



SKILLS Success

4

10-Year Strategic Framework

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Executive Summary

The *Skills 4 Success 10-Year Strategic Framework* is about capitalizing on the skills, knowledge and talents of the people of the Northwest Territories (NWT), the number one resource and driving force behind our economy and sustainable communities. Skilled workers are critical to Canada's, and the NWT's, productivity, innovation and economic competitiveness.

This Framework was developed with the advice and guidance of a Steering Committee and Advisory Group, and informed by the collective knowledge of four working group teams. It incorporates input received from stakeholders at seven regional engagement sessions, a symposium event and through online surveys. The Government of the Northwest Territories (GNWT) also partnered with The Conference Board of Canada to examine the forecasted labour demand in the NWT over the next 5, 10 and 15 years.

Over the next 15 years, it is forecasted there will be 28,500 to 36,700 job openings in the NWT. Approximately 75% of these job openings will require college, apprenticeship training or university education.¹ The proportion of job opportunities open to people with less than a high school education is forecasted to be less than 10% over the same time period. Meanwhile, a high proportion of the current labour supply is low skilled according to their highest level of schooling.

The demand and competition for skilled workers will only intensify in the coming years with an aging workforce and people leaving the labour market in large numbers. This Framework will ensure that the education and training system keeps pace with the changing dynamics of the labour market so that NWT residents, students and workers gain the skills required in a 21st century economy and labour market.

¹ GNWT. *NWT Labour Market Forecast and Needs Assessment*. Ottawa: The Conference Board of Canada, 2015.

Vision:

NWT residents have the skills, knowledge and attitudes for employment success.

The *Skills 4 Success 10-Year Strategic Framework* vision and goals are made-in-the-NWT solutions aimed at closing education and employment gaps and addressing recruitment and retention challenges.



Goals:

1. Increase Skill Levels through Relevant Education and Training:

- ✓ Skills development and postsecondary education programming addresses labour market demands and builds long-term capacity.

2. Bridge Education and Employment Gaps through Targeted Supports:

- ✓ NWT residents access supports and incentives that are relevant, effective and aligned with territorial labour market needs.

3. Grow the NWT Workforce through Partnerships:

- ✓ NWT employers are able to recruit a capable workforce that expands and capitalizes on residents skills, attracts newcomers to fill shortages, and retains people in the territory to contribute to the ongoing growth of the economy.

4. Improve Decision Making with Relevant Labour Market Information:

- ✓ NWT residents, other prospective workers and territorial employers have easy access to relevant, accurate and timely labour market information to make informed career and business decisions.



Introduction

The NWT is at an exciting point in history with the recent devolution of land and resource management to the territorial government, evolving Aboriginal self-governance and major infrastructure projects underway. Government priorities related to governance, sustainable economic development and infrastructure set the stage for strategic conversations about building human capital in the NWT and addressing the recruitment and retention challenges that employers face.

The skills acquired beyond secondary school and gained through higher educational achievement, training and experience are paramount to the overall success of the NWT. That is why the *Skills 4 Success 10-Year Strategic Framework* is focused on the intersection of skills and the labour market of the NWT. There is a growing recognition that the quality of education and training outcomes are more important than the quantity, and that more focus must be placed on developing a skilled workforce.

Fundamentally, skill development starts at an early age. This is why the GNWT is making

significant investments in early childhood development through *Right from the Start: A Framework for Early Childhood Development in the NWT*, and leading change to improve K-12 education system outcomes through the *Education Renewal and Innovation Framework: Directions for Change*. This Framework will build on these efforts and drive change to improve student transitions and pathways to advanced education and careers that align with NWT labour market demands and opportunities.

All levels of government will need to work in partnership with stakeholders to design and deliver programs and supports that directly address the education and training needs and economic realities of communities across the North. People want to see an adult and postsecondary education and skills training system that prepares NWT residents for job opportunities and develops a culture of entrepreneurship and innovation. There is also a strong need for governments and stakeholders to demonstrate collective leadership to close skill gaps for in-demand jobs and respond to community, employer and industry needs.



Why Skills Matter

The dynamics of the labour market in the NWT and the rest of Canada will experience dramatic changes in the coming years with an aging workforce and baby boomers on the verge of retirement. This means the competition for skilled labour will only intensify as people begin to exit the labour force in large numbers. At the same time,

as is too often the case, there is a skills mismatch between the available labour supply and the needs of employers. While there is incredible potential in the NWT, segments of the current working age population are under-educated, under-skilled and unprepared to compete for the many job opportunities that already exist.

Defining the Concept of Skills

The Conference Board of Canada's Centre for Skills and Postsecondary Education defines skills as "an ability acquired or developed through education, training, and/or experience which provides a person with the potential to make a useful contribution to the economy and society".²

This definition incorporates not only **expert knowledge or technical skills** for specific occupations and activities, but also the broad range of generic **employability skills** (e.g., personal responsibility, teamwork, communication, creativity, problem-solving, and life skills) and **essential skills** (e.g., literacy and numeracy).

The concept of skill incorporates technical know-how and knowledge, as well as the ability to apply both and succeed on the job.

² Munro, Daniel, Cameron MacLaine, and James Stuckey. *Skills - Where are we today? The State of Skills and PSE in Canada*. Ottawa: The Conference Board of Canada, 2014.



In the 21st century, the jurisdictions that succeed are those with skilled and educated populations. Innovation is the engine of economic growth and productivity and it is skilled workers who create the ideas and opportunities that drive the economy. Workers that are in highest demand not only have specific knowledge and abilities, but can also adapt to changing conditions in the workplace. They are creative thinkers and problem solvers, capable of making sound decisions. They are also good team players with diverse competencies who share ideas and workload to deliver results.

In the digital age, the ways we work, communicate and utilize technology are changing at a rapid pace. The use of high-tech equipment in different sectors of the economy requires that workers have strong

essential skills in literacy and numeracy. Our education and training system must keep pace with these changing workplace demands so that NWT residents can fully engage in an increasingly knowledge-based economy. Developing a skilled and capable labour force will also ensure employers and businesses can thrive in a competitive labour market.

Higher education is fundamental to individual health and welfare, social wellbeing and developing local economies. Education improves labour market prospects for individuals, reduces their risk of unemployment and boosts earnings. Placing priority on skill development and closing education and employment gaps will help drive positive social and economic outcomes across the North.



Labour Market Information and Dynamics

The NWT labour market is characterized by the constant movement of people flowing in and out of the labour force and changing economic conditions. To better understand the dynamics of the labour market, the GNWT partnered with The Conference Board of Canada to undertake a Labour Market Forecast and Needs Assessment (2015). This study provides valuable insights into the forecasted labour demand over 5, 10 and 15 years based on three economic scenarios and sheds light on what the education and training needs will be in the NWT. Information like this will help decision makers to better align programs and

services with the current and future labour market demands of the NWT.

The Conference Board of Canada forecasts that over the next 15 years approximately 75% of available job opportunities in the NWT will require college, apprenticeship training or university education. The proportion of job opportunities open to people with less than a high school education is forecasted to be less than 10% over the same time period. This is troubling for the NWT, knowing that a high proportion of the current labour supply is low skilled according to their highest level of schooling.

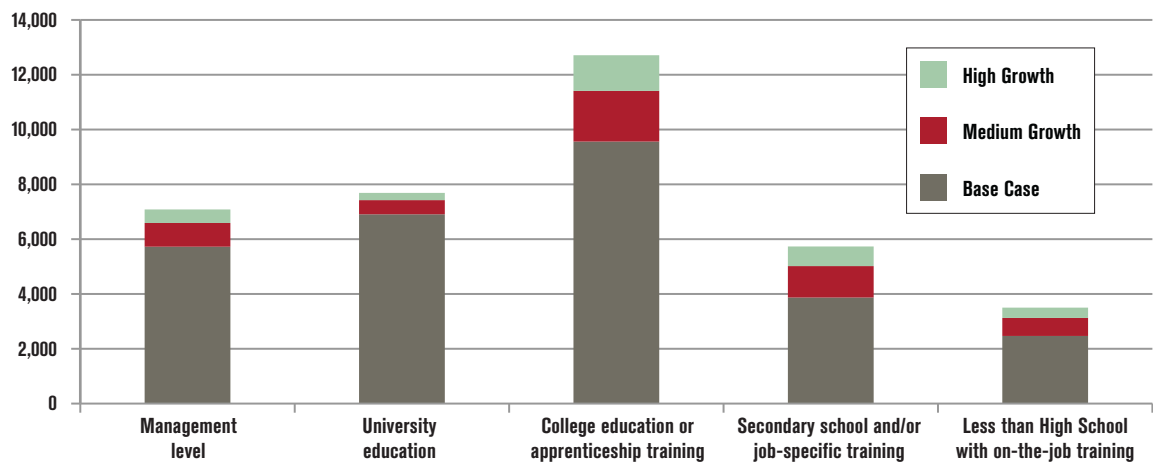
Future Job Openings in the NWT

Future job openings in the NWT are driven by both replacement and expansion demand. Replacement demand is created when people exit the NWT labour market, for

example due to out-migration or retirement, while expansion demand is created when the economy grows due to new project developments or capital investments.



Forecasted Job Openings among NWT Resident Workforce by Education and Training from 2015 to 2030



Source: The Conference Board of Canada.

The Conference Board of Canada forecasts that residents of the NWT will see 28,500 job openings in the base case scenario and 36,700 job openings in the high growth scenario over the next 15 years.³ The majority of these job openings result from replacement demand, while the number of jobs created by expansion

demand will vary depending on changing economic conditions. Population dynamics and retirement will drive much of the replacement demand. The impending impact and significance of the aging workforce is reflected by the now 9,500 workers who are aged 45 and older; an increase of 40% between 2004 and 2014.

³ GNWT. NWT Labour Market Forecast and Needs Assessment Report. Ottawa: The Conference Board of Canada, 2015.



Top 10 Forecasted Job Openings by Education and Training

Job openings represent a combination of total replacement and expansion demand. The tables below present the top 10 forecasted job openings from 2015 to 2030 classified by the nature of education or training that is typically required.⁴ This does not mean that all workers

Management Occupations	
Postsecondary education and extensive work experience	
Top 10 Occupations	Job Openings (Base Case – High Growth)
Retail and Wholesale Trade Managers	1,138 - 1,581
Construction Managers	371 - 555
Financial Managers	285 - 324
Senior Government Managers and Officials	277 - 304
Accommodation Service Managers	238 - 254
Facility Operation and Maintenance Managers	237 - 276
Senior Managers - Financial, Communications and Other Business Services	233 - 251
Senior Managers - Health, Education, Social and Community Services and Membership Organizations	202 - 222
Managers in Social, Community and Correctional Services	198 - 220
Restaurant and Food Service Managers	198 - 215
Total Job Openings for all Occupations from 2015 to 2030	5,725 - 7,084

Occupations Typically Requiring a University Degree	
University degree at the bachelor's, master's or doctorate level	
Top 10 Occupations	Job Openings (Base Case – High Growth)
Elementary School and Kindergarten Teachers	777 - 843
Registered Nurses and Registered Psychiatric Nurses	740 - 837
Secondary School Teachers	577 - 623
College and Other Vocational Instructors	382 - 413
Financial Auditors and Accountants	310 - 386
Social Policy Researchers, Consultants and Program Officers	244 - 271
Professional Occupations in Religion	213 - 226
Lawyers	201 - 219
Civil Engineers	187 - 204
Social Workers	158 - 177
Total Job Openings for all Occupations from 2015 to 2030	6,907 - 7,688

Source: The Conference Board of Canada.

⁴ Occupations are classified using the 2011 National Occupational Classification (NOC) system by skill level and at a four-digit level.



in these jobs have this education or training, but rather is a general indicator of typical skills and knowledge required for these particular occupations.

Occupations Typically Requiring a College Diploma	
Two to three years of postsecondary education or three to four years of secondary school and more than two years of on-the-job training, specialized courses or specific work experience	
Top 10 Occupations	Job Openings (Base Case – High Growth)
Administrative Officers	688 - 889
Administrative Assistants	607 - 729
Social and Community Service Workers	479 - 543
Early Childhood Educators and Assistants	448 - 512
Accounting Technicians and Bookkeepers	408 - 483
Cooks	289 - 345
Air Pilots, Flight Engineers and Flying Instructors	242 - 440
Underground Production and Development Miners	232 - 425
Police Officers	183 - 207
Property Administrators	155 - 177
Total Job Openings for all Occupations from 2015 to 2030	7,249 - 9,121

Source: The Conference Board of Canada.

Occupations Typically Requiring a Trades Certificate	
Two to five years of apprenticeship training	
Top 10 Occupations	Job Openings (Base Case – High Growth)
Carpenters	378 - 566
Electricians (Except Industrial and Power System)	207 - 328
Automotive Service Technicians, Truck and Bus Mechanics and Mechanical Repairers	189 - 270
Heavy-Duty Equipment Mechanics	152 - 230
Plumbers	118 - 193
Welders and Related Machine Operators	113 - 177
Construction Millwrights and Industrial Mechanics	102 - 178
Aircraft Mechanics and Aircraft Inspectors	95 - 178
Contractors and Supervisors, Heavy Equipment Operator Crews	94 - 141
Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	89 - 134
Total Job Openings for all Occupations from 2015 to 2030	2,312 - 3,590

In addition to the top occupations presented here, the NWT is expected to see 3,800 to 5,700 forecasted job openings for occupations that typically require high school and job specific training, and 2,400 to 3,500 forecasted job openings for occupations that typically require less than high school but generally on-the-job training. These job openings also represent important opportunity for many NWT residents.

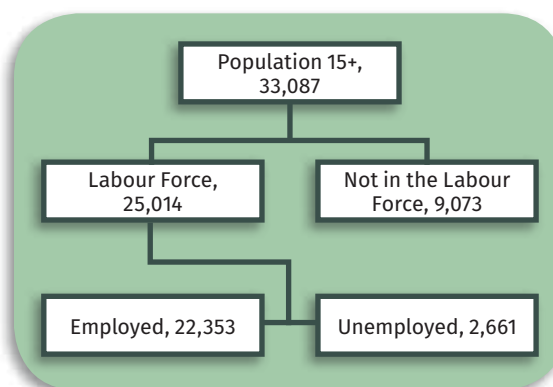


Harnessing the Potential of Youth and Building a Skilled NWT Workforce

In 2014, the NWT overall had a relatively strong employment rate of 66% with 22,353 people in the labour force working. However, the level of employment varied considerably throughout the NWT, particularly when examined by community type. In Yellowknife, the employment rate was 76%, while for Hay River, Fort Smith and Inuvik combined, the employment rate was 69%. For small communities, the employment rate was 48%.

One of the most significant factors that impact employment success is individual skill level. Employment rate by highest level of schooling demonstrates the importance of education and training with respect to the labour market. In the NWT, the employment rate for those with a university degree was 88%, a college diploma or trades certificate was 79%, a high school diploma was 61% and for those with less than high school it was only 38%.

There are four main sources of labour supply to meet the forecasted labour demand, including: 1. currently available labour supply; 2. NWT youth leaving school and entering the workforce; 3. new NWT residents from other



Source: 2014 NWT Community Survey

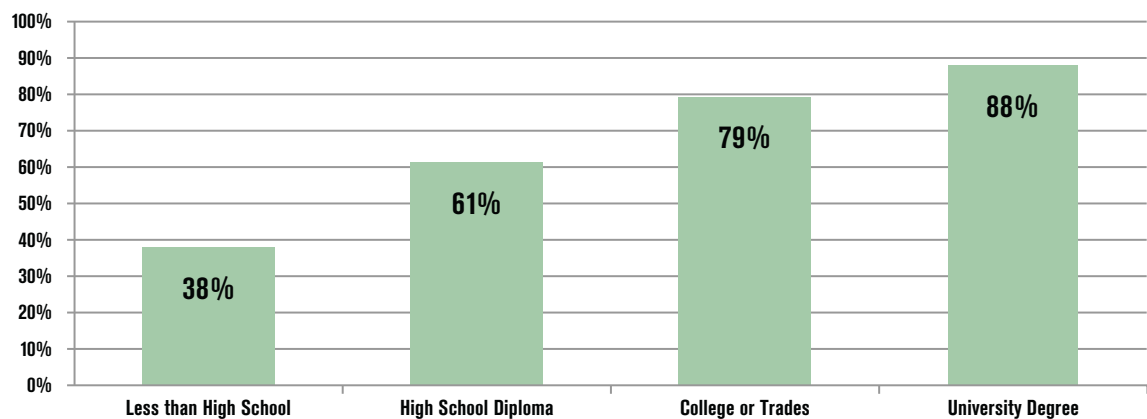
parts of Canada and the world; and 4. non-resident rotational workers.

In 2014, the available labour supply in the NWT totaled 5,219 people. This included unemployed people (2,661) and people not actively looking for work but who want a job (2,558). Available labour supply numbers take into account discouraged workers that may experience limited local job prospects.

Youth transitioning from school to the workforce are a significant source of labour supply for the NWT. It is expected that over the next 15 years, approximately 11,000 young people will be leaving the K-12 system and entering postsecondary education, skills



Employment Rate by Highest Level of Education and Training



Source: 2014 NWT Community Survey

training and/or the job market. This means that the skill levels of these new labour market entrants will be critical to meeting the future labour demand of the NWT.

In the NWT, a significant portion of the ongoing labour demand is met by new NWT residents. The migration of people to the NWT from other provinces and territories, or from other countries, fills critical labour and skill shortages. These workers are important contributors to the economy and also support population growth in the NWT. The number of working age migrants to the NWT averages about 1,700 people annually. In the past five years, the majority of new NWT residents are skilled workers, with 71% having completed postsecondary education.

Another source of labour supply for NWT employers is non-resident employees or

rotational workers. In 2014, there were an estimated 1,940 non-resident rotational workers in the NWT according to The Conference Board of Canada. Much like skilled migrants to the NWT, rotational workers support a range of industry sectors such as mining, energy, construction, transportation and health.

It is evident that increasing the capacity of the current available labour supply is just as critical as harnessing the potential of youth to meet future labour demand. The NWT must also continue to attract and retain skilled workers from other parts of Canada and the world to live and work in the NWT. The skill level of NWT residents will determine their overall success in the labour market and the types of job opportunities that become available to them.



Skills 4 Success Vision, Goals and Priorities

Skills 4 Success is inspired by the following shared vision:

“NWT residents have the skills, knowledge and attitudes for employment success.”

The Framework goals and priorities are practical, made-in-the-NWT solutions aimed at closing education and employment gaps and addressing recruitment and retention challenges. They are a direct response to the calls for change and the strong desire

Goal 1



Increase Skill Levels through Relevant Education and Training: Skills development and postsecondary education programming addresses labour market demands and builds long-term capacity

Priorities	1.1	Skills development and postsecondary education programs are aligned with labour market demands
	1.2	Adult and basic education programs lead to employment
	1.3	Pathways exist where students earn dual credits towards postsecondary or job related credentials
	1.4	Programs focus on achieving defined outcomes in support of employment
	1.5	Programs build long-term capacity for existing and emerging northern economic opportunities

Goal 2



Bridge Education and Employment Gaps through Targeted Supports: NWT residents access supports and incentives that are relevant, effective and aligned with territorial labour market needs

Priorities	2.1	Partners work together to streamline the delivery of career development supports and services
	2.2	People have supports and incentives to increase competencies and improve individual well-being and employability to move into available jobs
	2.3	People are supported through postsecondary education to develop skills that lead to employment
	2.4	Employers are supported through partnerships and incentives to hire and train NWT residents



to make system wide improvements to the adult and postsecondary education and skills training system.

The GNWT recognizes that it is not the only player when it comes to developing the NWT workforce. This responsibility is shared

with all levels of government, education and training partners, employers and individuals.

This Framework sets out a 10-year path for ongoing partnership, engagement, action planning and implementation.

Goal 3



Grow the NWT Workforce through Partnerships: NWT employers are able to recruit a capable workforce that expands and capitalizes on residents skills, attracts newcomers to fill shortages, and retains people in the territory to contribute to the ongoing growth of the economy

Priorities	3.1	NWT residents are provided opportunity for education and skills training to enter and advance in the workplace
	3.2	The NWT's resident labour force is the primary focus of recruitment and retention initiatives
	3.3	New graduates, skilled workers and professionals are provided incentives and supports to stay in the NWT
	3.4	In-demand and hard to fill positions are targeted for recruitment outside the NWT when needed

Goal 4



Improve Decision Making with Relevant Labour Market Information: NWT residents, other prospective workers and territorial employers have easy access to relevant, accurate and timely labour market information to make informed career and business decisions

Priorities	4.1	There is improved awareness of labour market information and its value
	4.2	Information on career, education and training opportunities, programs and supports is easy to find and use
	4.3	Labour market information and data is maintained, analyzed and shared among stakeholders



Goal 1 - Increase Skill Levels through Relevant Education and Training

While there have been improvements in the education and employment levels of NWT residents in past 15 years, there still remain large disparities throughout the NWT. Disparities in skill development contribute to disparities in labour market outcomes. Increasing skill levels through relevant education and training programs that address labour market demands and build long-term capacity is the foundation of a sustainable economy. NWT residents must develop progressive skills in schools, learning centres, colleges, universities or in the workplace so they can take advantage of the employment and business opportunities available in the North.

The adult and postsecondary education and skills training system needs to be both innovative and adaptive to changing labour market demands. The GNWT will work in partnership with stakeholders to design and deliver programs that directly address the education and training needs and economic realities of communities across the North. Changing how we operate does not necessarily mean investing more money. It means managing existing resources more effectively and finding alternative approaches to expand the reach and success of programs.



Goal 1

Increase Skill Levels through Relevant Education and Training: Skills development and postsecondary education programming addresses labour market demands and builds long-term capacity	
Priorities	1.1 Skills development and postsecondary education programs are aligned with labour market demands
	1.2 Adult and basic education programs lead to employment
	1.3 Pathways exist where students earn dual credits towards postsecondary or job related credentials
	1.4 Programs focus on achieving defined outcomes in support of employment
	1.5 Programs build long-term capacity for existing and emerging northern economic opportunities



Goal 2 - Bridge Education and Employment Gaps through Targeted Supports

In the NWT, there are a wide range of labour market supports and services delivered by multiple levels of governments and various agencies. The primary clients of these supports are employers that need workers with the right skill sets and individuals who are looking to develop skills relevant to the job market. There is an ongoing need for targeted supports to help underrepresented segments of the labour market overcome barriers to education and employment.

People want labour market programs and services that are easy to access regardless of what government or organization is responsible for delivering them. A more coordinated system between service

delivery agents in the NWT can reduce duplication, address gaps in service delivery and expand the reach of services to employers and individuals needing support.

Both those who are currently employed and those seeking jobs need access to supports so they can increase their skill levels for the employment opportunities that exist. Employers also have an important responsibility to invest in the development and training of their employees. Supports that provide incentives to hire and train NWT residents will benefit both the employer and the trainee and strengthen the overall NWT labour market.



Goal 2

Bridge Education and Employment Gaps through Targeted Supports: NWT residents access supports and incentives that are relevant, effective and aligned with territorial labour market needs	
Priorities	2.1 Partners work together to streamline the delivery of career development supports and services
	2.2 People have supports and incentives to increase competencies and improve individual well-being and employability to move into available jobs
	2.3 People are supported through postsecondary education to develop skills that lead to employment
	2.4 Employers are supported through partnerships and incentives to hire and train NWT residents



Goal 3 - Grow the NWT Workforce through Partnerships

There are ongoing recruitment and retention challenges in the NWT with an aging workforce, a population in slow decline and increasing competition for skilled labour across Canada. The lack of an available job-ready workforce can limit economic growth and competitiveness in the NWT. We must work in partnership to provide opportunities for more NWT residents to develop their skills to compete for in-demand jobs and progress throughout their careers.

Growing the NWT workforce and keeping capacity in the North will require dual effort to recruit and retain skilled workers.

This means working with employers to support new graduates, skilled workers and professionals to stay in the NWT through strong workforce engagement and progressive management practices. Where local labour supply falls short, employers will have to continue to recruit people from outside the NWT to fill critical skill and labour shortages.

Growing the NWT workforce and population benefits our economy and businesses and helps to secure a better quality of life for all NWT residents.



Goal 3

Grow the NWT Workforce through Partnerships:

NWT employers are able to recruit a capable workforce that expands and capitalizes on residents skills, attracts newcomers to fill shortages, and retains people in the territory to contribute to the ongoing growth of the economy

Priorities	3.1	NWT residents are provided opportunity for education and skills training to enter and advance in the workplace
	3.2	The NWT's resident labour force is the primary focus of recruitment and retention initiatives
	3.3	New graduates, skilled workers and professionals are provided incentives and supports to stay in the NWT
	3.4	In-demand and hard to fill positions are targeted for recruitment outside the NWT when needed



Goal 4 - Improve Decision Making with Relevant Labour Market Information

People make life changing decisions on a daily basis that impact their education, career and personal circumstances. Ensuring there is timely and relevant labour market information will enable students, job seekers and workers make informed career and life choices. Employers will also benefit from access to forecasted trends and analysis to develop effective training plans and manage human capital in the NWT. With the proper information, education and training partners can also deliver programs that respond directly to labour market demands.

The range of career development and labour market programs and services available and the criteria to access them can be overwhelming for the average person. The technology available today should allow for streamlined access to programs and supports that assist individuals to achieve their career goals and help employers find and develop the skills they need.

Goal 4



Improve Decision Making with Relevant Labour Market Information: NWT residents, other prospective workers and territorial employers have easy access to relevant, accurate and timely labour market information to make informed career and business decisions	
Priorities	4.1 There is improved awareness of labour market information and its value
	4.2 Information on career, education and training opportunities, programs and supports is easy to find and use
	4.3 Labour market information and data is maintained, analyzed and shared among stakeholders



Strategic Linkages

The Department of Education, Culture and Employment is leading the transformation of early childhood development and changes to the K-12 education system. This work is guided by *Right from the Start: A Framework for Early Childhood Development in the NWT* and the *Education Renewal and Innovation Framework: Directions for Change*. The *Skills 4 Success 10-Year Strategic Framework* will build off of the success of these two initiatives to improve outcomes for students transitioning to higher education and into the workforce.

The *NWT Economic Opportunities Strategy* offers a plan to connect businesses and communities to economic opportunities in the NWT by nurturing a climate for growth, building on success in key sectors, investing in regional diversification and promoting opportunity readiness in our Territory's most important resources – its people.

This Framework is also supported by other important strategies the GNWT is undertaking such as:

Building on the Strengths of Northerners – A Strategic Framework toward the Elimination of Poverty in the NWT;

Pathways to Wellness – An updated Action Plan for Addictions and Mental Health;

NWT Mineral Development Strategy;

Growing the NWT – Supporting Population Growth of the Northwest Territories; and,

Building for the Future: Northern Solutions for Northern Housing – A Strategic Framework for Housing in the NWT.

Together these initiatives will support the social and economic development of the NWT and support individuals to achieve their full potential in the labour market.



Working Together

The GNWT recognizes the importance of taking a partnership approach to making transformational changes to our adult and postsecondary education and skills training system. In the NWT, all levels of government – federal, territorial, Aboriginal and community – must work together to improve employment success for NWT residents, close skill gaps for in-demand jobs and more effectively meet the needs of communities, employers and industry.

This framework sets out a vision over the next decade that will allow partners in education, training and employment to focus on agreed to priorities and work towards the same end goals. As a small jurisdiction, we are well positioned to work in partnership across all levels of government and all sectors to effect positive change in people, communities and the economy. By working in partnership there is an opportunity to make generational change in the NWT.



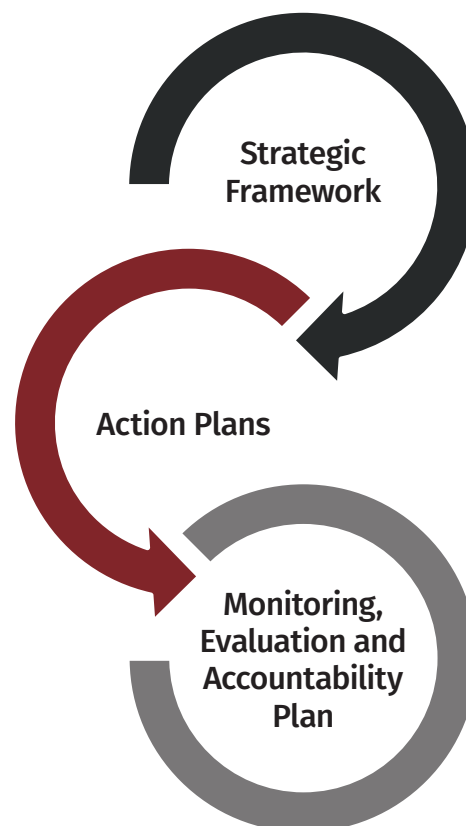
Next Steps

This Framework is only the first step of a 10-year process. The momentum and support developed amongst labour market partners for this entire initiative must be carried forward into the next phase. Breathing life into this strategy will require the development of corresponding action plans in partnership with other governments, education and training partners and industry and business partners.

The development of action plans will take the strategic planning phase a step further. They will provide more specific content on how we plan to achieve priorities that realize the strategic vision and goals. Action plans state clear objectives with measures, identify critical success factors and barriers and communicate concrete steps to take. Action plans also take into consideration projected timelines, available resources, and identify who is responsible for what activity. Action planning is an inclusive and collaborative process and will require the participation of all partners to have the greatest level of impact and success.

Just as important as action planning is the development of a corresponding

Monitoring, Evaluation and Accountability Plan that aligns with the Strategic Framework and subsequent action plans. This will include the development of performance measurements and the implementation of an effective data management and information system to track results.





Generational Change

The NWT is a great place to live, learn and work with the number of job opportunities that exist now and into the future. In order to realize the full potential of NWT residents, it will be critically important to close the education gaps of our youth. The trajectory of skills development starts at an early age. Student transitions and pathways to advanced education and careers need to be supported.

For those already in the labour market, it is also important to close the education and employment gaps of the available labour supply, particularly in small communities. This means enhancing the skill levels of individuals through both relevant education and training, and targeted supports, that align with the labour market.

The demand for skilled labour in the NWT will continue to grow as people retire and exit the labour market. This means that the NWT has to make concerted efforts to recruit and retain workers from within and outside the NWT and grow the NWT workforce.

The *Skills 4 Success 10-Year Strategic Framework* provides a solid foundation for what we have to do as partners in labour force development. Making generational change will require strong leadership at both an organizational and grass-roots level. The GNWT is committed to work in partnership with all stakeholders.



If you would like this information in another official language, call us.

English

Si vous voulez ces informations en français, contactez-nous.

French

Kĩspin ki nitawihtĩn ē nĩhĩyawihk ōma ācimōwin, tipwāsinān.

Cree

Tłıchq yatı k'ěě. Dı wegodi newq dè, gots'o gone.

Tłıchq

ʔerihł'ís Dēne Sųlíné yatı t'a huts'elkēr xa beyáyatı theʔą ʔat'e, nuwe ts'ēn yółtı.

Chipewyan

Edı gondı dehǵáh got'ıe zhatıe k'ěé edat'éh enahddhę nıde naxets'ę edahłı.

South Slavey

K'áhshó got'ıne xadə k'é hederı ʔedıhtł'é yerıniwę nıde dúle.

North Slavey

Jii gwandak izhii ginjik vat'atr'ijāhch'uu zhit yınohthan jı', diits'āt ginohkhii.

Gwich'in

Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqłuta.

Inuvialuktun

C'bdł ɒɒ'bbΔ' ʌɐLJΔɐ' Δɔb'ɒɔɐ'bb'ɐLɒb', ɐ'ɐ'ɒ'ɐ' Δ'bb'ɐ'ɐ'ɐ'ɐ'ɐ'ɐ'.

Inuktitut

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

Aboriginal Languages Secretariat: (867) 920-6484

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Pg 3 – Cathie Archbould/True North Photo; Pg 5 – Cathie Archbould/True North Photo; Pg 6 – Pat Kane/True North Photo;
Pg 7 – Bill Braden; Pg 8 – GNWT Health and Social Services; Pg 9 – Lindasj22/Shutterstock; Pg 10 – GNWT Health and Social Services;
Pg 11 – Pat Kane/True North Photo; Pg 12 – Angela Gzowski; Pg 13 – GNWT Education, Culture and Employment; Pg 14 – True North Photo;
Pg 15 – Cathie Archbould/True North Photo; Pg 16 – GNWT Health and Social Services; Pg 17 – Bill Braden; Pg 18 – GNWT Health and Social Services;
Pg 19 – Cathie Archbould/True North Photo; Pg 20 – Cathie Archbould/True North Photo; Pg 21 – Angela Gzowski;
Pg 22 – Angela Gzowski; Pg 23 – Bill Braden; Back cover – Bill Braden, GNWT Health and Social Services

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