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Nunavut: (867) 979-8511

[www.wsc.nt.ca](http://www.wsc.nt.ca)  
[www.wsc.nu.ca](http://www.wsc.nu.ca)

[www.dontbeanumber.ca](http://www.dontbeanumber.ca)

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## Executive Summary

The Workers' Safety and Compensation Commission of the Northwest Territories and Nunavut (WSCC) implemented the 2009-2011 Corporate Plan (the Plan). The Plan outlines the Governance Council's strategic direction and administration's plans to achieve the goals and objectives, and attain the WSCC's vision to be *recognized as a caring, efficient, and service focused organization and a model and trusted partner in workplace safety*.

In 2011, the WSCC continues with the overall goals and objectives, and there are no significant changes or additions to the Plan. In 2011, the WSCC confirms its commitment to meet stakeholder needs across the Northwest Territories and Nunavut through an open and collaborative approach. The WSCC's commitment to customer service excellence remains paramount in all service areas.

The Balanced Scorecard sets out the goals, objectives, measures and targets. Immediately below are the highlights of the four areas of focus for 2011.

### Stakeholder Focus

Goal – Foster stakeholder relationships in safety and care through customer service excellence.

Objectives:

- ▶ Deliver fair and consistent service in the eyes of our stakeholders.
- ▶ Strengthen client trust and respect through open and clear communication.
- ▶ Promote safety education and awareness to create and maintain a safety culture.

### Organizational Excellence

Goal – Maintain an efficient and adaptive organization that supports service delivery.

Objectives:

- ▶ Promote employee growth and development.
- ▶ Continuous process improvement.
- ▶ Engaged employees.
- ▶ Organizational efficiencies in place.

### Effective Governance

Goal – Provide efficient, accountable leadership and governance that represents the interests of the northern workforce.

Objectives:

- ▶ Effective leadership.
- ▶ Positive public image.

### Financial Sustainability

Goal – Meet the needs of stakeholders without compromising WSCC financial sustainability.

Objectives:

- ▶ Achieve operational efficiencies.
- ▶ Fair and appropriate benefits and rates.
- ▶ International Financial Reporting Standards (IFRS) compliant.
- ▶ Sustain Workers' Protection Fund.

## 2011 Governance Council Balanced Scorecard

Goals	Objectives	Measure	Target	
Stakeholder Focus	Foster stakeholder relationships in safety and care through customer service excellence.	Deliver fair and consistent service in the eyes of our stakeholders.	Time to First Payment (TTFP)	90% received within 25 days from date of registration
	Strengthen customer trust and respect through open and clear communication.		Concerns/complaints received	No unexplained or unresolved concerns/complaints
			Average composite duration of claim	Stable or decreasing within a 10% variance of the 5-year average
	Promote safety education and awareness to create and maintain a safety culture.		Participation in safety education courses, including partnerships: WSCC NSA NTFL	Baseline established in 2010 - Increased participation
			Lost time injury frequency analysis by territory	100% of all classes within variance of the 5-year average
			Lost time trend analysis by industry class	Each class is stable within a 10% variance of the 5-year average
			Community awareness of WSCC mandate and services	Improved response rates in stakeholder survey

2011 Governance Council Balanced Scorecard *continued*

	Goals	Objectives	Measure	Target
6 Organizational Excellence	Maintain an efficient and adaptive organization that supports service delivery.	Promote employee growth and development.	Employee learning and development	Number of learning hours per FTE Baseline established in 2010
			Leadership development	Delivery of in-house Leadership Development Program to 80% of Managers (year-end 2011) 80% of Succession Planning Program learners are eligible to compete for target position.
			Senior managers hold career conversations with employees	100% complete by Q3
			Align Individual Action Plans to the Balanced Scorecard and WSCC Mission, Vision and Values	100% complete in Q1
		Continuous process improvement.	Quality service delivery Organizational standards created to incorporate divisional standards	Complete by Q4
		Engaged employees.	Employee retention rates Employee survey	Meet or exceed Governments of Nunavut and the Northwest Territories retention rates Increase survey participation rate Satisfaction (strongly agree/agree) 70% or greater Exceed AWCBC average for overall satisfaction
		Organizational efficiencies in place.	Strategic Human Resources Plan Strategic Information Systems Plan Strategic Communications Plan Strategic Budget Plan NU Facilities Plan	100% completion (year-end 2011)

2011 Governance Council Balanced Scorecard *continued*

	Goals	Objectives	Measure	Target
8 <b>Effective Governance</b>	Provide efficient, accountable leadership and governance that represents the interests of the northern workforce.	Effective leadership.	Succession planning for President & CEO	50% of eligible senior managers complete executive training (year-end 2011)
			2011 Corporate Plan	Published and tabled in Q1
			2012 - 2014 Strategic Plan	Developed and approved by Q4
		Positive public image.	Formal plan to address public image	Improved results in stakeholder survey
<b>Financial Sustainability</b>	Meet the needs of our stakeholders without compromising WSCC financial sustainability.	Achieve operational efficiencies.	Annual administrative costs per \$100 payroll	Stable or decreasing
		Fair and appropriate benefits and rates.	Average provisional assessment rate	Stable within 10% variance
			Current year benefits costs per \$100 payroll	Stable or decreasing
			Years' Maximum Insurable Remuneration (YMIR)	Full compensation replacement for 70-80% of the northern workforce
		International Financial Reporting Standards (IFRS) compliant.	Conversion completed	100% complete - January 2011
		Sustain Workers' Protection Fund.	Percentage funded	108-120% funded

## Governance Council

The Corporate Plan is prepared annually pursuant to sub-section 91(1) of the *Financial Administration Acts* of the Northwest Territories and Nunavut.

### Governance Council

A seven-person Governance Council, representing the interests of labour, industry, and the general public, governs the WSCC.

Operating in a manner consistent with the *Workers' Compensation Acts* and corporate governance directives, the Governance Council's responsibility is to oversee the conduct of business and management, while maintaining the credibility and vitality of the WSCC.

William Aho, *Chairperson*

Fred Koe, *Northwest Territories Public Interest*

Vacant, *Nunavut Public Interest*

Ben McDonald, *Northwest Territories Labour*

Karin McDonald, *Northwest Territories Employer*

John Vander Velde, *Nunavut Labour*

Doug Witty, *Northwest Territories Employer*

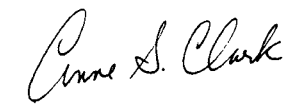
The Governance Council directs and monitors the following key areas of accountability:

- ▶ strategic direction;
- ▶ oversight and operating policies;
- ▶ succession planning;
- ▶ financial oversight and stewardship;
- ▶ corporate performance management;
- ▶ risk management;
- ▶ material transactions;
- ▶ communications; and
- ▶ governance oversight.

Exercising authority delegated by the Governance Council, the President & CEO is accountable for the WSCC's performance, including the achievement of results through the establishment of corporate objectives.



William Aho, Chairperson



Anne S. Clark, President & CEO



## Corporate Overview

The Workers' Safety and Compensation Commission (WSCC), was formed in 1977, in the Northwest Territories. When Nunavut was created in 1999, the Governments of the Northwest Territories and Nunavut agreed to a shared agency.

The WSCC administers the *Workers' Compensation Acts*, the *Safety Acts*, the *Mine Health and Safety Acts*, the *Explosives Use Acts*, and associated regulations to protect workers in the Northwest Territories and Nunavut. The WSCC is responsible to assess employers, set assessment rates, collect revenues, pay compensation to injured workers, provide rehabilitation and medical aid, and promote safety awareness and safe work practices in northern workplaces.

### Mission

Promote workplace safety and care for injured workers.

### Vision

To be recognized as a caring, efficient, and service-focused organization and a model and trusted partner in workplace safety.

### Values

#### Concern for People

- ▶ We demonstrate care and compassion in responding to our clients' needs and to the communities we serve.
- ▶ When working with our clients, partners, other stakeholders, and each other, we do so with honesty, fairness, respect, sensitivity, and timeliness, proactively and consistently.

#### Collaboration & Engagement

- ▶ We work with our partners to achieve mutually beneficial outcomes.

### Integrity

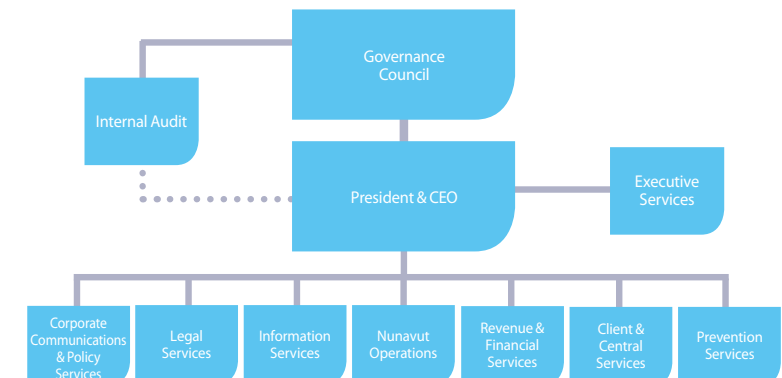
- ▶ We honour the commitments we make to our clients, our partners, other stakeholders, and each other.
- ▶ We lead the adoption of and model the workplace safety standards that we promote with employers and workers.

### Transparency & Openness

- ▶ We will be clear to our clients about how decisions are made and the reasons for those decisions.

The WSCC's core business is safety and care. The WSCC is strongly committed to improve northern safety cultures, and ensure workers injured on the job receive the care and compensation they are entitled to.

### Accountability Structure



## Current Situation

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The Workers' Safety and Compensation Commission's (WSCC) Corporate Plan supports the achievement of the Governance Council's strategic direction as set out in the Balanced Scorecard. The WSCC's priorities are founded on its Mission, Vision, and Values, and form the key result areas for the goals set by the Governance Council.

In 2010, the WSCC Governance Council and Senior Management team held a strategic planning refresh session to ensure activities are on track to meet established objectives to attain the Commission's overarching goals. Annual review allows the WSCC to examine internal and external expectations and influences that affect the WSCC's commitment to meet the needs of stakeholders.

The WSCC's 2011 goals and objectives stem from the 2009 Balanced Scorecard that introduced the Commission's three-year strategy. Each goal provides a framework for measures of performance and success.

### Risks:

The state of the world's economy continues to impact the WSCC. Investment markets directly influence the WSCC's funded position. To ensure stakeholders receive fair and appropriate benefits and assessment rates, the WSCC continues to look at ways to reduce and stabilize costs during this uncertain time.

Over the next four years, 11% of WSCC employees will be eligible to retire. This trend in Canada, and the aging North American population, impacts the recruitment of qualified workers in a competitive market. The WSCC's Human Resource Strategy will address ways to minimize this risk to the organization.

Nunavut's rapid economic growth includes the higher risk industries of mining development and exploration. Support

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industries and infrastructure requirements may cause expansion in construction, service industries, and the public sector in general. With this expansion, challenges will exist for employers to hire qualified workers and may increase the risk of workplace incidents and injury. WSCC's Prevention Services will maintain a plan to monitor and respond to these trends to minimize the risk for employers and workers.

### Opportunities:

Through the 2009 Client Satisfaction Survey, the WSCC confirmed three areas to focus on in 2010: community relations, WSCC's corporate identity, and client service excellence. The WSCC will continue to focus on these areas in 2011 and will identify additional areas and opportunities using the 2010 survey.

### Changes:

To ensure successful conversion to the International Financial Reporting Standards (IFRS) by January 1, 2011, the WSCC opened parallel financial records running both IFRS and Canadian Generally Accepted Accounting Principles (CGAAP). This necessary change resulted in a thorough review of the WSCC's accounting practices, procedures, and systems.

## 2011 Planning

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Workers' Safety and Compensation Commission (WSCC) employees continue to demonstrate core values and remain focused on prevention, client service excellence, prudent financial management and strong leadership. All WSCC employees are responsible for the WSCC's successes, including meeting the targets set out in the 2011 Corporate Plan.

### Stakeholder Focus

Foster stakeholder relationships in safety and care through customer service excellence.

- ▶ Deliver fair and consistent service in the eyes of our stakeholders.
- ▶ Strengthen client trust and respect through open and clear communication.
- ▶ Promote safety education and awareness to create and maintain a safety culture.

The WSCC takes pride in its role as a model and trusted partner in workplace safety. Partnerships and community collaboration will help the WSCC achieve its mission to promote workplace safety and care for injured workers.

The WSCC will enhance collaboration with communities and workplaces through planned and focused visits. Time spent with workers and employers is valuable. The WSCC continues its work with employers, workers, and partners.

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### Organizational Excellence

Maintain an efficient and adaptive organization that supports service delivery.

- ▶ Promote employee growth and development.
- ▶ Continuous process improvement.
- ▶ Engaged employees.
- ▶ Organizational efficiencies in place.

The WSCC is committed to employee growth and development and maintains an effective training/education plan. Of note are three staff-wide training programs provided in 2010 that will continue in 2011. They are as follows:

- ▶ Plain Language – to ensure consistent, clear and understandable communications with stakeholders.
- ▶ Respectful Workplace – to increase respectful workplace behaviours and provide employees with skills to deal with difficult workplace situations.
- ▶ Verbal Judo – to provide employees with a non-hostile approach to deal with difficult stakeholders.

The WSCC created a Succession Planning Program in 2009. The WSCC contracted the Southern Alberta Institute of Technology to develop an in-house leadership training program. Beginning in early 2011, the WSCC will implement the training program and will incorporate it into its permanent training calendar for employees.

Workplace safety is vital to the WSCC's corporate culture. In 2010, the WSCC completed its Employee Safety Program and enrolled in the Certificate of Recognition (COR) program through its partner, the Northern Safety Association. The WSCC will complete the internal and external COR audits of WSCC's Safety Program in 2011.

Effective succession planning requires the WSCC to be familiar with the organization's risk areas from a human resources perspective. The WSCC continually reviews the organization to identify high risk positions and confirm that the organization's structure remains effective. This exercise provides the WSCC with an excellent tool to ensure the continued success of the WSCC moving into the future, and to identify succession planning opportunities.

The WSCC will develop a new Competency Framework and Performance Management System that aligns with the Balanced Scorecard and Mission, Vision and Values to improve on the existing performance management system. The new system will also help to identify high performing employees.

The WSCC will assess key areas within the organization to ensure the Commission effectively and efficiently focuses its resources. Beyond 2011, the WSCC will develop multi-year strategic plans for its human resources, information systems, communications, budgets, and Nunavut facilities.

## Effective Governance

Provide efficient, accountable leadership and governance that represents the interests of the northern workforce.

- ▶ Effective leadership.
- ▶ Positive public image.

The Governance Council will consider partnership opportunities and develop criteria to engage partners and evaluate successes.

With the 2009 – 2011 planning cycle coming to a close, the WSCC will undertake a comprehensive strategic planning initiative in 2011. The WSCC believes strategic planning is a key priority for the organization. Dedicating time, effort, and resources to strategic planning ensures the Commission develops a plan that enables the organization to thrive in a changing environment.

The 2009 stakeholder survey confirms the need to continue to focus on public awareness of WSCC initiatives and mandate. The WSCC will increase education and promotional opportunities and will measure the effectiveness of these initiatives through future stakeholder surveys. In this way, stakeholders will remain involved in improving awareness and the WSCC will be able to refine areas for focus in future years.

In 2011, the Succession Planning Program will expand to include executive development opportunities as part of the plan for CEO succession.

### Financial Sustainability

Meet the needs of stakeholders without compromising WSCC financial sustainability.

- ▶ Achieve operational efficiencies.
- ▶ Fair and appropriate benefits and rates.
- ▶ IFRS compliant.
- ▶ Sustain Workers' Protection Fund.

The implementation date for IFRS conversion is January 1, 2011. IFRS implementation continues with process changes to collect additional information required by IFRS and the development of parallel IFRS financial statements.

To actively guard against abuse and offences committed on the Workers' Protection Fund, the WSCC developed a new fraud and investigations strategy.

The 2011 Year's Maximum Insurable Remuneration increased 10%, from \$75,200 to \$82,720. This increase provides full coverage to 77% of the Northwest Territories and Nunavut workforce.

In response to stakeholder feedback, the WSCC will redesign the employer payroll statement process.

## 2011 Operations & Capital Budgets >

### 2010 Capital Budget Summary

Capital Classification	2009 Carry-forward	2010 Budget	2010 Projection Funds to be Spent	Funding to be Retired	2010 Projected Carry - forwards	2011 Approved Budget
	\$	\$	\$	\$	\$	\$
Computer Equipment	363,816	115,000	247,543	0	231,273	
Furnishings	10,000	45,000	51,140	3,860	0	
Equipment - non computer	189,979	68,000	279,817	0	0	
Software	799,069	968,900	871,561	75,950	798,458	
Building - owned	2,000,000	0	1,952,541	47,459	0	
Leasehold Improvements	64,000	40,000	14,000	50,000	40,000	
						1,000,000
<b>Total</b>	<b>3,426,864</b>	<b>1,236,900</b>	<b>3,416,602</b>	<b>177,269</b>	<b>1,069,731</b>	<b>1,000,000</b>

#### Key Explanation Points

##### 2009 Carry-forwards

The purchase of the 5th Floor was completed in 2010.

##### Retired Funding

Completed projects that were under-budget and items no longer required.

##### 2010 Projected Carry-forwards

Several expenditures approved in 2010 are being deferred due to timing issues.

##### 2011 Budget

Funding approved. WSCC Capital Committee currently prioritizing business cases.

### Projected Statement of Operations – 2010

For the Year ending December 31 (in thousands of dollars)

	2009 Actual \$	2010 Budget \$	2010 Forecast \$	2011 Budget \$
<b>Revenue</b>				
Assessments	32,861	41,461	38,885	45,076
Less: Refunds	(801)	(750)	(800)	(800)
Investments (see below)	20,399	20,700	15,954	20,409
Other	90	0	0	0
	52,549	61,411	54,039	64,685
<b>Expenses</b>				
Claims	31,430	41,011	37,124	38,656
Less: Pension & experience gains expense	0	0	1,078	0
Add: Claims management expense	7,144	5,800	7,123	7,453
Subtotal	38,574	46,811	45,325	46,109
Administration & general expenses	23,225	24,723	23,351	25,875
Less: Allocation to claims	(7,144)	(5,800)	(7,123)	(7,453)
Subtotal	16,081	18,923	16,228	18,422
	54,655	65,734	61,553	64,531
Gain / (loss) from operations	(2,106)	(4,323)	(7,514)	154
<b>INVESTMENTS</b>				
Interest & Dividends	7,900		7,440	
Gains/(losses)	13,198		9,344	
Investment Fees	(699)		(830)	
	20,399	20,700	15,954	20,409

## Statement of Reserves

### Projected Statement of Reserves

For the Year ending December 31 (in thousands of dollars)

	2009 Actual \$	2010 Budget \$	2010 Projection \$	2011 Budget \$
<b>Operating reserve</b>				
Balance, beginning of year	5,315	3,354	6,760	10,261
Net income (loss) for the year	(2,196)	(5,524)	(7,514)	154
Transfer from (to) Rate stability reserve	14,619	0	0	0
Transfer to Investment fluctuation reserve current yr	(10,558)	0	0	(6,400)
Transfer from Investment fluctuation reserve prior yr	0	4,415	7,620	0
Transfer from Safety reserve	0	0	0	0
Transfer to Catastrophe reserve	0	0	(1,464)	0
Transfer from Catastrophe reserve	(420)	(960)	5,004	18,060
Transfer to Capital reserve	0	(145)	(145)	0
<b>Balance, end of year</b>	<b>6,760</b>	<b>1,140</b>	<b>10,261</b>	<b>22,075</b>
<b>Investment fluctuation reserve</b>				
Balance, beginning of year	0	5,886	10,558	2,938
Transfer from Operating reserve	10,558	0	0	6,400
Transfer to Operating reserve	0	(4,415)	(7,620)	0
<b>Balance, end of year</b>	<b>10,558</b>	<b>1,471</b>	<b>2,938</b>	<b>9,338</b>
<b>Rate stability reserve</b>				
Balance, beginning of year	14,619	0	0	0
Transfer (to) from Operating reserve	(14,619)	0	0	0
<b>Balance, end of year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Safety reserve</b>				
Balance, beginning of year	105	105	105	105
Transfer to Operating reserve	0	0	0	0
<b>Balance, end of year</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>

## Statement of Reserves *continued*

### Projected Statement of Reserves

For the Year ending December 31 (in thousands of dollars)

	2009 Actual \$	2010 Budget \$	2010 Projection \$	2011 Budget \$
<b>Catastrophe reserve</b>				
Balance, beginning of year	21,180	21,600	21,600	18,060
Transfer from Operating reserve	420	960	1,464	0
Transfer to Operating reserve	0	0	(5,004)	(18,060)
<b>Balance, end of year</b>	<b>21,600</b>	<b>22,560</b>	<b>18,060</b>	<b>0</b>
<b>Capital reserve</b>				
Balance, beginning of year	0	0	0	145
Transfer from Operating reserve	0	145	145	100
Transfer to Operating reserve	0	0	0	0
<b>Balance, end of year</b>	<b>0</b>	<b>145</b>	<b>145</b>	<b>245</b>
<b>Total Reserve Balance</b>	<b>39,023</b>	<b>25,421</b>	<b>31,509</b>	<b>31,763</b>

## 2011 Operating Budget

Schedule of Administration and General Expenditures - All Divisions

For the Year ending December 31 (in dollars)

	2009 Actual	2010 Budget	2010 Projection	2011 Budget	2011 Increase (Decrease)	2011 % Change
	\$	\$	\$	\$	\$	%
Executive Services	469,414	568,172	487,186	543,292	(24,880)	-4.38
Client and Central Services	8,673,137	9,458,332	8,787,235	9,582,970	124,638	1.32
Corporate Communications and Policy Services	1,917,638	1,943,871	1,870,969	2,012,578	68,706	3.53
Information and Technology Services	1,642,298	2,109,823	1,972,703	2,649,908	540,085	25.60
Legal Services	1,483,107	548,500	563,251	656,780	108,280	19.74
Nunavut Operations	904,503	1,122,475	984,548	1,014,466	(108,009)	-9.62
Prevention Services	2,591,350	3,112,751	2,908,760	3,213,527	100,777	3.24
Revenue and Financial Services	2,643,568	2,562,077	2,708,060	2,756,320	194,243	7.58
<b>Subtotal - President Accountability</b>	<b>20,325,015</b>	<b>21,426,001</b>	<b>20,282,712</b>	<b>22,429,841</b>	<b>1,003,840</b>	<b>4.69</b>
Headquarters	(5,824,680)	1,400,000	1,391,630	1,450,000	50,000	3.57
<b>Subtotal</b>	<b>14,500,335</b>	<b>22,826,001</b>	<b>21,674,342</b>	<b>23,879,841</b>	<b>1,053,840</b>	<b>4.62</b>
Governance Council	388,799	494,427	339,970	579,010	84,584	17.11
Appeals Tribunal	377,454	481,000	454,765	511,611	30,611	6.36
Workers' Advisor	167,700	214,500	170,676	207,500	(7,000)	-3.26
Northern Safety Association	271,902	331,902	328,584	400,000	68,098	20.52
Northern Territories Federation of Labour	375,843	375,843	375,843	350,000	(25,843)	-6.88
<b>Total</b>	<b>16,082,033</b>	<b>24,723,673</b>	<b>23,344,180</b>	<b>25,927,962</b>	<b>1,204,290</b>	<b>4.87</b>

## Measuring Performance

The Workers' Safety and Compensation Commission's (WSCC) strategic goals and objectives are captured within the Balanced Scorecard. Although the 2011 Balanced Scorecard was restructured to improve how goals and objectives are shared and communicated, the 2011 strategic direction remains unchanged, and incorporates 2010 measures and targets.

To monitor performance, each division completes a quarterly activities update. These updates provide an operational overview of business activities linking divisional workplans to the Balanced Scorecard. Highlights from these updates are shared with stakeholders in the form of a quarterly Activities Report. In addition to activity reporting, the President conducts quarterly divisional stewardship meetings with managers and senior managers to discuss performance based on the operational updates.

Every year, employees create individual action plans linked to their divisional workplans. Supervisors meet quarterly with their employees to discuss progress and performance.

To assist with strategic planning, the Governance Council receives an annual Balanced Scorecard Performance Report that captures the WSCC's performance in relation to the measures and targets on the Scorecard.

The President and CEO, whose performance is evaluated annually, is responsible to implement the strategic direction of the organization. Every year the Governance Council and the President sign an accountability agreement that outlines the President's responsibilities, deliverables, and measures linked to WSCC programs and initiatives.



