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## INTRODUCTION

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

### Master Inuit Employment Plan to 2023

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

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

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

### Departmental Inuit Employment Plans to 2023

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

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

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

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

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

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

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

## The Nunavut Agreement (1993)

### Article 23

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

#### PART 2: OBJECTIVE

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

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

#### PART 4: INUIT EMPLOYMENT PLANS

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

23.4.2 An Inuit employment plan shall include the following:

- (a) an analysis to determine the level of representation of Inuit in the government organization and to identify areas of under-representation by occupational grouping and level and regular full-time and regular part-time employment status;
- (b) phased approach, with reasonable short and medium term goals, in the form of numerical targets and timetables for employment of qualified Inuit in all levels and occupational groupings where under-representation has been identified; such goals to take into account the number of Inuit who are qualified or who would likely become qualified, projected operational requirements, and projected attrition rates;
- (c) an analysis of personnel systems, policies, practices and procedures in the organization to identify those which potentially impede the recruitment, promotion, or other employment opportunities of Inuit;

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

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

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

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

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

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

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

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

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

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

(viii) special training opportunities,

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

(x) cross-cultural training;

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

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

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

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

#### PART 5: PRE-EMPLOYMENT TRAINING

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Accountability for Inuit Employment Plans**

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

### **Central Accountabilities**

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

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

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

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

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

### **Departmental Accountabilities**

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

The Director of Corporate Services will be the senior official in the Department of Environment responsible for updating this Inuit Employment Plan periodically, as directed.

## CHAPTER 2: DESCRIPTION OF THE DEPARTMENT

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

### Brief History of the Department

Originally part of the Department of Sustainable Development, the Department of Environment (ENV) was created on April 1, 2004 in an organizational restructure. In November 2016, a new Climate Change Secretariat was created in the department, combining the mandate and resources from two departments: the Department of Environment Climate Change Section (adaptation) and the Department of Economic Development and Transportation Energy Secretariat (mitigation and clean energy).

### Mandate

Nunavummiut – supported by the Department of Environment – protect, promote and enhance the sustainable use of our environment and its natural and cultural resources. This is done by maintaining healthy ecosystems, viable animal populations, enjoyable parks, and a clean environment, by educating the public, and by creating healthy and prosperous communities.

The Department of Environment has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife, fisheries and parks. The department also has the lead responsibility for establishing climate change adaptation and mitigation programs for Nunavut. The department delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the Nunavut Agreement. Careful management of our resources that depend on good quality land, water, and air will ensure healthy communities in Nunavut.

The concept of Environmental Stewardship means different things to different people all over the world. Although our approaches to protecting and conserving the environment change through the generations, the underlying values of respect and care remain the same. Avatittinnik Kamatsiarniq, the Inuit Qaujimajatuqangit principle of Environmental Stewardship, emphasizes the key relationship between people and the natural world. For centuries, Inuit in the Nunavut Settlement Area have lived sustainably by showing respect and care for the land, animals and environment.

The Department of Environment supports the sustainable use of natural resources today by promoting the adoption of Avatittinnik Kamatsiarniq territory-wide. To help incorporate the Inuit system of beliefs, values and principles into our work, the Department of Environment has established an Elders Advisory Committee, whose task is to advise the Minister of Environment on matters relating to wildlife and environmental stewardship.

In order to achieve its mandate, the Department of Environment (DOE) is divided into five lines of business:

### **Corporate Management**

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division, the Corporate Services division, and the Climate Change Secretariat.

The Directorate is responsible for overall management and direction of the Department of Environment and includes the offices of the Deputy Minister and Assistant Deputy Minister. The Directorate is also responsible for leading the incorporation of Inuit Societal Values into all department activities.

The Policy, Planning and Legislation division is responsible for integrating and coordinating policy, legislation development, and planning functions of the department, and providing advice on policy and strategic direction to the Directorate, as required. The division also develops environmental education materials and coordinates many departmental outreach initiatives.

The Corporate Services division provides overall support to the department and ensures that all programs and services are effectively managed, presiding over financial and human resources operations.

The Climate Change Secretariat (CCS) is responsible for implementing *Upagiaqtavut* - the GN's climate change adaptation strategy, the *Pan-Territorial Adaptation Strategy*, and the clean energy-related aspects of *Ikummatit* - the GN's energy strategy, as they relate to Nunavut's commitments on climate change adaptation and mitigation.

### **Wildlife Management**

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Management is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions. This includes on-going responsibility for the co-management of wildlife as obligated under the Nunavut Agreement.

### **Environmental Protection**

The Environmental Protection division is responsible for protecting the people, wildlife, and natural spaces of Nunavut. The division enforces Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act* as well as the development of environmental guidelines. The division is responsible for carrying out all territorial government responsibilities in relation to land use planning and for coordinating the department's participation in the environmental assessment process. The division oversees waste management and diversion efforts as well as conducting environmental monitoring and investigation throughout the territory.

### **Fisheries and Sealing**

The Fisheries and Sealing division supports subsistence and commercial fisheries and the sealing and fur sectors in Nunavut, ensuring sustainable harvests and maximum benefits to Nunavummiut in close

collaboration with Inuit, co-management partners and other stakeholders. A top priority for the division is the implementation of the Nunavut Fisheries Strategy.

## Parks and Special Places

The Parks and Special Places division is responsible for planning, establishment, management, operation and promotion of *Mirnguiqsirviit* – Nunavut’s territorial parks and special places. The division aims to strengthen and support local Inuit cultures and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities.

Parks and Special Places, through the umbrella Inuit Impact and Benefits Agreement (IIBA) for territorial parks and the Nunavut Agreement, are planned and managed jointly and are founded on sound and comprehensive resource information, Inuit societal values, local and scientific knowledge, and current technological and geospatial information.

## Operations and Locations

As of March 31, 2018

Employment Summary, by Community						
	Total Positions	Total Positions			Inuit Employment	
		Vacancies	Filled	% Capacity	Hired	% IEP
Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	1.00	-	1.00	100%	-	-
Clyde River	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	1.00	-	-	-	-
Hall Beach	1.00	-	1.00	100%	-	-
Igloolik	18.00	8.00	10.00	56%	2.00	20%
Iqaluit	61.00	22.00	9.00	64%	10.00	26%
Kimmirut	2.50	0.50	2.00	80%	2.00	100%
Pangnirtung	5.00	3.00	2.00	40%	-	-
Pond Inlet	7.00	2.00	5.00	71%	3.00	60%
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Arviat	8.00	-	8.00	100%	4.00	50%
Baker Lake	2.00	-	2.00	100%	1.00	50%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	5.00	2.00	3.00	60%	1.00	33%
Whale Cove	1.00	1.00	-	0%	-	-
Cambridge Bay	2.00	-	2.00	100%	1.00	50%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Kugaaruk	1.00	1.00	-	-	-	-
Kugluktuk	11.00	4.00	7.00	64%	5.00	71%
Taloyoak	2.00	1.00	1.00	50%	1.00	100%
<b>Total Community</b>	<b>138.50</b>	<b>47.50</b>	<b>91.00</b>	<b>66%</b>	<b>38.00</b>	<b>42%</b>

<b>Employment Summary, by Community</b>						
	<b>Total Positions</b>	<b>Total Positions</b>			<b>Inuit Employment</b>	
		<b>Vacancies</b>	<b>Filled</b>	<b>% Capacity</b>	<b>Hired</b>	<b>% IEP</b>
<b>Employment Summary, by Iqaluit and Other Communities</b>						
Iqaluit	61.00	22.00	39.00	64%	10.00	26%
Other communities	77.50	25.50	52.00	67%	28.00	54%
<b>TOTAL</b>	<b>138.50</b>	<b>47.50</b>	<b>91.00</b>	<b>66%</b>	<b>38.00</b>	<b>42%</b>

Department of Environment has 24 wildlife offices across the territory. Wildlife offices are the only presence of the department in most communities, and these offices are crucial and key to delivering wildlife and resource development programs as well as providing local support to other GN and DOE staff.

## Employment Categories in the Department

As of March 31, 2019

<b>EMPLOYMENT CATEGORIES</b>	<b>TOTAL POSITIONS (FTEs)</b>			
	<b>Number of Positions</b>	<b>Vacancies</b>	<b>Filled</b>	<b>% Capacity</b>
<b>Executive</b>	2.00	1.00	1.00	50%
<b>Senior Management</b>	7.00	1.00	6.00	86%
<b>Middle Management</b>	18.00	9.00	9.00	50%
<b>Professional</b>	33.00	12.00	21.00	64%
<b>Paraprofessional</b>	69.00	21.00	48.00	70%
<b>Administrative Support</b>	13.00	5.00	8.00	62%
<b>TOTAL</b>	<b>142.00</b>	<b>49.00</b>	<b>93.00</b>	<b>65%</b>

## CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT

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

### Capacity in the Department

As of March 31, 2018, the Department of Environment was operating at 66% capacity with 47.5 vacancies. Capacity has been consistently lowest in the Professional employment category since March 2014.

The department grew by 12.5 positions (9.7%) between March 2013 and March 2018. Capacity decreased from 100 positions filled (78%) to 91 filled (66%) during this period, while Inuit employment increased from 32 (32%) to 38 (42%). Between March 2013 and March 2018, capacity decreased by employment category as follows:

- Senior Management from 100% to 57%
- Middle Management from 83% to 61%
- Professional from 74% to 60%
- Paraprofessional from 75% to 71%

As of March 31, 2018, capacity and Inuit employment were higher for departmental positions located outside Iqaluit at 67% and 54% respectively, in contrast with 64% capacity and 26% Inuit employment for positions located in Iqaluit.

The department's vacancies are partly addressed through the use of casual employees and relief workers. As of March 31, 2018, DOE employed 37 casuals, including 16 Inuit, and 8 relief workers, 7 whom were Inuit.

### Inuit Employment in Employment Categories

As of March 31, 2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
<b>Executive</b>	2.00	1.00	50%	0.00	0%
<b>Senior Management</b>	7.00	6.00	86%	1.00	17%
<b>Middle Management</b>	18.00	9.00	50%	4.00	44%
<b>Professional</b>	33.00	21.00	64%	1.00	5%
<b>Paraprofessional</b>	69.00	48.00	70%	27.00	56%
<b>Administrative Support</b>	13.00	8.00	62%	7.00	88%
<b>TOTAL</b>	<b>142.00</b>	<b>93.00</b>	<b>65%</b>	<b>40.00</b>	<b>43%</b>

**As of March 31, 2018**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2.00	2.00	100%	1.00	50%
Senior Management	7.00	4.00	57%	0.00	0%
Middle Management	18.00	11.00	61%	3.00	27%
Professional	30.00	18.00	60%	1.00	6%
Paraprofessional	69.00	49.00	71%	27.00	55%
Administrative Support	12.50	7.00	56%	6.00	86%
<b>TOTAL</b>	<b>138.50</b>	<b>91.00</b>	<b>66%</b>	<b>38.00</b>	<b>42%</b>

**As of March 31, 2017**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2.00	2.00	100%	1.00	50%
Senior Management	7.00	4.00	57%	0.00	0%
Middle Management	18.00	11.00	61%	3.00	27%
Professional	30.00	13.00	43%	1.00	8%
Paraprofessional	69.00	48.00	70%	25.00	52%
Administrative Support	12.50	8.00	64%	6.00	75%
<b>TOTAL</b>	<b>138.50</b>	<b>86.00</b>	<b>62%</b>	<b>36.00</b>	<b>42%</b>

**As of March 31, 2016**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2.00	2.00	100%	1.00	50%
Senior Management	6.00	6.00	100%	0.00	0%
Middle Management	16.00	11.00	69%	3.00	27%
Professional	27.00	16.00	59%	1.00	6%
Paraprofessional	69.00	42.00	61%	21.00	50%
Administrative Support	11.50	8.00	70%	6.00	75%
<b>TOTAL</b>	<b>131.50</b>	<b>85.00</b>	<b>65%</b>	<b>32.00</b>	<b>38%</b>

**As of March 31, 2015**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2.00	2.00	100%	1.00	50%
Senior Management	7.00	6.00	86%	0.00	0%
Middle Management	30.00	23.00	77%	6.00	26%
Professional	19.00	13.00	68%	2.00	15%
Paraprofessional	63.00	46.00	73%	22.00	48%
Administrative Support	8.00	6.00	75%	3.00	50%
<b>TOTAL</b>	<b>129.00</b>	<b>96.00</b>	<b>74%</b>	<b>34.00</b>	<b>35%</b>

**As of March 31, 2014**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2.00	1.00	50%	0.00	0%
Senior Management	7.00	7.00	100%	0.00	0%
Middle Management	30.00	26.00	87%	7.00	27%
Professional	19.00	13.00	68%	2.00	15%
Paraprofessional	63.00	47.00	75%	19.00	40%
Administrative Support	8.00	6.00	75%	4.00	67%
<b>TOTAL</b>	<b>129.00</b>	<b>100</b>	<b>78%</b>	<b>32.00</b>	<b>32%</b>

**As of March 31, 2013**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2.00	2.00	100%	1.00	50%
Senior Management	7.00	7.00	100%	0.00	0%
Middle Management	30.00	25.00	83%	7.00	28%
Professional	19.00	14.00	74%	3.00	21%
Paraprofessional	63.00	47.00	75%	17.00	36%
Administrative Support	8.00	5.00	63%	4.00	80%
<b>TOTAL</b>	<b>129.00</b>	<b>100</b>	<b>78%</b>	<b>32.00</b>	<b>32%</b>

As shown above, Inuit employment was consistently highest in Administrative and Paraprofessional employment categories from March 2013 to March 2019. The number of Inuit employees has increased in both of these categories since 2013. Inuit employment in the Professional category has decreased over the same time-frame.

## Inuit Employment by Occupational Group

The 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 (“skill type”) that is typically associated with the work.

The GN assigns a NOC code to each GN position as part of the job evaluation process. By looking at groups of positions in each NOC code, we can gain insight into the department’s occupational groups and the characteristics of the workforce by occupation, including trends in Inuit employment.

### Occupational Groups in the Department

As of March 31, 2018, DOE had positions in four NOC occupational categories:

- Category 0 (Management occupations): 14% of positions
- Category 1 (Business, finance and administration occupations): 14% of positions
- Category 2 (Natural and applied sciences occupations): 57% of positions
- Category 4 (Occupations in education, law, social and government services): 15% of positions

Based on the NOC codes assigned to positions, most of the department’s positions require at least some postsecondary education:

- Skill Type A (university degree and/or extensive occupational experience): 42% of positions
- Skill Type B (college diploma or trades training): 49% of positions
- Skill Type C (high school completion): 9% of positions
- Skill Type D (no formal education): 0% of positions

### Inuit Employment in Occupational Groups and Skill Types

As of March 31, 2018, Inuit representation in the department was 42%. By occupational category, Inuit representation was:

- 2% in Category 0 (Management occupations)
- 6% in Category 1 (Business, finance and administration occupations)
- 18% in Category 2 (Natural and applied sciences occupations)
- 1% in Category 4 (Occupations in education, law, social and government services)

By skill type, Inuit representation in the department was:

- 4% in positions coded as Skill Type A (university degree and/or extensive experience)
- 19% in positions coded as Skill Type B (college diploma or trades training)
- 4% in positions coded as Skill Type C (high school completion)

### Potential to Increase Inuit Employment

The following occupations are of particular interest regarding the Inuit employment plan. All data is as of March 31, 2018.

## CONSERVATION OFFICERS

Conservation Officer (Category 2, Skill Type B)	Total Positions			Inuit Employment	
	Total Positions	Filled	% Capacity	Hired	% IEP
Paraprofessional	34	26	76%	19	56%
<b>Total</b>	<b>34</b>	<b>26</b>	<b>76%</b>	<b>19</b>	<b>56%</b>

## ENVIRONMENTAL PROTECTION OFFICERS

Env. Protection Officer (Category 2, Skill Type B)	Total Positions			Inuit Employment	
	Total Positions	Filled	% Capacity	Hired	% IEP
Paraprofessional	4	4	100%	2	50%
<b>Total</b>	<b>4</b>	<b>4</b>	<b>100%</b>	<b>2</b>	<b>50%</b>

## FISHERIES SECTOR SPECIALISTS

Fisheries Sector Specialist (Category 4, Skill Type A)	Total Positions			Inuit Employment	
	Total Positions	Filled	% Capacity	Hired	% IEP
Professional	1	0	0%	0	0%
Paraprofessional	2	1	50%	0	0%
<b>Total</b>	<b>3</b>	<b>1</b>	<b>33%</b>	<b>0</b>	<b>0%</b>

## WILDLIFE RESEARCH

Wildlife Research (Category 2, Skill Types A & B)	Total Positions			Inuit Employment	
	Total Positions	Filled	% Capacity	Hired	% IEP
Professional	8	6	75%	0	0%
Paraprofessional	11	5	45%	2	18%
<b>Total</b>	<b>19</b>	<b>11</b>	<b>58%</b>	<b>2</b>	<b>11%</b>

## POLICY AND PLANNING

Policy and Planning (Category 4, Skill Type A)	Total Positions			Inuit Employment	
	Total Positions	Filled	% Capacity	Hired	% IEP
Middle Management	1	1	100%	0	0%
Professional	3	2	67%	0	0%
Paraprofessional	2	1	50%	0	0%
<b>Total</b>	<b>6</b>	<b>4</b>	<b>66%</b>	<b>0</b>	<b>0%</b>

PARKS AND SPECIAL PLACES

Parks and Special Places (Category 2, Skill Type A & B)	Total Positions			Inuit Employment	
	Total Positions	Filled	% Capacity	Hired	% IEP
Professional	5	2	40%	1	0%
Paraprofessional	3	2	66%	1	33%
Administrative Support	1.5	0	0%	0	0%
<b>Total</b>	<b>9.5</b>	<b>4</b>	<b>42%</b>	<b>1</b>	<b>10%</b>

## Inuit Language Requirements

The department currently has two administrative officer receptionist positions with Inuktitut as a language requirement.

## Inuit Representation

Inuit representation in the department has been consistently highest in Administrative, Paraprofessional, and Executive employment categories. As of March 31, 2018, Inuit representation in these categories was at 80%, 36%, and 50% respectively.

Inuit continue to be under-represented in the Senior Management, Middle Management, and Professional employment categories, with the key factor being the requirement for an advanced education and/or specialized expertise. To enable Inuit employment in these positions, supports for the pursuit of higher education must be implemented along with incentives to remain with the department.

## CHAPTER 4: ISSUES AND OPPORTUNITIES IN INUIT EMPLOYMENT

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

### Historical Issues and Opportunities

The Department of Environment's mandate requires that many of its management and professional roles have scientific or technical expertise. These roles typically require specific and lengthy post-secondary education in the natural sciences, including disciplines such as wildlife biology and environmental science. Historically, the department has faced challenges in finding and hiring qualified Inuit for these roles.

In the department's largest division – wildlife – it has been challenging to attract Inuit employees, particularly as conservation officers.

### Current Issues and Opportunities

Currently, the department faces a diverse range of issue in increasing Inuit employment and also a diverse range of solutions and opportunities.

#### Issues

Attracting Inuit to the university programs that will qualify them for professional roles in DOE is a challenge that goes beyond the scope of the department's mandate. DOE has instead focused on increasing Inuit employment in technical roles with college-level qualifications.

One key pool of qualified Inuit candidates has been graduates of the Environmental Technology Program (ETP) at Nunavut Arctic College. This two-year diploma program prepares graduates to work in fields such as resource development and management, fish and wildlife conservation, environmental protection, parks management, environmental assessment, waste management, environmental research, and environmental education. ETP graduates represent a small pool of potential employees who are highly sought out by GN and other employers in the territory; the supply of qualified Inuit candidates is far outweighed by the demand.

Maintaining a highly-qualified staff of officers in remote communities is essential to the success of departmental programs, policies, and regulations. High turnover rates result in lower level of service delivery as well as the loss of local knowledge and connections. Retaining ETP graduates and other Inuit employees with transferrable skills remains a challenge for the department. Skilled employees have many options in employment, which leads to a high turnover rate. In addition, the department is unable to offer staff housing for most positions. This is a recognized factor that contributes to the issue of attracting and retaining Inuit employees in the department.

## Opportunities

Relatively high Inuit employment in Administrative Support and Paraprofessional categories, combined with vacancies in more technical areas, represents an opportunity for training and promotion of Inuit employees currently in Administrative Support or Paraprofessional positions.

Across the department, on-the-job training is a priority for Inuit employees. A three-year training program has been rolled out in Igloolik to yield qualified polar bear technicians who will be guaranteed a position in their community after graduation. Additionally, conservation officer training has been expanded and improved by implementing feedback channels so that specific training needs can be met and by having training sessions led by senior officers that trainees are already familiar with.

The department encourages Inuit working as casuals to gain permanent employment with the department. There have also been multiple Inuit-only positions created across the department.

## Artificial Barriers to Inuit Employment

The Department of Environment aims to eliminate or at minimum mitigate barriers to Inuit employment. Potential barriers to Inuit employment in the department include:

- Misinformation or lack of information about the types of positions available in the department. Often potential employees are unaware of what a particular position entails, such as the distinction between wildlife technicians and conservation officers and what types of qualifications these positions require.
- Lack of exposure to the casual application process, with the result that many Inuit are unaware of or unable to add themselves to the inventory of potential casual hires.

## Potential Future Issues and Opportunities

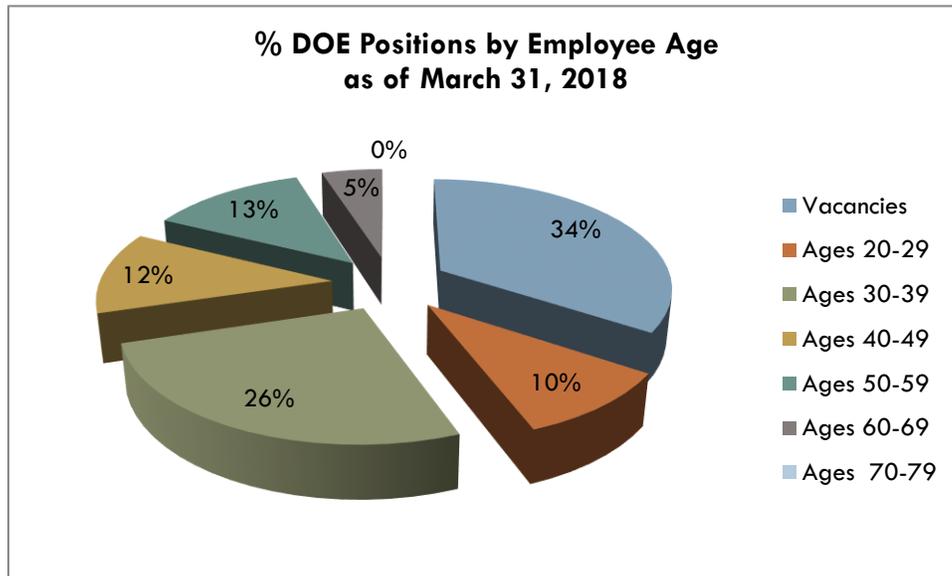
Recently there has been a noticeable lack of interest in management positions among both Inuit and non-Inuit employees of the department. Especially among younger employees, the prospect of managing appears to be less appealing than work that is more hands-on, less time-consuming, and/or less technical. This lack of enthusiasm for work in advanced employment categories may become an issue in the future as managers retire.

## Retirement Potential by 2023

The chart on the next page shows the age profile of the department.

As of March 31, 2018, the total potential for retirement (assuming it is the age of 65) by 2023 was approximately 18% of the current departmental workforce. This included approximately 5% of employees with potential for immediate retirement, 5% of employees with potential to retire within 3 years, and 18% of employees with potential to retire by 2023.

The greatest potential for retirement in the department is in Category 2 (Natural and applied sciences occupations). As of March 2018, a total of approximately 18% of the current indeterminate workforce in the category was eligible to retire by 2023.



Retirement potential in the department included approximately:

- Category 0 (Management occupations) – 1 non-Inuit employee, 0.7% of the current workforce
- Category 2 (Natural and applied sciences occupations)
  - Inuit – 1 employee in a position coded as Skill Type A, 2 employees in positions coded as Skill Type B, 2.0% of the current workforce
  - Non-Inuit – 1 employee in a position coded as Skill Type A, 3 employees in positions coded as Skill Type B, 2.8% of the current workforce

Retirement potential (by number and percentage of employees) was generally greater outside Iqaluit than in Iqaluit.

## CHAPTER 5: INUIT EMPLOYMENT GOALS

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

### About Inuit Employment Goals and Targets

#### Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Short-Term Goals and Targets

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

SHORT-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2020, the department will increase Inuit representation to 48% by:</p> <ul style="list-style-type: none"> <li>Identifying opportunities to fill vacancies with Inuit employees through restricted competitions</li> <li>Creating Inuit-only positions where possible and annually identifying positions for Inuit to fill</li> <li>Structuring positions to enable career-building and support promotion</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the number of Inuit employees in the Middle Management category at 3 FTEs</li> <li>Maintain the number of Inuit employees in the Professional category at 1 FTE</li> <li>Increase the number of Inuit employees in the Paraprofessional category to 33 FTEs</li> <li>Increase the number of Inuit employees in the Administrative Support category to 8.0+ FTEs</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				SHORT-TERM GOALS (FTEs) (By March 31, 2020)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	2.00	1.00	0.00	0%	2.00	1.00	50%
Senior Management	7.00	6.00	1.00	17%	4.00	0.00	0%
Middle Management	18.00	9.00	4.00	44%	11.00	3.00	27%
Professional	33.00	21.00	1.00	5%	18.00	1.00	6%
Paraprofessional	69.00	48.00	27.00	56%	51.00	33.00	65%
Administrative Support	13.00	8.00	7.00	88%	9.50	8.00	84%
<b>TOTAL</b>	<b>142.00</b>	<b>93.00</b>	<b>40.00</b>	<b>43%</b>	<b>95.50</b>	<b>46.00</b>	<b>48%</b>

## Medium-Term Goals and Targets

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

MEDIUM-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2023, the department will increase Inuit representation to 56% by:</p> <ul style="list-style-type: none"> <li>Enhancing management training for Inuit employees, including internships</li> <li>Creating Inuit-only positions where possible and annually identifying positions for Inuit to fill</li> <li>Developing and implementing hiring criteria in territorial parks to prioritize Inuit</li> <li>Enhancing specialist training programs in parks by strengthening cooperation with Nunavut Arctic College</li> <li>Enhancing the polar bear technician trainee program</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Senior Management category to 1 FTE</li> <li>Increase the number of Inuit employees in the Middle Management category to 7 FTEs</li> <li>Increase the number of Inuit employees in the Professional category to 6 FTEs</li> <li>Increase the number of Inuit employees in the Paraprofessional category to 40 FTEs</li> <li>Increase the number of Inuit employees in the Administrative Support category to 9.50 FTEs</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				MEDIUM-TERM GOALS (FTEs) (By March 31, 2023)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	2.00	1.00	0.00	0%	2.00	1.00	50%
Senior Management	7.00	6.00	1.00	17%	6.00	1.00	17%
Middle Management	18.00	9.00	4.00	44%	15.00	7.00	47%
Professional	33.00	21.00	1.00	5%	20.00	6.00	30%
Paraprofessional	69.00	48.00	27.00	56%	60.00	40.00	67%
Administrative Support	13.00	8.00	7.00	88%	11.50	9.50	83%
<b>TOTAL</b>	<b>142.00</b>	<b>93.00</b>	<b>40.00</b>	<b>43%</b>	<b>114.5</b>	<b>64.50</b>	<b>56%</b>

## Long-Term Goals and Targets

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

LONG-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>Within 10 years, the department will increase Inuit representation to 60% by:</p> <ul style="list-style-type: none"> <li>Enhancing management training for Inuit employees, including internships</li> <li>Creating Inuit-only positions where possible and annually identifying positions for Inuit to fill</li> <li>Creating and maintaining a database of skillsets and qualifications for various positions in the department, as well as training opportunities</li> <li>Developing and implementing employee retention strategies</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Senior Management category to 2 FTEs</li> <li>Increase the number of Inuit employees in the Middle Management category to 10 FTEs</li> <li>Increase the number of Inuit employees in the Professional category to 8 FTEs</li> <li>Increase the number of Inuit employees in the Paraprofessional category to 45 FTEs</li> <li>Increase the number of Inuit employees in the Administrative Support category to 10.50 FTEs</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				LONG-TERM GOALS (FTEs) (within 10 years from 2017)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	2.00	1.00	0.00	0%	2.00	1.00	50%
Senior Management	7.00	6.00	1.00	17%	7.00	2.00	29%
Middle Management	18.00	9.00	4.00	44%	17.00	10.00	59%
Professional	33.00	21.00	1.00	5%	25.00	8.00	32%
Paraprofessional	69.00	48.00	27.00	56%	65.00	45.00	69%
Administrative Support	13.00	8.00	7.00	88%	12.50	10.50	84%
<b>TOTAL</b>	<b>142.00</b>	<b>93.00</b>	<b>40.00</b>	<b>43%</b>	<b>128.50</b>	<b>76.50</b>	<b>60%</b>

## Goals to Remove Any Artificial Barriers

In order to address any artificial barriers facing Inuit seeking employment, the department aims to:

- Increase departmental involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.
- Increase outreach in middle and high schools to encourage interest in environmental stewardship and careers with the department.
- Increase emphasis on IQ activities and Inuktitut language use and learning among employees in order to create more respectful and comfortable workplace for Inuit and non-Inuit employees.

## CHAPTER 6: ACTION PLAN TO 2023

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

### Types of Actions

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

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

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

**Staffing and Recruiting** includes actions to:

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

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

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

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

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

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

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

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

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

## Inuit Employment Action Plan to 2023

### Ensuring an Effective Public Service

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Retain Inuit employees	Create a more respectful and comfortable workplace for Inuit and non-Inuit employees	Increase emphasis on IQ activities and Inuktitut language use and learning among employees	All directors and managers	Ongoing to March 31, 2023
2. Hire more Inuit, through restricted competitions and Inuit-only positions	Increase Inuit representation in the department	Structure positions to enable career-building and support promotion	All directors and senior managers	Ongoing to March 31, 2023

### Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
3. Hire more Inuit, through restricted competitions and Inuit-only positions	Increase Inuit representation in the department	Identify opportunities to fill vacancies through competitions restricted to Inuit  Create Inuit-only positions and annually identify positions to be filled by Inuit  Develop and implement hiring criteria in parks to prioritize Inuit	All directors and senior managers	Ongoing to March 31, 2023
4. Fill heritage operations positions in parks with Inuit	Heritage officials will work on fulfilling IIBA obligations pertaining to Inuit employment	Provide Heritage Operators supports and background on IIBA obligations	Director Parks and Special Places	March 31, 2018

### Providing Education and Training

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
5. Enhance management training for Inuit employees	Internal direct appointment of Inuit employees into management positions to create room for new Inuit hires	Identify Inuit employees with potential during performance reviews and recommend specific training to gain skills required for promotion	All directors and senior managers	Ongoing to March 31, 2023
6. Establish internships in territorial parks management	Direct appointment of Inuit employees to management positions upon successful completion of the internship	Work with HR's Sivuliqtiksats program to establish Inuit internships  Hire qualified employees on a term basis in the vacant management positions that will train interns	Director Parks and Special Places	By March 31, 2023

### Supporting Pre-employment Training

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
7. Enhance the polar bear technician trainee program	Create a pool of qualified Inuit technicians to hire upon graduation	Hire current graduates of the program  Analyze the effectiveness of the program with data from graduate feedback and on-the-job performance  Investigate and implement systems of promotion that would allow for continuous enrollment of potential technicians and possible expansion of the program to other communities	Director of Wildlife	By March 31, 2021

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
8. Enhance specialist training programs in parks by strengthening cooperation with Nunavut Arctic College	Increase interest in parks-related career paths for Inuit students in the program  Increase the number of Inuit applicants for DOE positions	Partner with Nunavut Arctic College to create a program that is tailored for parks specific skill sets, with an opportunity for summer jobs for Inuit students in the program	Director Parks and Special Places	By March 31, 2023

### Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
9. Encourage student interest in environmental stewardship and increase awareness of the types of positions available in the department and qualifications these positions require	Increase the number of Inuit students in pre-employment training programs related to DOE's mandate  Increase the number of Inuit applicants for DOE entry-level positions	Participate in job fairs across the territory  Partner with middle and high schools for career day events to engage young Inuit early and provide information on DOE career paths	All program directors	By March 31, 2020
10. Increase ETP student awareness of the types of positions available in the department and qualifications these positions require	Increased the number of Inuit applicants for DOE positions	Increase DOE's involvement in Nunavut Arctic College's Environmental Technology Program	All program directors	Ongoing to March 31, 2023

### Monitoring and Reporting on Progress

Departments and territorial corporations report to the GN's central Inuit employment and training office twice each year on: changes in Inuit employment by employment category; and progress in implementing planned actions to increase Inuit employment.

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

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