



Career Broadening Program Guidelines

WHAT IS THE CAREER BROADENING PROGRAM?

The Career Broadening Program provides on the job experience for Government of Nunavut (GN), employees who are enrolled on NTI's *Inuit Enrolment List* [referred to as "Inuit" in the rest of the guidelines] so that they can gain the knowledge and skills needed for a successful career in the GN. The Career Broadening Program provides opportunities for employees to:

- Acquire or broaden their work-related skills.
- Develop management skills and experience that will help them to successfully compete for a first management position, or to move from manager to director level.
- Develop public service skills and experience needed to successfully compete for indeterminate positions.
- Fill special project leadership roles.

By increasing the skills and knowledge of Inuit employees, the Program will also facilitate GN Departments and Public Bodies [collectively referred to as "Department" in the rest of the guidelines] to achieve their Inuit Employment Plan objectives.

GUIDING PRINCIPLES

This program is based on the following Inuit Societal Values:

- **Pilimmaksarniq/Pijariuqsarniq:** Development of skills through observation, mentoring, practice, and effort.
- **Inuuqatigiitsiarniq:** Respecting others, relationships and caring for people.
- **Tunnganarniq:** Fostering good spirits by being open, welcoming and inclusive.
- **Aajiiqatigiinniq:** Decision making through discussion and consensus.

HOW DOES IT WORK?

Overview

When an Inuk employee wants to broaden their skills or knowledge in order to pursue a career in the GN, she or he can meet with their Supervisor and a Career Planning Specialist (CPS) to talk about whether the Career Broadening Program will help them to achieve their goals.

The CPS can assist with discussions with the employee, their supervisor, Human Resources Coordinators to identify possible hosts within the GN to identify an assignment that aligns with the skills and knowledge the employee wishes to acquire.

Casual, term and indeterminate employees may apply to the program. The Program allows for

career broadening assignments up to twelve (12) months long, and an employee may have up to three (3) assignments under the Program. Each assignment will be based upon a learning plan that addresses the skills and knowledge the employee wishes to acquire.

Sivumuaqatigiit Division of Human Resources (HR) will provide a position number at HR and pay the employee's salary while they participate in their career broadening assignment. Work related travel will be paid by the Host department.

Indeterminate employees will return to their home position at the end of the assignment. Term employees will return to their home position if time remains in their term. Both term employees whose terms have ended and casual employees will cease to be employees if they have not secured employment in the GN by the end of their assignment. HR and the CPS will work diligently to assist them to find employment with the GN.

Eligibility

Eligible GN employees:

- a. Are Inuit working in any Department; and
- b. Are indeterminate, term, or casual and have worked for GN for at least three (3) years (continuously or seasonally with 36 months' cumulative employment).
- c. Have an interest in a career in the GN.
- d. Have completed a Career Achievement Record
- e. Have had positive performance reviews.
- f. Have the support of their current Deputy Head to participate in career broadening assignments.

Priority will be given to Inuit who are long term casual employees.

Inuit employees participating in other GN career development initiatives may also participate in the Career Broadening Program.

ROLES AND RESPONSIBILITIES

Departments and Public Bodies

All departments will support the program by:

- Conducting performance reviews and discussing career options with Inuit employees;
- Supporting and encouraging employees to meet to discuss options and eligibility for career development programs offered by the GN;
- Whenever possible, agreeing to release the employee to participate in the program.

All Deputy Heads

Deputy Heads of Employing and Host Departments will

- Ensure that employees who are identified as meriting investment get the support they need to be successful in career broadening.
- Review and approve the career broadening assignments.
- Provide a corporate culture that demonstrates the value of learning, mentoring and coaching

- Ensure that appropriate orientation, training, coaching, and performance evaluation is provided.

All Supervisors

Supervisors will:

- Develop the careers of employees reporting to them;
- Assist and initiate the support for eligible employees applications for the Career Broadening Program;
- Try to fill temporary vacancies created by Career Broadening Program placements with another Inuit employee.

Assignment Supervisors

Assignment Supervisors in Host Departments will:

- Participate in the placement process;
- Monitor, supervise, and evaluate the participant;
- Write and revise the Learning Plan, in consultation with the participant;
- Identify on the job experiences that will fulfill the learning plan;
- Provide an orientation to the Department and the unit the participant will be working in;
- Provide coaching and feedback regularly during the assignment; and

Sivumuaqatigiit Division, HR

The program facilitator, with responsibility:

- To gather info on employee eligibility and to work with program participants and/or their supervisor to identify the skills and knowledge they wish to acquire;
- To contact the Department HR Coordinators and the Recruiting and Staffing Division to identify possible placement opportunities;
- To monitor placements to ensure that the terms of the agreement are being fulfilled;
- To be in contact with all employees on career broadening placements
- To work closely with term and casual staff at the end of their final assignment to secure employment in the GN, by helping with resume writing, interview skills, and job search, and engaging with HR coordinators to identify opportunities;
- *Managers and Director* will assist to negotiate career broadening placements;
- *Director of Sivumuaqatigiit* will support the Host Department Directors and help with conflict resolution should that be required.

HR Coordinators

HR Coordinators will:

- Advise and support Managers and Directors to develop the careers of employees who work for them;
- Advise and support Managers and Directors to create opportunities for career broadening placements;
- Identify assignment opportunities, both generally and in response to the needs of individual beneficiaries;
- Ensure transactions (placements, returns to home positions) are handled efficiently.
- Conduct an exit interview with the participant at the end of the assignment.

Program Participants

Program Participants will:

- Work with their supervisor and/or the CPS to identify career goals, learning objectives, or preferred learning styles;
- Once a placement has been found, work with the Assignment Supervisor to develop their learning plan;
- Participate in program and departmental orientation sessions;
- Take on the duties of the career broadening assignment (whether a position or a project);
- Accept coaching and mentoring; and
- Stay connected with Sivumuaqatigiit while on Career Broadening placements, including participating in training when offered.

PROCESS

Stage One: Exploration

1. Inuit employees who want to be considered for the Career Broadening Program must meet with their supervisor. They must complete or update their Career Achievement Record (CAR). The employee and the CPS will review the employee's career goals, education, or experience and may consider whether career broadening or other career development initiatives are suitable for them.
2. Eligible employees will work with the CPS and their current supervisor to complete the paperwork required for this program to develop an on the job learning experience.

Stage Two: Creating a Career Broadening Experience

1. Representatives will consult to find suitable places in the GN in the employee's community for an on-the-job learning experience and initiate contact with the department or division on behalf of the employee.
2. The CPS, participant and their supervisor will facilitate the development of an assignment in which:
 - a. The employee will have the opportunity to learn the skills and/or knowledge they need;
 - b. The host department/division has the capacity to supervise the career broadening participant and provide a positive learning experience for them;
 - c. The duration (minimum 8 months, maximum 12 months) is appropriate to the learning needs;
 - d. The terms are set out in a "Career Broadening Agreement", including the employee's transfer to HR for the duration of the assignment.

Stage Three: Beginning the Program

1. The host department provides the employee with an orientation to the workplace and to the program area.
2. The employee and the assignment supervisor will develop a learning plan for the duration of the assignment and share this with the CPS.
3. While the program participant learns through on the job work experience, the assignment supervisor will provide regular, constructive feedback to them.

Stage Four: During the Assignment

1. The CPS and the employee maintain regular contact during the assignment.
2. Both the employee and the host department have the right to end the assignment before the agreed-to date. In this event, the following steps are taken prior to ending the assignment:
 - a. The employee, the host supervisor, and the CPS meet together to discuss the reasons for the request to end the assignment.
 - b. If there is conflict or other serious issues that need to be addressed, the Director of Sivumuaqatigiit and the Director of the host division become part of the resolution.

Stage Five: Assignment Completion

1. The HR Coordinator will conduct an exit interview with the program participant, inviting the participant to provide feedback from their perspective.
2. The CPS can meet with the returning employee to update the CAR and discuss future careerdevelopment and other next steps.
3. The CPS will work closely with term and casual staff at the end of their final assignment to secure employment in the GN, by helping with resume writing, interview skills, and job search, and engaging with HR coordinators to identify opportunities.

PROVISIONS

Duration and frequency:

- a. Each assignment will be a minimum of eight (8) months and a maximum of twelve (12) months in duration.
- b. The duration of an individual assignment cannot be extended beyond twelve (12) months.
- c. A program participant may have a maximum of three (3) assignments under this program.
- d. Assignments will be in GN workplaces in the employee's community.

Compensation

- a. HR will assign each program participant to a position number at HR and will pay all compensation costs during the assignment.
- b. The employee will continue to be paid the salary of their home position, along with any increases to which they would be entitled, for the duration of the assignment. Casual staff will also continue to be paid at the same level.
- c. Indeterminate employees will return to their home position at the end of the assignment. Term employees will return to their home position if time remains in their term. Both term employees whose terms have ended and casual employees will cease to be employees if they have not secured employment in the GN by the end of their assignment. HR and the CPS will work diligently to assist them to find employment with the GN.
- d. Work-related travel expenses will be paid by Host department.
- e. HR will pay the trainer's allowance to eligible supervisors, as per the 315 Trainer's Allowance Policy in the Human Resource Manual.
- f. The home department may backfill the indeterminate and term employee's position with an Inuit employee, but the job must be held for the Career Broadening Program participant to return to when the assignment is over.

Agreement Between Parties

For each assignment, there will be an agreement between the employee, the home department, the host department (or divisions if within the same department) and HR, that sets out the details, expectations and specific roles and responsibilities in relation to the placement.