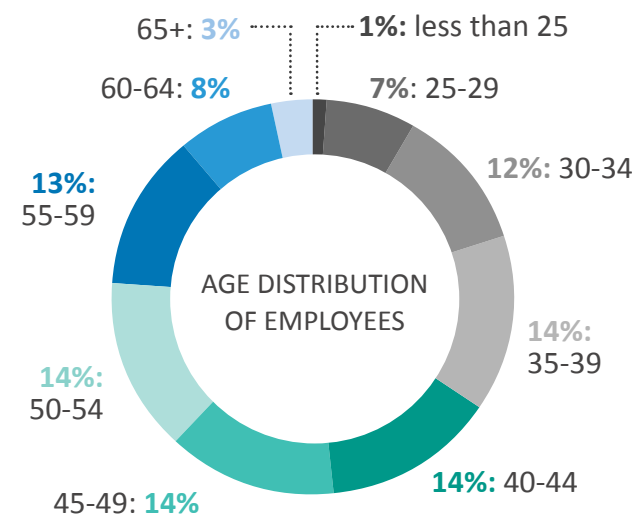
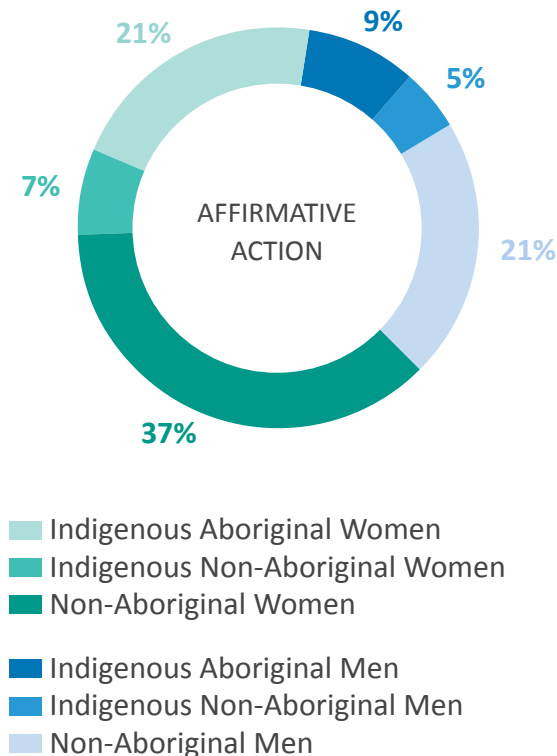
A NWT PUBLIC SERVANT



45.1 yrs
AVERAGE AGE

9.1 yrs
AVERAGE LENGTH OF SERVICE

In 2017/2018, 232 employees contributed \$150,618.52 to non-profit organizations through payroll deductions using the United Way NWT Employee Giving Program.



SUPPORTING WORKPLACE DIVERSITY

The GNWT is committed to a healthy, safe and inclusive workplace and to providing a work environment where everyone is treated with respect and dignity. Diversity and inclusion are crucial for a strong and stable public service. Where diversity recognizes differences, inclusion ensures that those differences are embraced and leveraged. The GNWT provides training to increase understanding of Indigenous culture, enhance awareness of our diversities, and promote a spirit of inclusion.

Indigenous Cultural Awareness and Safety training is an integral component in creating a public service where cultural diversity is appreciated, and where people from diverse cultural backgrounds communicate and work with mutual respect. This training reaffirms Indigenous values and partnerships as a key foundation of the GNWT based on respect, recognition and responsibility.

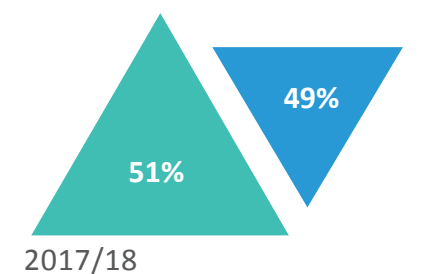
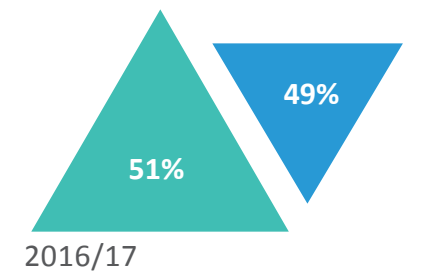
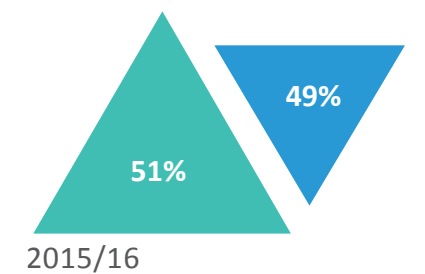
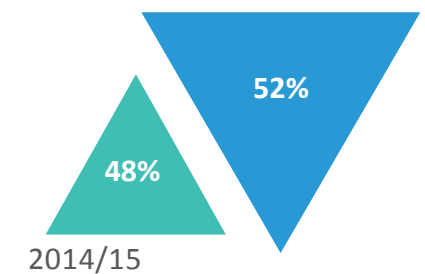
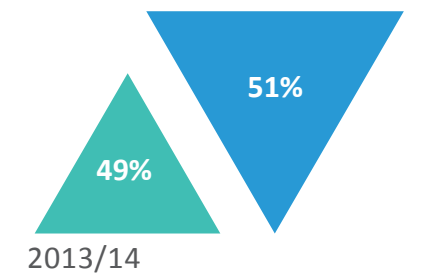
During the 2017/18 fiscal year, the GNWT marketed a hidden disabilities campaign promoting acceptance and understanding of hidden disabilities in the workplace. Through the GNWT Advisory Committee on Employability (GACE), the GNWT continued to provide leadership and advice to senior management on methods to support and promote a spirit of inclusion and awareness among GNWT employees with disabilities.

In the same fiscal year, women occupied 64% of all positions within the GNWT. As the population of women in the GNWT's public service continues to climb, so does the number of women occupying management positions. As a result, the GNWT continues to outperform national averages for women in leadership positions. In 2017, Statistics Canada reported that women account for 35% of all managers and 29% of senior managers across Canada. Within the GNWT, women made up more than half of all management employees (51%) and close to half of all senior managers (47%).

As the GNWT continues to work toward its goal to be a diverse workforce representative, at all levels, of the people it serves, the GNWT's public servants continue to develop additional programs to support workplace diversity and inclusion.

GNWT MANAGEMENT EMPLOYEES BY GENDER AT MARCH 31, 2018

WOMEN MEN



THE PREMIER’S AWARDS

GNWT employees work hard to deliver programs and services to residents of the NWT. Every year, the Premier of the Northwest Territories recognizes GNWT employees and collaborative teams who show excellence, innovation and dedication to their work through the peer-nominated Premier’s Awards of Excellence. These Awards are a chance to shine a light on those who have made a difference and to celebrate the contributions of public servants. The 2018 Premier’s Awards celebrated work completed between January 1, 2017 and March 31, 2018.



2018 PREMIER’S AWARD RECIPIENTS

Individual Excellence

Stefan Goodman

In an effort to work greener, smarter and safer, Mr. Goodman moved from plastic to lasting durable canvas tarps and locking cargo nets; he introduced a hydraulic lift for heavy equipment to help prevent on-the-job back injuries; he improved the transboundary water monitoring program by installing hunting cameras in the Peel Plateau; he created a new system to allow a boat to be on shore instead of anchored in the middle of a fast flowing river to collect samples; and, he created a stainless steel pipe system for the outflow of centrifugate water and an overflow tube to send excess water back into the river.

After a 2017 workplace float plane accident, Mr. Goodman turned tragedy into a learning experience by also evolving Department emergency standards. Mr. Goodman improved survival bags and floatation options as well as supplied new tracking devices to ensure two-way communication.



Stefan Goodman and Premier McLeod (left to right)*

“Working with the amazing people at Water Resources has been an honour and a privilege. The positive and fast paced working environment allowed me to be innovative and think outside the box. When there was an opportunity to look at some of our programs with a fresh set of eyes, I attempt to look for safer options or new technologies to make improvements to Water Research and Studies Programs. Being recognized by my colleagues for an individual award is a reflection of the team I work with and the respect we share.”

Stefan Goodman, Aquatic Research and Monitoring Coordinator

Team Excellence

ITI COMMUNICATIONS UNIT

Drew Williams, Briony Grabke, Mike Westwick, Shannon Graf, Teresa Sanderson

The Industry, Tourism and Investment, Public Affairs and Communications unit developed and integrated social media marketing and awareness campaigns that produce new content averaging two stories a day, in addition to regular duties. Using social media increased the Department’s ability to be more responsive to stakeholder needs and substantially increased resident access to government services.



The ITI Communications team*

INUVIK COMMUNITY WELLNESS AND COUNSELLING PROGRAM TEAM

Andrea Brown, Lyle Frank, Darrell Taylor, Ruth Grandon, Sandra Malcolm, Rosario Betancourt, Heather Wheating, Lisa Keegan

The NTHSSA Inuvik Community Wellness and Counselling Program (ICWCP) changed the face of Mental Health and Wellness service delivery in their community. Through the innovative implementation of the Model of Care as well as staff’s outstanding commitment to improve client service, they effectively reduced wait times from four to six weeks, to same-day service.

Additionally, they incorporated traditional knowledge into their client care, achieving a robust counselling and wellness program at the practice level.



Inuvik Community Wellness and Counselling Program Team*

*Photos by Angela Gzowski

HRIS/SAM 9.2 UPGRADE TEAM

Peter Brunette, Jason Doiron, Trina Brothers, Mike Mathison, Ahron Kravitz, Xiang Yang Cai, Neal Shupe, Sukhwinder Shahi, Carolyn Badcock, Candace Meadus, Marc Gauthier, Leslie Goit, Michael Kaatsch, Abhishek Iddamsetty, Wendy Campeau, Nicholas Joldersma, Chris Engley, Robert Borden, Josh Campbell, Brad Tremblay, William Rasmussen, Joshua Harvey, Pauline Michelin, Mickey Marshall

The HRIS and SAM team demonstrated effectiveness, responded positively to change and invited challenge through engaging colleagues to think boldly for the 9.2 Oracle PeopleSoft upgrade, which involved the implementation of an Organizational Change Management Strategy. The team developed a unique financial and human resource information systems workflow to move the GNWT from paper-based processes to electronic online approvals in a modern, user-friendly, intuitive interface involving a new single sign-on feature for HRIS and SAM.

MARINE TRANSPORTATION SERVICE TEAM

Derrick Briggs, Thomas Maher, Sally Danielsen, Lynda Blair, Tyler Townend, Brian Nicholls, Gary Vickers, Steve Hagerman, John Vandenberg, Brian Nagel

Within a six-month period, the Marine Transportation Services Team was able to plan, develop and implement the processes, staff, and equipment required to operate the Marine Transportation Services. This work needed to be completed on-time to ensure essential marine resupply services for isolated communities would continue during the summer months.



The HRIS/SAM 9.2 Upgrade team*



The Marine Transportation Service team*

Collaborative Excellence

SOBERING CENTRE/ DAY SHELTER PROGRAM

Grant White, John Fredericks, Perry Heath, Christopher Clarke Nathalie Nadeau, Denise Mckee, Alexandre Laporte, Byron Hardy James Moulton, Bartholomew Strak, Brian Taylor, Sean Ivens, Bree Denning

In July 2017, the Sobering Centre opened its doors in response to a public demand for a safe place for intoxicated residents to sleep off the effects of alcohol and drugs. By leveraging partnerships across government organizations and NGOs, the Sobering Centre program offers services and supports to help clients connect with health and social programs and services aimed at harm-reduction.

NORTHWEST TERRITORIES’ ON THE LAND COLLABORATIVE EXCELLENCE

Kyla Kakfwi-Scott, Sarah Dennis, Steve Ellis Jess Dunkin, John B. Zoe, Susan Ross, Meghan Etter, Misty Ireland, Winter Haley, Rebecca Plotner

This team generates new ideas with practical applications through the On the Land (OTL) program, which recognizes, celebrates and transmits traditional knowledge supported through collaboration between the GNWT, NGOs and Indigenous governments. This outcome culminated in 2017/18, when the collaboration created a Community of Practice that significantly increased capacity, resource pooling and access to traditional OTL projects across the territory.

Dave Ramsden Career Excellence Award

Sandy Kalgutkar

The Dave Ramsden Award recognizes the outstanding individual achievements and significant commitment of public servants who have committed their careers to the public service. With over twenty seven years with the GNWT, Sandy has played a critical role providing analysis and advice to the Financial Management Board on all the critical financial decisions made. Sandy led the planning and implementation of the Mackenzie Valley Fibre Link project, the GNWT coordination of the Stanton Territorial Renewal Project, and is now leading development of the Tłı̨chǫ All Season Road. Sandy has progressed through his public service career as a strong role model with respect for his colleagues and team, great attention to detail, and highly skilled competency.



Sobering Centre/ Day Shelter Program team*



NWT On The Land Program team*



Patricia and Sandy Kalgutkar with Premier McLeod (left to right)*

DEVELOPING AN EFFECTIVE NWT PUBLIC SERVICE

RECRUITMENT

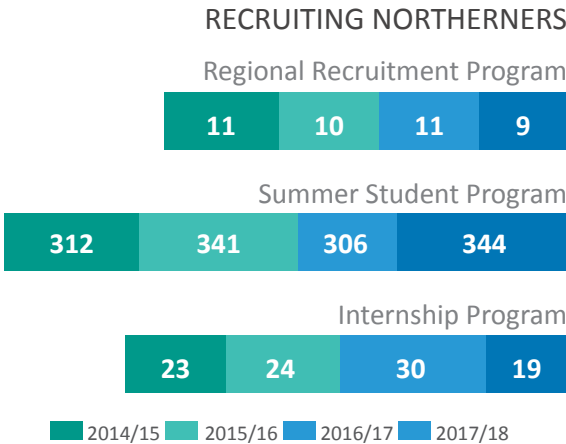
Recruiting and training northerners is essential to building a strong, stable and representative public service. While the responsibility of hiring initiatives rests with departments, boards and agencies, the Department of Finance provides advice and guidance to support effective hiring and deployment at all levels within the public service. During the 2017/18 fiscal year, recruitment efforts resulted in a total of 512 hires.

The GNWT has a number of initiatives to support the recruitment of a skilled and representative workforce, including:

- The **Regional Recruitment Program**: provides a link between vacant regional positions and local northern residents through on the job training.
- The **Summer Student Program**: offers work experience and competitive salaries to support northern post-secondary students. This valuable work experience enhances their employment prospects upon graduation.
- The **Internship Program**: provides unique employment opportunities to recent northern graduates through internships with GNWT departments. This valuable work experience enhances their employment prospects and helps retain skilled northerners.

10,359
APPLICANTS

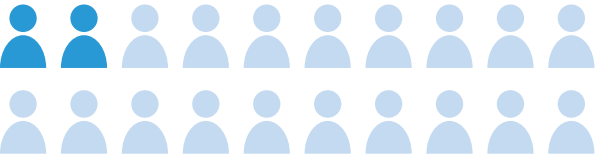
512
HIRES



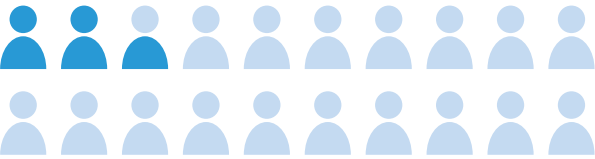
Over 3/4

OF 2017/18 JOB COMPETITIONS LED TO A VERBAL OFFER WITHIN 12 WEEKS.

ACCESSION AND TURNOVER



ACCESSION: 10%



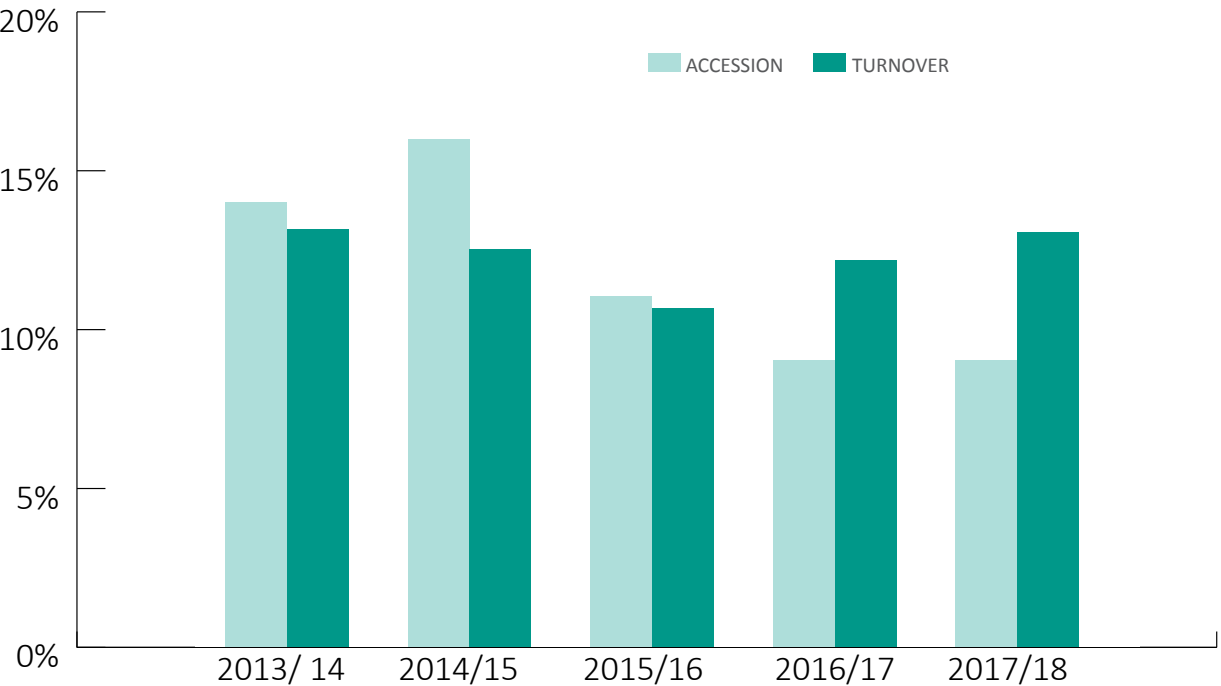
TURNOVER: 13%

The accession rate measures the number of employees hired as a percentage of the average total workforce. The turnover rate measures the number of employees who left the GNWT as a percentage of the average total workforce.

87%

THE GNWT'S EMPLOYEE RETENTION RATE.

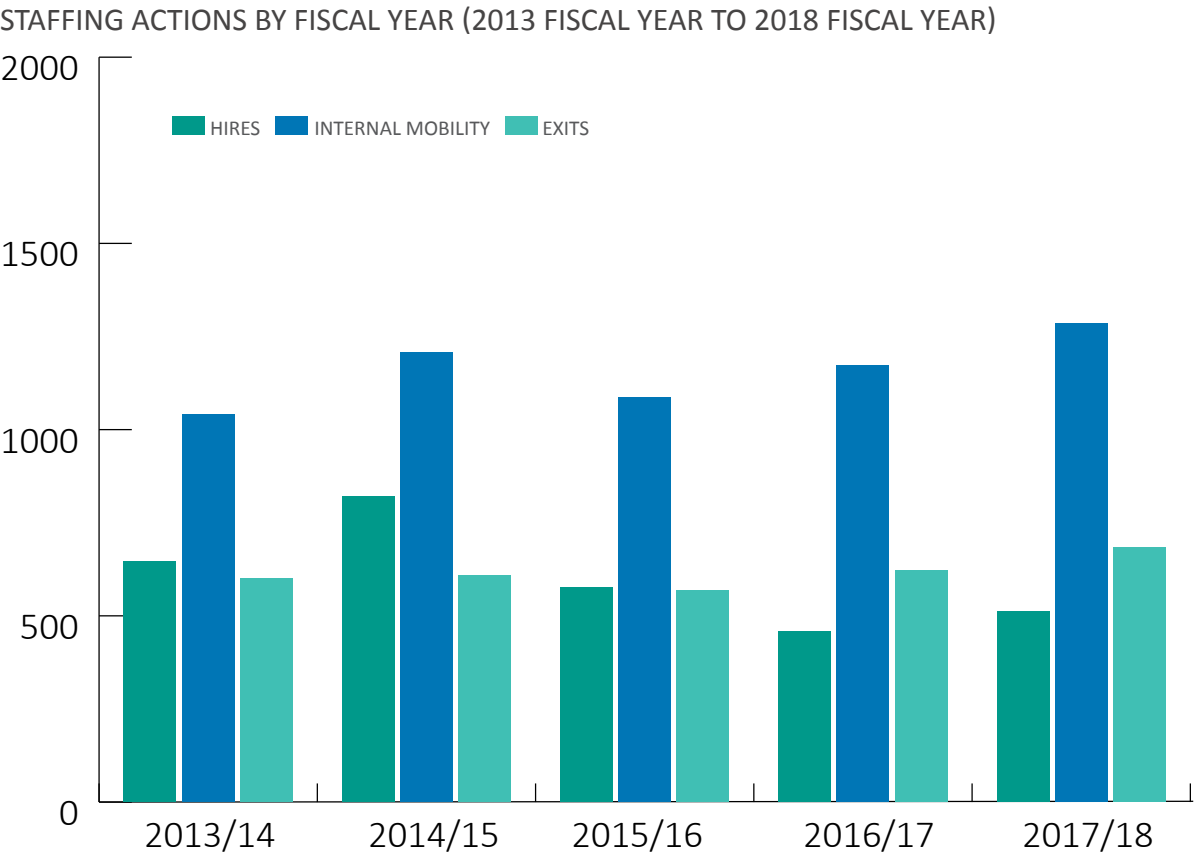
ACCESSION AND TURNOVER RATES (2013 FISCAL YEAR TO 2018 FISCAL YEAR)



For the second consecutive year, the GNWT's accession rate was lower than its turnover. Accession was at its lowest point in the last five years in 2015/16. Turnover has remained relatively stable over the last five years, at approximately 12%.

STAFFING ACTIONS

(HIRES, INTERNAL MOBILITY AND EXITS)



In 2017/18, the GNWT hired 512 employees and 684 employees ended their employment. In 2017/18, 42.5% of employee exits were due to retirement or the expiration of term employment.

Over the last 5 years, 19% of senior management hires were Indigenous Aboriginal candidates and a further 38% were Resident Women.

MARKETING INITIATIVES

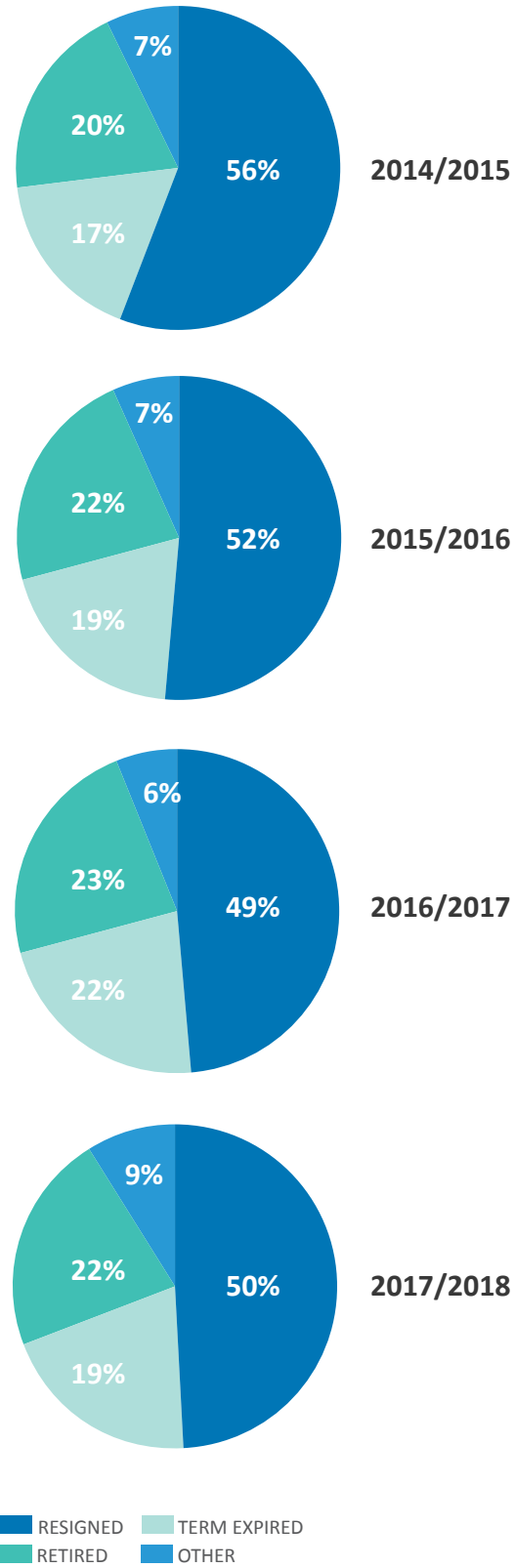
Recruitment and marketing of the GNWT as an employer is increasingly important given the current competition for skilled workers. The GNWT drafted a Workforce Planning Strategy to identify gaps between where the GNWT, as an employer, is now and where it wants to be, and uses this strategy to guide its recruitment efforts.

Marketing efforts are largely focused on career and community fairs, community events through Government Service Offices, and web presence. In 2017, the GNWT hosted open houses in Hay River, Inuvik, Fort Simpson, Fort Smith, Norman Wells and Yellowknife, attended Community Healthy Living Fairs in Katlo'deeche and Dettah/N'dilo and presented to Government Services Officers. These events provide opportunity to connect with northerners to promote careers and current employment opportunities with the GNWT, raise awareness of the resources and supports available, and communicate the commitment to diversity within the organization. The GNWT uses both its own sites and LinkedIn for web-based recruitment. The GNWT careers website advertises active job competitions, allows opt-in email notifications for new job postings, and provides insight into living in the North and working for the public service.

Given the diversity of the NWT, the limited labour pool, and the jobs available in regional centres and communities, the GNWT uses a multi-pronged approach to recruitment. The Regional Recruitment Program is a recruitment tool used to provide on-the-job training to northern residents through links with Career Development Centres and assistance to employees through education, training opportunities and on the job supports, such as training and mentorship plans.

EXITS BY REASON FOR LEAVING

(2014 FISCAL YEAR TO 2018 FISCAL YEAR)



APPEALS

The GNWT’s staffing appeal process is a mechanism through which a staffing decision can be appealed should an unsuccessful candidate feel a procedural error was made during the hiring process.

A staffing appeal is about procedural error and is not intended as a mechanism to challenge management decisions related to candidate selection.

Staffing appeals are reviewed by independent Staffing Review Officers appointed by the Minister responsible for the *Public Service Act* for three-year terms.

LABOUR RELATIONS AND COLLECTIVE BARGAINING

Most GNWT employees are members of the Union of Northern Workers (75.2%), and the NWT Teachers’ Association (9.2%). Excluded employees accounted for 11.0% of the public service, while senior management made up 4.3% and Deputy Heads made up 0.3%.

All NWT teachers are members of the Northwest Territories Teacher’s Association (NWTTA). The current Collective Agreement between the NWTTA and the

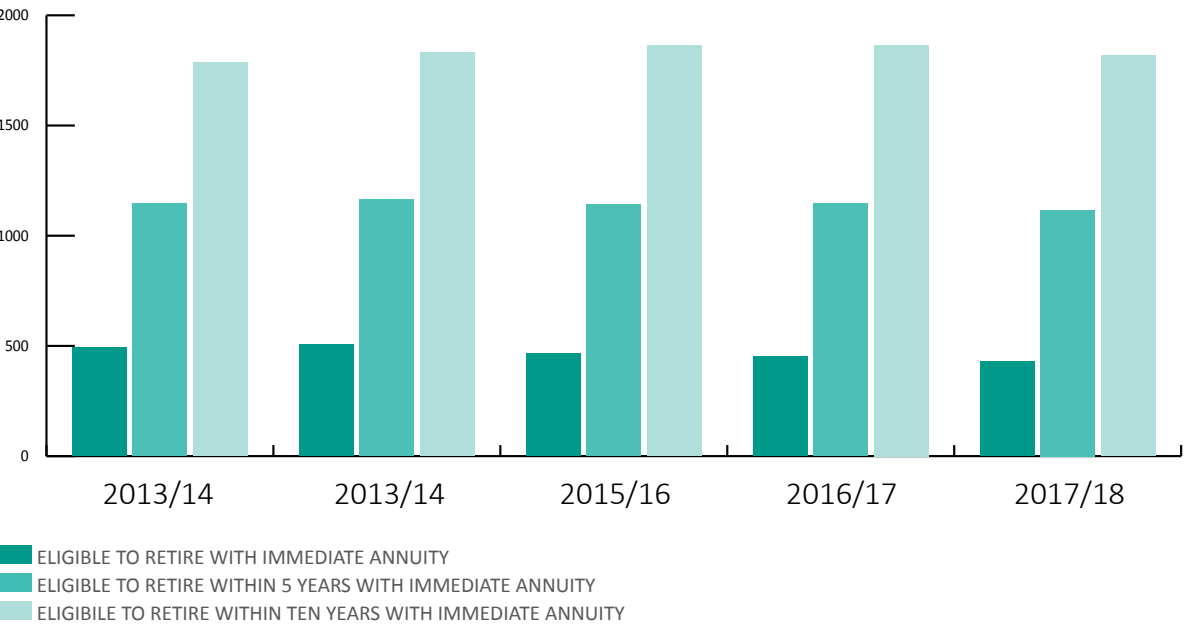
Minister Responsible for the Public Service was signed on July 27, 2016 and expires July 31, 2020.

The Union of Northern Workers (UNW) is the union that represents the public service, except teachers. The Collective Agreement between the UNW and the Minister responsible for the Public Service expired on March 31, 2016.

RETIREMENT

As the GNWT workforce ages, employees gradually begin to retire from their positions. As demonstrated in the graph below, the percentage of the GNWT’s overall workforce eligible to retire with immediate annuity, within five years, and within ten years has remained relatively stable for the past five years.

RETIREMENT ELIGIBILITY OVER THE NEXT TEN YEARS (AT MARCH 31, 2018)



LEARNING AND DEVELOPMENT

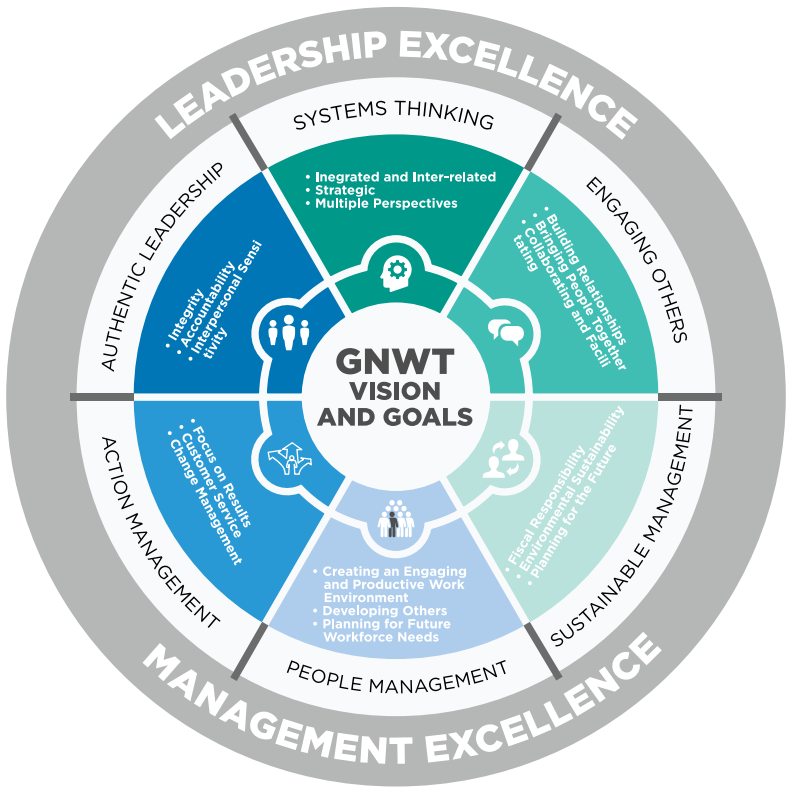
The GNWT values continuous lifelong learning to support a competent and well-trained public service to help the government achieve its mandate, goals and priorities. The GNWT *Learning and Development Policy* guides and reinforces the importance of learning and development to foster and support performance growth, while continuing to provide innovative programs and services to NWT residents.

The GNWT provides all employees with access to various forms of learning and development opportunities. These are carried out through formal, self-directed learning, online, and in-person training courses. These learning and development opportunities not only allow the GNWT to support government-wide priorities and provide progressive services to the public, but also retain, attract and develop a skilled, qualified and representative workforce.

The GNWT continually offers personal and professional training opportunities to employees through the Learning and Development Calendar. Since its launch in 2015, employees completed over 25,000 courses. During the 2017/18 fiscal year, employee course completion and participation doubled to 11,838 courses complete.

Employee learning and development links directly to the competency-based performance development process by establishing learning plans as a tool to plan and manage learning goals. The GNWT Competency Model outlines 6 core competencies such as attraction, selection, retention, performance management and development, and succession planning. Performance development and ePerformance training, including self-study modules, web-based delivery and in-person sessions, were offered throughout the 2017/18 fiscal year to help the public service’s continued transition to a competency-based performance development and management model.

Below is the GNWT Competency Model diagram. The outer white circle contains the six competencies while the multi-coloured pies contain bullets that provide an illustration of what each competency represents. The innermost white circle shows the GNWT Vision and Goals connected to the competencies needed to achieve them.



LEADERSHIP
DEVELOPMENT PROGRAM

The GNWT continues to partner with the University of Alberta School of Business, Executive Education, to create the GNWT Leadership Development Program for Executive Managers, Managers and Emerging Managers. The Leadership Development Program enhances the competencies important for successful performance in different leadership roles.

The program goals are:

- Develop a sustainable core group of middle and senior managers in the GNWT, with a targeted approach to ensure that Affirmative Action designated groups develop the skills to progress and succeed in leadership roles;
- Assist GNWT workforce planning by providing emerging managers and managers with opportunities to further enhance management skills; and
- Assist emerging managers and supervisors to prepare for future roles and/or advancement within the GNWT.

2017/18 LEADERSHIP DEVELOPMENT PROGRAM COMPLETION



Top 5 Online Courses:

1. PeopleSoft 9.2 | What’s New in 9.2
2. Performance Development eLearning Modules
3. Workplace Safety Training
4. Employee Guide to Onboarding
5. Aboriginal Cultural Awareness Training

Top 5 In-Person Courses:

1. Public Service Pension Plan Member Education Session
2. Step 1 Mini Session – Work Objectives, Competencies and Learning Goals
3. Supervisor Safety Training
4. Labour Relations Training for Managers and Supervisors
5. Step 2 to Step 6 Mini Session – From Evaluation to Completion

SUPPORTING
TOMORROW’S
LEADERS TODAY



400
INTERNS HIRED
SINCE 2001.



SUMMER STUDENTS AND INTERNS

Creating a strong workforce for tomorrow and retaining skilled northerners representative of the North's people is a priority. For the fourth consecutive year, the GNWT was celebrated as one of *Canada's Top Employers For Young People*. There are a variety of programs within the government that are aimed toward youth development. "Our goal is to retain skilled northern graduates by setting them up for success as students and then supporting them through their transition from student to professional," explains Julia Cutler, Student & Youth Recruitment Officer. "These students are from the North, they are invested in the success of our territory and we want to leverage their life experiences and post-secondary training to create a stronger public service and knowledge-rich territory."

Over the last five years, the GNWT employed 1575 northern students through the annual Summer Student Program, 118 northern graduates through the Internship Program, and invested on average over \$16.8 million dollars per year to support the post-secondary education pursuits of northern students.

Summer student employment lasts, on average, of four months, while the Internship Program recruits qualified, northern post-secondary graduates into 12 month positions. Interns receive valuable work experience related to their field of study, and have the opportunity to apply their theoretical and academic knowledge in a practical, real world context, while at the same time gaining exposure to the GNWT as an employer. Internships expand the North's labour pool, and contribute to the marketability of northerners for employment within the GNWT, where most positions require a minimum two years of related experience.

The GNWT is currently updating the Internship Program to expand funding and eligibility.



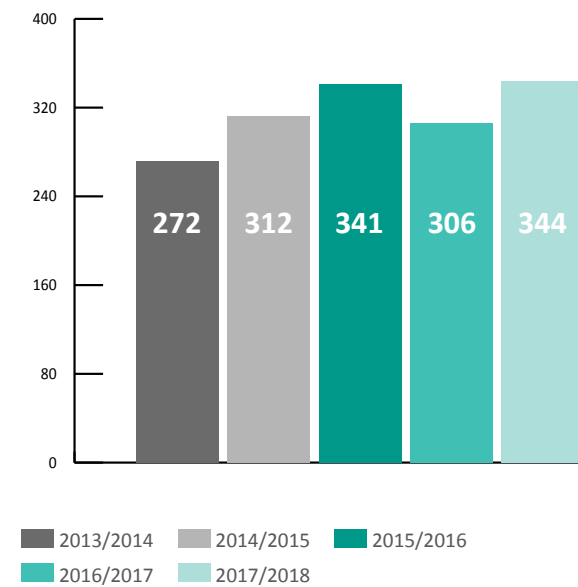
"The Internship Program gave me fantastic opportunities. I traveled the North gaining great experience in my field of study while networking with individuals with similar interests. The program has been extremely beneficial, not only because I was able to find a job right after graduation, but the hands-on development opportunities allow me to apply and expand my study-subject knowledge and help decide the focus of my future master's degree."

Mariah MacDonald,
Bachelor of Health Sciences

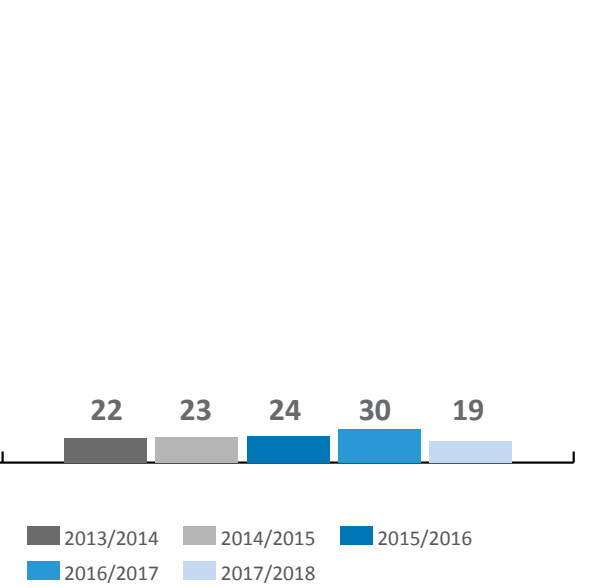
*Health, Wellness and Student Support Intern
Department of Education, Culture and Employment*

2014 FISCAL YEAR TO 2018 FISCAL YEAR

SUMMER STUDENT HIRES BY FISCAL YEAR



INTERN HIRES BY FISCAL YEAR



A SAFE & HEALTHY WORKPLACE

HARASSMENT FREE & RESPECTFUL WORKPLACE

The GNWT is committed to providing a respectful workplace free of harassment where individuals are treated with fairness, dignity and respect. All individuals who work for the GNWT play a role in ensuring a working environment where the dignity of all employees, clients and visitors is respected. Respectful workplace training is offered to managers and supervisors in all departments.

The *Harassment Free and Respectful Workplace Policy* and accompanying *Guide to Applying the Harassment Free Respectful Workplace Policy* are available on the GNWT website.

In 2017/18, the number of complaints received under the Harassment Free and Respectful Workplace Policy increased 76% when compared to 2013/14, while the number of complaints investigated remained stable. In 2011, the *Harassment Free and Respectful Workplace Policy* was updated and the definition of harassment was broadened to include personal harassment. This coupled with a campaign to increase education and awareness around the policy, resulted in an increase in complaints received.

While every effort is made to resolve conflicts in a fair and respectful manner without resorting to the formal complaint process, more emphasis is now placed on early conflict resolution mechanisms, such as informal or formal mediation. As complaints are received they are assessed to determine:

- A. If the allegations fall within the mandate of the *Harassment Free and Respectful Workplace Policy* and no unreasonably extensive delay has occurred;
- B. If there is evidence that workplace harassment has occurred; and
- C. Whether or not there is a reasonable alternate remedy to a formal investigation or if an investigation is warranted.

The GNWT is presently reviewing and updating the *Harassment Free and Respectful Workplace Policy*

and accompanying guidelines to reflect this increased emphasis on early conflict resolution mechanisms. With changes to the policy, and continued education and awareness, we expect to see an increase in the use of early, informal resolution strategies.

OCCUPATIONAL HEALTH AND SAFETY

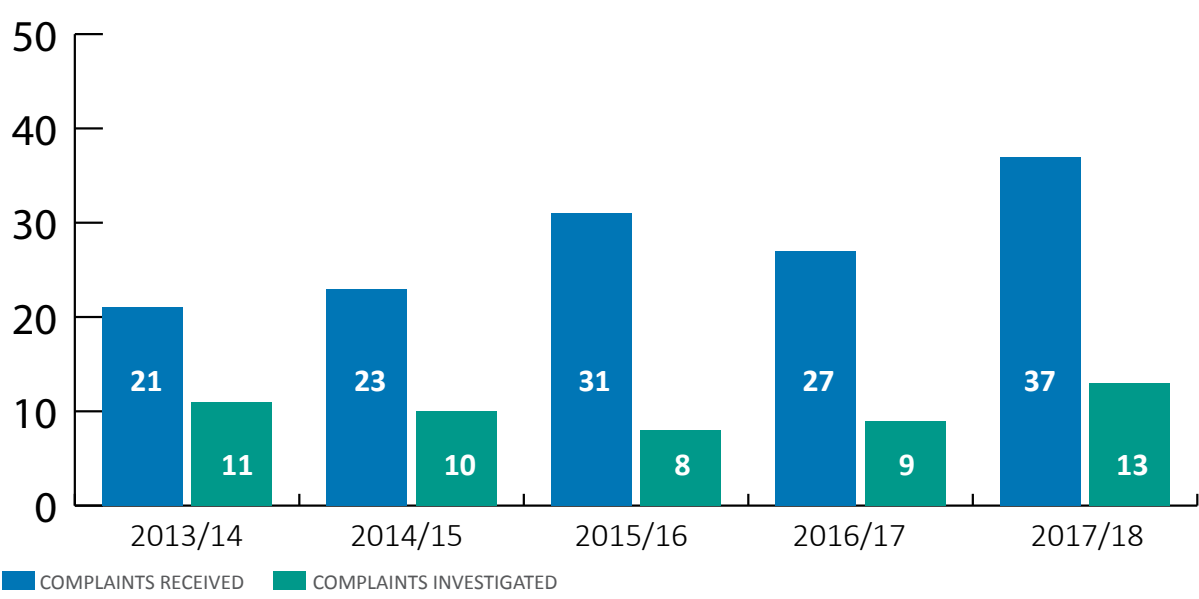
The GNWT Occupational Health and Safety (OHS) Unit continues to provide advice and guidance to all government departments, and works collaboratively to keep GNWT workplaces safe. The *Occupational Health and Safety Policy* applies to all territorial public service employees, except employees of the Northwest Territories Power Corporation. It also applies to contractors, volunteers, clients and members of the public in GNWT workplaces.

Currently, the GNWT is finalizing and implementing an overarching OHS Program with the aim to streamline GNWT health and safety procedures and to strengthen the safety culture of the GNWT.

The GNWT OHS Program provides staff with health and safety orientations, training, hazard management, emergency response plans and incident management. Each GNWT department, board and agency is responsible for ensuring their workplaces comply with health and safety requirements and establishing their own OHS committees and coordinators.

2,190 employees attended Supervisor Safety Training and Workplace Safety Awareness training sessions. The GNWT also offers training on a number of other OHS topics, such as: First Aid and CPR as well as other customized training sessions.

HARASSMENT FREE RESPECTFUL WORKPLACE POLICY COMPLAINTS



Work was completed in many areas including: impairment, fit for work, psychological health and safety in the workplace, OHS policy committee, and reporting on claims management.

In 2017, there were a total of 109 WSCC loss-time claims compared to 103 in the previous calendar year.¹

DUTY TO ACCOMMODATE

The GNWT recognizes that to prevent or reduce discrimination it has a legal and moral obligation to accommodate employees. The GNWT's *Duty to Accommodate Injury and Disability Policy* promotes the full workplace participation of persons with disabilities, including those with mental illness, and to ensure the workplace is accessible, non-discriminatory and inclusive.

The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as reasonably and safely possible. The GNWT accommodates employees in a number of ways, depending on the individual circumstances.

There are no concrete rules for workplace accommodation as job modifications work best when tailored to the individual and the situation.

Not everyone with a disability requires accommodation, but in some instances change is necessary to ensure no discrimination takes place.

Accommodations may include, but are not limited to:

- modifying job duties;
- modifying hours of work;
- modifying work sites and/or equipment;
- providing an alternate position; and
- bundling existing duties.

Duty to accommodate training is offered to managers and supervisors in all departments and guidelines on applying the *Duty to Accommodate Injury and Disability Policy* are available on the GNWT website. Employee's also have access to online Duty to Accommodate training that can be completed at their workstation. Duty to Accommodate Advisors are located in Yellowknife, Hay River and Inuvik to provide training and support to managers.

The GNWT is presently reviewing and updating the *Duty to Accommodate Injury and Disability Policy* and accompanying guidelines.

¹WSCC Claims are only available by calendar year.

EMPLOYEE WELLNESS

The GNWT promotes health and wellness to all employees to ensure they are aware of and can access the support, counselling and training resources available. A variety of education sessions on health and wellness are provided and available throughout the year through in-person group training or web-based sessions.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

The Employee and Family Assistance Program (EFAP) is a confidential, voluntary counselling and referral service available to GNWT employees and their dependents, anytime. The program provides employees with confidential help, resources, and supports for personal and/or work-related issues over the phone, in-person, or using the EAP smartphone or tablet app. GNWT employees can access support related to:

- fitness and physical health;
- mental health;
- relationships;
- nutrition and naturopathic medicine;
- finances;
- elder care; and
- legal advice.

EFAP is promoted using a dedicated intranet site for employees, workplace posters, and the Learning and Development Calendar to increase wellness session awareness and participation. Program promotion also takes place during wellness workshops and webinars, including EFAP orientations for employees and managers to raise awareness of the breadth of services and supports available to both groups. All GNWT employees can access EFAP services, free of charge, at any time, and human resources staff, GNWT managers and supervisors also refer employees to the EFAP as needed. Over the past year, we have seen 2.1% increase in the number of employees using EFAP services² (from 23.05% in 2016/17 to 25.06% in 2017/18), evidence that these efforts are effective at raising employee awareness of the program.

Top three EFAP access methods:



In-person



Tele-counselling



E-counselling

Top three employee support requests:



50.3%
Legal



24.8%
Financial



19.1%
Personal Health
& Wellbeing

Wellness Training

Wellness training is provided by the GNWT's EFAP provider, Morneau Shepell. A total of 51 training sessions focused on health and wellness were offered throughout 2017/2018, including:

- 32 webinars focusing on various general Health and Wellness topics;
- 5 webinars centered around Mental Health and Resiliency awareness;
- 9 in-person workshops on Mental Health in the Workplace; and
- 5 in-person workshops on Dealing with Suicide.



The My EAP app (Employee Assistance Program) is free to download on both Apple and Android smartphones and tablets

APPENDICES

The 2017/18 Public Service Annual Report was drafted using the following data.

²Morneau Shepell provides the GNWT with aggregate data on the number of employees accessing EFAP services to ensure confidentiality.

A. EMPLOYEES BY DEPARTMENT, COUNCILS, AGENCIES AND BOARDS

AT MARCH 31, 2018

Department/Board/Agency	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginal Employees	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Education, Culture and Employment	251	74	29%	41	16%	136	54%
Environment and Natural Resources	319	143	45%	47	15%	129	40%
Executive and Indigenous Affairs	97	43	44%	22	23%	32	33%
Finance	357	107	30%	83	23%	167	47%
Health and Social Services	167	37	22%	34	20%	96	57%
Industry, Tourism and Investment	164	44	27%	25	15%	95	58%
Infrastructure	544	189	35%	75	14%	280	51%
Justice	523	146	28%	100	19%	277	53%
Lands	122	27	22%	20	16%	75	61%
Legislative Assembly	40	9	23%	11	28%	20	50%
Municipal and Community Affairs	96	30	31%	22	23%	44	46%
Total for Departments	2,680	849	32%	480	18%	1,351	50%
Beaufort Delta Divisional Education Council	188	58	31%	3	2%	127	68%
Commission scolaire francophone, TNO	40	0	0%	0	0%	40	100%
Dehcho Divisional Education Council	92	42	46%	1	1%	49	53%
Sahtu Divisional Education Council	98	25	26%	0	0%	73	74%
South Slave Divisional Education Council	175	52	30%	14	8%	109	62%
Total for Education Councils	593	177	30%	18	3%	398	67%
Tłı̨ch̨ Community Services Agency- Education	114	61	54%	1	1%	52	46%
Tłı̨ch̨ Community Services Agency- Health	110	70	64%	0	0%	40	36%
Total for Tłı̨ch̨ Community Services Agency	224	131	58%	1	0%	92	41%
NTHSSA	1,282	303	24%	89	7%	890	69%
Total for NT Health and Social Services Authority	1,282	303	24%	89	7%	890	69%
Aurora College	201	61	30%	13	6%	127	63%
Business Development Investment Corporation	12	1	8%	4	33%	7	58%
Northwest Territories Housing Corporation	99	31	31%	15	15%	53	54%
Total for Agencies	312	93	30%	32	10%	187	60%
Total of Public Service	5,091	1,553	31%	620	12%	2,918	57%

B. EMPLOYEE DISTRIBUTION BY COMMUNITY

AT MARCH 31, 2018

Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Other Employees	% Other Employees
Lutselk'e	23	12	52%	0	0%	11	48%
Yellowknife	2,654	420	16%	515	19%	1,719	65%
North Slave	2,677	432	16%	515	19%	1,730	65%
Aklavik	39	20	51%	0	0%	19	49%
Fort McPherson	52	26	50%	0	0%	26	50%
Inuvik	473	173	37%	13	3%	287	61%
Paulatuk	23	9	39%	0	0%	14	61%
Sachs Harbour	12	2	17%	0	0%	10	83%
Tsiigehtchic	12	7	58%	0	0%	5	42%
Tuktoyaktuk	50	20	40%	0	0%	30	60%
Ulukhaktok	34	15	44%	0	0%	19	56%
Beaufort Delta	695	272	39%	13	2%	410	59%
Fort Liard	46	26	57%	0	0%	20	43%
Fort Providence	55	37	67%	1	2%	17	31%
Fort Simpson	210	111	53%	12	6%	87	41%
Jean Marie River	3	2	67%	0	0%	1	33%
Kakisa	2	0	0%	0	0%	2	100%
Kat'lodeeche	21	9	43%	3	14%	9	43%
Nahanni Butte	5	4	80%	0	0%	1	20%
Sambaa k'e	12	9	75%	0	0%	3	25%
Wrigley	10	7	70%	0	0%	3	30%
Dehcho	364	205	56%	16	4%	143	39%
Colville Lake	15	6	40%	0	0%	9	60%
Deline	36	17	47%	1	3%	18	50%
Fort Good Hope	40	18	45%	0	0%	22	55%
Norman Wells	127	34	27%	4	3%	89	70%
Tulita	35	14	40%	0	0%	21	60%
Sahtu	253	89	35%	5	2%	159	63%
Enterprise	13	8	62%	1	8%	4	31%
Fort Resolution	53	34	64%	1	2%	18	34%
Fort Smith	508	245	48%	39	8%	224	44%
Hay River	266	106	40%	29	11%	131	49%
South Slave	840	393	47%	70	8%	377	45%
Behchoko	210	139	66%	1	0%	70	33%
Gamètì	16	7	44%	0	0%	9	56%
Wekweètì	10	5	50%	0	0%	5	50%
Whatì	26	11	42%	0	0%	15	58%
Tłı̨ch̨	262	162	62%	1	0%	99	38%
Total of Public Service	5,091	1,553	31%	620	12%	2,918	57%

C. EMPLOYEES BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2018

Affirmative Action Status	Total Employees	% of Work Force
Indigenous Aboriginal Female	1,075	21.1%
Indigenous Aboriginal Male	478	9.4%
Total Indigenous Aboriginal	1,553	30.5%
Indigenous Non-Aboriginal Female	368	7.2%
Indigenous Non-Aboriginal Male	252	4.9%
Total Indigenous Non-Aboriginal	620	12.1%
Non-Aboriginal Female	1,831	36%
Non- Aboriginal Male	1,087	21.4%
Total Non-Aboriginal	2,918	57.4%

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

AT MARCH 31, 2018

Department/ Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Education, Culture and Employment	23	4	17%	3	13%	16	70%
Environment and Natural Resources	17	6	35%	2	12%	9	53%
Executive and Indigenous Affairs	18	5	28%	6	33%	7	39%
Finance	22	4	18%	7	32%	11	50%
Health and Social Services	17	3	18%	4	24%	10	59%
Industry, Tourism and Investment	16	2	13%	2	13%	12	75%
Infrastructure	23	2	9%	3	13%	18	78%
Justice	14	1	7%	5	36%	8	57%
Lands	16	4	25%	3	19%	9	56%
Legislative Assembly	6	1	17%	2	33%	3	50%
Municipal and Community Affairs	12	3	25%	6	50%	3	25%
Total for Departments	184	35	19%	43	23%	106	58%
Beaufort Delta Divisional Education Council	3	1	33%	0	0%	2	67%
Commission scolaire francophone, TNO	1	0	0%	0	0%	1	100%
Dehcho Divisional Education Council	1	0	0%	0	0%	1	100%
Sahtu Divisional Education Council	2	0	0%	0	0%	2	100%
South Slave Divisional Education Council	1	0	0%	0	0%	1	100%
Total for Education Councils	8	1	13%	0	0%	7	88%

D. SENIOR MANAGEMENT BY AFFIRMATIVE ACTION STATUS

Department/ Board/Agency	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
Tłjchq Community Services Agency- Education	2	1	50%	0	0%	1	50%
Tłjchq Community Services Agency- Health	4	0	0%	0	0%	4	100%
Total for Tłjchq Community Services Agency	6	1	17%	0	0%	5	83%
NTHSSA	17	1	6%	3	18%	13	76%
Total for NT Health and Social Services Authority	17	1	6%	3	18%	13	76%
Aurora College	6	1	17%	2	33%	3	50%
Business Development Investment Corporation	2	0	0%	0	0%	2	100%
Northwest Territories Housing Corporation	12	5	42%	2	17%	5	42%
Total for Agencies	20	6	30%	4	20%	10	50%
Total of Public Service	235	44	19%	50	21%	141	60%

Region	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non- Aboriginals in Senior Management	% Indigenous Non- Aboriginals in Senior Management	Other Employees in Senior Management	% Other Employees in Senior Management
North Slave	174	26	15%	41	24%	107	61%
Beaufort Delta	18	6	33%	2	11%	10	56%
Dehcho	8	2	25%	2	25%	4	50%
Sahtu	10	2	20%	0	0%	8	80%
South Slave	19	7	37%	5	26%	7	37%
Tłjchq	6	1	17%	0	0%	5	83%
Total of Public Service	235	44	19%	50	21%	141	60%

E. SENIOR MANAGEMENT BY GENDER

AT MARCH 31, 2018

Department/Board/Agency	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
Education, Culture and Employment	23	15	65%	8	35%
Environment and Natural Resources	17	3	18%	14	82%
Executive	18	10	56%	8	44%
Finance	22	13	59%	9	41%
Health and Social Services	17	10	59%	7	41%
Industry, Tourism and Investment	16	8	50%	8	50%
Infrastructure	23	5	22%	18	78%
Justice	14	4	29%	10	71%
Lands	16	7	44%	9	56%
Legislative Assembly	6	2	33%	4	67%
Municipal and Community Affairs	12	5	42%	7	58%
Total for Departments	184	82	45%	102	55%
Beaufort Delta Divisional Education Council	3	1	33%	2	67%
Commission scolaire francophone, TNO	1	1	100%	0	0%
Dehcho Divisional Education Council	1	1	100%	0	0%
Sahtu Divisional Education Council	2	1	50%	1	50%
South Slave Divisional Education Council	1	0	0%	1	100%
Total for Education Councils	8	4	50%	4	50%
Tłjchq Community Services Agency- Education	2	2	100%	0	0%
Tłjchq Community Services Agency- Health	4	2	50%	2	50%
Total for Tłjchq Community Services Agency	6	4	67%	2	33%
NTHSSA	17	11	65%	6	35%
Total for NT Health and Social Services Authority	17	11	65%	6	35%
Aurora College	6	5	83%	1	17%
Business Development Investment Corporation	2	0	0%	2	100%
Northwest Territories Housing Corporation	12	4	33%	8	67%
Total for Agencies	20	9	45%	11	55%
Total of Public Service	235	110	47%	125	53%

Region	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management	Number of Men in Senior Management	% of Men in Senior Management
North Slave	174	82	47%	92	53%
Beaufort Delta	18	8	44%	10	56%
Dehcho	8	2	25%	6	75%
Sahtu	10	3	30%	7	70%
South Slave	19	11	58%	8	42%
Tłjchq	6	4	67%	2	33%
Total of Public Service	235	110	47%	125	53%

F. HUMAN RESOURCE COSTS

AT MARCH 31, 2018

Costs		
Total Salary	\$488,472,073	70.1%
Total Wages	\$37,907,258	5.4%
Total General Allowances	\$37,533,826	5.4%
Total Pension and Health Care	\$102,432,707	14.7%
Total Other Benefits	\$30,710,714	4.4%
Total	\$697,056,577	100.0%

G. STAFFING APPEALS

AT MARCH 31, 2018

Upheld	7
Denied	76

H. RETIREMENT ELIGIBILITY

AT MARCH 31, 2018

All Employees	Eligible to retire with immediate annuity	Eligible to retire within 5 years with immediate annuity	Eligible to retire within 10 years with immediate annuity
Finance and Administration	9.1%	22.6%	37.7%
Natural and Applied Sciences	11.0%	25.2%	36.8%
Health	6.7%	15.5%	23.9%
Education and Culture	9.9%	23.6%	37.2%
Social, Community and Corrections	10.1%	23.3%	35.1%
Trades, Industry and Utilities	13.4%	28.4%	44.0%
Total of Public Service	9.7%	22.5%	35.1%

I. STAFFING ACTIONS

AT MARCH 31, 2018

	2018
Hires	512
Internal Mobility	1966
Exits	684

Hires include all staffing actions that result in an employee entering or re-entering the public service. Internal Mobility includes all Transfers, Transfer Assignments, Promotions and Demotions. Exits include all staffing actions that result in an employee leaving the public service.

J. EMPLOYEE ACCESSION AND TURNOVER

AT MARCH 31, 2018

Department/Board/Agency	Percentage Accession	Percentage Turnover
Education, Culture and Employment	13.5%	13.5%
Environment and Natural Resources	6.4%	14.6%
Executive and Indigenous Affairs	5.3%	13.7%
Finance	5.4%	9.9%
Health and Social Services	8.0%	16.0%
Industry, Tourism and Investment	3.6%	11.9%
Infrastructure	6.1%	10.7%
Justice	6.8%	8.5%
Lands	3.8%	18.9%
Legislative Assembly	7.7%	15.3%
Municipal and Community Affairs	10.5%	14.7%
Beaufort Delta Divisional Education Council	29.0%	17.6%
Commission scolaire francophone, TNO	7.5%	17.4%
Dehcho Divisional Education Council	20.3%	26.7%
Sahtu Divisional Education Council	18.4%	19.5%
South Slave Divisional Education Council	9.8%	10.3%
Tłı̨chǫ Community Services Agency- Education	9.7%	12.4%
Tłı̨chǫ Community Services Agency- Health	12.9%	12.9%
Northwest Territories Health and Social Services Authority	13.6%	15.3%
Aurora College	8.5%	12.5%
Business Development Investment Corporation		
Northwest Territories Housing Corporation	4.0%	12.1%
Average	10.1%	13.4%

Region	Percentage Accession	Percentage Turnover
North Slave	8.3%	12.5%
Beaufort Delta	16.9%	16.3%
Dehcho	12.8%	19.6%
Sahtu	13.2%	17.8%
South Slave	7.9%	10.6%
Tłı̨chǫ	10.4%	11.9%
Average	10.1%	13.4%

