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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 (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.

The Director of Corporate Services will monitor the ongoing implementation of the Department of Human Resources' Inuit Employment Plan and will review and update the IEP periodically, as directed. The Deputy Minister is ultimately accountable for the department's Inuit Employment Plan.

## CHAPTER 2: DESCRIPTION OF THE DEPARTMENT

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

### Brief History of the Department

The former Department of Human Resources was established in 1999, at the time the Government of Nunavut was set up in the newly-created territory of Nunavut. This department was dissolved in April 2013, and its functions were split between the Department of Executive and Intergovernmental Affairs (EIA) and the Department of Finance.

The GN’s Inuit employment and human resource management policies and programs have matured significantly since 2013.

In 2013-2014:

- A new *Public Service Act* replaced the Act that GN inherited from the Government of the Northwest Territories (GNWT) on division in 1999.
- The Staffing Review and Appeals Regulations were revised to include excluded and senior manager positions in the staffing appeals process.

In 2014-2015:

- The Public Service Code of Values and Ethics was revised and updated to reflect changes in the *Public Service Act* and a new Ethics Officer was appointed.
- A Human Resources Strategy (2014-2018) was developed to integrate, align and prioritize efforts to ensure a fully effective public government with a representative public service.

In 2015-2016:

- A Settlement Agreement was signed by the GN, Government of Canada and Nunavut Tunngavik Inc. to provide new federal funding for implementation of Nunavut until 2023, with renewed expectations for Inuit employment planning.
- The Harassment Free Workplace Policy and directives were updated.
- Competitions restricted to Nunavut Inuit were introduced.
- Hivuliqtikhanut – a customized leadership development program – was rolled out.

In 2016-2017:

- EIA created a new Public Service Training division to enable Sivumuaqatigiit to focus on Inuit employment plans and initiatives.
- A detailed “master” Inuit Employment Plan to 2023 was drafted to guide GN-wide initiatives.
- A new Return to Work Program was implemented.

In 2017-2018:

- Departments and agencies drafted detailed Inuit Employment Plans, with goals and action plans to 2023.
- The Inuit Language Incentive Policy was implemented in partnership with the Inuit Uqausinginnik Taiguusiliuqtiit (IUT).
- An Employee Engagement Survey was conducted.
- New career development programs were introduced for Inuit employees: Amaaqtaarniq Education Program, Career Broadening Program, and Training Travel Fund
- A customized Policy Skills Development Program was launched.

In July 2018, the Government of Nunavut announced the creation of a new, stand-alone Department of Human Resources to strengthen capacity across the public service and refocus human resources policies and programs towards Inuit employment at all levels of the public service.

The new Department of Human Resources (HR) was established effective April 1, 2019 with the transfer of Inuit employment, public service training, staffing, job evaluation, and employee relations functions from EIA and Finance, along with additional positions (PYs) to ensure a robust policy division and provide corporate services to the department.

## Mandate

The Department of Human Resources is the primary advisor to the Government of Nunavut (GN) on all human resources matters. The department ensures that specific human-resource development goals, objectives and priorities of the government are achieved. The department is a central agency that works within a structure that assists all other departments and agencies within the GN.

The fundamental roles of the Department of Human Resources are set out by the *Public Service Act* (PSA). This Act assigns specific powers and responsibilities to the Minister of Human Resources.

The department plays a lead role in providing guidance and direction in the development of human resource strategies for the GN. Key departmental responsibilities include:

- Advising and supporting the government in fulfilling its obligations under Article 23 of the Nunavut Agreement;
- Leading the development of government-wide Inuit employment initiatives, including maintaining and implementing the GN-wide Master Inuit Employment Plan to 2023;
- Enhancing Inuit representation in the public service by supporting departments and agencies in the development and implementation of their Inuit Employment Plans;
- Providing leadership in the development and delivery of effective and responsive human resources policies, programs, practices, and services;
- Developing and maintaining effective and responsive human resource policies for the Government of Nunavut, with an emphasis on Inuit employment;
- Drafting, updating, maintaining, and publishing the Government of Nunavut's Human Resource Manual;

- Providing quality learning opportunities and training programs that will enhance the skills, knowledge and abilities of the public service;
- Providing leadership and coordination for training and development activities at the regional and community levels;
- Providing leadership in strategic recruitment, with an emphasis on initiatives that are intended to increase Inuit employment;
- Promoting and ensuring compliance with the Priority Hiring Policy;
- Managing a fair and transparent recruitment and staffing process;
- Providing excellence in the quality and timeliness of advice and services to government departments on all recruitment and staffing matters;
- Providing timely and accurate job evaluation services to support recruitment for all government departments, agencies and corporations;
- Developing employee relations processes that support and work toward enhancing Inuit representation in the government; and
- Providing leadership and guidance reflecting Inuit societal values in the administration of workplace wellness programming.

## Operations and Locations

### Overview

The Department of Human Resources has two branches supported by a Directorate and a Corporate Services Division.

Strategic HR Management			HR Operations		
Policy, Planning and Communications	Sivumuaqatigiit	Public Service Training	Staffing	Regional Staffing	Employee Relations and Job Evaluation
Directorate and Corporate Services					

The ADM, Strategic HR Management provides leadership for three divisions: Policy, Planning and Communications; Sivumuaqatigiit; and Public Service Training.

The ADM, HR Operations also provides leadership for three divisions: Staffing; Regional Staffing; and Employee Relations and Job Evaluation.

The department has six lines of core business, as described below.

### Directorate

The Directorate provides overall management and leadership for the department in core areas including operations, strategic planning, Inuit employment planning, policy research and development, communications, financial management, budget development and monitoring, systems support, and human resources development to ensure that the specific goals, objectives, and priorities of the

department and the government are achieved. The Directorate ensures that Inuit societal values are reflected in the full spectrum of human resource programs and services.

The Directorate also includes the independent Ethics Officer, whose role is to receive and investigate allegations of wrongdoing in the public service, and make recommendations to address wrongdoing.

As of April 2019, all 14 positions in the Directorate were located in Iqaluit.

### **Policy, Planning and Communications**

Policy, Planning and Communications coordinates policy and legislative development, strategic planning, business planning, and the communications function for the department. The division also leads in the development of Ministerial briefing materials, coordinates departmental responses to Access to Information and Protection of Privacy Act (ATIPPA) requests, and leads the department's Inuit societal values initiatives.

As of April 2019, Policy, Planning and Communications had 11 positions; all were located in Iqaluit.

### **Sivumuaqatigiit**

Sivumuaqatigiit is responsible for providing human resources planning and direction on initiatives aimed at increasing and enhancing Inuit employment in the GN. The division provides support and assistance to departments and territorial corporations in developing and implementing their Inuit Employment Plans. The division also oversees the development and delivery of new career development and training programs specifically designed for Inuit employees. It manages the Sivuliqtiksat internship program, which is intended to increase Inuit employment in management and specialized positions.

As of April 2019, Sivumuaqatigiit had 11 positions. 10 were located in Iqaluit, and there was one position in Rankin Inlet. It also administered 16 Sivuliqtiksat internship positions that are open to Inuit only and housed in various departments and communities.

### **Public Service Training**

Public Service Training provides learning opportunities and training programs to assist departments and territorial corporations in developing the skills, knowledge, and abilities of their employees. The division is also responsible for leading and coordinating initiatives to support the government's decentralized model of operations.

As of April 2019, Public Service Training had 11 positions. 9 were located in Iqaluit, and there was one position in each of Rankin Inlet and Cambridge Bay.

### **Staffing**

Staffing works in collaboration with government departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the government's Inuit employment priorities. Staffing develops policies and procedures to support the staffing function and manages centralized staffing services for the government, including the employee relocation program.

The Staffing core business includes Regional Staffing, which is responsible for the delivery of human resources programs and services in the communities outside Iqaluit. Services are provided from three regional offices in Igloolik, Rankin Inlet, and Cambridge Bay.

As of April 2019, Staffing Division had 21 positions, all located in Iqaluit. Regional Staffing Division had a total of 19 positions in three regional offices: 7 in Igloolik, 7 in Rankin Inlet, and 5 in Cambridge Bay.

### Employee Relations and Job Evaluation

Employee Relations and Job Evaluation provides professional employee relations advice and services to departments and agencies. The division contributes to the GN's overall ability and capacity to attract, retain, and fairly compensate employees through the collective bargaining process. Employee Relations and Job Evaluation administers and interprets collective agreements, manages a culturally sensitive dispute resolution process, and provides a workplace wellness program for the benefit of all employees.

Employee Relations and Job Evaluation provides advice and assistance to departments and agencies on organizational design and job evaluation for all (non-teaching) positions in the public service using the Hay Job Evaluation System to promote a consistent and fair classification structure for government employees. The division provides departments and agencies with training in writing job descriptions.

As of April 2019, Employee Relations and Job Evaluation had 25 positions; all were located in Iqaluit.

## Employment Categories in the Department

### As of April 1, 2019

EMPLOYMENT CATEGORIES*	TOTAL POSITIONS (FTEs)			
	Number of Positions	Vacancies	Filled	% Capacity
Executive	3	2	1	33%
Senior Management	7	3	4	57%
Middle Management	15	6	9	60%
Professional	46	17	29	63%
Paraprofessional	26	11	15	58%
Administrative Support	15	8	7	47%
<b>TOTAL</b>	<b>112</b>	<b>47</b>	<b>65</b>	<b>58%</b>

\* Note that as of April 1, 2019, some new positions did not yet have job descriptions and/or had not yet been evaluated. As a result, the number of positions is estimated in Middle Management, Professional, Paraprofessional, and Administrative Support categories.

HR's Sivumuaqatigiit division administers 16 Sivuliqtiksat internship positions that are open to Inuit only and housed in various departments and communities. These internship positions are reported separately in the GN's quarterly Towards a Representative Public Service (TRPS) report and not included in the department's statistics here.

## CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT

**This chapter summarizes Inuit employment levels within the department.**

### Capacity in the Department

The Department of Human Resources was established on April 1, 2019 through:

- The transfer of a total of 83 PYs from the departments of EIA and Finance; and
- The creation of 29 new PYs.

Planning for transition to the new department began early in January 2019, following appointment of the new Deputy Minister. Staffing was a priority in the transition plan and will remain a priority throughout 2019-2020. At the time of the new department’s creation, capacity was 58%.

### Inuit Employment in Employment Categories

As of April 1, 2019, the department had a 54% Inuit representation rate.

#### As of April 1, 2019

EMPLOYMENT CATEGORIES*	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
<b>Executive</b>	3	1	33%	1	100%
<b>Senior Management</b>	7	4	57%	1	25%
<b>Middle Management</b>	15	9	60%	4	44%
<b>Professional</b>	46	29	63%	10	35%
<b>Paraprofessional</b>	26	15	58%	12	80%
<b>Administrative Support</b>	15	7	47%	7	100%
<b>TOTAL</b>	<b>112</b>	<b>65</b>	<b>58%</b>	<b>35</b>	<b>54%</b>

\* Note that as of April 1, 2019, some new positions did not yet have job descriptions and/or had not yet been evaluated. As a result, the number of positions is estimated in Middle Management, Professional, Paraprofessional, and Administrative Support categories.

EIA’s Sivumuaqatigiit division administers 16 Sivuliqtiksat internship positions that are open to Inuit only and housed in various departments and communities. These internship positions are reported separately in the GN’s quarterly Towards a Representative Public Service (TRPS) report and not included in the department’s statistics here. As of March 31, 2019, there were 9 Inuit employees in Sivuliqtiksat internship positions and 7 vacancies.

## 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.

As of April 1, 2019, many new positions in the Department of Human Resources did not yet have job descriptions and/or had not yet been evaluated. As a result, the number of positions in each NOC occupational category is not available. Based on the nature of the new positions and the classifications of existing positions, four NOC occupational categories are likely to be represented in the department:

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

Based on the nature of the new positions and the NOC codes assigned to existing positions, many of the department’s positions are likely to require high school completion or some postsecondary education:

- Skill Type A (university degree and/or extensive occupational experience)
- Skill Type B (college diploma or trades training)
- Skill Type C (high school completion)

## Inuit Language Requirements

Many new positions in the Department of Human Resources do not yet have job descriptions and/or have not yet been evaluated. As a result, the number of positions with Inuit language requirements is not currently available.

## Inuit Representation

As is the case throughout the GN, Inuit representation in the new Department of Human Resources appears to be highest in Administrative Support and Paraprofessional employment categories. Inuit representation in these categories was at 100% and 80% respectively as of April 1, 2019, although capacity was low due to new positions being added in these categories.

As of April 1, 2019, Inuit representation was less than 50% in each of the department’s Senior Management, Middle Management, and Professional employment categories. Capacity was low in these categories, due to new positions and existing vacancies.

***A full analysis of the department’s occupations and workforce will be undertaken later in 2019-2020, when new jobs in the department have been described and evaluated, and staffing actions completed.***

## 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 new Department of Human Resources was established on April 1, 2019 with Inuit representation of 54% (above the GN average) and many new and/or vacant positions that create opportunities for increased Inuit employment.

Historically, however, Inuit have been under-represented in the Senior Management, Middle Management, and Professional employment categories of the various human resources functions. The key factor is the requirement for postsecondary education and/or specialized skills and experience in fields such as staffing, employee relations, job evaluation, and workplace health and safety.

### Current Issues and Opportunities

#### Opportunities

##### CAREER PATHS

Following the government's July 2018 announcement of plans to create a stand-alone Department of Human Resources, the consulting firm DPRA was contracted to work with a GN Steering Committee to provide a proposed organizational structure and implementation plan.

In October 2018, Cabinet approved an organizational structure that would best serve the Government of Nunavut in meeting the following broad objectives and priorities:

- Continue to strengthen human resource capacity across the public service;
- Refocus human resources policies and programs towards Inuit employment at all levels of the public service; and
- Ensure that government structures, processes, and programs operate in a fiscally responsible manner that supports action on priorities and meets the needs of Nunavummiut.

The approved organizational structure includes new positions that strengthen capacity and add career paths to the GN's human resource functions:

- Two new ADM positions provide leadership for strategic HR management and HR operations. In time, these positions may create opportunities for the career advancement of Inuit with director-level experience.

- A new position for a Director of Regional Staffing was originally based in Iqaluit, but is now located in Rankin Inlet. This provides an additional senior management opportunity outside Iqaluit.
- The Staffing Division has been redesigned to include two new Staffing Supervisor positions and additional Staffing Assistant and Staffing Officer positions. These changes provide a clear career ladder from Staffing Assistant to Staffing Officer to Staffing Consultant to Supervisor to Manager.
- Three new positions strengthen the Inuit employment planning function in Sivumuaqatigiit: a manager and two new analysts. In combination with existing positions that support Inuit employment initiatives, these positions create a potential career path from Specialist/Analyst to Manager to Director.
- A robust new Policy, Planning and Communications division includes two existing Senior Policy Analyst positions, two new Policy Analysts, and a new Junior Policy Analyst. These positions provide a clear career ladder from Junior Policy Analyst to Policy Analyst to Senior Policy Analyst to Manager to Director.

The department will make use of available training and career development programs to develop its Inuit leaders, managers and professionals to take advantage of these career paths. Inuit employment programs include the Policy Skills Development Program, the Hivuliqtikhanut Leadership Program, Sivuliqtiksatsat Internship Program, Amaaqtaarniq Education Program, and Career Broadening Program.

#### VACANCIES

The new Department of Human Resources has 112 approved PYs, plus 16 Sivuliqtiksatsat intern positions that are administered by HR for Inuit only. These intern positions are assigned to departments and agencies and do not contribute to HR's operations.

Planning began in January 2019 for the transition to the new department. At that time, capacity in positions to be transferred from EIA was approximately 59%, with 60% Inuit representation. Capacity in positions to be transferred from Finance was approximately 77%, with 55% Inuit representation.

Staffing the new and vacant positions was a priority during transition, and will continue to be a priority for the department during 2019-2020.

New positions and existing vacancies create opportunities to increase Inuit employment. HR is committed to increasing Inuit employment in all divisions and every employment category by:

- Posting all new and vacant positions for competition;
- Restricting as many positions as possible to Nunavut Inuit only;
- Filling all positions in the Administrative Support category with Inuit;
- Filling entry-level positions in the Paraprofessional category with Inuit as a priority;
- Considering developmental assignments for Inuit if there are no successful Inuit candidates; and
- Filling selected positions with non-Inuit on a term basis if there are no successful Inuit candidates.

## Issues

### SUPPLY OF INUIT MANAGERS AND PROFESSIONALS

The Department of Human Resources was established on April 1, 2019 with 65 employees and capacity of only 58%. Filling new and vacant positions in the department has been an urgent priority since its organizational structure was approved in December 2018. All new and vacant positions in the department are being posted for competition as quickly as possible. Many are restricted to Nunavut Inuit only.

Approximately 50% of the department's positions are specialist occupations in human resources, policy and corporate services at senior management, middle management and professional levels. Many of these occupations typically involve postsecondary education in human resources, health and safety, labour relations, policy, or public administration. All of these occupations require strong literacy, numeracy and thinking skills that are typically developed through extensive career experience and/or education.

Inuit are consistently under-represented in the Senior Management, Middle Management and Professional employment categories throughout the GN. Based on the March 31, 2019 Towards a Representative Public Service (TRPS) report:

- The GN's Senior Management category had 24 Inuit employees (18% Inuit representation), which suggests that the internal pool of potential Inuit candidates for HR's new ADM and director positions is very small. There were 42 vacancies (24%) GN-wide in this category, which suggests that competition is high throughout the GN for qualified internal and external Inuit candidates at the senior management level.
- The GN's Middle Management category had 29% Inuit representation and a 24% vacancy rate. Again, this suggest that HR faces strong competition for qualified internal and external Inuit candidates for its vacant management positions.
- The GN's Professional employment category had 28% Inuit representation and a 27% vacancy rate. It includes approximately 1,900 positions in a wide range of occupations, including teachers, college instructors, lawyers, nurses and other health care specialists, engineers, wildlife biologists, social service workers, interpreter/ translators, IT specialists, accountants and other finance specialists, human resource specialists, policy analysts, and program officers. Most of these are highly specialized occupations that require particular qualifications or specific fields of study. There is some opportunity for HR to attract internal and external Inuit candidates with transferrable skills and experience to professional positions in Inuit employment, policy and corporate services functions and to entry level positions in HR operations.

### Artificial Barriers to Inuit Employment

The Department of Human Resources holds the position that any and all barriers to Inuit employment should be examined and removed. Territory-wide social and economic barriers such as housing and educational attainment may fall outside the scope of this departmental IEP, but cannot be overlooked when planning to recruit and retain Inuit employees.

The department is aware that educational requirements may be over-emphasized in Senior Management, Middle Management, and Professional employment categories throughout the GN. Before undertaking staffing actions, HR is committed to examining job descriptions to ensure that any educational requirements are necessary, relevant, and not inflated.

## Potential Future Issues and Opportunities

### Career Development

The department's organizational structure has created distinct career ladders in staffing and policy functions. Career "stepping stones" can be identified in several other departmental functions.

When all management positions are filled and the department is fully operational, HR will ensure that Inuit employees are supported to take advantage of these career paths:

- The department will conduct a training needs analysis to identify the training supports and work experience needed to move from one step on a career ladder to the next.
- All Inuit employees will be invited to complete a Career Achievement Record and prepare a career development plan to be implemented with the full support of their managers.

### Workforce Analysis

A full analysis of the department's occupations and workforce will be undertaken later in 2019-2020, when all new jobs in the department have been described and evaluated, and the majority of staffing actions have been completed.

The workforce analysis will examine:

- Trends in Inuit employment in occupational groups in the department;
- Options for increasing Inuit employment in positions filled through transfer assignment or term employment; and
- The eligibility of indeterminate employees to retire over the next several years.

The workforce analysis will assist in identifying potential future issues and opportunities and provide the foundation for an updated Inuit Employment Plan in early 2020-2021.

## 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 60% by:</p> <ul style="list-style-type: none"> <li>Ensuring that educational requirements are not inflated in job descriptions</li> <li>Assessing all vacancies to determine whether it is feasible and advisable to restrict the job competition to Nunavut Inuit only</li> <li>Creating career ladders in staffing and policy functions</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Executive category to 2</li> <li>Increase the number of Inuit employees in the Senior Management category to 3</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 13</li> <li>Increase the number of Inuit employees in the Paraprofessional category to 16</li> <li>Increase the number of Inuit employees in the Administrative Support category to 11</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	3	1	1	100%	3	2	67%
Senior Management	7	4	1	25%	6	3	50%
Middle Management	15	9	4	44%	11	5	45%
Professional	46	29	10	35%	35	13	37%
Paraprofessional	26	15	12	80%	18	16	89%
Administrative Support	15	7	7	100%	11	11	100%
<b>TOTAL</b>	<b>112</b>	<b>65</b>	<b>35</b>	<b>54%</b>	<b>84</b>	<b>50</b>	<b>60%</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 64% by:</p> <ul style="list-style-type: none"> <li>• Providing training and work experience to support Inuit employees to move from one step on a career ladder to the next</li> <li>• Identifying and planning ahead for positions with term incumbents and positions in which the potential for retirement or other turnover is high</li> <li>• Assessing all vacancies to determine whether it is feasible to reprofile the position to create an internship or other career development opportunity for an Inuk</li> <li>• Promoting and making use of GN training and career development programs for Inuit</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of Inuit employees in the Senior Management category to 4</li> <li>• Increase the number of Inuit employees in the Middle Management category to 8</li> <li>• Increase the number of Inuit employees in the Professional category to 17</li> <li>• Increase the number of Inuit employees in the Paraprofessional category to 20</li> <li>• Increase the number of Inuit employees in the Administrative Support category to 14</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	3	1	1	100%	3	2	67%
Senior Management	7	4	1	25%	7	4	57%
Middle Management	15	9	4	44%	15	8	53%
Professional	46	29	10	35%	40	17	43%
Paraprofessional	26	15	12	80%	22	20	91%
Administrative Support	15	7	7	100%	15	14	93%
<b>TOTAL</b>	<b>112</b>	<b>65</b>	<b>35</b>	<b>54%</b>	<b>102</b>	<b>65</b>	<b>64%</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 71% by:</p> <ul style="list-style-type: none"> <li>• Building on and continuing to apply successful actions undertaken from 2019 to 2023</li> <li>• Ensuring that education, training and career development is a priority in the department</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of Inuit employees in the Senior Management category to 5</li> <li>• Increase the number of Inuit employees in the Middle Management category to 12</li> <li>• Increase the number of Inuit employees in the Professional category to 19</li> <li>• Increase the number of Inuit employees in the Paraprofessional category to 22</li> <li>• Increase the number of Inuit employees in the Administrative Support category to 15</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (April 1, 2019)				LONG-TERM GOALS (FTEs) (within 10 years from 2017)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	1	1	100%	3	2	67%
Senior Management	7	4	1	25%	7	5	71%
Middle Management	15	9	4	44%	15	12	80%
Professional	46	29	10	35%	42	19	45%
Paraprofessional	26	15	12	80%	24	22	92%
Administrative Support	15	7	7	100%	15	15	100%
<b>TOTAL</b>	<b>112</b>	<b>65</b>	<b>35</b>	<b>54%</b>	<b>106</b>	<b>75</b>	<b>71%</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
1. Ensure that educational requirements are not inflated in job descriptions	Increase Inuit employment in all employment categories	Review all job descriptions prior to initiating the staffing process	All managers	Ongoing
2. Attract and retain Inuit employees in the department	Ensure a healthy and respectful workplace environment for Inuit and non-Inuit employees in the department	Set expectations of managers Provide timely cultural orientation for new employees Provide access to cultural competence workshops for all employees	Deputy Minister with all directors and managers	2019-2020 and ongoing
3. Ensure that Inuit employment is a priority in the department	Increase and enhance Inuit employment in the department	Incorporate Inuit employment goals into managers' performance plans	Assistant Deputy Ministers	2019-2020 and ongoing
4. Enable career development through career ladders and job design	Increase and enhance Inuit employment in the department	Design jobs and ladder organizations that support employees to gain incremental responsibility and experience	Deputy Minister and all senior managers	2019-2020 and ongoing
5. Understand trends, issues and opportunities in Inuit employment in the department's occupations	Increase and enhance Inuit employment in the specialized HR occupations	Undertake and maintain a detailed workforce analysis for the department	Assistant Deputy Minister, Strategic HR Management	2019-2020 and ongoing
6. Maintain an up-to-date Inuit Employment Plan	Increase and enhance Inuit employment in the specialized HR occupations	Update and maintain the department's Inuit Employment Plan	Director, Corporate Services and all executive and senior management	2020-2021 and ongoing

## Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
7. Encourage and support more Inuit to apply for and succeed in HR job competitions	Increase Inuit employment in all employment categories	Post all new and vacant positions for competition  Restrict as many positions as possible to Nunavut Inuit only  Fill all Administrative Support positions with Inuit  Fill entry-level Paraprofessional positions with Inuit as a priority  Consider internal developmental assignments for Inuit if there are no successful Inuit candidates	Director, Corporate Services and all senior managers	Ongoing
8. Make more jobs available to Inuit over time	Increase Inuit employment in all employment categories	Fill selected positions with non-Inuit on a term basis if there are no successful Inuit candidates	Director, Corporate Services and all senior managers	Ongoing
9. Improve opportunities for Inuit summer students	Increase the number of Inuit candidates for entry-level positions in HR  Increase interest in postsecondary education leading to HR occupations	Identify and prioritize SSEEP student placements that may attract graduates to apply for HR jobs in the future	Director, Corporate Services and all senior managers	2020-2021 and ongoing
10. Establish and maintain succession	Provide opportunities for	Identify and plan succession for positions with term incumbents or high	Assistant Deputy Ministers and all senior managers	2020-2021 and ongoing

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
plans for key positions	Inuit employees to advance Reduce operational impact of turnover	potential for retirement		
11. Establish and maintain staffing contingency plans for key positions	Reduce the impact of turnover on HR's operations and Inuit employment	Identify and plan ahead for positions in which the potential for turnover is high	Assistant Deputy Ministers and all senior managers	2021-ongoing

### Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
12. Establish career development plans to support education, training and career mobility in the department	Increase and enhance Inuit employment in the department	Invite all Inuit employees to complete a Career Achievement Record and prepare a career development plan to be implemented with the full support of their managers	All senior managers	2020-2021 and ongoing
13. Ensure that education, training and career development is a priority in the department	Increase and enhance Inuit employment in the department	Set expectations that managers will actively support employee education, training and career development goals and incorporate into managers' performance plans	Deputy Minister and Assistant Deputy Ministers	2020-2021 and ongoing

### Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
14. Develop broad skills and experience for	Increase and enhance Inuit	Promote and make use of GN training and career	All senior managers	Ongoing

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
career mobility in the department	employment in the department	development programs for Inuit employees		
15. Develop specific knowledge, skills and experience needed for advancement in HR occupations	Increase and enhance Inuit employment in Paraprofessional, Professional and Middle Management employment categories	Conduct a training needs analysis to identify the training supports and work experience needed to move from one step on a career ladder to the next  Provide relevant on-the-job training	Assistant Deputy Ministers and all senior managers	2020-2021 and ongoing

### Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
16. Increase awareness of HR's role in the GN and the types of positions and career paths available in the department	Increase the number of Inuit candidates for positions in HR	Provide guest speakers on HR for Nunavut Sivuniksavut and Hivuliqtikhanut leadership and policy skills programs  Promote HR as an employer at career fairs	Assistant Deputy Ministers and Director, Sivumuaqatigiit	2020-2021 and 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).

The Department of Human Resources will report semi-annually on progress in implementing its departmental IEP using the reporting template and instructions that are provided.