



Regional Recruitment Program

Program Guidelines

About the Program

The Regional Recruitment Program (RRP) is a recruitment and retention tool, providing a link between vacant regional positions and Northern residents.

The RRP provides financial and human resources support to departments, boards and agencies in order to train Northern residents to fill regional job positions.

This program supports the 17th Legislative Assembly Caucus' priority to "increase employment opportunities where it is most needed by decentralizing more GNWT positions".

The Program is open to all departments, boards and agencies of the GNWT.

The purpose of the RRP is to fill regional job vacancies by supporting and assisting departments, boards and agencies in the recruitment and development of Northern residents through up to one year of on-the-job training.

Definitions

Trainee Position

The trainee occupies the vacant position and there is no need for a separate job description, because they have been placed in the target position as a trainee.

Each trainee position is filled through an expression of interest process, initially limited to the community in which the position is located but can be expanded to the entire territory if the initial expression of interest is unsuccessful.

Trainee

A trainee is a person who is employed in a trainee position consistent with these Program Guidelines.

Target Position

Target positions are existing vacant positions that must meet certain criteria in order to be eligible for participation in the RRP. These criteria include those positions that are suitable to providing trainees with on the job training opportunities that will develop them into competently performing in the position.

At the successful completion of a trainee's tenure in the trainee position, the trainee is then recommended for direct appointment into the target position.

Training Plan

A training plan is an individualized, skills-development roadmap covering the training period. A training plan outlines the skills development and knowledge learning required by each trainee in order to bridge any gap(s) between the trainee's competencies at time-of-hire and the job functions required of the target position.

Training plans are developed by departments, boards and agencies as part of the application process, with assistance from the Regional Recruitment Specialist if required. After a trainee is hired, the training plans are revised if necessary based on the specific incumbent.

Program Overview

The goal of the RRP is to fill regional job vacancies by training and developing qualified Northerners. A minimal application process allows departments, boards and agencies to submit applications to the Program year-round. The capacity of the Program enables the support of a minimum of 15 trainee positions per fiscal year, throughout the NWT with the exception of Yellowknife. The RRP is coordinated by the Regional Recruitment Specialist (RRS), a position created specifically to deliver the Program and support program participants and their supervisors.

When an application to the Program is approved, the vacant regional position (target position) associated with the application becomes a trainee position with no minimum education prerequisite. Trainee positions are filled first via an expression of interest in their home communities (if unsuccessful, alternatives may be considered). Funding for training and development of trainees is available through the hiring department and the RRP. At the end of each trainee position's training period, successful trainees are recommended for direct appointment to the indeterminate target position for which they have been developed.

Funding

Funding, up to \$15,000 per trainee position is provided through the RRP. The number of positions available to be funded by the program each year will vary, depending on the number of trainee positions that require the maximum amount of funding. Here is how funding of trainee positions is delivered:

- Trainees are paid at 80% of the full salary of the position (in accordance with the Trainee Provisions in the UNW Collective Agreement). Departments use the salary already associated with the existing position to pay for the trainees' salary and O&M costs. The remaining 20% of the salary of the position is to be utilized by departments, boards and agencies to support individual training and development of the trainee.
- To further assist the department and the trainee, funding of up to \$15,000 per position is provided through the RRP. This funding is for additional training and development costs that may result, over and above the salary and O&M funding that is already in place for the vacant position.

- An additional training allowance of up to \$6,000 per annum per trainee is available through the RRP. This funding is for compensation to existing employees to assist with providing on-the-job training to the trainee, as outlined in the training plan.

Program Parameters

Departments must apply to the RRP for each position they would like qualified as an RRP trainee position; applications to the program can be made year-round. Acceptance into the program is determined by an application assessment process based on established criteria (please see “Application Process” section of these guidelines for criteria description). Approval of qualified applications to the Program is on a first come first served basis, up to the limits set out above.

Program trainee positions are filled through an expression of interest process that is facilitated by the Program’s Regional Recruitment Specialist, a Human Resource Officer and the department’s hiring manager. Initially, trainee positions are publicized in the position’s home community only.

The length of the program period for an individual in a trainee position is a maximum of twelve months. The duration of a trainee’s program period may be shortened if it is determined by both the hiring department and the RRS that the participant is ready and able to competently fulfill the duties of the target position; at which point the trainee is recommended for direct appointment into the target position.

An essential quality of the Program is the development and execution of a detailed training plan for each trainee. Hiring departments are responsible for developing a general training plan for each trainee as part of the application process. Program training plan templates are pre-approved by the Union of Northern Workers in accordance with the Collective Agreement and are available from the RRS. After the hiring of the trainee, the training plan may be revised to reflect specific training needs of the individual.

The hiring department is responsible to ensure the implementation of each training plan and closely monitor the trainees’ progress and success at following their training plan. The Program’s RRS is responsible to approve all training plans prior to hiring of the trainee in accordance with the Memorandum of Understanding with the Union of Northern Workers and will be provided to the UNW if requested. The RRS supports the departments and the trainees, in the development and implementation of training plans which must include at least one meeting with the hiring manager and/or the trainee. Ultimately, departments are responsible for ensuring that adequate on-the-job training and development is provided to their trainee(s), within the training period, so that their trainee(s) are able to successfully perform the functions of the position at the end of the training period.

Participating departments are encouraged to include on-the-job training sessions, provided by existing employees (trainers), as a significant component of each trainee training plan. These training sessions may be several weeks in length and may take place in the trainee’s community with the trainer onsite or occur at the trainer’s location with the trainee onsite.

Success for trainees in the Program is defined as receiving positive performance appraisals while in the trainee position. Positive appraisals should reflect the trainee's anticipated suitability and competence in the performance of target position duties. The program requires that scheduled check-ins occur between the RRS, hiring manager and trainee.

Check-ins are formal mechanisms to discuss trainee performance and progress towards achieving the goal(s) of their training plan.

All trainees are paid at 80% of the full salary (in accordance with the Trainee Provisions in the UNW Collective Agreement). The remaining 20% is to be utilized by the hiring department to support their individual training and development. Funding of up to \$15,000 per trainee is available to assist with O & M and training & development cost amounts over and above the 20%, however any funding required over this amount is the responsibility of the hiring department, board or agency.

Trainees occupy the vacant position in the community where the target position is located. Portions of the trainee's training and development may occur outside of the community. Successful trainees may accept a target position in another community, if this option is available, at the end of their training period.

Approved Program applications must be actioned by the hiring manager within sixty days of approval or approval will be forfeited and withdrawn. This requires that within sixty days of application approval, the hiring department must hold an expression of interest to advertise and recruit an individual for the approved trainee position.

Application Process

To qualify a position for the RRP, a hiring manager must submit an application to the Program's RRS. Applications are received and assessed year-round by the RRS and departments are welcome to submit an application to the Program at any time.

Applications should address the following:

1. Present the job title and job description of the vacant regional position that the department is proposing as a Program-supported trainee position. Typically, this will be achieved by adding the term "Trainee" to the beginning of the job title and ensuring that the required education and qualifications are suitable for participation in the Program.
2. Explain how the position is relevant to the RRP by articulating how the skills needed to competently perform in the position could be developed in a candidate through on-the-job-training within a period of one year.
3. Outline proposed training exercises to be completed by the trainee throughout the term of the program; including but not limited to:
 - a. details regarding which existing employees will be trainers to the trainee, and the length and location of this training;

- b. other types of on-the-job training exercises; and
- c. additional supports and development opportunities that the department plans to implement to enhance the candidate's job skills and facilitate their success in the program.

As thoroughly as can be done without knowing details of the person, who will be the trainee, complete the training plan template and include this with the application. Include a budget summarizing costs associated with items included on the training plan. The RRS is available to offer assistance to hiring managers with the completion of Program applications.

- 4. Guarantee that the trainee will be recommended for direct appointment to the target position at the end of on-the-job training period, subject to supporting performance appraisals.
- 5. Reporting/supervisor relationship(s) for the trainee.
- 6. Location of the position.

The RRS reviews and evaluates all applications. Based on evaluation results, the RRS approves those that fulfill the minimum requirements of the selection criteria while adhering to Program size and participation level parameters.

Application Selection Criteria

Selection criteria are based on program guidelines and are used by the RRS in scoring each application. Each criterion is rated based on a pre-assigned weight, as outlined in the rating schedule in Appendix A.

Program Components

Training Plans

Trainees use training plans to guide their development throughout the up-to 12- month program term. Training plan content is tailored to meet individual needs based on required skills and abilities for the target position.

The supervisor and trainee are responsible for revisiting, revising when necessary and following through with training plans in order to ensure the trainee's successful completion of the program. The RRS is available to assist in matters related to the development and implementation of training plans.

Performance Monitoring and Measurement

Supervisor(s), the RRS and trainee(s) are required to review trainee performance and progress towards achieving training plan goals on an ongoing, regular basis and to formally document this process at scheduled check-ins.

Program Evaluation

Ongoing evaluation of the program is carried out as part of the 20/20 Public Service Strategic Plan reporting requirements.

Program Administration

The RRS is responsible for coordinating the Regional Recruitment Program. The RRS and Client Service Managers provide direct support to trainees, their supervisors and employing departments.

Shared Roles and Responsibilities

The following is an outline of the division of roles and responsibilities between the RRS, the hiring department, trainees and trainers, with regards to the operation of the RRP and the development of trainees.

Regional Recruitment Specialist (RRS)

The RRS is the primary contact for the RRP and is responsible for coordination and operation of the Program and for supporting trainees and departments in their involvement in the Program.

Duties and responsibilities of the RRS include:

- Supporting participating departments with hiring of trainees, their training plan development and the monitoring and progress reporting of trainees. Additional support to departments is available through Client Service Managers and Human Resource Officer(s).
- Reviewing, assessing and approval of department applications to the Program.
- Liaising with supporting and referring agencies such as Department of Education, Culture and Employment (Career Development Officers), and Department of Executive (Government Service Officers).

Hiring Department

- Responsible for adhering to the Program guidelines and for committing resources and support to their trainee(s) to ensure the trainees' success in the Program.
- Responsible for the development and implementation of a thorough and effective training plan.
- Responsible for coaching and encouraging trainees to succeed in their positions.

Trainers

Trainers play a valuable role in the development of trainees. Trainers assist trainees in achieving the learning goals of their training plan.

- Responsible to share their corporate and job knowledge with trainees to the best of their ability. By sharing job knowledge with a trainee, trainers can help guide trainees to successful participation in the RRP.
- Responsible to provide technical and/or operational training based on the trainees learning and development plan.

Appendix A: Regional Recruitment Program Application Rating Schedule

Item	Rating Criteria	Assigned Weight	Total Points
1. Training and Support	<p>Applications should include:</p> <ul style="list-style-type: none"> • A Training Plan for the position. Training Plans should include face-to-face on-the-job training provided by existing employees (trainers). • A description of supports in place to help ensure the trainee’s success in the program (i.e. strategy for including trainee as a valued team member, supervisor’s plan for engaging trainee regularly, plans including timeline for measuring and monitoring trainee progress and success); • An appropriate target position; suitable in its duties to enable a trainee to be developed for the position through on-the-job training. 	/55	
2. Corporate Link	<p>Applications should:</p> <ul style="list-style-type: none"> • Explain the relevance of filling the target position to the success of regional operations. • Demonstrate that the business case is linked to GNWT and departmental priorities and departmental knowledge transfer strategies; • Guarantee that upon successful completion of the training program the trainee will be recommended for direct appointment to a target position. 	/25	
3. Application Proposal	<p>Applications are evaluated based upon:</p> <ul style="list-style-type: none"> • The full application submission should be well written, detailed and thought out; • The application should include a realistic budget summary outlining anticipated training costs. • Reporting and development relationship(s) for the trainee; • Location of the position; 	/20	