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# *TERRITORIAL PUBLIC SECTOR SURVEY*

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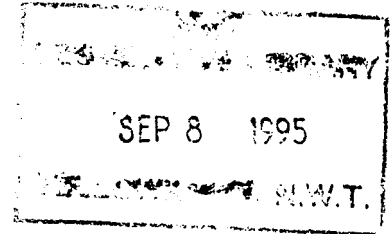
*Prepared by the Labour Relations Division  
**Financial** Management Board Secretariat  
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**1994**



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**Financial Management** Board **Secretariat**  
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**INTRODUCTION . . . . . 1**

**SECTION ONE**

**Methodology . . . . . 2**  
**Demographics . . . . . 7**

**SECTION TWO**

**Employee Benefits . . . . . 8**  
**Time Off . . . . .20**  
**Overtime Compensation . . . . .28**

**SECTION THREE**

**Salary Levels . . . . . 29**  
**Incentives and Bonuses . . . . . 32**

**SECTION FOUR**

**Salaries . . . . .33**

**SECTION FIVE**

**Consolidated Summary . . . . .68**

**APPENDICES**

**Appendix A -Survey Questionnaire . . . . .72**  
**Appendix B -Employee Benefits . . . . .80**  
**Appendix C-Time Off..... . . . .84**  
**Appendix D- Overtime . . . . .87**  
**Appendix E- Hay Evaluations . . . . .91**

This is the first publication to compare the salaries and benefits paid by community-based and regional public sector employers in the Northwest Territories with the salaries and benefits paid by the Government of the Northwest Territories (GNWT).

Historically, most major employers in the Northwest Territories have compared themselves to similar employers in southern Canada. However, with the development of a northern labour market, the GNWT has become more reliant on local rather than southern recruiting. As the GNWT has evolved to become the largest single employer in the Northwest Territories, the need to have information on the salaries and benefits paid to workers in the north has become more important.

To meet these information needs, the Financial Management Board conducted a survey of all public sector employers in the Northwest Territories in early 1994. The purpose of the survey was to determine what kinds of positions exist in the public sector and the salaries and benefits paid to public sector employees.

Information was collected from 152 community public sector employers on more than 2300 employees in the Northwest Territories. This represents 80% of all public sector employers and approximately 85% of all public sector employees in the Northwest Territories, not including the GNWT and the Federal Government.

This report has five major sections. The first section describes survey participants and provides an explanation on the methodology used to gather the data.

The second section outlines benefits, including pensions and retirement income, insurances and health care coverage, settlement and accommodation allowances, vacation leave and travel assistance, statutory holidays and overtime pay practices.

In the third section, factors influencing salary levels and incentive and bonus pay practices are summarized.

The fourth section provides salary information for 34 jobs matched by the employers to generic job descriptions. Salary information includes the average, minimum, maximum and median salary for each job by type of employer. Information about GNWT benefits and salaries for similar jobs has also been included.

The last section provides a consolidated summary and comparison of salaries and benefits.

Additional information may be found in the appendices at the end of the report.

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## Survey Development and Administration

A comprehensive survey was developed to determine the wages and benefits paid by community and regional public sector employers throughout the Northwest Territories. The survey, in Appendix A, was developed by the Financial Management Board Secretariat.

Participants in the survey were employers who deliver government programs and services at the community or regional level and receive funding from the GNWT for this program delivery.

The public sector employers surveyed were:

- Alcohol and Drug Treatment Centres
- Band Councils where the Council deliver municipal government services or alcohol and drug treatment services
- Education Boards
- Community Education Councils
- Housing Associations
- Municipal and Hamlet Governments

Each of these organizations exist in every region of the Northwest Territories, except Band Councils which are found only in the Western Arctic.

Salaries of comparable positions in the GNWT, the benefits paid to GNWT employees' and other compensation practises were also compiled and compared to the survey data.

Employers were asked to provide the following information:

- The current salary for each position in the organization.
- Detailed information about the type and cost of benefits and overtime pay practices.
- Factors influencing salary levels, salary increases or decreases since 1990 and any performance or incentive pay programs.

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<sup>1</sup> Includes Government of the Northwest Territories departments, boards and agencies whose employees meet the definition of employee as set out in the *Public Service Act*.

Survey data was collected by Lutra Associates Ltd. through personal or telephone interviews. This method was chosen to ensure accuracy and achieve a high response rate. Personal interviews were conducted with senior managers in Coppermine, Cambridge Bay, Rankin Inlet, Baker Lake, Iqaluit, Lake Harbour, Fort Simpson, Fort McPherson, Inuvik, Yellowknife and Detah.

A small number of employers completed the surveys themselves. These surveys were verified through a follow-up telephone interview.

Regional Directors, Regional Superintendents of the Financial Management Board Secretariat and employees from the Department of Health & Social Services also assisted by encouraging community employers to participate in the survey and answering any questions from the employers.

To facilitate data collection, a package containing the survey, generic position descriptions to be matched to surveyed positions and a blank organizational chart was provided in advance of the interview to allow employers to prepare for the interview. In all, 210 employers were contacted from early March to mid-May 1994. Surveys were completed by 152 employers. Thirty-eight employers chose not to participate in the survey, and twenty were excluded because they did not meet the criteria for inclusion in the survey. This represents a response rate of 80%. The number of eligible and participating employers and the response rates by type of employer are summarized in the following table.

<b>Survey Response Rates</b>			
<b>Type of Employer</b>	<b>Eligible Organizations</b>	<b>Participating Organizations</b>	<b>Response Rate (%)</b>
Alcohol and Drug Treatment Centre	16	13	81.3
Band Council	17	14	82.4
Education Board	8	7	87.5
Education Council	54	38	70.4
Housing Association	46	41	89.1
Municipal Government	49	39	79.6
<b>TOTAL</b>	<b>190</b>	<b>152</b>	<b>80.0</b>

The completed surveys were received from Lutra Associates Ltd. in mid-May 1994.

### **Benefits**

Employers were asked to report the types and cost of benefits paid to individual employees and to groups of employees. Major trends, unique comments made by employers and the benefits provided by the GNWT are included with each benefit table. In addition, benefit costs for individual employees surveyed are compared to the benefit costs of individual GNWT employees.

Benefit information includes data for all permanent full-time, part-time, term, seasonal and casual employees. Employers were asked to provide the most recent benefit data available for a one year period, which may not be calendar or fiscal year information. Information from employers subscribing to the Municipal Employees Benefit Plan was also validated with the actual plan.

Aggregate benefit costs and the total cost of specific benefits cannot be directly compared to the total benefit costs of other employers and the GNWT as the information was not provided in a consistent manner.

### **Development of Generic Position Descriptions and Position Matching**

Position responsibilities and titles often vary from one employer to another, Therefore, standardized or generic job descriptions were developed for positions most likely to be found in the public sector throughout the Northwest Territories to allow the salaries of similar positions to be compared. The generic job descriptions contain only the major functions of the positions.

Thirty-four generic position descriptions were developed for positions in management, administration, secretarial, clerical, technical, trades and program delivery. The generic position descriptions, based on a format provided by Hay Management Consultants, were developed using Hay Reference Job Descriptions, National Occupation Classification descriptions and job descriptions from various organizations.

Surveyed employers were asked to match each position to a generic job description and answer questions about the match. The analysis was used to verify position matches.

Generic position titles may not reflect the actual position title used by an organization. For example, employers could have matched a management position to the administrator, program manager or office manager generic position title. The generic position chosen as a match by an employer is dependent upon the actual job responsibilities, which vary by organization.



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Comparable positions in the GNWT, where they exist, were matched to the generic position descriptions and verified with the assistance of Hay Management Consultants. The results of the Hay evaluation, which show how closely GNWT positions match the generic positions as well as the national market average public sector salaries for each position, are in Appendix E.

## Salaries

Employers were asked to report the salary of each position in effect at the time of the survey. Any employer unable to report this information was asked to report the salary range for each position. The midpoint of this range was then used to represent current salary. All salary information is compared to the salaries of similar positions in the GNWT in effect on May 1994.

The minimum, maximum, average and median salaries are analyzed for each surveyed position. The average salary is the sum of total salaries for a position divided by the number of employees in that position. The median salary is the midpoint of all salaries for a position; half of all employees fall above it and half below.

For each generic position with ten or more employees, the salary analysis does not take into account the ten percent of employees at the highest reported salary rates and the ten percent of employees at the lowest reported salary rates. This produces an 80 percent salary range which represents the middle four-fifths of employees. For example, there are 20 full-time Senior Secretary positions. The salaries reported for the Senior Secretary position exclude the salaries of the two Senior Secretaries at the top and at the bottom of the range. Using the 80 percent range reduces statistical error.

Information on salary changes is not available as most employers did not separate in-range movement<sup>2</sup> from general economic pay rate increases. The high degree of turnover in many organizations also made it difficult to track salary changes for any one position. For example, if a new employee earned 20 percent more than the previous incumbent, the employer may have reported a change of 20 percent from the previous year.

Salary information is reported for permanent full-time employees only and does not include term, part-time, seasonal and casual employees. These employees are not included because the equivalent annual salary could not be determined based on the information provided.

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<sup>2</sup> In range movement is progress through a salary range for a position, or a pay increase based on experience if satisfactory performance has been achieved.

**Confidentiality**

**All participants were informed of the purpose of the study and will be provided with a copy of the results. Salary and benefit information is aggregated so that individual employers and employees cannot be identified.**

The first table shows the number of employees in community and regional public sector organizations in 1993. This data records the number of employees over a full year rather than at any particular time during the year. It does not include GNWT employees in these organizations.

Number of Employees - 1993 - Territorial Public Sector Summary						
Type of Employer	Employment Status					TOTAL
	Full Time	Part Time	Seasonal	Term	Casual	
Alcohol & Drug Treatment Centre	96	3	2	15	12	128
Band Council	100	22	68	17	25	232
Education Board	226	12	2	60	76	376
Education Council	94	32	11	18	23	178
Housing Association	306	38	16	24	174	558
Municipal Government	914	158	173	51	371	1667
<b>TOTAL</b>	<b>1736</b>	<b>265</b>	<b>272</b>	<b>185</b>	<b>681</b>	<b>3139</b>

The second table shows the number of employees at the time of the survey.

Number of Employees at Time of Survey - Territorial Public Sector Summary						
Alcohol & Drug Treatment Centre	Band Council	Education Board	Education Council	Housing Association	Municipal Government	TOTAL
137	166	306	157	363	1237	2366

Municipal Governments employ slightly over half of all employees in the survey. This is followed by Housing Associations and Education Boards with just over one-quarter of all surveyed employees. The remaining employees are with Band Councils, Education Councils and Alcohol and Drug Treatment Centres.

Employers were asked to identify the benefits provided to employees, whether or not the cost of the benefit is shared between the employer and the employees and the extent of any cost-sharing.

Information was requested on the following benefits:

- Pension/Retirement Income
- Insurance & Health Care Benefits
  - Dental Plan
  - Life Insurance
  - Accidental Death & Dismemberment Insurance
  - Short Term Disability
  - Long Term Disability Insurance
  - Extended Health Care Coverage
- Accommodation Allowance
- Vacation Travel Assistance
- Settlement Allowance

PENSION AND RETIREMENT INCOME

A pension plan provides for employees to receive either a lump sum or monthly payments on retirement. The benefit is usually based on the amount of contributions made to the plan throughout the span of employment. Contributions may be shared by the employee and employer.

<b>Pension &amp; Other Retirement Income - Territorial Public Sector Summary</b>			
<b>Employers providing a pension plan or other retirement income</b>		<b>Employers contributing to a pension plan or other retirement income</b>	
<b>Number</b>	<b>Percentage</b>	<b>At 100%</b>	<b>At 50%</b>
64	42	5	59 *

\* Includes one employer who contributes 40% of the pension plan cost.

The following tables provide further information on the pension and other retirement benefits available to employees in the public sector.

<b>Pension And Other Retirement Income - Territorial Public Sector Summary</b>				
<b>Type of Employers</b>	<b>Number of Employers in Group</b>	<b>Number of Employers</b>		
		<b>Providing Pension Benefit</b>	<b>Providing Pension Benefit To All Employees</b>	<b>Providing Pension Benefit To Permanent Employees Only</b>
Alcohol & Drug Treatment Centre	13	0	0	0
Band Council	14	0	0	0
Education Board	7	6	0	6
Education Council	38	3	0	3
Housing Association	41	28	12	16
Municipal Government	39	27	6	21
<b>Total</b>	<b>152</b>	<b>64</b>	<b>18</b>	<b>46</b>

Type of Pension Plan				
Type of Employer	MEBA @ 50% (3.5% Of Empl Income) ●	MEBA Plus @50% (3.5% of Empl Income) ●●	RRSP @ 50% (3.5% to 5 % of Empl Income) ●*?	RRSP @ 100% (3.5% to 5 % of Empl Income) ●**
Alcohol & Drug Treatment Centre	0	0	0	0
Band Council	0	0	0	0
Education Board	2	1	2	0
Education Council	3	0	0	0
Housing Association	18	2	7	2
Municipal Government	20	1	6	0
Total	43	4	15	2

- MEBA: Employee contribution is 3.5 percent of salary each year, matched by the employer.
- MEBA-Plus: Employee contribution is 5 percent of salary each year, matched by the employer.
- Group RRSP Includes other money purchase plans. Contributions for RRSP/Money purchase plans vary. Fifteen employers cost share the RRSP's with their employees at 50% and two employers pay for 100% of the cost of the RRSP's. Three employers report employee contributions at 3.5 percent of salary, while eight report contribution of five percent of the salary. The remaining employers did not provide information.

Fewer than half of all employers provide pension and other retirement income benefits. Of the 64 employers that do provide pension plans, 47 subscribe to the *Municipal Employee Benefits Act* (MEBA) or MEBA-Plus Pension Plans and 17 participate in Group Registered Retirement Savings Plans/Money Purchase Plans.

In general, employers provide pension and retirement benefits mainly to permanent employees.

Most of the employers with pension or retirement plans are Housing Associations and Municipal Governments. In addition, six out of seven Education Boards have pension plans for their employees. In contrast, the Alcohol and Drug Treatment Centres or Educations Boards surveyed do not provide any pension benefits to employees.

The MEBA pension plan is a career average plan in which the pension benefit earned each year is based upon the employee's earnings in that year. The amount of the benefit is also affected by how much of the earnings are subject to Canada Pension Plan (CPP) contributions, as determined by Revenue Canada every year.

Each year's benefit is calculated at 1.4%<sup>A</sup> of the amount of earnings subject to CPP

contributions plus 2°A of earnings over that amount. The benefit upon retirement is the sum' of each year's benefits.

The MEBA Plus pension plan is based upon the average of the six best consecutive years of earnings. The amount of the benefit is also affected by how much of this average is subject to CPP contribution.

Retirement benefits approximate 2% of the average annual earnings per year of service. At age 65, this benefit is reduced by the amount of the CPP benefit, but the combined pension income from MEBA Plus and CPP continues at approximately the same level.

RRSP/Money Purchase Plan benefits are based on a return of contributions plus interest.

#### **Government of the Northwest Territories Pension Plan**

Employees contribute to the Federal Government Public Service Superannuation Plan. The pension benefit is calculated at 2°A of the average salary for the best six consecutive years of employment multiplied by the number of years, to a maximum of 35, of pensionable employment. Employees contribute 7.5 % of yearly salary to the pension plan. The GNWT matches employee contributions. Canada Pension Plan contributions are included in this rate as the Superannuation Plan is integrated with the Canada Pension Plan. Pension benefits are also indexed to the Consumer Price Index to compensate for inflation. Employees may choose between an immediate annuity, a deferred annuity or an annual allowance, depending on the age of the employee and the years of pensionable employment.

**INSURANCE & HEALTH CARE BENEFITS**

**Dental Plan.** Dental plans reimburse employees for all or some of the costs of dental care. The plan may require a deductible to be paid by the employee and applied to the cost of initial dental treatment.

**Life Insurance.** Life insurance provides a benefit, usually in the form of a lump sum pay out, to a designated beneficiary upon the death of an employee.

**Accidental Death and Dismemberment Insurance.** This is insurance which pays a lump sum to a designated beneficiary upon injury or death of an employee at work.

**Short Term Disability.** This benefit provides leave with pay to employees for short periods of illness.

**Long Term Disability Insurance.** This insurance provides income, although not necessarily equivalent to full salary, to employees who are unable to work.

**Extended Health Care Coverage.** This benefit provides for services not usually insured by provincial or territorial health care plans. It may cover services such as prescription lenses, prescription drugs and the costs of a semi-private hospital room.

<b>Insurance &amp; Health Care Benefits - Territorial Public Sector Summary</b>				
<b>Type of Benefit</b>	<b>Employers Providing Benefit</b>		<b>Employers Paying for the Benefit</b>	
	<b>Number</b>	<b>Percent</b>	<b>At 100% of cost</b>	<b>At 50% of cost</b>
Dental Plan	32	21	9	23 •
Group Life Insurance	55	36	10	45
Accidental Death & Dismemberment Insurance	39	26	8	31
Short Term Disability	27	18	8	19
Long Term Disability Insurance	41	27	8	33
Extended Healthcare /Pharmacy	22	14	8	14

• Includes one employer who contributes 75% and one who contributes 80% of the dental plan costs.



Fewer than approximately one-third of all employers offer each type of benefit. Where benefits are provided costs are usually shared at 50% between the employer and the employees. Very few employers pay 100% of the benefit cost.

#### **Government of the Northwest Territories Benefits**

The GNWT provides all of the benefits listed in the above table.

The GNWT dental plan provides 100% of basic dental services subject to certain maximums and annual deductibles. Accidental Death and Dismemberment Insurance and Injury-on-Duty Leave are provided at no cost to employees. Life Insurance and Long Term Disability Insurance premiums are cost-shared between the GNWT and employees. Extended Health Care Coverage premiums are also cost-shared between the GNWT and the employees depending upon coverage options selected by an employee. The GNWT does not provide Short Term Disability Insurance. This kind of coverage is provided through Sick Leave provisions.

## ACCOMMODATION ALLOWANCE

An accommodation allowance is assistance paid to employees to offset the cost of housing.

Accommodation Allowance - Territorial Public Sector Summary					
Type of Employer	Number of Employers	Employers Paying Allowance		Employers Paying GNWT Rate (\$5400)*	
		Number	Percent	Number	Percent
Alcohol & Drug Treatment Centre	13	10	77	8	80
Band Council	14	5	36	5	100
Educational Board	7	6	86	6	100
Educational Council	38	15	40	9	60
Housing Association	41	33	81	26	79
Municipal Government	39	30	77	21	70
<b>Total</b>	<b>152</b>	<b>99</b>	<b>65</b>	<b>75</b>	<b>76</b>

- The numbers and percentages are based only on those employers currently providing an allowance. When all employers are included, for example, only 36% of Band Councils "are paying \$5400 per month.

Approximately two-thirds of the employers surveyed pay an accommodation allowance to employees. Few Band Councils and Education Councils provide housing assistance.

Approximately three-quarters of the employers providing this allowance pay it at the same rate as the GNWT. All Band Councils and Education Boards and the majority of Alcohol and Drug Treatment Centres and Housing Associations providing the allowance report a rate of \$5400. Fewer Education Councils and Municipal Governments than other types of employers provide a rate similar to the GNWT.

#### Government of the Northwest Territories Accommodation Allowance

An allowance of \$5400 per year is provided to employees not living in housing subsidized by the GNWT.

## VACATION TRAVEL ASSISTANCE

Vacation travel assistance is payment made to employees and their dependents to offset the high cost of travel. Surveyed employers were asked to report on their vacation travel benefits.

<b>Vacation Travel Assistance - Territorial Public Sector Summary</b>			
<b>Type of Employer</b>	<b>Number of Employers In Group</b>	<b>Number of Employers Providing VTA</b>	<b>Percent of Employers Providing VTA</b>
Alcohol & Drug Treatment Centre	13	2	15
Band Council	14	3	21
Education Board	7	6	86
Education Council	38	12	32
Housing Association	41	41	100
Municipal Government	39	36	92
<b>Total</b>	<b>152</b>	<b>100</b>	<b>66</b>

About two-thirds of the employers surveyed offer some form of assistance to employees for vacation travel. All Housing Associations and most Municipal Governments and Education Boards provide a vacation travel benefit. In contrast, only about two-thirds of Education Councils, one-fifth of Band Councils and only two Alcohol and Drug Treatment Centres provide a vacation travel benefit.

Although this is not shown in the table, over 90% of employers providing a vacation travel benefit to employees also provide the benefit to the employees' dependents. In most cases, the amount of assistance for a spouse is similar to the amount for the employee. This amount is usually lower for dependent children.

## Government of the Northwest Territories Vacation Travel Benefit

Transportation assistance is provided to employees and their dependents for vacation travel between the community of employment and the point of departure. For example, Montreal is the point of departure for all communities in the Baffin region. After six months of continuous employment, the vacation travel assistance benefit is available once each fiscal year. Employees with five or more years of continuous

employment living in communities not serviced by a highway system may receive this benefit twice in a fiscal year.

The amount of assistance is based on the type of travel (by air or road) and the location of the employee. Road travel benefits include travel days based on distance and cash payments as follows: employee, \$235; spouse, \$205; dependent children, \$90. Road travel time is calculated as one-half day for each 322 km. or portion exceeding 162 km. travel led. The air travel benefit is equal to the cost of a seven day advance booking return airfare between the community of residence and the point of departure. Air travel time is one-half day each way or the actual travel time, whichever is greater. This benefit is not duplicated if an employee's spouse or dependents are eligible for a travel benefit from another employer or agency, including the GNWT.

The following table compares the rates paid by each type of employer with the rate paid by the GNWT in corresponding communities.

Vacation Travel Assistance Comparison to GNWT Rates							
Type of Employer	Number of Employers	Employers paying similar to GNWT		Employers paying less than GNWT		Employers paying more than GNWT	
		Number	Percent	Number	Percent	Number	Percent
Alcohol & Drug Treatment Contra	13	0	0	13	100	0	0
Band Council	14	2	14	11	79	1	7
Education Board	7	2	29	1	14	4	57
Education Council	38	3	8	33	87	2	5
Housing Association	41	18	44	12	28	11°0	27
Municipal Government	39	14	36	14	36	11**	28
Total	152	39	26	84	55	29	19

**Note:** An employer's rate of vacation travel assistance is considered to be similar to the GNWT rate if it falls within 7% of the GNWT rate.

**Note:** Four Housing Associations and four Municipal Governments reported the family benefit rate. Family aiza information was not provided.

**Note:** The numbers and percentages reflect all employers, including those not paying vacation travel assistance. Employers not providing vacation travel assistance are considered to be paying less than the GNWT rate for purposes of inclusion in this table and comments below.

Over one-half of employers provide vacation travel assistance below the GNWT rate. Only 19% of employers pay more than the GNWT rate.

All Alcohol and Drug Treatment Centres and most Band Councils and Education Councils provide a vacation travel benefit below the GNWT rate. Over one-third of Housing Associations and Municipal Governments provide a vacation travel benefit at the GNWT rate.

Many of the surveyed employers indicate that air travel assistance is based on the cost of a seven day return airfare to the nearest Southern Canadian city.

Two *Band Councils* and three *Housing Associations* provide a second vacation travel benefit after seven years of service.

Some *Municipal Governments* report that the benefit may have restrictions. For example, one employer provides only a portion of the cost of air travel and only to a specified maximum number of employees. Another limits the number of dependents eligible for the travel benefit. Three employers indicate that a second benefit is available after seven years and one provides a second benefit after three years.

## SETTLEMENT ALLOWANCE

A settlement allowance is a payment that enables employers to adjust salaries to reflect economic conditions in the communities. For the GNWT, it equalizes salaries across the NWT with the base salary paid to GNWT employees in Yellowknife.

Settlement Allowance - Territorial Public Sector Summary				
Type of Employer	Number of Employers	Number in Locations Where GNWT Provides Allowance	Number Providing Allowance in Locations Where GNWT Provides Allowance	
			Number	Percent
Alcohol & Drug Treatment Centre	13	9	4	44
Band Council	14	12	1	8
Education Board	7	4	4	100
Education Council	38	33	22	67
Housing Association	41	37	37	100
Municipal Government	39	34	30	88
<b>Total</b>	<b>152</b>	<b>129</b>	<b>98</b>	<b>76</b>

Slightly more than three-quarters of all employers located in communities where a settlement allowance is provided to employees of the GNWT also provide a settlement allowance. Only one Band Council and fewer than half of Alcohol and Drug Treatment Centres provide a settlement allowance. In contrast, all Housing Associations and Education Boards and most Municipal Governments in these communities provide a settlement allowance.

## Government of the Northwest Territories Settlement Allowance

An allowance is provided to employees living in communities where the cost of living is higher than in Yellowknife. This allows employees to maintain equal purchasing power with their counterparts in Yellowknife. The rates vary based on the community of employment.

The following table compares the rates paid out by each type of employer with the rate paid by the GNWT to employees residing in corresponding communities.

Settlement Allowance Territorial Public Sector Summary & Comparison to GNWT Rates							
Type Of Employer	Number of Employers in Communities where GNWT pays Allowance	Employers paying similar to the GNWT		Employers paying less than the GNWT		Employers paying more than the GNWT	
		Number	Percent	Number	Percent	Number	Percent
Alcohol & Drug Treatment Centre	9	0	0	9	100	0	0
Band Council	12	0	0	12	100	0	0
Education Board	4	4	100	0	0	0	0
Education Council	33	14	42	18	55	1	3
Housing Association	37	34	92	1	3	2	5
Municipal Government	34	24	71	9	26	1	3
<b>Total</b>	<b>129</b>	<b>76</b>	<b>59</b>	<b>49</b>	<b>38</b>	<b>4</b>	<b>3</b>

Note: An employer's settlement allowance rate is considered to be similar to the GNWT rate if it falls within 7% of the GNWT rate.

Note: The numbers and percentages reflect all employers, including those not paying a settlement allowance. Employers not providing a settlement allowance are considered to be paying less than the GNWT rate.

About two-thirds of employers in communities where the GNWT pays a settlement allowance to employees provide a similar settlement allowance. All Education Boards and most Housing Associations in these communities pay a rate close to the GNWT rate. The majority of Municipal Governments also pay a rate comparable to that of the GNWT. Very few employers provide a benefit higher than the rate paid by the GNWT.

**TIME OFF WITH PAY SUMMARY**

This table summarizes vacation leave entitlements provided by surveyed employers. Vacation is time off with pay for employees.

Vacation Days - Territorial Public Sector Summary						
Years of Service	Number of Employers Providing Annual Vacation Leave Up to					
	10 Days	15 Days	20 Days	25 Days	30 Days	Total
Under 2	26	118	3	4	0	151*
2 to 5	0	10	104	10	0	124
6 - 10	1	8	71	17	7	104
11 - 20	0	7	17	44	32	100
Over 20	0	0	27	23	37	87

\* One Employer reports no vacation leave

Many employers provide vacation entitlements which increase with length of service. However, not all employers have leave provisions which recognize longer periods of employment. For example, only 87 out of 152 employers in the survey, or 57%, have increased vacation leave provisions for employees with 20 years of employment.

Some employers provide additional pay instead of time off. Others provide vacation leave to permanent employees only and pay an additional amount to casual employees rather than granting vacation time.

**Government of the Northwest Territories Vacation Leave**

Employees are entitled to annual vacation leave as follows:

- 15 days for the first 2 years
- 20 days after 2 years
- 25 days after 15 years
- 30 days after 20 years



**SEASONAL VACATION BONUS DAYS**

Employers were asked to indicate the number of seasonal vacation bonus days available to employees. Seasonal vacation bonus days are extra vacation days given to employees over and above their regular vacation entitlements to encourage vacations to be taken at times other than commonly popular, (eg. in the summer) to avoid operational difficulties arising from many employees being away at the same time.

<b>Seasonal Vacation Bonus Days - Territorial Public Sector Summary</b>						
	<b>1 Day</b>	<b>2 Days</b>	<b>3 Days</b>	<b>4 Days</b>	<b>5 Days</b>	<b>None</b>
<b>Alcohol &amp; Drug Treatment Centre</b>	0	1	1	0	1	10
<b>Band Council</b>	0	0	0	0	1	13
<b>Education Board</b>	0	0	0	1	1	5
<b>Education Council</b>	0	1	1	0	0	35
<b>Housing Association</b>	2	0	0	2	1	36
<b>Municipal Government</b>	2	4	0	2	0	31
<b>Total</b>	4	6	2	5	4	130

A small number of surveyed employers, 22 of the 152, offer seasonal vacation bonus days to employees.

**Government of the Northwest Territories Seasonal Vacation Bonus Days**

An additional day may be added to vacation leave for every five consecutive days of vacation leave taken between October 1 and March 31, up to a maximum of four days in each fiscal year.

**HOLIDAYS**

Employers are required by statute to provide nine designated paid holidays per year. Some employers exceed this statutory obligation, as shown in the table below.

<b>Statutory Holidays - Territorial Public Sector Summary</b>			
	<b>10 Days</b>	<b>11 Days</b>	<b>12 Days</b>
<b>Alcohol &amp; Drug Treatment Centre</b>	0	10	0
<b>Band Council</b>	3	12	1
<b>Education Board</b>	0	5	1
<b>Education Council</b>	10	16	1
<b>Housing Association</b>	1	31	7
<b>Municipal Government</b>	4	32	3
<b>Total</b>	18	106	13

Some employers provide paid leave beyond the statutory requirements for local/community activities.

<b>Non-Statutory Holidays - Territorial Public Sector Summary</b>			
	<b>0.5 Days</b>	<b>1 Day</b>	<b>2 Days</b>
<b>Alcohol &amp; Drug Treatment Centre</b>	3	5	2
<b>Band Council</b>	4	4	5
<b>Education Board</b>	0	6	0
<b>Education Council</b>	9	5	6
<b>Housing Association</b>	6	21	6
<b>Municipal Government</b>	3	23	11
<b>Total</b>	25	64	30

**Government of the Northwest Territories Statutory Holidays**

Employees are provided with 11 designated paid holiday days each year.

## SPECIAL LEAVE

Employers were asked to describe their special leave provisions for employees. Special leave is time off with pay for circumstances such as death in the family or a community emergency. Special leave may also be granted for occasions such as the graduation or wedding of an employee.

Special Leave - Territorial Public Sector Summary							
	1 Day	2 Days	3 Days	4 Days	5 Days	6 Days	None
Alcohol & Drug Treatment Centre	0	0	0	0	12	1	0
Band Council	0	0	0	0	7	3	4
Education Board	0	0	0	0	5	0	2
Education Council	0	0	2	0	10	1	25
Housing Association	2	0	1	0	29	7	2
Municipal Government	0	0	0	0	28	8	3
Total	2	0	3	0	91	20	36

Most employers provide five days of special leave to employees per year. Very few employers offer less than five. However, 36 of 152, or almost one-quarter of all employers surveyed, do not provide special leave.

Employers allow special leave to be taken for different reasons. For example, one Housing Association does not offer special leave for illness in the family. One Education Board offers five days of special leave based on the same criteria as the GNWT. One Band Council indicates that although a special leave policy is in place, special leave may or may not be granted.

One employer offers 30 days of substance abuse leave. The days may be requested or mandatory. In another case, up to five days of unused sick leave accumulation may be taken as traditional leave. One employer allows special leave without pay while another allows unlimited accumulation of special leave.

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### Government of the Northwest Territories Special Leave

Employees earn special leave at one-half day per month. Special leave may be carried over and accumulated to a maximum of 25 days. In addition, employees may be advanced up to five days of special leave credits.

Up to five days of special leave time may be taken for reasons including:

- death or illness in the family
- marriage of an employee
- serious emergencies
- transportation problems caused by weather
- circumstances of special value to the public service
- quarantine

Special leave for more than five days may be granted in exceptional circumstances.

One day of special leave, and up to three days in exceptional circumstances, is granted for the birth or adoption of a child. Employees regularly scheduled to work the majority of hours outside of 0800 to 1700 hours or social workers, community health nurses or hospital technicians normally required to be on standby leave at least ten days each month may use up to four days of special leave each year.

**SICK LEAVE**

Employers were asked to describe the sick leave provisions for their employees.

<b>Sick Annual Leave Entitlements - Territorial Public Sector Summary</b>					
<b>Type of Employer</b>	<b>Number of Employers Providing</b>				
	<b>10 Days</b>	<b>12 Days</b>	<b>15 Days</b>	<b>18 days</b>	<b>No Policy/ Not Available</b>
Alcohol & Drug Treatment Centre	0	3	7	2	2
Band Council	0	0	12		2
Education Board	0	0	3	3	1
Education Council	0	0	20		17
Housing Association	2	1	37	1	0
Municipal Government	2	1	33	2	0
<b>TOTAL</b>	<b>4</b>	<b>5</b>	<b>112</b>	<b>8</b>	<b>22</b>

In some Alcohol and Drug Treatment Centres, employees need a certificate from the community nurse to be granted sick leave. In some Centres, casuals do not earn sick leave.

Employees of some Band Councils need a note from the nurse to be granted sick leave. In some cases, sick leave beyond three consecutive days is subject to Band Council approval. In others, all sick leave must be approved by the Band Council. Casuals get sick leave if they have worked ten days.

Most employees of Education Boards earn sick leave credits at a rate of two days per month.

Education Councils take various approaches to sick leave:

- Employees are not paid when they are sick.
- There is no policy on sick leave, although an employee has received paid leave when sick.
- If an employee is sick for more than two days, a doctor's certificate is required.

- 
- Not everyone is eligible for sick leave.
  - Paid sick leave is available if supported by a note from the nurse.

#### Government of the Northwest Territories

Employees earn a maximum of 15 sick days per year. Unused sick leave is carried over to subsequent years. Absences for sick leave do not require a physician's medical certificate except for periods of illness greater than three consecutive days or any absence beyond nine days in the same fiscal year. There is no charge against sick leave credits if an employee leaves work sick after at least two hours on the job. If an employee has worked between one-half and a full day, only one-half day of sick leave is used up. Up to 15 days of sick leave may be advanced and charged against future credits.

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**OTHER TYPES OF LEAVE PROVIDED TO EMPLOYEES IN THE PUBLIC SECTOR**

Several employers provide time off at Christmas to all employees while another provides two weeks off at Christmas in lieu of any other benefits.

**OTHER TYPES OF LEAVE PROVIDED TO EMPLOYEES  
OF THE GOVERNMENT OF THE NORTHWEST TERRITORIES**

**GNWT employees are eligible to receive the following types of leave:**

***Civic Leave:*** Employees may be granted up to 15 days of civic leave each fiscal year to serve as members of community councils, public boards and committees, with or without pay depending on the circumstances, if operational requirements permit. Eligible employees may request one-half day off to attend treaty celebrations. Employees traveling by air to another community on civic leave are also entitled to travel time with pay.

***Casual Leave:*** An employee may be granted leave with pay during work for a maximum of two hours to attend medical, dental and legal appointments or for an approved special or unusual situation. Leave with pay for up to one day may also be granted each time a regular or recurring medical treatment or checkup is required.

***Miscellaneous:*** Pay for authorized leave may also be granted for the following reasons .“ with no charge against other leave credits:

- court leave to serve on a jury or to attend legal and quasi-judicial proceedings as a witness if subpoenaed or summoned
- to lecture in a field of employment
- specified Union business
- to attend the Arctic Winter Games, Canada Summer Games, Canada Winter Games and national youth competition trials and any one session of the games as an athlete, coach, manager or head official. A maximum of eight days of leave may be taken each year, except in the case of national youth competitions which are limited to five days each year.
- firefighting and Civil Air Search and Rescue to a maximum of five days each year
- special occasion such as a community winter carnival or a Royal visit
- to vote in federal, territorial or municipal elections
- to attend a job interview for a position in the public service, or with another employer if the employee has received a lay-off notice

Employers were asked if employees in each occupational category are eligible for overtime and how overtime is compensated. Overtime is time worked in excess of normal working hours. Lieu time is compensation taken in equivalent time off with pay for the overtime worked.

Overtime - Territorial Public Sector Summary					
Occupational Category	Number of Employers who		Method of Compensation		
	Compensate Overtime	Do Not Compensate Overtime	Lieu Time Only	Cash Payout Only	Choice of Cash or Lieu Time
Management	65	36	42	2	21
Administration	82	19	36	10	36
Secretarial	71	25	33	9	29
Clerical	68	14	24	9	35
Technical	38	9	10	7	21
Trades	87	9	19	16	52
Program Delivery	67	21	31	12	24
Other	15	6	6	1	8

Note: Not all employers have employees in each occupational category.

Approximately three-quarters of the surveyed employers compensate employees for overtime. Sixty-five of the one hundred and one employers who have employees in the management category compensate these employees for overtime. Overtime is remunerated in cash, lieu time or a combination of cash and lieu time. Overtime remuneration also varies by occupational category. For example, management employees provided with overtime compensation are offered lieu time more often than a choice between lieu time and a cash payout, while clerical and trades employees are more likely to have a choice.

#### Government of the Northwest Territories Overtime

Overtime is paid to employees for work outside of regularly scheduled work hours. The overtime rate is one and one-half times hourly pay. If employees work more than four consecutive hours of overtime, or if the work is performed on the second day of rest, the overtime rate is two times hourly pay. All overtime must be preauthorized and may be taken in equivalent time off (lieu) or paid out in cash. Managers are normally not compensated for overtime,



**MOST IMPORTANT FACTORS AFFECTING SALARY LEVELS**

Employers were asked to indicate which factors were most important in setting salary rates for employees.

Most Important Factor Affecting Salary Levels - Territorial Public Sector Summary							
	Alcohol & Drug Treatment Centre	Band Council	Ed. Board	Ed. Council	Housing Association	Municipal Government	Total
Management Decision/ Council Direction	7	9	1	25	6	30	78
Collective Agreement/ Negotiations	0	0	4	0	13	14	31
GNWT Salaries	8	1	0	2	11	0	22
Other = Directives from GNWT /NWTHC	0	0	0	0	11	0	11
Other= Funding Level	3	1	2	4	0	0	10
Salaries of Similar Employers	4	1	0	2	1	2	6
Employee Requests	0	0	0	1	0	1	2
Private Sector Salaries	0	0	0	0	0	2	2
<b>Total Participants</b>	13	14	7	38	41	39	

Note: Multiple responses may result in columns adding up to more than the total number of employers surveyed.

Alcohol and Drug Treatment Centres indicate that salaries in other facilities are very important in setting salary levels.

Band Councils set salary rates for employees. Funding, the educational level of an employee and employee performance influence the wage rate. Retaining good employees requires extra effort on the part of some Band Councils as few or no

benefits are offered. For example, completing performance reviews becomes a key factor in ensuring good performers are rewarded.

Education Boards cite the budget level as a main factor.

Most Education Councils state that Education Boards set salary rates for the Councils. Others indicate that rates are set by the Council.

**ALL FACTORS AFFECTING SALARY LEVELS**

Employers were asked to indicate all factors which influence salary levels.

<b>All Factors Affecting Salary Levels - Territorial Public Sector Summary</b>							
	Alcohol & Drug Treatment Centre	Band Council	Ed. Board	Ed. Council	Housing Association	Municipal Government	Total
Management Decision/ Council Direction	4	11	5	31	21	38	110
GNWT Salaries	8	5	2	18	18	14	65
Collective Agreement/ Negotiations	2	0	4	5	15	21	47
Salaries of Similar Employers	3	4	1	11	5	16	40
Employee Requests	2	6	0	11	4	9	32
Other = Directives from GNWT / NWTTC	2	0	0	0	15	1	18
Other = Funding Level	3	3	2	5	1	1	15
Private Sector Salaries	2	1	1	3	3	3	13
<b>Total Participants</b>	<b>13</b>	<b>14</b>	<b>7</b>	<b>38</b>	<b>41</b>	<b>39</b>	

Note: Multiple responses may result in adding up to more than the total number of employers surveyed.

Organizations were asked if any bonuses or incentives were offered for exceptional performance.

### Summary of Responses

Most organizations gave responses linked more to satisfactory performance and movement within a salary scale. Examples of the types of incentives and bonuses provided to managers and other employees are indicated by type of program.

#### *Salary Increase*

Several Band Councils provide superior performers with a salary increase. One Education Board gives Directors a bonus for exceptional performance. Some Housing Associations provide employees with pay increases or promotions. Management in many Education Boards are under annual performance based contracts.

#### *Bonus*

Some Municipal Governments establish bonus plans for managers, either at a fixed rate or based on the financial performance of the organization. A few Housing Associations offer a small bonus at Christmas.

#### *Bonus for a Specific Purpose*

Several Municipal Governments provide a bilingual bonus for upgrading language skills. Special bonuses are also offered for upgrading other employment related skills, such as receiving a journeyman's ticket.

#### *Award or Gift Program*

Several Municipal Governments have awards programs such as an employee of the year program (with a cash prize) or individual outstanding achievement awards. In some cases, Education Councils will provide a gift to exceptional performers.

#### *Time off With Pay*

One Education Council provides additional time off to top performers. In some cases, Housing Associations give an additional half day off.

### Government of the Northwest Territories Incentive and Bonus Programs

Bonus and merit pay may be awarded to managers for exceptional performance. Amounts are determined yearly based on the previous year's performance. Merit pay is an increase to base salary while bonus pay is a one-time lump sum payment. The combination of merit and bonus increases may not exceed eight percent in one year.

Salary tables for each survey position are provided in this section.

The job description for each position was provided to the employers participating in the survey to guide them in reporting their information.

The salaries reported by the employers for each position are grouped by type of employer. To counteract the anomalies of very low and very high salaries, ten percent of employees at the lowest and highest reported salaries are discounted. The remaining 80% of the salaries are used to determine the minimum, maximum, average and median salaries shown in the tables. This applies to overall salaries as well as salaries by type of employer.

Salaries by type of employer are not shown where this could result in any breach of confidentiality.

For comparison purposes, GNWT salaries for matching positions, where they exist, are shown on the last table of each page.

All salaries in these tables are the actual salaries paid to employees at the time of the survey, not salary ranges for the surveyed positions.

**SURVEY POSITION TITLE: ADMINISTRATOR**

**JOB SUMMARY:** Plans, organizes, directs and controls through subordinate supervisors, the activities of a community or regional programs.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
1	7	2	41	50	101

**Overall Salaries**

Minimum	Maximum	Average	Median
\$44,201	\$73,662	\$54,527	\$54,076

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government
Minimum	\$52,565	\$45,000	\$66,668	\$44,201	\$45,000
Maximum	\$52,565	\$65,000	\$66,668	\$63,525	\$73,662
Average	\$52,565	\$51,667	\$66,668	\$51,904	\$57,039

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$51,758	\$72,059	\$58,461	\$58,351	52

**SURVEY POSITION TITLE: PROGRAM MANAGER**

**JOB SUMMARY:** Plans, organizes and supervises staff performing technical or professional services such as accounting/auditing and research.

**Number of Positions by Type of Employer**

“ Alcohol & Drug , .. Treatment Centre	Band Council	Educational Housing Council/Board	Association”	Municipal Government	TOTAL
0	3	2	3	21	29

**Overall Salaries**

Minimum	Maximum	Average	Median
\$43,000	\$71,323	\$56,394	\$53,650

**Salaries by Type of Employer**

	Band Council	Educational Council/Board	Housing Association	Municipal Government
Minimum	\$35,300	\$51,971	\$51,758	\$43,000
Maximum	\$80,000	\$64,967	\$57,592	\$71,323
Average	\$51,767	\$58,469	\$54,675	\$56,352

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$48,324	\$66,490	\$55,031	\$55,550	18

**SURVEY POSITION TITLE: PROGRAM OFFICER**

**JOB SUMMARY:** Delivers a program to an identified public (eg. Hamlet) or group of services internally to an organization. Interprets and advises on program policies and systems. Types of programs may include economic development, training and development, auditing and sports and recreation.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	1	3	12	48	64

**Overall Salaries**

Minimum	Maximum	Average	Median
\$25,480	\$48,706	\$39,262	\$39,484

**Salaries by Type of Employer**

	Educational Council/Board	Housing Association	Municipal Government
Minimum	\$15,600	\$41,368	\$25,480
Maximum	\$56,618	\$48,706	\$47,476
Average	\$30,573	\$44,683	\$37,879

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$33,773	\$74,649	\$50,590	\$49,996	77



**SURVEY POSITION TITLE: OFFICE MANAGER**

**JOB SUMMARY:** Depending on the size of the organization, this position is responsible for some or all administrative processes related to personnel, record keeping, property control and cost control. Makes minor policy decisions but refers any major decisions to superiors. Supervises no more than five clerical employees.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	5	1	11	24	41

**Overall Salaries**

Minimum	Maximum	Average	Median
\$34,267	\$56,213	\$44,852	\$44,850

**Salaries by Type of Employer**

	Band Council	Educational Council/Board	Housing Association	Municipal Government
Minimum	\$52,000	\$45,000	\$41,369	\$34,267
Maximum	\$52,000	\$45,000	\$56,213	\$54,717
Average	\$52,000	\$45,000	\$47,867	\$42,347

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$41,368	\$49,466	\$45,234	\$45,557	58

**SURVEY POSITION TITLE: SENIOR SECRETARY**

**JOB SUMMARY:** Performs supervisory or complex typing and clerical work. Work in this position involves difficult clerical and secretarial functions frequently requiring independent decisions based on interpretations of policies and procedures of the unit served. Performs assignments with a high degree of independence referring difficult problems or matters of policy to a supervisor, May supervise the work of a small to moderate size clerical/secretarial staff. Work is often of a confidential nature.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
1	2	4	0	9	16

**Overall Salaries**

Minimum	Maximum	Average	Median
\$29,250	\$42,876	\$36,772	\$37,630

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Municipal Government
Minimum	\$31,219	\$29,250	\$35,000	\$30,900
Maximum	\$31,219	\$29,250	\$38,904	\$42,876
Average	\$31,219	\$29,250	\$37,291	\$39,419

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$37,425	\$47,845	\$41,481	\$42,128	27

**SURVEY POSITION TITLE: SECRETARY**

**JOB SUMMARY:** Performs varied typing and clerical functions according to established policies and procedures. This position involves public contact, and requires some knowledge and judgement in explaining and interpreting office procedures. Some independence is exercised in completing assignments.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
1	5	22	2	17	46

**Overall Salaries**

Minimum	Maximum	Average	Median
\$20,098	\$34,965	\$29,292	\$30,679

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government
<b>Minimum</b>	\$25,000	\$26,000	\$22,292	\$24,000	\$20,098
<b>Maximum</b>	\$25,000	\$30,000	\$34,339	\$28,958	\$34,965
<b>Average</b>	\$25,000	\$28,000	\$30,270	\$26,479	\$28,786

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$31,509	\$43,455	\$34,747	\$35,112	157

**SURVEY POSITION TITLE: SENIOR BOOKKEEPER**

**JOB SUMMARY:** Under general direction, keeps complete records of financial transactions of establishment or undertaking. May prepare financial statements and accounts for the year or other specified period, calculate and arrange payment of wages, prepare and mail statements of accounts to customers. May supervise junior bookkeepers or junior accountants.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	2	2	0	8	12

**Overall Salaries**

Minimum	Maximum	Average	Median
\$36,000	\$52,500	\$42,325	\$42,099

**Salaries by Type of Employer**

	Band Council	Educational Council/Board	Municipal Government
Minimum	\$36,000	\$36,760	\$36,874
Maximum	\$43,000	\$52,500	\$49,800
Average	\$39,000	\$44,630	\$42,455

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$36,665	\$46,315	\$40,503	\$40,862	34

**SURVEY POSITION TITLE: BOOKKEEPER**

**JOB SUMMARY:** Keeps complete records of financial transactions of part of an establishment or undertaking. May prepare financial statements and accounts for the year or other specified period, calculate and arrange payment of wages, prepare and mail statements of accounts to customers.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
2	3	0	1	25	31

**Overall Salaries**

Minimum	Maximum	Average	Median
\$24,405	\$38,359	\$31,075	\$31,013

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Housing Association	Municipal Government
<b>Minimum</b>	\$24,405	\$24,960	\$34,338	\$27,000
<b>Maximum</b>	\$24,509	\$24,960	\$34,338	\$38,359
<b>Average</b>	\$24,457	\$24,960	\$34,338	\$31,841

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$31,509	\$42,698	\$34,390	\$34,352	59

**SURVEY POSITION TITLE: SENIOR OFFICE CLERK**

**JOB SUMMARY:** Under little supervision, performs a wide range of clerical duties such as copying, recording, compiling and otherwise processing information. Duties of advanced or complicated nature, requiring regular contact with outside suppliers or company employees.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
1	3	2	3	17	26

**Overall Salaries**

Minimum	Maximum	Average	Median
\$26,052	\$43,026	\$35,328	\$34,965

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government
Minimum	\$28,613	\$35,000	\$32,959	\$33,000	\$26,052
Maximum	\$28,613	\$40,000	\$32,959	\$41,368	\$43,026
Average	\$28,613	\$37,500	\$32,959	\$36,418	\$35,602

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$31,509	\$36,484	\$33,996	\$34,352	16

**SURVEY POSITION TITLE: GENERAL OFFICE CLERK**

**JOB SUMMARY:** Under close supervision performs a wide range of clerical duties such as copying, recording, compiling and otherwise processing information. Duties are of a routine and repetitive nature.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
3	4	1	12	40	60

**Overall Salaries**

Minimum	Maximum	Average	Median
\$18,490	\$32,409	\$26,327	\$26,390

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government
<b>Minimum</b>	\$22,562	\$18,500	\$19,500	\$28,236	\$18,490
<b>Maximum</b>	\$24,509	\$25,000	\$19,500	\$32,409	\$31,202
<b>Average</b>	\$23,825	\$21,000	\$19,500	\$30,085	\$25,959

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$27,778	\$33,351	\$30,404	\$30,859	14

**SURVEY POSITION TITLE: ALCOHOL AND DRUG COORDINATOR**

**JOB SUMMARY:** Responsible for the overall efficient operation of an alcohol and drug abuse program in a community.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council /Board	Housing Association	Municipal Government	TOTAL
13	4	0	0	5	22

**Overall Salaries**

Minimum	Maximum	Average	Median
\$29,543	\$38,160	\$33,200	\$33,650

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Municipal Government
Minimum	\$30,000	\$33,000	\$29,543
Maximum	\$38,160	\$34,000	\$33,501
Average	\$33,923	\$33,525	\$31,068



**SURVEY POSITION TITLE: ALCOHOL AND DRUG COUNSELOR**

**JOB SUMMARY:** Under minimal supervision the counselor provides a full complement of guidance and counseling services surrounding drug and alcohol misuse in a facility or community.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
37	6	1	0	10	54

**Overall Salaries**

Minimum	Maximum	Average	Median
\$21,684	\$32,000	\$27,130	\$28,055

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Municipal Government
Minimum	\$23,000	\$22,635	\$48,690	\$21,684
Maximum	\$32,000	\$26,709	\$48,690	\$31,803
Average	\$27,891	\$24,871	\$48,690	\$25,267

**SURVEY POSITION TITLE: ALCOHOL AND DRUG WORKER**

**JOB SUMMARY:** Responsible for counselling clients of alcohol and drug programs in their communities.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	“. Educational Council/Board	Housing Association	Municipal Government	TOTAL
16	i	o	0	7	24

**Overall Salaries**

Minimum	Maximum	Average	Median
\$19,000	\$31,584	\$26,958	\$27,010

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Municipal Government
Minimum	\$20,000	\$19,000	\$22,640
Maximum	\$31,584	\$19,000	\$29,547
Average	\$26,155	\$19,000	\$26,690

**SURVEY POSITION TITLE: RECREATION LEADER**

**JOB SUMMARY:** Responsible for the continuous development and management of a community recreation system. The Recreation Leader develops local leadership and empowers residents to increasingly provide for their own recreation needs.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	3	0	0	48	51

**Overall Salaries**

Minimum	Maximum	Average	Median
\$15,402	\$42,120	\$33,787	\$35,000

**Salaries by Type of Employer**

	Band Council	Municipal Government
Minimum	\$26,500	\$15,402
Maximum	\$35,371	\$42,120
Average	\$32,290	\$33,905

**SURVEY POSITION TITLE: RECREATION FACILITY OPERATOR**

**JOB SUMMARY:** Under the direction of the Recreation Leader, the employee is responsible for the efficient operation, maintenance and management of all community recreation facilities and outdoor recreation.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	1	0	0	39	40

**Overall Salaries**

Minimum	Maximum	Average	Median
\$23,525	\$39,450	\$30,944	\$31,159

**Salaries by Type of Employer**

	Band Council	Municipal Government
Minimum	\$24,050	\$23,525
Maximum	\$24,050	\$39,450
Average	\$24,050	\$31,167

**SURVEY POSITION TITLE: FIRE CHIEF**

**JOB SUMMARY:** Responsible for the overall efficient operation of the Fire Department to provide adequate fire prevention to the Hamlet of Village or Town.

**Number of Positions by Type of Employer**

Alcohol & Drug.. "Treatment Centre	Band Council	Educational : Council/Board	Housing Association	Municipal Government	TOTAL
0	1	0	0	21	22

**Overall Salaries**

Minimum	Maximum	Average	Median
\$33,709	\$58,266	\$44,164	\$42,440

**Note:** Salary data for Band Council Fire Chief is consolidated with Municipal Government Fire Chiefs.

**SURVEY POSITION TITLE: BY-LAW OFFICER**

**JOB SUMMARY:** Under the direction of the Senior Administrative Officer, the employee is responsible for enforcing Community By-Laws. The employee will conduct patrols, investigations, and assist in the prosecution of any person who is in violation of a Hamlet By-Law.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	0	27	27

**Overall Salaries**

Minimum	Maximum	Average	Median
\$22,173	\$42,247	\$29,502	\$29,093

**SURVEY POSITION TITLE:        AIRPORT  
OBSERVER/COMMUNICATOR**

**JOB SUMMARY:** Provides aviation support services to pilots, airlines and the public by collecting, recording and distributing aviation weather information and other data on local conditions.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	0	37	37

**Overall Salaries**

Minimum	Maximum	Average	Median
\$34,400	\$44,707	\$38,365	\$37,420

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$40,397	\$47,442	\$43,920	\$43,920	2

**SURVEY. POSITION TITLE: TENANT RELATIONS OFFICER**

**JOB SUMMARY:** Reporting to the Secretary Manager, this position is responsible for ongoing relationship with tenants and the general public including rental assessment, management of the tenancy agreement and explanation of corporation policies, procedures, and programs.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	25	0	25

**Overall Salaries**

Minimum	Maximum	Average	Median
\$27,988	\$41,369	\$35,988	\$37,762



**SURVEY POSITION TITLE: SUPERVISING JANITOR**

**JOB SUMMARY:** Supervises and co-ordinates the activities of workers engaged in cleaning buildings, furnishings and industrial equipment, performs minor maintenance work.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	3	0	1	4

**Overall Salaries**

Minimum	Maximum	Average	Median
\$33,087	\$38,356	\$34,404	\$33,087

**Salaries By Type of Employer**

	Educational Council/Board	Municipal Government
Minimum	\$33,087	\$38,356
Maximum	\$33,087	\$38,356
Average	\$33,087	\$38,356

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$35,643	\$43,011	\$37,320	\$36,746	9

**SURVEY POSITION TITLE: JANITOR/CUSTODIAL WORKER**

**JOB SUMMARY:** Keeps commercial or institutional buildings in clean and orderly condition and watches over furnace and boiler to provide heat and hot water for tenants. Performs any combination of the following duties: sweeping, mopping, scrubbing, waxing hallways, floors and stairs.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
1	3	13	0	16	31

**Overall Salaries**

Minimum	Maximum	Average	Median
\$15,600	\$32,728	\$25,711	\$26,312

**Salaries By Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Municipal Government
Minimum	\$19,309	\$20,000	\$30,306	\$15,600
Maximum	\$19,309	\$30,000	\$32,409	\$32,728
Average	\$19,309	\$25,000	\$30,601	\$23,299

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$30,022	\$36,746	\$33,458	\$34,588	106

**SURVEY POSITION TITLE: SHIPPER/RECEIVER**

**JOB SUMMARY:** Receives, unpacks and examines goods and verifies shipments received against bills of lading, invoices and other records. Arranges and prepares for dispatch of goods and keeps records relating to these goods. May weigh articles and attach postage or bill of lading.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	6	9	15

**Overall Salaries**

Minimum	Maximum	Average	Median
\$32,600	\$50,716	\$38,600	\$37,296

**Salaries by Type of Employer**

	Housing Association	Municipal Government
Minimum	\$36,445	\$32,600
Maximum	\$50,716	\$38,359
Average	\$43,356	\$35,628

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$33,351	\$37,912	\$36,255	\$36,484	6

**SURVEY. POSITION TITLE: LIGHT TRUCK DRIVER**

**JOB SUMMARY:** Operates light trucks, three ton or less capacity, to transport goods and materials.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
1	2	0	0	1	4

**Overall Salaries**

Minimum	Maximum	Average	Median
\$19,500	\$36,350	\$28,040	\$28,155

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Band Council	Municipal Government
Minimum	\$21,509	\$19,500	\$36,350
Maximum	\$21,509	\$34,800	\$36,350
Average	\$21,509	\$27,150	\$36,350

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$30,855	\$39,127	\$34,100	\$34,588	6

**SURVEY POSITION TITLE: TRUCK DRIVER**

**JOB SUMMARY: Operates trucks over three tons, auxiliary equipment and tools, to deliver or pick up water, sewage, fuel or garbage.**

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	2	0	103	105

**Overall Salaries**

Minimum	Maximum	Average	Median
\$25,123	\$37,783	\$32,672	\$33,700

**Salaries by Type of Employer**

	Education Council/Board	Municipal Government
Minimum	\$31,915	\$25,123
Maximum	\$31,915	\$37,783
Average	\$31,915	\$32,681

**SURVEY POSITION TITLE: GENERAL TRADES FOREMAN**

**JOB SUMMARY:** Co-ordinates and supervises the activities of workers performing maintenance and repairs at the journey (certificate) level in two or more trades. Schedules and inspects work and prepares reports and records on the work unit.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	3	36	47	86

**Overall Salaries**

Minimum	Maximum	Average	Median
\$41,100	\$56,992	\$49,216	\$49,624

**Salaries by Type of Employer**

	Educational Council/Board	Housing Association	Municipal Government
Minimum	\$47,500	\$46,433	\$41,000
Maximum	\$49,918	\$56,992	\$55,921
Average	\$48,469	\$50,903	\$47,456

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$56,560	\$56,560	\$56,560	\$56,560	8

**SURVEY POSITION TITLE: COOK, JOURNEY CERTIFICATE**

**JOB SUMMARY:** Plans menus, purchases supplies, prepares, cooks, and decorates and arranges "foodstuff for consumption. May also bake items such as bread.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0*	1*	1*	0	1*	3

**Overall Salaries**

Minimum	Maximum	Average	Median
\$27,404	\$49,624	\$35,676	\$30,000

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$46,433	\$46,433	\$46,433	\$46,433	11

\* Salary information not broken down by type of employer.

**SURVEY POSITION TITLE: MAINTENANCE ELECTRICIAN,  
JOURNEY CERTIFICATE**

**JOB SUMMARY:** Repairs, maintains and installs electrical wiring and equipment such as motors, lighting fixtures and switching and control equipment in commercial or institutional establishments. May repair or replace mechanical, pneumatic, hydraulic or electronic components of electrical equipment.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	6	0	6

**Overall Salaries**

Minimum	Maximum	Average	Median
\$45,000	\$54,305	\$51,521	\$52,281

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$52,719	\$56,560	\$52,945	\$52,719	17



**SURVEY POSITION TITLE: MAINTENANCE CARPENTER,  
JOURNEY CERTIFICATE**

**JOB SUMMARY:** Renovates and repairs structures and fixtures of wood, plywood, and wallboard, using carpenter's hand and power tools, conforming to local building codes.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	4	23	1	28

**Overall Salaries**

Minimum	Maximum	Average	Median
\$39,141	\$53,344	\$48,999	\$51,168

**Salaries by Type of Employer**

	Education Council/Board	Housing Association	Municipal Government
Minimum	\$39,141	\$45,136	\$41,094
Maximum	\$44,697	\$53,344	\$41,094
Average	\$41,919	\$50,160	\$41,094

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$47,989	\$53,347	\$51,167	\$51,348	17

**SURVEY. POSITION TITLE: MAINTENANCE OIL BURNER MECHANIC**

**JOB SUMMARY:** Services and repairs oil fired heating systems in buildings.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	2	15	0	17

**Overall Salaries**

Minimum	Maximum	Average	Median
\$42,989	\$51,914	\$49,334	\$49,624

**Salaries by Type of Employer**

	Educational Council/Board	Housing Association
Minimum	\$42,989	\$44,762
Maximum	\$42,989	\$51,914
Average	\$42,989	\$49,862

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$49,624	\$49,624	\$49,624	\$49,624	1

**SURVEY POSITION TITLE: HEAVY EQUIPMENT MECHANIC,  
JOURNEY CERTIFICATE**

**JOB SUMMARY:** Repairs, rebuilds and maintains mobile heavy equipment including gas and diesel engines such as cranes, power shovels, scrapers, graders, power conveyors, trench digging machines and crawler tractors.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	0	46	46

**Overall Salaries**

Minimum	Maximum	Average	Median
\$35,443	\$52,084	\$44,162	\$43,895

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$51,787	\$52,719	\$52,634	\$52,719	22

**SURVEY POSITION TITLE: HEAVY EQUIPMENT OPERATOR**

**JOB SUMMARY:** Operates gasoline and diesel powered snow removal, road maintenance or earth moving equipment.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	0	70	70

**Overall Salaries**

Minimum	Maximum	Average	Median
\$32,000	\$49,842	\$40,866	\$40,917

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$46,433	\$49,624	\$49,089	\$49,624	33

**SURVEY POSITION TITLE: MAINTENANCE WORKER**

**JOB SUMMARY:** Performs minor repairs and maintains grounds and physical structures of commercial and institutional establishments. May perform routine construction tasks such as shelving and partitioning installation, concrete and brick laying.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	0	0	5	41	46

**Overall Salaries**

Minimum	Maximum	Average	Median
\$24,570	\$40,917	\$31,765	\$31,544

**Salaries by Type of Employer**

	Housing Association	Municipal Government
Minimum	\$25,000	\$24,570
Maximum	\$34,859	\$40,917
Average	\$30,787	\$31,849

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$37,912	\$39,433	\$38,419	\$37,912	6

**SURVEY POSITION TITLE: TRADES HELPER**

**JOB SUMMARY:** Helps trades persons to maintain and repair buildings and equipment.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
2	0	1	3	18	24

**Overall Salaries**

Minimum	Maximum	Average	Median
\$20,475	\$42,191	\$31,549	\$30,370

**Salaries by Type of Employer**

	Alcohol & Drug Treatment Centre	Educational Council/Board	Housing Association	Municipal Government
Minimum	\$20,475	\$34,249	\$42,191	\$24,770
Maximum	\$20,475	\$34,249	\$42,191	\$39,728
Average	\$20,475	\$34,249	\$42,191	\$30,743

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$32,630	\$44,418	\$36,830	\$37,912	14

**SURVEY POSITION TITLE: LABOURER/MANUAL WORKER**

**JOB SUMMARY:** Performs various unskilled light or heavy manual duties, usually in support of trades. May hand-shovel loose materials or collect and dispose of refuse.

**Number of Positions by Type of Employer**

Alcohol & Drug Treatment Centre	Band Council	Educational Council/Board	Housing Association	Municipal Government	TOTAL
0	5	0	1	19	25

**Overall Salaries**

Minimum	Maximum		
\$26,416	\$31,824	\$29,261	\$29,162

**Salaries by Type of Employer**

	Band Council	Housing Association	Municipal Government
Minimum	\$30,000	\$26,969	\$26,416
Maximum	\$31,200	\$26,969	\$31,824
Average	\$30,300	\$26,969	\$29,145

**Government of the Northwest Territories Salaries**

Minimum	Maximum	Average	Median	# of Positions
\$30,022	\$34,588	\$32,900	\$33,580	5

The tables in this section show an over-all comparison of average GNWT and Territorial Public Sector salaries and benefits for similar positions.

The average total benefits for each position is a weighted average of the maximum benefits offered by each employer to all employees occupying this position in all organizations surveyed. Thus, the same sample sizes were used in calculating average salaries and benefits. For example, if 20 full time Senior Secretary positions were surveyed, the salaries and benefits of all 20 positions were used in the calculations. To ensure consistency, the same method was used to calculate the average total benefits for GNWT positions. Thus the same number of positions were assigned to the same communities. This ensures that the vacation travel assistance and settlement allowance rates are comparable.

Benefits include settlement allowance, accommodation allowance, vacation travel assistance (employee with no dependents), pension/other retirement income, group life insurance, dental insurance, accidental death and dismemberment insurance, long term disability insurance, short term disability insurance and extended healthcare. These benefits have been defined elsewhere. (The CPP portion was eliminated from the pension cost to the GNWT. )

The tables show that GNWT employees are compensated at a higher rate compared to their colleagues in other parts of the public sector. On average, a GNWT employee receives 17% or over \$7500 more in total compensation. A substantial portion of the difference comes from benefits. The average GNWT employee receives 41 % more in benefits while the salary difference is 11%.

A similar comparison of GNWT average salaries with national public sector average salaries shows that GNWT salaries are higher than the national average for most positions. (See Appendix E for average national public sector salaries).



<b>Comparison Of Public Sector Survey Salaries With GNWT Salaries - Territorial Public Sector Summary</b>				
<b>Position Title</b>	<b>Average Salary</b>		<b>Difference</b>	<b>Percent Difference</b>
	<b>Public Sector Survey</b>	<b>GNWT</b>		
Administrator	\$54,527	\$58,461	\$3,824	7
Airport Observer/Communicator	\$38,365	\$43,920	\$5,555	14
Bookkeeper	\$31,075	\$34,390	\$3,315	11
General Trades Foreman	\$49,216	\$56,560	\$7,344	15
General Office Clerk	\$26,327	\$30,404	\$4,077	15
Heavy Equipment Mechanic, Journeyman	\$44,162	\$52,634	\$8,472	19
Heavy Equipment Operator	\$40,866	\$49,089	\$8,223	20
Janitor/Custodial Worker	\$25,711	\$33,458	\$7,747	30
Labourer/Manual Worker	\$29,261	\$32,900	\$3,639	12
Light Truck Driver	\$28,040	\$34,100	\$6,060	22
Maintenance Carpenter, Journeyman	\$48,999	\$51,167	\$2,168	4
Maintenance Electrician, Journeyman	\$51,521	\$52,945	\$1,424	3
Maintenance Worker	\$31,765	\$38,419	\$6,654	21
Office Manager	\$44,852	\$45,234	\$382	1
Program Manager	\$56,394	\$55,031	-\$1,363	-2
Program Officer	\$39,262	\$50,590	\$11,328	29
Secretary	\$29,292	\$34,747	\$5,455	19
Senior Bookkeeper	\$42,325	\$40,503	-\$1,822	-4
Senior Office Clerk	\$35,328	\$33,996	-\$1,332	-4
Senior Secretary	\$36,772	\$41,481	\$4,709	13
Shipper/Receiver	\$38,600	\$36,255	-\$2,345	-6
Supervising Janitor	\$34,404	\$37,320	\$2,916	8
Trades Helper	\$31,549	\$36,830	-\$5,281	-17
<b>Average Difference</b>			<b>\$3,987</b>	<b>11</b>

<b>Comparison Of Public Sector Survey Benefits With GNWT Benefits - Territorial Public Sector Summary</b>				
<b>Position Title</b>	<b>Average Benefit</b>		<b>Difference</b>	<b>Percent Difference</b>
	<b>Public Sector Survey</b>	<b>GNWT</b>		
<b>Administrator</b>	\$11,482	\$16,186	\$4,704	41
<b>Airport Observer/Communicator</b>	\$11,839	\$17,113	\$5,275	45
<b>Bookkeeper</b>	\$9,522	\$13,264	\$3,742	39
<b>General Trades Foremen</b>	\$11,894	\$16,146	\$4,251	36
<b>General Office Clerk</b>	\$9,561	\$12,892	\$3,331	35
<b>Heavy Equipment Mechanic, Journeyman</b>	\$12,148	\$16,863	\$4,715	39
<b>Heavy Equipment Operator</b>	\$11,247	\$14,304	\$3,057	27
<b>Janitor/Custodial Worker</b>	\$9,584	\$12,892	\$3,308	35
<b>Labourer/Manual Worker</b>	\$5,478	\$11,591	\$6,114	112
<b>Light Truck Driver</b>	\$4,035	\$11,459	\$7,424	184
<b>Maintenance Carpenter, Journeyman</b>	\$10,710	\$14,091	\$3,381	32
<b>Maintenance Electrician, Journeyman</b>	\$11,900	\$15,834	\$3,933	33
<b>Maintenance Worker</b>	\$10,027	\$13,422	\$3,395	34
<b>Office Manager</b>	\$11,339	\$15,176	\$3,838	34
<b>Program Manager</b>	\$11,185	\$13,262	\$2,077	19
<b>Program Officer</b>	\$11,388	\$14,086	\$2,698	24
<b>Secretary</b>	\$8,770	\$13,016	\$4,246	48
<b>Senior Bookkeeper</b>	\$9,804	\$13,466	\$3,662	37
<b>Senior Office Clerk</b>	\$10,089	\$11,650	\$1,560	15
<b>Senior Secretary</b>	\$8,193	\$11,253	\$3,060	37
<b>Shipper/Receiver</b>	\$11,905	\$13,330	\$1,426	12
<b>Supervising Janitor</b>	\$10,291	\$10,609	\$318	3
<b>Trades Helper</b>	\$11,364	\$13,449	\$2,085	18
<b>Average Difference</b>			\$3,548	41

Comparison Of Public Sector Survey Salaries Plus Benefits With GNWT Salaries Plus Benefits - Territorial Public Sector Summary				
Position Title	Average Salary Plus Benefit		Difference	Percent Difference
	Public Sector Survey	GNWT		
Administrator	\$66,009	\$74,647	\$8,528	13
Airport Observer/Communicator	\$50,204	\$61,033	\$10,830	22
Bookkeeper	\$40,597	\$47,654	\$7,057	17
General Trades Foreman	\$61,110	\$72,706	\$11,595	19
General Office Clerk	\$35,888	\$43,296	\$7,400	21
Heavy Equipment Mechanic, Journeyman	\$56,310	\$69,497	\$13,187	23
Heavy Equipmant Operator	\$52,113	\$63,393	\$11,280	22
Janitor/Custodial Worker	\$35,295	\$46,350	\$11,055	31
Labourer/Manual Worker	\$34,739	\$44,491	\$9,753	28
Light Truck Driver	\$32,075	\$45,559	\$13,484	42
Maintenance Carpenter, Journeyman	\$59,709	\$65,258	\$5,549	9
Maintenance Electrician, Journeyman	\$63,421	\$68,779	\$5,357	8
Maintenance Worker	\$41,792	\$51,841	\$10,049	24
Office Manager	\$56,191	\$60,410	\$4,220	8
Program Manager	\$67,579	\$68,293	\$,714	1
Program Officer	\$50,650	\$64,676	\$14,026	28
Secretary	\$36,062	\$47,763	\$9,701	25
Senior Bookkeeper	\$52,129	\$53,969	\$1,840	4
Senior Office Clerk	\$45,417	\$45,646	\$228	1
Senior Secretary	\$44,965	\$52,734	\$7,769	17
Shipper/Receiver	\$50,505	\$49,585	-\$919	-2
Supervising Janitor	\$44,695	\$47,929	\$3,234	7
Tradea Helper	\$42,913	\$50,279	-\$7,366	17
<b>Average Difference</b>			\$7,535	17

**This appendix contains a copy of the questionnaire which was used to collect the data for the public sector survey.**

NWT COMMUNITY ORGANIZATION WAGE AND BENEFIT SURVEY



1.0 IDENTIFICATION

**CONFIDENTIAL**

Oats Completed: \_\_\_\_\_

Organization Name: \_\_\_\_\_

Organization Address: \_\_\_\_\_

\_\_\_\_\_

Person Completing Questionnaire:

Name \_\_\_\_\_

Position: \_\_\_\_\_

Phone Number: \_\_\_\_\_

2.0 NUMBER OF POSITIONS

2.1 How many positions does your organization currently have?

Total Number \_\_\_\_\_

2.2 How many positions in the following groups did your organisation have last year?

- # \_\_\_\_\_ Terms
- # \_\_\_\_\_ Casuals
- # \_\_\_\_\_ Seasonals
- # \_\_\_\_\_ Full Time
- # \_\_\_\_\_ Part Time

3.0 EMPLOYEE COMPENSATION

3.1 Which salary you org  
(Choose more than one if appropriate)

- |  |   |   |
|--|---|---|
| A. Management decision/Council direction | Y | N |
| B. Collective Agreement/ Negotiations    | Y | N |
| C. Employee requests                     | Y | N |
| D. GNWT Salaries                         | Y | N |
| E. Private sector salaries               | Y | N |
| F. Salaries of similar organizations     | Y | N |
| G. Other (specify) _____                 | Y | N |

\_\_\_\_\_

\_\_\_\_\_

3.2 Which of these is the most important factor in your organization?  
A B C D E F G

Why \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

NWT COMMUNITY ORGANIZATION WAGE AND BENEFIT SURVEY



3.3 In the last four years, has any group of employees in your organization had a salary increase or decrease? By what percent? In which year?

Employee Group	Increase(+) / Decrease(-) in % (1990)	Increase(+) / Decrease(-) in % (1991)	Increase(+) / Decrease(-) in % (1992)	Increase(+) / Decrease(-) in % (1993)
Management				
Administration				
Secretarial				
Clerical				
Technical				
Trades				
Program Delivery				
Other (Specify)				
Other (Specify)				

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

3.4 How is overtime pay administered in your organization?

Employee Group	Group Members Eligible (Y) / Not Eligible (N)	Overtime is Compensated By (Check one box)		
		Lieu Time	cash Payout	Both
Management	Y N			
Administration	Y N			
Secretarial	Y N			
Clerical	Y N			
Technical	Y N			
Trades	Y N			
Program Delivery	Y N			
Other (Specify)	Y N			
Other (Specify)	Y N			

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

3.5 Do you offer incentives or bonuses for exceptional performance? \_ Yaa \_ No  
 If yes, what kind? \_\_\_\_\_

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

NWT COMMUNITY ORGANIZATION WAGE AND BENEFIT SURVEY



4.0 EMPLOYEE BENEFITS

4.1 What benefits does your organization offer? What percentage is paid by your organization? What are the annual costs of these benefits to your organization?

NOTE: All employees includes seasonal, casual as well as permanent staff.

Employee Benefits				
Type of Benefit	Benefit Provided to		% of Cost Paid by Employer	Total Annual Employer Cost (\$)
Pension	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Dental Plan	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Group Life Insurance	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Accidental Death & Dismemberment	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Sick leave (Days)	All Employees	Y N	Days per year	Ignore value
	Perm(Union)	Y N	Days per year	Ignore value
	Perm(non-Union)	Y N	Days per year	Ignore value
Short Term Disability	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Long Term Disability	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Extended health care/ Pharmacy (eg prescriptions)	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Other (Specify)	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		
Other (Specify)	All Employees	Y N		
	Perm(Union)	Y N		
	Perm(non-Union)	Y N		

Comments: \_\_\_\_\_  
 \_\_\_\_\_

4.2 What type of pension plan do you offer?

Municipal Employees Benefit Plan (MESAI)  
 Municipal Employees Benefit Plus Plan (MEBA plus)'  
 Other (specify) \_\_\_\_\_

Comments: \_\_\_\_\_

NWT COMMUNITY ORGANIZATION WAGE AND BENEFIT SURVEY



4.3 What types of time off with pay are available to your employees?

**Time Off With Pay**

Type of Time off With Pay	Benefit Provided To		Number of Days Granted Per Year
Sickdays (Statutory)	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Sickdays (Non-Statutory)	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Maternity Leave	All Employees	Y N	Less than 2 Years _____ 2-5 _____ Years 5 - 10 _____ Years 11-20 Years _____ Over 20 Years _____
	Perm(Union)	Y N	Less than 2 Years _____ 2 - 5 _____ Years 5-10 _____ Years 11-m Years _____ Over 20 Years _____
	Perm(non-Union)	Y N	Less than 2 Years _____ 2- 5 _____ Years 5 - 10 _____ Years 11-20 Years _____ Over 20 Years _____
Seasonal Vacation Bonus	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Vacation Travel Days	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Special (Death in Family, Illness, Family, Marriage)	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Other (specify)	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	

Comments:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



NWT COMMUNITY ORGANIZATION WAGE AND BENEFIT SURVEY



4.4 What types of allowances are available to your employees? What is the method of payment? What is the total annual cost to your organization?

**Allowances**

Type of Allowance	Allowance Provided	Amount Per Person Per Year and Method of Payment	Total Annual cost to Employer
Northern/Settlement Allowance	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Accommodation Allowance	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Subsidized Housing	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Subsidized Utilities	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Vacation Travel Assistance	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Vacation Travel Assistance for Dependents	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	
Special (Specify) (Should not include cloths/tools)	All Employees	Y N	
	Perm(Union)	Y N	
	Perm(non-Union)	Y N	

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

4.5 Am there any special or unique aspects to the salaries and benefits your organisation provides to its employees? Yaa \_ No\_

If yes, please comment.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

NWT COMMUNITY ORGANIZATION WAGE AND BENEFIT SURVEY

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5.0 POSITION LISTINGS

Please complete the table on the next page describing each position in your organization.

6.0 INDIVIDUAL POSITION DESCRIPTIONS

The interviewer will provide you with general position descriptions. Please match positions in your organization to those provided by the interviewer. If the match in the general description is not good, please provide the interviewer with additional information to describe your unique position. Where possible please provide photocopies of job descriptions, collective agreements and/or employee handbook.

THANK YOU FOR YOUR CO-OPERATION.

**POSITION LISTING FOR \_\_\_\_\_**

Please provide the following information for each position in your organization.

POSITION TITLE	GENERAL DESCRIPTION	UNION	CURRENT SALARY	% FUNDED BY GNWT	STATUS (FT, PT, TERM)	MINIMUM SALARY	MAXIMUM SALARY	NUMBER OF PAY STEPS	CURRENT PAY STEP	HOURS PER WEEK

**Current Salary:** Salary paid to a position. Does not include allowances such as housing.  
**Position status:** **Part-Time Position:** Position filled continually for less than your standard work day, week or month.  
**Term Position:** Position filled for a specific period of time. At the end of the period the position is ended.  
**Seasonal Position:** Position filled seasonally (not continuous throughout the year, but re-occurs the next year).  
**Minimum –Maximum Salary:** Top and bottom of the salary range for the position.

This appendix showing tables detailing employee benefits by type of employer in the public sector of the Northwest Territories. Alcohol and Drug Treatment Centres are not included as they do not provide any of the benefits listed.

<b>Employee Benefits - Band Councils - Territorial Public Sector Summary</b>				
Type of Benefit	Employers Providing Benefit		Employers Contributing	
	Number	Percent	100%	50%
Pension Plan	1	7	0	1
Dental Plan	0	0	0	0
Life Insurance	1	7	0	1
Accidental Death & Dismemberment Insurance		7	0	
Short Term Disability	1	7	0	1
Long Term Disability Insurance	1	7	0	1
Extended Healthcare Coverage	0	0	0	0

<b>Employee Benefits - Education Boards - Territorial Public Sector Summary</b>				
Type of Benefit	Employers Providing Benefit		Employers Contributing	
	Number	Percent	100%	50%
Pension Plan	6	86	4	2
Dental Plan	6	86	5	1
Life Insurance	5	71	5	1
Accidental Death & Dismemberment Insurance	4	57	4	0
Short Term Disability	3	43	3	0
Long Term Disability Insurance	4	57	4	0
Extended Healthcare/Coverage	6	86	5	1

<b>Employee Benefits - Education Councils - Territorial Public Sector Summary</b>				
Type of Benefit	Employers Providing Benefit		Employers Contributing	
	Number	Percent	100%	50%
Pension Plan	1	3	1	0
Dental Plan	1	3	1	0
Life Insurance	1	3	1	0
Accidental Death & Dismemberment Insurance	0	0	0	0
Short Term Disability	0	0	0	0
Long Term Disability Insurance	0	0	0	0
Extended Healthcare Coverage	1	3	1	0

<b>Employee Benefits - Housing Associations - Territorial Public Sector Summary</b>				
Type of Benefit	Employers Providing Benefit		Employers Contributing	
	Number	Percent	100%	50%
Pension Plan	28	68	0	23
Dental Plan	12	29	2	10*
Life Insurance	20	49	2	18
Accidental Death & Dismemberment Insurance	12	29	2	10
Short Term Disability	10	24	3	7
Long Term Disability Insurance	16	39	2	14
Extended Healthcare Coverage	8	20	2	6

• One employer provides this benefit at 80% of the cost.

<b>Employee Benefits - Municipal Governments - Territorial Public Sector Summary</b>				
<b>Type of Benefit</b>	<b>Employers Providing Benefit</b>		<b>Employers Contributing</b>	
	<b>Number</b>	<b>Percent</b>	<b>100%</b>	<b>50%</b>
Pension Plan	27 *	69	0	27
Dental Plan	13**	33	1	12
Life Insurance	28	72	2	26
Accidental Death & Dismemberment Insurance	22	56	2	20
Short Term Disability	13	33	2	11
Long Term Disability Insurance	20	51	2	18
Extended Healthcare Coverage	8	21	1	7

- One employer provides this benefit at 40% of cost
- \* One employer provides this benefit at 75% of cost

**This appendix contains detailed information, by type of employer, on annual vacation leave provisions in the public sector of the NWT.**



<b>Vacation Days - Alcohol &amp; Drug Treatment Centres - Territorial Public Sector Summary</b>						
	<b>Number of Employers Providing Annual Vacation Leave Up to</b>					
<b>Years of Service</b>	<b>10 Days</b>	<b>15 Days</b>	<b>20 Days</b>	<b>25 Days</b>	<b>30 Days</b>	<b>Total</b>
Under 2	2	11	0	0	0	13
2 to 5	0	1	10	0	0	11
6 - 10 yrs	0	0	5	1	2	8
11 - 20 Yrs	0	0	3	1	2	6
Over 20 Yrs	0	0	3	0	3	6

<b>Vacation Days - Band Councils - Territorial Public Sector Summary</b>						
	<b>Number of Employers Providing Annual Vacation Leave Up to</b>					
<b>Years of Service</b>	<b>10 Days</b>	<b>15 Days</b>	<b>20 Days</b>	<b>25 Days</b>	<b>30 Days</b>	<b>Total</b>
Under 2	6	8	0	0	0	14
2 to 5	1	2	7	4	0	14
6 - 10 yrs	1	4	4	2	0	11
11 - 20 Yrs	1	2	5	1	2	11
Over 20 Yrs	0	0	3	1	3	7

<b>Vacation Days - Education Boards - Territorial Public Sector Summary</b>						
	<b>Number of Employers Providing Annual Vacation Leave Up to</b>					
<b>Years of Service</b>	<b>10 Days</b>	<b>15 Days</b>	<b>20 Days</b>	<b>25 Days</b>	<b>30 Days</b>	<b>Total</b>
Under 2	0	3	0	3	0	6
2 to 5	0	0	3	3	0	6
6- 10 yrs	0	0	3	1	1	5
11 - 20 Yrs	0	0	0	3	2	5
Over 20 Yrs	0	0	0	1	4	5

<b>Vacation Days - Education Councils - Territorial Public Sector Summary</b>						
	<b>Number of Employers Providing Annual Vacation Days Up to</b>					
<b>Years of Service</b>	<b>10 Days</b>	<b>15 Days</b>	<b>20 Days</b>	<b>25 Days</b>	<b>30 Days</b>	<b>Total</b>
Under 2	13	25	0	0	0	38
2 to 5	0	4	9	0	0	13
6 - 10 yrs	0	2	5	0	0	7
11 - 20 Yrs	0	1	1	3	0	5
Over 20 Yrs	0	0	0	2	3	5

<b>Vacation Days - Housing Associations - Territorial Public Sector Summary</b>						
	<b>Number of Employers Providing Annual Vacation Leave Up to</b>					
<b>Years of Service</b>	<b>10 Days</b>	<b>15 Days</b>	<b>20 Days</b>	<b>25 Days</b>	<b>30 Days</b>	<b>Total</b>
Under 2	1	39	1	0	0	41
2 to 5	0	1	40	0	0	41
6- 10 yrs	0	1	32	3	1	37
11 - 20 Yrs	0	2	4	18	13	37
Over 20 Yrs	0	0	17	5	9	31

<b>Vacation Days - Municipal Government - Territorial Public Sector Summary</b>						
	<b>Number of Employers Providing Annual Vacation Leave Up to</b>					
<b>Years of Service</b>	<b>10 Days</b>	<b>15 Days</b>	<b>20 Days</b>	<b>25 Days</b>	<b>30 Days</b>	<b>Total</b>
Under 2	4	32	3	0	0	39
2 to 5	0	2	34	3	0	39
6- 10 yrs	0	1	22	10	3	36
11 - 20 Yrs	0	0	5	18	13	36
Over 20 Yrs	0	0	4	14	15	33

**This appendix contains tables which provide detailed information, by type of employer; on treatment of overtime in the public sector of the NWT.**

Overtime - Alcohol & Drug Treatment Centres - Territorial Public Sector Summary						
Occupational Category	Number of Employees			Method of Compensation		
	With No Employees in Category	Compensating Overtime	Not Compensating Overtime	Lieu Time Only	Cash Payout Only	Choice of Cash or Lieu Time
Management	6	3	4	3	0	0
Administration	7	5	1	5	0	0
Secretarial	7	5	1	4	1	0
Clerical	8	4	1	4	0	0
Technical	12	0	1	0	0	0
Trades	6	6	1	6	0	0
Program Delivery	2	11	0	10	1	0
Other	10	3	0	3	0	0

Overtime - Band Councils - Territorial Public Sector Summary						
Occupational Category	Number of Employees			Method of Compensation		
	With No Employees in Category	Compensating Overtime	Not Compensating Overtime	Lieu Time Only	Cash Payout Only	Choice of Cash or Lieu Time
Management	2	8	4	6	0	2
Administration	4	8	2	6	0	2
Secretarial	2	9	3	7	0	2
Clerical	5	7	2	6	0	1
Technical	10	2	2	1	1	0
Trades	8	4	2	2	1	1
Program Delivery	2	8	4	7	0	1
Other	9	2	3	1	0	1

Overtime - Education Boards - Territorial Public Sector Summary						
Occupational Category	Number of Employers			Method of Compensation		
	With No Employees in Category	Compensating Overtime	Not Compensating Overtime	Lieu Time Only	Cash Payout Only	Choice of Cash or Lieu Time
Management	1	4	4	2	0	2
Administration	3	2	2	0	2	0
Secretarial	3	1	2	0	1	0
Clerical	3	2	2	0	1	1
Technical	5	1	2	0	0	1
Trades	3	1	2	0	1	0
Program Delivery	3	1	4	0	0	1
Other	6	0	1	0	0	0

Overtime - Education Councils - Territorial Public Sector Summary						
Occupational Category	Number of Employers			Method of Compensation		
	With No Employees in Category	Compensating Overtime	Not Compensating Overtime	Lieu Time Only	Cash Payout Only	Choice of Cash or Lieu Time
Management	32	1	4	0	0	1
Administration	24	6	7	2	2	2
Secretarial	11	12	14	9	0	3
Clerical	31	3	3	2	0	1
Technical	35	1	1	0	0	1
Trades	34	1	2	0	0	1
Program Delivery	23	3	11	0	2	1
Other	36	1	0	0	0	1

Overtime - Housing Associations - Territorial Public Sector Summary						
Occupational Category	Number of Employers			Method of Compensation		
	With No Employees in Category	Compensating Overtime	Not Compensating Overtime	Lieu Time Only	Cash Payout Only	Choice of Cash or Lieu Time
Management	5	27	9	11	1	15
Administration	10	28	3	7	2	19
Secretarial	23	15	3	5	2	8
Clerical	14	23	4	4	2	17
Technical	31	9	1	3	0	6
Trades	1	39	1	5	4	30
Program Delivery	27	13	1	1	4	8
Other	38	3	0	0	0	3

Overtime - Municipal Governments - Territorial Public Sector Summary						
Occupational Category	Number of Employers			Method of Compensation		
	With No Employees in Category	Compensating Overtime	Not Compensating Overtime	Lieu Time Only	Cash Payout Only	Choice of Cash or Lieu Time
Management	4	24	11	20	1	3
Administration	2	33	4	16	4	13
Secretarial	9	28	2	8	5	15
Clerical	8	29	2	8	6	15
Technical	11	26	2	6	6	14
Trades	3	35	1	6	10	19
Program Delivery	6	32	1	13	5	14
Other	31	6	2	2	1	3

**This appendix contains tables which provide information on the ratings of the position descriptions used in the survey as well as some matching GNWT positions. The average salaries for each position are compared to national average salaries for public sector positions with equivalent ratings. information on the job ratings and average national salaries was supplied by Hay Management Consultants.**

**AVERAGE SALARIES**

The following table contains the average salaries of GNWT positions and corresponding positions in the Territorial Public Sector. The average market salaries for positions with similar ratings in the Hay National Public Sector Survey are also provided.

<b>Average Hay Salaries - Territorial Public Sector Summary</b>			
<b>Generic Survey Position Title</b>	<b>GNWT</b>	<b>Territorial Public Sector</b>	<b>Hay National Public Sector Market (based on generic position points)</b>
Administrator	\$58,461	\$54,527	\$65,405
Program Manager	\$55,031	\$56,394	\$48,231
Program Officer	\$50,590	\$39,262	\$42,394
Office Manager	\$45,234	\$44,852	\$39,002
Senior Secretary	\$41,481	\$36,772	\$34,960
Secretary	\$34,747	\$29,292	\$29,132
Senior Bookkeeper	\$40,503	\$42,325	\$33,210
Bookkeeper	\$34,390	\$31,075	\$29,132
Senior Office Clerk	\$33,996	\$35,328	\$29,654
General Office Clerk	\$30,404	\$26,327	N/A
Airport Observer/Communicator	\$43,920	\$38,365	\$39,160
Supervising Janitor	\$37,320	\$34,404	\$25,700
Janitor/Custodial Worker	\$33,458	\$25,711	N/A
Shipper Receiver	\$36,255	\$38,600	\$26,168
Light Truck Driver	\$34,100	\$28,040	\$27,650
General Trades Foreman	\$56,560	\$49,216	\$40,817
Cook	\$46,433	\$35,676	\$30,626
Maintenance Electrician	\$52,945	\$51,521	\$33,210
Maintenance Carpenter	\$51,167	\$48,999	\$31,058
Heavy Equipment Mechanic	\$52,634	\$44,162	\$32,860
Heavy Equipment Operator	\$49,089	\$40,866	\$31,058
Maintenance Worker	\$38,419	\$31,765	N/A
Trades Helper	\$36,830	\$31,549	\$27,416
Labourer/Manual Worker	\$32,900	\$29,261	N/A



The table on the preceding page shows that, on average, the GNWT pays more than the territorial public sector employers in 20 of the 24 matched positions. The differences in salaries range from -6% to 29% with an average of 11 %. Out of the 20 positions for which national public sector average salaries are available, the GNWT pays more for 19 positions. On the other hand, territorial public sector employers pay more than the national average for 17 positions.

It is interesting to note that the average national salaries for trades positions are all substantially lower than both the average GNWT and territorial public sector salaries for these positions. Hay Management Consultants have confirmed that these trades positions are generally paid more than their Hay rated value. Hay's explanation is that these positions successfully bargain higher wages because they are mostly male dominated and unionized.

If these positions are discounted, the GNWT still pays more for 12 of the remaining 15 positions, while the territorial public sector employers, on average, pay more for 10 positions. The differences between the GNWT salaries and salaries for equivalent national positions range from -7% to 45 % with an average of 19%. A similar comparison shows that the differences between territorial public sector salaries and the national average salaries range from -17% to 40% with an average of 11%.

Since this study is based on a relatively small sample, these large differences in salaries point to the existence of a problem that requires further research and analysis.

“The following table provides the average salary of the remaining generic positions not matched to GNWT positions, and the Hay public sector average market salary for these positions.

<b>Average Salaries - Territorial Public Sector Summary</b>		
<b>Generic Survey Position Title</b>	<b>Territorial Public Survey</b>	<b>Hay National Public Market (based on generic position points)</b>
Alcohol and Drug Coordinator	\$33,200	\$48,074
Alcohol and Drug Counsellor	\$27,130	\$42,394
Alcohol and Drug Worker	\$26,958	\$34,960
Recreation Leader	\$33,787	\$50,282
Recreation Facility Operator	\$30,944	\$39,948
Fire Chief	\$44,164	\$62,035
By-Law Officer	\$29,502	\$44,051
Tenant Relations Officer	\$35,988	\$29,654
Truck Driver	\$32,672	\$28,118
Maintenance Oil Burner Mechanic	\$49,334	\$32,860

This table confirms the concerns expressed at various levels of government in the - NWT with respect to the difficulty of attracting and retaining employees in addiction programs. Territorial public sector salaries for co-ordinators, counselors and workers in these programs are from \$8,000 to \$15,000 lower than the national market.

HAY EVALUATION OF GENERIC AND GNWT POSITIONS

Hay Management Consultants, a human resource management consulting firm, conducts a yearly National Public Sector salary survey. Each job surveyed is evaluated on three factors; know-how, problem solving and accountability. Each factor is assigned a number of points. A linear relationship is developed between rating points, and salaries are assigned to positions according to this linear relationship. Figures used in this survey were obtained from a 1994 National Public Sector Survey.

The following table shows the results of the Hay ratings of the generic survey positions and the matched GNWT positions.

Hay Evaluations of Generic and Matched GNWT Positions				
Generic Survey Position Title	\$.....	Hay Points	GNWT Position Title	Hay Points
Administrator		702	Manager of Operations	864
Program Manager		406	Senior Development & Operations Officer	551
Program Officer		332	Municipal Officer	382
Office Manager		289	Manager of Finance & Administration	342
Senior Secretary		238	Secretary (Executive)	289
Secretary		144	Secretary (Divisional/Regional)	238
Senior Bookkeeper		213	Budget Control Clerk	238
Bookkeeper		144	Financial Clerk	198
Senior Office Clerk		144	Stock Clerk	128
General Office Clerk		86	Mailroom Clerk	88
Airport Observer/Communicator		291	Observer/Communicator	291
Supervising Janitor		100	Custodial Worker II	100
Janitor/Custodial Worker		64	Custodial Worker	64
Shipper/Receiver		106	Shipper/Receiver	106
Light Truck Driver		125	Driver/Messenger	125
General Trades Foreman		312	General Trade Foreman	312
Cook		169	Cook III	169
Maintenance Electrician		213	Electrician	213
Maintenance Carpenter		177	Maintenance Carpenter	177
Heavy Equipment Mechanic		208	Heavy Equipment Mechanic	208
Heavy Equipment Operator		177	Heavy Equipment Operator	177
Maintenance Worker		88	Maintenance Worker	88
Trades Helper		122	Trades Helper	122
Labourer/Manual Worker		76	Manual Worker	76

The next table provides the Hay ratings for the ten generic positions where GNWT matches are not available.

<b>Hay Evaluations of Generic Positions without GNWT Matches</b>	
<b>Generic Survey Position Title</b>	<b>Hay Points</b>
Alcohol and Drug Coordinator	404
Alcohol and Drug Counselor	332
Alcohol and Drug Worker	238
Recreation Leader	432
Recreation Facility Operator	301
Fire Chief	636
By-Law Officer	353
Tenant Relations Officer	151
Truck Driver	131
Maintenance Oil Burner Mechanic	208

In this evaluation method, emphasis is placed on the judgement dimension of each factor. As a result, this method is most suited to management and administrative jobs. This apparent bias may be responsible for the lower points (hence lower salaries) assigned to trades positions and the higher points assigned to positions in Alcohol and Drug Centres.

The points assigned to each position also depend on the method of preparation of the job descriptions. In this study, the generic job descriptions were prepared using a Hay format, while the GNWT job descriptions used the conventional format. Some differences in the ratings between the matched job descriptions are therefore to be expected. In general, matched positions rated within approximately 50 points are a good match.

Of the 24 matched positions 14 pairs were rated with exactly equal points, 7 were within 50 points, while 3 were beyond the 50 point range. These last three pairs of positions can still be considered reasonable matches.

This job evaluation method, like other job evaluation methods, is not entirely scientific, and depends on a fair amount of judgement. More "detailed work still needs to be done to expand the evaluation to more positions. For better comparisons, GNWT job descriptions used in the analysis may have to be rewritten to follow the format used by the consultants.