



Results Report (2012-2013)

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





Table of Contents

Introduction	3
Strategic Goals from 20/20: A Brilliant North, NWT Public Service Strategic Plan	5
Strategic Goal 1 – Fixing/Maintaining the Foundation.....	5
Strategic Goal 2 – Engage: Magnetic Attraction.....	5
Strategic Goal 3 – Dazzle: Diverse Opportunities	6
Strategic Goal 4 – Inspire: Expanding Horizons	6
Strategic Goal 5 – Renew: Charting a Path for Tomorrow.....	7
Strategic Goal 1 – Fixing/Maintaining the Foundation	8
Objective 1: Creative and Dedicated People.....	8
Objective 2: Having and Using the Right Tools.....	10
Strategic Goal 2 – Engage: Magnetic Attraction	15
Objective 1: Affirmative Action and Diversity.....	15
Objective 2: Marketing Public Service	17
Objective 3: Compensation and Benefits.....	19
Strategic Goal 3 – Dazzle: Diverse Opportunities.....	20
Objective 1: Healthy and Respectful Workplace	20
Objective 2: Positive Relations with Bargaining Representatives	22
Objective 3: Greening the Workplace.....	24
Strategic Goal 4 – Inspire: Expanding Horizons.....	25
Objective 1: Leadership.....	25
Objective 2: Lifelong Learning	26
Objective 3: Feedback and Rewards	27
Strategic Goal 5 – Renew: Charting a Path for Tomorrow	28
Objective 1: Succession Planning and Knowledge Management	28
Objective 2: Talent Management.....	29
Objective 3: Workforce Planning.....	31

Introduction

The 2012-2013 Results Report is a companion document to the NWT Public Service Strategic Plan, *20/20: A Brilliant North*, "Action Plan 2012-2016" and is intended to be a living document that provides an update on the progress of the NWT Public Service Strategic Plan. The Results Report is updated annually to reflect what was accomplished and to make adjustments as required. This is the fourth report since the implementation of the NWT Public Service Strategic Plan and the first one based on the 2012-2016 action plan.

The 2012-2013 Results Report builds on progress made during the first three years of the Strategic Plan. Significant progress has been achieved and momentum will be maintained to ensure that changes made have a lasting and sustainable impact, and position the GNWT to successfully implement devolution.

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



The Results Report outlines the specific actions that the Government of the Northwest Territories has put in place over a four-year period to deliver on the vision and goals in the Strategic Plan.

Strategic Goals from 20/20: A Brilliant North, NWT Public Service Strategic Plan

Strategic Goal 1 – Fixing/Maintaining the Foundation

The Department of Human Resources (DHR) will support the DHR Mission and Vision by putting in place a firm foundation of excellent human resource management practices and services. This foundation will ensure all of the other Strategic Goals have the support necessary to be successful.

Supporting Objectives

- *Creative and Dedicated People:* To have highly skilled and professional human resources staff who promote exemplary human resources management.
- *Having and Using the Right Tools:* To develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees.

Strategic Goal 2 – Engage: Magnetic Attraction

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

Supporting Objectives

- *Affirmative Action and Diversity:* To promote the Affirmative Action Policy in order to create a public service which reflects the diverse cultures of the NWT and which promotes the development and advancement of designated groups.
- *Marketing Public Service:* To market the strengths, benefits and opportunities of the public service in the NWT.
- *Compensation and Benefits:* To provide competitive pay and benefits in a manner which appropriately compensates employees of the public service while ensuring fiscal prudence.



*Develop and
implement
comprehensive and
integrated human
resource frameworks,
policies and tools
to support GNWT
managers and
employees.*



Create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.

Strategic Goal 3 – Dazzle: Diverse Opportunities

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

Supporting Objectives

- *Healthy and Respectful Workplace:* To instill a culture which promotes and encourages individual, organization and community wellness, respect and safety.
- *Positive Relations with Bargaining Representatives:* To create a work environment that respects the role of its employee bargaining representatives and encourages engagement to advance common goals.
- *Greening the Workplace:* To value the environment and be ‘green’ in the public service.

Strategic Goal 4 – Inspire: Expanding Horizons

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

Supporting Objectives

- *Leadership:* To develop a sustainable core group of middle and senior managers in the GNWT, with a targeted approach to ensure that Affirmative Action designated groups develop the skills to progress and succeed in leadership roles.
- *Lifelong Learning:* To value organization and individual learning in the GNWT.
- *Feedback and Rewards:* To create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.



Strategic Goal 5 – Renew: Charting a Path for Tomorrow

The GNWT will “Chart a Path” for the future through excellent planning and management of the public service. The GNWT will continually build on its strengths and monitor progress.

Supporting Objectives

- *Succession Planning and Knowledge Management:* To effectively manage workforce stability, development, progression and risks for leadership and critical success roles.
- *Talent Management:* To anticipate and prepare for future skills requirements through the development of northerners and knowledge management capacity.
- *Workforce Planning:* To make strategic decisions about GNWT business and service priorities, taking into account human, financial and capital resources.



*Anticipate and
prepare for future skills
requirements through
the development of
northerners.*



Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
	<p>Review, revise and implement any required changes to the Service Partnership Agreements resulting from an evaluation of the pilot, then roll-out Service Partnership Agreements to additional GNWT departments, boards and agencies.</p> <p>Customer service training for Department of Human Resources staff.</p> <p>Ongoing development of Human Resources' staff skills and technical knowledge to support the provision of expert support and advice.</p>	Number of Helpdesk tickets received via email and phone	15,000	12,000	11,760	11,520	<p>15,520 Helpdesk emails received.</p> <p>6,188 Helpdesk phone calls received.</p>	<p>The PeopleSoft upgrade resulted in a higher number of Helpdesk tickets than projected. Activity in 2013-2014 is projected to be approximately 12,000 Helpdesk tickets.</p> <p>The Department of Human Resources held three internal service training conferences for its employees to continue to strengthen and enhance front line service delivery to clients and stakeholders.</p> <p>The GNWT was recognized nationally as one of Canada's Top 100 Employers in 2013.</p>



Objective 2: Having and Using the Right Tools

To develop and implement comprehensive and integrated human resource frameworks, policies and tools to support GNWT managers and employees.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Continuous business process improvements are identified and implemented within the Department of Human Resources.	Implement business process improvement activities for the core transactional activities in Human Resources through the implementation of a continuous improvement approach to service delivery.	Human Resources Service Level Catalogue and Reporting Catalogue (as a part of the Service Partnership Agreements) Percentage of clients satisfied with services received from the Department (Employee Satisfaction Index)	TBD (based on calculation of baseline data 2012-2013)				73% strongly agree or agree that they were satisfied with services provided.	Quarterly results reports are being developed as part of the pilot Human Resources' Service Partnership Agreement pilot with the Health and Social Services System.
			75%	80%	83%	85%		
Continue to develop and enhance human resource frameworks, policies, legislation and tools to support good human resource management practices.	Ensure the ongoing updating of the Managers' Toolkit and Human Resource Manual to reflect updated terms and conditions of employment. Policy and legislation priorities aligned with the priorities of the 17th Legislative Assembly.	Number of NWT-based website hits for Managers' Toolkit In partnership with stakeholder groups (Deputy Minister Committee; Deputy Ministers' Human Resource Committee; functional communities of interest such as Directors of Finance, Directors of Policy; Client Service Advisory Group) review and update key frameworks, policies and tools	1,800	2,000	2,200	2,500	The Managers' Toolkit received 5,192 visits, with 3,464 visits from the NWT. The GNWT signed a Memorandum of Agreement with the Union of Northern Workers on procedures for employees to safely disclose allegations of wrongdoing.	The GNWT continues to encourage employees to use existing tools to safely disclose information about illegal acts, gross mismanagement of public money or public assets, or substantial and specific dangers to health, safety or the environment, so the suspected wrongdoing could be investigated and appropriate actions taken. The Memorandum of Agreement sets out a formal method for disclosure which builds on existing processes.



Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
		Successful PeopleSoft upgrades					<p>The GNWT established Reservist Leave, which allows public service employees to take unpaid time off to serve with the Canada Reserve Force, part of the Canadian Forces.</p> <p>An Occupational Health and Safety Policy was approved in February 2013.</p> <p>Guidelines to the Duty to Accommodate Injury and Disability and Harassment Free and Respectful Workplace policies were updated.</p> <p>Implementation of the Human Resource Manual Action Plan continues. 29 sections of the Human Resource Manual were updated.</p> <p>Successful Peoplesoft upgrades.</p>	<p>The GNWT recognizes and supports the unique experience and valuable skills in leadership, planning and specialized technical fields reservist employees bring to the public service.</p> <p>The Policy outlines the GNWT's commitment to the health, safety and wellness of employees, supporting safe work environments and minimizing workplace injuries.</p> <p>Updates provide clarification for managers on their responsibilities and on the general process.</p> <p>Updates identify entitlements for employees contained in collective agreements and employee handbooks and provide a link to the appropriate agreement or handbook.</p>



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

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Ongoing annual delivery of the Human Resources' Client Satisfaction Survey.	Survey delivered annually each November.	Response rate to the Human Resources' Client Satisfaction Survey Successful delivery of the survey on an annual basis	56% Delivered	58% Delivered	60% Delivered	62% Delivered	43% (Employee Engagement and Satisfaction Survey) Survey delivered.	The Employee Engagement and Satisfaction Survey (along with the Human Resources' Client Satisfaction Survey) delivery date was changed to November to coordinate with Department of Human Resources reporting, which may have impacted the number of respondents.
Ongoing implementation of the Human Resources' Information Systems (HRIS) strategy.	Successfully implement the PeopleSoft upgrade to Version 9.1, shift scheduling, and continue to enhance eRecruit. Launch User Productivity Kit as a training tool for employees. Implementation of ePerformance.	Percentage of employees satisfied with Department of Human Resources' systems, website and intranet Successful system upgrade (Peoplesoft) Successful implementation of shift scheduling	84% Upgrade and Implement	86% TBD	88% TBD	90% TBD	88% of employees who used the Department of Human Resources' website found the website has information they needed. 86% of employees who used PeopleSoft found the system has the information they needed. PeopleSoft upgrade implementation was successfully completed. Shift scheduling implementation was completed. May add other departments going forward.	With the constant new technology that is available, managers need to be aware of which tools will increase effectiveness in the workplace. The Human Resources' Information System has continued to transform since first introduced and has gone from a basic process to convert 'manual information keeping' systems into computerized systems, to the current PeopleSoft system.



Actions	Milestones	Performance Measures	Targets				Results	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
		<p>Evaluate whether or not the systems are performing as expected and if they are being used to their full advantage</p> <p>Report on the value-added contribution of the systems by determining the efficiency of the new program and the benefits of the new HRIS system</p>					<p>Evaluation of Human Resource Information Systems is ongoing.</p> <p>Implementation of ePerformance began.</p>	<p>Once ePerformance has been completed, the implementation of the eDevelopment module will be examined.</p>
<p>Effective communication with employees and clients.</p>	<p>Enhance the Department of Human Resources' website to improve communications with employees.</p> <p>Implement the second phase of improvements to the website, based on stakeholder feedback.</p> <p>Carry out stakeholder consultation to determine further enhancement to the website.</p>	<p>Number of NWT-based website hits</p>	300,000	315,000	330,000	345,000	-	<p>Work continues on the Department of Human Resources' website redesign and use of social media to promote the strengths, benefits and opportunities of the GNWT public service. The new website will be launched in 2013-2014.</p>

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

Actions	Milestones	Performance Measures	Targets				Results	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4	Year 1 2012-2013	
	Launch a Department of Human Resources' Facebook page.	Facebook page hits/likes	5,000 hits; 800 likes	5,500 hits; 1,200 likes	6,000 hits; 1,600 likes	6,500 hits; 2,000 likes	<p>The Department of Human Resources launched its' Facebook page in April 2012 and has received 4,073 hits and 120 likes.</p> <p>Department of Human Resources' Twitter feed began in January 2013 and continues to promote employment with the GNWT.</p>	Information and updates will continue to be added to the Facebook page.

Strategic Goal 2 – Engage: Magnetic Attraction

Objective 1: Affirmative Action and Diversity

To promote the Affirmative Action Policy in order to create a public service which reflects the diverse cultures of the NWT and which promotes the development and advancement of designated groups.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Promote the GNWT as an inclusive workplace.	<p>Continue to deliver and promote education and awareness training regarding disabilities awareness, including the launch of an awareness campaign on hiring persons with disabilities.</p> <p>In phase one, launch four base modules on Aboriginal Cultural Awareness e-training.</p> <p>In phase two, create and launch seven additional culturally-specific modules for Aboriginal Cultural Awareness e-training.</p> <p>Ongoing revisions and delivery of Aboriginal Cultural Awareness e-training.</p> <p>Complete and launch e-training modules for Diversity Awareness training, based on the successful creation of the Aboriginal Cultural Awareness e-training.</p>	<p>Number of Disability Awareness training sessions per year</p> <p>Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably</p> <p>Percentage of employees who agree the GNWT promotes cultural awareness opportunities for employees</p>	6-8	6-8	6-8	6-8	<p>17 training sessions delivered.</p> <p>57% of respondents strongly agree or agree.</p> <p>54% of respondents strongly agree or agree.</p>	<p>Disabilities Awareness training sessions were held in Yellowknife, Fort Simpson, Norman Wells, Fort Smith, Hay River, and Inuvik. Interest in future training sessions is high. Awareness posters launched in advance of training sessions and posted throughout the GNWT's departments and agencies.</p> <p>An Inclusive Public Service Survey was launched in order to learn more from employees regarding disability and GNWT employment. 1,726 employees responded, and 273 self-identified as having a disability. In the past, the GNWT was aware of approximately 25 employees self-declaring as persons with disabilities.</p> <p>The GNWT was named as one of Canada's Best Diversity Employers in 2013. Promotional efforts are underway.</p>



Objective 1: Affirmative Action and Diversity (continued)

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
								Conducted two pilots of the Aboriginal Cultural Awareness e-training, in November 2012 and March 2013. Preparing to launch training in summer 2013.
Support communities of interest designed to provide advice on initiatives to enhance employment opportunities for designated groups within the public service.	Members of Aboriginal Employees' Advisory Committee (AEAC) and GNWT Advisory Committee on Employability (GACE) continue to meet and advise on methods to promote, support and increase the representation of designated groups within the GNWT, while fostering a spirit of inclusion and awareness in the public service.	Percentage of employees who agree the GNWT promotes an inclusive public service where staff are treated equitably	50%	55%	60%	65%	57% of respondents strongly agree or agree.	The AEAC held two meetings during 2012-2013. The GACE held three meetings during 2012-2013. Meeting frequency of both committees will increase in 2013-2014.

Objective 2: Marketing Public Service

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

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Support recruitment of a diversified, inclusive and skilled workforce.	Ongoing delivery of workshops on recruitment and hiring processes.	Number of enrolled members of the Talent Community	TBD	+5%	+10%	+10%	TBD	Talent Community is currently under development.
	Development and implementation of the GNWT careers website; establish baseline data for targets.	Number of site visitors to the careers website	TBD	+5%	+10%	+10%	The Department of Human Resources employment site had approximately 363,000 visits.	"How to Apply" workshop has been developed and is scheduled to be delivered in regional centres in 2013-2014.
	Development of GNWT Recruitment Strategy that includes initiatives aimed at an inclusive workforce, a representative public service, hard to attract positions and positions related to the devolution of land, water and resources.	Number of workshops that support recruitment of a diversified, inclusive and skilled workforce that are delivered annually	10	14	15	15	1 "How to Apply" workshop and pilot workshop delivered.	On-line webinars for resume writing and interview tips are under development.
	Ongoing implementation of GNWT Recruitment Strategy; evaluate success of strategy.	Number of applicants to Summer Student Employment Programs (SSEP)	700	750	800	800	705 applicants.	Inter-jurisdictional analysis has revealed that all provinces and territories are challenged to develop a definition for "Hard To Recruit". A NWT-focused Strategy is being developed.
		Number of positions filled through SSEP	300	320	320	320	308 positions filled.	
		Percentage of students who agree that their summer job is a good fit with their skills and interests	71%	74%	77%	78%	77% of the students who completed the summer student feedback survey (39.9 completion rate) felt their job was a good match for their field of study.	The GNWT was recognized nationally as one of Canada's Top 100 Employers in 2013.
		Percentage of vacant "hard to attract" positions in the GNWT	TBD	-10%	-25%	-25%	TBD	



Objective 2: Marketing Public Service (continued)

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Support the development of youth for current and future recruitment purposes.	Establish partnerships with learning institutions.	Number of ongoing partnerships developed between targeted learning institutions and the GNWT	-	2	6	6	Attended 2 career fair events.	Partnerships with learning institutions is a 2013-2014 initiative. The research phase has commenced.
	Attend career fairs and promote public service occupations.	Number of GNWT attended career fairs	1	4	4	4		Career Fair response was extremely positive and future initiatives are planned.
Partner with other levels of government to build public service capacity.	Continue partnership on the Public Service Capacity Initiative for local governments.	Number of secondments/developmental opportunities in/out of the GNWT.	4	4	4	4	6 opportunities in place. 2 training opportunities accessed.	There has been good uptake on the secondment opportunities between the GNWT and Aboriginal and community governments.
	Promote secondments between the GNWT and Aboriginal and community governments. Offer access to relevant GNWT corporate training opportunities, based on availability, to key partners.	Number of training opportunities accessed by community and Aboriginal government representatives	2	3	4	5		

Objective 3: Compensation and Benefits

To provide competitive pay and benefits in a manner which appropriately compensates employees of the public service while ensuring fiscal prudence.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Continue the practice of regular compensation reviews and benchmarking against appropriate comparators in the relevant labour markets.	Updates each fiscal year.	Ensure that information is up-to-date to be utilized for analysis and to provide sufficient total compensation to attract and retain key talent and maintain competitiveness with other jurisdictions	Update Complete in 2012-2013. The GNWT compensation package remains competitive for the majority of occupational groups.	Ongoing comparative analysis is undertaken to gauge GNWT's competitiveness.				

Strategic Goal 3 – Dazzle: Diverse Opportunities

Objective 1: Healthy and Respectful Workplace

To instill a culture which promotes and encourages individual, organization and community wellness, respect and safety.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Protect and promote the health and wellness of GNWT employees.	Continue offering wellness education seminars and counselling and support services through the Employee and Family Assistance Program (EFAP) provider.	Percentage of employees satisfied with health and wellness programs available to GNWT employees	61%	63%	65%	69%	64% of respondents are satisfied or very satisfied.	In 2012-2013 one workshop was held by the Employee and Family Assistance Program provider, with a total of 5 participants. One Smart Steps smoking cessation course was held in partnership with the Alberta and NWT Lung Association, with a total of 23 participants. There is the ability to provide up to 10 Harassment Free and Respectful Workplace Policy training sessions annually. These workshops are provided at the request of departments, boards and agencies.
	Continue delivery of Duty to Accommodate training and Harassment Free and Respectful Workplace training.	Number of Duty to Accommodate training sessions per year	8-10	8-10	8-10	8-10	5 Duty to Accommodate training sessions delivered.	
	Create and implement health and wellness framework, and evaluate the success of framework.	Number of employees receiving permanent/long-term accommodation through assistance of Human Resources	15	14	14	13	44 employees receiving permanent/long-term accommodation.	
		Number of Harassment Free and Respectful Workplace Policy training sessions per year	8-10	8-10	8-10	8-10	2 Harassment Free and Respectful Workplace Policy training sessions delivered.	



Objective 1: Healthy and Respectful Workplace (continued)

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Develop and implement occupational health and safety program across the GNWT.	Establish the GNWT Occupational Health and Safety Advisory Committee. Develop a standard structure for Occupational Health and Safety Committees and establish committees where they don't currently exist. Develop, implement and maintain the Occupational Health and Safety Program. Reduce the number of WSCC claims.	Grading on the Safe Advantage Program Management Practices Questionnaire	PASS	PASS	PASS	PASS	PASS.	GNWT Occupational Health and Safety Policy approved in February 2013. The GNWT Occupational Health and Safety Committee will be fully established in 2013-2014. Occupational Health and Safety Coordinators have been identified for each department, board and agency to coordinate their respective departmental Occupational Health and Safety Program.
		Claims experience costs within or below Safe Advantage Program incentive range	Within Range	Within Range	Below Range	Below Range	Above range.	



Objective 2: Positive Relationships with Bargaining Representatives

To create a work environment that respects the role of its employee bargaining representatives and encourages engagement to advance common goals.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Work with bargaining representatives to resolve issues and address common goals.	Continue Joint Leadership Committee meetings between the Department of Human Resources and Union Leadership to strengthen and align relations between employer and employee representatives.	Number of Joint Consultation Committee meetings per year with bargaining units	3 meetings with the NWTTA	7 meetings.	3 Joint Consultation meetings were held with the NWTTA and 4 meetings were held to discuss issues and employee grievances. Meetings with the UNW included 6 Joint Consultations and 3 meetings between senior management. Collective Agreements were successfully negotiated with the Union of Northern Workers (UNW), Northwest Territories Teachers' Association (NWTTA) and the Northwest Territories Medical Association (NWTMA).			
			4 meetings with UNW	9 meetings.				
	10	10	10	10	10 meetings.			
	Continue regular grievance case management meetings with the Union of Northern Workers.	Number of Grievance Case Management meetings per year with the Union of Northern Workers						



Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Support managers and supervisors in managing personnel in order to foster and build a productive, resolution oriented workplace.	Continue to provide labour relations training to managers and supervisors on applying the Collective Agreement in resolving issues. Review, update and deliver training materials to reflect new Collective Agreements; upload new Collective Agreements to the GNWT website.	Number of Labour Relations training sessions per year	8-10	8-10	8-10	8-10	8 training sessions held.	
		Satisfaction levels of training participants as determined by results of surveys completed following Labour Relations training	70%	75%	80%	83%	82% of participants were satisfied.	
		Department of Human Resources Client Satisfaction Survey results	75%	80%	83%	85%	76% of respondents have been satisfied or very satisfied with the services provided by the Department of Human Resources.	
	Continue to update tools, such as the Managers' Toolkit, for managers as needed.						Updates to the Managers' Toolkit occur as new information is made available.	



Objective 3: Greening the Workplace

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

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Promote and support greening initiatives in the workplace.	Develop community of interest, including representatives from all departments on Interdepartmental Green Advisory Team and non-government organizations with expertise on greening initiatives; participate in quarterly meetings where best practices are discussed and shared. Promote Advisory Team amongst Health Authorities and Education Councils; promote the creation of departmental/agency-based Green Teams. Develop partnerships/dialogue with non-GNWT partners that have an interest in environmental stewardship.	Number of departments and agencies represented on the Interdepartmental Green Advisory Team	14	16	18	20	12 departments and agencies.	The Interdepartmental Green Advisory Team meets quarterly and promotes GNWT-wide green initiatives. Resources and time are focused on establishing and supporting the Interdepartmental Green Advisory Committee to develop strategic support for departmental green teams. Greening initiatives adopted within GNWT workplaces include composting, recycling, using electronic means for sharing and viewing documents, and double-sided copying and printing practices.
		"Green Teams" established in GNWT departments and agencies	4	6	8	9	3 teams established.	
		Number of partnerships with non-GNWT partners	2	3	4	4	2 partnerships.	

Strategic Goal 4 – Inspire: Expanding Horizons

Objective 1: Leadership

To develop a sustainable core group of middle and senior managers in the GNWT, with a targeted approach to ensure that Affirmative Action designated groups develop the skills to progress and succeed in leadership roles.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Provide training and support that strengthens leadership in the public service.	Update GNWT Management Competencies.	Number of Management Competency Training Sessions provided	-	5	5	5	14 sessions provided.	<p>Leadership Development Program request for proposal issued in March 2013.</p> <p>The Leadership Development Program results are based on the current University of Alberta Leadership Development Program.</p> <p>The Management Series is currently under development.</p>
	Develop, pilot and evaluate Management Competency Model and Performance Management Program for senior managers for delivery on an ongoing basis.	Successful development and roll-out of the new Leadership Development Program	Program Developed	Program Piloted	Full Roll-out and Delivery	Program in Place	-	
	Develop, pilot and evaluate updated Leadership Development Program, which reflect GNWT management competencies, for delivery on an ongoing basis.	Percentage of Aboriginal participants in the Leadership Development Program	N/A	50%	50%	50%	33% Aboriginal participants.	
	Develop, pilot and evaluate Management Series for delivery on an ongoing basis.	Number of GNWT employees who have completed Leadership Development Program	60	120	180	240	78 participants completed program.	
		Number of GNWT employees who completed Management training	N/A	100	300	550	-	
Design and deliver targeted training programs for Aboriginal employees to promote advancement and excellence.	Evaluation of Associate Director/Superintendent Program.	Number of new Associate Director/Superintendent positions filled	3	3	3	3	2 positions filled.	The evaluation of the program is underway.
	New Associate Director/Superintendent positions are filled annually. These positions are funded for up to two years under the Associate Director/Superintendent Program.	Number of senior management positions filled by employees that have completed the program	2	4	6	8	2 positions filled.	Two employees are currently participating in the Associate Director/Superintendent Program, with three new program positions currently in the recruitment phase.
		Percentage of Aboriginal employees in senior management positions	20%	21%	22%	23%	19% Aboriginal employees in senior management positions.	



Objective 2: Lifelong Learning

To value organization and individual learning in the GNWT.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Support work-related learning and development of public service employees.	Ongoing evaluation and revisions to the training calendar to reflect training needs; roll-out of new programs.	Total enrollment for all courses offered through the training calendar (797 in 2011)	1,000	1,200	1,380	1,500	1,092 participants. 42% of respondents strongly agree or agree.	Training calendar is updated as required. Learning plans will be piloted as part of the the Senior Management Performance Management System.
	Evaluation of pilot of learning plan process in the Department of Human Resources and develop learning plan guidelines as part of performance management. Roll-out of learning plans program to pilot departments, followed by full roll-out of learning plans to all departments in connection with the ePerformance module of PeopleSoft.	Percentage of employees that agree the courses offered through the training calendar are those needed to do their job	58%	62%	67%	70%		



Objective 3: Feedback and Rewards

To create or foster a work environment where employees are valued and recognized for excellent contributions to the public service.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Recognize and celebrate the outstanding efforts of GNWT employees.	Ongoing delivery of Premier's Awards, Dave Ramsden Award and Long-Service Awards. Support the development of department employee recognition programs.	Percentage of employees who agree that they receive meaningful recognition for work well done	57%	60%	62%	63%	57% of respondents strongly agree or agree.	The Premier's Awards, Dave Ramsden Award and Long-Service Awards are held on an annual basis.
		Percentage of employees who agree the GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts	38%	40%	45%	48%	41% of respondents strongly agree or agree.	
Create and implement performance management tools for all GNWT employees.	Develop, pilot, evaluate and implement Performance Management Program for all employees based on competencies. Implementation of ePerformance.	Successful creation and implementation of Performance Management Program and associated tools for senior management	Pilot	Full Roll-out	Ongoing	Ongoing	Pilot will commence for the 2013-2014 cycle.	Deputy Ministers, senior management and supporting Human Resources staff received training on the Performance Management System.
		Successful merging of Senior Management Performance Management Program and ePerformance.	-	Pilot	Full Roll-out	Ongoing		
		Successful implementation of Performance Management Program, ePerformance and associated tools for all employees	-	-	Pilot	Full Roll-out		

Strategic Goal 5 – Renew: Charting a Path for Tomorrow

Objective 1: Succession Planning and Knowledge Management

To effectively manage workforce stability, development, progression and risks for leadership and critical success roles.

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Promote workforce planning and knowledge retention through the implementation of Workforce Planning and Knowledge Retention Framework.	Develop, pilot, evaluate and implement Workforce Planning and Knowledge Retention Framework and associated tools.	Percentage of employees that agree that they have opportunities for career growth within the GNWT	52%	54%	58%	60%	53% of respondents strongly agree or agree.	The Workforce Planning and Knowledge Retention Framework and associated tools are currently under development.
		Percentage of all hires that are promotions or transfers (39% in 2011)	40%	41%	43%	45%		



Objective 2: Talent Management

To anticipate and prepare for future skills requirements through the development of northerners and knowledge management capacity.

Actions	Milestones	Performance Measures	Targets				Results	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Continual updating and implementation of the Talent Acquisition Strategy ensuring that the strategy identifies and meets the needs of the GNWT.	Review and update the Talent Acquisition Strategy, fully implement its goals and objectives, measure results and create benchmark numbers for future analysis. Develop and launch a career website and make innovative approaches, such as Linked-in, Facebook and other social media, common recruitment initiatives.	Number of departments to have completed talent inventory and identified skill gaps	4	8	13	Ongoing	-	Measurement tools are under development to determine the talent inventory and skill gaps. The launch of the careers website has been coordinated to ensure a smooth delivery of the completed site in conjunction with the Department of Human Resources' website. Target launch of the website is June 2013. A contract with LinkedIn will be in place in early 2013-2014. Facebook and Twitter accounts are live and active.
		Number of departments to have a strategy in place to address identified skill gaps	2	8	13	Ongoing	-	
		Talent Community Alerts – Percentage of visitors that enroll for alerts from the site	5%	7%	10%	12%	-	
		Complete a survey with departments to find out their level of satisfaction (Year 1 – Base 70% satisfaction)	75%	80%	85%	90%	-	
		Percentage of visitors that click “apply now” vs. the number of applications (drop-off rate)	-65%	-60%	-55%	-50%	-	



Objective 2: Talent Management (continued)

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Develop training programs to enhance the NWT labour pool in public sector occupations.	Identify areas within the NWT labour pool where there is a labour shortage for the GNWT to hire from. Develop and launch required training programs.	Labour market review Training programs developed and delivered	-	Completed	Ongoing	Ongoing	-	2013-2014 initiative.
Develop training programs for targeted occupations within the Public Service.	Identify areas within the Public Service that require specialized training to develop northerners to advance within the GNWT.	Identify targeted occupations with the GNWT Training developed and delivered	-	Completed	Ongoing	Ongoing	Administrative Professionals Training Program developed and delivered.	An Administrative Professionals Training Program developed, piloted and workshop delivered in January 2013. The next workshop is scheduled for Fall 2013. Work is underway to identify anticipated labour shortages in the Public Service.



Objective 3: Workforce Planning

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

Actions	Milestones	Performance Measures	Targets				Results Year 1 2012-2013	Discussion/Analysis
			Year 1	Year 2	Year 3	Year 4		
Develop and support Human Resource Plans to set overall strategic goals for departments.	Finalize and implement department Human Resource Plans as part of the business planning process. Provide ongoing support with implementation and updating of Human Resource Plans.	Number of departments with complete up-to-date Human Resource Plans	7	10	14	14	4 plans completed.	Four additional plans are currently under development, two of which are near completion.
Partner with other governments to identify common priorities and shared solutions.	Ongoing participation in Employee Engagement Interjurisdictional Team and Career Growth and Development Interjurisdictional Team.	Number of calls/meetings per year with Employee Engagement Interjurisdictional Team	8	8	8	8	Participated in 6 Employee Engagement Interjurisdictional Team calls/meetings.	Information obtained is used to develop and implement various human resource initiatives. In addition to training opportunities offered through the training calendar, ongoing collaboration with Aboriginal and community governments continue as the need arises.
		Number of calls/meetings per year with Career Growth and Development Interjurisdictional Team	8	8	8	8	Participated in 8 Career Growth and Development Interjurisdictional Team calls/meetings.	
	Ongoing annual delivery of an Employee Engagement and Satisfaction Survey.	Successful delivery of the survey on an annual basis	Delivered	Delivered	Delivered	Delivered	Survey delivered.	
	Create an intergovernmental committee with Aboriginal and community governments to identify common human resource priorities and opportunities to partner.	The number of engagement opportunities with Aboriginal and local governments	2	3	4	4	2 training opportunities accessed and 6 engagement opportunities in place with Aboriginal and community governments.	

