



Public Service



ANNUAL REPORT



2010-2011



Government of Nunavut
Human Resources



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In accordance with Section 3(2) of the *Public Service Act*, I have the honour of submitting the Public Service Annual Report for the period April 1, 2010 to March 31, 2011.

Respectfully Submitted,

The Honourable Monica Eil
Minister of Human Resources



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Note

Statistical data contained in this report pertains to the employees of the ten Government of Nunavut departments, plus Nunavut Arctic College, Nunavut Housing Corporation and the Office of the Legislative Assembly. Unless otherwise specified, the statistical data does not include the employees of Qulliq Energy Corporation or any other Government of Nunavut boards or agencies.

We wish to express our sincerest thanks to those who donated photographs for this year's annual report, including the Department of Health and Social Services, the Department of Education, the Department of Economic Development and Transportation, Alice Lafrance, Rhoda Palluq and Charles Pugh.



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Message from the Minister

As Minister responsible for the *Public Service Act*, I am pleased to present the 2010-2011 Public Service Annual Report. This report provides information on the management and direction of the public service in Nunavut and it has been prepared in accordance with the legislative authority of the *Public Service Act*, the guiding principles of *Tamapta* and our commitment to Article 23 of the *Nunavut Land Claims Agreement*.

This past year has been an ambitious and very productive year for the public service. This report highlights some of the achievements in the public service and it provides varied labour force statistical information.

In response to the invaluable guidance of the Office of the Auditor General our department has developed a comprehensive plan for implementation of the recommendations from the Human Resources Capacity Report. This included a departmental reorganization plan and work towards a Human Resources Strategy. An intense focus of the Department of Human Resources will be on capacity, examining recruitment and retention practices to determine what changes are required in order to attract qualified candidates for employment in the public service and to retain employees already working in the public service.

Further to the recommendations of the Human Resources Capacity Report and consistent with the priority of this department to meet the representative target goals of the *Nunavut Land Claims Agreement*, work was completed on updating the Priority Hiring Policy, including extensive consultations to ensure that the updated policy is current and that it will be effective.

In accordance with Section 3(2) of the *Public Service Act*, I have the honour of submitting the Public Service Annual Report for the period of April 1, 2010 to March 31, 2011.





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Inuit Employment Initiatives

The Government of Nunavut (GN) is committed to building an effective, functional, skilled and representative public service. In support of Article 23 of the *Nunavut Land Claims Agreement* – to increase Inuit participation in government employment to a representative level of the population across all occupational categories – human resources management tools are provided that are current, effective and culturally sensitive.

The Department of Human Resources plays a key role in helping to achieve the goals of the GN in all departments and some agencies by assisting them in updating their Inuit Employment Plans and by providing leadership in the implementation of Inuit Employment Initiatives.

One of the key tools provided is statistical reporting, including the *"Towards a Representative Public Service"* report. This report is completed on a quarterly basis and it demonstrates the success in recruitment and retention of beneficiary and non-beneficiary employees by all GN departments and some agencies. The report is comprehensive, covering all communities, broken down by beneficiary and non-beneficiary criteria plus other parameters including six occupational groups, showing data by human resource capacity and also by employee status (indeterminate, casual).

The March 31, 2011 *"Towards Representative Public Service"* report indicates an overall beneficiary representation in the GN of 51 percent. The proportions of beneficiary representation – in the Department of Culture, Language, Elders and Youth at 69 percent, in the Department of Human Resources at 67 percent and in the Qulliq Energy Corporation agency at 58 percent – demonstrate continued recruitment progress in support of Article 23. Beneficiary representation continues to be high in the categories of Administrative Support at 92 percent and Paraprofessional at 69 percent.

Emphasis on mentoring and training will be continued in order to increase beneficiary representation, particularly in middle and senior management areas. Additional detailed information regarding beneficiary representation in the public service can be found in the Workforce Profile section of this report and online under the quarterly report.

Priority Hiring

The Priority Hiring Policy plays an important role in ensuring that the GN fulfills its obligation under Article 23 of the *Nunavut Land Claims Agreement*.

This policy gives priority consideration in the recruitment and selection of GN employees to Inuit beneficiaries. The Priority Hiring Policy is applied to all GN job competitions across Nunavut in all occupational categories.

If a beneficiary meets the qualifications for the position, as determined during the screening process, they will be interviewed for the position. If they are successful during the interview process, the applicant is hired. If a qualified beneficiary applicant is not identified during the screening or interview process, non-beneficiary candidates are then considered for the position.



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Job opportunities are broadcast on local radio and also on cable television, which is often a more effective medium in geographically remote communities. In addition, the standard methods of job posting in newspapers, on bulletin boards, on employment websites and on the departmental website continue to be used.

To further demonstrate the ongoing commitment of the GN toward increasing Inuit employment in the workplace, departments are increasingly offering term positions to successful non-beneficiary candidates, so as to ensure that future employment opportunities will become available to beneficiaries.

An interim review of the Priority Hiring Policy was made in the fall of 2007. With the sunset of the policy in 2010, extensive consultations with departmental Human Resources Coordinators and Tuttarviit were conducted to ensure that policy update recommendations create an effective and clearly targeted recruitment process in support of Article 23.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide challenging and enriching opportunities for secondary and post secondary Nunavummiut students seeking to gain valuable work experience with the GN. The major objectives of this program are to expose students to the full variety of careers available within the public service and to encourage them to consider the GN as their employer of choice after graduation.

This program is aimed at providing employment opportunities that will help students to complement their academic programs, help fund their education and thereby further encourage students to complete their studies, develop critical skills and improve their employability after graduation.





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The SSEEP program includes orientation, mentorship and evaluation components which ensure that students are provided with the necessary support and development required to gain meaningful work experience.

The 2010-11 SSEEP program had a total of 164 students participating (76% beneficiary). In accordance with the consistent application of the Priority Hiring Policy, priority SSEEP placement is given to Nunavut high school and college students, as well as to those Nunavummiut who are studying at post secondary institutions located outside of the territory.

Summer Student Employment Equity Program

FY	# Students	# Beneficiary	% Beneficiary
2010-11	164	125	76
2009-10	165	132	80
2008-09	128	96	75
2007-08	176	145	82
2006-07	207	168	81
2005-06	144	107	74
2004-05	130	105	81
2003-04	141	99	70
2002-03	141	83	59
2001-02	71	51	72
TOTAL	1467	1111	76

Sivuliqtiksatsat Internship Program

The Sivuliqtiksatsat Internship Program is designed to provide development opportunities for beneficiaries seeking to take on leadership positions (at the Manager/Director level) and to help fill specialized positions that are unique to particular departments. This focus assists the GN in filling gaps in the senior, middle, professional and paraprofessional occupational categories.

Since the program's inception in January 2003, a total of 41 interns have been hired and 15 have graduated from the program, 14 of which are still working in their target positions. At the end of March 2011, eight (8) interns were in the program and an additional four (4) were available for recruitment in 2011-12. The full internship complement is 16 positions.

Sivuliqtiksatsat interns complete their customized learning plan objectives through on-the-job training, completion of distance education courses and participation in formal classroom learning. Orientation, mentoring and work exchange assignments are other components of this program. Each intern is assigned a designated trainer for the duration of the program. Interns who successfully complete the program are appointed to their target positions.



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Human Resources Legislative and Policy Framework

The *Public Service Act* guides the management and direction of the public service for the GN. The purpose of the *Public Service Act* is to describe public service authorities and rules through its sections, including the appointment, direction, discipline, dismissal, terms and conditions of employment, as well as collective bargaining for GN employees.

Public Service Act Review

The current *Public Service Act* has been carried forward from the Government of the Northwest Territories, with a few minor amendments. It does not incorporate new acts in force in Nunavut, such as the *Human Rights Act*, the *Education Act*, the *Inuit Language Protection Act*, and it does not reflect changes to collective agreements made since 1999. The current *Public Service Act* fails to reflect best practices in public sector labour law that have developed in the decades since this legislation was completely reviewed and revised. Furthermore, it does not clearly specify which agencies and organizations are subject to its provisions. Most importantly, the current *Public Service Act* does not include the Priority Hiring Policy and it does not consider Inuit values.

The GN Cabinet has directed the Minister of Human Resources to develop a *Public Service Act* that will be the foundation of a new approach to management of public sector employees, which will reflect and promote Inuit culture and meet the specific needs of Nunavut.

Ongoing research and consultation with departmental partners and stakeholders is planned in order to build upon the extensive inter-jurisdictional research and consultation which has been done to date in the development of a new *Public Service Act*.

Updated Human Resources Manual

The Human Resources Manual serves as a valuable resource that includes human resources policies, guidelines and statutes. The directives originally comprising the Human Resources Manual were transferred from the Government of Northwest Territories in 1999. Over the past 10 years as the terms and conditions of employees have changed, so have the directives.

A major rewrite of many policies and directives occurred in 2006. Some policies had a sunset in 2010, including the Workplace Harassment Policy and the Priority Hiring Policy. The Department of Human Resources continues to update, revise and develop all directives of the Human Resources Manual as the terms and conditions of employment evolve over time and as best practices are developed inter-jurisdictionally. In May, the Human Resources Authorities directive was updated. This directive defines the authorities for Human Resources management functions in the public service of the GN and it identifies what authorities have been delegated under the *Public Service Act* to specific GN employees.



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Human Resources Development

The GN is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resource development and good management. In keeping with this ongoing commitment, the Department of Human Resources places great emphasis on recruiting, retaining, developing and recognizing GN employees.

Recruitment

Staffing Capacity

Staffing capacity remains a challenge for the GN. As of March 2011, there were 4078 full-time positions available within the GN and of these positions 3083 were filled. Staffing capacity was 76% in March 2011, down from 78% in March 2010. These statistics include the employees of the Qulliq Energy Corporation and other GN boards/agencies unless otherwise specified.

It must also be noted that when casuals are added to the pool of full-time positions, staffing capacity increases to 94%.

The following tables present a two-year staffing capacity summary by community, department and occupational category.





2010-2011

Capacity Distribution by Community

COMMUNITY	March 2011				March 2010			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Arctic Bay	45	3	42	93	44	1	43	98
Qikiqtarjuaq	42	5	37	88	39	2	37	95
Cape Dorset	116	21	95	82	108	13	95	88
Clyde River	60	16	44	73	54	7	47	87
Grise Fiord	22	3	19	86	19	4	15	79
Hall Beach	42	5	37	88	41	4	37	90
Igloolik	156	35	121	78	155	44	111	72
Iqaluit	1567	406	1161	74	1484	370	1114	75
Kimmirut	36	6	30	83	35	5	30	86
Nanisivik	4	2	2	50	4	1	3	75
Pangnirtung	142	34	108	76	144	43	101	70
Pond Inlet	151	23	128	85	147	30	117	80
Resolute Bay	29	10	19	66	24	5	19	79
Sanikiluaq	52	12	40	77	45	6	39	87
Total Baffin	2464	581	1883	76	2343	535	1808	77
Arviat	212	49	163	77	207	46	161	78
Baker Lake	161	28	133	83	154	15	139	90
Chesterfield Inlet	33	11	22	67	30	3	27	90
Coral Harbour	52	10	42	81	49	4	45	92
Rankin Inlet	457	143	314	69	404	100	304	75
Repulse Bay	42	11	31	74	38	4	34	89
Whale Cove	32	5	27	84	31	4	27	87
Total Kivalliq	989	257	732	74	913	176	737	78
Bathurst Inlet	0	0	0	-	0	0	0	0
Umingmaktok	0	0	0	-	0	0	0	0
Cambridge Bay	271	82	189	70	263	96	167	63
Gjoa Haven	105	28	77	73	103	28	75	73
Kugluktuk	143	27	116	81	138	22	116	84
Kugaaruk	44	6	38	86	40	5	35	88
Taloyoak	44	11	33	75	40	3	37	84
Total Kitikmeot	607	154	453	75	584	154	430	74
Winnipeg	7	0	7	100	7	0	7	100
Churchill	9	3	6	67	9	1	8	89
Ottawa	2	0	2	100	3	2	1	33
Total Other	18	3	15	83	19	3	16	77
TOTAL	4078	995	3083	76	3859	868	2991	78




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Capacity Distribution by Department

DEPARTMENT	March 2011				March 2010			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Community and Government Services	342	91	251	73	337	85	252	75
Culture, Language, Elders and Youth	87	22	65	75	80	21	59	74
Economic Development and Transportation	132	37	95	72	130	24	106	82
Education	1289	196	1093	85	1202	144	1058	88
Environment	120	20	100	83	120	25	95	79
Executive and Inter-governmental Affairs	69	27	42	61	60	29	31	52
Finance	215	84	131	61	204	76	128	63
Health and Social Services	918	306	612	67	896	291	605	68
Human Resources	88	30	58	66	88	23	65	74
Justice	322	108	214	66	264	66	198	75
Office of the Legislative Assembly	34	6	28	82	34	7	27	79
Total GN Departments	3616	927	2689	74	3415	791	2624	77
Agencies, Boards and Corporations								
Nunavut Arctic College	172	27	145	84	162	38	124	77
Nunavut Housing Corporation	107	31	76	71	100	29	71	71
Qulliq Energy Corporation	183	10	173	95	1823	10	153	95
Total Agencies, Boards and Corporations	462	68	394	85	444	77	367	83
TOTAL ALL	4078	995	3083	76	3859	868	2991	78



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Capacity Distribution by Occupational Category

Occupational Category	March 2011				March 2010			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Executive	35	1	34	97	36	3	33	92
Senior Management	178	36	142	80	161	25	136	84
Middle Management	449	98	351	78	430	79	351	82
Professional	1313	274	1039	79	1271	265	1006	79
Paraprofessional	1535	436	1099	72	1401	352	1049	75
Administrative Support	568	150	418	74	560	144	416	74
Total	4078	995	3083	76	3859	868	2991	78

Staffing

The Department of Human Resources facilitates job competitions for GN departments in order to ensure a transparent and equitable hiring process. However, staffing authority has been delegated by the Minister of Human Resources to the Department of Health and Social Services to recruit specialized health positions and to Nunavut Arctic College for all college positions. The Department of Education is responsible for staffing teaching positions, as this group of employees falls under the *Education Act*.

Job Competitions

For the 2010-11 fiscal year, the Department of Human Resources held 463 job competitions. This number does not include casual positions, direct appointments and transfer assignments.

A total of 6153 applications were received for the 463 advertised positions in 2010-11, compared to 7672 applicants for 520 advertised positions in 2009-10. In 2010-11, of all the positions advertised, 333 were filled, compared to 284 filled positions in 2009-10. A total of 46 competitions were cancelled or re-advertised in 2010-11, as compared to 156 positions in 2009-10. The remaining competitions were not completed by the end of the fiscal year.

The department participated in Community Economic Development Trade, Service and Career Fairs coordinated by the Baffin Regional Chamber of Commerce. Career promotional events were attended in Clyde River, Resolute Bay, Grise Fiord, Cape Dorset, Hall Beach, Igloolik and Qikiqtarjuaq.

A breakdown of job applications and hires by gender and beneficiary status, not including those recruited by other departments through delegated authority, is contained as follows.



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2010-11 Job Competitions

Positions advertised: **463**

Breakdown	Total	Male	%	Female	%	Beneficiary	%	Non-Beneficiary	%
Applications	6153	3566	58	2587	42	1445	23	4708	77
Actual Hires	333	144	43	189	57	131	39	202	61

Application Summary by Fiscal Year

Fiscal Year	# Positions Advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2010-11	463	6153	3566	2587	1445	4708
2009-10	520	7672	3998	3674	2115	5557
2008-09	480	6172	3308	2864	1920	4252
2007-08	644	5509	2759	2750	1667	3842
2006-07	597	7121	3695	3426	2102	5019
2005-06	761	9382	4850	4532	3079	6303
2004-05	615	14352	8912	5440	2073	12279
2003-04	566	9427	5533	3894	1586	7841
2002-03	708	9105	5085	4020	1464	7641
2001-02	491	8182	4985	3197	875	7307
TOTAL	5845	83075	46691	36384	18326	64749

Hire Summary by Fiscal Year

Fiscal Year	# Hired	Male	Female	Beneficiary	Non-Beneficiary
2010-11	333	144	189	131	202
2009-10	365	147	218	186	179
2008-09	314	140	174	138	176
2007-08	284	121	163	129	155
2006-07	367	177	190	159	208
2005-06	508	187	321	289	219
2004-05	469	184	285	250	219
2003-04	384	171	213	199	185
2002-03	447	178	269	182	265
2001-02	350	137	213	118	232
TOTAL	3821	1586	2235	1781	2040



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Casual Employment

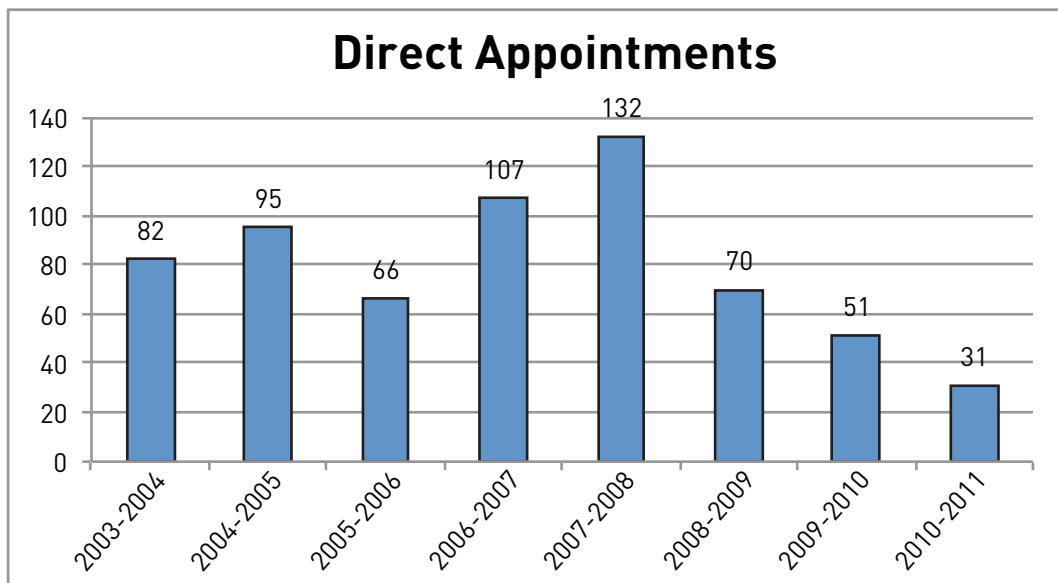
The GN hires casual employees for temporary and emergency short-term needs and assignments within departments. For example, casual employees are hired to work on special projects, to assist with a high volume of work, or to fill in for employees on leave. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences. As of March 31, 2011, a total of 757 casuals were employed with the GN, of which 426 (56%) were beneficiaries.

Direct Appointments

The GN is committed to staffing positions through the competition process. However, there do exist certain special circumstances where appointments without competition are both necessary and justified. Direct appointments are mainly used to achieve a qualified and representative public service. They are used in rare situations where the regular recruitment process has been unsuccessful in filling hard-to-staff positions. Direct appointments are initiated by specific departments, reviewed then recommended upon by the Department of Human Resources and ultimately approved by Cabinet.

During 2010-11, Cabinet approved a total of 31 direct appointments. Of the 31 direct appointments that were approved, 26 (84%) were for beneficiaries.

Direct Appointments by Fiscal Year





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Employee Retention

The retention rate for GN employees has increased significantly since 2000, when it stood at 69%. Since that time, the retention rate continued to increase. It remained at 84% in both 2005-06 and 2006-07, at 80% in 2007-08, at 82% in 2008-09, at 81% in 2009-10 and is now at 82% in 2010-11. While the retention rate has increased significantly since 2000, maintaining and increasing capacity remains a constant challenge for the GN. Capacity and retention are important issues throughout all jurisdictions in Canada. The retention of employees is a GN priority.

Employee Recognition

GN recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service. Long-term service award ceremonies are held once every two years to acknowledge employees for their ongoing dedication as long-term GN employees in meeting the needs of Nunavummiut.

Employee Development

The Department of Human Resources coordinates the delivery of courses and training to improve the skill levels and knowledge base of GN employees. Ongoing training and development of employees is critical to building a strong and dedicated public service that is responsive to the needs of Nunavummiut.

The Department of Human Resources' Training and Development division is responsible for researching, designing and delivering programs that address the general training needs of employees across the GN. The division works in partnership with all other departments in order to identify and respond to priority training needs for GN employees and to ensure that programs are relevant, cost effective and of high quality.

(Please note that participant statistics contained in this section of the report are not necessarily reflective of individual employee participation rates. For example, an individual employee may have registered for more than one course offered as part of a specific program. As such, this one employee's participation would be reflected multiple times in the aggregate training participation data.)

Nunavut Advanced Management Program

In 2010-2011, the Department of Human Resources continued its successful partnership with Saint Mary's University to deliver a 10-module management-training program for employees in Cambridge Bay. Faculty from Saint Mary's University travelled to Cambridge Bay each month to deliver a two-and-a-half (2.5) day module. Modules cover such areas as business communication, program evaluation, leadership and budgeting. Participants are required to complete eight (8) of 10 modules to complete the program. A unique feature of this program is that it gives participants the opportunity to learn from — and network with — other employees and also to participate in a management program that is “closer to home.”

As of March 31, 2011, a total of 14 GN employees participated in the 2010-11 program delivery. There were 11 potential graduates (55% beneficiaries) scheduled for June 2011 graduation. A total of 73 GN employees (78% beneficiaries) have graduated from the program since 2004-05.



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Employee Orientation

The Department of Human Resources hosts employee and cultural orientation sessions in communities across the territory on a regular basis. These sessions are designed to provide employees with general information about working for the GN and to complement the unique job-specific orientation initiatives of each GN department. In 2010-11, a total of 45 employees attended one (1) of eight (8) different orientation sessions provided in four (4) communities across Nunavut.

2010-11 Employee Orientation Sessions

Community / Sessions	Participants	Beneficiary	Non-Beneficiary
Cambridge Bay/2	2	0	2
Iqaluit/3	34	11	23
Kugluktuk/2	8	4	4
Gjoa Haven	1	1	0
TOTAL	45	16	29

Cultural Orientation

The Department of Human Resources recognizes the importance of providing cultural orientation when training employees, in order to clearly identify and implement practical ways to incorporate Inuit Qaujimagatuqangit into the workplace.

The Department of Human Resources offers assistance to GN departments upon request and customizes and tailors Cultural Orientation sessions focused on Inuit Qaujimagatuqangit principles, as well as other activities designed to meet the specific needs of the department's employees.





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Cultural Orientation sessions are delivered in conjunction with the Employee Orientation sessions. The orientations may take place in a classroom setting, or through seasonal one-day-long, on-the-land sessions designed to introduce employees to the following:

- The History of Nunavut
- Inuit Societal Values
- *Tamapta*
- Traditional Inuit Activities
- Team Work

In 2010-11, a total of 77 employees (21% beneficiaries) attended one (1) of eight (8) different orientation sessions provided in four (4) communities across Nunavut.

2010-11 Cultural Orientation Sessions

Community / Sessions	Participants	Beneficiaries	Non-Beneficiary
Iqaluit/5	59	14	45
Gjoa Haven	5	0	5
Kugluktuk	4	0	4
Cambridge Bay	9	2	7
TOTAL	77	16	61

Learning and Development Opportunities

The Department of Human Resources' Learning and Development Program consists primarily of courses, workshops and seminars that are designed to enhance employees' knowledge, skills and abilities in their current positions, as well as helping to prepare them for higher positions within the GN. Programming is designed to meet general training needs in such areas as communication, computer literacy, financial management, administrative services and human resources management.

In 2010-11, a total of 289 employees completed learning and development activities sponsored by the Department of Human Resources. 53 different types of courses were offered. Of these, a total of 46 course deliveries took place in 11 communities across Nunavut (Cape Dorset, Cambridge Bay, Gjoa Haven, Igloodik, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, Baker Lake, Arviat and Rankin Inlet).

In June 2010, the Department of Human Resources was delighted to see 17 employees (including 12 beneficiaries) graduate with their management diplomas through the academic program that was established in partnership between the department and Saint Mary's University. This year, a MOU was signed to deliver the program for the first time in Cambridge Bay. In the tradition of Piliqiqatigiiniq (working together for a common cause) and while allowing employees to study close to home, participants were able to gain excellent public administration skills that will greatly benefit the public service.



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Learning and Development Program by Fiscal Year

Fiscal Year	Types of Courses Offered /Deliveries	Participants	Beneficiary/%
2010-11	53/46	289	138/48
2009-10	72/75	476	279/58
2008-09	72/73	532	310/58
2007-08	46/86	628	324/52
2006-07	56/104	1067	549/52
2005-06	42/109	843	452/54
2004-05	43/97	902	465/52
2003-04	30/90	915	439/48
2002-03	31/123	1084	423/39
2001-02	24/89	577	233/40
TOTAL	469/892	7313	3612/50

Inuktitut/Inuinnaqtun Language Training

In 2010-11, a total of 146 employees (26% beneficiary) completed language training offered in four (4) different communities. Inuktitut is offered in several courses dependent on the competency of the learner. The courses include Inuktitut as a Second Language, Pigiavik for beginners, then increasing in skill level through Allurvik to Allurvik II. In addition, an advanced course as well as a language keyboard course are also periodically offered. Innuinaqtun training at an introductory level was also provided this year. The following charts indicate the courses offered and employee participation.

2010-11 Inuktitut Language Sessions

Community / Sessions	Participants	Beneficiary	Non-Beneficiary
Iqaluit/5	40	10	30
Pangnirtung	3	0	3
Pond Inlet/3	27	5	22
Cape Dorset/2	18	15	3
Rankin Inlet/2	57	11	46
TOTAL	145	41	104

2010-11 Inuinnaqtun Language Sessions

Community / Sessions	Participants	Beneficiary	Non-Beneficiary
Cambridge Bay	12	2	10
Gjoa Haven	7	0	7
TOTAL	19	2	17



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Government of Nunavut Certificate in Financial Management

In partnership with Nunavut Arctic College and the Department of Finance, the Department of Human Resources has been offering the GN Certificate in Financial Management. This non-accredited program provides an introduction to the financial planning and control processes of the government. The series of six (6) training modules is used to orient new employees, provide professional development for those currently in government, prepare employees for advancement, or to provide a refresher course for middle and senior managers. There is an exam at the end of each seminar and those who successfully complete and pass all modules receive a certificate. The training modules include:

1. Government Organization in Nunavut
2. Program Planning
3. Financial Authority
4. Control Systems
5. Control Procedures
6. Financial Administration

In 2010-11, all Financial Management training module materials were updated. To date, a total of 13 GN employees have successfully completed the program. Another 54 employees (65% of whom are beneficiaries) have completed various component modules of the program to the extent that they have the potential to attain their Certificate in Financial Management at a later date. Since 2007-08, a total of 257 employees (53% beneficiaries) have participated in the program.

Occupational Training Programs

Occupational Training Programs are comprehensive training programs targeted towards specific categories of positions that are found in all departments. In 2010-11, the Department of Human Resources delivered three (3) Occupational Training Programs. Targeted training programs and communities for delivery included the following:

1. **Human Resource Management** – which was designed for human resource professional positions such as HR coordinators, assistants and officers, or positions with HR responsibilities that needed practical hands-on strategies.
2. **Supervisory Development** – which was designed for those in supervisory positions or front-line management positions to increase knowledge and skills in a variety of management practices (including a Supervisory Designation Module).
3. **Administrative Development** – which was designed for advanced administrative positions such as executive assistants or secretaries, administrative assistants and office managers, to develop or increase skills in management.



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Program	Community	Completed	Beneficiary	Non-Beneficiary
HR Management	Iqaluit	13	4	9
Supervisory (2)	Iqaluit	28	8	20
Supervisory Designation Module	Iqaluit	15	5	10
Administrative Development	Iqaluit	8	8	0
Administrative Development	Rankin Inlet	10	10	0
Totals:		74	35	39

In 2010-11, a total of 74 employees (47% beneficiaries) completed one (1) of six (6) Occupational Training Programs delivered in two (2) communities across Nunavut.





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Employee Relations and Job Evaluation

The Employee Relations and Job Evaluation Division of the Department of Human Resources provides services to all GN departments and agencies. This division supports senior managers, excluding other employees and unionized employees who belong to either the Nunavut Teachers Association (NTA) or the Nunavut Employees Union (NEU). The Employee Relations and Job Evaluation Division has the responsibility for negotiating collective agreements with the three recognized bargaining units (NTA, NEU and QEC). This division also provides the GN Workplace Health, Safety and Wellness Program, as well as the Employee Recognition Program.

Workplace Health, Safety and Wellness Program

The GN is dedicated to providing a safe and respectful workplace for all employees. The Workplace Health, Safety and Wellness Program offers the Employee and Family Assistance Program plus Occupational Health and Safety training, so as to maintain a healthy, safe, respectful and productive work environment through a strong focus on respectful workplace training.

Health, Safety and Wellness Training and Information Sessions

The GN is committed to providing learning and development opportunities to improve employees' knowledge of health and wellness safety legislation. Training opportunities are available to employees throughout the territory to ensure that the basic requirements of *Nunavut's Safety Act* are met.

Health, safety and wellness training includes:

- First Aid and CPR
- Harassment Investigations
- Occupational Health and Safety
- Respectful Workplace
- Critical Incident Stress Management
- Investigation Processes
- Attendance Management

Employee and Family Assistance Program

The Employee and Family Assistance Program (EFAP) is a confidential, 24-hour, toll-free telephone counseling service. The service is available to all employees and their family members. Tele-Health counseling sessions are also available on request throughout the territory.



2010-2011

2010-2011 EFAP Utilization Rates

Employee Population	3083	
Employees using EFAP	103	3.34%
Client Category	#	%
Individual	93	90.3%
Family	10	9.7%
TOTAL	103	100%
Client Gender		
Female	75	72.8%
Male	28	27.2%
TOTAL	103	100%
Age Distribution of Clients		
Less than 20	2	1.94%
21-30	18	17.48%
31-40	33	32.04%
41-50	33	32.04%
51-60	12	11.65%
61 and over	4	3.88%
Not specified	1	.97%
TOTAL	103	100%
Distribution By Problem Group		
Counseling Services	91	88.35%
Plan Smart Services	12	11.65%
TOTAL	103	100%
Counseling Services:		
Crisis/Trauma	2	1.94%
Family	7	6.80%
Marital/relationship	32	31.05%
Psychological	25	24.26%
Social	3	2.92%
Substance disorders	7	6.80%
Workplace (including harassment)	15	14.56%
SUB-TOTAL	91	88.33
Plan Smart Services:		
Career planning service	1	.97%
Childcare and parenting support service	3	2.92%
Financial advisory service	4	3.89%
Legal advisory service	3	2.92%
Specialized service	1	.97%
SUB-TOTAL	12	11.64%
TOTAL	103	100%



2010-2011

Collective Bargaining

NTA

A collective agreement between the GN and NTA, covering approximately 660 employees, was ratified on February 17, 2011. This agreement is a four-year contract, from July 1, 2009 to June 30, 2013. Annual wage increases for teachers on strength as of date of signing are: 4.5%, 2.0%, 2.0% and 2.5%, each July 1 of the contract.

Qulliq Energy Corporation (QEC)

A collective agreement between the GN and QEC, covering approximately 150 employees, expired on December 31, 2010. The bargaining teams met twice in March 2011.

NEU

A collective agreement between the GN and NEU, covering approximately 2200 employees, expired on September 30, 2010. The bargaining teams met in December 2010.

Grievances and Staffing Appeals

Grievances

The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff members also have a grievance process under the *Public Service Act*. The Department of Human Resources continues to work with all departments, the NEU and the NTA to improve grievance procedures and to allow for meaningful discussions in order to proactively resolve workplace issues.

Active grievances at March 31st, 2011

	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	6	0	40	46
NTA	1	0	1	2
Excluded	0	0	2	2

Policy Grievance: refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

Group Grievance: refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

Individual Grievance: affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.



2010-2011

Staffing Appeals

The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted. In addition to Iqaluit, regional offices in Cambridge Bay and Rankin Inlet also have the capacity to conduct staffing appeal hearings. An appeal hearing provides an objective review of the staffing process. There were 39 staffing appeals made in 2010-2011.

2010-2011 Staffing Appeals

Region	Total	Withdrawn	Denied	Upheld
Iqaluit	3	0	1	2
Qikiqtaaluk	1	0	1	1
Kivalliq	26	0	21	5
Kitikmeot	9	0	7	2
TOTAL	39	0	29	10





2010-2011

Staffing Appeals Summary

Fiscal Year	Upheld	Denied	Withdrawn	Total
2010-11	10	29	0	39
2009-10	4	19	0	23
2008-09	1	23	0	24
2007-08	8	16	0	24
2006-07	5	16	0	21
2005-06	4	39	0	43
2004-05	8	21	0	29
2003-04	6	25	0	31
2002-03	1	15	0	16
2001-02	2	11	0	13
2000-01	2	6	0	8
1999-00	2	10	1	13
TOTAL	53	230	1	284

Job Evaluation

All non-teaching position descriptions in the public service are evaluated using the Hay Job Evaluation System to promote consistent, affordable and fair rates of pay for public servants.

Bilingual Bonus

The responsibilities and language requirements specified in the job description determine the eligibility of the position for bilingual bonus. Typically, the types of positions receiving the bilingual bonus provide direct service to the public. Some examples are: judicial officers, conservation officers, receptionists, instructors and nurses.

Those employees (other than employees assigned key duties of translation in their job descriptions) who are required to use two (2) or more of the official languages of Nunavut receive a bilingual bonus of one thousand five hundred dollars (\$1,500.00) per annum.

There are 1404 positions designated as bilingual in the GN. The number of actual employees in filled positions receiving the bilingual bonus is outlined in the following table.



2010-2011

Employees Receiving Bilingual Bonus by Department at March 31, 2011

Department	Inuktitut	French	TOTAL
Community and Government Service	30	0	30
Culture, Language, Elders and Youth	22	1	23
Economic Development and Transportation	27	2	29
Education	188	6	194
Environment	21	0	21
Executive and Intergovernmental Affairs	22	0	22
Finance	24	0	24
Health and Social Services	208	2	210
Human Resources	26	0	26
Justice	57	2	59
Nunavut Arctic College	33	1	34
Nunavut Housing Corporation	12	0	12
Office of the Legislative Assembly	12	2	14
TOTAL	682	16	698



2010-
2011

Human Resources Information and Payroll System

The Department of Community and Government Services, the Department of Finance and the Department of Human Resources continue to operate and maintain the integrated Human Resources Information and Payroll System (HRIPS), which is currently referred to as ePersonality.

In 2010-11, the GN HRIPS Steering Committee decided to pause any further implementation of the Self Service and Leave and Attendance module. This pause period will enable the HRIPS Working Group to develop a revitalization plan to address issues regarding hardware and network infrastructure, leave and attendance training and policies, as well as departmental compliance.

In the summer of 2011, the Working Group provided guidance for improving the pay process for teachers. Teachers were previously registered in the payroll system as contract employees with a defined completion and renewal process. Administrative steps were streamlined to align teachers' pay with the bi-weekly schedule used for all salaried employees. This provided several benefits including more information on pay slips, uniformity in the administration of allowances and benefits, plus streamlining of the record keeping process for payroll information.

On November 15, 2010 after several months of planning, documentation, simulation and testing, a major upgrade to ePersonality was completed with provision of the following results:

- Improved user interface, allowing for simpler access to data and reports, plus,
- Increased functionality across the GN in all regions for database access due to search speed improvement, increased information access and better database response.

The Department of Human Resources is committed to continuous improvement of the HRIPS, including new system tools that will allow users to further actualize their contribution to the GN in service of Nunavummiut.



2010-2011

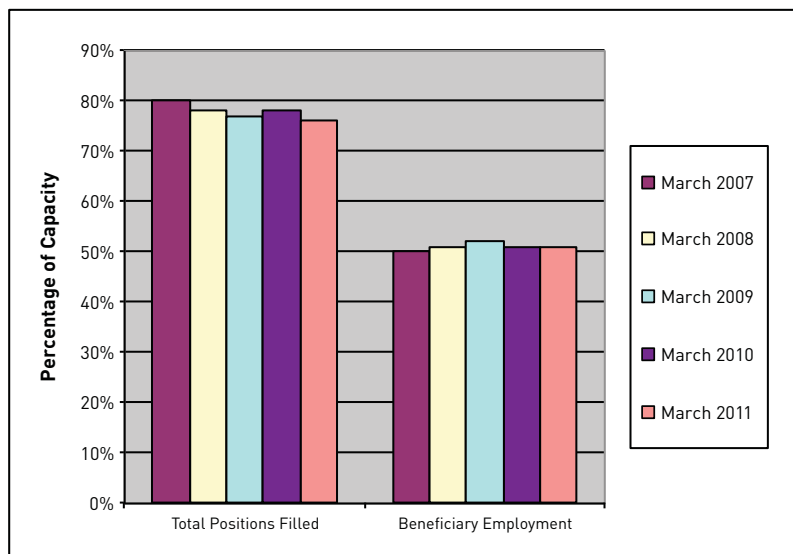
Workforce Profile

The information contained in this section of the report is extracted from the Human Resource Information and Payroll System¹ and the *Towards a Representative Public Service* reports. Job competition information is extracted from the Department of Human Resources' job competition database². In order to provide for useful comparisons of workforce statistics, some of the graphs and charts contain historical data.

The Department of Human Resources and the Department of Finance continue to enhance information collection mechanisms through the implementation of ePersonality.

As of March 2011, the average employee was 43.7 years of age, earned approximately \$82,925 a year and had 6.8 years of service in the GN. The average beneficiary male employee was 42.8 years of age, earned approximately \$74,405 a year and had 7.8 years of service. The average beneficiary female employee was also 42.8 years of age, earned approximately \$72,306 a year and had 8 years of service. The average non-beneficiary male employee was 45.6 years of age, earned approximately \$95,336 a year and had 5.8 years of service. The average non-beneficiary female employee was 43.7 years of age, earned approximately \$91,247 a year and had 5.6 years of service.

Staffing Capacity and Inuit Representation



*Statistics include employees of QEC and GN Boards and Agencies.

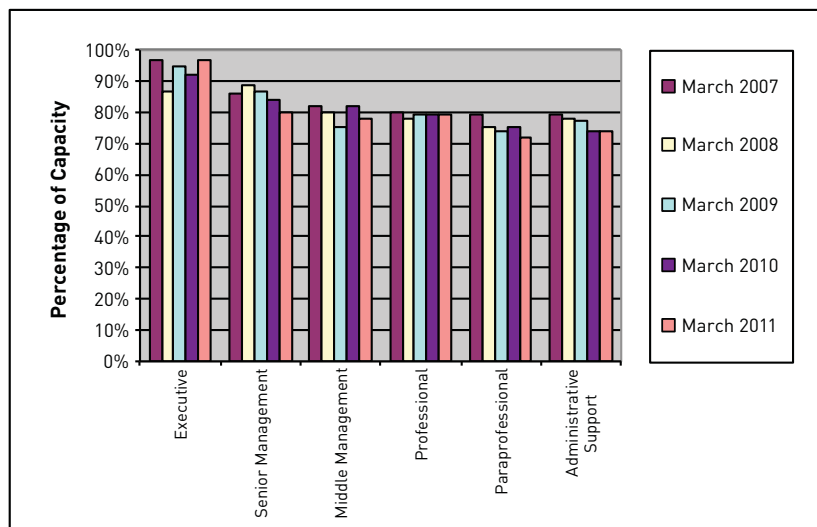
1 Information on employee gender, salary, years of service, age and pay group are for full-time equivalent (FTE) employees only.

2 Job competition information does not include Nunavut Arctic College, teaching, or specialized health care positions.



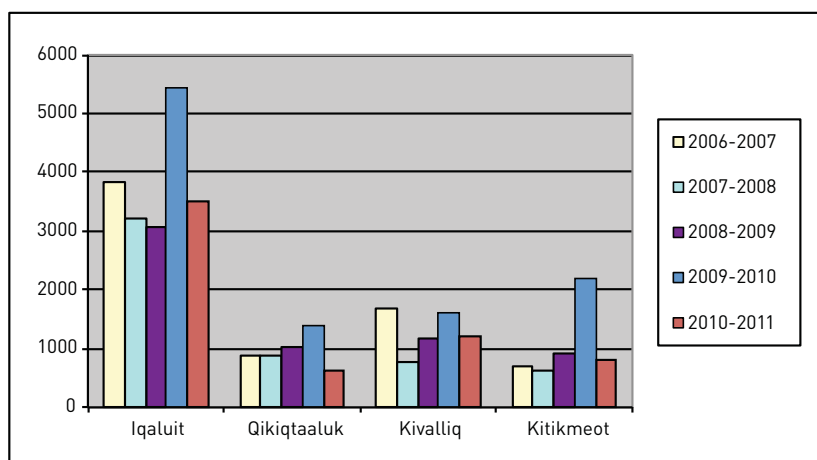
2010-2011

Capacity Distribution by Occupational Category



*Statistics include employees of QEC and GN Boards and Agencies.

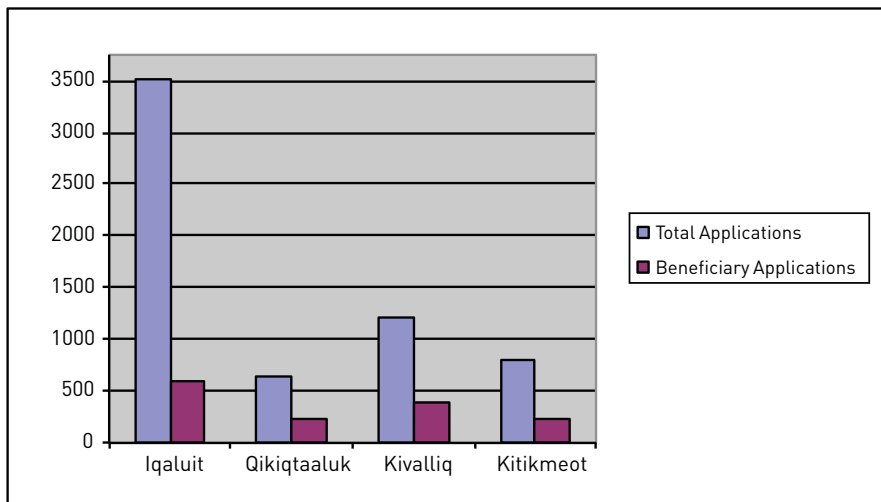
Total Job Applications by Region



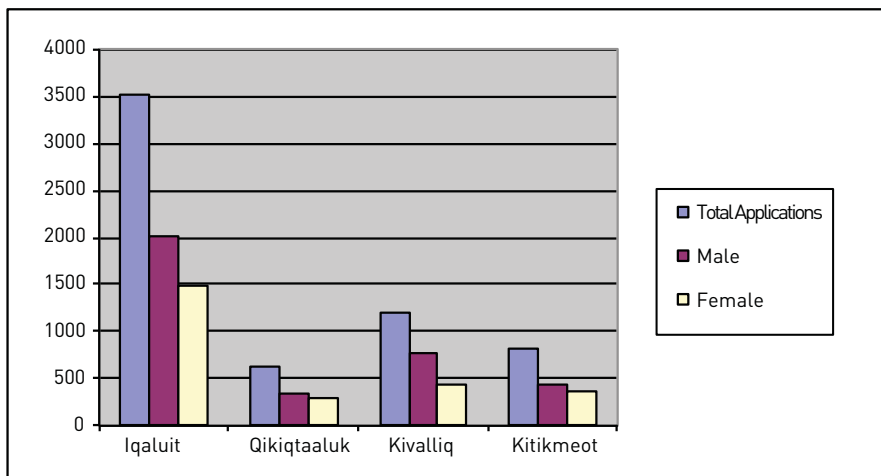


2010-2011

Total Job Applications and Beneficiary Applications by Region 2010-2011

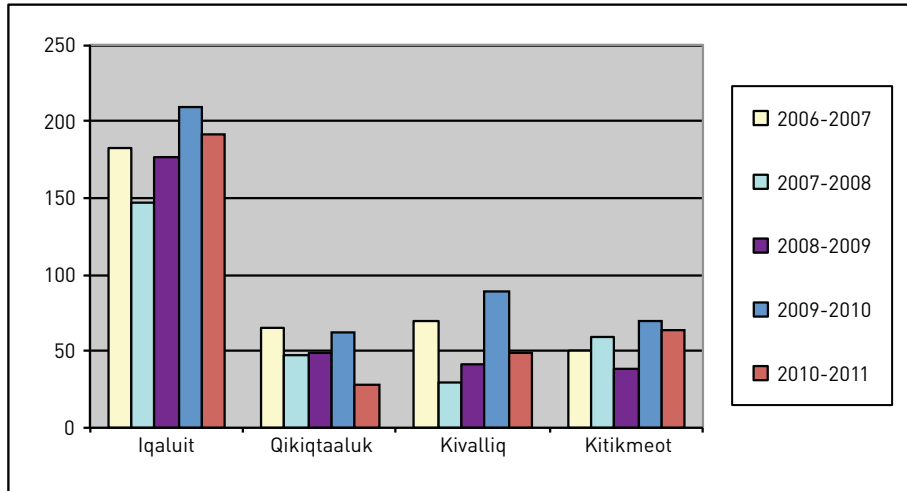


Total Job Applications and Gender by Region 2010-2011

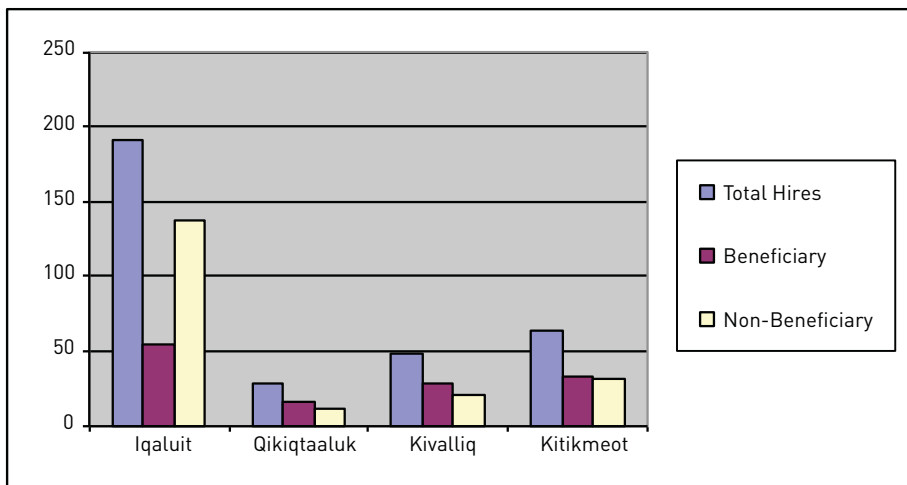




Total Hires by Region



Total Hires and Beneficiary Hires by Region 2010-2011





2010-2011

Beneficiary Employment by Community

COMMUNITY	March 2011			March 2010		
	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
BAFFIN	1883	874	46	1808	826	48
Arctic Bay	42	28	67	43	28	65
Qikiqtarjuaq	37	24	65	37	24	65
Cape Dorset	95	42	44	95	41	43
Clyde River	44	31	70	47	33	70
Grise Fiord	19	14	74	15	9	60
Hall Beach	37	23	62	37	23	62
Igloolik	121	79	65	111	73	66
Iqaluit	1161	430	37	1114	410	37
Kimmirut	30	16	53	30	17	57
Nanisivik	2	2	100	3	3	100
Pangnirtung	108	69	64	101	62	61
Pond Inlet	128	81	63	117	69	59
Resolute Bay	19	9	47	19	10	53
Sanikiluaq	40	26	65	39	24	62
KIVALLIQ	732	433	59	737	444	46
Arviat	163	108	66	161	106	66
Baker Lake	133	74	56	139	76	55
Chesterfield Inlet	22	14	64	27	20	74
Coral Harbour	42	25	60	45	29	64
Rankin Inlet	314	175	56	304	175	58
Repulse Bay	31	18	58	34	19	56
Whale Cove	27	19	70	27	19	70
KITIKMEOT	453	247	55	430	237	60
Bathurst Inlet	0	0	-	0	0	-
Umingmaktok	0	0	-	0	0	-
Cambridge Bay	189	83	44	167	83	50
Gjoa Haven	77	51	66	75	49	65
Kugaaruk	38	27	71	116	64	55
Kugluktuk	116	65	56	35	17	49
Taloyoak	33	21	64	37	24	65
OTHER	15	6	40	16	5	55
Winnipeg	7	4	57	7	4	57
Churchill	6	2	33	8	1	13
Ottawa	2	0	0	1	0	0
TOTAL	3083	1560	51	2991	1512	51




2010-2011

Beneficiary Employment by Department

DEPARTMENT	March 2011			March 2010		
	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
Community and Government Services	251	111	44	252	109	43
Culture, Language, Elders and Youth	65	45	69	59	40	68
Economic Development and Transportation	95	50	53	106	59	56
Education	1093	587	54	1058	561	53
Environment	100	41	41	95	39	41
Executive and Inter-governmental Affairs	42	23	55	31	21	68
Finance	131	57	44	128	55	43
Health and Social Services	612	297	49	605	288	48
Human Resources	58	39	67	65	38	58
Justice	214	96	45	198	94	47
Office of the Legislative Assembly	28	14	50	27	14	52
Nunavut Arctic College	145	77	53	124	65	52
Nunavut Housing Corporation	76	23	30	71	28	39
Qulliq Energy Corporation	173	100	58	172	101	59
TOTAL	3083	1560	51	2991	1512	51

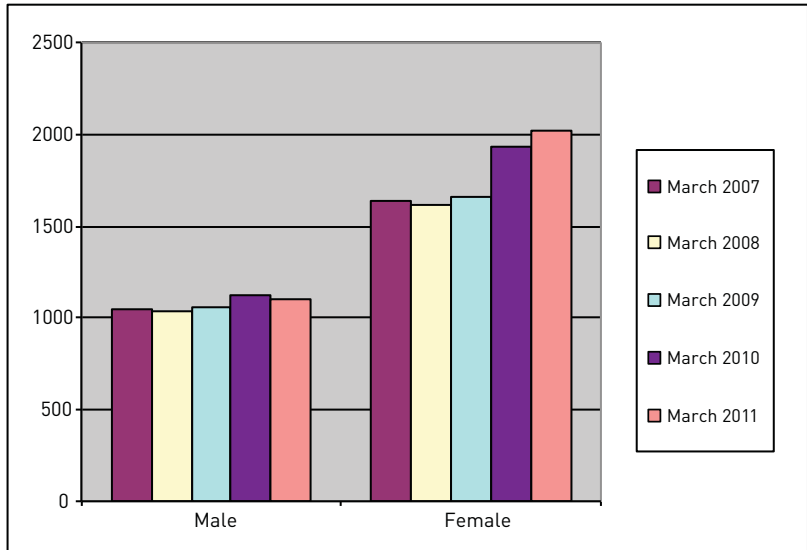
Beneficiary Employment by Occupational Group

OCCUPATIONAL GROUP	March 2011			March 2010		
	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	34	14	41	33	14	42
Senior Management	142	33	23	136	30	22
Middle Management	351	91	26	351	90	26
Professional	1039	277	27	1006	266	26
Paraprofessional	1099	762	69	1049	735	70
Administrative Support	418	383	92	416	377	91
TOTAL	3083	1560	51	2991	1512	51

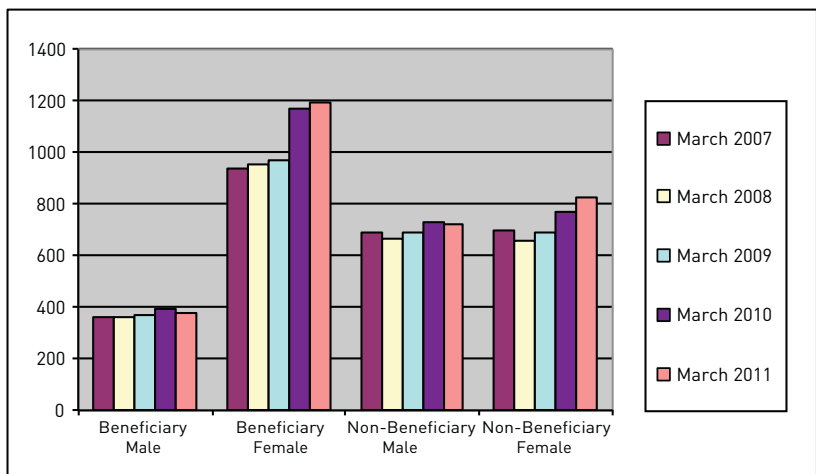


2010-2011

Employees by Gender



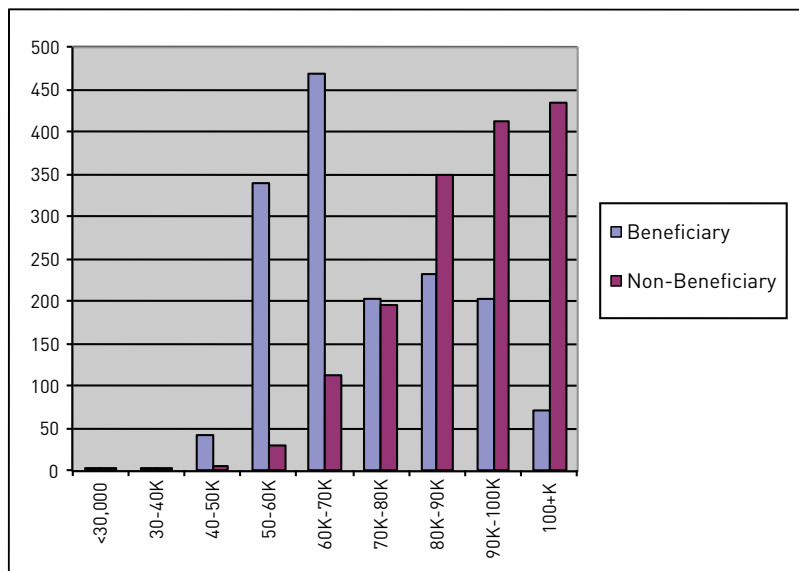
Employees by Beneficiary Status and Gender



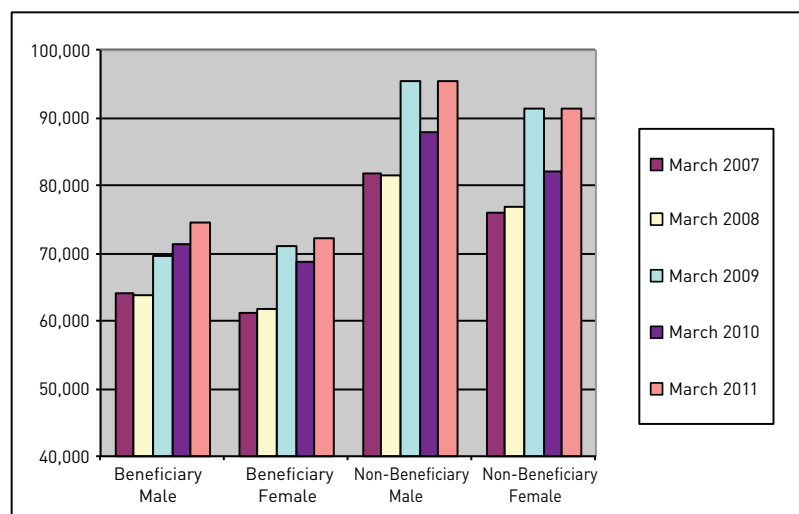


2010-2011

Employees by Salary Range and Beneficiary Status - March 2011



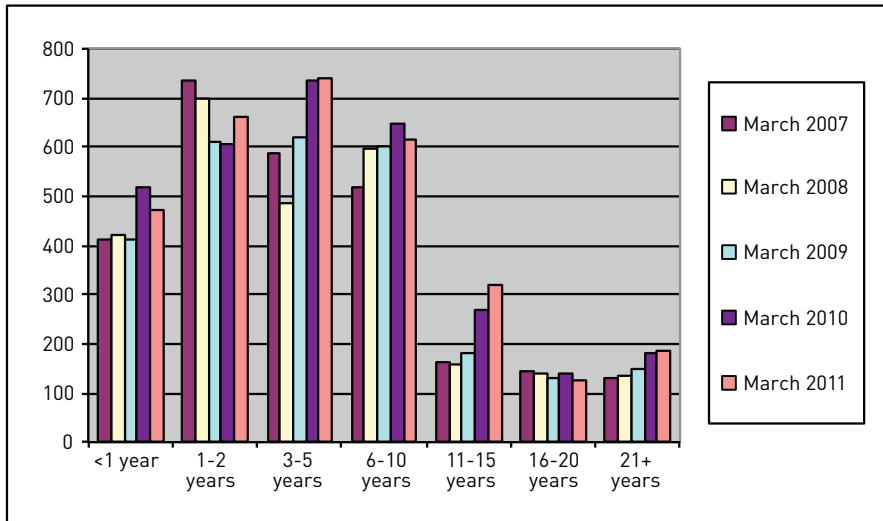
Average Annual Salary by Beneficiary Status and Gender



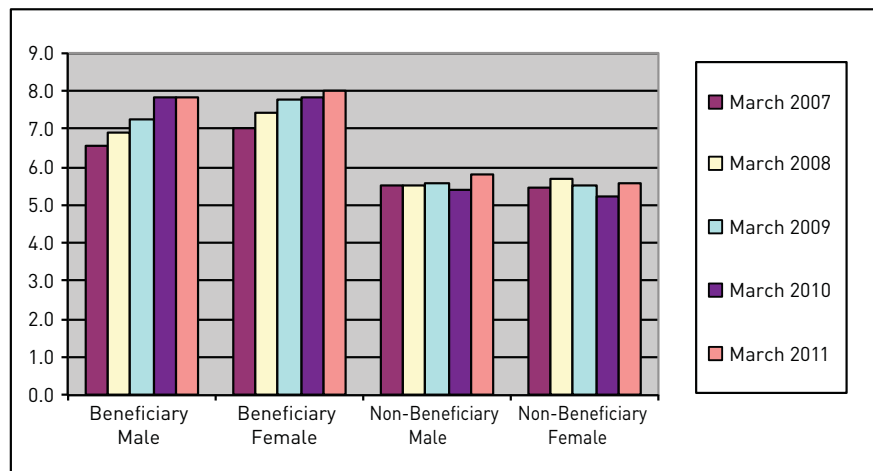


2010-2011

Employees by Years of Service

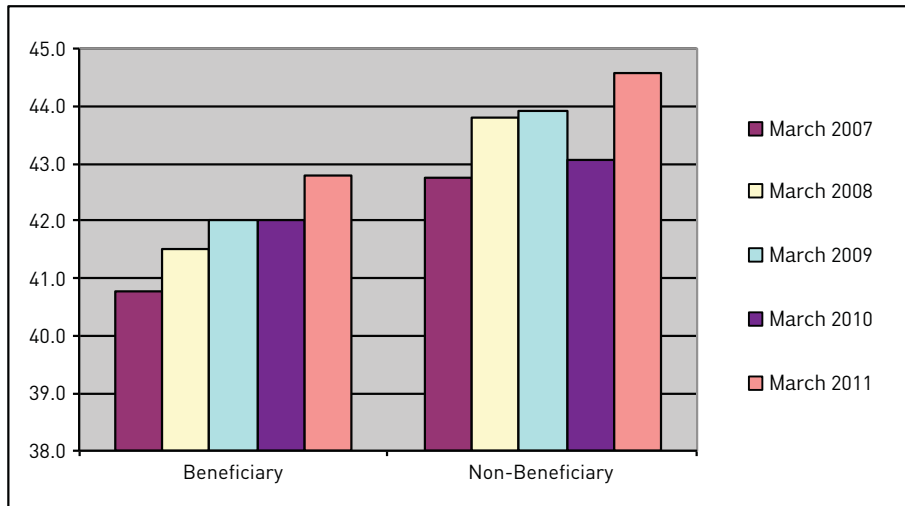


Average Years of Service by Beneficiary Status and Gender

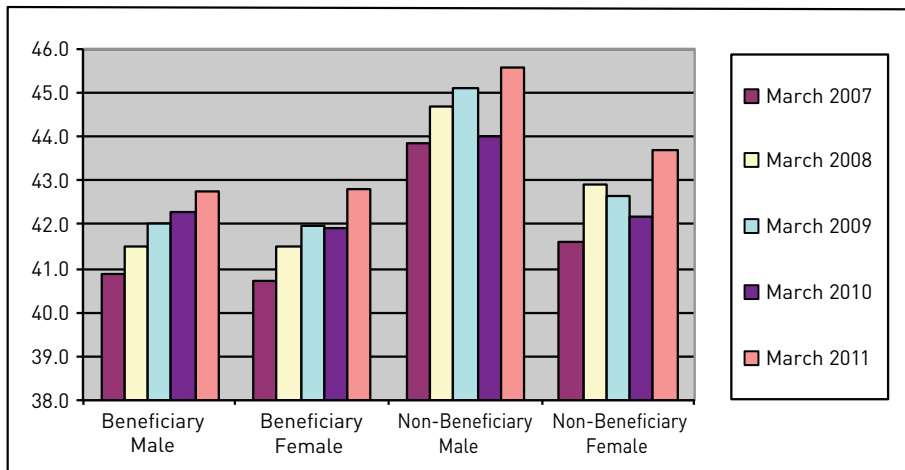




Average Age of Employees by Beneficiary Status



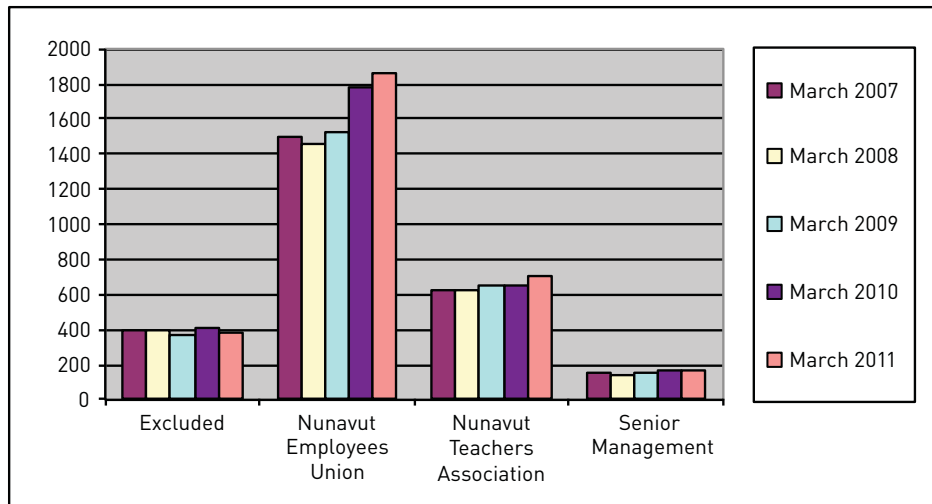
Average Age of Employees by Beneficiary Status and Gender



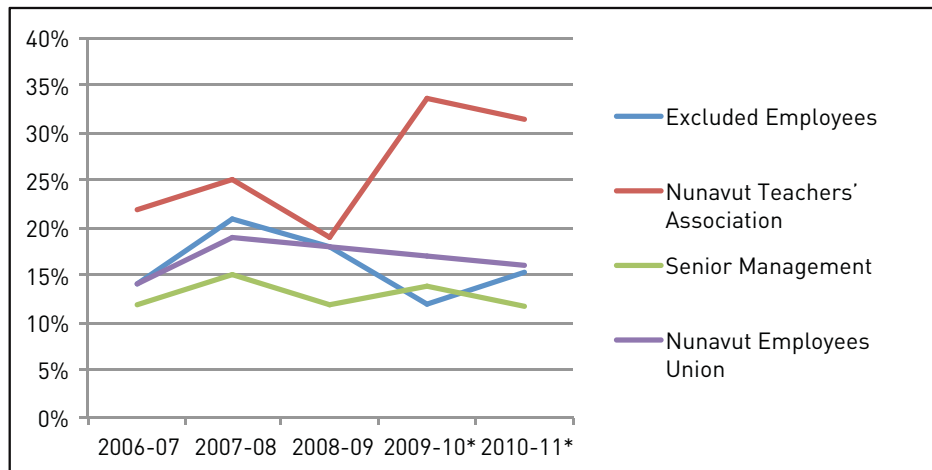


2010-2011

Employees by Pay Group



Employee Turnover by Pay Group



* The significant increase reported for the departure rate of NTA members is due to how teacher assignments were recorded in the Human Resources Information and Payroll System (HRIPS). During the 2010-2011 fiscal year, teachers began to be entered into the HRIPS the same way as other GN employees.



2010-
2011

GN-Wide Historical Employee Turnover Rate (%)

