



Nunavut-Wide Hiring Policy Training and Development Resource Document

The Government of Nunavut (GN) is committed to Inuit employment and decentralization and believes that the best public service includes individuals from across the territory. Following the IQ principle of qanuqturniq (being innovative and resourceful), managing staff that work in other offices may require GN managers and supervisors to be creative and resourceful to ensure staff members thrive in this arrangement. The GN is committed to helping departments manage effectively while implementing the GN Nunavut-Wide Hiring Policy. This document lays out various options that are available to support this initiative.

Orientation

- [Cultural Orientation Program](#) - This program often includes Elder(s), knowledge keepers, and speakers with a focus on Inuit Qaujimagatuqangit and includes topics such as the history of Nunavut, Inuit societal values, the Nunavut Agreement and Inuit cultural activities. This one-day course is offered both online, and in-person for certain communities.
- [Employee Orientation Program](#) – This program is designed to help all GN employees understand GN mandates and processes, health and safety, compensation and benefits and training and development opportunities. This one-day course is available online, and in-person for certain communities.

For more information or to register for these opportunities, please visit the [GN Training Calendar](#).

Training & Development

The Public Service Training division of the Department of Human Resources co-ordinates public service training opportunities for Government of Nunavut employees. Highlighted below are some of the courses offered to GN employees that may be recommended to employees in flexible workplace arrangements. The [GN Training Calendar](#) is updated frequently and often offers a selection of courses and programs in the following topic areas.

Computer Skills

Computer skills are an integral part of any GN employee's daily work, especially for employees that are managing remote staff, or reporting to a supervisor located in a different community. Microsoft Office Support offers [Quick Start Guides](#) to all Microsoft 365 applications. Here are courses that may also be available on the [GN Training Calendar](#).



[GN Training Calendar](#). Courses are offered as either stand-alone courses or as a program throughout the fiscal year. Some of these courses may include:

- Running Virtual Meetings with Teams
- Managing Remote Teams
- Supporting Leadership Wellness and Resiliency

Training & Development for Inuit GN Employees

Article 23 of the Nunavut Agreement requires the GN to have a representative public service in Nunavut. In alignment with this goal, the GN has various training and development opportunities ([Sivumuqatigiit Training Initiatives](#)) for Nunavut Inuit GN employees that will contribute to effective career progression and could be included in training plans for Inuit employees.

- [Amaaqtaarniq Education Program](#) – is a post-secondary education leave assistance program for Inuit GN employees to fill positions that are difficult to fill in the GN.
- [Career Broadening Program](#) - allows a participant to work in an area of their choice for up to twelve months to expand job experience.
- [Sivulitiqksat Internship Program](#) - is an on-the-job internship program designed to increase Inuit representation in management-level positions (director, manager, supervisor, etc.) and specialist positions (unique to a department) in the GN.

Professional Development Fees

As outlined in [HRM 310:Professional Development Fees](#) in the [Human Resources Manual](#), employees that are in need of courses and programs not immediately available on the [GN Training Calendar](#) or with the department internally, can apply for financial assistance from the department for external courses. These courses can be in areas of Remote Management, or any course topic needed by the employee to perform their job effectively.

GN Training Fund

The GN also oversees two funds to help with training. The first is the [Training Fund](#) which can help a department seeking specialized training or customized program development not offered on the [GN Training Calendar](#). This fund covers travels for instructors, and up to a limited amount for flights for GN employees working across Nunavut for in-person specialized training (if approved).

GN Training Travel Fund

The second is the [Training Travel Fund](#) which ensures Inuit employees can access GN training in person by traveling to other communities for courses within or outside of Nunavut. All the information for each of these funds is included on the Government of Nunavut website.



Performance Management

All GN employees, including those in flexible workplace arrangements, are entitled to an annual performance review. In alignment with the Nunavut-Wide Hiring Policy, this annual performance review preferably should be completed in person (or remotely if necessary). Regular meetings may be done by videoconference or telephone call. Supervisors and employees will also regularly communicate by email.

The [HRM 316 Performance Management System](#) includes a guideline document and various templates to support this process:

[Performance Management Guidelines Handbook](#)

[Objective and Standard Setting Form](#)

[Training and Development Plan](#)

[Performance Review Form](#)

[Probationary Performance Review Form](#)

Training and Development Plan Development

The [Training and Development plan](#) provides a good opportunity for GN supervisors to collaborate with their employees and hear their ideas about their future with the GN. The plan can highlight both departmental objectives and employee career goals as discussed in the [HRM316 Performance Management Guidelines Handbook](#).

Employee Wellness

The GN strives to support employees in their whole health. The [GN Training Calendar](#) will often offer courses to support wellness and stress management. Some of these courses may include:

- Practical Time and Workload Management
- Dealing with Difficult and Challenging Situations
- Leading with Emotional Intelligence

All employees of the GN also have access to the [Employee and Family Assistance Program](#) which can provide free, personal counseling to employees, their partners and dependents. This service is available in English and French, and in Inuktitut and Inuinnaqtun with interpretation. To access these services employees and their families can call the toll-free number 1-800-663-1142.

Courses on personal development and wellness are also available through the [Employee and Family Assistance Program website](#), such as Work-Life Balance and Personal Finance Management.



Tips and Strategies to Manage and Work Remotely

- All managers and supervisors are encouraged to have frequent and regular contact with their employees using phone, email, text and/or Microsoft Teams. These points of contact can be for business purposes and/or virtual “coffee/ tea chats” to build your team morale.
- Managers should schedule weekly check-ins with employees in person when possible, utilizing teleconferencing and/or videoconferencing for those in other offices. All supervisors should be offering real time 1-to-1 weekly check in meetings with their staff.
- As part of regular check ins, the GN suggests considering and discussing when issues arise in teamwork because of the flexible workplace arrangement and actively finding solutions to communication issues.
- The GN recommends using OneDrive to share and organize files with staff members, because it can be access in multiple communities. Y Drive is only accessible in one community and therefore not helpful for those in flexible workplace arrangements.
- Managing a remote worker, and working remotely, requires time to adapt and build new skills. The GN encourages patience and clear communication about expectations and flexibility throughout this process.

External Resources

- The [Harvard Business Review](#) writes in detail about the ways to create employee engagement with training plans. Their suggestions help navigate the fine line of responsibility between managers and employees for various parts of the training plan.
- Giving feedback to staff via video conference can be uncomfortable. [This article](#) in the Harvard Business Review has suggestions to help managers and supervisors stay connected with their employees while providing critical feedback.
- The [Oracle Government Blog](#) outlines 5 important aspects of managing staff virtually focused around outcomes in productivity and giving feedback.