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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit



Qulliq Energy Corporation Inuit Employment Plan 2017 to 2023

2017-2018

Updated July 2019

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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: Inuit Employment within Government

Part 2 of Article 23 of the *Nunavut Agreement* describes the objective of Inuit employment within government. 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 creation of IEPs within the GN.

INUIT EMPLOYMENT PLANS AND PRE-EMPLOYMENT TRAINING PLANS

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 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, Human Resources and Organizational Development will be the senior official in Qulliq Energy Corporation responsible for updating this Inuit Employment Plan periodically, as directed. Assistance will be provided to the Director by the Corporation's Human Resources Manager, the Manager of Inuit Employment Programs, and the Department of Corporate Affairs.

CHAPTER 2: DESCRIPTION OF THE CORPORATION

This chapter describes Qulliq Energy Corporation's history, mandate, operations, and number of positions in each employment category.

Brief History of the Corporation

Qulliq Energy Corporation (QEC) is a territorial corporation wholly owned by the Government of Nunavut (GN). The Corporation was originally established in 2001 as the Nunavut Power Corporation under the *Nunavut Power Utilities Act*, and subsequently renamed Qulliq Energy Corporation in 2003. The *Nunavut Power Utilities Act* was also renamed the *Qulliq Energy Corporation Act* as the result of legislation passed in March of 2003, which broadened the Corporation's mandate to respond to a range of energy and conservation issues within Nunavut.

QEC delivers electricity to approximately 15,000 customers across Nunavut. QEC generates and distributes power to Nunavummiut through the operation of 25 stand-alone diesel power plants in 25 communities, with a total installed capacity of about 76,000 kW. The Corporation also provides mechanical, electrical, and line maintenance from three regional centers: Iqaluit, Rankin Inlet, and Cambridge Bay. QEC's business activities are maintained at the head office located in Baker Lake and the corporate office in Iqaluit.

QEC attends to the overall objectives provided by legislation, supports the Minister responsible for Qulliq Energy Corporation on intergovernmental and regulatory issues, has the mandate to manage the capital projects of the corporation, and explores alternative energy options.

Mandate

Vision

Qulliq Energy Corporation's vision is to provide the communities of Nunavut with safe, reliable, sustainable and economical energy supply and service. Our foundation to achieve our vision is based on an empowered and accountable workforce, representative of Nunavut's population, and reflective of Inuit Societal Values, *Inuit Qaujimagatuqangit*, and *Turaaqtavut*, the mandate document of the fifth Legislative Assembly of the Government of Nunavut. We operate as an enterprise with transparency, accountability and integrity.

Mission

The Corporation's mission statement is as follows:

QEC provides safe, reliable and efficient electricity and plans long term affordable energy for Nunavummiut.

Values

The values included within the mission statement are:

Safety is and will continue to be the Corporation's first priority. This fact is communicated to and reflected in policies and procedures for the Corporation's employees clearly and consistently.

Reliability is second only to safety. The focus of the corporation's day-to-day operations is the provision of safe and reliable service to customers.

Efficiency is applicable to all of the Corporation's operational and administrative activities. Efficiency indicates QEC's intention to respect the investment in the Corporation made by Nunavummiut, and to use resources with clear attention to reasonableness and value.

Corporate Objectives and Commitment to Nunavummiut

The vision, mission, and values of Qulliq Energy Corporation that stem from the corporate objectives, as prescribed in section 5 of the *Qulliq Energy Corporation Act* are as follows:

- (a) To generate, transform, transmit, distribute, deliver, sell and supply energy on a safe, economic, efficient and reliable basis;
- (b) To plan and provide for Nunavut's long term needs for affordable energy, taking into consideration Nunavut's desire to enhance energy self-reliance and to conserve energy and energy resources;
- (c) To purchase, store, process, distribute, deliver, sell and supply petroleum products and other fuels;
- (d) To undertake programs to maximize efficiency of fuel and other energy consumption and to provide advice and information to consumers to enable fuel and energy conservation;
- (e) Subject to the *Utility Rates Review Council Act*, to set rates and tariffs for energy and services supplied by the Corporation and its subsidiaries; and
- (f) To undertake any other activity directed or authorized by order of the Commissioner in Executive Council.

In addition to the above, QEC adheres to Inuit Societal Values and the Guiding Principles set out by the GN:

Inuuqatigiitsiarniq: respecting others, relationships and caring for people.

Tunnganarniq: fostering good spirit by being open, welcoming and inclusive.

Pijitsirniq: serving and providing for family and/or community.

Aajiqatigiinni: decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq: development of skills through observation, mentoring, practice, and effort.

Piliriqatigiinni/Ikajuqatigiinni: working together for a common cause.

Qanuqtuurniq: being innovative and resourceful.

Avatittinnik Kamatsiarniq: respect and care for the land, animals and the environment.

Operations and Locations

Qulliq Energy Corporation operates using the decentralized model obligated by the GN. As of the end of the fiscal year 2018, the Corporation had 208 positions (202.40 FTEs) located throughout the Qikiqtaaluk, Kivalliq, and Kitikmeot regions of Nunavut. The Corporation operates out of its head office in Baker Lake and corporate and regional offices in Iqaluit, Rankin Inlet, and Cambridge Bay. In addition to these locations, it also operates power plants in each of the territory’s 25 communities.

The majority of QEC’s staff are employed in the Operations department. They are responsible for the operation and maintenance of the Corporation’s primary physical assets, including power generation plants, residual heat distribution systems and power lines. Occupational roles often involve certified trades and skilled professionals. These positions include journeypersons in electrical, mechanical, and power line trades, as well as skilled professionals in positions such as plant superintendents, operators, power system engineers, technologists and metering technicians.

QEC is required by its mandate to deliver safe and reliable electricity service to the communities of Nunavut. For many employees, this means working long hours during periods of inclement weather to ensure continuous operation of power plants and power systems. In addition, maintenance crews must be prepared to mobilize at a moment’s notice if a power outage or other emergency occurs anywhere in the territory.

QEC Position by Community	
Community	Positions
Arctic Bay	1.60
Cape Dorset	2.00
Clyde River	1.60
Grise Fiord	1.60
Hall Beach	1.60
Igloolik	2.00
Iqaluit	93.00
Kimmirut	1.60
Pangnirtung	2.00
Pond Inlet	2.00
Qikiqtarjuaq	1.60
Resolute Bay	1.60
Sanikiluaq	1.60
Arviat	2.00
Baker Lake	47.00
Chesterfield Inlet	1.60
Coral Harbour	1.60
Naujaat	1.60
Rankin Inlet	18.00
Whale Cove	1.60
Cambridge Bay	13.00
Gjoa Haven	2.00
Kugaaruk	1.60
Kugluktuk	2.00
Taloyoak	1.60
Total Positions (FTE)	207.40

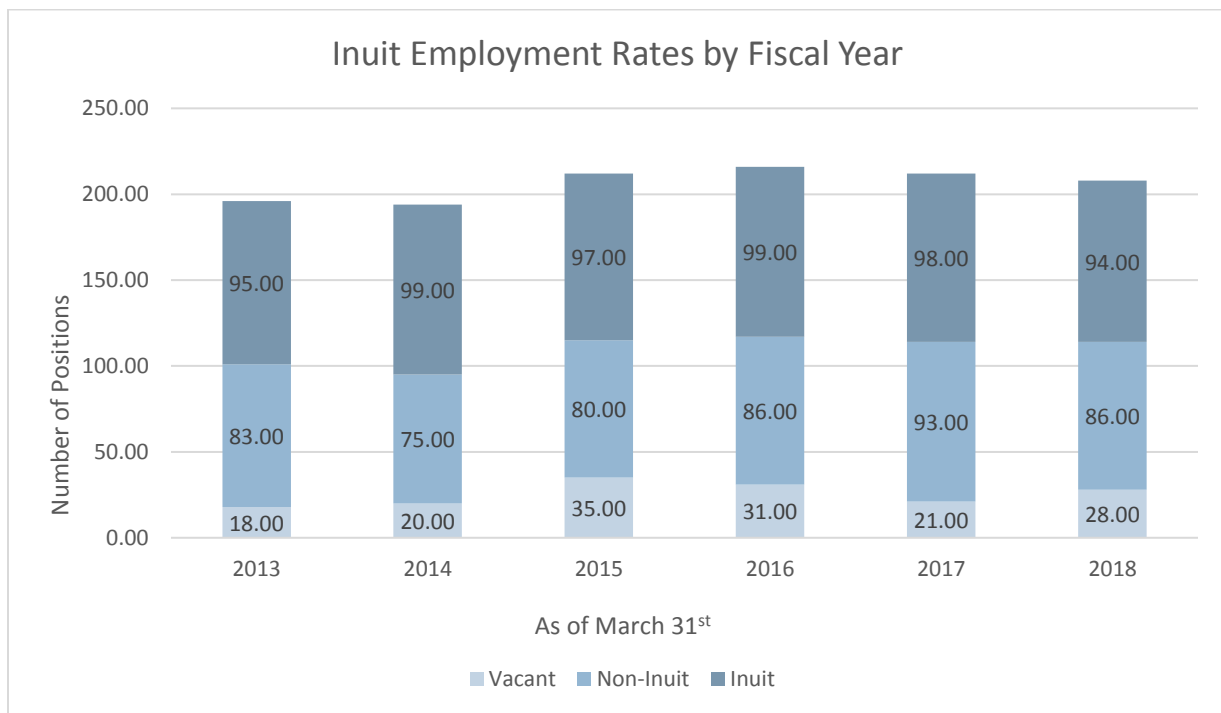
*Information as of QEC Establishment Report
March 31, 2019.*

CHAPTER 3: INUIT EMPLOYMENT IN QEC

This chapter summarizes Inuit employment levels within Qulliq Energy Corporation from 2013 to date.

Inuit Employment and Capacity in Qulliq Energy Corporation

The following chart is a summary of employment rates from 2013 to 2018. The chart represents the total number of positions at the end of each fiscal year in terms of Inuit employment, non-Inuit employment, and vacancies. Each year is represented by the data available on March 31 of the corresponding year.



GN’s Employment Category System within QEC

QEC uses the Government of Nunavut’s employment categories system to track and report on its positions. This system classifies positions into six distinctive categories based on the type of work being conducted, the level of education required to qualify for employment, and whether a professional certification is necessary to perform the work. The employment categories are as follows: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

This system provides the Government of Nunavut with a consistent method of reporting on various levels of employment within the departments and territorial corporations.

Inuit Employment by Employment Categories

The following tables provide a more in-depth analysis of the Corporation's total capacity and Inuit employment rates by employment category between 2013 and 2019.

As of March 31, 2019

	Total Positions			Nunavut Inuit		
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	10.00	1.00	9.00	90%	0.00	0%
Middle Management	29.00	8.00	21.00	72%	5.00	24%
Professional	99.00	12.00	87.00	88%	32.00	37%
Paraprofessional	42.40	7.60	34.80	82%	27.80	80%
Administrative Support	25.00	0.00	25.00	100%	25.00	100%
Total Employment Categories	207.40	26.00	176.40	87%	90.80	51%

Information from *Towards a Representative Public Service* as of March 31, 2019

As of March 31, 2018

	Total Positions			Nunavut Inuit		
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	8.00	0.00	8.00	100%	0.00	0%
Middle Management	21.00	8.00	13.00	62%	2.00	15%
Professional	15.00	1.00	14.00	93%	0.00	0%
Paraprofessional	94.00	10.00	84.00	89%	37.00	44%
Administrative Support	62.40	7.00	55.40	89%	50.80	92%
Total Employment Categories	202.40	26.00	176.40	87%	90.80	51%

Information from *Towards a Representative Public Service* as of March 31, 2018

As of March 31, 2017

	Total Positions			Nunavut Inuit		
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	7.00	0.00	7.00	100%	0.00	0%
Middle Management	22.00	4.00	18.00	82%	1.00	6%
Professional	15.00	1.00	14.00	93%	0.00	0%
Paraprofessional	97.00	7.00	90.00	93%	40.00	44%
Administrative Support	63.80	8.60	55.20	87%	51.20	93%
Total Employment Categories	206.80	20.60	186.20	90%	93.20	50%

Information from *Towards a Representative Public Service* as of March 31, 2017

As of March 31, 2016

	Total Positions			Nunavut Inuit		
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	7.00	0.00	7.00	100%	0.00	0%
Middle Management	22.00	1.00	21.00	95%	1.00	5%
Professional	14.00	3.00	11.00	79%	0.00	0%
Paraprofessional	99.00	12.00	87.00	88%	42.00	48%
Administrative Support	66.80	14.00	52.80	79%	49.80	94%
Total Employment Categories	210.80	31.00	179.80	85%	93.80	52%

 Information from *Towards a Representative Public Service* as of March 31, 2016

As of March 31, 2015

	Total Positions			Nunavut Inuit		
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	8.00	1.00	7.00	88%	0.00	0%
Middle Management	10.00	2.00	8.00	80%	0.00	0%
Professional	32.00	8.00	24.00	75%	2.00	8%
Paraprofessional	84.00	11.00	73.00	87%	37.00	51%
Administrative Support	76.00	13.00	63.00	83%	57.00	90%
Total Employment Categories	212.00	35.00	177.00	83%	97.00	55%

 Information from *Towards a Representative Public Service* as of March 31, 2015

As of March 31, 2014

	Total Positions			Nunavut Inuit		
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	7.00	1.00	6.00	86%	0.00	0%
Middle Management	24.00	3.00	21.00	88%	3.00	14%
Professional	65.00	9.00	56.00	86%	14.00	25%
Paraprofessional	44.00	4.00	40.00	91%	34.00	85%
Administrative Support	52.00	3.00	49.00	94%	47.00	96%
Total Employment Categories	194.00	20.00	174.00	90%	99.00	57%

 Information from *Towards a Representative Public Service* as of March 31, 2014

As of March 31, 2013

	Total Positions			Nunavut Inuit		
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	7.00	0.00	7.00	100%	0.00	0%
Middle Management	19.00	2.00	17.00	89%	2.00	12%
Professional	70.00	12.00	58.00	83%	16.00	28%
Paraprofessional	47.00	1.00	46.00	98%	30.00	65%
Administrative Support	51.00	3.00	48.00	94%	46.00	96%
Total Employment Categories	196.00	18.00	178.00	91%	95.00	53%

Information from *Towards a Representative Public Service* as of March 31, 2013

National Occupational Classification System within QEC

QEC uses the Government of Canada’s National Occupational Classification (NOC) system to categorize positions. This system classifies groups of jobs or occupations based on the type of work performed and the type of skill typically associated with that work. The NOC system provides a standardized framework in a manageable, understandable and coherent framework and is ultimately based upon the type of work being performed in a given occupation and the skills and knowledge required to conduct that work. The system classifies occupations into the following categories:

- 0 - Management occupations
- 1 - Business, finance and administration occupations
- 2 - Natural and applied sciences and related occupations
- 3 - Health occupations
- 4 - Occupations in education, law and social, community and government services
- 5 - Occupations in art, culture, recreation and sport
- 6 - Sales and service occupations
- 7 - Trades, transport and equipment operators and related occupations
- 8 - Natural resources, agriculture and related production occupations
- 9 - Occupations in manufacturing and utilities

Each of these broad categories can be further subdivided into major groups of occupations that require similar knowledge and skills. In turn, these major groups can be divided into occupational groups, and finally, these can be divided into actual occupations. This hierarchical system is organized using four digit numbers.

Examples of each major group are as follows:

- 1** - Business, finance and administration occupations
- 12** - Administrative and financial supervisors and administrative occupations
- 122** - Administrative and regulatory occupations
- 1221** - Administrative officers

- 7 - Trades, transport and equipment operators and related occupations
- 72 - Industrial, electrical and construction trades
- 720 - Contractors and supervisors, industrial, electrical and construction trades and related workers
- 7202 - Contractors and supervisors, electrical trades and telecommunications occupations

- 9 - Natural resources, agriculture and related production occupations
- 92 - Processing, manufacturing and utilities supervisors and central control operators
- 921 - Supervisors, processing and manufacturing occupations
- 9212 - Supervisors, petroleum, gas and chemical processing and utilities

Inuit Employment by NOC Codes and Employment Categories

A comprehensive analysis of QEC's workforce was conducted and found that the following NOC codes were present in the workforce:

- 0 - Management occupations
- 1 - Business, finance and administration occupations
- 2 - Natural and applied sciences and related occupations
- 4 - Occupations in education, law and social, community and government services
- 6 - Sales and service occupations
- 7 - Trades, transport and equipment operators and related occupations
- 9 - Occupations in manufacturing and utilities

Further analysis revealed that **72.12%** of the total workforce fell within three NOC codes:

- 1 - Business, finance and administration occupations
- 7 - Trades, transport and equipment operators and related occupations
- 9 - Occupations in manufacturing and utilities

To better organize this data, positions with NOC codes in categories 1, 7, and 9 were arranged into groups according to their GN Employment Categories. The data was then segmented by total positions, number of positions filled, and number of Inuit hired. Using this method, the Corporation identified occupational groups within four specific employment categories:

Middle Management

- 0111: Financial Managers
- 0112: Human Resources Managers
- 0113: Purchasing Managers
- 0114: Other Administrative Managers
- 0211: Engineering Managers
- 0213: Computer and Information System Managers
- 0714: Facility Operation and Maintenance Manager
- 0912: Utilities Managers
- 7202: Contractors and supervisors, electrical trades and telecommunications occupations
- 9212: Supervisors, petroleum, gas and chemical processing and utilities

Professional

- 1111: Financial Auditors and Accountant
- 1122: Professional occupations in business management consulting
- 1221: Administrative Officers
- 1222: Executive Assistants
- 1223: Human Resources and Recruitment Officers
- 1224: Property Administrators
- 1225: Purchasing Agents and Officers
- 1432: Payroll Administrators
- 1522: Storekeepers and Partpersons
- 2132: Mechanical Engineers
- 2133: Electrical and Electronics Engineers
- 2171: Information Systems Analyst
- 2232: Mechanical and Mechanical Engineering Technologist and Technician
- 2241: Electrical and Electronics Engineering Technologist And Technician
- 2263: Inspector in Public and Environmental Health And Occupational Health and Safety
- 2264: Construction Inspector
- 2281: Computer Network Technician
- 4112: Lawyers and Quebec Notary
- 4161: Natural and Applied Science Policy Researchers, Consultants and Program Officers
- 2174: Computer Programmers and Interactive Media Developers
- 7241: Construction Electricians
- 7242: Industrial Electricians
- 7243: Power Systems Electricians
- 7244: Electrical power line and cable workers
- 7312: Heavy-duty equipment mechanics
- 7321: Automotive Service Technician
- 9241: Power engineers and power system operators

Paraprofessional

- 1123: Communication Specialist
- 1225: Purchasing Agents and Officers
- 1415: Personnel Clerks
- 1432: Payroll Administrators
- 2282: User Support Technician
- 6314: Customer and Information Supervisors
- 7445: Other Repairers and Servicers
- 9241: Power Engineers and Power System Operators

Administrative Support

- 1221: Administrative Officers
- 1431: Accounting and Related Clerks
- 1522: Storekeepers and Partpersons
- 6552: Other Customer and Information Services Representatives
- 7611: Construction Trades Helpers and Labourers

Inuit Employment in Middle Management

In March 2017, the Corporation identified 7 positions for potential Inuit employment in the Middle Management employment category. Of the 7 positions, 2 were filled by Inuit. Historically Inuit employment in this category remained low (9%); however, as of May 31, 2019 the participation rate of Inuit employment has increased in this category to 23%, which exceeds the Corporation’s 2027 goal.

	Middle Management				
	Total Positions	Filled Positions	Inuit Employed	% IE	NOC
Regional Production Supervisors	3.00	2.00	1.00	50.00	9212
Maintenance Supervisors	4.00	2.00	1.00	50.00	7202
Total Positions	7.00	4.00	2.00	50.00%	

As of March 31, 2018

Adjusted for 2018 Employment Category re-alignment

Inuit Employment in Professional

For the professional employment category, the Corporation identified 54 positions for potential Inuit employment. Of the 54 positions, 49 positions were filled, and 27 positions were filled by Inuit. Positions with the highest Inuit employment rates are Plant Superintendents.

	Professional				
	Total Positions	Filled Positions	Inuit Employed	% IE	NOC
Electricians	7	7	1	14.29	7243
Powerline Technicians	11	10	3	30.00	7244
Facilities Coordinators	2	1	0	0	1224
Heavy Equipment Technicians	9	9	3	33.33	7312
Plant Superintendents	25	22	20	90.91	9241
Total Positions	54	49	27	55.10	

As of March 31, 2018

Adjusted for 2018 Employment Category re-alignment

Inuit Employment in Paraprofessional

For the Paraprofessional employment category, the Corporation identified 32 positions for potential Inuit employment. Of the 32 positions, 26 positions were filled. Of the 26 positions filled, 24 were filled with Inuit. Positions with the highest Inuit employment rates are Assistant Operators.

	Paraprofessionals				
	Total Positions	Filled Positions	Inuit Employed	% IE	NOC
Plant Operators	6	6	4	66.67	9241
Apprentice Electricians	1	1	1	100	7243
Assistant Operators	25	19	19	100	9241
Total Positions	32	26	24	92.31	

As of March 31, 2018

Adjusted for 2018 Employment Category re-alignment

Inuit Employment in Administrative Support

For the Administrative Support employment category, the Corporation intends to maintain 100% Inuit employment.

	Administrative Support				
	Total Positions	Filled Positions	Inuit Employed	% IE	NOC
Trades Helpers	2	2	2	100	7611
Stock keeper	2	2	2	100	1522
Meter Reader	1	1	1	100	7445
Clerks and Assistants	21	20	20	100	1431/6552
Total Positions	26	25	25	100	

As of March 31, 2018

Adjusted for 2018 Employment Category re-alignment

Inuit Language Requirements

On June 4, 2008, the Government of Nunavut passed the *Inuit Language Protection Act* and the *Official Languages Act*. These acts put in place provisions encouraging the use of both official languages in the workplace. QEC's Corporate Plan 2019 -2023 includes an objective that was specifically designed to be consistent with Nunavut's legislation.

"QEC is committed to providing services to the public in Nunavut's official languages."

Positions are assessed before they are posted to determine if they are customer service focussed. Positions determined to be customer service focussed are then posted with a requirement of knowledge of two or more official languages. Pending assessment, employees in these positions are eligible to receive an annual bilingual bonus.

Furthermore, as part of its commitment to promoting internal operations in Inuktitut, the Corporation is dedicated to employing Inuktitut-speaking employees at its headquarters, corporate office, customer service locations, and in every power plant across the territory.

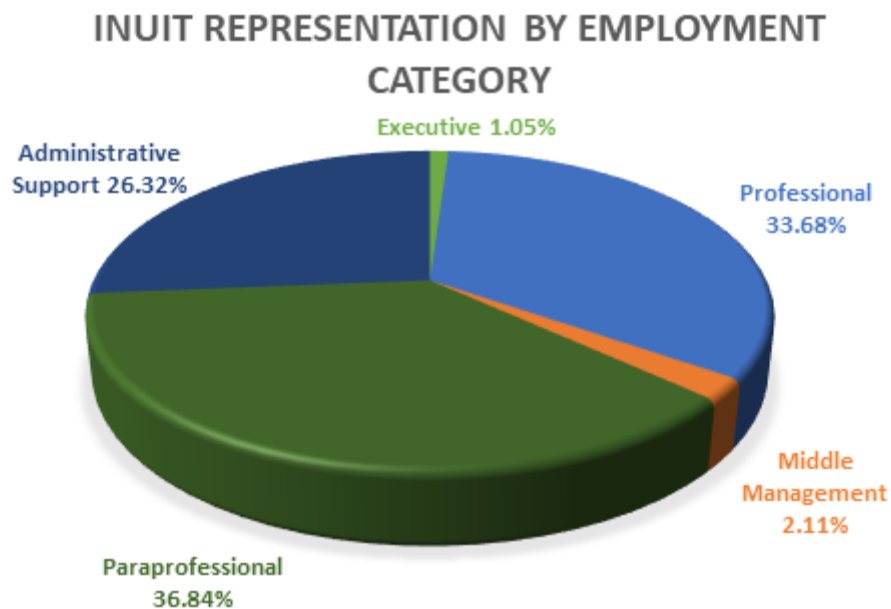
	Bilingual Employees			
	Total Positions	Filled	Inuktitut Speakers	% Bilingual
Administrators and Coordinators	6	6	4	66.67
Clerks and Assistants	36	29	10	34.48
Plant Superintendents	24	21	18	85.71
Assistant Operators	34	28	22	78.57
Total Positions	100	84	54	64.28

Inuit Representation

As of March 31, 2018, Inuit representation was strongest in the Administrative Support and Paraprofessional employment categories with 100% and 81%, respectively. Inuit employment in the Professional employment category at that time was 36%. The greatest concentration of Inuit representation in this area was in the Plant Superintendent positions at 91%. There was also notable employment in the trades position which can be traced back predominantly to QEC’s 2007-2015 “Boot Camp” program.

Inuit employment rates in Middle Management were limited in the reporting period; however, as noted above, the growth in this category has been significant since March 31, 2018, with an increase of 350%. This has occurred primarily through the utilization of individualized career development plans and developmental internal transfer assignments. We look to continue to grow the Inuit representation in this category through the ongoing usage of the Inuit Leadership Development Program (ILDP) in both the short and medium term.

Inuit representation throughout employment categories in the Corporation is represented in the pie chart below:



As of March 31, 2018

CHAPTER 4: ISSUES AND OPPORTUNITIES IN INUIT EMPLOYMENT

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

Historical Issues and Opportunities

In 2012, QEC's HR department developed six separate initiatives, which became the pillars of the Corporation's IEP. These included:

1. Inuit Leadership Development Program (ILDLP)
2. Summer Student Program (SSP)
3. Apprenticeship Program
4. Inuit Career Development Plans (ICDP)
5. IEP Committee
6. IQ Committee

From 2013 to 2015 significant manpower constraints in the Corporation's Human Resources department occurred. This resulted in the IEP, as well as other HR programs, not being properly resourced.

Once critical vacancies were filled, a full review of IEP related initiatives was conducted. It was determined that dedicated personnel were necessary to ensure the initiatives would receive the required attention. As a result, in 2018 the Inuit Employment Programs section was formed within QEC's Human Resources department. Since then, the Corporation has re-introduced the six program pillars with considerable success. We are eager to see the results of these initiatives through an increase in Inuit employment percentages at our short, medium, and long-term goal milestones.

Current Issues and Opportunities

QEC recognizes that its Inuit employment levels have remained relatively stable over time and that revitalized methods must be employed to support the development, recruitment and retention of Inuit employees. With the Manager, Inuit Employment Programs and the Inuit Employment Program Coordinator positions staffed, the Human Resources department now has the resources to properly support a dedicated effort towards improving Inuit representative levels in all employment categories.

As stated in Chapter 3, Inuit representation in QEC is high within the Paraprofessional and Administrative Support employment categories. QEC will make every effort to encourage and support these employees in increasing their skills, knowledge and capabilities to enable them to be promoted into Professional and Middle Management occupations should they desire.

The Corporation believes that by utilizing QEC's Inuit employment programs, along with development opportunities offered with the GN (apprenticeship, specialized training funding etc.), a continuous career path across various occupations can be created for Inuit employees.

Current Programs

QEC has developed various programs to increase Inuit employment throughout the organization. These programs are divided into two categories:

1. RECRUITMENT AND RETENTION

Inuit Leadership Development Program

The objective of the Inuit Leadership Development Program (ILDLP) is to increase Inuit representation at the professional, middle, and senior management employment categories. The program features three streams of activity to support the development of Inuit employees to prepare them for leadership in the Corporation: academic, experiential, and professional.

Academic: The program supports Inuit who wish to obtain certificates, diplomas, or degrees in an area of study that is beneficial to the Corporation. Fields of study include, but are not limited to, Accounting, Business, Engineering, Human Resources, Policy, and Management.

Experiential: Inuit employees who have expressed interest and have shown dedication and commitment to professional growth are provided with temporary development assignments in professional and leadership roles. This involves increased supervision and mentoring from their manager. Once experiential terms are complete, these employees typically possess the necessary level of experience to successfully compete for a chosen role.

Professional: When Inuit employees have successfully achieved the necessary academic and experiential pre-requisites required for admittance to a profession, the Corporation fully supports Inuit employees in obtaining professional licencing. Examples of relevant professions include, but are not limited to; Professional Engineer (PEng), Chartered Professional Accountant (CPA), Chartered Professionals in Human Resources (CPHR), Certified Registered Safety Professionals (CRSP), Project Management Professionals (PMP), etc.

Apprenticeship Program

The QEC Apprenticeship Program, through partnership with the GN Department of Family Services, is designed to attract and develop Inuit apprentices to trades relevant to the generation and distribution of electricity. These trades include Power Systems Electricians, Industrial Electricians, Powerline Technicians, Heavy Equipment Technicians (Mechanics), and Material Technicians.

Skilled trades are critical to the success of QEC's operations and have long been a source of high turnover. The apprenticeship program has a direct impact on Inuit employment rates by supporting apprentices in achieving journeyperson status within their specified trades.

Indeterminate Employment / Term Employment

QEC follows the Nunavut Public Service hiring policy. In all competitions, QEC first screens for Nunavut Inuit candidates who meet the knowledge, skills, and experience requirements to perform in a position. In cases where there is no successful Inuit candidate, the Corporation may offer the position to a non-Inuit candidate on a term basis.

Temporary Developmental Placement

In instances where an internal Inuit candidate does not fully meet the requirements of a job, but are close to doing so, the Corporation may consider under-filling the position on a case-by-case basis. A conditional letter of offer containing a contingency clause is offered to the candidate. Compensation for the incumbent does not represent the full pay grade until the requirements of the contingency clause are fulfilled. This concept is similar to the current pay structure found in the Apprenticeship Program.

2. TALENT MANAGEMENT - CURRENT

Inuit Career Development Plans

Inuit Career Development Plans (ICDPs) are intended to enable Inuit to capitalize on opportunities within the organization by engaging in new work related experiences, completing course work, attending training sessions, and obtaining professional credentials. The ICDP process is a partnership between the employee, their supervisor, and the Human Resources department.

The Human Resources department engages with interested Inuit employees and maps out various career development options and opportunities. Once refined, Human Resources engages with the employee and their supervisor to determine viability and individualized plan components. Once completed, it is contingent on the employee being an active participant in achieving the goals of the plan. Supervisor's review ICDPs and the employee's accomplishments during the annual performance appraisal process.

The Corporation has included, in its business plan, the goal of providing a career development plan for every interested Inuit employee by 2022.

Internships

Internships are used to develop and retain Inuit employees while providing a wide array of business experience. Internships help to develop an employee's overall skill set, enabling them to gain valuable experience and education in their field.

QEC currently partners with the GN Department of Human Resources and has one employee in the Sivuliqtiksat Internship Program employed in the Inuit Employment Programs section of the QEC Department of Human Resources.

Formalized Training Program for Inuit Leaders in Development (Future)

QEC will explore the possibility of introducing a program that would be delivered regularly to Inuit employees. The program would provide potential Inuit leaders with the opportunity to obtain skills and knowledge for career advancement. Participants would gain insight and training on QEC processes related to people management. An example of this would be an introduction to performance management. This would also serve as an opportunity to network with managers and allow the Inuit employees to become familiar with senior management.

Priority Hiring Policy Compliance

QEC complies with the Government of Nunavut's Priority Hiring Policy when recruiting and staffing positions. The following are areas of priority hiring QEC utilizes in its staffing activities:

- Ensuring to state that the Priority Hiring Policy will be applied in all job ads and competition administration.
- Ensuring the screening of applications for job competitions follow the policy.
- Staffing vacant positions by use of restricted competitions (Inuit-only competition, Inuit only by community) where appropriate.
- Hiring term employees in regular positions when Inuit are not successful in the competition and may qualify for the position in the near future.
- Canceling competitions when no Inuit have qualified and reposting the position with stronger recruitment strategies to attract Inuit applicants.
- Hiring Inuit as casual staff in vacant positions when a competition is unsuccessful in order to provide the experience and skills necessary to succeed in the position when it is re-posted.
- Applying the policy when hiring any casual staff for short or long-term employment.

Removal of Artificial Barriers

QEC believes that any barriers to Inuit employment should be examined and, wherever possible, removed or mitigated. Potential barriers such as wider social or economic barriers are realities that must be recognized, but are not within the scope of this document and may be outside the capacity of the Corporation to address.

Potential barriers to progress may be transactional, such as those found in relation to human resources processes, or they may be environmental, such as offices or power plants where Inuit culture is not being fostered and incorporated by QEC. Examples of potential barriers that may exist and that the Corporation will seek to address include:

1. Lack of awareness of utility professions among high school graduates and the public.
 - *Introduce a recruitment and promotion strategy targeting Inuit to attract individuals to utility occupations.*

Timeframe: Implementation in 2018-2019 fiscal year, sustained as required. **[COMPLETED]**
2. Insufficient information available to students at the secondary and post-secondary levels about what they must do to become employed by QEC and information about the occupations for which there are available positions.
 - *Ensure information related to employment opportunities within QEC and the suggested areas of study is readily available and promoted along with information regarding QEC's programs that support students, the trades and leadership development.*

Timeframe: Implementation in 2018-2019 fiscal year, sustained as required. **[COMPLETED]**

3. Insufficient job promotion from occupation to occupation within the Corporation to ease the process for Inuit to move to increasingly senior or technical positions.
- *Update job descriptions and professional standards for utility and core business positions and use as benchmarks for career development with Inuit staff.*
 - *Access current QEC Inuit Development Programs to support existing and future employees to enter into a utility focused career path.*
 - *Strengthen corporate processes associated with promotion of a career path and continue to build supports for Inuit employees interested in pursuing professional development.*
 - *Use Priority Hiring staffing options to limit timeframes and administrative procedures for the Corporation and the employee.*

Timeframe: *Implementation in 2018-2019 fiscal year, sustained as required.* **[COMPLETED]**

4. Capacity challenges that limit access of QEC and the GN training and development programs and support senior managers, supervisors and employees to integrate those opportunities into operations.
- *Staff the HR Coordinator and the Inuit Employment Programs Coordinator positions within the Human Resources Department.*
 - *Provide support to supervisors and Inuit employees to assist them to engage in QEC and the GN Inuit employment programs.*
 - *Regularly monitor and report on progress.*

Timeframe: *Implementation in 2017-2018 fiscal year, sustained as required.* **[COMPLETED]**

5. Requirement to ensure performance management processes are used by all supervisors.
- *Provide performance management training and support to supervisors throughout the Corporation.*
 - *Senior Managers to actively reinforce the need to support Inuit employees so they are aware of and are considering promotional opportunities and programs.*
 - *Set expectations for supervisors in relation to mentorship of Inuit employees.*

Timeframe: **[ONGOING]**

6. Job descriptions of positions that do not require professional credentials may have over inflated or unclear requirements for education and experience required.
- *Review of all job descriptions to ensure the proper experience and education is reflective of the position requirements and that inflated barriers are removed.*

Timeframe: *Implementation scheduled for 2017-2018 fiscal year.* **[COMPLETED]**

Potential Future Issues and Opportunities

Succession Planning

An analysis of QEC's workforce was conducted as of May 31, 2019 to estimate potential attrition due to retirement. Age 55 was used as a statistical baseline to estimate potential attrition during the remaining 4 years of the current GN Inuit Employment Plan (2013-2023).

Administrative Support		
	Total Positions (Headcount)	% of Category
Age 20-24	3	13%
Age 25-29	7	29%
Age 30-34	4	17%
Age 35-39	3	13%
Age 40-44	1	4%
Age 45-49	1	4%
Age 50-54	2	8%
Age 55+	3	13%
Total Employees	24	100%

Paraprofessional		
	Total Positions (Headcount)	% of Category
Age 20-24	2	5%
Age 25-29	7	17%
Age 30-34	4	10%
Age 35-39	9	22%
Age 40-44	5	12%
Age 45-49	5	12%
Age 50-54	3	7%
Age 55+	6	15%
Total Employees	41	100%

Professional		
	Total Positions (Headcount)	% of Category
Age 20-24	0	0%
Age 25-29	8	9%
Age 30-34	7	8%
Age 35-39	6	6%
Age 40-44	14	15%
Age 45-49	20	22%
Age 50-54	19	20%
Age 55+	19	20%
Total Employees	93	100%

Middle Management		
	Total Positions (Headcount)	% of Category
Age 20-24	0	0%
Age 25-29	1	5%
Age 30-34	2	9%
Age 35-39	3	14%
Age 40-44	2	9%
Age 45-49	1	5%
Age 50-54	7	32%
Age 55+	6	27%
Total Employees	22	100%

Senior Management and Executive		
	Total Positions (Headcount)	% of Category
Age 20-24	0	0%
Age 25-29	0	0%
Age 30-34	0	0%
Age 35-39	1	9%
Age 40-44	2	18%
Age 45-49	1	9%
Age 50-54	3	27%
Age 55+	4	36%
Total Employees	11	100%

	During the IEP Medium Term	Following the Medium Term Up to 10 Years	Total Potential Retirees
Administrative Support	5	1	6
Paraprofessional	9	5	14
Professional	38	20	58
Middle Manager	13	1	14
Executive and Senior Management	5	3	8

Faced with the sizable retirement of **46.95%** of the current workforce over the next 10 years, the Corporation must develop a succession planning strategy for staffing, recruitment, retention, and development of Inuit employees. This strategy will coincide with QEC’s already established Inuit employment programs focusing on career development and employment opportunities. Priority hiring compliance activities (Chapter 4), strategies in reducing artificial barriers to employment (Chapter 5), and fulfillment of the goals listed in the Action Plan (Chapter 6) must all be considered.

Specialized Areas of Focus

QEC’s Engineering, Health, Safety, Environment, Legal, and Corporate Affairs departments experience challenges in recruiting Inuit employees. These departments often employ professional positions that require advanced education, professional licencing, and experiential requirements. While some areas of required education in these occupations can be taken online, most require full time classroom attendance from four years to six years. In addition, the knowledge required to be successful in these roles is highly specific to the utilities sector and can only be attained by earning a Bachelor’s or Master’s, professional designation, and/or specialized certification.

In order to gain the education and experience required to fulfill these roles, QEC will work with interested Inuit employees in acquiring post-secondary education through internal programs such as the Inuit Leadership Development Program (ILDLP), Inuit Individual Career Plans, and internship opportunities.

In order to identify potential candidates for these programs, QEC has made efforts to develop partnerships with organizations and individuals working closely with potential students. These organizations include high schools, trade schools, territorial funding agencies, career development officers, and specific bodies such as Skills Canada Nunavut and Nunavut Arctic College.

In addition, where Inuit have met partial requirements for employment, such as earning an education but lack requisite work experience, the Corporation can employ them in a role designed to provide the individual with the required experience.

CHAPTER 5: INUIT EMPLOYMENT GOALS

This chapter summarizes the Corporation’s long-term, medium-term and short-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 Corporation will increase Inuit representation to 52% by:</p> <ul style="list-style-type: none"> Hiring graduated apprentices Recruiting new apprentices into new apprenticeship positions Hiring students coming out of university Hiring Inuit into targeted positions in Middle Management and Paraprofessional 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Professional category to 35 Increase the number of Inuit employees in the Paraprofessional category to 34.4 Maintain the number of Inuit employees in the Administrative Support category at 27 (100%)

Occupational Group	Current (FTE): Sept. 30, 2018				Short-Term (FTE): March 31, 2020			
	Total Positions	Positions Filled	Inuit Employed	% IEP	Total Positions	Positions Filled	Inuit Employed	% IEP
Executive Total	2	2	1	50%	2	2	1	50%
Senior Management Total	8	8	0	0%	10	10	0	0%
Operations	11	8	3	38%	11	8	3	38%
Engineering	3	2	0	0%	3	2	0	0%
QEC Departmental Middle Managers	11	11	2	18%	11	11	2	18%
Middle Management Total	25	21	5	24%	25	21	5	24%
Trades Persons	30	27	6	22%	30	30	7	23%
Engineers and Project Managers	5	4	0	0	5	4	0	0%
Technologist and Technicians	8	6	0	0	8	6	0	0%
Specialists and Coordinator	12	9	2	22%	12	9	0	0%
Plant Superintendents	25	23	21	91%	26	26	25	96%
QEC Department Professionals	10	10	1	10%	11	11	3	27%
Professional Total	90	79	30	38%	92	86	35	41%
Assistant Operator	19.4	16.8	16.8	100%	19.4	19.4	19.4	100%
Plant Operators	6	6	4	67%	6	6	4	67%
Administrators and Coordinators	9	9	4	44%	9	9	4	44%
Professionals in Training	2	2	1	50%	2	2	2	100%
QEC Departmental Paraprofessionals	14	10	1	10%	14	13	5	38%
Paraprofessional Total	50.4	43.8	26.8	62%	50.4	49.4	34.4	70%
Clerks and Assistants	24	22	22	100%	24	23	23	100%
Operational Support	4	4	4	100%	4	4	4	100%
Administrative Support Total	28	26	26	100%	28	27	27	100%
Total Employment Categories	203.4	179.8	89	49%	207.4	195.4	102.4	52%

Medium-Term Goals and Targets

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

MEDIUM-TERM GOAL	EXPECTED OUTCOMES
<p>By March 2023, the Corporation will increase Inuit representation to 56.8% by:</p> <ul style="list-style-type: none"> Promoting Inuit to more senior positions once they meet experience requirements Recruiting Inuit into roles where the previous incumbent has retired Recruiting term positions and mentoring Inuit into the role Hiring Inuit into vacant positions that were previously held by Inuit who have been promoted 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Professional category to 39 Increase the number of Inuit employees in the Paraprofessional category to 35.2 Maintain the number of Inuit employees in the Administrative Support category at 24 (100%)

Occupational Group	Current (FTE): May 31, 2019				Medium-Term (FTE): March 31, 2023		
	Total Positions	Positions Filled	Inuit Employed	% IEP	Positions Filled	Inuit Employed	% IEP
Executive Total	2	2	1	50%	2	1	50%
Senior Management Total	10	9	0	0%	9	0	0%
Operations	11	8	3	38%	8	4	50%
Engineering	3	2	0	0%	2	0	0%
QEC Departmental Middle Managers	15	12	2	17%	12	2	17%
Middle Management Total	29	22	5	23%	22	6	27%
Trades Persons	29	28	6	21%	28	7	25%
Engineers and Project Managers	5	4	0	0%	4	0	0%
Technologist and Technicians	8	6	0	0%	6	2	33%
Specialists and Coordinator	12	9	1	11%	9	2	22%
Plant Superintendents	26	26	23	88%	26	23	88%
QEC Department Professionals	19	19	3	16%	19	5	26%
Professional Total	99	92	33	36%	92	39	42%
Assistant Operator	19.4	17.2	17.2	100%	17.20	17.20	100%
Plant Operators	6	6	4	67%	6	6	100%
Administrators and Coordinators	8	6	4	67%	6	6	100%
Professionals in Training	2	2	1	50%	2	1	50%
QEC Departmental Paraprofessionals	8	5	3	60%	5	5	100%
Paraprofessional Total	43.4	36.2	29.2	81%	36.2	35.2	97%
Clerks and Assistants	20	20	20	100%	20	20	100%
Operational Support	4	4	4	100%	4	4	100%
Administrative Support Total	24	24	24	100%	24	24	100%
Total Employment Categories	207.4	185.2	92.2	50%	185.2	105.20	57%

Long-Term Goals and Targets

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

LONG-TERM GOAL	EXPECTED OUTCOMES
<p>Within 10 years, the department will increase Inuit representation to 63.2% by:</p> <ul style="list-style-type: none"> Promoting Inuit to more senior positions once they meet experience requirements Recruiting Inuit into vacancies Recruiting term positions and mentoring Inuit into the role Hiring graduated apprentices Recruiting new apprentices into new apprenticeship positions Hiring Inuit into vacant positions that were previously held by Inuit who have been promoted 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Senior Management category to 2 Increase the number of Inuit employees in the Middle Management category to 8 Increase the number of Inuit employees in the Professional category to 46 Increase the number of Inuit employees in the Paraprofessional category to 36.2 (100%) Maintain the number of Inuit employees in the Administrative Support category at 24 (100%)

Occupational Group	Current (FTE): May 31, 2019				Long-Term (FTE): Within 10 years from 2017		
	Total Positions	Positions Filled	Inuit Employed	% IEP	Positions Filled	Inuit Employed	% IEP
Executive Total	2	2	1	50%	2	1	50%
Senior Management Total	10	9	0	0%	9	2	22%
Operations	11	8	3	38%	8	5	63%
Engineering	3	2	0	0%	2	0	0%
QEC Departmental Middle Managers	15	12	2	17%	12	3	25%
Middle Management Total	29	22	5	23%	22	8	36%
Trades Persons	29	28	6	21%	28	12	43%
Engineers and Project Managers	5	4	0	0%	4	0	0%
Technologist and Technicians	8	6	0	0%	6	3	50%
Specialists and Coordinator	12	9	1	11%	9	3	33%
Plant Superintendents	26	26	23	88%	26	23	88%
QEC Department Professionals	19	19	3	16%	19	5	26%
Professional Total	99	92	33	36%	92	46	50%
Assistant Operator	19.4	17.2	17.2	100%	17.20	17.20	100%
Plant Operators	6	6	4	67%	6	6	100%
Administrators and Coordinators	8	6	4	67%	6	6	100%
Professionals in Training	2	2	1	50%	2	2	100%
QEC Departmental Paraprofessionals	8	5	3	60%	5	5	100%
Paraprofessional Total	43.4	36.2	29.2	81%	36.20	36.20	100%
Clerks and Assistants	20	20	20	100%	20	20	100%
Operational Support	4	4	4	100%	4	4	100%
Administrative Support Total	24	24	24	100%	24	24	100%
Total Employment Categories	207.4	185.2	92.2	50%	185.2	117.2	63%

CHAPTER 6: ACTION PLAN TO 2023

This chapter identifies the specific actions that the Corporation 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 territorial 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

The following action plan outlines goals for increasing Inuit employment within the Corporation up to 2023. When discussing timeframes, the term “ongoing” implies the Corporation is actively engaged in achieving the goal.

Ensuring an Effective Public Service

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Job Description revisions and standardization	Ensure artificial barriers are removed and positions are standardized where possible	Review and edit as required.	Director, HR Manager, HR	2017-2018 Q4 COMPLETED
2. Cultural Orientation training requirement for new employees, focus on supervisory positions	New employees attend Cultural Orientation Sessions shortly after being hired (and when available)	New employees provided the opportunity and encouraged to participate in the Cultural Orientation offered by the GN. Attendance is monitored and recorded	Director, HR Manager, HR	ONGOING
3. Support IQ and cultural immersion activities	IQ and cultural immersion activities are supported and implemented at QEC offices.	IQ planning group assembled and activities are proposed to Senior Management/ President & CEO. Execution of activities are a group effort.	Director, HR Manager, IEP QEC Senior Management	ONGOING
4. Develop an Employee Engagement Survey to assess and improve the employment experience at QEC	Gain insights from employees on QEC’s strengths and weakness to assess opportunities for improvement	Provide Engagement Survey to all QEC staff and analyze feedback	Director, HR Manager, HR Manager E/LR	2021-2022 Q1

Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
5. Staff HR Coordinator & IEP Coordinator positions	Positions are hired with Inuit Employees to help support IEP programs	Appoint ILDP Student to HR Coordinator; Advertise and hire Inuit for IEP Coordinator.	Director, HR Manager, HR Manger, IEP	2017-2018 Q3 COMPLETED
6. Revise Inuit Summer Student Program	Program processes are improved	Improve recruitment and advertising campaigns and administration associated with hiring.	Manager, HR Manager, IEP	2018-2019 Q1 COMPLETED
7. Improve Exit Interview process	Process provides QEC with information to improve retention and build on successes.	Improve interview process and administration; analyze completed work.	Director, HR Manager, HR	2018-2019 Q4 DEFERRED
8. Hire Apprentices in phases	Apprentices are recruited and hired for trade positions.	Hire 1 Inuit Apprentice per year	Director, HR Manager, IEP Departmental Senior Managers	ONGOING

Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
9. Promote internal and external professional development opportunities	QEC staff are aware of training and development opportunities available to them through both QEC and GN sources.	Promote opportunities via internal communications and career development plans	Manager, HR Coordinator, IEP QEC Senior Management	ONGOING
10. Create Career Development Plans for all Inuit employees	Inuit employees are engaged in their own development and a pathway is identified.	The employee, their supervisors and HR develop the plan and monitor and revise as necessary.	Manager, IEP All Managers & Supervisors All Inuit Employees	ONGOING to 2021

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
11. Monitor QEC's internal succession plans	Succession Plans are monitored and updated regularly	QEC Management will provide updates on progression and/or any changes in the plan. HROD to provide support and guidance as required.	Director, HR QEC Senior Management	2018-2019 Q1 *Continued as required 2018-onward. COMPLETED

Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
12. Performance Management Training	Incorporate Inuit employment goals to support Inuit employees. Set expectations for mentorship.	Deliver training to all supervisors and potential supervisors	Manager, HR Manager, E/LR	ONGOING
13. Support Inuit Leadership Development Programs	Increase in employment in professional, middle management and senior management positions	Continue to provide educational, professional and experiential growth opportunities for Inuit Employees	Director, HR Manager, IEP Departmental Directors and Managers	ONGOING
14. Revise Onboarding Program	Onboarding program is readily available for all new staff for QEC.	Process and administration are updated.	Director, HR Manager, HR Manager, IEP	2017-2018 Q4 COMPLETED
15. Focus on hiring intern(s) for management/specialized positions in phases	Internship opportunities are created within QEC and are administered successfully	QEC identifies positions available for internship opportunities and focuses recruitment on Inuit.	Director, HR Manager, IEP	2018-2019 Q4 COMPLETED

Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
16. GN Department of Family Services Partnership	Strengthening QEC / Apprenticeship Collaboration	Develop working relationship with entities working with Inuit in the trades.	Director, HR Manager, IEP	ONGOING
17. College and Trade School Partnership	Partnership developed with entities graduating/developing Inuit students for QEC related positions.	Improve communications with schools to promote career opportunities	Manager, IEP Manager, HR	2019-2020 Q4 *Continued as required 2019 - onward. COMPLETED
18. Promote QEC positions and QEC programs with High Schools	Recruitment and promotion strategy	Develop information packages, present to schools via career fairs, Skills Canada competitions, etc.	Director, HR Manager, HR Manager, IEP Corporate Affairs	2018-2019 Q2 COMPLETED
19. Promote QEC positions and programs to University and College Students	Ensure information is readily available and promoted	Provide students and schools with information regarding QEC careers, and summer student program	Director, HR Manager, HR Manager, IEP Corporate Affairs	2018-2019 Q4 COMPLETED

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).

QEC will report to the Department of Human Resources semi-annually on progress using the reporting template and instructions that are provided. The staff accountable for the completion of each action item will report quarterly to QEC's Director of Human Resources. In turn, the Director, Human Resources will relay the progress of each action item to QEC's Senior Management Committee on a quarterly basis.