



The Government of the Northwest Territories will establish the authority, responsibilities, and functions of government departments and agencies in a manner that ensures accountability, through the Executive Council, to the Legislative Assembly of the Northwest Territories and the public for the manner in which public business is conducted.

This policy is based on the following principles:

1. Ministers are accountable for organizational decisions within assigned portfolios subject only to the collective authority of the Executive Council for structural change within departments.
2. The government shall be structured to allow the Executive Council to account to the Legislative Assembly and the public for its actions.
3. The organizational design of government departments shall be standardized where practical and adhere to the basic principles of organization design to ensure:
 - (a) Pooling of specialized support and administrative services at the location closest to where programs are delivered and where they will be fully utilized.
 - (b) Initial and amended organizational structures are designed appropriately to create program and service delivery mechanisms that are either consolidated in a single location or dispersed to a number of locations as best suits the particular program and service being delivered.
 - (c) Flexibility to accommodate program growth and ability to adjust to anticipated changes in policies or program jurisdiction that might affect the organization.
 - (d) Best use of existing and any planned increases in personnel and physical infrastructure to balance efficiency with diversifying benefits to communities.
4. Government agencies, elements of government agencies, or elements of government departments may be decentralized either to allow programs and services to be delivered close to the people being served or to provide



- an equitable distribution of the social, economic and employment benefits of government activity throughout the Northwest Territories. Such decentralization shall permit the organization to provide programs and services effectively.
5. In the decentralization of programs and services, the Government of the Northwest Territories shall maintain standards and levels of service. The government will attempt to provide programs and services at lesser or equal cost than before decentralization, but may be prepared to pay a reasonable premium in support of an equitable distribution of benefits.
 6. The Executive Council is the authority for long term government organizational planning.

SCOPE

This directive applies to all departments and agencies of the Government of the Northwest Territories.

DEFINITIONS

1. Departmental Establishment Policy

Means the policy by which the Executive Council of the Government of the Northwest Territories establishes the authority, responsibilities, and functions of a department and/or agency of the Government of the Northwest Territories.

2. Department

Means a department of the Government of the Northwest Territories established by authority of the Executive Council.

3. Agency

Means a bureau, commission or crown corporation established by authority of the Executive Council or legislation, and as defined in the Financial Administration Act of the Northwest Territories 2(32), (33), and (34).



4. Department Head

Means the non-elected head of a department or agency of the Government of the Northwest Territories, whether the title for the position is "deputy head", "deputy minister", "director", or a similar description, and where the position is vacant or the department head absent or unable to act, includes the person designated by the Minister to act as department head.

5. Major Change

- (a) Means a change of the authority, responsibilities, or functions of a department or agency as expressed in a Departmental Establishment Policy.
- (b) Means a change that would result in the transfer of a government function from one community to another.
- (c) Means a change at the Department Head, Assistant Department Head or Director level.

6. Minor Change

Means an organizational change to the internal structure of a department or agency, below the level of a division or its equivalent, to improve its effectiveness and efficiency.

Note:

The submission of a position description for reclassification does not constitute organizational change for the purpose of this directive. Such requests may be referred directly to the Department of Personnel.

7. Decentralization

Means the location of government functions related to the delivery of programs and services outside of headquarters, or, in the case of regional decentralization, outside of the main government centre.



PROVISIONS

1. Departmental Establishment Policy

The authority, responsibilities, and functions of departments or agencies of the Government of the Northwest Territories shall be established by Departmental Establishment Policies.

2. Authority and Accountability

(a) Executive Council

- (i) Only the Executive Council has the authority to approve Departmental Establishment Policies.
- (ii) Only the Executive Council has the authority to approve major change to a Departmental Establishment Policy.
- (iii) Executive Council may, from time to time, establish guidelines, complementary to this Directive, to direct organizational development and change.

(b) Ministers

- (i) Ministers have the authority to approve minor organizational change within their assigned portfolios or responsibilities.

(c) Priorities and Planning Committee

The Priorities and Planning Committee recommends to the Executive Committee on:

- (i) all proposals for major organizational change; and
- (ii) all proposals for organizational change that will result in reassignment of functions between departments or between headquarters and regions.



(d) Financial Management Board

The Financial Management Board may act on all matters where organizational change affects the financial management of the Government of the Northwest Territories.

(e) Department of Personnel

The Department of Personnel is accountable through the responsible Minister for recommending on all organizational proposals in respect to:

- (i) organization design;
- (ii) human relations effects of proposed changes;
- (iii) conflicts over union agreements;
- (iv) classification, staff training and development; and
- (v) employment of native northerners.

(f) Priorities and Planning Secretariat

The Priorities and Planning Secretariat is accountable to the Chairman, Priorities and Planning Committee, for:

- (i) independent review of functions within government priorities and the development of long-range organizational plans.
- (ii) identification of issues related to the assignment of functions and consistency with Government of the Northwest Territories policies arising from major organization change proposals.
- (iii) recommending the conduct of strategic reviews in functional areas affected by Government of the Northwest Territories priorities.
- (iv) reviewing proposals for organizational change in terms of the potential for the decentralization of programs and services.



(g) Financial Management Secretariat

The Financial Management Secretariat is accountable to the Chairman, Financial Management Board, for:

- (i) providing an independent assessment of the financial implications of organizational change.
- (ii) recommending operational audits or program evaluations on government organizations.
- (ii) examining increases and decreases in costs that might result from decentralization.

(h) Department Heads

Department Heads are accountable to their Ministers for:

- (i) directing the preparation of proposals for major organizational change.
- (ii) consulting with Regional Directors on any organizational change proposals affecting regional administration or program delivery.
- (iii) including in proposals for organizational change, where appropriate, a review of the potential for decentralization of programs and services.
- (iv) consulting with service departments on the impacts of proposed decentralizations on their operations.

(i) Regional Directors

Regional Directors are accountable to their Minister for:

- (i) directing the preparation of proposals for major organizational change within the Regional Executive administrative organization.



- (ii) implementing approved organizational change.
- (iii) providing advice to Department Heads proposing organizational changes affecting regional administration or program delivery.

3. Organizational Change

Proposals to create a new organization or change an existing organization may be the result of a number of factors including:

- an Executive decision to realize a Government of the Northwest Territories priority.
- a change in the government's objectives.
- addition of a new function(s) either as a result of a government priority or a transfer from the Federal Government.
- the requirement to improve effectiveness and efficiency.

The following shall apply in respect to proposals for organizational change within departments or agencies of the Government of the Northwest Territories:

(a) New Organization

(i) Initiation

Proposals to establish a new organization will only be initiated through a Minister.

(ii) Committee Submission

Proposals to establish a new organization shall be submitted to the Priorities and Planning Committee.



(iii) Committee Action

The Priorities and Planning Committee may:

- recommend to the Executive Council, with or without conditions, acceptance or rejection.
- refer the proposal to an Advisory Agency or an Advisory Committee for:
 - an opinion
 - a recommendation
 - further information
- return the proposal to the Minister with recommended changes.

(iv) Financial Management Board

The Financial Management Board may:

- recommend through the Priorities and Planning Committee, the proposal to the Executive Council, with or without conditions.
- return the proposal to the Priorities and Planning Committee with recommended changes.

(v) Executive Council

Executive Council decisions concerning organizational change shall be expressed through a formal Executive Council Record of Decision.

The Executive Council may:

- approve a recommended organizational change.
- approve a recommended organizational change with conditions.



- disallow a recommended organizational change and terminate further work on it.
- refer the proposal back to an Executive Committee or Advisory Committee for:
 - more information
 - prescribed revisions
- direct the appropriate Minister to prepare/amend a Departmental Establishment Policy.

(b) Existing Organization

(i) Major Organizational Change

When a major organizational change is proposed, the process as outlined in section 3(a) shall apply.

(ii) Minor Organizational Change

When a minor organizational change is proposed, the Department Head, except where (iii)(a) or (b) listed below apply, will:

- submit the proposed change along with a revised organization chart and any affected position descriptions to the Deputy Minister of the Department of Personnel.

The Deputy Minister, Department of Personnel, may:

- provide advice regarding the consistency of proposed organizational design with accepted design standards.
- reclassify affected positions.
- make recommendations affecting staffing.
- proceed to implement required administrative changes that result from an approved change.



(iii) Exceptions

- Where there are financial or person year implications,
 - (a) the proposal shall be submitted to the Financial Management Board.
- When the proposed change affects a regional administration,
 - (b) the proposal shall be submitted to the Executive Council as an information item.

4. Administration

Proposals for new organizations or changes to existing organizations will adhere to the design principles contained in the policy statement.

5. Document Submission and Standards

- (a) Proposals will be submitted as prescribed in this directive.
- (b) Documents will be prepared in accordance with standards prescribed in the Executive Committee System Handbook.

6. Organizational Change Approval

When approval has been given to make an organization change, Department Heads shall:

- (a) New or Major Organizational Change
 - (i) Amend the Departmental Establishment Policy and submit it to the Priorities and Planning Committee for examination and recommendation.



(ii) Prepare the necessary amendments to:

- affected Government of the Northwest Territories policies;
- the Programs and Services Manual;
- departmental accountabilities;
- departmental organization chart;
- position descriptions.

(b) Minor Organizational Change

Where required, amend:

- departmental accountabilities;
- departmental organization chart;
- position descriptions.

(c) Public Information

The Deputy Minister, Department of Culture and Communications, as instructed by the Executive, shall prepare a public information release to inform the public of the creation of or major change in the organization of the government.

7. Prerogative of the Executive

Nothing in this directive shall in any way be construed to limit the prerogative of the Executive Council to make decisions or take action respecting the organization of the Government of the Northwest Territories, outside the provisions of this directive.

Premier and Chairman of the
Executive Council