



ᑭᓂᑎᑭᑦ ᓄᓄᓂᑦ ᓂᓄᓂᑦ ᓂᓄᓂᑦ ᓂᓄᓂᑦ
Building *Nunavut* Together
Nunavut liuqatigiingniq
Bâtir le *Nunavut* ensemble

2017 to 2023 Master Inuit Employment Plan

2017-2018 Technical Report

July 2019 The journey to becoming an employer of choice for Inuit in Nunavut

Table of Contents

EXECUTIVE SUMMARY

Introduction.....	9
The Master Inuit Employment Plan to 2023 and the Technical Report	9
A Long Journey Towards a Representative Public Service.....	10
Looking Back.....	11
The GN as an Employer 1999-2016	11
Inuit Employment Plans 1999-2016.....	11
Occupational Groups 2007-2016.....	11
Inuit Employment 1999-2016	12
Looking at Where We Are Today	13
The GN as an Employer Today	13
The GN Workforce Today	13
Retirement Potential	15
Nunavut’s Labour Market.....	16
The Inuit Labour Force in Communities.....	18
Issues and Opportunities	21
Looking Ahead	22
A Sustainable and Representative Public Service.....	22
A Strong and Skilled Workforce.....	23
A Welcoming and Respectful Employer.....	23
Taking the Next Steps.....	23
Inuit Employment Goals and Targets	23
Summary of the GN-Wide Action Plan	25
Summary of Departmental Action Plans to 2023	28
Monitoring and Reporting on Progress	30
For More Information.....	31

INTRODUCTION

CHAPTER 1: INTRODUCTION TO THE MASTER IEP.....	33
Approach to the Master Inuit Employment Plan	33
A Coordinated, GN-wide Effort.....	33
A “First Generation” Plan.....	33
A Strategic Workforce Plan.....	34
A Plan for the GN, Not for Individuals	35
An Evidence-based Plan of Action	35
Approach to GN Workforce Analysis.....	36
Identifying Occupational Groups in the GN.....	36
Understanding NOC Codes	37
Reading Charts and Graphs	37
Limitations to the Data	38

References to Data Sources	39
CHAPTER 2: ARTICLE 23 AND INUIT EMPLOYMENT PLANS	40
The Nunavut Agreement (1993).....	40
Article 23.....	40
The Settlement Agreement (2015).....	42
Government of Nunavut Response to Expectations	43
Establishing a Central Inuit Employment and Training Office	43
Maintaining Inuit Employment Plans	43
Using NILFA Data in Inuit Employment Planning.....	44
Sharing Draft IEPs with Parties to the Nunavut Agreement	45
Publishing Inuit Employment Plans	46
Implementing Inuit Employment Plans	46
Monitoring and Reporting on Inuit Employment	46
Inuit Employment Plans to 2023	47
A GN-wide Master Inuit Employment Plan to 2023	47
Departmental Inuit Employment Plans to 2023	47
Accountability for Inuit Employment Plans.....	48
Central Accountabilities.....	48
Departmental Accountabilities	48
LOOKING BACK	
CHAPTER 3: GOVERNMENT OF NUNAVUT 1999-2016	50
Introduction.....	50
The Government of Nunavut as an Employer.....	50
Growing Continuously	50
Building Capacity and Capability.....	52
Increasing Inuit Employment.....	54
Decentralizing Government.....	57
Improving Organizational Structures and Processes.....	58
Becoming a Values-Based Organization	59
CHAPTER 4: INUIT EMPLOYMENT PLANS 1999-2016	61
Introduction.....	61
History of Inuit Employment Planning in the GN	61
IEPs Before 1999.....	61
IEP 2000	62
IEP 2003-2008	64
IEP 2009-2013	66
Looking Back at Earlier IEPs.....	66
Setting the Direction	66
Dealing with Constraints.....	66
Encountering Challenges	67
Making Progress in the Journey.....	68
Assessing Outcomes	70

CHAPTER 5: OCCUPATIONAL GROUPS 2007 TO 2016	71
Introduction.....	71
Key Findings about Occupational Groups in the GN	71
NOC Occupational Categories.....	71
Positions in Occupational Categories	72
Geographic Distribution of Occupational Categories	73
Capacity in Occupational Categories	74
Key Findings about Skill Types in the GN	75
NOC Skill Types	75
Positions by Skill Type.....	76
Geographic Distribution by Skill Type.....	77
Capacity by Skill Type.....	77
CHAPTER 6: INUIT EMPLOYMENT 1999-2016.....	79
Introduction.....	79
Inuit Employment by Employment Category 1999 to 2016.....	79
2000-2001.....	80
2003-2004.....	80
2006-2007	81
2009-2010.....	82
2012-2013.....	82
2015-2016.....	83
Inuit Employment by NOC Occupational Group 2007 to 2016	84
Inuit Representation in Occupational Categories.....	85
Inuit Employment in Occupational Categories	86
Change in Inuit Employment Relative to Capacity	87
Inuit Employment by NOC Skill Type 2007 to 2016	88
Inuit Representation by Skill Type	88
Inuit Employment by Skill Type	89
LOOKING AT WHERE WE ARE TODAY	
CHAPTER 7: THE GN AS AN EMPLOYER TODAY	91
Introduction.....	91
The Government of Nunavut as an Employer 2013 to 2017	91
Growing Continuously	91
Increasing and Enhancing Inuit Employment	91
Increasing Education, Learning and Development	92
Improving the Human Resources Management Framework	93
Becoming a Values-Based Organization	93
CHAPTER 8: GN OCCUPATIONAL GROUPS TODAY.....	95
Introduction.....	95
Key Findings about GN Occupational Groups 2013 to 2017	95

NOC Occupational Categories.....	95
Positions in Occupational Categories	96
Geographic Distribution of Occupational Categories	97
Capacity in Occupational Categories	98
Age Profile in Occupational Categories	99
Retirement Potential by 2023 in Occupational Categories	100
Retirement Potential by 2023 by Occupational Category and Geography	101
Key Findings about Skill Types in the GN 2013 to 2017	102
NOC Skill Types	102
Positions by Skill Type.....	103
Geographic Distribution by Skill Type.....	104
Capacity by Skill Type.....	105
Age Profile by Skill Type.....	106
Retirement Potential by 2023 by Skill Type.....	107
Retirement Potential by 2023 by Skill Type and Geography	108
CHAPTER 9: INUIT EMPLOYMENT TODAY	109
Introduction.....	109
Inuit Employment by Employment Category 2013 to 2017	109
2012-2013.....	110
2013-2014.....	110
2014-2015.....	111
2015-2016.....	112
2016-2017	113
2017-2018.....	113
2018-2019.....	114
Inuit Employment by NOC Occupational Group 2013 to 2017	115
Inuit Representation in Occupational Categories Since 2013	115
Inuit Employment in Occupational Categories Since 2013.....	116
Change in Inuit Employment Relative to Capacity Since 2013	117
Retirement Potential of Inuit Employees by Occupational Categories	118
Retirement Potential of Inuit Employees by Occupation and Geography	119
Inuit Employment by NOC Skill Type 2013 to 2017	120
Inuit Employment by Skill Type Since 2013	121
Inuit Representation by Skill Type Since 2013.....	122
Change in Inuit Employment By Skill Type Relative to Capacity Since 2013	123
Retirement Potential of Inuit Employees by Skill Type.....	123
Retirement Potential of Inuit Employees by Skill Type and Geography	124
CHAPTER 10: NUNAVUT’S LABOUR MARKET	126
Introduction.....	126
Labour Market Demand in Nunavut	126
Definition	126
Industries in Nunavut	126

Economic Contribution of the Government Sector	128
Industry Contribution to Employment	129
The Government Sector’s Contribution to Employment.....	129
Competition in Nunavut’s Labour Market.....	131
In-Demand Occupations in Nunavut	133
Labour Market Supply in Nunavut	134
Definitions.....	134
Data Sources	135
Nunavut’s Geography and Natural Resources.....	136
Nunavut’s Population	136
Nunavut’s Working Age Population.....	138
Availability of Inuit for Government Employment	148
Preparedness of Inuit for Government Employment.....	155
Interest of Inuit in Government Employment	162
CHAPTER 11: INUIT LABOUR FORCE IN NUNAVUT COMMUNITIES	171
Introduction.....	171
Background	171
Community Inuit Labour Force Profiles.....	171
Sources of Data.....	172
Use of the Inuit Labour Force Profile.....	172
A Decentralized Model of Government	173
Overview	173
Types of GN Positions in Communities	174
Headquarters Functions in Communities	174
Regulated Professions in Communities	176
Service Delivery Positions in Communities.....	178
Inuit Employment in Occupations in Communities.....	178
All Occupations in Decentralized Communities.....	178
GN Occupations in Decentralized Communities.....	180
Inuit Representation in GN Occupations in Decentralized Communities.....	182
Summary of Key Findings	183
Availability of Inuit in Decentralized Communities	184
Preparedness of Inuit in Decentralized Communities	187
Interest of Inuit in GN Positions in Decentralized Communities	191
Turnover in GN Positions in Decentralized Communities.....	192
Retirement Potential in Decentralized Communities.....	193
CHAPTER 12: ISSUES AND OPPORTUNITIES	195
Introduction.....	195
Gaps in Labour Market Supply and Demand.....	195
Issues	195
Opportunities.....	198
Competition for Scarce Talent in Nunavut	198

Issues	198
Opportunities.....	200
Capacity and Retirement Potential in the GN	201
Issues	201
Opportunities.....	202
Summary	203
LOOKING AHEAD	
CHAPTER 13: A SUSTAINABLE AND REPRESENTATIVE PUBLIC SERVICE	205
Introduction.....	205
Removing Barriers to Inuit Employment.....	205
Identifying Barriers	205
Recruitment	206
Retention	206
Education Leading to Employment.....	206
Succession Planning.....	207
Child Care.....	207
Housing	207
Developing Evidence-Based Inuit Employment Plans.....	208
Nunavut Inuit Labour Force Analysis (NILFA)	208
GN Workforce Analysis	209
Detailed Inuit Employment Plans to 2023	209
Refreshing the Human Resource Strategy	210
CHAPTER 14: A STRONG AND SKILLED WORKFORCE	212
Introduction.....	212
Programs Specific to Inuit Employees.....	212
New Programs for Inuit Employees	212
Ongoing Programs for Inuit Employees.....	214
Programs Available to All GN Employees.....	214
New Programs for All GN Employees	215
Ongoing Programs for All GN Employees	215
Next Steps in Training and Development.....	217
CHAPTER 15: A WELCOMING AND RESPECTFUL EMPLOYER	218
Introduction.....	218
Becoming an Employer of Choice for Inuit.....	218
Attracting and Hiring Inuit Applicants	218
Creating a Healthy and Welcoming Workplace.....	220
Valuing the Inuit Language at Work	221
TAKING THE NEXT STEPS	
CHAPTER 16: DEPARTMENTAL INUIT EMPLOYMENT PLANS TO 2023	224
About Inuit Employment Goals and Targets	224
Definitions.....	224

Accountability for Goals and Targets in IEPs	224
Factors that Influence Goals and Targets in IEPs.....	225
Annual, Short-term, Medium-term and Long-term Goals.....	225
Goals and Targets to 2023.....	226
Inuit Employment Goals	226
Inuit Employment Targets by Employment Category.....	226
CHAPTER 17: ACTION PLAN 2017 TO 2023.....	228
Introduction.....	228
Accountability for Actions to Increase Inuit Employment.....	228
Summary of the GN-Wide Action Plan	228
1. A Sustainable and Representative Public Service	229
2. A Strong and Skilled Workforce	230
3. A Welcoming and Respectful Employer.....	231
Summary of Departmental Action Plans to 2023.....	231
Ensuring an Effective Public Service	232
Staffing and Recruiting.....	232
Planning and Monitoring Training and Development	232
Providing Education, Training and Development	232
Supporting Pre-employment Training	232
Undertaking Public Outreach and Communications	232
Monitoring and Reporting on Progress.....	233
Inuit Employment Plans.....	233
Monitoring Progress	234
Reporting on Progress	234
APPENDICES	
APPENDIX I: METHODOLOGY.....	236
Strategic Workforce Planning.....	236
A Master Inuit Employment Plan.....	236
Labour Market Supply and Demand.....	237
Workforce Analysis Methodology	239
Identifying Occupational Groups in the GN.....	239
Understanding NOC Codes	239
Analyzing the GN’s Workforce.....	242
Reporting on Findings.....	243
Reading Charts and Graphs	245
Establishing an Evidence-based Plan of Action	246
APPENDIX II: GN WORKFORCE ANALYSIS 2007-2017	248
Introduction.....	248
Contents.....	248
Limitations to the Data	248
Overview	249
NOC Occupational Categories in the GN	249

NOC Skill Types in the GN	249
Departmental Distribution of Occupational Categories	250
Category 0 – Management occupations	251
Category 1 – Business, finance and administration occupations	257
Category 2 - Natural and applied sciences and related occupations	262
Category 3 – Health occupations	266
Category 4 - Occupations in education, law, social, community and government services	270
Category 5 - Occupations in art, culture, recreation and sport	275
Category 6 - Sales and service occupations	279
Category 7 - Trades, transport and equipment operators and related occupations	284
Category 9 - Occupations in manufacturing and utilities	289
APPENDIX III: SOURCES OF LABOUR MARKET DATA	293
Sources of Information about Nunavut’s Labour Market	293
Labour Market Supply in Nunavut	293
Labour Market Demand in Nunavut	294
GN Workforce Analysis	294

EXECUTIVE SUMMARY

Introduction

The Master Inuit Employment Plan to 2023 and the Technical Report

The Government of Nunavut (GN) continues to be committed to meeting our obligations under Article 23 of the Nunavut Agreement and the 2015 Settlement Agreement. We have maintained GN-wide Inuit employment plans to increase the number of Inuit employed in the public service since Nunavut was created in 1999, and have prepared annual Inuit employment plans for each department and territorial corporation since 2006.

The central office for Inuit employment prepares GN-wide Inuit employment plans, coordinates departmental Inuit employment planning, and provides Inuit employment programs. The Department of Executive and Intergovernmental Affairs (EIA) was the central office from April 1, 2013 to March 31, 2019. These responsibilities were transferred to the new Department of Human Resources effective April 1, 2019.

In 2017-2018, EIA drafted and began to implement a GN-wide *Master Inuit Employment Plan to 2023* (Master IEP) which is intended to:

- Establish long-term strategic directions in Inuit employment for the Government of Nunavut as a whole organization and in specific occupational groups in the public service; and
- Meet the GN's obligations concerning Inuit employment plans as described in Article 23 and the 2015 Settlement Agreement.

The Master IEP has a starting point of 2013 and an end date of 2023 to align with the 10-year period of the current Nunavut implementation contract. The Master IEP was updated by the Department of Human Resources in 2019 and will be updated periodically until it is refreshed or replaced in 2023.

The *Master Inuit Employment Plan to 2023* is a strategic workforce plan based on evidence obtained from a comprehensive analysis of Nunavut's labour market and the GN's workforce. Strategic workforce planning is a management process that is used by public and private sector employers in Canada and around the world. It helps employers to understand and plan for future labour needs.

This is the first time that the GN has had the labour market data that is needed for strategic workforce planning. As outlined in the 2015 Settlement Agreement, the Government of Canada is obligated to analyze Nunavut's Inuit labour force to support Inuit employment planning. These Nunavut Inuit Labour Force Analysis (NILFA) reports are providing the GN with a detailed view of the availability, preparedness and interest of Inuit for government employment. The NILFA reports were used in the development of the *Master Inuit Employment Plan to 2023*.

The GN has matched the NILFA analysis of Nunavut's labour force with a comprehensive analysis of our own workforce. This analysis looked at occupations in the public service and the types of skills, training and education that are typically associated with these occupations. It identified historical trends as well as current issues and opportunities in Inuit employment.

Insights from the strategic workforce planning process are the foundation for the actions we are taking to increase the number of Inuit employees in the GN. Our findings and plans are described in two documents:

- The *Master Inuit Employment Plan to 2023* is a summary document that is available in Nunavut's official languages. It includes a GN-wide Inuit employment action plan to 2023.
- The *Master Inuit Employment Plan to 2023: Technical Report* accompanies the Master IEP. The Technical Report provides a comprehensive analysis of the GN's workforce and Nunavut's labour market, as well as a detailed discussion of issues and opportunities in Inuit employment. It includes charts, graphs and statistics to show the facts that the GN has considered in developing its Inuit employment plans. Due to its complexity and length, the Technical Report is available in the English language only at this time.

The *Master Inuit Employment Plan to 2023* and the Technical Report are available to GN employees and the public on the Department of Human Resources' website.

A Long Journey Towards a Representative Public Service

We expect that the journey towards a representative public service will be a long one. Although some occupations in the GN can be entered with a high school education, many occupations require post-secondary education. It may take decades for sufficient numbers of Nunavut Inuit to pursue education in professional occupations in which the GN has many positions, such as teaching or nursing.

We have set ambitious goals and targets to increase the number of Inuit employees in the GN by 2023. There are many factors beyond our control, and we know there is a risk that we will not reach these goals. We will, however, continue to make progress towards a representative public service.

As in any long journey on the land or sea, we must pause occasionally to reflect on where we have come from and where we are going. The *Master Inuit Employment Plan to 2023* represents a pause in our long journey towards a representative public service as we:

- Look back to where we have come from since 1999;
- Look at where we are today;
- Look ahead to where we are going; and
- Identify the next steps we must take to get there.

We continue to be guided in our journey by eight Inuit societal values:

- **Inuuqatigiitsiarniq:** Respecting others, relationships and caring for people.
- **Tunnganarniq:** Fostering good spirits by being open, welcoming and inclusive.
- **Pijitsirniq:** Serving and providing for family and/or community.
- **Aajiqatigiinni:** Decision making through discussion and consensus.
- **Pilimmaksarniq/Pijariuqsarniq:** Development of skills through observation, mentoring, practice, and effort.
- **Piliriqatigiinni/Ikajuqtigiinni:** Working together for a common cause.
- **Qanuqtuurniq:** Being innovative and resourceful.
- **Avatittinnik Kamatsiarniq:** Respect and care for the land, animals and the environment.

Looking Back

We look back on the period from April 1, 1999 to March 31, 2016 because it begins with the creation of Nunavut and ends with the fiscal year when the Settlement Agreement (2015) was signed.

The GN as an Employer 1999-2016

The Government of Nunavut has been the largest employer in the territory since Nunavut was created. As an employer, the GN has been characterized by:

- Continuous growth;
- Ongoing development of capacity;
- Gaps in capability;
- A commitment to becoming a representative public service;
- A decentralized model of staffing;
- Evolving and maturing organizational structures and processes; and
- Efforts to become a values-based organization.

These characteristics are described in detail in Chapter 3 of the Technical Report.

Inuit Employment Plans 1999-2016

Our obligations concerning Inuit employment plans are set out in Article 23 of the Nunavut Agreement (1993) and in the Settlement Agreement (2015). These obligations and our ongoing response to them are summarized in Chapter 2 of the Technical Report.

The GN established long-term strategic directions in the Inuit Employment Plan developed in 1999-2000. This plan identified themes and initiatives to be implemented over time. Many of these are still relevant, remain in place, and continue to contribute to increased and enhanced Inuit employment.

GN-wide implementation plans for 2003-2008 and 2009-2013 focused on refining the original strategy, prioritizing Inuit employment initiatives, and implementing them. These plans assumed that Nunavut implementation funding would continue beyond 2003. Despite a conciliator's report on the resources needed to implement Article 23, the parties were not able to reach an agreement until May 2015, when a Settlement Agreement was signed for the implementation period from 2013 to 2023.

As an employer, the GN has always invested in the development of its employees. Without continuing implementation funding, however, we had to pursue more modest plans for Inuit employment and pre-employment training from 2003 to 2015 than those envisioned in Nunavut's early years.

Chapter 4 of the Technical Report provides a description of GN Inuit employment plans since 1999.

Occupational Groups 2007-2016

The Government of Canada maintains a National Occupational Classification (NOC) system to describe occupations in the Canadian labour market. Jobs are grouped based on the type of work performed and the type of education or training ("skill type") that is typically associated with the work.

The GN assigns a NOC code to each position as part of the job evaluation process. Our workforce analysis used these NOC codes to gain a fresh perspective on occupations and skill types in the public service. Based on the NOC codes assigned to GN positions:

- The GN has a broad range of occupations, with positions in every National Occupational Classification except those associated with natural resources extraction and agriculture.
- The largest number of positions is in NOC Category 4, which includes occupations associated with education, law, social and community services, policy, and program administration.
- All four skill types are represented in the GN, from occupations that typically involve a university degree to those that require no formal education.
- Approximately 79% of GN positions are in occupational groups that typically involve post-secondary education or extensive experience in the occupation. The remaining 21% of positions are in occupational groups that typically involve high school completion or no formal education.
- The proportion (percent or %) of positions in each NOC category and skill type has remained relatively stable since 2007, although the total number of positions has grown.

Chapter 5 of the Technical Report describes GN positions by occupational group and skill type from 2007-2016.

Inuit Employment 1999-2016

INUIT EMPLOYMENT IN GN EMPLOYMENT CATEGORIES

The GN summarizes Inuit employment statistics in the quarterly Towards a Representative Public Service (TRPS) reports. These statistics are shown for the GN's six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

- The number of Inuit employed in the GN increased steadily from a total of 943 as reported in TRPS March 31, 2001 to 1,723 as of March 31, 2016.
- The total number of filled positions increased faster than the number of positions filled by Inuit.
- During this period, Inuit representation was highest in the Administrative Support employment category and lowest in Senior Management.

INUIT EMPLOYMENT IN NOC OCCUPATIONAL CATEGORIES

Our workforce analysis used NOC codes to gain insight into Inuit employment at a more detailed level than we can get by looking at the GN's six broad employment categories.

Based on our workforce analysis from 1999 to 2016:

- The greatest increase in the number of Inuit employees was in four occupational categories: Management; Finance and administration; Education, social, community and government services; and Service occupations. Inuit employment grew the least in Health occupations.
- Inuit representation in positions coded as Skill Type A was consistently below the GN average. Skill Type A typically involves a university degree and/or extensive occupational experience.
- Inuit representation was highest in positions coded as Skill Type C or D. These skill types are associated with occupations that emphasize on-the-job training. Many of these occupations can be entered with high school education or no formal education at all.

Despite year-over-year increases in the number Inuit employees, the representation rate of Inuit has remained relatively stable since 2012. As a percentage of filled positions, Inuit representation grew from 43% in 2001 to a high of 52% in 2009. It decreased to 50% in 2012 and remained at that level in 2016 and 2019. This means that the GN has been successful in maintaining the representation of Inuit, even with continuing growth in the number of positions and positions filled.

Chapter 6 of the Technical Report summarizes Inuit employment statistics from 1999-2016 by employment category, occupational group, and skill type.

Looking at Where We Are Today

As we look at where we are today, we start with fiscal year 2013-2014 because it is the beginning of the current implementation contract period, as per the Settlement Agreement (2015). It therefore provides a benchmark for monitoring changes in the GN workforce and Inuit employment over the 10-year contract period.

The GN as an Employer Today

The Government of Nunavut continues to be the largest employer in the territory. As an employer, the GN is currently characterized by:

- Continuing growth;
- A continuing commitment to increase and enhance Inuit employment;
- Targeted education, learning and development to enhance capability and Inuit employment;
- An improved framework for managing human resources; and
- A continuing emphasis on becoming a values-based organization.

These characteristics are described in detail in Chapter 7 of the Technical Report.

The GN Workforce Today

Many of the trends noted in the Looking Back section were also observed from 2013 to 2017 and continue to be evident in 2019.

TRENDS IN THE GN WORKFORCE SINCE 2013

The number of positions in the GN increased by 13% from 4,220 as of March 31, 2013 to approximately 4,789 as of March 31, 2017, as reported in TRPS. The number of positions grew in:

- All GN employment categories;
- All NOC occupational categories except NOC Category 7: Trades, transport and equipment operators; and
- All NOC skill types.

The number of positions increased further to approximately 5,010 as of March 31, 2019.

TRENDS IN INUIT EMPLOYMENT SINCE 2013

The number of Inuit employed in the GN increased by 9% from 1,617 as of March 31, 2013 to approximately 1,756 as of March 31, 2017, as reported in TRPS. Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.

Our analysis showed some encouraging trends in Inuit employment:

- The representation rate of Inuit remained at 50% from 2013 to 2017, however, the number of positions filled by Inuit increased at approximately the same rate as the increase in the total number of filled positions. This is an improvement over previous years.
- In five NOC occupational categories, the number of Inuit employees increased at a rate that was comparable to or greater than the rate of increase in filled positions: Finance and administration; Natural and applied sciences; Education, social, community and government services; Art, culture, recreation and sport; and Manufacturing and utilities.
- The number of Inuit employees increased in all skill types during the period. Inuit employment grew the most in positions coded as Skill Type B (college diploma or trades training), with an increase of approximately 13% (60 Inuit employees) from 2013 to 2017.
- In positions coded as Skill Type A, B or C, the number of Inuit employees increased at a rate that was greater than the rate of increase in filled positions. Occupations in these skill types typically involve education or training at or beyond the high school level.

The number of Inuit employees increased further to approximately 1,786 as of March 31, 2019.

INUIT EMPLOYMENT IN OCCUPATIONAL CATEGORIES TODAY

Inuit representation in the GN as a whole was at 50% as of March 31, 2017, as reported in TRPS.

Four NOC occupational categories had higher representation of Inuit than in the GN as a whole. Together, these categories included more than 1,100 employees, including more than 850 Inuit:

- Category 1 (Business, finance and administration occupations)
- Category 5 (Occupations in art, culture, recreation and sport)
- Category 6 (Sales and service occupations)
- Category 9 (Occupations in manufacturing and utilities)

Inuit representation in one large occupational category was comparable to the GN as a whole. This category included approximately 1,600 employees, including almost 800 Inuit.

- Category 4 (Occupations in education, law and social, community and government services)

Inuit representation was lowest in Category 3 (Health occupations).

INUIT REPRESENTATION BY SKILL TYPE TODAY

As of March 31, 2017, Inuit representation in positions coded as Skill Type A was below the GN average of 50%, as reported in TRPS. Occupations in Skill Type A typically involve a university degree and/or extensive occupational experience.

Inuit representation was highest in positions coded as Skill Type C or Skill Type D. These skill types are associated with occupations that emphasize on-the-job training and instruction in job duties. Many of these occupations can be entered with high school education or no formal education at all.

Chapter 8 of the Technical Report provides a summary of GN positions from 2013 to 2017 by occupational group and skill type. Chapter 9 provides a summary of Inuit employment from 2013 to 2017 by employment category, occupational group and skill type.

Retirement Potential

POTENTIAL FOR RETIREMENT OF GN EMPLOYEES

Our analysis of the current state showed that the GN's workforce is aging:

- In 2013, approximately 32% of the workforce was age 50 or over; by 2017, 36% was 50 or over.
- In seven occupational categories, more than one-third of the category workforce was age 50 or over. A total of 1,080 (38%) of employees in these categories were age 50 or over.
- GN positions coded as Skill Type D had the oldest age profile, with 80 (47%) employees age 50 or over. This skill type involves on-the-job training rather than formal education.
- GN positions coded as Skill Type C had the youngest age profile, with 450 (72%) employees under age 50. Occupations in this skill type typically involve high school completion.

An aging workforce increases the likelihood of turnover due to retirement. In the GN, eligibility for retirement is based on factors that include age and years of service. We use the term "retirement potential" because employees may not retire when they become eligible.

Our analysis of the current state included an estimate of retirement potential from 2017 to 2023. The total potential for retirement was approximately 520 employees or 16% of the current GN workforce:

- 345 employees (21%) in positions coded as Skill Type A (university degree);
- 90 employees (11%) in positions coded as Skill Type B (college diploma or trades training);
- 55 employees (9%) in positions coded as Skill Type C (high school completion); and
- 30 employees (18%) in positions coded as Skill Type D (no formal education).

POTENTIAL FOR RETIREMENT OF INUIT EMPLOYEES

In order to achieve their Inuit employment goals and targets, departments must plan to replace Inuit who leave the GN as well as hire additional Inuit employees. In the context of building a representative public service, the potential for retirement of Inuit employees represents a risk, while the potential for retirement of non-Inuit employees represents an opportunity – and a challenge in some occupations.

Based on data from March 31, 2017, our estimate of the potential for retirement by 2023 included approximately 270 Inuit employees or 15% of the current Inuit workforce in the GN. 166 of these Inuit employees had the potential to retire by 2020.

- The retirement potential of Inuit employees was greatest in positions coded as Skill Type A (university education and/or extensive career experience). A total of 26% of the current Inuit workforce in positions coded as Skill Type A (approximately 155 Inuit employees) was eligible to retire by 2023. Approximately 100 of these had the potential to retire by 2020.

- In positions coded as Skill Type B (college diploma or trades training), approximately 40 Inuit employees had the potential to retire by 2023.
- In positions coded as Skill Type C (high school completion), approximately 47 Inuit employees had the potential to retire by 2023.
- In positions coded as Skill Type D (no formal education), approximately 29 Inuit employees had the potential to retire by 2023.

Chapters 8 and 9 of the Technical Report provide a summary of retirement potential by occupational group and skill type for Inuit and non-Inuit employees.

Nunavut's Labour Market

A market is a place where buyers and sellers come together to make an exchange. In a labour market, the exchange is between employers and workers.

LABOUR MARKET DEMAND

Labour market demand is the need that employers have for employees to produce goods or deliver services.

Nunavut has a mixed economy that is characterized by a relatively large government sector and an expanding mining industry. Other economic sectors are growing and hold great potential, but are currently underdeveloped. The Conference Board of Canada estimated that in 2016, approximately 39% of all jobs in Nunavut were in the government sector, including the Government of Canada, Government of Nunavut and municipal governments.

The GN has a broad range of occupations and must compete with other employers throughout the territory to fill its vacant positions. Approximately 79% of GN positions involve post-secondary education or training. Many of these are in regulated occupations such as nursing or teaching. Qualifications for regulated occupations are determined by an external authority to ensure that standards of competency and practice are met for the profession or trade. An additional 17% of GN positions involve high school completion.

As reported by Statistics Canada's quarterly Job Vacancy and Wage Survey for Nunavut:

- In 2015 and 2016, 45% of all job vacancies in Nunavut required education above the high school level and 37% required high school completion.
- A similar trend was observed in 2018 and early 2019, with approximately 37% of job vacancies requiring education above the high school level and 30% requiring high school completion.

As Nunavut's largest employer, the GN is contributing to the strong demand for skilled and knowledgeable workers and is clearly competing with other employers in the territory for the available talent in Nunavut.

LABOUR MARKET SUPPLY

Labour market supply is sometimes called the labour market "pool." It is the potential supply of qualified and available workers that an employer can access when there are jobs to be filled.

As outlined in the Settlement Agreement (2015), the Government of Canada is obligated to conduct an analysis of Nunavut's Inuit labour force in support of Inuit employment planning. The resulting reports are called Nunavut Inuit Labour Force Analysis (NILFA) reports. During 2016-2017, Employment and Social Development Canada (ESDC) analyzed a variety of existing data sources and reported on the availability, preparedness and interest of Inuit for government employment from 2001 to 2011. A more comprehensive NILFA report was prepared in 2018, following release of 2016 Census data by Statistics Canada. The NILFA reports were used in the development of the Master IEP and Technical Report.

Statistics Canada defines "educational attainment" as the highest level of schooling that a person has reached. It is a significant factor in the availability and preparedness of Inuit for employment, including government employment.

The Nunavut Bureau of Statistics reported that from September to November 2017, an average of 56% of working age Inuit (defined as age 15 years and over) participated in the territory's labour force. This means that 56% were employed or unemployed and looking for work. From April to June 2019, approximately the same average (56.2%) of working age Inuit participated in Nunavut's labour force.

Data from Statistics Canada consistently suggest that despite an increase in the total number of Inuit in the labour force, the rate at which Inuit participate in the labour force has not grown significantly since 2011. At any given time, it appears that more than 40% of working age Inuit are not participating in the territory's workforce. This means that they are not available for employment.

Some working age Inuit (15+) who are not participating in the labour force may be attending school; others may be retired. However, the Aboriginal Peoples Survey reported that 31% of Nunavut's core working age Inuit (age 25 to 54) were not in the labour force in 2017. This means that many Inuit in their prime working years were not employed or self-employed, and not actively looking for work.

Based on census data from 2001 to 2016 and the NILFA, Inuit who completed high school or who had higher education were more likely to participate in the labour force than those who did not complete high school. Inuit with high school education or above were also more likely to be employed than those who had not completed high school.

Educational attainment in Nunavut, while lower than the rest of Canada, is increasing. As reported by Statistics Canada and the NILFA, census data from 2001 to 2016 show that the numbers of Nunavut Inuit age 20+ years are rising at all educational levels:

- The number of Inuit (20+) with a high school diploma increased from approximately 800 in 2001 to almost 1,900 in 2011 and over 2,600 in 2016.
- The number of Inuit (20+) with a trades, apprenticeship or college certificate or diploma increased from approximately 2,600 in 2001 to over 3,100 in 2011 and almost 4,100 in 2016.
- The number of Inuit (20+) with a university certificate, diploma or degree increased from approximately 190 in 2001 to over 300 in 2011 and over 450 in 2016.

The NILFA has identified geographic mobility as a key factor in limiting Inuit participation in the labour force and availability for government employment. Between 2011 and 2016, 93% of Inuit in Nunavut did not move from their home community. Among Inuit government employees whose home community is

in Nunavut, 81% worked in their home community and 81% of these had never moved to obtain government employment.

Chapter 10 of the Technical Report includes a detailed analysis of Nunavut's labour market, including references to the data sources that are noted here.

The Inuit Labour Force in Communities

COMMUNITY INUIT LABOUR FORCE PROFILES

In 2018-2019, the Department of Executive and Intergovernmental Affairs produced a Community Inuit Labour Force Profile for each decentralized community. These reports provide a detailed analysis of labour market supply and demand in the community, with an emphasis on the availability, preparedness and interest of Inuit in the community for employment in the GN occupations located there.

The Inuit Labour Force Profile report for each decentralized community includes:

- A summary analysis of the Inuit labour force in the community; and
- A summary analysis of the GN workforce in the community.

The profiles are internal working documents that are intended to assist GN departments and territorial corporations in developing Inuit employment plans and pre-employment training for Nunavut Inuit.

INUIT REPRESENTATION IN COMMUNITIES

Inuit representation was 50% in the GN as of March 31, 2018 and March 31, 2019.

Inuit representation was significantly higher in most decentralized communities than in the GN as a whole on these dates. The exceptions were Cambridge Bay, Cape Dorset and Kugluktuk. In these communities, Inuit representation was comparable to that in the GN as a whole. Pangnirtung, Gjoa Haven and Arviat demonstrated the highest Inuit representation rates in GN positions.

AVAILABILITY OF INUIT IN DECENTRALIZED COMMUNITIES

Approximately 98% of the GN workforce was age 25 years or older in 2018. The adult working age population age 25 years or over (25+) is more likely to be available and prepared for government employment than those under age 25.

According to the NILFA, among the decentralized communities:

- The proportion of young Inuit under the age of 15 ranged from a high of 41% in Igloolik to a low of 31% in Cambridge Bay.
- The proportion of adult working age Inuit (25+) ranged from a low of 40% in Igloolik to a high of 49-50% in Cambridge Bay and Kugluktuk.
- Labour force participation among Inuit (25+) ranged from a low of 61-62% in Igloolik and Cape Dorset to a high of 80% in Rankin Inlet.
- The employment rate for Inuit (25+) ranged from a low of 44% in Cape Dorset to highs of 64% in Rankin Inlet and 58% in Cambridge Bay.

- The unemployment rate for Inuit (25+) ranged from a low of 20-22% in Rankin Inlet, Cambridge Bay and Pangnirtung to a high of 34% in Arviat.

The largest Inuit working-age populations (15+) are found in Iqaluit, Arviat, Rankin Inlet, and Baker Lake. In 2016, these communities also had a large number of unemployed Inuit. In the decentralized communities with the largest numbers of unemployed, the vacancy rate in GN positions increased from 2016 to 2019 in every community except Cambridge Bay.

In 2016, the number of vacant GN positions exceeded the number of unemployed Inuit who had completed high school or above in two large communities with large numbers of unemployed: Cambridge Bay and Iqaluit. The number of unemployed Inuit who had completed high school or above exceeded the number of vacant GN positions in most decentralized communities.

PREPAREDNESS OF INUIT IN DECENTRALIZED COMMUNITIES

Completing high school provides a foundation of basic skills that are necessary for successful careers in government and/or for successful completion of post-secondary education.

The educational levels of adult working age Inuit (25+) in Nunavut are rising. The proportion of Inuit (25+) who completed high school or above increased from 33% in 2001 to 45% in 2016.

Educational attainment varied among the decentralized communities:

- The proportion of adult working age Inuit (25+) with no certificate, diploma, or degree ranged from a low of 44% in Rankin Inlet to a high of 68% in Cape Dorset.
- The proportion of Inuit (25+) with a high school diploma or equivalent as the highest education ranged from a low of 9% in Gjoa Haven to highs of 16% in Pond Inlet and 18% in Rankin Inlet.
- The proportion of Inuit (25+) with an apprenticeship or trades certificate ranged from a low of 6-8% in Pangnirtung, Cape Dorset and Arviat to a high of 17% in Igloodik.
- The proportion of Inuit (25+) with a college diploma or university certificate ranged from a low of 11% in Baker Lake and Cape Dorset to highs of 23% to 26% Cambridge Bay, Pangnirtung and Rankin Inlet.
- The proportion of Inuit (25+) with a university degree (bachelor level or above) ranged from a low of 1% in Cambridge Bay and Kugluktuk to a high of 2% to 3% in all other communities.

The decentralized communities with the highest proportion of Inuit (25+) with education above the high school level were Rankin Inlet (39%), Igloodik (37%) and Cambridge Bay (36%). At 20%, Cape Dorset had the lowest proportion of Inuit (25+) with education above the high school level.

Inuit with high school education or above were more likely to be employed than those who had not completed high school. In every decentralized community and all other communities except Grise Fiord, the largest number of unemployed Inuit had not completed high school.

In every community, the GN has a high demand for post-secondary qualifications in education and teaching, social services, and health, but relatively few Inuit graduate from related fields of study.

The top-ranking fields of study in decentralized communities typically attracted 20-30% of Inuit students. Those that ranked low attracted less than 10%. Among Inuit in decentralized communities who had completed post-secondary education:

- Business, management, and public administration was the most popular field of study in six communities, and ranked second in several more.
- Architecture, engineering, and related technologies, which includes construction trades, and mechanics and repair, was the most popular field of study in four communities, and ranked second in six more.
- Personal, protective and transportation services, which includes heavy equipment operation, ranked third as a popular choice in six communities.
- As fields of study, education, social sciences and health were pursued in low numbers by Inuit in communities.

Only one of the top-ranking fields of study prepares post-secondary graduates for work in GN occupations that are found in many communities: Business, management, and public administration. The other top-ranking fields of study tend to prepare graduates for work in construction, mining, or municipal operations.

INTEREST OF INUIT IN GN POSITIONS IN DECENTRALIZED COMMUNITIES

Inuit indicate interest in and availability for government employment by applying for GN job postings in the territory. Preparedness is demonstrated in the success rate of Inuit applicants.

According to the NILFA, postings for GN positions in decentralized communities attracted more applications from Inuit than postings in Iqaluit or smaller communities. On average, each job posting in a decentralized community received seven applications from Inuit in contrast to three in Iqaluit and five in smaller communities. The average in Nunavut as a whole was five Inuit applicants per GN job posting in 2016-2017.

Data from GN Public Service Annual Reports covering the fiscal years 2015-2016 to 2017-2018 shows that Inuit were hired by the GN at a rate in communities outside Iqaluit that was much greater than the rates in Iqaluit and in Nunavut as a whole.

- In 2015-2016, Inuit submitted 20% of all job applications and were hired in 54% of advertised positions that were filled in Nunavut, but in 75% of positions that were filled in communities outside Iqaluit.
- In 2016-2017, Inuit submitted 24% of all job applications and were hired in 47% of advertised positions that were filled in Nunavut, but in 75% of positions that were filled in communities outside Iqaluit.
- In 2017-2018, Inuit submitted 18% of all job applications and were hired in 53% of advertised positions that were filled in Nunavut, but in 70% of positions that were filled in communities outside Iqaluit.

Turnover and retention are indicators of interest in a particular employer, such as the Government of Nunavut. Annual staff turnover is defined as the number of indeterminate or term GN employees leaving or terminating their positions each year. The annual turnover rate for the GN (not including Qulliq Energy Corporation) was 12% in 2017-2018, which was a decrease from a 10-year high of 20% in 2007-2008.

Turnover includes employees who leave the public service by retiring. The future potential for employees to leave through retirement can be estimated, unlike other forms of turnover.

In Nunavut's public service, 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 an indeterminate GN employee is age 55 or over and has at least 30 years of service. The term retirement potential is used because employees may not retire when they become eligible.

As of March 31, 2017, the total potential for retirement by 2023 was almost 520 GN employees or 16% of the indeterminate workforce. This included approximately 270 Inuit employees or 15% of the indeterminate Inuit workforce in the GN.

The potential for retirement by 2023 was generally higher in communities outside Iqaluit than in Iqaluit. In decentralized communities, retirement potential was generally comparable to or higher than in Nunavut as a whole among Inuit and non-Inuit employees in all skill types.

In most communities, the potential for retirement among Inuit and non-Inuit employees was highest in positions coded as Skill Type A or B. These skill types typically involve post-secondary education at the university or college level.

Departments must plan ahead to mitigate the risks associated with retirement potential. Although the retirement of non-Inuit employees creates opportunities for new Inuit hires, there may be a very limited pool of local Inuit who are available and prepared for employment in the occupations that typically require post-secondary education.

Chapter 11 of the Technical Report provides a summary of findings from a detailed analysis of Inuit labour market supply and demand in each decentralized community.

Issues and Opportunities

Our analysis of occupational groups in the GN has provided us with a fresh perspective on our workforce, including occupational groups where Inuit employment is strong and others where Inuit are under-represented.

Our review of the NILFA has confirmed that while Inuit continue to express interest in government employment, relatively few have achieved the level of education that would prepare them for the many specialized occupations that are found in any public service.

The findings from our workforce analysis and the NILFA are clear and consistent: Inuit employment is strong in GN occupations that can be entered with high school education or no formal education at all. Inuit are under-represented in GN occupations that typically involve post-secondary education in a specialized field or training at college or university levels.

- Inuit representation is consistently highest in the Administrative Support employment category and lowest in the Senior Management employment category.
- Four occupational categories had higher representation of Inuit than the GN as a whole. These occupational categories include large numbers of positions that the GN has included in the Administrative Support employment category.
- Inuit representation was lowest in health occupations and management occupations. The majority of positions in these occupations are included in the Professional, Middle Management and Senior Management employment categories. Inuit are under-represented in all of these.
- Inuit representation was significantly above the GN average of 50% in positions coded as Skill Type C or Skill Type D. These skill types are associated with occupations that can be entered with high school education or no formal education at all.

The GN faces three key challenges in increasing and enhancing Inuit employment in the public service:

- Gaps in labour market supply and demand;
- Competition for scarce talent in Nunavut; and
- Capacity and retirement potential in the GN.

Chapter 12 of the Technical Report focuses on a detailed discussion of these challenges and the related opportunities to take action leading to increased Inuit employment in the GN.

Looking Ahead

An “employer of choice” stands out from other employers that are competing in a labour market. It has a positive reputation and a brand that is visible to job seekers long before they become employees. It is able to attract and keep qualified people because job seekers are aware of what it means to be a part of the organization and employees feel a sense of loyalty and pride.

The Government of Nunavut was named one of Canada’s Top Employers in two categories: Canada’s Top Employers for Young People (2019 and 2020) and Canada’s Best Employers for Recent Graduates (2018, 2019, and 2020). This competition is organized by the Canada’s Top 100 Employers Project. It recognizes employers that offer the nation’s best workplaces and programs for young people who are starting their careers.

In this section of the Master IEP, we look ahead to identify programs and initiatives that will help to address the identified issues and opportunities and support the GN to become an employer of choice for Inuit in Nunavut, including those that will enable us to be:

- A sustainable and representative public service;
- A strong and skilled workforce; and
- A welcoming and respectful employer.

A Sustainable and Representative Public Service

The GN is committed to a sustainable public service that is representative of Nunavut’s population. To meet the obligations of Article 23 and to be fully effective in its role, the territory’s public service must attract and retain increasing numbers of skilled and qualified Inuit to work in GN occupations by:

- Identifying and addressing any GN-wide barriers to Inuit employment;
- Preparing and implementing evidence-based Inuit employment plans; and
- Refreshing and implementing the GN Human Resource Strategy.

A Strong and Skilled Workforce

A strong public service is made up of skilled and committed people who are motivated to contribute to a positive future for Nunavut.

The GN provides opportunities for Nunavummiut to enter, develop and advance in public service roles. With the availability of new implementation funding under the 2015 Settlement Agreement, the GN has added comprehensive new education and training opportunities for Inuit employees. Ongoing and new programs and initiatives will ensure that Inuit employees have the opportunity to pursue their career interests by joining and remaining in the territorial public service.

Although many of these education, training, and career development opportunities are available to Inuit employees only; others are available to all employees of the public service.

A Welcoming and Respectful Employer

To be viewed as an employer of choice, an organization must provide a welcoming, respectful and supportive work environment. This begins with how prospective employees are engaged and supported by the organization while applying for jobs. It continues with how employees are engaged and supported every day at work.

Chapters 13, 14, and 15 of the Technical Report explore what the GN is doing in each of these areas to become an employer of choice for Inuit in Nunavut.

Taking the Next Steps

Inuit Employment Goals and Targets

ACCOUNTABILITY FOR GOALS AND TARGETS

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

The Department of Human Resources (HR) is the central office for coordinating Inuit employment and training in the GN. HR is accountable for developing the GN-wide Master Inuit Employment Plan, advising departments on Inuit employment planning, and monitoring progress towards Inuit employment goals.

Departments and territorial corporations are accountable for developing their own IEPs, including goals and targets, and implementing actions to achieve those goals.

HOW INUIT EMPLOYMENT GOALS AND TARGETS ARE SET

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

The estimated **Inuit representation rate** is the percent (%) of Inuit employees associated with a numerical 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 and the number of filled positions, or capacity, at a point in time. *The estimated Inuit representation rate should not be considered as a goal or target for these reasons.*

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;
- Trends in the number of Inuit who are likely to be qualified now and in the future for available positions and 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.

In setting their goals and targets, departments and territorial corporations cannot exceed the approved number of positions in each employment category as of the date of the IEP. However, the approved number of positions in each employment category can be expected to change over the period of the IEP, so the goals and targets are also subject to change.

Annual goals, targets and priorities are 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 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 and/or operating budget;
- Approved changes in organizational structure;
- Approved operational priorities;
- Existing vacancies; and
- New vacancies expected in the immediate future.

GN-wide goals and targets are established by rolling up the goals and targets that departments and territorial corporations have set to increase the number of Inuit employees. Goals and targets are

expressed as “FTEs” or full-time equivalents. This means that an employee working half time would be 0.5 FTE, or half of an FTE.

SHORT-TERM GOAL

By March 31, 2020, we expect that the GN will employ 2,040 Inuit (FTEs). This would result in an estimated Inuit representation rate of 54%, depending on the total number of GN positions and capacity at that time. It is an increase of 284 Inuit FTEs over March 31, 2017.

MEDIUM-TERM GOAL

By March 31, 2023, we expect that the GN will employ 2,300 Inuit (FTEs). This would result in an estimated Inuit representation rate of 58%, depending on the total number of GN positions and capacity at that time. It is an increase of 260 Inuit FTEs over the goal for March 31, 2020.

TARGETS BY EMPLOYMENT CATEGORY

EMPLOYMENT CATEGORIES	INUIT EMPLOYMENT TARGETS (FTEs)*					
	CURRENT (as of March 31, 2017)		SHORT-TERM (by March 31, 2020)		MEDIUM-TERM (as of March 31, 2023)	
	Inuit Employed	% Inuit	Inuit Employed	Estimated % Inuit	Inuit Employed	Estimated % Inuit
Executive	12.00	36%	16	43%	20	55%
Senior Management	20.00	15%	38	25%	45	29%
Middle Management	92.00	27%	119	31%	145	38%
Professional	348.00	27%	426	30%	535	36%
Paraprofessional	427.83	60%	489	67%	545	71%
Administrative Support	856.15	86%	952	89%	1,010	90%
TOTAL Departments, Agencies, Boards and Corporations	1,755.98	50%	2,040	54%	2,300	58%

* Note that these numbers do not include public officials, political staff, Sivuliqtiksats interns, casuals, substitute teachers, and relief workers.

The GN expects to increase the number of Inuit employees in all employment categories in the short term (by 2020) and medium term (by 2023). The actual targets may change during these periods due to departmental factors such as:

- Program and service delivery requirements;
- Turnover and attrition; and
- Staffing issues and opportunities.

Chapter 16 of the Technical Report summarizes Inuit employment goals and targets.

Summary of the GN-Wide Action Plan

CENTRAL ACCOUNTABILITY FOR ACTIONS TO INCREASE INUIT EMPLOYMENT

As the central office for coordinating Inuit employment and training in the GN, the Department of Human Resources 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.

ACTION PLAN

The summary action plan covers the contract period to March 31, 2023. Implementation has been underway since the draft Master IEP was developed in 2017-2018. The action plan will be refreshed periodically. The identified actions aim to ensure that the Government of Nunavut is:

- A sustainable and representative public service;
- A strong and skilled workforce; and
- A welcoming and respectful employer.

1. A Sustainable and Representative Public Service

OBJECTIVES	EXPECTED OUTCOMES
Identify and remove barriers to Inuit employment in the Government of Nunavut.	<ul style="list-style-type: none"> • Evidence-based GN-wide and departmental IEPs to guide development and implementation of targeted actions.

ACTION	TIMING
1.1 Review IESC recommendations to remove barriers and identify specific GN-wide actions for the Master IEP, as appropriate.	2017-2018
1.2 Incorporate strategic workforce planning as a foundation for Inuit employment planning by central agencies, departments and corporations.	2017-2018 and ongoing
1.3 Develop detailed GN workforce analysis reports by occupational group and apply in Inuit employment planning.	2017-2018 and ongoing
1.4 Use the Nunavut Inuit Labour Force Analysis to help inform long-term Inuit employment strategies and programs.	2017-2018 and ongoing
1.5 Prepare detailed Inuit Employment Plans to 2023 for all departments and large territorial corporations.	2017-2018
1.6 Report semi-annually on progress in implementing departmental Inuit Employment Plans to 2023.	2018-2019 and ongoing
1.7 Update the Master IEP to 2023 and coordinate the update of departmental IEPs to 2023 periodically.	2019-2020 and ongoing
1.8 Continue to identify and address any barriers to Inuit employment as the Master IEP and departmental IEPs are updated.	2019-2020 and ongoing
1.9 Limit the addition of new positions until departments and territorial corporations have addressed their existing vacancies.	2019-2020 and ongoing

ACTION	TIMING
1.10 Enable and support departments in establishing and communicating about career ladders and career paths for Inuit.	2019-2020 and ongoing
1.11 Revise the Staff Housing Policy and implement improvements to the staff housing program.	2019-2020 and ongoing
1.12 Refresh the GN Human Resource Strategy (2014-2018) and implement.	2019-2020 and ongoing
1.13 Develop and implement a strategy to refocus HR policies and programs on Inuit employment.	2020-2021 and ongoing
1.14 Develop and implement programs and tools to plan for and manage succession.	2020-2021 and ongoing
1.15 Review Inuit Employment Plans to 2023 and initiatives to guide plans for the next implementation contract period to 2033.	2022-2023

2. A Strong and Skilled Workforce

OBJECTIVE	EXPECTED OUTCOMES
Provide comprehensive education, training, and career development programs to enhance Inuit employment and to strengthen the public service.	<ul style="list-style-type: none"> • Opportunities for Inuit employees to pursue and succeed in their chosen career paths within the GN. • A workforce with the necessary skills for an effective public service.

ACTION	TIMING
2.1 Continue to deliver and evaluate ongoing education, training, and development programs for Inuit employees.	Ongoing
2.2 Continue to deliver and evaluate ongoing education, training, and development programs for all employees.	Ongoing
2.3 Continue to work with departments to access funding support for specialized training and programs for public servants.	Ongoing
2.4 Deliver the Hivuliqtikhanut Emerging Leaders program for Inuit employees only.	2017-2018 and ongoing to 2023
2.5 Deliver the Hivuliqtikhanut Emerging Leaders, Supervisors, and Senior Managers programs for all employees.	2017-2018 and ongoing to 2023
2.6 Implement the new Amaaqtaarniq Education Program for Inuit employees.	2017-2018 and ongoing to 2023
2.7 Implement the new Career Broadening Program for Inuit employees.	2017-2018 and ongoing to 2023
2.8 Implement the new Travel Training Fund for Inuit employees.	2017-2018 and ongoing to 2023
2.9 Develop and deliver the new Policy Foundations program for Inuit employees only.	2017-2018 and ongoing to 2023
2.10 Develop and deliver the new Policy Skills Training program for all employees.	2017-2018 and ongoing to 2023

ACTION	TIMING
2.11 Develop and implement a new financial management training program and improved financial internship program.	2019-2020 and ongoing
2.12 Develop a guide to supporting the development of Inuit employees using findings from the Nunavut Inuit Labour Force Analysis.	2020-2021
2.13 Conduct a training needs analysis to identify next steps in support of Inuit employment objectives.	2020-2021
2.14 Explore options to expand workplace education and training for public servants across Nunavut, including Inuktitut language programming.	2020-2021
2.15 Develop and implement an intensive career development program for Inuit with the potential to become executives.	2020-2021 and ongoing

3. A Welcoming and Respectful Employer

OBJECTIVE	EXPECTED OUTCOMES
Attract and retain qualified Inuit as an employer of choice in Nunavut.	<ul style="list-style-type: none"> Increase in the number of Inuit employees within the GN.

ACTION	TIMING
3.1 Continue to implement and improve programs and initiatives to attract, recruit and select qualified Inuit to GN employment opportunities.	Ongoing
3.2 Continue to implement and improve programs and initiatives to improve workplace wellness and cultural competence.	Ongoing
3.3 Roll out the Inuit Language Incentive Policy to recognize, reward, and encourage use of the Inuit Language as a working language of the GN.	2017-2018 and ongoing
3.4 Deliver employee language assessments as per the Inuit Language Incentive Policy.	2017-2018 and ongoing
3.5 Develop and deliver internal training for HR practitioners related to mental health in the workplace.	2018-2019
3.6 Develop and deliver a Respectful Workplace Program.	2020-2021 and ongoing
3.7 Develop and implement a public outreach and communications plan to attract Inuit to work in the GN and in specific occupations.	2020-2021 and ongoing

A summary of the GN-wide action plan is included in Chapter 17 of the Technical Report.

Summary of Departmental Action Plans to 2023

DEPARTMENTAL ACCOUNTABILITY FOR ACTIONS TO INCREASE INUIT EMPLOYMENT

Departments and territorial corporations are accountable for implementing their IEPs, including effective use of programs provided by central agencies. They are also accountable for hiring decisions and for providing department-specific pre-employment programs, training, and/or internships.

In their detailed Inuit Employment Plans to 2023, departments and large territorial corporations have outlined action plans to increase and enhance Inuit employment in the short-term and medium-term.

Departments and corporations have identified six types of actions to increase and enhance Inuit employment:

Ensuring an effective public service	<ul style="list-style-type: none"> • Understand the departmental workforce • Design organizations and jobs to support Inuit employment • Identify career ladders and career paths to enable advancement • Improve the workplace environment
Staffing and recruiting	<ul style="list-style-type: none"> • Improve staffing processes and practices • Make use of available staffing tools • Attract and retain qualified Inuit • Develop job competition and interview skills
Planning and monitoring training and development	<ul style="list-style-type: none"> • Communicate education and training opportunities to employees • Plan and monitor education, training, and career development • Plan for succession
Providing education, training and development	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Provide new and improved pre-employment training programs • Make pre-employment scholarships available
Undertaking public outreach and communications	<ul style="list-style-type: none"> • Establish partnerships to attract Inuit candidates • Promote the GN or department as an employer of choice

The chart below shows the types of actions being planned by departments and corporations.

TYPES OF ACTIONS	DEPARTMENTS AND TERRITORIAL CORPORATIONS													
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	HR	JUS	NAC	NHC	QEC
Effective public service	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Staffing and recruiting	X	X	X	X	X	X	X	X	X	X		X	X	X
Training and development plans	X		X	X	X		X	X	X	X		X	X	X
Education, training and development	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Pre-employment training	X	X		X		X			X		X			X
Public outreach/communications	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Most departments and corporations have identified between 15 and 30 specific actions to be taken in the short- to medium-term. Some actions are of interest to multiple departments, and these have the potential to be elevated to GN-wide efforts to be coordinated by the Department of Human Resources.

Monitoring and Reporting on Progress

THE MASTER IEP TO 2023

The GN has been implementing actions identified in the *Master Inuit Employment Plan to 2023* since it was drafted in 2017-2018, along with ongoing actions that were identified in earlier Inuit employment plans. The action plan is a rolling plan that will be refreshed periodically. Annual priorities for action are included in the GN Business Plan, along with comments on the status of previous year actions to increase and enhance Inuit employment.

DEPARTMENTAL IEPs TO 2023

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 departmental action plans 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 and comments on the status of previous year actions.

ANNUAL PRIORITIES

Action plans in the Master IEP and departmental IEPs to 2023 cover an extended period of time. Actions are described in a general or high level way. More detailed, internal plans are made before each action is implemented.

Specific, priority actions are identified for the upcoming fiscal year during the GN's annual Business Planning and Main Estimates process. Annual IEPs are included in all 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 and comments on progress made in implementing the previous year's actions.

Business Plans and annual IEPs are available to GN employees and Nunavummiut on the Department of Finance's website.

INUIT EMPLOYMENT STATISTICS

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 (PSAR).

TRPS and PSAR reports are publicly available on the Department of Human Resources website.

A summary of GN-wide and departmental action plans is included in Chapter 17 of the Technical Report.

For More Information

For more information about the *Master Inuit Employment Plan to 2023* or Inuit employment programs and initiatives for GN employees, please contact:

Sivumuaqatigiit Division, Department of Human Resources
Tel: 867-975-6016 or email sivumuaqatigiit@gov.nu.ca

The *Master Inuit Employment Plan to 2023* references sources of information about Nunavut's labour market and Inuit employment in the GN. Links to key sources are provided here.

GOVERNMENT OF NUNAVUT

Department of Human Resources

<https://www.gov.nu.ca/human-resources/information/publications>

- *Master Inuit Employment Plan to 2023*
- Master Inuit Employment Plan Technical Report
- HR Strategy
- Human Resources Manual
- Inuit Employment Statistics (TRPS reports)
- Policies
- Public Service Annual Reports (PSAR)

<https://www.gov.nu.ca/human-resources/information/inuit-employment-and-training>

- Inuit Employment Plans
- Inuit Training Initiatives

<https://www.gov.nu.ca/training-calendar>

- Public Service Training Calendar

Department of Finance

<https://www.gov.nu.ca/finance>

- Budgets and Business Plans, including annual Inuit Employment Plans

Department of Culture and Heritage

<https://www.gov.nu.ca/culture-and-heritage/information/inuit-societal-values-project>

- *Iviqtippalliajut: In the Process of Falling into Place 2018-2023* (2018)

GOVERNMENT OF CANADA

<https://www150.statcan.gc.ca/n1/daily-quotidien/181126/dq181126d-eng.htm>

- *Aboriginal Peoples Survey–Nunavut Inuit Supplement 2017* (November 2018)

<https://www.canada.ca/en/employment-social-development/corporate/reports/research/nunavut-inuit-labour-force-analysis-summary.html>

- *Nunavut Inuit Labour Force Analysis (NILFA) Report* (August 2018)

Technical Report Section 1: **Introduction**

CHAPTER 1: INTRODUCTION TO THE MASTER IEP

This chapter summarizes the Government of Nunavut’s approach to the GN-wide Master Inuit Employment Plan to 2023 and provides tips for understanding the data and analysis behind it.

Approach to the Master Inuit Employment Plan

A Coordinated, GN-wide Effort

Accountability for developing and implementing Inuit employment plans is shared by GN central agencies, departments and territorial corporations.

The central office for Inuit employment prepares GN-wide Inuit employment plans, coordinates departmental Inuit employment planning, and provides Inuit employment programs. The Department of Executive and Intergovernmental Affairs (EIA) was the central office from April 1, 2013 to March 31, 2019. These responsibilities were transferred to the new Department of Human Resources effective April 1, 2019.

The GN’s Inuit employment goals and targets can be achieved only through the actions of departments and territorial corporations, supported by central agencies. All departments and territorial corporations prepare annual Inuit employment plans (IEPs) during the business planning and budgeting process each year. In 2017-2018, departments and large territorial corporations were also required to develop detailed Inuit employment plans to 2023.

In addition to developing and implementing their own IEPs, departments and territorial corporations are accountable for making use of Inuit employment programs provided by central agencies and reporting on progress in Inuit employment. They are also accountable for hiring decisions and for providing department-specific pre-employment programs, training, and/or internships.

An interdepartmental committee helps to coordinate the implementation of Article 23 obligations through Inuit employment plans. The GN’s Inuit Employment Steering Committee (IESC) consists of senior representatives from all departments and territorial corporations. IESC has provided input to the Master IEP and its ongoing implementation.

A “First Generation” Plan

In 2017-2018, the Department of Executive and Intergovernmental Affairs drafted and began to implement a GN-wide *Master Inuit Employment Plan to 2023* (Master IEP). The Master IEP is a “first generation” IEP because it is the first GN-wide plan under the 2015 Settlement Agreement.

The core of the plan starts in 2013 and concludes in 2023 to align with the beginning of the current implementation contract. The Master IEP was updated by the Department of Human Resources in 2019-2020 and will be updated periodically until it is refreshed or replaced in 2023.

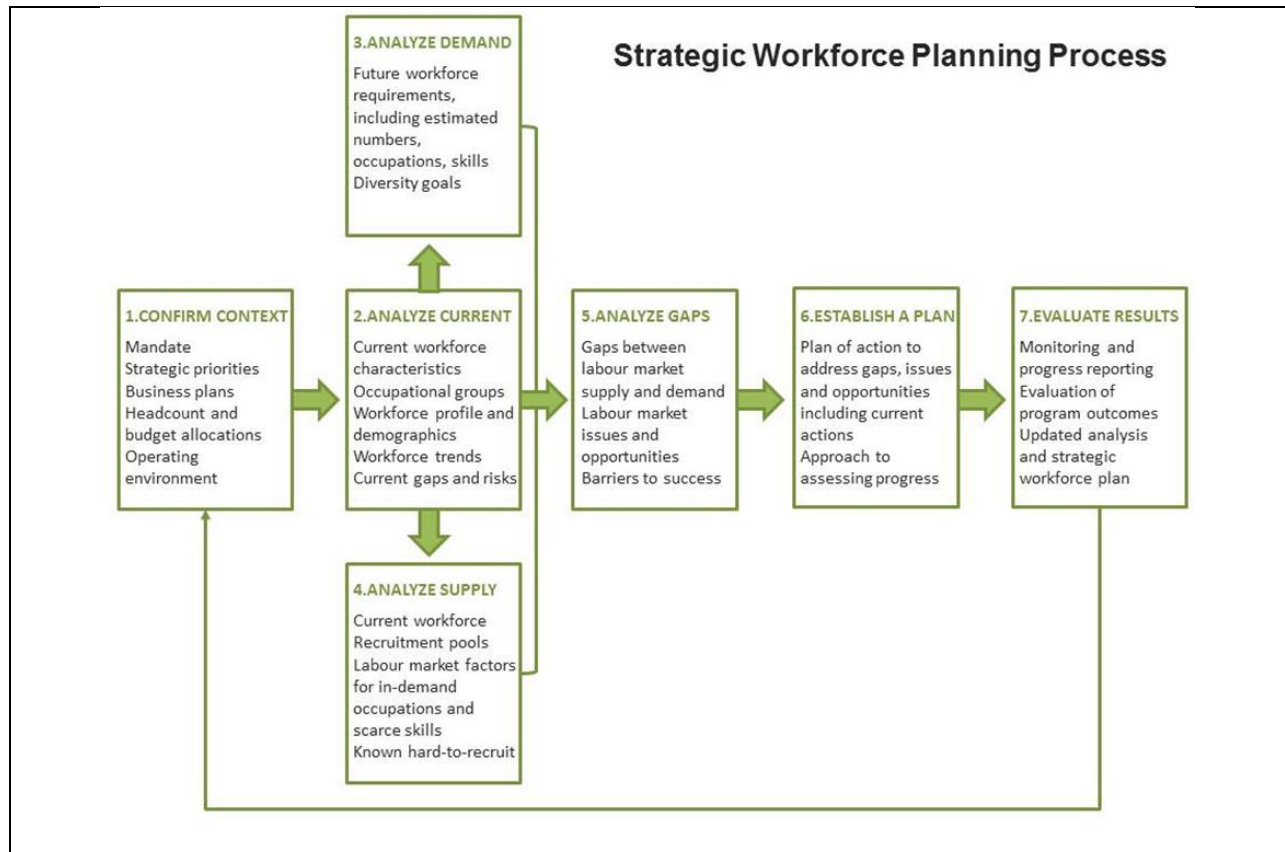
A Strategic Workforce Plan

The “first generation” *Master Inuit Employment Plan to 2023* is a strategic workforce plan based on evidence obtained from a comprehensive analysis of Nunavut’s labour market and the GN’s workforce. Strategic workforce planning is a management process that is used by public and private sector employers in Canada and around the world. It helps employers to understand and plan for future labour needs.

This is the first time that the GN has had the labour market data that is needed for strategic workforce planning. As outlined in the 2015 Settlement Agreement, the Government of Canada is obligated to analyze Nunavut’s Inuit labour force to support Inuit employment planning. These Nunavut Inuit Labour Force Analysis (NILFA) reports are providing the GN with a detailed view of the availability, preparedness and interest of Inuit for government employment. The NILFA reports were used in the development of the *Master Inuit Employment Plan to 2023* and Technical Report.

The GN has matched the NILFA analysis of Nunavut’s labour force with a comprehensive analysis of our own workforce. This analysis looked at occupations in the public service and the types of skills, training and education that are typically associated with these occupations. It identified historical trends as well as current issues and opportunities in Inuit employment.

The process we are using is shown in the diagram below and described in greater detail in *Appendix I: Methodology*.



Through the strategic workforce planning process, we have gained perspective on the history of Inuit employment in the public service, as well as the current composition of our workforce. We have also developed a GN-wide view of occupations in the public service and the types of skills, training and education that are typically associated with these occupations.

Comprehensive workforce analysis reports have been prepared to support Inuit employment planning in central agencies and line departments. These are confidential, internal documents because strategic workforce planning is a new methodology in the GN, and we are being careful to protect employee privacy.

Insights from the strategic workforce planning process are the foundation for the actions we are taking to increase the number of Inuit employees in the GN. Our findings are summarized in the Master IEP and provided in more detail in this Technical Report.

A Plan for the GN, Not for Individuals

The Master IEP sets the direction for measurable results to be achieved by 2023 through GN-wide initiatives and departmental Inuit employment plans (IEPs). It considers occupational groups and employment categories in the public service, but does not address specific positions or people. The GN has a legal obligation to protect employee privacy, so planning for specific positions and individual employees is a confidential management activity.

While the GN prepares plans for the public service, employees and potential employees make plans for their own lives. Nunavummiut make choices about their education, training, work, career paths, and personal lives. Potential employees may not be interested in the occupations available in the GN or in the conditions of employment in the public service. Current employees have career and lifestyle goals that may change over time.

This means that as with any strategic workforce plan, the Master IEP will have an element of unpredictability, particularly as Nunavut's economic conditions are changing rapidly and the Inuit labour force is relatively small.

In order to increase Inuit representation, departments and territorial corporations must plan to attract new Inuit employees, develop and retain current Inuit employees, and replace Inuit employees who leave the GN. This must all be done at the same time, while continuing to deliver programs and services effectively to Nunavummiut.

The Master IEP does not include or replace any of the routine planning and management processes that address individual employees or specific positions, including operational scheduling, assignment of work, education and training, performance management, career development, and succession planning.

An Evidence-based Plan of Action

We now have access to more labour market data and information than ever before, starting in 2017-2018 and continuing through the implementation contract period. This type of data about labour market supply and demand has not been used in GN-wide Inuit employment planning before.

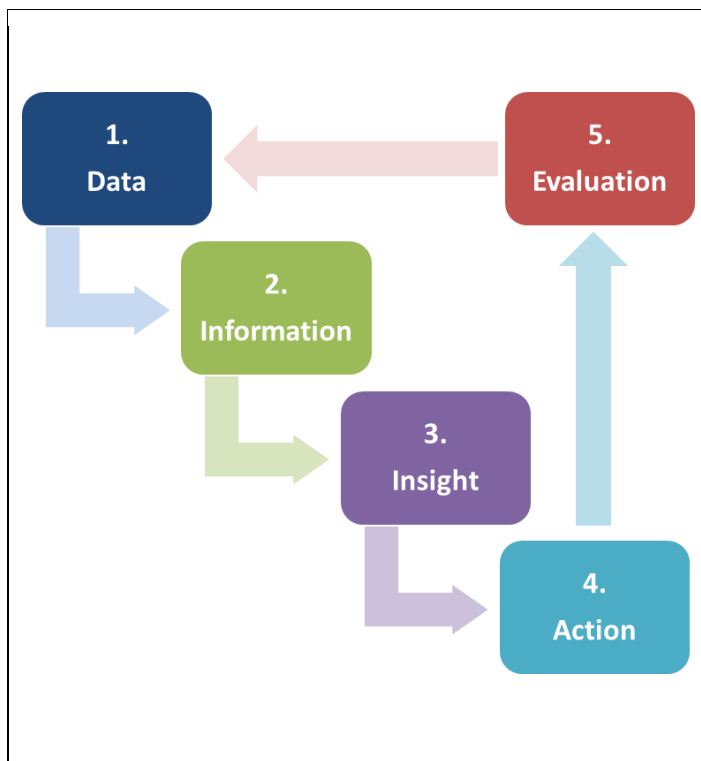
Data is only part of the answer, however.

GN central agencies, departments and corporations must reflect on this data and information to gain insight, in order for it to be of practical use.

These insights then inform evidence-based departmental and GN-wide actions over the implementation period.

Actions must be aligned with short-, medium- and long-term goals, and accompanied by expected outcomes that can be monitored and measured.

Evaluating our progress will provide additional data and information to improve action plans and outcomes in Inuit employment.



Approach to GN Workforce Analysis

Identifying Occupational Groups in the GN

The methodology used in analyzing the GN workforce is outlined here and described in greater detail in *Appendix I: Methodology*.

A National Occupational Classification (NOC) system is maintained by the Government of Canada to classify groups of jobs, or occupations, in the Canadian labour market. Occupations are described by the type of work performed and the type of education or training that is typically associated with the work.

The GN assigns a NOC code to each GN 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, and Administrative Support.

The GN uses these employment categories in reporting annually on its workforce through the Public Service Annual Report (PSAR) and quarterly on its Inuit employment statistics through the Towards a Representative Public Service (TRPS) report.

By looking at groups of GN positions in each NOC code, we gained a fresh perspective on the GN's occupational groups and the characteristics of the workforce by occupation. This has enabled a more detailed workforce analysis than that supported by the six broad employment categories. The Master IEP marks the first time that the GN has undertaken a workforce analysis based on occupational groups as defined by the NOC codes assigned to positions in the public service.

Understanding NOC Codes

Our use of NOC codes is outlined here and described in greater detail in *Appendix I: Methodology*.

NON-MANAGEMENT OCCUPATIONS

In the NOC system, occupational groups are described by a 4-digit code. Each digit has a purpose.

Example of a NOC code for a non-management occupation

Elementary school teachers are coded as NOC 4032. The code breaks down as follows:

1 st DIGIT	2 nd DIGIT	3 rd DIGIT	4 th DIGIT
4	0	3	2
Category	Skill Type	Occupational Group	Occupational Sub-group
<i>Category 4 is for occupations in education, law, social, community and government services.</i>	<i>This skill type indicates the typical need for a university degree or extensive experience in the occupation.</i>	<i>This occupational group is for secondary and elementary school teachers and educational counsellors.</i>	<i>This occupational sub-group is specifically for elementary school teachers.</i>

MANAGEMENT OCCUPATIONS

In the NOC system, management occupational groups are also described by a 4-digit code, but it is structured differently from non-management occupations. The NOC system assumes that all management occupations typically involve a university degree and/or extensive experience in the occupation (Skill Type A) so the first and second digits are used differently. For management occupations, the first digit is always 0 and the second digit indicates the occupational category that is the focus of the managerial work.

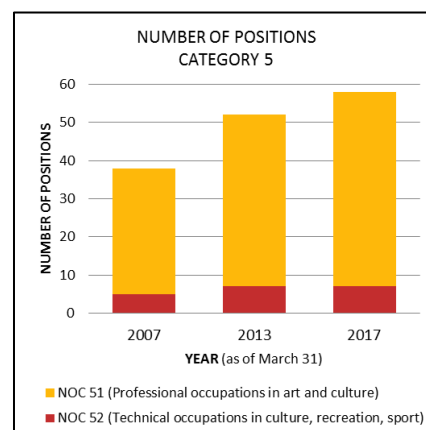
Reading Charts and Graphs

We have used charts and graphs extensively in the Master IEP Technical Report to illustrate our findings and show the facts that we have considered in making our observations. *Appendix I: Methodology* includes detailed information about the types of charts and graphs and how to read them. Here are some tips:

The chart on the right is called a **stacked bar graph**. It shows the number of positions in NOC Category 5 in 2007, 2013 and 2017.

The legend at the bottom of the chart explains the colour-coding. In this chart, yellow is for NOC occupational group 51 (Professional occupations in art and culture). Red is for NOC 52 (Technical occupations in culture, recreation and sport).

Each column or bar is for a different year. The height of the bar shows the total value of what is being measured. If we look at the top of the middle bar, we can see that there was a little more than 50 GN positions in NOC Category 5 in the year 2013.

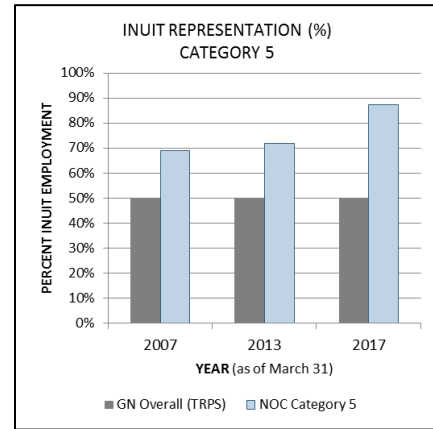


A stacked bar graph shows how two or more items contribute to the total value. In this example, occupational group NOC 52 (red) had less than 10 positions in 2013. The remainder of the positions were in occupational group NOC 51 (yellow).

A **side-by-side bar graph** shows two or more items next to one another so that their numerical values can be compared.

This chart shows Inuit representation in Category 5. The legend indicates that the dark grey bar is for Inuit representation in the GN overall. The blue bar is for Inuit representation in Category 5.

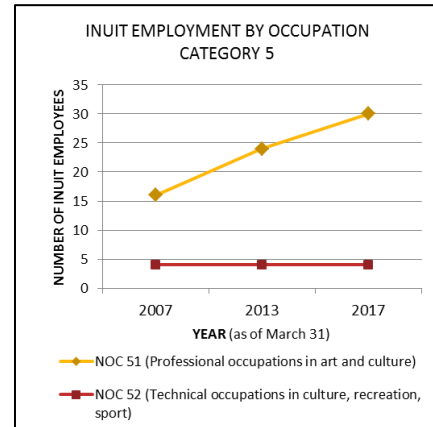
We can see at a glance that Inuit representation in Category 5 was higher than the GN overall in every year and that it increased every year.



A **line graph** connects a series of data points so trends can be observed.

This chart shows Inuit employment in Category 5. The colour yellow is used again for occupational group NOC 51 and red is used again for NOC 52.

We can see at a glance that the number of Inuit employees in occupational group NOC 51 almost doubled from 2007 (just over 15 Inuit employees) to 2017 (30 Inuit employees). Inuit employment in NOC 52 stayed the same over the period.



Limitations to the Data

DATA SOURCES

Confidential extracts from the GN and Qulliq Energy Corporation payroll systems provided data to support analysis of trends in the GN’s occupational groups and workforce over time. The Excel reports included information about positions and people in the public service as of March 31st in 2001, 2007, 2013, 2016, 2017, and 2018.

The analysis of GN occupational groups is based on the NOC codes that the GN has assigned to its positions, as recorded in the payroll system.

LIMITATIONS TO THE DATA

The GN’s payroll system is not intended to be a fully-functional workforce information system. Data extracts must be used with caution and typically require some manual adjustment before analysis and reporting. While we examined data from as far back as March 2001, it was too early in the transition period following division from the Northwest Territories for the GN’s workforce data to be complete and reliable. We therefore look back over a 10-year period to 2007, with notes on trends from 2001 where available.

All numbers and percentages reported in the workforce analysis should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

The data set used in this analysis of the GN workforce differs in a number of ways from the data sets behind the GN’s quarterly Towards a Representative Public Service (TRPS) reports on Inuit employment statistics. For example:

- As of June 30, 2015, TRPS reports employment statistics as full-time equivalents (FTEs), whereas this workforce analysis uses headcounts.
- Positions funded by third parties are excluded from TRPS but included in the workforce analysis.
- Qulliq Energy Corporation is included in TRPS reports and the analysis of the current workforce (2013 to 2017) but is not included in the historical workforce analysis (2007 to 2016).

TRPS data is nonetheless used as a way of comparing trends in capacity and Inuit employment in occupational groups with trends in capacity and Inuit employment in the GN as a whole.

Due to differences in the data sets and methodologies, the position counts and Inuit employment statistics associated with the workforce analysis are not expected to closely match TRPS report numbers for the same period. In the case of significant variances, TRPS reports should be considered the definitive source.

References to Data Sources

Many sources of data and information were used in the development of the Master IEP.

Sources that are referenced infrequently are identified in footnotes where the information appears. To avoid repetitious footnotes for frequently used sources, such as the Nunavut Inuit Labour Force Analysis (NILFA), we provide a footnote where specific data is referenced but otherwise use an acronym or short form to refer to the source without a footnote.

Short forms and acronyms include the following:

SHORT FORM (ACRONYM)	SOURCE
Aboriginal Peoples Survey (APS)	Statistics Canada, <i>Aboriginal Peoples Survey–Nunavut Inuit Supplement, 2017</i> (November 2018)
2018 Nunavut Inuit Labour Force Analysis (2018 NILFA)	Canada, Employment and Social Development Canada, <i>Nunavut Inuit Labour Force Analysis (NILFA) Report</i> (August 2018)
2017 Nunavut Inuit Labour Force Analysis (2017 NILFA)	Canada, Employment and Social Development Canada, <i>Nunavut Community Profiles</i> (June 2017)
2016 Nunavut Inuit Labour Force Analysis (2016 NILFA)	Canada, Employment and Social Development Canada, <i>Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information</i> (December 2016)
Public Service Annual Report (PSAR)	Nunavut, Department of Human Resources, <i>Public Service Annual Reports (PSAR)</i>
Towards a Representative Public Service (TRPS) Report	Nunavut, Department of Human Resources, <i>Towards a Representative Public Service (TRPS) Reports</i>

CHAPTER 2: ARTICLE 23 AND INUIT EMPLOYMENT PLANS

This chapter summarizes the Government of Nunavut’s obligations under Article 23 of the Nunavut Agreement and how our approach to Inuit employment planning responds 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 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 (GC), 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 GC and GN recognize that whole-of-government coordination within each of the GC 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.

Government of Nunavut Response to Expectations

Establishing a Central Inuit Employment and Training Office

The GN maintained a central Inuit employment and training office within the Department of Human Resources until March 31, 2013 and then in the Department of Executive and Intergovernmental Affairs (EIA) from April 1, 2013 to March 31, 2019.

The central Inuit employment and training office within EIA was transferred to the Department of Human Resources when it was re-established as of April 1, 2019.

Maintaining Inuit Employment Plans

The Government of Nunavut (GN) has responded to expectations in these Agreements regarding Inuit employment plans.

Prior to the 2015 Settlement Agreement:

- The GN established long-term strategic directions in an Inuit Employment Plan developed in 2000. The plan identified themes and initiatives to be implemented over time. GN-wide implementation plans for 2003 to 2013 focused on refining the original strategy, prioritizing Inuit employment initiatives, and implementing them. Many of these initiatives are still relevant, remain in place, and continue to contribute to increased and enhanced Inuit employment.
- From 2000 to 2006, most Inuit employment initiatives were GN-wide in scope to support a newly-established territorial public service. Specific departments were tasked with leading the implementation of these initiatives.
- In 2006, departments and agencies were directed to include annual Inuit employment plans in their Business Plans. Annual IEPs took different forms as the Business Plan evolved over the years, but generally included one-year Inuit employment goals and targets for the department or agency along with priority actions for the period of the Business Plan.
- Inuit employment statistics reflect the results of departmental efforts and have been published quarterly in Towards a Representative Public Service (TRPS) reports since March 2001. Additional information about Inuit employment is included in the GN's Public Service Annual Report (PSAR), which is published annually.

Following the signing of the Settlement Agreement in May 2015:

- EIA prepared detailed analyses of Nunavut’s labour market and the GN’s workforce in 2017-2018, based on the Nunavut Inuit Labour Force Analysis and data on positions and employees in the public service. These internal working documents were provided to departments and agencies to assist in Inuit employment planning.
- EIA drafted a Master Inuit Employment Plan to 2023 in 2017-2018 to establish a long-term direction for the GN as a whole organization and in specific occupational groups in the public service. The Master IEP builds on strategic directions established in previous GN-wide IEPs starting in 2000.
- Departments and territorial corporations also drafted detailed Inuit Employment Plans to 2023 during 2017-2018. This was the first time that departments and agencies had been directed to develop IEPs that went beyond the period of the Business Plan. EIA developed a template for these plans and provided each department and agency with a customized analysis of its workforce.
- Detailed Inuit Employment Plans to 2023 include pre-employment training initiatives where these are relevant to the mandate, operations and occupations of the department or agency.
- The Master Inuit Employment Plan and departmental Inuit Employment Plans have a starting point of 2013 and an end date of 2023 to align with the current 10-year implementation contract period.
- Departmental IEPs to 2023 and annual IEPs are expected to align with the GN’s strategic direction for Inuit employment. These IEPs include 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) and an action plan to achieve short- and medium-term goals.
- Annual 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.
- Where there are financial implications for specific priorities in Inuit Employment Plans, the priorities are identified in the Business Plan of the sponsoring department and addressed through the GN’s Main Estimates process or pursued with other funding sources.

Using NILFA Data in Inuit Employment Planning

Article 23 and the 2015 Settlement Agreement require the Government of Canada to produce a detailed analysis of the Inuit labour force in Nunavut. This is known as the Nunavut Inuit Labour Force Analysis, or NILFA. The NILFA uses data from a variety of sources, including the federal Census and the Aboriginal Peoples Survey. These surveys are conducted every 5 years by Statistics Canada. The governments are obligated to use the NILFA in Inuit employment planning.

Prior to the 2015 Settlement Agreement, there was little data available on Nunavut’s labour force beyond what was routinely published by Statistics Canada. Following the signing of the Settlement

Agreement in May 2015, the Government of Canada has provided a series of NILFA reports that the GN has used extensively in planning and taking action to increase Inuit employment:

- EIA received an initial NILFA report in 2017 with detailed information on Nunavut's labour force from 2001 to 2011. This historical information was used in the Master Inuit Employment Plan to provide a view of trends in the territory's Inuit labour force.
- Statistics Canada released data from the 2016 Census data in late 2017 and early 2018. Data from the NILFA Working Group's 2016 Nunavut Government Employee Survey (NGES) also became available during this time.
- In August 2018, the Government of Canada provided a comprehensive NILFA report with detailed information on the availability, preparedness and interest of Inuit for government employment from 2001 to 2016. Information from the 2018 NILFA has been incorporated into the Master IEP.
- In March 2019, staff of Employment and Social Development Canada led a workshop on the 2018 NILFA findings for GN employees who are involved in Inuit employment planning for their departments and agencies.
- In late 2018-2019, EIA extracted data from the comprehensive 2018 NILFA report to create an Inuit labour force profile for each decentralized community. HR provided these internal working documents to departments and agencies in a workshop for DMs and ADMs in June 2019 to assist in planning Inuit employment initiatives. Information from these Community Inuit Labour Force Profiles has been incorporated into the Master IEP.

Sharing Draft IEPs with Parties to the Nunavut Agreement

The 2015 Settlement Agreement establishes an expectation that the Government of Nunavut and the Government of Canada will cooperate with Nunavut Tunngavik Inc. (NTI) in developing and implementing Inuit employment and training plans.

The GN has responded to these expectations:

- EIA began developing a template for detailed Inuit Employment Plans in 2015-2016, following the signing of the Settlement Agreement in May 2015. As parties to the Nunavut Agreement, NTI and Government of Canada were provided with an opportunity to review and comment on the draft template. The template and instructions were revised in response to comments received, and detailed Inuit Employment Plans were drafted by departments and large territorial corporations during 2017-2018.
- The GN's draft Master Inuit Employment Plan underwent an initial review by NTI in Q2 2017-2018. The draft Master IEP was refined in response to comments received.
- In January 2018, Cabinet approved the release of all draft Inuit Employment Plans for review by NTI and the Government of Canada. EIA coordinated the release of the draft Master IEP and draft departmental IEPs to NTI and Government of Canada in May 2018. Further refinements were made to the IEPs in response to comments received.

Publishing Inuit Employment Plans

Article 23.4.3 specifies that Inuit employment plans shall be posted in accessible locations for employee review. The GN has responded to these expectations:

- Business Plans are publicly available to GN employees and Nunavummiut on the Department of Finance’s website, and annual Inuit employment plans of GN departments and territorial corporations are included within the Business Plans.
- Detailed Inuit Employment Plans to 2023 are publicly available to GN employees and Nunavummiut on the websites of each department and large territorial corporation.
- The Master Inuit Employment Plan is publicly available to GN employees and Nunavummiut on the Department of Human Resources website.

Implementing Inuit Employment Plans

Implementation of the GN’s Inuit employment plans has been ongoing since Nunavut was created in 1999:

- The GN established long-term strategic directions in an Inuit Employment Plan developed in 1999-2000. The plan identified themes and initiatives to be implemented over time.
- Prior to 2006, most Inuit employment initiatives were GN-wide in scope to support a newly-established territorial public service. Central agencies and some specific departments were tasked with leading the implementation of these initiatives.
- Since 2006, departments and agencies have been implementing the priority actions identified in the annual Inuit Employment Plans that are included in Business Plans. They also report on the previous year’s Inuit employment priorities, as with other priorities in the Business Plans.
- In 2017-2018, departments and large territorial corporations began implementing the action plans that are described in their draft Inuit Employment Plans to 2023, as well as the priority actions that are included in their annual Business Plans.
- Central agencies have been implementing GN-wide actions identified in the Master Inuit Employment Plan since 2017-2018. Annual priorities for action are included in the Business Plans of each central agency.

Monitoring and Reporting on Inuit Employment

- 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.
- EIA received progress reports from departments and territorial corporations in Q1 and Q3 of 2018-2019. Each progress report covers the previous two quarters. The Q1 2018-2019 progress report covered Q3 and Q4 of 2017-2018 (October 1, 2017 to March 31, 2018). The Q3 2018-2019 progress report covered Q1 and Q2 of 2018-2019 (April 1, 2018 to September 30, 2018).

- The new Department of Human Resources received progress reports from departments and territorial corporations in July and December 2019. These progress reports covered the periods October 1, 2018 to March 31, 2019 and April 1, 2019 to September 30, 2019.
- Departments and agencies report publicly on the previous year's Inuit employment priorities in their Business Plans, as with operational priorities. Business Plans are available to GN employees and Nunavummiut on the Department of Finance's website.
- Inuit employment statistics reflect the results of departmental efforts to increase Inuit employment. These have been published quarterly since March 2001 in Towards a Representative Public Service (TRPS) reports. Additional information about Inuit employment is included in the GN's Public Service Annual Report (PSAR).
- Prior to April 1, 2019, TRPS and PSAR reports were available to GN employees and Nunavummiut on the Department of Finance's website. They are now available on the Department of Human Resources website.

Inuit Employment Plans to 2023

A GN-wide Master Inuit Employment Plan to 2023

The *Master Inuit Employment Plan to 2023* was drafted in 2017-2018 to establish long-term strategic directions in Inuit employment for the Government of Nunavut as a whole organization and in specific occupational groups in the public service. The Master IEP built on the foundations established in the GN's first Inuit Employment Plan, which was developed in 1999-2000 and updated in implementation plans from 2003 to 2013.

The Master IEP has a starting point of 2013 and an end date of 2023 to align with the 10-year period of the current Nunavut implementation contract. The Master IEP was updated by the Department of Human Resources in 2019-2020 and will be updated periodically until it is refreshed or replaced in 2023. Updates may involve minor adjustments or major shifts in direction depending on environmental and operational factors in the GN.

The Master IEP and Technical Report are available to GN employees and Nunavummiut on the Department of Human Resources website.

Departmental Inuit Employment Plans to 2023

Government of Nunavut departments and large territorial corporations (Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation) drafted detailed Inuit Employment Plans to 2023 during 2017-2018, based on a standard template and instructions provided by the Department of Executive and Intergovernmental Affairs. Detailed departmental IEPs take their direction from the Master IEP in order to address specific departmental issues and opportunities in Inuit employment.

These Inuit Employment Plans cover the current implementation contract period from 2013 to 2023.

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.

Annual Inuit employment goals, targets and priorities continue to be included in the Business Plans of all departments and territorial corporations. Annual IEPs include one-year Inuit employment goals and targets along with priority actions for the 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. These long-term IEPs are available to GN employees and Nunavummiut on the website of each department and large territorial corporation.

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 to 2023*.

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

Departmental Accountabilities

The GN’s Inuit employment goals and targets can be achieved only through the actions of departments and territorial corporations, supported by central agencies. All departments and territorial corporations prepare annual Inuit employment plans (IEPs) during the business planning and budgeting process each year. In 2017-2018, departments and large territorial corporations were also required to develop detailed Inuit employment plans to 2023.

In addition to developing and implementing their own IEPs, departments and territorial corporations are accountable for making use of Inuit employment programs provided by central agencies and reporting on progress in Inuit employment. They are also accountable for hiring decisions and for providing department-specific pre-employment programs, training, and/or internships.

An interdepartmental committee helps to coordinate the implementation of Article 23 obligations through Inuit employment plans. The GN’s Inuit Employment Steering Committee (IESC) consists of senior representatives from all departments and territorial corporations. IESC has provided input to the Master IEP and its ongoing implementation.

Technical Report Section 2:
Looking Back
1999-2016

CHAPTER 3: GOVERNMENT OF NUNAVUT 1999-2016

This chapter outlines the history of the Government of Nunavut as an employer from 1999 to 2016.

Introduction

This chapter provides an historical view of the GN as an employer from April 1, 1999 to March 31, 2016, which includes fiscal years 1999-2000 to 2015-2016. We have chosen to look back on this period because it begins with the creation of Nunavut and ends with the fiscal year when the Settlement Agreement (2015) was signed.

The Government of Nunavut as an Employer

The Government of Nunavut has been the largest employer in the territory since Nunavut was created on April 1, 1999. As an employer, the GN has been characterized by:

- Continuous growth;
- Ongoing development of capacity;
- Gaps in capability;
- A commitment to becoming a representative public service;
- A decentralized model of staffing;
- Evolving and maturing organizational structures and processes; and
- Efforts to become a values-based organization.

These characteristics are described in the sections that follow.

Growing Continuously

The GN summarizes employment statistics for the territorial public service in its quarterly Towards a Representative Public Service (TRPS) report. Statistics are reported for positions, vacancies, positions filled by indeterminate or term employees, and Inuit employees in these positions. The GN's Sivuliqtiksats interns, casual workers, and relief or on-call workers are reported separately in TRPS, but not included in statistics associated with the number of positions or employees.

GROWTH IN TOTAL POSITIONS

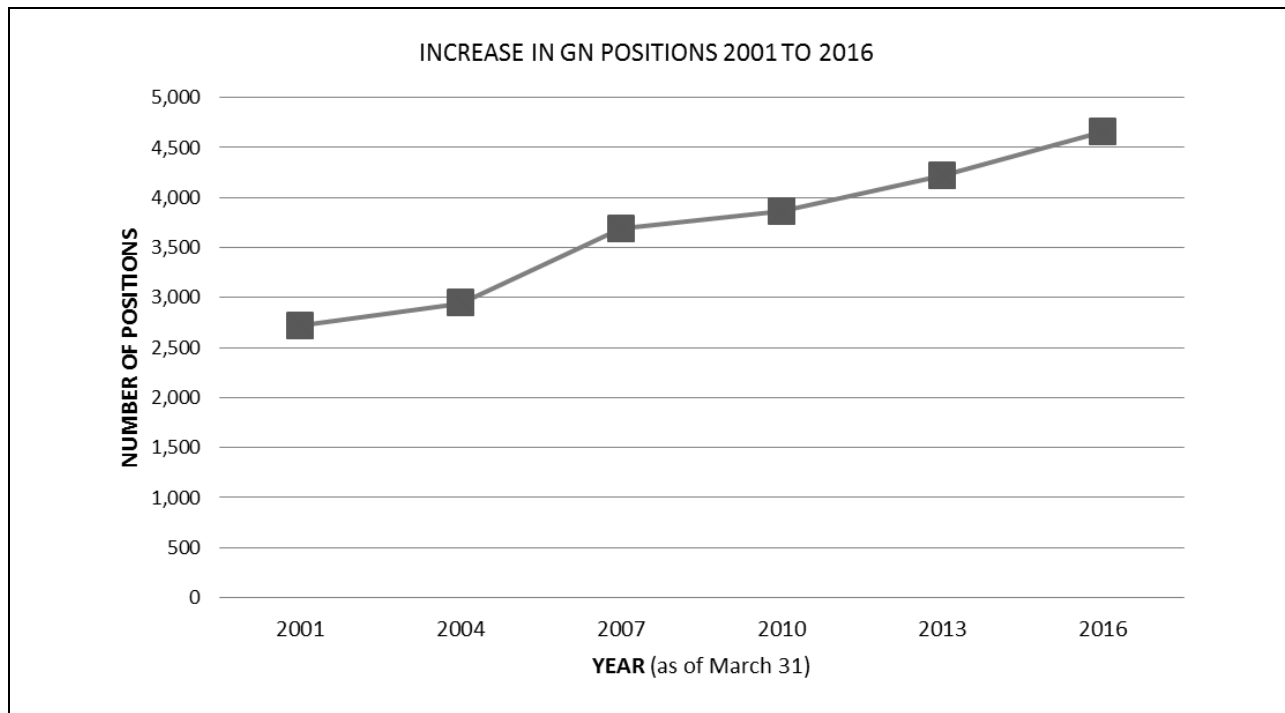
The GN grew rapidly between 1999 and 2016, as reported in TRPS:

- During the GN's first year of operation, the public service included a total of approximately 1,380 positions in departments, Nunavut Arctic College, and Nunavut Housing Corporation.
- By March 31, 2007, there was a total of 3,686 positions reported in GN departments, agencies, boards, and corporations.
- As of March 31, 2016, there was a total of 4,656.27 positions (FTEs) reported in GN departments, agencies, boards, and corporations.

The GN almost doubled in size in its first two years of operation. Much of this growth was due to the addition of positions that were not initially included on the new territorial government’s payroll.

Prior to the creation of Nunavut, nurses were employed by health boards and teachers and other school-based positions were employed by education boards. The Nunavut Implementation Commission did not include these occupations in its plans to recruit and develop Inuit for employment in the new territorial government. Health and education boards were closed in 2000 and their employees became GN employees.

Administrative changes have also affected the statistics reported in TRPS. Qulliq Energy Corporation was added to the TRPS report in 2004-2005 and Nunavut Business Credit Corporation was added in 2015-2016.



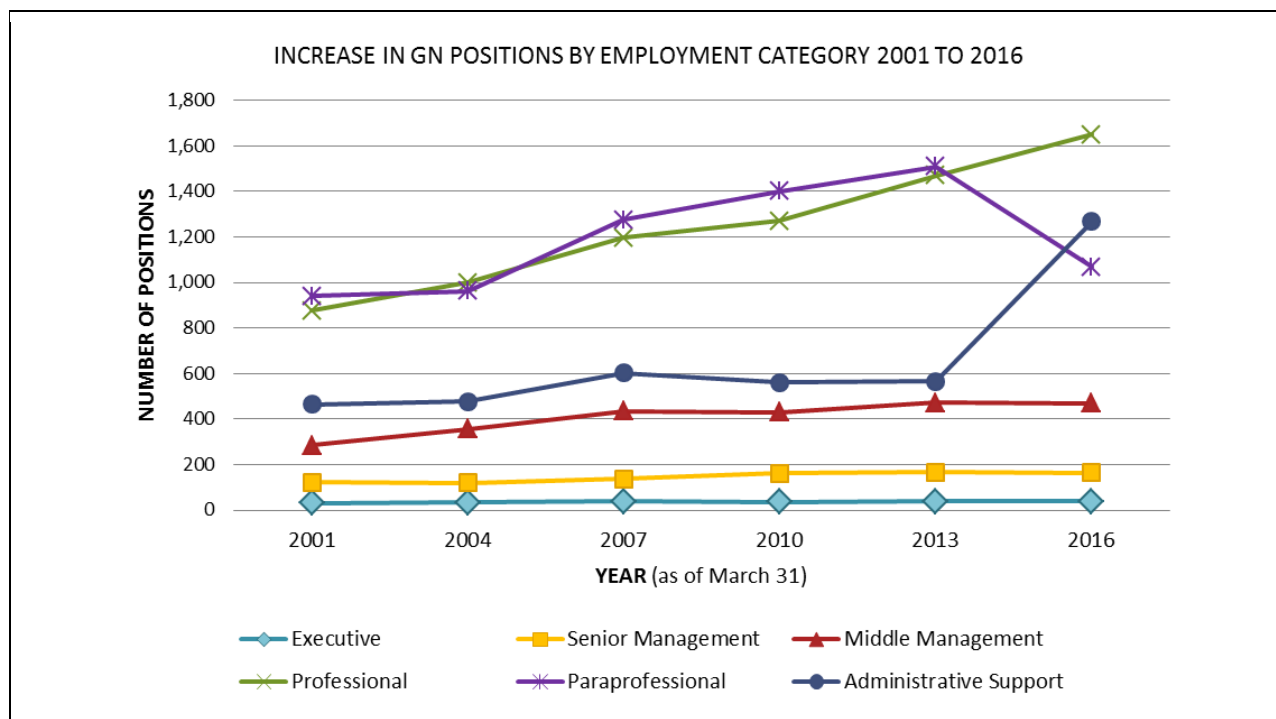
GROWTH IN EMPLOYMENT CATEGORIES

TRPS data is shown by the GN’s six employment categories:

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

Nunavut has a young and rapidly growing population, so the GN has added positions each year to maintain and improve services to Nunavummiut. The number of positions grew in all employment

categories between 2001 and 2016. Increases in the number of nurses, teachers and other school-based positions contributed significantly to this growth.



Some of the changes in position numbers between 2013 and 2016 were due to administrative actions:

- In 2013-2014, the GN undertook a major clean-up of its payroll system to ensure that position records were complete and up-to-date. This resulted in a more accurate count of positions and vacancies in statistical reports.
- Until the end of fiscal year 2014-2015, employment statistics in TRPS were reported as headcounts, without taking into account the full or part-time nature of positions. As of June 30, 2015, the GN began reporting on FTEs (full-time equivalents) in TRPS, thus taking into account the number of hours budgeted for each position.
- In 2015-2016, the GN changed the employment category of certain positions. This resulted in a significant decrease in the Paraprofessional employment category and a corresponding increase in the Administrative Support category. The number of positions in both categories increased during the period, quite apart from the effects of this administrative change.

Building Capacity and Capability

An efficient and effective government requires skilled, committed, and motivated public servants – in the right locations, and the right numbers.

Staffing capacity in the GN is reported as the percentage of total positions in the GN that were filled during the fiscal year (measured in FTEs rather than headcount since June 2015). Capability is more difficult to measure than capacity as it includes a broader set of factors, including the staffing capacity,

knowledge and skills, financial resources, and leadership that an organization needs in order to perform its core functions.

CAPACITY

GN staffing capacity varies each year by department, employment category, and community. It has on average trended downward since a high of 84% in 2006, as reported in TRPS. Capacity was 74% as of March 31, 2016.

Between 2007 and 2016, capacity was consistently highest in the Executive, Senior Management, and Middle Management employment categories.

CAPABILITY

It is essential that the public service develop and demonstrate the skills and knowledge to meet the goals and objectives of Nunavut's government.

As an employer, the GN has always invested in the learning and development of its employees. The central agencies provide a variety of training programs for all employees in the public service. Additional education, training and career development programs are provided for Inuit employees. Public Service Annual Reports provide annual statistics on learning and development activity in the GN.

RETENTION

Retaining, or keeping, qualified employees is a key aspect of building and maintaining both capacity and capability.

The GN defines *retention rate* as the percentage of indeterminate and term employees that remained within the public service across the fiscal year. As in any organization, the GN's retention rate varies from year to year.

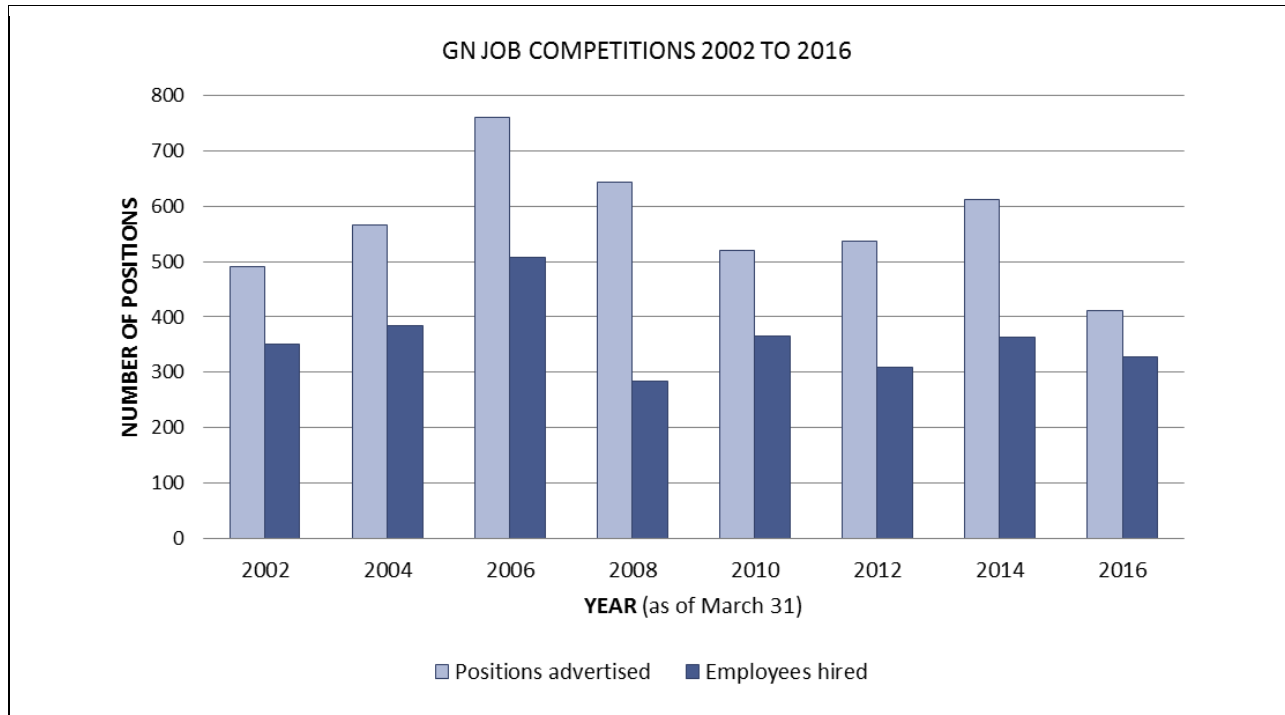
The retention rate was 69% in 2000 but increased to 85% as of March 31, 2016, as reported in the GN's Public Service Annual Reports. Over the 10-year period ending March 2016, the retention rate ranged from a low of 80% in 2007-2008 to a high of 93% in 2013-2014.

RECRUITMENT

Recruiting and hiring qualified employees to fill vacant positions is another key factor in building and maintaining both capacity and capability. Recruitment in the GN is driven by the creation of funded new positions and by vacancies resulting from the movement of employees within or outside the organization.

The GN has had an active recruitment program since 1999. Statistics on the number of positions advertised (job competitions), applications, and positions filled have been reported in Public Service Annual Reports since 2001-2002. These statistics do not include the number of casual assignments, calls for relief workers, or direct appointments.

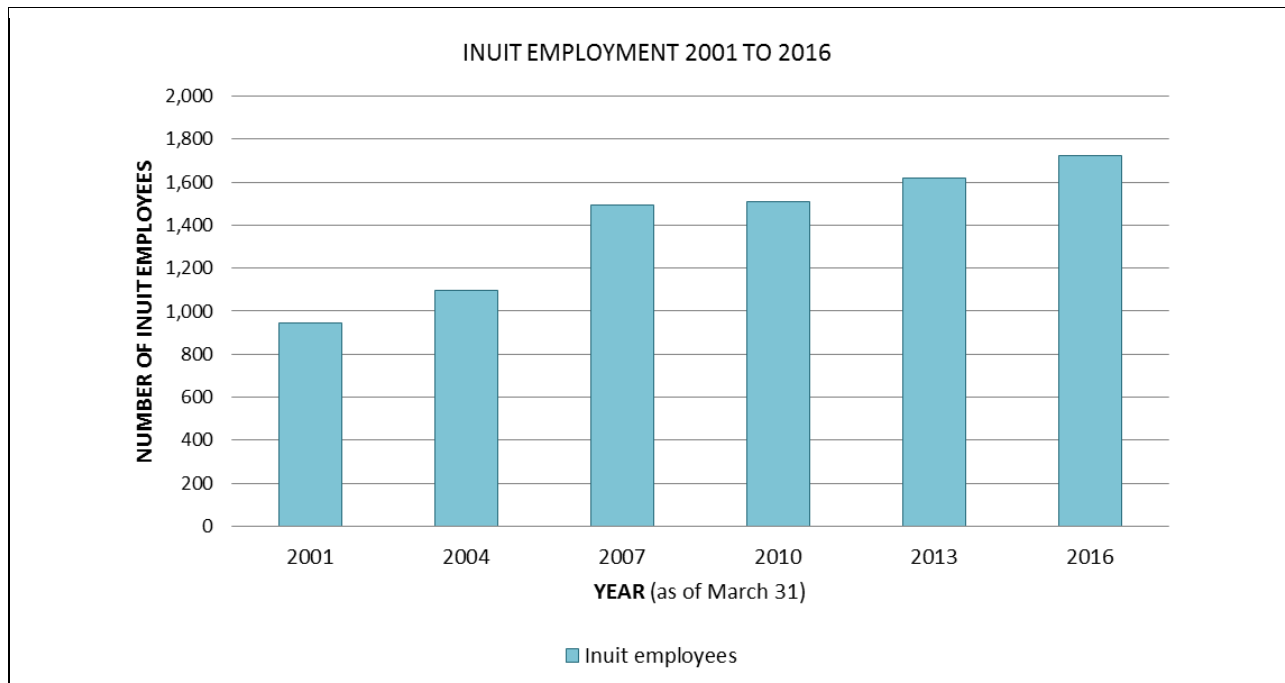
The number of GN positions advertised varies from year to year. The GN averaged almost 540 job competitions annually between 2002 and 2016. The success rate, based on the number of positions filled through these competitions, averaged 65% over this period.



Increasing Inuit Employment

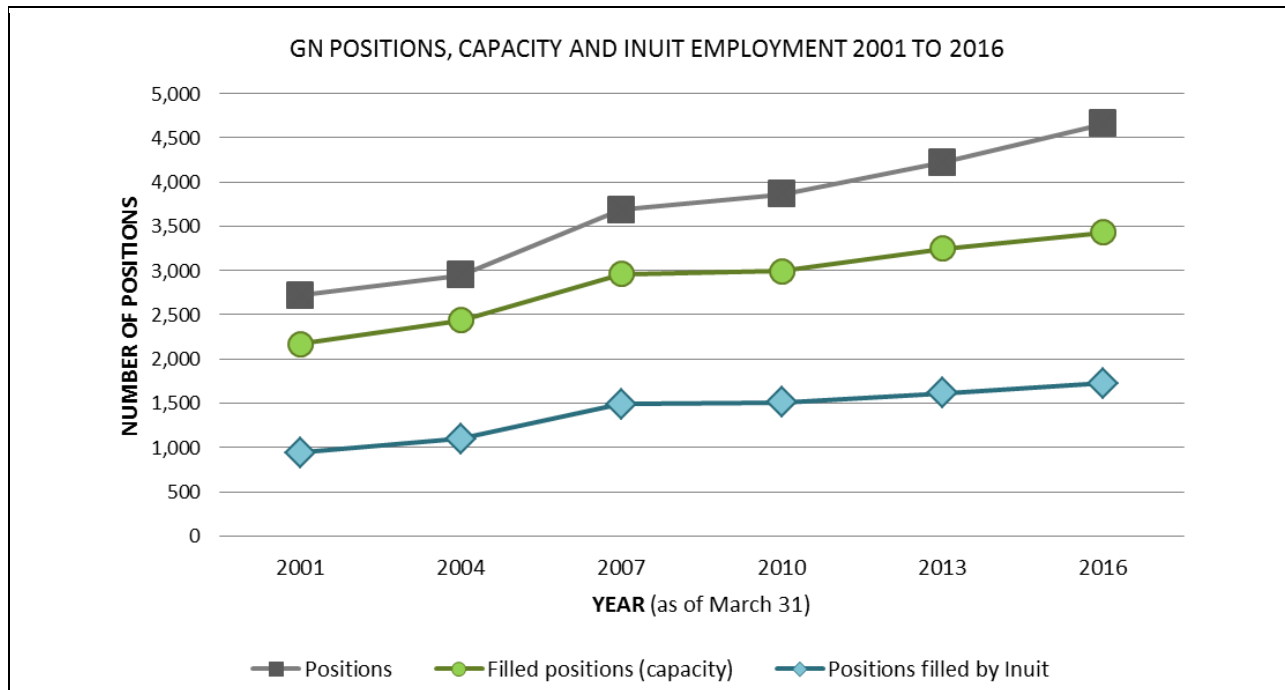
Under Article 23 of the Nunavut Agreement (1993), the GN has an obligation to achieve a workforce that is representative of the territory’s population across all GN employment categories.

INUIT EMPLOYMENT



Inuit employment in the GN refers to the number of Nunavut Inuit – previously described as land claim “beneficiaries” – that are employed in the public service, not including Sivuliqtiksat interns, casual workers, and relief or on-call workers.

When the new Government of Nunavut was created on April 1, 1999, there were 44 Inuit staff in the temporary Office of the Interim Commissioner and 789 Inuit employees were transferred from the Government of the Northwest Territories. As reported in TRPS, the number of Inuit employed in the GN increased steadily from a total of 943 as of March 31, 2001 to 1,723 as of March 31, 2016. However, as shown in the chart below, the total number of filled positions increased faster than the total number of positions filled by Inuit.



INUIT REPRESENTATION

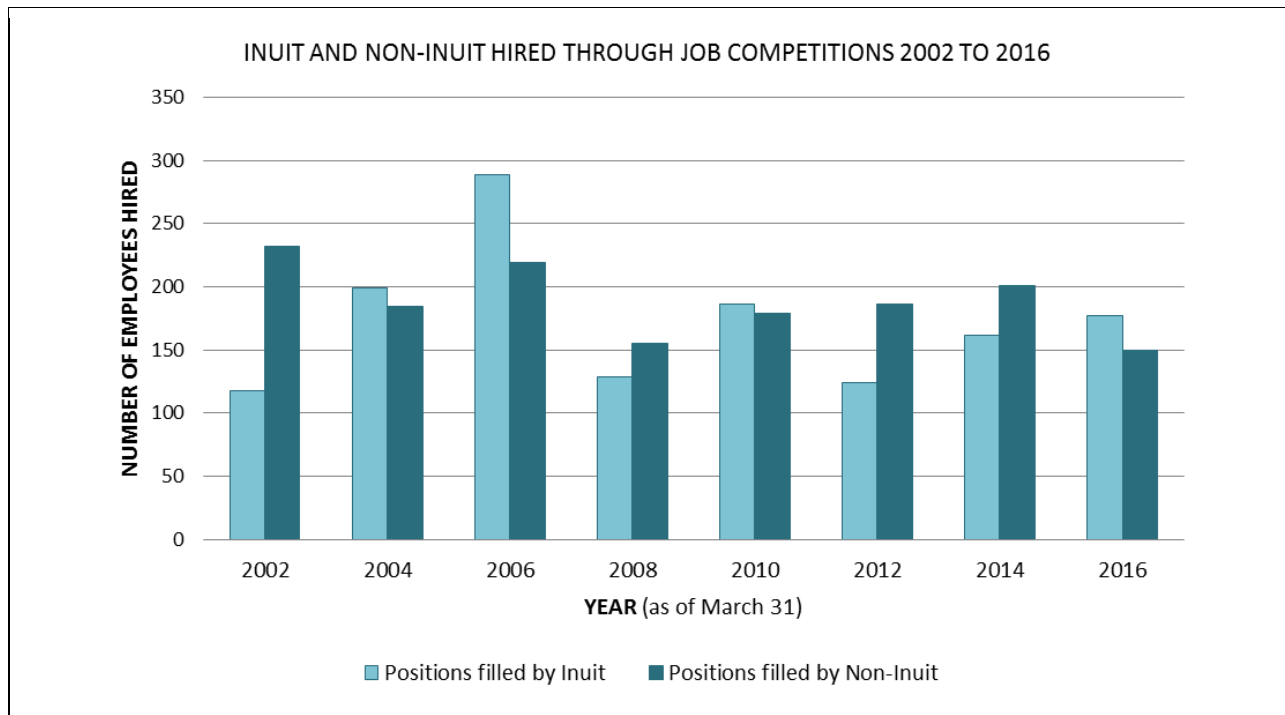
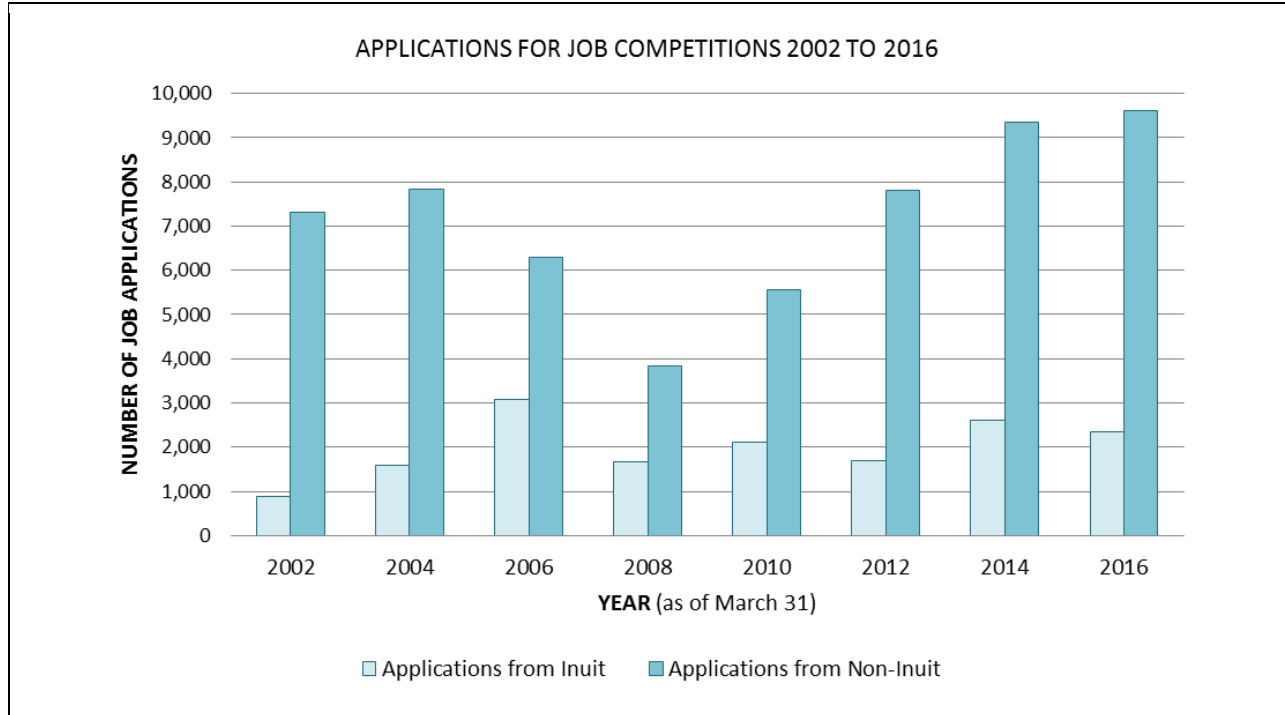
Inuit representation or “representation rate” refers to the percentage of filled positions that are filled by Inuit employees.

The new Government of Nunavut was created on April 1, 1999 with only 44% Inuit representation. As a percentage of filled positions, Inuit representation grew from 43% in 2001 to 52% in 2009. It declined to 50% in 2012 and has remained at that level, despite year-over-year increases in the number Inuit employees. This means that the GN has been successful in maintaining the representation of Inuit, despite continuing growth in the number of positions and positions filled.

RECRUITMENT OF INUIT

The GN receives a great many applications from job seekers outside Nunavut. As reported in Public Service Annual Reports from 2002 to 2016, Inuit applied for advertised GN positions at a rate that was much lower than the rate at which non-Inuit applied.

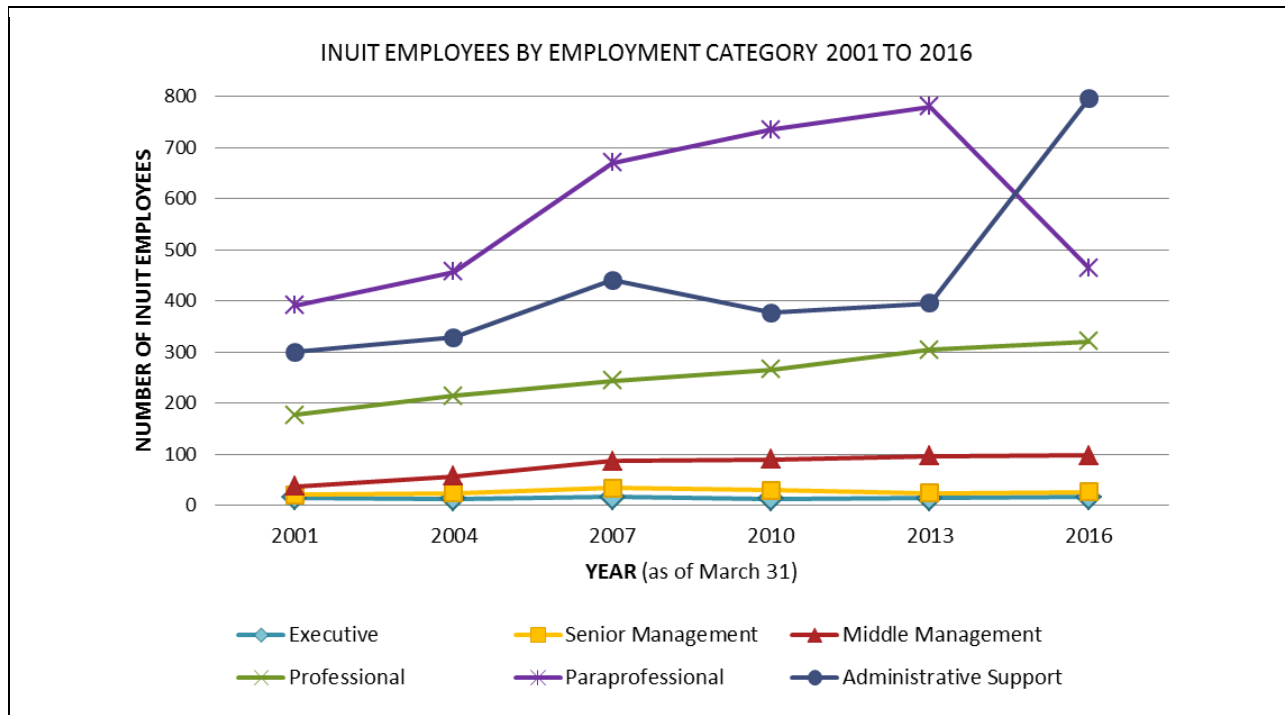
For example, in 2015-2016 the GN received a total of 11,983 applications for the 412 positions advertised. 5,059 applications were received from within Nunavut while 6,264 applications came from outside the territory. A total of 2,359 applications (20%) were from Inuit, which was an increase of 202 applications from the previous year when 403 positions were advertised.



After 2006, Inuit were generally hired into advertised GN positions at a rate that was lower than the rate at which non-Inuit were hired. In 2015-2016, however, Inuit accounted for 54% of those hired through GN job competitions, despite only 20% of applications being from Inuit.

INUIT EMPLOYMENT BY EMPLOYMENT CATEGORY

Inuit employment has been consistently highest in the Paraprofessional and Administrative Support employment categories.



By employment category, as of March 31, 2016, Inuit employment was:

- 47% in Executive,
- 18% in Senior Management,
- 27% in Middle Management,
- 26% in Professional,
- 63% in Paraprofessional, and
- 85% in Administrative Support.

A detailed analysis of Inuit employment is provided in the chapters that follow.

Decentralizing Government

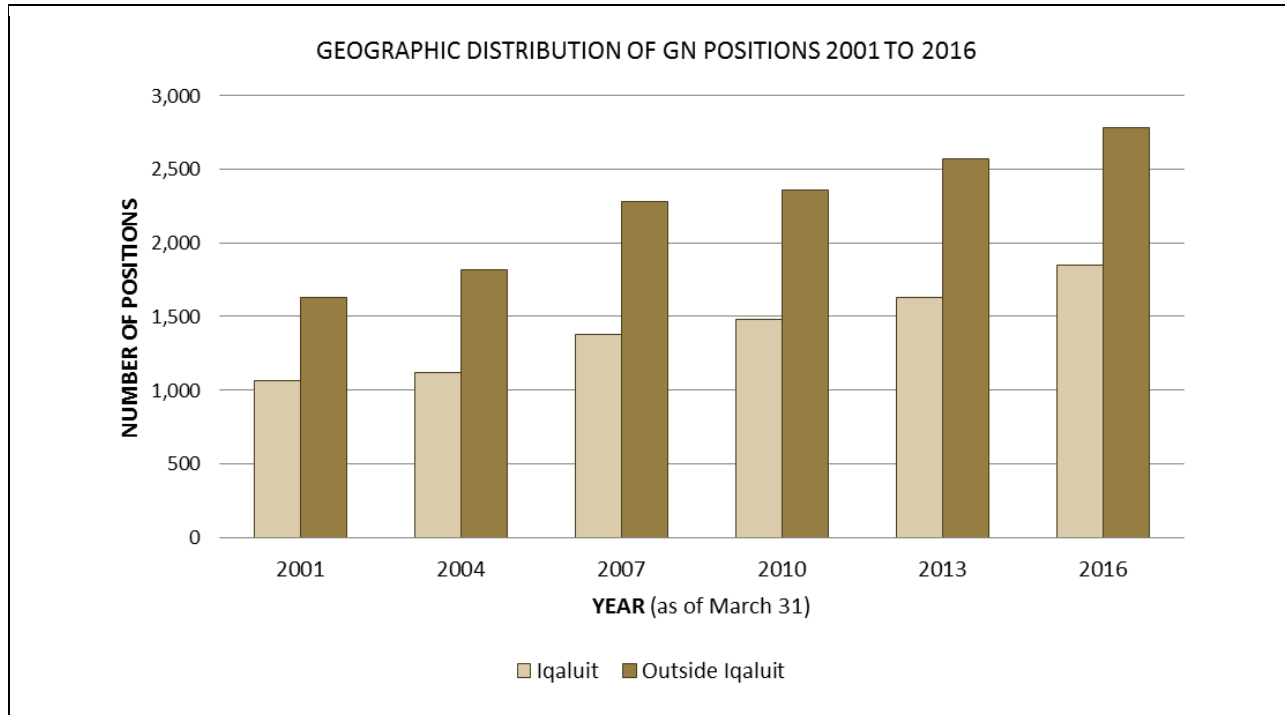
In its early plans to establish the new territorial government,¹ the Nunavut Implementation Commission designed a decentralized model of government that was intended to bring government closer to the

¹ Nunavut Implementation Commission, *Footprints in New Snow* (1995).

people by situating influential government jobs throughout Nunavut. The model aimed to limit the centralization of headquarters staff in Iqaluit, as the territorial capital, in order to:

- Enhance the GN’s responsiveness to the public it serves; and
- Provide opportunity for Inuit employment in the GN across the territory.

The government has maintained its commitment to the policy of decentralization and strives to employ over 60% of the public service outside the capital. As of March 31, 2016, 40% of GN positions were located in Iqaluit, while the remaining 60% were in other communities across Nunavut.



Improving Organizational Structures and Processes

The Government of Nunavut works actively to ensure that the territorial public service is efficient and effective.

Following the division of Nunavut from the Northwest Territories in 1999, the new territorial government continued to rely on legislation, policy, processes, systems, and tools from the Government of the Northwest Territories (GNWT). The GN’s initial focus was on staffing up and developing the capability to provide necessary programs and services. As the territory’s tenth anniversary approached, attention shifted to improving the GN’s internal operations to meet the requirements of a modern Canadian government and achieve better outcomes for Nunavummiut.

Strategies and priorities for GN-wide improvement since 1999 have been informed by a series of reports from external advisors:

- The Auditor General of Canada (OAG) reviews programs in GN departments and territorial corporations, and reports to the Legislative Assembly annually on a selected program. OAG

reports have stimulated major changes in legislation, policy, programs, staffing, administrative processes, and service delivery practices.

- In 2002, external advisors conducted a review of the GN's progress on implementing its decentralized model.
- In 2003, external advisors conducted an Employment Systems Review to assess barriers to Inuit employment and to recommend changes to GN employment policies, practices and procedures.
- In 2009, the GN commissioned a consultative review called *Qanukkanniq? Government of Nunavut Report Card* to ask Nunavummiut about their views of what the government was doing right and what it needed to do better.
- In 2011, external advisors conducted a functional review of the government's decentralized model.
- In 2012, external advisors conducted a comprehensive organizational review.
- In 2013, the government received a review of departmental programs established, proposed or required to implement GN obligations under the Nunavut Agreement (1993).
- In 2015, external advisors conducted a comprehensive operational audit of GN programs.

In addition to these GN-wide reviews, departments and territorial corporations are subject to internal audits by the Department of Finance, and conduct their own program reviews as needed. Since 2010, departments and territorial corporations have undertaken a total of more than 50 reviews of specific strategies, programs and organizations.

The GN undertook two major reorganizations between 1999 and 2016.

In 2004-2005, the responsibilities of the departments of Community, Government and Transportation, Public Works and Services, and Sustainable Development were reorganized to create two new departments: Community and Government Services, and Economic Development and Transportation.

Effective April 1, 2013:

- A new Department of Family Services was created, with selected responsibilities transferred from the departments of Health and Social Services (now Health), Education, Economic Development and Transportation, Executive and Intergovernmental Affairs, and Nunavut Housing Corporation.
- The Department of Human Resources was dissolved and its responsibilities incorporated into the departments of Finance and Executive and Intergovernmental Affairs.
- Responsibilities for energy and sustainable development were transferred from Executive and Intergovernmental Affairs to Economic Development and Transportation.

Becoming a Values-Based Organization

The First Assembly's mandate – the Bathurst Mandate – set out a vision for the GN public service, including guiding principles based on Inuit traditional knowledge to “provide the context in which we develop an open, responsive and accountable government.” Successive Assemblies have continued to

be guided by this set of eight Inuit Societal Values (ISV), which were first set out during the negotiation and ratification of the Nunavut land claim:

- Inuuqatigiitsiarniq: Respecting others, relationships and caring for people.
- Tunnganarniq: Fostering good spirits by being open, welcoming and inclusive.
- Pijitsirniq: Serving and providing for family and/or community.
- Aajiiqatigiinni: Decision making through discussion and consensus.
- Pilimmaksarniq/Pijariuqsarniq: Development of skills through observation, mentoring, practice, and effort.
- Piliriqatigiinni/Ikajuqtigiinni: Working together for a common cause.
- Qanuqtuurniq: Being innovative and resourceful.
- Avatittinnik Kamatsiarniq: Respect and care for the land, animals and the environment.

These and other traditional Inuit values are increasingly being incorporated into GN policy and practice to create a welcoming work and service delivery environment for Nunavummiut and to help increase and enhance Inuit employment.

CHAPTER 4: INUIT EMPLOYMENT PLANS 1999-2016

This chapter provides a history of Inuit employment planning and related initiatives in the Government of Nunavut from 1999 to 2016.

Introduction

The Government of Nunavut established long-term strategic directions in the Inuit Employment Plan developed in 1999-2000. Two subsequent implementation plans focused on refining the strategy, prioritizing Inuit employment initiatives, and implementing them. The plans are summarized here.

History of Inuit Employment Planning in the GN

IEPs Before 1999

Inuit employment plans existed before the territory of Nunavut was created. The Nunavut Land Claims Agreement (Nunavut Agreement) was signed in 1993. Many groups were involved in preparing for the creation of Nunavut on April 1, 1999, including the Government of the Northwest Territories, the Government of Canada, and Tunngavik Federation of Nunavut (now Nunavut Tunngavik Incorporated or NTI). These groups worked together as the Nunavut Implementation Commission, including planning to set up the new territorial government with Inuit representation of 50% in all employment categories.

The Nunavut Implementation Commission analyzed the labour market and prepared Inuit employment and training plans. These plans recognized that it would be difficult to find enough Inuit who were qualified for government occupations that require post-secondary education.

The Nunavut Unified Human Resources Development Strategy (NUHRDS) was developed before division to broaden the base of recruitment for the new territorial government through pre-employment and employment training that would assist Inuit to qualify for and assume roles in the public service. According to a 2002 evaluation report,² NUHRDS supported over 50 training programs between 1997 and 2000 in three main categories:

- Labour market development programs to prepare Inuit for government work or future training;
- Staff development programs to train Inuit already employed in the Government of the Northwest Territories (GNWT) and later, the GN; and
- Stay in school programs to encourage youth to complete their education.

NUHRDS did not include professional occupations such as teaching or nursing in its plans to recruit and develop Inuit for employment in the new territorial government.

Despite all efforts, the new Government of Nunavut was created with only 44% Inuit representation on April 1, 1999.

² Canada, Department of Indian and Northern Affairs, *Evaluation of the Nunavut Unified Human Resources Development Strategy* (2002).

IEP 2000

STRATEGIC DIRECTIONS

The GN's first Inuit Employment Plan³ was developed in 1999-2000. It set out a comprehensive and coordinated approach to increase Inuit representation in the new territorial public service. It described a set of broad strategies that aligned with the goals and objectives of *Pinasuaqtavut* (the First Assembly's Bathurst Mandate). There was no specified end date to the 2000 IEP. The plan was described as a living document that would establish strategic direction in the long term, with the intent of refining the strategies and prioritizing initiatives through subsequent implementation plans.

The 2000 IEP built on an Inuit employment plan developed in 1998-1999 by the Office of the Interim Commissioner (OIC), which was approved in-principle by Cabinet in October 1999.⁴ The IEP also built on the Nunavut Unified Human Resources Development Strategy (NUHRDS) which was implemented between 1997 and 2000.

The 2000 IEP identified five strategic areas of focus:

- Employment Preparation,
- Organizational Design,
- Human Resource Planning and Management,
- Human Resource Development, and
- Leadership Development.

The 2000 IEP recognized that the new territorial government had much foundational work to accomplish, including establishing organizational structures and human resource management processes that would enable an effective, efficient and representative public service in Nunavut.

The IEP also recognized and incorporated two contemporary concepts in human resources management:

- Becoming a “learning organization” that fosters and enables an environment of continual learning and adaptation; and
- The use of behavioural competencies in recruiting, selecting and developing employees.

INITIATIVES

The plan identified 42 initiatives in 14 categories within the five strategic directions.

STRATEGIC DIRECTION	CATEGORIES OF INITIATIVES
Employment Preparation	<ul style="list-style-type: none"> • Education • Youth Development • General Employment

³ Nunavut, Department of Human Resources, *Inuit Employment Plan* (2000).

⁴ Nunavut, Department of Human Resources, *Seeking Balance: Inuit Employment Plan and Implementation Strategy 2003-2008* (2004).

STRATEGIC DIRECTION	CATEGORIES OF INITIATIVES
Organizational Design	<ul style="list-style-type: none"> • Job Design
Human Resource Planning and Management	<ul style="list-style-type: none"> • Recruitment and Selection • Orientation and Cultural Diversity • Performance Management • Employee Retention
Human Resource Development	<ul style="list-style-type: none"> • Training and Development • Trainee Positions • Training and Development Division
Leadership Development	<ul style="list-style-type: none"> • Leadership • Communication • Planning, Monitoring, Evaluating, and Reporting

Many of the initiatives were focused on establishing structures, policies and ongoing programs to increase and enhance Inuit employment in the long term, including programs such as:

- Scholarship programs,
- Student employment programs,
- Employee assistance programs,
- Orientation programs,
- Cultural diversity programs,
- Training and development programs,
- On-the-job training programs, and
- Leadership development programs.

CHALLENGES

The 2000 IEP included commentary on and relevant excerpts from the first independent five-year review of the implementation of the Nunavut Agreement from 1993-1998, including its critique of the GNWT and federal government IEPs and pre-employment training plans. These plans were established starting in 1995 in preparation for the creation of Nunavut in April, 1999. The report on the five-year review noted that these departmental IEPs had been developed without the benefit of a detailed analysis of the labour force of the Nunavut Settlement Area, as specified in Article 23.3.1.⁵

The 2000 IEP was also developed without access to detailed information about the territory's labour market or the GN workforce. According to the Public Service Annual Report for 1999-2001:

“During the first year of the Government of Nunavut, the focus of the departments was to establish and staff the organization and to continue with providing services to Nunavummiut... many important and useful statistics were either not collected or if they were collected they were

⁵ Avery Cooper, *Taking Stock: A Review of the First Five Years of Implementing the Nunavut Land Claims Agreement* (1999).

not in formats which could be easily retrieved. Some information was collected in manual systems, which makes a re-creation of a comprehensive workforce profile nearly impossible. In the second year of operation, information on a workforce profile began to be collected.”⁶

IMPLEMENTATION

The 2000 IEP was approved in principle by Cabinet in January 2000 with direction that an implementation plan be developed. An initial strategic implementation plan⁷ set out 18 goals and specific actions with timeframes to begin the actions. The strategic implementation plan included a sample worksheet for departments to use in developing Inuit employment plans.

An interdepartmental Inuit Employment Plan Committee was established in January 2001 to co-ordinate implementation of the GN-wide IEP and the departmental IEPs to be included in business plans. The Department of Human Resources worked closely with this committee to develop a detailed implementation plan with targets, timelines and budgets.

OUTCOMES DURING THE PERIOD

The GN’s Public Service Annual Reports for 2001-2002 and ongoing include status reports on key initiatives contained in the 2000 IEP and follow-on implementation plans. These are summarized toward the end of this chapter.

The TRPS report for March 31, 2003, reported Inuit employment at 41% (989 Inuit employees). This was an increase in the number of Inuit employees, but a decrease in percent representation from the TRPS report for March 31, 2001, when Inuit employment was reported at 43% (943 Inuit employees).

IEP 2003-2008

STRATEGIC DIRECTION AND INITIATIVES

The 2003-2008 IEP⁸ followed on the strategic directions set in 2000 and established a five-year implementation plan to increase Inuit employment, with the expected outcome of a GN workforce that reflected 50% Inuit representation in every employment category by 2008. It was approved by Cabinet in November 2003.

The implementation plan consolidated the original 42 initiatives from the 2000 IEP into 28 initiatives, numbered below as in the original plan:

- 1.1 K-12 Review
- 1.2 K-12 Enrollment and Retention
- 1.3 Financial Assistance to Nunavut Students (FANS)
- 1.4 Careers
- 1.5 Scholarships and Awards
- 1.6 Adult Learning Strategy

⁶ Nunavut, Department of Finance, *Combined 1999-2000 and 2000-2001 Public Service Annual Report* (2001), p.25.

⁷ Nunavut, Department of Human Resources, *Implementation of Article 23: The Government of Nunavut Inuit Employment Plan* (2000).

⁸ Nunavut, Department of Human Resources, *Seeking Balance: Inuit Employment Plan and Implementation Strategy 2003-2008* (2004).

- 2.1 Pre-Employment and Employment Training
- 2.2 Training Promotion
- 3. Labour Force Information Systems
- 4.1 Employment Systems Review
- 4.2 Compensation Review
- 5.1 Competency-Based Human Resource Management System
- 5.2 Performance Management
- 5.3 Employee Orientations
- 5.4 Peer Groups
- 5.5 Exit Surveys
- 6.1 Youth Initiatives
- 6.2 Inuit Qaujimagatuqangit and Language
- 6.3 Student Employment
- 7.1 Training and Development Division
 - 7.1a Internships
 - 7.1b Internships-Finance
- 7.2 Wellness
- 7.3 Learning Organization
- 7.4 Leadership
- 8. IEP Division
- 9. Communication Strategy
- 10. Article 23 Congruency

The plan also reported on the numerical targets and timetables for Inuit employment set by departments, Nunavut Arctic College, Nunavut Housing Corporation, and the Office of the Legislative Assembly.

IMPLEMENTATION

The 2003-2008 IEP assigned specific responsibilities for leading initiatives to five departments: Education; Culture, Language, Elders and Youth; Executive and Intergovernmental Affairs; Human Resources; and Nunavut Arctic College.

While some priority and continuing initiatives were actively pursued, others remained subject to the realities of the territory's capacity and fiscal situation. An Interdepartmental Inuit Employment Implementation Planning Committee continued to be engaged in coordinating the implementation of GN-wide initiatives.

OUTCOMES DURING THE PERIOD

The GN's Public Service Annual Reports continued to include progress reports on key Inuit employment initiatives. These are summarized toward the end of this chapter.

In 2008, the GN reviewed and reported on the status and work completed to date on each initiative identified in the 2003-2008 plan, noting that "most initiatives identified in 2003 have been

implemented.”⁹ One initiative (Competency-Based Human Resource Management System) was thoroughly researched and determined to be too complex for the GN at the time; it was discontinued.

As reported in the TRPS report for March 31, 2008, Inuit representation in the GN was 51% (1,519 Inuit employees). This exceeded the interim goal of 50% that had been set in the 2003-2008 IEP. The goal of 50% Inuit representation in every employment category was not achieved, however.

IEP 2009-2013

STRATEGIC DIRECTION AND INITIATIVES

The GN’s third Inuit employment implementation plan¹⁰ set priorities for GN-wide initiatives. A three-year plan was drafted in 2007 and further developed in 2008 as a five-year plan to 2013, with an interim goal of 56% Inuit employment by 2013.

OUTCOMES DURING THE PERIOD

The GN’s Public Service Annual Reports continued to include status reports on key Inuit employment initiatives. These are summarized toward the end of this chapter.

As reported in the TRPS report for March 31, 2013, Inuit representation in the GN was 50% (1,617 Inuit employees). Again, the total number of Inuit employees increased over previous years, but the representation rate decreased as the rate of increase in filled positions (capacity) generally exceeded the rate at which Inuit were hired. The interim goal of 56% Inuit representation by March 2013 was not achieved.

Looking Back at Earlier IEPs

Setting the Direction

The GN’s first Inuit Employment Plan established long-term, strategic directions, themes and initiatives to be implemented over time. Many of these are still relevant, remain in place, and continue to contribute to increased and enhanced Inuit employment.

As we look back, we recognize that each Inuit employment planning document took a different approach to grouping or categorizing initiatives, which makes it difficult to track them over time. For example, the 2000 IEP grouped initiatives in five strategic areas, while subsequent plans focused on implementation and grouped initiatives by accountable department.

Dealing with Constraints

Long before division from the Northwest Territories, the Nunavut Implementation Commission recognized the importance of developing public servants in the Nunavut Settlement Area. The first 10-year Implementation Contract was signed in 1993, at the same time as the Nunavut Agreement. It provided for a variety of employment and pre-employment training programs to equip Inuit in Nunavut for employment in the new territorial government.

⁹ Nunavut, Department of Human Resources, *Inuit Employment Plan 2004-2008 Final Report* (2008).

¹⁰ Nunavut, *Inuit Employment Plan 2009-2013* (2009).

The GN's Inuit Employment Plan 2000 established an objective that the public service become a "learning organization" that is committed to ongoing development of its employees. Subsequent action plans put a variety of public service education, training and development programs in place, including some specifically for Inuit employees. These plans assumed that implementation funding would continue beyond 2003.

Nunavut Tunngavik Incorporated (NTI), the Government of Canada, and the Government of Nunavut began to negotiate a renewal of the Implementation Contract in 2002 for the second implementation period from 2003 to 2013. The parties were unable to agree on the terms of continuing implementation, including funding to support the implementation of Article 23.

In response to the report of a conciliator, a funding agreement was established early in 2006 to enable boards and commissions responsible for the co-management of land and resources in Nunavut (Institutions of Public Government) to continue their work. Despite a further conciliator's report on the resources needed to implement Article 23,¹¹ the parties failed to reach an agreement until May 2015, when a Settlement Agreement was signed for the implementation period from 2013 to 2023.

Nunavut is financially dependent on the Government of Canada. The GN receives fiscal transfers from the GC through various funding agreements and legislated arrangements. The largest of these is the Territorial Formula Financing (TFF), which is an annual unconditional payment that recognizes territories are not able to raise enough taxes to provide public services comparable to elsewhere in Canada. Together, TFF and other federal transfers made up an estimated 82.1% of total GN revenues in 2017-2018.

As an employer, the GN has always invested in the development of its employees. Without continuing implementation funding, however, we experienced capability gaps and had to pursue more modest plans for Inuit employment and pre-employment training from 2003 to 2015 than those envisioned in Nunavut's early years.

Encountering Challenges

All of the IEPs and implementation plans noted the same internal challenges in implementation:

- The challenge of establishing a new government with inherited systems, tools and processes that were rapidly becoming outdated;
- The lack of detailed data on Nunavut's labour market and the GN workforce;
- The fiscal realities of a young territory with limited funding;
- The need for collaboration on GN-wide initiatives, which may take time and effort away from operational work; and
- Staff housing shortages, which affect the ability of the GN to fill some vacancies in a timely way.

They also noted the external challenges:

¹¹ Thomas Berger, *The Nunavut Project - Nunavut Land Claims Agreement Implementation Contract Negotiations for the Second Planning Period 2003-2013: Conciliator's Final Report* (2006).

- A limited labour market pool of Inuit qualified for and/or interested in professional and managerial occupations in the public service;
- Widespread social and health problems that affect individuals, families and communities, including the ability of some Inuit to enter and stay in the workforce; and
- Housing shortages, which affect the ability of some Inuit to enter and stay in the workforce.

Making Progress in the Journey

Despite the recognized constraints and challenges, the 2000 IEP and follow-on implementation plans were optimistic in their directions and ambitious in their timelines. Progress was made in implementation of programs and initiatives, although in some cases, more slowly than was planned.

The chart below summarizes initiatives and programs to increase, enhance and support Inuit employment that were put in place prior to 2013 in response to strategic directions set in the 2000 IEP and follow-on implementation strategies and plans. The annual status of these programs was reported in Public Service Annual Reports. In many cases, ongoing programs have been refined and/or expanded since they were initiated.

INITIATIVES AND PROGRAMS TO INCREASE, ENHANCE AND SUPPORT INUIT EMPLOYMENT

STRATEGIC DIRECTION	INITIATIVE OR PROGRAM	CURRENT STATUS
EMPLOYMENT PREPARATION		
Youth Development	Summer Student Employment Equity Program (SSEEP)	Ongoing since 1999-2000
General Employment	GN-funded programs delivered by Nunavut Arctic College that lead directly to GN employment (e.g., Informatics Technician, Environmental Technician, Mental Health Worker)	Ongoing since 1999-2000
	Inuit Learning and Development Program	Pilot program 2013
ORGANIZATIONAL DESIGN		
Job Design	Job Description Audit	Completed 2007-2008
Organizational Structures	Decentralization of government services	Ongoing since 2000-2001
	Structures and resources to support Inuit employment planning	Ongoing since 2002-2003
HUMAN RESOURCE PLANNING AND MANAGEMENT		
Recruitment and Selection	Behavioural descriptive interviewing	Ongoing since 2000-2001
	Priority Hiring Policy and direct appointments	Ongoing since 2000-2001
	Competency-based management system	Options reviewed 2001 to 2004; recommended no further action
	Employment Systems Review	Completed 2002-2003

STRATEGIC DIRECTION	INITIATIVE OR PROGRAM	CURRENT STATUS
Orientation and Cultural Diversity	Employee Orientation Program	Ongoing since 2000-2001
	Cultural Orientation	Ongoing since 2003-2004
	Inuit Qaujimagatuqangit Directive	Ongoing since 2012-2013
	IQ (Cultural Immersion) Days	Ongoing since 2012-2013
Performance Management	GN-specific performance management guidelines and training for managers	Ongoing since 2007-2008
Employee Retention	Bilingual bonus	Ongoing since 1999
	Long-Term Service Award	Ongoing since 2000
	Workplace wellness programs	Ongoing since 2000
	Exit surveys	Ongoing since 2001-2002
	Employee and Family Assistance Program	Ongoing since 2004-2005
	Inuit Peer Group Program	Piloted 2006-2007
HUMAN RESOURCE DEVELOPMENT		
Education in Regulated Professions	Nunavut Nursing Program	Ongoing since 1999
	Nunavut Teacher Education Program (established in 1979 as the Eastern Arctic Teacher Education Program)	Ongoing since 1999
	Master of Education Program	2006-2009 and 2010-2013
On-the-Job Training	Public Service Career Training Program (NUHRDS program)	Completed at end of 1999-2000
	Certificate in Financial Management	Ongoing since 2000
	Departmental internships and trainee positions	Ongoing since 2000
	Certificate in Nunavut Public Service Studies	2003 to 2007-2008
Training and Development	Inuit language training	Ongoing since 1999
	Labour relations training	Ongoing since 1999
	Health, safety and wellness training, including respectful workplace	Ongoing since 2000
	Skills development courses and workshops (all employees)	Ongoing since 2000
	Specialized training and program development funds	Ongoing since 2000
	Occupational training programs in human resource management, supervisory skills, and administration	2009-2010 to 2011-2012

STRATEGIC DIRECTION	INITIATIVE OR PROGRAM	CURRENT STATUS
LEADERSHIP DEVELOPMENT		
Leadership Development	Nunavut Senior Assignment Program (NUHRDS program)	Completed end of 1999-2000
	CESO Mentorship Program	Ongoing from 2001-2002 to 2013-2014
	Sivuliqtiksat Management Development (now Sivuliqtiksat Internship) Program	Ongoing since 2002-2003
	Nunavut Advanced Management Program	Ongoing from 2004-2005 to 2012-2013
GOVERNANCE, ADMINISTRATION, PLANNING, MONITORING AND REPORTING		
Coordination	Interdepartmental Inuit Employment Planning Committee (now Inuit Employment Steering Committee)	Ongoing since 2001
Human Resources Legislative and Policy Framework	Human Resources Manual	Revised 2006-2007, with ongoing revision of policies and directives
Planning, Monitoring and Reporting	Towards a Representative Public Service quarterly report	Ongoing since 1999-2000
	Public Service Annual Report	Ongoing since 1999-2000
	Departmental IEP goals and initiatives included in annual Business Plan	Ongoing since 2006-2007

Assessing Outcomes

The 2000 IEP and follow-on implementation plans aimed to assess outcomes based on changes in Inuit representation – GN-wide, in each department and corporation, and in the six employment categories.

Early goals for Inuit employment were established without the benefit of experience or detailed labour market data. While areas of under-representation were identified, they were focused on the GN-wide employment categories. It is difficult to track movement in Inuit employment in most of these broad categories as occupational groups are diverse and numerous within them.

In recognition of the importance of department-specific actions, the emphasis shifted to more specific goals and initiatives established by departments and corporations. These were articulated and reported on in annual Business Plans beginning in 2006-2007.

The results of GN-wide Inuit employment initiatives continued to be reported in Public Service Annual Reports, while Inuit employment statistics were reported quarterly in Towards a Representative Public Service reports.

CHAPTER 5: OCCUPATIONAL GROUPS 2007 TO 2016

This chapter describes the characteristics of occupational groups in the Government of Nunavut from 2007 to 2016, using the National Occupational Classification system.

Introduction

The National Occupational Classification (NOC) system is maintained by the Government of Canada to classify occupations in the Canadian labour market. Jobs are grouped based on the type of work performed and the level of education or training (NOC “skill type”) that is typically associated with the work. The GN assigns a 4-digit NOC code to each GN position as part of the job evaluation process.

In this chapter, we look at groups of GN positions by NOC code to gain insight into occupations in the public service at a more detailed level than that provided by our six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support. The structure and use of NOC codes is described in greater detail in *Appendix I: Methodology*.

All numbers and percentages reported in the summary analysis of occupational groups should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference. Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups except in TRPS data where noted.

Key Findings about Occupational Groups in the GN

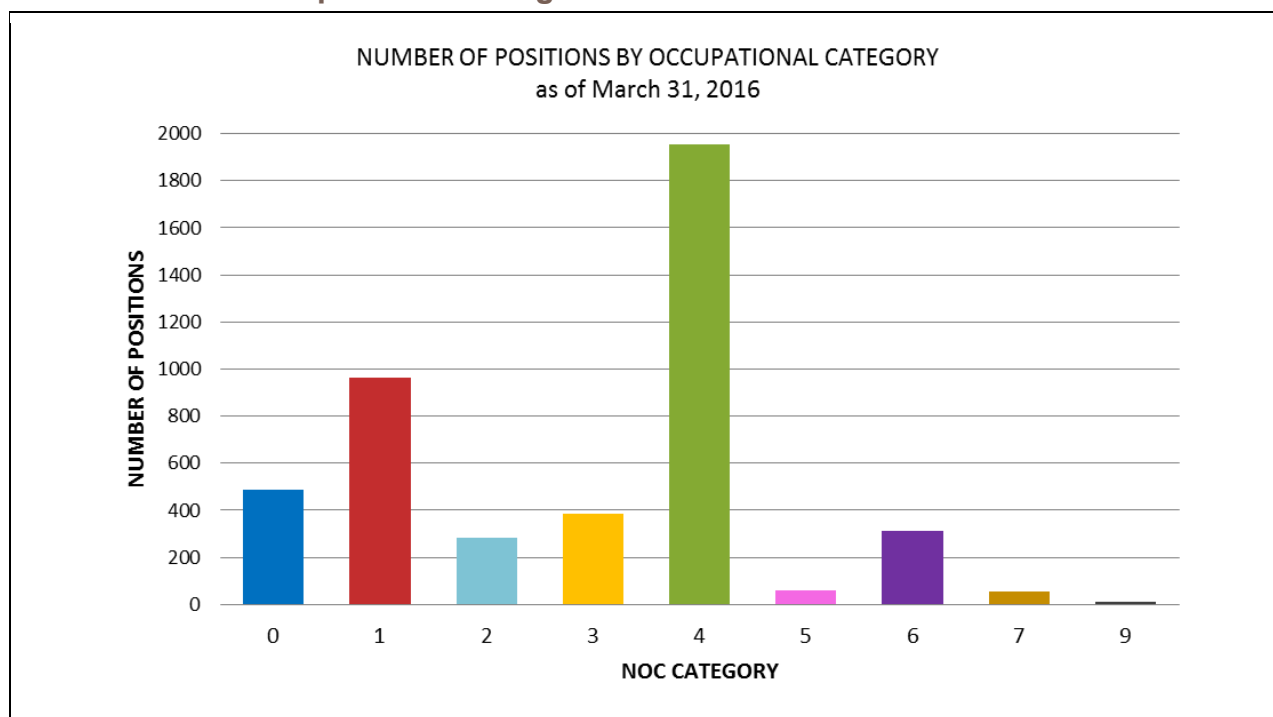
NOC Occupational Categories

The NOC system identifies 10 broad occupational categories based on the type of work. The category is indicated by the first digit of the NOC code. GN positions are coded in all of these categories except Category 8. Categories 1 and 4 had the most GN positions as of March 31, 2016.

NOC CATEGORY	PERCENT GN POSITIONS (as of March 31, 2016)
0 - Management occupations	11%
1 - Business, finance and administration occupations	21%
2 - Natural and applied sciences and related occupations	6%
3 - Health occupations	9%
4 - Occupations in education, law, social, community and government services	43%
5 - Occupations in art, culture, recreation and sport	1%
6 - Sales and service occupations	7%
7 - Trades, transport and equipment operators and related occupations	1%
8 - Natural resources, agriculture and related production occupations	0%
9 - Occupations in manufacturing and utilities	< 0.5%

Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

Positions in Occupational Categories



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

As of March 31, 2016:

Within the GN, occupational categories ranged in size from less than 10 positions (Category 9) to more than 1,950 positions (Category 4), not including Qulliq Energy Corporation.

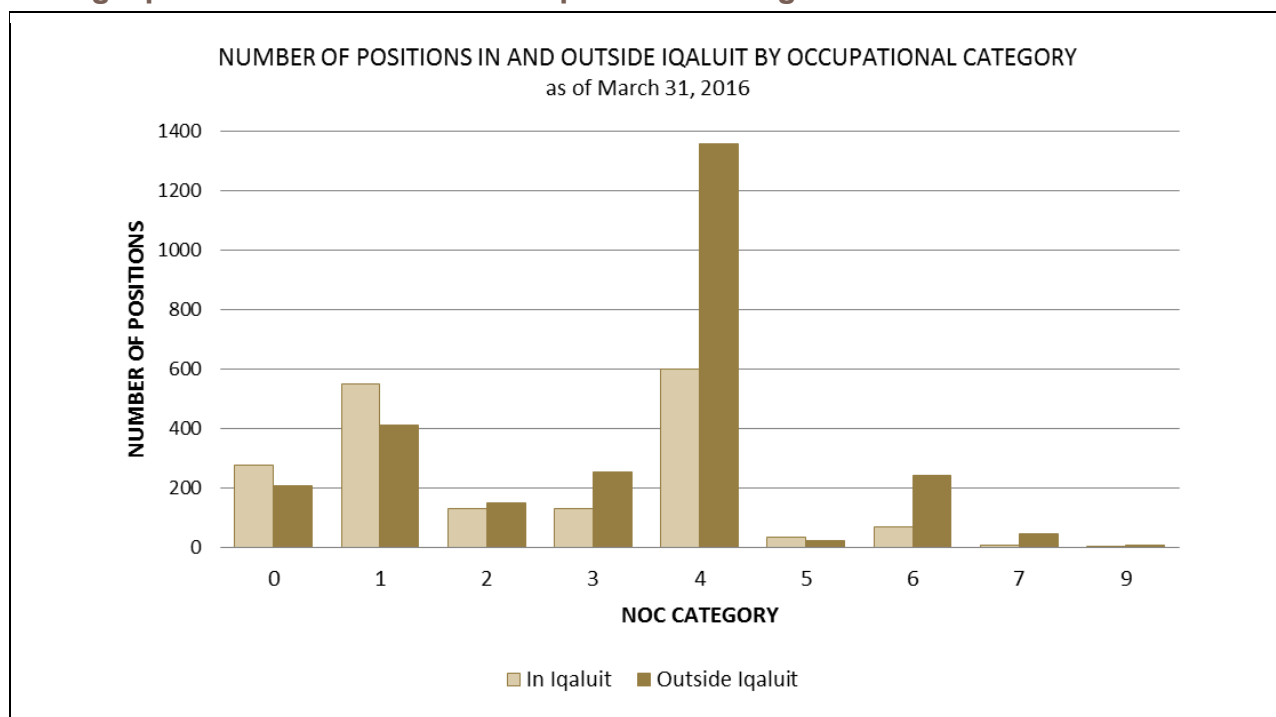
Between 2007 and 2016:

The number of positions increased in all occupational categories from 1999 onward.

NOC CATEGORY	GROWTH FROM 2007 TO 2016	GREATEST INCREASE
0 - Management occupations	Approximately 17%	NOC 00 (Senior management) and NOC 04 (Education, social, community services)
1 - Business, finance and administration occupations	Approximately 18%	NOC 11 (Business and finance professionals) and NOC 12 (Administrative occupations)
2 - Natural and applied sciences occupations	Approximately 15%	NOC 22 (Technical occupations in natural and applied sciences)
3 - Health occupations	Approximately 35%	NOC 30 (Professional occupations in nursing)
4 - Occupations in education, law, social, government	Approximately 45%	NOC 40 (Professional occupations in education)
5 - Occupations in art, culture, recreation and sport	Approximately 55%	NOC 512 (Writing, translating and communications professionals)
6 - Sales and service occupations	Approximately 25%	NOC 65 (Service representatives and other customer services occupations)
7 - Trades, transport and equipment operators	Approximately 21%	NOC 72 (Industrial, electrical and construction trades)
9 - Occupations in manufacturing and utilities	Approximately 30% (Less than 5 positions)	

Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

Geographic Distribution of Occupational Categories



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

As of March 31, 2016:

Approximately 40% of all GN positions were located in Iqaluit and 60% were located outside Iqaluit, as reported in TRPS. This includes Qulliq Energy Corporation.

Occupational categories that are focused on management and administrative occupations in the public service generally had more positions in Iqaluit than outside Iqaluit. These included:

- Category 0 (Management occupations)
- Category 1 (Business, finance and administration occupations)

Occupational categories involving the direct delivery of programs and services tended to have more positions outside Iqaluit, located in some or all communities. These included:

- Category 2 (Natural and applied sciences and related occupations)
- Category 3 (Health occupations)
- Category 4 (Occupations in education, law and social, community and government services)
- Category 6 (Sales and service occupations)
- Category 7 (Trades, transport and equipment operators and related occupations)

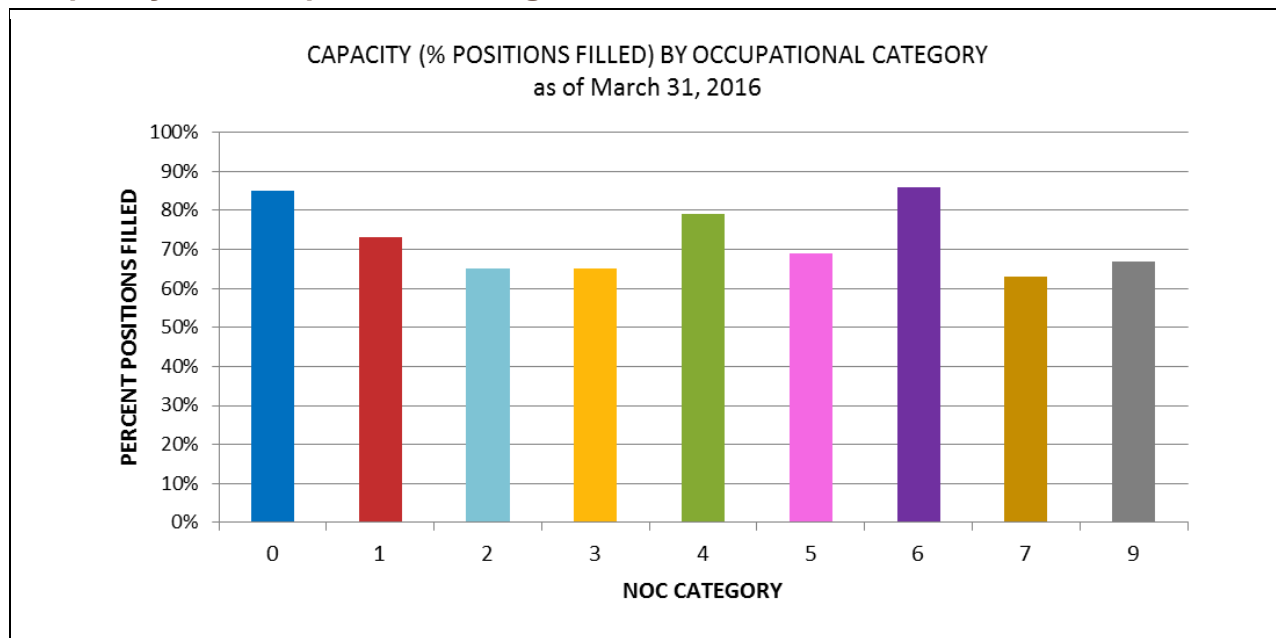
Between 2007 and 2016:

In the largest occupational categories:

- Category 0 (Management occupations), Category 1 (Business, finance and administration occupations) and Category 2 (Natural and applied sciences occupations) added more positions in Iqaluit than outside Iqaluit.

- Category 3 (Health occupations), Category 4 (Occupations in education, law and social, community and government services) and Category 6 (Sales and service occupations) added more positions outside Iqaluit than in Iqaluit.

Capacity in Occupational Categories



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

As of March 31, 2016:

Capacity in the GN as a whole was at 74%, as reported in TRPS. This includes Qulliq Energy Corporation.

Capacity in three occupational categories exceeded the average GN capacity. Together, these categories had a total of more than 2,700 positions, more than 2,150 (80%) of which were filled: Category 0 (Management occupations), Category 4 (Occupations in education, law and social, community and government services) and Category 6 (Sales and service occupations).

Between 2007 and 2016:

Capacity in the GN decreased from 80% in 2007 to 77% in 2013 and 74% in 2016, as reported in TRPS. Several categories were below or close to the GN average in 2007 but rose above it by 2016.

CAPACITY BY CATEGORY RELATIVE TO GN AVERAGE	2007	2013	2016
0 - Management occupations	Comparable	Above	Above
1 - Business, finance and administration occupations	Below	Below	Comparable
2 - Natural and applied sciences occupations	Below	Below	Below
3 - Health occupations	Below	Below	Below
4 - Occupations in education, law, social, government	Below	Above	Above
5 - Occupations in art, culture, recreation and sport	Below	Below	Below
6 - Sales and service occupations	Comparable	Above	Above
7 - Trades, transport and equipment operators	Below	Below	Below
9 - Occupations in manufacturing and utilities	Above	Above	Below

Key Findings about Skill Types in the GN

NOC Skill Types

The NOC system classifies occupations based on the amount and type of education, training or employment preparation that is typically required to enter and perform the duties of the occupation.

The NOC system identifies four broad skill types. For non-management occupations, the skill type is indicated by the second digit of the NOC code. The NOC system assumes that all management occupations are Skill Type A.

The NOC system does not differentiate among the degrees of capability, skill or experience that may be involved at different stages of a career in an occupation. Apprentices and trainees are classified in the same occupational sub-groups as the occupations for which they are training. For example, the NOC code 7251 applies to an apprentice plumber, a journeyman plumber, and a master plumber as all require the same trades training to enter the occupation. There is a different code for a plumber's helper (NOC 7611) as this occupation has no formal training requirements at the entry level.

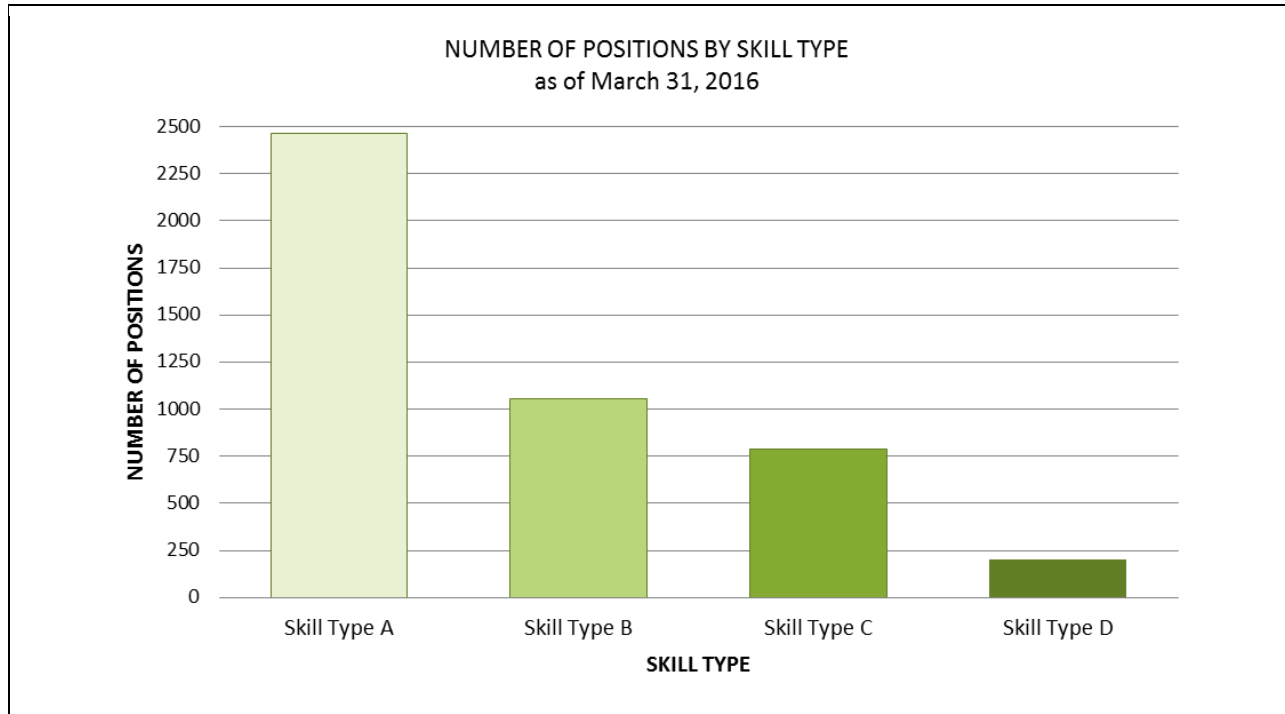
The NOC system classifies occupations, not specific positions or individual employees. The NOC occupational category and skill type assigned to a GN position reflects its occupational classification within a Canadian national standard. It does not reflect the actual education, training or skills of employees.

GN positions are coded in all skill types. Skill Types A and B have the most GN positions. Despite increases in the number of GN positions in each skill type, the ratio or percent of GN positions in each skill type changed only a little from 2007 to 2013 and remained the same from 2013 to 2016.

NOC SKILL TYPE As of March 31 st	PERCENT GN POSITIONS IN THE SKILL TYPE		
	2007	2013	2016
Skill Type A (2 nd digit of the NOC code is 0 or 1) University degree (bachelor's, master's or doctorate) <i>and/or</i> Extensive occupational experience	53%	55%	55%
Skill Type B (2 nd digit of the NOC code is 2 or 3) 2-3 years of post-secondary education at community college, institute of technology or CÉGEP <i>or</i> 2-5 years of apprenticeship training <i>or</i> 3-4 years of secondary school and more than 2 years of on-the-job training, occupation-specific training courses or specific work experience	24%	23%	23%
Skill Type C (2 nd digit of the NOC code is 4 or 5) Completion of secondary school and some short-duration courses or training specific to the occupation <i>or</i> Some secondary school education, with up to 2 years of on-the-job training, training courses or specific work experience	18%	17%	17%
Skill Type D (2 nd digit of the NOC code is 6 or 7) Short work demonstration or on-the-job training <i>or</i> No formal educational requirements	5%	5%	5%

Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

Positions by Skill Type



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

As of March 31, 2016:

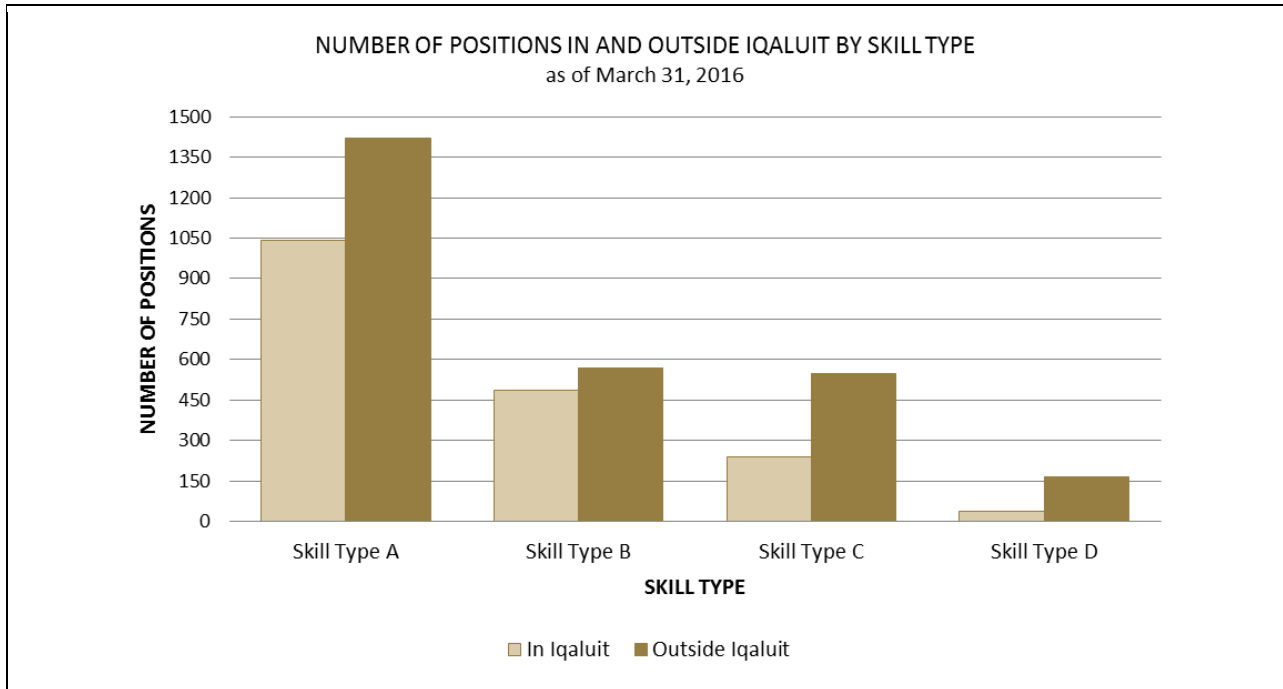
There were approximately:

- 2,500 GN positions coded as Skill Type A, which typically involves a university degree and/or extensive occupational experience.
- 1,100 GN positions coded as Skill Type B, which typically involves some post-secondary education or completion of secondary school and more than 2 years of on-the-job training.
- 800 GN positions coded as Skill Type C, which typically involves completion of secondary school and some job-specific courses or training.
- 200 GN positions coded as Skill Type D, which typically involves brief on-the-job training or work demonstrations and no formal educational requirements.

Between 2007 and 2016:

- The number of positions coded as Skill Type A increased by approximately 35%.
- The number of positions coded as Skill Type B increased by approximately 25%.
- The number of positions coded as Skill Type C increased by approximately 30%.
- The number of positions coded as Skill Type D increased by less than 10%.

Geographic Distribution by Skill Type



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

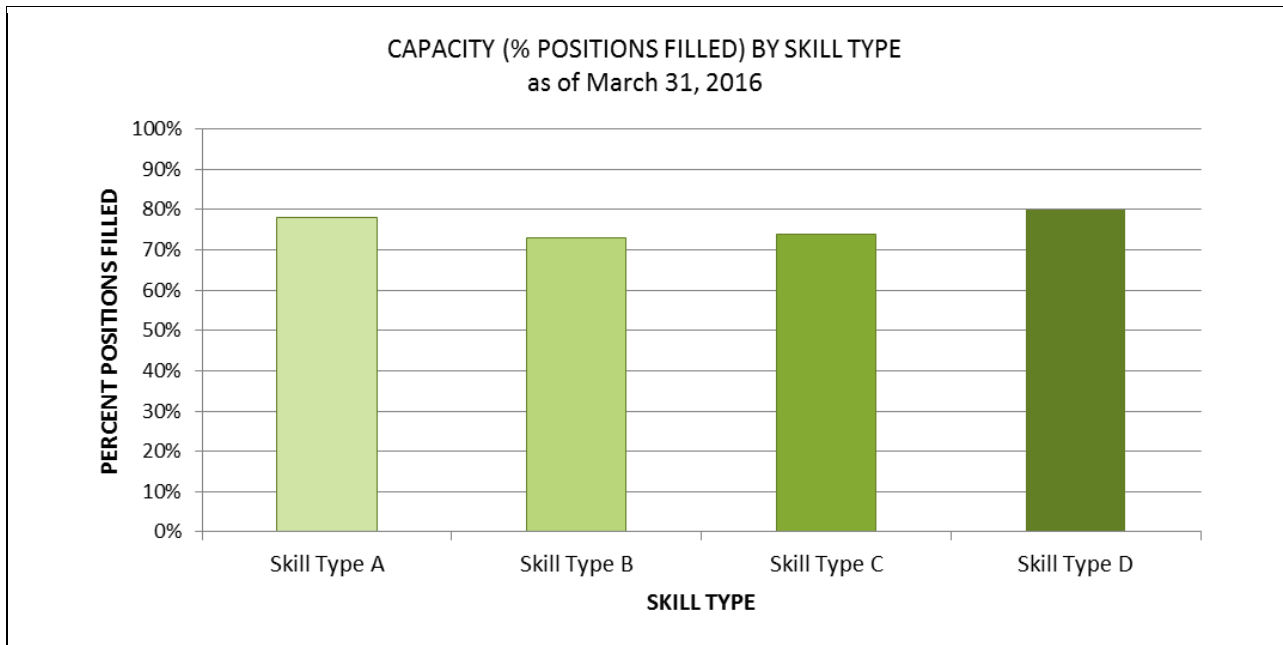
As of March 31, 2016:

There were more positions located outside Iqaluit than in Iqaluit in every skill type.

Between 2007 and 2016:

The number of positions increased more outside Iqaluit than in Iqaluit in Skill Types A, B and C.

Capacity by Skill Type



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

As of March 31, 2016:

Capacity in the GN as a whole was at 74%, as reported in TRPS. This includes Qulliq Energy Corporation.

Capacity in positions coded as Skill Type A or Skill Type D exceeded the average GN capacity.

Capacity in positions coded as Skill Type B or Skill Type C were at or a little below the average GN capacity.

Between 2007 and 2016:

Capacity in the GN decreased from 80% in 2001 and 2007 to 77% in 2013 and 74% in 2016, as reported in TRPS.

Capacity increased in positions coded as Skill Type A.

Capacity decreased in positions coded as Skill Type B or Skill Type C.

There was little change in capacity in positions coded as Skill Type D.

CAPACITY BY SKILL TYPE RELATIVE TO GN AVERAGE	2007	2013	2016
Skill Type A (university degree and/or extensive experience)	Below	Above	Above
Skill Type B (some post-secondary education or training)	Below	Below	Comparable
Skill Type C (secondary school completion; job-specific training)	Comparable	Below	Comparable
Skill Type D (no formal educational requirements)	Comparable	Above	Above

Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

CHAPTER 6: INUIT EMPLOYMENT 1999-2016

This chapter summarizes the progress that the Government of Nunavut has made in Inuit employment from 1999 to 2016.

Introduction

In this chapter, Inuit employment statistics from 1999 to 2016 are summarized by employment category, occupational group and skill type.

The GN summarizes Inuit employment statistics in its quarterly Towards a Representative Public Service (TRPS) reports. Fiscal year-end statistics are also reported in the Public Service Annual Report. This data is shown for the GN as a whole and each department and territorial corporation by the GN's six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

As described in the previous chapter, the GN assigns a National Occupational Classification (NOC) code to each GN position as part of the job evaluation process. By looking at groups of GN positions by NOC code, we can gain insight into occupational groups in the GN at a more detailed level than that provided by the GN's six employment categories.

The structure and use of NOC codes is described in greater detail in *Appendix I: Methodology*.

Inuit Employment by Employment Category 1999 to 2016

Unless otherwise noted, the source for all data on Inuit employment by GN employment category is the Towards a Representative Public Service (TRPS) report as of March 31st of the fiscal year cited. Inuit employment is reported in two ways:

- Number of Inuit employed in indeterminate and term positions, and
- Representation rate (percent of filled positions that are filled by Inuit).

Until the end of fiscal year 2014-2015, employment statistics in TRPS were reported as headcounts, without taking into account the full or part-time nature of positions. As of June 30, 2015, TRPS began reporting on FTEs (full-time equivalents), thus taking into account the number of hours budgeted for each position.

Qulliq Energy Corporation was added to the TRPS report in 2004-2005 and is included in this analysis of TRPS data from that point.

To identify GN-wide trends and progress in Inuit employment, we look back to where we have come from in three-year increments, starting March 31, 2001. All data are as of March 31st of the fiscal year cited, unless otherwise noted.

2000-2001

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	31	29	94%	16	55%
Senior Management	123	104	85%	21	20%
Middle Management	285	226	79%	38	17%
Professional	875	719	82%	177	25%
Paraprofessional	939	715	76%	391	55%
Administrative Support	464	378	81%	300	79%
TOTAL All Departments and Boards	2,717	2,171	80%	943	43%

As reported in TRPS for March 31, 2001:

- There were 2,717 positions in the GN's departments, Nunavut Arctic College, and Nunavut Housing Corporation. Overall capacity was 80%.
- Inuit representation was 43% (943 Inuit employed). Inuit representation was highest in the Administrative Support employment category and lowest in Middle Management.

Between 1999 and 2001:

- On April 1, 1999 – the date of Nunavut's creation – the overall Inuit representation in the new Government of Nunavut was at 45%, as reported in the Public Service Annual Report.
- During the period 1999 to 2001, Inuit representation in Senior Management, Middle Management and Professional employment categories was below 50%.
- The number of filled positions increased at a higher rate than the rate of increase in Inuit employees. This resulted in a decrease in Inuit representation from 45% to 43%.

2003-2004

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	33	30	91%	14	47%
Senior Management	120	108	91%	25	23%
Middle Management	353	293	82%	58	20%
Professional	970	848	85%	215	25%
Paraprofessional	943	770	80%	457	59%
Administrative Support	454	390	82%	329	84%
TOTAL All Departments and Boards	2873	2439	83%	1098	45%

As reported in TRPS for March 31, 2004:

- There were 2,873 positions in the GN's departments, Nunavut Arctic College, and Nunavut Housing Corporation. Overall capacity was 83%.
- Inuit representation was 45% (1,098 Inuit employed). Inuit representation continued to be highest in the Administrative Support employment category and lowest in Middle Management.

Between 2001 and 2004:

- Inuit representation increased from 43% in 2001 to 45% in 2004.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- The number of Inuit employees increased at a higher rate than the rate of increase in filled positions in all employment categories except Executive.

2006-2007

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	39	37	95%	17	46%
Senior Management	138	121	88%	34	28%
Middle Management	434	357	82%	87	24%
Professional	1197	962	80%	244	25%
Paraprofessional	1275	1006	79%	670	67%
Administrative Support	603	479	79%	441	92%
TOTAL All Departments, Agencies, Boards and Corporations	3686	2962	80%	1493	50%

As reported in TRPS for March 31, 2007:

- There were 3,686 positions in the GN's departments, Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation. Overall capacity was 80%.
- Inuit representation was 50% (1,493 Inuit employed).
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Middle Management.

Between 2004 and 2007:

- Qulliq Energy Corporation (QEC) was added to the TRPS report in 2004-2005. This had the effect of adding 68 Inuit employees to the GN total as of March 31, 2005.
- Inuit representation increased from 45% in 2004 to 50% in 2007. It remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- The number of Inuit employees increased at a rate that was higher than or comparable to the rate of increase in filled positions in all employment categories except Executive.

2009-2010

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	36	33	92%	14	42%
Senior Management	161	136	84%	30	22%
Middle Management	430	351	82%	90	26%
Professional	1271	1006	79%	266	26%
Paraprofessional	1401	1049	75%	735	70%
Administrative Support	560	416	74%	377	91%
TOTAL All Departments, Agencies, Boards and Corporations	3859	2991	78%	1512	51%

As reported in TRPS for March 31, 2010:

- There were 3,859 positions in the GN's departments, Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation. Overall capacity was 78%.
- Inuit representation was 51% (1,512 Inuit employed). It continued to be highest in the Administrative Support employment category and was lowest in Senior Management.

Between 2007 and 2010:

- Inuit representation increased from 50% in 2007 to 51% in 2010. It was at its peak of 52% as of March 31, 2009. It remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- Although the total number of Inuit employees increased between 2007 and 2010, the number of Inuit employees declined in Executive, Senior Management and Administrative Support.
- The number of Inuit employees increased at a rate that was higher than the rate of increase in filled positions in Middle Management, Professional, and Paraprofessional categories.

2012-2013

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	38	33	87%	15	45%
Senior Management	167	140	84%	25	18%
Middle Management	471	381	81%	97	25%
Professional	1470	1142	78%	304	27%
Paraprofessional	1508	1121	74%	780	70%
Administrative Support	566	430	76%	396	92%
TOTAL All Departments, Agencies, Boards and Corporations	4220	3247	77%	1617	50%

As reported in TRPS for March 31, 2013:

- There were 4,220 positions in the GN’s departments, Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation. Overall capacity was 77%.
- Inuit representation was 50% (1,617 Inuit employed). It continued to be highest in the Administrative Support employment category and lowest in Senior Management.

Between 2010 and 2013:

- Inuit representation remained at 51% in 2010 and 2011, then decreased to 50% in 2012 and 2013.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- The number of Inuit employees increased in all employment categories between 2010 and 2013, except Senior Management, which showed a decrease in Inuit employment.
- The number of Inuit employees increased at a rate that was higher than or comparable to the rate of increase in filled positions in all employment categories, except Senior Management.

2015-2016

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	38.00	36.00	95%	17.00	47%
Senior Management	164.00	146.00	89%	27.00	18%
Middle Management	469.00	358.00	76%	98.00	27%
Professional	1,649.55	1,209.95	73%	320.50	26%
Paraprofessional	1,067.90	739.84	69%	464.87	63%
Administrative Support	1,267.82	940.43	74%	795.18	85%
TOTAL All Departments, Agencies, Boards and Corporations	4,656.27	3,430.22	74%	1,722.55	50%

As reported in TRPS for March 31, 2016:

- There were approximately 4,656 positions in the GN’s departments, agencies, boards, and corporations. Overall capacity was 74%.
- Inuit representation was 50% (approximately 1,723 Inuit FTEs).
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.

Between 2013 and 2016:

- Until the end of fiscal year 2014-2015, employment statistics in TRPS were reported as headcounts, without taking into account the full or part-time nature of positions. As of June 30, 2015, TRPS began reporting on FTEs (full-time equivalents), thus taking into account the number of hours budgeted for each position.

- In 2015-2016, the GN changed the employment category of certain positions. This resulted in a shift of positions and Inuit employees from the Paraprofessional employment category to the Administrative Support employment category.
- Nunavut Business Credit Corporation was added to the TRPS report in 2015-2016, which had the effect of adding two Inuit employees to the GN total as of March 31, 2016.
- Inuit representation remained at 50% during the period.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- The number of Inuit employees increased in all employment categories between 2013 and 2016.
- The number of Inuit employees increased at a rate that was higher than or comparable to the rate of increase in filled positions in all employment categories, including Executive and Senior Management.

Inuit Employment by NOC Occupational Group 2007 to 2016

The National Occupational Classification (NOC) system is maintained by the Government of Canada to classify 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”) that is typically associated with the work. The GN assigns a 4-digit NOC code to each GN position as part of the job evaluation process.

In this section, we look at Inuit employment in the GN by NOC code and skill type to gain insight at a more detailed level than that provided by our six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

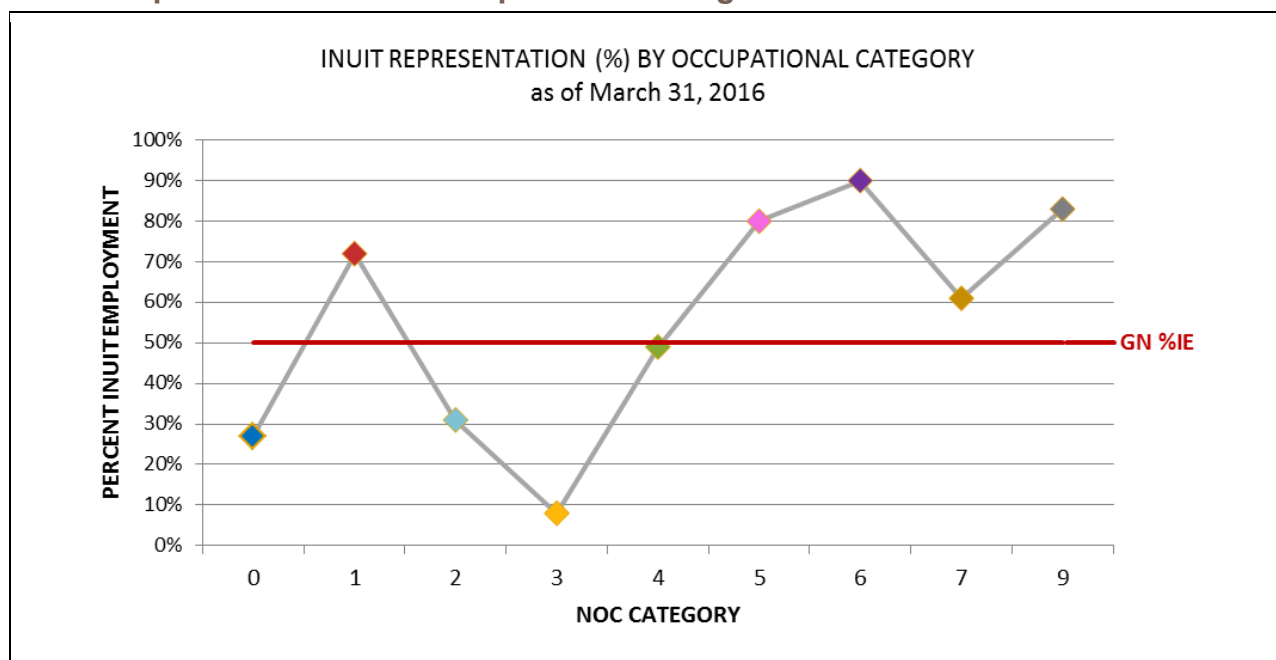
As noted in Chapter 5 and described in detail in *Appendix I: Methodology*, information about Inuit employment by GN occupational group is based on data extracted from the GN’s payroll system. While we examined data from as far back as March 2001, it was too early in the transition period following division from the Northwest Territories for the GN’s workforce data to be complete and reliable.

We therefore look back over a 9-year period from 2007 to 2016, with notes on trends from 2001 where available.

All numbers and percentages reported in the summary analysis of Inuit employment by occupational group should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference. Qulliq Energy Corporation (QEC) is not included in this historical analysis of GN occupational groups except in TRPS data where noted.

The data set used in this analysis of the GN workforce differs in a number of ways from the data sets behind the GN’s quarterly Towards a Representative Public Service (TRPS) reports on Inuit employment statistics. In the case of significant variances, TRPS reports should be considered the definitive source.

Inuit Representation in Occupational Categories



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

As of March 31, 2016:

Inuit employment in the GN as a whole was at 50%, as reported in TRPS, including Qulliq Energy Corp.

Of the ten NOC categories, five had greater Inuit representation than in the GN as a whole. Together, these categories included more than 1,050 employees, including more than 800 Inuit:

- Category 1 (Business, finance and administration occupations)
- Category 5 (Occupations in art, culture, recreation and sport)
- Category 6 (Sales and service occupations)
- Category 7 (Trades, transport and equipment operators and related occupations)
- Category 9 (Occupations in manufacturing and utilities)

Inuit employment in one large occupational category was comparable to the GN as a whole. This category included more than 1,500 employees, including more than 750 Inuit.

- Category 4 (Occupations in education, law and social, community and government services)

Between 2007 and 2016:

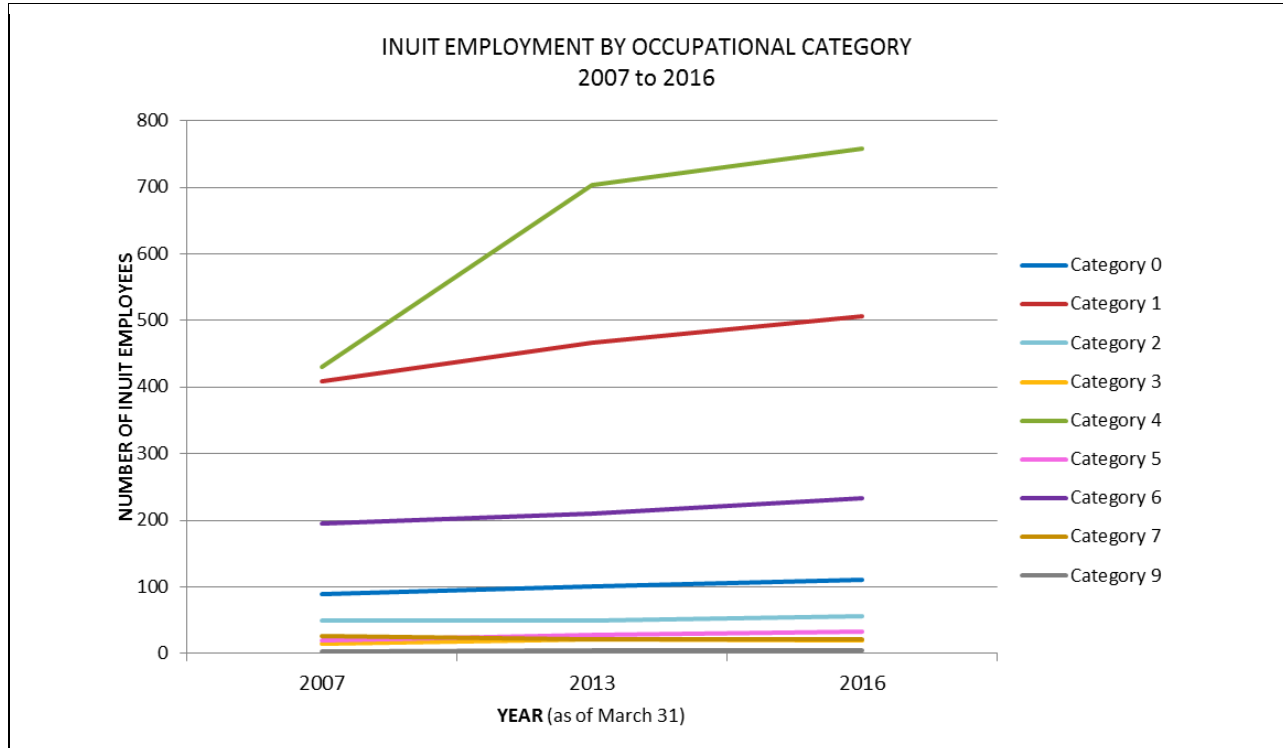
The representation rate of Inuit employees increased or remained the same in five occupational categories during the period:

- Category 1 (Business, finance and administration occupations)
- Category 2 (Natural and applied sciences occupations)
- Category 3 (Health occupations)
- Category 5 (Occupations in art, culture, recreation and sport)
- Category 9 (Occupations in manufacturing and utilities)

Despite increases in the number of Inuit employees, Inuit representation decreased in four occupational categories:

- Category 0 (Management occupations)
- Category 4 (Occupations in education, law and social, community and government services)
- Category 6 (Sales and service occupations)
- Category 7 (Trades, transport and equipment operators and related occupations)

Inuit Employment in Occupational Categories



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

Between 2007 and 2016:

The number of Inuit employees increased in all occupational categories during the period.

The greatest growth in the number of Inuit employees occurred in four occupational categories:

- In Category 0 (Management occupations), the total number of Inuit employees increased by approximately 25%.
- In Category 1 (Business, finance and administration occupations), the total number of Inuit employees increased by approximately 25%.
- In Category 4 (Occupations in education, law and social, community and government services), the total number of Inuit employees increased by approximately 75%.
- In Category 6 (Sales and service occupations), the total number of Inuit employees increased by approximately 20%.

Inuit employment grew the least in Category 3 (Health occupations). The total number of Inuit employees increased by less than 10.

Change in Inuit Employment Relative to Capacity

As of March 31, 2016:

Inuit representation in the GN as a whole was 50%, as reported in TRPS. This includes QEC.

Between 2007 and 2016:

Inuit representation remained at 50% during the period.

The number of Inuit employees increased in all occupational categories except Category 7 (Trades, transport and equipment operators) during the period. In six occupational categories, the number of Inuit employees increased at a rate that was comparable to or greater than the rate of increase in filled positions:

- Category 0 (Management occupations)
- Category 1 (Business, finance and administration occupations)
- Category 2 (Natural and applied sciences occupations)
- Category 3 (Health occupations)
- Category 5 (Occupations in art, culture, recreation and sport)
- Category 9 (Occupations in manufacturing and utilities)

CHANGE (%) IN INUIT EMPLOYMENT RELATIVE TO CAPACITY BY OCCUPATIONAL CATEGORY	Change in Number of Inuit Employees 2007 to 2016	Change in Number of Positions Filled 2007 to 2016	TREND
0 - Management occupations	25%	24%	Increase in IE comparable to increase in positions filled
1 - Business, finance and administration occupations	24%	16%	Increase in IE greater than increase in positions filled
2 - Natural and applied sciences occupations	14%	3%	Increase in IE greater than increase in positions filled
3 - Health occupations	33%	35%	Increase in IE comparable to increase in positions filled
4 - Occupations in education, law, social, community and government services	76%	90%	Increase in IE less than increase in positions filled
5 - Occupations in art, culture, recreation and sport	65%	41%	Increase in IE greater than increase in positions filled
6 - Sales and service occupations	19%	26%	Increase in IE less than increase in positions filled
7 - Trades, transport and equipment operators	-15%	16%	Decrease in IE but increase in positions filled
9 - Occupations in manufacturing and utilities	25%	0%	Increase in IE greater than increase in positions filled

Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

Inuit Employment by NOC Skill Type 2007 to 2016

The NOC system classifies occupations based on the amount and type of education, training or employment preparation that is typically required to enter and perform the duties of the occupation.

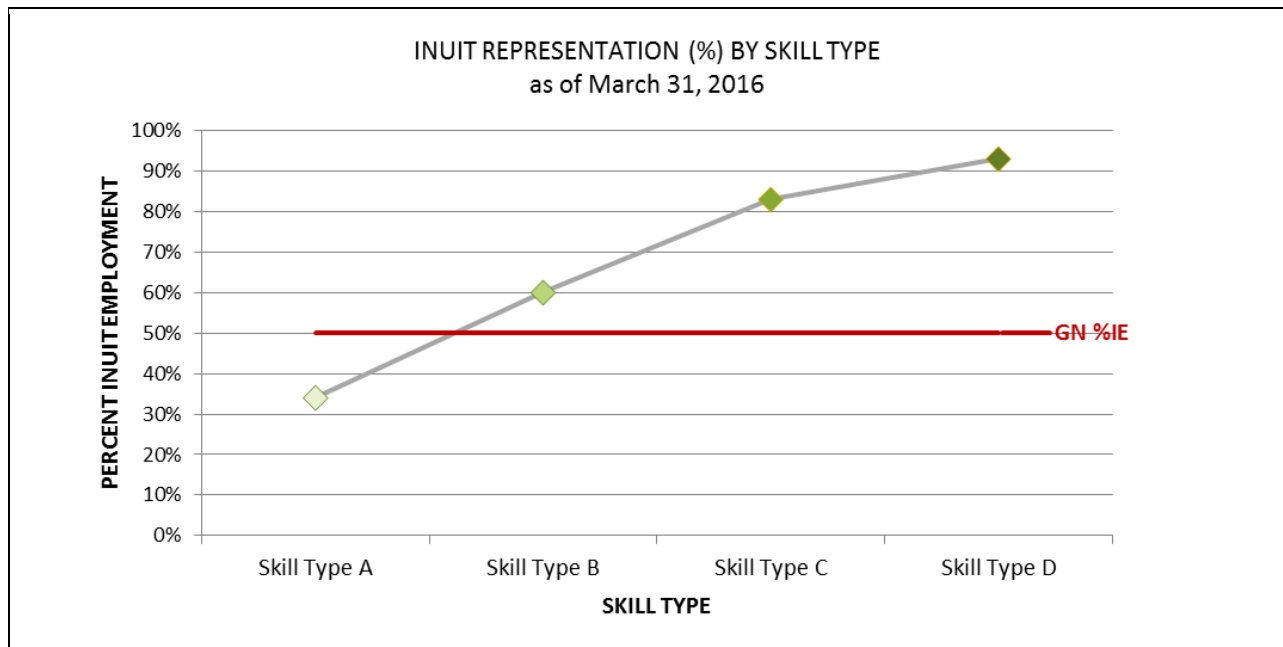
For non-management occupations, the skill type is indicated by the second digit of the NOC code. The NOC system assumes that all management occupations are Skill Type A. The NOC system identifies four broad skill types:

- **Skill Type A** (2nd digit of the NOC code is 0 or 1) typically involves a university degree (bachelor’s, master’s or doctorate) and/or extensive occupational experience.
- **Skill Type B** (2nd digit of the NOC code is 2 or 3) typically involves 2-3 years of post-secondary education at a college, or 2-5 years of apprenticeship training, or 3-4 years of secondary school and more than 2 years of occupation-specific training.
- **Skill Type C** (2nd digit of the NOC code is 4 or 5) typically involves completion of secondary school and some short-duration courses or training specific to the occupation or some secondary school education, with up to 2 years of on-the-job training.
- **Skill Type D** (2nd digit of the NOC code is 6 or 7) typically involves short work demonstrations or on-the-job training and has no formal educational requirements.

The NOC system classifies occupations, not specific positions or individual employees. The NOC category and skill type assigned to a GN position reflects its occupational classification within a Canadian national standard. It does not reflect the actual education, training or skills of employees.

All numbers and percentages reported in the summary analysis of Inuit employment by skill type should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

Inuit Representation by Skill Type



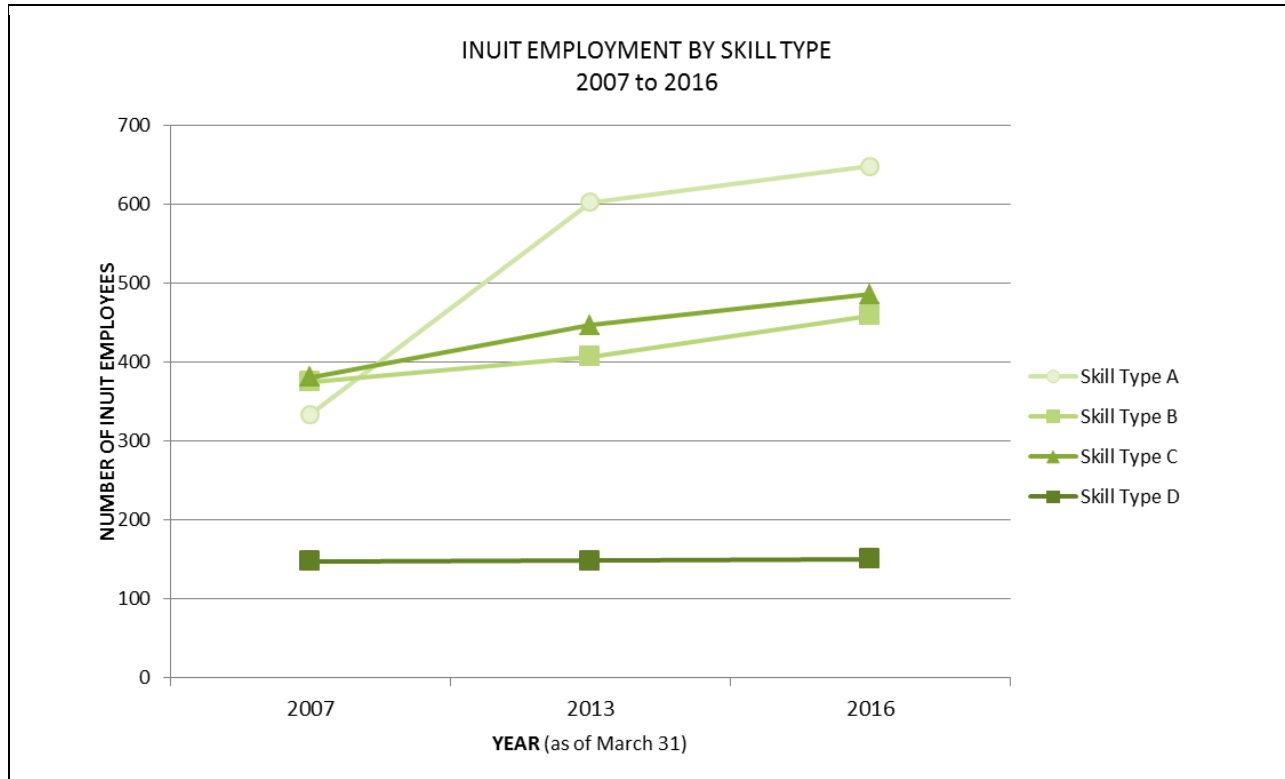
Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

As of March 31, 2016:

Inuit representation in positions coded as Skill Type A was below the GN average of 50%, as reported in TRPS (including QEC). Skill Type A typically involves a university degree and/or extensive occupational experience.

Inuit representation was highest in positions coded as Skill Type C or Skill Type D. These skill types are associated with occupations that emphasize on-the-job training and instruction in job duties. Many of these occupations can be entered with some secondary education or no formal education at all.

Inuit Employment by Skill Type



Qulliq Energy Corporation is not included in this historical analysis of GN occupational groups.

Between 2007 and 2016:

The number of Inuit employees increased in positions coded as Skill Type A, B or C. Inuit employment in positions coded as Skill Type D remained relatively stable over the period.

Inuit employment increased the most in positions coded as Skill Type A, with the greatest growth occurring between 2007 and 2013.

Inuit employment increased steadily over the period in positions coded as Skill Type B or Skill Type C.

Technical Report Section 3:
Looking At Where We Are Today
2013-2018

CHAPTER 7: THE GN AS AN EMPLOYER TODAY

This chapter describes the characteristics of the Government of Nunavut as an employer from 2013 to 2017, with selected updates to 2019.

Introduction

As we look at where we are today, we consider the characteristics of the GN as an employer from 2013 to 2017. We are starting with fiscal year 2013-2014 because it is the beginning of the current 10-year implementation contract period, as per the Settlement Agreement (2015). It therefore provides a benchmark for monitoring changes in the GN as an employer over time.

The Government of Nunavut as an Employer 2013 to 2017

The Government of Nunavut continues to be the largest employer in the territory. As an employer, the GN is currently characterized by:

- Continuing growth;
- A continuing commitment to increase and enhance Inuit employment;
- Targeted education, learning and development to enhance capability and Inuit employment;
- An improved human resource management framework; and
- Continuing efforts to become a values-based organization.

Growing Continuously

The number of positions in the GN increased by 13% from 4,220 as of March 31, 2013 to 4,788.81 as of March 31, 2017 and 5,009.58 as of March 31, 2019, as reported in TRPS. The number of positions grew in all employment categories except Paraprofessional. The apparent decrease in the number of Paraprofessional positions is due to a shift of positions from the Paraprofessional employment category to the Administrative Support employment category during this period.

Staffing capacity decreased from 77% as of March 31, 2013 to 73% as of March 31, 2017 and 71% as of March 31, 2019. Capacity remained highest in the Executive and Senior Management employment categories from 2013 to 2019. It remained lowest in the Paraprofessional employment category.

Increasing and Enhancing Inuit Employment

INUIT REPRESENTATION

The number of Inuit employed in the GN increased by approximately 9% from 1,617 in 2013 to 1,755.98 as of March 31, 2017. The number of Inuit employees was 1,786.48 as of March 31, 2019.

The representation rate of Inuit remained at 50% during the period from 2013 to 2019. The number of positions filled by Inuit increased at approximately the same rate as the increase in the total number of filled positions.

Inuit employment remained highest in the Paraprofessional and Administrative Support employment categories. It decreased in the Executive and Senior Management employment categories from 2013 to 2017, but increased or remained stable in all employment categories between 2017 and 2019.

By employment category, as of March 31, 2019, Inuit representation was:

- 37% in Executive,
- 18% in Senior Management,
- 29% in Middle Management,
- 28% in Professional,
- 62% in Paraprofessional, and
- 86% in Administrative Support.

NEW INUIT EMPLOYMENT PLANNING INITIATIVES

Following the signing of the Settlement Agreement in May 2015, we began to develop and implement improved processes and tools for Inuit employment planning. New programs and initiatives introduced between 2013 and 2019 are listed below.

STRATEGIC DIRECTION	INITIATIVE OR PROGRAM	CURRENT STATUS
GOVERNANCE, ADMINISTRATION, PLANNING, MONITORING AND REPORTING		
Labour Market Information	NILFA labour market information	Ongoing since 2016-2017
	GN strategic workforce analysis	Ongoing since 2017-2018
	GN labour market analysis	Ongoing since 2017-2018
Inuit Employment Planning, Monitoring and Reporting	Master Inuit Employment Plan to 2023	Drafted in 2017-2018; updated for final approval in early 2019
	Detailed departmental IEPs to 2023	Drafted in 2017-2018; updated for final approval in early 2019

Increasing Education, Learning and Development

With the availability of new implementation funding under the 2015 Settlement Agreement, the GN has added comprehensive new education and training opportunities for Inuit employees.

NEW PROGRAMS AND INITIATIVES

New programs and initiatives introduced between 2013 and 2019 are listed below and described in the Looking Ahead section of the Master IEP.

STRATEGIC DIRECTION	INITIATIVE OR PROGRAM	CURRENT STATUS
HUMAN RESOURCE PLANNING AND MANAGEMENT		
Orientation and Cultural Diversity	Indigenous Cultural Competence Training	Ongoing since 2016-2017

STRATEGIC DIRECTION	INITIATIVE OR PROGRAM	CURRENT STATUS
HUMAN RESOURCE DEVELOPMENT		
Education	Amaqtaarniq Education Program	Ongoing since 2017-2018
On-the-Job Training	Career Broadening Program	Ongoing since 2017-2018
	Policy Skills Development Program	Ongoing since 2017-2018
	Training Travel Fund	Ongoing since 2017-2018
LEADERSHIP DEVELOPMENT		
Competency-based Management	GN Leadership Competency Model	Ongoing since 2013-2014
Leadership Development	Hivuliqtikhanut Leadership Program	Ongoing since 2015-2016

Improving the Human Resources Management Framework

The GN has gradually been replacing statutes inherited from the Government of the Northwest Territories with more up-to-date legislation and policy that reflects Nunavut's needs. Significant improvements were made in the legislative and policy framework for managing human resources with the proclamation of Nunavut's own Public Service Act in 2013.

NEW PROGRAMS AND INITIATIVES

New programs and initiatives introduced between 2013 and 2019 are listed below.

STRATEGIC DIRECTION	INITIATIVE OR PROGRAM	CURRENT STATUS
GOVERNANCE, ADMINISTRATION, PLANNING, MONITORING AND REPORTING		
Human Resources Legislative and Policy Framework	Public Service Act renewal	Proclaimed 2013-2014
	Code of Public Service Values and Ethics	Ongoing since 2013-2014
	Human Resources Strategy 2014-2018	Ongoing since 2014-2015
	Human Resources Strategy update	In development 2019-2020

Becoming a Values-Based Organization

Inuit Societal Values (ISV), as they are utilized in GN policy, constitute guidelines that contribute to an effective and excellent public service that is grounded in the ethics and philosophy of Inuit. Inuit traditional knowledge and ISV are increasingly being incorporated into GN legislation, policies, programs, and the workplace:

- The new Code of Public Service Values and Ethics incorporates ISV and other traditional guiding principles.
- The new GN Leadership Competency Model was developed with ISV as a foundation for the behavioural competencies it describes.

- The new Hivuliqtikhanut Leadership Program is based on the GN Leadership Competency Model and incorporates Inuit societal values into program content and participant discussions.
- The new Policy Skills Development Program emphasizes the importance of Inuit participation in policy development and incorporates ISV into program content and participant discussions.
- The new *Iviqtippalliajut: In the Process of Falling into Place 2018-2023*¹² sets out a framework to help embed Inuit knowledge and values in GN policies, programs, services, and workplaces.

¹² Nunavut, Department of Culture and Heritage, *Iviqtippalliajut: In the Process of Falling into Place 2018-2023*, (2018).

CHAPTER 8: GN OCCUPATIONAL GROUPS TODAY

This chapter describes the characteristics of occupational groups in the Government of Nunavut, using the National Occupational Classification system.

Introduction

The National Occupational Classification (NOC) system is maintained by the Government of Canada to classify 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”) that is typically associated with the work. The GN assigns a 4-digit NOC code to each GN position as part of the job evaluation process.

In this chapter, we look at groups of GN positions by NOC code to gain insight into occupations in the public service at a more detailed level than that provided by our six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

The structure and use of NOC codes is described in greater detail in *Appendix I: Methodology*.

All numbers and percentages reported in the summary analysis of occupational groups and skill types should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

Qulliq Energy Corporation is included in this analysis of GN occupational groups from 2013 to 2017.

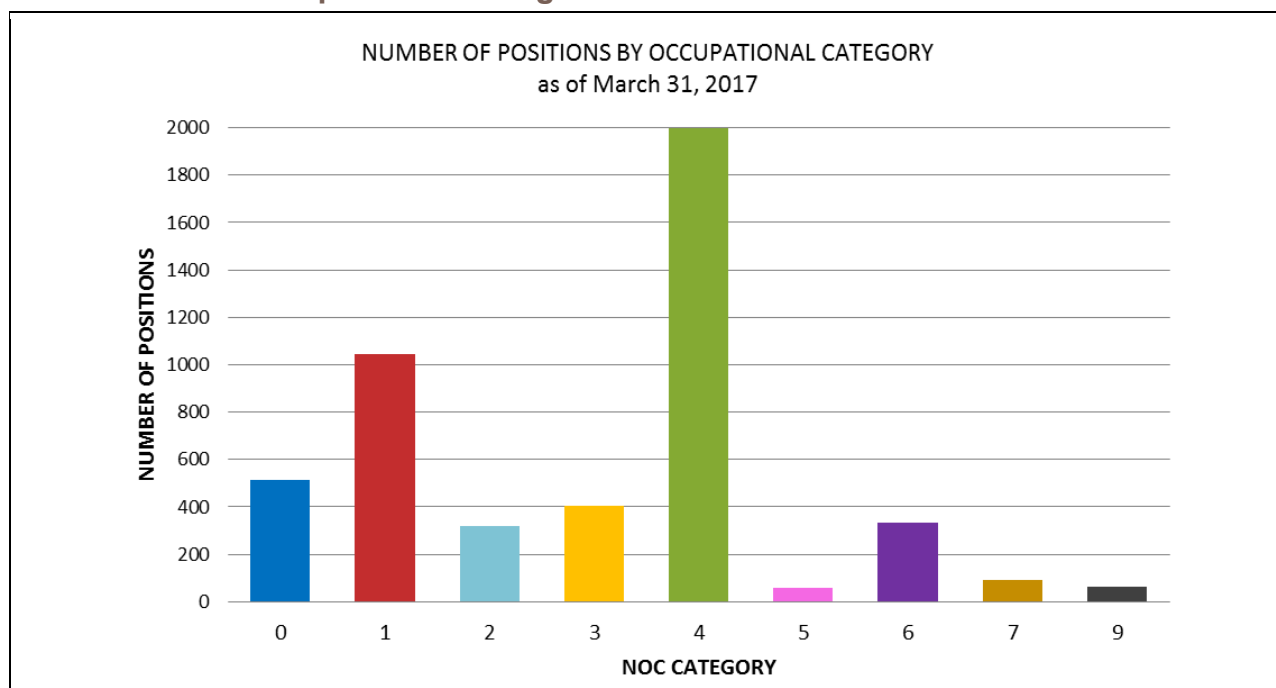
Key Findings about GN Occupational Groups 2013 to 2017

NOC Occupational Categories

The NOC system identifies 10 broad occupational categories based on the type of work. The category is indicated by the first digit of the NOC code. GN positions are coded in all of these categories except Category 8. Categories 1 and 4 have the most GN positions.

NOC CATEGORY	PERCENT GN POSITIONS (as of March 31, 2017)
0 - Management occupations	11%
1 - Business, finance and administration occupations	22%
2 - Natural and applied sciences and related occupations	7%
3 - Health occupations	8%
4 - Occupations in education, law, social, community and government services	41%
5 - Occupations in art, culture, recreation and sport	1%
6 - Sales and service occupations	7%
7 - Trades, transport and equipment operators and related occupations	2%
8 - Natural resources, agriculture and related production occupations	0%
9 - Occupations in manufacturing and utilities	1%

Positions in Occupational Categories



As of March 31, 2017:

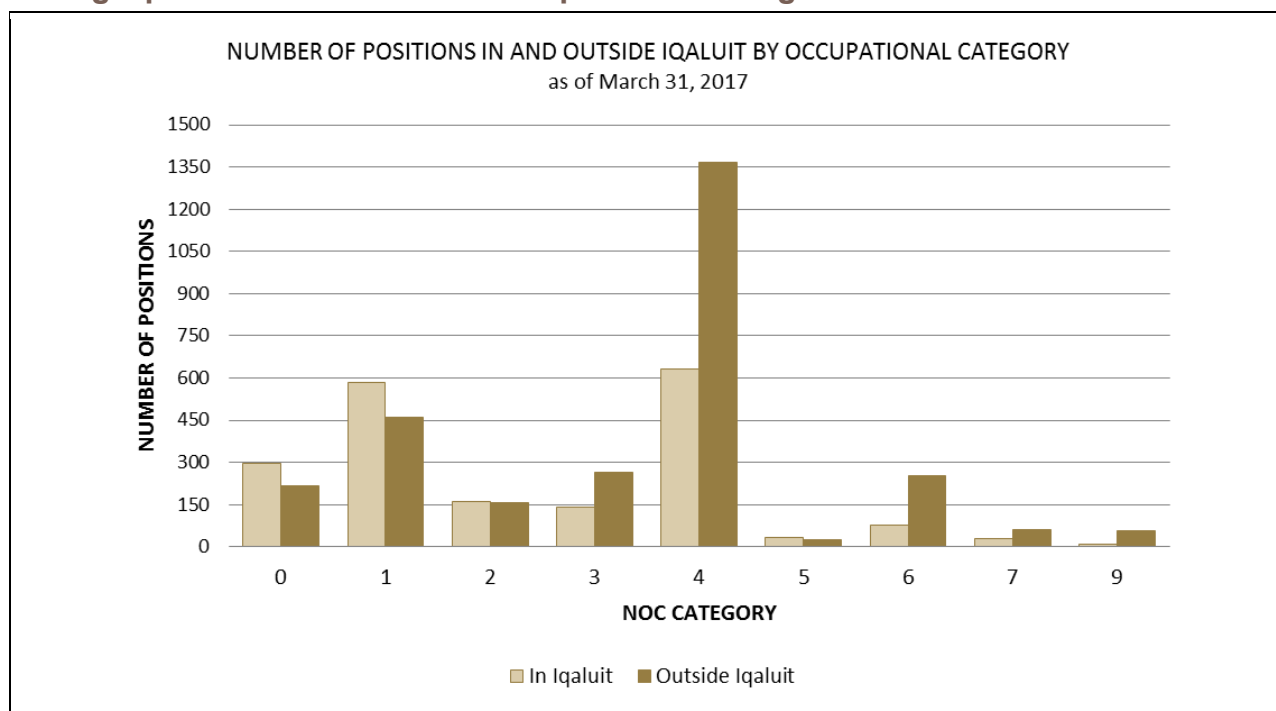
Within the GN, occupational categories ranged in size from approximately 60 positions (Category 5) to almost 2,000 positions (Category 4).

Between 2013 and 2017:

The number of positions increased in all occupational categories except Category 7.

NOC CATEGORY	CHANGE SINCE 2013	GREATEST INCREASE
0 - Management occupations	Approximately 4%	NOC 00 (Senior management)
1 - Business, finance and administration occupations	Approximately 8%	NOC 11 (Business and finance professionals) and NOC 12 (Administrative occupations)
2 - Natural and applied sciences occupations	Approximately 8%	NOC 22 (Technical occupations in natural and applied sciences)
3 - Health occupations	Approximately 15%	NOC 30 (Professional occupations in nursing) and NOC 32 (Technical health occupations)
4 - Occupations in education, law, social, government	Approximately 9%	NOC 40 (Professionals in education) and NOC 41 (Professionals in law, social, community and government services)
5 - Occupations in art, culture, recreation and sport	Approximately 12% (Less than 10 positions)	NOC 512 (Writing, translating and communications professionals)
6 - Sales and service occupations	Approximately 13%	NOC 65 (Service representatives and other customer services occupations)
7 - Trades, transport and equipment operators	Approximately -6% (Less than 10 positions)	
9 - Occupations in manufacturing and utilities	Approximately 7% (Less than 5 positions)	

Geographic Distribution of Occupational Categories



As of March 31, 2017:

Approximately 40.7% of all GN positions were located in Iqaluit and 59.3% were located outside Iqaluit, as reported in TRPS (March 31, 2017).

Occupational categories that are focused on management and administrative occupations in the public service generally had more positions in Iqaluit than outside Iqaluit. These included:

- Category 0 (Management occupations)
- Category 1 (Business, finance and administration occupations)

Occupational categories involving the direct delivery of programs and services tended to have more positions outside Iqaluit, located in some or all communities. These included:

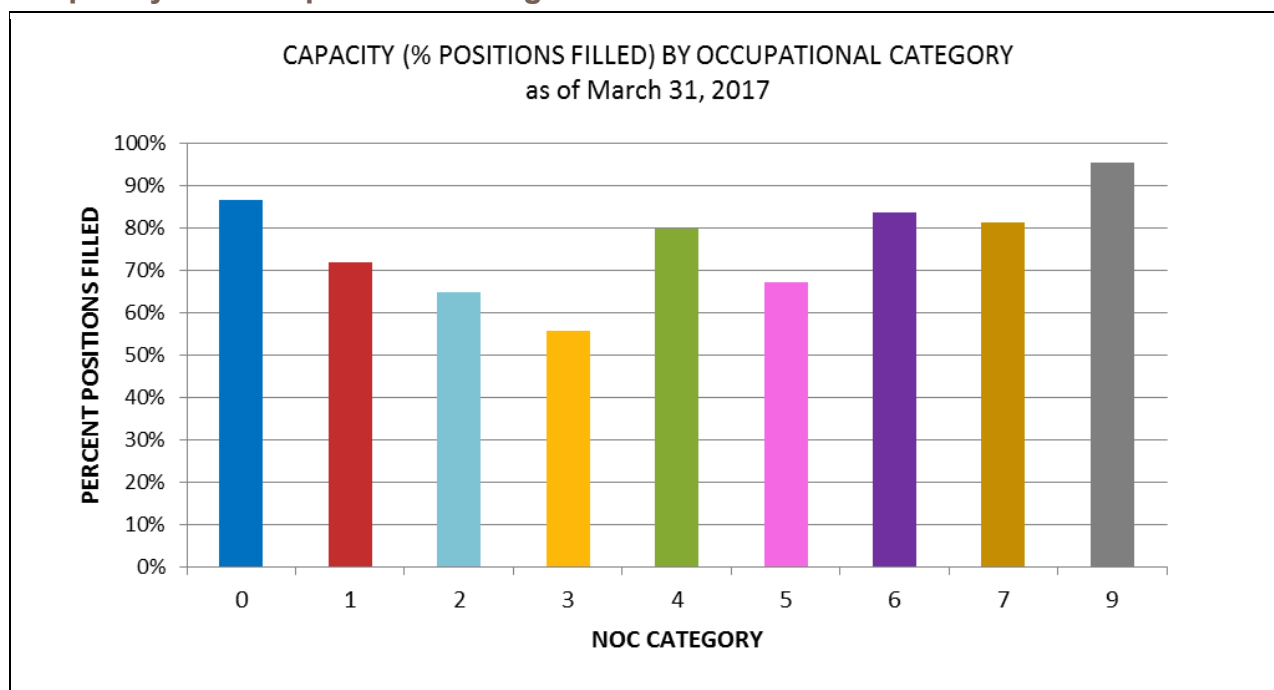
- Category 3 (Health occupations)
- Category 4 (Occupations in education, law and social, community and government services)
- Category 6 (Sales and service occupations)
- Category 7 (Trades, transport and equipment operators and related occupations)
- Category 9 (Occupations in manufacturing and utilities)

Between 2013 and 2017:

More positions were added in Iqaluit than outside Iqaluit in all occupational categories except:

- Category 1 (Business, finance and administration),
- Category 7 (Trades, transport and equipment operators)
- Category 9 (Occupations in manufacturing and utilities)

Capacity in Occupational Categories



As of March 31, 2017:

Capacity in the GN as a whole was at 73%, as reported in TRPS.

Capacity in five occupational categories exceeded the average GN capacity. Together, these categories had a total of almost 3,000 positions, approximately 2,450 (82%) of which were filled: Category 0 (Management occupations), Category 4 (Occupations in education, law and social, community and government services), Category 6 (Sales and service occupations), Category 7 (Trades, transport and equipment operators), and Category 9 (Occupations in manufacturing and utilities).

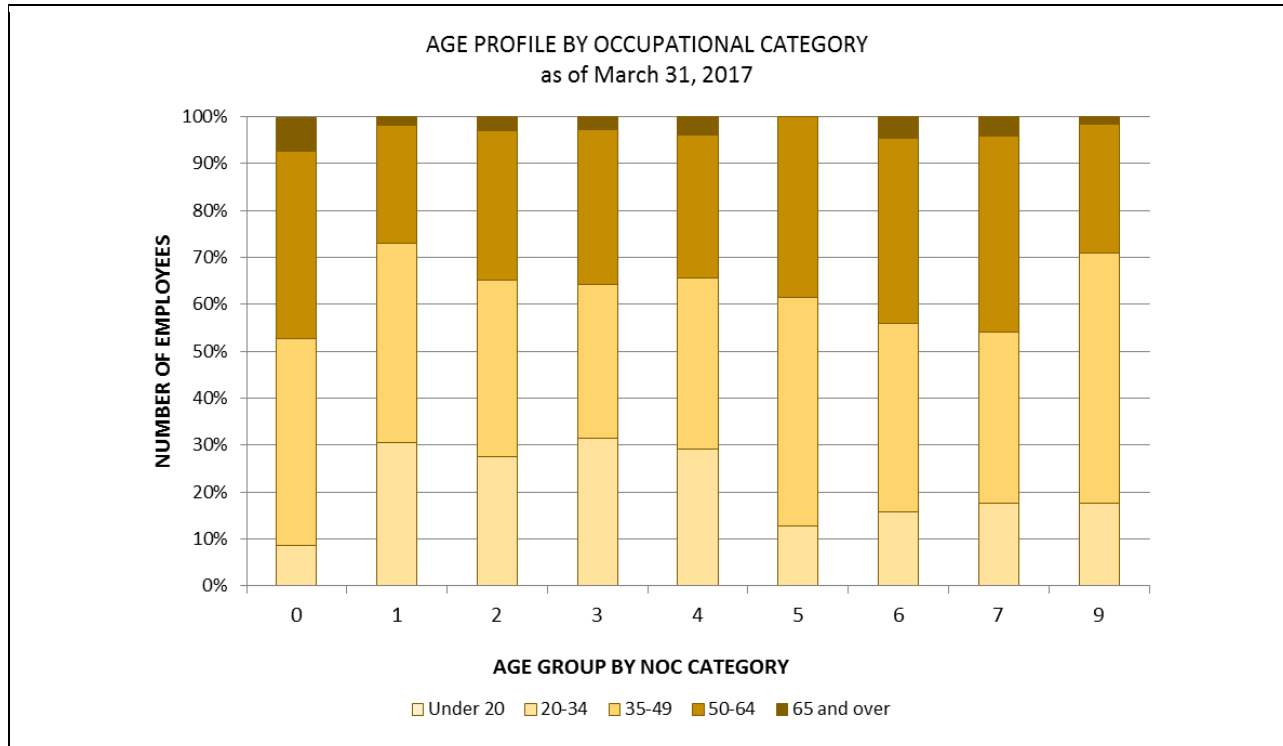
Between 2013 and 2017:

Capacity in the GN decreased from 77% in 2013 to 73% in 2017, as reported in TRPS.

Most occupational categories maintained their position relative to the GN average between 2013 and 2017. Category 7 (Trades, transport and equipment operators) increased to above the GN average.

CAPACITY BY CATEGORY RELATIVE TO GN AVERAGE	2013	2017
0 - Management occupations	Above	Above
1 - Business, finance and administration occupations	Below	Below
2 - Natural and applied sciences occupations	Below	Below
3 - Health occupations	Below	Below
4 - Occupations in education, law, social, government	Above	Above
5 - Occupations in art, culture, recreation and sport	Below	Below
6 - Sales and service occupations	Above	Above
7 - Trades, transport and equipment operators	Below	Above
9 - Occupations in manufacturing and utilities	Above	Above

Age Profile in Occupational Categories



As of March 31, 2017:

In seven occupational categories, more than one-third of the category workforce was age 50 or over. Together, these categories had a total of over 2,850 employees, approximately 1,080 (38%) of whom were age 50 or over, including 120 (4%) employees who were age 65 or over.

Among the larger occupational categories:

- Category 0 (Management occupations) had the oldest age profile, with more than 200 (47%) employees who were age 50 or over, including 30 (7%) employees age 65 or over.
- Category 4 (Occupations in education, law, social, community and government services) had almost 550 (34%) employees who were age 50 or over.
- Category 1 (Business, finance and administration occupations) had the youngest age profile, with almost 550 (73%) employees under age 50.

At least 25% of employees were under age 35 in:

- Category 1 (Business, finance and administration occupations)
- Category 2 (Natural and applied sciences occupations)
- Category 3 (Health occupations)
- Category 4 (Occupations in education, law, social, community and government services)

Between 2013 and 2017:

The GN workforce aged. In 2013, approximately 32% of the workforce was age 50 or over. By 2017, 36% was age 50 or over.

Retirement Potential by 2023 in Occupational Categories

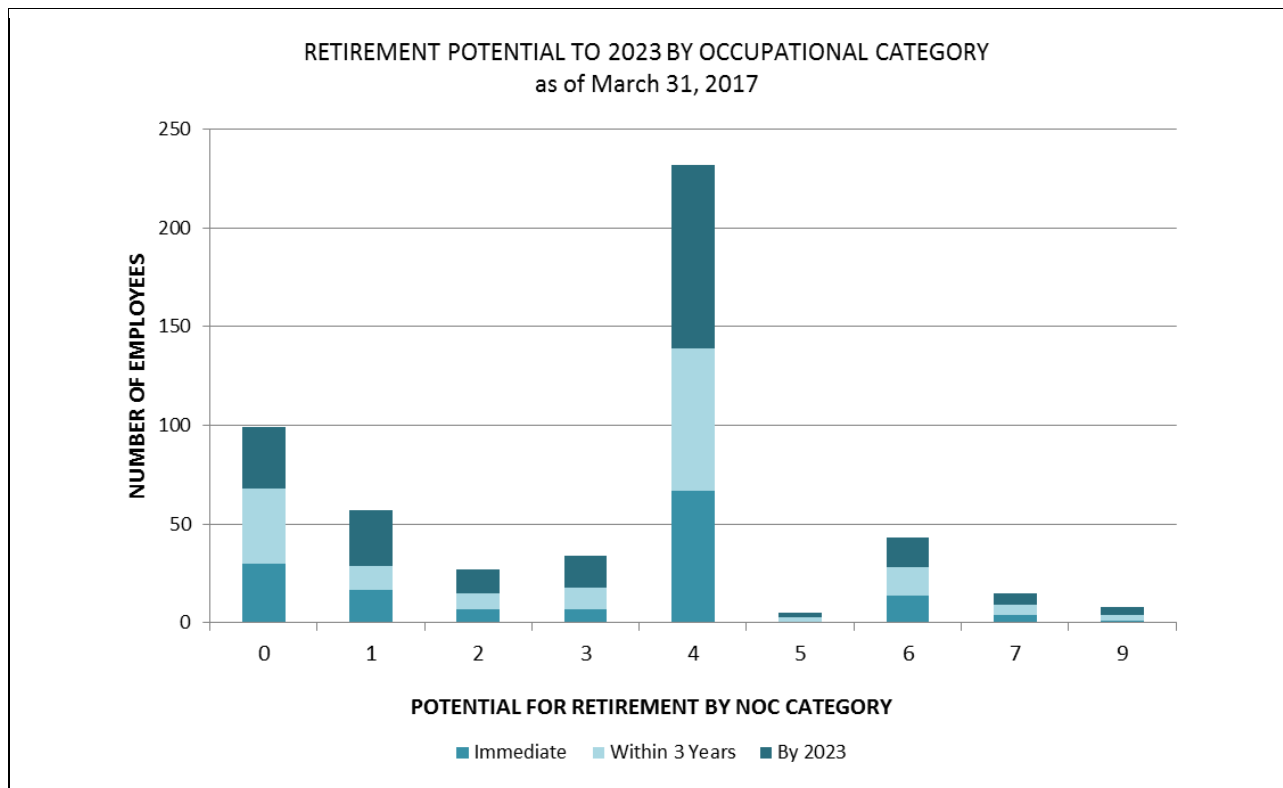
In the GN, eligibility for retirement begins at age 60 or 65 (depending on whether or not an employee joined the pension plan before or after January 1, 2013) or when a GN employee is age 55 or over and has at least 30 years of service.

For the purposes of this workforce analysis, eligibility for retirement is calculated as beginning at age 65 or when an indeterminate GN employee is age 55 or over and has at least 30 years of service. The date of enrolment in the pension plan is not factored in. This means that retirement potential may be underestimated, as employees age 60-64 who joined the pension plan prior to 2013 are not included unless they also meet the criteria for age plus years of service. Term employees are not included in calculations of retirement eligibility.

The total number of employees with potential to retire by March 31, 2023 is cumulative:

- The number of employees with potential to retire within 3 years excludes those who have immediate eligibility.
- The number of employees with potential to retire by 2023 excludes those who have immediate eligibility and those who will achieve eligibility within 3 years.
- The total potential for retirement by 2023 includes those with eligibility from immediate to 2023.

We use the term “retirement potential” because employees may not retire when they become eligible. To protect confidential information about employees, we avoid reporting on specific numbers less than 10 and instead use the ranges “less than (<) 5” and “5-10”.



As of March 31, 2017:

The total potential for retirement by 2023 was approximately 520 employees or 16% of the current GN workforce. This included approximately:

- 150 employees (4%) with potential for immediate retirement,
- 165 employees (5%) with potential to retire within 3 years, and
- 200 (6%) additional employees with potential to retire by 2023.

The greatest potential for retirement was in two large occupational categories:

- In Category 0 (Management occupations), a total of approximately 100 employees or 26% of the current indeterminate workforce in the category was eligible to retire by 2023.
- In Category 4 (Occupations in education, law, social, community and government services), a total of approximately 230 employees or 18% of the current indeterminate workforce in the category was eligible to retire by 2023.

ESTIMATED RETIREMENT POTENTIAL TO 2023 NOC OCCUPATIONAL CATEGORY	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE				TOTAL % BY 2023
	Now	Within 3 Years	By 2023	TOTAL BY 2023	
0 - Management occupations	30	40	30	100	26%
1 - Business, finance and administration occupations	15	10	30	55	8%
2 - Natural and applied sciences occupations	5-10	5-10	12	25	14%
3 - Health occupations	5-10	10	16	35	16%
4 - Occupations in education, law, social, government	70	70	90	230	18%
5 - Occupations in art, culture, recreation and sport	< 5	< 5	< 5	5-10	14%
6 - Sales and service occupations	15	15	15	45	16%
7 - Trades, transport and equipment operators	< 5	< 5	5-10	15	20%
9 - Occupations in manufacturing and utilities	< 5	< 5	< 5	5-10	13%

Retirement Potential by 2023 by Occupational Category and Geography

As of March 31, 2017:

Outside Iqaluit, a total of approximately 360 employees (18% of the total GN workforce outside Iqaluit) had the potential to retire by 2023, including:

- 105 employees (5%) with potential for immediate retirement,
- 117 employees (6%) with potential to retire within 3 years, and
- 138 (7%) additional employees with potential to retire by 2023.

In Iqaluit, a total of approximately 160 employees (12% of the total GN workforce in Iqaluit) had the potential to retire by 2023, including:

- 42 employees (3%) with potential for immediate retirement,

- 49 employees (4%) with potential to retire within 3 years, and
- 69 (5%) additional employees with potential to retire by 2023.

Retirement potential (by percentage of employees) was generally greater outside Iqaluit than in Iqaluit, except for Category 7 (Trades, transport and equipment operators).

ESTIMATED RETIREMENT POTENTIAL TO 2023 OUTSIDE IQALUIT	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE				
	Now	Within 3 Years	By 2023	TOTAL BY 2023	TOTAL % BY 2023
NOC OCCUPATIONAL CATEGORY					
0 - Management occupations	18	22	15	55	38%
1 - Business, finance and administration occupations	5-10	5-10	5-10	25	7%
2 - Natural and applied sciences occupations	5-10	< 5	5-10	15	16%
3 - Health occupations	5-10	5-10	14	30	23%
4 - Occupations in education, law, social, government	55	60	70	185	20%
5 - Occupations in art, culture, recreation and sport	0	0	< 5	< 5	15%
6 - Sales and service occupations	10	12	13	35	15%
7 - Trades, transport and equipment operators	< 5	< 5	< 5	5-10	17%
9 - Occupations in manufacturing and utilities	< 5	< 5	< 5	5-10	13%

ESTIMATED RETIREMENT POTENTIAL TO 2023 IN IQALUIT	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE				
	Now	Within 3 Years	By 2023	TOTAL BY 2023	TOTAL % BY 2023
NOC OCCUPATIONAL CATEGORY					
0 - Management occupations	15	15	15	45	18%
1 - Business, finance and administration occupations	5-10	< 5	20	30	8%
2 - Natural and applied sciences occupations	< 5	< 5	< 5	10	11%
3 - Health occupations	< 5	< 5	< 5	5-10	6%
4 - Occupations in education, law, social, government	15	15	20	50	13%
5 - Occupations in art, culture, recreation and sport	0	< 5	0	< 5	13%
6 - Sales and service occupations	5-10	< 5	< 5	10	16%
7 - Trades, transport and equipment operators	< 5	< 5	< 5	5-10	25%
9 - Occupations in manufacturing and utilities	0	< 5	0	< 5	13%

Key Findings about Skill Types in the GN 2013 to 2017

NOC Skill Types

The NOC system classifies occupations based on the amount and type of education, training or employment preparation that is typically required to enter and perform the duties of the occupation.

For non-management occupations, the skill type is indicated by the second digit of the NOC code. The NOC system assumes that all management occupations are Skill Type A.

The NOC system classifies occupations, not specific positions or individual employees. The NOC category and skill type assigned to a GN position reflects its occupational classification within a Canadian national standard. It does not reflect the actual education, training or skills of employees.

GN positions are coded in all skill types. Skill Types A and B have the most GN positions. Despite increases in the number of GN positions in each skill type, the ratio or percent of GN positions in each skill type has remained comparable since 2013.

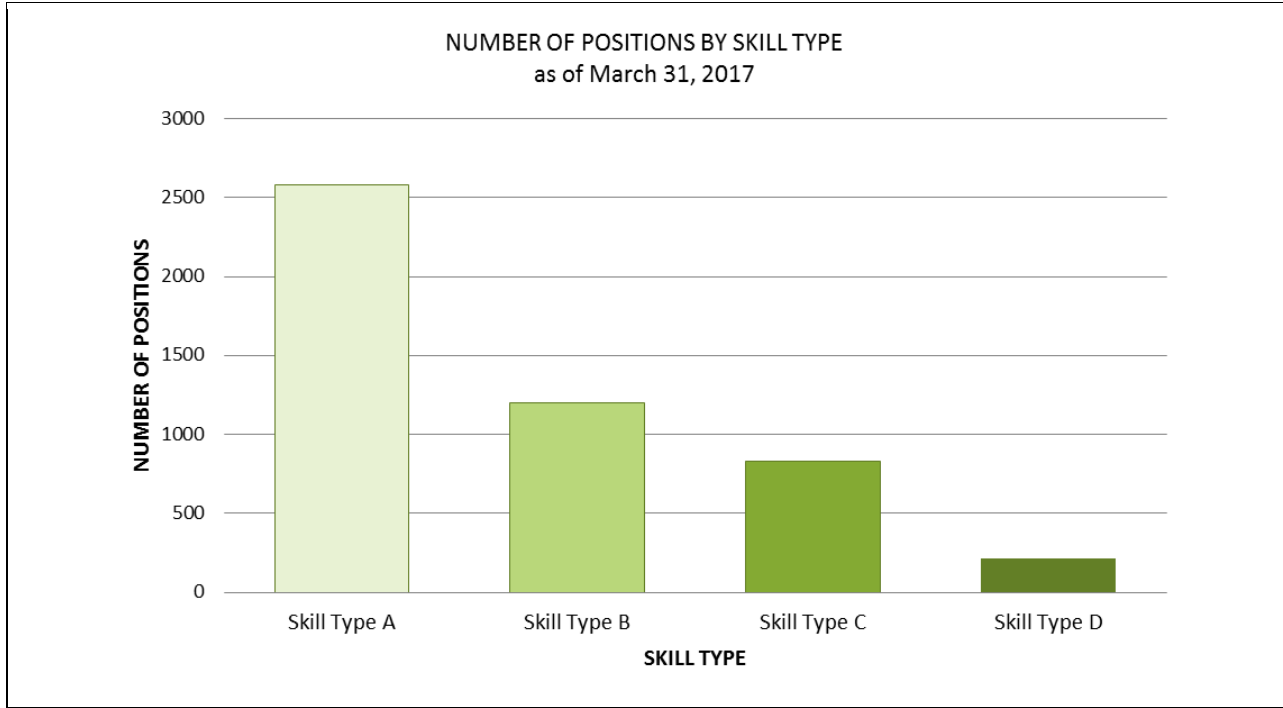
NOC SKILL TYPE As of March 31 st	PERCENT GN POSITIONS IN THE SKILL TYPE	
	2013	2017
Skill Type A (2 nd digit of the NOC code is 0 or 1) University degree (bachelor's, master's or doctorate) <i>and/or</i> Extensive occupational experience	53%	54%
Skill Type B (2 nd digit of the NOC code is 2 or 3) 2-3 years of post-secondary education at community college, institute of technology or CÉGEP <i>or</i> 2-5 years of apprenticeship training <i>or</i> 3-4 years of secondary school and more than 2 years of on-the-job training, occupation-specific training courses or specific work experience	23%	25%
Skill Type C (2 nd digit of the NOC code is 4 or 5) Completion of secondary school and some short-duration courses or training specific to the occupation <i>or</i> Some secondary school education, with up to 2 years of on-the-job training, training courses or specific work experience	17%	17%
Skill Type D (2 nd digit of the NOC code is 6 or 7) Short work demonstration or on-the-job training <i>or</i> No formal educational requirements	5%	4%

Positions by Skill Type

As of March 31, 2017:

There were approximately:

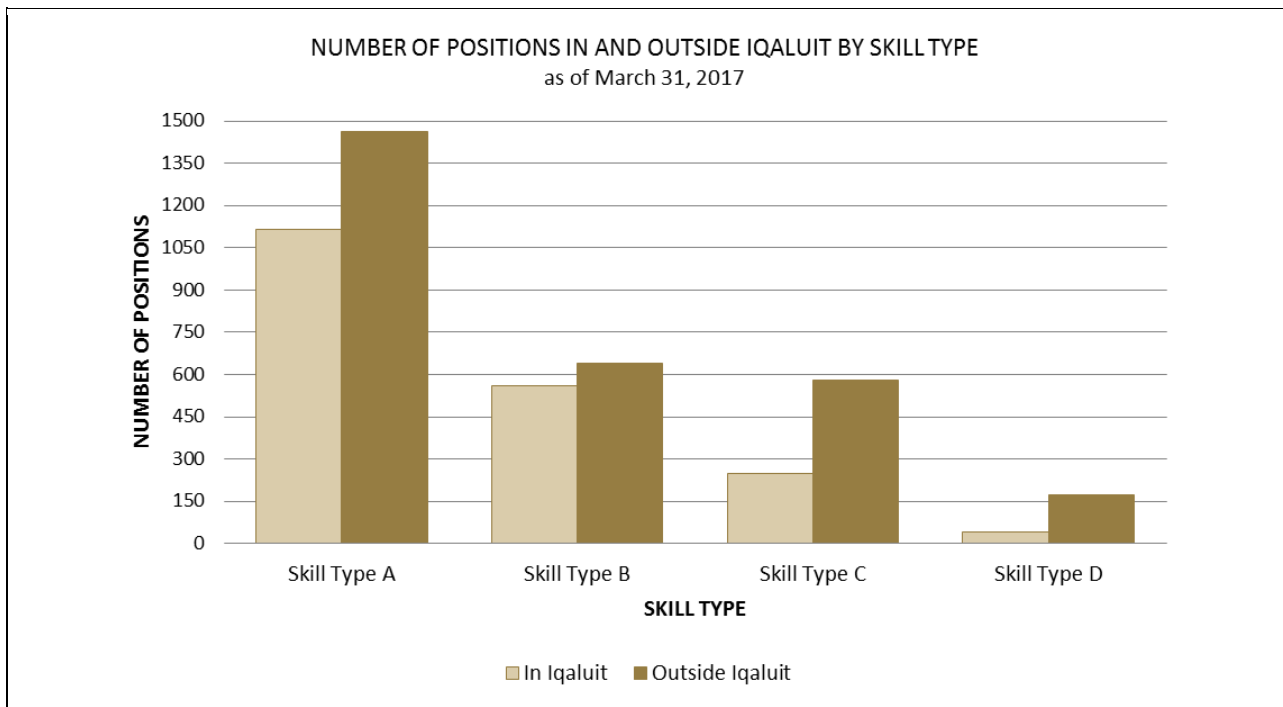
- 2,600 GN positions coded as Skill Type A, which typically involves a university degree and/or extensive occupational experience.
- 1,200 GN positions coded as Skill Type B, which typically involves some post-secondary education or completion of secondary school and more than 2 years of on-the-job training.
- 830 GN positions coded as Skill Type C, which typically involves completion of secondary school and some job-specific courses or training.
- 200 GN positions coded as Skill Type D, which typically involves brief on-the-job training or work demonstrations and no formal educational requirements.



Between 2013 and 2017:

- The number of positions coded as Skill Type A increased by approximately 9%.
- The number of positions coded as Skill Type B or Skill Type C increased by approximately 8%.
- The number of positions coded as Skill Type D increased by approximately 5%.

Geographic Distribution by Skill Type



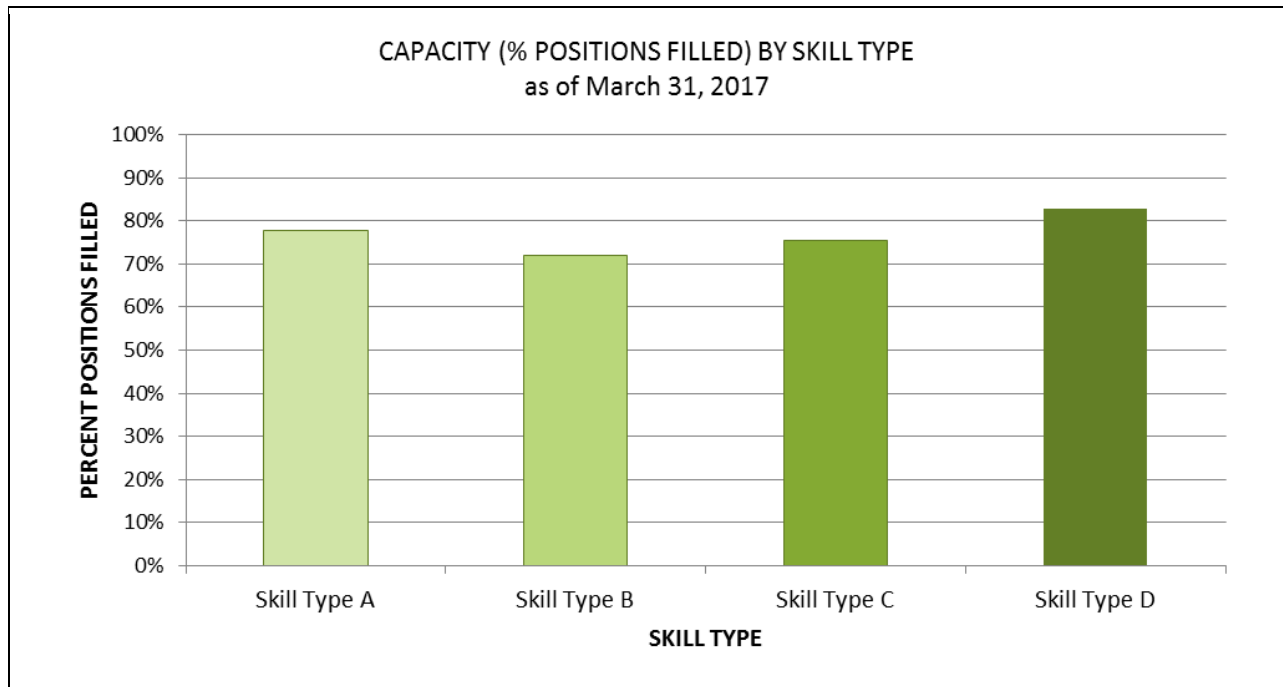
As of March 31, 2017:

There were more positions located outside Iqaluit than in Iqaluit in every skill type.

Between 2013 and 2017:

The number of positions increased more in Iqaluit than outside Iqaluit in Skill Types A and D. Increases in the number of positions in Skill Types B and C were comparable in Iqaluit and outside Iqaluit

Capacity by Skill Type



As of March 31, 2017:

Capacity in the GN as a whole was at 73%, as reported in TRPS.

Capacity in positions coded as Skill Type A, Skill Type C or Skill Type D exceeded the average GN capacity. Capacity in positions coded as Skill Type B was below the average GN capacity.

Between 2013 and 2017:

Capacity in the GN decreased from 77% in 2013 to 73% in 2017, as reported in TRPS.

Capacity increased in positions coded as Skill Type D.

CAPACITY BY SKILL TYPE RELATIVE TO GN AVERAGE CAPACITY	2013	2017
Skill Type A (university degree and/or extensive experience)	Above	Above
Skill Type B (some post-secondary education or training)	Below	Below
Skill Type C (secondary school completion; job-specific training)	Comparable	Above
Skill Type D (no formal educational requirements)	Above	Above

Age Profile by Skill Type

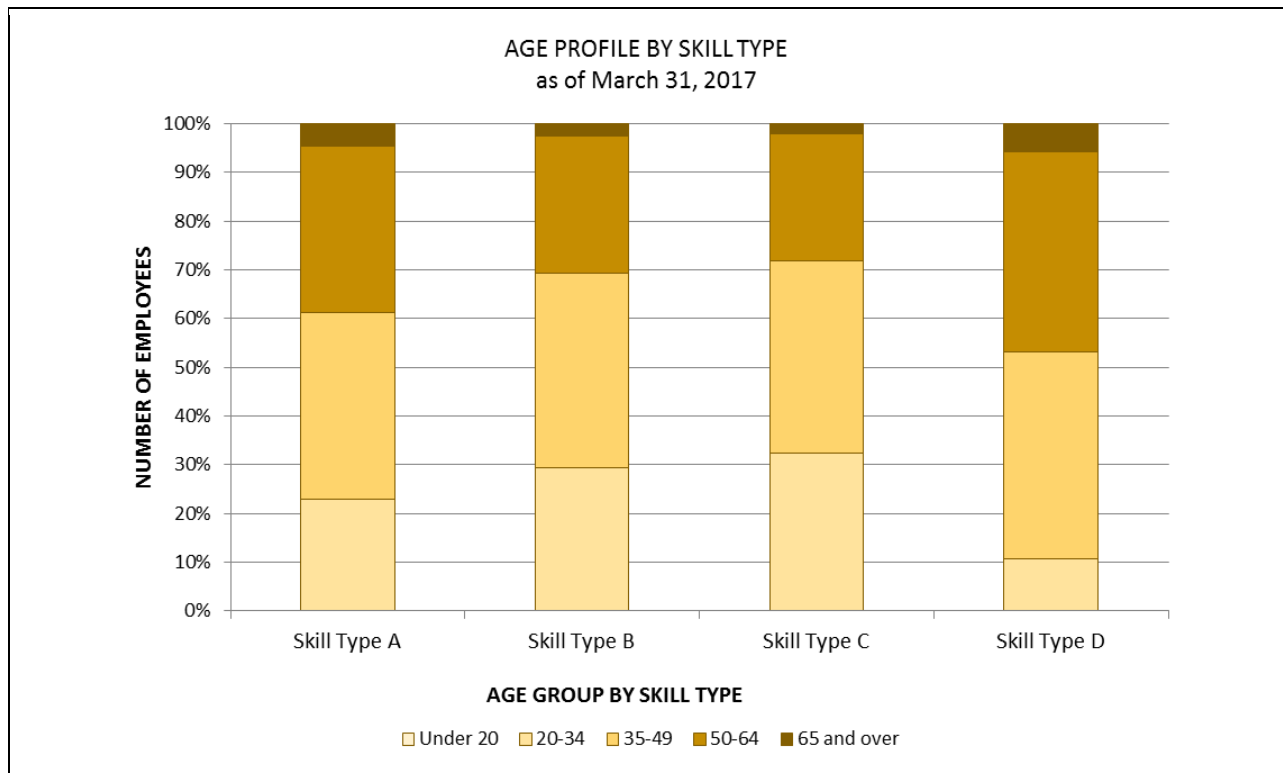
As of March 31, 2017:

More than one-third of the workforce was age 50 or over in GN positions coded as Skill Type A or Skill Type D. Together, positions in these skill types had a total of almost 2,200 employees, more than 850 (39%) of whom were age 50 or over, including approximately 100 (5%) employees age 65 or over.

Skill Type D had the oldest age profile, with approximately 80 (47%) employees age 50 or over, including 10 (6%) who were age 65 or over.

At least 25% of employees were under age 35 in positions coded as Skill Type B or Skill Type C. Together, positions in these skill types had a total of almost 1,500 employees, approximately 440 (30%) of whom were under age 35.

Skill Type C had the youngest age profile, with approximately 450 (72%) employees under age 50.

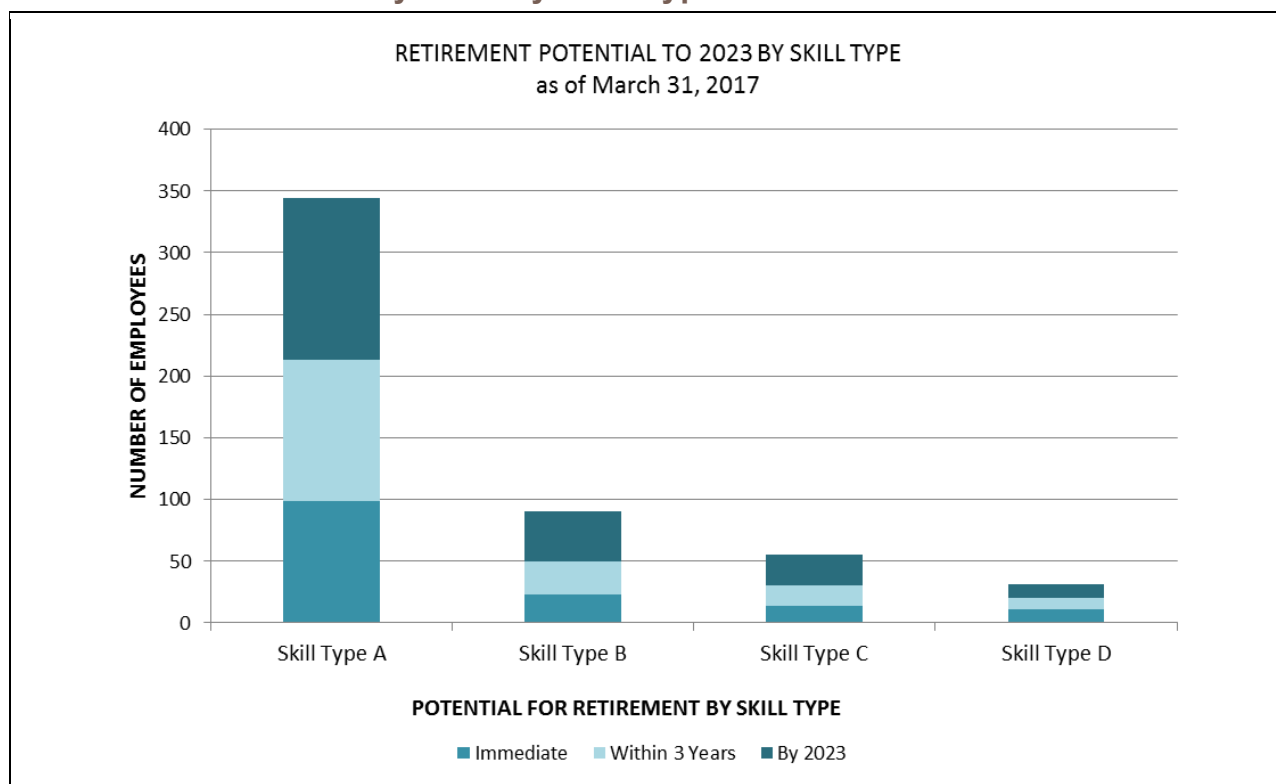


Between 2013 and 2017:

The GN workforce aged. In all skill types, both the number and the proportion of employees age 50 or over increased between 2013 and 2017.

In positions coded as Skill Type A, the number of employees age 50 or over grew from approximately 730 in 2013 to approximately 780 in 2017, while the proportion remained the same at about 39%. In positions coded as Skill Type B, the number of employees age 50 or over grew from approximately 170 (21%) in 2013 to approximately 265 (31%) in 2017.

Retirement Potential by 2023 by Skill Type



As of March 31, 2017:

The total potential for retirement by 2023 was almost 520 employees or 16% of the current GN workforce.

ESTIMATED RETIREMENT POTENTIAL TO 2023	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE				TOTAL % BY 2023
	Now	Within 3 Years	By 2023	TOTAL BY 2023	
Skill Type A (university degree; extensive experience)	100	115	130	345	21%
Skill Type B (some post-secondary education or training)	25	25	40	90	11%
Skill Type C (secondary school completion; job training)	15	15	25	55	9%
Skill Type D (no formal educational requirements)	10	10	10	30	18%

The total potential for retirement by 2023 included approximately:

- 345 employees (21%) in positions coded as Skill Type A.
- 90 employees (11%) in positions coded as Skill Type B.
- 55 employees (9%) in positions coded as Skill Type C.
- 30 employees (18%) in positions coded as Skill Type D.

Retirement Potential by 2023 by Skill Type and Geography

As of March 31, 2017:

In Skill Types A, B and D, retirement potential (by percentage of employees) was greater outside Iqaluit than in Iqaluit. In Skill Type C, it was comparable outside and in Iqaluit.

ESTIMATED RETIREMENT POTENTIAL TO 2023 OUTSIDE IQALUIT	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE				
	Now	Within 3 Years	By 2023	TOTAL BY 2023	TOTAL % BY 2023
Skill Type A (university degree; extensive experience)	70	80	90	240	25%
Skill Type B (some post-secondary education or training)	15	20	20	55	12%
Skill Type C (secondary school completion; job training)	10	15	15	40	9%
Skill Type D (no formal educational requirements)	5-10	5-10	10	25	18%

ESTIMATED RETIREMENT POTENTIAL TO 2023 IN IQALUIT	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE				
	Now	Within 3 Years	By 2023	TOTAL BY 2023	TOTAL % BY 2023
Skill Type A (university degree; extensive experience)	30	35	40	105	15%
Skill Type B (some post-secondary education or training)	5-10	5-10	20	35	9%
Skill Type C (secondary school completion; job training)	< 5	< 5	10	15	9%
Skill Type D (no formal educational requirements)	< 5	< 5	< 5	5	16%

CHAPTER 9: INUIT EMPLOYMENT TODAY

This chapter provides a summary analysis of the representation of Inuit in the Government of Nunavut since March 31, 2013 by employment category, occupational group and skill type.

Introduction

In this chapter, we summarize Inuit employment statistics from 2013 to 2017 by employment category, occupational group and skill type. Some data is updated as of March 31, 2019.

The GN summarizes Inuit employment statistics in the quarterly Towards a Representative Public Service reports. Fiscal year-end statistics are also reported in the Public Service Annual Report. This data is shown for the GN as a whole and for each department and territorial corporation by the GN's six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

As described in the previous chapter, the GN assigns a National Occupational Classification (NOC) code to each GN position as part of the job evaluation process. By looking at groups of GN positions by NOC code, we can gain insight into occupational groups in the GN at a more detailed level than that provided by the GN's six broad employment categories.

The structure and use of NOC codes is described in greater detail in *Appendix I: Methodology*.

All numbers and percentages reported in the summary analysis of Inuit employment by occupational groups and skill types should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

Qulliq Energy Corporation is included in this analysis from 2013 to 2017.

Inuit Employment by Employment Category 2013 to 2017

Unless otherwise noted, the source for all data on Inuit employment by GN employment category is the Towards a Representative Public Service (TRPS) report as of March 31st of the fiscal year cited. Inuit employment is reported in two ways:

- Number of Inuit employed in indeterminate and term positions, and
- Representation rate (percent of filled positions that are filled by Inuit).

Until the end of fiscal year 2014-2015, employment statistics in TRPS were reported as headcounts, without taking into account the full or part-time nature of positions. As of June 30, 2015, the GN began reporting on FTEs (full-time equivalents) in TRPS, thus taking into account the number of hours budgeted for each position.

2012-2013

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	38	33	87%	15	45%
Senior Management	167	140	84%	25	18%
Middle Management	471	381	81%	97	25%
Professional	1,470	1,142	78%	304	27%
Paraprofessional	1,508	1,121	74%	780	70%
Administrative Support	566	430	76%	396	92%
TOTAL All Departments, Agencies, Boards and Corporations	4,220	3,247	77%	1,617	50%

As reported in TRPS for March 31, 2013:

- There were 4,220 positions in the GN's departments, Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation. Overall capacity was 77%.
- Inuit representation was 50% (1,617 Inuit employed). Inuit representation was highest in the Administrative Support employment category and lowest in Senior Management.

2013-2014

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	39	32	82%	13	41%
Senior Management	164	135	82%	27	20%
Middle Management	490	391	80%	100	26%
Professional	1,566	1,219	78%	323	26%
Paraprofessional	1,487	1,093	74%	781	71%
Administrative Support	567	437	77%	398	91%
TOTAL All Departments, Agencies, Boards and Corporations	4,313	3,307	77%	1,642	50%

As reported in TRPS for March 31, 2014:

- There were 4,313 positions in the GN's departments, Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation. Overall capacity was 77%.
- Inuit representation was 50% (1,642 Inuit employed).

Between 2013 and 2014:

- Inuit representation remained at 50% during the period.

- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- The number of Inuit employees increased in all employment categories except Executive between 2013 and 2014.
- The number of Inuit employees increased most in the Professional employment category.
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.

2014-2015

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	40	34	85%	15	44%
Senior Management	167	138	83%	28	20%
Middle Management	498	386	78%	94	24%
Professional	1,610	1,207	75%	322	27%
Paraprofessional	1,573	1,152	73%	821	71%
Administrative Support	653	483	74%	424	88%
TOTAL All Departments, Agencies, Boards and Corporations	4,541	3,400	75%	1,704	50%

As reported in TRPS for March 31, 2015:

- There were 4,541 positions in the GN's departments, Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation. Overall capacity was 75%.
- Inuit representation was 50% (1,704 Inuit employed).

Between 2013 and 2015:

- Inuit representation remained at 50% during the period.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- The number of Inuit employees increased in all employment categories except Middle Management between 2013 and 2015.
- The number of Inuit employees increased most in the Paraprofessional employment category.
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.

2015-2016

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	38.00	36.00	95%	17.00	47%
Senior Management	164.00	146.00	89%	27.00	18%
Middle Management	469.00	358.00	76%	98.00	27%
Professional	1,649.55	1,209.95	73%	320.50	26%
Paraprofessional	1,067.90	739.84	69%	464.87	63%
Administrative Support	1,267.82	940.43	74%	795.18	85%
TOTAL All Departments, Agencies, Boards and Corporations	4,656.27	3,430.22	74%	1,722.55	50%

As reported in TRPS for March 31, 2016:

- There were approximately 4,656 positions in the GN's departments, agencies, boards, and corporations. Overall capacity was 74%.
- Inuit representation was 50% (approximately 1,723 Inuit FTEs).

Between 2013 and 2016:

- Until the end of fiscal year 2014-2015, employment statistics in TRPS were reported as headcounts, without taking into account the full or part-time nature of positions. As of June 30, 2015, TRPS began reporting on FTEs (full-time equivalents), thus taking into account the number of hours budgeted for each position.
- In 2015-2016, the GN changed the employment category of certain positions. This resulted in a shift of positions and Inuit employees from the Paraprofessional employment category to the Administrative Support employment category.
- Nunavut Business Credit Corporation was added to the TRPS report in 2015-2016, which had the effect of adding two Inuit employees to the GN total as of March 31, 2016.
- Inuit representation remained at 50% during the period.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.
- The number of Inuit employees increased in all employment categories between 2013 and 2016.
- The number of Inuit employees increased at a rate that was higher than or comparable to the rate of increase in filled positions in all employment categories, including Executive and Senior Management.

2016-2017

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	37.00	33.00	89%	12.00	36%
Senior Management	166.00	136.00	82%	20.00	15%
Middle Management	464.00	339.00	73%	92.00	27%
Professional	1,738.40	1,284.00	74%	348.00	27%
Paraprofessional	1,029.60	716.00	70%	427.83	60%
Administrative Support	1,353.81	996.20	74%	856.15	86%
TOTAL All Departments, Agencies, Boards and Corporations	4,788.81	3,504.20	73%	1,755.98	50%

As reported in TRPS for March 31, 2017:

- There were approximately 4,789 positions in the GN's departments, agencies, boards, and corporations. Overall capacity was 73%.
- Inuit representation was 50% (approximately 1,756 Inuit FTEs).

Between 2013 and 2017:

- Inuit representation remained at 50% during the period.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.
- The number of Inuit employees increased in the Professional employment category between 2013 and 2017, and decreased in Executive, Senior Management, and Middle Management.

2017-2018

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	37.00	32.00	86%	13.00	41%
Senior Management	168.00	138.00	82%	22.00	16%
Middle Management	474.00	340.00	72%	90.00	26%
Professional	1,774.10	1,304.00	74%	347.00	27%
Paraprofessional	1,063.20	743.67	70%	456.50	61%
Administrative Support	1,368.81	1,007.13	74%	866.48	86%
TOTAL All Departments, Agencies, Boards and Corporations	4,885.11	3,564.80	73%	1,794.98	50%

As reported in TRPS for March 31, 2018:

- There were approximately 4,885 positions in the GN’s departments, agencies, boards, and corporations. Overall capacity was 73%.
- Inuit representation was 50% (approximately 1,795 Inuit FTEs).

Between 2013 and 2018:

- Inuit representation remained at 50% during the period.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.
- The number of Inuit employees increased in the Professional employment category between 2013 and 2018, and decreased in Executive, Senior Management, and Middle Management.

2018-2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Positions	Filled	% Capacity	Employed	% Inuit
Executive	38.00	30.00	79%	11.00	37%
Senior Management	172.00	130.00	76%	24.00	18%
Middle Management	487.00	368.00	76%	105.00	29%
Professional	1,898.63	1,393.03	73%	392.53	28%
Paraprofessional	1,081.83	685.70	63%	428.53	62%
Administrative Support	1,332.11	961.97	72%	825.42	86%
TOTAL All Departments, Agencies, Boards and Corporations	5,009.58	3,568.70	71%	1,786.48	50%

As reported in TRPS for March 31, 2019:

- There were approximately 5,010 positions in the GN’s departments, agencies, boards, and corporations. Overall capacity was 71%.
- Inuit representation was 50% (approximately 1,786 Inuit FTEs).

Between 2013 and 2019:

- Inuit representation remained at 50% during the period.
- Inuit representation remained below 50% in Executive, Senior Management, Middle Management, and Professional employment categories.
- Inuit representation continued to be highest in the Administrative Support employment category and lowest in Senior Management.

- The number of Inuit employees increased in the Professional and Middle Management employment categories between 2013 and 2019, and decreased in Executive and Senior Management.

Inuit Employment by NOC Occupational Group 2013 to 2017

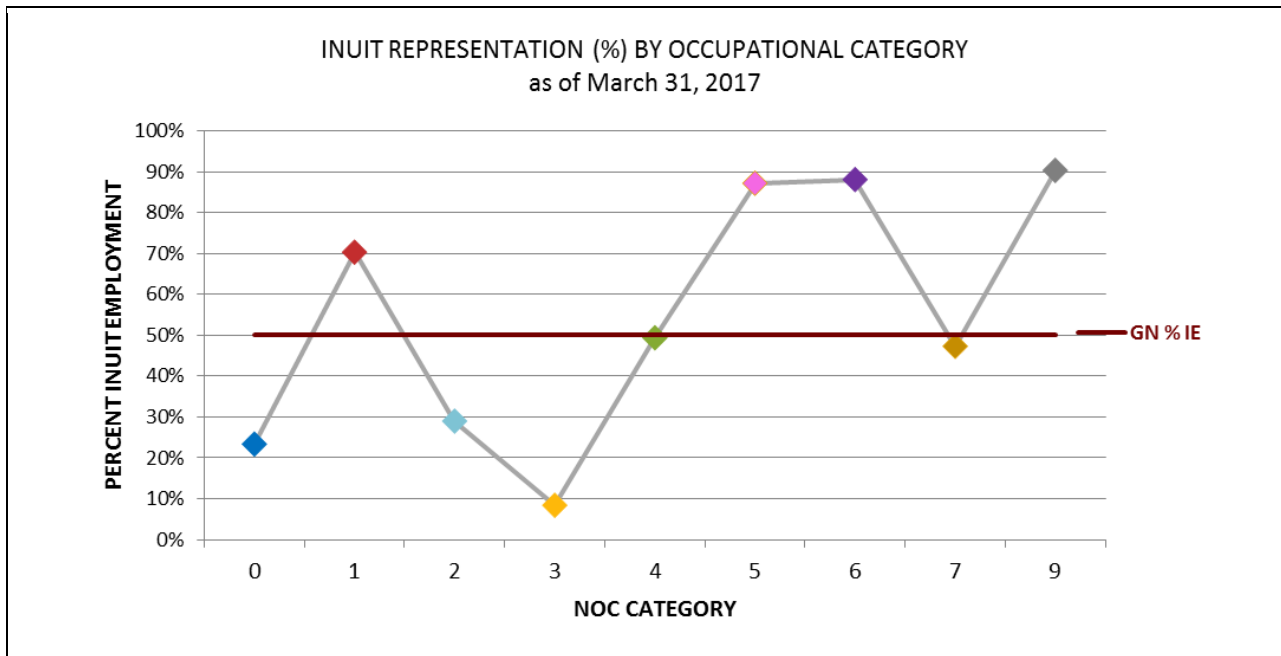
The National Occupational Classification (NOC) system is maintained by the Government of Canada to classify occupations in the Canadian labour market. Jobs are grouped based on the type of work performed and the type of education or training (NOC “skill”) that is typically associated with the work. The GN assigns a 4-digit NOC code to each GN position as part of the job evaluation process.

In this section, we look at Inuit employment in the GN by NOC code and skill type to gain insight at a more detailed level than that provided by our six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

All numbers and percentages reported in the summary analysis of Inuit employment by occupational group should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

The data set used in this analysis of the GN workforce differs in a number of ways from the data sets behind the GN’s quarterly Towards a Representative Public Service (TRPS) reports on Inuit employment statistics. In the case of significant variances, TRPS reports should be considered the definitive source.

Inuit Representation in Occupational Categories Since 2013



As of March 31, 2017:

Inuit representation in the GN as a whole was at 50%, as reported in TRPS (March 31, 2017).

Four occupational categories had higher representation of Inuit than in the GN as a whole. Together, these categories included more than 1,100 employees, including more than 850 Inuit:

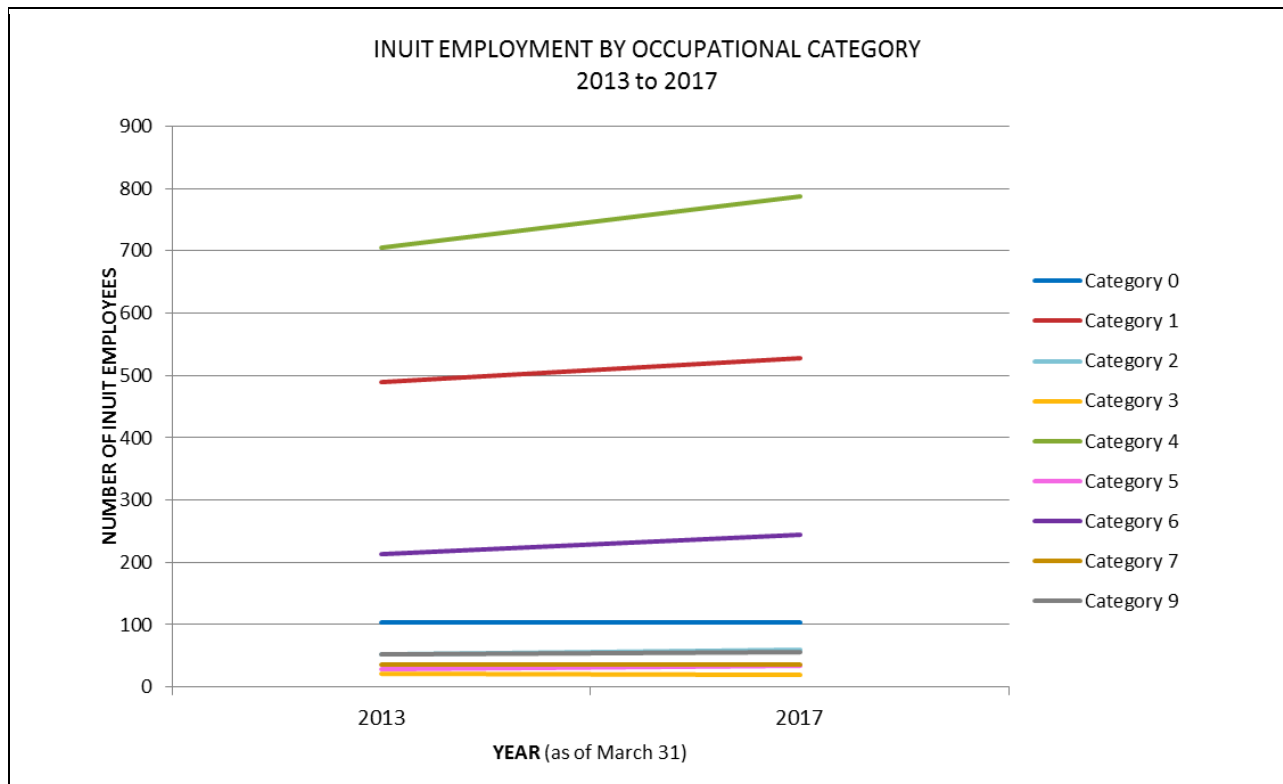
- Category 1 (Business, finance and administration occupations)
- Category 5 (Occupations in art, culture, recreation and sport)
- Category 6 (Sales and service occupations)
- Category 9 (Occupations in manufacturing and utilities)

Inuit representation in one large occupational category was comparable to the GN as a whole. This category included approximately 1,600 employees, including almost 800 Inuit.

- Category 4 (Occupations in education, law and social, community and government services)

Inuit representation was lowest in Category 3 (Health occupations).

Inuit Employment in Occupational Categories Since 2013



Between 2013 and 2017:

The number of Inuit employees increased in all occupational categories except Category 3 (Health occupations) during the period.

The greatest growth in the number of Inuit employees occurred in four occupational categories:

- In Category 1 (Business, finance and administration occupations) the total number of Inuit employees increased by 8% (approximately 38 Inuit).

- In Category 2 (Natural and applied sciences occupations) the total number of Inuit employees increased by 15% (approximately 8 Inuit).
- In Category 4 (Occupations in education, law and social, community and government services) the total number of Inuit employees increased by 12% (approximately 83 Inuit).
- In Category 6 (Sales and service occupations) the total number of Inuit employees increased by 14% (approximately 30 Inuit).

Inuit employment decreased by 10% (2 Inuit employees) in Category 3 (Health occupations).

Change in Inuit Employment Relative to Capacity Since 2013

As of March 31, 2017:

Inuit representation in the GN as a whole was 50%, as reported in TRPS.

Between 2013 and 2017:

Inuit representation remained at 50% during the period.

The number of Inuit employees increased in all occupational categories except Category 3 (Health occupations). In five occupational categories, the number of Inuit employees increased at a rate that was comparable to or greater than the rate of increase in filled positions:

- Category 1 (Business, finance and administration occupations)
- Category 2 (Natural and applied sciences occupations)
- Category 4 (Occupations in education, law, social, community and government services)
- Category 5 (Occupations in art, culture, recreation and sport)
- Category 9 (Occupations in manufacturing and utilities)

CHANGE IN INUIT EMPLOYMENT (IE) RELATIVE TO CAPACITY BY OCCUPATIONAL CATEGORY	Change in Number of Inuit Employees 2013 to 2017	Change in Number of Positions Filled 2013 to 2017	TREND
0 - Management occupations	1%	8%	Increase in IE <i>less than</i> increase in positions filled
1 - Business, finance and administration occupations	8%	8%	Increase in IE <i>comparable</i> to increase in positions filled
2 - Natural and applied sciences occupations	15%	1%	Increase in IE <i>greater than</i> increase in positions filled
3 - Health occupations	-10%	2%	<i>Decrease in IE</i> but increase in positions filled
4 - Occupations in education, law, social, community and government services	12%	8%	Increase in IE <i>greater than</i> increase in positions filled
5 - Occupations in art, culture, recreation and sport	21%	0%	Increase in IE <i>greater than</i> increase in positions filled
6 - Sales and service occupations	14%	17%	Increase in IE <i>less than</i> increase in positions filled
7 - Trades, transport and equipment operators	0%	6%	Increase in IE <i>less than</i> increase in positions filled
9 - Occupations in manufacturing and utilities	6%	3%	Increase in IE <i>greater than</i> increase in positions filled

Retirement Potential of Inuit Employees by Occupational Categories

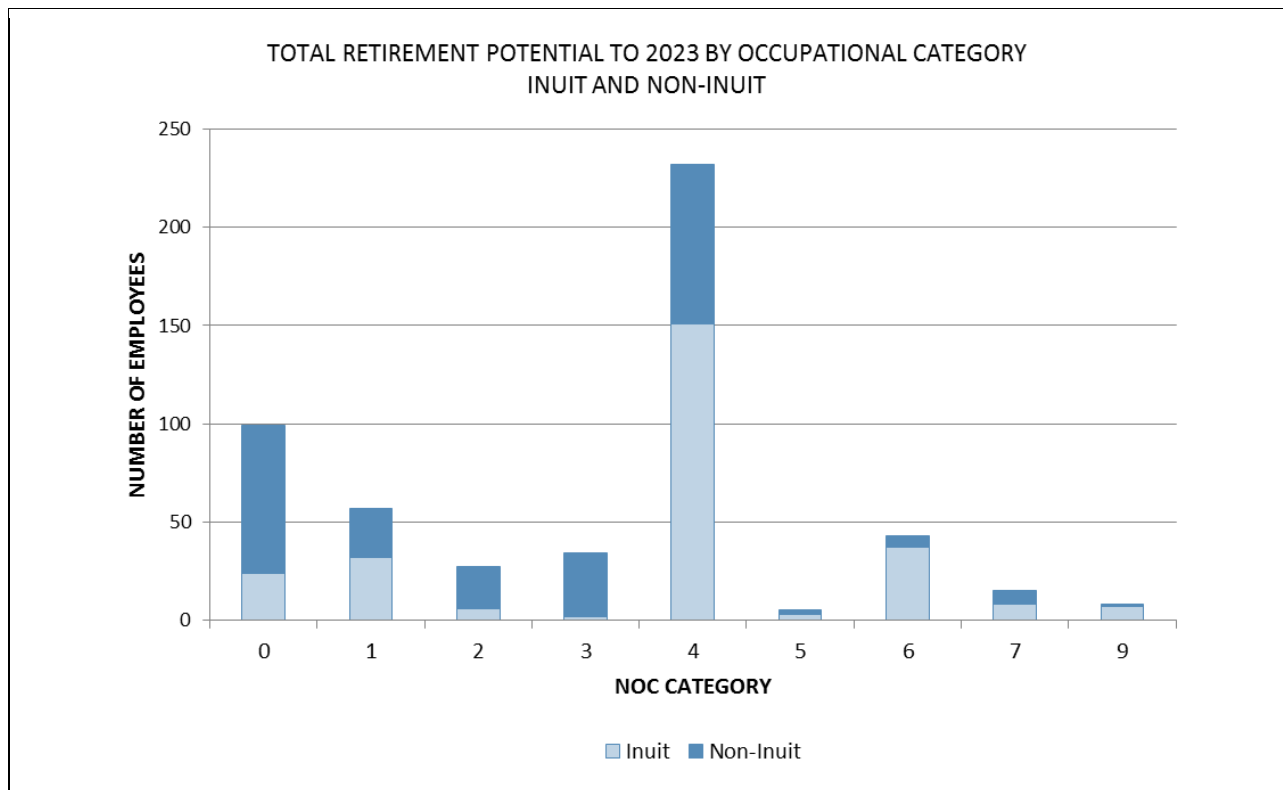
In the GN, eligibility for retirement begins at age 60 or 65 (depending on whether or not an employee joined the pension plan before or after January 1, 2013) or when a GN employee is age 55 or over and has at least 30 years of service.

For the purposes of this workforce analysis, eligibility for retirement is calculated as beginning at age 65 or when an indeterminate GN employee is age 55 or over and has at least 30 years of service. The date of enrolment in the pension plan is not factored in. This means that retirement potential may be underestimated, as employees age 60-64 who joined the pension plan prior to 2013 are not included unless they also meet the criteria for age plus years of service. Term employees are not included in calculations of retirement eligibility.

The total number of employees with potential to retire between 2017 and 2023 is cumulative:

- The number of employees with potential to retire within 3 years (by March 31, 2020) excludes those who have immediate eligibility (as of March 31, 2017).
- The number of employees with potential to retire by March 31, 2023 excludes those who have immediate eligibility and those who will achieve eligibility within 3 years.
- The total potential for retirement by 2023 includes those with eligibility from immediate (March 31, 2017) to March 31, 2023.

We use the term “retirement potential” because employees may not retire when they become eligible. To protect confidential information about employees, we avoid reporting on specific numbers less than 10 and instead use the ranges “less than (<) 5” and “5-10”.



As of March 31, 2017:

The total potential for retirement by 2023 was almost 520 employees or 16% of the current GN workforce. This included approximately 270 Inuit employees or 15% of the current Inuit workforce in the GN.

- 75 Inuit employees (4%) had the potential to retire immediately,
- 90 Inuit employees (5%) had the potential to retire within 3 years, and
- More than 100 (6%) additional Inuit employees had the potential to retire by 2023.

Among Inuit employees, the greatest potential for retirement was in two large occupational categories:

- In Category 0 (Management occupations), a total of approximately 26% of the current Inuit workforce in the category (25 Inuit employees) was eligible to retire by 2023.
- In Category 4 (Occupations in education, law, social, community and government services), a total of approximately 21% of the current Inuit workforce in the category (150 Inuit employees) was eligible to retire by 2023.

ESTIMATED RETIREMENT POTENTIAL OF INUIT EMPLOYEES TO 2023	NUMBER OF INUIT ELIGIBLE TO RETIRE				
	NOC OCCUPATIONAL CATEGORY	Now	Within 3 Years	By 2023	TOTAL BY 2023
0 - Management occupations	5-10	10	5-10	25	26%
1 - Business, finance and administration occupations	12	5-10	13	30	6%
2 - Natural and applied sciences occupations	< 5	< 5	< 5	6	10%
3 - Health occupations	< 5	< 5	0	< 5	11%
4 - Occupations in education, law, social, government	40	50	60	150	21%
5 - Occupations in art, culture, recreation and sport	0	< 5	< 5	< 5	9%
6 - Sales and service occupations	12	12	16	40	15%
7 - Trades, transport and equipment operators	< 5	< 5	< 5	8	23%
9 - Occupations in manufacturing and utilities	< 5	< 5	< 5	7	13%

Retirement Potential of Inuit Employees by Occupation and Geography

As of March 31, 2017:

Outside Iqaluit, a total of approximately 215 Inuit employees (17% of the Inuit workforce outside Iqaluit) had the potential to retire by 2023, including:

- 58 employees (5%) with potential for immediate retirement,
- 76 employees (6%) with potential to retire within 3 years, and
- 81 (6%) additional employees with potential to retire by 2023.

In Iqaluit, a total of approximately 55 employees (11% of the Inuit workforce in Iqaluit) had the potential to retire by 2023, including:

- 18 employees (4%) with potential for immediate retirement,
- 14 employees (3%) with potential to retire within 3 years, and
- 23 (5%) additional employees with potential to retire by 2023.

Retirement potential (by percentage of employees) was generally greater outside Iqaluit than in Iqaluit, except for Category 3 (Health occupations) and Category 5 (Occupations in art, culture, recreation and sport).

ESTIMATED RETIREMENT POTENTIAL TO 2023 INUIT EMPLOYEES OUTSIDE IQALUIT	NUMBER OF INUIT ELIGIBLE TO RETIRE				TOTAL % BY 2023
	NOC OCCUPATIONAL CATEGORY	Now	Within 3 Years	By 2023	
0 - Management occupations	< 5	5-10	< 5	15	29%
1 - Business, finance and administration occupations	5-10	5-10	5-10	20	6%
2 - Natural and applied sciences occupations	< 5	< 5	< 5	< 5	12%
3 - Health occupations	< 5	0	0	< 5	7%
4 - Occupations in education, law, social, government	34	46	50	130	22%
5 - Occupations in art, culture, recreation and sport	0	0	< 5	< 5	8%
6 - Sales and service occupations	5-10	12	12	35	16%
7 - Trades, transport and equipment operators	< 5	< 5	< 5	5-10	26%
9 - Occupations in manufacturing and utilities	< 5	< 5	< 5	5-10	13%

ESTIMATED RETIREMENT POTENTIAL TO 2023 INUIT EMPLOYEES IN IQALUIT	NUMBER OF INUIT ELIGIBLE TO RETIRE				TOTAL % BY 2023
	NOC OCCUPATIONAL CATEGORY	Now	Within 3 Years	By 2023	
0 - Management occupations	< 5	< 5	< 5	10	22%
1 - Business, finance and administration occupations	6	< 5	5-10	13	6%
2 - Natural and applied sciences occupations	0	0	< 5	< 5	6%
3 - Health occupations	0	< 5	0	< 5	25%
4 - Occupations in education, law, social, government	< 5	5-10	12	22	17%
5 - Occupations in art, culture, recreation and sport	0	< 5	0	< 5	10%
6 - Sales and service occupations	< 5	0	< 5	5-10	13%
7 - Trades, transport and equipment operators	0	< 5	0	< 5	13%
9 - Occupations in manufacturing and utilities	0	0	0	0	0%

Inuit Employment by NOC Skill Type 2013 to 2017

The NOC system classifies occupations based on the amount and type of education, training or employment preparation that is typically required to enter and perform the duties of the occupation.

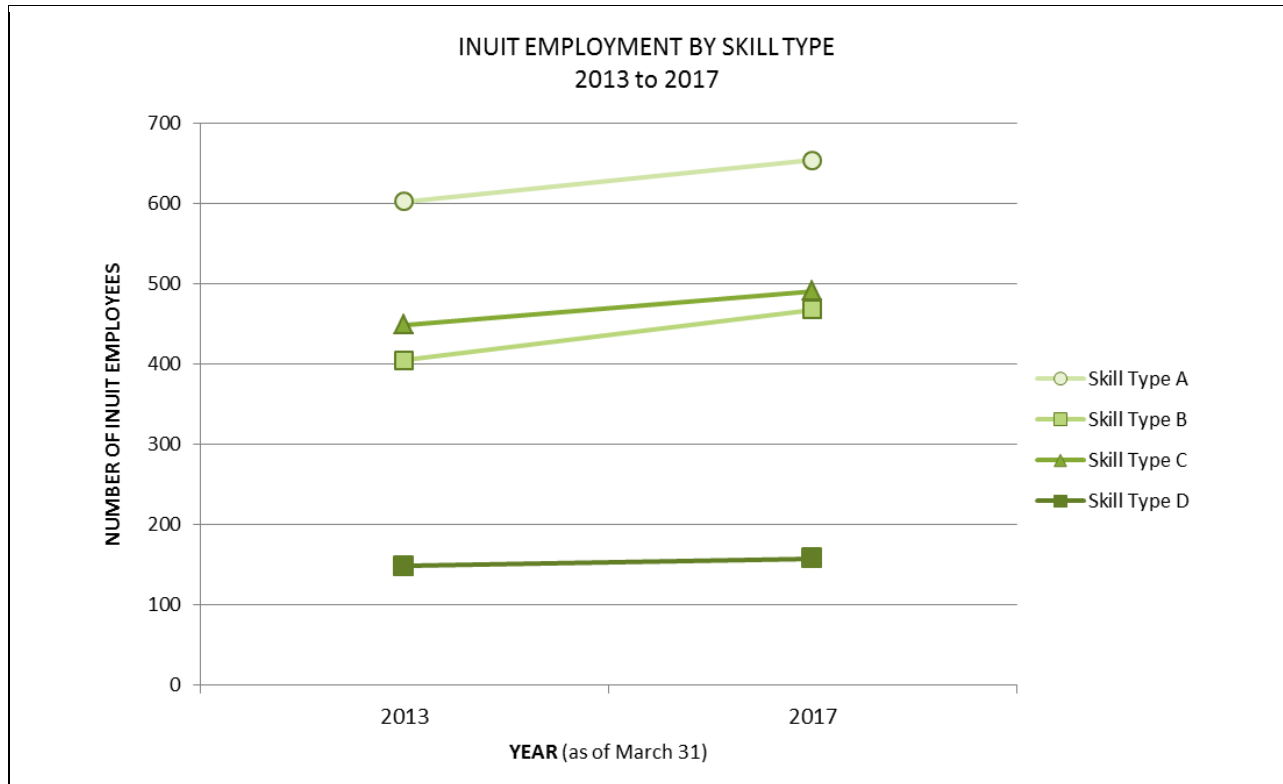
For non-management occupations, the skill type is indicated by the second digit of the NOC code. The NOC system assumes that all management occupations are Skill Type A. The NOC system identifies four broad skill types:

- **Skill Type A** (2nd digit of the NOC code is 0 or 1) typically involves a university degree (bachelor’s, master’s or doctorate) and/or extensive occupational experience.
- **Skill Type B** (2nd digit of the NOC code is 2 or 3) typically involves 2-3 years of post-secondary education at a college, or 2-5 years of apprenticeship training, or 3-4 years of secondary school and more than 2 years of occupation-specific training.
- **Skill Type C** (2nd digit of the NOC code is 4 or 5) typically involves completion of secondary school and some short-duration courses or training specific to the occupation or some secondary school education, with up to 2 years of on-the-job training.
- **Skill Type D** (2nd digit of the NOC code is 6 or 7) typically involves short work demonstrations or on-the-job training and has no formal educational requirements.

The NOC system classifies occupations, not specific positions or individual employees. The NOC category and skill type assigned to a GN position reflects its occupational classification within a Canadian national standard. It does not reflect the actual education, training or skills of employees.

All numbers and percentages reported in the summary analysis of Inuit employment by skill type should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

Inuit Employment by Skill Type Since 2013

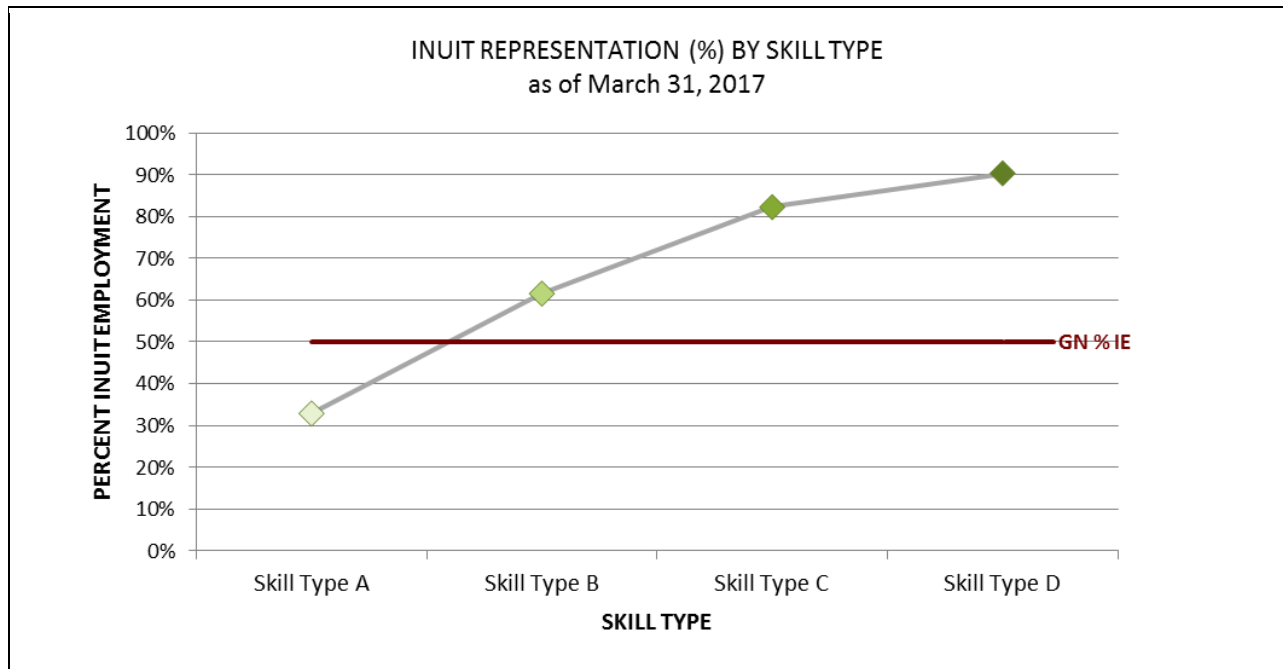


Between 2013 and 2017:

The number of Inuit employees increased in all skill types during the period.

- Inuit employment grew the most in positions coded as Skill Type B, with an increase of approximately 13% (60 Inuit employees) from 2013 to 2017.
- Inuit employment increased by approximately 10% in positions coded as Skill Type A (53 Inuit added) or Skill Type C (45 Inuit added).
- In positions coded as Skill Type D, the number of Inuit employees increased by approximately 6% (9 Inuit added).

Inuit Representation by Skill Type Since 2013



As of March 31, 2017:

Inuit representation in positions coded as Skill Type A was below the GN average of 50%, as reported in TRPS. Occupations in Skill Type A typically involve a university degree and/or occupational experience.

Inuit representation was highest in positions coded as Skill Type C or Skill Type D. These skill types are associated with occupations that emphasize on-the-job training and instruction in job duties. Many of these occupations can be entered with some secondary education or no formal education at all.

Between 2013 and 2017:

- Inuit representation in Skill Type B increased from 60% in 2013 to 62% in 2017.
- In positions coded as Skill Type A or Skill Type C, Inuit representation grew by one percentage point from 2013 to 2017.
- Despite an increase in the number of Inuit employees, Inuit representation in Skill Type D decreased from 93% in 2013 to 90% in 2017.

Change in Inuit Employment By Skill Type Relative to Capacity Since 2013

As of March 31, 2017:

Inuit representation in the GN as a whole was 50%, as reported in TRPS.

Between 2013 and 2017:

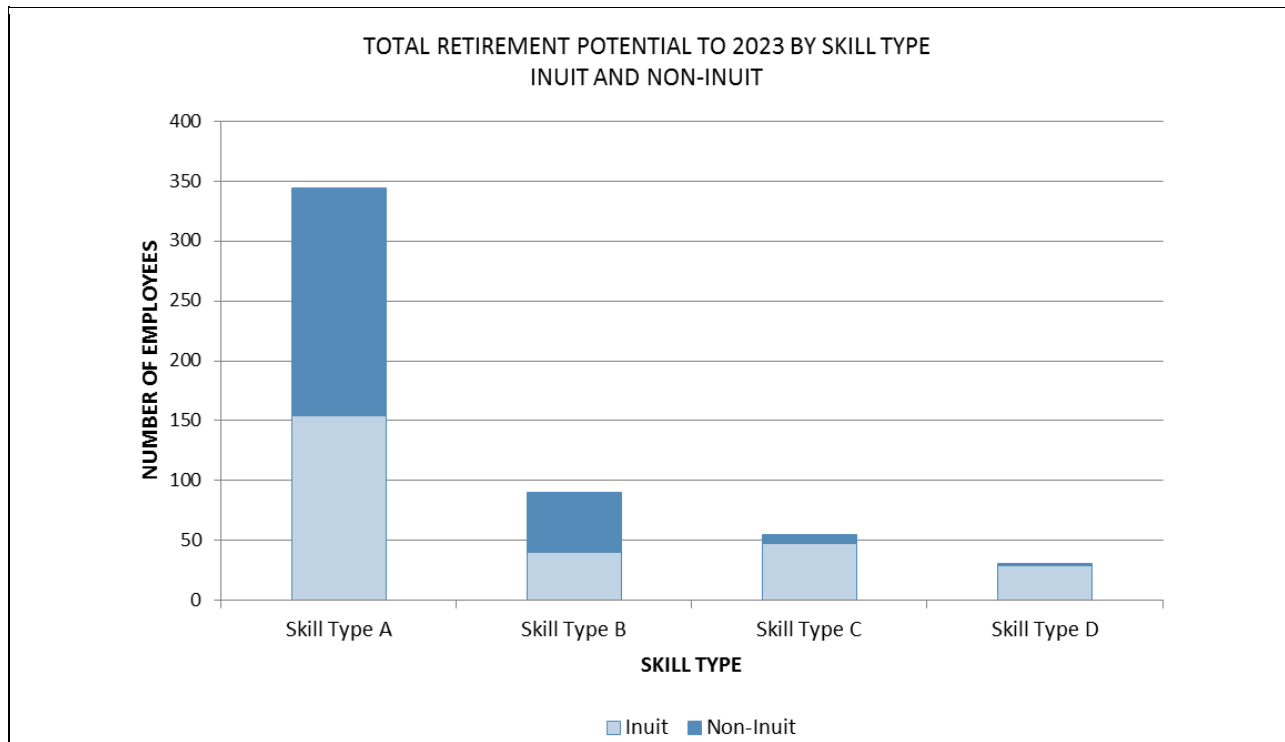
Inuit representation remained at 50% during the period.

The number of Inuit employees increased in all skill types during the period.

- In three skill types, the number of Inuit employees increased at a rate that was greater than the rate of increase in filled positions: Skill Type A, Skill Type B, and Skill Type C.
- In Skill Type D, the rate of increase in the number of Inuit employees was lower than the rate of increase in the number of filled positions.

CHANGE IN INUIT EMPLOYMENT (IE) RELATIVE TO CAPACITY BY SKILL TYPE	Change in Number of Inuit Employees 2013 to 2017	Change in Number of Positions Filled 2013 to 2017	TREND
Skill Type A (university degree; extensive experience)	9%	7%	Increase in IE greater than increase in positions filled
Skill Type B (some post-secondary education or training)	13%	9%	Increase in IE greater than increase in positions filled
Skill Type C (secondary school completion; job training)	10%	8%	Increase in IE greater than increase in positions filled
Skill Type D (no formal educational requirements)	6%	9%	Increase in IE less than increase in positions filled

Retirement Potential of Inuit Employees by Skill Type



As of March 31, 2017:

The total potential for retirement by 2023 was almost 520 employees or 16% of the current GN workforce. This included approximately 270 Inuit employees or 15% of the GN's current Inuit workforce.

Retirement potential of Inuit employees was greatest in positions coded as Skill Type A. A total of 26% of the current Inuit workforce in Skill Type A (approximately 155 Inuit employees) was eligible to retire by 2023, including approximately:

- 45 Inuit employees (7%) had the potential to retire immediately.
- 60 Inuit employees (10%) had the potential to retire within 3 years.
- 50 (9%) additional Inuit employees had the potential to retire by 2023.

Occupations in Skill Type A typically involve a university degree in a specific field of study and/or extensive occupational experience.

ESTIMATED RETIREMENT POTENTIAL OF INUIT EMPLOYEES TO 2023	NUMBER OF INUIT ELIGIBLE TO RETIRE				TOTAL % BY 2023
	Now	Within 3 Years	By 2023	TOTAL BY 2023	
NO SKILL TYPE					
Skill Type A (university degree; extensive experience)	45	60	50	155	26%
Skill Type B (some post-secondary education or training)	10	10	20	40	8%
Skill Type C (secondary school completion; job training)	12	13	20	45	10%
Skill Type D (no formal educational requirements)	5-10	5-10	11	30	18%

Retirement Potential of Inuit Employees by Skill Type and Geography

As of March 31, 2017:

In Skill Types A and B, retirement potential (by percentage of Inuit employees) was greater outside Iqaluit than in Iqaluit. In Skill Type C and D, it was comparable outside and in Iqaluit.

ESTIMATED RETIREMENT POTENTIAL OF INUIT EMPLOYEES OUTSIDE IQALUIT	NUMBER OF INUIT ELIGIBLE TO RETIRE				TOTAL % BY 2023
	Now	Within 3 Years	By 2023	TOTAL BY 2023	
NO SKILL TYPE					
Skill Type A (university degree; extensive experience)	30	50	40	120	29%
Skill Type B (some post-secondary education or training)	10	10	15	35	10%
Skill Type C (secondary school completion; job training)	10	10	15	35	9%
Skill Type D (no formal educational requirements)	5-10	5-10	10	25	18%

ESTIMATED RETIREMENT POTENTIAL OF INUIT EMPLOYEES IN IQALUIT	NUMBER OF INUIT ELIGIBLE TO RETIRE				TOTAL % BY 2023
	Now	Within 3 Years	By 2023	TOTAL BY 2023	
Skill Type A (university degree; extensive experience)	10	10	15	35	19%
Skill Type B (some post-secondary education or training)	< 5	0	5-10	5-10	4%
Skill Type C (secondary school completion; job training)	< 5	< 5	5-10	10	10%
Skill Type D (no formal educational requirements)	< 5	< 5	< 5	< 5	19%

CHAPTER 10: NUNAVUT'S LABOUR MARKET

This chapter provides a summary analysis of Nunavut's labour market, including insight into the availability, preparedness and interest of Inuit in employment in the Government of Nunavut.

Introduction

An understanding of labour market supply and demand is at the heart of the strategic workforce planning process, as described in *Appendix I: Methodology*. It enables an analysis of gaps between the supply of and demand for skilled workers, so issues and opportunities can be identified and appropriate actions planned.

A market is a place where buyers and sellers come together to make an exchange. In a labour market, the exchange is between employers and workers. Labour markets are often described geographically, based on local economic factors, employment sectors, and population characteristics. For the purposes of Inuit employment planning in the GN, our labour market analysis is focused on Nunavut.

Labour Market Demand in Nunavut

Definition

Labour market demand is the need that employers have for employees to produce goods or deliver services. It can be assessed by looking at factors such as:

- The industries and sectors that are located in a geographic area;
- The size of the workforces in each industry or sector;
- The types of occupations that are growing or projected to grow in demand;
- The types and numbers of jobs that a particular employer offers;
- The characteristics of the employers that may be competing for talent in a labour market;
- Vacancy rates; and
- The types of jobs and/or geographic locations that typically have high turnover.

Industries in Nunavut

Nunavut has a mixed economy that is characterized by a relatively large public sector and a rapidly expanding mining industry. Other economic sectors are growing and hold great potential, but are currently underdeveloped.

The North American Industry Classification System (NAICS) provides common definitions for industries in Canada, Mexico and the United States. The classification system describes the economic activities of incorporated and unincorporated businesses and other organizations engaged in the production of goods and services. NAICS is used in the administration of North American trade agreements. Statistics Canada applies it in reporting on the Canadian economy and labour market.

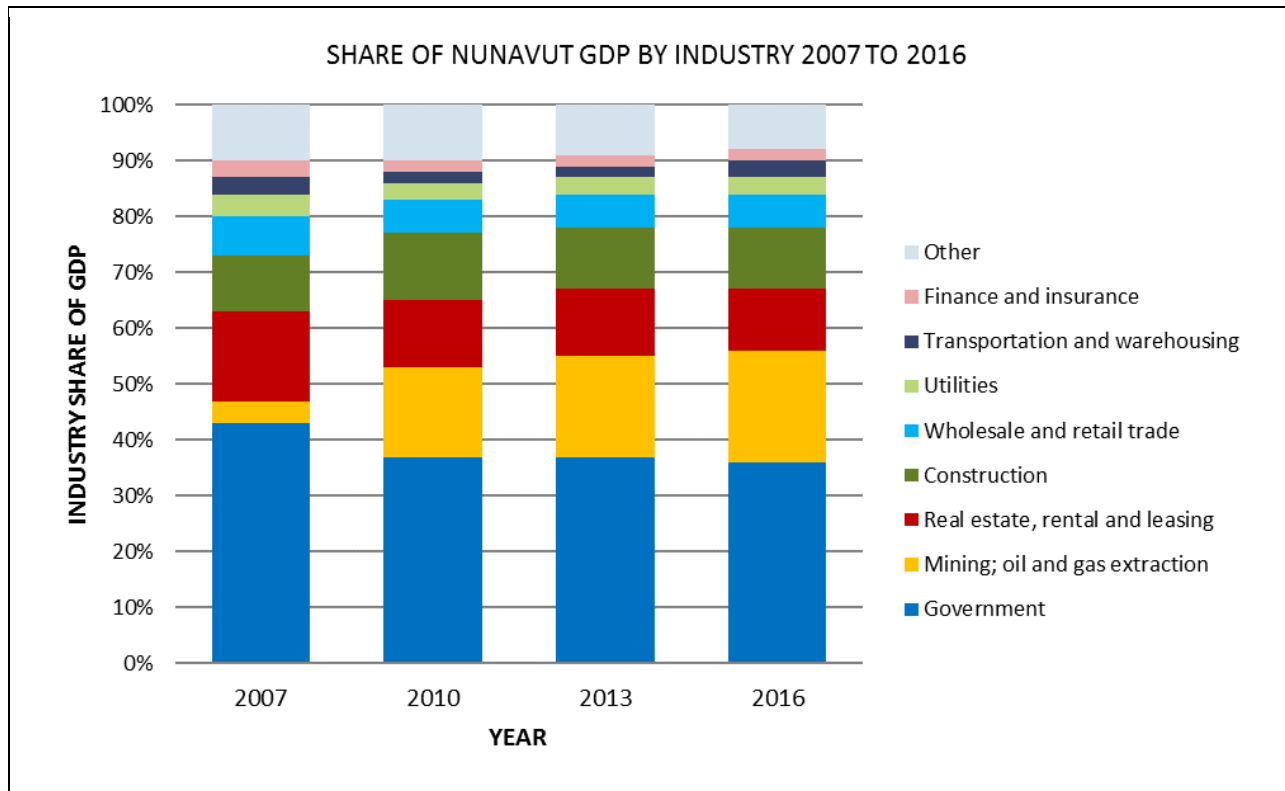
At the highest level, NAICS divides the economy into 20 sectors, including Public Administration, which is coded as sector 91. Sub-sectors within Public Administration describe government activities at federal, provincial and territorial, and municipal levels.

Gross domestic product (GDP) is a common measure used to describe the overall size of an economy and the industry sectors that contribute to the economy. Nominal gross domestic product (GDP) measures the total market value of all goods and services produced in a region. It is the broadest measure of economic activity.¹³

Statistics Canada reports regularly on each economic sector. The chart below summarizes the economic contribution that the 10 largest industries in Nunavut made to the territory from 2007 to 2016. The largest contributor is the “Government” sector which includes three industries:

- NAICS 91 - Public Administration (federal, territorial and municipal government)
- NAICS 62 - Health Care and Social Assistance (hospital operation, health care and social services)
- NAICS 61 - Educational Services (school operations)

Electricity generation and distribution are coded under NAICS 22 (Utilities) and reported separate from the Government sector.

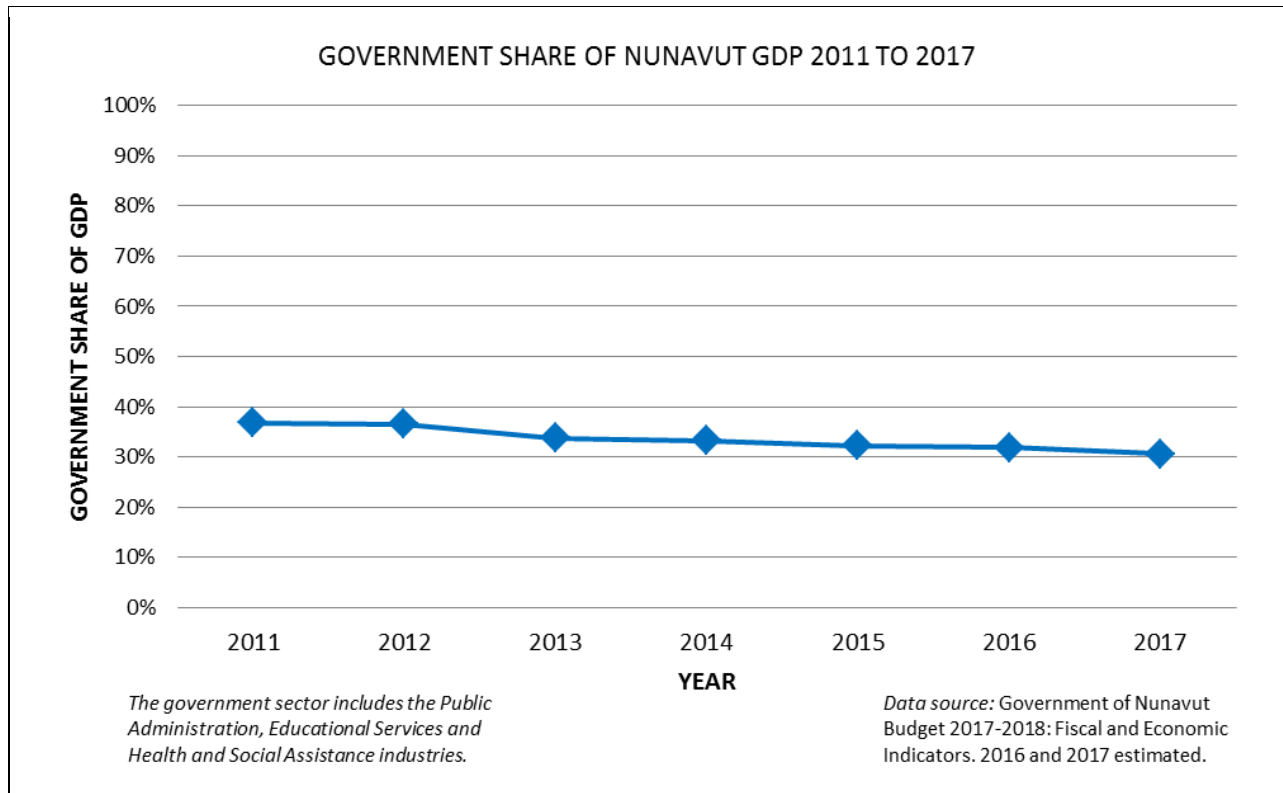


¹³ Nunavut, Department of Finance, *Budget 2017-2018: Fiscal and Economic Indicators* (2017).

Economic Contribution of the Government Sector

The Government sector’s share of GDP is the sum of the Public Administration, Educational Services, and Health Care and Social Assistance industries divided by the GDP of the jurisdiction. It does not include the Utilities sector.

The Government sector plays a large role in Nunavut’s economy: the Conference Board of Canada expects it to account for almost 28% of all goods and services produced in 2019. Although this projection is lower than previous years, Nunavut remains well above the national trend. The economic activity of the federal government, for example, is generally less than 20% of the national economy. Nunavut’s share is high not only because of the high cost of providing public services in the Arctic, but also because the territory’s private sector is so small.¹⁴



According to CanNor’s Northern Economic Development Index,¹⁵ within the Government sector in 2015:

- The Public Administration industry accounted for 6.4% of Canada’s GDP. Among the 20 economic sectors, it was the seventh highest contributor to Canada’s economy.
- The Health Care and Social Assistance industry represented 6.8% of Canada’s GDP. It was the sixth highest contributor to Canada’s economy.
- The Educational Services industry represented 5.2% of Canada’s GDP.

¹⁴ Nunavut, Department of Finance, *Budget 2019-2020: Fiscal and Economic Indicators* (2019).

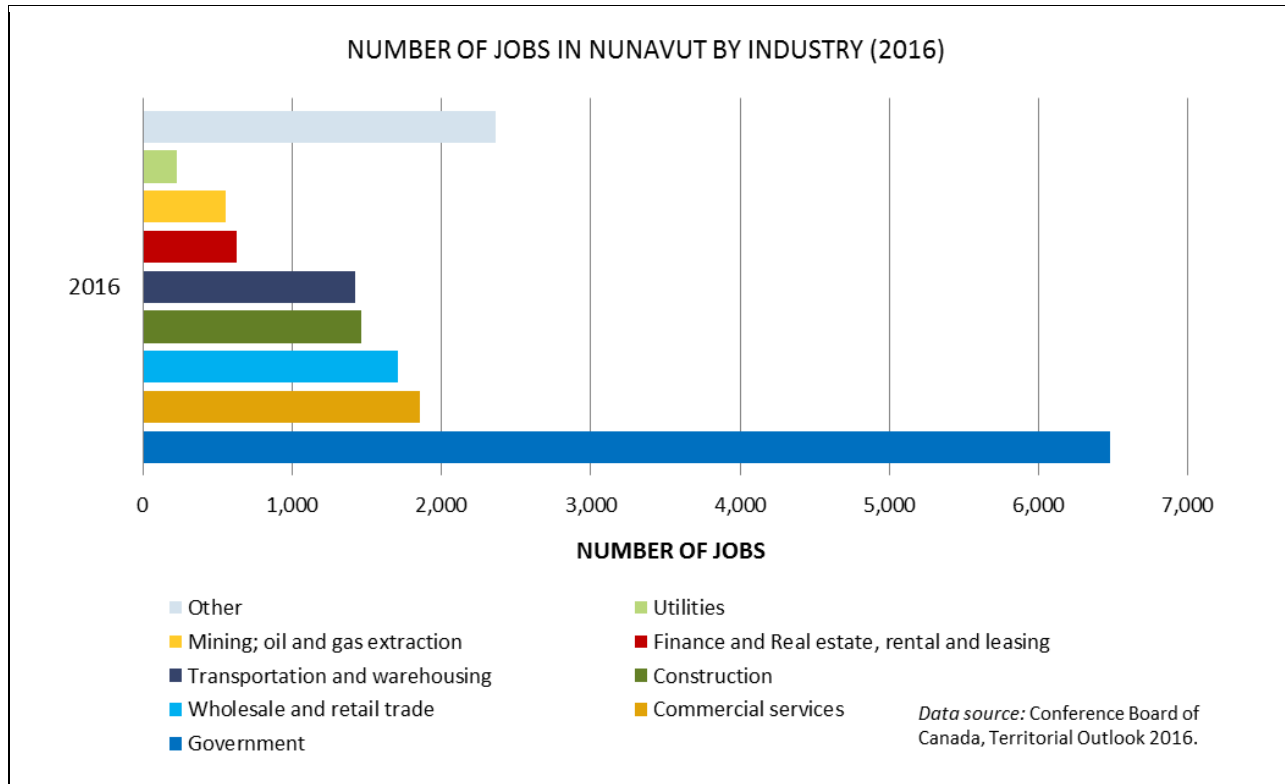
¹⁵ Canada, Canadian Northern Economic Development Agency, *Northern Economic Diversification Index 2015*, retrieved from <http://www.cannor.gc.ca/eng/1388762115125/1388762170542> in April 2017.

In Nunavut, the Public Administration industry was the largest contributor to the territorial economy, at 19.5% of the GDP in 2015. While the percent contribution was down from previous years, Public Administration has been the largest industry sector in Nunavut since the territory was created.

Industry Contribution to Employment

Using Statistics Canada’s labour productivity measures, Nunavut Bureau of Statistics reports that the total number of jobs in Nunavut increased from 9,465 in 1999 to 16,655 in 2018. In 2018, 16,385 (98%) of these were “employee jobs” which are defined as jobs in which base pay is calculated hourly or weekly or more.¹⁶

The majority of Nunavut’s labour force is employed in non-commercial services, which includes the Government sector. This is also the case in Yukon and the Northwest Territories. While the mining industry is a significant and growing contributor to Nunavut’s GDP and economic growth, it employs a relatively small number of people in the territory.



The Government Sector’s Contribution to Employment

2011 TO 2016

Service Canada’s Labour Market Information Directorate reports that between 2011 and 2016, employment was flat or declined in all industries within Nunavut’s goods-producing sector, except for the Construction industry. In contrast, employment in the services-producing sector increased during

¹⁶ Nunavut, Nunavut Bureau of Statistics, *Nunavut Number of Jobs and Hours Worked, 1999 to 2018* (2019).

the same period. Several industries showed significant gains, including Professional, Scientific and Technical Services; Accommodation and Food Services; and Health Care and Social Assistance.

The largest growth in employment from 2011 to 2016 in Nunavut was in the Government sector, with gains of:

- 3.8% in Public Administration;
- 5.2% in Educational Services; and
- 5.9% in Health Care and Social Assistance.¹⁷

The total number of GN positions grew from 4,078 in 2010-2011 to approximately 4,789 (FTEs) in 2016-2017, which was an increase of more than 17%. As of March 31, 2017, TRPS reported that the Government of Nunavut had approximately:

- 3,504 indeterminate and term employees in 4,789 positions (FTEs);
- 11 term employees in 16 Sivuliqtiksatsat internship positions (FTEs);
- 872 casual workers;
- 1,941 relief workers (on call as needed); and
- 1,244 substitutes (on call as needed in schools).

Between 2002 and 2016, the total number of Government of Canada (GC) positions in Nunavut grew from 158 to 348 positions, which was an increase of 120%. As of March 31, 2016, the GC and its agencies had approximately:

- 254 employees in 348 core GC positions in Nunavut; and
- 39 active employees in GC agencies in Nunavut.¹⁸

In 2016, Nunavut's municipalities employed an additional 985 workers in the Government sector.¹⁹

2017 TO 2019

In 2017, the Mining industry was again showing signs of growth, although the Government sector continued to employ a significant proportion of Nunavut's labour force:

- Public Administration accounted for almost 28% of the territory's total employment;
- Educational services accounted for almost 13% of the territory's total employment; and
- Health Care and Social Assistance accounted for about 11% of the territory's total employment.²⁰

¹⁷ Canada, Service Canada Labour Market Information (LMI) Directorate, *Environmental Scan: Northwest Territories, Nunavut and Yukon* (2017).

¹⁸ Canada, Employment and Social Development Canada, *Summary of Findings from the NILFA Community Profiles Database: Labour Demand Information*, draft prepared for the NILFA technical working group (December 2016).

¹⁹ Canada, Employment and Social Development Canada, *Nunavut Inuit Labour Force Analysis Report* (August 2018).

²⁰ Canada, Service Canada Labour Market Information (LMI) Directorate, *Environmental Scan: Northwest Territories, Nunavut and Yukon* (2018).

The total number of GN positions (FTEs) grew from approximately 4,789 in 2016-2017 to 5,010 in 2018-2019, which was an increase of more than 4% in the two year period. As of March 31, 2019, TRPS reported that the Government of Nunavut had approximately:

- 3,569 indeterminate and term employees in 5,010 positions (FTEs);
- 9 term employees in 16 Sivuliqtiksatsat internship positions (FTEs);
- 980 casual workers;
- 1,477 relief workers (on call as needed); and
- 1,357 substitutes (on call as needed in schools).

Competition in Nunavut's Labour Market

The Government of Nunavut has a broad range of occupations and must compete with other employers throughout the territory to fill its vacant positions.

Statistics Canada reports quarterly on the job vacancy rate in Canada's provinces and territories. A job is considered to be vacant if it meets the following conditions:

- It is vacant on the first day of the month or will become vacant during the month;
- There are tasks to be carried out during the month for the job; and
- The employer is actively seeking a worker outside the organization to fill the job.

Vacant jobs include those that are full-time, part-time, permanent, temporary, casual, or seasonal. Vacancies are excluded if they are reserved for subcontractors, external consultants, or other workers who are not considered employees (e.g., relief workers). Vacancies that are on an employer's books but not currently available to be filled are also excluded (e.g., vacancies for which there is no staff housing or no funding; vacancies that are in the process of being prepared for a job competition).

Statistics Canada's quarterly Job Vacancy and Wage Survey (JVWS) collects and reports on data about job vacancies in each province and territory.²¹

In the first quarter of 2019 (January to March), the JVWS showed a vacancy rate of 3.7% in Nunavut, or 455 unfilled jobs in all industries. This was higher than the vacancy rate in 2018, which was 2.8% in the first quarter and averaged 3% over the year. It was also higher than the vacancy rate in 2017, which was 2.3% in the first quarter and averaged 2.9% over the year.

On an annual basis:

- There was a total of 1,540 job vacancies in Nunavut in 2018, up from a total of 1,355 in 2017. Full-time jobs accounted for 79% of all job vacancies in 2018 and 85% of job vacancies in 2017.
- There was a total of 1,130 job vacancies in Nunavut in 2016, down from a total of 1,365 in 2015. Full-time jobs accounted for 86% of all job vacancies in 2016 and 83% of job vacancies in 2015.

JVWS data for the first quarter of 2019 (January to March) showed a vacancy rate of 1.2% in Nunavut's Public Administration industry, or 20 unfilled jobs in the industry. This was a small decrease from the

²¹ Canada, Statistics Canada, *Job Vacancy and Wage Survey (JVWS) by NAICS, Table: 14-10-0326-01 (formerly CANSIM 285-0002)*.

same quarter of 2018, when the job vacancy rate in the Public Administration industry was 2%, or 35 unfilled jobs.

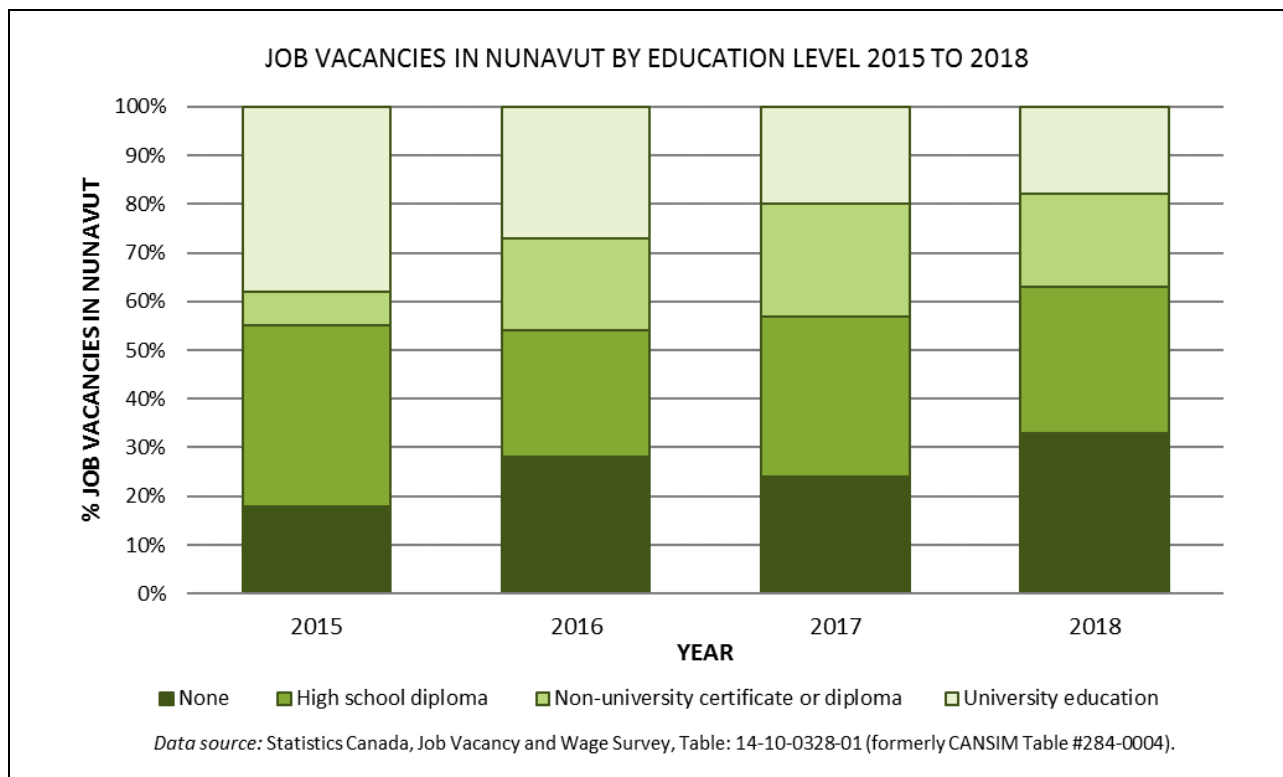
On an annual basis:

- There was a total of 100 job vacancies in Nunavut’s Public Administration industry in 2018, down from a total of 125 in 2017.
- There was a total of 75 job vacancies in Nunavut’s Public Administration industry in 2016, down from a total of 115 in 2015.

Reliable data was not available for the Health Care and Social Assistance and Educational Services industries in these years.

JVWS data also reports job vacancies by the level of education that an employer is seeking.²²

In the first quarter of 2019 (January to March), the JVWS reported that in Nunavut, education above the high school level was required in 40% of job vacancies and high school completion or equivalent was required in 30% of job vacancies.



On an annual basis in Nunavut:

- Education above the high school level was required in 37% of job vacancies in 2018, 43% in 2017, and approximately 45% in 2016 and 2015.

²² Canada, Statistics Canada, *Job Vacancy and Wage Survey (JVWS) by level of education*, Table: 14-10-0328-01 (formerly CANSIM 285-0004).

- High school completion or equivalent was required in 30% of job vacancies in 2018, 33% in 2017, 26% in 2016, and 37% in 2015.

The education levels reported in the JVWS correspond to the skill types described in the National Occupational Classification (NOC) system. More than three-quarters of positions in the GN typically involve education beyond the high school level.

As of March 31, 2017, approximately:

- 54% of GN positions were coded as Skill Type A, which typically involves a university degree and/or extensive career experience.
- 25% were coded as Skill Type B, which typically involves post-secondary education or training at the college level.
- 17% were coded as Skill Type C, which typically involves high school completion or some secondary school education and at least 2 years of occupation-specific training.
- Only 4% were coded as Skill Type D, which typically has no formal educational requirements.

This proportion has remained relatively stable since 2007. The GN is contributing to the strong demand for skilled and knowledgeable employees and is clearly competing with other employers in the territory for qualified and available workers in Nunavut.

In-Demand Occupations in Nunavut

The Department of Family Services has produced a guide²³ to occupations with favourable employment prospects in the territory. The guide is intended to help Nunavummiut answer questions such as:

- What jobs are available in the territory?
- What kind of work is involved in this job?
- What can I expect to earn for this job?
- What skills and training do I need to get started?

The guide describes 31 occupations in seven NOC categories. Many of these occupations are represented in the GN. The guide includes some professions and trades that are regulated in Canada and require a specific licence or certificate to work in the occupation.

NOC CATEGORY AND OCCUPATION	Regulated or Not Regulated	Education Typically Involved
Category 0 (Management occupations)		
Senior government managers and officials	Not Regulated	College diploma or university degree
Facility operation and maintenance managers	Not Regulated	College diploma or university degree
School principals and education administrators	Regulated	Bachelor of Education
Social, community and correctional services managers	Not Regulated	College diploma or university degree
Construction managers	Not Regulated	College diploma or university degree
Financial managers	Not Regulated	College diploma or university degree

²³ Nunavut, Department of Family Services, *In-Demand Career Options in Nunavut 2016-2017* (2016).

NOC CATEGORY AND OCCUPATION	Regulated or Not Regulated	Education Typically Involved
Category 1 (Business, finance and administration occupations)		
Human resources professionals	Not Regulated	College diploma or university degree
Bookkeepers	Not Regulated	College diploma or university degree
Accounting and related clerks	Not Regulated	Secondary school diploma
Other Financial officers	Not Regulated	College diploma or university degree
Administrative officers	Not Regulated	Secondary school diploma
Administrative assistants	Not Regulated	Secondary school diploma
Property administrators	Not Regulated	Secondary school diploma
Shippers and receivers	Not Regulated	Secondary school diploma
Category 2 (Natural and applied sciences occupations)		
Conservation and fishery officers	Not Regulated	College diploma or university degree
Category 3 (Health occupations)		
Registered nurses	Regulated	Registered nursing program
Category 4 (Occupations in education, law, social, community and government services)		
Social and community service workers	Regulated	Diploma or degree in social work
College and other vocational instructors	Not Regulated	College diploma or university degree
Elementary and secondary school teachers	Regulated	Bachelor of Education
Early childhood educators and assistants	Not Regulated	College diploma or university degree
Elementary and secondary school teacher assistants	Not Regulated	Secondary school diploma
Home support workers, housekeepers and related occupations	Not Regulated	Secondary school diploma
Category 6 (Sales and service occupations)		
Janitors, caretakers and building superintendents	Not Regulated	Secondary school diploma
Category 7 (Trades, transport and equipment operators and related occupations)		
Plumbers	Not Regulated	Secondary school diploma
Carpenters	Not Regulated	Secondary school diploma
Electricians	Regulated	Secondary school diploma
Transport truck drivers	Regulated	Secondary school diploma
Heavy equipment operators	Regulated	Secondary school diploma
Public workers and maintenance labourers	Not Regulated	Secondary school diploma
Material handlers	Not Regulated	Secondary school diploma
Taxi drivers and chauffeurs	Regulated	Secondary school diploma

Nunavut is a vast territory. Our communities are wide-spread and accessible only by air. There are significant differences in employment opportunities by region and community. We explore some of these differences in *Chapter 11: Inuit Labour Force in Communities*.

Labour Market Supply in Nunavut

Definitions

Labour market supply is sometimes called the labour market “pool.” It is the potential supply of qualified and available workers that an employer can access when there are jobs to be filled. The potential supply can be assessed by looking at factors such as:

- Geography;
- Population and population projections;
- Population age profiles;

- Graduation rates for secondary school and post-secondary education;
- The characteristics of the working age population, including location, education attainment, fields of study or training, and languages spoken;
- The numbers in the working population that are employed:
- The numbers that are unemployed and looking for work;
- Mobility (the willingness and availability of workers to move to where the jobs are located); and
- What jobs are typically difficult to fill.

In the NILFA and the Master IEP:

- **Availability** refers to the labour supply of Nunavut Inuit for government employment in Nunavut at federal, territorial and municipal levels.
- **Preparedness** refers to the existing skill set and degree of formal qualification among Nunavut Inuit and how these compare to job requirements or skill levels required for government employment in the territory.
- **Interest** refers to the desire and willingness of Nunavut Inuit to work for government employers in the territory.

Data Sources

THE NUNAVUT INUIT LABOUR FORCE ANALYSIS (NILFA)

As outlined in the Nunavut Agreement and 2015 Settlement Agreement, the Government of Canada is obligated to conduct an analysis of Nunavut's Inuit labour force in support of Inuit employment planning. Three comprehensive reports on Nunavut's labour force have been received since the signing of the Settlement Agreement: the 2016 Nunavut Inuit Labour Force Analysis (2016 NILFA), 2017 Community Profiles (2017 NILFA), and 2018 Nunavut Inuit Labour Force Analysis (2018 NILFA).

In preparing these NILFA reports, Employment and Social Development Canada (ESDC) identified and analyzed a variety of existing data sources and reported on indicators relating to the availability, interest, and preparedness of Inuit in Nunavut for government employment. The resulting analysis of labour market supply and demand has been made available to the NILFA Technical Working Group and was used in the development of the Master IEP and related analytical reports prepared by the Department of Executive and Intergovernmental Affairs.

CENSUS AND SURVEY DATA

Nunavut Bureau of Statistics summarizes data on Nunavut's labour force from a variety of Statistics Canada sources, including the monthly Labour Force Survey (LFS). These tables and related StatsUpdates are used extensively in our analysis of labour market supply.²⁴

Our 2017-2018 analysis of labour market supply in Nunavut relied on census data from 2001, 2006 and 2011 as compiled by ESDC for the 2016 and 2017 NILFA reports. This data indicates historical trends rather than reflecting the current state. Where possible, we have made use of 2016 Census data and other current information to supplement the early NILFA reports. In our 2019 update of the Master IEP,

²⁴ Nunavut, Nunavut Bureau of Statistics Labour Force and Employment Data, accessed in December 2017 at <http://www.stats.gov.nu.ca/en/Labour%20survey.aspx>.

we have also incorporated available data from the 2017 Aboriginal Peoples Survey and the related Nunavut Inuit Supplement.²⁵

Nunavut’s Geography and Natural Resources

Nunavut covers 1.994 million square kilometres and constitutes approximately 20% of Canada’s land mass.

The population is widely dispersed. The 25 communities served by the Government of Nunavut are spread throughout the territory; each has its own municipal government and unique circumstances. Transportation costs are high, as there are no roads between communities.

Nunavut is recognized as one of Canada’s most attractive jurisdictions for mineral and petroleum exploration and investment. The development of these resources has the potential to generate significant economic benefits for the territory and regional Inuit organizations, as well as creating regional and local jobs.

The territory has abundant wildlife resources. Harvesting wildlife and other traditional land use activities remain an important part of the economy and of daily life for many Nunavummiut.

Nunavut’s Population

POPULATION SIZE

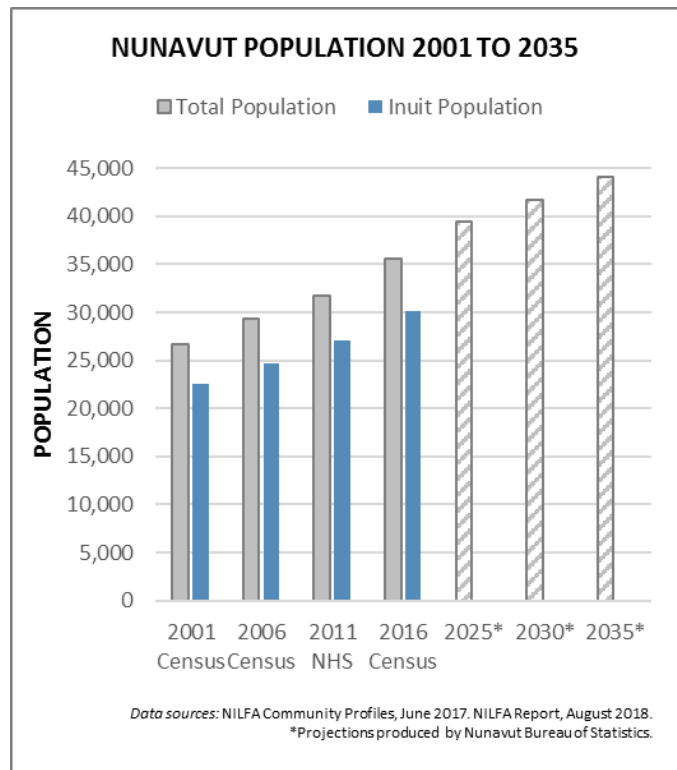
Nunavut has one of the fastest growing populations in Canada.

On average, the territory’s population has been growing by 1.9% annually since 2004, which is almost double the average population growth in Canada as a whole.²⁶

In 2016, the enumerated population of Nunavut was 35,940, which represents an increase of 12.7% from 2011. This growth rate was much higher than the national rate of 5% during the period.²⁷

Statistics Canada estimated Nunavut’s population to be 39,170 as of April 1, 2019.²⁸

The territory’s population is projected to reach approximately 41,600 in 2023.²⁹



²⁵ Statistics Canada, *Aboriginal Peoples Survey–Nunavut Inuit Supplement, 2017* (November 2018).

²⁶ Nunavut, *Government of Nunavut Business Plan 2017-2020: Environmental Scan* (2017).

²⁷ Statistics Canada, *Focus on Geography Series: Analytical products, 2016 Census* (2017).

²⁸ Nunavut, Nunavut Bureau of Statistics, *StatsUpdate: Canada’s Population Estimates* (June 2019).

²⁹ Nunavut, Nunavut Bureau of Statistics, *Nunavut Population Projections 2014 to 2035* (December 2014).

REPRESENTATION OF INUIT

The proportion of Nunavut's population that is Inuit has remained at approximately 85% over time. The Inuit population of Nunavut was estimated to be approximately 31,200 in 2016.³⁰

AGE PROFILE

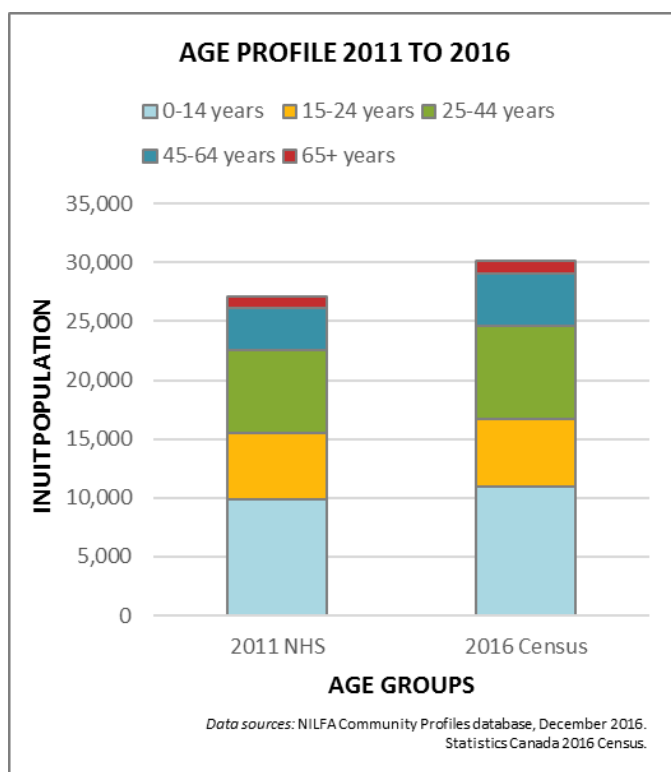
Nunavut has Canada's youngest population.

According to the 2016 Census, the average age of the territory's population was 27.7 years, compared to 41 years in Canada as a whole.

Almost 33% of the population was below the age of 15, compared to 16.6% in Canada.³¹

In 2016, the average age of the Inuit population was 25 years of age. In contrast, the average age of the non-Inuit population was 37 years of age.

Among the total Inuit population in Nunavut, 36% was under 15 years of age and more than half (55%) was under 25 years of age in 2016.³²



EDUCATIONAL ATTAINMENT OF INUIT

Statistics Canada defines "educational attainment" as the highest level of schooling that a person has reached. At the primary and secondary school level, educational attainment refers to the number of grades completed. At the post-secondary level, it refers to types of institutions attended and certificates, degrees or diplomas obtained.

Educational attainment in Nunavut, while lower than the rest of Canada, is increasing. Based on census data from 2001 to 2011³³ and 2016³⁴:

- In 2001, 86% of the Inuit population (age 15+) had not completed high school and had no certificate, diploma or degree.
- In 2006, 80% of the Inuit population (age 15+) had not completed high school and had no certificate, diploma or degree.

³⁰ Nunavut, Nunavut Bureau of Statistics, *Total Population by Inuit and Non-Inuit 2001 to 2016* (December 2016).

³¹ Canada, Statistics Canada, *Focus on Geography Series: Analytical products, 2016 Census* (2017).

³² Canada, Employment and Social Development Canada, *Nunavut Inuit Labour Force Analysis Report* (August 2018).

³³ Canada, ESDC, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016).

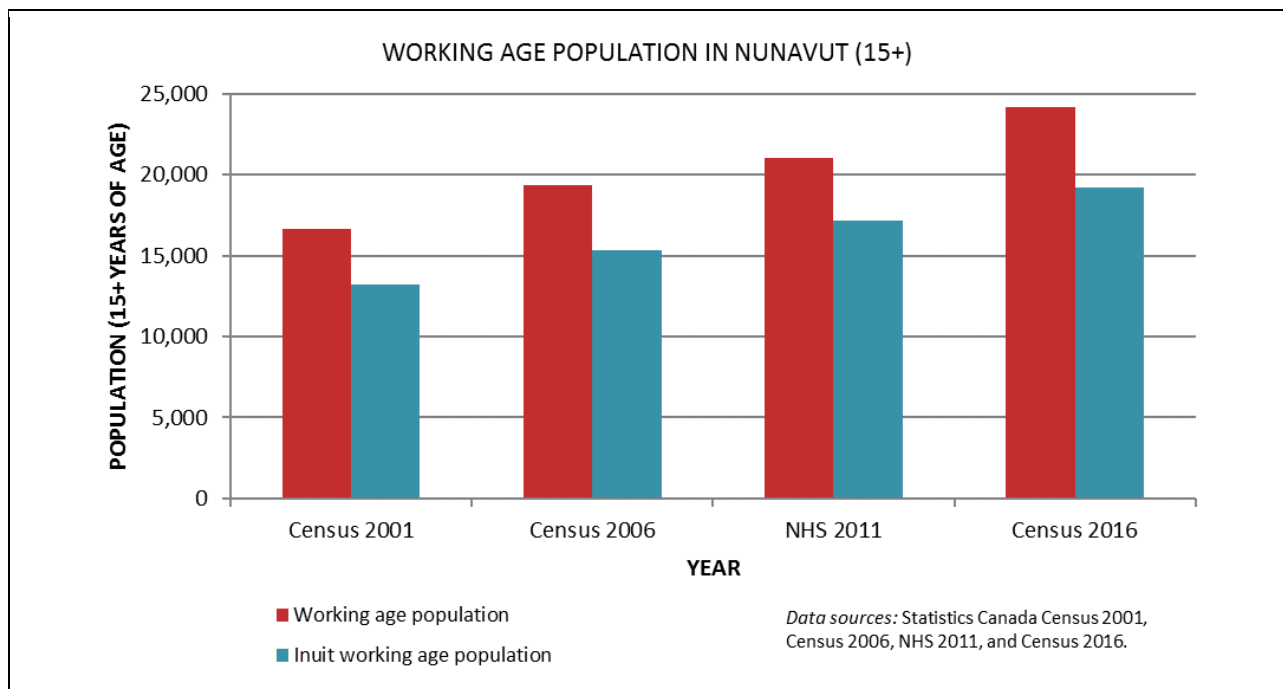
³⁴ Canada, Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).

- In 2011, 67% of the Inuit population (age 15+) had not completed high school and had no certificate, diploma or degree.
- In 2016, 61% of the Inuit population (age 15+) had not completed high school and had no certificate, diploma or degree.

Nunavut’s Working Age Population

SIZE OF THE WORKING AGE POPULATION

Statistics Canada defines the “working age population” as persons aged 15 and over, excluding full-time members of the Canadian Armed Forces, the institutionalized population, and people living on Aboriginal reserves. The total working age population (15+) in Nunavut was estimated to be 24,200 in 2016, including approximately 19,400 (80%) Inuit.³⁵



LABOUR FORCE PARTICIPATION

To be counted as a participant in the labour force, an individual must be 15 years of age or older and employed full- or part-time (including self-employed) or unemployed and actively looking for work.

In any jurisdiction, some of the working age population does not participate in the labour force:

- Some are attending school and not working or looking for work;
- Some who were previously employed have retired from the workforce as they have aged;
- Some who were previously employed or unemployed may have stopped looking for work in the short- or medium-term;

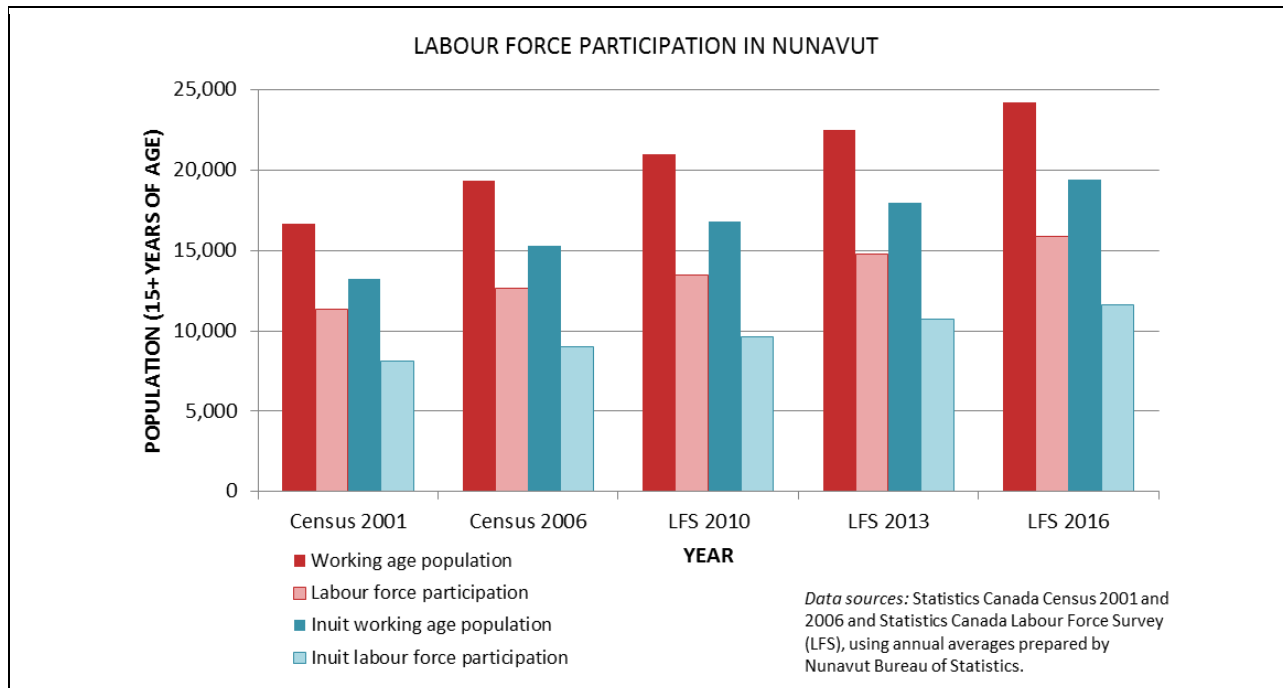
³⁵ Nunavut, Nunavut Bureau of Statistics, *Total Population by Inuit and Non-Inuit 2001 to 2016* (December 2016).

- Some may be unavailable for work because of factors such as health, mental health, and/or responsibilities for taking care of others; and
- Some may have decided that they do not want or need to be employed at a particular time and so are not employed or looking for work.

Labour force participation is monitored monthly in Canada through Statistics Canada’s Labour Force Survey (LFS). Annual averages prepared by the Nunavut Bureau of Statistics are used here to supplement census data and show trends in Nunavut’s labour force.³⁶

In Nunavut, the number of labour force participants has increased over time, from approximately 11,400 in 2001 to almost 16,000 in 2016. LFS data for June 2019 showed 16,400 labour force participants.³⁷

The number of Inuit participating in the labour force has also increased, from approximately 8,150 in 2001 to 11,600 in 2016. LFS data for June 2019 showed 11,700 Inuit participants in the labour force.



LABOUR FORCE PARTICIPATION RATE

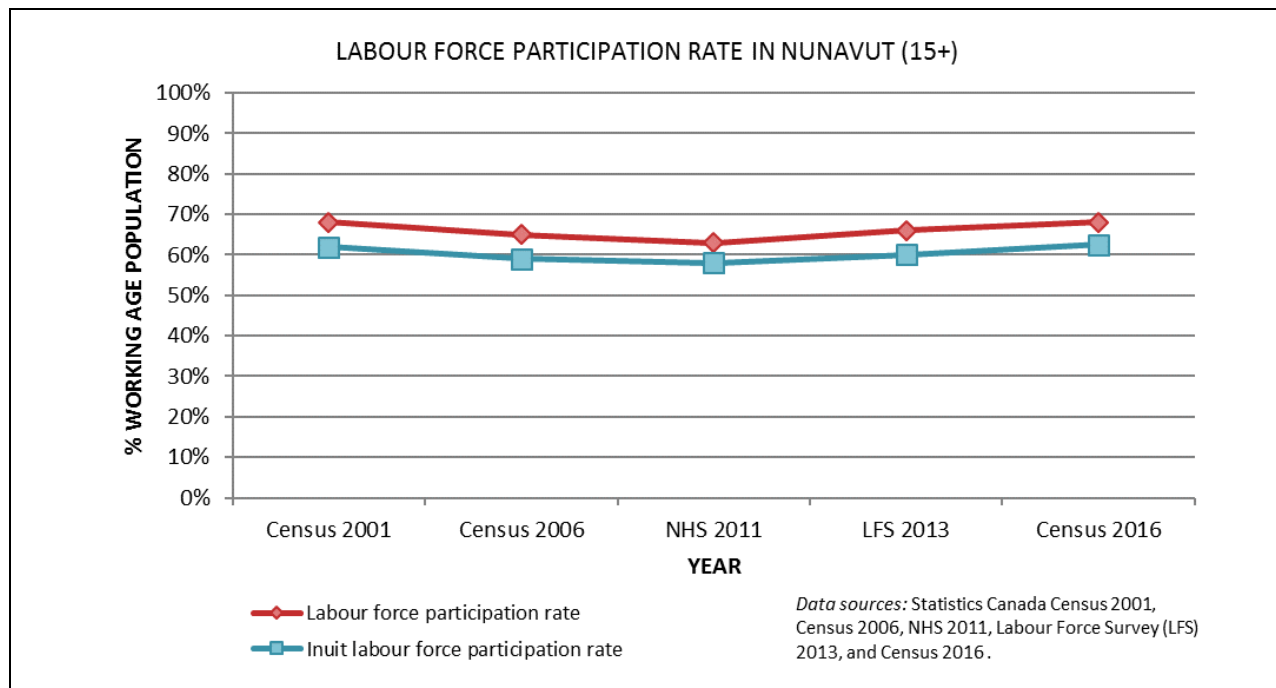
The labour force “participation rate” is the percentage (%) of the working age population (15 years of age or older) that is employed or unemployed and actively looking for work.

In Nunavut, the labour force participation rate of Inuit is consistently lower than that of the territory’s working age population as a whole.

³⁶ Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Characteristics, March 2008 to December 2016* (May 2017).

³⁷ Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Tables, 3MMA ending in June 2019* (July 2019).

- The total labour force participation rate in Nunavut decreased from an average of 68% in 2001 to 66% in 2016. The 3-month average (3MMA) ending June 2019 was 63.3%.
- Inuit labour force participation showed a similar trend over time, decreasing from an average of 62% in 2001 to 60% in 2016. For Inuit, the 3MMA ending June 2019 was 54.4%.³⁸



EDUCATIONAL ATTAINMENT AMONG INUIT

“Educational attainment” is the highest level of schooling that a person has reached.

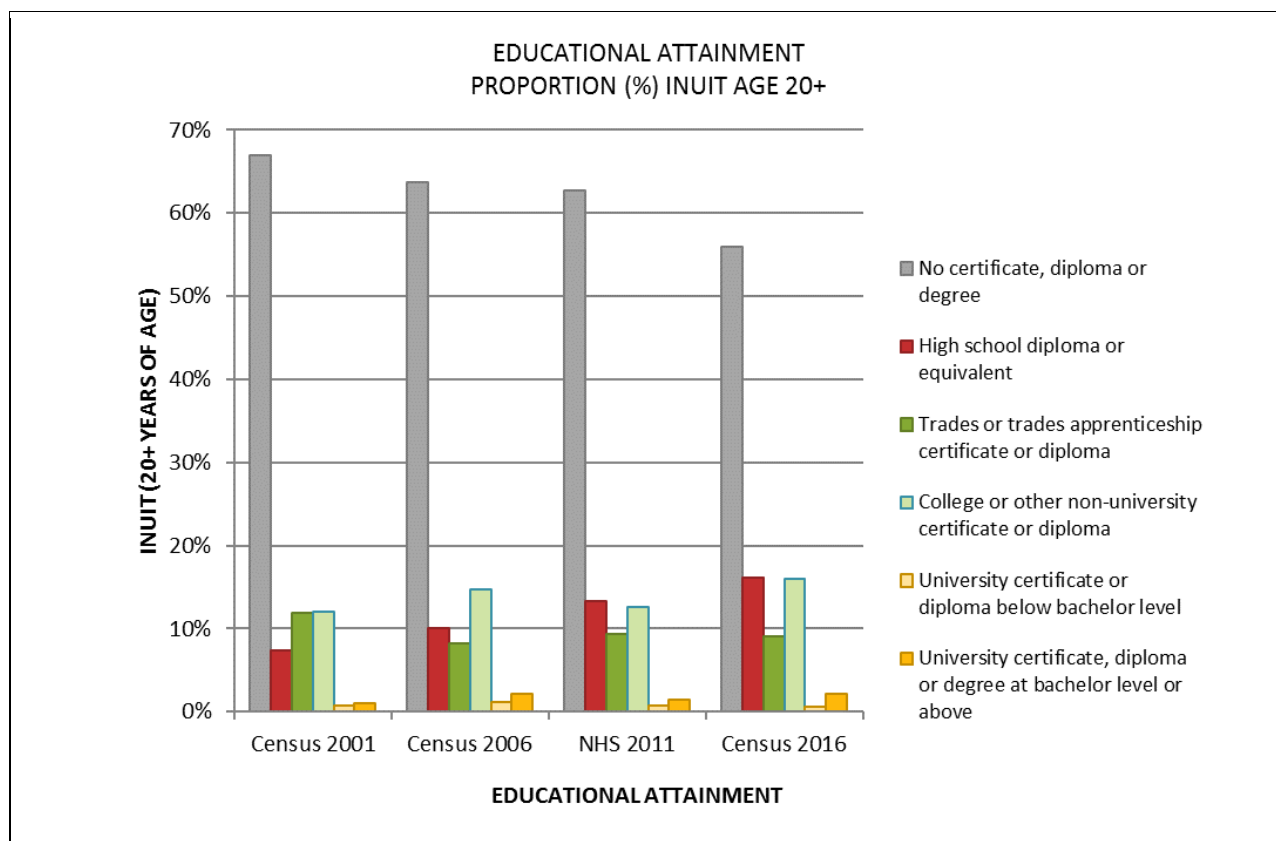
Although an individual can be employed legally at the age of 15 years, few can be expected to have completed high school at that age. We therefore focus on educational attainment of those who are age 20 years and over (20+).

Census data from 2001 to 2016³⁹ suggest that educational attainment is increasing among Inuit 20 years of age and over in Nunavut.

- The proportion of Inuit (20+) with no certificate, diploma or degree decreased from 67% in 2001 to 56% in 2016, while the proportion of Inuit (20+) with a high school diploma increased from 7% in 2001 to 16% in 2016.
- The proportion of Inuit (20+) with education beyond high school remained relatively stable at 26% in 2001 and 2006, then increased to 28% in 2016.

³⁸ Same sources as 36 and 37 above.

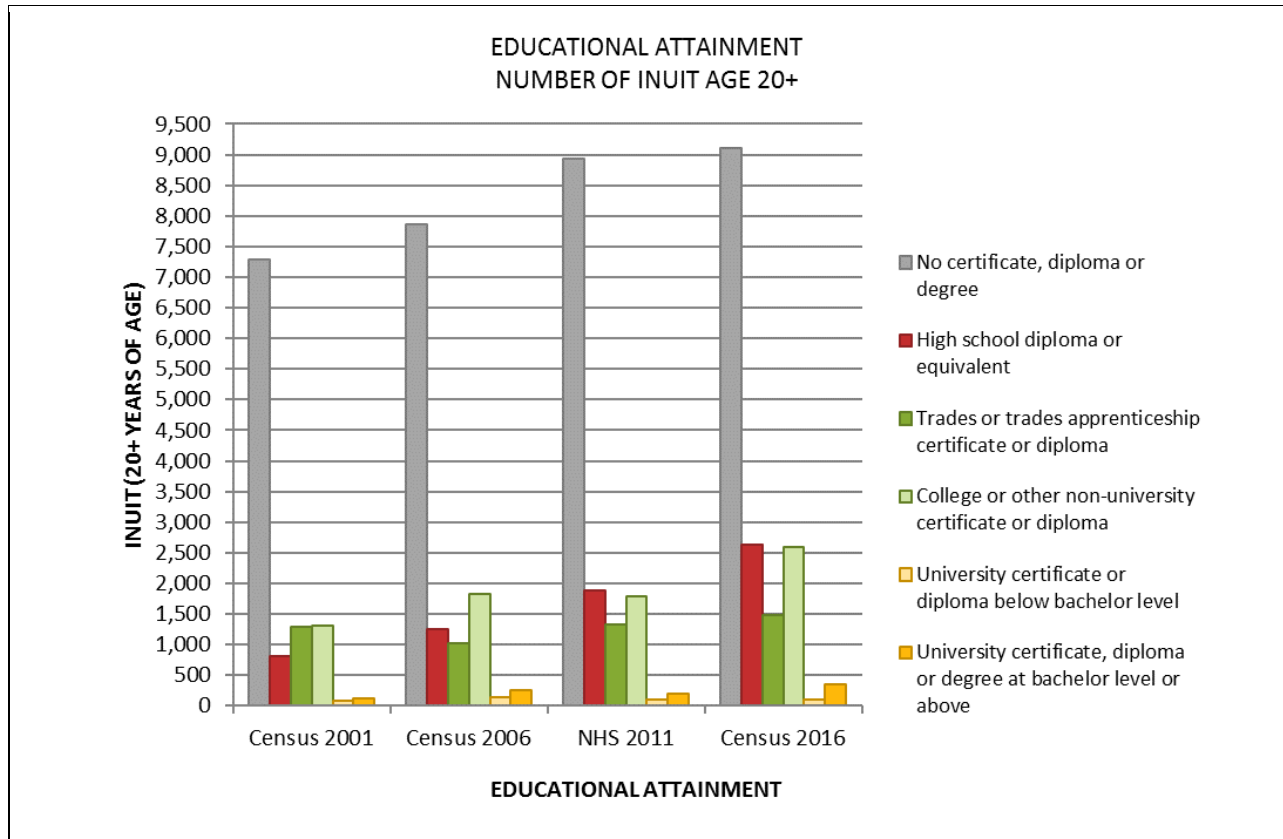
³⁹ Canada, Employment and Social Development Canada, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016), *Nunavut Inuit Labour Force Analysis* (August 2018), and Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).



Census data from 2001 to 2016⁴⁰ show that the numbers of Inuit (20+) are rising at all educational levels:

- The number of Inuit (20+) with no certificate, diploma or degree increased from approximately 7,300 in 2001 to more than 8,900 in 2011 and over 9,100 in 2016.
- The number of Inuit (20+) with a high school diploma increased from approximately 800 in 2001 to almost 1,900 in 2011 and over 2,600 in 2016.
- The number of Inuit (20+) with a trades, apprenticeship or college certificate or diploma increased from approximately 2,600 in 2001 to over 3,100 in 2011 and almost 4,100 in 2016.
- The number of Inuit (20+) with a university certificate, diploma or degree increased from approximately 190 in 2001 to over 300 in 2011 and more than 450 in 2016.

⁴⁰ Canada, Employment and Social Development Canada, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016), *Nunavut Inuit Labour Force Analysis* (August 2018), and Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).



EDUCATIONAL ATTAINMENT AND INUIT PARTICIPATION IN THE LABOUR FORCE

Census data from 2001 to 2016⁴¹ suggest that Inuit who have completed high school are more likely to participate in the labour force than those who have not completed high school.

Based on the 2016 Census, the labour force participation rate was 27 percentage points higher for Inuit (age 15+) who had a high school diploma or even higher education. Labour force participation was:

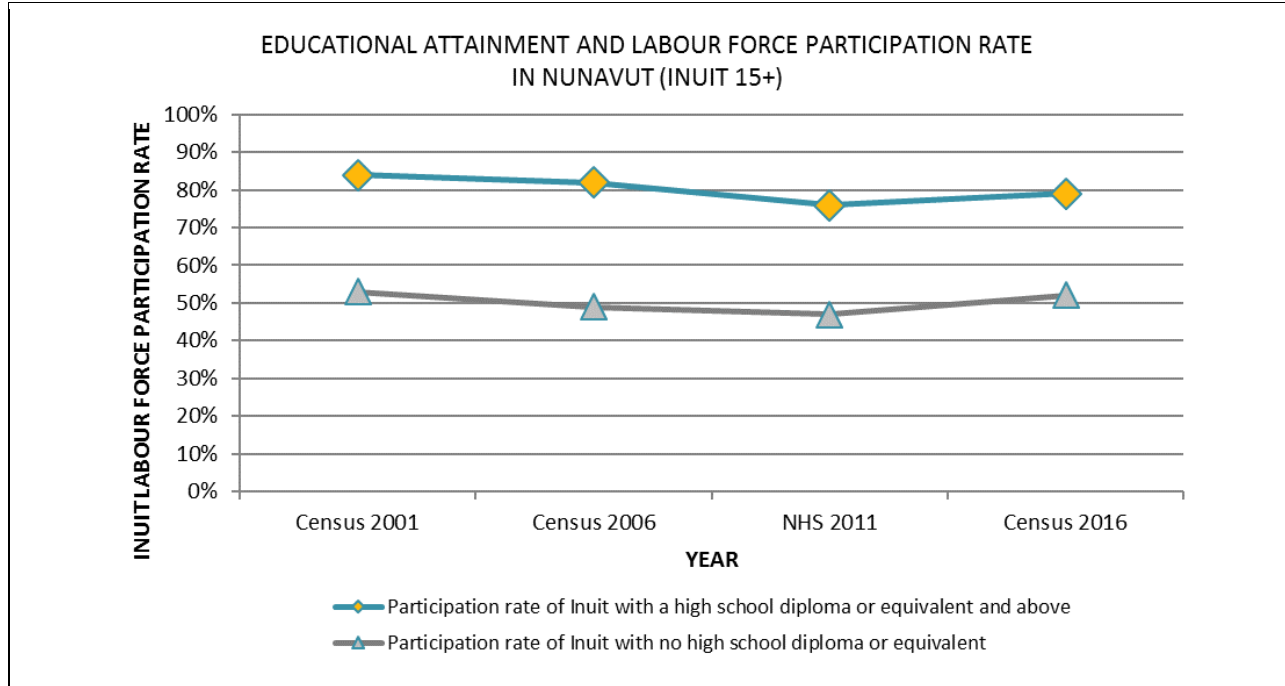
- 79% for Inuit (15+) who completed high school or who had higher education; and
- 52% for Inuit (15+) who did not complete high school.

Among Inuit age 20+ in 2016, labour force participation was:

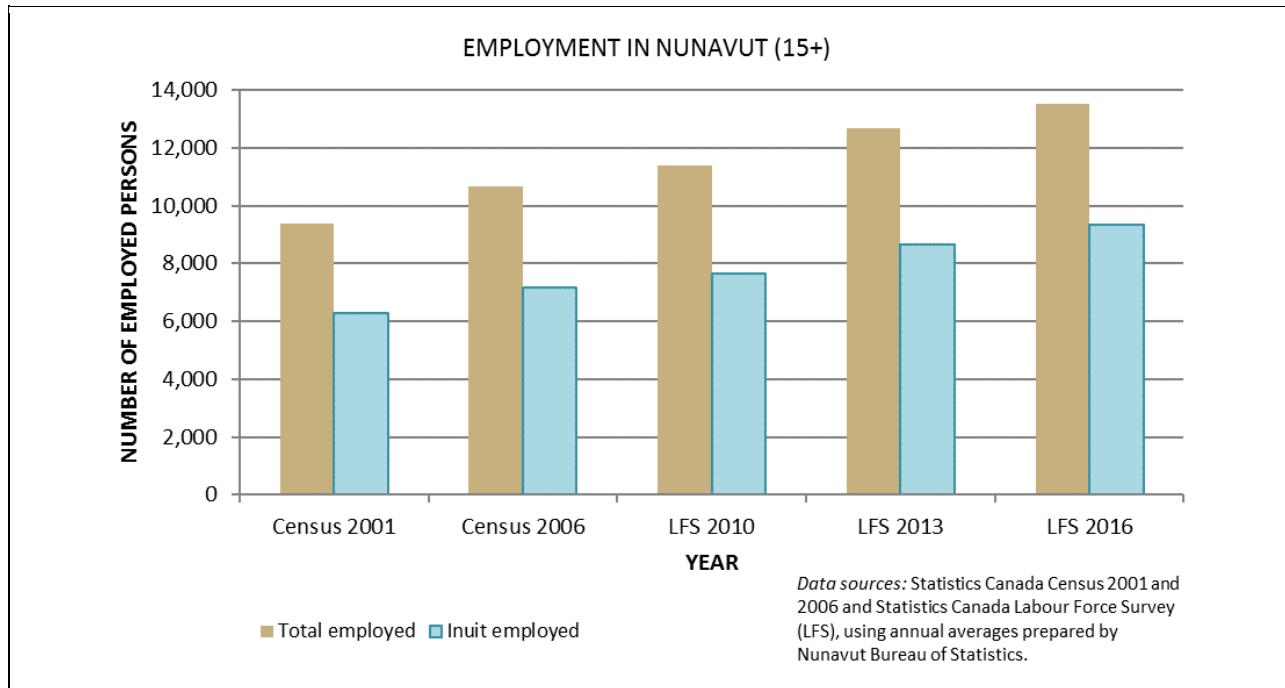
- 79% for Inuit (20+) who completed high school or who had higher education; and
- 59% for Inuit (20+) who did not complete high school.

In every community in Nunavut, Inuit who completed high school or who had higher education were more likely to participate in the labour force than those who did not complete high school.

⁴¹ Canada, Employment and Social Development Canada, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016), *Nunavut Inuit Labour Force Analysis* (August 2018), and Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).



EMPLOYMENT



Statistics Canada considers a working age person to be “employed” during the reference period for a survey, if the individual:

- Did paid work for an employer or through self-employment;
- Performed unpaid work in a family business; or

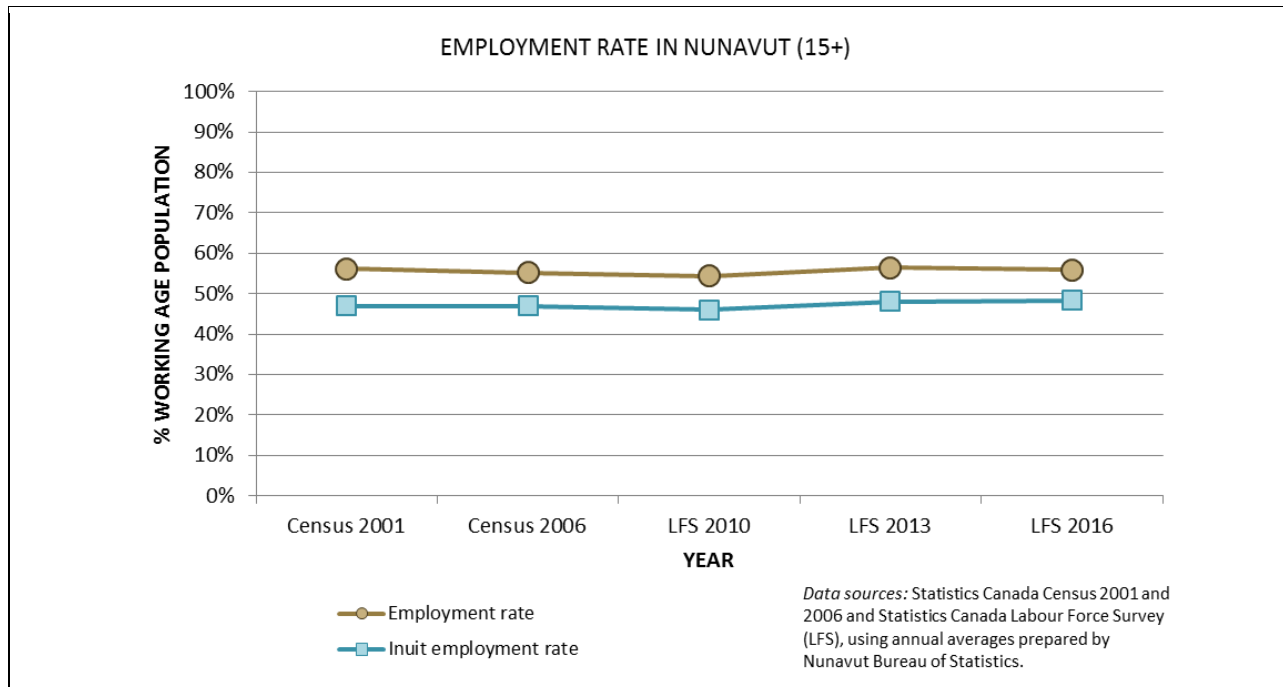
- Had an ongoing job but was not at work due to an illness or disability, personal responsibilities, vacation, or a labour dispute.

The total number of employed persons (age 15+) has increased over time in Nunavut, from approximately 9,400 in 2001 to 13,500 in 2016 and 14,200 as of June 2019.

The number of Inuit (age 15+) who are employed has also increased, from approximately 6,300 in 2001 to over 9,300 in 2016 and 9,500 as of June 2019.⁴²

EMPLOYMENT RATE

The “employment rate” refers to the number of persons employed during the reference period for a survey, expressed as a percentage of the total working age population (age 15+).



The employment rate of Inuit in Nunavut has risen and fallen along with the overall employment rate in the territory, although the Inuit employment rate has been consistently lower.

The employment rate in Nunavut decreased from approximately 56% in 2001 to 54% in 2010. The percentage of Inuit employed decreased from 47% in 2001 and 2006 to 45.6% in 2010.

The territorial employment rate increased to 56% in 2013 and 2016, while the percentage of Inuit employed increased to more than 48% during the period. Among adult working age Inuit (25+), the employment rate was higher at 52% in 2016.

As of June 2019, the territorial employment rate was 54.7%, while the percentage of Inuit employed was 45.8%.⁴³

⁴² Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Characteristics, March 2008 to December 2016* (May 2017) and *Labour Force StatsUpdate* (July 2019).

EDUCATIONAL ATTAINMENT AND INUIT EMPLOYMENT RATE

Census data from 2001 to 2016⁴⁴ suggest that Inuit who have completed high school are consistently more likely to be employed than those in the labour force who have not completed high school.

As with labour market participation rates, the employment rate in 2016 was 29 percentage points higher for Inuit (age 15+) who hold a high school diploma or have even higher education.

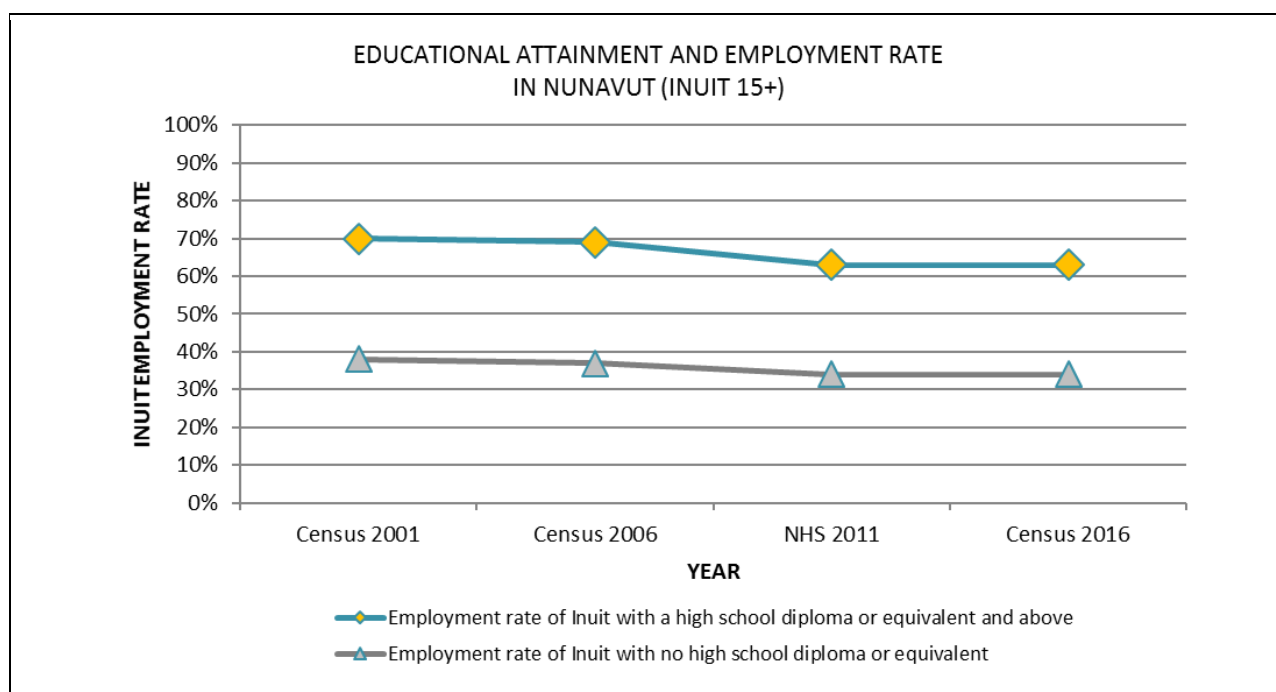
Among Inuit age 15+ in 2016, the employment rate was:

- 63% for Inuit (15+) who completed high school or who had higher education; and
- 34% for Inuit (15+) who did not complete high school.

Among Inuit age 20+ in 2016, the employment rate was:

- 64% for Inuit (20+) who completed high school or who had higher education; and
- 39% for Inuit (20+) who did not complete high school.

In every community in Nunavut, Inuit who completed high school or who had higher education were more likely to be employed than those who did not complete high school.



⁴³ Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Characteristics, March 2008 to December 2016* (May 2017) and *Labour Force StatsUpdate* (July 2019).

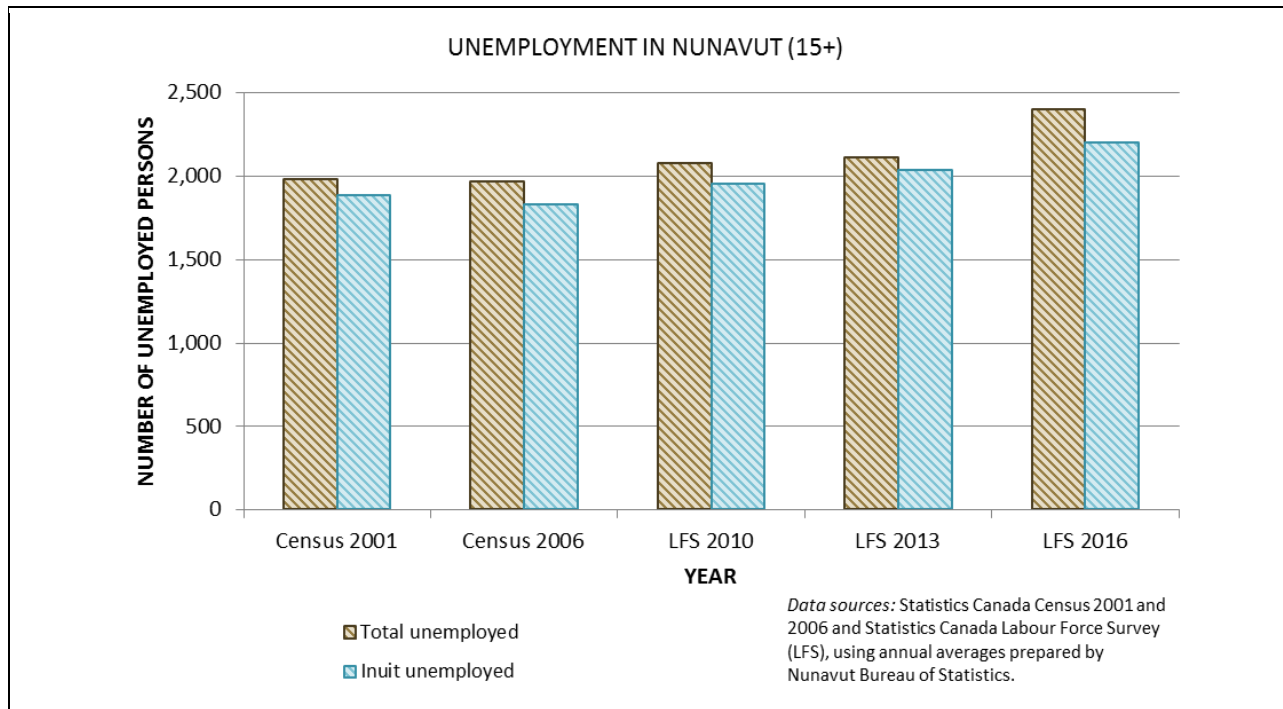
⁴⁴ Canada, Employment and Social Development Canada, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016), *Nunavut Inuit Labour Force Analysis* (August 2018), and Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).

UNEMPLOYMENT

Statistics Canada advises that unemployment estimates should be used with caution as they tend to have a higher variability than employment estimates.

Statistics Canada defines an “unemployed person” as an individual who, during the reference period for a survey:

- Was without paid work or self-employment work;
- Was available for work and had actively looked for paid work in the past four weeks;
- Was on temporary lay-off from a job; or
- Had definite arrangements to start a new job in four weeks or less.



From 2001 to 2016,⁴⁵ the number of unemployed Inuit (age 15+) increased in Nunavut. This means that more Inuit reported that they were seeking employment, and currently not employed. The 2018 NILFA suggests that a greater proportion of Inuit are choosing to participate in the labour force, although many of those who do so may face unemployment.

The percentage of unemployed Inuit (15+) decreased from 23% in 2001 to 20% in 2006, then rose to 24% in 2011 and 28% in 2016. Among adult working age Inuit (25+), the unemployment rate was lower at 25% in 2016. In every survey period examined, Inuit accounted for more than 90% of the unemployed.

⁴⁵ Canada, Employment and Social Development Canada, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016), *Nunavut Inuit Labour Force Analysis* (August 2018), and Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).

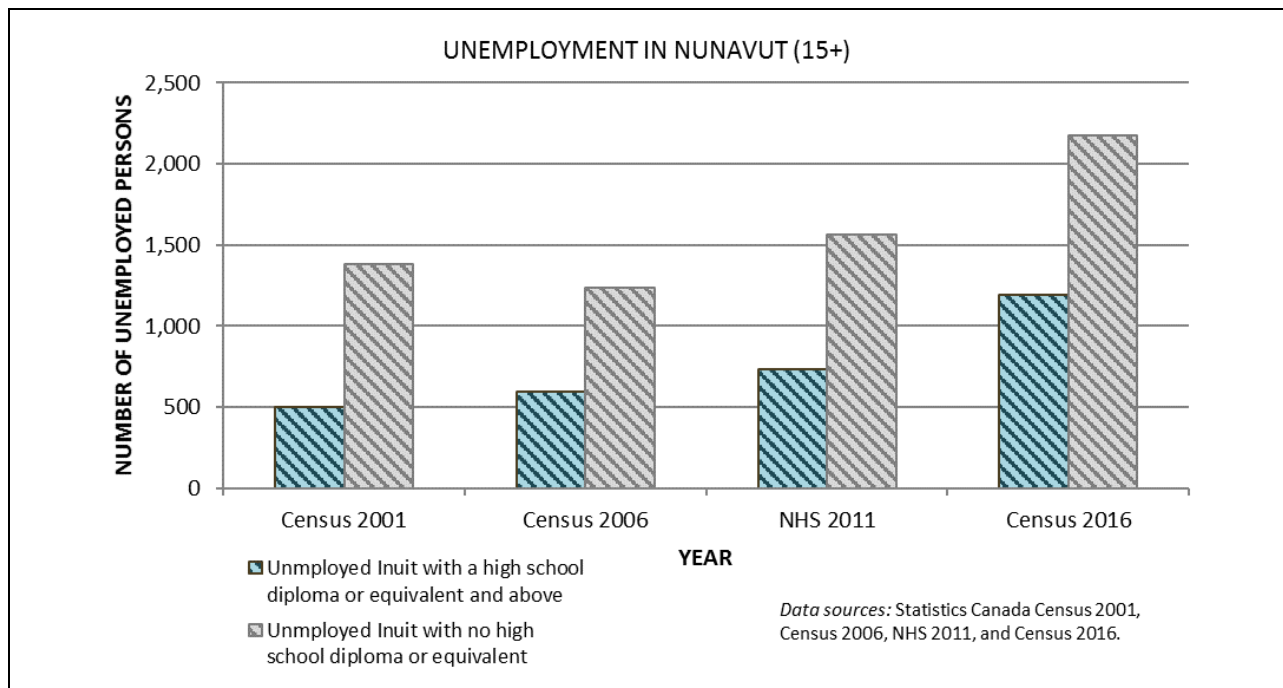
As of June 2019, the territorial unemployment rate was 13.6%, while the percentage of unemployed Inuit was 18.4%.⁴⁶

EDUCATIONAL ATTAINMENT AND INUIT UNEMPLOYMENT

Census data from 2001 to 2016⁴⁷ suggest that working age Inuit (15+) who have not completed high school are more likely to be unemployed than those in the labour force who have completed high school.

The data show that just over one-third of Inuit (15+) who were looking for work in 2016 had completed high school. Among the unemployed were:

- 1,195 Inuit (15+) who completed high school or who had higher education; and
- 2,175 Inuit (15+) who did not complete high school.



Among Inuit (15+) in 2016, the unemployment rate was 15 percentage points higher for those *without* a high school diploma or equivalent.

- Between 2001 and 2011, the unemployment rate remained similar at 15% to 17% for Inuit (15+) who completed high school or who had higher education. The rate rose to 20.4% in 2016.
- The unemployment rate fluctuated more for Inuit without a high school diploma or equivalent, ranging from a low of 23% in 2006 to a high of 35% in 2016.

⁴⁶ Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Characteristics, March 2008 to December 2016* (May 2017) and *Labour Force StatsUpdate* (July 2019).

⁴⁷ Same as 45 above.

Among Inuit (20+) who were looking for work in 2016, 38% had completed high school. The unemployed included:

- 1,150 Inuit (20+) who completed high school or who had higher education; and
- 1,845 Inuit (20+) who did not complete high school.

In 2016, the unemployment rate was 14 percentage points higher for Inuit (20+) *without* a high school diploma or equivalent:

- The unemployment rate was 20% for Inuit (20+) who completed high school or who had higher education.
- The unemployment rate was 34% for Inuit without a high school diploma or equivalent.

In every community in Nunavut, Inuit who did not complete high school were more likely to be unemployed than those who completed high school or who had higher education.⁴⁸

Availability of Inuit for Government Employment

Availability refers to the labour supply of Nunavut Inuit for government employment in Nunavut at federal, territorial and municipal levels. Availability is a complex concept in labour market analysis. It typically includes two key factors: participation in the labour force and possession of the skills needed for particular occupations or groups of occupations.

In this section, we focus on Inuit participation in the territorial labour force as an indicator of availability for GN employment. The next section addresses preparedness, or possession of the types of skills needed for GN employment.

The Government of Nunavut encourages young Nunavummiut to stay in school and pursue post-secondary training or education. The working age population age 20 years or over (20+) is more likely to be available and prepared for government employment than those under age 20, so we provide data on this age group as well as the working age population age 15 years or over (15+).

NOT IN THE LABOUR FORCE

Statistics Canada describes persons who are not in the labour force as those age 15 years or over who were neither employed nor unemployed during the reference period of a survey.

This category includes persons who were not looking for work in the wage economy, and persons who could not work in the wage economy because of a long term illness or disability. It also includes relief or on-call workers who were not working for an employer at the time of the survey period.

⁴⁸ Canada, Employment and Social Development Canada, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016), *Nunavut Inuit Labour Force Analysis* (August 2018), and Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).

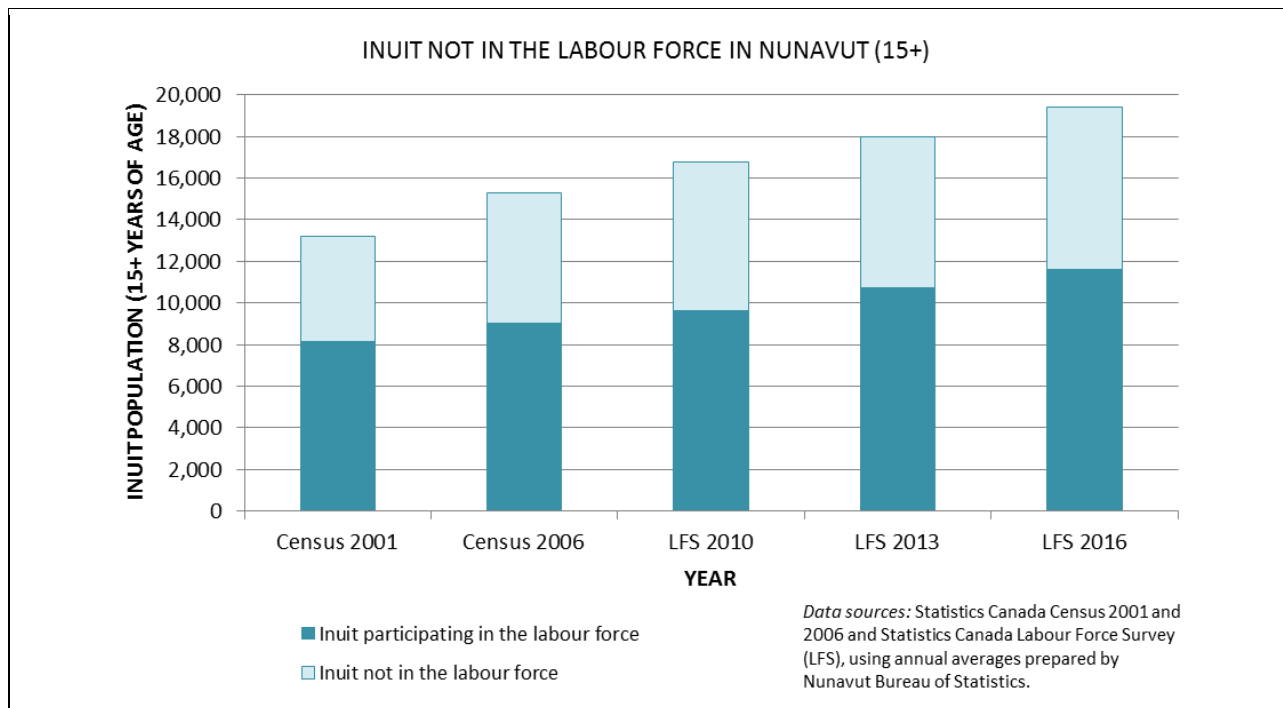
Some of those who are not in the labour force may be open to opportunities for employment or pre-employment training, and therefore available for government employment. Others may be unavailable due to school attendance, other responsibilities, retirement, or health issues.

Data from Statistics Canada⁴⁹ suggest that the number of working age Inuit (15+) who are not in the labour force has grown over time:

- The number of Inuit (15+) who were not in the labour force in Nunavut increased from approximately 5,075 in 2001 to 7,800 in 2016.

The proportion of working age Inuit (15+) who are not in the labour force has also increased over time:

- In 2001, 38% of Inuit (15+) were not in the labour force. The proportion of Inuit not in the labour force grew to 43% in 2010, then decreased to 40% in 2013 and 2016.
- As of June 2019, almost 44% of Inuit (15+) were not in the labour force.



As noted earlier in this analysis, labour force participation rates were significantly higher for working age Inuit who hold a high school diploma or above.⁵⁰

Among Inuit age 15+ in 2016:

- 48% of Inuit (15)+ without a high school diploma or equivalent were not in the labour force; and

⁴⁹ Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Characteristics, March 2008 to December 2016* (May 2017) and *Labour Force StatsUpdate* (July 2019).

⁵⁰ Canada, Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016287* (2017).

- 21% of Inuit (15+) who completed high school or had higher education were not in the labour force.

Among Inuit age 20+ in 2016:

- 41% of Inuit (20+) without a high school diploma or equivalent were not in the labour force; and
- 21% of Inuit (20+) who completed high school or had higher education were not in the labour force.

SCHOOL ENROLLMENT AND AVAILABILITY

School enrollment refers to full-time or part-time registration in courses that can be used to gain credits towards a certificate, diploma or degree from a recognized institution, including elementary school, high school, trade school, college, or university. Statistics Canada counts individuals as being enrolled in school if they were enrolled in such courses at any time in the nine month period before a survey. Training provided by an employer was included if it resulted in credits as described above.

The NILFA reports prepared by Employment and Social Development Canada (ESDC) in 2016 and 2018 emphasized school enrollment as a factor in labour force participation and the availability of Inuit for government employment, based on the 2011 National Household Survey (NHS) and the 2016 Census.⁵¹

Many Inuit age 15+ may not be available for employment because they are enrolled in school.

- The 2011 NHS found that 17% of the working age Inuit population (2,960 Inuit) was enrolled in school in the nine months before the survey.
- The 2016 Census found that 20% of the working age Inuit population (2,875 Inuit) was enrolled in school in the nine months before the survey.

The majority of the Inuit who were enrolled in school were youth aged 15 to 29.

- The 2011 NHS found that 33% of all youth (2,550 Inuit) were enrolled in school.
- The 2016 Census found that 35% of all youth (2,610 Inuit) were enrolled in school.

Inuit 30 years of age or older were less likely to be enrolled in school.

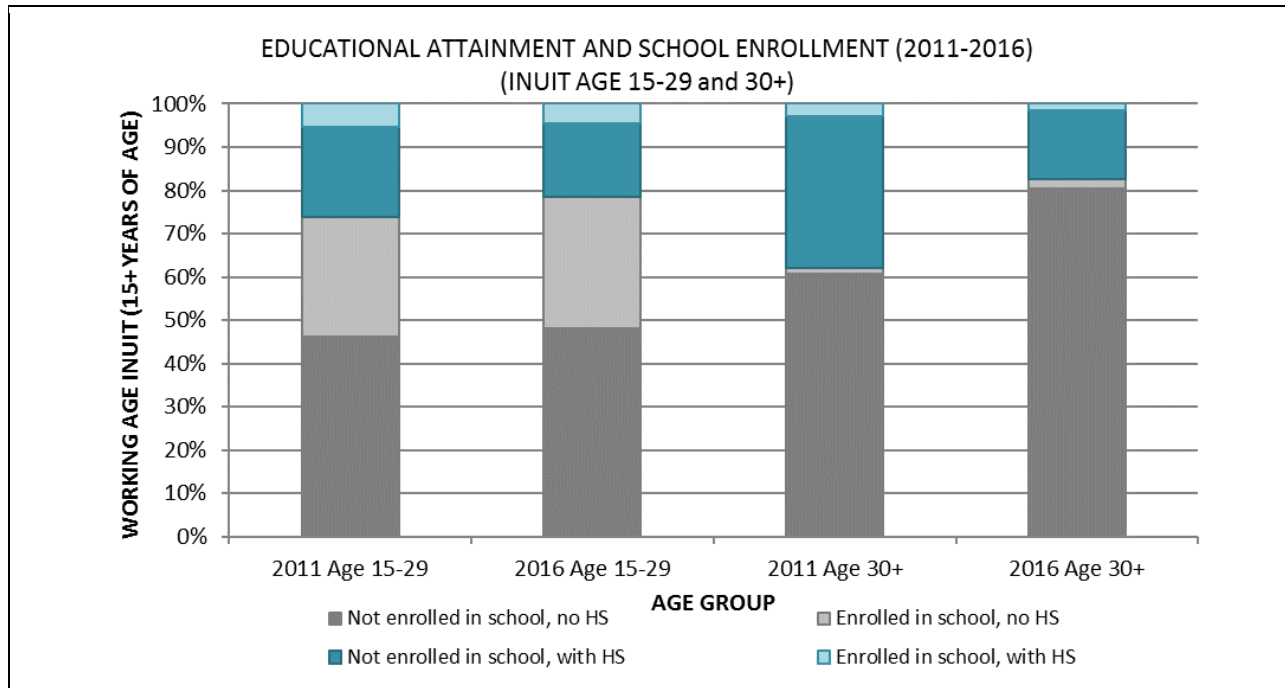
- The 2011 NHS found that 4% of Inuit age 30+ (415 Inuit) were enrolled in school.
- The 2016 Census also found that 4% of Inuit age 30+ (265 Inuit) were enrolled in school.

High school completion is a consistent factor in school enrollment among working age Inuit.

- The 2011 NHS found that among Inuit (15+) without a high school diploma or equivalent, 80% (9,290 Inuit) were not enrolled in school. This included 98% of Inuit age 30+ without a high school diploma.

⁵¹ Canada, Employment and Social Development Canada, *Summary of Findings from the Community Profiles Database: Availability – Demographic and Labour Market Information*, draft prepared for the NILFA technical working group (December 2016), *Nunavut Inuit Labour Force Analysis* (August 2018), and Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016264* (2017).

- The 2016 Census found that among Inuit (15+) without a high school diploma or equivalent, 79% (9,375 Inuit) were not enrolled in school. This included 97% of Inuit age 30+ without a high school diploma.



Many working age Inuit (15+) were employed *and* enrolled in school during the reference periods for the 2011 NHS and the 2016 Census. Employment was measured for the week prior to the survey and school enrollment for the previous nine months, so individuals may not have been employed at the same time they were enrolled in school. Others may have been working part-time while attending school.

RECENT TRENDS IN NUNAVUT’S LABOUR FORCE

Statistics Canada publishes a quarterly Labour Force Survey, which provides data on the working age population, labour force participation, employment and unemployment, reported as 3-month moving averages.

Trends in recent Labour Force Survey data⁵² suggest that despite a steady increase in the total number of Inuit in Nunavut’s labour force, the rate at which working age Inuit participate in the labour force has not grown consistently.

NUNAVUT (June 2019)	INUIT IN NUNAVUT (June 2019)
<p>Working Age Population (15+)</p> <ul style="list-style-type: none"> • Total 26,000 in the working age population • Approximately 1,200 more than in June 2018 and 1,700 more than in November 2016 	<p>Inuit Working Age Population (15+)</p> <ul style="list-style-type: none"> • 20,800 Inuit in the working age population • Approximately 1,000 more than in June 2018 and 1,400 more than in November 2016

⁵² Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Tables, 3MMA ending in June 2019* (July 2019).

NUNAVUT (June 2019)	INUIT IN NUNAVUT (June 2019)
<p>Labour Force (15+)</p> <ul style="list-style-type: none"> • Total 16,400 in the labour force, up by 900 from June 2018 and 200 from November 2016 • 63.3% labour force participation rate, up from 62.5% in June 2018 but down from 66.6% in November 2016 	<p>Inuit Labour Force (15+)</p> <ul style="list-style-type: none"> • 11,700 Inuit in the labour force, up by 900 from June 2018 but down by 200 from November 2016 • 56.2% labour force participation rate, up from 54.4% in June 2018 but down from 61.3% in November 2016
<p>Employment</p> <ul style="list-style-type: none"> • Total 14,200, up by 900 from June 2018 and 500 from November 2016 • 54.7% employment rate, up from 53.7% in June 2018 but down from 56.6% in November 2016 	<p>Employment among Inuit</p> <ul style="list-style-type: none"> • 9,500 Inuit employed, up by 700 from June 2018 and the same as November 2016 • 45.8% employment rate, up from 44.3% in June 2018 but down from 49.1% in November 2016
<p>Unemployment</p> <ul style="list-style-type: none"> • Total 2,200 unemployed, same as in June 2018 and down by 200 from November 2016 • 13.6% unemployment rate, down from 14.1% in June 2018 and 15.1% in November 2016 	<p>Unemployment among Inuit</p> <ul style="list-style-type: none"> • 2,200 Inuit unemployed, up by 200 from June 2018 and down by 200 from November 2016 • 18.4% unemployment rate, down from 18.6% in June 2018 and 19.9% in November 2016
<p>Not in the Labour Force</p> <ul style="list-style-type: none"> • Total 9,500 (36.7%) not in the labour force, up by 200 from June 2018 and 1,400 from November 2016 	<p>Inuit Not in the Labour Force</p> <ul style="list-style-type: none"> • 9,100 (43.8%) Inuit not in the labour force, up by 100 from June 2018 and 1,600 from November 2016

As reported in the 2018 NILFA,⁵³ data from the 2001 Census, 2006 Census, 2011 NHS, and 2016 Census show that:

- The number of Inuit (15+) who did not participate in the labour force grew from 5,075 in 2001 to 7,210 in 2016.
- The percentage of Inuit (15+) who did not participate in the labour force ranged from a high of 43% in 2011 to a low of 37% in 2016.

It appears that a significant proportion of working age Inuit are not participating in the labour force and are therefore not readily available for government employment. As reported in the 2018 NILFA, in 2016:

- 38% of all working age Inuit (15+) were not participating in the labour force.
- 32% of Inuit age 20+ were not participating in the labour force.
- 52% of Inuit age 15-24 were not participating in the labour force
- 28% of Inuit age 25-64 were not participating in the labour force.
- 70% of Inuit age 65+ were not participating in the labour force.

⁵³ Canada, Employment and Social Development Canada, *Nunavut Inuit Labour Force Analysis* (August 2018)

THE “HIDDEN LABOUR FORCE”

Statistics Canada defines the labour force as individuals of working age who are employed or unemployed and actively seeking work in the past four weeks. Those who are not employed and not actively looking for work are considered to be non-participants in the labour market. These concepts are applied consistently across all territories and provinces.

In a 2019 report on the Kivalliq labour market,⁵⁴ the Mining Industry Human Resources Council (MIHR) suggests that this approach does not necessarily apply to the northern context, where there may be few jobs available locally. In its analysis, MIHR makes an effort to include individuals who may be overlooked as potential labour market participants. MIHR proposes the term “hidden labour force” to include those who may be available to take a job but who may not report any job search activity in the four weeks before a Statistics Canada survey.

The MIHR report considers three population segments that are likely to be non-participants in the labour force during a survey period: students, retired persons, and persons with a disability. Other non-participants may be available for work, including:

- Discouraged potential workers, i.e., the unemployed who are able to work and want to work but who have not actively sought work in the past four weeks;
- Relief, on-call and seasonal workers who have not worked or sought work recently; and
- Workers in the informal labour market who generate income through non-wage activities such as harvesting food and/or producing goods, artwork and handicrafts.

When the identified and hidden labour force participants are combined, the result is an adjusted Inuit participation rate that is considerably higher than the rate identified by Statistics Canada and the NILFA. For example:

- In the 2016 Census, Statistics Canada identified 3,860 Inuit labour force participants (age 15+) in Kivalliq and 2,095 non-participants. This was an Inuit labour force participation rate of 65%.
- The MIHR removed the estimated non-participant group (1,065) from the total number of identified non-participants and identified a “hidden” labour force of 1,030 Inuit in 2016. This resulted in an adjusted Inuit labour force participation rate of 82%.

The MIHR acknowledges that the adjusted participation rate reflects an optimistic scenario. Among this hidden labour force are individuals who are not likely to seek or sustain employment. However, the concept of an adjusted participation rate may reflect the reality of Nunavut’s labour market and the relatively fragile attachment that many working age Inuit have to the labour force. It may also help to explain why the rate at which working age Inuit participate in the labour force appears not to be growing consistently.

In 2017, Employment and Social Development Canada conducted NILFA engagement sessions with approximately 100 Nunavummiut in four Kivalliq communities: Arviat, Baker Lake, Chesterfield Inlet, and Rankin Inlet. These sessions took the form of in-person interviews and focus groups to discuss issues and opportunities related to Inuit employment in the territory.

⁵⁴ Mining Industry Human Resources Council, *Kivalliq Labour Market Analysis* (January 2019).

As reported in the 2018 NILFA:⁵⁵

“Stakeholders in Arviat... noted that there were vacant positions in the community, especially in the public sector, and suggested that raising awareness of employment opportunities could help match some discouraged workers with available job opportunities.”

The hidden labour force may be a source of potential participants for interventions and programs to prepare Inuit for employment such as adult basic education programs; employment and training readiness programs; and/or pre-employment training programs.

GEOGRAPHIC MOBILITY AND AVAILABILITY

Geographic mobility refers to a population's movement from one location to other locations over time. For the purposes of the Master IEP, mobility focuses on the proportion of Inuit who:

- Did not move from their home community;
- Moved within Nunavut, outside their home community; and
- Moved within Canada, outside Nunavut.

As reported in the 2018 NILFA, the 2016 Census showed that mobility among Inuit is low in Nunavut.

Within the past year (from 2015 to 2016):

- 97% did not move from their home community
- 2% moved within Nunavut, outside their home community
- 1% moved within Canada, outside Nunavut

Within the past 5 years (from 2011 to 2016):

- 93% did not move from their home community
- 5% moved within Nunavut, outside their home community
- 2% moved within Canada, outside Nunavut

The 2018 NILFA identified geographic mobility as a key factor in Inuit participation in the labour force and availability for government employment.

Based on the 2016 Nunavut Government Employee Survey, the NILFA reported that among Inuit government employees whose home community is in Nunavut:

- A large majority (81%) worked in their home community and most (81%) had never moved to obtain government employment
- Among those who did not work in their home community, 19% worked in another Nunavut community.
- Less than 1% had worked outside of Nunavut.

The 2018 NILFA also reported on a 2015 Public Opinion Research Survey (POR), which was developed specifically for Nunavut. The survey was completed by 500 Nunavut Inuit between the ages of 18 and 64 years who resided in the territory. This is a small sample size, and the NILFA warns that results may not be fully representative of the Inuit population.

⁵⁵ Canada, Employment and Social Development Canada, *Nunavut Inuit Labour Force Analysis* (August 2018).

The majority of POR survey respondents who were not employees of the federal or territorial governments in Nunavut indicated an interest in government work, but 25% said that they would plan to apply for a government job over the next year only if it was located in their home community.

The 2018 NILFA concluded that many Inuit are strongly attached to their families and communities, which impacts availability for government employment by shaping preferences about where to work.

BARRIERS TO AVAILABILITY

The 2018 NILFA reported that Inuit responding to the census and other surveys have identified common barriers to participating in the labour force in Nunavut, including:

- Family responsibilities, such as caring for a child, parent or Elder;
- Lack of child care;
- Lack of post-secondary education or training opportunities in home community;
- Unwillingness to relocate due to housing shortages and loss of community supports;
- Disability, health issues, mental health issues, and/or historical trauma;
- Belief that no suitable work is available;
- Lack of job search skills and awareness of available opportunities;
- Lack of understanding of the application and selection process;
- Lack of confidence or preparedness; and
- Criminal record.

A 2018 study⁵⁶ by the Mining Industry Human Resources Council (MIHR) examined factors in Inuit participation in the Kivalliq workforce. The study confirmed many of the barriers identified in the NILFA, and also noted that many prospective workers were deterred by:

- A preference for occasional paid work rather than full-time, permanent employment;
- The increase in public housing rent that accompanies an increase in income;
- The need to relocate or be away from home for extended periods on a job site, such as a mine;
- The demanding work schedule and expectations of attendance and productivity on the job; and
- Cross-cultural differences in the workplace.

Many of these were also identified by Inuit as barriers to participating in training and education to prepare for employment or job search and as barriers to leaving income assistance.⁵⁷

Preparedness of Inuit for Government Employment

Preparedness refers to the existing skill set and degree of formal qualification among Inuit and how these compare to job requirements or skill levels required for government employment in the territory.

In the previous section, we focused on Inuit participation in the labour force as an indicator of availability for government employment. Inuit who are available for government employment are not necessarily prepared for it. This section addresses preparedness, or possession of the types of skills needed for employment in the GN. More than 90% of GN positions typically involve completion of high

⁵⁶ Mining Industry Human Resources Council, *Inuit Workforce Barriers Strategy Study* (April 2018).

⁵⁷ Nunavut, Department of Family Services, *Reducing dependence, Supporting communities: Report on the review and reform of Income Assistance and Economic Development*, (June 2016).

school or post-secondary education, so we focus on school enrollment, high school completion, and field of study as key indicators of preparedness.

SCHOOL ENROLLMENT AMONG INUIT WHO ARE NOT EMPLOYED

Statistics Canada differentiates “not employed” from “unemployed.” Inuit who are not employed include those in the labour force who are unemployed (not employed and actively looking for work) and those who are not in the labour force (not employed and not looking for work).

The 2016 and 2018 NILFA reports identified consistent trends among working age Inuit (15+) who were not employed, based on the 2011 NHS and the 2016 Census.

The majority of working age Inuit (15+) who were not employed were also not enrolled in school.

- Among the 9,735 Inuit (15+) who were not employed in 2011, 77% (7,540 Inuit) who were not employed were also not enrolled in school.
- Among the 10,580 Inuit (15+) who were not employed in 2016, 77% (8,165 Inuit) who were not employed were also not enrolled in school.

Inuit youth (age 15-29) were more likely to be enrolled in school than Inuit aged 30 and over.

- In 2011, 38% (1,960) of Inuit youth who were not employed were enrolled in school. In contrast, only 5% (215) of Inuit 30+ who were not employed were enrolled in school.
- In 2016, 38% (1,960) of Inuit youth who were not employed were enrolled in school. In contrast, only 5% (215) of Inuit 30+ who were not employed were enrolled in school.

Inuit (15+) who were not employed and not enrolled in school were more likely to be outside the labour force.

In 2011, among the 7,540 Inuit (15+) who were not employed and not enrolled in school:

- 72% (5,460 Inuit) were not in the labour force (not employed and not looking for work).
- 28% (2,080 Inuit) were unemployed (not employed and actively looking for work).

In 2016, among the 8,165 Inuit (15+) who were not employed and not enrolled in school:

- 63% (5,135 Inuit) were not in the labour force (not employed and not looking for work).
- 37% (3,030 Inuit) were unemployed (not employed and actively looking for work).

The proportions of those who were not in the labour force and those who were unemployed were similar for Inuit youth (age 15-29) and Inuit age 30+.

In 2011, among the 7,540 Inuit (15+) who were not employed and not enrolled in school:

- 69% (2,255) of Inuit youth (age 15-29) were not in the labour force and 31% (1,020 Inuit) were unemployed and looking for work.
- 75% (3,205) of Inuit youth (age 30+) were not in the labour force and 25% (1,060 Inuit) were unemployed and looking for work.

In 2016, among the 8,165 Inuit (15+) who were not employed and not enrolled in school:

- 59% (1,950) of Inuit youth (age 15-29) were not in the labour force and 41% (1,365 Inuit) were unemployed and looking for work.
- 66% (3,185) of Inuit youth (age 30+) were not in the labour force and 34% (1,665 Inuit) were unemployed and looking for work.

SCHOOL ENROLLMENT AND TYPE OF EDUCATION

The 2016 and 2018 NILFA reports identified consistent trends among working age Inuit who were enrolled in school within the nine month periods before the 2011 NHS or the 2016 Census.

Working age Inuit (15+) who were enrolled in school were most likely to be working towards a high school diploma or equivalent.

Among the 2,960 Inuit (15+) who were enrolled in school before the 2011 survey:

- 68% (2,020 Inuit) had no high school diploma and were enrolled in high school or equivalent
- 8% (240 Inuit) had no high school diploma and were enrolled in college or trades school
- Less than 1% (10 Inuit) had no high school diploma and were enrolled in university

Among the 3,335 Inuit (15+) who were enrolled in school before the 2016 survey:

- 64% (2,135 Inuit) had no high school diploma and were enrolled in high school or equivalent
- 9% (290 Inuit) had no high school diploma and were enrolled in college or trades school

Working age Inuit (15+) with a high school diploma or equivalent were more likely to be enrolled in a college or trades program than a university-level program.

Among the 2,960 Inuit (15+) who were enrolled in school before the 2011 survey:

- 5% (145 Inuit) had a high school diploma and were enrolled in high school
- 16% (460 Inuit) had a high school diploma and were enrolled in college or trades school
- 3% (85 Inuit) had a high school diploma and were enrolled in university

Among the 3,335 Inuit (15+) who were enrolled in school before the 2016 survey:

- 4% (125 Inuit) had a high school diploma and were enrolled in high school
- 20% (675 Inuit) had a high school diploma and were enrolled in college or trades school
- 3% (105 Inuit) had a high school diploma and were enrolled in university

HIGH SCHOOL COMPLETION

Enrollment in and graduation from high school has grown steadily since Nunavut was created, which is helping to increase basic preparedness for government employment. Graduation rates vary from year to year because Nunavut is dealing with small student populations that fluctuate. As a result, the territory's graduation rates may not increase every year, but tend to improve over longer time periods.

The Nunavut Bureau of Statistics⁵⁸ reports that:

⁵⁸ Nunavut, Nunavut Bureau of Statistics, *Nunavut Secondary School Graduates 1999 to 2017* (March 2017).

- The number of high school graduates in Nunavut has increased by approximately 10% annually since 2000.
- On average, 234 students graduated from high school annually in the 10-year period ending June 2017.
- A total of 292 students graduated from high school in the school year ending June 2017. This was 40 more graduates than the previous year, when 252 students graduated.
- Almost 92% of the high school graduates in 2017 were Inuit.

Based on findings from our labour market analysis, these high school graduates will be more likely to:

- Participate in the labour force,
- Have a range of job opportunities in the territory,
- Be employed, and
- Enrol in further schooling.

The 2016 and 2018 NILFA reports identified consistent trends among working age Inuit who had completed high school and were enrolled in post-secondary education within the nine month periods before the 2011 NHS or the 2016 Census.

Inuit youth (age 15-29) who had a high school diploma and were enrolled in school were more likely to be enrolled in college or trades school than in university.

The 2011 NHS showed that within this group:

- 60% (245 Inuit) were enrolled in a college or trades school
- 10% (40 Inuit) were enrolled in university

The 2016 Census showed that within this group:

- 68% (365 Inuit) were enrolled in a college or trades school
- 11% (60 Inuit) were enrolled in university

Inuit age 30 or over who had a high school diploma and were enrolled in school were more likely than Inuit youth to be enrolled in university.

The 2011 NHS showed that within this group:

- 77% (215 Inuit) were enrolled in a college or trade school
- 16% (45 Inuit) were enrolled in university

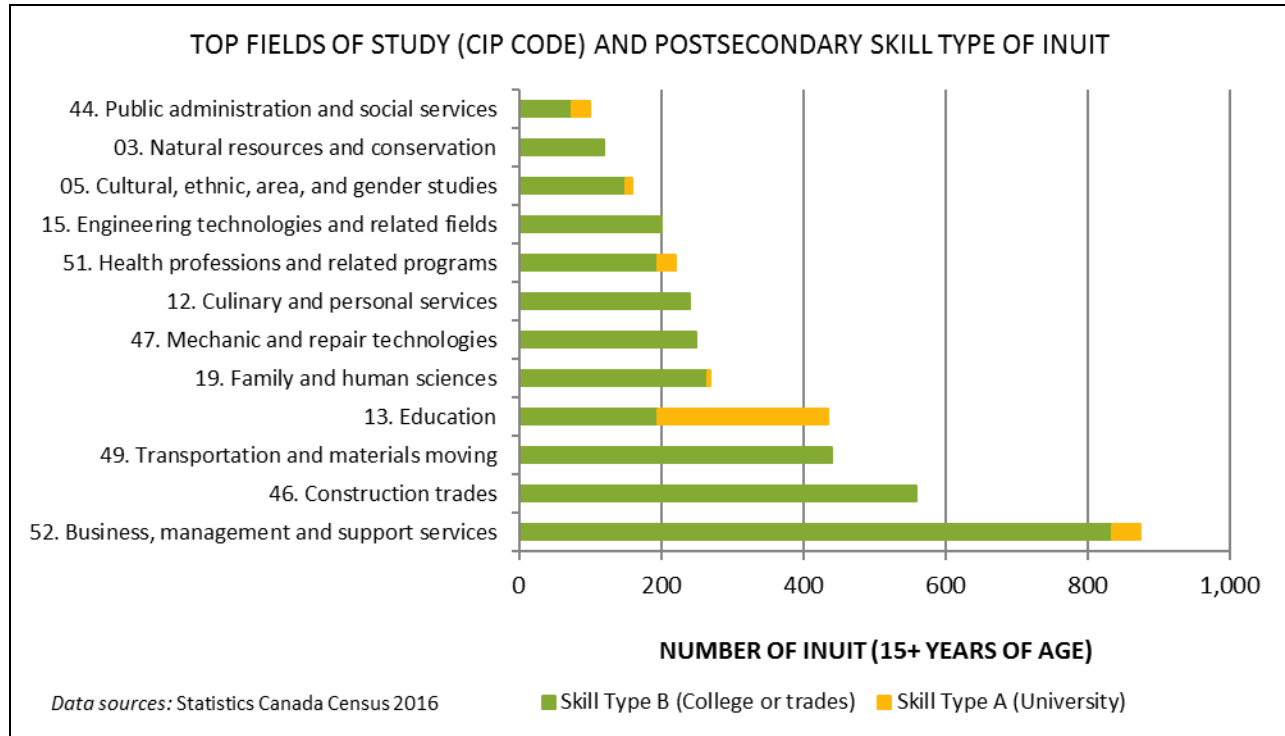
The 2016 Census showed that within this group:

- 85% (310 Inuit) were enrolled in a college or trade school
- 12% (45 Inuit) were enrolled in university

FIELDS OF STUDY

The Classification of Instructional Programs (CIP) describes educational programs based on subject matter. Statistics Canada uses CIP codes in its census programs to identify 60 fields of study undertaken by those who have completed a post-secondary certificate, diploma or degree.

The chart below shows the top 12 fields of study for Inuit in Nunavut, based on the 2016 Census,⁵⁹ including the numerical CIP codes, and the level of study (college or university). The census collects data on the highest certificate, diploma or degree attained, not on all educational achievements, so an Inuk with multiple degrees is counted only once.



Approximately 25% of positions in the GN typically involve college-level education or trades training (Skill Type B), while 54% typically involve a university education (Skill Type A).

Of the 4,570 Inuit who had completed post-secondary education at the time of the 2016 Census, 90% obtained a certificate, diploma or degree at the college level. The remaining 10% graduated from a university program. Inuit with post-secondary education have specialized knowledge in various fields. Some may have transferrable skills to apply in a variety of occupations; others are job-specific.

The most popular field of study among Inuit was business, management and support services. Knowledge and skills in this field are highly transferrable and relevant to many administrative and clerical occupations in the Government of Nunavut, including many at the entry level.

Several other popular fields of study among Inuit lead towards occupations that are more commonly found in construction, mining, or municipal operations than in the Government of Nunavut. These include:

- Construction trades;
- Transportation and materials moving; and
- Mechanic and repair technologies.

⁵⁹ Canada, Statistics Canada, *2016 Census Data Tables: Catalogue #98-400-X2016262* (2017).

Fewer Inuit pursue fields of study related to the large numbers of specialized professional and paraprofessional occupations in the GN; these include:

- Natural resources and conservation, which includes programs for conservation officers and environmental technicians;
- Social services, which includes social work programs; and
- Health professions, which includes nursing programs.

Some important occupations in the GN were not represented among the top fields of study for Inuit. Among Inuit who had completed post-secondary education in 2016, a total of less than 5% had pursued fields of study leading to occupations in:

- Biological and physical sciences;
- Financial administration;
- Information technology; or
- Translation and interpretation.

TRAINING AND FURTHER EDUCATION AMONG GOVERNMENT EMPLOYEES

The 2016 Nunavut Government Employee Survey (NGES) surveyed Inuit and non-Inuit employees of the Government of Nunavut and the Government of Canada in Nunavut. The NGES⁶⁰ found that among Inuit working for the territorial or federal governments in Nunavut:

- 31% had a high school diploma or equivalent as their highest educational attainment;
- 29% had a college diploma or certificate; and
- 13% had a university degree.

Findings from the NGES noted that 83% of Inuit respondents reported that educational requirements for their government jobs were reasonable.

Most Inuit and non-Inuit respondents were not currently enrolled in school, but a majority of Inuit employees (2,060 Inuit or 63%) expressed interest in further education. 52% of Inuit employees reported that they had received formal workplace training in the past 12 months, and 70% said that they had received informal training.

When asked for their opinions about solutions for increasing the number of Inuit employees in government, Inuit respondents focused on improving training and educational opportunities, including:

- Increasing education or pre-employment training opportunities for Inuit (56%);
- Increasing on-the-job training opportunities for Inuit (50%); and
- Encouraging Inuit youth to pursue further education or training (38%).

These are encouraging findings that reinforce what our workforce analysis and census data from 2001 to 2016 suggest: educational attainment is a key factor in preparing Inuit for employment in the Government of Nunavut and on-the-job training is crucial for career development and satisfaction.

⁶⁰ Canada, Employment and Social Development Canada, *A First Glance at Findings from the Nunavut Government Employee Survey (NGES)*, draft presentation to NILFA technical working group (April 12, 2017) and Nunavut, Nunavut Bureau of Statistics, *NGES – Main Findings (2017)*.

BARRIERS TO TRAINING AND EDUCATION

The 2018 NILFA reported that Inuit are interested in training and education and are aware that it will help to prepare them for obtaining government employment or succeeding in their current jobs. However, both Inuit government employees and Inuit who were not working in government reported that they faced barriers to training and education.

Among Inuit government employees, the top barriers were:

- Lack of time due to work (41%);
- Didn't know what was available (39%);
- Lack of time due to personal reasons (24%);
- Not available in community or online (22%);
- Available training did not suit needs (22%); and
- Lack of employer support (19%).

Among Inuit not employed in government, commonly reported barriers to participating in training and education in Nunavut include:

- Family responsibilities, such as caring for a child, parent or Elder;
- Lack of child care;
- Lack of post-secondary education or training opportunities in home community;
- Unwillingness to relocate due to housing shortages and loss of community supports;
- High costs of tuition, travel, and living expenses;
- Feeling that there was no need or that further training would not be of benefit;
- Lack of time or conflict with traditional activities (e.g., hunting, fishing, sewing, arts);
- Disability, health issues, mental health issues, and/or historical trauma;
- Lack of awareness of available opportunities;
- Lack of interest in going back to school; and
- Lack of prerequisites or lack of foundational literacy or numeracy skills.

Many of these were also identified by Inuit as barriers to employment or job search, although the 2017 Aboriginal Peoples Survey (APS) reported top reasons for difficulties finding work in Nunavut were:

- Not having the education or training for available jobs, including writing and computer skills; and
- Shortage of jobs.

The 2017 APS noted that two-thirds (66%) of Nunavut Inuit age 15 to 54 who were interested in government employment reported no difficulties or challenges in pursuing further education. However, for those who did report difficulties, the three most common barriers were:

- Lack of childcare (33.5%);
- Other personal and family responsibilities (24%); and
- Lack of confidence or preparedness (16%).

More women reported challenges due to childcare (80%) and personal or family responsibilities (61%), whereas lack of confidence and preparedness was more commonly reported by men (54%).

As reported in the 2018 NILFA, Laval University collected data in 2013 from 372 Nunavut Inuit with post-secondary experience.⁶¹ While a small majority had completed their studies and were employed at the time of the survey, many respondents had not completed their programs. Among those who left post-secondary education before completing their programs, the most common reasons were:

- Lack of motivation/lost interest (31%);
- Financial reasons (25%);
- Family responsibility (23%);
- Homesickness (21%);
- Got a job/wanted to work (18%);
- Lack of support (17%); and
- Course too hard (16%).

Interest of Inuit in Government Employment

Interest refers to the desire and willingness of Inuit to work for government employers in the territory.

In the previous sections, we focused on the availability and preparedness of Inuit for government employment. As in any jurisdiction, however, Nunavummiut who are available and prepared for government employment may not be interested in government work. This section addresses the interest of Inuit in employment in the GN, including interest in remaining with the GN and interest in joining the GN. We begin with the relationship between language of work and job satisfaction.

LANGUAGE OF WORK AND JOB SATISFACTION

More than 70 Aboriginal languages were reported in the 2016 Census, including two Inuit languages in Nunavut: Inuktitut and Inuinnaqtun.

Among Inuit in Canada, a higher percentage of seniors reported having an Aboriginal language as their mother tongue, compared with younger generations. In all age groups, the percentage of Inuit who could speak an Inuit language was higher than the percentage with an Inuit mother tongue. This suggests that many Inuit in Canada, particularly younger Inuit, are learning the Inuit language as a second language.

The Inuit language is the mother tongue of 63% of Nunavummiut. In Nunavut:

- 92% of working age Inuit (15+) could conduct a conversation in the Inuit language
- 89% of the total Inuit population could conduct a conversation in the Inuit language
- 61% of all workers used the Inuit language at work
- 60% of Inuit spoke Inuktitut most often at home
- 59% of all workers used the Inuit language at work on a regular basis
- 58% of all workers used more than one language at work
- 38% spoke Inuktitut most often at work

⁶¹ Laval University, *Monitoring Educational and Professional Success Amongst Inuit of Nunavut Who Have Registered in a Postsecondary Program* (2015).

Findings from the 2016 Nunavut Government Employee Survey (NGES)⁶² correlated job satisfaction with the opportunity to speak the Inuit language at work in the GN or GC. 40.8% of Inuit respondents reported that they were “very satisfied” with their jobs and 46.4% said they were “somewhat satisfied.” Among these respondents, the highest satisfaction rating was associated with use of the Inuit language “often or always” at work.

Among the 1,120 Inuit employees who reported using the Inuit language “often or always” at work:

- 46.4% said they were “very satisfied” with their jobs
- 44.6% said they were “somewhat satisfied” with their jobs

Among the 1,140 Inuit employees who reported using the Inuit language “sometimes” at work:

- 39.5% said they were “very satisfied” with their jobs
- 52.6% said they were “somewhat satisfied” with their jobs

INTEREST IN STAYING IN GOVERNMENT EMPLOYMENT

In reviewing the findings of the Nunavut Government Employees Survey (NGES), the 2018 NILFA reported that in 2016, 4,980 Inuit were working or had recently worked in the federal, territorial, or municipal government in Nunavut, including occupations in education, health, and social services. This represented 26% of the working age population (15+) and 37% of the adult working age population (25+). Of these, 3,835 were employed in the government sector in Nunavut at the time of the survey.

Among employees in the federal or territorial governments in Nunavut at the time of the NGES, 88% of Inuit planned to stay in government employment over the next two years. In contrast, 78% of non-Inuit employees planned to stay. Inuit employees who reported that they planned to stay were more likely to:

- Be at least “somewhat satisfied” with their current job;
- Be at least 30 years of age;
- Have worked in government for at least 10 years;
- Have post-secondary education; and/or
- Be proficient in the Inuit language.

In responding to the GN’s 2017 Employee Engagement Survey,⁶³ 66% of Inuit employees said they would prefer to stay with the GN even if offered a similar job outside of the territorial government. In addition, 72% of Inuit respondents said they would recommend the GN as a great place to work.

The 2017 Aboriginal Peoples Survey noted that a large majority of past government employees report satisfaction with their last government job. Among Inuit not employed in the federal, territorial, or municipal government sector at the time of the survey, 41% reported that they had previously worked for government. The reason that was most often given for no longer being employed by government was that their term, contract, casual, or seasonal position had ended (52%).

⁶² Nunavut, Nunavut Bureau of Statistics, *Nunavut Government Employee Survey – Main Findings* (2017).

⁶³ Nunavut, Department of Finance, *Report on the 2017 Employee Engagement Survey* (2018).

Among Inuit age 15 to 54 who had past government work experience:

- 90% reported that they would be interested in working in government again in the future;
- 90% reported that they were satisfied or very satisfied with the respect for Inuit culture, values and language at their last government job;
- 86% were satisfied or very satisfied with the relationship with their direct supervisor; and
- 73% reported that they were satisfied or very satisfied with career advancement opportunities.

RETENTION AND TURNOVER IN THE GN

Note that this section of the report does not include staff turnover data for Qulliq Energy Corporation.

Retention and turnover are indicators of interest in a particular employer, such as the Government of Nunavut.

The GN defines *retention* as the percentage of employees that remained within the public service across a fiscal year. As reported in the Public Service Annual Report for 2017-2018, the retention rate for the GN fluctuates from year to year, but has generally increased over time from a low (over the past 10 years) of 80% in 2007-2008 to 88% in 2017-2018.

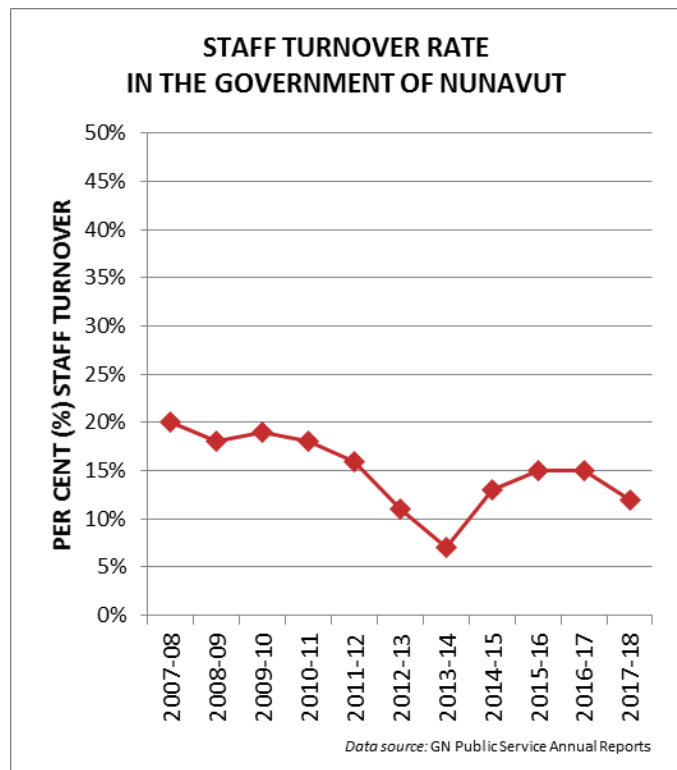
Staff turnover is defined as the number of indeterminate or term GN employees leaving or terminating their positions annually.

Turnover includes retirements, resignations, lay-offs, end-of-term contracts, and dismissals of indeterminate or term employees from the public service. It does not include internal transfers within the GN.

Turnover creates challenges for on-the-job training, workload management and volume of staffing activity, but it may also create new opportunities for employment in the GN.

The turnover rate for the GN as a whole was 12% in 2017-2018, which was a decrease from a 10-year high of 20% in 2007-2008.

Turnover was reported by pay group in Public Service Annual Reports for the three fiscal years from 2014-2015 to 2016-2017.



During the period, turnover:

- Decreased in the Senior Management (SRM) pay group;
- Increased in the Excluded (EXC) pay group;
- Ranged from 10% to 15% in the Nunavut Employees Union (NEU) pay group; and
- Remained relatively stable at 20-22% in the Nunavut Teachers' Association (NTA) pay group.

GN PAY GROUP	TURNOVER IN THE GN BY PAY GROUP (not including Qulliq Energy Corporation)					
	2014-2015		2015-2016		2016-2017	
	NUMBER POSITIONS	% TURNOVER	NUMBER POSITIONS	% TURNOVER	NUMBER POSITIONS	% TURNOVER
Senior Management (SRM)	20	11%	21	12%	14	3%
Excluded (EXC)	34	8%	34	8%	59	13%
Nunavut Employees Union (NEU)	202	10%	297	15%	193	10%
Nunavut Teachers' Association (NTA)	166	21%	150	20%	173	22%
TOTAL TURNOVER	422	13%	502	15%	439	15%

INTEREST IN PROMOTION AMONG GOVERNMENT EMPLOYEES

Employees who move to higher level positions create vacancies that may become new opportunities for others to advance or to be hired into the GN.

The 2016 Nunavut Government Employee Survey (NGES)⁶⁴ determined interest in promotion by asking if the respondent had previously applied for a higher level job, or planned to apply for a higher level job in government. Among Inuit employees of the federal or territorial governments in Nunavut, almost 45% were interested in promotion. In contrast, promotion was of interest to 51% of non-Inuit colleagues.

Inuit government employees who reported that they were interested in promotion were more likely to:

- Have Inuit supervisors;
- Be between 30 and 39 years of age;
- Have worked in government for 1-10 years;
- Be college graduates; and/or
- Be proficient in the Inuit language.

By highest educational attainment, interest in promotion among Inuit government employees was:

- 15% for those with no formal education;
- Less than 25% for those with a high school diploma (or equivalent) and no post-secondary;
- 41% for college graduates; and
- 15% for university graduates.

INTEREST IN BECOMING A GOVERNMENT EMPLOYEE

The 2018 NILFA includes information from the 2015 Public Opinion Research Survey (POR), which was developed specifically for Nunavut. The survey was completed by 500 Nunavut Inuit between the ages of 18 and 64 years who resided in the territory. This is a small sample size, and the NILFA warns that results may not be fully representative of the Inuit population.

⁶⁴ Nunavut, Nunavut Bureau of Statistics, *Nunavut Government Employee Survey – Main Findings* (2017).

Among the 311 respondents who were not employees of the federal or territorial governments:

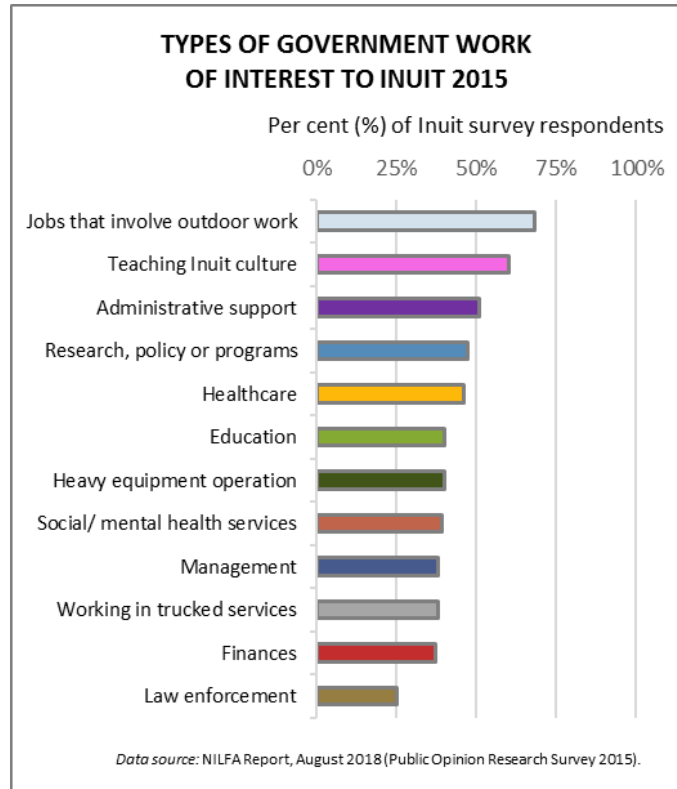
- 58% indicated an interest in working for the Government of Nunavut;
- 51% indicated an interest in working for the Government of Canada in Nunavut;
- 46% indicated an interest in working for a municipal government in Nunavut; and
- 23% indicated that their health problems would make it impossible to work for government.

When asked what types of government work would interest them, more than half of survey respondents who were not working for government identified preferences for jobs that involve outdoor work, teaching Inuit cultural activities, or administrative support.

The 2018 NILFA reported that there was a difference in the types of work preferred by female and male Inuit who expressed an interest in government.

Female Inuit were more likely to be interested in:

- Administrative assistance (64%);
- Healthcare (57%);
- Education (48%);
- Social or mental health services (48%);
- Finances (43%); and
- Court work (35%).



Male Inuit were more likely to be interested in:

- Outdoor work (84%);
- Operating heavy equipment (61%); and
- Trucked services (61%).

While many Inuit express an interest in government work, 11% of POR survey respondents were not interested at all. Individuals who were over the age of 54, unilingual in Inuktitut, and/or engaged in family and cultural activities rather than the wage economy were unlikely to be interested in government work.

The 2017 Aboriginal Peoples Survey confirmed the 2015 POR findings reported in the 2018 NILFA: Inuit age 15 to 54 have a strong interest in government employment. Among Inuit who were not currently working for government (including non-government employees and those who were unemployed or not in the labour force), 85% expressed an interest in working in at least one level of government.

Interest was highest among respondents age 15-24 and those age 25-44 who were unemployed, or not in the labour force.

Top reasons given for interest in government work were:

- Pay and benefits, other than housing (66%); and
- Type of work or duties, including meaningful work, helping people, and working with the public (40%).

Among Inuit age 15 to 54 interested in government employment, 61% said they planned to pursue formal schooling within the next five years. The most common education goals reported were:

- Completing high school or upgrading (47%);
- College, Nunavut Sivuniksavut, or a non-university certificate other than a trade (47%); and
- A trade certificate or diploma (28%).

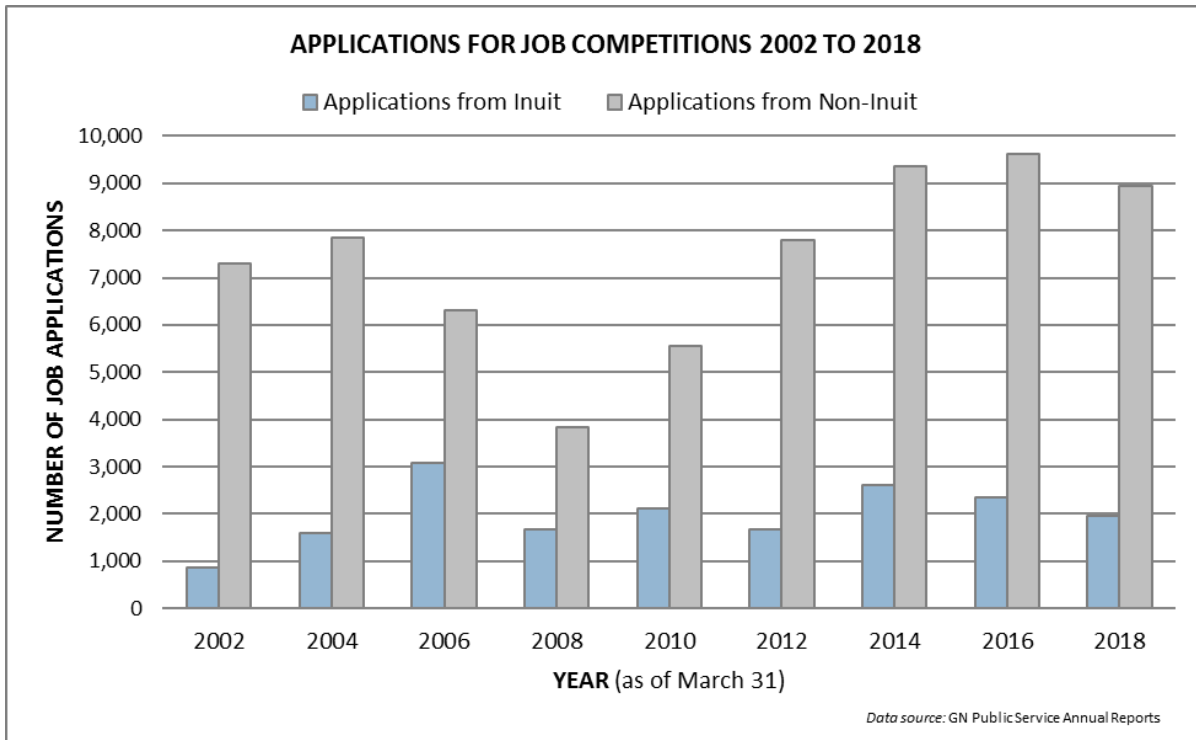
Similar findings were reported from the 2015 POR survey, however, only 14% of all respondents were actually engaged in upgrading their education or skills at that time.

APPLICATIONS FOR GN EMPLOYMENT

Inuit who apply for government jobs move beyond indicating an interest in government work to making an active effort to obtain a government position.

The number of GN positions advertised varies from year to year. The GN averaged almost 550 job competitions annually between 2002 and 2018. An individual may submit applications to multiple postings over a year, so the number of applications is not equal to the number of applicants.

As reported in Public Service Annual Reports, Inuit apply for advertised GN positions at a rate that tends to be much lower than the rate at which non-Inuit apply.



Applications from Inuit reached a low of 875 (11% of all applications) in 2001-2002 and a high of 3,079 (33% of all applications) in 2005-2006.

In 2017-2018, a total of 543 GN positions was advertised in locations across the territory. The job competitions attracted 1,949 applications from Inuit (18% of all applications) and 8,941 from non-Inuit.

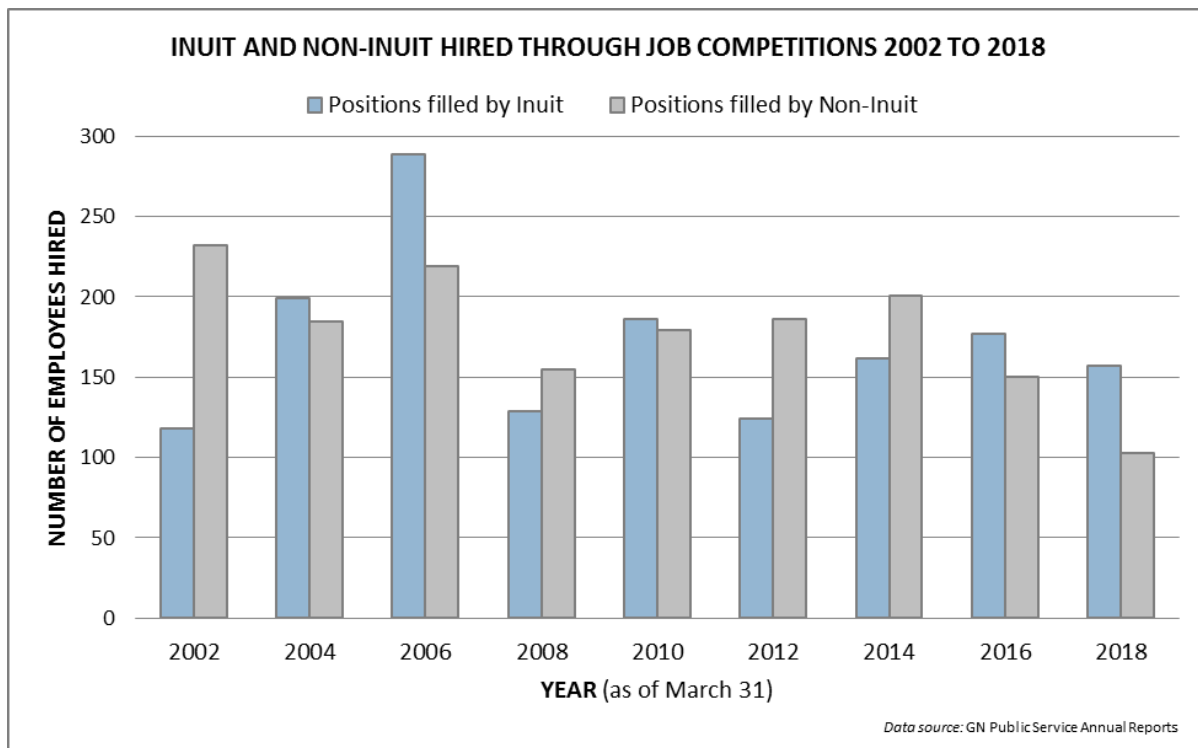
Although Inuit applications are greatly outnumbered by those from non-Inuit, interest in GN positions among Inuit appears to have increased over time. This is shown as a general upward trend in the number of applications from Inuit per advertised position, which averaged:

- 3-4 Inuit applications per job posting until 2012-2013; and
- Almost 5 Inuit applications per job posting since 2012-2013.

The increase in the average number of Inuit applications for each job posting may also reflect an increase in the number of Inuit who have completed the high school and/or post-secondary education or training that is needed for most GN positions.

HIRING INUIT INTO GN POSITIONS

The success rate of job competitions is based on the number of positions filled through the competitions. In Nunavut as a whole, the success rate averaged 65% over the period 2002 to 2016.



As reported in the 2018 NILFA, from 2006 to 2014 Inuit were generally hired into advertised GN positions at a rate that was lower than the rate at which non-Inuit were hired. However:

- In 2015-2016, Inuit accounted for 54% of those hired through GN job competitions, despite only 20% of applications being from Inuit.

- In 2016-2017, Inuit accounted for 47% of those hired, despite only 24% of applications being from Inuit.
- In 2017-2018, Inuit accounted for 53% of those hired, despite only 18% of applications being from Inuit.

In 2017-2018, the GN hired 157 Inuit out of a total of 1,949 applications from Inuit. This means that 8% of all applications from Inuit candidates resulted in hiring. In contrast, 1% of all applications from non-Inuit resulted in hiring (103 non-Inuit were hired out of 8,941 non-Inuit applications in 2017-2018).

INCREASING THE RATE OF SUCCESS OF INUIT JOB APPLICANTS

The 2017 Aboriginal Peoples Survey reported that one-half (50%) of all Inuit age 15 to 54 had formally applied at least once for a job with the federal, territorial, and/or municipal government in Nunavut. Of those who had applied, one-quarter (25%) reported that they had experienced difficulties or challenges when applying.

The three most common difficulties were identified as:

- Not receiving any feedback from the employer after applying (37% of respondents);
- An unfair hiring process (25%); and
- Not being able to meet the education, work experience or equivalency requirements (23%).

Unemployed Inuit in Nunavut identified three things that would assist them in gaining employment:

- More jobs (39% of respondents);
- Skills training e.g., computer, language, writing, skilled trades (20%); and
- More education (14%).

In stakeholder engagement sessions conducted by Employment and Social Development Canada for the 2018 NILFA, 620 GN employees with hiring responsibilities reported that they had greatest difficulty filling vacancies in three employment categories:

- Professional (64% of GN employees involved in the hiring process);
- Middle Management (39%); and
- Senior Management (31%).

GN employees involved in the hiring process identified the top reasons for not being able to fill vacancies through job competitions:

- Level of applicant education/ equivalencies (68% of employees involved in hiring);
- Lack of staff housing (61%);
- Inadequate work experience of applicants (58%);
- Hiring process too long/ complex (48%); and
- Too few applicants (42%).

Inuit and non-Inuit employees with hiring responsibilities agreed on the top four difficulties. In fifth place, Inuit placed “Education/ experience too strict” (33%) ahead of “Too few applicants” (28%).

The employees also identified key tools and supports to assist Inuit, including casuals, to obtain permanent employment in the GN:

- Awareness of the GN hiring process;
- Consideration of prior learning assessments, equivalencies and life experiences;
- Résumé writing skills;
- Preparation for interviews;
- Inuit interviewers on interview panels; and
- Inuit language in the interview and hiring process.

CHAPTER 11: INUIT LABOUR FORCE IN NUNAVUT COMMUNITIES

This chapter summarizes key characteristics of the Inuit labour force in Nunavut’s decentralized communities, based on the 2018 NILFA and Government of Nunavut workforce analysis.

Introduction

Background

In June 2017, Employment and Social Development Canada (ESDC) provided the NILFA Technical Working Group with a set of Community Profiles. This series presented an overview of historical trends in labour market supply and demand for each community. The 2017 Community Profiles relied on data from Statistics Canada’s 2001 Census, 2006 Census, and 2011 National Household Survey, and included references to the GN’s Towards a Representative Public Service (TRPS) reports from 2006 to 2017.

In August 2018, ESDC released a comprehensive NILFA report, which includes a great deal of data on labour market supply and the government workforce. Where available through the 2016 Census, this data is broken down by community. The analysis, however, is focused on Nunavut as a whole rather than at the community level. ESDC plans to update its community analysis in 2020, following the release of detailed data from the 2017 Aboriginal Peoples Survey.

In late 2018-2019, the Department of Executive and Intergovernmental Affairs produced a Community Inuit Labour Force Profile for each decentralized community in Nunavut. These 45-page reports provide a detailed analysis of labour market supply and demand in the community, with an emphasis on the availability, preparedness and interest of Inuit in the community for employment in the GN occupations located there.

The community profiles are internal working documents for use within the GN.

This chapter provides a summary of key findings from the Community Inuit Labour Force Profiles.

Community Inuit Labour Force Profiles

The GN’s Community Inuit Labour Force Profile reports are intended to assist departments and territorial corporations in developing Inuit employment plans and pre-employment training for Nunavut Inuit. The Inuit Labour Force Profile report for each decentralized community provides:

A summary analysis of the Inuit labour force in the community, including:

- Demographics of the community population;
- Characteristics of the Inuit working age population age 15 years or over and 25 years or over;
- Educational attainment of Inuit in the community, including field of study for those who have completed post-secondary education;
- School enrollment of Inuit age 15+ in the community;

- Language used at home and work by Inuit in the community; and
- Inuit employment in the community by industry and occupational category.

A summary analysis of the GN workforce in the community, including:

- GN positions in the community by department and territorial corporation, occupational group, and skill type;
- Capacity in GN positions in the community by department and territorial corporation, occupational group, and skill type;
- Inuit employment in GN positions in the community by department and territorial corporation, occupational group, and skill type;
- Turnover rate and retirement potential in GN positions in the community;
- Rates of Inuit application and hiring for GN jobs advertised in the community; and
- Interest in GN employment in the community.

Sources of Data

In 2017, the Department of Executive and Intergovernmental Affairs (EIA) conducted a comprehensive analysis of the occupational groups represented in Nunavut's public service, based on workforce data extracted from the Government of Nunavut (GN) and Qulliq Energy Corporation (QEC) payroll systems. This workforce analysis was applied during 2017-2018 in preparing the GN-wide draft Master Inuit Employment Plan and the detailed Inuit employment plans developed by each department and territorial corporation.

In preparing the Community Inuit Labour Force Profiles:

- The 2016 NILFA and 2017 NILFA community profiles provided data on historical trends in the local Inuit labour force, government positions and government workforce.
- The 2018 NILFA provided data on recent trends in the local labour market and an analysis of the availability, preparedness and interest of Inuit in the community for government employment.
- Statistics Canada data releases from the 2017 Aboriginal Peoples Survey provided additional insight at the territorial level.
- Where necessary, publicly-available Statistics Canada data products for the 2016 Census and data produced by Nunavut Bureau of Statistics was also accessed.
- The GN workforce analysis was updated for decentralized communities and Nunavut as a whole, using data as of March 31, 2018. This analysis provided a detailed, current view of GN positions, occupations and skill types, and workforce in each community by department and territorial corporation.

Use of the Inuit Labour Force Profile

The GN's Community Inuit Labour Force Profile reports are internal documents that are intended to assist departments and territorial corporations in developing Inuit employment plans and pre-employment training for Nunavut Inuit.

The analysis of the local **Inuit labour force** is intended to answer questions such as:

- How many Inuit in the community are already employed? What transferrable skills and work experience might employed Inuit have?
- How many Inuit in the community are unemployed and looking for work? What level of education or training and work experience might unemployed Inuit have?
- What fields of study appear to be of interest to Inuit with post-secondary education in the community?

The analysis of **GN employment** (positions, vacancies, Inuit representation, turnover, and retirement potential) in the community is intended to answer labour market demand questions such as:

- What types of occupations and skills does the department need in the community?
- In which occupations has the department successfully attracted qualified and interested Inuit?
- In which occupations does the department experience a shortage of qualified and interested Inuit?
- What future vacancies does the department anticipate in the community?
- Is there evidence that Inuit in the community are interested in employment with the GN?

Departments and agencies may be able to focus **Inuit employment and pre-employment training plans** by reflecting on local labour market supply and demand, including:

- What are the strengths of the local Inuit labour force supply relative to the department's needs?
- What are the gaps in the local Inuit labour force supply relative to the department's needs?
- What specific actions can the department take in the short- and medium-term to increase the pool of Inuit in the community who are available, interested, and prepared for government employment?

A Decentralized Model of Government

Overview

The size of Nunavut in relation to its population causes considerable challenges for the design and delivery of government programs and services. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 39,170 (as of April 1, 2019). This results in a population density of only 0.02 people per square kilometre.

The 25 communities served by the Government of Nunavut are widely dispersed across the territory, each with its own municipal government, distinctive characteristics, and unique circumstances. All are accessible only by air. Community populations range from less than 200 to almost 3,000 residents. The capital, Iqaluit, has over 8,000 residents.

The concept of a decentralized model of government with a representative workforce was conceived long before the territory of Nunavut came into existence on April 1, 1999. In 1995, the Nunavut Implementation Commission provided recommendations for the creation of the Government of Nunavut, with an emphasis on the goals of decentralization to:

- Bring government decision-making closer to Nunavummiut;
- Provide employment and training opportunities in communities to increase Inuit employment;
- Assist in building capacity to promote healthy communities; and
- Strengthen and diversify local economies to increase self-reliance.

To implement decentralization, the new Government of Nunavut identified 10 “designated” or “decentralized” communities to receive positions with headquarters or territorial responsibilities.

The Government of Nunavut continues to apply this decentralized model, and aims to maintain approximately 60% of GN positions in communities outside Iqaluit, including the local positions that deliver services in each community.

The following communities are considered to be “decentralized” as they are the locations for GN headquarters positions that provide territory-wide advice, programs and/or services:

- Arviat
- Baker Lake
- Cambridge Bay
- Cape Dorset
- Gjoa Haven
- Igloolik
- Kugluktuk
- Pangnirtung
- Pond Inlet
- Rankin Inlet



Types of GN Positions in Communities

Headquarters Functions in Communities

“Headquarters” functions located in decentralized communities typically include positions that are involved in the development of policy and programs; delivery of regional or territory-wide programs and services; and/or professional, technical, corporate and administrative support for service delivery.

Examples are shown in the table below:

EXAMPLES	DEPARTMENT/ AGENCY AND PROGRAM	COMMUNITY
Development of policy and programs; program monitoring and evaluation	Community and Government Services <ul style="list-style-type: none"> • Planning and Lands • Sports and Recreation Culture and Heritage <ul style="list-style-type: none"> • Elders and Youth Economic Development and Transportation <ul style="list-style-type: none"> • Nunavut Airports Environment <ul style="list-style-type: none"> • Wildlife Management 	<ul style="list-style-type: none"> • Cambridge Bay • Baker Lake • Igloolik • Rankin Inlet • Igloolik
Delivery of regional or territory-wide programs and services	Community and Government Services <ul style="list-style-type: none"> • Community Support • Petroleum Products Culture and Heritage <ul style="list-style-type: none"> • Translation Bureau Economic Development and Transportation <ul style="list-style-type: none"> • Community Operations • Motor Vehicles Executive and Intergovernmental Affairs <ul style="list-style-type: none"> • Nunavut Bureau of Statistics Family Services <ul style="list-style-type: none"> • Financial Assistance for Nunavut Students Justice <ul style="list-style-type: none"> • Legal Services Board (agency) Nunavut Arctic College <ul style="list-style-type: none"> • Oral History Research Centre • Sanatuliqsarvik Trades School 	<ul style="list-style-type: none"> • Cape Dorset • Rankin Inlet • Kugluktuk/ Igloolik • Pond Inlet • Gjoa Haven • Pangnirtung • Arviat • Gjoa Haven • Igloolik • Rankin Inlet
Professional, technical, corporate, and/ or administrative support for regional or territory-wide delivery of services	Culture and Heritage <ul style="list-style-type: none"> • Library Services Education <ul style="list-style-type: none"> • Curriculum and School Services • Student Achievement Finance <ul style="list-style-type: none"> • Kitikmeot Operations Nunavut Arctic College <ul style="list-style-type: none"> • Academic Affairs Nunavut Housing Corporation <ul style="list-style-type: none"> • Corporate Headquarters Qulliq Energy Corporation <ul style="list-style-type: none"> • Head Office 	<ul style="list-style-type: none"> • Baker Lake • Arviat • Pangnirtung • Cambridge Bay • Arviat • Arviat • Baker Lake

In functions such as these, our workforce analysis shows positions in the Professional, Paraprofessional and Administrative Support employment categories, along with a few management positions in the Middle Management and Senior Management employment categories.

Some of these positions can be entered with little or no education beyond high school. Inuit employment is typically high in these types of positions in decentralized communities. Other positions

involve specialized knowledge and skills that are likely to require post-secondary education or training. Inuit employment is typically low in these types of positions in decentralized communities and turnover and vacancy rates tend to be high.

Regulated Professions in Communities

REGULATED OCCUPATIONS

In any Canadian jurisdiction, regulated occupations are controlled by federal, provincial or territorial law, and governed by a regulatory body. The regulations are intended to protect public health and safety by ensuring that workers in the occupation meet accepted standards of practice and competency. The regulatory body ensures that these standards are met by providing a certificate, licence, or registration that gives the professional the right to practise the occupation and use any title that has been reserved for the occupation (e.g., physician).

Approximately 20% of jobs in Canada are in regulated occupations. These include regulated professions (e.g., nursing or teaching) and skilled trades (e.g., electrician). There are few equivalencies or alternate pathways to regulated occupations.

- The regulated professions have specific licensing requirement. Most require lengthy post-secondary education in a specific field of study, and some require additional supervised work experience. Many require a satisfactory criminal reference check for employment.
- The skilled trades typically involve a combination of classroom-based instruction at the college-level training and supervised apprenticeship training in the workplace.

The Department of Family Services has produced a guide to careers in Nunavut, including a list of regulated professions and skilled trades that are in high demand in the territory.⁶⁵

As of March 2018, approximately 25% of positions in the GN were in the regulated professions. The largest groups of regulated professions in the GN are:

REGULATED PROFESSION	REGULATORY BODY	TYPICAL EDUCATION REQUIREMENTS
Accountants	Chartered Professional Accountants of Northwest Territories and Nunavut	Undergraduate degree and accounting designation: CA, CGA, CMA, and/or CPA
Professional Engineers (P.Eng.)	NWT and Nunavut Association of Professional Engineers and Geoscientists (NAPEG)	B. Engineering and specified work experience; registration with NAPEG
Lawyers	Law Society of Nunavut	Juris Doctor /B. Laws degree; articling; bar admission exam; called to the bar of a province or territory; and licensed in Nunavut
Registered Nurses and Nurse Practitioners, not including Licensed Practical Nurses	Registered Nurses Association of the Northwest Territories and Nunavut (RNANT)	Nursing Diploma or B. Science in Nursing (BScN) and RNANT/NU registration

⁶⁵ Nunavut, Department of Family Services, *In-Demand Career Options in Nunavut* (2016-2017) <http://www.gov.nu.ca/family-services/information/labour-market-information-lmi>

REGULATED PROFESSION	REGULATORY BODY	TYPICAL EDUCATION REQUIREMENTS
Teachers	Department of Education Teacher Registrar	Bachelor of Education (B.Ed.) and Nunavut Professional Teaching Certificate

Dentists, geoscientists, pharmacists, physicians and some other health professionals are also regulated but the GN has few positions in these occupations at this time.

As of March 2018, Inuit representation in the regulated professions was low. We know from the 2018 NILFA and the staffing experience that Inuit are not pursuing post-secondary education and careers in the regulated professions in sufficient numbers to meet the demand in Nunavut.

The table below shows the National Occupational Classification (NOC) codes for the most common regulated professions in the GN, along with the approximate percentage of positions and Inuit representation in each.

REGULATED PROFESSIONS	NOC CODE	% GN POSITIONS	% INUIT EMPLOYED
		As of March 31, 2018	
Accountants	1111	less than 1%	11%
Professional Engineers Engineering Managers	2132/ 2133/ 2153 0211	less than 1%	6%
Lawyers Legal Directors	4112 0411	less than 1%	0%
Registered Nurses Nurse Practitioners Nursing Supervisors	3011/ 3012 3124 0311/ 0411	approximately 6%	5%
Teachers Principals/ Assistant Principals School Superintendents	4031/ 4032 0413/ 0422	approximately 17%	32%
TOTAL		25%	26%

REGULATED TEACHING PROFESSIONS

Teachers are the largest group of regulated professionals in the GN. These regulated professionals include elementary and high school teachers, principals, and school superintendents. Other school-based positions such as Language Specialists, Ilinniarvimmi Inuusilirijiit positions, and Student Support Assistants are not regulated.

The teaching profession offers a significant opportunity for Inuit to gain employment in a community of their choice, as positions are located in every community. The main route into the teaching profession for Inuit is the Nunavut Teacher Education Program (NTEP). While NTEP continues to expand, the numbers of Inuit graduating from the program and pursuing a career in teaching remain insufficient to meet the territory's needs.

REGULATED HEALTH PROFESSIONS

Regulated health professionals include registered nurses working in areas such as public health, primary health care, and clinical services. Many other roles in health care are not regulated. There are currently 32 health facilities across Nunavut, including: Qikiqtani General Hospital (Iqaluit); two regional health facilities (Rankin Inlet and Cambridge Bay); 22 community health centres; one public health facility (Iqaluit); three centres for continuing care and three Elders' homes.

The nursing profession also offers a significant opportunity for Inuit to gain employment in a community of their choice, as positions are located in every community. However, the small number of Inuit nursing graduates who join the workforce each year is insufficient to meet the territory's needs.

Service Delivery Positions in Communities

In any jurisdiction, most positions in the public service are front-line roles that deliver government programs and services locally, in small and large municipalities throughout the territory or province. The Government of Nunavut delivers programs and services in every community. Many of these are led and administered out of regional centres in decentralized communities including Cambridge Bay, Rankin Inlet, Pangnirtung, and Igloolik. In every decentralized community, there are positions that deliver programs and services associated with:

- Community development
- Community health and outreach
- Community justice
- Community social services
- Finance and administration
- Government liaison
- Healthcare and nursing
- Home and community care
- Income support
- Power plant operations
- Settlement and facility maintenance
- Teaching and related school-based supports
- Wildlife management

Many of these community-based positions are positions of trust and require candidates to have a satisfactory Criminal Record Check and a clear Vulnerable Sector Check before hiring. While some are in the regulated professions, many can be entered with high school education. Inuit employment is typically high in these types of positions in decentralized communities. Inuit employment tends to be lower in positions that involve specialized knowledge and skills that are acquired through post-secondary education or training.

Inuit Employment in Occupations in Communities

All Occupations in Decentralized Communities

The National Occupational Classification (NOC) system is maintained by the Government of Canada to classify groups of jobs, or occupations, in Canada's labour market. Occupations are described by the

type of work performed and the level of education or training (“skill type”) that is typically involved. The NOC system identifies 10 broad occupational categories numbered from 0 to 9.

In Nunavut as a whole, 83% of all Inuit who were employed in the territory in 2016 were employed in four occupational categories:

- NOC Category 1 - Business, finance and administration occupations (15% of all employed Inuit)
- NOC Category 4 - Occupations in education, law and social, community and government services (19% of all employed Inuit)
- NOC Category 6 - Sales and service occupations (28% of all employed Inuit)
- NOC Category 7 - Trades, transport and equipment operators (21% of all employed Inuit)

These were also the most common occupational categories for more than 80% of employed Inuit in each of the 10 decentralized communities.

The following table shows the percent (%) of all employed Inuit by occupational category in each decentralized community in 2016.⁶⁶ As an example, the table shows that 14% of all employed Inuit in Arviat worked in NOC Category 1 - Business, finance and administration occupations in 2016.

NOC CATEGORY IN THE COMMUNITY 2016	PERCENT (%) OF ALL INUIT EMPLOYED BY OCCUPATIONAL CATEGORY									
	Arviat	Baker Lake	Cambridge Bay	Cape Dorset	Gjoa Haven	Igloolik	Kugluktuk	Pangnirtung	Pond Inlet	Rankin Inlet
0 - Management occupations	3%	4%	7%	4%	3%	3%	2%	5%	5%	8%
1 - Business, finance and administration occupations	14%	10%	18%	15%	9%	12%	10%	11%	14%	18%
2 - Natural and applied sciences occupations	1%	1%	2%	0%	0%	0%	3%	0%	2%	2%
3 - Health occupations	2%	2%	2%	0%	6%	3%	2%	0%	0%	2%
4 - Occupations in education, law, social, community, government	22%	15%	20%	11%	20%	16%	27%	23%	19%	17%
5 - Occupations in art, culture, recreation and sport	3%	3%	2%	14%	4%	8%	5%	6%	5%	3%
6 - Sales and service occupations	32%	33%	23%	28%	30%	35%	24%	27%	31%	26%
7 - Trades, transport and equipment operators	22%	27%	21%	26%	23%	18%	20%	13%	20%	22%
8 - Natural resources, agriculture and related production	1%	4%	4%	0%	3%	2%	4%	10%	3%	1%
9 - Manufacturing and utilities occupations	0%	1%	3%	3%	3%	2%	2%	6%	2%	1%

⁶⁶ Canada, Statistics Canada, 2016 Census.

GN Occupations in Decentralized Communities

In the GN as a whole, 83% of Inuit employees worked in three occupational categories in 2018:

- NOC Category 1 - Business, finance and administration occupations (28% of GN Inuit employees)
- NOC Category 4 - Occupations in education, law and social, community and government services (41% of GN Inuit employees)
- NOC Category 6 - Sales and service occupations (14% of GN Inuit employees)

These were also the most common occupational categories for almost 90% of Inuit employees in the GN in each of the 10 decentralized communities. This suggests that the GN is likely to be competing with other employers in the community for Inuit workers with transferrable skills and experience in the most common occupational categories.

The following table shows the percent (%) of Inuit employed in GN occupational categories in each decentralized community in 2018. As an example, the table shows that 23% of Inuit who were employed by the GN in Arviat worked in NOC Category 1 - Business, finance and administration occupations in 2018.

NOC CATEGORY IN THE GN IN THE COMMUNITY As of March 31, 2018	PERCENT (%) GN INUIT EMPLOYEES BY OCCUPATIONAL CATEGORY									
	Arviat	Baker Lake	Cambridge Bay	Cape Dorset	Gjoa Haven	Igloolik	Kugluktuk	Pangnirtung	Pond Inlet	Rankin Inlet
0 - Management occupations	7%	1%	10%	0%	5%	3%	3%	3%	3%	9%
1 - Business, finance and administration occupations	23%	36%	33%	25%	12%	16%	19%	24%	26%	37%
2 - Natural and applied sciences occupations	3%	7%	7%	0%	2%	1%	5%	3%	4%	3%
3 - Health occupations	3%	0%	2%	0%	2%	3%	0%	1%	0%	3%
4 - Occupations in education, law, social, community, government	52%	39%	34%	54%	55%	56%	45%	53%	48%	32%
5 - Occupations in art, culture, recreation and sport	0%	1%	0%	2%	0%	2%	9%	0%	0%	0%
6 - Sales and service occupations	12%	14%	12%	15%	22%	15%	13%	14%	14%	10%
7 - Trades, transport and equipment operators	1%	1%	3%	0%	0%	1%	3%	0%	1%	3%
9 - Manufacturing and utilities occupations	1%	1%	3%	4%	3%	2%	3%	1%	5%	3%

Data source: GN workforce analysis (internal documents) 2018.

The NOC system classifies occupations based on the amount and type of education, training, or employment preparation that is typically required to enter and perform the duties of the occupation. There are four broad NOC skill types:

- **Skill Type A** typically involves a university degree (bachelor’s, master’s or doctorate) and/or extensive occupational experience.
- **Skill Type B** typically involves 2-3 years of post-secondary education at a college, or 2-5 years of apprenticeship training, or 3-4 years of secondary school and 2 years of occupation-specific training.
- **Skill Type C** typically involves completion of secondary school and some courses or training specific to the occupation or some secondary school education, with up to 2 years of on-the-job training.
- **Skill Type D** typically involves short work demonstrations or on-the-job training and has no formal educational requirements.

GN positions are coded in all skill types. Skill Types A and B have the most GN positions. Despite increases in the number of GN positions in each skill type, the ratio or percent of positions in each skill type has remained relatively stable in the GN as a whole since 2013:

NOC SKILL TYPE	EXAMPLES OF GN POSITIONS IN THE SKILL TYPE
Skill Type A (55% GN positions)	<ul style="list-style-type: none"> • All management occupations e.g., Director, Regional Director, Superintendent of Schools, Principal, Manager, Regional Manager • Jobs requiring the qualifications of a particular university degree e.g., Teacher, Wildlife Biologist, Geologist, Engineer, Physician, Nurse, Legal Counsel, Employee Relations Consultant • Jobs that involve the literacy, numeracy, and thinking skills that are typically developed through education at the university level and/or extensive occupational experience e.g., Policy Analyst, Finance Officer, Program Officer, Community Social Services Worker, Community Development Officer
Skill Type B (23% GN positions)	<ul style="list-style-type: none"> • Jobs requiring completion of a particular college program or equivalent e.g., Electrical Technologist, Environmental Technician, Licensed Practical Nurse, Dental Therapist, Registered Midwife • Jobs requiring specific trades training and certification e.g., Mechanic, Electrician, Plumber, Carpenter, Facility Maintainer, Plant Superintendent • Jobs that involve the literacy, numeracy, communication, and thinking skills that are typically developed following graduation from high school, through education at the college level or equivalent and/or occupational experience e.g., Government Liaison Officer, Income Assistance Worker, Institutional Cook
Skill Type C (17% GN positions)	<ul style="list-style-type: none"> • Jobs requiring a high school diploma and/or the literacy, numeracy, communication, and thinking skills that are typically developed following completion of at least Grade 10, through job-specific training and/or occupational experience e.g., Correctional Caseworker, Student Support Assistant, Clerk Interpreter, Secretary, Clerk
Skill Type D (5% GN positions)	<ul style="list-style-type: none"> • Jobs with no formal educational requirements e.g., Settlement Maintainer, Caretaker, Custodial Worker, Janitor, Trades Helper, Dietary Aide

All four skill types are represented in decentralized communities. In all communities, there are more positions in Skill Type A than in any other skill type and fewer positions in Skill Type D.

NOC SKILL TYPES IN THE GN IN THE COMMUNITY As of March 31, 2018	PERCENT (%) POSITIONS BY SKILL TYPE IN THE GN									
	Arviat	Baker Lake	Cambridge Bay	Cape Dorset	Gjoa Haven	Igloolik	Kugluktuk	Pangnirtung	Pond Inlet	Rankin Inlet
Skill Type A (university degree; extensive experience)	65%	56%	45%	62%	40%	54%	59%	66%	58%	44%
Skill Type B (some post-secondary education or training)	14%	16%	34%	17%	19%	20%	25%	15%	18%	27%
Skill Type C (secondary school completion; job training)	16%	23%	17%	17%	31%	21%	12%	15%	20%	25%
Skill Type D (no formal educational requirements)	5%	5%	4%	4%	9%	5%	4%	4%	4%	4%

Inuit Representation in GN Occupations in Decentralized Communities

INUIT REPRESENTATION BY OCCUPATIONAL CATEGORY

NOC CATEGORY IN THE GN IN THE COMMUNITY As of March 31, 2018	PERCENT (%) INUIT REPRESENTATION BY GN OCCUPATIONAL CATEGORY									
	Arviat	Baker Lake	Cambridge Bay	Cape Dorset	Gjoa Haven	Igloolik	Kugluktuk	Pangnirtung	Pond Inlet	Rankin Inlet
0 - Management occupations	44%	5%	34%	0%	100%	38%	15%	25%	12%	40%
1 - Business, finance and administration occupations	100%	73%	80%	81%	89%	94%	86%	95%	88%	89%
2 - Natural and applied sciences occupations	38%	55%	21%	0%	100%	11%	30%	75%	60%	35%
3 - Health occupations	30%	0%	11%	0%	10%	25%	0%	17%	0%	23%
4 - Occupations in education, law, social, community, government	61%	56%	52%	51%	68%	61%	45%	72%	66%	54%
5 - Occupations in art, culture, recreation and sport	n/a*	100%	n/a	100%	n/a	67%	100%	n/a	n/a	n/a
6 - Sales and service occupations	82%	100%	100%	100%	100%	100%	89%	100%	100%	86%
7 - Trades, transport and equipment operators	50%	100%	36%	n/a	0%	100%	100%	n/a	50%	50%
9 - Manufacturing and utilities occupations	50%	100%	80%	100%	100%	100%	100%	100%	100%	100%
TOTAL (March 31, 2018)	65%	57%	53%	50%	70%	61%	52%	72%	61%	60%
TOTAL (March 31, 2019)	66%	56%	51%	51%	68%	62%	54%	72%	60%	61%

Data source: GN workforce analysis (internal documents) 2018.

*n/a or "not applicable" means that there were no GN positions in this NOC category in the community.

Inuit representation was 50% in the GN as of March 31, 2018 and March 31, 2019. Inuit representation was significantly higher in most decentralized communities than in the GN as a whole on these dates. The exceptions were Cambridge Bay, Cape Dorset and Kugluktuk. In these communities, Inuit representation was comparable to that in the GN as a whole. Pangnirtung, Gjoa Haven and Arviat demonstrated the highest Inuit representation rates in GN positions.

INUIT REPRESENTATION BY SKILL TYPE

As of March 2018, Inuit representation in the GN as a whole by skill type was:

- 32% in positions coded as Skill Type A
- 62% in positions coded as Skill Type B
- 84% in positions coded as Skill Type C
- 90% in positions coded as Skill Type D

In positions coded as **Skill Type A**, Inuit representation was comparable to or lower than the GN as a whole in Baker Lake, Cambridge Bay, Cape Dorset, and Kugluktuk.

In positions coded as **Skill Type B**, Inuit representation was comparable to the GN as a whole in Cambridge Bay, Cape Dorset, Igloolik, and Rankin Inlet. It was significantly higher than the GN as a whole in all other decentralized communities.

In positions coded as **Skill Type C**, Inuit representation was significantly higher than the GN as a whole in all decentralized communities except Kugluktuk, which was lower.

In positions coded as **Skill Type D**, Inuit representation was higher than the GN as a whole in all decentralized communities except Cambridge Bay, which was comparable, and Kugluktuk, which was lower.

NOC SKILL TYPES IN THE GN IN THE COMMUNITY As of March 31, 2018	INUIT REPRESENTATION BY SKILL TYPE IN THE GN									
	Arviat	Baker Lake	Cambridge Bay	Cape Dorset	Gjoa Haven	Igloolik	Kugluktuk	Pangnirtung	Pond Inlet	Rankin Inlet
Skill Type A (university degree; extensive experience)	51%	31%	30%	29%	44%	43%	29%	55%	39%	38%
Skill Type B (some post-secondary education or training)	86%	75%	62%	65%	69%	62%	86%	95%	91%	65%
Skill Type C (secondary school completion; job training)	96%	95%	95%	100%	100%	100%	80%	100%	96%	88%
Skill Type D (no formal educational requirements)	100%	100%	91%	100%	100%	100%	86%	100%	100%	93%

Summary of Key Findings

The NILFA provides community-level data on the availability, preparedness and interest of Inuit in government employment. We summarize key findings concerning decentralized communities here.

Availability of Inuit in Decentralized Communities

LABOUR FORCE PARTICIPATION IN DECENTRALIZED COMMUNITIES

The adult working age population age 25 years or over (25+) is more likely to be available and prepared for government employment than those under age 25. Approximately 98% of the GN workforce was age 25 years or older in 2018. Accordingly, we focus on labour force participation among Inuit age 25+.

According to the 2018 NILFA, in Nunavut as a whole in 2016:

- 36% of the Inuit population was under age 15.
- 45% of the Inuit population was age 25 years or over (25+).
- 69% of Inuit (25+) were labour force participants.
- The employment rate for Inuit (25+) was 52% and the unemployment rate was 25%.

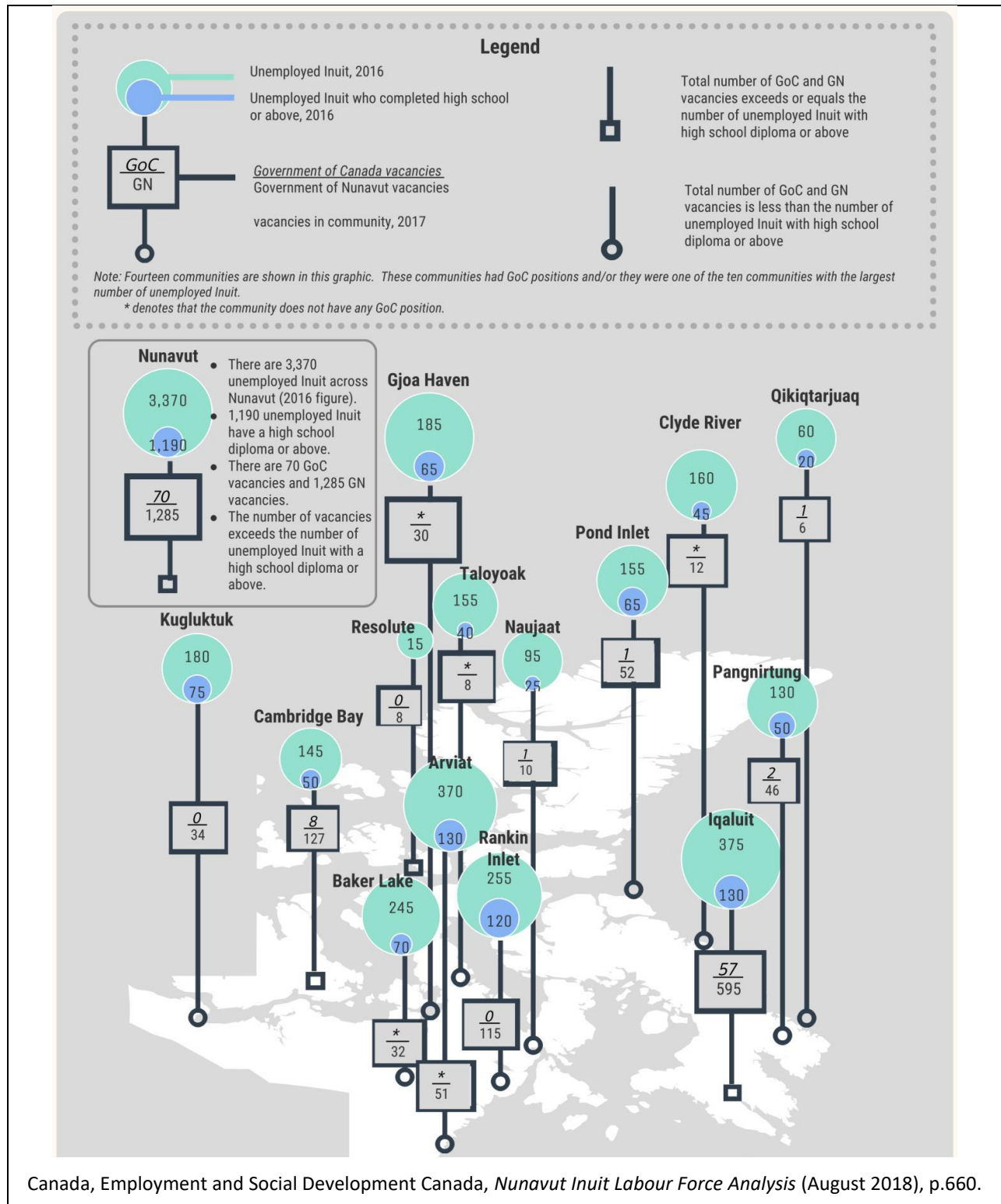
COMMUNITY	% Inuit under age 15	Number of Inuit age 15+	LABOUR FORCE (LF) PARTICIPATION OF ADULT INUIT (AGE 25+)				
			Number of Inuit 25+	% Inuit 25+	% Inuit 25+ in LF	% Inuit 25+ Employed	% Inuit 25+ Unemployed
Arviat	37%	1,575	1,045	42%	71%	46%	34%
Baker Lake	33%	1,260	865	46%	70%	50%	28%
Cambridge Bay	31%	990	695	49%	73%	58%	21%
Cape Dorset	38%	835	595	44%	62%	44%	28%
Gjoa Haven	38%	780	545	43%	69%	47%	31%
Igloolik	41%	925	635	40%	61%	46%	26%
Kugluktuk	33%	895	665	50%	67%	47%	30%
Pangnirtung	35%	900	645	46%	64%	50%	22%
Pond Inlet	38%	940	670	44%	64%	47%	27%
Rankin Inlet	33%	1,520	1,050	46%	80%	64%	20%

Among the decentralized communities:

- The proportion of young Inuit under the age of 15 ranged from a low of 31% in Cambridge Bay to a high of 41% in Igloolik. The proportion was 37% to 38% in four communities, and 31% to 33% in four other communities.
- The proportion of adult working age Inuit (25+) ranged from a low of 40% in Igloolik to a high of 49-50% in Cambridge Bay and Kugluktuk. It ranged from 42% to 46% in most communities.
- Labour force participation among Inuit (25+) ranged from a low of 61-62% in Igloolik and Cape Dorset to a high of 80% in Rankin Inlet. It was 64% to 67% in three communities, and 69% to 73% in four other communities.
- The employment rate for Inuit (25+) ranged from a low of 44% in Cape Dorset to highs of 64% in Rankin Inlet and 58% in Cambridge Bay. It was 46% to 50% in all other communities.
- The unemployment rate for Inuit (25+) ranged from a low of 20-22% in Rankin Inlet, Cambridge Bay and Pangnirtung to a high of 34% in Arviat. It was 26% to 31% in all other communities.

AVAILABILITY OF UNEMPLOYED INUIT FOR GOVERNMENT VACANCIES

Nunavummiut were considered “unemployed” if they reported that they were not employed at the time of the 2016 Census but were actively looking for work.



The largest Inuit working-age populations (15+) are found in Iqaluit, Arviat, Rankin Inlet, and Baker Lake. In 2016, these communities also had a large number of unemployed Inuit.

In the decentralized communities with the largest numbers of unemployed, the vacancy rate in GN positions increased from 2016 to 2019 in every community except Cambridge Bay.

In 2016, the number of vacant GN positions exceeded the number of unemployed Inuit who had completed high school or above in two large communities with large numbers of unemployed:

COMMUNITY	Number of unemployed Inuit with high school or above in 2016	GN VACANCIES AND VACANCY RATE (%)	
		Per TRPS Reports	
		As of March 31, 2016	As of March 31, 2019
Cambridge Bay	50	119 (38%)	110 (34%)
Iqaluit	130	550 (30%)	677 (33%)

In 2016, the number of unemployed Inuit who had completed high school or above exceeded the number of vacant GN positions in seven decentralized communities with large numbers of unemployed:

COMMUNITY	Number of unemployed Inuit with high school or above in 2016	GN VACANCIES AND VACANCY RATE (%)	
		Per TRPS reports	
		As of March 31, 2016	As of March 31, 2019
Arviat	130	43 (19%)	52 (22%)
Baker Lake	70	27 (15%)	34 (18%)
Gjoa Haven	65	29 (25%)	30 (25%)
Kugluktuk	75	35 (23%)	37 (23%)
Pangnirtung	50	59 (34%)	55 (34%)
Pond Inlet	65	39 (23%)	62 (35%)
Rankin Inlet	120	113 (22%)	137 (27%)

AVAILABILITY OF INUIT TO MOVE FOR EMPLOYMENT

The 2018 NILFA identified geographic mobility as a key factor in limiting Inuit participation in the labour force and availability for government employment. Between 2011 and 2016, 93% of Inuit in Nunavut did not move from their home community. Among Inuit government employees whose home community is in Nunavut, 81% worked in their home community and 81% of these had never moved to obtain government employment.

In decentralized communities between 2011 and 2016:

- 8% of Inuit (15+) surveyed in Rankin Inlet had moved within the territory
- 5% of Inuit (15+) surveyed in Cambridge Bay, Pangnirtung and Pond Inlet had moved within the territory
- 4% of Inuit (15+) surveyed in Arviat and Kugluktuk had moved within the territory
- 3% of Inuit (15+) surveyed in Baker Lake and Igloolik had moved within the territory
- 2% of Inuit (15+) surveyed in Cape Dorset and Gjoa Haven had moved within the territory

Reasons for moving were not identified. Among those who moved, some may have moved for reasons other than employment.

In 2017, Employment and Social Development Canada conducted NILFA engagement sessions with approximately 100 Nunavummiut in four Kivalliq communities: Arviat, Baker Lake, Chesterfield Inlet, and Rankin Inlet. These sessions took the form of in-person interviews and focus groups to discuss issues and opportunities related to Inuit employment in the territory.

As reported in the 2018 NILFA:

“Stakeholders in Arviat suggested that lack of employment opportunities in one’s home community is one of the largest determinants of whether a person will leave the labour force. Stakeholders had done informal interviews with Inuit high school graduates who were not in the workforce or attending school. They found that deep connections to family and the community meant that people would stay in the community. However the lack of available jobs would prevent even high school graduates from working or pursuing further education.”

Preparedness of Inuit in Decentralized Communities

EDUCATIONAL ATTAINMENT AMONG INUIT IN COMMUNITIES

Completing high school provides a foundation of basic skills that are necessary for successful careers in government and/or for successful completion of post-secondary education.

The educational levels of adult working age Inuit (25+) in Nunavut are rising. The proportion of Inuit (25+) that completed high school or above increased from 33% in 2001 to 45% in 2016.

In 2016, among the 13,475 Inuit (25+) in Nunavut:

- 55% had no certificate, diploma, or degree
- 14% had a high school diploma or equivalent
- 10% had an apprenticeship or trades certificate
- 19% had a college diploma or university certificate below the bachelor level
- 3% had a university diploma or degree at the bachelor level or above

COMMUNITY	EDUCATIONAL ATTAINMENT OF ADULT INUIT (AGE 25+)					
	Number of Inuit 25+	% Inuit 25+ with no high school	% Inuit 25+ with high school	% Inuit 25+ with trades	% Inuit 25+ with college level	% Inuit 25+ with univ. degree
Arviat	1,045	57%	14%	8%	18%	2%
Baker Lake	865	62%	12%	14%	11%	2%
Cambridge Bay	695	51%	13%	12%	23%	1%
Cape Dorset	595	68%	12%	7%	11%	2%
Gjoa Haven	545	60%	9%	13%	16%	2%
Iglolik	635	51%	11%	17%	18%	2%
Kugluktuk	665	55%	13%	14%	17%	1%
Pangnirtung	645	55%	12%	6%	24%	3%
Pond Inlet	670	54%	16%	9%	18%	3%
Rankin Inlet	1,050	44%	18%	10%	26%	3%

Among the decentralized communities:

- The proportion of adult working age Inuit (25+) with no certificate, diploma, or degree (i.e., educational attainment below high school) ranged from a low of 44% in Rankin Inlet to a high of 68% in Cape Dorset. The proportion was 51% to 55% in five communities, and 57% to 62% in the remaining communities.
- The proportion of Inuit (25+) with a high school diploma or equivalent as the highest educational attainment ranged from a low of 9% in Gjoa Haven to highs of 16% in Pond Inlet and 18% in Rankin Inlet. It ranged from 11% to 14% in all other communities.
- The proportion of Inuit (25+) with an apprenticeship or trades certificate ranged from a low of 6-8% in Pangnirtung, Cape Dorset and Arviat to a high of 17% in Igloolik. It was 9% to 14% in all other communities.
- The proportion of Inuit (25+) with a college diploma or university certificate below the bachelor level ranged from a low of 11% in Baker Lake and Cape Dorset to highs of 23% to 26% Cambridge Bay, Pangnirtung and Rankin Inlet. It was 16% to 18% in all other communities.
- The proportion of Inuit (25+) with a university degree (bachelor level or above) ranged from a low of 1% in Cambridge Bay and Kugluktuk to a high of 2% to 3% in all other communities.

The decentralized communities with the highest proportion of Inuit (25+) with education above the high school level were Rankin Inlet (39%), Igloolik (37%) and Cambridge Bay (36%). At 20%, Cape Dorset had the lowest proportion of Inuit (25+) with education above the high school level.

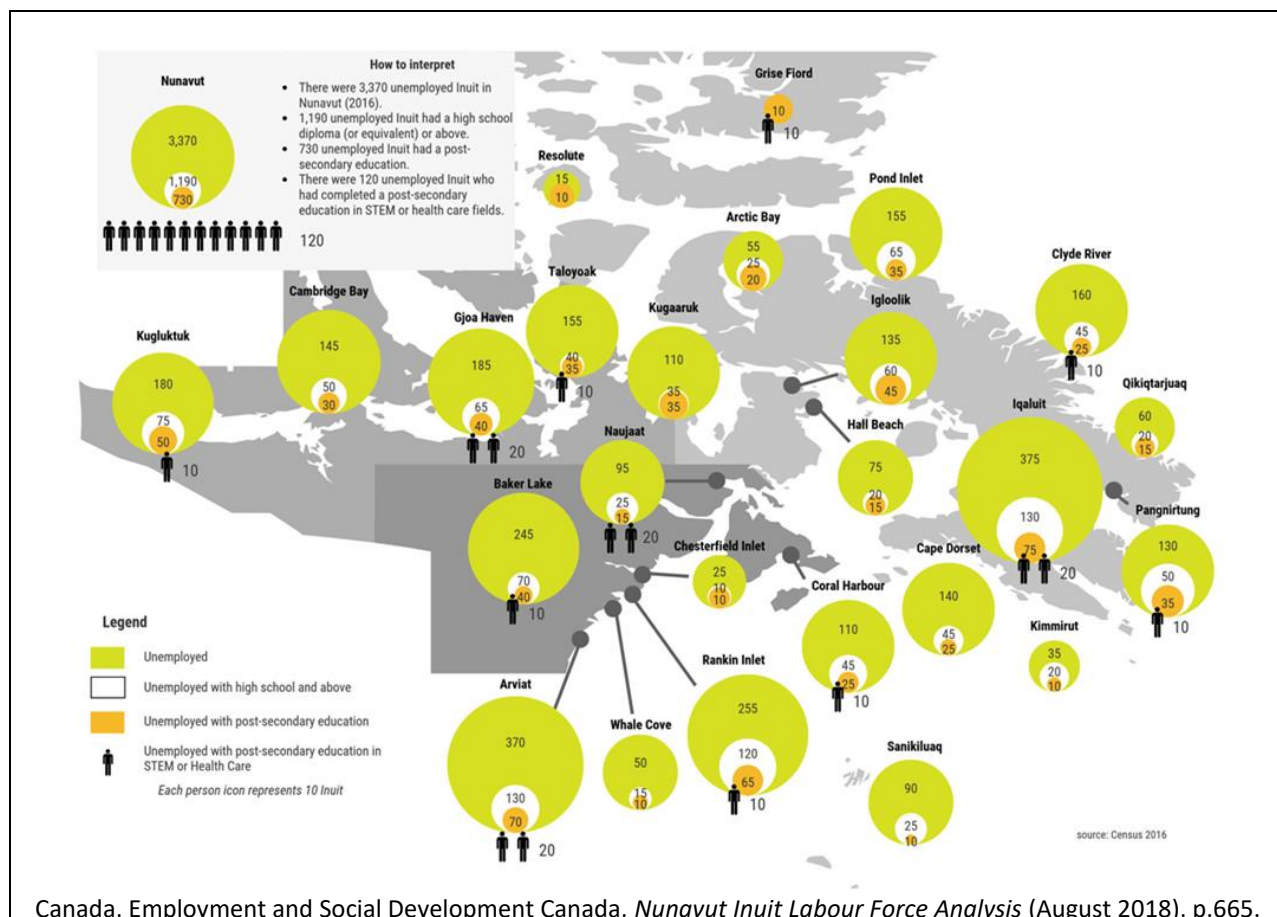
UNEMPLOYED INUIT BY COMMUNITY AND EDUCATIONAL ATTAINMENT

Inuit with high school education or above were more likely to be employed than those who had not completed high school.

According to the 2018 NILFA, approximately 65% of unemployed Inuit (15+) in Nunavut had not completed high school in 2016.

COMMUNITY	EDUCATIONAL ATTAINMENT OF UNEMPLOYED INUIT (AGE 15+)			
	Number of Unemployed Inuit 15+	% Unemployed Inuit 15+ with no high school	% Unemployed Inuit 15+ with high school	% Unemployed Inuit 15+ with post-secondary
Arviat	365	64%	16%	19%
Baker Lake	245	71%	13%	16%
Cambridge Bay	145	66%	10%	24%
Cape Dorset	140	68%	14%	18%
Gjoa Haven	185	65%	13%	22%
Igloolik	140	57%	11%	32%
Kugluktuk	180	58%	14%	28%
Pangnirtung	130	62%	15%	23%
Pond Inlet	150	60%	17%	23%
Rankin Inlet	255	55%	20%	25%

In every decentralized community and all other communities except Grise Fiord, the largest number of unemployed Inuit had not completed high school.



Canada, Employment and Social Development Canada, *Nunavut Inuit Labour Force Analysis* (August 2018), p.665.

In communities with unemployed Inuit who had completed post-secondary education, most had studied in one of the following:

- A field related to business, management, or public administration; or
- A field related to health, science, technology, engineering, mathematics, or computer science, including construction trades, mechanics and repair.

Many reported work experience in management, administration or office support.

FIELDS OF STUDY

As of 2016, among the 4,570 Inuit in Nunavut with post-secondary education:

- 24% studied architecture, engineering, and related technologies, which includes construction trades, and mechanics and repair
- 21% studied business, management, and public administration
- 17% studied personal, protective, and transportation services, including heavy equipment operation

- 8% studied in education-related fields
- 7% studied in health-related fields

The top-ranking fields of study in decentralized communities typically attracted 20-30% of Inuit students in post-secondary programs. Those that ranked low attracted less than 10%.

Among Inuit in decentralized communities who had completed post-secondary education:

- Business, management, and public administration was the most popular field of study in six communities, and ranked second in several more.
- Architecture, engineering, and related technologies, which includes construction trades, and mechanics and repair, was the most popular field of study in four communities, and ranked second in six more.
- Personal, protective and transportation services, which includes heavy equipment operation, ranked third as a popular choice in six communities.
- As a field of study, education and teaching was pursued by Inuit in all decentralized communities, but in relatively low numbers (7-10%).
- Social sciences and law attracted Inuit in four communities, in relatively low numbers (7-10%).
- Health-related studies attracted Inuit in five communities, in relatively low numbers (7-8%).

Only one of the top-ranking fields of study prepares post-secondary graduates for work in GN occupations that are found in many communities: Business, management, and public administration. The other top-ranking fields of study tend to prepare graduates for work in construction, mining, or municipal operations.

In every community, the GN has a high demand for post-secondary qualifications in education and teaching, social services, and health, but relatively few Inuit graduate from related fields of study.

COMPARISON OF LABOUR MARKET DEMAND AND SUPPLY IN STEM AND HEALTH

In Nunavut, the gap between the labour market demand and the labour market supply is greatest where occupations require advanced education.

The 2018 NILFA noted that Inuit candidates with science- and health-based qualifications are in high demand in the territorial and federal governments, but in very short supply in Nunavut. Based on the NILFA review of 2016 Census data, approximately:

- 535 Inuit had post-secondary education below the university level in science, technology, engineering, and mathematics (STEM) and health-related fields of study. 115 (22%) of these were unemployed at the time of the census.
- Only 45 Inuit had a bachelor's degree or above in these fields. All of these were employed at the time of the census.

The gap between demand and supply in science- and health-related qualifications is shown below.

Demand for Inuit candidates with science or health-related credentials

Both the GoC and GN have a high unmet demand for workers with science or health-related qualifications...

GoC	GN
In the GoC, 16 vacancies require degrees or advanced degrees in science or engineering, with high vacancy rates among these positions.	In the GN Department of Health, there are 167 professional vacancies (50% vacancy rate) and 106 paraprofessional vacancies (59% vacancy rate). In the Department of Environment, there are 17 professional vacancies (57% vacancy rate) and 21 paraprofessional vacancies (30% vacancy rate).

...but few Inuit are currently employed in science or health-based positions.

GoC	GN
In the GoC, fewer than 5 Inuit are working in scientific positions.	In the GN Department of Health, Inuit make up 7% of professional and 29% of filled paraprofessional positions. In Environment, Inuit make up 8% of professional and 52% of paraprofessional filled positions.

Demand among employers (both public and private) for candidates with science and health-based qualifications will only increase.

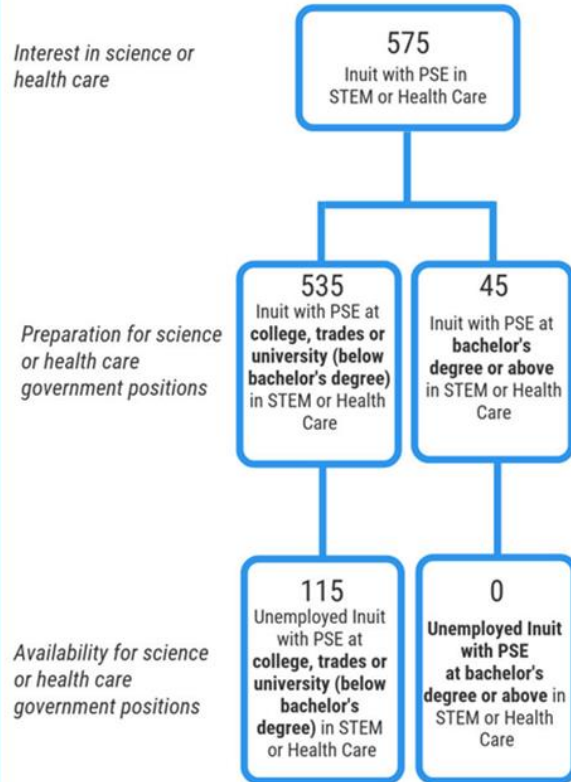
Occupational prospects are fair for:

- Biologists and related scientists
- Civil engineers
- Information systems analysts and consultants
- Inspectors in public and environmental health and occupational health and safety
- Registered nurses and registered psychiatric nurses

sources: January 2017 GoC Internal HR data; GN Towards a Representative Public Service, March 2017; Job Bank 2016-2018 Employment Outlooks.

Supply of Inuit candidates with science or health-related credentials

There are not enough prepared or available Inuit to meet the governments' science and health based employment needs



Interest in science or health care

Preparation for science or health care government positions

Availability for science or health care government positions

There are 115 unemployed Inuit with PSE at the college or university (below bachelor's degree) and zero with a bachelor's degree or above in STEM or Health Care fields.

Even with hiring every available Inuk, not all vacancies would be filled (especially vacancies that require a bachelor's degree or above).

source: 2016 Census

Key Acronyms		
STEM - Science, Technology, Engineering and Math	Bachelor's degree - Bachelor's degree in any field incl. BSc and BA	GN - Government of Nunavut
PSE - Post-secondary education	PET - Pre-employment training	GoC - Government of Canada

Canada, Employment and Social Development Canada, *Nunavut Inuit Labour Force Analysis* (August 2018), p.663.

Interest of Inuit in GN Positions in Decentralized Communities

Inuit indicate interest in and availability for government employment by applying for GN job postings in the territory. Preparedness is demonstrated in the success rate of Inuit applicants.

According to the 2018 NILFA, postings for GN positions in decentralized communities attracted more applications from Inuit than postings in Iqaluit or smaller communities. On average, each job posting in a decentralized community received seven applications from Inuit in contrast to three in Iqaluit and five in smaller communities. The average in Nunavut as a whole was five Inuit applicants per GN job posting in 2016-2017.

Data from GN Public Service Annual Reports covering the fiscal years 2015-2016 to 2017-2018 shows that Inuit were hired by the GN at a rate in communities outside Iqaluit that was much greater than the rates in Iqaluit and in Nunavut as a whole.

REGION	GN HIRING OF INUIT BY REGION								
	Number of Positions Advertised			Number of Inuit Hired in Positions Filled			% Inuit Hired in Positions Filled		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Iqaluit	195	348	318	52	29	10	32%	25%	15%
Outside Iqaluit	217	272	225	125	72	104	75%	75%	70%
Qikiqtaaluk	82	109	91	48	33	33	81%	79%	61%
Kivalliq	66	79	59	40	22	41	74%	76%	79%
Kitikmeot	69	84	75	37	17	30	70%	68%	71%
Nunavut Total	414	620	543	177	101	114	54%	47%	53%

Note: Positions may be filled in a different fiscal year than the one in which they were advertised.

In 2015-2016, Inuit submitted 20% of all job applications and were hired in:

- 54% of advertised positions that were filled in Nunavut;
- 32% of advertised positions that were filled in Iqaluit; and
- 75% of advertised positions that were filled in communities outside Iqaluit.

In 2016-2017, Inuit submitted 24% of all job applications and were hired in:

- 47% of advertised positions that were filled in Nunavut;
- 25% of advertised positions that were filled in Iqaluit; and
- 75% of advertised positions that were filled in communities outside Iqaluit.

In 2017-2018, Inuit submitted 18% of all job applications and were hired in:

- 53% of advertised positions that were filled in Nunavut;
- 15% of advertised positions that were filled in Iqaluit; and
- 70% of advertised positions that were filled in communities outside Iqaluit.

Turnover in GN Positions in Decentralized Communities

Note that this section of the report does not include staff turnover data from Qulliq Energy Corporation.

Turnover and retention are indicators of interest in a particular employer, such as the Government of Nunavut.

Annual staff **turnover** is defined as the number of indeterminate or term GN employees leaving or terminating their positions each year. Turnover includes retirements, resignations, lay-offs, end of term contracts, and dismissals of indeterminate or term employees from the public service. It does not include internal transfers within the GN.

The GN's annual turnover rate varies greatly from year to year; it was 20% in 2007-2008, 12% in 2017-2018, and 21% in 2018-2019.

Turnover rates were reported by community in four recent GN Public Service Annual Reports covering the fiscal years from 2013-2014 to 2016-2017. The rates include Inuit and non-Inuit employees and are influenced significantly by high turnover among community-based teachers and nurses.

COMMUNITY	TURNOVER RATES IN DECENTRALIZED COMMUNITIES			
	2013-2014	2014-2015	2015-2016	2016-2017
Arviat	3%	11%	9%	14%
Baker Lake	1%	13%	7%	6%
Cambridge Bay	11%	15%	19%	14%
Cape Dorset	4%	20%	18%	21%
Gjoa Haven	9%	20%	13%	23%
Igloolik	9%	12%	24%	15%
Kugluktuk	0%	14%	14%	15%
Pangnirtung	8%	11%	15%	20%
Pond Inlet	6%	10%	17%	23%
Rankin Inlet	4%	10%	8%	11%
Nunavut	7%	13%	15%	15%

Retirement Potential in Decentralized Communities

Turnover includes employees who leave the public service by retiring. Among employees who left the GN in 2018-2019, 13% retired. The future potential for employees to leave through retirement can be estimated, unlike other forms of turnover.

In Nunavut's public service, *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 an indeterminate GN employee is age 55 or over and has at least 30 years of service.

For the purposes of the GN's workforce analysis, eligibility for retirement is calculated as beginning at age 65 or when an indeterminate GN employee is age 55 or over and has at least 30 years of service. The date of enrolment in the pension plan is not factored in. This means that retirement potential may be underestimated, as employees age 60-64 who joined the pension plan prior to 2013 are not included unless they also meet the criteria for age plus years of service. Term employees are not included in calculations of retirement eligibility.

The term *retirement potential* is used because employees may not retire when they become eligible.

RETIREMENT POTENTIAL IN THE GN

As of March 31, 2017, the total potential for retirement by 2023 was almost 520 GN employees or 16% of the indeterminate workforce. This included approximately 270 Inuit employees or 15% of the indeterminate Inuit workforce in the GN.

Among Inuit employees, the greatest potential for retirement was in two large occupational categories:

- In Category 0 (Management occupations), a total of approximately 26% of the current Inuit workforce in the category (25 Inuit employees) was eligible to retire by 2023.
- In Category 4 (Occupations in education, law, social, community and government services), a total of approximately 21% of the current Inuit workforce in the category (150 Inuit employees) was eligible to retire by 2023.

RETIREMENT POTENTIAL IN DECENTRALIZED COMMUNITIES

The potential for retirement by 2023 was generally higher in communities outside Iqaluit than in Iqaluit. In decentralized communities, retirement potential was generally comparable to or higher than in Nunavut as a whole among Inuit and non-Inuit employees in all skill types.

Skill type is important in assessing the impact of retirement potential because of the characteristics of Nunavut's labour market. There may be a very limited pool of local Inuit who are available and prepared for employment in the occupations that typically require post-secondary education. Although the retirement of non-Inuit employees creates opportunities for new Inuit hires, it may be difficult to find them while also replacing Inuit retirees in Skill Types A and B.

COMMUNITY	POTENTIAL FOR RETIREMENT BY 2023 IN DECENTRALIZED COMMUNITIES							
	As of March 31, 2018							
	Skill Type A (University degree)		Skill Type B (College diploma)		Skill Type C (High school)		Skill Type D (No formal education)	
	Inuit	Non-Inuit	Inuit	Non-Inuit	Inuit	Non-Inuit	Inuit	Non-Inuit
Arviat	23%	14%	0%	25%	0%	0%	44%	n/a*
Baker Lake	33%	13%	17%	33%	11%	50%	0%	n/a
Cambridge Bay	18%	26%	7%	23%	11%	0%	10%	0%
Cape Dorset	22%	24%	8%	0%	6%	n/a	0%	n/a
Gjoa Haven	28%	17%	0%	0%	3%	n/a	14%	n/a
Igloodik	11%	13%	6%	0%	6%	n/a	10%	n/a
Kugluktuk	38%	8%	24%	25%	0%	0%	33%	0%
Pangnirtung	20%	12%	0%	0%	10%	n/a	14%	n/a
Pond Inlet	37%	12%	14%	0%	8%	0%	43%	n/a
Rankin Inlet	16%	20%	7%	8%	5%	0%	14%	100%
Nunavut	22%	13%	7%	11%	7%	5%	16%	17%

*n/a or "not applicable" means that there were no employees in this category in the community.

CHAPTER 12: ISSUES AND OPPORTUNITIES

This chapter summarizes key issues and opportunities that the Government of Nunavut faces with regard to Inuit employment.

Introduction

We have used a strategic workforce planning process in developing the *Master Inuit Employment Plan to 2023*, as described in *Appendix I: Methodology*. An understanding of labour market supply and demand is at the heart of this process. We have only just begun to tap the rich sources of information that the process is generating, including the comprehensive analysis provided in the 2018 NILFA.

Our analysis of occupational groups in the GN is providing us with a fresh perspective on our workforce, including specific occupational groups where Inuit employment is strong and others where Inuit are under-represented. We have reported on findings about our workforce throughout the Master IEP.

Key issues and opportunities in Inuit employment are summarized here.

The GN faces three key challenges in increasing and enhancing Inuit employment in the public service:

- Gaps in labour market supply and demand;
- Competition for scarce talent in Nunavut; and
- Capacity and retirement potential in the GN.

Gaps in Labour Market Supply and Demand

Issues

In many of the GN's occupational groups, the supply of qualified, available, and interested Inuit does not come close to matching the territory's demand. This is due to:

- A small Inuit labour force;
- A limited supply of educated Inuit; and
- A high demand for specific qualifications, including those associated with future devolution.

A SMALL INUIT LABOUR FORCE

In Nunavut, 36% of the Inuit population was under age 15 in 2016. The proportion of children and youth in the territory was much greater than in Canada as a whole at approximately 15%.

Approximately 98% of the GN workforce was age 25 years or older (25+) in 2018. At age 25, young adults are likely to have completed education or training and are entering their prime working years. Approximately 42% of Nunavut's Inuit population was age 25 years or older (25+) in 2016.

The GN had 4,656 positions (FTEs) in 2016. Among Inuit (25+), 69% participated in the labour force in 2016. If we focus on labour force participants age 25+, the pool of Inuit who were available for GN employment was approximately 9,275 individuals or 31% of the territory's Inuit population, including:

- 1,723 Inuit (FTEs) who were already indeterminate or term employees of the GN as of March, 2016;
- 5,200 Inuit (25+) who were employed outside the GN, or who were working for the GN as Sivuliqtiksat interns, casuals, substitute teachers, and/or relief workers at the time of the 2016 Census; and
- 2,345 Inuit (25+) who were unemployed and actively seeking employment at the time of the 2016 Census.

The 2018 NILFA found that in 2016, *“Nunavut wide, if all unemployed Inuit became employed, Inuit would represent 74% of all the employed Nunavummiut.”* In most communities in the territory, government vacancies far outnumbered Inuit who had at least a high school diploma and who were looking for work.

A LIMITED SUPPLY OF EDUCATED INUIT

The majority of GN positions typically involve education, training and/or extensive work experience following completion of high school. Foundational literacy, numeracy, and thinking skills are needed for employee success in many of the GN positions that involve less education.

As our analysis of labour market supply shows:

- The proportion of Inuit (age 20+) with no certificate, diploma or degree decreased from 63% in 2011 to 56% in 2016.
- The proportion of Inuit (age 20+) with a high school diploma or equivalent increased from 13% in 2011 to 16% in 2016.
- In 2011, the proportion of Inuit (age 20+) with education beyond the high school level was 24%, or approximately 3,400 individuals. Only 300 of these Inuit had a university-level education.
- In 2016, the proportion of Inuit (age 20+) with education beyond the high school level was 28%, or approximately 4,550 individuals. Only 450 of these Inuit had a university-level education.
- Of the 4,550 Inuit who had completed post-secondary education at the time of the 2016 Census, 90% obtained a certificate, diploma or degree at the college level. The remaining 10% graduated from a university program.

While the trend appears to favour increased educational attainment, the supply of Inuit with education beyond high school is currently insufficient to meet the demand of the GN and other employers in the territory.

A HIGH DEMAND FOR SPECIFIC QUALIFICATIONS

The gaps in supply and demand are greatest in occupations that typically require post-secondary education. These occupations include the regulated professions, such as accountants, engineers, nurses, and teachers.

Our analysis of NOC skill types shows that as of March 31, 2017, Inuit representation was significantly above the GN average of 50% in positions coded as Skill Type C or Skill Type D:

- Skill Types C and D are associated with occupations that emphasize on-the-job training and instruction in job duties. Many of these occupations can be entered with a high school diploma, high school education at the Grade 10 level, or no formal education at all.
- Approximately 21% of GN positions are coded under Skill Types, C or D including the majority of positions in the Paraprofessional and Administrative Support employment categories.

Inuit representation was a little above the GN average of 50% in positions coded as Skill Type B.

- Skill Type B is associated with occupations that typically involve post-secondary education or training at the college level.
- Approximately 25% of GN positions are coded under Skill Type B; most are in the Professional and Paraprofessional employment categories.

Inuit representation in positions coded as Skill Type A was significantly below the GN average of 50%.

- Skill Type A is associated with occupations that typically involve a university degree and/or extensive occupational experience.
- Approximately 54% of GN positions are coded under Skill Type A, including most positions in the Professional, Middle Management and Senior Management employment categories.
- Approximately half of Skill Type A positions are in the regulated professions. These professions have specific licensing requirements that typically involve a post-secondary degree in a specific field of study. Many require a satisfactory criminal reference check for employment. There are few equivalencies or alternate pathways to regulated professions.

Other employers in Nunavut also require education at or above the high school level. Approximately 45% of all job vacancies in Nunavut required education above the high school level in 2015 and 2016. High school completion was required in 37% of job vacancies in Nunavut in 2015 and 26% in 2016.

SKILLS FOR FUTURE DEVOLUTION

Devolution is the process of transferring control over Nunavut's public (Crown) lands and resources to the Government of Nunavut. Devolution will allow Nunavummiut to make decisions on how public lands and resources are used and developed.

In 2008, the Government of Canada, the Government of Nunavut and Nunavut Tunngavik Incorporated signed a *Lands and Resources Devolution Negotiation Protocol* to guide negotiation of a devolution agreement for Nunavut. In it, the Parties agreed to develop and implement a strategy "... to ensure that the GN will have the necessary human resource capacity to discharge the responsibilities it receives from the [Government of Canada]." Formal devolution negotiations began in November 2014.

In August 2019, the parties reached a significant milestone in the negotiation process with the signing of an Agreement-in-Principle (AIP). The AIP formally triggers a five-year process that is expected to result in the official transfer of responsibilities for land, water and resource management from the Government of Canada to the GN.

Devolution is expected to increase the GN's need for workers with professional and technical skills in land and resource management occupations and in specialized management occupations. As part of the

negotiation process, the GN's Devolution Division is developing plans that will enable interested Inuit to acquire the knowledge, skills and work experience needed for occupations associated with devolution.

Opportunities

Increasing the educational attainment of Nunavut Inuit is a long-term endeavour that involves consistent support at home, in school, and in the community. Pre-employment training programs can assist individuals with limited secondary education to gain foundational skills and prepare for employment. College programs can encourage those who have completed high school to develop job-specific knowledge and skills, some in areas that lead directly to GN employment.

The Department of Family Services provides programs and services to link Nunavummiut with jobs, including pre-employment and on-the-job supports for education, training, work experience, and employment readiness. While the GN may not benefit directly from the pre-employment and career development programs that it administers for people outside the public service, these programs have the potential for indirect benefit as they increase the pool of skilled Inuit in the territory's labour force.

Some departments and territorial corporations sponsor pre-employment training programs that develop the knowledge and skills needed in occupations that are specific to their mandates. These programs are identified in departmental IEPs.

Departmental IEPs also identify a need for increased public outreach and communications to raise awareness of the variety of occupations in the GN, with an emphasis on encouraging Inuit youth to pursue the types of post-secondary training or education needed for employment in local positions.

Within the GN, our analysis of occupational groups has revealed opportunities to use and/or create "career ladders" – a series of positions with a natural progression from an occupational sub-group that requires little formal education or training (e.g., the Administrative Support employment category) to an occupational sub-group that typically involves more training or education (e.g., the Paraprofessional and Professional employment categories). In these ladder positions, targeted on-the-job training or formal education can lead to career advancement for existing Inuit employees and free up entry level positions for new Inuit hires.

Competition for Scarce Talent in Nunavut

Issues

The GN faces increasing competition for scarce talent in Nunavut as:

- Nunavummiut have increasing choice in types of employment within the territory;
- Other employers in Nunavut are competing for Inuit labour force participants;
- Many Inuit remain outside the labour force.

INCREASING CHOICE IN TYPES OF EMPLOYMENT

In any jurisdiction, residents of large and small communities may choose to work in industries and sectors other than the government sector. Some choose a career path or employer and stay with it for decades, while others change career directions and/or employers throughout their working years.

As Nunavut's economy becomes increasingly diversified, different types of employment and work schedules are available. Nunavummiut can – and do – work in industries that include government, transportation, mining, construction, arts and culture, tourism, retail, hospitality, and other local services. Inuit who are available and prepared for employment may not be interested in government work or the conditions of indeterminate or term employment in the public service.

Nunavummiut can now choose among full-time, part-time, contract, casual, relief, seasonal, and self-employment opportunities in many communities in the territory. Inuit with entrepreneurial interests have access to an increasing range of programs to stimulate and support the development of small businesses or other forms of self-employment.

Much of the work of any public service is carried out in offices and cubicles, out of the view of the public it serves. Some GN departments note in their Inuit Employment Plans to 2023 that the work that is more visible, such as social work or corrections, may not be attractive to Inuit in a small community.

Nunavummiut may have little understanding of the many occupations in the GN and the varied conditions and schedules of work. They may be unaware of some of the jobs that are available in their own communities and the education or training needed to establish a career path in the GN.

GROWING COMPETITION WITH OTHER EMPLOYERS

According to the 2018 NILFA, among Inuit who were employed in 2016, almost 55% reported working for government in Nunavut at the federal, territorial or municipal levels.

As the largest employer in Nunavut, the GN places a great demand on the territory's labour market supply. We must increasingly compete with employers in a growing range of industries, as well as with others in the government sector and with Inuit organizations.

Because of this competition, there is active and ongoing movement of Inuit employees between the GN and other employers, particularly those in the government and land claims-related sectors. There is internal competition as well: GN employees change jobs within the GN to advance in their careers or gain broader experience.

Employment rates in 2011 and 2016 were 29 percentage points higher for working age Inuit (age 15+) with a high school diploma or college or university certificate, diploma or degree. Among Inuit (age 20+) who completed high school or higher education, 64% were employed in 2016. In contrast, only 39% of Inuit who did not complete high school were employed in 2016. In every community in Nunavut, Inuit who completed high school or who had higher education were more likely to be employed than those who did not complete high school.

Inuit with foundational education or training and work experience are likely to find themselves with a choice of employers and jobs.

PARTICIPATION IN THE LABOUR FORCE

Nunavut's wage economy is continuing to evolve with the changing demographic and socio-economic characteristics of the territory. However, participation in the labour force remains relatively low.

The number of working age Inuit (15+) participating in the labour force increased from approximately 8,150 in 2001 to 11,700 in June 2019. Despite this increase in the number of Inuit labour force

participants, the participation rate of Inuit (15+) declined from an average of 62% in 2001 to 60% in 2016 and 54.4% from April to June 2019.⁶⁷

Some working age Inuit (15+) who are not participating in the labour force may be in school, or retired. However, the Aboriginal Peoples Survey⁶⁸ reported that 31% of Nunavut's core working age Inuit (age 25 to 54) were not in the labour force in 2017. This means that many Inuit in their prime working years were not employed or self-employed, and not actively looking for work.

The reported barriers to employment, education and training are outlined in *Chapter 10: Nunavut's Labour Market*. The availability of Inuit for employment is strongly influenced by the challenges of a very young population; the demands of caring for children and Elders with few local supports and services; and widespread issues associated with housing, health, mental health, and historical trauma. It is further complicated by opportunities for Inuit to access food or generate income informally from Nunavut's land-based economy.

Harvesting activities such as hunting, fishing, and gathering wild plants are important to the economy, diet, culture and identity of Inuit. According to the 2017 Aboriginal Peoples Survey (APS):⁶⁹

- In Nunavut, almost 89% of employed adults age 25 to 54 reported that they had participated in at least one land-based activity within the 12 month period before the APS.
- Among Inuit who hunted, fished, trapped, or gathered wild plants or berries almost 60% reported that they would like to spend more time on harvesting activities.
- When asked what prevented them from engaging in harvesting activities more often, almost 60% reported not having enough time.

In order to provide consistent access to government programs and services, many jobs in the GN involve a structured, Monday-Friday work schedule. As in any public service, there is limited flexibility in hours of work and leave from the job. This may not be attractive to or manageable for all Nunavummiut.

Inuit who prefer to balance participation in the labour force with subsistence harvesting may prefer flexible employment that allows for extended periods on the land, such as casual or relief work, seasonal work, or the "two-weeks on/ two-weeks off" schedules of many mining camps. Those who are managing other responsibilities at home or in the community may seek employment that does not involve duty travel, or prefer part-time, casual or relief work in the GN or with another employer.

Opportunities

An "employer of choice" stands out from other employers that are competing in a labour market. It has a positive reputation and a brand that is visible to job seekers long before they become employees. It is able to attract and keep top talent because job seekers are aware of what it means to be a part of the organization and employees feel a sense of loyalty and pride.

⁶⁷ Nunavut, Nunavut Bureau of Statistics, *Nunavut Labour Force Tables, 3MMA ending in June 2019* (July 2019).

⁶⁸ Canada, Statistics Canada, *Inuit participation in the wage and land-based economies in Inuit Nunangat—Findings from the Aboriginal Peoples Survey* (2019).

⁶⁹ Canada, Statistics Canada, *Harvesting activities among First Nations people living off reserve, Métis and Inuit—Findings from the Aboriginal Peoples Survey* (2019).

The Government of Nunavut was named one of Canada's Top Employers in two categories: Canada's Top Employers for Young People (2019 and 2020) and Canada's Best Employers for Recent Graduates (2018, 2019, and 2020). This competition is organized by the Canada's Top 100 Employers Project. It recognizes employers that offer the nation's best workplaces and programs for young people who are starting their careers.



Public servants in all jurisdictions have the opportunity to explore diverse jobs – or change careers – while enjoying the benefits of working for the same employer over an extended period of time.

The GN offers employment opportunities throughout the territory in occupations that range from cook to college instructor, and student support assistant to school principal. Inuit employment programs and initiatives enable Inuit employees to pursue their career interests and aspirations while remaining in the territorial public service.



The GN offers a comprehensive total rewards package to employees, including: competitive salaries, pension and benefits; a continuous service bonus; housing benefit; northern allowance; generous leave entitlements; and employee training and development opportunities.

Capacity and Retirement Potential in the GN

Issues

Maintaining and increasing capacity is an ongoing challenge and remains a priority for the Government of Nunavut, particularly as the potential for employee retirement grows.

CAPACITY IN THE GN

The GN describes staffing **capacity** as the number of positions filled by indeterminate or term employees relative to the total number of approved positions (FTEs). Represented as a percentage, capacity is a measure of the human resources that are available and working to achieve the mandate and operational priorities of each department and agency.

Staffing capacity in the GN decreased from 77% as of March 31, 2013 to 73% as of March 31, 2017 and 71% as of March 31, 2019. Capacity remained highest in the Executive and Senior Management employment categories from 2013 to 2019. It remained lowest in the Paraprofessional employment category. The ongoing capacity in the public service is supplemented by casual and relief workers, which are reported separately.

To maintain and increase capacity, departments and agencies must not only fill new positions but also fill positions that are vacant due to turnover. Filling vacancies across the public service strengthens operational capacity and has the potential to increase and enhance Inuit employment. Inuit employment objectives are enabled not only by hiring more Inuit, but also by adding to our ability to support Inuit employment initiatives such as internships, mentorships, and releasing employees for training or education.

RETIREMENT POTENTIAL IN THE GN

As in other jurisdictions, Nunavut's public sector workforce is aging. Our workforce analysis shows that as of March 31, 2017, the total potential for retirement by 2023 was almost 520 employees or approximately 16% of the GN's indeterminate workforce.

By skill type, the total potential for retirement among all indeterminate employees included approximately:

- 345 employees (21%) in positions coded as Skill Type A (university degree; extensive experience)
- 90 employees (11%) in positions coded as Skill Type B (college-level education or training)
- 55 employees (9%) in positions coded as Skill Type C (secondary school completion; job training)
- 30 employees (18%) in positions coded as Skill Type D (no formal educational requirements)

In Skill Types A, B and D, retirement potential was greater outside Iqaluit than in Iqaluit. In Skill Type C, it was comparable outside Iqaluit and in Iqaluit.

The total potential for retirement by 2023 included approximately 270 Inuit employees, or 15% of the indeterminate Inuit workforce in the GN.

By skill type, the total potential for retirement among Inuit employees included approximately:

- 155 Inuit (26%) in positions coded as Skill Type A (university degree; extensive experience)
- 40 Inuit (8%) in positions coded as Skill Type B (college-level education or training)
- 45 Inuit (10%) in positions coded as Skill Type C (secondary school completion; job training)
- 30 Inuit (18%) in positions coded as Skill Type D (no formal educational requirements)

In Skill Types A and B, retirement potential (by percentage of Inuit employees) was greater outside Iqaluit than in Iqaluit. In Skill Type C and D, it was comparable outside and in Iqaluit. Occupations in Skill Types A and B typically involve post-secondary education or training in a specific field of study. The turnover associated with retirement creates additional demand in skill types where the labour market supply is already limited.

With the potential for 345 employees to retire from positions in Skill Types A and B by 2023, it may be difficult to replace Inuit and non-Inuit retirees with Inuit employees hired from within or outside the GN. This creates the risk of a decline in Inuit representation if the retirement potential is realized without advance planning to take advantage of the opportunities associated with retirement potential.

Opportunities

The GN uses a variety of strategies for increasing capacity and reducing turnover, including:

- Hiring the right people from the start;
- Fostering a healthy and positive work environment;
- Providing competitive salaries and benefits;
- Providing an Employee and Family Assistance Program and a Return to Work Program;
- Providing opportunities for employee education, training and career development;
- Recognizing accomplishments and long term service; and
- Monitoring employee reasons for leaving the public service through an online exit survey.

In the context of building a representative public service, the potential for retirement of Inuit employees represents a risk, while the potential for retirement of non-Inuit employees represents an opportunity:

- In order to achieve their Inuit employment goals and targets, departments must plan to replace Inuit who leave the GN as well as hire additional Inuit employees.
- As non-Inuit employees make their plans for retirement known, there is an opportunity to develop succession plans that will prepare Inuit to replace them.

Summary

In the next section of the Master IEP, we look ahead to identify programs and initiatives that help to address the identified issues and opportunities and enable the GN to become an employer of choice for Inuit in Nunavut. The identified actions aim to ensure that the Government of Nunavut is:

- A sustainable and representative public service;
- A strong and skilled workforce; and
- A welcoming and respectful employer.

Technical Report Section 4:
Looking Ahead
2017-2023

CHAPTER 13: A SUSTAINABLE AND REPRESENTATIVE PUBLIC SERVICE

This chapter summarizes GN-wide initiatives to ensure that Nunavut has a sustainable and representative territorial public service into the future.

Introduction

The GN is committed to a sustainable public service that is representative of Nunavut's population. To meet the obligations of Article 23 and to be fully effective in its role, the territory's public service must attract and retain increasing numbers of skilled and qualified Inuit to work in GN occupations throughout Nunavut and at all levels.

During the period 2017 to 2023, we are focusing on:

- Identifying and addressing any GN-wide barriers to Inuit employment;
- Preparing and implementing evidence-based Inuit employment plans; and
- Refreshing the GN Human Resource Strategy.

Removing Barriers to Inuit Employment

The Government of Nunavut holds the position that any and all barriers to Inuit employment should be examined and, wherever possible, removed or at least mitigated. We recognize that wider social, health and economic issues in the territory may create barriers to Inuit employment and Inuit participation in the labour force. GN departments and agencies are working to address many of these issues, which are generally beyond the scope of Inuit employment plans.

Identifying Barriers

The Government of Nunavut has an Inuit Employment Steering Committee (IESC) that consists of representatives from all departments and corporations at the senior management level. IESC provides input to the development of GN-wide initiatives included in the Business Plan and the GN Human Resource Strategy. The Committee also oversees the implementation of Article 23 obligations through Inuit Employment Plans, reflective of initiatives and priorities developed in collaboration with all departments and corporations of the GN.

Between October 2015 and June 2016, members of IESC:

- Collected data from their respective departments and corporations to identify challenges or barriers that may inhibit the growth of Inuit representation in the GN; and
- Recommended solutions to address – and ultimately remove – the potential barriers.

This is the first time that a coordinated internal approach has been utilized to assess, determine and provide recommendations on identified barriers to increasing Inuit employment within the GN.

The Deputy Ministers' Building Capacity Committee (BCC) reviewed and accepted IESC's identified barriers and recommendations in six key areas. These recommendations are continuing to inform GN-wide actions that are planned or being undertaken through the Master IEP:

- Recruitment,
- Retention,
- Education leading to employment,
- Succession planning,
- Child care, and
- Housing.

Recruitment

The GN envisions a representative public service that is skilled and engaged and that provides services that enable Nunavummiut to live healthy and productive lives. A strong public service is made up of skilled and committed people who are motivated to contribute to a positive future for Nunavut. To be sustainable and fully effective, the territory's public service must attract and retain increasing numbers of Inuit to work in government roles.

IESC's recommendations focused on "opening the door" into the public service through:

- A review of the GN's hiring process to identify any remaining barriers to Inuit employment;
- More flexible internship options;
- More support for departmental internship programs; and
- Targeted Nunavut Arctic College programs e.g., diploma or certificate in human resources or a public administration degree program.

Retention

The GN must plan to retain its current Inuit employees and replace those who leave, while simultaneously increasing Inuit employment through recruitment efforts.

IESC's recommendations focused on creating a supportive environment where all public service employees can succeed in their jobs through:

- More performance management training for managers; and
- Robust one-on-one coaching or counselling for Inuit employees, beyond what is provided by managers and supervisors, such as designated trainers to support interns and trainees on the job.

Education Leading to Employment

Education increases the options available to an individual; through employment, Nunavummiut have more opportunities to assist themselves, their families and the community around them.

IESC's recommendations focused on encouraging Inuit students to stay in school and pursue fields of study that would qualify them for in-demand GN occupations through initiatives such as:

- Promoting in-demand GN occupations to post-secondary students from Nunavut; and
- Visiting with Nunavut Sivuniksavut students to promote in-demand GN occupations and encourage the type of education or training that is typically needed in the occupation.

Succession Planning

The GN is committed to investing in the education and development of public service leaders, with an emphasis on preparing Inuit for senior management roles. The GN recognizes that people develop leadership competencies primarily through life and career experience, supported by self-awareness, good role models and structured learning. Existing and new programs ensure that classroom-based learning is balanced with mentorship and on-the-job development.

IESC's recommendations focused on targeted succession planning for Inuit employees through:

- Creating processes to enable management to identify Inuit for succession planning;
- Providing the framework for a structured, multi-year plan to equip an Inuit employee with the skills required for promotion;
- Revising HR policies to enable discretionary promotions;
- Providing on-the-job-training by mentoring Inuit into senior positions; and
- Using varied forms of assessment to enable employees to progress to higher positions, rather than relying primarily on formal educational qualifications.

Child Care

Reliable child care is a challenge for many Canadian parents in finding work, returning to work, and staying employed. Lack of childcare may be a barrier to Inuit wishing to enter or stay in Nunavut's labour force.

IESC's recommendations focused on what the GN can do as an employer to provide improved access to child care through such efforts as:

- Including a daycare in the design plan for any new GN buildings;
- Partnering with private companies that are developing new buildings to include daycare space for lease; and
- Setting up GN-run daycares with training for child care workers provided.

Housing

The GN has identified the need for a more complete housing continuum in Nunavut to ensure that the housing needs of all Nunavummiut are met.

IESC's recommendations focused on:

- Increasing or bringing back Nunavut Housing Corporation programs that encourage GN employees to move from staff housing into home ownership.

Developing Evidence-Based Inuit Employment Plans

As Nunavut's largest employer, the GN places great demands on the territory's labour market supply, particularly where post-secondary education is required at the university level e.g., in the regulated professions such as teaching and nursing. Factors such as retirement potential and devolution can be expected to add to these demands in the coming years.

We currently have access to more data and information about Nunavut's labour market than ever before, starting in 2016-2017 and continuing to 2023. This information and the insights we gain from it is being used to develop and implement evidence-based Inuit employment plans.

Nunavut Inuit Labour Force Analysis (NILFA)

Article 23 of the Nunavut Agreement and the 2015 Settlement Agreement require the Government of Canada to produce a detailed analysis of the Inuit labour force in Nunavut. This is known as the Nunavut Inuit Labour Force Analysis, or NILFA. The NILFA uses data from a variety of sources, including the federal Census and the Aboriginal Peoples Survey. These surveys are conducted every 5 years by Statistics Canada. The governments are obligated to use the NILFA in Inuit employment planning.

Prior to the 2015 Settlement Agreement, there was little analysis of Nunavut's labour force beyond the data that was routinely published by Statistics Canada. Following the signing of the Settlement Agreement in May 2015, the Government of Canada has provided a series of NILFA reports that the GN has used extensively in planning and taking action to increase Inuit employment.

2016-2017

The GN received an initial NILFA report in late 2016 with detailed information on Nunavut's labour force from 2001 to 2011. This historical information was used in the Master Inuit Employment Plan to provide a view of trends in the territory's Inuit labour force.

2017-2018

The GN received a series of 10-12 page NILFA reports on historical trends in labour market supply and the government workforce for each community in Nunavut. The community profiles relied on data from the 2001 Census, 2006 Census, and 2011 National Household Survey conducted by Statistics Canada, and include references to the GN's Towards a Representative Public Service reports from 2006 to 2017. This historical information was used in the Master Inuit Employment Plan to help provide a view of trends in the territory's Inuit labour force.

2018-2019

Statistics Canada released data from the 2016 Census data in late 2017 and early 2018. Data from the NILFA Working Group's 2016 Nunavut Government Employee Survey (NGES) also became available during this time. In August 2018, the GN received a comprehensive NILFA report with detailed information on the availability, preparedness and interest of Inuit for government employment from 2001 to 2016. Information from the 2018 NILFA has been incorporated into the Master IEP.

In March 2019, staff of Employment and Social Development Canada led a workshop on the 2018 NILFA findings for GN employees who are involved in Inuit employment planning for their departments and agencies.

ONGOING TO MARCH 2023

The GN expects to receive a NILFA report in 2020 that incorporates data from the 2017 Aboriginal Peoples Survey and the Nunavut Inuit Supplement (APS-NIS). Data from the 2017 APS-NIS will allow for a detailed examination of the relationship between socio-economic factors in Nunavut and Inuit availability, preparedness and interest in government employment in ways that have previously not been possible. It will also allow for additional analysis at the community level.

In addition, the tripartite NILFA Technical Working Group is preparing for the next Nunavut Government Employee Survey.

GN Workforce Analysis

2016-2017

Following the signing of the Settlement Agreement in May 2015, the GN began developing new methodologies and tools for detailed workforce analysis. We made use of the 2016 NILFA in identifying historical trends in Nunavut's labour market.

2017-2018

During 2017, we completed:

- A detailed GN-wide workforce analysis by NOC occupational group and skill type from 2007 to 2017 to inform our understanding of trends in Inuit employment and the Inuit workforce; and
- Detailed workforce analysis reports by department to enable GN departments and corporations to identify specific issues and opportunities in Inuit employment, including retirement potential.

The insights that we gained were incorporated into the draft GN-wide Master IEP to 2023. As data products became available from the 2016 Census and the 2017 NILFA community reports, we refreshed our analysis of the gaps between labour market supply and demand, including trends in educational attainment among Inuit. We are continuing to apply this analysis in assessing issues and opportunities and refining initiatives identified in the Master IEP action plan.

2018-2019

During 2018-2019, we updated the Master IEP with workforce data as of March 31, 2018.

In late 2018-2019, we extracted data from the comprehensive 2018 NILFA report to create an Inuit labour force profile for each decentralized community. These internal working documents were provided to departments and agencies to assist in planning Inuit employment initiatives. Information from the Community Inuit Labour Force Profiles has been incorporated into the Master IEP.

ONGOING TO MARCH 2023

We will update our workforce analysis periodically to identify emerging issues and opportunities, and to develop or refine programs and initiatives that will continue to increase Inuit employment in the GN.

Detailed Inuit Employment Plans to 2023

2016-2017

Following the signing of the Settlement Agreement in May 2015, the GN began to:

- Develop new templates and tools for detailed Inuit employment plans to 2023; and
- Draft the GN-wide Master IEP to 2023.

2017-2018

During 2017-2018:

- The draft Master IEP to 2023 was completed and implementation of key action items began.
- Departments and territorial corporations drafted and began to implement detailed IEPs to 2023. These IEPs included insights from the GN's workforce analysis.

2018-2019

During 2018-2019:

- The draft Master IEP and departmental IEPs to 2023 were shared with Nunavut Tunngavik Corporation and the Government of Canada, as parties to the Nunavut Agreement, for feedback.
- The draft Master IEP and departmental IEPs to 2023 were revised in response to feedback.

2019-2020

During early 2019-2020:

- The draft Master IEP and departmental IEPs to 2023 were updated and finalized for approval.

ONGOING TO MARCH 2023

We will update the Master IEP periodically to identify emerging issues and opportunities, and to develop or refine programs and initiatives that will continue to increase Inuit employment in the GN. The Master IEP and departmental IEPs to 2023 will be refreshed or replaced in 2023 to set strategic directions for the next implementation contract period from 2023 to 2033.

Following on the Agreement-in-Principle that is now in place for devolution, the Devolution Division will prepare a Provisional Inuit Employment Plan (PIEP) grounded in our understanding of Nunavut's labour market.

Refreshing the Human Resource Strategy

The GN Human Resource (HR) Strategy builds on the ongoing efforts of the GN to develop the capacity and capability of our employees and our organizations. It supports the vision of a representative public service that is skilled and engaged in effective, efficient and economical delivery of programs and services that enable Nunavummiut to live healthy and productive lives.

The GN is continuously revising and modernizing many of our human resource management policies and directives. We have also developed strategies and action plans to build capacity and strengthen management of the public service workforce in areas that include:

- Inuit employment,
- Inuit Qaujimagatuqangit and Inuit societal values,
- Recruiting and staffing,
- Training,

- Career development,
- Leadership development, and
- Performance management.

The GN recognizes the need to integrate, align and prioritize these ongoing efforts to ensure a fully effective public government with a representative public service. The HR Strategy 2014-2018 identified the priority areas for action that central agencies, departments and territorial corporations would take during the period to ensure that Nunavut's public service is a welcoming work environment with a workforce that can respond to current and future challenges and opportunities.

The HR Strategy is a living document that is reported on annually in the Public Service Annual Report. It is scheduled to be refreshed in 2019-2020 under the leadership of the new Department of Human Resources to guide proactive planning and continued capacity-building.

CHAPTER 14: A STRONG AND SKILLED WORKFORCE

This chapter outlines ongoing and new programs and initiatives to ensure that Nunavut has a strong and skilled public service into the future.

Introduction

A strong public service is made up of skilled and committed people who are motivated to contribute to a positive future for Nunavut.

Public servants in all jurisdictions have the opportunity to explore diverse jobs – or change careers – while enjoying the benefits of working for the same employer over an extended period of time. The GN provides opportunities for Nunavummiut to enter, develop and advance in public service roles.

With the availability of new implementation funding under the 2015 Settlement Agreement, the GN has added comprehensive new education and training opportunities for Inuit employees. Ongoing and new programs and initiatives will ensure that Inuit employees have the opportunity to pursue their career interests by joining and remaining in the territorial public service.

Although many of these education, training, and career development opportunities are available to Inuit employees only; others are available to all employees of the public service.

Programs Specific to Inuit Employees

The following programs are available specifically to Inuit enrolled under the Nunavut Agreement to enhance Inuit employment and support departmental Inuit employment initiatives.

New Programs for Inuit Employees

HIVULIQTIKHANUT EMERGING LEADERS PROGRAM

The Hivuliqtikhanut Leadership Program was launched in 2015-2016. It includes three modular, classroom-based programs: Emerging Leaders, Supervisors, and Senior Managers.

The Emerging Leaders program provides participants with an opportunity to explore the perspectives, knowledge, and skills needed in professional and management roles. The program conforms to a high academic standard. Graduates receive accreditation in the form of advanced standing in Nunavut Arctic College's Management Studies program and in selected undergraduate and graduate programs at Dalhousie University. When delivered for Inuit employees only, the Emerging Leaders program is funded through the 2015 Settlement Agreement and will be available until March 2023.

POLICY FOUNDATIONS PROGRAM

A new Policy Skills Development Program was introduced in 2017-2018 to build and sustain the capacity for public policy research, analysis and development in the GN and to increase Inuit employment in policy positions.

As part of this program, Policy Foundations provides modular, classroom-based learning to enable Inuit employees of the GN to explore and develop the perspectives, knowledge, and skills needed for a career in public policy. The program is open to indeterminate, term and casual Inuit employees.

Delivery of the Policy Foundations program is funded through the 2015 Settlement Agreement. It will be available until March 2023.

AMAAQTAARNIQ EDUCATION PROGRAM

The aim of the Amaqtaarniq Education Program is to remove barriers to post-secondary education for eligible Inuit employees and to help the GN fill specialized positions with qualified Inuit employees.

Amaqtaarniq sponsors long-term post-secondary education leave for Inuit employees who wish to qualify for a hard-to-fill job or profession in the GN.

Indeterminate, term, and casual Inuit employees can apply for Amaqtaarniq funding of eligible costs for post-secondary education. Before submitting an application to Amaqtaarniq, employees may participate in job shadowing of the position or career path in which they are interested, in order to learn more about it.

The GN guarantees employment when the Amaqtaarniq leave is over. Participating employees must commit to work for the GN after they complete their education for a time that is at least equivalent to the length of time they were on Amaqtaarniq leave.

This program was launched in 2017-2018. It is funded through the 2015 Settlement Agreement and will be available until March 2023.

CAREER BROADENING PROGRAM

The Career Broadening Program provides on-the-job experience for Inuit employees, so that they can gain the knowledge and skills needed for a successful career in the GN. The program provides opportunities for Inuit 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; or
- Fill special project leadership roles.

Indeterminate, term, and casual Inuit employees can apply to the program. Career broadening assignments are between 8 and 12 months long, and an employee may have up to three assignments under the program. Each assignment is based on a learning plan that addresses the skills and knowledge the employee wishes to acquire.

TRAINING TRAVEL FUND

The goal of the Training Travel Fund is to increase both the number of Inuit employees who take job- and career-related training and the amount of training they access. The Fund has been set up to pay the

travel costs of Inuit employees who must leave their home communities in order to participate in training.

Departments prepare an annual plan for training Inuit employees and submit it to Sivumuaqatigiit Division, Department of Human Resources, along with an estimate of the funds the department will request for related travel. The department pays for the cost of the training itself. An agreement between Sivumuaqatigiit and the department will reflect their respective commitments in training Inuit employees.

This program was launched in 2017-2018. It is funded through the 2015 Settlement Agreement and will be available until March 2023.

Ongoing Programs for Inuit Employees

CAREER ACHIEVEMENT RECORD

Inuit employees who participate in the Hivuliqtikhanut Leadership Program and/or the Sivuliqtiksat Internship Program complete a career profile record that documents their career history, educational attainment, and the learning and development that they have undertaken. The Department of Human Resources maintains these confidential records, which employees are expected to update periodically as a way of monitoring their career goals. The Career Achievement Record is also available to participants in the GN's new programs for Inuit employees.

SIVULIQTIKSAT INTERNSHIP PROGRAM

The Sivuliqtiksat Internship Program provides professional development opportunities for Inuit to take on manager or director level and specialist positions that are unique to a department. This focus assists the GN in filling the gaps in the senior, middle, professional, and paraprofessional employment categories. At any given time, the GN supports 16 interns who after the internship period assume a targeted position. The location of the internship is based on the location of the targeted position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

The GN's interdepartmental Inuit Employment Steering Committee has identified the Sivuliqtiksat Internship Program as a best practice in supporting Inuit employment.

TRAINEES AND INTERNSHIPS

Internship programs that provide on-the-job training to Inuit employees vary in length depending on the position and the skill level of the individual. Departments and agencies initiate such trainee or internship positions and fund them internally.

INUKTITUT AS A FIRST LANGUAGE

Inuktitut and Inuinnaqtun First Language courses are available throughout the year for Inuit employees to increase oral, typing, written and reading proficiency.

Programs Available to All GN Employees

The following programs are available to all GN employees and can also be used to enhance Inuit employment and support departmental Inuit employment initiatives.

New Programs for All GN Employees

HIVULIQTIKHANUT LEADERSHIP PROGRAM

The Hivuliqtikhanut Leadership Program was launched in 2015-2016. It includes three modular, classroom-based programs: Emerging Leaders, Supervisors, and Senior Managers. These comprehensive programs use the GN Leadership Competency Model and Inuit societal values as a foundation.

The programs conform to a high academic standard. Participants who successfully complete a program receive accreditation in the form of advanced standing in Nunavut Arctic College's Management Studies program and in selected undergraduate and graduate programs at Dalhousie University.

ENGLISH AS A SECOND LANGUAGE

This program was piloted in 2016-2017 to improve participants' writing skills in the English language. It included study units online and in the classroom.

POLICY SKILLS DEVELOPMENT PROGRAM

A new Policy Skills Development Program was introduced in 2017-2018 to build and sustain the capacity for public policy research, analysis and development in the GN and to increase Inuit employment in policy positions. The comprehensive new Policy Skills Development Program provides modular, classroom-based learning for all GN employees in policy-related roles at basic and advanced levels.

Ongoing Programs for All GN Employees

MENTORSHIP PROGRAM

The foundation of the GN Mentorship Program is deeply rooted in the guiding principles of Inuit societal values. During the mentorship, there are open-ended discussions about setting and achieving goals through the sharing of experiences and knowledge. Employees are encouraged to seek and use mentors when they take on new roles or participate in an intensive learning program such as the Hivuliqtikhanut Leadership Program. For example, mentors are provided to nurses graduating from the Nunavut Nursing Program.

The GN's interdepartmental Inuit Employment Steering Committee has identified the Mentorship Program as a best practice in supporting Inuit employment.

SPECIALIZED TRAINING FUND

A Specialized Training and Program Development Fund is available for all departments and agencies to develop technical, job-specific competencies and address the unique learning needs in a department, division or position. Each program is designed and delivered by a sponsoring department, which must submit a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.

TRAINER'S ALLOWANCE

A trainer's allowance is provided to employees who are training another employee on-the-job. A learning plan and a training agreement must be signed off by participants and funded internally in their respective departments or agencies.

EDUCATION LEAVE

The GN supports its employees to improve their skills continually. The Education Leave directive allows employees to take leave for formal educational pursuits. This provides employees with the opportunity to take advantage of external training or formal education. Employees must be in indeterminate positions and have been employed at least 3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

OCCUPATIONAL CERTIFICATE TRAINING PROGRAMS

The Public Service Training Division, now with the Department of Human Resources, develops occupational training programs targeted at occupations found in all departments. They are delivered in modules towards a GN certificate of achievement. Occupational programs have included Administrative Services, Communications, Supervisory, Human Resource Practitioner's Program, and the Nunavut Advanced Management Diploma Program.

LEARNING AND DEVELOPMENT COURSES

The Public Service Training Division, now with the Department of Human Resources, coordinates general learning and development training courses for all GN employees. These are generally short courses and workshops (1-5 days) designed to meet common training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. Public Service Training collaborates with various service providers on a Standing Offer Agreement for program delivery by subject matter specialists.

LANGUAGE TRAINING

The GN offers language courses in all of Nunavut's official languages: Inuktitut, Inuinnaqtun, English, and French. In 2018-19, 140 participants benefited from 29 foundational to professional language training sessions delivered in 13 different communities. In order to more effectively reach employees across Nunavut, 10 courses were delivered via videoconference.

LEARNING PLANS

A Learning Plan is used by employees, with the support of their supervisors, to identify training and development. The Learning Plan is the foundational tool used for internships and trainee positions.

SUMMER STUDENT EMPLOYMENT EQUITY PROGRAM

The Summer Student Employment Equity Program (SSEEP) is available to all secondary and post-secondary students living in Nunavut and studying in or outside Nunavut. This program provides opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical working experience in the public service. Inuit receive priority in the summer student hiring process.

The GN's interdepartmental Inuit Employment Steering Committee has identified SSEEP as a best practice in supporting Inuit employment.

TRANSFER ASSIGNMENTS

Transfer assignments are typically opportunities for current employees to develop new skills and abilities sometimes in different departments. Transfer assignments can be undertaken for a maximum of three years. They can be filled competitively, which is encouraged, or non-competitively.

Next Steps in Training and Development

The Department of Human Resources is currently planning to:

- Design and implement an intensive career development program for Inuit with the potential to become GN executives;
- Conduct a needs analysis to identify training and development priorities in support of Inuit employment objectives: and
- Expand workplace education and training for public servants across Nunavut, including Inuktitut language programming.

CHAPTER 15: A WELCOMING AND RESPECTFUL EMPLOYER

This chapter summarizes key initiatives that will help the GN become an employer of choice for Inuit in Nunavut.

Introduction

To be viewed as an employer of choice, an organization must provide a welcoming, respectful and supportive work environment. This begins with how prospective employees are engaged and supported by the organization while applying for jobs. It continues with how employees are engaged and supported every day at work.

Becoming an Employer of Choice for Inuit

Attracting and Hiring Inuit Applicants

PRE-EMPLOYMENT AND CAREER DEVELOPMENT

The Department of Family Services provides career development programs and services to link Nunavummiut with jobs, including pre-employment and on-the-job supports for education, training, work experience, and employment readiness. Programs include:

- Getting Ready for Employment and Training (G.R.E.A.T.) to support income assistance recipients to make a successful entry into the labour force and become employed and/or pursue further training and education (currently being revised);
- Adult Learning and Training Supports (ALTS) to fund individual training that leads directly to employment or work readiness;
- Financial Assistance for Nunavut Students (FANS) to support students attending designated post-secondary institutions and academic programs;
- The Training on the Job (TOJ) program to provide a wage subsidy to small- and medium-sized employers to help them hire and train unemployed or under-skilled workers;
- The Targeted Training Initiatives (TTI) program to provide funding to eligible employers, institutions or training providers for Nunavut-based education and/or training for in-demand occupations; and
- The Canada-Nunavut Job Grant (CNJG) to provide funding support to eligible employers with new or better positions available for trainees.

While the GN may not benefit directly from the pre-employment and career development programs that it administers for Nunavummiut outside the public service, these programs have the potential for indirect benefit as they increase the pool of skilled Inuit in the territory's labour force.

ATTRACTION

The GN participates in specialized career fairs and targets post-secondary institutions to position the public service as an employer of choice. A role models campaign featuring Inuit employees of the GN was launched in 2016-2017 to build awareness of the public service as a place to have an interesting, challenging and rewarding career.

Many departmental IEPs include public outreach and communications to promote in-demand occupations and attract potential Inuit candidates to jobs available in the department or agency.

RECRUITMENT AND SELECTION

The Department of Human Resources provides a variety of tools to assist job seekers who are interested in GN employment, including:

- A general recruitment information package;
- Tips for writing an effective resume;
- A guide to the “Behaviour Description Interviewing” technique that is commonly used, with other selection and assessment tools, to evaluate candidates’ competencies and experience in a job competition; and
- Detailed recruitment information for teachers, nurses, and physicians.

The selection process is being improved continuously, including:

- Ongoing training and coaching for interview panel members;
- A pilot project for interviews by videoconference;
- A new, easier to understand interview rating system; and
- Candidate portfolio review (past work review) to support assessment in job competitions where it is relevant.

PRIORITY HIRING POLICY

The GN has applied a Priority Hiring Policy since 2000. This policy gives priority consideration to Nunavut Inuit in recruiting and selecting GN employees. Inuit job applicants who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards, and agencies.

The policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

The GN’s interdepartmental Inuit Employment Steering Committee has identified the Priority Hiring Policy as a best practice in supporting Inuit employment.

RESTRICTED COMPETITIONS

A Restricted Competitions Policy was introduced in November 2015 to support the GN's commitment to the priority hiring of Inuit. Competitions can be restricted to: Nunavut Inuit only; Nunavut Inuit in a particular location; or GN employees only (internal competition). Inuit employees of the GN are given first priority in internal competitions. All positions that are evaluated as being in the Administrative Support employment category must be restricted to Nunavut Inuit or Nunavut Inuit by location only.

DIRECT APPOINTMENTS

The GN is committed to staffing positions through a competitive process. However, under certain circumstances, appointments without competitions may be appropriate. Direct appointments are used primarily to achieve a qualified and representative public service. Since 2015-2016, the GN has made considerable efforts to direct appoint long-term casuals into vacant positions.

Creating a Healthy and Welcoming Workplace

IVIQTIPPALLIAJUT

Nunavut was created with a vision of a territorial government that is shaped by and belongs to Nunavummiut, incorporating the best of Inuit and contemporary views of government. *Iviqtippalliajut: In the Process of Falling into Place* sets out a framework to help embed Inuit knowledge and values in GN policies, programs, services, and workplaces. It was released by the Department of Culture and Heritage in 2018 and is in the process of being implemented.

INDIGENOUS CULTURAL COMPETENCE

A group of GN employees has been certified in the facilitation of Indigenous Cultural Competence (ICC) workshops. The two-day program takes participants through an approach to cultural competence based on knowledge, skills, values and actions. It includes an overview of Indigenous Canada, cultural competence or capacity, history of Canada, resilience of Indigenous communities, addressing racism, and skills of the ally to build effective relationships with Indigenous peoples and communities.

CULTURAL IMMERSION (IQ) DAYS

The GN strives to create a workplace and service environment that incorporates Inuit societal values. These values, as they are utilized in GN policy and workplaces, constitute guidelines that contribute to the creation of an effective and excellent public service that is grounded in the ethics and philosophy of Inuit. Cultural Immersion or Inuit Qaujimagatuqangit (IQ) Days provide a greater understanding of Inuit societal values, Inuit traditions, and Inuit languages to help all employees better understand the needs and aspirations of Inuit in Nunavut.

CULTURAL AND EMPLOYEE ORIENTATION

Cultural orientation sessions are offered across the GN. Topics include the history of Nunavut and Inuit societal values. A traditional activity is included in each session. Cultural orientation is the first module in each of the Hivuliqtikhanut and Policy Skills Development programs.

General orientation sessions are also available to all employees. Job-specific orientations are provided by departments and agencies in their workplaces.

PREVENTION OF HARASSMENT AND BULLYING IN THE WORKPLACE

The GN is committed to ensuring that all employees have a safe and healthy workplace in which to do their jobs. This includes taking all reasonable measures to prevent workplace harassment and bullying and to eliminate such issues if they exist.

All offers of employment with the GN now include copies of the Harassment Free Workplace Policy; new employees are required to acknowledge receipt, understanding, and agreement to abide by this directive. The online Harassment Free Workplace Guide was updated in 2015-2016 to provide employees and supervisors with guidance on ways to resolve workplace conflict and address harassment complaints. The guide includes steps to take, people to contact, and processes to follow if an employee believes he/she is being harassed in the workplace.

The GN has committed to provide respectful workplace training to enable all managers and employees to recognize, address and prevent workplace harassment and bullying.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM (EFAP)

The GN supports public servants by providing an Employee and Family Assistance Program. This program provides services that reflect the reality of the public service workplace and incorporates Inuit culture and language. It provides short-term, confidential, professional counseling for personal and workplace issues to help employees and their families find solutions to problems that affect them. The services are provided in face-to-face sessions, by telephone or through the internet. The services are available free of charge, 24 hours a day, seven days a week. Services are offered directly in Inuktitut, English, and French, or Inuinnaqtun in conjunction with a translator.

EMPLOYEE ENGAGEMENT SURVEYS

The GN conducted government-wide employee surveys in 2006 and 2017. Indeterminate, term, and casual employees with at least six months of continuous service with the GN were invited to complete survey questions about active engagement, job satisfaction, culture and inclusiveness, training and development, communication and transparency, and leadership and management. Findings from the survey are applied when policy is being revised and in manager and supervisor training programs. The next employee engagement survey is expected to be scheduled in 2021-2022.

EXIT SURVEYS

Exit surveys provide insight into the factors that contribute to an employee leaving a job or an organization. The GN offers an electronic submission process for employee exit surveys, which are available to all employees changing jobs within the GN or leaving the GN. The survey invites employees to describe their positive experiences as well as issues which need attention and improvement.

Valuing the Inuit Language at Work

The preservation and protection of the Inuit language has been a priority of the territorial government since Nunavut was created in 1999. The *Inuit Language Protection Act* requires the GN to take positive action to promote the use of Inuktitut in all sectors of Nunavut society. This includes increasing the use of the Inuit language in the GN workplace and providing GN services to the public in the Inuit language.

To support the use of Inuktitut as a working language of the public service, the GN implemented a new Inuit Language Incentive Policy in October 2017. The policy recognizes and rewards employees who

increase their proficiency in the Inuit language. GN employees who demonstrate proficiency are paid an annual allowance based on their proficiency level, which is assessed by Inuit Uqausinginnik Taigusiliuqtiit (IUT). The Inuit Language Incentive Policy also sends a clear message that skills in Inuktitut are valued and important for GN employment.

As part of our commitment to Inuit employment and strengthening the use of Inuktitut in the public service, the GN delivers language training to employees in Inuktitut, English, and French. Inuktitut courses are offered across Nunavut at both foundational and professional levels. English and French courses focus on speaking, listening, reading and writing skills for second language learners.

Technical Report Section 5:
Taking the Next Steps
2017-2023

CHAPTER 16: DEPARTMENTAL INUIT EMPLOYMENT PLANS TO 2023

This chapter summarizes Inuit employment goals, targets and set by departments and territorial corporations in detailed Inuit Employment Plans to 2023.

About Inuit Employment Goals and Targets

Definitions

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

The estimated **Inuit representation rate** is the percent (%) 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.*

Accountability for Goals and Targets in IEPs

Accountability for developing Inuit employment plans is shared by GN central agencies, departments and territorial corporations.

The Department of Human Resources (HR) is the central office for coordinating Inuit employment and training in the GN. HR is accountable for developing and leading implementation of the GN-wide *Master Inuit Employment Plan to 2023*, advising departments and territorial corporations on Inuit employment planning, and monitoring progress towards Inuit employment goals.

All GN departments and agencies are accountable for developing annual Inuit employment plans within their Business Plans. All departments and the three large territorial corporations (Nunavut Arctic College, Nunavut Housing Corporation, and Qulliq Energy Corporation) have detailed Inuit employment plans to 2023, including short-, medium- and long-term goals and targets.

The Department of Human Resources does not set Inuit employment goals and targets for the GN. Goals and targets for the GN as a whole are created by rolling up the goals and targets that have been set by departments and agencies.

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 and targets.

In setting short-term, medium-term, and long-term goals and targets, departments and territorial corporations cannot exceed the approved number of positions (PYs) in each employment category as of the date of the IEP to 2023. However, the approved number of positions in each employment category can be expected to change over the period of the IEP, so the goals and targets are also subject to change.

Annual goals, targets and priorities are 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.

In estimating the number of Inuit employees and the Inuit representation rate, we have reviewed trends in the number of GN positions and vacancies over the past five years and applied a scenario that assumes moderately low growth in the number of positions and moderate capacity (% positions filled) over the short- and medium-term. Inuit representation will be affected by a higher or lower growth rate, and/or by higher or lower capacity. The estimated Inuit representation rate should not be considered as a goal or target for these reasons.

Goals and Targets to 2023

Goals and targets are expressed as “FTEs” or full-time equivalents. This means that an employee working half time would be 0.5 FTE, or half of an FTE.

Inuit Employment Goals

SHORT-TERM GOAL

By March 31, 2020, we expect that the GN will employ 2,040 Inuit (FTEs). This would result in an estimated Inuit representation rate of 54%, depending on the total number of GN positions and capacity at that time. It is an increase of 284 Inuit FTEs over March 31, 2017.

MEDIUM-TERM GOAL

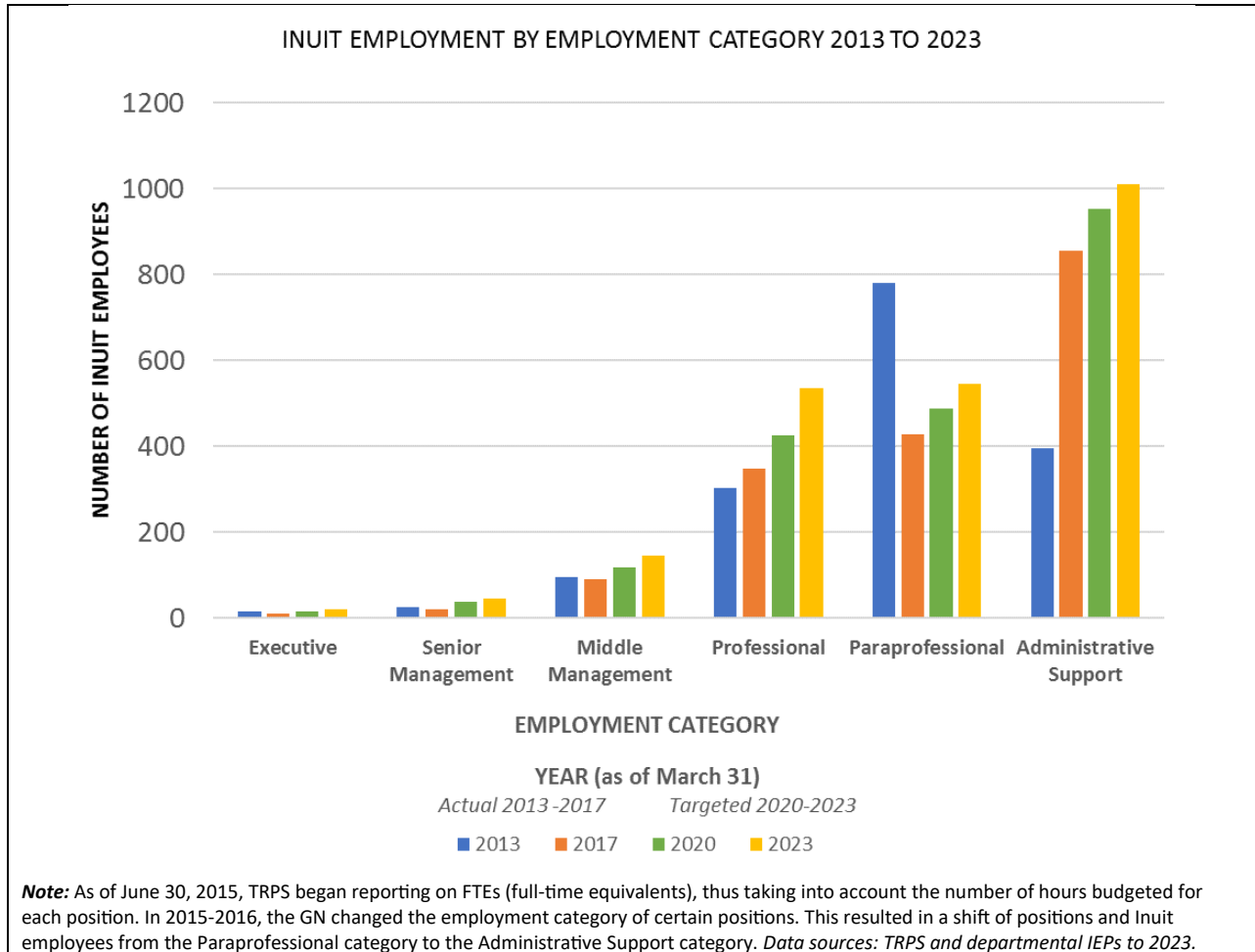
By March 31, 2023, we expect that the GN will employ 2,300 Inuit (FTEs). This would result in an estimated Inuit representation rate of 58%, depending on the total number of GN positions and capacity at that time. It is an increase of 260 Inuit FTEs over the goal for March 31, 2020.

Inuit Employment Targets by Employment Category

EMPLOYMENT CATEGORY	INUIT EMPLOYMENT TARGETS (FTEs)*					
	CURRENT (as of March 31, 2017)		SHORT-TERM (by March 31, 2020)		MEDIUM-TERM (as of March 31, 2023)	
	Inuit Employed	% Inuit	Inuit Employed	Estimated % Inuit	Inuit Employed	Estimated % Inuit
Executive	12.00	36%	16	43%	20	55%
Senior Management	20.00	15%	38	25%	45	29%
Middle Management	92.00	27%	119	31%	145	38%
Professional	348.00	27%	426	30%	535	36%
Paraprofessional	427.83	60%	489	67%	545	71%
Administrative Support	856.15	86%	952	89%	1,010	90%
TOTAL Departments, Agencies, Boards and Corporations	1,755.98	50%	2,040	54%	2,300	58%

* Note that these numbers do not include public officials, political staff, Sivuliqtiksats interns, casuals, substitute teachers, and relief workers.

Based on the goals and targets set by departments and territorial corporations, the Government of Nunavut expects to increase the number of Inuit employees in all employment categories in the short-term (by 2020) and medium-term (by 2023).



In order to achieve their Inuit employment goals and targets, departments and agencies must plan to replace Inuit who leave the GN as well as hire additional Inuit employees. The actual targets may change during these periods due to departmental factors such as:

- Program and service delivery requirements;
- Attrition;
- Employee leave; and
- Staffing issues and opportunities.

We have set ambitious goals and targets to increase the number of Inuit employees in the GN by 2023. There are many factors beyond our control, and we know there is a risk that we will not reach these goals. We will, however, continue to make progress towards a representative public service through our actions to increase and enhance Inuit employment.

CHAPTER 17: ACTION PLAN 2017 TO 2023

This chapter summarizes the government-wide Inuit employment programs and initiatives that will be put in place between 2017 and 2023.

Introduction

Accountability for Actions to Increase Inuit Employment

The Government of Nunavut's Inuit employment goals and targets will be achieved through the actions of departments and territorial corporations, supported by central agencies.

CENTRAL ACCOUNTABILITIES

As the central office for coordinating Inuit employment and training in the GN, the Department of Human Resources (HR) is accountable for implementing the GN-wide *Master Inuit Employment Plan to 2023* and for:

- Developing and implementing GN-wide human resource management policies and practices, and ensuring that any related barriers to Inuit employment are addressed;
- 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 Department of Executive and Intergovernmental Affairs (EIA) had this role from April 2013 to March 2019, prior to the re-establishment of the Department of Human Resources.

As a central agency, the Department of Finance is accountable for preparing and publishing the quarterly Towards a Representative Public Service (TRPS) 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. They are also accountable for hiring decisions and for providing department-specific pre-employment programs, training, and/or internships.

Summary of the GN-Wide Action Plan

The summary action plan covers the contract period to March 31, 2023. Implementation has been underway since the draft Master IEP was developed in 2017-2018. The action plan will be refreshed periodically. The identified actions aim to ensure that the Government of Nunavut is:

- A sustainable and representative public service;
- A strong and skilled workforce; and
- A welcoming and respectful employer.

1. A Sustainable and Representative Public Service

OBJECTIVES	EXPECTED OUTCOMES
Identify and remove barriers to Inuit employment in the Government of Nunavut.	<ul style="list-style-type: none"> Evidence-based GN-wide and departmental IEPs to guide development and implementation of targeted actions.

ACTION	ACCOUNTABLE LEAD	TIMING
1.1 Review IESC recommendations to remove barriers and identify specific GN-wide actions for the Master IEP, as appropriate.	Department of EIA	2017-2018
1.2 Incorporate strategic workforce planning as a foundation for Inuit employment planning by central agencies, departments and corporations.	Departments of EIA/ Human Resources	2017-2018 and ongoing
1.3 Develop detailed GN workforce analysis reports by occupational group and apply in Inuit employment planning.	Departments of EIA/ Human Resources	2017-2018 and ongoing
1.4 Use the Nunavut Inuit Labour Force Analysis to help inform long-term Inuit employment strategies and programs.	Departments of EIA/ Human Resources	2017-2018 and ongoing
1.5 Prepare detailed Inuit Employment Plans to 2023 for all departments and large territorial corporations.	Department of EIA All departments and corporations	2017-2018
1.6 Report semi-annually on progress in implementing departmental Inuit Employment Plans to 2023.	Departments of EIA/ Human Resources All departments and corporations	2018-2019 and ongoing
1.7 Update the Master IEP to 2023 and coordinate the update of departmental IEPs to 2023 periodically.	Department of Human Resources	2019-2020 and ongoing
1.8 Continue to identify and address any barriers to Inuit employment as the Master IEP and departmental IEPs are updated.	All departments and corporations	2019-2020 and ongoing
1.9 Limit the addition of new positions until departments and territorial corporations have addressed their existing vacancies.	Departments of Finance/ Human Resources	2019-2020 and ongoing
1.10 Enable and support departments in establishing and communicating about career ladders and career paths for Inuit.	Department of Human Resources	2019-2020 and ongoing
1.11 Revise the Staff Housing Policy and implement improvements to the staff housing program.	Nunavut Housing Corporation/ Department of Human Resources	2019-2020 and ongoing
1.12 Refresh the GN Human Resource Strategy (2014-2018) and implement.	Department of Human Resources	2019-2020 and ongoing
1.13 Develop and implement a strategy to refocus HR policies and programs on Inuit employment.	Department of Human Resources	2020-2021 and ongoing
1.14 Develop and implement programs and tools to plan for and manage succession.	Department of Human Resources	2020-2021 and ongoing

ACTION	ACCOUNTABLE LEAD	TIMING
1.15 Review Inuit Employment Plans to 2023 and initiatives to guide plans for the next implementation contract period to 2033.	Department of Human Resources	2022-2023

2. A Strong and Skilled Workforce

OBJECTIVE	EXPECTED OUTCOMES
Provide comprehensive education, training, and career development programs to enhance Inuit employment and to strengthen the public service.	<ul style="list-style-type: none"> Opportunities for Inuit employees to pursue and succeed in their chosen career paths within the GN. A workforce with the necessary skills for an effective public service.

ACTION	ACCOUNTABLE LEAD	TIMING
2.1 Continue to deliver and evaluate ongoing education, training, and development programs for Inuit employees.	Departments of EIA/ Human Resources	Ongoing
2.2 Continue to deliver and evaluate ongoing education, training, and development programs for all employees.	Departments of EIA/ Human Resources	Ongoing
2.3 Continue to work with departments to access funding support for specialized training and programs for public servants.	Departments of EIA/ Human Resources	Ongoing
2.4 Deliver the Hivuliqtikhanut Emerging Leaders program for Inuit employees only.	Departments of EIA/ Human Resources	2017-2018 and ongoing to 2023
2.5 Deliver the Hivuliqtikhanut Emerging Leaders, Supervisors, and Senior Managers programs for all employees.	Departments of EIA/ Human Resources	2017-2018 and ongoing to 2023
2.6 Implement the new Amaaqtaarniq Education Program for Inuit employees.	Departments of EIA/ Human Resources	2017-2018 and ongoing to 2023
2.7 Implement the new Career Broadening Program for Inuit employees.	Departments of EIA/ Human Resources	2017-2018 and ongoing to 2023
2.8 Implement the new Travel Training Fund for Inuit employees.	Departments of EIA/ Human Resources	2017-2018 and ongoing to 2023
2.9 Develop and deliver the new Policy Foundations program for Inuit employees only.	Departments of EIA/ Human Resources	2017-2018 and ongoing to 2023
2.10 Develop and deliver the new Policy Skills Training program for all employees.	Departments of EIA/ Human Resources	2017-2018 and ongoing to 2023
2.11 Develop and implement a new financial management training program and improved financial internship program.	Department of Finance	2019-2020 and ongoing
2.12 Develop a guide to supporting the development of Inuit employees using findings from the Nunavut Inuit Labour Force Analysis.	Department of Human Resources	2020-2021
2.13 Conduct a training needs analysis to identify next steps in support of Inuit employment objectives.	Department of Human Resources	2020-2021

ACTION	ACCOUNTABLE LEAD	TIMING
2.14 Explore options to expand workplace education and training for public servants across Nunavut, including Inuktitut language programming.	Department of Human Resources	2020-2021
2.15 Develop and implement an intensive career development program for Inuit with the potential to become executives.	Department of Human Resources	2020-2021 and ongoing

3. A Welcoming and Respectful Employer

OBJECTIVE	EXPECTED OUTCOMES
Attract and retain qualified Inuit as an employer of choice in Nunavut.	<ul style="list-style-type: none"> Increase in the number of Inuit employees within the GN.

ACTION	ACCOUNTABLE LEAD	TIMING
3.1 Continue to implement and improve programs and initiatives to attract, recruit and select qualified Inuit to GN employment opportunities.	Department of Human Resources	Ongoing
3.2 Continue to implement and improve programs and initiatives to improve workplace wellness and cultural competence.	Department of Human Resources Department of Culture and Heritage	Ongoing
3.3 Roll out the Inuit Language Incentive Policy to recognize, reward, and encourage use of the Inuit Language as a working language of the GN.	Departments of Finance and Culture and Heritage	2017-2018 and ongoing
3.4 Deliver employee language assessments as per the Inuit Language Incentive Policy.	Departments of EIA, Human Resources, Culture and Heritage	2017-2018 and ongoing
3.5 Develop and deliver internal training for HR practitioners related to mental health in the workplace.	Department of Finance	2018-2019
3.6 Develop and deliver a Respectful Workplace Program.	Department of Human Resources	2020-2021 and ongoing
3.7 Develop and implement a public outreach and communications plan to attract Inuit to work in the GN and in specific occupations.	Department of Human Resources	2020-2021 and ongoing

Summary of Departmental Action Plans to 2023

In their detailed Inuit Employment Plans to 2023, departments and corporations have outlined action plans to increase and enhance Inuit employment. These action plans are intended to enable achievement of the short-term and medium-term goals and targets identified in the IEPs.

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

The chart below shows the types of actions being planned by departments and corporations.

TYPES OF ACTIONS	DEPARTMENTS AND TERRITORIAL CORPORATIONS													
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	HR	JUS	NAC	NHC	QEC
Effective public service	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Staffing and recruiting	X	X	X	X	X	X	X	X	X	X		X	X	X
Training and development plans	X		X	X	X		X	X	X	X		X	X	X
Education, training and development	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Pre-employment training	X	X		X		X			X		X			X
Public outreach/communications	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Most departments and corporations have identified between 15 and 30 specific actions to be taken in the short- to medium-term. Some actions are of interest to multiple departments, and these have the potential to be elevated to GN-wide efforts to be coordinated by the Department of Human Resources.

Departmental action plans are included in the IEPs to 2023 prepared by departments and large territorial corporations.

Monitoring and Reporting on Progress

Inuit Employment Plans

THE MASTER IEP

The *Master Inuit Employment Plan to 2023* establishes long-term strategic directions in Inuit employment for the Government of Nunavut as a whole organization and in specific occupational groups in the public service. The Master IEP has a starting point of 2013 and an end date of 2023 to align with the 10-year period of the current Nunavut implementation contract.

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. The action plan is a rolling plan that will be refreshed periodically. Annual priorities for action are included in the GN Business Plan, along with comments on the status of previous year actions to increase and enhance Inuit employment.

DEPARTMENTAL IEPs

Detailed Inuit Employment Plans to 2023 have been prepared by departments and large territorial corporations to address specific departmental issues and opportunities in Inuit employment. These IEPs cover the current implementation contract period from 2013 to 2023.

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.

Departmental IEPs to 2023 were updated in early 2019-2020. 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 and comments on the status of previous year actions.

Monitoring Progress

Starting in 2018-2019, departments and territorial corporations began reporting semi-annually to the Department of Executive and Intergovernmental Affairs on progress in implementing their IEPs to 2023. As of April 1, 2019, progress reports are submitted to the Department of Human Resources.

Progress reports are internal working documents that enable the central office for coordination of Inuit employment to monitor the status of actions and assess whether or not outcomes have been achieved. It also enables the central office to determine whether or not issues and opportunities in Inuit employment need to be elevated from a departmental level to a GN-wide level.

Reporting on Progress

PRIORITY ACTIONS

Action plans in the Master IEP and departmental IEPs to 2023 cover an extended period of time. Actions are described in a general or high level way. More detailed, internal plans are made before each action is implemented.

Specific, priority actions are identified for the upcoming fiscal year during the GN's annual Business Planning and Main Estimates process. Annual IEPs are included in all 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 and comments on progress made in implementing the previous year's actions.

Business Plans and annual IEPs are available to GN employees and Nunavummiut on the Department of Finance's website.

INUIT EMPLOYMENT STATISTICS

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.

Inuit employment statistics are reported by the GN's six employment categories. The Department of Finance continues to prepare Inuit employment statistics for publication in the quarterly Towards a Representative Public Service (TRPS) report. The Department of Human Resources reports additional Inuit employment statistics and information in the Public Service Annual Report (PSAR). TRPS and PSAR reports are publicly available on the Department of Human Resources website.

Technical Report Appendices: **Additional Data and Information**

APPENDIX I: METHODOLOGY

This appendix outlines the methodology used in the strategic analysis of the Government of Nunavut’s occupational groups and workforce and how the analysis is applied in the Master IEP.

Strategic Workforce Planning

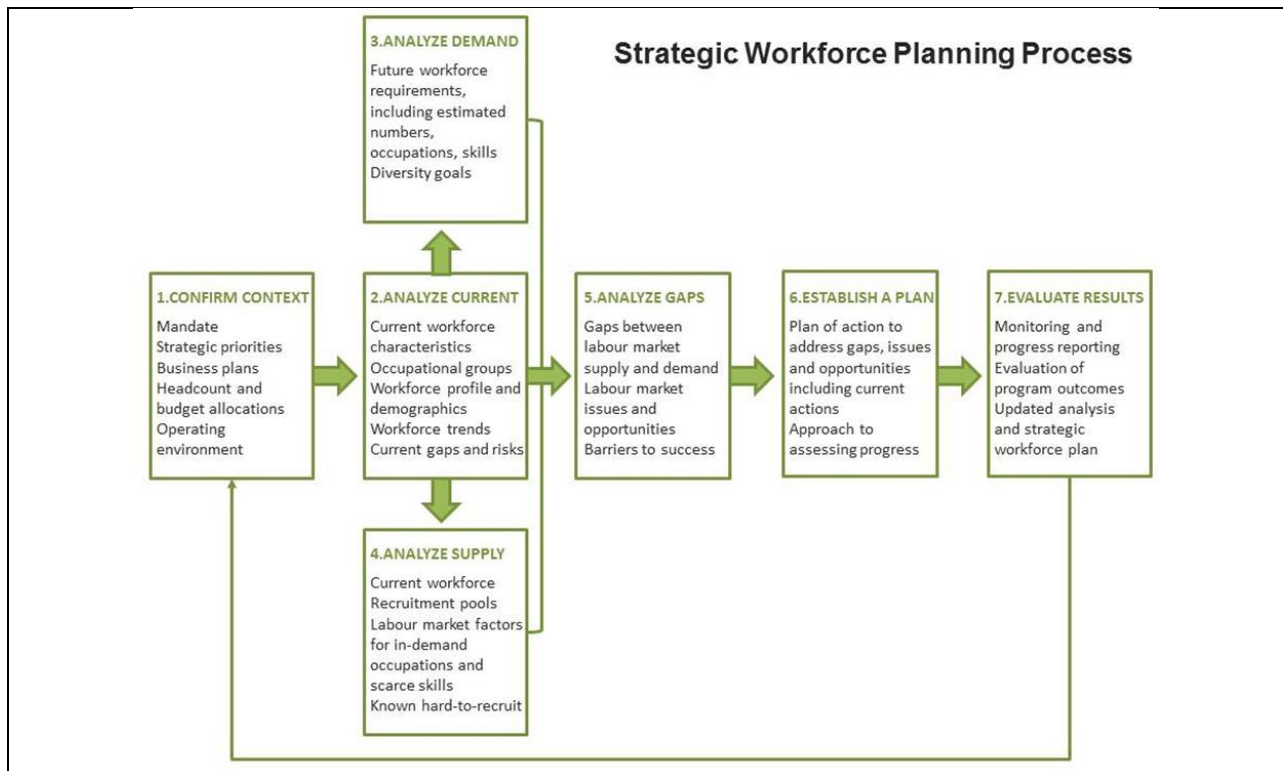
A Master Inuit Employment Plan

The Department of Executive and Intergovernmental Affairs drafted a new Master Inuit Employment Plan (IEP) for the Government of Nunavut in 2017-2018. The Master IEP is a “first generation” IEP because it is the first GN-wide plan under the 2015 Settlement Agreement. The Master IEP was updated by the Department of Human Resources in early 2019-2020.

The core of the plan starts in 2013 to align with the beginning of the current implementation contract. The Master IEP concludes in 2023 and will be updated periodically during the 10-year period.

The “first generation” Master IEP is a strategic workforce plan.

For the first time, we are using a strategic workforce planning process to support Inuit employment. Strategic workforce planning is a management process applied by public and private sector employers in Canada and around the world. It is used to understand and plan for future labour needs. We are applying the process shown below.



Strategic workforce planning does not include or replace any of the routine planning and management processes that address individual employees or specific positions, including operational scheduling, assignment of work, learning and development, performance management, career development, and succession planning.

Labour Market Supply and Demand

An understanding of labour market supply and demand is at the heart of the strategic workforce planning process, as shown in steps 2, 3 and 4 of the diagram above. This understanding enables an analysis of gaps between the supply and the demand (step 5), so issues and opportunities can be identified and appropriate actions planned.

A market is a place where buyers and sellers come together to make an exchange. In a labour market, the exchange is between employers and workers. Labour markets are often described geographically, based on local economic factors, employment sectors, and population characteristics. A labour market may also be defined by an occupation. For example, for some hard-to-recruit occupations, the labour market may be defined nationally or internationally rather than regionally.

For the purposes of Inuit employment planning in the GN, our labour market analysis is focused on Nunavut.

LABOUR MARKET SUPPLY

Labour market supply is sometimes called the labour market “pool.” It is the potential supply of qualified and available workers that an employer can access when there are jobs to be filled. The potential supply can be assessed by looking at factors such as:

- Geography;
- Population and population projections;
- Population age profiles;
- Graduation rates for secondary school and post-secondary education;
- The characteristics of the working age population, including location, education attainment, fields of study or training, and languages spoken;
- The numbers in the working population that are employed:
- The numbers that are unemployed and looking for work;
- Mobility (the willingness and availability of workers to move to where the jobs are located); and
- What jobs are typically difficult to fill.

As outlined in the Nunavut Agreement and 2015 Settlement Agreement, the Government of Canada is obligated to conduct an analysis of Nunavut’s Inuit labour force in support of Inuit employment planning. Three comprehensive reports on Nunavut’s labour force have been received since the signing of the Settlement Agreement: the 2016 Nunavut Inuit Labour Force Analysis (2016 NILFA), 2017 Community Profiles, and 2018 Nunavut Inuit Labour Force Analysis (2018 NILFA).

2016 Nunavut Inuit Labour Force Analysis (NILFA) database and reports (November 2016)

- The comprehensive Excel database incorporates data from 2001 to 2012. Sources include the 2001 Census, 2006 Census, and 2011 National Household Survey; the 2001, 2006 and 2012

Aboriginal Peoples Survey (APS); and the 2001 and 2006 Survey of Living Conditions in the Arctic (SLiCA). GN sources include Towards a Representative Public Service reports and data from Nunavut Bureau of Statistics.

- The 2016 NILFA report provides a summary of findings on historical trends in labour market demand and supply, including the availability, preparedness and interest of Inuit for government employment.

2017 Community Profiles (June 2017)

- This series provides a 10-12 page summary report on historical trends in labour market supply and the government workforce for each community in Nunavut.
- The community profiles rely on data from the 2001 Census, 2006 Census, and 2011 National Household Survey conducted by Statistics Canada, and include references to the GN's Towards a Representative Public Service reports from 2006 to 2017.

2018 Nunavut Inuit Labour Force Analysis (NILFA) Report (August 2018)

- This comprehensive report builds on the 2016 NILFA report and historical data set.
- New sources includes data from the 2016 Census and findings from three data sources that were developed specifically for Nunavut through the tripartite NILFA Technical Working Group: 2015 Public Opinion Research Survey, 2016 Nunavut Government Employee Survey, and 2017 focus groups.

The NILFA database and reports were used in the development of the Master IEP and the workforce analysis reports provided to departments for use in their Inuit employment planning. We also used the 2018 NILFA report in preparing an Inuit Labour Force Profile for each decentralized community in Nunavut.

LABOUR MARKET DEMAND

Labour market demand is the need that employers have for employees to produce goods or deliver services. It can be assessed by looking at factors such as:

- The industries and sectors that are located in a geographic area;
- The size of the workforces in each industry or sector;
- The types of occupations that are growing or projected to grow in demand;
- The types and numbers of jobs that a particular employer offers;
- The characteristics of the employers that may be competing for talent in a labour market;
- Vacancy rates; and
- The types of jobs and/or geographic locations that typically have high turnover.

In support of the development of the Master IEP and departmental IEPs, the Department of Executive and Intergovernmental Affairs (EIA) prepared:

- A series of reports on the occupational groups represented in Nunavut's public service, using workforce data as of March 31st in 2007, 2013, 2016, and 2017; and
- A profile of the Inuit labour force and GN workforce in each decentralized community.

This analysis of the GN’s workforce is intended to complement and support the work on labour market supply and demand that Employment and Social Development Canada is undertaking with the NILFA Technical Working Group. The GN’s methodology is described below.

Workforce Analysis Methodology

Identifying Occupational Groups in the GN

The Government of Canada maintains a National Occupational Classification (NOC) system to classify groups of jobs, or occupations, in the Canadian labour market. Occupations are described by the type of work performed and the type of education or training (NOC “skill”) 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, and
- Administrative Support.

The GN uses these categories in reporting annually on its workforce (Public Service Annual Report) and quarterly on its Inuit employment statistics (Towards a Representative Public Service report). The GN does not otherwise report on occupational groups represented in the public service.

By looking at groups of GN positions in each NOC code, we gained a fresh perspective on the GN’s occupational groups and the characteristics of the workforce by occupation. This has enabled a more detailed workforce analysis than that supported by the six broad employment categories. The Master IEP marks the first time that the GN has undertaken a workforce analysis based on occupational groups as defined by the NOC codes assigned to positions in the public service.

Understanding NOC Codes

OCCUPATIONAL CATEGORIES

The NOC system identifies 10 broad occupational categories based on the type of work. The category is indicated by the first digit of the NOC code.

FIRST DIGIT	NOC CATEGORY
0	Management occupations
1	Business, finance and administration occupations
2	Natural and applied sciences and related occupations
3	Health occupations

FIRST DIGIT	NOC CATEGORY
4	Occupations in education, law, social, community and government services
5	Occupations in art, culture, recreation and sport
6	Sales and service occupations
7	Trades, transport and equipment operators and related occupations
8	Natural resources, agriculture and related production occupations
9	Occupations in manufacturing and utilities

GN positions are coded in all categories except Category 8 (Natural resources, agriculture and related production occupations).

SKILL TYPES

The NOC system classifies occupations based on the amount and type of education, training or employment preparation that is typically required to enter and perform the duties of the occupation. Four broad skill level types are identified in the NOC system; we refer to them as “skill types” here.

For non-management occupations, the skill type is indicated by the second digit of the NOC code. The NOC system assumes that all management occupations are Skill Type A.

The NOC system does not differentiate among the degrees of capability, skill or experience that may be involved at different stages of a career in an occupation. Apprentices and trainees are classified in the same occupational sub-groups as the occupations for which they are training. For example, the NOC code 7251 applies to an apprentice plumber, a journeyman plumber, and a master plumber as all require the same trades training to enter the occupation. There is a different code for a plumber’s helper (NOC 7611) as different skills are associated with this occupation at the entry level.

The NOC system classifies occupations, not specific positions or individual employees. The NOC occupational category and skill type assigned to a GN position reflects its occupational classification within a Canadian national standard. It does not reflect the actual education, training or skills of employees.

The NOC skill types are described below. GN positions are coded in all four skill types.

NOC SKILL TYPE
<p>Skill Type A (2nd digit of the NOC code is 0 or 1) University degree (bachelor’s, master’s or doctorate) <i>and/or</i> Extensive occupational experience</p>
<p>Skill Type B (2nd digit of the NOC code is 2 or 3) 2-3 years of post-secondary education at community college, institute of technology or CÉGEP <i>or</i> 2-5 years of apprenticeship training <i>or</i> 3-4 years of secondary school and more than 2 years of on-the-job training, occupation-specific training courses or specific work experience</p>

NOC SKILL TYPE
<p>Skill Type C (2nd digit of the NOC code is 4 or 5) Completion of secondary school and some short-duration courses or training specific to the occupation or Some secondary school education, with up to 2 years of on-the-job training, training courses or specific work experience</p>
<p>Skill Type D (2nd digit of the NOC code is 6 or 7) Short work demonstration or on-the-job training or No formal educational requirements</p>

NON-MANAGEMENT OCCUPATIONS

In the NOC system, occupational groups are described by a 4-digit code. Each digit has a specific purpose.

Example of a NOC code for a non-management occupation

Elementary school teachers are coded as NOC 4032. The code breaks down as follows:

1 st DIGIT	2 nd DIGIT	3 rd DIGIT	4 th DIGIT
4	0	3	2
Category	Skill Type	Occupational Group	Occupational Sub-group
<i>Category 4 is for occupations in education, law, social, community and government services.</i>	<i>This skill type indicates the typical need for a university degree or extensive experience in the occupation.</i>	<i>This occupational group is for secondary and elementary school teachers and educational counsellors.</i>	<i>This occupational sub-group is specifically for elementary school teachers.</i>

For all non-management occupations:

- The first digit indicates the broad occupational category, based on the type of work performed. The NOC system calls this the “occupational category.” In the Master IEP, we refer to the first digit as the NOC category. There are 10 NOC categories.
- The second digit indicates the skill type, which is defined in the NOC system by the type of educational, training or preparatory route involved in entering employment in an occupation. The NOC system calls this the “major group” or “skill level.” In the Master IEP, we refer to the second digit as the NOC skill type. There are four NOC skill types.
- The third digit describes the occupational group based on the duties that are involved in the work. The NOC system calls this the “minor group.” In the Master IEP, we refer to 2-digit and 3-digit codes as the NOC occupational group (e.g., 40 and 403 are occupational groups at different levels of detail). Each NOC category has a different number of occupational groups.

- The fourth digit provides a further breakdown of the occupational group based on specialty areas of knowledge or skill. The NOC system calls this the “unit group.” In the Master IEP, we refer to it as the NOC occupational sub-group. Each NOC occupational group has a different number of sub-groups.

MANAGEMENT OCCUPATIONS

In the NOC system, management occupational groups are also described by a 4-digit code, but it is structured differently from non-management occupations. The NOC system assumes that all management occupations typically involve a university degree and/or extensive experience in the occupation (Skill Type A) so the first and second digits are used differently.

Example of a NOC code for a management occupation

Human resources managers are coded as NOC 0112. The code breaks down as follows:

1 st DIGIT	2 nd DIGIT	3 rd DIGIT	4 th DIGIT
0	1	1	2
Category	Occupational Category	Occupational Group	Occupational Sub-group
<i>Category 0 is for all management occupations.</i>	<i>Occupational Category 1 is for business, finance and administration occupations.</i>	<i>This occupational group is for managers of administrative services, such as finance and human resources.</i>	<i>This occupational sub-group is specifically for human resources managers.</i>

For management occupations:

- The first digit is always 0, which indicates a management occupation.
- The second digit indicates the occupational category that is the focus of the managerial work. Senior managers are assumed to be managers of middle managers, therefore the second digit is 0. For middle management occupations, the second digit represents the occupational category.
- The third digit and fourth digits describe the area of specialization or industry of employment.

Supervisors are not classified in management occupations; they are generally classified in the same occupational sub-groups as the occupations supervised. There are a few supervisor sub-groups for particular occupations e.g., supervisors in the nursing occupations are coded differently from the nurses that they supervise.

Analyzing the GN’s Workforce

DATA SOURCES

Confidential reports were extracted from the GN’s payroll system as of five dates to support our analysis of trends in the GN’s occupational groups and workforce over time: March 31st in 2001, 2007, 2013, 2016, and 2017. The Excel reports included information about positions and people in the public service at these points in time, including the NOC code assigned to each position. These employee records are confidential.

The GN's payroll system is not intended to be a fully-functional workforce information system. Data extracts must be used with caution and typically require some manual adjustment before analysis and reporting. While we examined data from as far back as March 31, 2001, it was too early in the transition period following division from the Northwest Territories for the GN's workforce data to be complete and reliable. Our historical workforce analysis therefore focused on a 10-year period from 2007 to 2016, with notes on trends from 2001 where available.

All numbers and percentages reported in the workforce analysis should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

PROTECTION OF EMPLOYEE PRIVACY

The GN has a relatively small workforce. As workforce data is broken down into smaller and smaller sub-groups, it has the potential to lose validity, lack meaning, and/or compromise employee privacy in areas such as Inuit status, age or retirement potential. Strategic workforce planning is a new methodology in the GN, and we are being careful to protect employee privacy in this process.

We have taken our analysis to the occupational sub-group level only for occupations with large numbers of positions. For most occupational groups, our workforce analysis is limited to the occupational group level (two- or three-digit NOC codes). We focus our observations on trends, rather than specific numbers.

To protect confidential information about employees, we avoid reporting on specific numbers less than 10 and instead use the ranges “less than (<) 5” and “5-10” to indicate a small group size.

LIMITATIONS TO THE DATA

The data set used in this analysis of the GN workforce differs in a number of ways from the data sets behind the GN's quarterly Towards a Representative Public Service (TRPS) reports on Inuit employment statistics. For example:

- As of June 30, 2015, TRPS reports employment statistics as full-time equivalents (FTEs), whereas this workforce analysis uses headcounts.
- Qulliq Energy Corporation is included in TRPS reports and the analysis of the current workforce but is not included in the historical workforce analysis prior to 2013.

TRPS data is nonetheless used as a way of comparing trends in capacity and Inuit employment in occupational groups with trends in capacity and Inuit employment in the GN as a whole.

Due to differences in the data sets and methodologies, the position counts and Inuit employment statistics associated with the workforce analysis are not expected to closely match TRPS report numbers for the same period. In the case of significant variances, TRPS reports should be considered the definitive source.

Reporting on Findings

Within each broad occupational category, the hierarchy of occupational groups supports an analysis of groups of similar positions and the demographics of the people that work in them. Our detailed

workforce analysis provided answers to a total of 50 questions about each occupational group and related skill types, including:

OCCUPATIONAL GROUP	SKILL TYPE
What occupations are represented in the GN at each point in time? How many positions in each?	What NOC skill types are associated with GN positions in these occupations?
What changes have occurred in the number of positions in these occupations over time?	What changes have occurred in the need for each NOC skill type over time?
In what communities are GN occupations located? How many positions? What is the change from over time?	What NOC skill types are associated with occupations located in communities? What is the change over time?
How many positions were filled in these occupations at each point in time?	What NOC skill types are represented in positions that are filled?
How many Inuit are employed in each occupation and what is the % representation of Inuit? Where are Inuit employed?	How many Inuit are employed in positions in each NOC skill type and what is the % representation? Where are Inuit employed in these skill types?
What is the change in the number of Inuit employees over time? What is the trend in Inuit employment relative to the change in the number of positions?	What is the change in the number of Inuit employed in these NOC skill types over time? What is the trend in Inuit employment relative to changes in the number of positions in these skill types?
What age groups are represented in each occupation?	What age groups are represented in each NOC skill type?
What is the retirement potential in each occupation? What proportion of filled positions does this represent? How many potential retirees are non-Inuit? How many are Inuit?	What is the retirement potential by skill type? What proportion of filled positions does this represent? How many potential retirees in each skill type are non-Inuit? How many are Inuit?

The workforce analysis reports are confidential, internal documents because strategic workforce planning is a new methodology in the GN, and we are being careful to protect employee privacy.

The findings from our workforce analysis are summarized in the Master IEP and provided in more detail in this Technical Report for two time periods:

- Looking back at our history, from 2007 to 2016; and
- Looking at where we are today, from 2013 to 2017.

By starting with 2013, the second time period provides the basis for monitoring changes in the workforce and reporting on progress in Inuit employment during the current 10-year implementation period to 2023.

Through the strategic workforce planning process, we have gained perspective on the history of Inuit employment in the territorial public service, as well as the current composition of our workforce. We have also developed a GN-wide view of occupations in the public service and the types of skills, training and education that are typically associated with these occupations.

Reading Charts and Graphs

We have used charts and graphs extensively in the Master IEP Technical Report to illustrate our findings about the GN workforce and trends over time. Here are some tips on how to read them, using NOC Category 5 as an example. Category 5 describes occupations in art, culture, recreation and sport. In the GN, it includes Inuit language translators, librarians and library technicians.

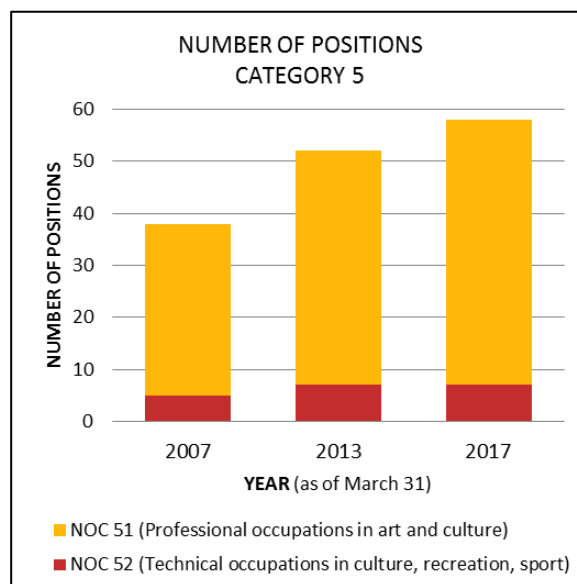
STACKED BAR GRAPHS

Most of our charts and graphs show data that are plotted in two dimensions or directions:

- The horizontal dimension is the X-axis. It runs across from left to right. In this chart, the X-axis shows the Year (as of March 31).
- The vertical dimension is the Y-axis. It runs upward. In this chart, the Y-axis shows the Number of Positions from 0 to 60.

We always label the X and Y axes to identify what is being shown.

We also give the chart a title that indicates what it describes. In this example, it is the Number of Positions in Category 5: Occupations in art, culture, recreation and sport.



The legend at the bottom of the chart explains the colour-coding. In this chart, the colour yellow is for NOC occupational group 51 (Professional occupations in art and culture). The colour red is for NOC 52 (Technical occupations in culture, recreation and sport).

This type of chart is called a “stacked bar graph.” The height of the column or bar shows the total numerical value of what is being measured on the Y-axis. Each bar is for a different year. In this example, we are measuring the Number of Positions in 2007, 2013 and 2017. If we look at the top of the middle bar, we can see that there was a little more than 50 GN positions in NOC Category 5 in the year 2013.

A stacked bar graph shows how two or more items contribute to the total value. In this example, occupational group NOC 52 (red) had less than 10 positions in 2013. The remainder of the positions were in occupational group NOC 51 (yellow).

We can also see the trends over time, based on the height of the bar and the colours within each bar. In this example, the total number of positions grew from less than 40 in 2007 to almost 60 in 2017. Occupational group NOC 52 grew only a little during that period, while NOC 51 grew a lot.

SIDE-BY-SIDE BAR GRAPHS

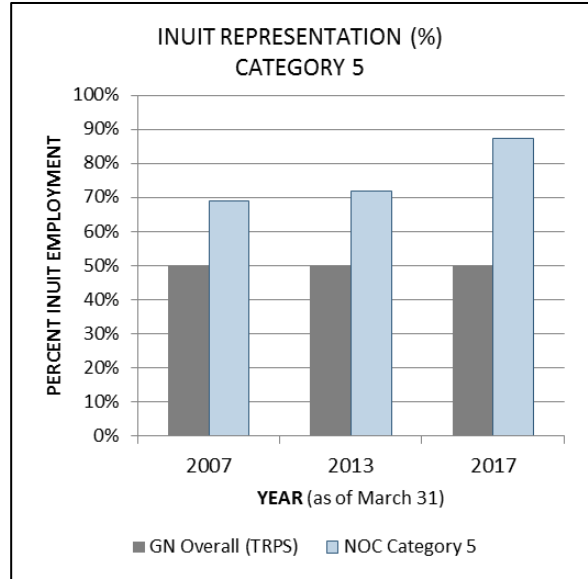
A “side-by-side bar graph” shows two or more items next to one another so that their numerical values can be compared.

This side-by-side bar graph shows Inuit Representation in Category 5: Occupations in art, culture, recreation and sport.

Inuit representation is the percentage (%) of filled positions that are filled by Inuit employees. The Y-axis measures percent up to 100%.

The legend indicates that the dark grey bar is for Inuit representation in the GN overall. The blue bar is for Inuit representation in Category 5.

We can see at a glance that Inuit representation in Category 5 was much higher than the GN overall in every year and that it increased from about 70% in 2007 to almost 90% in 2017.



LINE GRAPHS

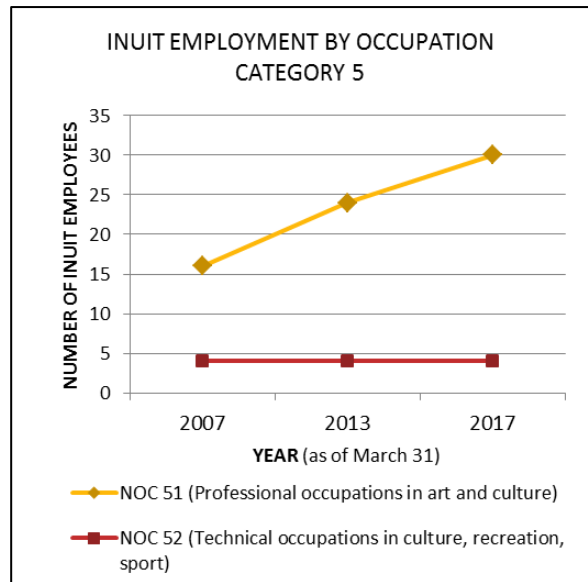
A “line graph” connects a series of data points so trends can be observed.

This chart shows Inuit Employment in Category 5: Occupations in art, culture, recreation and sport.

Inuit employment is the number of Inuit employees, as shown on the Y-axis.

We can see at a glance that the number of Inuit employees in occupational group NOC 51 almost doubled from 2007 (just over 15 Inuit employees) to 2017 (30 Inuit employees).

Inuit employment in NOC 52 stayed the same over the period.



Establishing an Evidence-based Plan of Action

We now have access to more labour market data and information than ever before, starting in 2017-2018 and continuing through the implementation contract period. This type of data about labour market supply and demand has not been used in GN-wide Inuit employment planning before.

Data is only part of the answer, however.

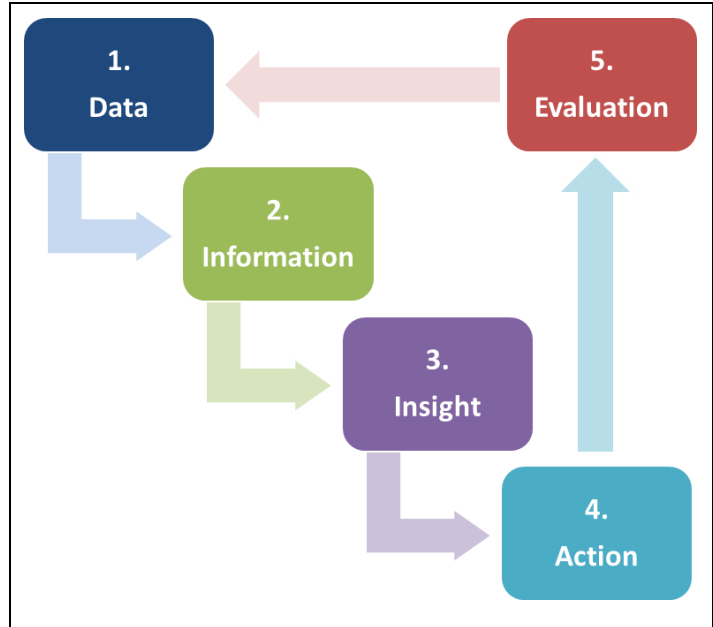
GN central agencies, departments and corporations must think about and discuss this data and information to gain insight, in order for it to be of practical use.

Through analysis and reflection, data and information provides insights.

These insights then inform evidence-based departmental and GN-wide actions over the implementation period.

Actions must be aligned with short-, medium- and long-term goals, and accompanied by expected outcomes that can be monitored and measured.

Monitoring our progress will provide additional data and information to improve action plans and outcomes in Inuit employment.



APPENDIX II: GN WORKFORCE ANALYSIS 2007-2017

This appendix provides summary findings about the detailed analysis of the GN's workforce by occupational group from March 31, 2007 to March 31, 2017.

Introduction

Contents

This summary workforce analysis begins with an overview of the National Occupational Classification (NOC) categories and skill types found in the GN. It then presents summary findings for each category:

- **Category Description:** This section describes the groups of occupations into which the NOC category is divided, as well as the related NOC skill types. It provides examples of GN positions in each occupational group.
- **Positions in the Category:** This section looks at the number and location of GN positions in the category from 2007 to 2017.
- **Capacity in the Category:** This section reports on the number of GN positions that were filled in the category from 2007 to 2017.
- **Inuit Employment in the Category:** This section looks at the representation rate (%) of Inuit employees in GN positions in the category. It also reports on the change in Inuit employment over time relative to the change in the total number of filled positions.
- **Retirement Potential in the Category:** This section summarizes the potential for retirement of indeterminate GN employees in the category as of March 31, 2017.

Limitations to the Data

All numbers and percentages reported in this workforce analysis should be considered approximate even though, for ease of reading, we have avoided using words such as “approximately” or “about” before every numerical reference.

The data set used in this analysis of the GN workforce differs in a number of ways from the data sets behind the GN's quarterly Towards a Representative Public Service (TRPS) reports on Inuit employment statistics. These differences are described in *Appendix I: Methodology*. Despite these differences, TRPS data is used as a way of comparing trends in capacity and Inuit employment in the GN as a whole with trends in capacity and Inuit employment in occupational groups.

Due to differences in the data sets and methodologies, the position counts and Inuit employment statistics associated with the workforce analysis are not expected to closely match TRPS report numbers for the same period. In the case of significant variances, TRPS reports should be considered the definitive source.

Our observations are focused not on specific numbers of positions or people, but on historical trends to inform Inuit employment plans that will increase and enhance Inuit employment in the future.

Overview

Qulliq Energy Corporation is included in this analysis of GN occupational groups from 2013 to 2017.

NOC Occupational Categories in the GN

The NOC system identifies 10 broad occupational categories based on the type of work. The category is indicated by the first digit of the NOC code.

GN positions are coded in all of these categories except Category 8 (Natural resources, agriculture and related production occupations). Categories 1 and 4 have the most GN positions.

NOC CATEGORY	Percent GN Positions (as of March 31, 2017)
0 - Management occupations	11%
1 - Business, finance and administration occupations	22%
2 - Natural and applied sciences and related occupations	7%
3 - Health occupations	8%
4 - Occupations in education, law, social, community and government services	41%
5 - Occupations in art, culture, recreation and sport	1%
6 - Sales and service occupations	7%
7 - Trades, transport and equipment operators and related occupations	2%
8 - Natural resources, agriculture and related production occupations	0%
9 - Occupations in manufacturing and utilities	1%

NOC Skill Types in the GN

The NOC system classifies occupations based on the amount and type of education, training or employment preparation that is typically required to enter and perform the duties of the occupation. Four broad skill types are identified in the NOC system.

The NOC system assigns all management occupations to Skill Type A. For non-management positions, the second digit in the NOC code indicates the skill type.

GN positions are coded in all skill types. Skill Types A and B have the most GN positions.

NOC SKILL TYPE	Percent GN Positions (as of March 31, 2017)
Skill Type A (2 nd digit of the NOC code is 0 or 1) University degree (bachelor's, master's or doctorate) <i>and/or</i> Extensive occupational experience	54%
Skill Type B (2 nd digit of the NOC code is 2 or 3) 2-3 years of post-secondary education at community college, institute of technology or CÉGEP <i>or</i> 2-5 years of apprenticeship training <i>or</i> 3-4 years of secondary school and more than 2 years of on-the-job training, occupation-specific training courses or specific work experience	25%

NOC SKILL TYPE	Percent GN Positions (as of March 31, 2017)
Skill Type C (2 nd digit of the NOC code is 4 or 5) Completion of secondary school and some short-duration courses or training specific to the occupation <i>or</i> Some secondary school education, with up to 2 years of on-the-job training, training courses or specific work experience	17%
Skill Type D (2 nd digit of the NOC code is 6 or 7) Short work demonstration or on-the-job training <i>or</i> No formal educational requirements	4%

Departmental Distribution of Occupational Categories

Some occupational categories are broadly distributed across all or most GN departments and agencies, while others are specific to a small number of departments e.g., NOC Category 3: Health occupations.

CATEGORY	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OIA	QEC
NOC 0	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
NOC 1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
NOC 2	X	X	X	X	X	X	X	X	X	X	X		X	X	X
NOC 3									X	X					
NOC 4	X	X	X	X	X	X	X	X	X	X	X		X	X	X
NOC 5	X	X		X	X		X		X	X	X			X	
NOC 6				X	X			X	X	X	X		X		X
NOC 7	X								X		X				X
NOC 9	X														X

Category 0 – Management occupations

Description

“This category contains legislators, senior management occupations and middle management occupations. While management occupations are defined as a skill type category, they are also found throughout all other areas of the classification. The first digit of the code for all management occupations is 0.

These occupations are considered to be at the top of the organizational hierarchy of workplaces or businesses. Decision-making that affects the organization as a whole, or departments within organizations, is undertaken by management. As such, management is characterized by high levels of responsibility, accountability and subject matter expertise. Expertise is acquired through either formal education or extensive occupational experience. For these reasons all management occupations in the NOC 2011 are also included within skill level A.”⁷⁰

Category 0 in the GN

As of March 31, 2017, there were approximately 488 positions coded under Category 0 in the GN.

NOC CATEGORY 0 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
001 Legislators and senior management	Skill Type A
GN positions are in four occupational groups: 0012 Senior government officials 0013 Senior managers – financial, communications and other business services 0014 Senior managers – health, education, social and community services 0016 Senior managers – construction, transportation, production and utilities	Includes GN position titles such as: <ul style="list-style-type: none"> • Deputy Minister • President • Assistant Deputy Minister • Vice President • Executive Director • Director <i>Elected officials are excluded from this analysis.</i>
011 Administrative services managers	Skill Type A
GN positions are in four occupational groups: 0111 Financial managers 0112 Human resources managers 0113 Purchasing managers 0114 Other administrative services managers	Includes GN position titles such as: <ul style="list-style-type: none"> • Director • Regional Manager • Manager
012 Managers in financial and business services	Skill Type A
GN positions are in two occupational groups: 0124 Advertising, marketing and public relations managers 0125 Other business services managers	Includes GN position titles such as: <ul style="list-style-type: none"> • Manager

⁷⁰ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

NOC CATEGORY 0 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
021 Managers in engineering, architecture, science and information systems	Skill Type A
GN positions are in three occupational groups: 0211 Engineering managers 0212 Architecture and science managers 0213 Computer and information systems managers	Includes GN position titles such as: <ul style="list-style-type: none"> • Director • Manager
031 Managers in health care	Skill Type A
GN positions are in one occupational group: 0311 Managers in health care	Includes GN position titles such as: <ul style="list-style-type: none"> • Director • Manager
041 Managers in public administration	Skill Type A
GN positions are in four occupational groups: 0411 Government managers – health and social policy development and program administration 0412 Government managers – economic analysis, policy development and program administration 0413 Government managers – education policy development and program administration 0414 Other managers in public administration	Includes GN position titles such as: <ul style="list-style-type: none"> • Assistant Deputy Minister • Executive Director • Superintendent of Schools • Director • Regional Manager • Manager
042 Managers in education and social and community services	Skill Type A
GN positions are in three occupational groups: 0421 Administrators - post-secondary education and vocational training 0422 School principals and administrators of elementary and secondary education 0423 Managers in social, community and correctional services	Includes GN position titles such as: <ul style="list-style-type: none"> • Dean • Executive Director • Director • Principal/ Assistant Principal • Warden/ Deputy Warden • Manager
043 Managers in public protection services	Skill Type A
GN positions are in one occupational group: 0432 Fire chiefs and senior firefighting officers	Includes GN position titles such as: <ul style="list-style-type: none"> • Fire Marshall
051 Managers in art, culture, recreation and sport	Skill Type A
GN positions are in two occupational groups: 0511 Library, archive, art gallery, and museum managers 0513 Recreation, sports and fitness program and service directors	Includes GN position titles such as: <ul style="list-style-type: none"> • Director • Manager
065 Managers in customer and personal services	Skill Type A
GN positions are in one occupational group: 0651 Managers in customer and personal services	Includes GN position titles such as: <ul style="list-style-type: none"> • Manager

NOC CATEGORY 0 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
071 Managers in construction and facility operation	Skill Type A
GN positions are in two occupational groups: 0711 Construction managers 0714 Facility operation and maintenance managers	Includes GN position titles such as: <ul style="list-style-type: none"> • Manager • Project Manager
073 Managers in transportation	Skill Type A
GN positions are in one occupational group: 0731 Managers in transportation	Includes GN position titles such as: <ul style="list-style-type: none"> • Director • Manager
091 Managers in manufacturing and utilities	Skill Type A
GN positions are in one occupational group: 0912 Utilities managers	Includes GN position titles such as: <ul style="list-style-type: none"> • Director

Departmental Distribution

NOC 0	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OLA	QEC
NOC 001	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
NOC 011	X	X	X	X	X	X	X	X	X	X	X		X	X	X
NOC 012							X	X	X						X
NOC 021	X			X		X	X		X				X		X
NOC 031									X						
NOC 041	X	X	X	X	X	X	X	X	X	X	X		X	X	
NOC 042	X			X	X			X	X	X	X				
NOC 043	X														
NOC 051	X	X													
NOC 065	X														X
NOC 071	X		X		X				X				X	X	X
NOC 073			X												
NOC 091															X

Given the numbers and types of management occupations in the GN, Category 0 is grouped as follows for the purposes of this summary workforce analysis:

- NOC 00 (Senior management occupations)
- NOC 01 (Administrative and business services management)
- NOC 02-06 (Specialized management)
- NOC 07-09 (Trades and utilities management)

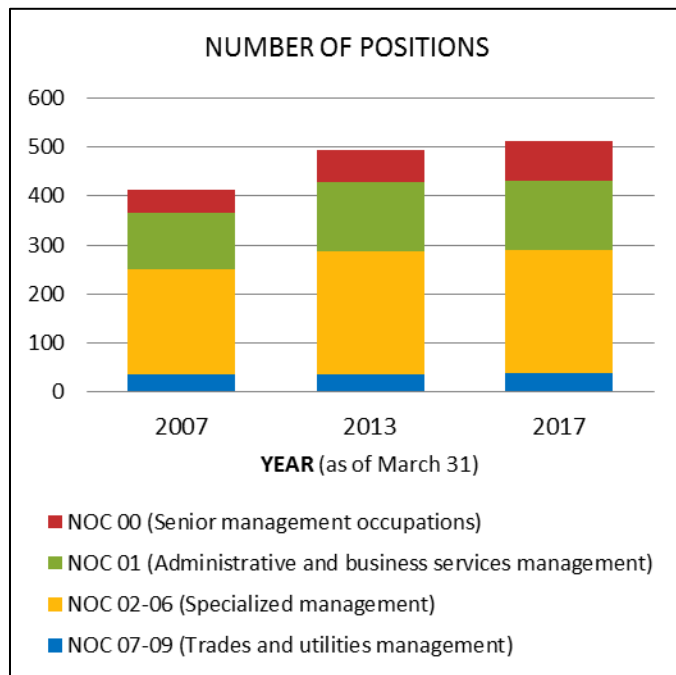
Positions in Category 0

As of March 31, 2017:

- There was a total of 513 GN positions in Category 0. As management occupations, all positions were coded as Skill Type A.
- The largest occupational groups were NOC 011 (Administrative services managers) and NOC 041 (Managers in public administration).
- 297 positions in Category 0 (58%) were located in Iqaluit, and 216 positions (42%) were located outside Iqaluit.

Between 2013 and 2017:

- The number of positions in Category 0 increased by 20 (4%).
- The greatest numbers of positions were added in NOC 001 (Senior management) and NOC 042 (Education, social, community services managers).



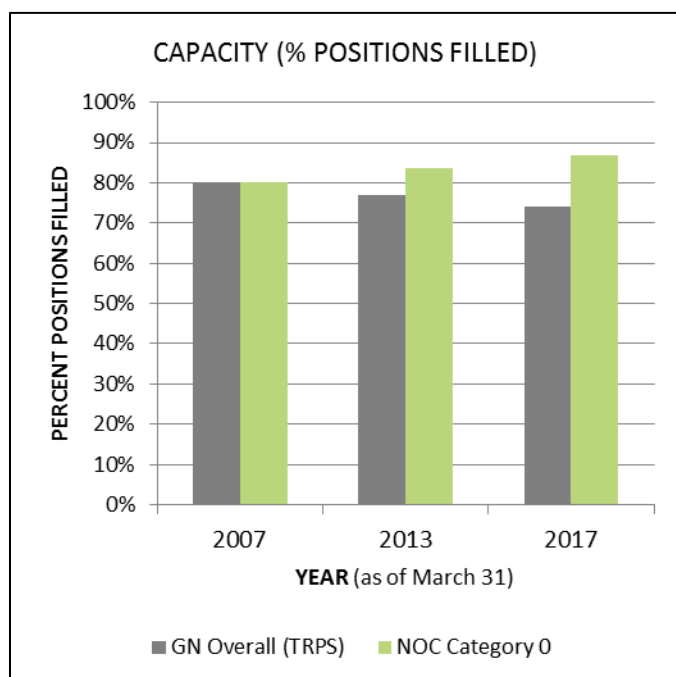
Capacity in Category 0

As of March 31, 2017:

- Capacity in Category 0 was 87%, which was higher than the GN overall capacity of 73% as reported in TRPS.
- Capacity in NOC 00 (Senior management) was 88% (71 out of 81 positions filled).

Between 2007 and 2017:

- Capacity in Category 0 has equalled or exceeded capacity in the GN as a whole since 2007.
- Capacity in Category 0 increased from 80% to 87% over the period, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity in Category 0 increased from 86% in 2007 to 88% in 2017.
- Outside Iqaluit, capacity in Category 0 increased from 74% in 2007 to 86% in 2017.



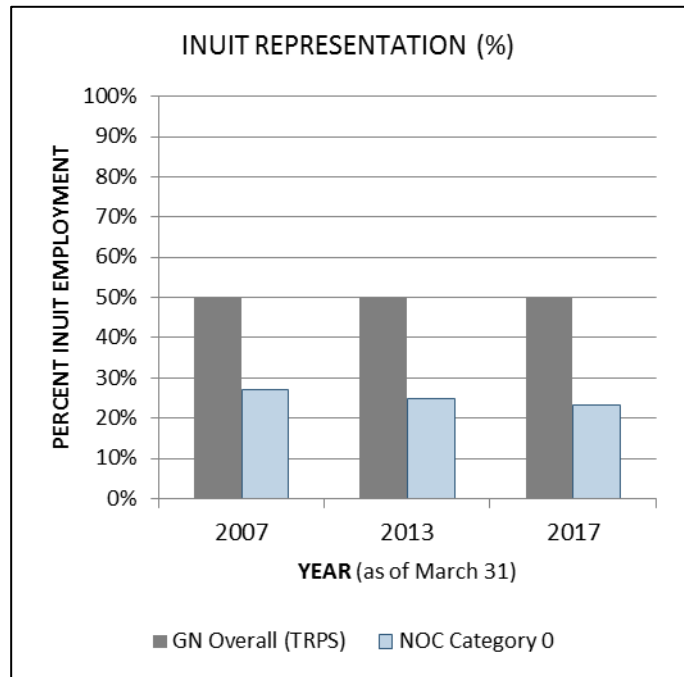
Inuit Representation (%) in Category 0

As of March 31, 2017:

- Inuit representation in Category 0 was 24% (approximately 104 Inuit employees), which was lower than the GN overall at 50% as reported in TRPS.

Between 2007 and 2017:

- Inuit employment in Category 0 lagged behind Inuit employment in the GN as a whole during the period.
- The number of Inuit employees in Category 0 increased by 16% during the period, while the number of filled positions increased by almost 30%.
- The rate of increase in Inuit employees was less than the rate of increase in the number of filled positions, which caused representation to decrease from 2007 to 2017.



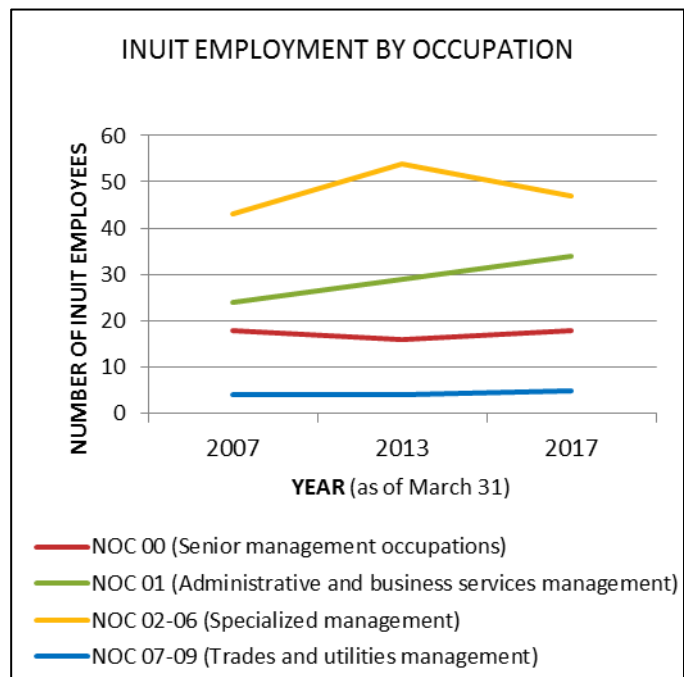
Inuit Employment By Occupational Group in Category 0

As of March 31, 2017:

- Inuit employment was highest in NOC 011 (Administrative services managers) at 30% (34 Inuit employees).
- Inuit employment in positions coded under NOC 001 (Senior management) was 25% (18 Inuit employees).

Between 2007 and 2017:

- The greatest numbers of Inuit were added in NOC 011 (Administrative services managers) and NOC 042 (Managers in education and social and community services).
- Inuit employment in NOC 021 (Managers in engineering, architecture, science and information systems) and 041 (Managers in public administration) decreased during the period.



Retirement Potential by 2023 in Category 0

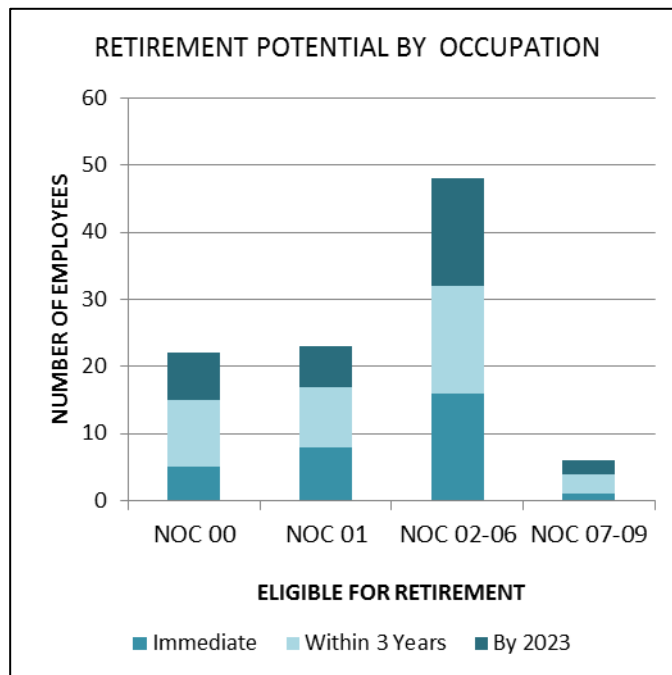
As of March 31, 2017:

The total potential for retirement by 2023 in Category 0 was approximately 99 employees (26% of the indeterminate workforce in this category), including:

- 30 (8%) employees with potential to retire immediately
- 38 (10%) employees with potential to retire within 3 years
- 31 (8%) employees with potential to retire by 2023

The total potential for retirement included:

- 22 (32%) employees in NOC 00 (Senior management occupations)
- 23 (21%) employees in NOC 011 (Administrative services managers)
- 32 (36%) employees in NOC 041 (Managers in public administration)



Retirement Potential of Inuit Employees in Category 0

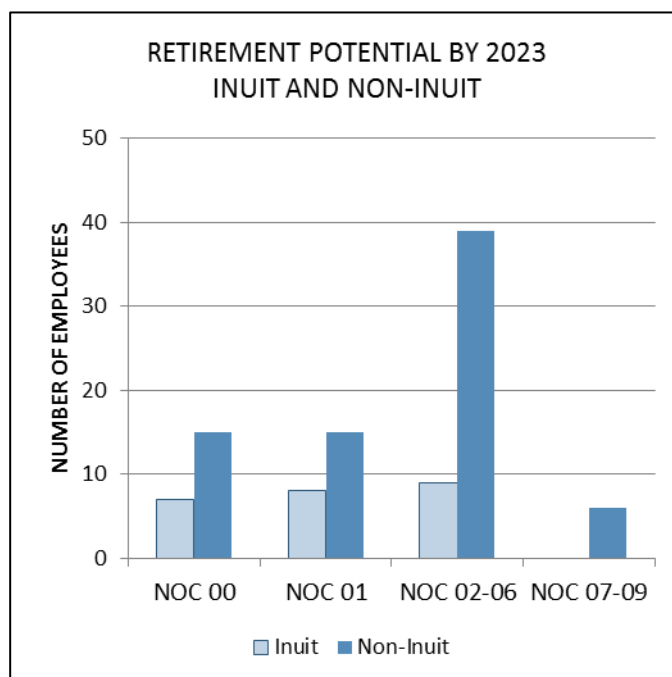
As of March 31, 2017:

The total potential for retirement by 2023 was approximately 24 Inuit employees (26% of the current Inuit workforce in the category) and 75 non-Inuit (26%), including:

- 5-10 (6%) Inuit employees with potential to retire immediately
- 11 (12%) Inuit employees with potential to retire within 3 years
- 5-10 (7%) Inuit employees with potential to retire by 2023

The greatest potential for retirement of Inuit employees was in:

- NOC 00 (Senior management)
- NOC 011 (Administrative services managers)
- NOC 041 (Managers in public administration)



Category 1 – Business, finance and administration occupations

Description

“Occupations in this category include financial and business services, administration and clerical supervision and support services. Some occupations in this category are unique to the financial and business services sectors; however, most are found in all industries.

The professional occupations in this area such as accountants, investment brokers and human resources specialists are usually supplied from educational programs specific to the profession or occupation. Some administrative and business occupations are supplied from experienced workers in related clerical occupations.”⁷¹

Category 1 in the GN

As of March 31, 2017, there were approximately 1,044 positions coded under Category 1 in the GN.

NOC CATEGORY 1 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
11 Professional occupations in business and finance	Skill Type A
GN positions are in two occupational groups: 111 Auditors, accountants and investment professionals 112 Human resources and business service professionals	Includes GN position titles such as: <ul style="list-style-type: none"> • Senior Fiscal Advisor • Capital Planner • Job Evaluation Consultant • Communications Officer
12 Administrative and financial supervisors and administrative occupations	Skill Type B
GN positions are in four occupational groups: 121 Administrative services supervisors 122 Administrative and regulatory occupations 124 Office administrative assistants – general, legal and medical 125 Court reporters, transcriptionists, records management technicians and statistical officers	Includes GN position titles such as: <ul style="list-style-type: none"> • Operations Supervisor • Senior Finance Officer • Government Liaison Officer • Procurement Coordinator • Executive Assistant to Minister • Executive Secretary • Human Resources Officer • Judicial Officer • Health Records Clerk
13 Finance, insurance and related business administrative occupations	Skill Type B
GN positions are in one occupational group: 131 Finance, insurance and related business administrative occupations	Includes GN position titles such as: <ul style="list-style-type: none"> • Finance Officer • Community Inspector

⁷¹ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

NOC CATEGORY 1 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
14 Office support occupations	Skill Type C
GN positions are in four occupational groups: 141 General office workers 142 Office equipment operators 143 Financial, insurance and related administrative support workers 145 Library, correspondence and other clerks	Includes GN position titles such as: <ul style="list-style-type: none"> • Receptionist • Human Resources Assistant • Income Assistance Worker • Finance Clerk • Logistics Clerk • Meter Reader
15 Distribution, tracking and scheduling co-ordination occupations	Skill Type C
GN positions are in one occupational group: 152 Supply chain logistics, tracking and scheduling co-ordination occupations	Includes GN position titles such as: <ul style="list-style-type: none"> • Shipper/Receiver • Warehouse Assistant • Stock Keeper

Departmental Distribution

NOC 1	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OLA	QEC
NOC 11	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
NOC 12	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
NOC 13	X	X	X	X	X	X	X	X	X	X	X		X	X	
NOC 14	X	X	X	X	X	X	X	X	X	X	X		X	X	X
NOC 15	X						X		X				X		X

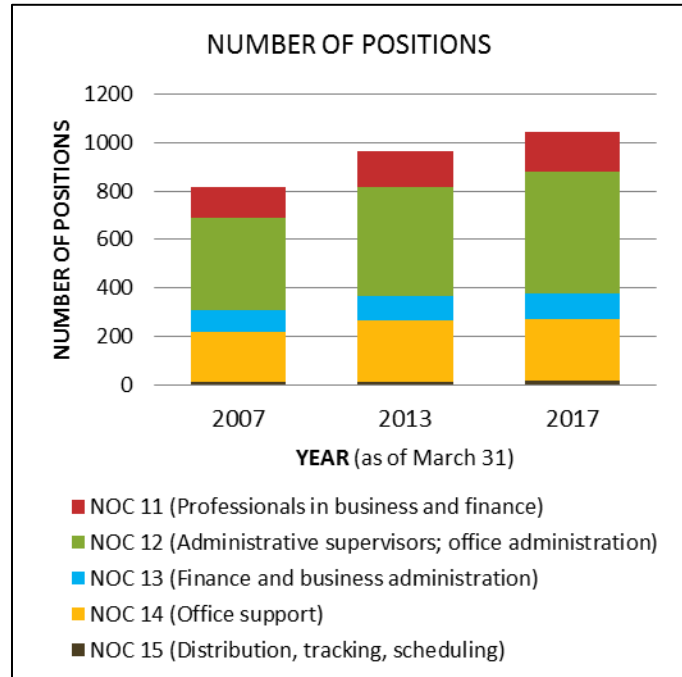
Positions in Category 1

As of March 31, 2017:

- There was a total of approximately 1,044 GN positions in Category 1.
- 16% (165 positions) were coded as Skill Type A, 58% (607 positions) Skill Type B, and 26% (272 positions) Skill Type C.
- 584 Category 1 positions (56%) were located in Iqaluit, including 85% of those coded as Skill Type A.
- 460 Category 1 positions (44%) were located outside Iqaluit, including 65% of those coded as Skill Type C.

Between 2007 and 2017:

- The number of positions in Category 1 increased over the period.
- The greatest increases were in occupational groups NOC 11 and 12.



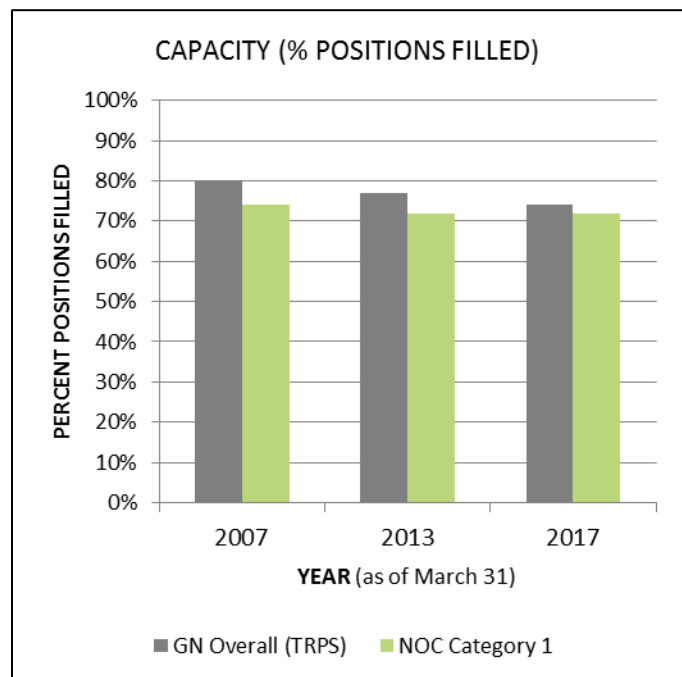
Capacity in Category 1

As of March 31, 2017:

- Capacity in Category 1 was 72%, which was lower than the GN overall capacity of 73% as reported in TRPS.
- Capacity was lowest in NOC 11 at 62% (102 out of 165 positions filled).
- Capacity in the other occupational groups ranged from 64% to 79%.

Between 2007 and 2017:

- Capacity in Category 1 lagged behind capacity in the GN as a whole.
- Capacity in Category 1 decreased from 74% to 72% over the period, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity in Category 1 decreased from 74% in 2007 to 68% in 2017.
- Outside Iqaluit, capacity in Category 1 changed only a little from 76% in 2007 to 77% in 2017.



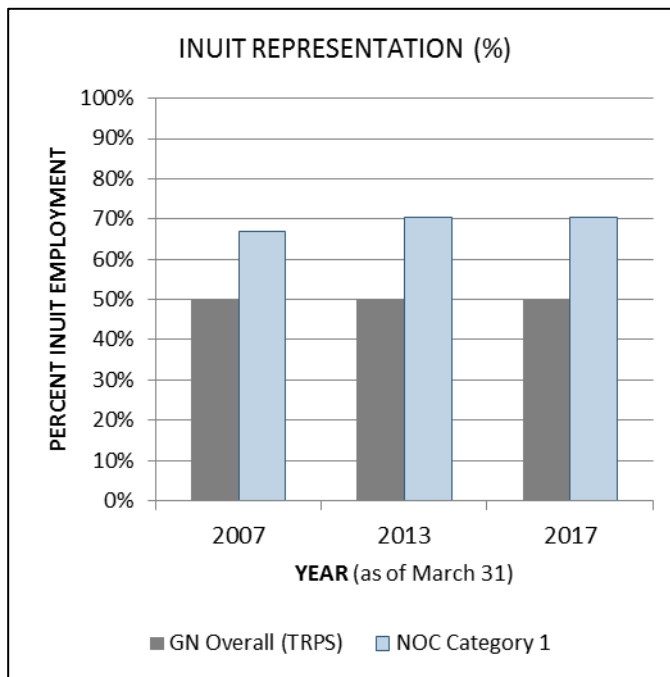
Inuit Representation (%) in Category 1

As of March 31, 2017:

- Inuit employment in Category 1 was 70% (528 Inuit employees), which was higher than the GN overall at 50% as reported in TRPS.
- Inuit employment was 56% in Iqaluit and 88% outside Iqaluit.

Between 2007 and 2017:

- Inuit employment in Category 1 was higher than Inuit employment in the GN as a whole during the period.
- The total number of Inuit employees in Category 1 increased by about 25%.
- The total number of filled positions in Category 1 increased by about 24%.
- The rate of increase in Inuit employees was comparable to the rate of increase in the number of filled positions during the period.



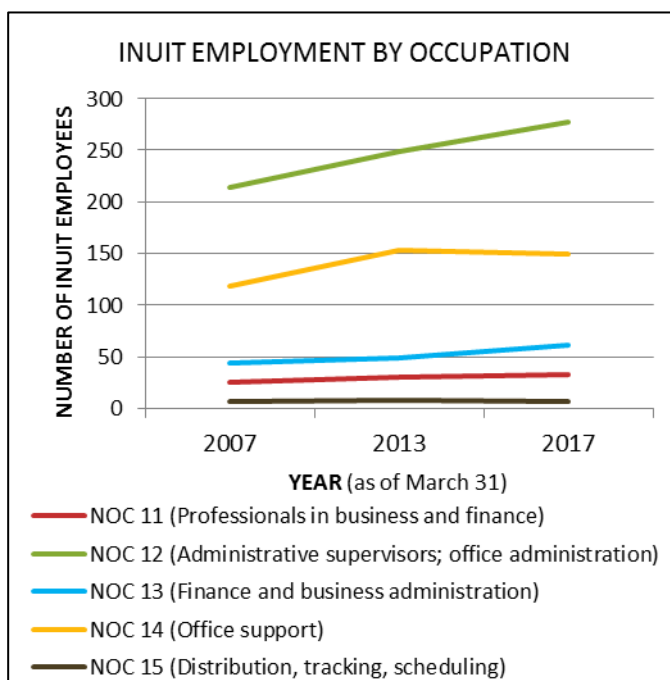
Inuit Employment By Occupational Group in Category 1

As of March 31, 2017:

- Inuit employment was greatest in positions coded under NOC 14 at 81% (150 Inuit employees) and NOC 12 at 74% (277 Inuit employees).
- Inuit employment was lowest in positions coded under NOC 11 at 32% (33 Inuit employees).
- Inuit employment was 81% (157 Inuit) in positions coded as Skill Type C, 74% (338 Inuit) in Skill Type B, and 32% (33 Inuit) in Skill Type A.

Between 2007 and 2017:

- Inuit employment increased in all occupational groups in Category 1.
- The greatest increase in the number of Inuit employees was in NOC 12.



Retirement Potential by 2023 in Category 1

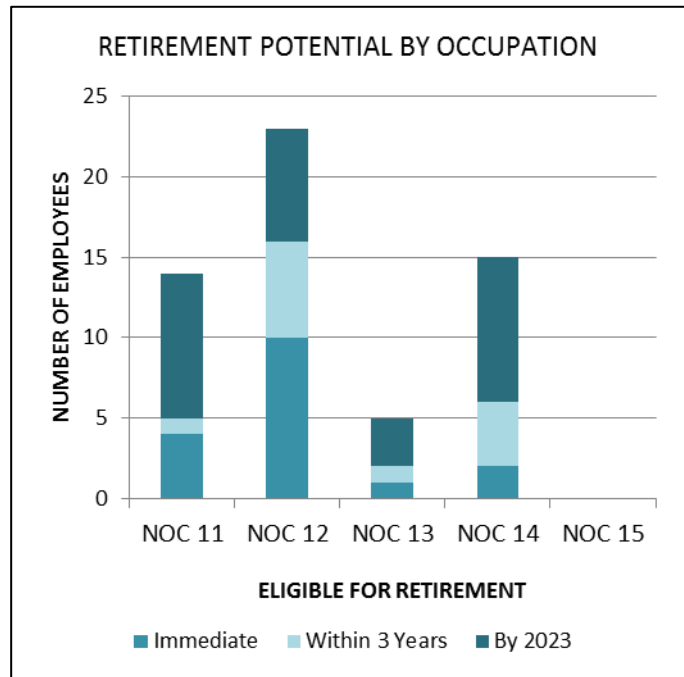
As of March 31, 2017:

The total potential for retirement by 2023 in Category 1 was approximately 57 employees (8% of the indeterminate workforce in this category), including:

- 17 (2%) employees with potential to retire immediately
- 12 (2%) employees with potential to retire within 3 years
- 28 (4%) employees with potential to retire by 2023

The total potential for retirement included:

- 14 (14%) employees in NOC 11 (Professionals in business and finance)
- 23 (6%) employees in NOC 12 (Administrative supervisors; office administration)
- 15 (8%) employees in NOC 14 (Office support)



Retirement Potential of Inuit Employees in Category 1

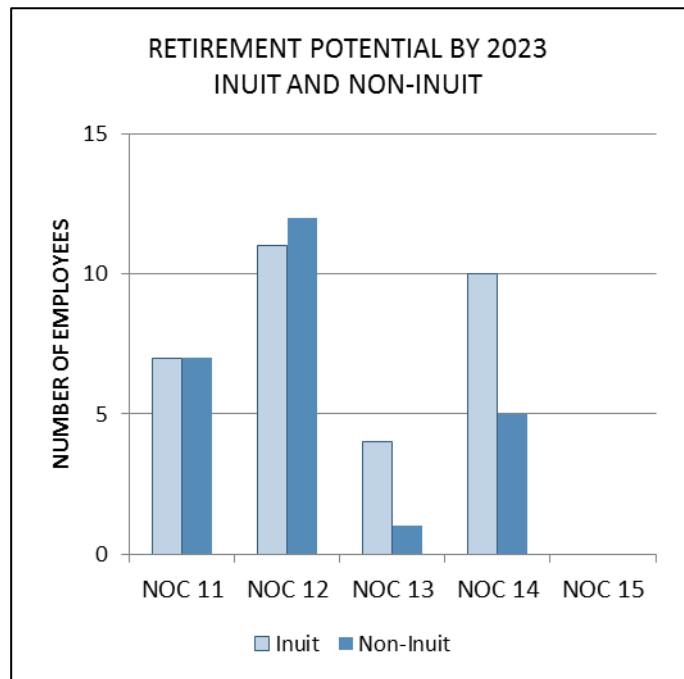
As of March 31, 2017:

The total potential for retirement by 2023 was approximately 32 Inuit employees (6% of the current Inuit workforce in the category) and 25 non-Inuit (12%), including:

- 12 (2%) Inuit employees with potential to retire immediately
- 5-10 (1%) Inuit employees with potential to retire within 3 years
- 13 (3%) Inuit employees with potential to retire by 2023

The greatest potential for retirement of Inuit employees was in:

- NOC 11 (Professionals in business and finance)
- NOC 12 (Administrative supervisors; office administration)
- NOC 14 (Office support)



Category 2 - Natural and applied sciences and related occupations

Description

“This category contains professional and technical occupations in the sciences, including physical and life sciences, engineering, architecture and information technology.

Occupations in this skill type category require post-secondary education in an appropriate scientific discipline. Progression from occupations in skill level B to occupations in skill level A is usually dependent on completion of additional formal education.”⁷²

Category 2 in the GN

As of March 31, 2017, there were approximately 319 positions coded under Category 2 in the GN.

NOC CATEGORY 2 OCCUPATIONAL GROUPS IN GN	SKILL LEVEL TYPE
21 Professional occupations in natural and applied sciences	Skill Type A
GN positions are in four occupational groups: 212 Life science professionals 213 Civil, mechanical, electrical and chemical engineers 215 Architects, urban planners and land surveyors 217 Computer and information systems professionals	Includes GN position titles such as: <ul style="list-style-type: none"> • Geologist • Wildlife Biologist • Mechanical Engineer • Senior Technical Officer • Community Planner • Systems Analyst
22 Technical occupations in natural and applied sciences	Skill Type B
GN positions are in four occupational groups: 222 Technical occupations in life sciences 223 Technical occupations in engineering 226 Other technical inspectors and regulatory officers 228 Technical occupations in computer/ information systems	Includes GN position titles such as: <ul style="list-style-type: none"> • Wildlife Technician • Conservation Officer • Environmental Protection Officer • Environmental Specialist • Construction Inspector • Informatics Technician • CADD Technologist

Departmental Distribution

NOC 2	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY															
	As of March 31, 2017															
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OLA	QEC	
NOC 21	X	X	X	X	X	X	X	X	X	X	X		X		X	
NOC 22	X	X	X	X		X	X	X	X	X	X		X	X	X	

⁷² Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

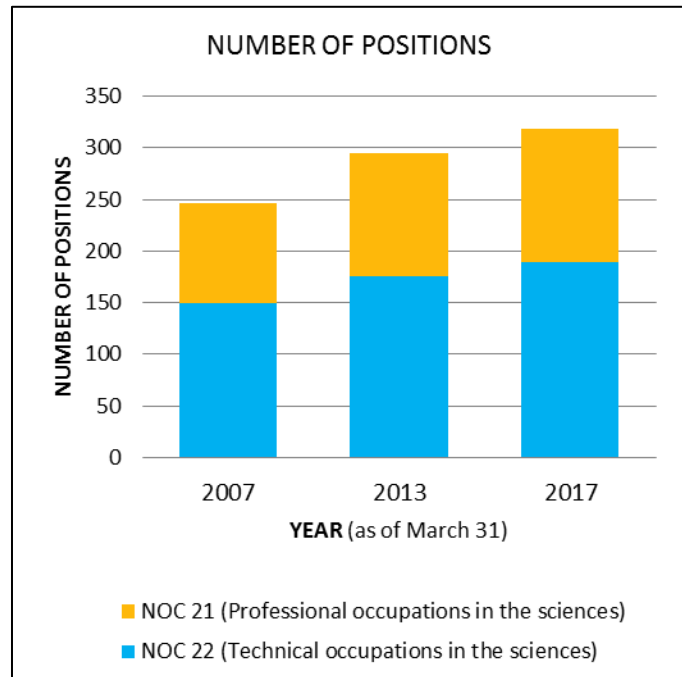
Positions in Category 2

As of March 31, 2017:

- There was a total of 319 GN positions in Category 2. 130 positions were coded under NOC 21 (Professional occupations in the sciences) and 189 under NOC 22 (Technical occupations in the sciences).
- 41% (130 positions) were coded as Skill Type A and 59% (189 positions) were coded as Skill Type B.
- 162 Category 2 positions (51%) were located in Iqaluit, including 63% of those coded as Skill Type A.
- 157 Category 2 positions (49%) were located outside Iqaluit, including 58% of those coded as Skill Type B.

Between 2007 and 2017:

- The number of positions in both occupational groups in Category 2 increased over the period.



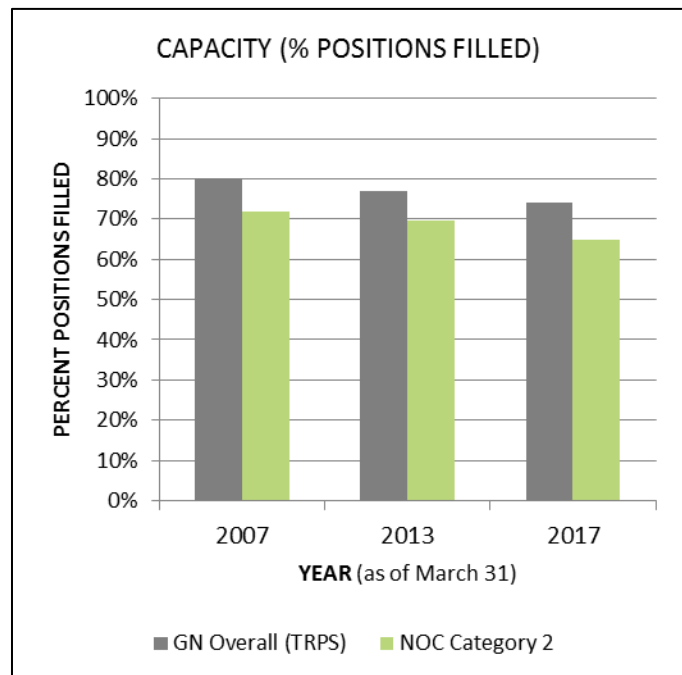
Capacity in Category 2

As of March 31, 2017:

- Capacity in Category 2 was 65%, which was lower than GN overall capacity of 73% as reported in TRPS.
- Capacity in NOC 21 was 62% (81 out of 130 positions filled).
- Capacity in NOC 22 was 67% (126 out of 189 positions filled).

Between 2007 and 2017:

- Capacity in Category 2 lagged behind capacity in the GN as a whole.
- Capacity in Category 2 decreased from 72% to 65% over the period, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity in Category 2 decreased from 72% in 2007 to 64% in 2017.
- Outside Iqaluit, capacity decreased from 71% in 2007 to 66% in 2017.



Inuit Representation (%) in Category 2

As of March 31, 2017:

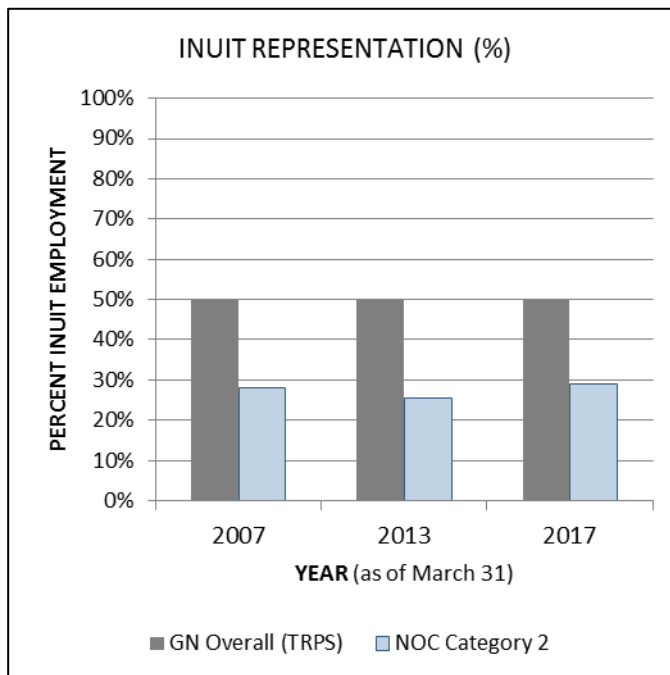
- Inuit employment in Category 2 was 29% (approximately 60 Inuit employees), which was lower than the GN overall at 50% as reported in TRPS.

Between 2007 and 2017:

- Inuit employment in Category 2 lagged behind Inuit employment in the GN as a whole during the period.

Between 2013 and 2017:

- The total number of Inuit employees in Category 2 increased by 15%.
- The total number of filled positions in Category 2 increased by 1%.
- The rate of increase in Inuit employees was greater than the rate of increase in the number of filled positions during the period.



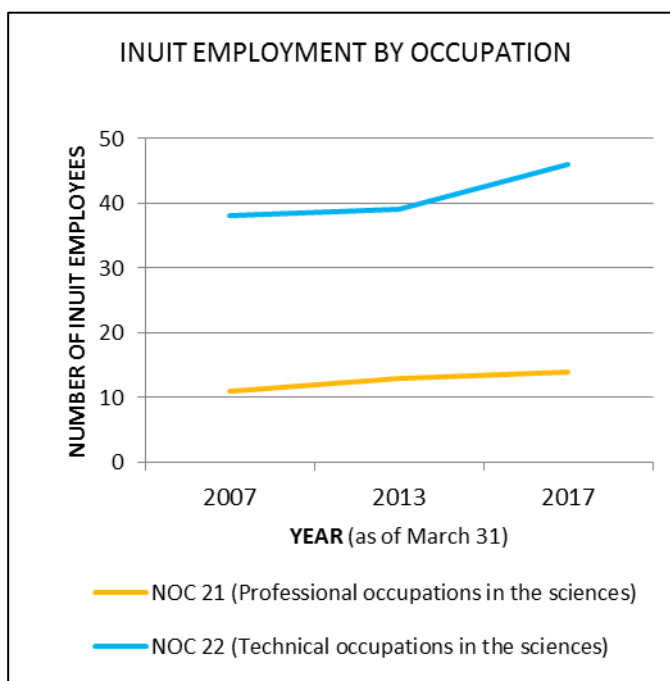
Inuit Employment By Occupational Group in Category 2

As of March 31, 2017:

- Inuit employment in positions coded under NOC 21 was 17% (14 Inuit employees).
- Inuit employment in positions coded under NOC 22 was 37% (46 Inuit employees).

Between 2013 and 2017:

- The number of Inuit employees in NOC 21 increased by 8% (1 Inuk).
- The number of Inuit employees in NOC 22 increased by 18% (7 Inuit).
- The number of Inuit employees increased in NOC 228 (Technical occupations in computer and information systems) and decreased in NOC 222 (Technical occupations in life sciences).



Retirement Potential by 2023 in Category 2

As of March 31, 2017:

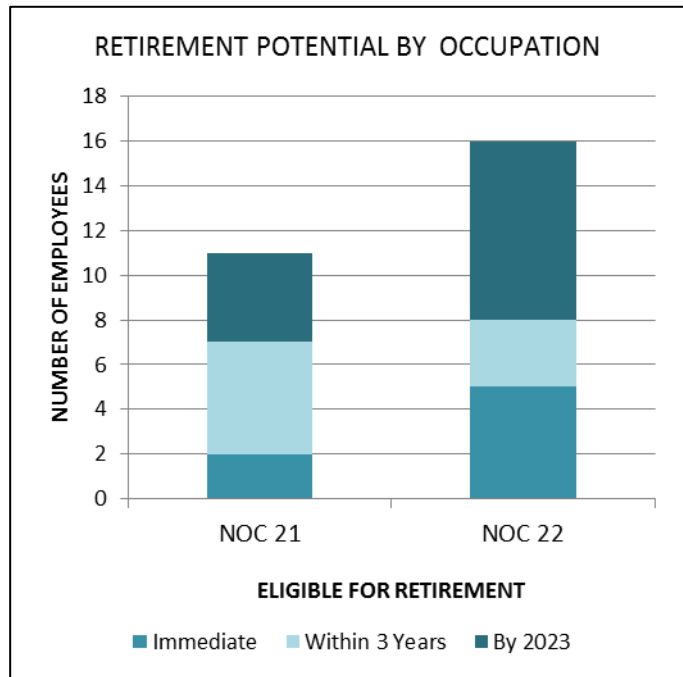
The total potential for retirement by 2023 in Category 2 was approximately 27 employees (14% of the indeterminate workforce in this category), including:

- 5-10 (4%) employees with potential to retire immediately
- 5-10 (4%) employees with potential to retire within 3 years
- 12 (6%) employees with potential to retire by 2023

The total potential for retirement included:

- 11 (14%) employees in NOC 21 (Professional occupations in the sciences)
- 16 (13%) employees in NOC 22 (Technical occupations in the sciences)

There is potential for retirement by 2023 in most occupational sub-groups within NOC 21 and NOC 22.



Retirement Potential of Inuit Employees in Category 2

As of March 31, 2017:

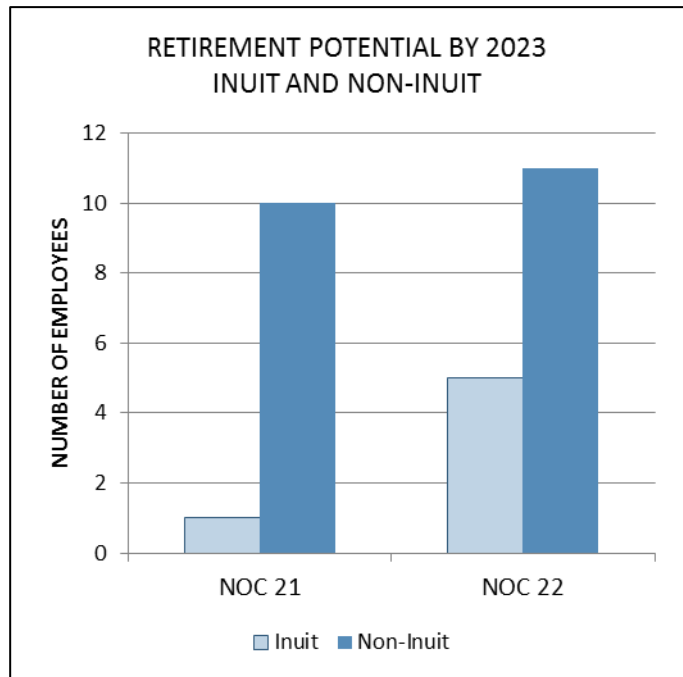
The total potential for retirement by 2023 was approximately:

- 6 Inuit employees (10% of the current Inuit workforce in the category)
- 21 non-Inuit (15%)

The greatest potential for retirement of Inuit employees was in:

- NOC 22 (Technical occupations in the sciences)

The potential for retirement of non-Inuit employees was similar in NOC 21 and NOC 22.



Category 3 – Health occupations

Description

“Occupations in this category are concerned with providing health care services directly to patients and occupations that provide technical support to medical staff.

To progress from medical and dental technical occupations to professional occupations, completion of additional formal education is required. Progression to supervisory positions requires experience in the occupations supervised. Support occupations in health are usually supplied from short training programs specific to the support area.”⁷³

Category 3 in the GN

As of March 31, 2017, there were approximately 405 positions coded under Category 3 in the GN.

NOC CATEGORY 3 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
30 Professional occupations in nursing	Skill Type A
GN positions in one occupational group: 301 Professional occupations in nursing	Includes GN position titles such as: <ul style="list-style-type: none"> • Public Health Nurse • Nurse Practitioner • Psychiatric Nurse • Supervisor, Health Programs
31 Professional occupations in health (except nursing)	Skill Type A
GN positions in two occupational groups: 313 Pharmacists, dietitians and nutritionists 314 Therapy and assessment professionals	Includes GN position titles such as: <ul style="list-style-type: none"> • Regional Nutritionist • Physiotherapist • Occupational Therapist
32 Technical occupations in health	Skill Type B
GN positions in three occupational groups: 321 Medical technologists and technicians (except dental health) 322 Technical occupations in dental health care 323 Other technical occupations in health care	Includes GN position titles such as: <ul style="list-style-type: none"> • Laboratory Technologist • Pharmacy Technician • Dental Therapist • Registered Midwife • Licensed Practical Nurse
34 Assisting occupations in support of health services	Skill Type C
GN positions in one occupational group: 341 Assisting occupations in support of health services	Includes GN position titles such as: <ul style="list-style-type: none"> • Maternity Care Worker • Lay Dispenser

Departmental Distribution

All positions in this category are in the Department of Health, with the exception of several positions in NOC 30 (Professional occupations in nursing) in the Department of Justice.

⁷³ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

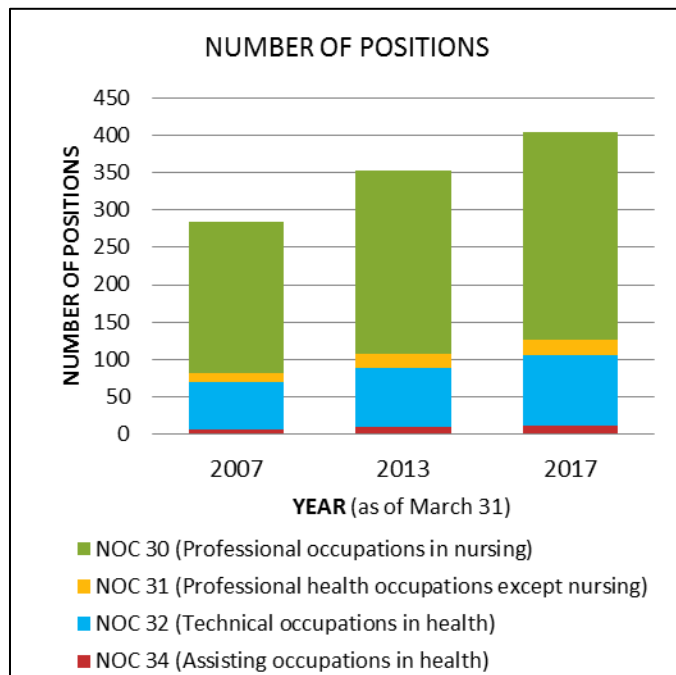
Positions in Category 3

As of March 31, 2017:

- There was a total of 405 GN positions in Category 3. 278 positions (69%) were coded under NOC 30 (Professional occupations in nursing).
- 74% (300 positions) were coded as Skill Type A, 23% (94 positions) as Skill Type B, and 3% (11 positions) as Skill Type C.
- 141 Category 3 positions (35%) were located in Iqaluit.
- 264 positions (65%) were located outside Iqaluit, including 67% of those coded as Skill Type A, 60% of Skill Type B, and 73% of Skill Type C.

Between 2007 and 2017:

- The number of positions in Category 3 increased by 42% over the period.



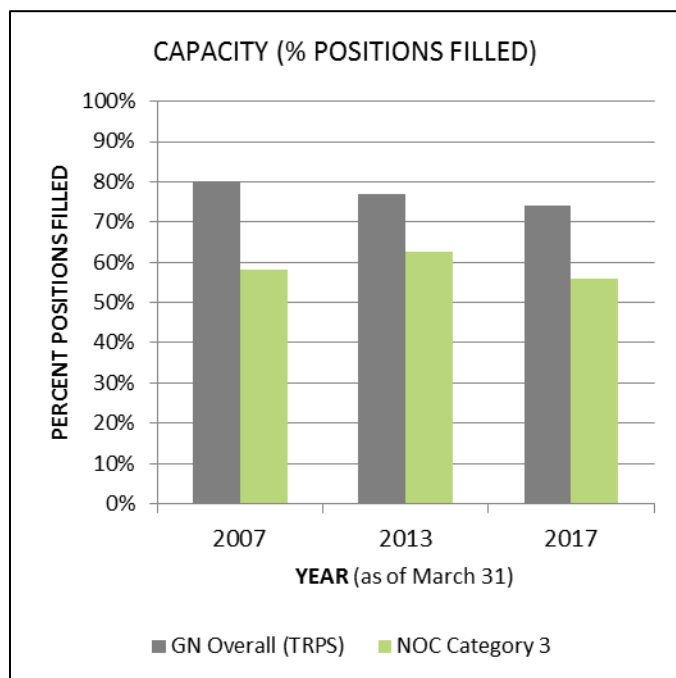
Capacity in Category 3

As of March 31, 2017:

- Capacity in Category 3 was 56%, which was lower than GN overall capacity of 73% as reported in TRPS.
- Capacity in positions coded as Skill Type A was 58% (173 out of 300 positions filled).
- Capacity in positions coded as Skill Type B was 52% (49 out of 94 positions filled).

Between 2007 and 2017:

- Capacity in Category 3 lagged behind capacity in the GN as a whole.
- Capacity in Category 3 increased between 2007 and 2013, then decreased, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity in Category 3 increased from 59% in 2007 to 71% in 2017.
- Outside Iqaluit, capacity decreased from 68% in 2007 to 48% in 2017.



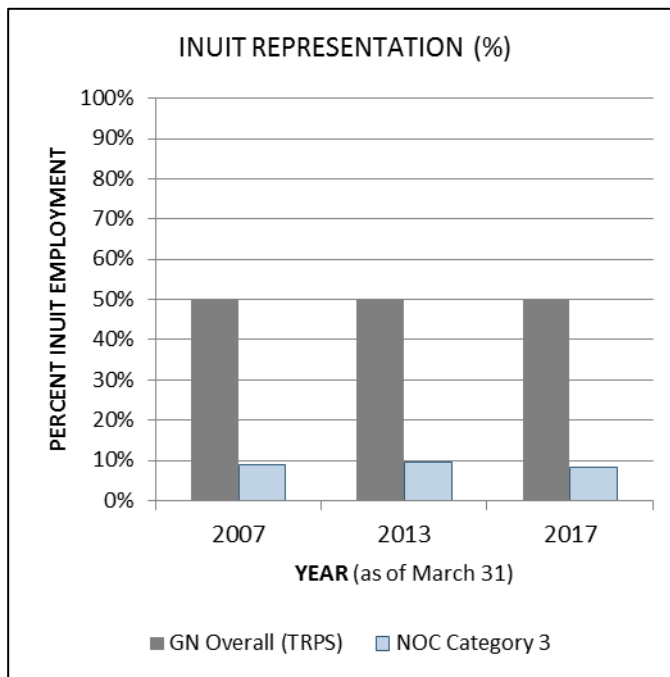
Inuit Representation (%) in Category 3

As of March 31, 2017:

- Inuit employment in Category 3 was 8% (approximately 19 Inuit employees), which was lower than the GN overall at 50% as reported in TRPS.

Between 2007 and 2017:

- Inuit employment in Category 3 lagged behind Inuit employment in the GN as a whole during the period.
- The number of Inuit employees in Category 3 increased by 27% (4 Inuit). Most of this increase was in NOC 32 (Technical occupations in health).
- The number of filled positions increased at a much greater rate than the rate of increase in Inuit employees, leaving Inuit employment at 8-9% from 2007 to 2017.



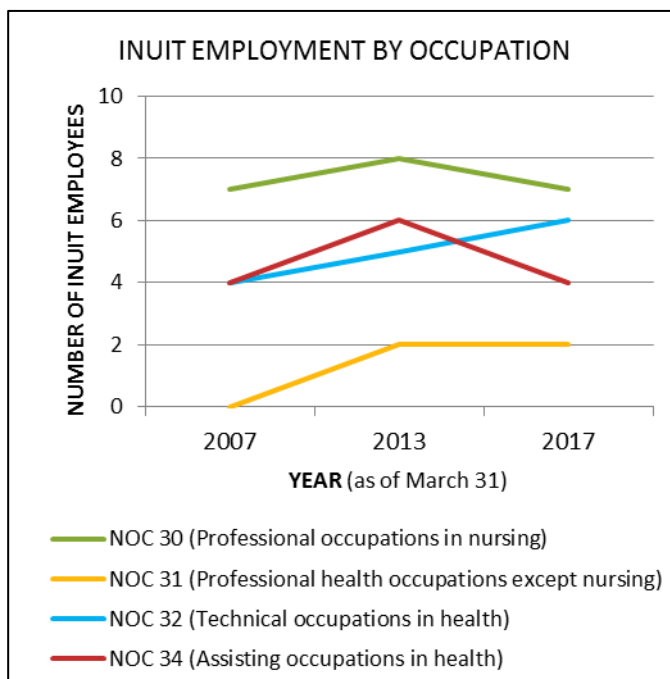
Inuit Employment By Occupational Group in Category 3

As of March 31, 2017:

- Inuit employment in positions coded under NOC 30 was 4% (7 Inuit).
- Inuit employment in positions coded under NOC 31 was 14% (2 Inuit).
- Inuit employment in positions coded under NOC 32 was 12% (6 Inuit).
- Inuit employment in positions coded under NOC 34 was 100% (4 Inuit).

Between 2007 and 2017:

- Inuit employment increased in all occupational sub-groups in Category 3 between 2007 and 2013.
- From 2013 to 2017, the numbers of Inuit employees decreased or were unchanged in all occupational sub-groups except NOC 32.



Retirement Potential by 2023 in Category 3

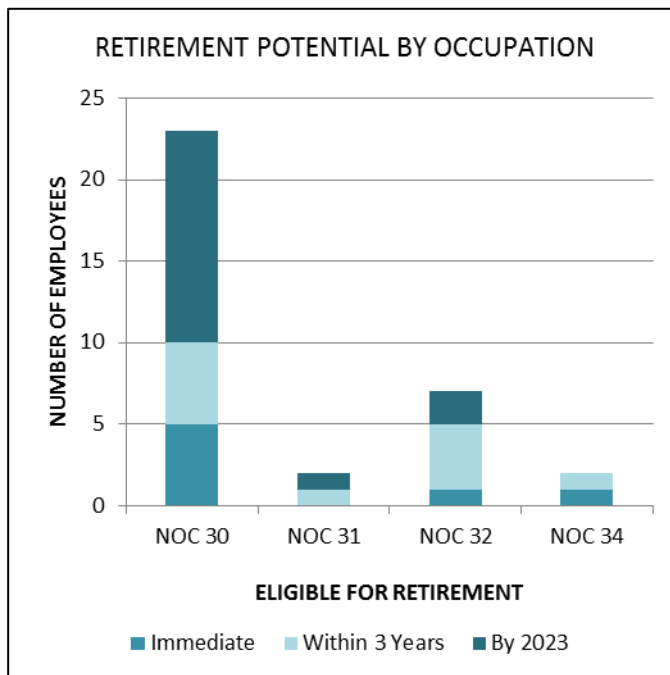
As of March 31, 2017:

The total potential for retirement by 2023 in Category 3 was approximately 34 employees (16% of the indeterminate workforce in this category), including:

- 7 (3%) employees with potential to retire immediately
- 11 (5%) employees with potential to retire within 3 years
- 16 (7%) employees with potential to retire by 2023

The total potential for retirement included:

- 23 (15%) employees in NOC 30 (Professional occupations in nursing)
- 7 (14%) employees in NOC 32 (Technical occupations in health)



Retirement Potential of Inuit Employees in Category 3

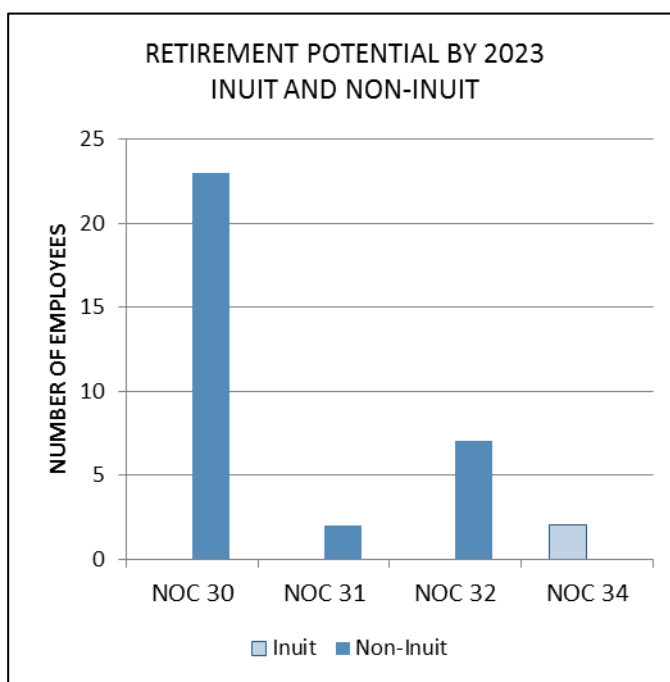
As of March 31, 2017:

The total potential for retirement by 2023 was approximately 2 Inuit employees (11% of the current Inuit workforce in the category) and 32 non-Inuit (16%), including:

- 6 (3%) non-Inuit employees with potential to retire immediately
- 10 (5%) non-Inuit employees with potential to retire within 3 years
- 16 (8%) non-Inuit employees with potential to retire by 2023

The potential for retirement of Inuit employees was in:

- NOC 34 (Assisting occupations in health)



Category 4 - Occupations in education, law and social, community and government services

Description

“This skill type category includes a range of occupations that are concerned with law, teaching, counselling, conducting social science research, developing government policy, and administering government and other programs.

Occupations in this skill type category usually require completion of a related post-secondary program. Progression from occupations in skill level B to occupations in skill level A is not usually possible without completion of additional formal education.”⁷⁴

Category 4 in the GN

As of March 31, 2017, there were approximately 1,997 positions coded under Category 4 in the GN.

NOC CATEGORY 4 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
40 Professional occupations in education services	Skill Type A
GN positions in two occupational groups: 402 College and other vocational instructors 403 Secondary and elementary school teachers and educational counsellors	Includes GN position titles such as: <ul style="list-style-type: none"> • Nunavut Arctic College Instructor • Operations Trainer • Teacher • Language Specialist • Vice Principal
41 Professional occupations in law and social, community and government services	Skill Type A
GN positions in three occupational groups: 411 Judges, lawyers and Quebec notaries 415 Social and community service professionals 416 Policy and program researchers, consultants and officers	Includes GN position titles such as: <ul style="list-style-type: none"> • Legal Counsel • Case Worker • Policy Analyst • Senior Advisor
42 Paraprofessional occupations in legal, social, community and education services	Skill Type B
GN positions in one occupational group: 421 Paraprofessional occupations in legal, social, community and education services	Includes GN position titles such as: <ul style="list-style-type: none"> • Community Social Services Worker • Community Health Worker
44 Care providers and educational, legal and public protection support occupations	Skill Type C
GN positions in two occupational groups: 441 Home care providers and educational support occupations 442 Legal and public protection support	Includes GN position titles such as: <ul style="list-style-type: none"> • Continuing Care Worker • Student Support Assistant • Correctional Caseworker

⁷⁴ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

Departmental Distribution

NOC 4	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OIA	QEC
NOC 40	X			X						X	X				X
NOC 41	X	X	X	X	X	X	X	X	X	X	X		X	X	X
NOC 42	X		X	X				X	X	X					
NOC 44				X			X		X	X					

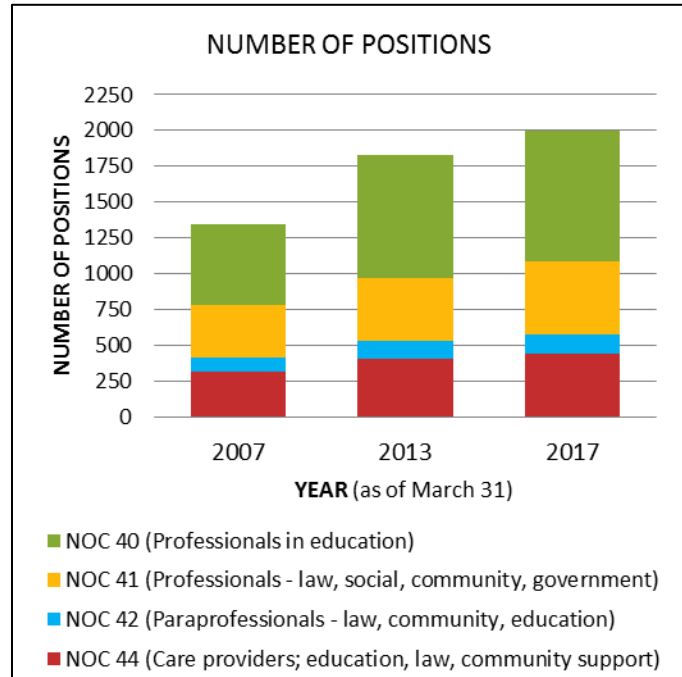
Positions in Category 4

As of March 31, 2017:

- There was a total of 1,997 GN positions in Category 4.
- 913 Category 4 positions were coded under NOC 40, 509 under NOC 41, 135 under NOC 42, and 440 under NOC 44.
- 71% (1,422 positions) were coded as Skill Type A, 7% (135 positions) Skill Type B, and 22% (440 positions) Skill Type C.
- 632 positions (32%) were located in Iqaluit; 1,365 positions (68%) were located outside Iqaluit, including 67% of those coded as Skill Type A.

Between 2007 and 2017:

- The number of positions in Category 4 increased by 48% over the period.
- Positions coded as Skill Type A increased by about 50%; Skill Type B increased by 35%; and Skill Type C increased by 40%.



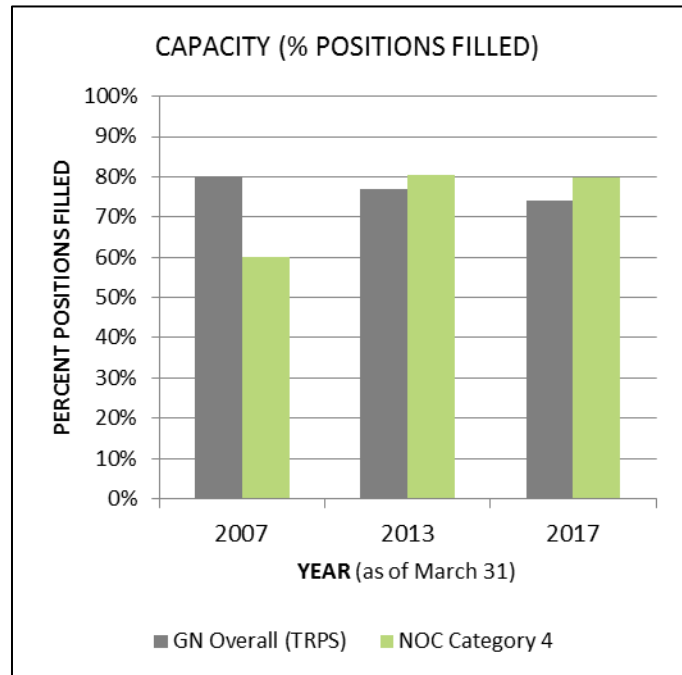
Capacity in Category 4

As of March 31, 2017:

- Capacity in Category 4 was 80%, which was higher than GN overall capacity of 73% as reported in TRPS.
- Capacity in positions coded as Skill Type A was 82% (1,173 out of 1,422 positions filled); capacity in Skill Type B was 65% (88 out of 135 positions filled); and capacity in Skill Type C was 76% (335 out of 440 positions filled).

Between 2007 and 2017:

- Capacity in Category 4 increased from 60% in 2007 to 80% in 2017, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity in Category 4 increased from 70% in 2007 to 75% in 2013, then decreased to 72% in 2017.
- Outside Iqaluit, capacity increased from 56% in 2007 to 84% in 2017.



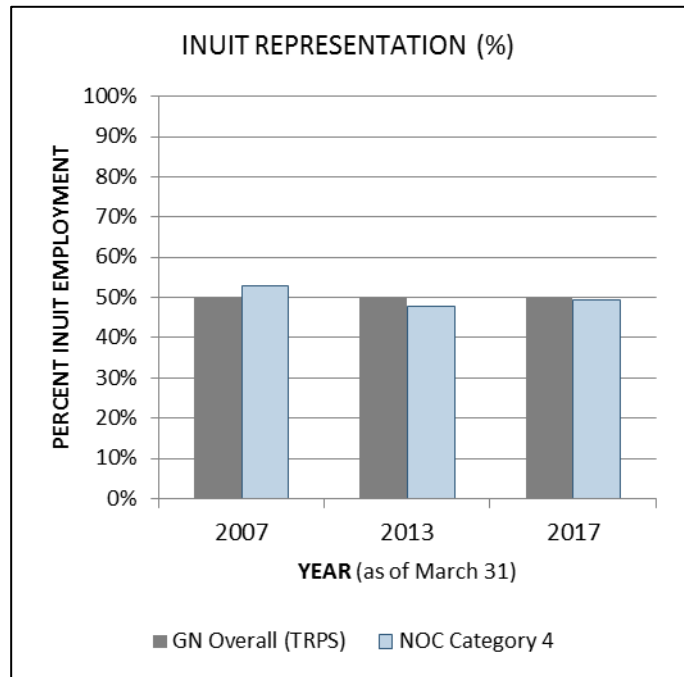
Inuit Representation (%) in Category 4

As of March 31, 2017:

- Inuit employment in Category 4 was 49% (approximately 788 Inuit employees), which was comparable to the GN overall at 50% as per TRPS.

Between 2007 and 2017:

- Inuit employment in Category 4 was comparable to Inuit employment in the GN as a whole from 2007 to 2017.
- The total number of Inuit employees in Category 4 increased by 356 (83%).
- The total number of filled positions in Category 4 increased by 96%.
- The number of filled positions increased at a greater rate than the rate of increase in Inuit employees.
- The greatest increase in Inuit employment was in positions coded as Skill Type A.



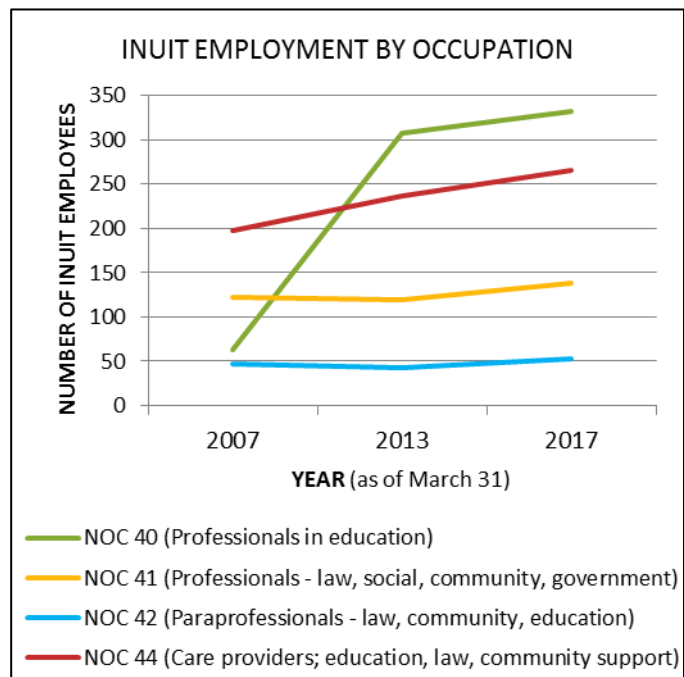
Inuit Employment By Occupational Group in Category 4

As of March 31, 2017:

- Inuit employment in positions coded under NOC 40 was 39%.
- Inuit employment in positions coded under NOC 41 was 44%.
- Inuit employment in positions coded under NOC 42 was 60%.
- Inuit employment in positions coded under NOC 44 was 79%.

Between 2007 and 2017:

- The number of Inuit employees in NOC 40 increased by more than five times (over 400%).
- The number of Inuit employees in NOC 41 increased by 13%.
- The number of Inuit employees in NOC 42 increased by 13%.
- The number of Inuit employees in NOC 44 increased by 34%.



Retirement Potential by 2023 in Category 4

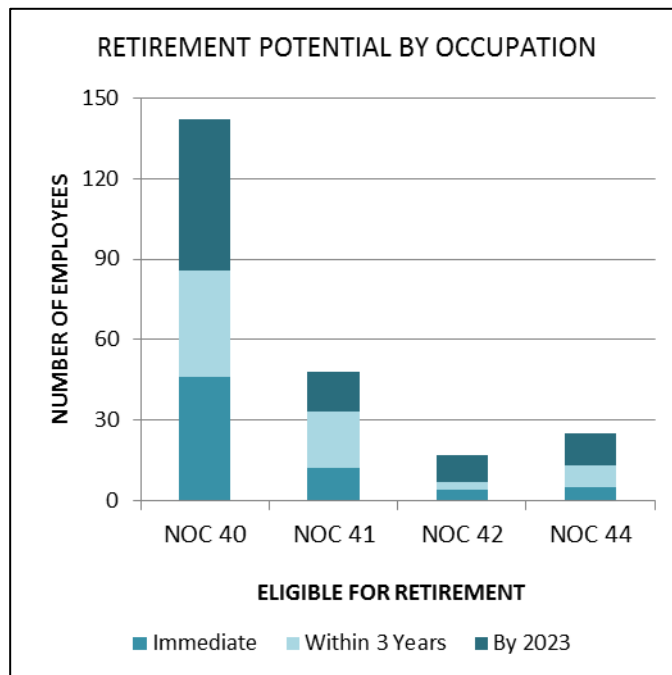
As of March 31, 2017:

The total potential for retirement by 2023 in Category 4 was approximately 232 employees (18% of the indeterminate workforce in this category), including:

- 67 (5%) employees with potential to retire immediately
- 72 (5%) employees with potential to retire within 3 years
- 93 (7%) employees with potential to retire by 2023

The total potential for retirement included:

- 142 (22%) employees in NOC 40 (Professionals in education)
- 48 (17%) employees in NOC 41 (Professionals in law, social, community, and government services)



Retirement Potential of Inuit Employees in Category 4

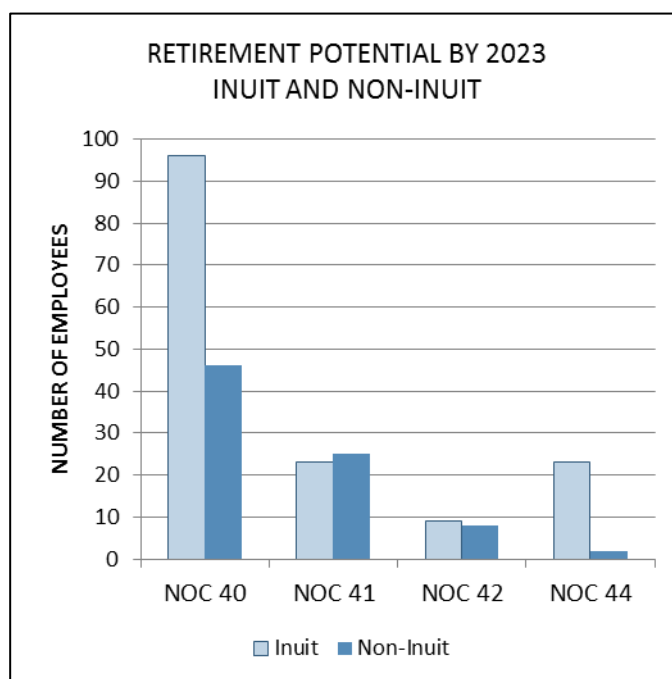
As of March 31, 2017:

The total potential for retirement by 2023 was approximately 151 Inuit employees (21% of the current Inuit workforce in the category) and 81 non-Inuit (13%), including:

- 38 (5%) Inuit employees with potential to retire immediately
- 52 (7%) Inuit employees with potential to retire within 3 years
- 61 (9%) Inuit employees with potential to retire by 2023

The greatest potential for retirement of Inuit and non-Inuit employees was in:

- NOC 40 (Professionals in education), largely in occupational sub-group NOC 403 (Secondary and elementary school teachers and educational counsellors)



Category 5 - Occupations in art, culture, recreation and sport

Description

“This skill type category includes professional and technical occupations related to art and culture, including the performing arts, film and video, broadcasting, journalism, writing, creative design, libraries and museums. It also includes occupations in recreation and sport.

This category is characterized by occupations which are linked by subject matter to formal post-secondary educational programs but which have, for the most part, a range of acceptable qualifications... Unit groups for occupations that usually require university graduation in a professional discipline, such as journalism or library science, have been classified in skill level A. Most others have been classified in skill level B in recognition of the wide range of entry routes that are possible.”⁷⁵

Category 5 in the GN

As of March 31, 2017, there were approximately 58 positions coded under Category 5 in the GN.

NOC CATEGORY 5 OCCUPATIONAL GROUPS IN GN	SKILL LEVEL TYPE
51 Professional occupations in art and culture	Skill Type A
GN positions are in two occupational groups: 511 Librarians, archivists, conservators and curators 512 Writing, translating and related communications professionals	Includes GN position titles such as: <ul style="list-style-type: none"> • Librarian • Territorial Archivist • Manager, Legal Translation • Interpreter/Translator • Terminologist
52 Technical occupations in art, culture, recreation and sport	Skill Type B
GN positions are in two occupational groups: 521 Technical occupations in libraries, public archives, museums and art galleries 525 Athletes, coaches, referees and related occupations	Includes GN position titles such as: <ul style="list-style-type: none"> • Library Technician/ Assistant • Heritage Sites Officer • Physical Activity Specialist • Recreation Officer

Departmental Distribution

NOC 5	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OLA	QEC
NOC 51	X	X		X	X		X		X	X	X			X	
NOC 52		X								X	X			X	

⁷⁵ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

Positions in Category 5

As of March 31, 2017:

- There was a total of 58 GN positions in Category 5. 51 positions were coded under NOC 51 and 7 under NOC 52.
- 88% of positions (all of NOC 51) were coded as Skill Type A and 12% (all of NOC 52) were coded as Skill Type B.
- 34 positions (59%) in Category 5 were located in Iqaluit, including 57% of positions coded as Skill Type A and 71% of positions coded as Skill Type B.
- 24 positions (41%) were located outside Iqaluit.

Between 2007 and 2017:

- The number of positions in Category 5 increased by 53% over the period.
- Positions in NOC 51 increased by 55%.
- Positions in NOC 52 increased by 40%.



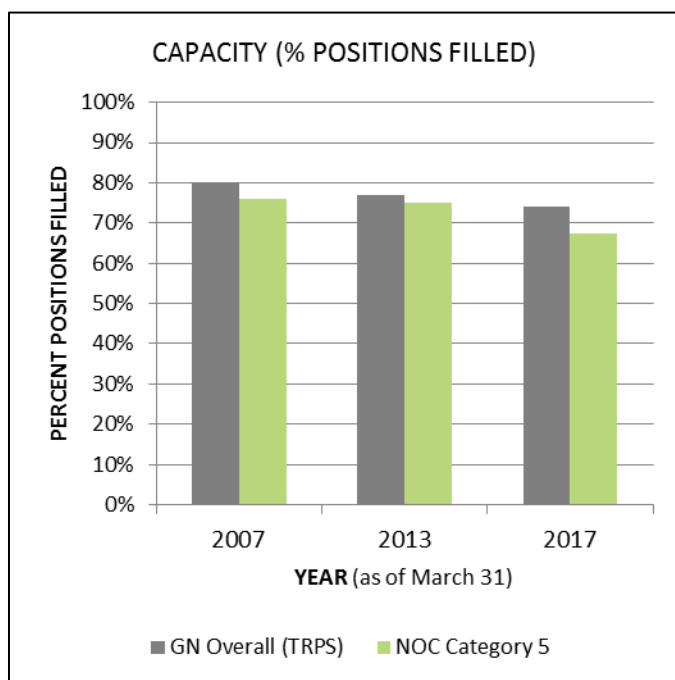
Capacity in Category 5

As of March 31, 2017:

- Capacity in Category 5 was 67%, which was lower than GN overall capacity of 73% as reported in TRPS.
- Capacity in NOC 51 was 69% (35 out of 51 positions filled).
- Capacity in NOC 52 was 57% (4 out of 7 positions filled).

Between 2007 and 2017:

- Capacity in Category 5 lagged behind capacity in the GN as a whole.
- Capacity in Category 5 decreased from 76% in 2007 to 67% in 2017, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity in Category 5 decreased from 89% in 2007 to 71% in 2017.
- Outside Iqaluit, capacity increased from 65% in 2007 to 73% in 2013, then decreased to 63% in 2016.



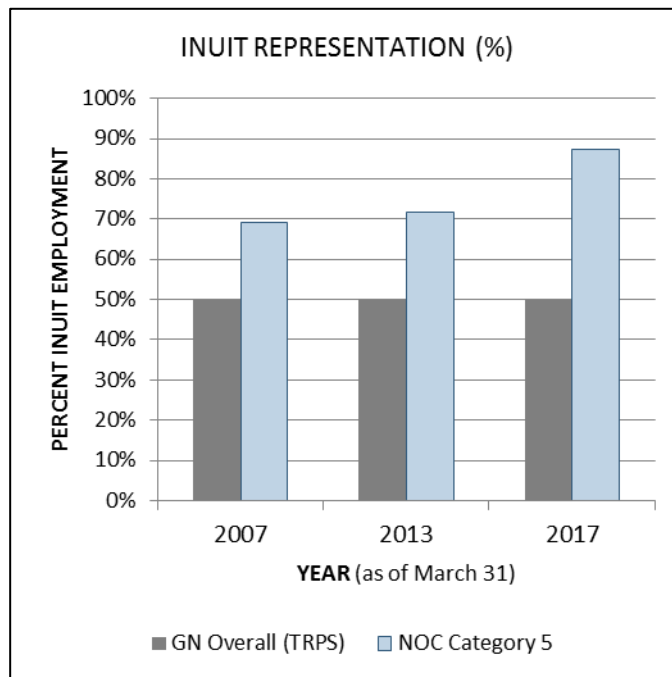
Inuit Employment (% Representation) in Category 5

As of March 31, 2017:

- Inuit employment in Category 5 was 87% (approximately 34 Inuit employees), which was higher than the GN overall.

Between 2007 and 2017:

- Inuit employment in Category 5 was higher than Inuit employment in the GN as a whole during the period.
- Inuit employment increased from 69% in 2007 to 87% in 2017.
- The total number of Inuit employees in Category 5 increased by 70%.
- The total number of filled positions in Category 5 increased by 34%.
- The rate of increase in Inuit employees was greater than the rate of increase in the number of filled positions during the period.



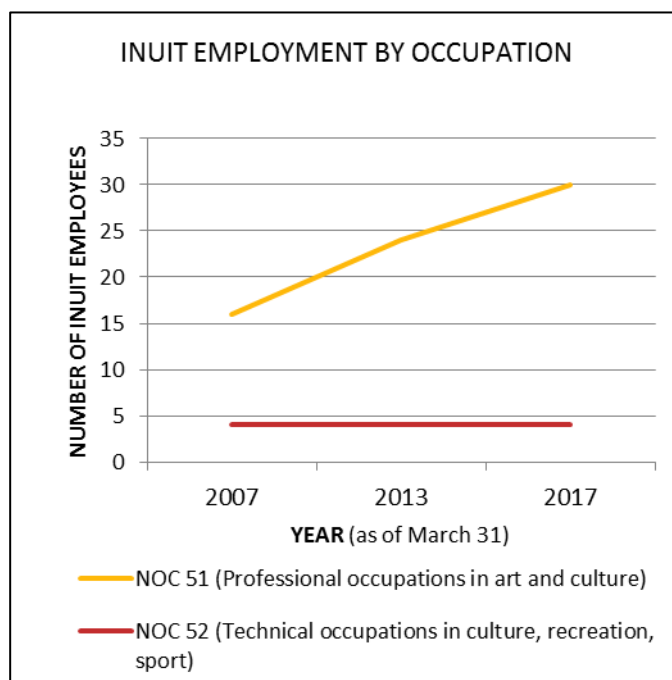
Inuit Employment By Occupational Group in Category 5

As of March 31, 2017:

- Inuit employment in positions coded under NOC 51 was 86% (30 Inuit employees).
- Inuit employment in positions coded under NOC 52 was 100% (4 Inuit employees).

Between 2007 and 2017:

- The number of Inuit employees in NOC 51 increased by 88%.
- The greatest increase was in occupational sub-group NOC 5125 (Translators, terminologists and interpreters).
- The number of Inuit employees in NOC 52 did not change.



Retirement Potential by 2023 in Category 5

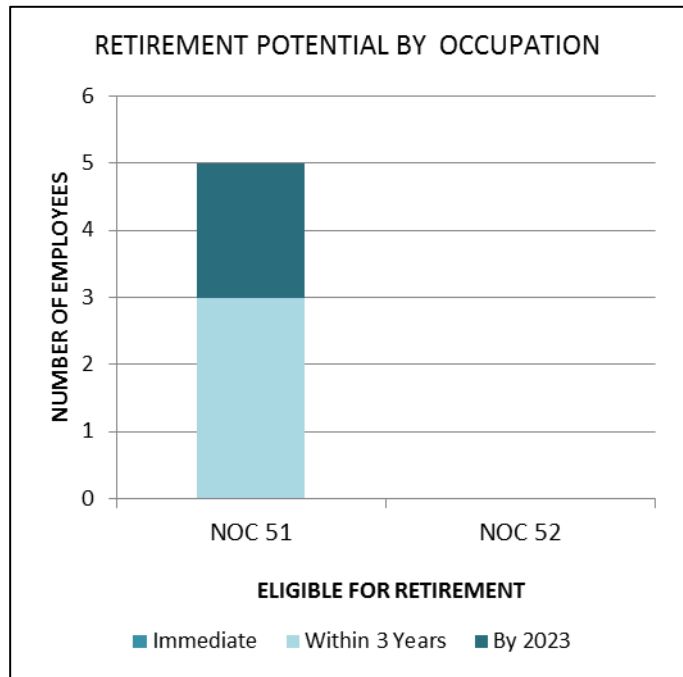
As of March 31, 2017:

The total potential for retirement by 2023 in Category 5 was approximately 5 employees (14% of the indeterminate workforce in this category), including:

- 3 (8%) employees with potential to retire within 3 years
- 2 (6%) employees with potential to retire by 2023

All potential for retirement was in:

- NOC 51 (Professional occupations in art and culture)



Retirement Potential of Inuit Employees in Category 5

As of March 31, 2017:

Inuit employees were the majority of those with the potential to retire by 2023.

Category 6 - Sales and service occupations

Description

“This skill type category contains sales occupations, personal and protective service occupations and occupations related to the hospitality and tourism industries.

Occupations in skill level B of this category can be linked, for the most part, to formal post-secondary or occupation-specific training programs. Others are characterized by periods of formal on-the-job training other than apprenticeship. Progression from occupations in skill level C or D to those in skill level B usually require completion of related training programs. Some progression through experience is possible for supervisory positions.”⁷⁶

Category 6 in the GN

As of March 31, 2017, there were approximately 331 positions coded under Category 6 in the GN.

NOC CATEGORY 6 OCCUPATIONAL GROUPS IN GN	NOC SKILL TYPE
62 Retail sales supervisors and specialized sales occupations	Skill Type B
GN positions in one occupational group: 623 Insurance, real estate and financial sales occupations	Includes GN position titles such as: <ul style="list-style-type: none"> • Mortgage and Lands Officer
63 Service supervisors and specialized service occupations	Skill Type B
GN positions in two occupational groups: 631 Service supervisors 632 Chefs and cooks	Includes GN position titles such as: <ul style="list-style-type: none"> • Customer Service Supervisor • Custodial Supervisor • Food Services Manager • Cook
65 Service representatives and other customer and personal services occupations	Skill Type C
GN positions in two occupational groups: 654 Security guards and related security service occupations 655 Customer and information services representatives	Includes GN position titles such as: <ul style="list-style-type: none"> • Security Officer • Medical Interpreter • Clerk Interpreter • Customer Service and Collection Assistant
67 Service support and other service occupations	Skill Type D
GN positions in two occupational groups: 671 Food counter attendants, kitchen helpers and related support occupations 673 Cleaners	Includes GN position titles such as: <ul style="list-style-type: none"> • Dietary Aide • Housekeeper • Housekeeping Assistant • Caretaker • Custodial Worker • Janitor

⁷⁶ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

Departmental Distribution

NOC 6	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OIA	QEC
NOC 62								X					X		
NOC 63				X					X	X	X				X
NOC 65					X			X	X	X	X				X
NOC 67				X					X		X				

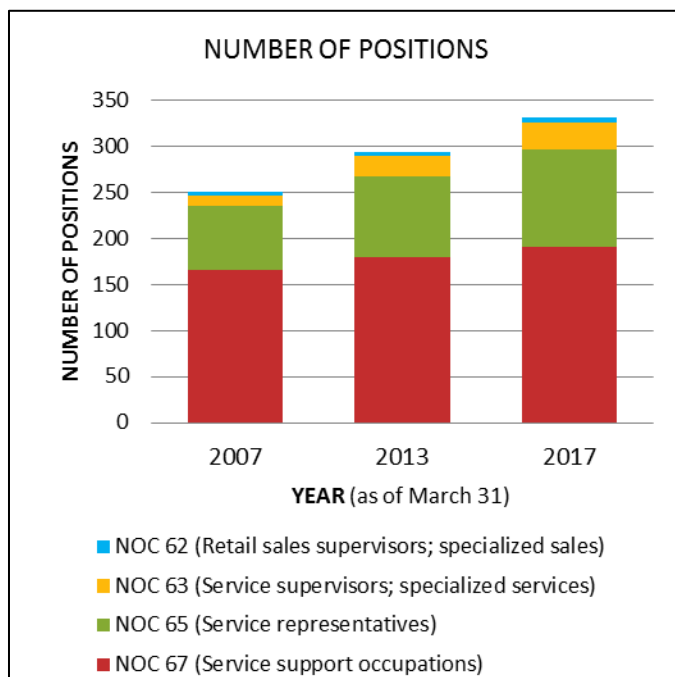
Positions in Category 6

As of March 31, 2017:

- There was a total of 331 GN positions in Category 6.
- 10% of positions (NOC 62 and 63) were coded as Skill Type B; 32% (all of NOC 65) were coded as Skill Type C; and 58% (all of NOC 67) were coded as Skill Type D.
- 79 Category 6 positions (24%) were located in Iqaluit.
- 252 positions (76%) were located outside Iqaluit, including 53% of positions coded as Skill Type B, 78% of positions coded as Skill Type C, and 79% of positions coded as Skill Type D.

Between 2007 and 2017:

- The number of positions in Category 6 increased by almost 30%.
- The greatest increases were in NOC 63 and NOC 65.



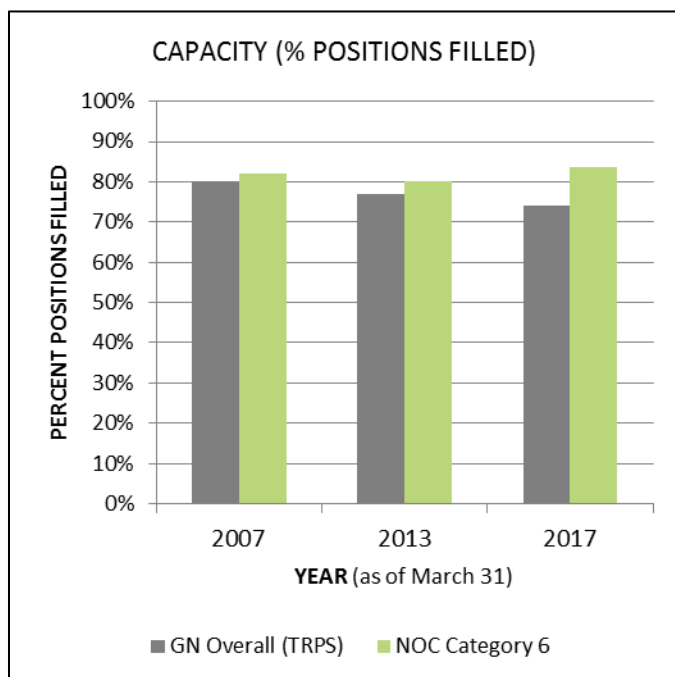
Capacity in Category 6

As of March 31, 2017:

- Capacity in Category 6 was 84%, which was higher than GN overall capacity of 73% as reported in TRPS.
- Capacity in NOC 63 was 66% (19 out of 29 positions filled).
- Capacity in NOC 62, 65 and 67 ranged from 80% to 88%.

Between 2007 and 2017:

- Capacity in Category 6 was higher than capacity in the GN as a whole.
- Capacity in Category 6 ranged from 80% to 84% over the period, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity increased from 72% in 2007 to 78% in 2017.
- Outside Iqaluit, capacity decreased from 85% in 2007 to 82% in 2013, then increased to 85% in 2017.



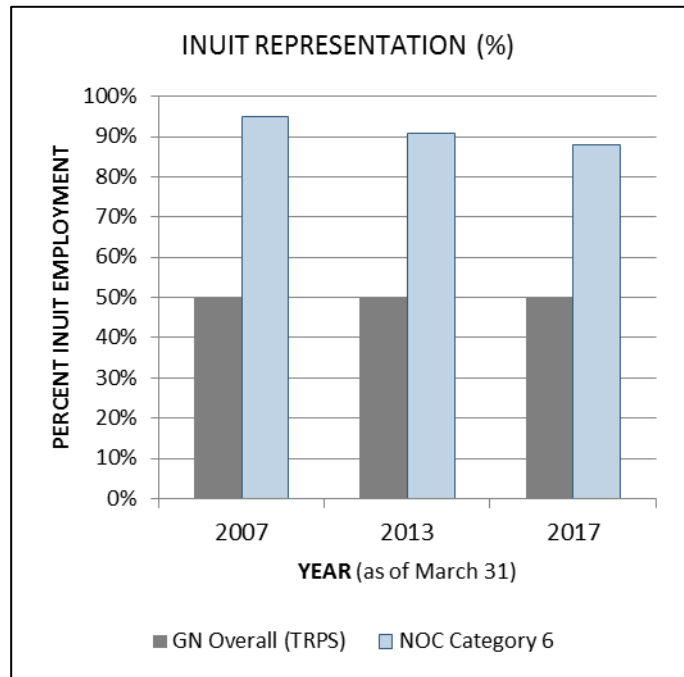
Inuit Representation (%) in Category 6

As of March 31, 2017:

- Inuit employment in Category 6 was 88% (approximately 244 Inuit employees), which was higher than the GN overall.

Between 2007 and 2017:

- Inuit employment in Category 6 was higher than Inuit employment in the GN as a whole during the entire period.
- The total number of Inuit employees in Category 6 increased by 25%.
- The total number of filled positions in Category 6 increased by 33%.
- The number of filled positions increased at a greater rate than the rate of increase in Inuit employees; this caused representation to decrease from 95% in 2007 to 88% in 2017.



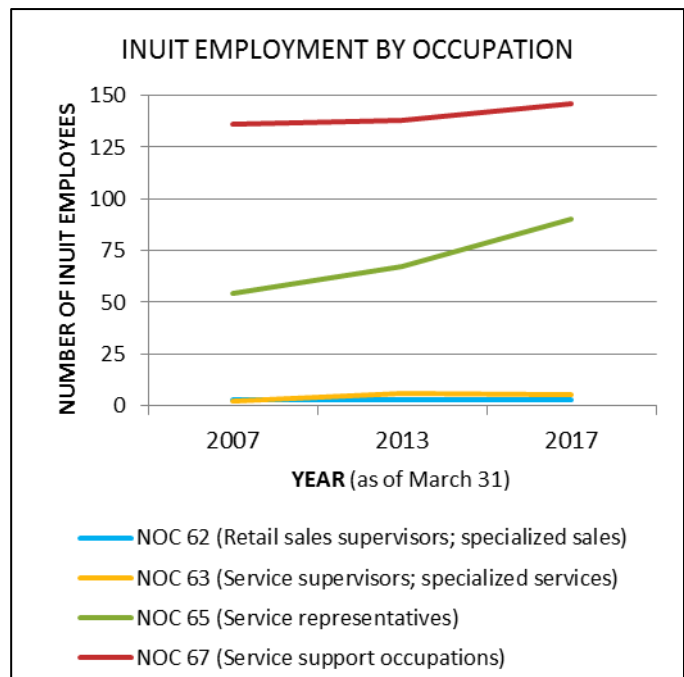
Inuit Employment By Occupational Group in Category 6

As of March 31, 2017:

- Inuit employment in positions coded under NOC 62 was 75% (3 Inuit).
- Inuit employment in positions coded under NOC 63 was 26% (5 Inuit).
- Inuit employment in positions coded under NOC 65 was 97% (90 Inuit).
- Inuit employment in positions coded under NOC 67 was 91% (146 Inuit).

Between 2013 and 2017:

- The number of Inuit employees in NOC 62 did not change.
- The number of Inuit employees in NOC 63 decreased by 1 (17%).
- The number of Inuit employees in NOC 65 increased by 23 (34%).
- The number of Inuit employees in NOC 67 increased by 8 (6%).



Retirement Potential by 2023 in Category 6

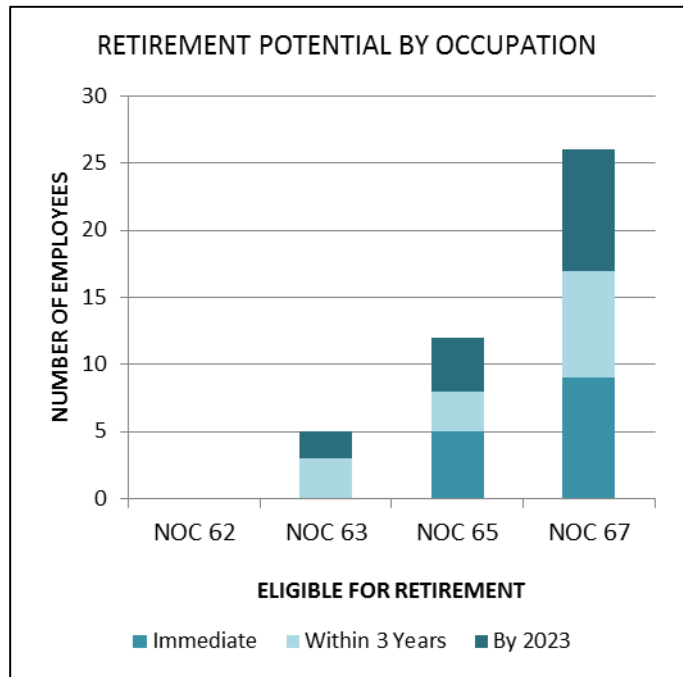
As of March 31, 2017:

The total potential for retirement by 2023 in Category 6 was approximately 43 employees (16% of the indeterminate workforce in this category), including:

- 14 (5%) employees with potential to retire immediately
- 14 (5%) employees with potential to retire within 3 years
- 15 (5%) employees with potential to retire by 2023

The total potential for retirement included:

- 5 (29%) employees in NOC 63 (Service supervisors; specialized services)
- 12 (13%) employees in NOC 65 (Service representatives)
- 26 (16%) employees in NOC 67 (Service support occupations)



Retirement Potential of Inuit Employees in Category 6

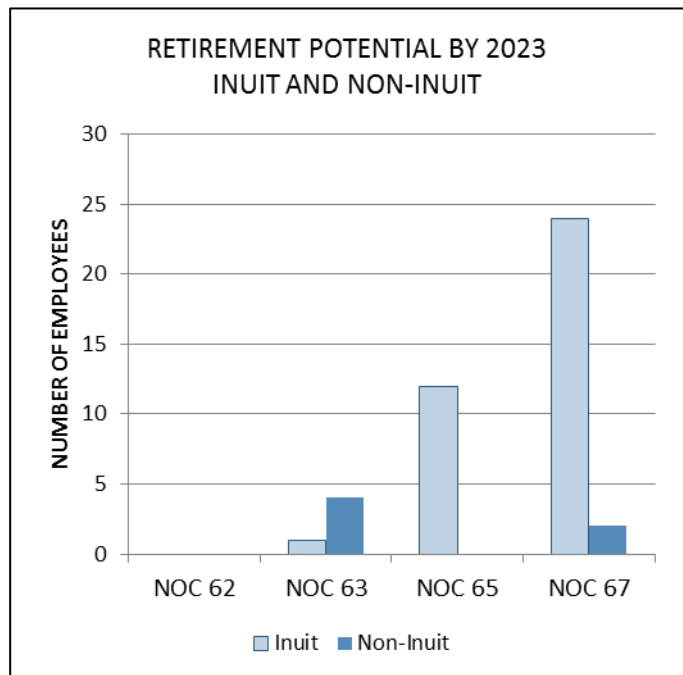
As of March 31, 2017:

The total potential for retirement by 2023 included approximately 37 Inuit employees (15% of the current Inuit workforce in the category) and 6 non-Inuit (19%), including:

- 12 (5%) Inuit employees with potential to retire immediately
- 12 (5%) Inuit employees with potential to retire within 3 years
- 13 (5%) Inuit employees with potential to retire by 2023

The greatest potential for retirement of Inuit employees was in:

- NOC 65 (Service representatives)
- NOC 67 (Service support occupations)



Category 7 - Trades, transport and equipment operators and related occupations

Description

“This skill type category includes construction and mechanical trades, trades supervisors and contractors and operators of transportation and heavy equipment. These occupations are found in a wide range of industrial sectors, with many occurring in the construction and transportation industries.

This category includes most of the apprenticeship trades, including all of those related to the construction industry. Other occupations in this category usually require completion of college or other programs combined with on-the-job training. Progression to supervisory or self-employed contractor status is possible with experience. There is limited mobility or transferability of skills among occupations in this category due to specific apprenticeship, training and licensing requirements for most occupations.”⁷⁷

Category 7 in the GN

As of March 31, 2017, there were approximately 91 positions coded under Category 7 in the GN.

NOC CATEGORY 7 OCCUPATIONAL GROUPS IN GN	SKILL LEVEL TYPE
72 Industrial, electrical and construction trades	Skill Type B
GN positions are in four occupational groups: 720 Contractors and supervisors, industrial, electrical and construction trades and related workers 724 Electrical trades and electrical power line and telecommunications workers 725 Plumbers, pipefitters and gas fitters 727 Carpenters and cabinetmakers	Includes GN position titles such as: <ul style="list-style-type: none"> • Facilities Manager • Line Maintenance Supervisor • Maintenance Coordinator • Electrician • Journeyman - Lineman • Plumber
73 Maintenance and equipment operation trades	Skill Type B
GN positions are in two occupational groups: 731 Machinery and transportation equipment mechanics 732 Automotive service technicians	Includes GN position titles such as: <ul style="list-style-type: none"> • Journeyman - Diesel Mechanic • Apprentice - Diesel Mechanic • Fleet Maintainer/Inspector
74 Other installers, repairers, servicers and material handlers	Skill Type C
GN positions are in one occupational group: 745 Longshore workers and material handlers	Includes GN position titles such as: <ul style="list-style-type: none"> • Industrial Warehouseman
76 Trades helpers and construction labourers	Skill Type D
GN positions are in two occupational groups: 761 Trades helpers and labourers 762 Public works and other labourers	Includes GN position titles such as: <ul style="list-style-type: none"> • Building Maintainer • Settlement Maintainer • Trades Helper

⁷⁷ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

Departmental Distribution

NOC 7	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OIA	QEC
NOC 72	X								X						X
NOC 73															X
NOC 74															X
NOC 76	X										X				X

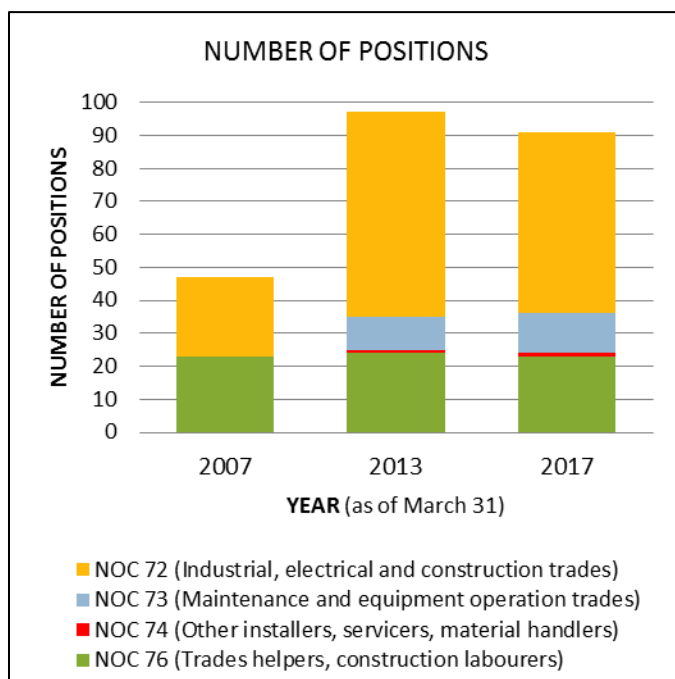
Positions in Category 7

As of March 31, 2017:

- There was a total of 91 GN positions in Category 7. 55 positions were coded under NOC 72, 12 under NOC 73, 1 under NOC 74, and 23 under NOC 76.
- 74% of positions were coded as Skill Type B, 1% as Skill Type C, and 25% as Skill Type D.
- 31 positions (34%) in Category 7 were located in Iqaluit.
- 60 positions (66%) were located outside Iqaluit, including 60% of positions coded as Skill Type B and 87% of positions coded as Skill Type D.

Between 2013 and 2017:

- The number of positions in Category 7 decreased by 6 (6%) over the period, mostly in NOC 72.



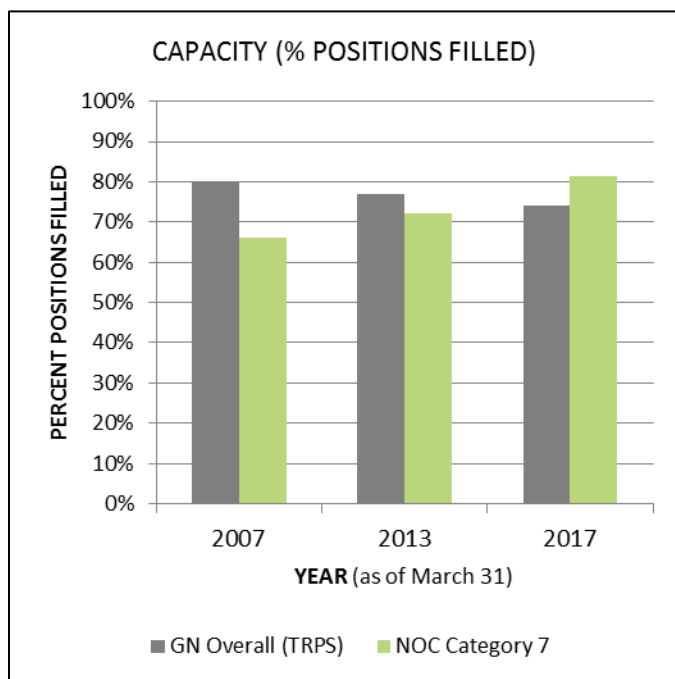
Capacity in Category 7

As of March 31, 2017:

- Capacity in Category 7 was 81%, which was higher than GN overall capacity of 73% as reported in TRPS.
- Capacity in NOC 76 was 70% (16 out of 23 positions filled).
- Capacity in the other occupational groups ranged from 84% to 100%.

Between 2013 and 2017:

- Capacity in Category 7 lagged behind capacity in the GN as a whole in 2007 and 2013.
- Capacity in Category 7 increased from 72% in 2013 to 81% in 2017, while GN capacity decreased from 80% to 73%.
- In Iqaluit, capacity in Category 7 increased from 74% in 2013 to 90% in 2017.
- Outside Iqaluit, capacity increased from 71% in 2013 to 77% in 2017.



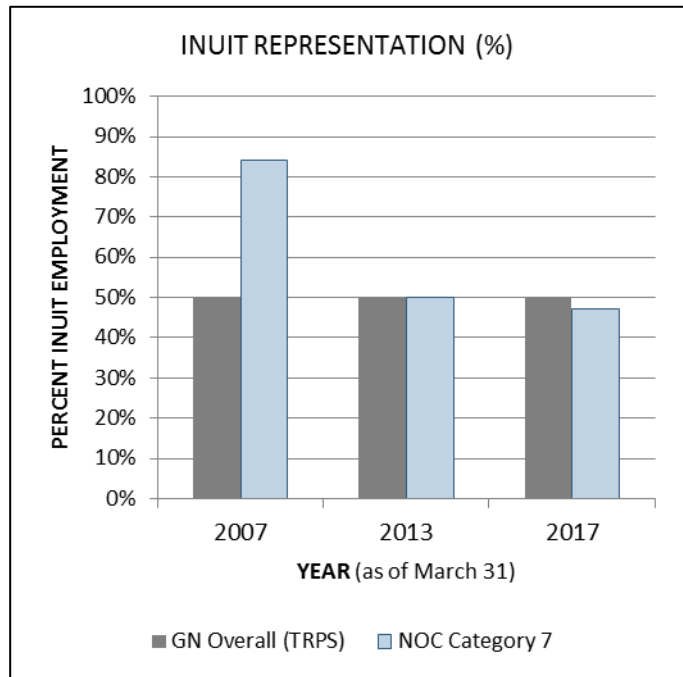
Inuit Representation (%) in Category 7

As of March 31, 2017:

- Inuit employment in Category 7 was 47% (approximately 35 Inuit employees), which was lower than the GN overall.

Between 2013 and 2017:

- Inuit employment in Category 7 was higher than Inuit employment in the GN as a whole in 2007, but declined to 50% in 2013 and 47% in 2017.
- There was no change in the total number of Inuit employees in Category 7 from 2013 to 2017.
- The total number of filled positions in Category 7 increased by 6%.
- The number of filled positions increased at a greater rate than the rate of increase in Inuit employees; this caused Inuit representation to decrease during the period.



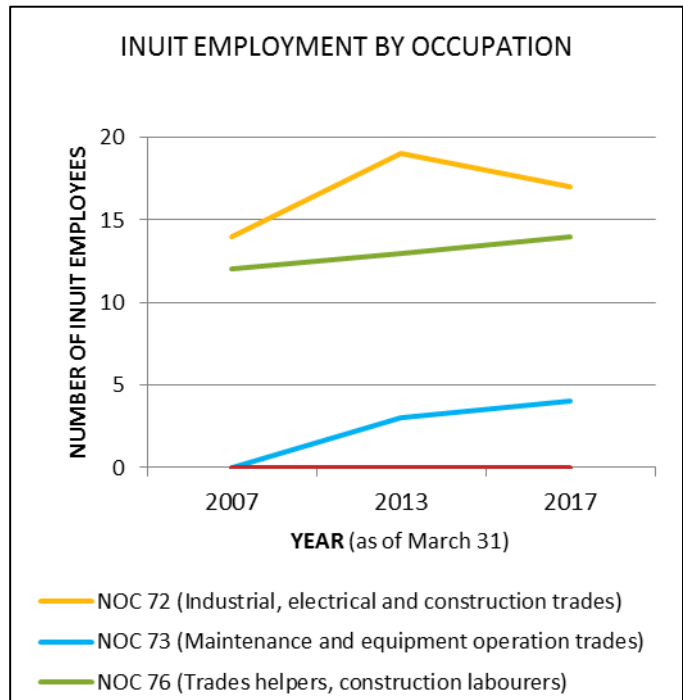
Inuit Employment By Occupational Group in Category 7

As of March 31, 2017:

- Inuit employment in positions coded under NOC 72 was 37% (17 Inuit).
- Inuit employment in positions coded under NOC 73 was 36% (4 Inuit).
- Inuit employment in positions coded under NOC 76 was 88% (14 Inuit).

Between 2013 and 2017:

- The number of Inuit employees in NOC 72 decreased by 11% (2 Inuit).
- The number of Inuit employees in NOC 73 and 76 increased by 1 each.
- The number of Inuit employees in NOC 74 did not change from zero.



Retirement Potential by 2023 in Category 7

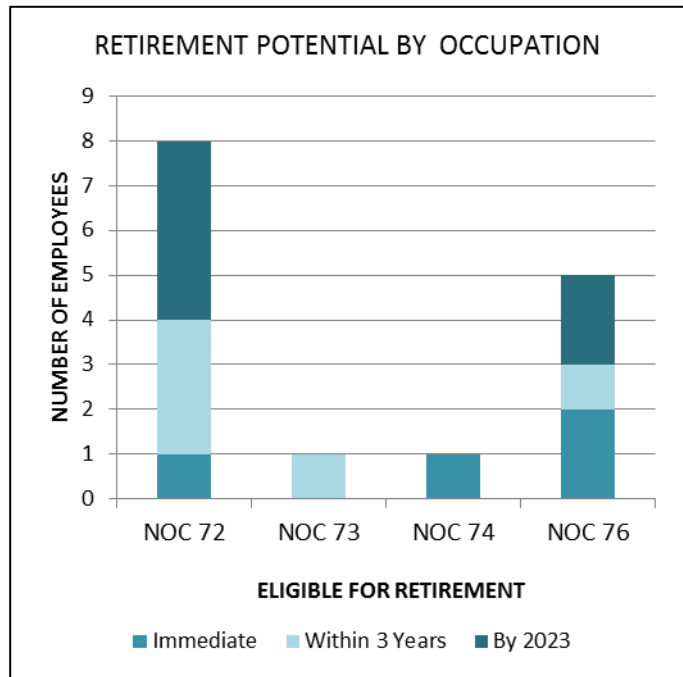
As of March 31, 2017:

The total potential for retirement by 2023 in Category 7 was approximately 14 employees (19% of the indeterminate workforce in this category), including:

- 3 (4%) employees with potential to retire immediately
- 5 (7%) employees with potential to retire within 3 years
- 6 (8%) employees with potential to retire by 2023

The total potential for retirement included:

- 8 (17%) employees in NOC 72 (Industrial, electrical and construction trades)
- 5 (31%) employees in NOC 76 (Trades helpers, construction labourers and related occupations)



Retirement Potential of Inuit Employees in Category 7

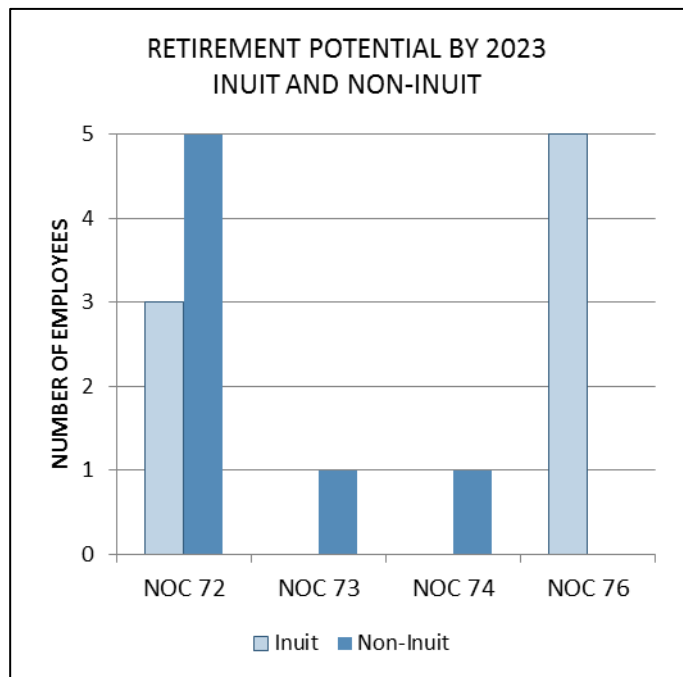
As of March 31, 2017:

The total potential for retirement by 2023 included approximately 8 Inuit employees (23% of the current Inuit workforce in the category) and 6 non-Inuit (15%), including:

- 3 (9%) Inuit employees with potential to retire immediately
- 2 (6%) Inuit employees with potential to retire within 3 years
- 3 (9%) Inuit employees with potential to retire by 2023

The greatest potential for retirement of Inuit employees was in:

- NOC 72 (Industrial, electrical and construction trades)
- NOC 76 (Trades helpers, construction labourers and related occupations)



Category 9 - Occupations in manufacturing and utilities

Description

“This category contains supervisory and production occupations in manufacturing, processing and utilities.

Occupations in this category are characterized by internal progression and on-the-job training. Workers typically start out in these occupations at entry-level positions and progress to increasingly higher skilled occupations through experience. Mobility between employers or industries may be limited by seniority provisions of collective agreements. The occupations in skill level B of this category are increasingly technical in nature and post-secondary training programs are required for some.”⁷⁸

Category 9 in the GN

As of March 31, 2017, there were approximately 65 positions coded under Category 9 in the GN.

NOC CATEGORY 9 OCCUPATIONAL GROUPS IN GN	SKILL LEVEL TYPE
92 Processing, manufacturing and utilities supervisors and central control operators	Skill Type B
GN positions are in three occupational groups: 921 Supervisors, processing and manufacturing occupations 923 Central control and process operators in processing and manufacturing 924 Utilities equipment operators and controllers	Includes GN position titles such as: <ul style="list-style-type: none"> • Plant Superintendent • Plant Operator • Assistant Manager, Nunavut Field Operations • Petroleum Products Officer • Chief Operating Engineer • Maintainer - Stationary Engineer • Assistant Operator

Departmental Distribution

NOC 9	DEPARTMENTS AND CORPORATIONS WITH POSITIONS IN THE CATEGORY														
	As of March 31, 2017														
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	JUS	NAC	NBCC	NHC	OLA	QEC
NOC 92	X														X

⁷⁸ Canada, Introduction to the National Occupational Classification (NOC), accessed April 2017 at <http://noc.esdc.gc.ca/English/noc/Introduction.aspx?ver=16#t4>

Positions in Category 9

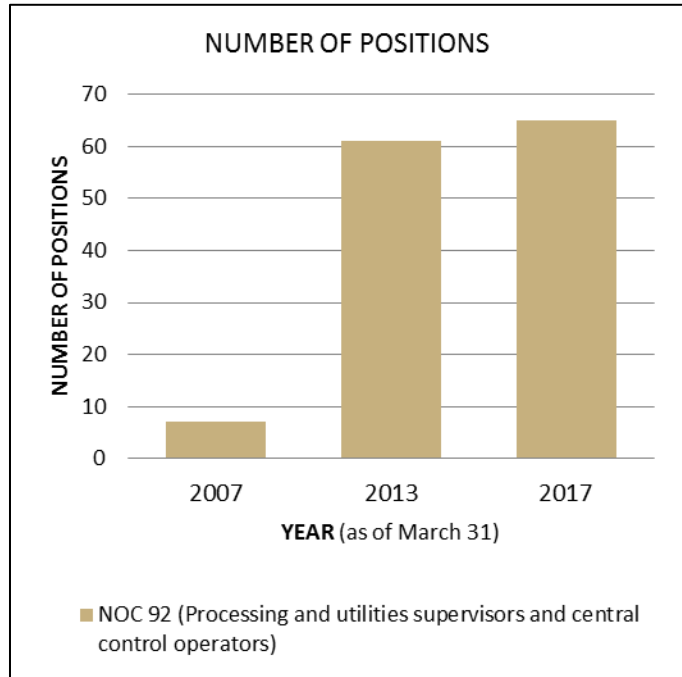
Note 2007 does not include QEC.

As of March 31, 2017:

- There was a total of 65 GN positions in Category 9, including 31 positions in NOC 921 (Supervisors in processing and manufacturing) and 27 positions in NOC 924 (Utilities equipment operators and controllers).
- All positions in Category 9 were coded under NOC 92 as Skill Type B.
- 9 positions (14%) in Category 9 were located in Iqaluit.
- 56 positions (86%) in Category 9 were located outside Iqaluit.

Between 2013 and 2017:

- The number of positions in Category 9 increased by 7% (4 positions) between 2013 and 2017.



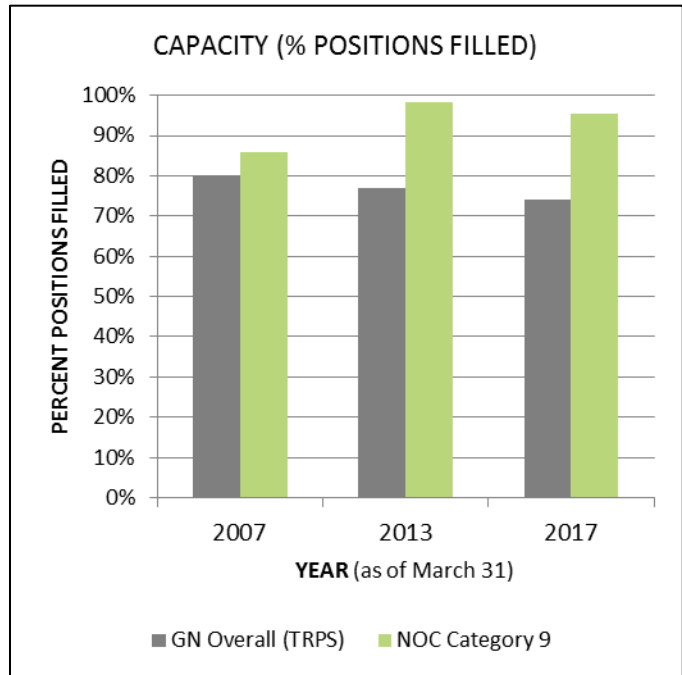
Capacity in Category 9

As of March 31, 2017:

- Capacity in Category 9 was 95% (62 out of 65 positions filled), which was higher than GN overall capacity of 73% as reported in TRPS.

Between 2013 and 2017:

- Capacity in Category 9 exceeded capacity in the GN as a whole during the period.
- Capacity in Category 9 decreased from 98% in 2013 to 95% in 2017. GN capacity decreased from 80% to 73% during the period.
- In Iqaluit, capacity in Category 9 was 89% in 2017, down from 100% in 2013.
- Outside Iqaluit, capacity was at 98% in 2013 and 96% in 2017.



Inuit Representation (%) in Category 9

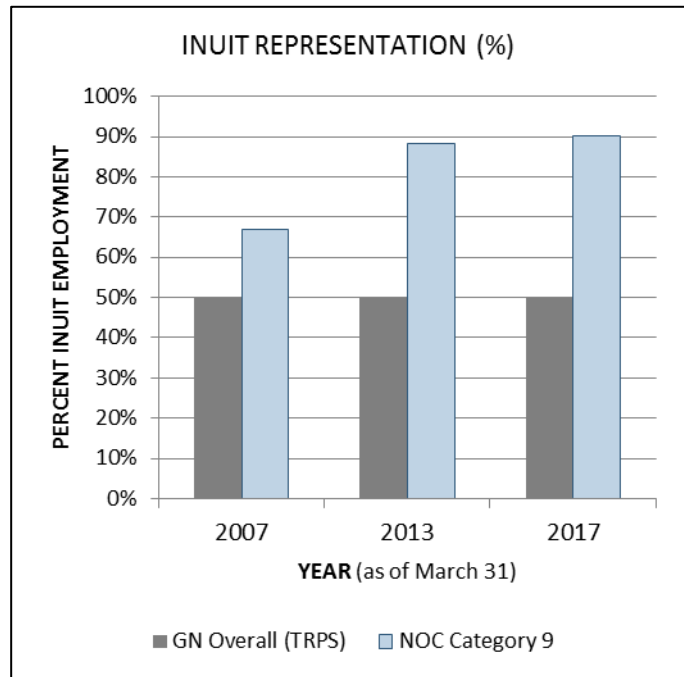
Note 2007 does not include QEC.

As of March 31, 2017:

- Inuit employment in Category 9 was 90% (approximately 56 Inuit employees), which was higher than the GN overall at 50% as reported in TRPS.

Between 2013 and 2017:

- Inuit employment in Category 9 was higher than Inuit employment in the GN as a whole.
- The total number of Inuit employees in Category 9 increased by 3 (6%) from 2013 to 2017.
- There was little change in the total number of filled positions in Category 9.
- The rate of increase in Inuit employees was greater than the rate of increase in the number of filled positions.



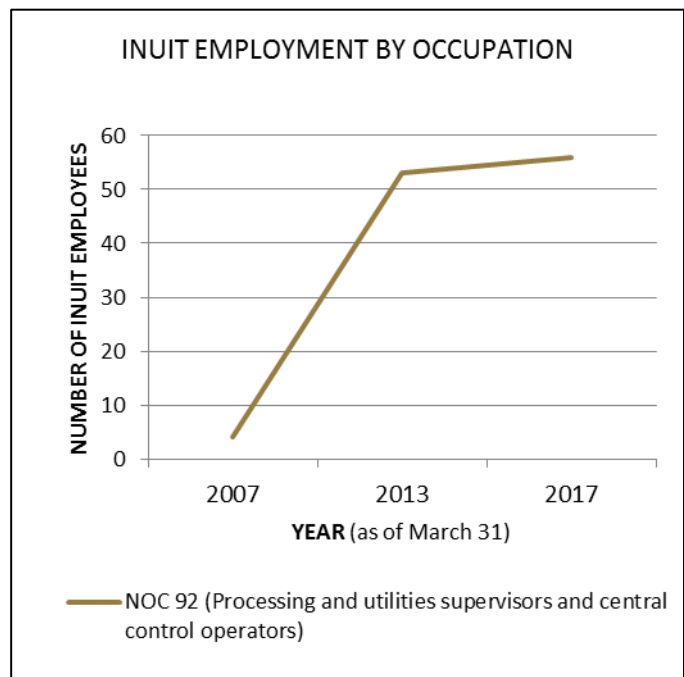
Inuit Employment By Occupational Group in Category 9

As of March 31, 2017:

- Inuit employment in positions coded under NOC 92 (and Skill Type B) was 90% (56 Inuit employees).
- Within this occupational group, Inuit employment was 87% in positions coded under occupational sub-group NOC 921 (Supervisors in processing and manufacturing), 100% in NOC 923 (Central control and process operators) and 92% in NOC 924 (Utilities equipment operators and controllers).

Between 2013 and 2017:

- The number of Inuit employees in NOC 921 decreased by 1.
- The number of Inuit employees in NOC 923 increased by 1.
- The number of Inuit employees in NOC 924 increased by 3.



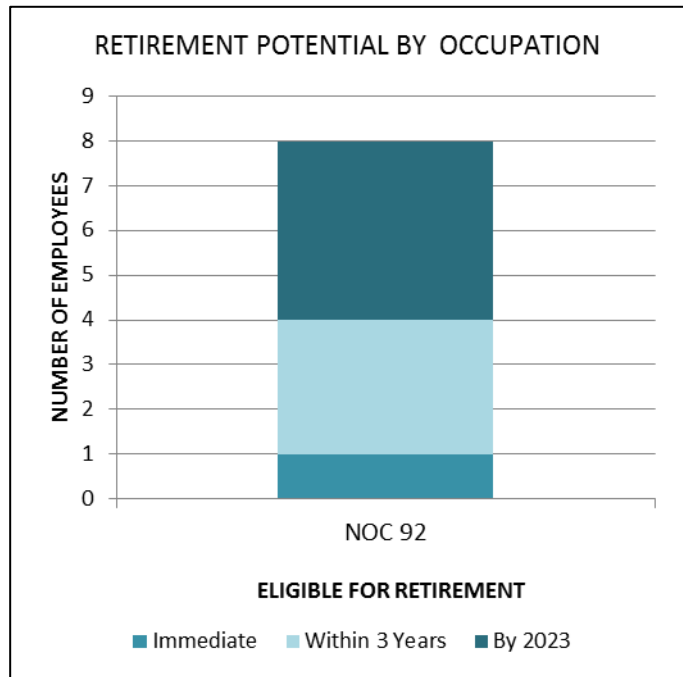
Retirement Potential by 2023 in Category 9

As of March 31, 2017:

The total potential for retirement by 2023 in Category 9 was approximately 8 employees (13% of the indeterminate workforce in this category), including:

- 1 (2%) employees with potential to retire immediately
- 3 (5%) employees with potential to retire within 3 years
- 4 (6%) employees with potential to retire by 2023

The potential for retirement was greatest in NOC 921 (Supervisors in processing and manufacturing).



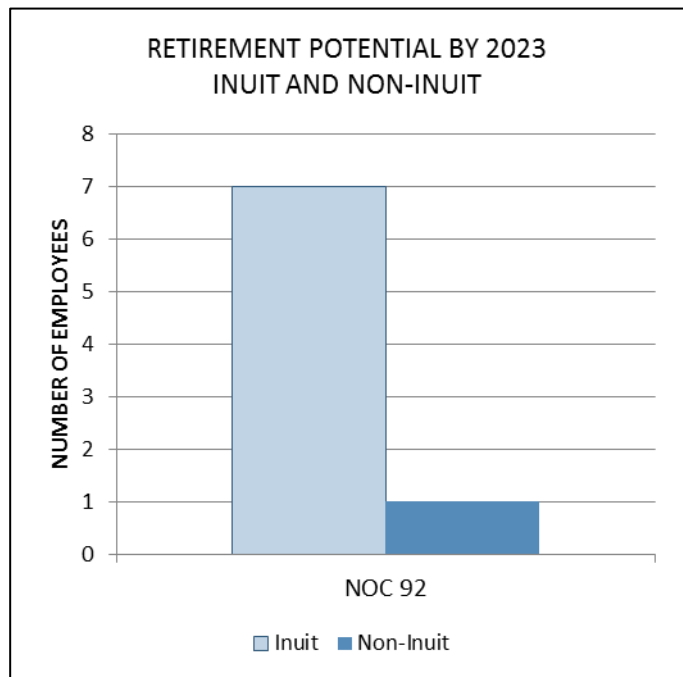
Retirement Potential of Inuit Employees in Category 9

As of March 31, 2017:

The total potential for retirement by 2023 included approximately 7 Inuit employees (13% of the current Inuit workforce in the category) and 1 non-Inuk (17%), including:

- 1 (2%) Inuk employee with potential to retire immediately
- 2 (4%) Inuit employees with potential to retire within 3 years
- 4 (7%) Inuit employees with potential to retire by 2023

The potential for retirement was greatest in NOC 921 (Supervisors in processing and manufacturing).



APPENDIX III: SOURCES OF LABOUR MARKET DATA

This appendix lists key sources of data used in the analysis of labour market supply in Nunavut and labour market demand in the territory's public service.

Sources of Information about Nunavut's Labour Market

Labour Market Supply in Nunavut

Labour market supply is sometimes called the labour market “pool.” It is the potential supply of qualified and available workers that an employer can access when there are jobs to be filled. Labour market supply can be assessed by looking at factors such as:

- Population and population projections;
- Population age profile;
- Graduation rates for secondary school and post-secondary education;
- The characteristics of the working age population, including location, education attainment, fields of study or training, and languages spoken;
- The numbers in the working population that are employed;
- The numbers that are unemployed and looking for work;
- Mobility (the willingness and availability of workers to move to where the jobs are located); and
- What jobs are typically difficult to fill.

SOURCES OF INFORMATION

Nunavut Inuit Labour Force Analysis (2018)

<https://www.canada.ca/en/employment-social-development/corporate/reports/research/nunavut-inuit-labour-force-analysis-summary.html>

Aboriginal Peoples Survey – Nunavut Inuit Supplement (2017)

<https://www150.statcan.gc.ca/n1/daily-quotidien/181126/dq181126d-eng.htm>

Nunavut Government Employee Survey (2016)

<http://www.stats.gov.nu.ca/en/Labour%20and%20employment.aspx>

Nunavut Bureau of Statistics – Population, labour force and census data

<http://www.stats.gov.nu.ca/en/home.aspx>

Department of Family Service – Nunavut Labour Market Information

<http://www.gov.nu.ca/family-services/information/labour-market-information-lmi>

Government of Canada – Labour Market Bulletin

http://www.jobbank.gc.ca/content_pieces-eng.do?cid=11877&lang=eng

Canadian Northern Economic Development Agency – Northern Economic Index

<http://www.cannor.gc.ca/eng/1387900596709/1387900617810>

Labour Market Demand in Nunavut

Labour market demand is the need that employers have for employees to produce goods or deliver services. It can be assessed by looking at factors such as:

- The industries and sectors that are located in a geographic area and the size of the workforces in each;
- The types of occupations that growing or projected to grow;
- The types and numbers of jobs that an particular employer offers;
- The characteristics of employers that may be competing for talent in a labour market, including compensation;
- Vacancy rates; and
- The types of jobs and/or geographic locations that typically have high turnover.

SOURCES OF INFORMATION

Nunavut Inuit Labour Force Analysis (2018)

<https://www.canada.ca/en/employment-social-development/corporate/reports/research/nunavut-inuit-labour-force-analysis-summary.html>

Aboriginal Peoples Survey – Nunavut Inuit Supplement (2017)

<https://www150.statcan.gc.ca/n1/daily-quotidien/181126/dq181126d-eng.htm>

Nunavut Government Employee Survey (2016)

<http://www.stats.gov.nu.ca/en/Labour%20and%20employment.aspx>

Department of Family Services – In-Demand Career Options in Nunavut (2016-2017)

<http://www.gov.nu.ca/family-services/information/labour-market-information-lmi>

Government of Canada – Career Outlooks Report for Nunavut

http://www.jobbank.gc.ca/LMI_report_area.do?lang=eng&area=0014&reportOption=outlook

GN Workforce Analysis

BY EMPLOYMENT CATEGORY

Government of Nunavut - Towards a Representative Public Service (TRPS) report

<https://www.gov.nu.ca/human-resources/information/inuit-employment-statistics>

Government of Nunavut - Public Service Annual Report

<https://www.gov.nu.ca/human-resources/information/public-service-annual-reports>

BY OCCUPATIONAL GROUP

Sivumuaqatigiit Division (previously with EIA, now with the Department of Human Resources) has provided departments and territorial corporations with:

- Customized reports on the GN workforce by occupational group and by department, using data as of March 31, 2017 and looking back to 2013 (2017-2018); and
- Community Inuit Labour Force Profiles for all decentralized communities (2019).