



## Table of Contents

<b>INTRODUCTION .....</b>	<b>3</b>
Master Inuit Employment Plan to 2023 .....	3
Departmental Inuit Employment Plans to 2023.....	3
<b>CHAPTER 1: ARTICLE 23 AND INUIT EMPLOYMENT PLANS IN THE GN .....</b>	<b>4</b>
The Nunavut Agreement (1993).....	4
Article 23.....	4
The Settlement Agreement (2015).....	6
A Master Inuit Employment Plan for the GN .....	7
Accountability for Inuit Employment Plans.....	7
Central Accountabilities.....	7
Departmental Accountabilities .....	8
<b>CHAPTER 2: DESCRIPTION OF THE DEPARTMENT.....</b>	<b>9</b>
Brief History of the Department .....	9
Mandate .....	10
Operations and Locations.....	10
Corporate Management Branch.....	11
Fiscal Management Branch .....	12
Comptrollership Branch.....	13
Employment Categories in the Department .....	14
Employment Categories as of April 1, 2019 .....	15
National Occupational Classification (NOC) System Categories and Hierarchy.....	16
<b>CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT .....</b>	<b>18</b>
Capacity in the Department .....	18
Inuit Employment in Employment Categories .....	18
As of April 1, 2019 – After HR Move .....	19
As of March 31, 2019 – Before HR Move .....	19
As of March 31, 2018.....	20
As of March 31, 2017 .....	20
As of March 31, 2016.....	20
As of March 31, 2015.....	21
As of March 31, 2014.....	21
As of March 31, 2013.....	21
Inuit Employment by Occupational Group.....	22
Inuit Language Requirements .....	22
<b>CHAPTER 4: ISSUES AND OPPORTUNITIES IN INUIT EMPLOYMENT .....</b>	<b>23</b>
Historical Issues and Opportunities.....	23
Current Issues and Opportunities .....	24
Potential Future Issues and Opportunities .....	25

<b>CHAPTER 5: INUIT EMPLOYMENT GOALS .....</b>	<b>26</b>
About Inuit Employment Goals and Targets .....	26
Definitions.....	26
Factors that Influence Goals and Targets in IEPs.....	26
Annual, Short-term, Medium-term and Long-term Goals.....	27
Short-Term Goals and Targets.....	28
Medium-Term Goals and Targets.....	29
Long-Term Goals .....	30
<b>CHAPTER 6: ACTION PLAN TO 2023 .....</b>	<b>31</b>
Types of Actions .....	31
Inuit Employment Action Plan to 2023 .....	32
Ensuring an Effective Public Service .....	32
Staffing and Recruiting.....	32
Planning and Monitoring Training and Development .....	33
Providing Education, Training and Development .....	33
Undertaking Public Outreach and Communications .....	34
Monitoring and Reporting on Progress.....	34

## 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 (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 (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.

Within the Department of Finance, the Corporate Services Division is responsible for departmental HR functions. As such, the Director of Corporate Services is the senior manager responsible for preparing, updating, monitoring and reporting progress towards Finance's Inuit Employment Plan. The Division's HR section, led by the Manager of Human Resources, plays a key role in assisting the Director. More generally, all managers within the Department of Finance have roles to play supporting implementing this Plan across the department and within their teams.

## 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

Created in 1999, the Department of Finance is a central agency within the GN.

The department has made a number of minor adjustments to its internal structure over the years. However, other than merging with the previous Department of Human Resources in 2013 – and then separating from it in 2019 -- the overall structure and roles of Finance have remained relatively stable since Division.

In 2012 the Government sought outside advice on how to improve its operations and service to employees. Among the resulting recommendations was to bring the Department of Human Resources into the Department of Finance as a way to increase the efficiency and effectiveness of these two internally- and service- oriented departments.

The Government agreed with this recommendation and, effective April 1, 2013, the Department of Finance took on responsibility for a number of GN-wide HR functions such as staffing, employee relations, and HR policy development. The Department of EIA assumed responsibility for training and Inuit employment planning. The Government disbanded the Department of Human Resources.

The Department of Finance organized itself across two branches at that time: Policy & Planning and Comptrollership. When the Finance-HR merger occurred the new HR divisions, for the most part, joined the Comptrollership branch. This made sense at the time given relationships with existing groups (for example, clear efficiencies between the “new” Staffing and Employee Relations divisions with the “old” Compensation & Benefits division). This approach was simplest to implement and, for the benefit of staff, helped keep existing HR teams together during the transition.

The Department worked with this initial structure for three years and made a number of improvements to the GN’s HR system, including significant modernization of the *Public Service Act* in September 2013.

The two-branch structure also created operational challenges. In particular, under that set-up the Comptroller General (as head of the Comptrollership branch) oversaw 10 separate divisions – nearly 200 separate PYs — doing very different tasks across three regions. The high volume of branch output combined with the document-heavy workloads required by both HR and financial operations often led to a ‘bottleneck’ at decision-makers, reducing potential efficiency.

Recognizing this, the Department took steps in summer 2016 to improve its internal structure by formally creating a branch dedicated entirely to HR functions, which a newly created Associate Deputy Minister (AsDM) of Human Resources would lead. This branch consisted of six divisions, each with an important role to play in delivering HR services across the Government, and across the territory. The

Comptrollership branch remained, but – with HR functions now consolidated elsewhere – returned to focus on delivering core financial services.

In January 2018, as part of the national legalization of cannabis, the Government directed the department and the Nunavut Liquor and Cannabis Commission (NULC) – a public agency separate from the Department, but that reports to the Minister of Finance through the Department – to take on roles related to cannabis sales.

Effective April 1, 2019, the Government re-created the Department of Human Resources, largely from the Department of Finance’s HR branch. Due to this change, the Department of Finance dropped in size significantly.

## Mandate

A central agency, the Department of Finance is the primary advisor to the Financial Management Board of ministers and GN departments and agencies regarding matters of financial and fiscal importance. The Department supports government priorities largely by coordinating and reporting on the management of public resources, so that other departments and agencies may carry out their programs and services.

The *Financial Administration Act* (FAA) sets out the Department’s core roles. This Act assigns to the Minister of Finance specific powers and responsibilities, and also sets out the responsibility of the Department towards the Financial Management Board (FMB), as well as the responsibilities of both the Deputy Minister and the Comptroller General.

The Department plays a lead role in helping determine the GN’s annual financial needs. Overall, the Department is responsible for preparing annual budgets, financial statements, and long-term forecasts. In particular, the Department plays key roles in coordinating, monitoring, and reporting on budgets, revenues and spending for capital and program dollars. The Department provides strategic advice to FMB and Cabinet, and helps ensure that government and public agencies remain accountable. The Department is responsible for developing GN-wide policies and procedures, particularly those related to financial management.

As most of the territory’s revenue comes from federal transfers and other funding agreements, the Department liaises with the federal government, and represents the GN’s interests nationally on various fiscal and financial issues. The Department also oversees the territorial tax system, manages the GN’s insurance portfolio, maintains the GN’s financial systems, performs a range of financial operations activities (paying bills, collecting debt, etc.), administers the GN’s compensation and benefits system, and provides a range of other crucial but often behind-the-scenes operations.

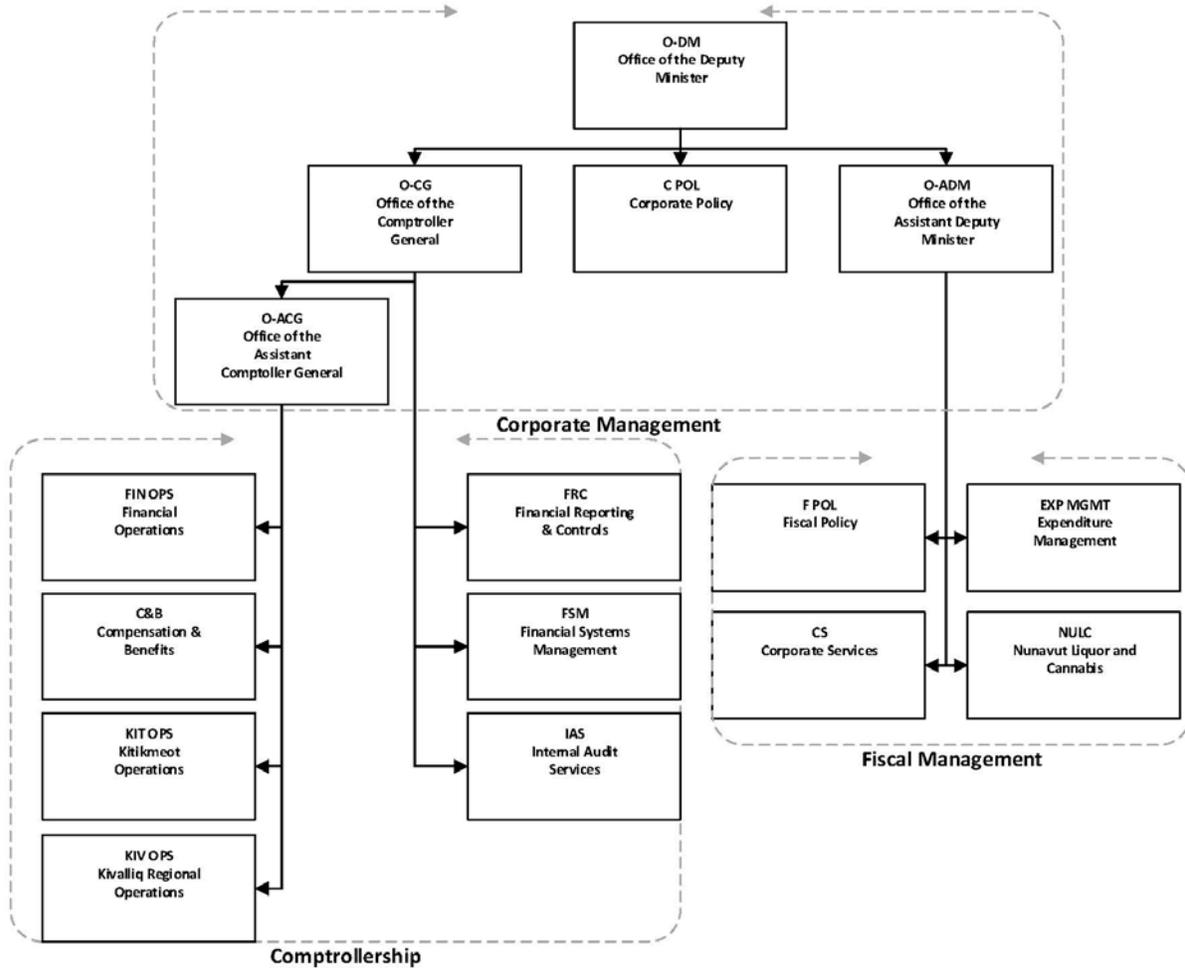
## Operations and Locations

Headquartered in Iqaluit and with regional offices in Rankin Inlet, Cambridge Bay, and Igloolik, the Department of Finance is a mid-sized GN department with a total staff complement of 220 (as of April 1, 2019) and a total annual operational budget of about \$86 million in 2019-20. As a central agency, the Department’s employment is primarily located at headquarters, with 74% of positions in Iqaluit.

The Department of Finance operates across three core branches: Corporate Management (policy coordination and executives), Fiscal Management (budgeting, taxation, fiscal policy, risk management,

corporate services) and Comptrollership (financial reporting, systems, and operations, compensation and benefits, internal audit services and regional operations). A fourth branch, Centrally Administered Funds, exists in Finance’s budget structure to host GN-wide program budgets, but has no actual staff.

**Table 1 – Department of Finance Organizational Structure (April 2019)**



### Corporate Management Branch

The Corporate Management branch oversees, guides, and supports the department’s activities and serves as the primary link to the Minister of Finance. The Branch consists of the Department’s executives and support staff, as well as the Corporate Policy division.

#### DIRECTORATE AND EXECUTIVE OFFICES

Headed by the Deputy Minister, the Directorate provides overall leadership, monitors department goals and objectives, and ensures the department fulfills its mandate.

Three other executives, formally part of the Corporate Management Branch, lead the Department's other branches: the Comptroller General and Assistant Comptroller General (Comptrollership), and the Assistant Deputy Minister (Fiscal Management).

#### CORPORATE POLICY

The Corporate Policy division coordinates departmental activities, particularly those related to legislative, regulatory and policy development. The division supports and liaises with the Minister of Finance's Office and coordinates the department's communications activities. The division has general responsibility for managing the GN's relationships with its public agencies, supports the Nunavut Liquor and Cannabis Board, and oversees the GN's approach to liquor and cannabis policy, regulation and enforcement. Representing Finance as a central agency, the division contributes to the GN's broader legislative and policy work by reviewing all Cabinet submissions. Division staff play a number of other roles, including managing the department's Access to Information and Protection of Privacy (ATIPP) process and leading the department's Inuit societal values initiatives.

### **Fiscal Management Branch**

The Fiscal Management branch consists of three divisions (Fiscal Policy, Expenditure Management, and Corporate Services) and the Nunavut Liquor and Cannabis Commission.

#### FISCAL POLICY

Two sections make up the Fiscal Policy Division: Fiscal and Economic Policy, and Taxation and Insurance. The Fiscal and Economic Policy team manages core fiscal arrangements with the federal government, forecasts GN revenues, and monitors Nunavut's overall fiscal and economic health. The section collaborates interdepartmentally on a wide range of initiatives, and represents the GN to other Canadian governments on a number of fiscal, financial and economic initiatives. The Taxation and Insurance team administers the GN's tax system by enforcing tax legislation, reviewing and developing tax policy and rates, and delivering related programs. The Fiscal Policy Division is also responsible for regulating the territory's insurance industry by licensing insurance professionals and insurance companies.

#### EXPENDITURE MANAGEMENT

Expenditure Management coordinates, facilitates, and provides policy and financial direction to the GN's budget development processes. The division provides financial management advice, policy and administrative support to the Financial Management Board, departments and public agencies. Expenditure Management performs a compliance and enforcement role with respect to departmental budgets, organizational design and positions. The division's treasury function oversees the GN's cash and debt management.

#### CORPORATE SERVICES

Corporate Services provides a range of financial, administrative and human resource services to support the day-to-day operations of the Department of Finance itself. The team is responsible for developing and managing the department's budget, processing the department's expenses, and managing the centrally administered funds. Corporate Services also oversees the risk management function for the Government of Nunavut, including managing the GN's insurance portfolio. With respect to HR,

Corporate Services helps recruit and staff the department, promotes a healthy and productive workplace, and plays a key role in advancing the department's IEP.

#### NUNAVUT LIQUOR AND CANNABIS COMMISSION

The Nunavut Liquor and Cannabis Commission (NULC) is unique within the Department. Established as a public agency by the *Liquor Act*, and assigned specific responsibilities by the *Cannabis Act*, the NULC is responsible for wholesaling and retailing liquor products across Nunavut, and – through agents – makes cannabis products available for sale online. The NULC funds its own operations using sales revenues out of a distinct revolving fund, and returns its profits each year to the GN. As the Minister of Finance is responsible for the *Liquor Act* and *Cannabis Act*, the NULC follows the Minister's overall direction. Given the relatively small size of the Commission, it has traditionally reported to the Minister through the Department of Finance rather than as a standalone entity.

### **Comptrollership Branch**

The Comptrollership branch includes seven established divisions: Internal Audit Services, Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, Kivalliq Regional Operations, and Kitikmeot Regional Operations.

In general, Comptrollership provides an accountability framework and systems that support the decentralized administration of GN mandates through the development and management of GN financial processes.

The Branch is also home to the Financial Management Development Program, a new training program currently (as of May 2019) under development. The Department views this program, still in its early stages, as a key initiative to helping advance our IEP goals. The program itself is intended to help Inuit and other employees across the GN develop their understanding –from beginner skills to deeper competencies -- of the concepts and processes required to manage public resources.

#### FINANCIAL REPORTING AND CONTROLS

Financial Reporting and Controls is responsible for maintaining the GN's internal accounting controls, and for ensuring the accuracy, compliance and completeness of accounting records. This division prepares and publishes the GN's annual financial statements (the Public Accounts), and reports on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual financial audit of the Public Accounts.

#### INTERNAL AUDIT SERVICES

Internal Audit Services (IAS) provides internal but independent assurance and consulting activities to help GN departments and public agencies add value and improve controls over operations. IAS activity helps the GN accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of GN policies, practices, procedures, and controls and makes recommendations for improvements.

#### FINANCIAL OPERATIONS

Financial Operations provides leadership to GN departments and agencies for accounting support services; ensures the accuracy, compliance and confidentiality of accounting records; and provides related training and support to ensure departments and agencies spend, collect and record public funds

correctly. This division manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund. Financial Operations is also responsible for central coordination of the employee relocation process

#### FINANCIAL SYSTEMS MANAGEMENT

Financial Systems Management develops and maintains central accounting, financial and human resource systems. It is responsible for developing, implementing and managing the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include FreeBalance, e-Personality, Access Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

#### COMPENSATION AND BENEFITS

Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees. The division also provides guidance and functional support for operations carried out by the three regional offices. It is responsible for managing the payroll and benefits module of the government's Human Resources Information System in conjunction with Financial Systems Management. The Qikiqtaaluk Operations team, based in Igloolik, forms an important part of the wider Compensation and Benefits Division.

#### KIVALLIQ AND KITIKMEOT REGIONAL OPERATIONS

The Department's two regional operations divisions, based in Rankin Inlet and Cambridge Bay, manage relocation, accounts payable, accounts receivable, collection activities, account reconciliation and provide compensation and benefits services to the GN's decentralized offices located in the three regions outside of Iqaluit. These divisions also performs compliance reviews, special reviews, regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

## Employment Categories in the Department

In its *Public Service Annual Report* and quarterly TRPS report, the GN reports positions across six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional and Administrative Support. These categories are grouped generally along lines of position skill requirements and often linked to ideas of position seniority within an organizational hierarchy.

Category	Description	Finance examples
<b>Executive</b>	Senior departmental leadership.	Deputy Minister; Comptroller General; Assistant Comptroller General; Assistant Deputy Minister
<b>Senior Management</b>	Key team leaders, responsible for divisions and with specific program and budget accountabilities.	Director of Fiscal Policy; Director of Financial Reporting and Controls; Chief Internal Auditor.
<b>Middle Management</b>	Managers or individual contributors that report directly to Sr. Management and have supervisory and/or program management responsibilities.	Manager of Taxation and Insurance; Manager of Communications; Regional Manager, Compensation and Benefits.

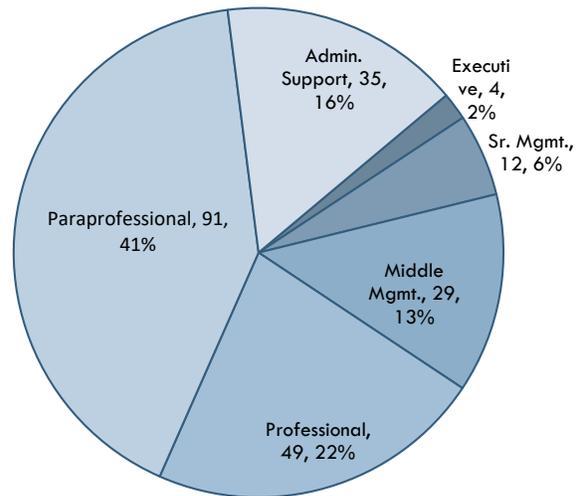
<b>Professional</b>	Positions that require membership in a professional organization or are part of a recognized profession. These positions usually require a University degree or prolonged formal training.	Sr. Reporting Accountant; Sr. Economist; Sr. Auditor; Sr. Fiscal Advisor
<b>Paraprofessional</b>	Positions that usually require some formal education such as diploma or certificate level. Includes technical work that requires some post-secondary education and frequently requires further specialized on-the-job training.	Senior Finance Officer; Sr. Revenue Officer; Supervisor of Payroll; HR Coordinator.
<b>Administrative Support</b>	Most entry-level clerical positions; contribute to Departmental operations in a range of ways.	Executive Assistant; Communications Specialist; Accounts Receivable Clerk; Divisional Secretary; Receptionist

Within the Department of Finance, most of the 220 positions as of April 2019 (64%) are categorized as either professional (49) or paraprofessional (91), corresponding with the need for post-secondary (college or university) education as well as on-the-job training and experience. Fully 20% of positions (45) are involved in some level of management, which generally also requires post-secondary education.

Given the high share of positions that require post-secondary education, a clear challenge with respect to Inuit employment within the department (and elsewhere within the GN) relates to the relatively low levels of post-secondary education within the Inuit labour force.

**Dept. Positions by Employment Category**

(# of positions and %)



April 1, 2019

**When considering actions to improve Inuit employment, the Department will look for ways to promote education and training programs to help Inuit gain the skills needed to join our team.**

### Employment Categories as of April 1, 2019

Effective April 1, 2019, the Government re-created the Department of Human Resources, largely from the Department of Finance’s HR branch. Due to this change, Department of Finance data is shown as of April 1 rather than as of March 31, 2019.

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			
	Number of Positions	Vacancies	Filled	% Capacity
Executive	4	1	3	75%
Senior Management	12	1	11	92%
Middle Management	29	6	23	79%
Professional	49	15	34	69%
Paraprofessional	91	26	65	71%
Administrative Support	35	12	23	66%
<b>TOTAL</b>	<b>220</b>	<b>61</b>	<b>159</b>	<b>72%</b>

Effective April 1, 2019, the Government re-created the Department of Human Resources, largely from the Department of Finance’s HR branch. Due to this change, the Department of Finance dropped in size significantly. As a result of reclassifying some positions, the table above breaks down positions by category slightly differently than the department’s 2019-22 Business Plan.

### National Occupational Classification (NOC) System Categories and Hierarchy

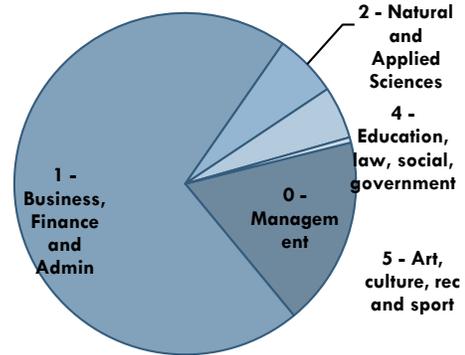
The Government of Canada’s National Occupational Classification (NOC) system is another way to categorize and analyze positions within the GN. This system sets out a standard approach to organize employment in a manageable, understandable and coherent way. Using a four-digit code, the NOC system classifies groups of jobs or occupations based on the type of work performed and the type of skill typically associated with that work. Each digit of the code represents a piece of information associated with the job. The first digit sets out broad occupational categories while the remaining three “dig down” into greater detail. As examples of NOC codes within the Department of Finance:

*Interested in NOC? More information about the mechanics of the NOC system can be found through Statistics Canada: [www.statcan.gc.ca](http://www.statcan.gc.ca)*

<b>Management</b>	<ul style="list-style-type: none"> <li>• 0011-Director of Compensation and Benefits and the Director of Expenditure Management</li> <li>• 0123- Chief Internal Auditor</li> <li>• 0124- Manager of Communications</li> </ul>
<b>Professional</b>	<ul style="list-style-type: none"> <li>• 1112- Budget Analyst</li> <li>• 1114- Senior Financial Advisor</li> </ul>
<b>Paraprofessional</b>	<ul style="list-style-type: none"> <li>• 1212-Senior Finance Officer</li> <li>• 1231-Finance Officer</li> </ul>
<b>Administrative Support</b>	<ul style="list-style-type: none"> <li>• 1231- Finance officer and Relocation Officer</li> <li>• 1241-Executive Secretary</li> <li>• 1431-Finance Data Entry Clerk</li> </ul>

Unsurprisingly almost two-thirds (63%) of positions within the Department of Finance fall within the NOC 1 occupation: business, finance and administration. Most of the rest (20%) are categorized as management occupations, with some categorized as applied sciences (5%, from our technical Financial Systems division) and government (7%, mostly the various policy positions). The Department’s IQ Coordinator, responsible for promoting Inuit cultural considerations within the Department, is our one position classified under the NOC 5 occupation: Art, Culture, Recreation and Sport. The remaining positions, the Nunavut Liquor and Cannabis Commission’s service agents, fall under the NOC 6 classification for sales and service positions.

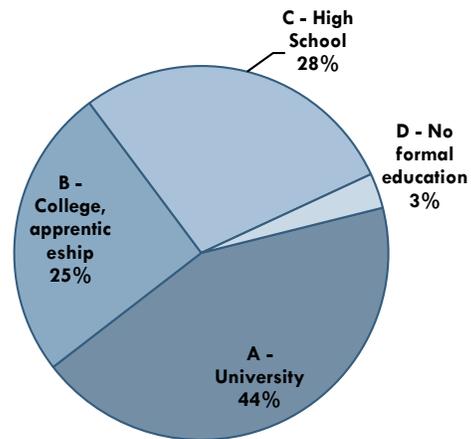
**Department of Finance positions by NOC Occupation**



The second digit of the 4-digit NOC code identifies the skill levels associated with each position, usually in terms of the amount and type of training or education usually needed to work in the occupation.

Within Finance, over two-thirds of the positions require a university degree (43%) or 2-3 years of college (25%). Over a quarter of positions (28%) require high school and some job-specific training. The Nunavut Liquor and Cannabis Commission includes a number of positions where employees can acquire the skills they need through on-the-job training.

**Department positions by NOC Skill Type**



Despite most positions in the Department requiring some sort of post-secondary education (college or university), Statistics Canada reports that only 28% of Inuit of adult working age (individuals who are 20 or older) had completed post-secondary education in 2016. This lack of fit between departmental staffing needs and the Inuit labour force presents a significant challenge from an IEP perspective. On a positive note, the educational attainment of Inuit has been increasing over time. The proportion of Inuit (age 20+) that completed high school or above increased from 33% in 2001 to 44% in 2016.

A review of the department’s NOC codes as part of this IEP reminds us they can be a useful tool to help us understand, monitor and address Inuit employment. The national NOC system itself also evolves over time.

**The Department of Finance will take steps to review, at a divisional level, the NOC code assigned to each position within the Department.**

## CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT

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

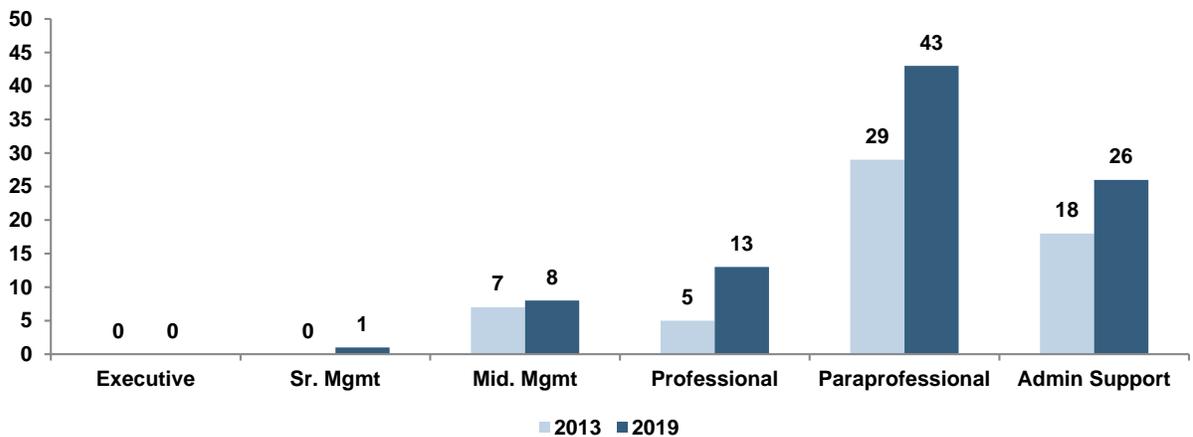
### Capacity in the Department

Hiring and keeping skilled individuals is challenging for organizations across Nunavut. As a result of these challenges – and due to the more usual delays of finding and filling jobs across any labour force – a number of positions within the GN are vacant at any given time. The GN measures *capacity* as the share of positions filled. Another way to measure this concept is *vacancy rates*, the share of positions that are empty.

Generally, the Department of Finance has faced challenges filling positions over the years, filling about seven of every 10 positions as of April 2019. This is in line with the rest of the GN. This figure does not include those who the department hires on a casual basis, which helps to fill positions and advance the work of the department. As of May 30, 2019, the Department had hired another 51 people on a casual basis. Vacancy rates are higher for some employment categories over others, reflecting in part the challenge of filling the higher number of jobs. Still, the department currently fills between 66-92% of positions by category.

### Inuit Employment in Employment Categories

Increase in Inuit by Employment Category (March 31, 2013 to March 31, 2019)



Note: At March 31 2019 the Department of Finance still included positions that moved over to the new Dept. of HR on April 1, 2019.

Between 2013 and 2019, the department added Inuit employees across most employment categories. In particular, the department worked to hire Inuit into central HR-related roles. Relative to March 2013, as of March 2019, the department had increased our total number of Inuit employees by over half (from 59 to 91), driven largely by engaging Inuit into paraprofessional positions (increasing from 29 to 43).

The decision to create a new Department of Human Resources effective April 1, 2019 impacts the remaining Department of Finance's position spread, as well as Inuit employment by category. As a result of the split, a number of Inuit employees will shift to the new department, including four HR managers, nine HR professionals and 12 HR paraprofessionals.

The tables below break down employment across categories as of March 31 since 2013. For comparison, we have restated the table as of April 1, 2019, to reflect the department after the HR split.

### As of April 1, 2019 – After HR Move

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
<b>Executive</b>	4	3	75%	0	0%
<b>Senior Management</b>	12	11	92%	1	9%
<b>Middle Management</b>	29	23	79%	4	17%
<b>Professional</b>	49	34	69%	4	12%
<b>Paraprofessional</b>	91	65	71%	31	48%
<b>Administrative Support</b>	35	23	66%	23	100%
<b>TOTAL</b>	<b>220</b>	<b>159</b>	<b>72%</b>	<b>63</b>	<b>40%</b>

*As a result of reclassifying some positions, the table above breaks down positions by category slightly differently than the department's 2019-22 Business Plan.*

### As of March 31, 2019 – Before HR Move

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
<b>Executive</b>	5	4	80%	0	0%
<b>Senior Management</b>	15	13	87%	1	8%
<b>Middle Management</b>	38	29	76%	8	28%
<b>Professional</b>	83	57	69%	13	23%
<b>Paraprofessional</b>	107	76	71%	43	57%
<b>Administrative Support</b>	47	26	55%	26	100%
<b>TOTAL</b>	<b>295</b>	<b>205</b>	<b>69%</b>	<b>91</b>	<b>45%</b>

**As of March 31, 2018**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	3	75%	0	0%
Senior Management	15	15	100%	2	13%
Middle Management	38	30	79%	7	23%
Professional	78	51	65%	10	20%
Paraprofessional	103	81	79%	48	59%
Administrative Support	44	28	64%	27	96%
<b>TOTAL</b>	<b>282</b>	<b>208</b>	<b>74%</b>	<b>94</b>	<b>45%</b>

**As of March 31, 2017**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	0	0%
Senior Management	15	12	80%	1	8%
Middle Management	38	29	76%	7	24%
Professional	79	56	71%	13	23%
Paraprofessional	101	76	75%	41	54%
Administrative Support	38	27	71%	26	96%
<b>TOTAL</b>	<b>275</b>	<b>204</b>	<b>74%</b>	<b>88</b>	<b>43%</b>

**As of March 31, 2016**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	0	0%
Senior Management	15	15	100%	1	7%
Middle Management	39	29	74%	10	34%
Professional	74	53	72%	11	21%
Paraprofessional	97	71	73%	41	58%
Administrative Support	38	28	74%	26	93%
<b>TOTAL</b>	<b>267</b>	<b>200</b>	<b>75%</b>	<b>89</b>	<b>45%</b>

**As of March 31, 2015**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	0	0%
Senior Management	15	14	93%	1	7%
Middle Management	44	29	66%	8	28%
Professional	79	53	67%	11	21%
Paraprofessional	89	76	85%	51	67%
Administrative Support	33	21	64%	19	90%
<b>TOTAL</b>	<b>264</b>	<b>197</b>	<b>75%</b>	<b>90</b>	<b>46%</b>

**As of March 31, 2014**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	0	0%
Senior Management	15	12	80%	0	0%
Middle Management	43	34	79%	13	38%
Professional	79	52	66%	11	21%
Paraprofessional	91	60	66%	40	67%
Administrative Support	35	21	60%	20	95%
<b>TOTAL</b>	<b>267</b>	<b>183</b>	<b>69%</b>	<b>84</b>	<b>46%</b>

**As of March 31, 2013**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	0	0%
Senior Management	14	9	64%	0	0%
Middle Management	33	19	58%	7	37%
Professional	44	28	64%	5	18%
Paraprofessional	83	51	61%	29	57%
Administrative Support	29	19	66%	18	95%
<b>TOTAL</b>	<b>207</b>	<b>130</b>	<b>63%</b>	<b>59</b>	<b>45%</b>

## Inuit Employment by Occupational Group

Inuit employees currently fill 40% of positions within the department on an indeterminate or term basis, slightly lower than in 2013 when Inuit filled 45% of Finance’s jobs. While the share of employed Inuit has remained fairly stable, the Department has increased in size, and has brought on more Inuit employees as part of its expansion. Relative to 2013, the department has increased the number of Inuit employees by about 50% (from 59 in 2013 to 91 in 2019). Note, Inuit employment is far higher when we consider casual hires; as of May 2019 about 70% of the Department’s casual employees are Inuit (36 of 51).

Applying a NOC lens, most Inuit (53 of 63) are employed within NOC 1 – Business, finance and administration. While this makes sense in terms of the department’s make up (most positions in the department are NOC 1), Inuit are more represented in these positions than other positions, including management. This finding lines up with a NOC analysis by skill level. Generally, Inuit representation is lower in positions that require a university degree, and higher in positions that require either high school or college.

The following is a list of NOC occupational groups within the Department of Finance that are of particular interest for the purposes of this Inuit employment plan:

### Positions with particular IEP potential, by NOC

Category	NOC	Example positions
Management	0112	<ul style="list-style-type: none"> <li>Regional Managers, Compensation and Benefits</li> <li>Manager, Human Resources</li> </ul>
	4162	<ul style="list-style-type: none"> <li>Policy Analyst</li> </ul>
Professional	1112	<ul style="list-style-type: none"> <li>Budget Analyst</li> </ul>
	1432	<ul style="list-style-type: none"> <li>Compensation and Benefits Officers</li> </ul>
Paraprofessional	1311	<ul style="list-style-type: none"> <li>Finance Officers; Sr. Finance Officers</li> </ul>
	1431	<ul style="list-style-type: none"> <li>Finance Clerks; Accounts Receivable Clerks</li> </ul>
Administrative Support	1452	<ul style="list-style-type: none"> <li>Shipper / Receiver (NULC)</li> </ul>
	6611	<ul style="list-style-type: none"> <li>Customer Service Agents (NULC)</li> </ul>

## Inuit Language Requirements

The Department of Finance recognizes its important responsibilities under the *Official Languages Act*, and supports the use of official languages within the workplace.

In terms of Inuit language requirements by position, the department generally has higher expectations of using the Inuit language in positions that most often interact with the public (such as executive secretaries). In line with the GN’s intent and responsibility to promote the Inuit Language in the workplace, the Department is working towards ensuring all our job descriptions include a statement supporting and recognizing the use of the Inuit Language as a significant asset.

## 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

Hiring Inuit is a priority, but is challenging due to a number of issues. Most of the issues are not unique to the Department of Finance, and instead reflect wider challenges in Nunavut.

As an example of a wider issue, many of the Department's positions require professional skills and often some post-secondary education. Examples of such positions include accountants, financial analysts, auditors, and economists. Few Inuit have the education, skills and designations necessary for these positions. Further, these skills are not easy to acquire, often requiring years of specialized study.

The GN offers significant support to help Inuit achieve post-secondary education, both by supporting GN employees through education leave and other programs, such as the Amaaqtaarniq Education Program, as well as by supporting access to post-secondary generally through programs like FANS (Financial Assistance for Nunavut Students). Still, despite these supports, individuals must be personally interested and motivated to complete the courses of work necessary.

As another issue, the Department of Finance is located in only four communities. While this is appropriate as a central agency, it means our jobs are densely located, largely in Iqaluit. As a result, Inuit from other communities that are interested in applying for Finance jobs must, for the most part, also be willing to move to Iqaluit, Rankin Inlet, Cambridge Bay or Igloolik. While the GN offers relocation assistance, the challenges of finding housing make it hard to move. Also, many Inuit (like many Canadians) simply wish to stay in their home community rather than move away from friends and family. In economic terms, Nunavut's geographic realities do not encourage a mobile Inuit labour force – even when there are Inuit in Nunavut with the right skills and right interests for a job with Finance, they also often need to be living in the right place.

Some challenges are more specific to the department. As one of these, nearly all our positions are office-bound desk jobs – we do not offer shift work (as do Health and Justice), we do not have many outdoor-based jobs (Environment, EDT), we do not have many hands-on jobs (CGS), we do not have regular interactions with the public (Education, Family Services, NAC), and as a central agency we do not have many jobs that involve regular travel. Frankly, this means our jobs may not be as appealing or interesting to many. An exception to this is the Nunavut Liquor and Cannabis Commission (NULC), which offers employment of a different sort through its retail and wholesale operations.

The Department has been challenged with a high turnover rate, especially within jobs that require broad and general skill sets. Training and development within the Department allow Inuit to acquire and develop broad skills and then move onto to better jobs with other departments and outside entities. We

have also had problems retaining fully qualified Inuit staff as they will often get better and more attractive offers from other organizations or GN departments.

## Current Issues and Opportunities

In June 2017, the Department of Finance’s senior management met to discuss its long-term strategic direction, including its approach to Inuit Employment. As part of this workshop, senior managers undertook a brainstorming SWOT exercise to identify the strengths, weaknesses, opportunities and threats relating to Inuit employment.

From this, we were able to identify a number of positive aspects for the department to build and improve on. We also identified a number of issues that we can do a better job addressing.

### **Opportunity → Develop the Finance Internship Program**

The Department of Finance has offered an internship program for a number of years. The program offers Inuit opportunities to join the department to learn a position, with the intent of keeping them on if successful. While there has been some success with the program to date, many in the department recognize that its current design is rather loose – we can do more to support and challenge our interns so they may succeed.

### **Opportunity → Position Finance as a “training ground” for future work**

One of Finance’s core strengths is in the transferability of the skills learned in the department, both across the GN and to the private sector. Many of the jobs in the Department relating to general financial operations have good similarities across other organizations, and so those who work at Finance have significant opportunities to contribute elsewhere.

On one hand, some see this is a challenge to retaining skilled employees. Because Finance employees can take the broad financial skills they learn and apply them elsewhere, it adds to the turnover within the department and makes it more difficult to retain staff over time. When Inuit representation figures are considered at a department level, it may ‘penalize’ Finance if Inuit employees leave the department.

However, we want to present this as an opportunity – rather than looking at department-by-department specifics, the wider goal of Inuit employment planning is to help Inuit participate meaningfully in the economy.

### **Opportunity → Position Finance-related careers as professions of choice**

Where some people grow up wanting to help the environment (e.g. as a wildlife management officer), or to help care for people (e.g. as a nurse) very few, we think, grow up wanting to be a finance officer.

For many, working within the Department of Finance may not be perceived as a dream job – despite the good team and interesting work, many aspects of our department are not as interesting to potential job applicants as other departments might be. This can make it more difficult to recruit.

An opportunity, then, is to better ‘market’ the Department of Finance – and more specifically, jobs within the department.

## Potential Future Issues and Opportunities

The Department of Finance is committed to analyzing all potential barriers to Inuit employment. Some barriers are legitimate, in the sense that they are in place as a true requirement of a position. As an example, working as an accountant within the Department legitimately requires a strong understanding of accounting. These barriers must still be addressed and overcome, but are usually associated with wider challenges.

However, some other barriers may be artificial – that is, aspects of a job or the hiring process that get in the way of engaging or promoting Inuit but that are not truly necessary.

### **Opportunity → Consider ways to improve flex time**

One set of artificial barriers might be the department's 8:30 to 5:00, Monday to Friday schedule. While this is the GN's standard schedule for most positions, it may not be necessary for all positions.

In particular, individuals with young children that do not have reliable child care during the days may find this schedule challenging, particularly if they need to miss work to stay home with their children. Regularly being absent from work – even for reasons like caring for children – can become a barrier to employment. There may be opportunities to better use the GN's existing flex time policies to support staff who are interested in working outside the standard hours. The Department will undertake a review of its internal flex time arrangements to see if there are ways to make it easier for individuals to work.

### **Opportunity → Career Planning**

Another artificial barrier may relate to how individuals seek out new positions or promotions.

The GN's HR system has a number of ways to hire, train and promote staff. However, to take full advantage of these tools and opportunities it is often up to the employee themselves to take the initiative. Employees who are interested in new opportunities must clearly communicate this interest to others. Similarly, the GN's hiring system itself is based on merit and competition – this is a good thing, and fair, but it rewards individuals who are able to communicate how they can succeed. Employees need to actively drive their own careers.

Self promotion, however, is not a particularly Inuit trait. It can be awkward – or downright challenging – for many in Nunavut to actively pursue or set themselves up for new jobs. Not selling yourself does not mean lack of ambition or competence, but sitting back does not always work in a competitive, merit-based hiring system.

There can be an issue in confidence as well. Some individuals may not appreciate how much they are able to contribute as an employee, or may not see their own potential within the GN. This lack of confidence may hold some individuals back.

The Department will initiate a career planning program for its staff as a way to help support and guide individuals interested in advancing their careers within the GN. The program will be available across the department, but will prioritize Inuit employees.

## 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) projected to be employed in an employment category 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 Inuit 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.

In the short term, the Department will take a number of specific steps to embed Inuit Employment Planning into the department's operations.

SHORT-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2020, the department will increase Inuit representation from 40% to 44% by:</p> <ul style="list-style-type: none"> <li>Reviewing all vacant positions currently filled by casuals for opportunities to bring Inuit on board, either through restricted competitions or other existing HR tools.</li> <li>Building IEP goals into senior management performance goals and expectations.</li> <li>Beginning to build a ladder employment structure into our teams to provide a meaningful career progression pathway for those starting in entry-level positions.</li> <li>Reviewing the Financial Internship program to increase its appeal and benefits to interns, its ease of use for hiring managers, and its profile across the GN to improve the opportunities for our interns.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Middle Management category to 6</li> <li>Increase the number of Inuit employees in the Professional category to 6</li> <li>Increase the number of Inuit employees in the Paraprofessional category to 35</li> <li>Increase the number of Inuit employees in the Administrative Support category to 28</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (April 1, 2019)				SHORT-TERM GOALS (FTEs) (By March 31, 2020)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	4	3	0	0%	3	0	0%
Senior Management	12	11	1	9%	11	2	18%
Middle Management	29	23	4	17%	26	6	23%
Professional	49	34	4	12%	32	4	13%
Paraprofessional	91	65	31	48%	57	32	56%
Administrative Support	35	23	23	100%	21	20	95%
<b>TOTAL</b>	<b>220</b>	<b>159</b>	<b>63</b>	<b>40%</b>	<b>150</b>	<b>64</b>	<b>43%</b>

*As a result of reclassifying some positions, the table above breaks down positions by category slightly differently than the department's 2019-22 Business Plan.*

## Medium-Term Goals and Targets

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

Working towards our longer-term vision of being a department of choice, the Department of Finance will work in the medium-term to improve and deepen the programs, thinking and habits we apply to hiring, retaining and promoting Inuit in the workplace.

MEDIUM-TERM GOAL	EXPECTED OUTCOMES (FTEs)
By March 2023, the department will increase Inuit representation to 42% by: <ul style="list-style-type: none"> <li>Establishing guidance and development programs within the department as a way to engage Inuit in career planning</li> <li>Promoting the Department of Finance as a great place to work with many opportunities for long-term careers.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the number of Inuit employees in the Senior Management category at 1</li> <li>Increase the number of Inuit employees in the Middle Management category to 5</li> <li>Increase the number of Inuit employees in the Professional category to 5</li> <li>Increase the number of Inuit employees in the Paraprofessional category to 34</li> <li>Maintain the number of Inuit employees in the Administrative Support at 100% of filled positions (aiming for 26)</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (April 1, 2019)				MEDIUM-TERM GOALS (FTEs) (By March 31, 2023)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	4	3	0	0%	4	0	0%
Senior Management	12	11	1	9%	10	1	10%
Middle Management	29	23	4	17%	24	5	21%
Professional	49	34	4	12%	36	5	14%
Paraprofessional	91	65	31	48%	68	34	50%
Administrative Support	35	23	23	100%	26	26	100%
<b>TOTAL</b>	<b>220</b>	<b>159</b>	<b>63</b>	<b>40%</b>	<b>168</b>	<b>71</b>	<b>42%</b>

## Long-Term Goals

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

Over the long-term, the Department will work to become a “department of choice” among Inuit within the Government. We will do this by:

- Building teams that are professional, responsive, and culturally inclusive;
- Encouraging our employees to acquire new skills, and helping them do so;
- Undertaking outreach activities to inform and promote professions within the Department

LONG-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>Within 10 years, the department will increase Inuit representation to 63% by:</p> <ul style="list-style-type: none"> <li>• Building teams that are professional, responsive, and culturally inclusive</li> <li>• Encouraging our employees to acquire new skills, and helping them do so</li> <li>• Undertaking outreach activities to inform and promote professions within the department.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of Inuit employees in the Senior Management category to 2</li> <li>• Increase the number of Inuit employees in the Middle Management category to 10</li> <li>• Increase the number of Inuit employees in the Professional category to 10</li> <li>• Increase the number of Inuit employees in the Paraprofessional category to 55</li> <li>• Maintain the number of Inuit employees in the Administrative Support at 100% of filled positions (aiming for 32)</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (April 1, 2019)				LONG-TERM GOALS (FTEs) (within 10 years)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	4	3	0	0%	4	1	25%
Senior Management	12	11	1	9%	10	2	20%
Middle Management	29	23	4	17%	24	10	42%
Professional	49	34	4	12%	40	10	25%
Paraprofessional	91	65	31	48%	66	55	83%
Administrative Support	35	23	23	100%	32	32	100%
<b>TOTAL</b>	<b>220</b>	<b>159</b>	<b>63</b>	<b>40%</b>	<b>176</b>	<b>110</b>	<b>63%</b>

## 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
Embed IEP into aspects of departmental decision making	Better understanding and plan next immediate steps with respect to IEP	Work with senior managers to improve understanding of IEP responsibilities.	Director of Corporate Services, with Directors	June 2017
	Clearer responsibilities and buy-in with respect to IEP	Build IEP into each Sr. Manager's performance reviews	Executive Management, with all Directors	Fall 2017
	Better understanding and buy-in for NOC analysis  Current / accurate NOC codes	Work with Directors to undertake a division-by-division analysis of positions from a NOC perspective. Present possible improvements to Job Evaluation	Director of Corporate Services, with Directors	Fall 2019
Build, develop or acquire new tools to better track Inuit employment planning	Better understanding of training needs and activities	Establish system to better track and report training and development across department	Director of Corporate Services; Manager of HR	Fall 2019

### Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Help interested FIN employees better compete for positions	Better understanding of what is required in a resume and how to highlight necessary skills and abilities	Offer resume workshops twice a year	Director of Corporate Services; Manager of HR	By Dec 2019
	Better understanding of the GN's interview process	Offer interview workshops twice a year	Director of Corporate Services; Manager of HR	By Dec 2019

### Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Help identify future opportunities for Inuit employment	Better understanding of upcoming vacancies, to allow time to identify and train Inuit with potential	Establish a process and tools (e.g. survey, interviews) to identify upcoming vacancies and improve succession planning.	Manager of Human Resources  Director, Corporate Services	By March 2020
	Better understanding among Finance staff of other opportunities; Better understanding among Finance management of interested employees	Create opportunities for career counselling	Manager of Human Resources  Director, Corporate Services	By March 2020
Improved education and skills among Inuit employees	Will increase the knowledge of current staff and prepare them for middle management and senior management positions	Encourage current staff to get their GED or complete higher education (training plans)	Director of Corporate Services; Manager of HR; separate directors; individual employees	6 months – 6 years
Improved on-the-job experience and skills among Inuit employees	Increased opportunities for learning and career development	Promote the Department’s internal Internship Program	Manager of Human Resources  Director of Corporate Services	1yr

### Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Advanced Financial Management Development Program	Better financial knowledge and training, leading to more interest and ability to succeed in higher-level jobs within Department and across GN	Initiate the development of financial management training curriculum and material	Comptrollership	Start by Fall 2019

## Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Greater interest in Finance as a department of choice	More Inuit interested in Finance careers	Attend Trade Shows Presentations at Schools Presentations at Nunavut Arctic College	Director of Corporate Services	Within 1 yr, then ongoing

## 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).

Within the Department of Finance, the Director of Corporate Services will lead on reporting to the Department of HR as set out above. As part of embedding IEP into departmental thinking, the Director will also establish a reporting and monitoring process that engages and informs senior and executive management. The internal reporting process will highlight specific accomplishments by the department, and will set out next steps. As part of monitoring, the department will include a session on IEP on each agenda of the department’s senior management planning discussions.