



Government of Northwest Territories
Gouvernement des Territoires du Nord-Ouest

Human Resources Services: A Shared Responsibility

Key Performance Measures and Indicators

June 2019

Introduction

Human Resources management within the Government of the Northwest Territories (GNWT) Public Service is a shared responsibility between the Department of Finance (DoF) and client departments. This shared responsibility allows for the delivery of innovative and quality HR Services that demonstrate our level of commitment to consistency, transparency, and excellence. The key performance indicators and measures included in this document will be instrumental in assessing our progress toward providing quality service. The measures will continue to develop and evolve over time, and should be considered a work in progress.

Human Resource Services

The HR Services have been developed through the review of best practices, internal consultations, and in consultation with clients.

The HR Services outline the service description, activities, performance measures, and targets in the following service areas:

1. Recruitment
2. Job Evaluation
3. Employee & Learning Development
4. Labour Relations
5. Wellness & Safety
6. Payroll & Employee Benefits
7. Management Support

Measuring and Reporting

HR Services performance measurement and reporting will be facilitated through:

- Tracking performance measures through the use of technology and qualitative measurements such as client surveys;
- Analyzing performance measures for trends and correlations;
- Finding opportunity to enhance reporting on HR performance;
- Consulting with clients;
- Exchanging information on respective pressures or circumstances that may impact the ability to meet service standards/measures in a timely manner

Human Resource Context and Outcomes

The HR Context & outcomes outline information by department and agency in the following areas:

1. Position overview
2. Representative Public Service
3. Turnover and Absences
4. Employee Movement
5. Recruitment and Evaluation
6. Employee and Learning Development
7. Wellness and Safety

Notes on Data

- Reporting within this document is based on indeterminate and term positions and employees, excluding all relief employees.
- “..” represents information not available for a specific reference period.
- “_” represents an indeterminate value due to inactivity in the reporting area, and a percentage could not be calculated.

1. Recruitment

The recruitment and retention of a competent and representative public service is one of the key responsibilities of the Management & Recruitment Services (MRS) Division and Regional Operations. MRS and Regional Operations provide front-line general HR services to support effective hiring and deployment at all levels within the public service. Between 2014-15 and 2018-19, recruitment efforts resulted in a total of 4,232 competitions.

Measure	Indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Timely Recruitment	% of competitions completed to verbal offer within 12 weeks of starting (approval to staffing to verbal offer extended) ¹	73	72	76	78	72
Manager Satisfaction	% of managers reporting they are satisfied with recruitment process ²	72	..	74	..	..

2. Job Evaluation

The Job Evaluation and Organization Unit provides guidance and assistance to managers on reorganizing and restructuring, development of job profiles, and training on the Hay Job Evaluation System. From 2014-15 to 2018-19, a total of 8,081 job descriptions have been evaluated. The average per year was 1,616.

Measure	Indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Timely Completion of Job Evaluations	% of job evaluations completed within 8 weeks ³	91	86	97	89 ⁴	86
Manager Satisfaction	% of managers reporting they are satisfied with job evaluation process ⁵	74	..	71	..	..

3. Employee & Learning Development

The development and implementation of government-wide HR management programs and employee training and development is managed by the Employee Development and Workforce Planning Unit (EDWP).

Providing tools and resources to supervisors and employees to support effective workforce development is a key priority. Since its inception in 2015, the online Learning & Development Calendar has recorded more than 20,000 course completions⁶. In addition, the launch of the ePerformance module has become a crucial step in identifying the learning needs of GNWT employees to ensure that there is a plan to support and manage employee development.

Measure	Indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Employees Supported with Formal Training Opportunities	# of Employees on Education Leave ⁷	34	48	38	38	28
	Financial Support for Employees ⁸ (\$)	6,447,199	4,911,622	5,794,088	5,130,983	7,111,010
	# of Transfer Assignments started ⁹	384	369	382	442	475
Performance Evaluation	% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year ¹⁰	65	49	34	51	61
Support for Recruitment Northerners in the Public Service	# of Summer Students hired ¹¹	312	341	306	344	365
	# of Interns hired ¹²	23	24	30	19	40
	# of Employees hired through the Regional Recruitment Program ¹³	11	10	11	9	6

Measure		Indicator	2015-16	2016-17	2017-18	2018-19
Employees Supported in Training Opportunities ¹⁴	Business Effectiveness	# of Employees who completed: New Employee's Guide to Onboarding ¹⁵	55	185	272	244
		# of Employees who completed: Job Description Writing Training	26	60	24	43
		# of Employees who completed: Job Evaluation Methodology – Hay in a Hurry (Online Information Session)	0	15	16	22
		# of Employees who completed: Hay Job Evaluation Training (Full Evaluator Training) ¹⁶	17	24	16	0
		# of Managers and Supervisors who completed: Staffing Workshop	74	95	50	71
		# of Managers and Supervisors who completed: Labour Relations Training	186	145	149	135
		# of Managers and Supervisors who completed: Duty to Accommodate Policy Training	135	145	109	125
		# of Managers and Supervisors who completed: Harassment Free & Respectful Workplace Policy Training ¹⁷	35	117	107	91
	Cultural	# of Employees who completed: Aboriginal Cultural Awareness Training ¹⁸	172	348	298	310
	Management	<u>Management Series</u> ¹⁹				
		# of Employees enrolled in	20	9	12	2
		Course completion rate (%)	59	68	36	45
		<u>Leadership Development Program</u>				
		# of Employees enrolled in: Emerging Managers Series	80	75	35	77
		# of Managers & Supervisors enrolled in: Manager Series	64	77	37	68
		# of Managers & Supervisors enrolled in: Executive & Senior Managers Series	30	12	19	44
	Workplace Health	# of Employees who completed: Workplace Safety Awareness Training ²⁰	601	491	495	471
		# of Managers & Supervisors who completed: Supervisor Safety Training	264	172	167	178
	Personal Effectiveness ²¹	# of Employees who attended: Pension Plan Member Education Training	38	452	398	285
		# of Employees who attended: Employee & Family Assistance Program Courses	137	353	372	434

4. Labour Relations

The Labour Relations Division (LR) is responsible for the strategic management of terms and conditions of employment for employees, collective bargaining, and corporate occupational health and safety. The Division supports management in the consistent application of the Duty to Accommodate, Injury and Disability Policy and Guidelines, and the Harassment Free and Respectful Workplace Policy and Guidelines.

The substantial decrease in Duty to Accommodate files in 2018-19 resulted from the implementation of a yearly review process. Employees who no longer required accommodation, had found permanent accommodations, or were no longer with the GNWT have been removed from the case files.

Measure	Indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Labour Relations Support ²²	# of Grievance referred to Arbitration	31	20	51	86	70
	# of Complaints received under the Harassment Free and Respectful Workplace Policy	23	31	27	37	38
	# of Complaints investigated under the Harassment Free and Respectful Workplace Policy	10	8	9	13	23
Increased Awareness of the Duty to Accommodate Policy	# of Active Labour Relations Duty to Accommodate Files ²³	200	347	535	593	360
	% of Self-Identified Disabled Employees requiring an accommodation who have the accommodation(s) they need ²⁴	56	..	57	..	..

5. Wellness and Safety

The GNWT promotes and encourages wellness, safety, and respect within the public service. In assessing wellness and safety of GNWT employees, there are a number of factors that should be considered, such as access to the Employee and Family Assistance Program (EFAP) and the number of Workers Safety and Compensation Claims (WSCC) filed in a given year. EFAP cases have plateaued in 2018-19 after multiple years of increases while WSCC claims continue to rise.

Measure	Indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Wellness Support	Total Accesses to the EFAP ²⁵	945	1,155	1,239	1,347	1,344
	EFAP Access Rate (%) (Overall accesses/ # of employees) ²⁶	18	22	23	25	25
	% of employees that agree they have support at work to balance their work and personal life ²⁷	73	..	73	..	..
WSCC Claims ²⁸	# of WSCC Claims filed	408	424	443	470	494
	Claims Expense Costs (\$)	994,573	1,103,579	902,060	1,875,457	2,318,490
	Average Cost per Claim (\$)	2,438	2,603	2,036	3,990	4,693

6. Payroll and Employee Benefits

Employee Service encompasses Payroll, Data Management, and Benefits for employee groups in the GNWT. Approximately 1% of all payroll cheques were processed manually per fiscal year; this was 1,209 cheques in 2018-19. The percentage of issued Record of Employment (ROEs) within the payroll cycle following the employee and casual's last regular pay (two weeks) remains above the five year average at 61% in 2018-19.

Measure	Indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Efficient Delivery of Payroll Services ²⁹	# of Payroll Cheques processed manually	1,062	2,380	1,551	1,611	1,209
	ROE Issued within timeline (%)	18	47	82	81	61

7. Management Support

The GNWT gauges client satisfaction with services provided through the HR Client Satisfaction Survey, alongside the Employee Engagement and Satisfaction Survey. Both surveys are ordinarily launched every two years to GNWT employees and are facilitated by the Business Performance Unit in collaboration with the Bureau of Statistics. These surveys give employees an opportunity to provide feedback. The next Engagement survey will be launched in the fall of 2019. New results will be reported for the 2019-20 financial year.

Measure	Indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Manager Satisfaction ³⁰	% of Managers Satisfied with support provided by the Client Service Team	85	..	88	..	..
Employee Satisfaction ³¹	% of employees satisfied with the way Benefits issues were addressed	..	..	80	..	..
	% of employees satisfied with the way Payroll issues were addressed	..	..	80	..	..
	% of employees satisfied with the information PeopleSoft HRIS provided (information and accuracy)	74	..	83	..	..

Human Resource Context & Outcome

1. Position Overview³²

As at March 31, 2019

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA ³⁴
Total # of Positions ³⁴	3,780	246	352	110	354	167	187	522	453	151	44	101	15	110	177	566	109	116	..
Senior Management	197	19	14	15	17	15	17	20	14	15	6	13	2	11	6	9	1	3	..
Middle Management	395	27	32	2	46	20	38	61	27	23	1	17	4	20	24	42	8	3	..
All Other Employees	3,188	200	306	93	291	132	132	441	412	113	37	71	9	79	147	515	100	110	..
Positions Typically Filled with University Degree	1,825	135	123	47	176	89	117	152	151	90	24	65	12	60	113	369	73	29	..
Positions Typically Filled with College Diploma or Trades	699	68	74	42	49	26	21	182	68	29	7	16	1	30	27	29	6	24	..
Positions Filled with High School or Less	671	12	70	3	76	16	15	104	162	5	7	3	..	8	14	113	27	36	..
Positions in Yellowknife	1,203	146	98	64	223	114	92	155	73	84	38	51	13	52	..	..	..	..	..
Positions in Other Communities	1,992	69	169	28	78	17	61	283	308	40	..	33	..	46	154	511	106	89	..
Vacancy Rate (%) ³⁵	4.5	7.0	7.4	3.0	4.5	8.5	8.0	1.9	5.5	4.6	2.5	1.0	..	..	7.2	1.4	-	11.8	..

2. Representative Public Service³⁶

As at March 31, 2019

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
All Employees (%)																			
Indigenous Aboriginal	30	26	43	42	30	20	27	34	25	20	29	29	8	32	29	29	52	55	23
Indigenous Non-Aboriginal	12	16	15	21	23	20	17	13	18	16	21	24	31	14	7	3	1	1	7
All Other Employees	59	58	42	37	47	60	56	54	57	64	50	46	62	54	64	68	47	44	70
Women	64	73	41	79	72	78	54	26	52	54	66	47	31	55	72	59	74	81	83
Men	36	27	59	21	28	22	46	74	48	46	34	53	69	45	28	41	26	19	17
Skill Levels																			
University (%)																			
Indigenous Aboriginal	18	17	21	28	23	13	21	11	21	14	21	27	8	29	17	17	35	17	12
Indigenous Non-Aboriginal	13	13	22	28	25	20	18	15	18	16	21	25	25	14	7	4	1	..	8
All Other Employees	70	70	58	44	53	67	61	74	61	71	58	48	67	57	76	80	64	83	80
College/Trades (%)																			
Indigenous Aboriginal	41	41	60	58	38	29	36	44	32	32	43	28	..	32	61	59	100	55	28
Indigenous Non-Aboriginal	12	21	10	14	25	14	18	11	13	19	29	28	100	16	6	3	..	3	5
All Other Employees	47	38	29	28	37	57	45	45	56	48	29	44	..	52	33	38	..	41	67

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECS ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
High School or Less (%)																			
Indigenous Aboriginal	50	38	75	67	41	53	56	54	26	60	43	75	..	63	63	62	85	100	42
Indigenous Non-Aboriginal	9	19	4	..	18	26	6	11	19	..	14	..	..	..	11	2	..	..	7
All Other Employees	41	44	21	33	40	21	38	35	54	40	43	25	..	38	26	36	15	..	51
All Senior Management (%)																			
Indigenous Aboriginal	18	18	27	26	16	18	6	8	7	27	25	38	..	52	17	..	50	..	11
Indigenous Non-Aboriginal	20	7	27	21	42	18	24	12	36	13	25	46	..	17	33	..	..	..	11
All Other Employees	62	75	47	53	42	65	71	80	57	60	50	15	100	42	50	100	50	100	79
Women	49	64	13	47	58	65	41	28	36	47	25	54	..	33	83	25	100	60	84
Men	51	36	87	53	42	35	59	72	64	53	75	46	100	67	17	75	..	40	16
All Middle Management (%)																			
Indigenous Aboriginal	23	33	48	50	28	12	24	17	50	4	..	31	..	35	16	9	25	25	16
Indigenous Non-Aboriginal	16	8	21	..	32	24	24	15	15	22	100	19	33	25	4	..	..	..	9
All Other Employees	61	58	31	50	40	65	52	68	35	74	..	50	67	40	80	91	75	75	75
Women	53	79	38	50	60	71	55	34	27	61	100	44	..	45	60	42	50	100	74
Men	47	21	62	50	40	29	45	66	73	39	..	56	100	55	40	58	50	..	26

3. Turnover and Absences³⁷

April 1, 2018 to March 31, 2019

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC ³⁸	NWTHC	AC	DECs ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
Turnover Rate (%)	12	17	10	7	8	10	8	9	10	12	16	9	..	8	13	21	12	6	13
Accession Rate (%)	14	17	7	5	6	10	7	9	8	17	10	10	..	8	13	25	22	16	18
Average Employee Work Absences (in Days)	15	13	10	11	16	14	12	15	19	15	10	9	20	15	15	13	17	19	18
% of Employees Absent for ≥ 15 days	32	26	22	20	38	26	22	31	39	38	18	19	38	31	27	27	44	40	37

4. Employee Movement³⁹

April 1, 2018 to March 31, 2019

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
External Hires	672	45	22	5	20	17	11	49	35	23	4	10	..	8	25	150	25	15	208
Internal Mobility	1,306	78	74	41	174	37	39	103	145	53	10	29	..	16	43	55	14	24	371
Exits	596	45	31	7	27	17	13	49	44	16	6	9	..	8	25	127	14	6	152

5. Recruitment and Evaluation

April 1, 2018 to March 31, 2019

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC ⁴⁰	NWTHC	AC	DECs ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
% of Competitions Completed Within 12 Weeks of Starting ⁴¹	72	81	52	17	80	64	69	71	78	76	100	63	..	80	77	91	75	60	71
% of Job Evaluations Completed Within 8 Weeks ⁴²	86	90	99	100	95	82	91	96	90	100	22	33	..	100	98	100	100	100	72

6. Employee and Learning Development

April 1, 2018 to March 31, 2019

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
% of Employees with Step 4+ completion of Performance Review & Planning Document for the previous fiscal year ⁴³	61	99	78	85	98	64	88	31	79	100	86	85	55	97	97	65	10	2	24
# of Summer Students Hired ⁴⁴	364	28	57	4	35	24	33	80	15	7	6	9	..	7	6	4	2	1	46
# of Interns Hired ⁴⁵	40	3	8	1	2	4	2	2	4	4	1	3	..	1	2	1	..	..	2
# of Employees hired through the Regional Recruitment Program ⁴⁶	6	2	..	..	..	..	..	..	..	..	..	..	..	..	2	..	..	..	2

7. Wellness and Safety

January 1 to December 31, 2018

Metric	GNWT	ECE	ENR	EIA	FIN	HSS	ITI	INF	JUS	LND	LA	MACA	BDIC	NWTHC	AC	DECs ³³	Tłıchǫ Edu	Tłıchǫ Health	NTHSSA
# of WSCC Claims Filed ⁴⁷	494	18	20	1	7	6	11	65	31	1	3	2	..	5	35	50	14	15	210

Definitions for Measures & Metrics

1. Recruitment

Measure and Indicator	Definition
Timely Recruitment	The percentage of competitions for permanent and term positions excluding relief completed to verbal offer within 12 weeks of starting the process (approval to staff to verbal offer extended).
Manager Satisfaction	The percentage of manager and supervisor respondents who have worked with management recruitment services and strongly agree or agree that they are satisfied with the recruitment process. This information is collected through the HR Client Satisfaction Survey.

2. Job Evaluation

Measure and Indicator	Definition
Timely Completion of Job Evaluation	The percentage of job evaluations for permanent and term positions excluding relief completed within eight weeks from receipt of a complete job evaluation request package.
Manager Satisfaction	The percentage of respondents who have worked with job evaluation services and strongly agree or agree that they are satisfied with the job evaluation service. This information is collected through the HR Client Satisfaction Survey.

3. Employee and Learning Development

Measure and Indicator	Definition
# of Employees on Education Leave	Education leave is time off from a permanent or term position excluding relief to undertake full-time post-secondary studies for at least one academic year at a recognized university, community college or technical institute, reported by fiscal year.
Investment in Staff Training Costs	Financial investment in staff training, including the cost of course fees, travel, and accommodations, as reported by departments on an annual basis.
# of Transfer Assignments	The number of employees who began a transfer assignment into a permanent or term position excluding relief in the fiscal year. Includes individuals who began a transfer assignment from a relief position.
Performance Evaluation	The percentage of overall employees in permanent and term positions excluding relief whose performance appraisals have been completed and submitted. Currently completed through ePerformance.
# of Summer Students Hired	The number of post-secondary students in their pursuit of education hired by the department, to help students gain valuable work experience and enhance future employment prospects.
# of Interns Hired	The number of graduates hired by a department into a one or two year placement.
The Regional Recruitment Program	The Regional Recruitment Program is a program designed to assist with increasing regional employment opportunities by linking residents with on-the-job training.
Manger and Supervisor Training	Training focused on managers and supervisors in permanent and term positions excluding relief through the Management Series. The number refers to the number of managers/supervisors who participated in training in a fiscal year. The course completion rate represents: $\frac{\text{Total \# of Management Series courses completed by employees}}{(\# \text{ of employees who have taken a Management Series Course (x) \# of required courses to complete Management Series (14 mandatory and 8 elective)})}$
Employees Enrolled in Leadership Development Program	Program focused on leadership development at three different levels: emerging managers, managers, and executive and senior managers. The numbers provided represent the number of individuals in permanent and term positions excluding relief who are enrolled in one of the three levels of the program for that fiscal year.
Employees Supported in Training Opportunities	Training focused on specific areas including business effectiveness training (Staffing Workshop, Labour Relations Training, Duty to Accommodate Training, New Employee's Guide to Onboarding, Job Description Writing Training, Hay Job Evaluation Training), cultural training (Aboriginal Cultural Awareness Training), workplace health (Supervisor Safety Training, Harassment Free and Respectful Workplace Policy Training, Workplace Safety Awareness Training), and personal effectiveness (Pension Plan Member Education Training, Employee and Family Assistance Program Courses). The numbers refer to the number of employees in permanent and term positions excluding relief who participated in training for that fiscal year.

4. Labour Relations

Measure and Indicator	Definition
Labour Relations Support	The number of labour relations grievances that are referred to arbitration. The number of Harassment Free and Respectful Workplace Policy complaints received and investigated in a year.
Increased Awareness of the Duty to Accommodate Policy	The number of Duty to Accommodate labour relations files being actively managed in a year. The percentage of self-identified disabled employees requiring an accommodation who have the accommodation(s) they need. This information is collected through the Employee Engagement and Satisfaction Survey.
Manager Satisfaction with Labour Relations	The percentage of manager and supervisor respondents who have worked with labour relations and strongly agree or agree that they are satisfied with the support provided. This information is not currently collected.

5. Wellness and Safety

Measure and Indicator	Definition
Wellness Support: Employee & Family Assistance Program	The number of overall accesses to the Employee and Family Assistance Program divided by the total number of employees, to determine a percentage value for usage.
Wellness Support: Work/Life Balance	The percentage of employees who agree or strongly agree that they have support at work to balance their work and personal life. This information is collected in the biennial Employee Engagement and Satisfaction Survey.
# of WSCC Claims Filed	The number of Workers' Safety and Compensation Commission (WSCC) claims filed in a calendar year by employees in permanent and term positions excluding relief.
Claims Expense Costs	The total amount of WSCC claims expense costs for employees in permanent and term positions excluding relief.
Average Cost per Claim	Total amount of WSCC claims expense costs for employees in permanent and term positions excluding relief # of WSCC claims filed in a calendar year by employees in permanent and term positions excluding relief

6. Payroll and Employee Benefits

Measure and Indicator	Definition
Timely and Efficient Transactional Service Delivery: Payroll Cheques	The percentage and number of all payroll cheque requests that need to be processed manually.
Timely and Efficient Transactional Service Delivery: Record of Employment	The number and percentage of record of employment's issued within the payroll cycle (two weeks after regular pay has been issued) following the employee's last regular pay.

7. Management Support

Measure and Indicator	Definition
Manager Satisfaction	The percentage of manager and supervisor respondents who have worked with Client Service Managers and/or HR Officers and strongly agree or agree that they are satisfied with the support provided. This information is collected through the HR Client Satisfaction Survey.
Employee Satisfaction with Benefits	The percentage of employees who have had benefits issues and strongly agree or agree that they are satisfied with the employee benefits support provided to them. This information is collected through the HR Client Satisfaction Survey.
Employee Satisfaction with Payroll	The percentage of employees who have had payroll issues and strongly agree or agree that they are satisfied with the payroll support provided to them. This information is collected through the HR Client Satisfaction Survey.
Employee Satisfaction with HRIS	The percentage of employees who have used PeopleSoft and strongly agree or agree that they are satisfied with the information provided through PeopleSoft. This information is collected through the HR Client Satisfaction Survey.

8. Position Overview

Measure and Indicator	Definition
Positions	Permanent and term positions excluding relief that have been approved by the Legislative Assembly, on the recommendation of the Financial Management Board. For Education Councils the approved funding level is determined through the funding formula with the Department of Education, Culture and Employment.
Senior Management	The job level used to describe employees who are in management positions or director positions. This includes Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions. These positions are typically identified through the NOC code starting with 00.
Middle Management	The job level used to describe employees who are managers in non-senior management positions. These positions are typically identified through the NOC code starting with 0, excluding 00.
Positions Typically Requiring University Degree	The NOC skill level is the education and training required to perform the duties of an occupation. The University skill level includes: Managers, Directors, Principals, Regional Superintendents, Assistant Deputy Ministers, Deputy Ministers, Teachers, Registered Nurses, Social Workers, Counselors, College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers.
Positions Typically Filled with College Diploma or Trades	The NOC skill level is the education and training required to perform the duties of an occupation. The College Diploma or Trades skill level includes: Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, Users Support Technicians, Finance Officers, Renewable Resource Officers.
Positions Typically Filled with High School or Less	The NOC skill level is the education and training required to perform the duties of an occupation. The High School or Less skill level includes: Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Fire-crew Members, Classroom Assistants, Tower-persons, Highway Maintenance Operators/Engineers, Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers.
Vacancy Rate	The total # of vacancies divided by the total # of permanent and term Funded Positions excluding relief.

9. Representative Public Service

Measure and Indicator	Definition
Employees	Individuals who work for the GNWT in permanent or term positions excluding relief.
Indigenous Aboriginal	Those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any aboriginal persons resident at birth pursuant to Section 7.1 of the Vital Statistics Act and any Canadian Aboriginal persons who have lived more than half of their life in the Northwest Territories.
Indigenous Non-Aboriginal	Non-Aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.
All Other Employees	Employees who are not Indigenous Aboriginal or Indigenous Non-Aboriginal.
Skill Levels	The skill level is the typical level of education for the employee's position as designated by the National Occupational Classification System (NOC).

10. Turnover & Absences

Measure and Indicator	Definition
Turnover Rate	The percentage of permanent and term employees, excluding relief, who left the organization over a reporting period – usually a fiscal year (April 1 – March 31) divided by the average number of employees.
Accession Rate	The percentage of permanent and term employees, excluding relief, who join the organization over a reporting period – usually a fiscal year (April 1 – March 31) divided by the average number of employees.
Average Employee Work Absences	The total days of illness/disability and personal/family related absences divided by the average number of employees.
% of Employees Absent for ≥ 15 days	Employees who have 15 days of absences or greater divided by the average number of employees.

11. Employee Movement

Measure and Indicator	Definition
External Hire	Individuals who have been hired to the GNWT into a permanent or term position excluding relief over a reporting period – usually a fiscal year (April 1 – March 31).
Internal Mobility	Internal movement (transfer, promotion, demotion, transfer assignment) of permanent and term employees excluding relief within the GNWT over a reporting period.
Exits	Employees in indeterminate or permanent positions excluding relief who end their employment.

Endnotes

- 1 Source: PeopleSoft, April 8, 2019.
- 2 Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.
- 3 Source: Job Evaluation and Organizational Design, May 13, 2019.
- 4 GNWT total excludes NTHSSA job evaluations, as NTHSSA were reviewing all positions as part of the board amalgamation.
- 5 Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.
- 6 Source: GNWT Learning & Development Calendar, April 1, 2015 to March 31, 2019.
- 7 Source: PeopleSoft, April 8, 2019.
- 8 Total GNWT training costs. Source: Departments, May/June 2019. 2013-14 to 2015-16 is calendar year information.
- 9 Source: PeopleSoft, April 8, 2019.
- 10 Source: Performance Appraisal Tracking Log, August 28, 2014, March 25, 2015. PeopleSoft, December 3, 2015, April 10, 2018, April 18, 2019.
- 11 Source: Management and Recruitment Services, Regional Recruitment Program, April 9, 2019.
- 12 Source: Management and Recruitment Services, Regional Recruitment Program, April 9, 2019.
- 13 Source: Regional Recruitment Program, April 9, 2019. The Regional Recruitment program was first implemented in 2014-15.
- 14 Source: Unless otherwise noted, Training Attendance sheet, prior to July 15, 2015, GNWT Learning & Development Calendar, April 8, 2019. Recognizing there was a gap in technical training for employees, Microsoft eLearning was introduced in early 2018.
- 15 Training data unavailable prior to July 15, 2015.
- 16 Training for 2017/18 was delayed to Spring 2019.

- 17 Training data unavailable prior to July 15, 2015.
- 18 Source: GNWT Learning & Development Calendar, April 8, 2019. Modules were on the GNWT website prior to July 15, 2015. Training data unavailable prior to this date.
- 19 Limited training data available prior to July 15, 2015. We anticipate greater numbers of attendees in 2019-20 as the management series is being re-launched in the summer of 2019.
- 20 Source: GNWT Learning & Development Calendar, April 8, 2019. Training data unavailable prior to July 15, 2015.
- 21 Training data unavailable prior to July 15, 2015.
- 22 Source: Labour Relations, April 16, 2019.
- 23 As at April 30, 2014; March 31, 2015; January 15, 2016; April 30, 2017; April 30, 2018; April 16, 2019. Source: Duty to Accommodate Ministerial Briefing Materials & Labour Relations.
- 24 Source: GNWT Employee Engagement & Satisfaction Survey. Question was first introduced in the 2014 survey and the survey is ordinarily conducted every two years.
- 25 Source: Morneau Shepell, March 31, 2019.
- 26 Source: Morneau Shepell, March 31, 2019.
- 27 Source: GNWT Employee Engagement & Satisfaction Survey. This survey is ordinarily conducted every two years.
- 28 Source: Workers' Safety and Compensation Commission, January 30, 2019. WSCC claims only available by calendar year. For example, the data provided for 2013-14 is for the 2013 calendar year. Each Reference Year's claims costs are costs associated with injuries incurred within the past three years (e.g., total claims costs in reference Year 2017 include costs incurred in 2017 for injuries from 2017, 2016 and 2015). Total claims costs paid prior to adjustments made which can exclude certain claims that are not considered under WSCC's Safe Advantage program. Historical WSCC claims were audited in the past fiscal year resulting in corrections to historical numbers.
- 29 Source: Financial and Employee Shared Services, May 24, 2019.
- 30 Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.

- 31 Source: GNWT HR Client Satisfaction Survey. This survey is ordinarily conducted every two years.
- 32 Source: PeopleSoft, April 8, 2019.
- 33 Note: Divisional Education Councils include Beaufort Delta, Commission Scolaire, Dehcho, Sahtu and South Slave.
- 34 NTHSSA did not complete Funded Position and Vacancy Review process at year-end. NTHSSA position reporting to be resumed in August 2019.
- 35 Source: Funded Position and Vacancy Review completed May 1, 2019.
- 36 Source: PeopleSoft, April 8, 2019.
- 37 Source: PeopleSoft, April 8, 2019.
- 38 As there were no hires or exits for BDIC, there are no turnover or accession rates.
- 39 Source: PeopleSoft, April 8, 2019.
- 40 There were no competitions or job evaluations for BDIC.
- 41 Source: PeopleSoft, April 8, 2019.
- 42 Source: Job Evaluation and Organizational Design, May 13, 2019.
- 43 Source: PeopleSoft, April 8, 2019. Employee has completed objective, competencies and learning goals. The 2018/19 completion numbers are for the previous fiscal year.
- 44 Source: Human Resource Operations, Management and Recruitment Services, April 9, 2019.
- 45 Source: Human Resource Operations, Management and Recruitment Services, April 9, 2019.
- 46 Source: Regional Recruitment Program, April 9, 2019.
- 47 Source: WSCC, January 30, 2019. WSCC claims only available by calendar year.