

DEPARTMENT OF HUMAN RESOURCES BUSINESS PLAN 2001-2002

INTRODUCTION

Mission Statement

The Department of Human Resources, through the guiding principles of Pinasuaqtavut, provides recruitment, job evaluation, training and development, labour relations and human resource management support to all departments and agencies to promote excellence in the public service of the Government of Nunavut.

The Department of Human Resources plays a key role in helping to achieve the goals of the Government of Nunavut. Through the key strategies outlined in this business plan, the Department will ensure quality services are provided to Nunavummiut in the areas of recruitment, job evaluation, training and development, labour relations and human resource management support.

The 2001-2002 business plan builds on accomplishments over the past year and supports the vision embodied in Pinasuaqtavut. In addition, the Department of Human Resources strives to serve as an organizational role model for progressive human resource management practices.

Guiding Principles

The Department of Human Resources is committed to:

- *excellence in public service management*
- *promoting accessibility for all Nunavummiut*
- *being people oriented, stressing responsiveness in service delivery*
- *being representative of the population we serve*
- *being accountable and transparent in everything we do*
- *partnerships that add value to human resource initiatives through shared commitments*

Values

We believe:

- *that people are the most important asset*
- *in the value of incorporating Inuit knowledge, wisdom and culture into our operations*
- *in respect for diversity*
- *that communication is essential for success*
- *that we must always strive for excellence and that continuous improvement must be fostered as an integral part of our organizational culture*
- *that everybody has a responsibility to exercise leadership*
- *in respect for each other and the work we do*
- *in turning our values into action*

CORE BUSINESS

The Department's core business is providing effective and efficient human resource management advice and support to all Nunavut Government departments and agencies. There are four key elements of the Department's business operation:

- *Recruitment*
- *Job Evaluation*
- *Training and Development*
- *Labour Relations*

Recruitment

The Department develops recruitment procedures and guidelines and manages centralized recruitment services for all departments of Government. This involves coordinating the achievement of the Government's Inuit Employment Plan objectives and managing the staffing appeals process.

Job Evaluation

The Department provides advice and assistance to departments and agencies on organizational design and in developing innovative and culturally relevant work arrangements. In addition, the Department rates all jobs in the Public Service to promote consistent, affordable and fair rates of pay for public servants.

Training and Development

The Department provides advice, assistance and support to departments and agencies in training and developing their own staff. The Department develops policies and procedures, which constitute the framework for training and development across the public service. Implementing strategic developmental initiatives aimed at staff retention remains a strong priority.

Labour Relations

The Department provides professional labour relations advice and services to departments and agencies. The Department negotiates collective agreements with two bargaining agents, administers and interprets the agreements and manages a dispute resolution process.

ENVIRONMENTAL SCAN

A variety of demographic, social, economic, technological, and physical factors influence the Department's priorities and its ability to achieve human resource objectives. These include:

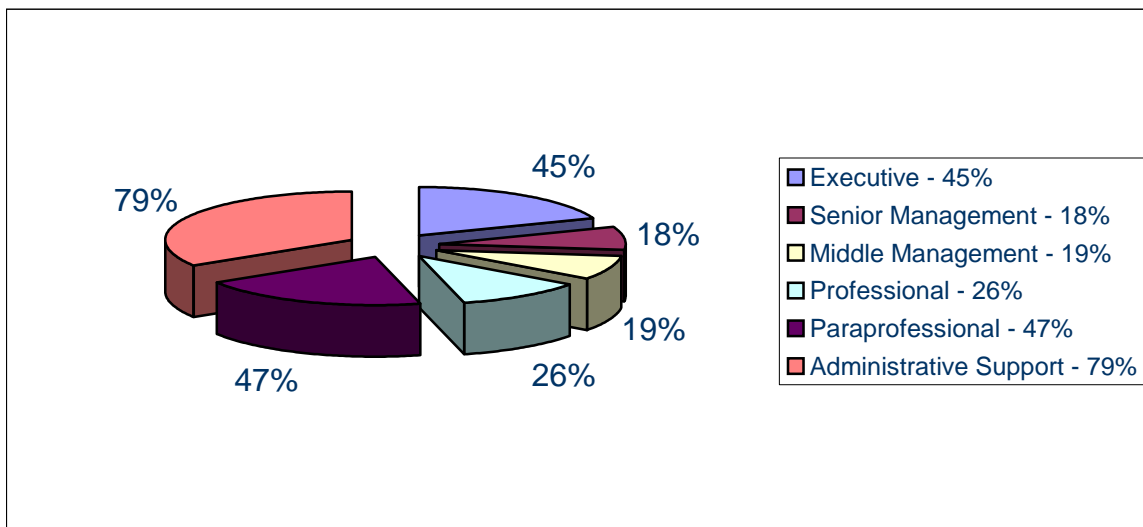
- Increasing Inuit Representation in the Public Service
- Population Size and Age
- Educational Attainment
- Geography of Nunavut
- Recruiting and Retaining Employees
- Skill Shortages
- Meeting Expectations

- Decentralization

Inuit Representation in the Public Service

The Government of Nunavut is obligated under Article 23 of the Nunavut Land Claims Agreement to achieve 85 percent Inuit representation across all occupational categories by 2010. Although gaps exist in occupational groups, 44 percent of the 2,701 positions filled within the Government of Nunavut were filled by Inuit as of March 31, 2000. While major gaps do exist in the professional, senior, and middle management occupational groups, this situation is expected to improve as existing Inuit staff are promoted and graduates of the secondary and post secondary educational system enter the public service.

Inuit Employment by Occupational Category



Source: "Towards a Representative Public Service." Department of Human Resources, March 31, 2000.

Two mechanisms that will help to achieve these improvements are a greater emphasis on support mechanisms for staff so that they are better able to balance the requirements of workplace and family, and more emphasis on staff training and development activities.

Population Size and Age

Nunavut's population is approximately 27,000, which represents an increase of 21 percent over the previous 4 years.¹ Today's population continues to grow quickly. A high proportion of Inuit (37.7 percent) are under the age of fifteen years and have not yet attained the skills, knowledge and abilities to work for the Government.² In reaching

¹ Source: Statistics Canada's Internet Site, <http://www.statcan.ca/english/Pgdb/People/Population/demo0>, 1999.

² Source: Statistics Canada's Internet Site, <http://www.statcan.ca/english/Pgdb/People/Population/demo3>, 1999.

future goals, Human Resources must continue to build opportunities for young people to learn and expand their skills. Further, Human Resources must continue efforts to ensure that residents of Nunavut are able to take advantage of employment opportunities within the Government of Nunavut.

Educational Attainment of Population

Formal education levels in Nunavut are well below the Canadian average. While 22 percent of residents possess some form of post secondary education, only 9 percent possess university degrees. High school graduates are gradually increasing with 8 percent in 1999³ compared to 4 percent in 1994.⁴

The post-secondary education system in Nunavut is limited and there are no universities or private training institutes. The Department is cooperating with all departments of Government and with Inuit organizations to find innovative ways of recognizing practical knowledge and skills that have been attained outside of the formal educational system. It is acknowledged that Inuit traditional knowledge and practices stand to have a very positive impact on the way Government serves the people. However, in the final analysis, improved educational levels are the key to increasing long term Inuit representation in the Nunavut Public Service.

Geography of Nunavut

Nunavut covers a vast geographical area of Canada that is only accessible by air. The great distances require sophisticated telecommunications and information systems. In addition, the geography of Nunavut makes it very easy to lose touch with Nunavummiut – especially those in the smaller communities. It is critical that we continue to communicate in a meaningful and effective manner to make sure that all residents have access to the government.

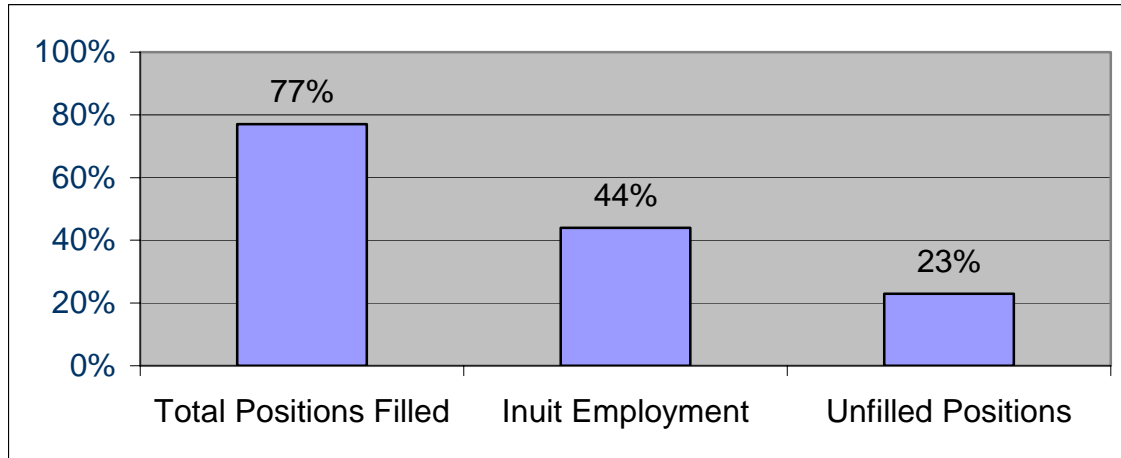
Recruiting and Retaining Employees

It is difficult to recruit and retain the people needed to operate a government. We are faced with a very high cost of living combined with a lack of affordable housing. The Government must also compete with organizations requiring the same knowledge and skills to fill positions. Given the shortage of specialized labour force skills and the geographical isolation of Nunavut, recruitment and retention are serious challenges. Although overall staffing capacity has increased to 77 percent since the birth of Nunavut, a great deal remains to be accomplished.

³ “1999 Nunavut Labour Force Survey.” Nunavut Bureau of Statistics, September 1999.

⁴ “1994 Labour Force Survey.” Bureau of Statistics, GNWT, 1994.

Staffing Capacity within the Government of Nunavut



Source: "Towards a Representative Public Service." Department of Human Resources, March 31, 2000.

Skill Shortages

As in the rest of Canada, Nunavut is faced with the continuing demand for specific skills with short supply. Nurses, Engineers, and some areas of Finance and Information Technology continue to be difficult to recruit and retain not only in Nunavut but across the country.

Coordinated strategic planning amongst all partner organizations will be needed to ensure that skill requirements for government positions are realistically defined and that training and educational initiatives are effectively structured to reduce the skills gap.

Meeting Expectations

The Government has achieved admirable results in the first year of operation. With 77 percent of all positions filled, the basic functions of a government can be improved through the implementation of a new organizational culture more supportive of Inuit needs and aspirations. However, great challenges lie ahead. The establishment and improvement of communications networks, increases in the stock of office space and housing will be critical infrastructure priorities. In addition, ensuring that health care and educational resources continue to keep pace with growth brought about by the establishment of a new government will stretch the limits of the Government's resource base. These fiscal and infrastructure limitations will likely slow the achievement of the Government's human resource objectives. However, an even greater challenge will be the retention of a large proportion of the Government's existing workforce. This stability is essential to the development of a sound policy base for Nunavut and to the goal of continuous improvement.

Decentralization

The Government of Nunavut is committed to decentralization. The intent is to achieve full decentralization of government departments over a three-year timeframe. In fulfilling the decentralization commitment, the Department of Human Resources must provide staffing services, the initiation of removal and housing, and training and orientation sessions to all affected employees.

CRITICAL ISSUES

Looking back over the past year, the Department of Human Resources has faced many challenges in aspiring to reach our goals. The following have been identified as the key human resource management issues facing the department:

- Increasing the representation of Inuit across all occupational categories;
- Recruiting and retaining employees in decentralized locations and specific occupations;
- Continuing to building opportunities for Nunavut's young population to learn and expand their skills;
- Affordability of the programs and services required; and
- Having the resources within the department to do all that is expected.

GOALS, STRATEGIES AND TARGETS

<i>Goal 1: Build an effective, functional and skilled public service, which is responsive to the public it serves and increasingly representative of the population of Nunavut.</i>	
Strategies	Targets
1. Coordinate the implementation of the Inuit Employment Plan across Government.	<ul style="list-style-type: none"> ▪ Prepare an annual report on the Public Service including a progress report on the Government's implementation of the Inuit Employment Plan. ▪ Assist departments in completing Inuit Employment Plans. ▪ Ongoing activity.
2. Develop an Employee Recognition Program	<ul style="list-style-type: none"> ▪ Employee Recognition Program developed and implemented within fiscal year.
3. Develop a training framework in consultation with all departments to guide training in the Government of Nunavut.	<ul style="list-style-type: none"> ▪ To be completed within fiscal year.
4. Develop an Inuktitut language training strategy in partnership with CLEY.	<ul style="list-style-type: none"> ▪ To be completed within fiscal year.
5. Implement competency-based human resources practices with special emphasis on job evaluation and recruitment.	<ul style="list-style-type: none"> ▪ Ongoing activity.
6. Implement an employee orientation program.	<ul style="list-style-type: none"> ▪ Fully implement an employee orientation program during fiscal year.
7. Develop a Workplace Wellness Program	<ul style="list-style-type: none"> ▪ Full implementation of a Workplace Wellness Program for the Government of Nunavut following 2000-2001 pilot.

8. Develop a communications strategy for the promotion of government employment.	<ul style="list-style-type: none"> ▪ To be developed within fiscal year
9. Implement an employee survey to gauge employee's interests and attitudes in a wide range of employment areas.	<ul style="list-style-type: none"> ▪ To be implemented within fiscal year.

<i>Goal 2: Work with communities to create community capacity building.</i>	
Strategies	Targets
1. In consultation with communities, provide support services to affected departments and staff the decentralization of GN positions.	<ul style="list-style-type: none"> ▪ Ongoing activity.
2. Continue to support and strengthen community operations across Nunavut.	<ul style="list-style-type: none"> ▪ Ongoing activity.
3. Work closely with community wellness organizations in designing an Employee and Family Assistance Plan.	<ul style="list-style-type: none"> ▪ Ongoing activity.

<i>Goal 3: Write and maintain simple and understandable policies.</i>	
Strategies	Targets
1. Maintain an ongoing review of HR policies and procedures.	<ul style="list-style-type: none"> ▪ Ongoing activity.
2. Rewrite Excluded and Management Employee Handbooks.	<ul style="list-style-type: none"> ▪ Completed and communicated within fiscal year.
3. Maintain effective mechanisms for amending and disseminating HR policy.	<ul style="list-style-type: none"> ▪ Ongoing activity.

<i>Goal 4: Develop and maintain high quality human resource programs and services to support all departments and agencies of the GN.</i>	
Strategies	Targets
1. Implement an improved GN staff performance development system.	<ul style="list-style-type: none"> ▪ Performance Development System developed and implemented.
2. Develop a strategy for workplace health and safety.	<ul style="list-style-type: none"> ▪ Workplace health and safety strategy developed and implemented.
3. Develop a Human Resource Practitioner Certification Process to continually increase skill levels.	<ul style="list-style-type: none"> ▪ To be developed and implemented within fiscal year.

<i>Goal 5: Develop and manage an effective and efficient Department of Human Resources.</i>	
Strategies	Targets
1. Develop an Information Technology Strategy for the Department.	<ul style="list-style-type: none"> ▪ To be developed within fiscal year.
2. Hold departmental managers accountable for 100 % completion of staff performance reviews.	<ul style="list-style-type: none"> ▪ To be established within fiscal year.
3. Strengthen budget control procedures.	<ul style="list-style-type: none"> ▪ To be established within fiscal year.
4. Develop an accountability process to support strategic plan implementation.	<ul style="list-style-type: none"> ▪ To be developed within fiscal year.
5. Provide ongoing support to departmental IQ committee.	<ul style="list-style-type: none"> ▪ Ongoing activity.
6. Develop individualized training plans for all staff of human resources.	<ul style="list-style-type: none"> ▪ To be developed within fiscal year.
7. Finalize the first phase of a plan to increase Human Resource's management team to 50% Inuit employment by the year 2004.	<ul style="list-style-type: none"> ▪ To be developed within fiscal year.

APPENDIX A

BATHURST MANDATE STATUS REPORT

Work with communities to: create within each department of the Government of Nunavut the ability to support community capacity building.

- Headquarters is working with Nunavut Arctic College Headquarters, Nunatta Campus, and the Regional Operations of the Department of Human Resources to deliver courses within communities.
- Training and Development sits on the Interdepartmental Wellness Committee of which this objective is prime. This committee reports directly to the Deputy Ministers Committee.

Write and maintain simple and understandable policies for every government department.

- This objective is implemented, as the Department of Human Resources develops and revises the Human Resource Policies and Procedures Manual.

Build an effective, functional and skilled public service, which is responsive to the public it serves and increasingly representative of the population of Nunavut.

- The Department of Human Resources is implementing a number of programs and strategies to meet this objective:
 - Delivery of Inuktitut as a second language courses;
 - Delivery of computer application courses;
 - Delivery of the Employee Orientation Program;
 - Completion of the Nunavut Senior Assignment Program and the Public Service Career Training Program;
 - Delivery of the Executive Secretary Training Program;
 - Complete Decentralization customized training plans as positions become staffed;
 - Work in partnership with the Department of Justice, Justice Canada and the Center for Educational Initiatives to develop a legal studies program in Nunavut; and
 - Initiate a strategic plan to identify “core” and “job specific” competencies needed within the Government of Nunavut

View every element of the government budget as a potential training budget.

- Any cost savings achieved this fiscal year within the Department of Human Resources will be redirected to training. The department will also work with other departments to identify training options.

Under the leadership of the Departments of Human Resources and CLEY, every department will develop and implement, for current and future employees: a strategy to support the Inuit Employment plan; a strategy for on-the-job training and mentoring; and a Nunavut orientation and language skills program.

- The Department of Human Resources is implementing a number of programs and strategies to fulfill this objective.
 - All Departments have been appraised of the Inuit Employment Plan and their role;
 - Consolidated IEP Initiatives have been prepared;
 - Human Resources Development Inter-Dept Committee has been established;
 - A draft has been completed to revise the Public Service Career Training Program(PSCTP) & the Nunavut Senior Assignment Program (NSAP) into the Illinniaqsinnaat Sanajut Program (IS);
 - IQ budget and plan placed in 00-01 Main Estimates & Business Plan;
 - Cultural Orientation added to ISL Pprogram;
 - 10 NSA Grads obtained positions within the GN;
 - IEP accepted in Principle by Cabinet;
 - Summer Student Employment Program conducted in 99-00 & 00-01 fiscal year;
 - Work in partnership with Nunavut Tungavik Incorp. and the Government of Canada to implement the IEP;
 - Draft copy of the “Implementation of Article 23: The Government of Nunavut IEP” is complete;
 - Initial stages of working with departments to develop their departmental IEP’s (ie All Departments have submitted their priority initiatives with timelines);
 - Develop a Planning for Training Handbook;
 - Initiated dialogue with Nunavut Implementation Training Committee (NITC) to share training programs pertinent to implementing the Inuit Employment Plan;
 - Incorporated the High Potential Candidate Initiative into decentralization hiring; and
 - Completed and put into practice the Priority Hiring Policy.

Put into place strategies to develop Nunavummiut in every profession as part of a resident work force.

- The Department of Human Resources has already completed an Inuit Employment Plan Gap Analysis, pertaining to each department and is in the process of developing a Government Wide Training Needs Analysis.

APPENDIX B

DEPARTMENTAL ROLES

Directorate

The Directorate consists of the Deputy Minister's Office, Policy & Planning and Corporate Services functions. The Directorate is responsible for the overall direction of the department. The Directorate is also responsible for monitoring and reporting on the government's initiatives related to Article 23 of the Nunavut Land Claims Agreement as well as providing support to the Minister's Office.

Assistant Deputy Minister/Community Operations

The Assistant Deputy Minister's Office oversees the community operations in Qikiqtaaluk, Kivalliq and Kitikmeot. The Qikiqtaaluk, Kivalliq and Kitikmeot Offices provide staffing, training & development and labour relations support. Community operations also act as advisors to management on a full range of human resource issues.

Job Evaluation and Organization Design

The Division of Job Evaluation and Organization Design is responsible for providing advice to other departments on organizational design and preparing job descriptions, performance development, assisting in the development of competency profiles, implementing a gender neutral job evaluation system, evaluating jobs and providing advice on developing innovative work arrangements.

Labour Relations

The Division of Labour Relations is responsible for providing professional labour relations advice and services to the Government of Nunavut, departments, and public sector organizations; for Employee Relations (i.e., Excluded and Management Employees); and for conducting collective bargaining with unions, planning, developing and implementing appropriate legislation and policies, and administering the Collective Agreements.

Staffing

The Division of Staffing is responsible for policy development, procedures and guidelines concerning the recruitment and selection process within the government. The Division also assists and audits agencies with delegated recruitment authority.

Training and Development

The Training and Development Division provides comprehensive human resource planning and leadership initiatives to support employees. The Division manages all collaborative inter-departmental training and development. It is currently mandated to deliver the following programs and initiatives:

- Inuit Employment Plan Implementation
- Workplace Wellness
- Inuktitut as a Second Language
- Employee Orientation
- Professional Development
- Summer Student Employment Program

APPENDIX D

HUMAN RESOURCE STRATEGY

The Department of Human Resources has implemented a human resource strategy to address the varied needs of the department and to promote the professional development of our staff. The Training and Development division provides programs and courses to all Government of Nunavut staff. These training opportunities are directed towards increasing competencies that are required for all Government of Nunavut employees. In addition, each employee within our department is encouraged to further their professional development through courses, workshops and on-the-job training. As a result, employees of Human Resources receive development opportunities both on a generic level as well as opportunities that are individualized and job specific in nature. Lastly, our department is implementing a professional development strategy through the Inuit Employment Plan for beneficiary employees within the department. There will be on-the-job training, mentorship programs and various other methodologies.

Department Wide Professional Development:

- Develop individualized training plans for all staff of the Department of Human Resources.
- The Department of Human Resources is offering seven different computer application courses to staff members. We are working in conjunction with Nunavut Arctic College and the Arviat Training Center.
- Resources such as books and periodicals are available in the department to assist staff in their continual learning initiatives.
- Our department has launched a pilot Inuktitut training program in conjunction with Nunavut Arctic College. This course provides Government of Nunavut employees the opportunity to learn the language and the culture. The pilot program was successfully delivered in all three regions. A number of staff of the Department of Human Resources participated in the course.

Professional Development within the Divisions

- The Labour Relations Division has a professional development plan for all labour relations staff. Organizational and individual needs are evaluated. After this process, LR staff attend workshops and seminars on an individual basis to develop the appropriate skills and knowledge required.
- Training and Development Consultants will attend training on conducting training needs analysis, developing training plans and competency-based management.

- Employees of the Training and Development Division will ensure that they register for and obtain their Certified Human Resources Professional designation.
- The staffing division attended a workshop on “Replenishing Canada’s Civil Service.” After the workshop, the division went on a retreat to review and develop our staffing processes. Individual consultants will also be trained in the behavioral descriptive method of interviewing.
- The Job Evaluation and Organization Design Division will be conducting workshops on writing job descriptions, job evaluations and performance development. Within a two-year timeframe, we will be building an entirely new performance development system, which encompasses the competency-based model.

Professional Development with regards to the Inuit Employment Plan

- In mid-October the department will convene their Inuit Employment Plan committee. The primary purpose of this committee is to lead the development of the Department of Human Resource’s Inuit Employment Plan.
- Our Inuit Employment Plan statistical reports reveal that there are Inuit employment gaps in upper and middle management. As a result, the Department of Human Resources will hire professionals in those categories to mentor Inuit employees within our department with the understanding that the beneficiaries will fill the positions after a period of three years.
- The Training and Development division of our department is initiating a training needs assessment that will identify “core” and “job specific” competencies needed within the Government of Nunavut and the training needs associated with those competencies. This will result in a 5-Year training plan for GN.
- The Department of Human Resources is developing an internal mentor/mentee training program to achieve the requirements of the Inuit Employment Plan. The job descriptions for specific Department of Human Resource trainee positions are modified to attract and retain Inuit employees. The training plans are individualized and detailed. Over a period of two to three years, if the trainee fulfills all the requirements, he or she will receive the full position title.