



Government of Nunavut

**2003-2004
Public Service Annual Report**

In accordance with Section 3(2) of the Public Service Act, I have the honour to submit the Public Service Annual Report for the period April 1, 2003 to March 31, 2004.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Louis Tapardjuk', written in a cursive style.

The Honourable Louis Tapardjuk
Minister of Human Resources

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1. Message From the Minister



In 2003-2004, the Government of Nunavut (GN) completed its 5th year in support of its first elected Assembly. Through the Public Service Act and the guiding principles of the Bathurst Mandate, the GN demonstrated its commitment to achieving excellence in the development and management of its public service. It provided leadership, programs, and services that doubled employee capacity between 1999 and 2004 and increased by 945, the number of Inuit employees working in the GN.

The Department of Human Resources plays a key role in helping achieve these goals and is committed to providing efficient and effective human resources services to all departments, Nunavut Arctic College and the Nunavut Housing Corporation.

The 2003-2004 Public Service Annual Report provides information on our GN workforce. As well, it highlights many of the year's accomplishments that support our legal obligation under Article 23 of the Nunavut Land Claims Agreement to build a public service that is representative of its population.

The Inuit Employment Plan continues to be the Department's priority. The Department supports the Plan with programs that reduce barriers to Inuit employment, and innovative training and development targeted at Inuit beneficiaries. We continue to build partnerships both within and outside the GN to broaden the commitment to the Inuit Employment Plan and to take advantage of shared expertise and resources.

We continue to apply Inuit societal values through Inuit Qaujimajatuqangit, as the foundation of human resources policies and workplace practices.

At this time, I would like to acknowledge the extraordinary response of GN staff to the many challenges of the past five years. I am confident that they will continue to provide effective service to Nunavummiut in the years to come.

I hope you will find the 2003-2004 Public Service Annual Report interesting and informative.

Note:

The sources of all statistics in this report are from data collected by the Department of Human Resources and payroll data from the Department of Finance. Workforce statistics do not include casual employees.

This report provides statistics and information from the eleven Government of Nunavut Departments (as of March 31, 2004), the Nunavut Housing Corporation and the Nunavut Arctic College. However, this report does not include statistics or information relating to the Nunavut Power Corporation and the Workers' Compensation Board of Nunavut.

2. Inuit Employment Plan

The Inuit Employment Plan (IEP) was developed by the Government of Nunavut to fulfill its obligations under Article 23 of the Nunavut Land Claims Agreement (NLCA). The Plan is designed to increase Inuit beneficiary representation in the public service, thereby achieving a workforce that is representative of the population across all occupational categories.

The Department of Human Resources has been tracking statistics on a quarterly basis to determine the gap between beneficiary and non-beneficiary employment within the GN. The Department also prepares a quarterly report entitled "Towards a Representative Public Service," that details how many beneficiaries are employed by the GN. The most recent report is available on the GN web page (www.gov.nu.ca).

Overall beneficiary representation in the Government increased to 45% in March 2004 from 41% in March 2003. Beneficiary representation was highest in administrative and para-professional positions. Senior management, middle management and professional categories had the lowest representation. Departments have identified these groups as priority for education and training initiatives, as well as mentoring and succession planning programs.

Detailed trends and statistics on beneficiary employment by community, department and occupational group are presented in the Workforce Profile section at the end of this report.

Inuit Employment Plan Implementation Strategy

In January 2000, the Government of Nunavut's Inuit Employment Plan was approved in principle by Cabinet with direction that an Implementation Plan be developed. Over the past 2 years, the Department of Human Resources, in co-operation with the Interdepartmental Inuit Employment Implementation Plan Committee (IEIPC) and all GN departments, has been developing a GN-wide Implementation Strategy and individual Departmental Implementation Plans.

The five year GN-wide Implementation Strategy was approved by Cabinet in November 2003. It addresses the need to invest in Nunavut's human capital now and in the future and to build on the strength and experience of current employees to mentor and support new employees. It provides a blueprint for the period 2003-2008 and includes a defined target of 50% Inuit representation across all departments and occupational categories by 2008. It is anticipated that the individual Departmental Implementation Plans to support the GN-wide Implementation Strategy will be completed in 2004-05.

Article 23 Bilateral Working Group

Under the “Iqqanaijaqatigiit – Working Together” Protocol, the Government of Nunavut and Nunavut Tunngavik Incorporated (NTI), agreed to continue to work cooperatively on issues of mutual concern. A renewed Article 23 Bilateral Working Group to be formed between the two parties is planned for Fall 2004. The purpose of the bi-lateral working group is to provide recommendations and advice to GN and NTI on matters related to increasing and maintaining Inuit employment in the GN. The mandate of the working group has been extended for a further 12 months from the date of signing their agreement to complete its mandated work.

Priority Hiring

In support of the goals of Article 23 of the Nunavut Land Claims Agreement, priority consideration is given to beneficiary candidates in the hiring process. In order to achieve this objective, various steps are taken and new initiatives are introduced. Beneficiaries are encouraged to apply and given higher priority in the employment of permanent employees, casual employees and summer students.

Job opportunities are broadcast on local radio (which is a more effective medium in geographically remote communities), in addition to the standard methods of job posting in newspapers, bulletin boards, job-sites and the government website.

During the screening process, the beneficiary candidates are screened and interviewed first, before the screening of the applications from non-beneficiary candidates. Other candidates are processed when no suitable beneficiary candidates are found.

Summer Student Employment Program

The Government of Nunavut’s Summer Student Employment Program is designed to encourage Nunavut youth to continue with their education and provide students with meaningful summer work placements in the GN.

The 2003 program saw a total of 141 students participate in the program (70% of whom were beneficiaries). In addition to the consistent application of the Priority Hiring Policy, priority placement was given to Nunavut high school and college students, as well as Nunavummiut who are studying in post secondary institutions outside of the territory.

“Sivuliqtiksat” - Senior Management Development Program

In January 2003, the Department of Human Resources launched a 2-year management development program aimed to prepare beneficiaries to assume management roles in the public service. This succession planning initiative addresses the current under-representation of beneficiaries in director / manager positions (20% at March 31st, 2004). A total of 11 interns were hired. They are completing their 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 additional components of this program.

Owing to the success of the first initiative, a call for a second group of intern positions is planned for 2004-05. This round of training positions is anticipated to focus on project management positions in addition to the senior management target of the first group.

Akitsiraq Law School

Akitsiraq Law School is an accredited law school (L.L.B.) program operated in partnership between the Akitsiraq Law School Society, University of Victoria Faculty of Law and Nunavut Arctic College. The Government of Nunavut, Justice Canada, RCMP and 3 regional Inuit Associations provide sponsorship support to students during the course of their education. The Akitsiraq Law School is the first Canadian aboriginal law school based outside a major university, focusing on the educational needs of Inuit in Nunavut.

Following an extensive, 2-year planning effort, Akitsiraq Law School opened its doors in September 2001 with 15 Inuit students enrolled. At March 31st, 2004, the Program continues to have a high level of retention with 13 students remaining in the program. Participant marks are average for University of Victoria Law students, with one student on the “Dean’s List”. A cooperative work experience model has been adopted during breaks in the term to provide opportunities to apply academic legal studies. Work placements vary from private firms and legal aid clinics to legal branches within government.

Reducing Barriers to Employment

The Nunavut Land Claims Agreement dictates that all GN job descriptions must undergo an audit to ensure there are no systemic barriers in the job qualifications of public service positions. The Department of Human Resources has reviewed 1200 of the 2800 descriptions, doc-

umented current academic, experiential or any other qualifications and compared these to the qualifications listed in the National Occupational Classification, Occupational Descriptions.

At this point, approximately 20 position descriptions have been determined to have inappropriate academic qualifications. In addition, all positions within the GN are screened based upon stated qualifications and what is deemed as an equivalency.

Other related initiatives to reducing all artificial barriers to employment include a formal internal audit on all financial positions across departments, completed by the Internal Audit Division in October of 2003, and a guide to benchmark or key positions to assist job evaluation staff in rating all positions, which is currently under development.

3. Human Resources Development

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

Recruitment

Staffing Capacity

The Government of Nunavut continues to build its capacity. As of March 2004, there were 2945 full time positions within the GN and there were 2439 full time employees. Overall staffing capacity remained stable at 83% since March 2003, when there were 2873 full time positions within the GN and 2387 full time employees.

The following tables present a 2-year staffing capacity summary by community, department and occupational category.

Capacity Distribution by Community

COMMUNITY	March 2003				March 2004			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
BAFFIN	1804	1460	344	81%	1842	1506	336	82%
Arctic Bay	36	31	5	86%	39	37	2	95%
Cape Dorset	87	66	21	76%	106	88	18	83%
Clyde River	38	35	3	92%	44	38	6	86%
Grise Fiord	12	10	2	83%	13	7	6	54%
Hall Beach	33	28	5	85%	36	30	6	83%
Igloolik	131	100	31	76%	138	99	39	72%
Iqaluit	1143	918	225	80%	1116	912	204	82%
Kimmirut	30	25	5	83%	29	24	5	83%
Nanisivik	11	8	3	73%	6	5	1	83%
Pangnirtung	100	84	16	84%	120	100	20	83%
Pond Inlet	102	84	18	82%	107	89	18	83%
Qikiqtarjuaq	26	23	3	88%	28	25	3	89%
Resolute Bay	18	15	3	83%	20	16	4	80%
Sanikiluaq	37	33	4	89%	40	36	4	90%
KIVALLIQ	633	548	85	87%	647	540	107	83%
Arviat	158	138	20	87%	168	141	27	84%
Baker Lake	94	79	15	84%	95	83	12	87%
Chesterfield Inlet	24	21	3	88%	23	19	4	83%
Coral Harbour	40	36	4	90%	38	30	8	79%
Rankin Inlet	270	232	38	86%	274	223	51	81%
Repulse Bay	27	25	2	93%	27	23	4	85%
Whale Cove	20	17	3	85%	22	21	1	95%
KITIKMEOT	422	366	56	87%	442	380	62	86%
Bathurst Inlet	1	1	0	100%	1	1	0	100%
Cambridge Bay	173	154	19	89%	182	155	27	85%
Gjoa Haven	70	60	10	86%	72	62	10	86%
Kugaaruk	31	28	3	90%	34	31	3	91%
Kugluktuk	110	88	22	80%	114	96	18	84%
Taloyoak	36	35	1	97%	38	35	3	92%
Umingmaktok	1	0	1	0%	1	0	1	-
OTHER	14	13	1	93%	14	13	1	93%
Churchill	3	3	0	100%	3	3	0	100%
Ottawa	3	3	0	100%	3	2	1	67%
Winnipeg	8	7	1	88%	8	8	0	100%
TOTAL ALL	2873	2387	486	83%	2945	2439	506	83%

Capacity Distribution by Department

DEPARTMENT	March 2003				March 2004			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Community Government & Transportation	189	138	51	73%	174	136	38	78%
Culture, Language, Elders & Youth	52	34	18	65%	52	41	11	79%
Education	946	870	76	92%	968	894	74	92%
Executive & Intergovernmental Affairs	49	36	13	73%	47	36	11	77%
Finance	161	122	39	76%	163	123	40	75%
Health & Social Services	564	463	101	82%	610	472	138	77%
Human Resources	69	59	10	86%	71	60	11	85%
Justice	210	166	44	79%	208	172	36	83%
Nunavut Arctic College	132	118	14	89%	150	122	28	81%
Nunavut Housing Corporation	70	56	14	80%	73	60	13	82%
Office of the Legislative Assembly	32	24	8	75%	30	25	5	83%
Public Works & Services	233	185	48	79%	236	181	55	77%
Sustainable Development	166	116	50	70%	163	117	46	72%
TOTAL OF GN DEPARTMENTS	2873	2387	486	83%	2945	2439	506	83%

Capacity Distribution by Occupational Category

OCCUPATIONAL CATEGORY	March 2003				March 2004			
	Total Positions	Filled	Vacant	% Capacity	Total Positions	Filled	Vacant	% Capacity
Executive	33	31	2	94%	33	30	3	91%
Senior Management	120	106	14	88%	119	108	11	91%
Middle Management	353	296	57	84%	357	293	64	82%
Professional	970	838	132	86%	998	848	150	85%
Paraprofessional	943	747	196	79%	961	770	191	80%
Administrative Support	454	369	85	81%	477	390	87	82%
TOTAL	2873	2387	486	83%	2945	2439	506	83%

Staffing

Job Competitions

For the 2003-2004 fiscal year, job competitions were held for 566 positions. This number does not include teaching and specialized health care positions. Nor does it include casual positions, direct appointments and transfer assignments.

During this period, a total of 9,427 individuals applied for the 566 advertised positions. Of the positions advertised, 384 positions were filled. A total of 62 positions were cancelled or re-advertised. The remaining competitions were not completed by the end of the fiscal year.

A breakdown of job applicants and hires by gender and Beneficiary status is contained below.

Job Competitions 2003-2004

Positions Advertised	566								
		Male	%	Female	%	Beneficiary	%	Non-Beneficiary	%
Applicants	9427	5533	59%	3894	41%	1586	17%	7841	83%
Actual Hires	384	171	45%	213	55%	199	52%	185	48%

Casuals

The Government of Nunavut hires casual employees to complete temporary assignments within departments. For example, casuals could work on special projects, help with an unusual volume of work or fill in for employees on leave. Departments are to plan in advance if possible for the hiring of casual employees based on anticipated workload and staff absences.

At March 31, 2004, there were approximately 500 casuals working for the GN. The majority of casual employees were located in Iqaluit and were working in health and social services related positions.

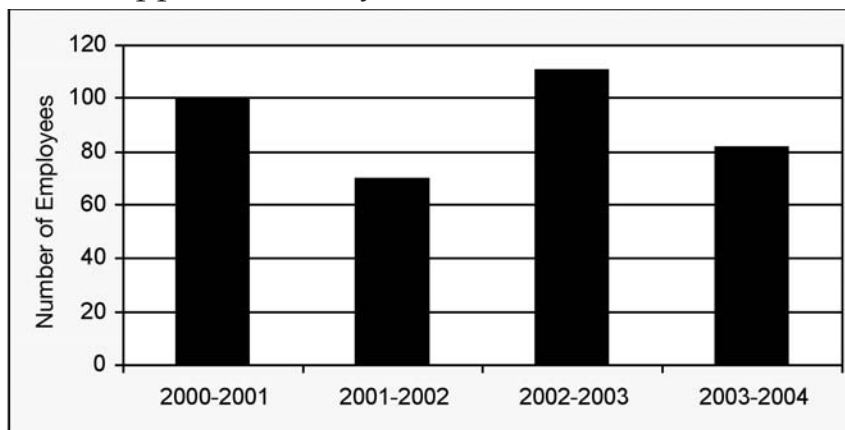
The Department of Human Resources is currently developing a casual staffing process that will increase beneficiary levels of employment in the public service.

Direct Appointments

The direct appointment process is used by the GN, in certain circumstances, to achieve a qualified and representative public service. Direct appointments support fair and equitable career development and support the GN's Priority Hiring Policy. Direct appointments are also used in situations where the regular recruitment process has been unsuccessful with filling hard to staff positions. Cabinet approves all direct appointments.

During the 2003-2004 fiscal year, Cabinet approved a total of 82 direct appointments. Of the 82 direct appointment approved, 72 were for beneficiaries.

Direct Appointments by Fiscal Year



Employee Turnover

The turnover rate of employees who have left the GN has decreased significantly from 28% in 2001 to 19% in 2002, and continued to decrease to 18 % in 2003-04 (adjusted rate for longer reporting period). Although the turnover rate has been significantly reduced, retention of existing GN employees remains a key challenge for the GN.

Details on employee turnover rates can be found in the workforce profile section at the end of this report.

Employee Development

Employee Orientation Program

The Government of Nunavut's Employee Orientation Program (EOP) is designed to provide all new GN employees with a general orientation to Nunavut, its language and culture, GN departments and pay and benefits information. The Department of Human Resources distributes a self-directed CD-ROM on the topics noted above for new GN employees at their orientation session. The CD provides an invaluable tool for follow-up reference as employees become acquainted with their new positions.

The EOP complements each department's internal orientation initiatives. During 2003-2004, EOP sessions were delivered in Iqaluit, Pangnirtung, Cape Dorset, Cambridge Bay, Kugluktuk, Gjoa Haven, Taloyoak and Kugaaruk.

Learning and Development Opportunities

The Government of Nunavut recognizes that learning is essential for both organizational growth and employee development. The Department of Human Resources' Training and Development Division is committed to providing diverse learning and development opportunities to improve the skill level and knowledge base of GN employees.

Throughout the year, the Department of Human Resources offered formal learning activities in all regions and in most communities in Nunavut. Special emphasis and priority was given to holding events in communities where there are incremental or decentralized positions, such as Cape Dorset, Pangnirtung, Pond Inlet, Igloolik and Kugluktuk.

Participation by Region 2003-2004

Region	Participants	%
Iqaluit*	539	59%
Kitikmeot	195	21%
Kivalliq	79	9%
Qiqiktaaluk	102	11%
Total	915	100%

* Due to the large number of GN staff, Iqaluit has been listed separately.

These short learning opportunities are designed to improve employees' abilities in their current positions and to help prepare them for career progression. Learning activities included computer applications, office procedures, project management, financial management, presentation skills, government writing and alternative dispute resolution.

Inuktitut/Inuinaqtun Language Training

The Department of Human Resources, in partnership with Nunavut Arctic College, continues to deliver an Inuktitut/Inuinaqtun language training program for GN employees. All new GN employees who are not conversant in Inuktitut/Inuinaqtun are required to participate in the program to acquire rudimentary language skills.

Language Training Participants 2003-2004

Community	Region	Number of Participants
Iqaluit	Qiqiktaaluk	72
Kugluktuk	Kitkmeot	28
Cambridge Bay	Kitikmeot	3

Two pilot projects were introduced through the Department of Human Resources Headquarters office: Syllabic Keyboarding and Inuktitut as a First Language. The cost of running the 2003-2004 language program was \$200,000.

Specialized Training Initiatives

The purpose of this program is to assist departments in funding training that develops technical, job-specific competencies and addresses the unique learning needs of a department, division or position. Departments are responsible for proposal development as well as the design, coordination and administration of training. The 2003-2004 program budget was \$300,000 and supported a total of 15 training events.

2003-2004 Specialized Training Initiatives

Specialized Training Program		Department	Participants	Beneficiary Participation
1	Group Facilitation Skills	Community Government & Services	10	4
2	Intensive Community Development Training	Community Government & Services	13	5
3	Aboriginal Worldview of Education	Education	29	25
4	Living Works Suicide Counselling	Education	18	17
5	Managing Human Performance	Education	14	10
6	Picture Exchange Communication	Education	22	12
7	Advanced Desktop Publishing	Executive & Intergovernmental Affairs	9	3
8	Object Oriented Approach / Rational Rose	Finance	11	0
9	Advanced Cardiac Life Support	Health & Social Services	24	0
10	National Building Code	Housing Corporation	11	4
11	Crime Prevention	Justice	20	8
12	IQ for Corrections Staff	Justice	25	15
13	Firearms Proficiency	Sustainable Development	35	25
14	Seal Skin Grading	Sustainable Development	33	20
15	Small Vessel Operations	Sustainable Development	35	25
		<i>TOTAL</i>	309	173

Certificate in Nunavut Public Service Studies

In November 2001, NAC received funding from an Office of Learning Technologies grant to pilot the delivery of a Carleton University course at several communities in Nunavut. The NAC/Carleton BA project was initiated by NAC and the CIE at Carleton. As the project evolved, and communities responded with interest, the School of Public Policy and Administration and the Department of Human Resources were also drawn into the project.

In 2002, the Department of Human Resources contracted with the School of Public Policy and Administration at Carleton to develop a Certificate in Nunavut Public Service Studies. The courses in this program were very similar to courses identified in the BA project's needs assessment. The choice of a northern history course for the pilot delivery joined the BA and Certificate initiatives together, and enabled the GN-HR to launch and assess the continuing professional development for Nunavut civil servants. The Certificate is customized to the needs of the GN, its departments and its employees. This customization

includes an innovative mix of pedagogy, tailored curriculum with a Nunavut focus, and course delivery by faculty members who have a long-term commitment to northern research and education.

This eight course Certificate program is equivalent to one year of a Bachelor's degree program at Carleton, and the credits are transferable. Students can participate on a course by course basis, or in the Certificate as a whole. The first course of the Certificate, "The History of Northern Canada", was offered from Sept – April 2002-2003 with a total of 27 employees registered from the communities of Iqaluit, Cambridge Bay, and Arviat.

Special cooperative efforts by Nunavut Arctic College, Carleton University and the GN Department of Human Resources permitted the first course to be offered by distance delivery in Arviat and Cambridge Bay as well.

A GN advisory committee was established to periodically review the program and make recommendations concerning delivery methods, as well as linguistic and cultural issues.

4. Job Evaluation

The Department of Human Resources' Job Evaluation Division has the responsibility of rating or evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable and fair rates of pay for public servants.

A total of 1,316 job evaluation actions were processed during 2003-2004. Additionally approximately 2,176 casual staffing actions were processed for assignment of an appropriate pay range.

Bilingual Bonus / Policy Review

The current bilingual bonus program was transferred from the GNWT. Under this program, an employee may receive a bilingual bonus of \$1,500 per year when they use more than one of the official languages of Nunavut in their job. To receive the bonus, the employee's position must be established as eligible. An employee is eligible for receiving the bonus if the duties of the job as outlined in the job description would be benefited by the use of more than one of the official languages. The language must also serve members of the community or region.

The Government of Nunavut has a clearly expressed mandate to make Inuktitut / Inuinaqtun its working language. An interdepartmental committee has been established to review both the existing Bilingual Bonus Policy and how a bilingual bonus should be administered within the GN. The focus of the review is to ensure the program continues to compensate those public servants who use more than one of the official languages in the course of their duties. The intent of the program will also be to serve as an instrument of support in moving towards Inuktitut/Inuinaqtun as the working language of government.

5. Employee Relations

“Made in Nunavut” Workplace Wellness Strategy

The Government of Nunavut is committed to investing in its people and promoting a healthy and harmonious workplace. The current Workplace Wellness Program consists of a confidential, 24-hour, toll-free telephone counselling service available to all employees and their family members. Face-to-face counselling is available for employees in Iqaluit whereas, in other Nunavut communities, face-to-face counselling services are offered through the Telehealth Program in conjunction with the Department of Health and Social Services. These services are offered in partnership with Health Canada.

Due to increased promotion of the program, the EAP has experienced increased usage from 59 to 83 individuals over the past year. The table on the following page shows utilization rates of the Workplace Wellness Program’s telephone counselling service from April 2003 to March 2004.

Recognizing that a more comprehensive and culturally relevant program is required, a contract was awarded for the development of a customized, Nunavut-based approach to workplace wellness that ensures that services provided to employees and their families will be appropriate, effective and will build on existing northern programs and services. The first phase of the strategy development is complete and the department is currently reviewing the results and determining timelines and deliverables for additional phases.

Work Place Wellness Program
Telephone Counseling Utilization Rates 2003-04

EMPLOYEE POPULATION	2350	
Employees using EAP	83	
Utilization rate	3.53%	
CLIENT CATEGORY	#	%
Client	76	91.5%
Family	7	8.5%
TOTAL	83	100.0%
CLIENT GENDER		
FEMALES	59	71.0%
MALES	24	29.0%
TOTAL	83	100.0%
AGE DISTRIBUTION OF CLIENTS		
20 – 29	12	14.5%
30 – 39	36	43.3%
40 – 49	22	26.5%
50 – 59	13	15.7%
TOTAL	83	100.0%
REFERRED BY		
Self	66	79.6%
Supervisor/Manager	2	2.4%
Family	4	4.8%
Union/referral agent	2	2.4%
Peer	3	3.6%
Union/referral agent	2	2.4%
TOTAL	83	100 %
ASSESSMENT TYPE		
Substance Abuse Self/Other	11	13.3%
Family/Marital	28	33.7%
Physical/Psychological Health	30	36.1%
Career	0	0.0%
Conflict / Peer	0	0.0%
Conflict/Super	3	3.6%
Work Related	11	13.3%
TOTAL	83	100.0%

Collective Bargaining

Nunavut Employees Union

A 42 month collective agreement between the Government of Nunavut and the Nunavut Employees Union (NEU), covering approximately 1700 employees, was negotiated in the spring of 2004.

Grievances and Arbitration

The grievance and arbitration processes are used to resolve disputes between employees or the unions and the Government of Nunavut.

The Department of Human Resources continues to work with departments, the NEU and the FNT on improving grievance procedures to allow for meaningful discussion to proactively resolve workplace issues.

Active grievances at March 31st, 2004

	<i>Policy Grievance</i>	<i>Group Grievance</i>	<i>Individual Grievance</i>	<i>Total</i>
<i>NEU</i>	19	1	85	105
<i>FNT</i>	4	0	7	11

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.

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. The department's three regional offices have the capacity to deliver staffing appeals hearings. An appeal hearing provides an objective review of the staffing process. The total number of appeals in 2003-2004 was 31.

Staffing Appeals 2003/2004

Region	Total	Withdrawn	Denied	Upheld
Qikiqtaaluk	18	0	12	6
Kivalliq	8	0	8	0
Kitikmeot	5	0	5	0
Total	31	0	25	6

6. Human Resource Management System

The Department of Human Resources inherited the GNWT's Human Resource Information System in April 1999. This system was outdated, was not Y2K compliant, and was not serviced past December 1999. As a result, the department maintains a series of manual and electronic databases making retrieval of information limiting, difficult and time consuming.

Therefore, the Government of Nunavut (GN) requires an integrated Human Resource Information and Payroll System to respond to inquiries, provide statistical analysis of the public service, and report on all aspects related to its employees (i.e. payroll, positions etc.). The Departments of Human Resources and Finance with the support of Community and Government Services have undertaken to implement a new human resources and payroll system named Personnel 2000 commonly called P2K. The HR component and the payroll component of the HRIPS system are scheduled to be operational by the end of the 04-05 fiscal year.

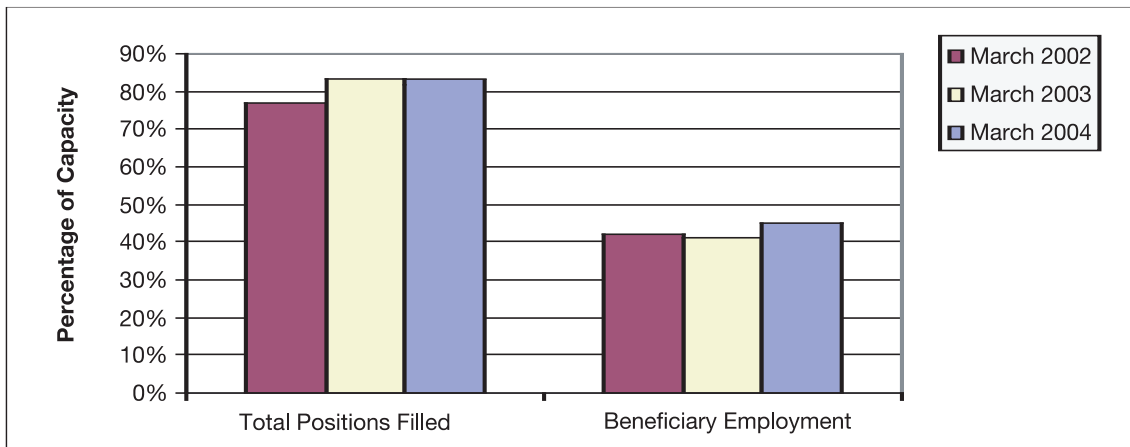
7. Workforce Profile

The information contained in this section of the report is extracted from March 2003 and March 2004 payroll data and the March 2002, 2003 and 2004 issues of "Towards a Representative Public Service." Job competition information is extracted from Human Resources' job competition database.

The Department of Human Resources is continuing to enhance information collection mechanisms through the development and implementation of its new HR/Payroll system, P2K.

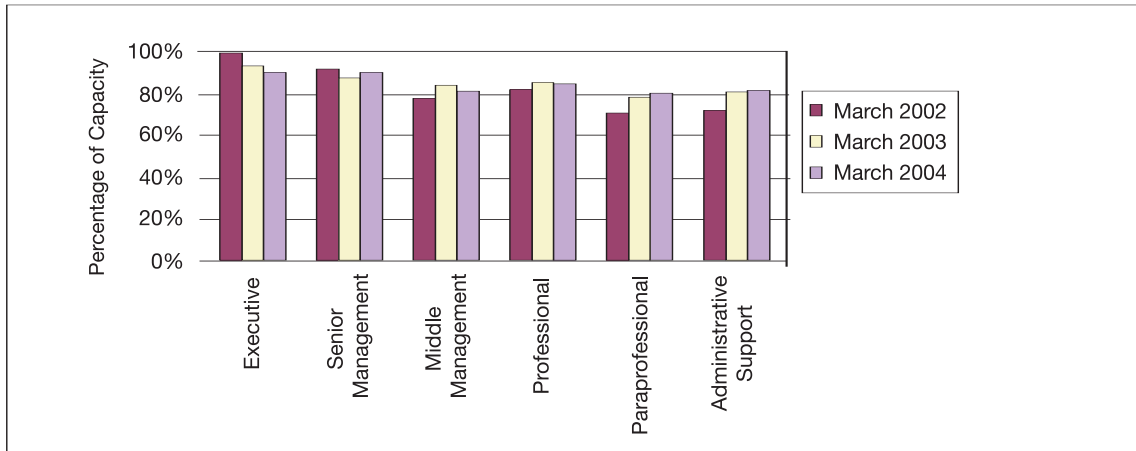
In March 2004, the average full-time employee was 41 years of age, earned approximately \$61,000 a year and had 5 years of continuous service in the GN.¹ The average beneficiary male employee was 41 years of age, earned approximately \$55,000 a year and had 6.5 years of continuous service. The average beneficiary female employee was 40 years of age, earned approximately \$51,000 a year and had 6.5 years of continuous service. In the non-beneficiary group, the average male employee was 43 years of age, earned approximately \$73,000 a year and had 4.5 years of continuous service. The average female employee was 40 years of age, earned \$65,000 a year and had 4 years of continuous service.

Staffing Capacity and Inuit Representation – March 2002 - 2004

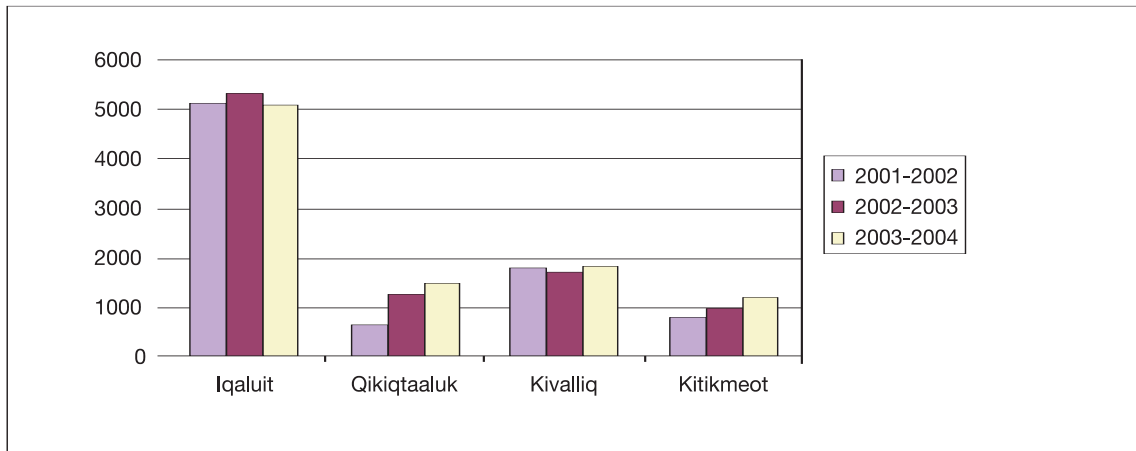


¹ Averages for age, salary and continuous years of service include full time employees only.

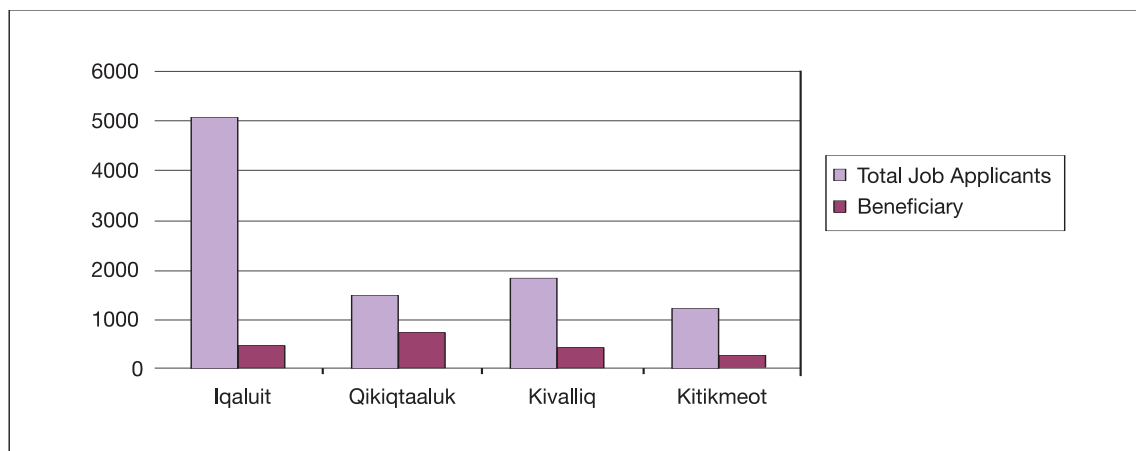
Capacity Distribution by Occupational Category – March 2002 - 2004



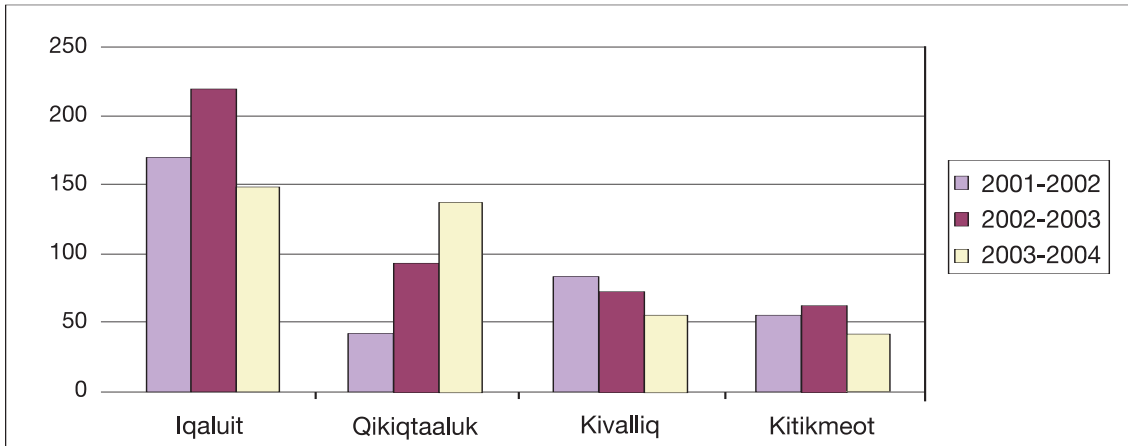
Total Job Applications by Region – 2001- 2004



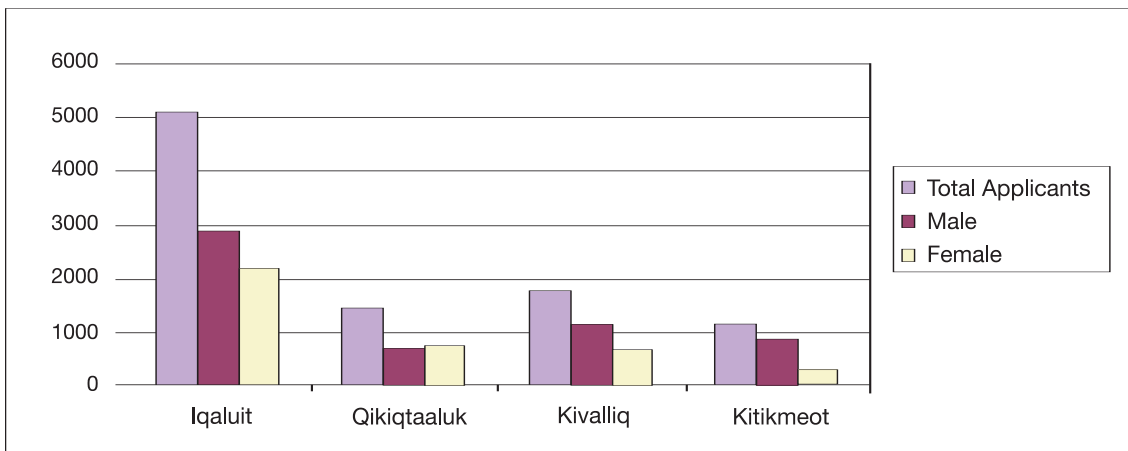
Total Job Applicants and Beneficiary Applicants by Region - 2003-2004



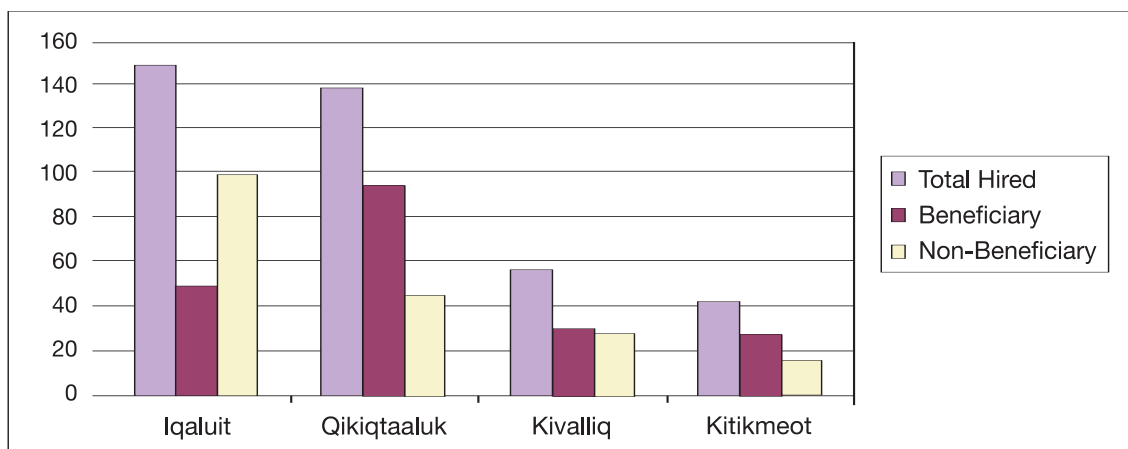
Total Job Applicants and Gender by Region – 2003-2004



Total Hires by Region – 2001 - 2004



Total Hires and Beneficiary Hires by Region 2003-2004



Beneficiary Employment by Community

	March 2003			March 2004		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
BAFFIN	1460	547	37%	1506	617	41%
Arctic Bay	31	16	52%	37	21	57%
Cape Dorset	66	31	47%	88	42	48%
Clyde River	35	17	49%	38	23	61%
Grise Fiord	10	4	40%	7	4	57%
Hall Beach	28	13	46%	30	18	60%
Igloodik	100	58	58%	99	61	62%
Iqaluit	918	256	28%	912	268	29%
Kimmirut	25	14	56%	24	13	54%
Nanisivik	8	6	75%	5	5	100%
Pangnirtung	84	50	60%	100	62	62%
Pond Inlet	84	48	57%	89	56	63%
Qikiqtarjuaq	23	13	57%	25	17	68%
Resolute Bay	15	4	27%	16	6	38%
Sanikiluaq	33	17	52%	36	21	58%
KIVALLIQ	548	267	49%	540	277	51%
Arviat	138	74	54%	141	75	53%
Baker Lake	79	37	47%	83	42	51%
Chesterfield Inlet	21	14	67%	19	12	63%
Coral Harbour	36	22	61%	30	21	70%
Rankin Inlet	232	101	44%	223	107	48%
Repulse Bay	25	11	44%	23	9	39%
Whale Cove	17	8	47%	21	11	52%
KITIKMEOT	366	168	46%	380	196	52%
Bathurst Inlet	1	1	100%	1	1	100%
Cambridge Bay	154	65	42%	155	77	50%
Gjoa Haven	60	33	55%	62	37	60%
Kugaaruk	28	12	43%	31	19	61%
Kugluktuk	88	40	45%	96	44	46%
Taloyoak	35	17	49%	35	18	51%
Umingmaktok	0	0	-	0	0	-
OTHER	13	7	54%	13	8	62%
Churchill	3	2	67%	3	2	67%
Ottawa	3	1	33%	2	1	50%
Winnipeg	7	4	57%	8	5	63%
TOTAL ALL	2387	989	41%	2439	1098	45%

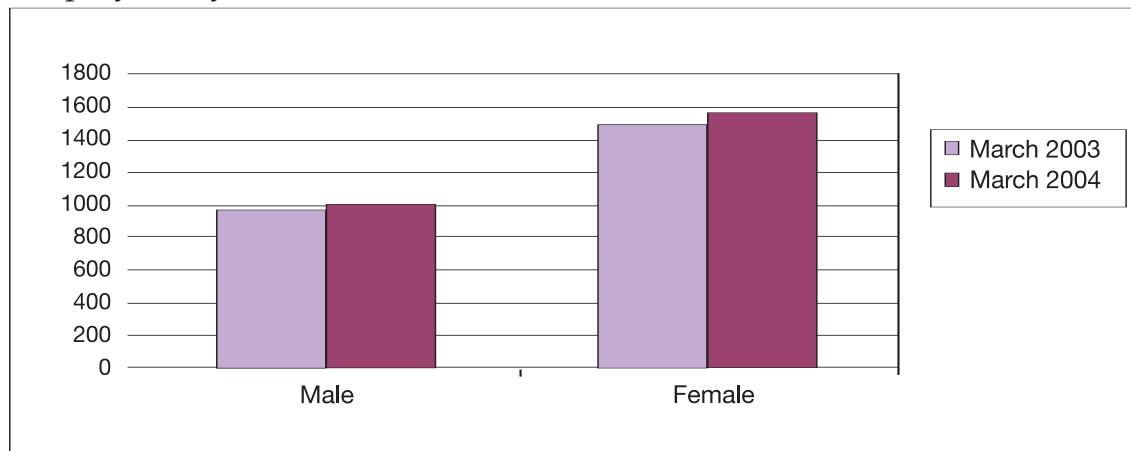
Beneficiary Employment by Department

	March 2003			March 2004		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Community Government & Transportation	138	53	38%	136	53	39%
Culture, Language, Elders & Youth	34	19	56%	41	27	66%
Education	870	397	46%	894	434	49%
Executive & Intergovernmental Affairs	36	17	47%	36	19	53%
Finance	122	41	34%	123	42	34%
Health & Social Services	463	202	44%	472	232	49%
Human Resources	59	19	32%	60	22	37%
Justice	166	52	31%	172	55	32%
Nunavut Arctic College	118	43	36%	122	49	40%
Nunavut Housing Corporation	56	20	36%	60	26	43%
Office of the Legislative Assembly	24	12	50%	25	11	44%
Public Works & Services	185	70	38%	181	74	41%
Sustainable Development	116	44	38%	117	54	46%
TOTAL OF GN DEPARTMENTS	2387	989	41%	2439	1098	45%

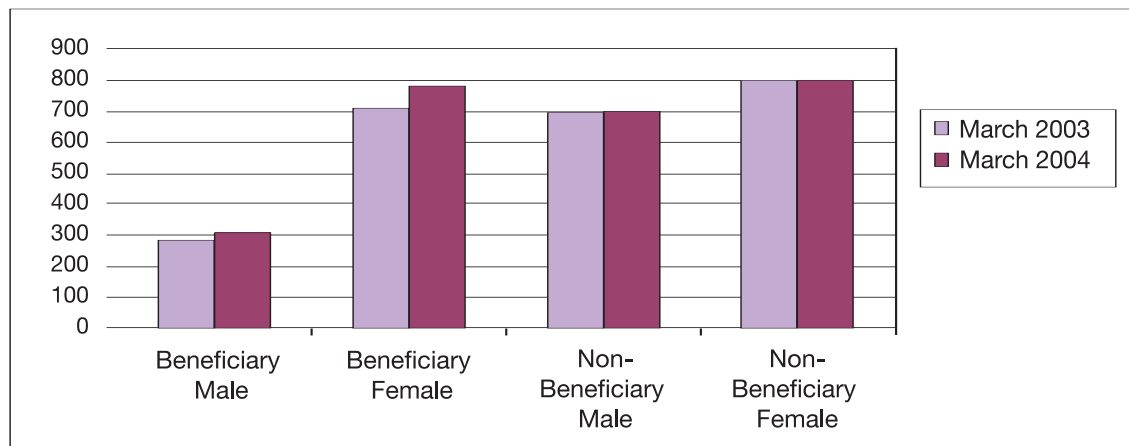
Beneficiary Employment by Occupational Category

	March 2003			March 2004		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	31	15	48%	30	14	47%
Senior Management	106	20	19%	108	25	23%
Middle Management	296	58	20%	293	58	20%
Professional	838	182	22%	848	215	25%
Paraprofessional	747	416	56%	770	457	59%
Administrative Support	369	298	81%	390	329	84%
TOTAL	2387	989	41%	2439	1098	45%

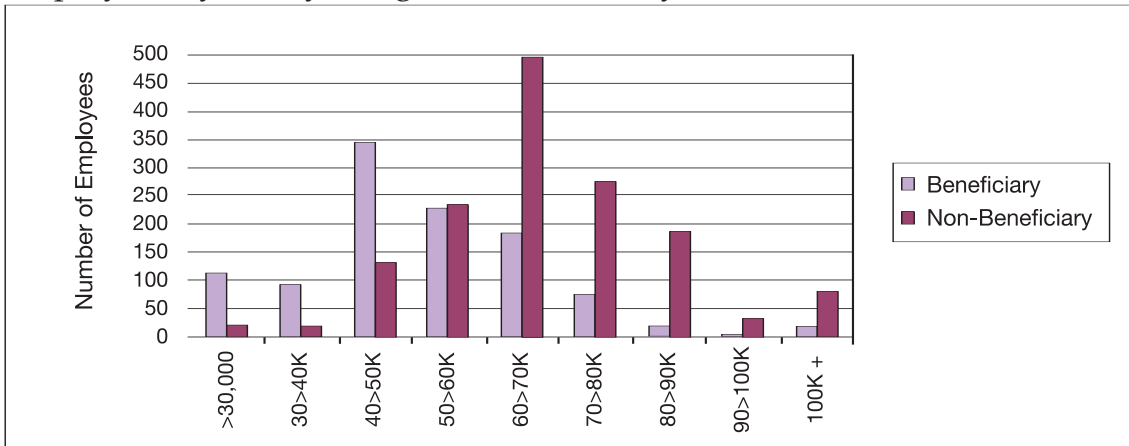
Employees by Gender – March 2003 and March 2004



Employees by Beneficiary Status and Gender – March 2003 and March 2004

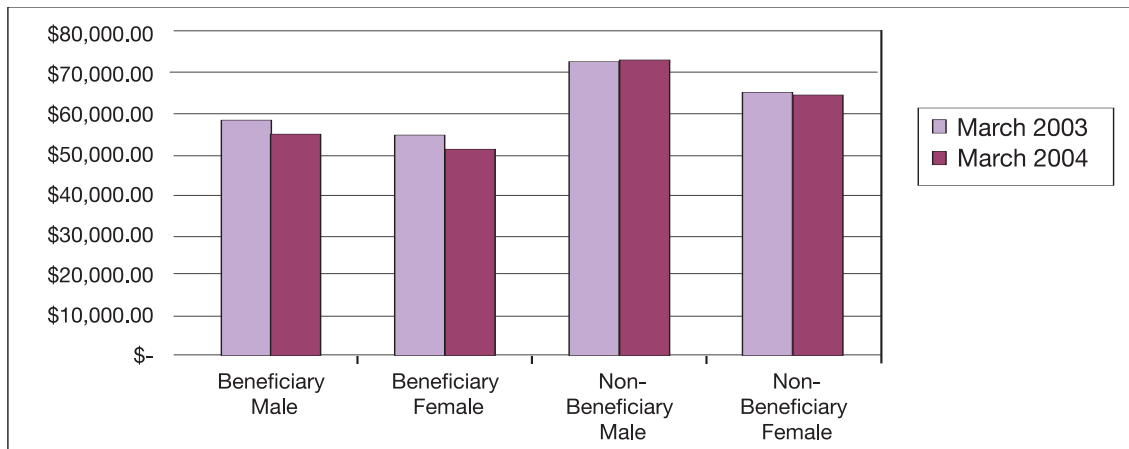


Employees by Salary Range and Beneficiary Status* - March 2004



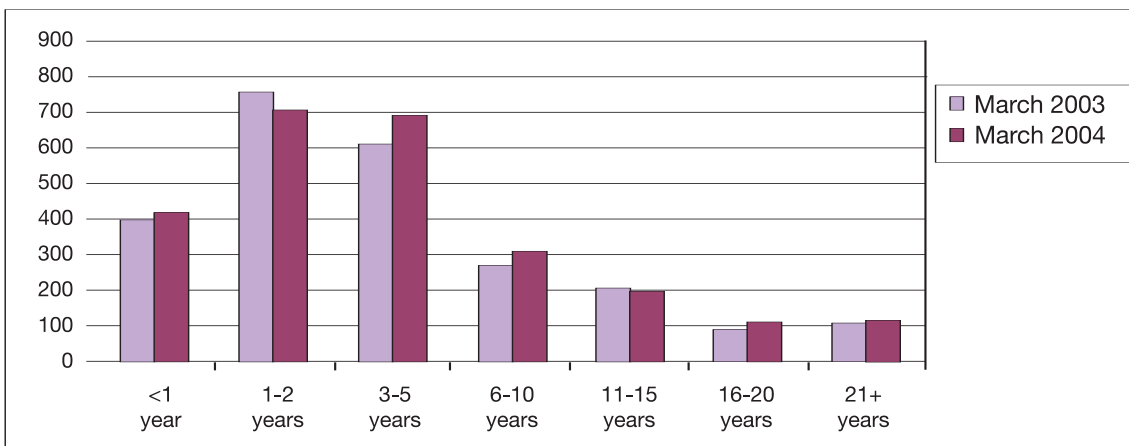
* Full-time employees

Average Annual Salary by Beneficiary Status and Gender* - March 2003 and March 2004

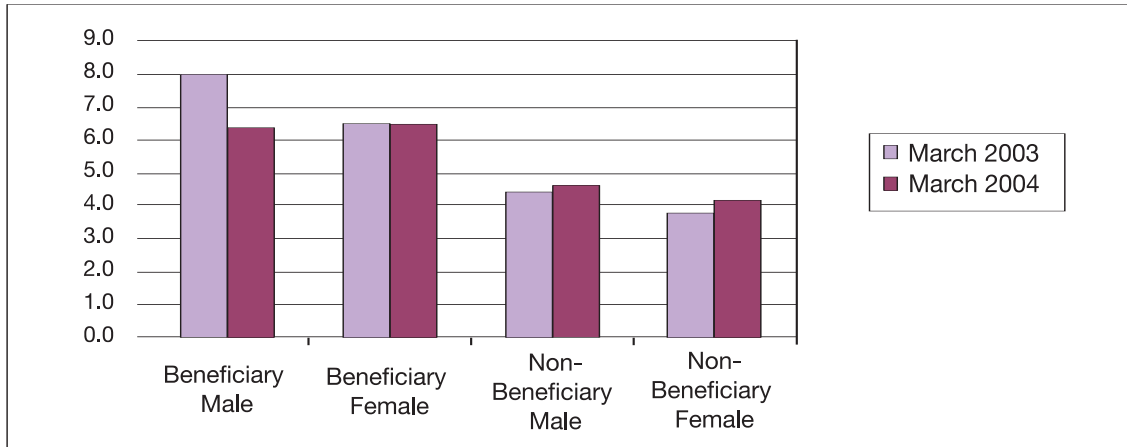


* Full-time employees

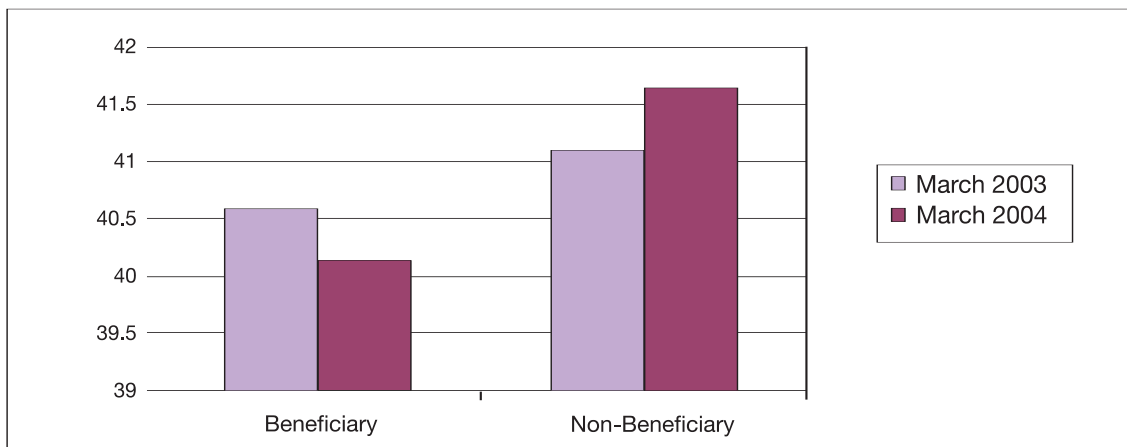
Permanent Employees by Years of Service – March 2003 and March 2004



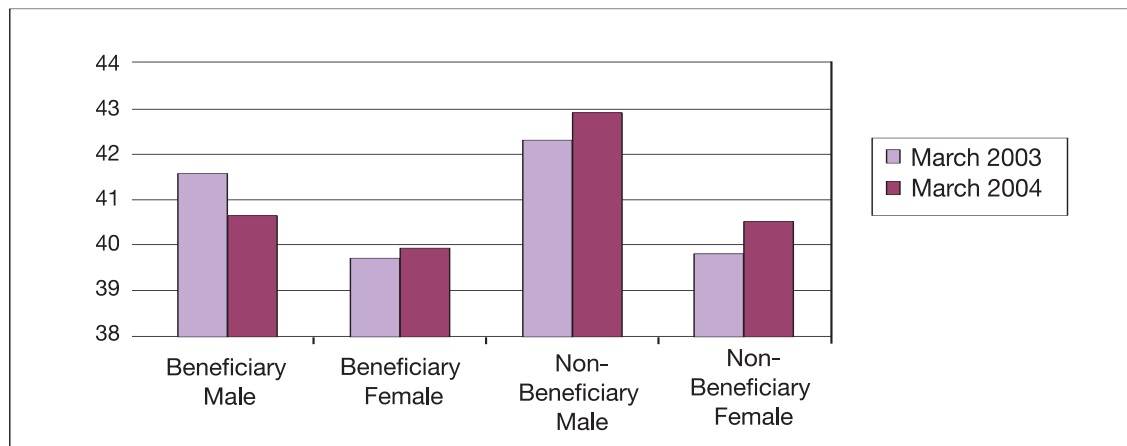
Average Years of Service by Beneficiary Status and Gender –
March 2003 and March 2004



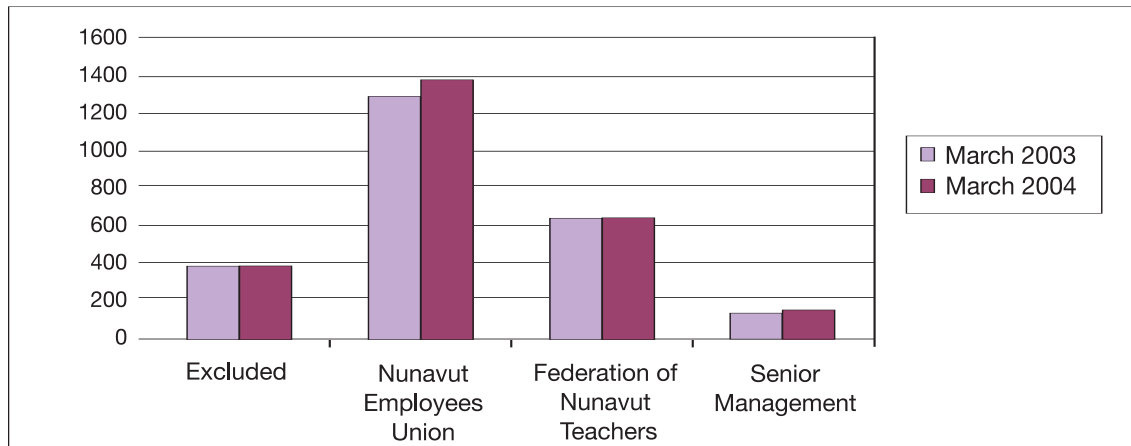
Average Age of Employees by Beneficiary Status –
March 2003 and March 2004



Average Age of Employees by Beneficiary Status and Gender –
March 2003 and March 2004



Employees by Pay Group – March 2003 and March 2004



Employee Turnover* by Pay Group

<i>EMPLOYEE GROUP</i>	Departure Rate (%) 2000**	Departure Rate (%) 2001**	Departure Rate (%) 2002**	Departure Rate (%) 2003-2004***
Excluded Employees	41%	26%	19%	18%
Federation of Nunavut Teachers	34%	21%	21%	18%
Senior Managers	36%	19%	13%	13%
Nunavut Employees Union	27%	34%	18%	20%
TOTAL	31%	28%	19%	18%

* Employees leaving GN

** Calendar Year

*** Data was collected over a 15 month period (January 1, 2003 – March 31, 2004) but adjusted to reflect a 12 month departure rate.

In future reports we will report over the fiscal year as opposed to calendar year.