



# Government of Nunavut

**2004-2005**

**Public Service Annual Report**

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In accordance with Section 3(2) of the Public Service Act, I have the honour to submit the Public Service Annual Report for the period April 1, 2004 to March 31, 2005.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Louis Tapardjuk".

The Honourable Louis Tapardjuk  
Minister of Human Resources



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# 1. Message From the Minister



The Government of Nunavut (GN) celebrated its 6<sup>th</sup> year of operation in 2004-2005 – a year filled with many accomplishments, including a newly elected Legislative Assembly and a second government mandate articulated in *Pinasuaqtavut*. Guided by *Article 23* of the *Nunavut Land Claims Agreement*, GN-wide commitments outlined in *Pinasuaqtavut*, as well as the legislative authority of the *Public Service Act*, the GN also demonstrated its commitment to achieving excellence in the development and management of its public service.

The Department of Human Resources plays a key role in helping to achieve the goals outlined in *Pinasuaqtavut* and is committed to providing efficient and effective human resource services to all departments, Nunavut Arctic College, and the Nunavut Housing Corporation.

The 2004-2005 Public Service Annual Report provides information on our GN workforce. It also highlights many of the year's accomplishments that support our legal obligation under *Article 23* of the *Nunavut Land Claims Agreement* to build a public service that is representative of its population. In partnership with the Department of Finance, the department implemented the first phase of the human resource information system (P2K). In the future, this system will improve the GN's ability to report on employment statistics and trends, and will help to facilitate the decision making and program planning process.

Through the Inuit Employment Division, the Department of Human Resources continues to work with all departments to reduce barriers to Inuit employment by strengthening accountability for Inuit Employment Plans by assisting in their development and delivery. The department was also pleased to formally recognize 379 long-term service employees in the GN across 26 communities.

Demonstrating our ongoing commitment to *Pinasuaqtavut*, we continue to apply *Inuit Qaujimaqatunngit* (Inuit societal values) as the foundation of human resource policies and workplace practices. Providing innovative and expanded training and development programs targeted to beneficiaries, such as the Summer Student Employment Equity Program and the Sivuliqtiksat Internship Program, we demonstrate our commitment to *Ilippallianginnarniq* (Continuing Learning) to continue to build a strong and dedicated public service that is responsive to the needs of Nunavummiut.

I would like to commend all GN staff who continue to demonstrate excellence in the public service by providing timely and effective service to Nunavummiut.

I hope you will find the 2004-2005 Public Service Annual Report interesting and informative.

## **Note:**

The sources of all statistics in this report are from data collected by the Department of Human Resources and payroll data from the Department of Finance. Workforce statistics do not include casual employees.

This report provides statistics and information from the eleven Government of Nunavut Departments (as of March 31, 2005), the Nunavut Housing Corporation, Nunavut Arctic College, and Qulliq Energy Corporation.

## 2. Inuit Employment Plan

The Inuit Employment division is responsible for providing leadership and supporting initiatives that seek to increase beneficiary employment to a representative level in the Government of Nunavut. Its functions include: collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance to *Article 23* obligations, including the development and delivery of Inuit Employment Plans (IEP); and providing regular reporting on gaps, variances, and barriers. The division also provides research into recruitment and retention strategies and prepares a quarterly report entitled "*Towards a Representative Public Service*," which details how many beneficiaries are employed by the Government of Nunavut. The most recent report is available on the Government of Nunavut web page ([www.gov.nu.ca](http://www.gov.nu.ca)) under "Public Documents."

Overall beneficiary representation in the Government of Nunavut increased to 46% in March 2005 from 45% in March 2004. Beneficiary representation was highest in Administrative and Para-professional positions. Senior Management, Middle Management, and Professional categories had the lowest representation.

### **Inuit Employment Plan Implementation Strategy**

The fundamental elements of the Inuit Employment Plan were set out in *Article 23* of the *Nunavut Land Claims Agreement* (NLCA). The plan establishes defined targets and timelines for reaching an achievable level of beneficiary representation in the public service over the next 5 years. Government departments, including the Department of Human Resources, are presently reviewing the Plan to identify priorities and Government of Nunavut-wide initiatives, taking into consideration the challenges of current funding. This document will be tabled in the Legislature in the spring of 2006.

### **Article 23 Bilateral Working Group**

Under the "*Iqqanaijaqatigiit – Working Together*" protocol, the Government of Nunavut and Nunavut Tunngavik Incorporated (NTI) continue to work cooperatively on issues of mutual concern. The purpose of the bilateral working group is to provide recommendations and advice to the Government of Nunavut and NTI on matters related to increasing Inuit employment in the Government of Nunavut.



## Priority Hiring

In support of the goals of *Article 23* of the *NLCA*, priority consideration is given to beneficiary candidates in the hiring process. In order to achieve this objective, various steps are taken and new initiatives are introduced. Beneficiaries are encouraged to apply and given higher priority in the employment of permanent employees, casual employees, and summer students.

Job opportunities are broadcast on local radio and cable television, which is a more effective medium in geographically remote communities. In addition, the standard methods of job posting in newspapers, bulletin boards, job-sites, and the government website continue to be used.

During the screening process, beneficiary candidates are screened and interviewed first, prior to the screening of applications from non-beneficiary candidates. Other candidates are processed only when no suitable beneficiary candidates are found.

A review of the Priority Hiring Policy began in early 2005.

## Summer Student Employment Equity Program

The Government of Nunavut's Summer Student Employment Equity Program is designed to provide opportunities for secondary and post-secondary Nunavummiut students to explore different types of work and to gain meaningful job experience within the Nunavut public service. It is an integral part of the development of our youth and orients them to the work of the government.

The objectives of the program are:

- To encourage the departments and agencies of the Government of Nunavut to hire students in order to develop a pool of qualified candidates for future public service appointments.

- To provide employment opportunities for students that will:
  - enrich their academic programs;
  - help fund their education and encourage them to complete their studies;
  - develop their skills and improve employability after graduation;
  - offer insight into future employment opportunities; and
  - help them evaluate their career options within the territorial public service.

The program also includes orientation, mentorship, and evaluation components to ensure that students are provided with the necessary support and development to ensure success on the job. The program attempts to balance the priority hiring of student beneficiaries with the needs of non-beneficiary students.

The Government of Nunavut's Summer Student Employment Equity Program is designed to encourage Nunavut youth to continue with their education and provide students with meaningful summer work placements within the government.

The 2004 program saw a total of 130 students participate in the program (81% of whom were beneficiaries). In addition to the consistent application of the Priority Hiring Policy, priority placement was given to Nunavut high school and college students, as well as Nunavummiut who are studying in post secondary institutions outside of the territory.

## **"Sivuliqtiksat" - Senior Management Development Program**

*Sivuliqtiksat* is a Government of Nunavut internship program that is designed to provide professional development opportunities to Inuit and to assist Government of Nunavut departments in meeting their *Article 23* targets. The focus of the program is on training Inuit in leadership positions within the Government of Nunavut – at the director, manager, and program coordinator level. The Department of Human Resources supports a total of 14 positions in the program, which is open only to beneficiaries of the *NLCA*.

Since the program's inception in January 2003, a total of 13 interns have been hired. In November 2004, 6 interns graduated from the program and assumed their target positions. There are currently 9 interns in the program, including 7 new interns who started the program in April 2005. Interns are completing their learning plan objectives through on-the-job training, completion of distance education courses, and participation in formal classroom learning. Orientation, mentoring, and work exchange assignment are also complementary components of this program.

## **Akitsiraq Law School**

Akitsiraq Law School is an accredited law school (L.L.B) program operated in partnership between the Akitsiraq Law School Society, University of Victoria Faculty of Law, and Nunavut Arctic College. The Government of Nunavut, Justice Canada, the RCMP, and 3 regional Inuit associations provide sponsorship support to students during the course of their education. Akitsiraq Law School is the first Canadian Aboriginal law school based outside a major university focusing on the educational needs of Inuit in Nunavut.

Following an extensive 2-year planning effort, Akitsiraq Law School opened its doors in September 2001 with 15 Inuit students enrolled. At the end of 2004-2005, 11 students remained in the program; these 11 students graduated in June 2005 at a ceremony held in Iqaluit. Students are now completing their articling with various program sponsors, including the Government of Nunavut Department of Justice, which is sponsoring 5 articling students.

## **Reducing Barriers to Employment**

The *NLCA* dictates that all Government of Nunavut job descriptions must undergo an audit to ensure there are no systemic barriers in the job qualifications of public service positions. The Department of Human Resources has reviewed 1500 of the 2800 descriptions, documented current academic, experiential or any other qualifications and compared these to the qualifications listed in the National Occupational Classification, Occupational Descriptions.

To date, approximately 30 position descriptions have been determined to have inappropriate or questionable academic qualifications. In addition, all positions within the Government of Nunavut are screened based upon stated qualifications and what is deemed as an equivalency.

Other related initiatives to reducing all artificial barriers to employment include a formal internal audit of all financial positions across departments, which was completed by the Internal Audit Division in October 2003. A guide to benchmark or to identify key positions to assist job evaluation staff in rating all positions is currently under development.

# 3. Human Resources Development

The Government of Nunavut is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resource development and management. In keeping with this commitment, the Department of Human Resources places great emphasis on recruiting, retaining, and developing Government of Nunavut employees.

## Recruitment

### Staffing Capacity

The Government of Nunavut continues to build its capacity. As of March 2005, there were 3249 full time positions within the Government of Nunavut and there were 2691 full time employees. Overall staffing capacity remained stable at 83% since March 2004.

The following tables present a 2-year staffing capacity summary by community, department, and occupational category.

## Capacity Distribution by Community

COMMUNITY	March 2004			March 2005			
	Total Positions	Filled	Vacant	Total Positions	Filled	Vacant	% Capacity
BAFFIN	1842	1506	336	2013	1660	353	82%
Arctic Bay	39	37	2	44	41	3	93%
Cape Dorset	106	88	18	104	84	20	81%
Clyde River	44	38	6	45	44	1	98%
Grise Fiord	13	7	6	18	16	2	89%
Hall Beach	36	30	6	37	35	2	95%
Igloodik	138	99	39	135	105	30	95%
Iqaluit	1116	912	204	1246	1004	242	81%
Kimmitut	29	24	5	33	28	5	85%
Nanisivik	6	5	1	4	4	0	100%
Pangnirtung	120	100	20	125	106	19	85%
Pond Inlet	107	89	18	125	110	15	88%
Qikiqtarjuaq	28	25	3	31	28	3	90%
Resolute Bay	20	16	4	25	17	8	68%
Sanikiluaq	40	36	4	41	38	3	93%
KIVALLIQ	647	540	107	751	621	130	83%
Arviat	168	141	27	178	150	28	84%
Baker Lake	95	83	12	132	116	16	88%
Chesterfield Inlet	23	19	4	25	20	5	80%
Coral Harbour	38	30	8	39	32	7	82%
Rankin Inlet	274	223	51	317	255	62	80%
Repulse Bay	27	23	4	34	27	7	79%
Whale Cove	22	21	1	26	21	5	81%
KITIKMEOT	442	380	62	468	394	74	84%
Bathurst Inlet	1	1	0	1	1	0	100%
Cambridge Bay	182	155	27	192	156	36	81%
Gjoa Haven	72	62	10	70	61	9	87%
Kugaaruk	34	31	3	36	32	4	89%
Kugluktuk	114	96	18	128	107	21	84%
Taloyoak	38	35	3	40	37	3	93%
Umingmaktok	1	0	1	1	0	1	0%
OTHER	14	13	1	17	16	1	94%
Churchill	3	3	0	4	3	1	75%
Ottawa	3	2	1	3	3	0	100%
Winnipeg	8	8	0	10	10	0	100%
<b>TOTAL ALL</b>	<b>2945</b>	<b>2439</b>	<b>506</b>	<b>3249</b>	<b>2691</b>	<b>558</b>	<b>83%</b>

## Capacity Distribution by Department

DEPARTMENT	March 2004				March 2005			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Community & Government Services*	-	-	-	-	348	253	95	73%
Community Government & Transportation*	174	136	38	78%	-	-	-	-
Culture, Language, Elders & Youth	52	41	11	79%	84	60	24	71%
Economic Development & Transportation*	-	-	-	-	127	100	27	79%
Education	968	894	74	92%	983	894	89	91%
Environment	-	-	-	-	115	89	26	77%
Executive & Intergovernmental Affairs	47	36	11	77%	46	39	7	85%
Finance	163	123	40	75%	165	128	37	78%
Health & Social Services	610	472	138	77%	706	543	163	77%
Human Resources	71	60	11	85%	74	63	11	85%
Justice	208	172	36	83%	228	195	33	86%
Office of the Legislative Assembly	30	25	5	83%	30	24	6	80%
Public Works & Services*	236	181	55	77%	-	-	-	-
Sustainable Development*	163	117	46	72%	-	-	-	-
Nunavut Arctic College	150	122	28	81%	120	99	21	83%
Nunavut Housing Corporation	73	60	13	82%	72	63	9	88%
Qulliq Energy Corporation	N/A	N/A	N/A	N/A	151	141	10	93%
<b>TOTAL ALL</b>	<b>2945</b>	<b>2439</b>	<b>506</b>	<b>83%</b>	<b>3249</b>	<b>2691</b>	<b>558</b>	<b>83%</b>

\* Reflects government restructuring in 2004.

## Capacity Distribution by Occupational Category

DEPARTMENT	March 2004				March 2005			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Executive	33	30	3	91%	36	35	1	97%
Senior Management	119	108	11	91%	134	125	9	93%
Middle Management	357	293	64	82%	414	348	66	84%
Professional	998	848	150	85%	1085	910	175	84%
Paraprofessional	961	770	191	80%	1004	806	198	80%
Administrative Support	477	390	87	82%	576	467	109	81%
<b>TOTAL</b>	<b>2945</b>	<b>2439</b>	<b>506</b>	<b>83%</b>	<b>3249</b>	<b>2691</b>	<b>558</b>	<b>83%</b>

## Staffing

### Job Competitions

For the 2004-2005 fiscal year, job competitions were held for 615 positions, a 9% increase from the previous year. This number does not include teaching and specialized health care positions. Nor does it include casual positions, direct appointments, and transfer assignments.

During this period, a total of 14,352 individuals applied for the 615 advertised positions, indicating a 52% increase from last year in the number of individuals who applied for positions. Of the positions advertised, 469 positions were filled, which represents a 22% increase from last year. A total of 102 positions were cancelled or re-advertised. The remaining competitions were not completed by the end of the fiscal year.

A breakdown of job applicants and hires by gender and beneficiary status is contained below.

### Job Competitions 2004-2005

Positions Advertised	615								
		Male	%	Female	%	Beneficiary	%	Non-Beneficiary	%
Applicants	14352	8912	62%	5440	38%	2073	14%	12279	86%
Actual Hires	469	184	39%	285	61%	250	53%	219	47%

### Casuals

The Government of Nunavut hires casual employees for temporary assignments within departments. For example, casuals work on special projects, help with a high volume of work or fill in for employees on leave. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences.

At March 31, 2005, there were 1261 casuals working for the Government of Nunavut. The majority of casual employees was located in Iqaluit and was working in health and social services related positions.

The Department of Human Resources is currently developing a casual staffing process to increase levels of beneficiary employment in the public service.

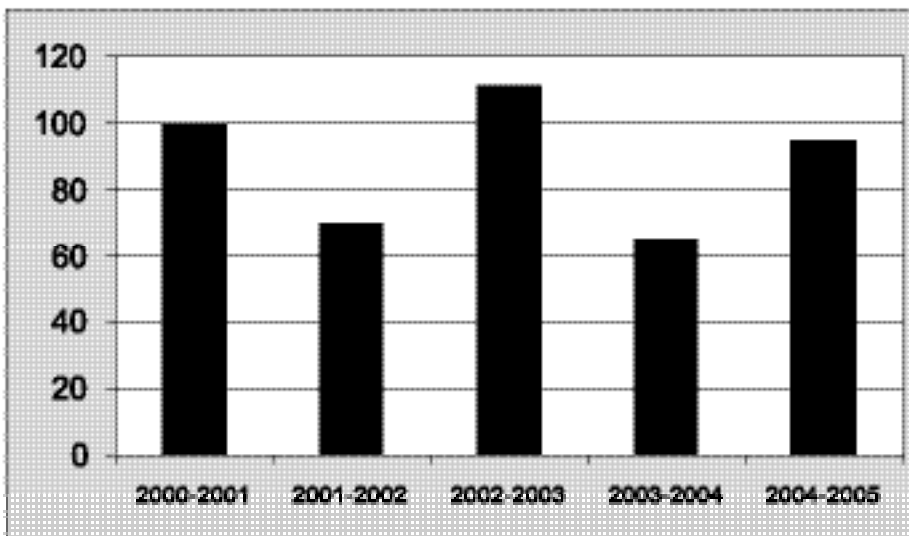
### Direct Appointments

The direct appointment process is used by the Government of Nunavut, in certain circumstances, to achieve a qualified and representative public service. Direct appointments support fair and equitable career development, as well as the Government of Nunavut's Priority Hiring Policy. Direct appointments are also used in situations where the regular recruitment process has been unsuccessful with filling hard to staff positions. Cabinet approves all direct appointments.



During the 2004-2005 fiscal year, Cabinet approved a total of 95 direct appointments. Of the 95 direct appointment approved, 91 were for beneficiaries.

### Direct Appointments by Fiscal Year 2000-2005



### Employee Retention

The retention rate for Government of Nunavut employees has increased significantly from 69% in 2000 and continued to increase to 82 % in 2003-04 (adjusted rate for longer reporting period) where it remained constant at 82% in 2004-05. Although the retention rate has significantly increased, retention of existing employees remains a key challenge for the Government of Nunavut.

Details on employee retention rates can be found in the workforce profile section at the end of this report.

## Long Term Service Awards

The Government of Nunavut recognizes public service employees for dedicated service and the contribution they make during the course of their employment. Employees are formally honoured for long periods of continuous service with the Government of Nunavut. Long Term Service Awards are presented once every two years to employees who have reached their 5, 10, 15, 20, 25, 30, and 35 year employment milestones within the public service. This year, 379 employees, representing 26 communities, received long term service awards.

### 2004-2005 Long Term Service Awards Summary

Region	Number of Recipients
Iqaluit	140
Qikiqtaaluk	104
Kivalliq	95
Kitikmeot	40
	379

Award	Number of Recipients
5 years	206
10 years	73
15 years	57
20 years	25
25 years	14
30 years	4
	379

## Employee Development

Through *Pinasuaqtavut*, the Government of Nunavut has reconfirmed its commitment to *Ilippallianginnarniq* (Continuing Learning). Within the workplace, ongoing training and development of employees is critical to building a strong and dedicated public service that can be responsive to the needs of Nunavummiut.

The Department of Human Resources' Training and Development division is responsible for researching, designing, and delivering programs that address general training needs across the Government of Nunavut. The division works in partnership with all departments to identify and respond to priority training needs for Government of Nunavut employees working across Nunavut and to ensure that programs are relevant, cost effective, and high quality.

## Employee Orientation

Employee orientation sessions are hosted in communities across the territory on a regular basis. These sessions are designed to provide employees with general information about working for the Government of Nunavut and to complement department/job specific orientation initiatives of each Government of Nunavut department. In 2004-2005, a total of 183 employees attended 1 of 13 different orientation sessions that took place across Nunavut. Sessions were held in 10 different communities.

A comprehensive Employee Orientation Framework that outlines the roles and responsibilities of the Department of Human Resources, Government of Nunavut departments, managers, and employees in the orientation process is being developed. The self-directed CD-ROM that was developed in 2003 is also being updated and integrated into an intranet-based orientation for new employees. The intranet-based orientation will include general information including an overview of the history of Nunavut and the Government of Nunavut, employment information (i.e. pay and benefits, collective agreements), community profiles and culture, and language. CD-ROMs containing the same information will also be available.

### 2004-2005 Employee Orientation Sessions

Community	Date	# Participants	Beneficiary	Non-Beneficiary
Iqaluit	June 04	24	6	18
Iqaluit	September 04	27	6	21
Iqaluit	March 05	31	9	22
<b>Total Iqaluit</b>	<b>3 sessions</b>	<b>82</b>	<b>21</b>	<b>61</b>
Igloolik	December 04	15	13	2
Pangnirtung	February 05	16	9	7
Cape Dorset	February 05	11	5	6
Pond Inlet	March 05	19	13	6
<b>Total Qikiqtaaluk</b>	<b>4 sessions</b>	<b>61</b>	<b>40</b>	<b>21</b>
Rankin	March 05	11	5	6
Baker Lake	February 05	2	0	2
Arviat	February 05	1	1	0
<b>Total Kivalliq</b>	<b>3 sessions</b>	<b>14</b>	<b>6</b>	<b>8</b>
Cambridge Bay	November 04	13	3	10
Cambridge Bay	December 04	8	1	7
Gjoa Haven	February 05	5	4	1
<b>Total Kitikmeot</b>	<b>3 sessions</b>	<b>26</b>	<b>8</b>	<b>18</b>
<b>Totals</b>	<b>13 sessions</b>	<b>183</b>	<b>75</b>	<b>108</b>

## Cultural Orientation

Building upon pilot cultural orientation sessions held in Iqaluit during 2003-2004, the Department of Human Resources has been working with the Department of Culture, Language, Elders and Youth to develop cultural orientation programming that will familiarize employees with *Inuit Qaujimajatuqangit* (IQ) guiding principles and how these principles can be applied on the job. New cultural orientation initiatives will be introduced in 2005-2006.

## Learning and Development Opportunities

The Department of Human Resources' Learning and Development Program consists primarily of courses, workshops, and seminars that are designed to enhance employees' knowledge, skills, and abilities in their current positions and to help prepare them to take on higher positions within the Government of Nunavut. Programming is designed to meet general training needs in such areas as computer literacy, financial management, administrative services, communication, and human resources management.

In 2004-2005, the Department of Human Resources offered 43 different types of learning and development activities to Government of Nunavut employees. A total of 902 employees attended and training took place in 11 different communities across Nunavut (Baker Lake, Cambridge Bay, Cape Dorset, Gjoa Haven, Igloolik, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, Rankin Inlet, and Taloyoak).

### Learning & Development Program by Fiscal Year

Fiscal Year	Types of Courses Offered	# Course Deliveries	Total # of Participants	Total # of Beneficiaries	% Beneficiaries
2004-2005	43	97	902	465	52%
2003-2004	30	90	915	439	48%
2002-2003	31	123*	1084	423	39%
2001-2002	24	89	577	233	40%

\* 2 NAC instructors teaching in Qikiqtaaluk (1 in Iqaluit, 1 in other communities). Other years had only 1 NAC instructor for entire region.

## Inuktitut/Inuinnaqtun Language Training

In partnership with Nunavut Arctic College (NAC), the Department of Human Resources offers Inuktitut/Inuinnaqtun language training programs for staff. In 2004-2005, a total of 77 employees in 6 communities participated in language training.

Basic language courses, focusing on second language training, have been offered to employees since 2000-2001. Recognizing the need for increased and consistent programming, particularly for first-language learners, the Department of Human Resources has been working with NAC and the Department of Culture, Language, Elders and Youth to expand the language training program and to develop new training curriculum, materials, and resources.

In 2004-2005, a train-the-trainer program for Inuktitut instructors was piloted. Six individuals participated in the program. It is anticipated that these individuals will continue to develop their skills by instructing some of the language training courses offered to Government of Nunavut employees.

### 2004-2005 Inuktitut/Inuinnaqtun Language Training

Course	Community	# completed	Beneficiary	Non-Beneficiary
Inuktitut Language Train the Trainer Pilot Project	Iqaluit	6	6	0
Inuktitut Second Language Level 1 Regular	Iqaluit	12	0	12
Inuktitut Keyboarding	Iqaluit	5	5	0
Inuktitut Second Language Level 1 Intensive	Iqaluit	4	1	3
<b>Total Iqaluit</b>	<b>4 courses</b>	<b>27</b>	<b>12</b>	<b>15</b>
Inuktitut Second Language Level 1 Regular	Igloolik	4	0	4
Inuktitut Second Language Level 1 Regular	Pond Inlet	8	0	8
Inuktitut Second Language Level 1 Regular	Arctic Bay	11	0	11
<b>Total Qikiqtaaluk</b>	<b>3 courses</b>	<b>23</b>	<b>0</b>	<b>23</b>
Inuinnaqtun as a Second Language Level 1	Cambridge Bay	4	1	3
Inuinnaqtun as a Second Language Level 2	Cambridge Bay	4	2	2
Inuinnaqtun as a Second Language Level 1	Kugluktuk	10	6	4
Inuinnaqtun as a Second Language Level 2	Kugluktuk	9	8	1
<b>Total Kitikmeot</b>	<b>4 courses</b>	<b>27</b>	<b>17</b>	<b>10</b>
<b>Total # of Workshops</b>	<b>11</b>			
<b>Total Participants</b>	<b>77</b>			
<b>Total Beneficiaries</b>	<b>29</b>			
<b>Total Non-Beneficiaries</b>	<b>48</b>			

## Inuktitut/Inuinnaqtun Language Training by Fiscal Year

Fiscal Year	Total # of Participants
2004-2005	66 (ISL) 6 (Train the Trainer) 5 (IFL)
2003-2004	122 (ISL)
2002-2003	171 (ISL)
2001-2002	117 (ISL)

ISL – Inuktitut as a Second Language

IFL – Inuktitut as a First Language

## Specialized Training Initiatives

The purpose of this program is to assist departments in funding training that develops technical, job-specific competencies and addresses the unique learning needs of a department, division, or position. Departments are responsible for proposal development, as well as the design, coordination, and administration of training. The 2004-2005 program budget was \$300,000 and supported a total of 20 training events.

### 2004-2005 Specialized Training Initiatives

Specialized Training Program	Department	Participants	Beneficiary Participation
1 Counseling Training	Justice	9	5
2 Multiview Accounting	Nunavut Arctic College	6	5
3 Acc Pac Advantage	Community & Government Services	8	4
4 ALARM Training (Advances in Labour and Risk Management)	Health & Social Services	12	0
5 Community Health Nurses participation in ALARM Training	Health & Social Services	11	2
6 Spill Recovery	Environment	15	7
7 News Release Writing	Executive & Intergovernmental Affairs	13	10
8 Infrared Level 1 and Level 2	Community & Government Services	7	0
9 Divisional Training – Petroleum Products	Community & Government Services	7	4
10 Functional Assessment, Individual Behaviour Plans, Wraparound Training	Education	30	9
11 Youth Criminal Justice Act	Justice, Community Corrections	14	8
12 Project Management and Procurement	Community & Government Services	35	7
13 Audit Training	Finance	19	6
14 Superannuation and Insurance Plans	Finance	9	3
15 Taxation	Finance	7	2
16 Medical Interpreter	Health and Social Services	6	6
17 Sheriff Training	Justice	3	1
18 Family Mediation	Justice	1	1
19 Wildlife Act	Environment	34	16
20 Justice of the Peace	Justice	1	1
<b>Participant Totals</b>		<b>97</b>	

## Specialized Training Program by Fiscal Year

Fiscal Year	Budget	Funded Programs	Total # of Participants	Total # of Beneficiaries	% Beneficiaries
2004-2005	\$306,000	20	247	97	39%
2003-2004	\$300,000	15	309	173	56%
2002-2003	\$250,000	9	91	39	43%
2001-2002	\$250,000	15	146	62	42%

## Certificate in Nunavut Public Service Studies

This accredited certificate program has been designed for Government of Nunavut employees who are looking to increase their knowledge and awareness in public service subjects at the undergraduate level. Customized courses are delivered in Nunavut by Carleton University and include:

- History of Northern Canada
- Public Administration in Nunavut
- Writing and Language
- Introduction to Economics
- Global Political Issues
- Principles of Financial Accounting
- Management of Federal-Territorial Relations
- Introduction to Organizational Behaviour

Completion of the program is equivalent to one year of a Bachelor of Arts degree program at Carleton University.

The program is currently being offered in Cambridge Bay, Arviat, and Iqaluit. Courses are delivered either online or via cd/dvd and students are supported by workshops held by trained on-site facilitators who are familiar with the course material. Students work through the course material independently with opportunities for collaboration and feedback via the course workshops. The workshops and group study sessions among peers have proven successful in participants' completion of courses.

## Nunavut Public Service Studies Program – Courses Completed To Date

Course	Total # Registered	Total # Completed	Beneficiary Completed	% Beneficiary
History of Northern Canada	26	15	7	47%
Writing and Language	33	12	7	58%
Public Administration in Nunavut	36	22	10	45%
Financial Accounting	34	14	4	29%
<b>TOTAL</b>	<b>129</b>	<b>63</b>	<b>28</b>	<b>44%</b>

## Nunavut Advanced Management Program

In 2004-2005, the Department of Human Resources partnered with Kakivak Association, a regional Inuit development association, to deliver a 10-module training program for employees interested in developing their management skills. Saint Mary's University is the academic institution that delivers each 3-day module. Modules cover such areas as business communication, program evaluation, leadership, and budgeting. Participants must complete 8 of 10 modules to complete the program. A total of 15 Government of Nunavut employees participated in the program (representing 50% of the total number of participants).

The program concluded in June 2005, with 13 Government of Nunavut employees successfully completing the program. A second program intake for Government of Nunavut employees is scheduled for 2005-2006.



## 4. Job Evaluation

The Department of Human Resources' Job Evaluation division has the responsibility of rating or evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable, and fair rates of pay for public servants.

A total of 1,117 job evaluation actions were processed during 2004-2005. Additionally, 2,164 casual staffing actions were processed for assignment of an appropriate pay range.

### **Bilingual Bonus / Policy Review**

The current bilingual bonus program was transferred from the Government of Northwest Territories (GNWT). Under this program, an employee may receive a bilingual bonus of \$1,500 per year when they use more than one of the official languages of Nunavut in their job. To receive the bonus, the employee's position must be established as eligible. An employee is eligible for receiving the bonus if the duties of the job, as outlined in the job description, require the use of more than one of the official languages. The language must also serve members of the community or region.

The current breakdown of positions designated as bilingual is 1388 for Inuktitut/Inuinnaqtun and 12 for French. Within those positions, 414 employees are receiving the bonus for Inuktitut/Inuinnaqtun and 7 for French.

The Government of Nunavut has a clearly expressed mandate to make Inuktitut/Inuinnaqtun its working language. An interdepartmental committee has been established to review both the existing Bilingual Bonus Policy and how a bilingual bonus should be administered within the Government of Nunavut. The focus of the review is to ensure the program continues to compensate those public servants who use more than one of the official languages in the course of their duties. The intent of the program will also be to serve as an instrument of support in moving towards Inuktitut/Inuinnaqtun as the working language of government.

# 5. Employee Relations

## Workplace Health, Safety & Wellness Program

The Government of Nunavut is committed to investing in its employees by promoting a safe, healthy, and harmonious workplace. The Workplace Health, Safety & Wellness Program consists of Occupational Health & Safety; Health, Safety & Wellness training and information sessions; and the Employee & Family Assistance Program.

### Employee and Family Assistance Program

The Employee and Family Assistance Program (EFAP) consists of a confidential, 24 hour, toll-free telephone counseling service available to all employees and their family members. Face-to-face counseling services were available in Iqaluit for a seven month period of time during this year. The division is working on making face-to-face counseling services available for all clients of the EFAP in the 2005-2006 fiscal year. These services are offered in partnership with Health Canada.

The EFAP continued to grow in usage from 83 to 93 individuals over the past year. The table below shows utilization rates of the EFAP counseling service from April 2004-March 2005.

## EFAP Utilization Rates - April 1, 04- March 31, 05

<b>Employee Population</b>	<b>2691</b>	
Employees using EFAP	93	3.5%
<b>Client Category</b>	<b>#</b>	<b>%</b>
Client	89	95.7%
Family	4	4.3%
<b>TOTAL</b>	<b>93</b>	<b>100.0%</b>
<b>Client Gender</b>		
Females	66	80.0%
Males	27	20.0%
<b>TOTAL</b>	<b>93</b>	<b>100.0%</b>
<b>Age Distribution Of Clients</b>		
20 – 29	19	20.5%
30 – 39	35	37.7%
40 – 49	25	26.8%
50 – 59	14	15.0%
<b>TOTAL</b>	<b>93</b>	<b>100.0%</b>
<b>Referred By</b>		
Self	75	80.7%
Supervisor/Manager	2	2.0%
Family	3	3.3%
Union/referral agent	3	3.3%
Peer	1	1.0%
Promotional Material	9	9.7%
<b>TOTAL</b>	<b>93</b>	<b>100 %</b>
<b>Assessment Type</b>		
Addictions Self/Other	6	6.5%
Family / Marital	32	34.4%
Phy/Psychological Health	31	33.3%
Career	2	2.1%
Conflict / Peer	3	3.2%
Conflict / Super	4	4.3%
Work Related	15	16.2%
<b>TOTAL</b>	<b>93</b>	<b>100.0%</b>

## Health, Safety & Wellness Training & Information Sessions

The Government of Nunavut recognizes that learning is essential for the development of all employees. The Department of Human Resources' Workplace Health, Safety and Wellness program is committed to providing learning and development opportunities to improve employees' knowledge of health and wellness matters. Safety legislation requires that training opportunities be made available to employees to ensure that they may meet the basic requirements of the Safety Act.

Throughout the year, the Department of Human Resources offered learning activities in all regions and in the decentralized communities.

COURSE TITLE	START DATE	COMMUNITY	REGION
Grief and Loss - Follow-up	April	PA	QIK
Grief and Loss	April	IQ	HQ
Addictions Teleconference	May	IQ	HQ
Grief and Loss	June	RI	KIV
Sexual Harassment Investigator- Level 1	June	AR	KIV
Sexual Harassment Investigator- Level 1	June	RI	KV
Respectful Workplace	June	IQ	HQ
Respectful Workplace	June	BL	KIV
Addictions Teleconference	Sept	IQ	HQ
Sexual Harassment Investigator- Level 1	Sept	CB	KIT
Grief and Loss	Sept	CB	KIT
Sexual Harassment Investigator- Level 1	Sept	PI	QIK
Workplace Violence & Sexual Harassment Prevention	Nov	AR	KIV
Grief and Loss	Nov	KU	KIT
Respectful Workplace: Managing Stress	Nov	PA	QIK
Respectful Workplace: Managing Stress	Nov	PI	QIK
Workplace Violence & Sexual Harassment Prevention	Jan	IQ	HQ
Sexual Harassment Investigator- Level 1	Jan	IQ	HQ
Workplace Violence & Sexual Harassment Prevention	Jan	CD	QIK
Grief and Loss	Jan	KU	KIT
Respectful Workplace: Managing Stress	Feb	KU	KIT
Angry/Aggressive Clients with Non-Violent Crises	Feb	IQ	HQ
Introduction to Mediation	Mar	IQ	HQ
Mental Health Training - WHO	Mar	IQ	HQ
Respectful Workplace: Managing Sexual Harassment	Mar	PA	QIK
Sexual Harassment Investigator- Level 1	Mar	PI	QIK
Suicide Intervention & Prevention	Mar	IQ	HQ

## Collective Bargaining

### Nunavut Employees Union

A collective agreement between the Government of Nunavut and the Nunavut Employees Union (NEU), covering approximately 1700 employees, was negotiated in the spring of 2004 with an expiry date of September 30, 2006.

## Grievances and Arbitration

The grievance and arbitration processes are used to resolve disputes between employees or the unions and the Government of Nunavut.

The Department of Human Resources continues to work with departments, the NEU, and the FNT on improving grievance procedures to allow for meaningful discussion to proactively resolve workplace issues.

### Active grievances at March 31st, 2005

	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	7	4	101	112
FNT	0	0	5	5

**Policy Grievance:** refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

**Group Grievance:** refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

**Individual Grievance:** affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

## Staffing Appeals

The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted. Two of the department's three regional offices have the capacity to deliver staffing appeals hearings. Plans are in place to develop staffing appeals capacity in the remaining region. An appeal hearing provides an objective review of the staffing process. There were a total of 29 appeals in 2004-2005.

### Staffing Appeals 2004/2005

Region	Total	Withdrawn	Denied	Upheld
Qikiqtaaluk	11	0	7	4
Kivalliq	11	0	10	1
Kitikmeot	7	0	4	3
<b>Total</b>	<b>29</b>	<b>0</b>	<b>21</b>	<b>8</b>

### Appeals Data Summary

Fiscal Year	Upheld	Denied	Withdrawn	Total
1999-2000	2	10	1	13
2000-2001	2	6	0	8
2001-2002	2	11	0	13
2002-2003	1	15	0	16
2003-2004	6	25	0	31
2004-2005	8	21	0	29
<b>TOTALS:</b>	<b>21</b>	<b>88</b>	<b>1</b>	<b>110</b>

### Upheld Appeals Ratios:

99-00: 15.4 %

00-01: 25.0 %

01-02: 15.4 %

5 Year Overall Mean: 19.1 %

02-03: 6.3 %

03-04: 19.4 %

04-05: 27.6 %

## • 6. Human Resource Management System

The Department of Human Resources inherited the Government of Northwest Territories' Human Resource Information System in April 1999. This system was outdated, was not Y2K compliant, and was not serviced past December 1999. As a result, the department maintains a series of manual and electronic databases, making retrieval of information limiting, difficult, and time consuming, and is slowly reducing its dependence on these systems.

The Government of Nunavut requires an integrated Human Resource Information and Payroll System (HRIPS) to respond to inquiries, provide statistical analysis of the public service, and report on all aspects related to its employees (i.e. payroll, positions etc.). The Departments of Human Resources and Finance, with the support of Community and Government Services, have undertaken the implementation of a new human resources and payroll system named Personality 2000, commonly referred to as P2K. The HR and payroll components of the HRIPS (P2K) system have been operational since April 2005. The Leave and Attendance module is scheduled to be operational by the end of the 05-06 fiscal year.

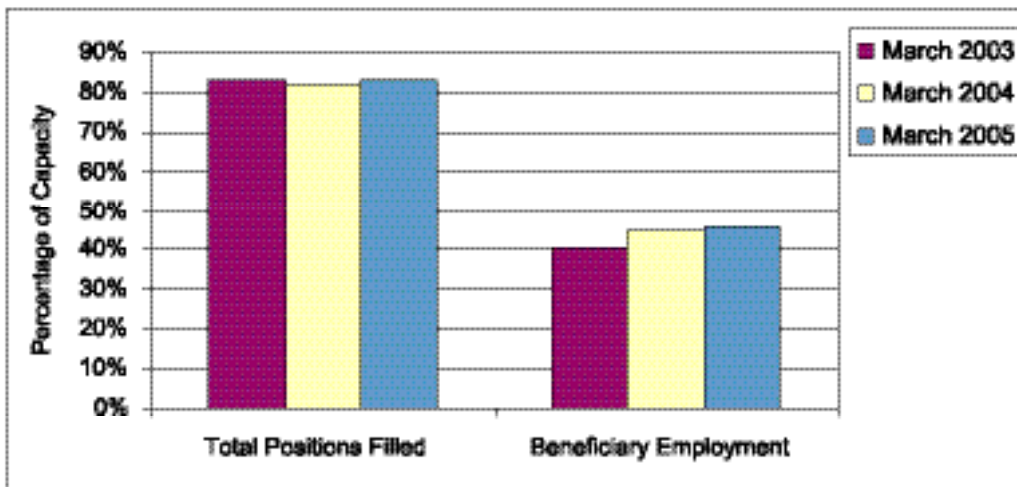
# 7. Workforce Profile

The information contained in this section of the report is extracted from March 2004 and 2005 payroll data and the March 2004 and 2005 “Towards a Representative Public Service” reports. Job competition information is extracted from Human Resources’ job competition database.

The Department of Human Resources is continuing to enhance information collection mechanisms through the implementation of its new HR/Payroll system.

In March 2005, the average full-time employee was 41 years of age, earned approximately \$63,853 a year and had 5.75 years of continuous service in the Government of Nunavut.<sup>1</sup> The average beneficiary male employee was 41 years of age, earned approximately \$57,744 a year and had 6.7 years of continuous service. The average beneficiary female employee was 40 years of age, earned approximately \$54,531 a year and had 7 years of continuous service. In the non-beneficiary group, the average male employee was 43 years of age, earned approximate \$74,794 a year and had 4.8 years of continuous service. The average female employee was 40 years of age, earned \$68,343 a year and had 4.4 years of continuous service.

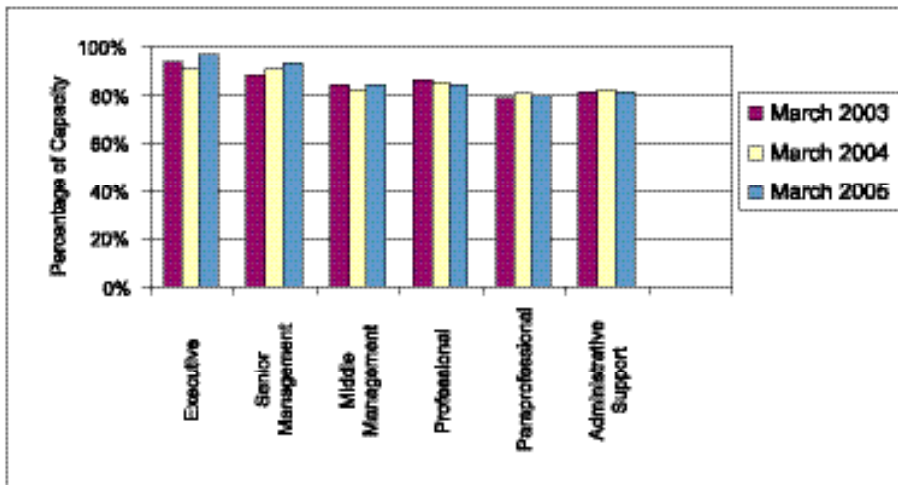
## Staffing Capacity and Inuit Representation – March 2003 - 2005



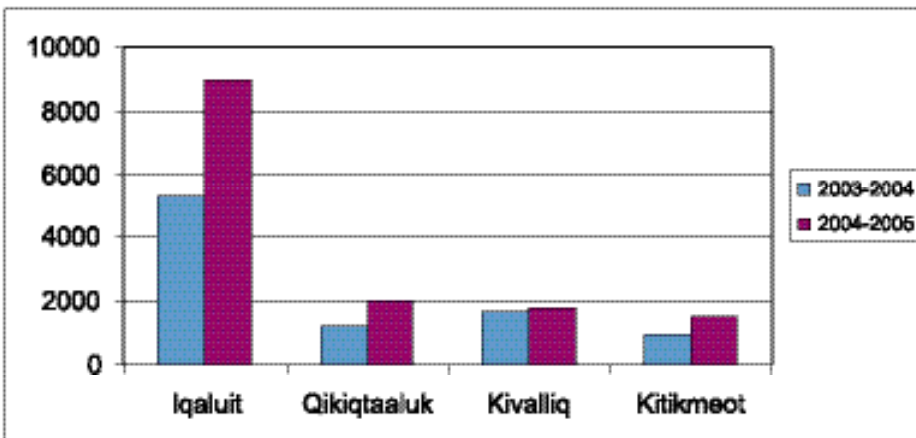
<sup>1</sup> Averages for age, salary and continuous years of service include full time employees only.



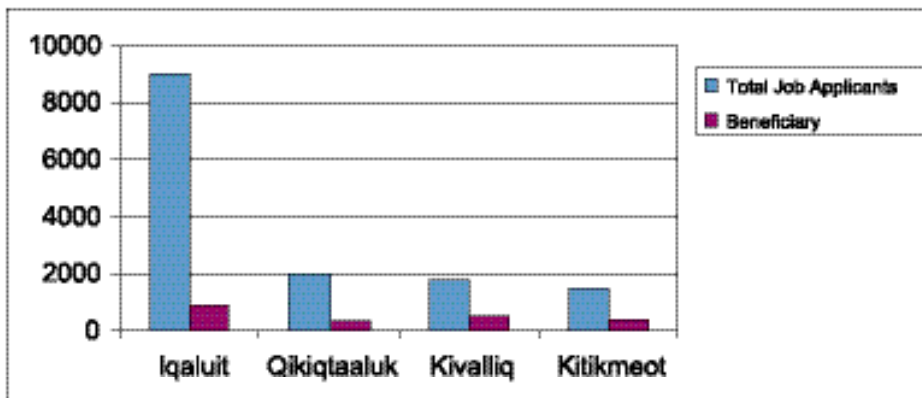
### Capacity Distribution by Occupational Category – March 2003 - 2005



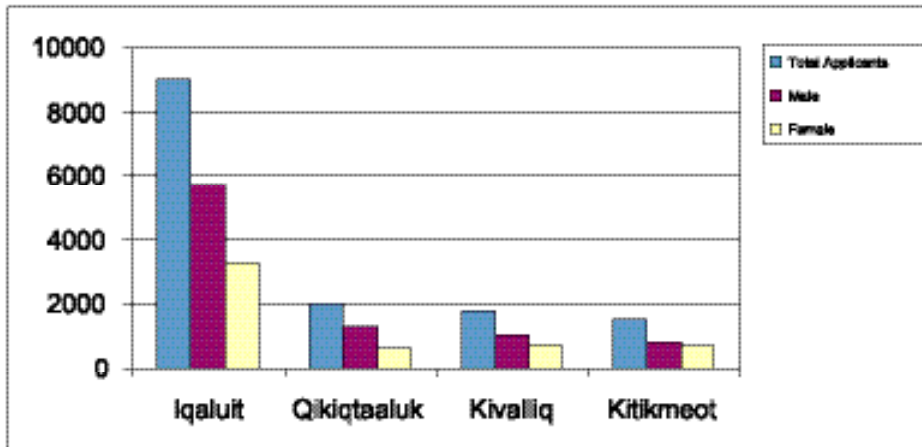
### Total Job Applications by Region 2003- 2005



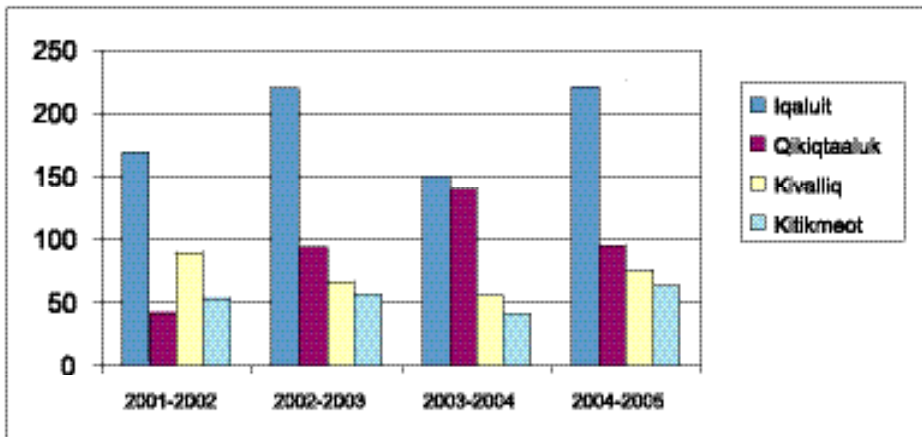
### Total Job Applicants and Beneficiary Applicants by Region 2004-2005



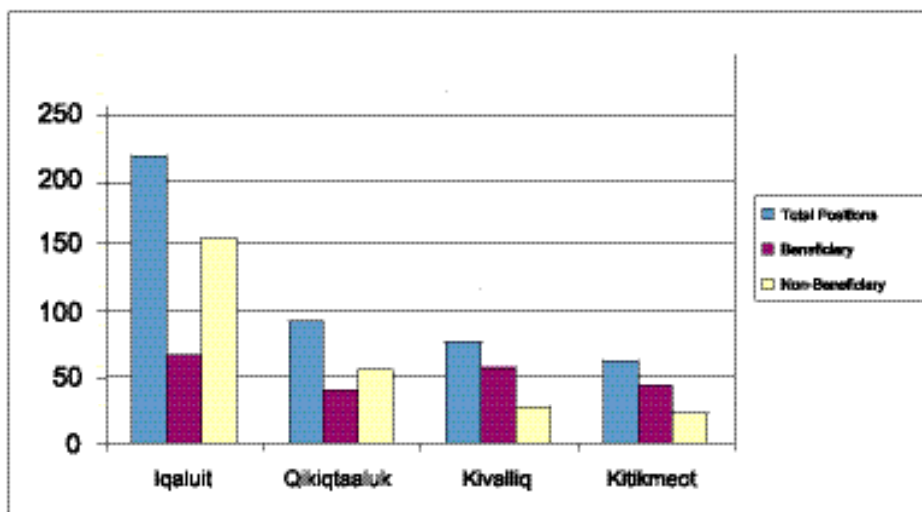
### Total Job Applicants and Gender by Region 2004-2005



### Total Hires by Region 2001-2005



### Total Hires and Beneficiary Hires by Region 2004-2005



## Beneficiary Employment by Community

	March 2004			March 2005		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
<b>BAFFIN</b>	1506	617	41%	1660	691	42%
Arctic Bay	37	21	57%	41	25	61%
Cape Dorset	88	42	48%	84	38	45%
Clyde River	38	23	61%	44	27	61%
Grise Fiord	7	4	57%	16	11	69%
Hall Beach	30	18	60%	35	17	49%
Igloolik	99	61	62%	105	59	56%
Iqaluit	912	268	29%	1004	312	31%
Kimmirut	24	13	54%	28	16	57%
Nanisivik	5	5	100%	4	4	100%
Pangnirtung	100	62	62%	106	65	61%
Pond Inlet	89	56	63%	110	68	62%
Qikiqtarjuaq	25	17	68%	28	19	68%
Resolute Bay	16	6	38%	17	7	41%
Sanikiluaq	36	21	58%	38	23	61%
<b>KIVALLIQ</b>	540	277	51%	621	326	52%
Arviat	141	75	53%	150	87	58%
Baker Lake	83	42	51%	116	57	49%
Chesterfield Inlet	19	12	63%	20	11	55%
Coral Harbour	30	21	70%	32	19	59%
Rankin Inlet	223	107	48%	255	128	50%
Repulse Bay	23	9	39%	27	12	44%
Whale Cove	21	11	52%	21	12	57%
<b>KITIKMEOT</b>	380	196	52%	394	207	53%
Bathurst Inlet	1	1	100%	1	1	100%
Cambridge Bay	155	77	50%	156	70	45%
Gjoa Haven	62	37	60%	61	41	67%
Kugaaruk	31	19	61%	32	20	63%
Kugluktuk	96	44	46%	107	56	52%
Taloyoak	35	18	51%	37	19	51%
Umingmaktok	0	0	-	0	0	-
<b>OTHER</b>	13	8	62%	16	8	50%
Churchill	3	2	67%	3	2	67%
Ottawa	2	1	50%	3	1	33%
Winnipeg	8	5	63%	10	5	50%
<b>TOTAL ALL</b>	2439	1098	45%	2691	1232	46%

## Beneficiary Employment by Department

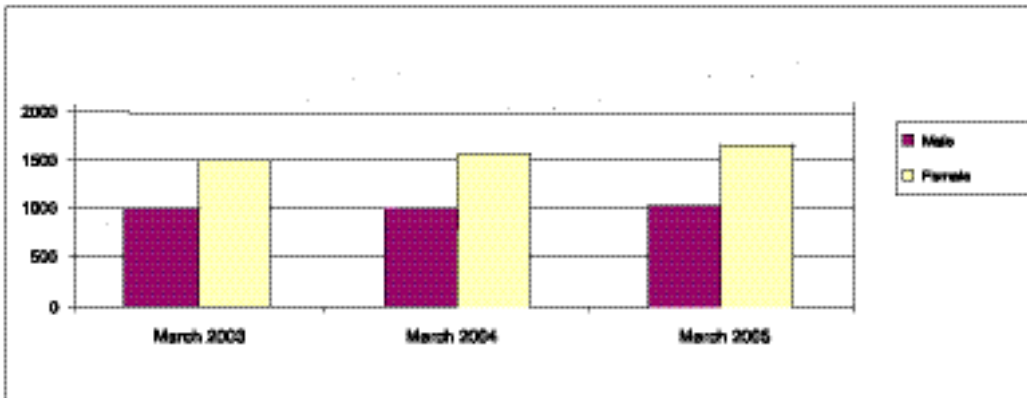
DEPARTMENT	March 2004			March 2005		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Community & Government Services*	-	-	-	253	100	40%
Community Government & Transportation*	136	53	39%	-	-	-
Culture, Language, Elders & Youth	41	27	66%	60	30	50%
Economic Development & Transportation*	-	-	-	100	45	45%
Education	894	434	49%	894	447	50%
Environment	-	-	-	89	37	42%
Executive & Intergovernmental Affairs	36	19	53%	39	22	56%
Finance	123	42	34%	128	49	38%
Health & Social Services	472	232	49%	543	255	47%
Human Resources	60	22	37%	63	25	40%
Justice	172	55	32%	195	73	37%
Office of the Legislative Assembly	25	11	44%	24	12	50%
Public Works & Services*	181	74	41%	-	-	-
Sustainable Development*	117	54	46%	-	-	-
Nunavut Arctic College	122	49	40%	99	40	40%
Nunavut Housing Corporation	60	26	43%	63	29	46%
Qulliq Energy Corporation	N/A	N/A	N/A	141	68	48%
<b>TOTAL ALL</b>	<b>2439</b>	<b>1098</b>	<b>45%</b>	<b>2691</b>	<b>1232</b>	<b>46%</b>

\* Reflects government restructuring in 2004.

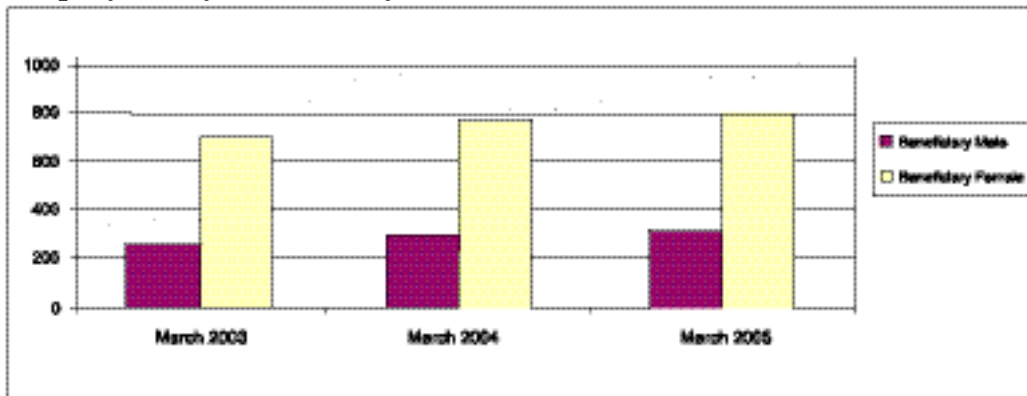
## Beneficiary Employment by Occupational Group

	March 2004			March 2005		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	30	14	47%	35	16	46%
Senior Management	108	25	23%	125	27	22%
Middle Management	293	58	20%	348	77	22%
Professional	848	215	25%	910	214	24%
Paraprofessional	770	457	59%	806	491	61%
Administrative Support	390	329	84%	467	407	87%
<b>TOTAL</b>	<b>2439</b>	<b>1098</b>	<b>45%</b>	<b>2691</b>	<b>1232</b>	<b>46%</b>

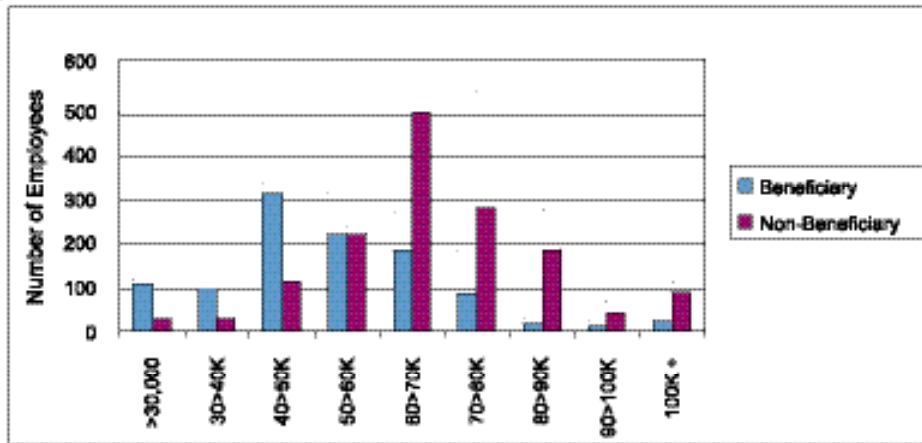
## Employees by Gender – March 2003 - March 2005



## Employees by Beneficiary Status and Gender – March 2003 - March 2005

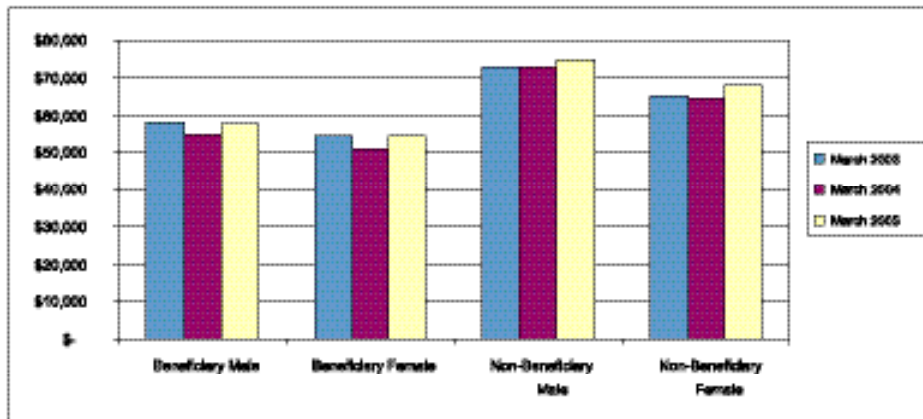


## Employees by Salary Range and Beneficiary Status\* - March 2005



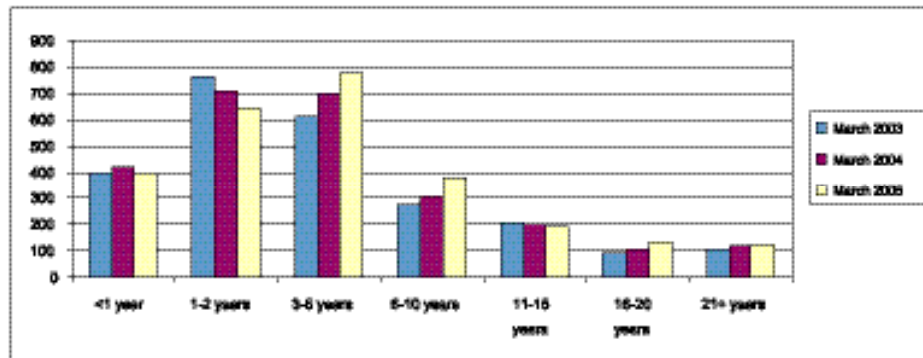
\* Full-time employees

## Average Annual Salary by Beneficiary Status and Gender\*

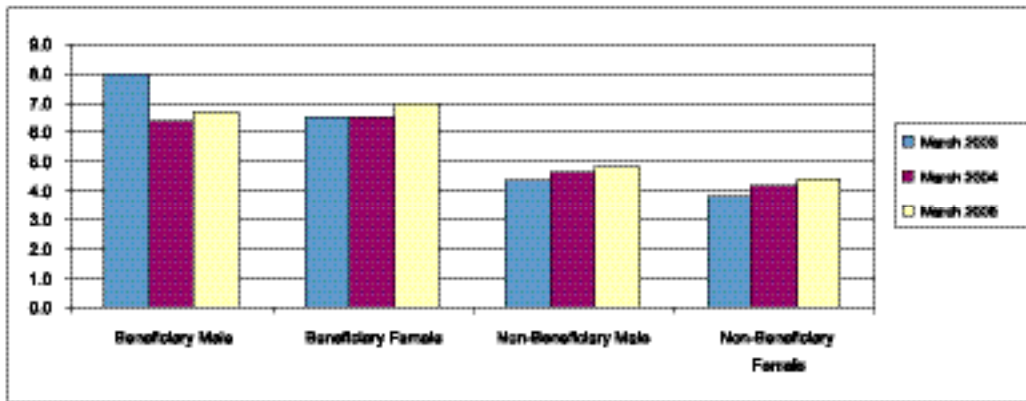


\* Full-time employees

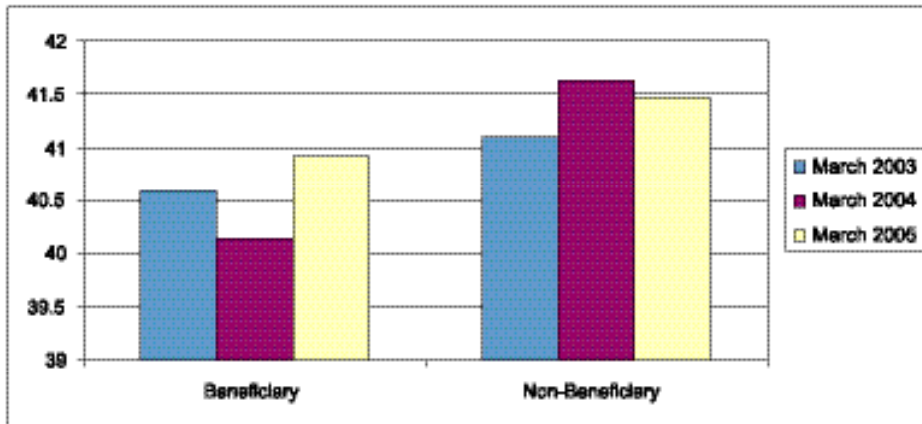
## Permanent Employees by Years of Service



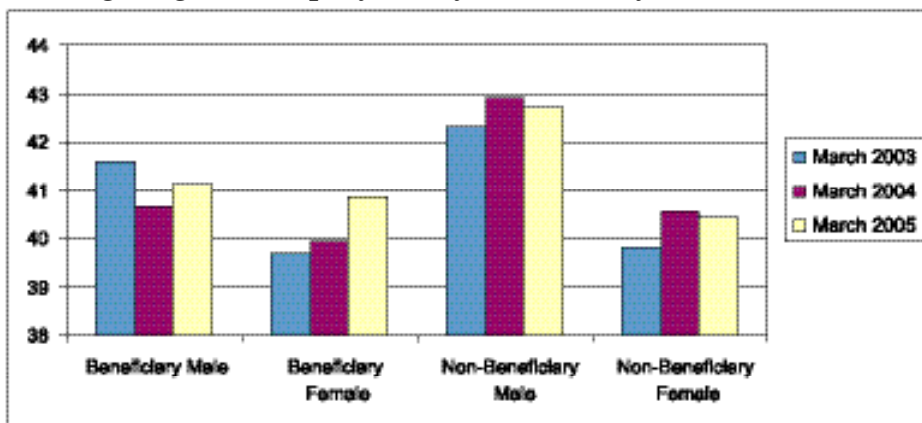
### Average Years of Service by Beneficiary Status and Gender



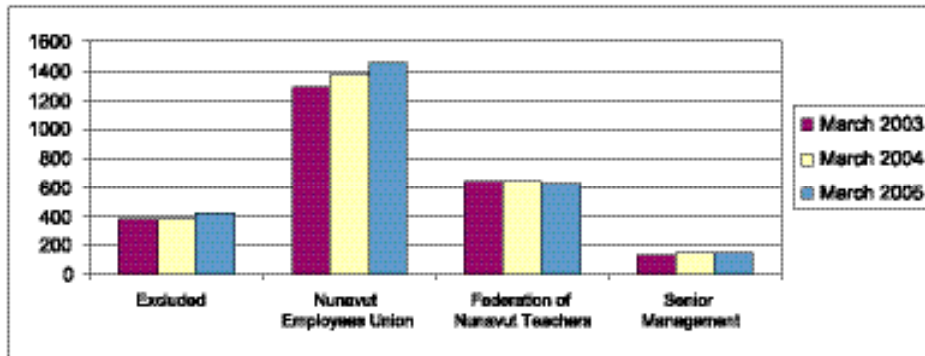
### Average Age of Employees by Beneficiary Status



### Average Age of Employees by Beneficiary Status and Gender



## Employees by Pay Group – March 2003 - March 2005



## Employee Turnover\* by Pay Group

EMPLOYEE GROUP	Departure Rate (%) 2000**	Departure Rate (%) 2001**	Departure Rate (%) 2002**	Departure Rate (%) 2003-2004***	Departure Rate (%) 2004-2005~
Excluded Employees	41%	26%	19%	18%	15%
Federation of Nunavut Teachers	34%	21%	21%	18%	21%
Senior Managers	36%	19%	13%	13%	13%
Nunavut Employees Union	27%	34%	18%	20%	17%
<b>TOTAL</b>	<b>31%</b>	<b>28%</b>	<b>19%</b>	<b>18%</b>	<b>18%</b>

\* Employees leaving Government of Nunavut.

\*\* Calendar Year

\*\*\* Data was collected over a 15 month period (Dec.31,2003 – March 31,2004) but adjusted to reflect a 12 month departure rate.

~ Data was collected for the 2004-2005 fiscal year.



