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## INTRODUCTION

**This section introduces the Government of Nunavut’s Master Inuit Employment Plan to 2023 and detailed departmental Inuit Employment Plans to 2023.**

### Master Inuit Employment Plan to 2023

A Master Inuit Employment Plan (Master IEP) to 2023 was drafted in 2017-2018 to establish long-term strategic directions in Inuit employment for the Government of Nunavut (GN) as a whole organization and in specific occupational groups in the public service. The Master Inuit Employment Plan built on the foundations established in the GN’s first Inuit Employment Plan, which was developed in 2000 and updated in implementation plans from 2003 to 2013.

The GN has been implementing actions identified in the Master Inuit Employment Plan since it was drafted in 2017-2018, along with ongoing actions that were identified in earlier Inuit Employment Plans.

The Master Inuit Employment Plan to 2023 was updated in early 2019-2020 before final approval and public release. This GN-wide IEP is available to GN employees and Nunavummiut on the Department of Human Resources website.

### Departmental Inuit Employment Plans to 2023

Government of Nunavut departments and territorial corporations drafted detailed Inuit Employment Plans to 2023 during 2017-2018. These Inuit Employment Plans (IEPs) have a starting point of 2013 and an end date of 2023 to align with the 10-year period of the current Nunavut implementation contract.

Departmental IEPs to 2023 include goals and targets for the short-term (by March 2020), medium-term (by March 2023) and long-term (beyond 2023, within 10 years) and an action plan to achieve short- and medium-term goals. Implementation of the action plans that are described in draft Inuit Employment Plans to 2023 has been ongoing since 2017-2018.

Annual Inuit employment goals, targets and priorities continue to be included in departmental and agency Business Plans. Annual IEPs include one-year Inuit employment goals and targets along with priority actions for the three-year period of the Business Plan. The annual IEPs are “rolling” plans that are updated each year during the Business Planning and Main Estimates cycles. Business Plans and annual IEPs are available to GN employees and Nunavummiut on the Department of Finance’s website.

Departmental IEPs to 2023 were updated in early 2019-2020 before final approval and public release. These long-term IEPs are publicly available on the Department of Human Resources website.

Inuit employment statistics reflect the results of efforts made by departments and agencies to increase Inuit employment. These statistics are published quarterly in Towards a Representative Public Service (TRPS) reports. Additional information about Inuit employment is included in the GN’s Public Service Annual Report. These reports are publicly available on the Department of Human Resources website.

# CHAPTER 1: ARTICLE 23 AND INUIT EMPLOYMENT PLANS IN THE GN

**This chapter summarizes the Government of Nunavut's obligations under Article 23 of the Nunavut Agreement and how IEPs respond to these and other requirements.**

## The Nunavut Agreement (1993)

### Article 23

Part 2 describes the objective of Article 23 and Parts 4 and 5 contain the detailed requirements for Inuit employment plans (IEPs) and training plans. These three Parts are reproduced below:

#### PART 2: OBJECTIVE

23.2.1 The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.

23.2.2 In pursuit of this objective, Government and the Designated Inuit Organization (DIO) shall cooperate in the development and implementation of employment and training as set out in the Agreement.

#### PART 4: INUIT EMPLOYMENT PLANS

23.4.1 Within three years of the date of ratification of the Agreement, each government organization shall prepare an Inuit employment plan to increase and maintain the employment of Inuit at a representative level.

23.4.2 An Inuit employment plan shall include the following:

(a) an analysis to determine the level of representation of Inuit in the government organization and to identify areas of under-representation by occupational grouping and level and regular full-time and regular part-time employment status;

(b) phased approach, with reasonable short and medium term goals, in the form of numerical targets and timetables for employment of qualified Inuit in all levels and occupational groupings where under-representation has been identified; such goals to take into account the number of Inuit who are qualified or who would likely become qualified, projected operational requirements, and projected attrition rates;

(c) an analysis of personnel systems, policies, practices and procedures in the organization to identify those which potentially impede the recruitment, promotion, or other employment opportunities of Inuit;

(d) measures consistent with the merit principle designed to increase the recruitment and promotion of Inuit, such as

(i) measures designed to remove systemic discrimination including but not limited to

- removal of artificially inflated education requirements,
- removal of experience requirements not based on essential consideration of proficiency and skill,
- use of a variety of testing procedures to avoid cultural biases,

(ii) intensive recruitment programs, including the distribution of competition posters throughout the Nunavut Settlement Area, with posters in Inuktitut as well as Canada's official languages as required,

(iii) inclusion in appropriate search criteria and job descriptions of requirements for an understanding of the social and cultural milieu of the Nunavut Settlement Area, including but not limited to

- knowledge of Inuit culture, society and economy,
- community awareness,
- fluency in Inuktitut,
- knowledge of environmental characteristics of the Nunavut Settlement Area,
- northern experience,

(iv) Inuit involvement in selection panels and boards or, where such involvement is impractical, advice to such panels and boards,

(v) provision of counselling services with particular attention to solving problems associated with accessibility to such services,

(vi) provision of in-service education assignment and upgrading programs adequate to meet employment goals,

(vii) promotion of apprenticeship, internship and other relevant on-the-job training programs,

(viii) special training opportunities,

(ix) use of measures which are found to be successful in achieving similar objectives in other initiatives undertaken by Government, and

(x) cross-cultural training;

(e) identification of a senior official to monitor the plan; and

(f) a monitoring and reporting mechanism on implementation of the plan.

23.4.3 All employment plans shall be posted in accessible locations for employee review.

23.4.4 Notwithstanding the overall objectives of this Article, it is understood that some organizations may employ so few persons in the Nunavut Settlement Area that strict application of the above measures may not be practicable.

#### PART 5: PRE-EMPLOYMENT TRAINING

23.5.1 The plans outlined in Part 4 will require special initiatives to provide some Inuit with skills to qualify for government employment. Government and the DIO shall develop and implement pre-employment training plans.

23.5.2 To the extent possible, the plans referred to in Section 23.5.1 shall be designed to meet the special needs of Inuit by various means, including:

- (a) instruction in Inuktitut;
- (b) training within the Nunavut Settlement Area;
- (c) distribution of training sites among communities, it being understood that circumstances may require that training take place in central locations within the Nunavut Settlement Area or in other locations outside the Area; and
- (d) the taking into account of Inuit culture and lifestyle.

### **The Settlement Agreement (2015)**

The May 2015 Settlement Agreement signed by the Government of Canada (GoC), the Government of Nunavut (GN) and Nunavut Tunngavik Incorporated (NTI) also contains obligations concerning IEPs, which are reproduced below. Together with Article 23 of the Nunavut Agreement, these obligations inform the approach to and contents of Inuit Employment Plans in the GN.

#### INUIT EMPLOYMENT PLANS AND PRE-EMPLOYMENT TRAINING PLANS

25. In developing and implementing Inuit employment plans and pre-employment training plans under Part 3, Part 4, and Part 5 of Article 23, the GoC and GN recognize that whole-of-government coordination within each of the GoC and GN is critical to the successful implementation of Inuit employment plans and pre-employment training plans. Accordingly, each of them will:

- (a) establish a central Inuit employment and training coordination office within its Government;
- (b) establish a coordinated approach to departmental Inuit employment plans and pre-employment training plans, including master plans, within its Government;
- (c) ensure that its departments and agencies prepare and adopt detailed action plans, which include timelines and objectives, to give effect to Inuit employment plans and pre-employment training plans;
- (d) ensure that Inuit employment plans and pre-employment training plans reflect on an ongoing basis the data and analyses obtained from the work described in Schedules D and E to produce the NILFA; and,

(e) ensure that its departments and agencies have regard to the following:

(i) Inuit employment plans and pre-employment training plans need to be very precise and specific in laying out the steps that will be taken to achieve goals;

(ii) successful development and implementation of Inuit employment plans requires:

(A) expanding Inuit access to employment through removal of existing barriers and new and creative recruitment, retention and promotion policies, practices and procedures;

(B) development and implementation of training priorities, including the expansion of certain key programs and the establishment of new training programs; and,

(C) cooperation with NTI in respect of the development and implementation of Inuit employment plans and pre-employment training plans.

## **A Master Inuit Employment Plan for the GN**

The Master IEP is a government-wide master plan that provides strategic direction for GN-wide programs and initiatives to increase and enhance Inuit employment. It informs departmental IEPs and provides support and guidance for their coordinated implementation.

The Master IEP covers the current contract period, from 2013 to 2023. The Assistant Deputy Minister, Strategic Human Resource Management of the Department of Human Resources develops and maintains the Master IEP.

Detailed departmental IEPs take their direction from the Master IEP in order to address specific departmental issues and opportunities in Inuit employment. As appropriate, each department will revise its IEP to include measures, support or guidance provided by the Master IEP.

The Master IEP and departmental IEPs are public documents that are updated periodically. Updates may involve minor adjustments or major shifts in direction depending on environmental and operational factors in the GN.

## **Accountability for Inuit Employment Plans**

Accountability for developing and implementing Inuit Employment Plans is shared by GN central agencies, departments and territorial corporations:

### **Central Accountabilities**

The Department of Human Resources (HR) is the central Inuit employment and training coordination office within the GN. As a central agency, HR is accountable for:

- Developing and implementing GN-wide human resource management policies and practices, and ensuring that any related barriers to Inuit employment are addressed;
- Developing and implementing the GN-wide Master Inuit Employment Plan;



- Designing and sponsoring GN-wide programs to increase and enhance Inuit employment;
- Advising departments on Inuit employment planning; and
- Monitoring progress towards Inuit employment goals.

The Assistant Deputy Minister, Strategic Human Resource Management of the Department of Human Resources provides oversight for and monitoring of the Master Inuit Employment Plan.

As a central agency, the Department of Finance is accountable for preparing and publishing the quarterly Towards a Representative Public Service report on Inuit employment statistics.

### **Departmental Accountabilities**

Departments and territorial corporations are accountable for developing and implementing their IEPs, including effective use of programs provided by central agencies.

The Assistant Deputy Minister (ADM) of Culture and Heritage is the senior official that will monitor the ongoing implementation of Culture and Heritage's Inuit Employment Plan.

## CHAPTER 2: DESCRIPTION OF THE DEPARTMENT

**This chapter describes the department's history, mandate, operations, and number of positions in each employment category.**

### Brief History of the Department

The Department of Culture and Heritage was previously known as the Department of Culture, Language, Elders and Youth (CLEY). It was established following the creation of Nunavut in April 1999 and originating from the recommendations in two reports: *Footprints in New Snow* (1995) and *Footprints 2* (1996) by the Nunavut Implementation Commission. It was to provide leadership within the Government of Nunavut (GN) in the development and implementation of policies, programs and services aimed at strengthening the culture, language and heritage for all Nunavummiut. In fiscal year 2013-2014, it was renamed as the Department of Culture and Heritage (CH) to reflect the current mandate which is similar to that of other jurisdictions of Canada.

The GN inherited 3 pieces of legislation that has a direct impact on CH: the *Archives Act*, the *Historical Resources Act*, and the *Library Act*. The GN also passed two language legislation, which affected CH. These legislation are the *Official Languages Act* (OLA), assented on June 4, 2008, and the *Inuit Language Protection Act* (ILPA), assented on September 18, 2008. The former Act came into force on April 1<sup>st</sup>, 2013, while provisions of the later came into force gradually over time, with sections 3 to 5 coming into force on July 9, 2017. The Uqausivut Plan was tabled in 2012, and was created as the first comprehensive plan to coordinate the implementation of OLA and ILPA by CH and various GN departments and agencies. In addition, Inuit Uqausinginnik Taiguusiliuqtiit (IUT) was established under ILPA as a statutory body. IUT was first established as a Branch under CH until it became an independent public agency on September 18, 2011. Since then, it has been operating to fulfill its own legislated mandate.

The Department of Culture and Heritage has also undergone a few program reviews involving the library services, the Status of Women, the Persons with Disabilities, Sport and Recreation and Piqqusilirivvik. The first program review was in fiscal year 2004-2005 that comprised of several programs. These programs included the library services transferring from the Department of Education, and, the Status of Women and Persons with Disabilities transferring from the previous Department of Health and Social Services, including, Sport and Recreation transferring from the previous Department of Community Government and Transportation, currently known as the Department of Community and Government Services (CGS). The Status of Women and the Persons with Disabilities were subsequently moved from CLEY to the Department of Executive and Intergovernmental Affairs (EIA) as their Social Advocacy initiative. This move with the Status of Women to EIA occurred in fiscal year 2010-2011 and the Persons with Disabilities moved to EIA the following fiscal year in 2011-2012. Both of them eventually moved to the Department of Family Services in fiscal year 2013-2014. The final program review was in fiscal year 2012-2013, where Sport and Recreation transferred back to CGS and Piqqusilirivvik transferred to Nunavut Arctic College (NAC). CH oversaw the creation of the Piqqusilirivvik facility that

opened in Clyde River on April 1<sup>st</sup>, 2011. The GN decided that NAC is the appropriate body as the Piquisilivvik facility is considered as a cultural school that provides training and preparation for the transfer of traditional Inuit culture, heritage, lifestyle and values to individuals.

## Mandate

The Department of Culture and Heritage (CH) is mandated to preserve and enhance Nunavut's culture, heritage and languages. There are several pieces of legislation that specifically govern the department which includes the:

- *Archives Act*
- *Historical Resources Act*
- *Inuit Language Protection Act*
- *Library Act*
- *Official Languages Act*

There are several policies and regulations that also govern CH which include the:

- Archives Policy
- Arts Council Policy
- Culture and Heritage Grants and Contributions Policy
- Culture and Heritage Program- Human Remains Policy (Archaeology)
- Geographic Names Policy
- Geographic Names Policy for the Eeyou Marine Region
- Geographic Names Policy for the Nunavik Marine Region
- Inuit Uqausinginnik Taiguusiliuqtiit Administration of Honoraria Payments Policy
- Inuit Uqausinginnik Taiguusiliuqtiit Contribution Policy
- Nunavut Archaeological and Palaeontological Site Regulations of the *Nunavut Act* (Federal)
- Regulations to the *Archives Act*
- Translation Policy

Under the *Inuit Language Protection Act* (ILPA) and the *Official Languages Act* (OLA), the Minister of Languages plays a leadership role in ensuring the effective management, accountability, promotion and implementation of the language legislation. The Minister is further required to prepare an annual report describing, among other things, all the activities, results achieved and use of government resources in implementing language obligations by departments and public agencies. The Minister of Languages is appointed by the Commissioner of Nunavut on the advice of the Premier for Nunavut.

Nunavut is the only jurisdiction in Canada with a majority language that is neither English nor French, but a single indigenous language, Inuktitut. In the Article 32 of the Nunavut Agreement, a legal obligation is placed on government to reflect Inuit goals and objectives in the design of social and cultural programs and services. Furthermore, the federal *Nunavut Act* requires the GN to deliver services in three official languages, English, French, and in Inuktitut. Inuktitut encompasses Inuktitut and Inuinnaqtun. Inuktitut is predominately spoken in the Kivalliq and Baffin regions, whereas, Inuinnaqtun is predominately spoken in the Kitikmeot region.

Federal programs aimed at guaranteeing the survival of the French and English languages throughout Canada, including education and government services. Federal funding in these critical areas is not available for Inuktitut at the same levels for English and French. Nunavut received \$1.1 million annually for community-based Inuit Language initiatives, and, approximately \$1.45 million annually for the delivery of government services in French and community support from Heritage Canada in fiscal years 1999-2000 to 2015-2016. The new Nunavut-Canada Agreement on French Language Services and Inuktitut Language 2016-2017 to 2019-2020 (NU-CAN Agreement) provides Nunavut an obligation for the continued protection and promotion of French and the Inuit Language in the Territory. Under the new NU-CAN Agreement, Nunavut will receive a substantial increase of \$15.8 million for Inuit Language initiatives, and a total of \$14.3 million for French Language initiatives for four fiscal years starting from 2016-2017 to 2019-2020.

The Uqausivut Plan was jointly drafted by the Department of Culture and Heritage and by Nunavut Tunngavik Incorporated (NTI) under the guidance of the Office of the Languages Commissioner for Nunavut. It is the first comprehensive plan to coordinate the implementation of the language legislations (ILPA and OLA) by GN departments and public agencies from 2012 to 2016. The Uqausivut Plan 2.0 is the second implementation plan of the language legislations for 2017 and onwards which will be developed with participation of Inuit, particularly in collaboration with NTI, the Regional Inuit Associations and others to ensure that:

- The measurable objectives, outcomes and outputs outlined in the Uqausivut Plan are achievable within the next strategic planning window.
- All stakeholders collaborate in the development of the Uqausivut 2.0 to improve the success of its implementation.
- The Uqausivut 2.0 oversight, including monitoring, reporting, results tracking and outcome measurement, definition of authorities and responsibilities, authorities for revision, and other key management considerations is properly designed.
- Implementation structures, capacity and needs of all stakeholders are taken into consideration.

All these governances, including the Nunavut Agreement, are overseen by the Department of Culture and Heritage's Branches of Official Languages and of Heritage, along with the support from Inuit Qaujimagatuqangit, the Elders and Youth, and by the Directorate.

## Operations and Locations

There are administration offices and various operations for program services within the Department of Culture and Heritage. They are located in Iqaluit, Baker Lake, Igloodik, and Kugluktuk.

### Operations in Iqaluit

The headquarters office is located in Iqaluit. It consists of the Directorate, the Inuit Qaujimagatuqangit Branch, and an office for the Director of Heritage, including majority of the staff within the Official Languages Branch.

## DIRECTORATE

The Directorate provides an overall leadership and management support that includes strategic planning, development of legislation and policy, communications, financial services, Inuit employment and human resources. Majority of the programs that support the preservation and enhancement of Nunavut's culture, heritage and languages are provided to non-profit community-based organizations, individuals and municipal corporations from the Department of Culture and Heritage's Grants and Contribution Policy and it is administered at the headquarters office. There is a total of 27 positions within Directorate that include offices for the Deputy Minister, and, the Assistant Deputy Minister with the administrative support of the Executive Secretary, including the Divisions of Policy and Planning, and Corporate Services.

## INUIT QAUJIMAJATUQANGIT

The Inuit Qaujimajatuqangit (IQ) Branch coordinates the development of Inuit Qaujimajatuqangit and Inuit Societal Values initiatives across the government. They are the lead in coordinating Inuit Qaujimajatuqangit approaches in day-to-day operations and expanding knowledge and expertise with respect to Inuit traditional ways. They also provide administrative support to Inuit Qaujimajatuqangit Katimajit, and chair the interdepartmental Tuttarviit Committee (Government of Nunavut IQ Coordinators). There are 4 positions operating at the headquarters office in this Branch.

## HERITAGE

The Director of Heritage has an office at the headquarters office. The Heritage Director oversees the responsibility for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut. This includes the development and delivery of archaeology, toponymy, museums, and, libraries, including archives policies, programs and services.

## OFFICIAL LANGUAGES

The Official Languages Branch plays a central role in promoting and coordinating the implementation, monitoring, management and evaluation of language obligations and policies government wide. At the headquarters office, there are staff that are operating the Official Languages Administration, the Translation Bureau, the Inuktitut Affairs, the Francophone Affairs, and the Language Implementation Fund.

The Official Languages Administration's key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of the Uqausivut Plan, and monitoring government-wide language implementation activities and results. The Translation Bureau coordinates and provides translation, editing, and interpreting services in the Official Languages to departments and public agencies in accordance with the Translation Policy and guidelines. In addition, the Bureau maintains a multilingual translation memory system and collaborates with other organizations on language development and standardization.

Inuktitut Affairs supports the management, implementation and monitoring of Inuit Language obligations, programs and services by departments and public agencies, including language promotion and revitalization activities such as Uqausirmut Quviasuutiqarniq (Inuktitut language month), and Qilaut, an Inuktitut songwriting contest. Francophone Affairs supports the management, implementation and

monitoring of French language obligations, programs and services by departments and public agencies. The Language Implementation Fund assists departments and public agencies in building their capacity to deliver programs and services in Inuktitut. There is a total of 21 out of 37 positions within the headquarters office that help operate the functions within this Branch.

#### INUIT UQAUSINGINNIK TAIGUUSILIUQTIIT

The *Inuit Language Protection Act* establishes Inuit Uqausinginnik Taiguusiliuqtiit as a Statutory Body. The Directorate provides contribution funding to cover this public agency's operating expenses. The Inuit Uqausinginnik Taiguusiliuqtiit expands knowledge and expertise with respect to the Inuit Language, and makes decisions about its use, development and standardization. Their administration office is in Iqaluit. There are a total of 8 positions that operate this agency.

### Operations in Baker Lake

#### HERITAGE

The Nunavut Public Library Services provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening the literacy, access to information and information technologies of Nunavummiut, and access to Inuit Language materials for information and entertainment. Within the Heritage Branch, there are three library programs. They are the Headquarters Library Services program, the Community Libraries program, and the Public Library Services program.

The Headquarters Library Services program consists of staff operating the Nunavut Public Library Services Distribution Centre in Baker Lake. They purchase and distribute library materials relevant to the north and Nunavut's communities, including Inuit language materials that foster literacy in the Inuit Languages. They also work with Government departments and community organizations to facilitate the development of resources which reflect local and territorial priorities. There is a total of 5 positions that operate at the Distribution Centre.

The Community Libraries program has staff managing the Iqaluit Centennial Library. This Library provides several computers with limited internet access to local patrons, in addition to the availability of loaning of books, DVD's and periodicals. At this Library, there are two Assistant Librarians that are counted as 0.4 positions each as they work non-standard working hours (15 hours per week). There is a total of 2.8 positions that operate this Library.

The Public Library Services program offers contribution funding to eligible libraries within Nunavut under the Department of Culture and Heritage's Grants and Contributions Policy and is administered at the headquarters office in Iqaluit by the Heritage Director and the Corporate Services staff.

### Operations in Igloolik

There are offices of three Branches in Igloolik. They include the Elders and Youth, the Official Languages, and the Heritage Branches.

## ELDERS AND YOUTH

The Elders and Youth Branch is responsible for programs that support elders and youth throughout Nunavut. The program activities include the delivery of training workshops such as On-the-Land survival programs where they learn to hunt local Arctic animals and to make traditional tools. In addition, this Branch provides direct support for the recording of Inuit oral history such as definitions on traditional clothing terms. There is a total of 8 positions that operate this Branch.

## OFFICIAL LANGUAGES

The Official Languages Branch in Igloolik provides translation, and editing services in English and Inuktitut from their Translation Bureau office, with a total of 6 positions.

## HERITAGE

From the Heritage Branch, they have offices overseeing the Heritage administration, the Archaeology program, the Archives program, and the Toponymy program.

The Archaeology Program promotes the protection, conservation and appropriate investigation, and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archeological and palaeontological research in Nunavut, and by assisting various regulatory agencies controlling land use activities that threaten archaeological sites. Inter-institutional relationships are maintained with the archaeology and paleontology research communities, government, commercial entities, Nunavut communities, and Nunavut Agreement Designated Inuit Organizations such as the Inuit Heritage Trust.

The Archives program collects and preserves Nunavut's documentary heritage. Examples of the program's assets include textual records, sound and audio-visual materials, photographs, documentary art, and electronic documents.

The Toponymy program works with communities, heritage centres, learning institutions, and individuals. This program formalizes and preserves information about traditional and current names for geographic features. The program also conducts research on geographic names, consults with Elders and with communities on place name issues. The names are preserved through the official approval process and stored in the Nunavut Geographical Names Database, and the Geographic Names Board of Canada database.

There is a total of 6 positions that operate this Branch.

## **Operations in Kugluktuk**

### OFFICIAL LANGUAGES

In Kugluktuk, there is another Translation Bureau office. They provide translation and editing services to departments and public agencies in Inuinnaqtun. There is a total of 10 positions that operate from this Official Languages Branch.

## Employment Categories in the Department

The following chart shows that the majority of the occupations found within the Department of Culture and Heritage are located within the Professional employment category. From the 44 Professional positions, 26 positions involve support on language programming such as interpreter/translator fields specifically in Inuktitut (Inuktitut and Inuinnaqtun) or French.

### As of March 31, 2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			
	Number of Positions	Vacancies	Filled	% Capacity
Executive	2	0	2	100%
Senior Management	7	3	4	57%
Middle Management	14	2	12	86%
Professional	43	8	35	81%
Paraprofessional	8	3	5	63%
Administrative Support	17.8	4	13.8	78%
<b>TOTAL</b>	<b>91.8</b>	<b>20</b>	<b>71.8</b>	<b>78%</b>

*Note: The Government of Nunavut reports positions as a Full-Time Equivalent (FTE) to describe the total number of equivalent employees working full-time. For example, one FTE is equivalent to one employee working full-time, or two employees working half-time. At the Department of Culture and Heritage, there are two employees that are counted as 0.4 each as they work non-standard working hours (15 hours per week).*

Culture and Heritage employs casual and relief workers to assist with filling positions temporarily that may be vacated due to education leave, maternity leave, annual leave and/or extended medical leave. In addition, the department has hired relief workers to do work on an as-and-when needed basis, as well as to provide Inuit an opportunity to gain work experience and skills in various fields for possible future employment within CH.

As of March 31, 2019, CH had 14 casual and 33 relief workers.



## CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT

**This chapter summarizes Inuit employment levels within the department from 2013 to date.**

### Capacity in the Department

The Department of Culture and Heritage holds a leadership role within the Government of Nunavut for the preservation, development and enhancement of Nunavut's culture, heritage and languages. By the very nature of the Department's role, the majority of the Department's positions are in the professional employment category.

The capacity in the Department of Culture and Heritage has gradually increased overall since fiscal year 2012-2013 to current. As of March 31, 2019, Culture and Heritage had an overall Inuit employment rate of 79%, and continues to be one of the most successful departments in hiring and retaining Inuit employees. Almost half of CH's positions are in the Professional category which was at 70% capacity. From this category, 68% were positions that related to the Nunavut's Official Languages, Inuktitut or French. The other 32% position related to culture, heritage and the administration of its mandated role.

One of the main factors that impact capacity at Culture and Heritage is that the demand for qualified labour is often greater than the existing supply. For Interpreter/Translators, which are in the Professional employment category, vacancies can be difficult to fill. Nunavut Arctic College (NAC) provides post-secondary training in both Inuktitut and culture, including an Interpreter/Translator program designed to help students acquire the skills and qualifications required to pursue careers in that field. Between 2012 and 2017, there have been fifteen (15) graduates from the Interpreter/Translator program, including 4 graduates in 2013, 7 graduates in 2015, and 4 graduates in 2017. The graduates completed this program in various communities across Nunavut. The job requirements for an Interpreter/Translator align with the skills that a student would obtain with completion of the Interpreter/Translator certificate program at NAC. This program is very important as it provides a pool of qualified candidates for the Department of Culture and Heritage to recruit into vacant Interpreter/Translator positions, increasing the proportion of Inuit employed in the Department.

The Hivuliqtikhanut Program is a leadership program with an innovative approach to increasing employment for Inuit at the supervisory, management, and senior management levels. The program allows internal staff to develop competencies and skills that will make them more confident and effective leaders. The Department of Culture and Heritage has employees enrolled in this program, which will provide opportunities for Inuit to move into and succeed in supervisory and management level positions.

## Inuit Employment in Employment Categories

The following charts illustrate the Department of Culture and Heritage's total capacity over time starting at March 31, 2019, followed by snapshots occurring annually at prior years with the last being at March 31, 2013.

### As of March 31, 2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	2	100%
Senior Management	7	4	57%	2	50%
Middle Management	14	12	86%	9	75%
Professional	43	35	81%	30	86%
Paraprofessional	8	5	63%	3	60%
Administrative Support	17.8	13.8	78%	11	80%
<b>TOTAL</b>	<b>91.8</b>	<b>71.8</b>	<b>78%</b>	<b>57</b>	<b>79%</b>

### As of March 31, 2018

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	2	100%
Senior Management	7	7	100%	5	71%
Middle Management	12	10	83%	7	70%
Professional	44	31	70%	26	84%
Paraprofessional	8	4	50%	2	50%
Administrative Support	17.8	12.8	72%	11	86%
<b>TOTAL</b>	<b>90.8</b>	<b>66.8</b>	<b>74%</b>	<b>53</b>	<b>79%</b>

**As of March 31, 2017**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	7	6	86%	5	83%
Middle Management	12	11	92%	8	73%
Professional	44	31	70%	25	81%
Paraprofessional	8	6	75%	3	50%
Administrative Support	17.8	13.8	78%	13	94%
<b>TOTAL</b>	<b>90.8</b>	<b>69.8</b>	<b>77%</b>	<b>55</b>	<b>79%</b>

**As of March 31, 2016**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	3	100%
Senior Management	6	6	100%	4	67%
Middle Management	16	13	81%	11	85%
Professional	48	35	73%	25	71%
Paraprofessional	12.8	9.8	77%	9	92%
Administrative Support	5	3	60%	3	100%
<b>TOTAL</b>	<b>90.8</b>	<b>69.8</b>	<b>77%</b>	<b>55</b>	<b>79%</b>

**As of March 31, 2015**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	3	100%
Senior Management	6	6	100%	4	67%
Middle Management	14	12	86%	8	67%
Professional	50	34	68%	24	71%
Paraprofessional	14	10	71%	8	80%
Administrative Support	5	4	80%	4	100%
<b>TOTAL</b>	<b>92</b>	<b>69</b>	<b>75%</b>	<b>51</b>	<b>74%</b>

**As of March 31, 2014**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	2	100%
Senior Management	6	6	100%	4	67%
Middle Management	13	12	92%	9	75%
Professional	46	34	74%	26	76%
Paraprofessional	16	10	63%	7	70%
Administrative Support	5	4	80%	4	100%
<b>TOTAL</b>	<b>89</b>	<b>68</b>	<b>76%</b>	<b>52</b>	<b>76%</b>

**As of March 31, 2013**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	3	100%
Senior Management	6	6	100%	4	67%
Middle Management	13	12	92%	9	75%
Professional	42	29	69%	22	76%
Paraprofessional	13	9	69%	6	67%
Administrative Support	5	3	60%	3	100%
<b>TOTAL</b>	<b>82</b>	<b>62</b>	<b>76%</b>	<b>47</b>	<b>76%</b>

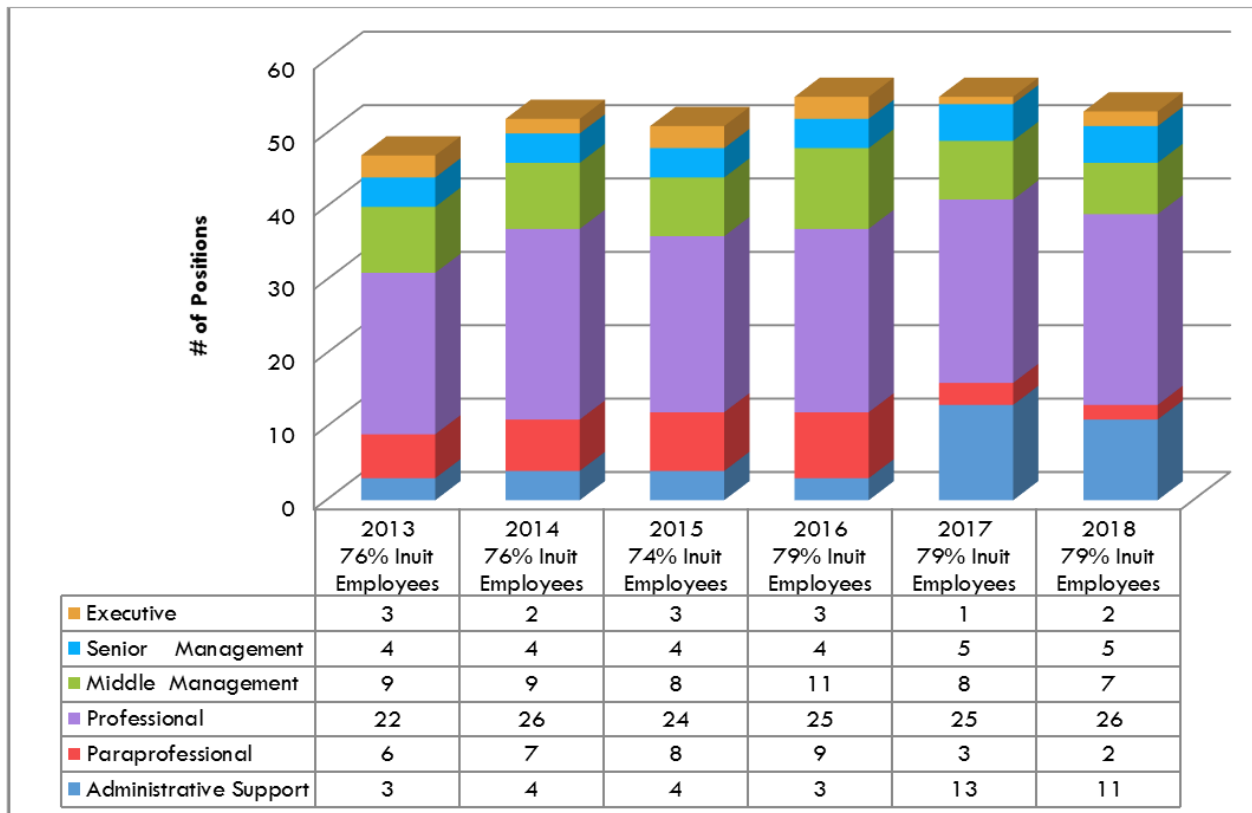
Based on the key findings, the Department of Culture and Heritage's current status on Inuit employment by employment categories show a gradual increase overall based on capacity trend.

- At the Executive level, Inuit employment increased to 100% when the vacancy was filled through job competition on March 31, 2017.
- At the Senior Management level, the number of Inuit employees in this category increased by 4 percentage points. It remained at 67% until it went up to 83% Inuit employment on March 31, 2017 and it decreased to 71% on March 31, 2018. It was at 50% on March 31, 2019.
- At the Middle Management level, it has fluctuated where the lowest Inuit employment was 67% as of March 31, 2015. On March 31, 2018 it was at 70% Inuit employment, down from 73% on March 31, 2017. It was at 75% on March 31, 2019.

- At the Professional level, it has fluctuated but remained at the 70% level. However, the number of Inuit employees in this category increased recently. It was at 86% Inuit employment on March 31, 2019.
- At the Paraprofessional level, the Inuit employment had increased annually until it decreased by 42 percentage points from March 31, 2016. The decrease in percentage of Inuit employment in the Paraprofessional level was partially affected by decreasing the Paraprofessional category by 38% and properly reclassifying these positions under the Administrative Support employment category. It was at 50% Inuit employment on March 31, 2018 and 60% on March 31, 2019.
- At the Administrative Support level, the Inuit employment has remained relatively high. It was at 86% Inuit employment on March 31, 2018 and 80% on March 31, 2019.

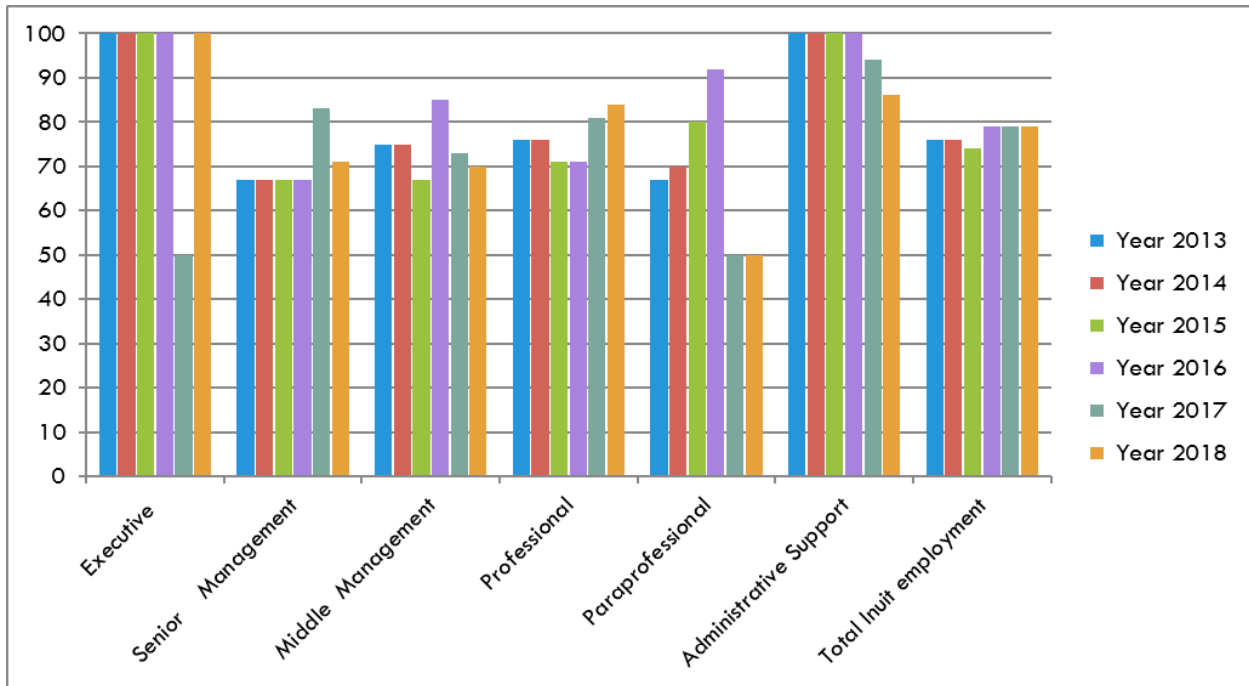
The following chart shows the trend in number of Inuit employees by employment categories within the Department of Culture and Heritage starting from March 31, 2013 up to March 31, 2018.

**NUMBER OF INUIT EMPLOYEES BY EMPLOYMENT CATEGORIES FROM 2013 TO 2018**



The following chart shows the trend in % Inuit employment by employment categories within the Department of Culture and Heritage starting from March 31, 2013 up to March 31, 2018.

**% OF INUIT EMPLOYMENT BY EMPLOYMENT CATEGORIES FROM 2013 TO 2018**



**Inuit Employment by Occupational Group**

The Government of Canada maintains a National Occupational Classification (NOC) system to classify groups of jobs, or occupations, in the Canadian labour market. Jobs are grouped based on the type of work performed and the type of education or training (NOC “skill type level”) that is typically associated with the work. A total of 500 occupational groups is described in the 2011 edition of the NOC, which is the version applied in the GN.

The GN assigns a NOC code to each position as part of the job evaluation process. The 4-digit code is registered with each position in the payroll system. This enables positions to be grouped into the GN’s six employment categories:

- Executive
- Senior Management
- Middle Management
- Professional
- Paraprofessional
- Administrative Support

By looking at groups of GN positions in each NOC code, we can gain insight into occupational groups in the GN at a more detailed level than that of the six employment categories.

Within each category, the NOC system defines occupational sub-groups based on:

- Skill Level Type (What education or training is typically involved in doing this type of work?)
- Occupational Group (What duties are involved in the work?)
- Occupational Sub-groups (What specialist skills or knowledge are involved?)

A NOC code has four digits, each with a specific use in identifying an occupational sub-group. **Example:** NOC code 4032 is for Elementary school teachers.

Analysis has been conducted on CH’s occupational groups within three employment categories which consist of Middle Management, Professional, and Paraprofessional as they require the most improvement in Inuit employment and have the greatest growth potential. These three categories represent approximately 71% of the entire department’s staff.

In addition, there will be reference to the Executive, Senior Management and Administrative Support employment categories as there is potential to increase Inuit employment in these areas.

While the groups listed above are under-represented with Inuit employment, our workforce analysis identified that Inuit employment is relatively strong in the Occupational Groups of Administrative and Regulatory Occupations, and Office Administrative Assistants (NOC 122 and 124) at 75% Inuit employment that fall within the Administrative Support employment category in CH.

### Inuit Employment in the Middle Management Category

In Culture and Heritage, there are 12 Full-Time Equivalent (FTEs) in the Middle Management employment category. From this Middle Management category, there are 4 FTEs in the Policy and Public Administration Managers, 2 FTEs in Communications Professionals, 3 FTEs in Managers of Policy and or Programs, 2 FTEs in Finance Managers, and 1 FTE in Manager of Library.

The following chart illustrates the Department of Culture and Heritage’s total capacity as of March 31, 2018 in the Middle Management employment category.

NOC CATEGORY 0 OCCUPATIONAL GROUPS	TOTAL CULTURE AND HERITAGE POSITIONS (FTEs)			
	Number of Positions	Filled	Inuit Employed	% Inuit
<b>Managers in Public Administration</b>	7	6	5	83%
<b>Administrative Services Managers</b>	4	4	3	75%
<b>Managers in Art, Culture, Recreation and Sport</b>	1	1	0	0%
<b>TOTAL</b>	<b>12</b>	<b>11</b>	<b>8</b>	<b>73%</b>

Below is the list of National Occupational Classification codes and the Culture and Heritage management positions classified within these codes.

NOC CODES	NOC OCCUPATIONAL GROUP	POSITIONS WITHIN CULTURE AND HERITAGE CLASSIFIED UNDER NOC OCCUPATIONAL GROUP
4168	Program officers unique to government	Manager, Language Promotion and Revitalization Manager, Research and Evaluation Operations Manager
0414	Other Managers in Public Administration	Project Manager
1112	Human Resources and business service professionals	Manager, Communications Manager, Language Marketing
4163 4164	Business development officers and marketing researchers and consultants  Social policy researchers, consultants and program officers	Manager, Elder Programs Manager, French Services Manager, Youth Programs
0111	Financial Managers	Manager, Finance and Administration (CH) Manager, Finance and Administration (IUT)
0511	Library, archive, museum, and art gallery managers	Manager, Public Library Services

### Inuit Employment in the Professional Category

In Culture and Heritage, there are 44 Full-Time Equivalents (FTEs) in the Professional employment category. From this Professional category, there are 26 FTEs Interpreters, 11 FTEs Policy and or Program Researchers, 1 FTE Finance Professional, 4 FTEs Librarian/Archivists, and 2 FTEs various occupational groups.

The following chart illustrates the Department of Culture and Heritage's total capacity as of March 31, 2018 in the Professional employment category.

NOC OCCUPATIONAL GROUPS	TOTAL CULTURE AND HERITAGE POSITIONS (FTEs)			
	Number of Positions	Filled	Inuit Employed	% Inuit
Writing, translating and related communications professionals	26	20	20	77%
Policy and program researchers, consultants and officers	11	6	4	67%
Human Resources and business services professional	1	1	0	0%
Librarians, archivists, conservators and curators	4	2	0	0%
Various	2	2	1	50%
<b>TOTAL</b>	<b>44</b>	<b>31</b>	<b>25</b>	<b>81%</b>



Below is the list of National Occupational Classification codes and the Culture and Heritage positions classified within these codes.

NOC CODES	NOC OCCUPATIONAL GROUP	POSITIONS WITHIN CULTURE AND HERITAGE CLASSIFIED UNDER NOC OCCUPATIONAL GROUP
5125	Writing, translating and related communications professionals	Editor / Reviewers French Reviewer / Translators Senior Interpreter / Translators Inuinnaqtun Interpreter / Translators Inuktitut Interpreter / Translators Linguist Terminologist
4164	Policy and program researchers, consultants and officers	Cultural Programs Advisor Inuit Societal Values Research Analyst Inuit Societal Values Implementation Advisor Policy Advisor Inuit Societal Values Policy Analyst / ATIPP Coordinator Project Assessment Archaeologist Senior Advisor, Inuktitut Senior Advisor, French Senior Policy Advisor Territorial Archaeologist Territorial Toponymist
1112	Human resources and business service professionals	Budget Planner / Analyst
5111	Librarians, archivists, conservators and curators	Community Services Librarian Head Librarian, Iqaluit Centennial Library Systems Librarian Territorial Archivist
2171 5124	Various (Computer and information systems professionals, Writing and related Communications Professionals)	French Language Programs Officer Translation Memory Support Officer

### **Inuit Employment in the Paraprofessional Category**

In Culture and Heritage, there are 8 Full-Time Equivalents (FTEs) in the Paraprofessional employment category. From this Paraprofessional category, there are 2 FTEs Finance Officers, 1 FTE Human Resources Manager, 1 FTE Archivist, and 4 FTEs under various positions.

The following chart illustrates the Department of Culture and Heritage's total capacity as of March 31, 2018 in the Paraprofessional employment category.

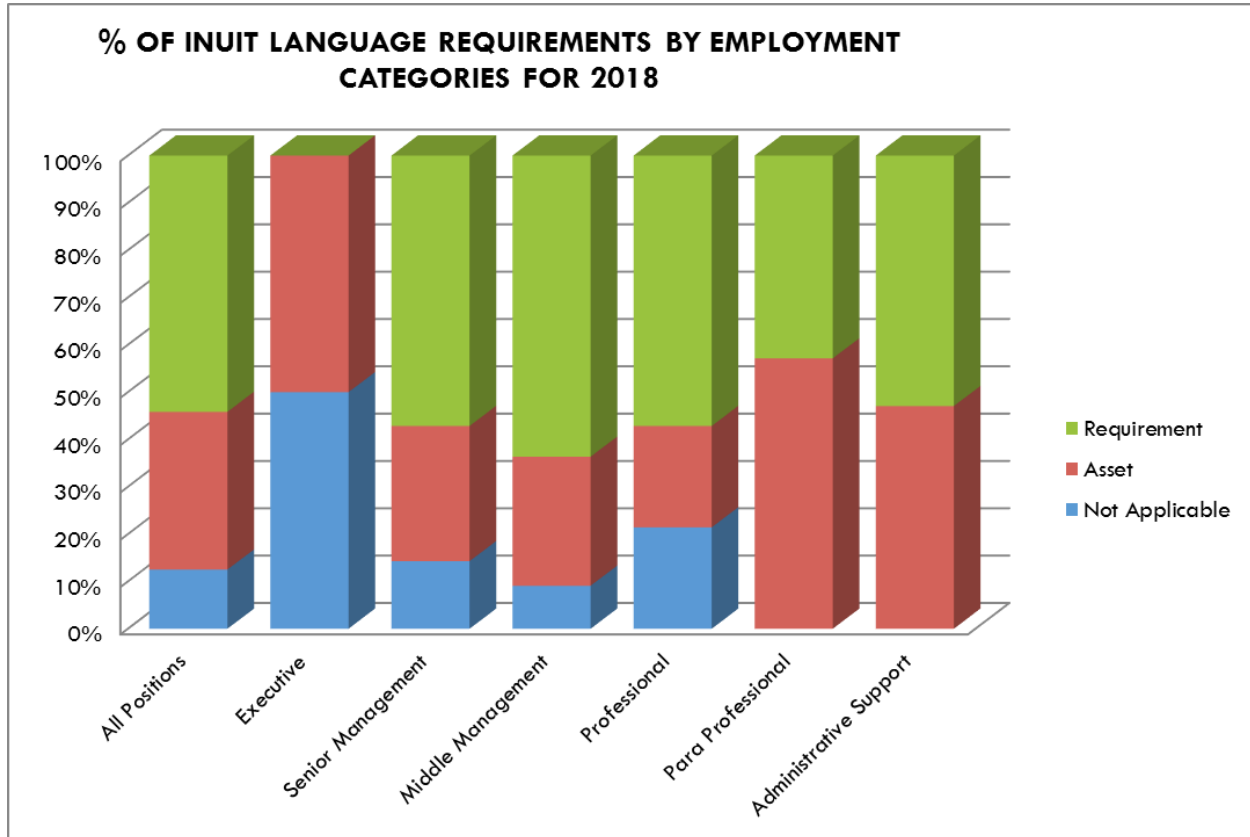
NOC OCCUPATIONAL GROUPS	TOTAL CULTURE AND HERITAGE POSITIONS (FTEs)			
	Number of Positions	Filled	Inuit Employed	% Inuit
Finance, insurance and related business administrative occupations	2	1	0	0%
Human resources and business service professionals	1	1	0	0%
Technical occupations in libraries, public archives, museums and art galleries	1	0	0	0%
Various	4	4	3	75%
<b>TOTAL</b>	<b>8</b>	<b>6</b>	<b>3</b>	<b>50%</b>

Below is the list of National Occupational Classification codes and the Culture and Heritage positions classified within these codes.

NOC CODES	NOC OCCUPATIONAL GROUP	POSITIONS WITHIN CULTURE AND HERITAGE CLASSIFIED UNDER NOC OCCUPATIONAL GROUP
1231	Finance, insurance and related business administrative occupations	Finance Officer Revenue Claims / Officer
1121	Human resources and business service professionals	Manager, Human Resources
5212	Technical occupations in libraries, public archives, museums and art galleries	Heritage Sites Administration Officer
4168 2255 1221	Various (Program officers unique to government, Technical occupations in architecture, drafting, surveying, geomatics and meteorology and Administrative and regulatory occupations)	Inuktitut Language Programs Officers Geographic Information System Officer Administrator, Language Implementation Fund

## Inuit Language Requirements

The following chart depicts positions within the Department of Culture and Heritage, where the Inuit Language listed as a requirement, an asset, or not at all as of March 31, 2018.



## Inuit Language Requirements by Employment Category

The Department of Culture and Heritage has the following positions that have Inuit Language requirements as of March 31, 2018:

### SENIOR MANAGEMENT

Position Title	Employment Category	Inuit Language
Director, Elders and Youth	Senior Management	Requirement
Director, Inuit Qaujimagatuqangit	Senior Management	Requirement
Director, Official Languages	Senior Management	Requirement
Executive Director, Inuit Uqausinginnik Taiguusiliuqtiit	Senior Management	Requirement

MIDDLE MANAGEMENT

Position Title	Employment Category	Inuit Language
Manager, Elder Programs	Middle Management	Requirement
Manager, Language Marketing	Middle Management	Requirement
Manager, Language Promotion and Revitalization	Middle Management	Requirement
Manager, Research and Evaluation	Middle Management	Requirement
Manager, Youth Programs	Middle Management	Requirement
Operations Manager	Middle Management	Requirement
Project Manager	Middle Management	Requirement

PROFESSIONAL

Position Title	Employment Category	Inuit Language
Cultural Programs Advisor	Professional	Requirement
Editor / Reviewer Inuinnaqtun	Professional	Requirement
Editor / Reviewer Inuktitut (2 positions)	Professional	Requirement
Inuinnaqtun Interpreter / Translator (5 positions)	Professional	Requirement
Inuit Societal Values Implementation Advisor	Professional	Requirement
Inuit Societal Values Research Analyst	Professional	Requirement
Inuktitut Interpreter / Translator (9 positions)	Professional	Requirement
Linguist	Professional	Requirement
Policy Analyst / ATIPP Coordinator	Professional	Requirement
Senior Advisor, Inuktitut	Professional	Requirement
Senior Interpreter / Translator (3 positions)	Professional	Requirement
Terminologist	Professional	Requirement
Terminologist / Researcher	Professional	Requirement
Terminologist, Government and Education	Professional	Requirement
Territorial Toponymist	Professional	Requirement
Translation Memory Support Officer	Professional	Requirement

PARAPROFESSIONAL

Position Title	Employment Category	Inuit Language
Administrator, Language Implementation Fund	Paraprofessional	Requirement
Inuktitut Language Programs Officer (2 positions)	Paraprofessional	Requirement
Revenue Claims Officer	Paraprofessional	Requirement

ADMINISTRATIVE SUPPORT

Position Title	Employment Category	Inuit Language
Administration Officer, Grants and Contributions	Administrative Support	Requirement
Communications Officer	Administrative Support	Requirement
Divisional Administrative Officer (2 positions)	Administrative Support	Requirement
Document Specialist	Administrative Support	Requirement
Inuktitut Language Programs Officer	Administrative Support	Requirement
Oral History Researcher	Administrative Support	Requirement

Position Title	Employment Category	Inuit Language
Program Officer, Elders	Administrative Support	Requirement
Program Officer, Youth	Administrative Support	Requirement
Receptionist	Administrative Support	Requirement

### Inuit Language Not Required by Employment Category

The Department of Culture and Heritage has the following positions that are not applicable to have Inuit Language as a requirement as of March 31, 2018:

#### EXECUTIVE

Position Title	Employment Category	Inuit Language
Assistant Deputy Minister	Executive	Asset
Deputy Minister, Culture and Heritage	Executive	Not Applicable

#### SENIOR MANAGEMENT

Position Title	Employment Category	Inuit Language
Director, Corporate Services	Senior Management	Not Applicable
Director, Heritage	Senior Management	Asset
Director, Policy & Planning	Senior Management	Asset

#### MIDDLE MANAGEMENT

Position Title	Employment Category	Inuit Language
Manager, Communications	Middle Management	Asset
Manager, Finance & Administration (2 positions)	Middle Management	Asset
Manager, French Services	Middle Management	Not Applicable
Manager, Public Library Services	Middle Management	Asset

#### PROFESSIONAL

Position Title	Employment Category	Inuit Language
Budget Planner / Analyst	Professional	Asset
Community Services Librarian	Professional	Asset
French Language Program Officer	Professional	Asset
French Reviewer Translator (2 positions)	Professional	Asset
Head Librarian, Iqaluit Centennial Library	Professional	Asset
Policy Advisor Inuit Societal Values	Professional	Not Applicable
Project Assessment Archaeologist	Professional	Not Applicable
Senior Advisor, French	Professional	Not Applicable
Senior Policy Advisor	Professional	Not Applicable
Systems Librarian	Professional	Asset
Territorial Archaeologist	Professional	Not Applicable
Territorial Archivist	Professional	Not Applicable

## PARAPROFESSIONAL

Position Title	Employment Category	Inuit Language
Finance Officer	Paraprofessional	Asset
Geographic Information System Officer	Paraprofessional	Asset
Heritage Sites Administration Officer	Paraprofessional	Asset
Manager, Human Resources	Paraprofessional	Asset

## ADMINISTRATIVE SUPPORT

Position Title	Employment Category	Inuit Language
Administration & Technical Services Assistant	Administrative Support	Asset
Assistant Librarian (2 positions)	Administrative Support	Asset
Executive Secretary	Administrative Support	Asset
Finance Clerk	Administrative Support	Asset
Grants & Contributions Financial Analyst	Administrative Support	Asset
Language Funding Programs Analyst	Administrative Support	Asset
Librarian	Administrative Support	Asset
Technical Services Assistant	Administrative Support	Asset

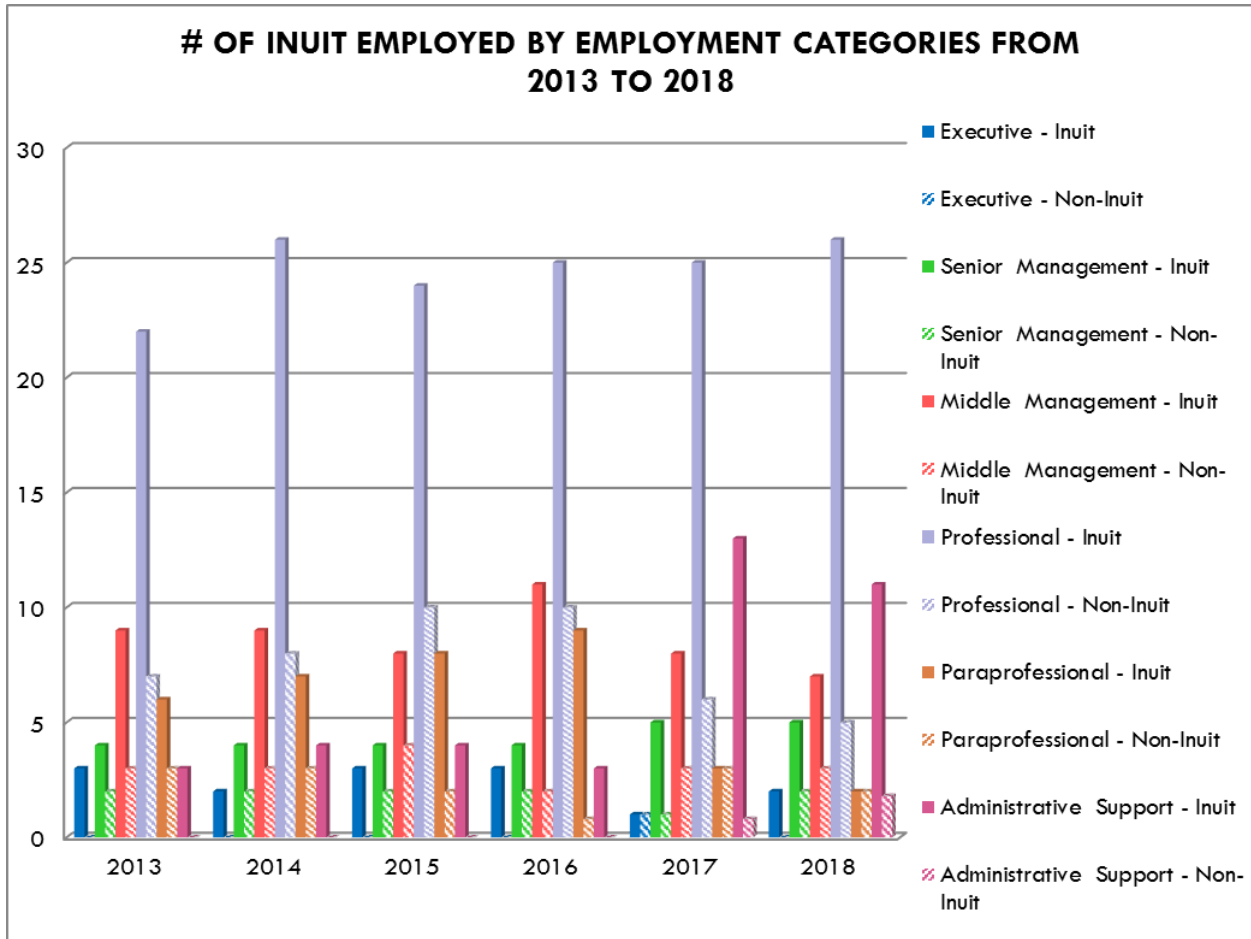
## Inuit Representation

The Department of Culture and Heritage had 79% Inuit representation as of March 31, 2019. Below are the areas of Inuit representation:

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
<b>Executive</b>	2	2	100%	2	100%
<b>Senior Management</b>	7	4	57%	2	50%
<b>Middle Management</b>	14	12	86%	9	75%
<b>Professional</b>	43	35	81%	30	86%
<b>Paraprofessional</b>	8	5	63%	3	60%
<b>Administrative Support</b>	17.8	13.8	78%	11	80%
<b>TOTAL</b>	<b>91.8</b>	<b>71.8</b>	<b>78%</b>	<b>57</b>	<b>79%</b>

The following chart shows the representation of the number of Inuit that filled positions by employment categories as of March 31, 2018 within the Department of Culture and Heritage.

Despite the under-representation, CH has a strong representation in the Executive, Middle Management, Professional, and Administrative Support employment categories.



As of March 31, 2019:

**EXECUTIVE**

The Executive employment category has a strong representation of Inuit as the category has two positions within the category and both positions are filled by Inuit.

**SENIOR MANAGEMENT**

The Senior Management employment category is represented by 50% Inuit.

**MIDDLE MANAGEMENT**

The Middle Management employment category is represented by 75% Inuit.

**PROFESSIONAL**

The Professional employment category is filled with 86% Inuit and has potentially the greatest opportunity for Inuit employment when the positions are filled to full capacity. In this category, 71% of the positions require Inuit Language as a justified occupational requirement. This category is comprised mostly of an Inuit Language as a requirement which has attributed to a high Inuit employment within

the Department. When an Interpreter/ Translator type position goes out for competition, there is no need to place a restriction for Inuit as there is a requirement for candidates to have Inuktitut.

The positions with Inuit Language requirement include:

- Inuktitut and Inuinnaqtun Interpreter / Translators
- Editors / Reviewers
- Inuit Societal Values Analysts
- Advisory positions

#### PARAPROFESSIONAL

The Paraprofessional employment category is filled with 60% Inuit

#### ADMINISTRATIVE SUPPORT

The Administrative Support employment category is filled with 80% of Inuit. Many of the Administrative Support positions have Inuit Language requirements so that incumbents can serve the public in the official language.



## CHAPTER 4: ISSUES AND OPPORTUNITIES IN INUIT EMPLOYMENT

**This chapter summarizes key risks, issues and opportunities that the department faces with regard to Inuit employment.**

### Historical Issues and Opportunities

#### Training and Development Plans

The Department of Culture and Heritage has competed with other departments, agencies, and Inuit Organizations, as well as the private sector, in attracting and retaining Inuit employees. Culture and Heritage identified the need to address capacity within the Corporate Services division and recognized an opportunity to increase and retain Inuit employment by investing in the development of its Inuit employees. The Department is using the performance review process to identify staff who would like to further develop their skills to progress within their careers in CH. Through the performance review process, CH will use the training and development plans to identify the employees training needs and formulate a plan to assist the employee in their development. In addition, CH will work with the employee to identify if they have aspirations to further their career within the department so that the appropriate support can be provided to assist in accomplishing these goals.

Culture and Heritage historically faced capacity issues in the HR division and has identified an opportunity in the Corporate Services division to train employees in HR and finance roles to further develop their skills in these areas. CH has addressed these challenges by hiring and training additional casual and relief staff in the HR division to assist with the additional workload while the department reviews the needs of the division and pursues permanent growth in the division. Increasing the support staff in the Corporate Services division has assisted with the successful completion of the workload, as well as to provide Inuit with training opportunities which may lead to more permanent opportunities within the department or the GN.

#### Lack of Office Space Availability

The Government of Nunavut (GN) approved the Uqausivut Plan in fiscal year 2013-2014. The Uqausivut Plan is the first comprehensive plan to coordinate the implementation of the *Official Languages Act* and the *Inuit Languages Protection Act*. This included the approval of 13 new positions in the Official Languages Branch. Regrettably, the shortage of office space availability was one of the factors preventing the Department from trying to fill the vacancies at the Headquarters office in Iqaluit. However, in the fall of 2014 the Department of Culture and Heritage acquired additional space in the Trigram building in Iqaluit and was able to accommodate 5 out of the 13 new positions.

## Current Issues and Opportunities

### Education and Work Experience Requirements

Within the Department of Culture and Heritage, some of the positions are technical and specialized and require a formal education. While formal education may be a requirement for some positions, the Department identified there is a need to continue to analyse job descriptions as they become vacant to ensure that the education and work experience requirements are not over inflated and that equivalencies are being considered. CH will continue with an ongoing assessment of job descriptions to ensure artificial barriers are removed before a position is posted for competition. CH maintains this process by having the Human Resources division work closely with the supervisors in reviewing the job descriptions before they are signed off by the Deputy Minister for approval.

Although positive strides have been made in filling positions with qualified Inuit in the Department, filling the Middle Management positions has been a challenge due to the shortage of Inuit with the required education, and/or training for these types of roles.

### Lack of Office Space Availability

As departments and public agencies continue to work on meeting their official language obligations, additional translation-related positions will be needed to meet the increased volume of translation requests, as well as to ensure the quality of communications in the official languages. As the department has currently reached its full office occupancy at the Trigram building and other regional offices, the department will require additional office space in the short and mid-term before any additional resources can be approved.

### Benefits of Student Practicum

The Department of Culture and Heritage accepts students from the Nunavut Arctic College Interpreter/Translator Program in Iqaluit to do their practicum within its Official Languages Branch. For over a decade, the students from this college program have requested to be placed with this Department.

The Department is looking to offer employment to some students by hiring them as a relief interpreter/translator from this college program both as pre-practicum and post-practicum opportunities. There would possibly be two types of relief workers. One would be an equivalent to an interpreter/translator assistant if they have not done practicum work at the Department, while the other type of relief worker would be an interpreter/translator if they had completed their practicum. Hiring relief workers with this approach has benefits to the Government of Nunavut by assisting the Department in meeting its demands for translated documents, as well as to the student by allowing them to gain work experience related to their field of study and earning additional income during the school year.

### Artificial Barriers to Inuit Employment

Examples of potential barriers that may exist that the Department of Culture and Heritage will work towards addressing are the following:

## ASSESSMENT OF EDUCATION, WORK EXPERIENCE, AND LANGUAGE REQUIREMENTS

Some of the Department of Culture and Heritage's job descriptions require some type of university degree as an education requirement and equivalencies may not be justified. However, for other positions the Department has essentially considered proficiency and skill in other applicable areas such as analytical skills, critical thinking, grasp of Inuit Qaujimajatuqangit and Inuit Societal Values, research skills, and sound judgement as equivalencies to applicable positions to increase Inuit in positions. Mentorship is also a value-added investment to help Inuit succeed.

To increase Inuit in more positions, Culture and Heritage has identified the need for completing an ongoing review of job descriptions as positions become vacant to ensure that the education, work experience, and language requirements needed for positions are assessed, and that the requirements listed are not over inflated. The department will continue to ensure that the minimum education, work experience and language(s) identified in job descriptions pertain to roles where it is an absolute requirement.

## LACK OF AWARENESS AND INSUFFICIENT INFORMATION OF EMPLOYMENT OPPORTUNITIES

As later stated in Chapter 6, there is a lack of awareness of employment opportunities in the Interpreter/Translator, heritage, policy and program research professions, or language revitalization field among high school graduates, and the general public. Many may not realize that these professions are critical for those who may be interested in supporting the revitalization, protection, and promotion of Inuit Language and culture. In addition, there is little information available to students who are considering post-secondary education and what they must take to become employed in the Department in these professions. Therefore, as outlined in Chapter 6, #12, CH will be conducting outreach to high school and post-secondary students to promote what careers are available within the department and what qualifications are necessary for employment in these roles.

## Potential Future Issues and Opportunities

### Potential for Retirement

According to our workforce analysis, it identified that as of March 31<sup>st</sup>, 2018, the workforce in the Department of Culture and Heritage (CH) was older than the GN workforce as a whole. In the Government of Nunavut (GN) as a whole, 36% of the workforce was age 50 or over and 25% of the workforce was under 35 years of age. Comparatively, 48.5% of the workforce in CH was the age of 50 or over and 13.2% of the workforce was under 35 years of age.

In the GN, the eligibility for retirement begins at age 60 or 65 (depending on whether or not an employee joined the pension plan before or after January 1, 2013), or when a GN employee is at the age of 55 or over and has at least 30 years of service. Based on our workforce analysis, it determines the eligibility for retirement based on the age of 65, or when an indeterminate GN employee is over 55 years and has at least 30 years of service. As the date of enrolment in the pension plan of employees is not factored in for determining "retirement potential" of employees, the calculations within CH may be underestimated. Our workforce analysis stated that employees aged 60-64 who joined the pension plan prior to 2013, are not included unless they meet the criteria for age plus years of service, and term employees are also not included in calculations of retirement eligibility.

For the purpose of planning and forecasting for possible future vacancies in the department, CH is using this data to be informed of the “retirement potential” while keeping in mind those employees may not retire when the time comes.

For CH and as of March 31, 2018, our workforce analysis tells us that there is a total potential for retirement by 2023 of approximately 25 employees or 36.8% of the current department’s workforce. This included about 21 Inuit employees or 40.4% of the current Inuit workforce in the department, and 4 non-Inuit employees (25% of the current non-Inuit workforce).

Of the 25 indeterminate CH employees, this included approximately:

- 3 employees with potential to retire immediately.
- 18 employees with potential to retire within 3 years.
- 4 employees with potential to retire by 2023, according to our workforce analysis.

In addition, of the 25 employees who are deemed as potential for retirement, they are in positions that are coded as Skill Type A, which typically involves a university degree and/or extensive occupational experience. It is important to note that the skill types categorized with positions are indicated by the National Occupational Classification (NOC) coding system as it classifies occupations, and not specific positions or individual employees. For example, the NOC system assumes that all management occupations are Skill Type A. Also, the NOC category and skill type assigned to a GN position reflects its occupational classification within a Canadian national standard. Our workforce analysis shows that it does not reflect the actual education, training, or skills of the actual employees in these positions.

As of March 31, 2018 and according to our workforce analysis, the occupational categories with the potential for retirement by 2023 in CH are:

POTENTIAL FOR RETIREMENT BY 2023 IN OCCUPATIONAL CATEGORIES

NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) CATEGORIES	Description	Number of Employees	Of Employees with Potential to Retire – Number of Inuit	Potential for Retirement of Inuit in the following NOC Codes
<b>Category 0</b>	Management Occupations	6	Less than 5	<b>0111</b> <b>0414</b>
<b>Category 1</b>	Business, Finance and Administration Occupations	Less than 5	Less than 5	<b>1123</b> <b>1241</b>
<b>Category 4</b>	Occupations in Education, Law, Social, Community and Government Services	5	Less than 5	<b>4164</b> <b>4168</b> <b>4169</b>
<b>Category 5</b>	Occupations in Art, Culture, Recreation and Sport	12	11	<b>5113</b> <b>5124</b>
<b>TOTAL</b>		<b>25</b>	<b>21</b>	

Keeping this information in mind and reviewing this data, it is clear that the employees with the potential of retiring are usually the organization's more trained and experienced workforce.

Moreover, as CH has 77 positions (84.8% of the department) coded as Skill Type A as of March 31, 2018, it's pertinent that the department consider ways it can target recruitment, training and support efforts, as well as increase succession planning for current staff to move into these positions, and/or attract new graduates or candidates with extensive years of work experience. As described in Chapter 6, goals #11 and #13, CH will increase its succession planning and target recruitment at new graduates from Nunavut Arctic College.

Furthermore, it is essential that an ongoing review be completed on job descriptions to ensure qualifications listed within each position are the necessary requirements to be successful in the position. This can be achieved through working together with the Department of Human Resources. As outlined in Chapter 6, #4, CH will be completing a review on job descriptions to analyze the education, work experience and language requirements listed within these documents.

Lastly, the potential for employees to retire by 2023 was less in CH than in the GN as a whole which is almost 520 employees or 16% of the current GN workforce. This includes 270 Inuit employees or 15% of the current Inuit workforce. Also, for the potential to retire in the GN is 21% of employees who are coded as Skill Type A which is greater than the percentage of each of the other skill types (skill Type B, C, D). This data shows us that recruiting to fill positions that require Skill Type A may be quite competitive as other departments will also be looking to fill their positions with highly trained and experienced Inuit workers. Therefore, once there is confirmation of future retirees, CH will identify Inuit staff within the department who are interested in moving into those positions, and offer on-the-job training and mentoring to prepare staff for possible promotion or progression into those roles.

### **Potential Shortage of Interpreters/Translators**

A category of special interest to the Department of Culture and Heritage is Category 5 and those positions coded under NOC 51 (which are interpreters). In the GN as of March 31, 2018, there was a total of 58 positions in Category 5 with 51 positions coded under NOC 51. Capacity in NOC 51 was 69% (35 out of 51 positions filled), of which 30 positions were filled by Inuit (86%). In CH, there was 26 positions coded to NOC 51 (29% of its workforce) with 20 positions filled (77%), of which all were Inuit. Therefore, there are still 16 positions to be filled in the GN that fall under NOC 51 which includes the positions in CH. As there has been an increase by 55% in positions coded under NOC 51 over the period from 2007 and 2017, and an anticipated increase of positions under NOC 5125 in CH in the future, our workforce analysis confirms that CH must plan accordingly and work to promote these professions due to there being other employment opportunities available in the GN and private sector.

In the field of Interpreters and Translators, the demand is growing from all sectors to comply with the *Official Languages Act*. According to the Government of Canada – Career outlooks Report for Nunavut, the following information are some key facts about translators, terminologists and interpreters (NOC 5125) in Nunavut:

- For the 2016-2018 period, the employment outlook is expected to be fair for these types of professions (NOC 5125) in Nunavut. This outlook is the result of an analysis of a number of factors that influence employment prospects in this occupation. Some of the key findings are that:
  - Employment growth is expected to be strong.
  - A moderate number of people are expected to retire.
  - This occupation has recently experienced high levels of unemployment.
  
- Translators, terminologists and interpreters mainly work in the following sectors:
  - Health Care and Social Services
  - Manufacturing
  - Tourism & Culture
  - Public Administration and Defence
  
- 62% of Translators, terminologists and interpreters work all year, while 38% work only part of the year compared to 61% and 39% respectively among all occupations. Those who worked only part of the year did so for an average of 24 weeks for all occupations.
  
- They fall into the following age groups:
  - 15 to 24: less than 5% compared to 16% for all occupations.
  - 25 to 54: 71% compared to 70% for all occupations.
  - 55 years and over: 24% compared to 14% for all occupations.
  
- Educational attainment of workers in this occupation is:
  - College certificate or diploma or university certificate below bachelors: 30% compared to 20% for all occupations.
  - High school Diploma or equivalent: 20% compared to 16% for all occupations, according to our workforce analysis.

To summarize, CH has identified the importance of focussing on increasing Inuit employment in positions coded under NOC 51 (Interpreter/Translator). Currently, these positions represent 29% of the Department's current workforce. With the anticipated growth in the number of interpreter/translators within CH, there being a growing demand for these positions from all sectors, and there being a moderate number of people expected to retire, it is imperative for CH to implement strategies to successfully recruit and retain qualified Inuit to fill these roles.

## CHAPTER 5: INUIT EMPLOYMENT GOALS

This chapter summarizes the department's short-, medium- and long-term goals in Inuit employment.

### About Inuit Employment Goals and Targets

#### Definitions

An **Inuit employment goal** is the total number of Inuit employees (in FTEs) projected to be employed at a point in time. Goals are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department or territorial corporation expects to achieve at the point in time. *The goal is the number of Inuit employees, not the Inuit representation rate.*

An **Inuit employment target** is the number of Inuit employees (in FTEs) in an employment category projected to be employed at a point in time. Targets are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department or territorial corporation expects to achieve at the point in time. *The target is the number of Inuit employees, not the representation rate.*

The estimated **Inuit representation rate** is the per cent (%) of Inuit employees associated with a goal or target. Inuit representation rates can only be estimated, as the calculation depends on highly variable factors such as the total number of positions (in FTEs) and the number of filled positions, or capacity, at a point in time. Inuit representation is affected by rate of growth in the number of GN positions, and/or by higher or lower capacity. *The estimated Inuit representation rate should not be considered as a goal or target for these reasons.*

#### Factors that Influence Goals and Targets in IEPs

Departments and territorial corporations set their Inuit employment goals and targets by considering labour supply and demand factors in Nunavut as a whole and in the communities where their offices are located. Factors may include:

- The availability, interest and level of preparedness of Inuit for government employment, as documented in Nunavut Inuit Labour Force Analysis (NILFA) products and related summaries prepared by the GN;
- Trends in the number of Inuit who are likely to be qualified now for available positions or high-demand occupations;
- Trends in the number of Inuit who are likely to become qualified over time for available positions or high-demand occupations;
- Competition for skilled Inuit throughout the GN and with other employers in the territory;
- Recent trends in staffing and recruitment in the GN;
- Operational requirements and approved positions (PYs) and budgets; and
- Vacancies and projected turnover rates in the department or corporation.

## Annual, Short-term, Medium-term and Long-term Goals

Departmental IEPs to 2023 include Inuit employment goals and targets for the:

- Short-term (by March 2020),
- Medium-term (by March 2023), and
- Long-term (beyond 2023, within 10 years of 2017).

IEPs also include a summary action plan to achieve the short- and medium-term goals.

In setting short-term, medium-term and long-term goals and targets, departments and corporations cannot exceed the approved number of positions (PYs) in each employment category as of the date of the IEP.

Annual goals, targets and priorities continue to be included in departmental and agency Business Plans. These annual IEPs include one-year Inuit employment goals and targets along with priority actions for the three-year period of the Business Plan. The annual IEPs are “rolling” plans that are updated each year during the Business Planning and Main Estimates cycles.

Annual IEPs are expected to align with longer-range departmental IEPs to 2023 and the GN’s strategic directions for Inuit employment.

Annual goals and targets may vary from those in departmental IEPs to 2023, as they are based on more current factors such as:

- Approved changes in the number of positions (PYs) and/or operating budget;
- Approved changes in organizational structure;
- Approved operational priorities;
- Existing vacancies; and
- New vacancies expected in the immediate future.



## Short-Term Goals and Targets

Short-term goals are within 3 years from 2017, by March 2020.

SHORT-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2020, the department will increase Inuit representation from 79% to 82% by:</p> <ul style="list-style-type: none"> <li>Reviewing job descriptions of encumbered positions to ensure education, work experience and language requirements are assessed to ensure any over inflated requirements are removed.</li> <li>Providing specialized training to current interpreter staff to develop their current skills and their use of new interpreter/translator technology.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Senior Management category by 3.</li> <li>Increase the number of Inuit employees in the Paraprofessional category by 1.</li> <li>Increase the number of Inuit employees in the Administrative Support category by 3.</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				SHORT-TERM GOALS (FTEs) (By March 31, 2020)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	2	2	2	100%	2	2	100%
Senior Management	7	4	2	50%	6	5	83%
Middle Management	13	11	9	82%	11	8	73%
Professional	44	36	30	83%	31	26	84%
Paraprofessional	8	5	3	60%	7	4	57%
Administrative Support	17.8	13.8	11	80%	14.8	14	95%
<b>TOTAL</b>	<b>91.8</b>	<b>71.8</b>	<b>57</b>	<b>79%</b>	<b>71.8</b>	<b>59</b>	<b>82%</b>

## Medium-Term Goals and Targets

Medium-term goals are within 6 years from 2017, by March 2023.

MEDIUM-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2023, the department will increase Inuit representation to 85% by:</p> <ul style="list-style-type: none"> <li>• Conducting outreach to students for pre-employment training as future career opportunities in the department.</li> <li>• Conducting outreach and promotion to high school and post-secondary students on the careers available within the department.</li> <li>• Using fixed-term job offer to non-Inuit to fill an identified position in the Senior Management category.</li> <li>• Providing internal education sponsorships to develop and retain Inuit employees for future career advancement in the Paraprofessional and the Administrative Support categories.</li> <li>• Using restricted competition to fill an identified position in the Administrative Support category.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of Inuit employees in the Paraprofessional category by 2.</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				MEDIUM-TERM GOALS (FTEs) (By March 31, 2023)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	2	2	2	100%	2	2	100%
Senior Management	7	4	2	50%	6	5	83%
Middle Management	13	11	9	82%	11	9	82%
Professional	44	36	30	83%	31	26	84%
Paraprofessional	8	5	3	60%	8	6	75%
Administrative Support	17.8	13.8	11	80%	14.8	14	95%
<b>TOTAL</b>	<b>91.8</b>	<b>71.8</b>	<b>57</b>	<b>79%</b>	<b>72.8</b>	<b>62</b>	<b>85%</b>

## Long-Term Goals and Targets

Long-term goals are beyond March 2023, within 10 years from 2017.

LONG-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>Within 10 years, the department will increase Inuit representation to 87% by:</p> <ul style="list-style-type: none"> <li>Providing internal education sponsorships to develop and retain Inuit employees for future career advancement in the Middle Management category and the Paraprofessional category.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Professional category by 3.</li> <li>Increase the number of Inuit employees in the Paraprofessional category by 1.</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				LONG-TERM GOALS (FTEs) (within 10 years from 2017)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	2	2	2	100%	2	2	100%
Senior Management	7	4	2	50%	6	5	83%
Middle Management	13	11	9	82%	11	9	82%
Professional	44	36	30	83%	34	29	85%
Paraprofessional	8	5	3	60%	8	7	88%
Administrative Support	17.8	13.8	11	80%	14.8	14	95%
<b>TOTAL</b>	<b>91.8</b>	<b>71.8</b>	<b>57</b>	<b>79%</b>	<b>75.8</b>	<b>66</b>	<b>87%</b>

## Goals to Remove Any Artificial Barriers

GOAL	EXPECTED OUTCOMES
<p>Completing an ongoing assessment and review of the education, work experience and language requirements listed in job descriptions to remove any overinflated barriers.</p> <p>Considering a combination of education and work experience equivalencies and the essential consideration of proficiency and skill.</p>	<p>Increased Inuit hired based on their education and/or on their qualified work experience despite their ability to speak only in English. The organization will become cost efficient with fewer attempts to fill vacancies through job competitions.</p> <p>Increased hiring of Inuit with completed training plans to fulfill duties.</p>
<p>Outreach and promotion to high school and post-secondary students on the careers available within the Department.</p>	<p>Increase Inuit employment in relief, summer students or casual employment and creating the opportunity to train and mentor more Inuit into vacant positions.</p>

## CHAPTER 6: ACTION PLAN TO 2023

**This chapter identifies the specific actions that the department will take to achieve its short- and medium-term goals. It includes the approach to monitoring and reporting on progress.**

### Types of Actions

In developing Inuit Employment Action Plans to 2023, departments and corporations have identified six types of actions to increase and enhance Inuit employment:

**Ensuring an Effective Public Service** includes actions to:

- Understand the departmental workforce
- Design organizations and jobs to support Inuit employment
- Identify career ladders and career paths
- Improve the workplace environment

**Staffing and Recruiting** includes actions to:

- Improve staffing processes and practices
- Make use of available staffing tools
- Attract and retain qualified Inuit
- Develop job competition skills

**Planning and Monitoring Training and Development** includes actions to:

- Communicate education, training and development opportunities to employees
- Plan and monitor education, training and career development
- Plan for succession

**Providing Education, Training and Development** includes actions to:

- Provide performance management training
- Offer an on-boarding program
- Sponsor advanced education
- Sponsor in-service training within the department
- Make use of GN-wide programs for Inuit employees
- Provide other leadership and management training

**Supporting Pre-employment Training** includes actions to:

- Provide new and improved pre-employment training programs
- Make pre-employment scholarships available

**Undertaking Public Outreach and Communications** includes actions to:

- Establish partnerships to attract Inuit candidates
- Promote the GN or department as an employer of choice

## Inuit Employment Action Plan to 2023

### Ensuring an Effective Public Service

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Review job descriptions of encumbered positions to assess education, work experience and language requirements and ensure any over inflated requirements are removed.	Increased Inuit employment.	Review current vacancies as the job action requests are completed then focus on the ones that are encumbered.	Deputy Minister, Director of Corporate Services	March 2020

### Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
2. The fixed-term job offers to non-Inuit are considered in every job action requests.	Inuit will have the opportunity to fill the positions subsequent to the fixed-term.	Develop an internal mechanism. An example is creating an internal checklist that will require signatures from both the supervisor of the vacant position and the Director of Corporate Services. This task would have to be completed before the job action request is submitted for Deputy Minister approval.	Deputy Minister, Assistant Deputy Minister, Director of Corporate Services	April 2020

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
3. The Restricted to Inuit competition on vacancies are considered in every job action requests.	Increased Inuit employment.	Develop an internal mechanism. For example, create an internal checklist that will require signatures from both the supervisor of the vacant position and the Director of Corporate Services. This task would have to be completed before the job action request is submitted for Deputy Minister approval.	Deputy Minister, Assistant Deputy Minister, Director of Corporate Services	April 2020
4. Identify at least 1 vacant or term position to be filled by Inuit through Restricted to Nunavut Inuit Competition.	Increase 1 Inuk employee in the Administrative Support category	Place vacant or term positions out for restricted competition so that only Nunavut Inuit will be considered for these positions.	Deputy Minister, Director of Corporate Services	March 2021
5. Identify at least 1 vacant or term position to be filled by Inuit through the use of the fixed-term job offers to non-Inuit.	Increase 1 Inuk employee in the Senior Management employment category.	If not successful with Inuit in the competition, provide cross-training to Inuit within the Division to those interested to gain additional skills to increase potential for being considered at next job competition.	Deputy Minister, Director of Corporate Services	March 2023

## Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
6. Provide specialized training to current Interpreter staff to develop their current skills and their use of new interpreter/ translator technology.	Retain and increase Inuit employment in the Professional employment category.	Identify and provide professional development opportunities for Interpreter staff to attend. For example, encourage staff to attend conferences for translators to learn more about translation terminology in different fields and new topics.  Also, provide more training on how to use new computer software and translator tools to increase efficiencies.	Director of Official Languages	March 2020
7. Provide 3 Inuit employees with internal education sponsorship to develop and retain employees for future career advancement.	Retention of 3 Inuit employees having received formal education that will provide opportunities for their future career advancement.	One-year internal education sponsorship: a) For 1 Paraprofessional Inuk employee b) For 1 Administrative Support Inuk employee c) For 1 additional Paraprofessional Inuk employee	Deputy Minister, Director of Corporate Services	a) July 2020 b) Nov. 2020 c) Beyond 2023
8. Ongoing support of the Sivuliqtiksat Internship Program by continuing to apply into the Program.	Increase of 1 Inuk employee in the Middle Management employment category.	Provide ongoing support to the Sivuliqtiksat intern during internship and subsequent to the intern's graduation from the program.	Deputy Minister, Director of Corporate Services	August 2020



## Supporting Pre-employment Training

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
9. Maximize the work experience to Inuit from the Nunavut Arctic College Interpreter/Translator Program in the Professional employment category.	Pool of relief interpreter/translator assistants.	Conduct outreach to students in the Interpreter/Translator Program within Nunavut Arctic College to obtain resumes and review for hire as relief workers. Evaluate the outcomes.	Deputy Minister, Assistant Deputy Minister, Director of Official Languages	September 2021

## Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
10. Conduct outreach and promotion to high school and post-secondary students on the careers available within the Department.	Increase Inuit employment in relief, summer students, or casual employment and creating the opportunity to train and mentor more Inuit into vacant positions.	Identify employment opportunities in the Interpreter/Translator, heritage, policy and program research professions, or language revitalization field.  Visits into the schools by Senior Managers and/or professions in the needed fields to promote those positions.	Deputy Minister, Assistant Deputy Minister, Directors in all divisions	March 2022

## Monitoring and Reporting on Progress

Departments and territorial corporations report to the GN's central Inuit employment and training office twice each year on:

- Changes in Inuit employment by employment category; and
- Progress in implementing planned actions to increase Inuit employment.

These are internal documents for monitoring progress towards goals, targets and planned actions.

Each progress report covers the previous two quarters. The Q1 progress report covers Q3 and Q4 of the previous fiscal year (October 1 to March 31). The Q3 progress report covers Q1 and Q2 of the current fiscal year (April 1 to September 30).

The Director of Corporate Services will monitor progress on a monthly basis on behalf of the Department of Culture and Heritage to ensure the Action Plans are progressing. The Director will report to the Assistant Deputy Minister prior to submitting the Q1 and Q3 progress reports annually.