

**Department of
Human
Resources**

**Business
Plan
*2007-2008***

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INTRODUCTION

The Department of Human Resources plays a key role in helping to achieve the goals of the Government of Nunavut (GN). The department provides recruitment, job evaluation, training and development, employee relations, Inuit employment planning, and human resource management support to all departments in the GN, Nunavut Arctic College (NAC), and the Nunavut Housing Corporation (NHC). The department also plays a significant leadership role in developing a public service that is representative of the population of Nunavut through the implementation of human resource initiatives that support the Inuit Employment Plan and by achieving the goals and obligations of the GN under *Article 23* of the *Nunavut Land Claims Agreement* (NLCA).

The Department of Human Resources recognizes the importance of this investment in GN staff and develops programs and services to develop and retain their expertise.

The 2007-2008 Business Plan builds on the department's accomplishments over the past years while responding to priorities identified in *Pinasuaqtavut*. The department will continue to monitor the standards of service.

Our Mission

To lead the development of Nunavut's public service through excellence in human resources management.

In carrying out its mission, the Department of Human Resources is guided by *Pinasuaqtavut* and *Article 23* of the *Nunavut Land Claims Agreement* (NLCA), as well as the legislative authority of the *Nunavut Public Service Act*.

Our Vision

A responsive & representative public service committed to providing Nunavummiut with the highest quality programs and services consistent with Inuit societal values that conform to the principles of Inuit Qaujimajatuqangit (IQ).

Our Principles and Values

Our Principles

- The interests of all of the department's clients are foremost and are reflected in human resources policies and processes.
- The department will operate in a way that promotes fairness and equity in all aspects of its work.
- The workforce of the GN should be representative of the population it serves.
- The department is culturally sensitive and incorporates Inuit knowledge, wisdom, culture, and language into its operations.
- The department is accountable and accessible to the people it serves.
- The department is committed to the ideal of lifelong learning for staff.

Our Values

- Accountability

- Commitment
- Confidentiality
- Integrity
- Respect

Language Services

The Department of Human Resources has taken steps to enhance the delivery of language services. Bilingual staff is assigned to designated areas where they may be required to provide services in Inuktitut, Inuinnaqtun, French, and English. The Department of Human Resources and regional offices share translation and interpretation services among themselves in order to serve the language needs of clients as they are required.

A major initiative being undertaken by the Department of Human Resources, in partnership with Nunavut Artic College (NAC), is the Inuktitut/Inuinnaqtun language training. This initiative provides basic language courses for GN employees, focusing on second language training, and has been offered to employees since 2000-2001. The need for increased and consistent programming was identified, particularly for first-language learners, and the Department of Human Resources has been working with NAC and the Department of Culture, Language, Elders, and Youth (CLEY) to expand the language training program and to develop new training curriculum, materials, and resources.

Additional funding has been secured for the 2006-2007 Inuktitut/Inuinnaqtun Language Training program budget. The Department of Human Resources is also consulting with and contributing to the Department of Executive and Intergovernmental Affairs Deputy Minister Language Training Initiative.

Most of the department's public communications are being provided in Inuktitut, Inuinnaqtun, French, and English. These include job advertisements, promotional materials and forms for various training programs, Ministers' statements, documents required by the Legislature (i.e. Inuit Employment Plan statistical reports and annual public service reports), radio and public announcements, business cards, voice mail messages, correspondences, and forms.

During 2007-2008, the department will continue to implement services to comply with the Language Services Guidelines related to the following:

- Requests for proposals, tender calls, and GN contracting
- Automated telephone services
- Toll-free numbers
- Translation of job titles
- Signature Blocks
- Departmental Website
- Departmental Intranet Site
- Internal signs
- Staff listings
- Letterhead
- Business Cards
- Job ads
- Language profiles
- Forms

STRATEGIC COMMITMENT TO PINASUAQTAVUT

Inuit Qaujimagatuqangit

In keeping with *Pinasuaqtavut*, and to demonstrate leadership, the Department of Human Resources is taking steps to enhance its day-to-day Inuit Qaujimagatuqangit (IQ) operational activities. An IQ Committee has been created to look at annual planning that would outline monthly events based on Inuit guiding principles. Some events will include guest speakers who will share best practices that departments are implementing in their workplace. This is in keeping with the collaborative approach that fosters support for a common purpose. A departmental IQ committee is being re-established with a more strategic mandate to review policy and provide input to departments.

The Inuit Employment Planning division has proposed the concept of an Inuit Peer Group program to the Tuttarviit Committee to be initiated this fiscal year. The expectation of implementing Inuit Peer Group programs is to help to create a positive office atmosphere consistent with Inuit societal values through IQ within the workplace, as well as to improve employee retention and increase workplace productivity.

Inuuqatigiittiarniq (Healthy Communities)

The Department of Human Resources is committed to continue supporting healthy communities through the ongoing delivery of workplace wellness initiatives in all its workplaces. For example, counseling services through Telehealth are provided through the Employee and Family Assistance Program. This service provides employees and their dependents the opportunity to receive counseling without having to travel outside their community. Suicide prevention workshops will continue to be provided.

The Department of Human Resources also works with all departments to identify and respond to health, safety, and wellness issues. Workplace wellness workshops and courses are designed to maintain and enhance the health and wellness of all GN employees. Personal development learning opportunities are provided and include training in areas such as Occupational Health and Safety, Harassment Prevention, and Standard First Aid and CPR courses. The department will continue to train investigators, advise on the workplace harassment policy, and provide workshops to educate employees on workshops.

Pijarnirniqsat katujjiqatigiittiarnirlu (Simplicity and Unity)

The GN continues to demonstrate its commitment toward increasing Inuit representation in the government through the continuing implementation of Inuit Employment Plans. All departments are responsible for establishing their own departmental Inuit Employment Plans that address the legal obligations under *Article 23* of the *Nunavut Land Claims Agreement* (NLCA). Departments will continue to update Inuit Employment Plans and departmental initiatives. The fundamental elements of the Inuit Employment Plan were set out in *Article 23* of the *NLCA*. The Plan establishes defined targets and timelines for reaching an achievable level of beneficiary representation in the public service over the next 5 years. Government departments, including the Department of Human Resources, are presently reviewing the Plan to identify priorities and GN-wide initiatives, taking into consideration the challenges of current funding.

Through effective and efficient human resource development and management, the GN is committed to developing a competent and qualified public service that is representative of the public

it serves. The department is committed to providing access for beneficiaries to GN positions and proactive staffing processes are provided to ensure that this occurs. In partnership with Nunavut Tunngavik Incorporated (NTI), the Department of Human Resources, through the Inuit Employment Planning division, continues to monitor and assist GN departments in meeting beneficiary employment goals. The GN and NTI continue to meet as an Article 23 Bilateral Working Group whose main focus is to address the obligations set out in *Article 23*. The broad purpose of the working group is to provide recommendations and advice to NTI and the GN on matters related to increasing and maintaining Inuit employment within the GN, which includes establishing concrete priorities and identifying training, funding, and other requirements for increasing Inuit employment.

The Department of Human Resources continues its commitment to provide fair, understandable, and easy-to-access policies and programs in the context of Inuit Qaujimajatuqangit (IQ), wherein the practice of an open, responsive, and accountable government is the primary goal, in order to encourage the participation of all Nunavummiut.

The legislative proposal for the revision of the *Public Service Act* was approved by Cabinet Committee on Legislation in June, 2006. Consultations are planned for winter of 2007. The proposed changes will reflect the current Nunavut reality and its future priorities. Cabinet has approved, in principle, the *Human Resources Manual*, which has been posted on the GN web page. The *Manual* will continue to be enhanced and maintained to reflect current practices. The *Management and Excluded Handbook* updates have been revised and posted on the GN web page. These manuals will provide a common understanding of policies and ensure fair treatment of GN employees. This approach will form the basis for all future policy development.

In support of the goals of *Article 23* of the *NLCA*, priority consideration is given to beneficiary candidates in the hiring process. In order to achieve this objective, various steps are taken and new initiatives are introduced. Beneficiaries are encouraged to apply and given higher priority in the employment of permanent employees, casual employees, and summer students. A review of the Priority Hiring Policy was completed in October 2005. Cabinet approved the extension of the policy to 2009, with an interim review to be conducted in 2007.

Namminiqmakitajunnarniq (Self Reliance)

The Department of Human Resources is committed to developing effective programs that support the training and development of employees in communities throughout Nunavut. As a result of partnerships established with various GN departments and other organizations, training opportunities in communities are increasing. Programs are also being customized to reflect unique community and regional elements. The department also continues to work with other departments to identify and support internship positions in decentralized positions.

The department is piloting a project with the Nunavut Skills Development Data Base (Employment) to improve accessibility to casual employment opportunities for residents of Nunavut in their respective communities.

Ilippallianguinnarniq (Continuing Learning)

The department continues to improve the content of existing programs and to expand the number of programs offered across the GN in areas such as cultural, employee, and management orientation, Inuktitut/Inuinnaqtun language training, internships, accredited programming, and skills-based courses and workshops. Programs are designed to improve employees' skills and abilities in their current positions and to help prepare them to take on new positions within the GN. The department is also developing and delivering occupation-specific programming to address training needs within

specific occupational groups across the GN (i.e. financial management, administrative services, human resource management, program management, and leadership).

In consultation with GN departments and agencies, HR will be developing and implementing a GN-wide performance management program that is reflective of Inuit Qaujimajatuqangit principles and emphasizes the importance of communication, coaching, and continuing learning in the workplace. A major component of the program will be training workshops for GN managers in such areas as setting work objectives, developing work plans, coaching, conducting effective performance reviews and performance appraisals. In 2005-2006, the Department of Human Resources created and staffed a position dedicated to performance management and preliminary work on a new performance appraisal process began.

INUIT EMPLOYMENT PLAN

Under the *Nunavut Land Claims Agreement* (NLCA), each GN department is responsible for preparing an Inuit Employment Plan (IEP). The NLCA states that the GN must have a representative level of Inuit employment by the year 2020.

This Inuit Employment Plan is for the fiscal year 2007-2008.

Departmental Inuit Employment Goal

The department recognizes the GN's long term goal to attain a workforce that is representative of the population it serves.

At the end of 2010, the department has a target of 68% representation. To achieve this, increased efforts will be focused in human resource planning, career progression, staff development, and internship programs.

Departmental Inuit Employment Targets

As of March 31, 2006, the department's Inuit representation is at 46%. For 2007-2008, the department's plan is to increase the representation to 57%. The plan is based on position movement within the department, whereby administrative support positions currently filled with beneficiaries will move into paraprofessional positions. It is also assumed that vacant positions will be filled by beneficiaries and if not, these positions will be offered to non-beneficiaries on term employment.

Inuit Employment Representation ¹	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
Total Department Positions	80		78	
Total Filled Positions	67	84	77	99
Total Vacancies	13	16	1	1
Total Beneficiaries	31	46	44	57
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	1	50	1	50
Total Senior Management Positions	11		10	
Total Filled Senior Management Positions	11	100	10	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Senior Management Positions	4	36	5	50

¹ This number reflects all funded positions within the Department of Human Resources, less the 16 Intern positions assigned across the departments.

Inuit Employment Representation ¹	As of March 31, 2006		Target for 2007-2008	
	Number #	Capacity %	Number #	Capacity %
Total Middle Management Positions	2		2	
Total Filled Middle Management Positions	2	100	2	100
Total Vacant Middle Management Positions	0	0	0	0
Total Beneficiaries in Middle Management Positions	0	0	0	0
Total Professional Positions	6		7	
Total Filled Professional Positions	6	100	7	100
Total Vacant Professional Positions	0	0	0	0
Total Beneficiaries in Professional Positions	0	0	1	14
Total Paraprofessional Positions	46		44	
Total Filled Paraprofessional Positions	34	74	44	100
Total Vacant Paraprofessional Positions	12	26	0	0
Total Beneficiaries in Paraprofessional Positions	15	44	25	57
Total Administrative Support Positions	13		13	
Total Filled Administrative Support Positions	12	92	13	100
Total Vacant Administrative Support Positions	1	8	0	0
Total Beneficiaries in Administrative Support Positions	11	92	12	92

Departmental Inuit Employment Initiatives

With human resource planning and strategies in place, the department hopes to achieve and maintain its target of 68% representation by 2010, which is over the target set by *Pinasuaqtavut* of 56%. These strategies and/or initiatives include:

- Continuing succession planning within the department;
- Conducting employee outreach;
- Providing on-the-job training and creating a position for succession planning management;
- Providing more training opportunities;
- Encouraging beneficiaries to apply for the Internship Program and Summer Student Employment Program;
- Offering term positions if beneficiary candidates are not successful;
- Adhering to the Priority Hiring Policy; and
- Redesigning jobs to accommodate beneficiary employment.

ENVIRONMENTAL SCAN

A diverse and unique array of demographic, social, economic, and technological conditions and challenges influence the department's priorities and its ability to achieve its mission. These are discussed within six themes:

- Population
- Socio-Economic Factors
- Inuit Representation in the Public Service
- Staffing Capacity
- Recruitment
- Retention

Population

Nunavut's population count as of July, 2004 was 29,644, which represents an increase of approximately 10% over a five-year period.² Nunavut has the youngest population in Canada with a median age of 22.1 years. 54.5% of Nunavummiut are under 25 years of age, compared to 32.4% for the rest of Canada³.

Socio-Economic Factors

Although the labour force participation rate and employment rate have increased over the last decade, Inuit are less likely to be in the labour force in Nunavut with a participation rate of 56.8% versus 93.7% for non-Inuit⁴. This is a considerable drop from 70.6% Inuit participation and a shift increase to 94.2% of non-Inuit participation reflected in the 2001 Census.

Nunavummiut have lower levels of formal education than residents of other jurisdictions. 34.5% percent of residents possess some form of post secondary education, with almost 8% percent possessing university degrees⁵.

Inuit Representation in the Public Service⁶

The GN is obligated under *Article 23* of the *NLCA* to achieve a workforce that is representative of the population across all occupational categories, with an interim target of 56% overall by 2010. Overall representation in the public service remained constant at 48% as of March 31, 2006. While 37% of GN positions are in Iqaluit, the majority, 63%, are in the communities. Representation of beneficiaries in Iqaluit has increased to 34%, while the communities range between 34% and 100% Inuit representation.

As of March 31, 2006, 1388 Inuit beneficiaries were employed by the GN compared with 220 in June 1999 – a net increase of 1168 beneficiaries. Furthermore, in the 2005-2006 fiscal year, beneficiaries represented only 33% of the total number of applicants, but constituted 57% of new hires (289 out of 508). This is an increase of 19% in the number of beneficiary applicants.

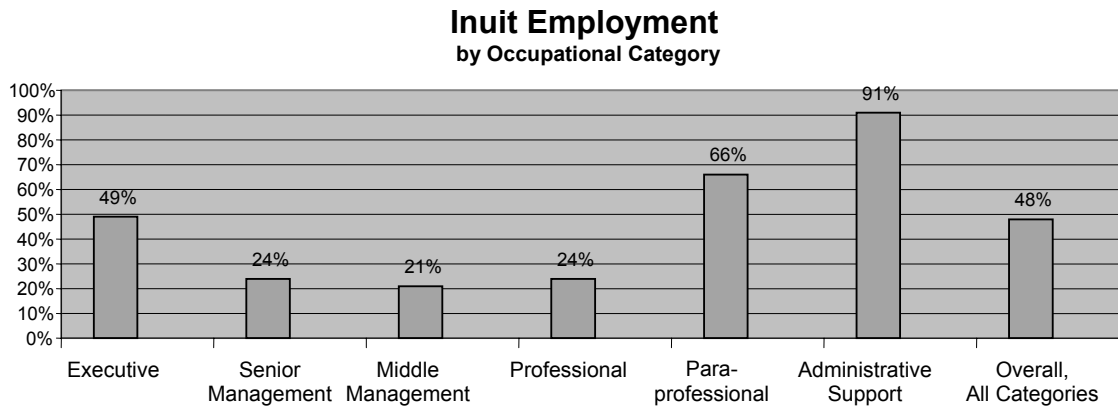
² Nunavut Bureau of Statistics, July 2004.

³ Statistics Canada, 2001 Census

⁴ Labour Force Survey." Nunavut Bureau of Statistics, July 2006.

⁵ Statistics Canada, 2001 Census.

⁶ Towards a Representative Public Service, GN Department of Human Resources, March 31, 2006.



Source: Department of Human Resources, Government of Nunavut, 2006

Staffing Capacity

The total number of positions in the GN workforce has increased from 1210 in June 1999 to 3428 in March 2006⁷. The total number of employees has increased from 508 in June 1999 to 2867 in March 2006⁸. Staffing capacity increased from 42% in June 1999 to 84% in March 2006⁹. While this is still lower than other public sector jurisdictions, the achievements over the past seven years have been significant. In March 2006, the Paraprofessional category had the lowest staffing capacity among all employee groups at 80%, followed by the Administration group at 84%.

Recruitment and Staffing¹⁰

During the 2005-2006 fiscal year, the Department of Human Resources received 9382 applications for 761 job competitions advertised. This reflects a 35% decrease in applications compared with a 19% increase in jobs advertised. A major contributor to the decrease in applicants was that the Department of Human Resources stopped advertising on Monster.ca, which was generating large amounts of unqualified applicants. This number does not include teaching and health care positions, nor does it include direct appointments or transfer assignments. Of the positions advertised, 67% were filled compared with 71% in 2004-2005.

There are a number of considerations and factors influencing the recruitment of new GN employees:

- Lack of staff housing creates a barrier for external/non-local applicants.
- Competition among other government agencies, Inuit organizations, and a strong demand in the south.
- Shortage of available, qualified beneficiary applicants.

⁷ Towards a Representative Public Service, March 31, 2006; GN Department of Human Resources, June 30, 2005.

⁸ GN Inuit Employment Plan, May 1999; Towards a Representative Public Service, March 31, 2006.

⁹ Towards a Representative Public Service, March 31, 2006; GN Department of Human Resources, June 30, 2005.

¹⁰ GN Job Competition Database. GN Department of Human Resources.

Retention¹¹

The retention rate for indeterminate and term employees increased to 84% at March 2006, an increase from 82% in 2005.

The percentage of employees who had less than one year of service with the GN increased from 15% in 2005 to 20% in 2006. In 2005, 24% of GN employees had less than two years service with the GN compared with 31% in 2006. The number of employees who have remained with the GN for more than three years has decreased slightly with 43% of employees having between three and ten years of employment with the GN in 2005 compared with 42% in 2006. These numbers do not include casual and term employees. Factors that affect retention rates include competition from other employers; return to home communities; stress and lifestyle choices; and limited opportunities for advancement.

Critical Issues

The following critical human resource management issues represent an overview of the challenges and pressures facing the Department of Human Resources during the 2007-2008 fiscal year:

- The ability of the department to attract and recruit qualified beneficiary applicants will continue to be a critical issue.
- Staff housing continues to be a major challenge from a recruitment and retention perspective.
- Recruitment of qualified candidates across Canada is currently extremely competitive among employers. Specific occupational sectors particularly affected by this demand include engineering, financial, and information technology.
- Career planning development initiatives are needed to provide training and learning opportunities to enable Inuit to achieve their full career potential.
- Increased delivery of training programs in decentralized communities is required.
- Implementation of Inuit Employment Plan initiatives requires innovation and a commitment to substantive resources to support increased learning and development opportunities and other support programs, but will be difficult to implement due to limited budget and financial constraints.
- Up-to-date labour market and workforce statistics are required to ensure appropriate focus of limited resources.
- A framework of strategies and guidelines needs to be developed to address employee retention within the GN.
- Guidelines and policies need to be developed with respect to ATIPP privacy issues such as distribution of electronic data (P2K) and appropriate authority for information requests.
- There is an increased need for a communication strategy to increase public awareness of HR programs and services.
- Implementation of Leave and Attendance modules (Human Resource Information Payroll System) will require significant resources.
- Limited capacity of GN to accommodate e-learning and technological applications.
- Limited training expertise and services available within Nunavut to address GN training requirements.

¹¹ Payroll Information from Human Information Payroll System at March 31, 2005 and March 31, 2006. GN, Department of Human Resources; Towards a Representative Government, March 31, 2005.

CORE BUSINESS

The programs of the Department of Human Resources are described, below, within six lines of business:

	Budget (\$000)	
	2007-2008	2006-2007
Advisory and Administrative Services	4,971	4,998
Inuit Employment Planning	722	723
Recruitment and Staffing	5,081	5,084
Job Evaluation	809	807
Training and Development	4,733	4,659
Employee Relations	1,703	1,748
TOTAL	18,019	18,019

Advisory and Administrative Services

Advisory and Administrative Services provides overall management and leadership for the department in core areas including policy research and development, communications, financial management, and IQ, ensuring that priorities and objectives are achieved.

Objectives

- To provide overall management and leadership for the department.
- To direct operations of three regional Human Resources offices.
- To provide quality and timely policy review, development, and advice to the department.
- To provide sound and effective financial, systems, and administrative services to department.

Programs	Budget (\$000)	2007-2008	2006-2007
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Management of Departmental Operations

341

340

Management of Departmental Operations is responsible for the effective overall direction of the department's human and financial resources and directing the development and consistent application of departmental policies, priorities, standards and procedures for the delivery of human resource programs and services. The division is also responsible for monitoring and reporting on GN initiatives related to *Article 23* of the *NLCA*, as well as for providing support to the Minister's Office.

Community Operations

2,773

2,775

The Community Operations division is responsible for the delivery of departmental programs and services in the Qikiqtaaluk, Kivalliq, and Kitikmeot regions. It provides staffing and recruitment services, relocation services, training and development programs, employee relations, and job evaluation referrals. It also supports the development and implementation of human resource policies and conducts training to upgrade the skill levels of employees working in regional and decentralized communities.

Policy & Planning 620 723

The Policy and Planning division is responsible for developing and reviewing human resource policies and procedures, developing legislative proposals, coordinating the department's business planning process, responding to Access to Information and Protection of Privacy (ATIPP) requests, and supporting the Deputy Minister's office.

Corporate Services 1,237 1,160

The Corporate Services division provides financial, systems, and administrative services to the Department of Human Resources. Specifically, the program provides: financial planning; budgetary analysis and control; accounting and payment services; contract advisory services; human resource planning and career development for departmental staff; departmental Inuit employment leadership and planning; website development and maintenance; developing, installing, and maintaining the human resources information system; and administering the relocation of GN employees.

Total, Advisory and Administrative Services 4,971 4,998

Priorities (2006-2007)

- Develop legislative proposal for the *Public Service Act*.
Status: *Legislative proposal approved by Cabinet Committee on Legislation in June, 2006.*
- Continue to improve and monitor client service.
Status: *The Department of Human Resources (HR) is developing a departmental satisfaction survey and will meet with each department's directorate over the remainder of this fiscal year to review their current service data and statistics. Departments will be informed of the number of transfer assignments, direct appointments, staffing competitions, staffing appeals, and employee grievances and will have the opportunity to raise any issues or concerns in respect to HR service provisions. Information gathered from meetings will be incorporated into successful business planning to improve client service.*
- Implement recommendations related to the review of Inuit Employment Planning division.
Status: *Divisional changes as per the recommendations have been implemented.*
- Complete user training for Phase 1 of HRIPS (P2K) and develop scope of implementation for Phase 2.
Status: *User training for Phase 1 is ongoing. Implementation of Leave & Attendance module of Phase 1 is under way. Due to the current position freeze, development of the scope of implementation and initial implementation steps for Phase 2 are deferred until the latter half of 2007-2008.*
- Implement Phase 2 of Human Resources' information system (P2K), which includes employee relations, health and safety, recruitment, scheduling, forecasting and training, and development modules.
Status: *Implementation of Phase 2 is deferred through 2007-2008 to 2009-2010 due to extension of time frame for completion of Phase 1.*
- Strengthen internal financial management (contracting, purchasing, budget control).
Status: *Quarterly reconciliations of financial accounts implemented, variance reports process strengthened and increased contract advisory services provided to divisions.*

Relocation workshop held to train program delivery personnel and support consistency of application of relocation policies.

- Improve departmental records management practices.

Status: *Implement iRIMS records management for Corporate Services as a pilot for subsequent implementation for the entire department. Implemented periodic review of organization of electronic file storage. Implemented ARCS training requirement for all HR staff.*

Priorities (2007-2008)

- Conduct consultations on the proposed changes to the *Public Service Act* and finalize review.
- Conduct an interim review of the Priority Hiring Policy per Cabinet request.
- Host and organize the 2007 Public Service Commissioners' Conference in Iqaluit.
- Begin Implementation of Phase 2 of the Human Resources Information and Payroll System (HRIPS/P2K), which includes Labour Relations, Safety and Health, Recruiting, Forecasting and Costing, Time Scheduling and Training and Development modules.
- Strengthen internal financial management (contracting, purchasing, budget control and relocation procedures).
- Improve departmental records management practices by broadening the use of iRIMS by HQ staff.
- Continue development of departmental intranet site.

Inuit Employment Planning

The Inuit Employment Planning (IEP) division is responsible for providing leadership and in supporting initiatives that seek to increase beneficiary employment to a representative level in the GN. Its functions include: collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance with *Article 23* obligations, including the development and delivery of Inuit Employment Plans (IEP); and providing regular reporting on gaps, variances, and barriers to Inuit employment. The division also provides research into recruitment and retention strategies.

The department prepares a quarterly report entitled "*Towards a Representative Public Service*," which details how many beneficiaries are employed by the GN. The most recent report is available on the GN web page (www.gov.nu.ca) under "Public Documents."

Objectives

- To increase beneficiary representation in the GN Public Service.
- To support the GN in fulfilling its legal obligation under *Article 23* of *NLCA*.
- To support GN departments and agencies in the development of their IEPs.
- To promote the GN as an employer of choice.
- To promote cultural knowledge and to make the workplace more comfortable and welcoming for Inuit.

Program	Budget (\$000)	2007-2008	2006-2007
Inuit Employment Planning		722	723
<p>This line of business assists departments to implement their Inuit Employment Plans, provides support in developing framework documents towards human resource planning and evaluation techniques, which would include identifying training needs, and helps with succession planning. The division communicates progress of Inuit representation to Deputy Ministers, departments, organizations, boards, and agencies and monitors departmental compliance with <i>Article 23</i> obligations.</p>			
Total, Inuit Employment Planning		722	723

Priorities (2006-2007)

- Report on the results of the GN Employee Survey.
Status: *The GN survey was delivered during the summer of 2006 and results are expected to be reported on by the end of the fiscal year 2006-2007.*
- Continue to survey employees regarding job satisfaction.
Status: *A new survey will be done in the 2007-2008 fiscal year.*
- Develop a comprehensive human resource planning framework that will allow the GN to satisfy its need for qualified human resources through planned recruitment, but also through the training and development of Inuit staff so they can achieve their career potential.
Status: *Ongoing throughout 2006-2007 fiscal year and to be completed by the fall of 2007-2008.*
- Develop an evaluation framework complete with performance measures accepted across the organization.
Status: *To be completed by the end of the 2006-2007 fiscal year.*
- Develop a results oriented employment database to assist in trend analysis and evaluation.
Status: *To be completed in the winter of 2006-2007.*
- Monitor, evaluate, and report on the GN's Inuit employment performance.
Status: *Ongoing. A new report will be integrated into the next Public Service Annual report.*
- Complete research that will allow the GN to benefit from successful approaches taken by other organizations.
Status: *Ongoing. Initial research results are expected by the end of the 2006-2007 fiscal year.*
- Provide departments with tools and technical support to achieve 56% Inuit employment by 2009-2010 fiscal year.
Status: *Ongoing with an IEP completed by the end of the 2006-2007 fiscal year.*

Priorities (2007-2008)

- Monitor, evaluate, and report on the GN's Inuit employment performance.

- Complete research that will allow the GN to benefit from successful approaches taken by other organizations.
- Provide departments with tools and technical support to achieve 56% Inuit employment by 2009-2010 fiscal year.

Recruitment and Staffing

The Recruitment and Staffing division develops recruitment policies, staffing procedures and guidelines, and manages centralized recruitment services for all GN departments. This involves promoting the achievement of the GN's Inuit Employment Plan objectives and managing the staffing appeals process.

Objectives

- To provide excellence in the quality and timeliness of advice and services to government departments on all recruitment matters.
- To manage a fair and transparent recruitment and staffing process.
- To ensure compliance with and to promote the Priority Hiring Policy.
- To provide support and guidance in the recruitment of nurses and teachers to the Departments of Health and Social Services and Education.
- To administer the Casual Staffing Process so that it best reflects the principles of *Article 23* and *Pinasuaqtavut*.

Programs	Budget (\$000)	2007-2008	2006-2007
Recruitment and Staffing		1,595	1,598
The division manages centralized and decentralized recruitment and staffing services for client GN departments with the exception of teachers, specialized health care employees, and staff of Nunavut Arctic College. This includes job advertisement, screening of applications, interview, and selection of successful candidates, reference checks, job offers, transfer assignments and the casual staffing process. In addition, Regional Operations work closely with the Staffing Division to develop best practices and policies in recruitment that best reflect the initiatives and priorities of <i>Article 23</i> and <i>Pinasuaqtavut</i> .			
Summer Student Employment Equity Program		950	950
This program provides an opportunity to introduce youth to employment in the public sector. The Summer Student Employment Equity Program (SSEEP) was modified and expanded in 2004 with the purpose of including more students and departments in the sharing of skills, knowledge and abilities. The Priority Hiring Policy applies for all summer student positions within the SSEEP.			
Relocation		2,536	2,536
The purpose of the program is to administer the relocation of GN employees, excluding teachers and nurses. The relocation program directly supports the department's recruitment program.			
Total, Recruitment and Staffing		5,081	5,084

Priorities (2006-2007)

- Implement changes to the casual hiring process as per Cabinet direction, previously determined through focus groups and sub-committees lead by Human Resources, to

provide service recommendations for casual employment.

Status: *Casual staffing audit is now completed and recommendations have been presented to Human Resources Senior Management and DMC. Some recommendations will require approval from the Nunavut Employee Union.*

A standardized interview guide, references and criminal records search has been developed. Implementation has commenced in the HQ (Iqaluit) office. Implementation within the three regional offices will be a priority for 2007-2008 fiscal year.

A tracking system has been developed for the casual employment opportunities in Iqaluit.

- Continue to orient and train partners in the use of staffing guidelines by implementing the Staffing Manual and conducting courses pertaining to staffing content and Behavioral Descriptive Interviewing.

Status: *The staffing manual has been implemented. Training has been developed and delivered on Behavioral Descriptive Interviewing, Staffing Manual and Panel Member Training.*

- Continue to train staffing practitioners within Health and Social Services, Education, and Nunavut Artic College (NAC) so that staffing practices, across all departments, are consistent with the objectives of *Article 23* and the Inuit Employment Plan, as per GN-approved staffing process.

Status: *Proactive participation in the human resources practitioners' forum includes ongoing problem solving related to staffing issues as well as providing training sessions on staffing content.*

- Conduct ongoing compliance audits for delegated recruitment.

Status: *A standardized auditing tool will be developed. Compliance audits will be a priority for 2007- 2008 fiscal year.*

Priorities (2007-2008)

- Continue to implement casual guidelines consistent with cabinet direction by:
 - Beginning data input into the Nunavut Skills Development Data Base.
 - Beginning a casual recruitment campaign commencing September 2006.
 - Implementing approved changes from the casual staffing audit.
- Orient and train partners in the use of staffing guidelines by:
 - Training regional representatives to provide the training in the regional and decentralized communities.
 - Developing a schedule for the training activities for Behavioural Descriptive Interviewing and Panel Member Training for Iqaluit Staff.
 - Developing casual employment and SSEEP training.
- Conduct on-going compliance audits for delegated recruitment of NAC and H&SS nursing positions.

Job Evaluation

Job Evaluation provides advice and assistance to departments and agencies on organizational design and job evaluation for all (non-teaching) positions in the public service using the Hay Job Evaluation System to promote consistent, affordable and fair rates of pay for public servants.

Objectives

- Provide timely and accurate job evaluation services to all departments.
- Ensure accurate position and organization information is maintained in the Human Resources Information System.
- Ensure that the academic and experience qualifications in GN job descriptions do not represent a systemic barrier to beneficiary employment.
- Maintain established organization charts.
- Train senior management of GN on Hay Job Evaluation System.

Program	Budget (\$000)	2007-2008	2006-2007
Job Evaluation		809	807
<p>The program assists departments through job description writing training, bilingual bonus administration, and exclusions from the bargaining unit. In addition to providing advice to departments' organization design, the division provides advice to Cabinet on major reorganizations through the Deputy Minister.</p>			
Total, Job Evaluation		809	807

Priorities (2006-2007)

- Develop and implement a job audit and monitoring system.
Status: General terms of reference have been developed to outline the job evaluation job description monitoring program. This objective will have to be deferred due to the staffing freeze, as the division has removed a PY, and will have to wait until this PY can be restored to the division.
- Perform audits of GN jobs for inflated qualifications.
Status: Approximately 85% of the audits of qualifications have been completed.
- Document language specific skill requirements in jobs.
Status: This initiative will begin late in the 2006-2007 fiscal year. A Human Resources Technician position description is being modified to accommodate this function.
- Revise job descriptions to reflect actual job needs.
Status: Departments that have produced job descriptions with inflated qualifications will be notified and asked to either change the qualifications or justify the existing qualifications.

Priorities (2007-2008)

- Work with the Department of Finance to develop a salary surveying capability.
- Research and develop a P2K-compliant database for job evaluation information.
- Continue to develop and implement the job audit and monitoring program.
- Implement a Language Skills Profile for GN job descriptions.

Training and Development

The Training and Development division provides advice, assistance, and support to departments in training and developing their staff, and develops policies and procedures that constitute the framework for training and development across the public service. The division designs, develops, and delivers training and development programs for GN employees including orientation, courses and workshops, language training, occupational training, and accredited learning opportunities. The division also provides training support and funding for internship positions within the GN, as well as performance management tools, training, and support for GN departments and managers.

Objectives

- To provide high quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.
- To promote a continuous learning environment throughout the public service.
- To ensure that learning opportunities are equitably distributed throughout the public service.
- To assist individuals, managers, and teams in customizing learning activities to address their unique training and development needs.
- To provide a comprehensive and consistent performance management program across the GN.

Programs	Budget (\$000)	2007-2008	2006-2007
Training and Development		4,733	4,659
Specific training and development programs include: Learning and Development (short/general skills courses and occupational training programs), Inuktitut/Inuinnaqtun Language Training, Employee Orientation, Cultural Orientation, Nunavut Public Service Studies, Sivuliqtiksatsat internship program, Mentoring and Assistant Deputy Minister and management development initiatives. Performance Management is another initiative undertaken under this program.			
Total, Training and Development		4,733	4,659

Priorities (2006-2007)

- Provide effective support to clients in developing and implementing training strategies;

Status: *A position dedicated to providing training support services to departments has been created within the division and consultations to identify general training needs are commencing. Comprehensive guidelines on "Developing Employee Learning Plans" have been prepared and training for managers and employees on the learning plan process is being implemented. New training directives on education leave, professional development leave, trainer's allowance and professional development fees have been developed and communicated to departments.*
- Pilot the cultural orientation program in decentralized communities and expand the Employee Orientation program. Expand the tools available to stakeholders for orientation;

Status: *Discussions are underway with regional operations to determine the best approach for piloting the cultural orientation program in decentralized communities. An employee orientation handbook has been developed and has been provided to departments for distribution to new employees. Specialized orientation initiatives were held to address*

groups of employees (i.e. teachers, nurses, NAC instructors) who are unable to attend regular sessions due to work constraints. A comprehensive framework for orientation was developed. A self-directed orientation website was launched. Funding was also provided to Pauktuutit for the production of an updated version of "The Inuit Way," which is being incorporated into both the Employee Orientation and Cultural Orientation programs.

- Enhance existing occupational training programs (i.e. financial management, human resources practitioners) and develop new programs to address management/leadership and program/project management.

Status: In June 2006, five (5) employees in Iqaluit completed the 6-module GN Certificate in Financial Management. Additional employees in Iqaluit, Cambridge Bay and Rankin Inlet will complete the Certificate by March 2007. A partnership with the Department of Finance has been created to develop a financial management training and development strategy. The framework for the GN Certificate in Human Resources was completed and courses have been developed in partnership with Nunavut Arctic College. The program has commenced in Iqaluit (pilot delivery). An accredited course in Human Resources Management was offered in September 2006 as part of the Nunavut Public Service Studies program. In June 2006, a total of ten (10) employees graduated from the Nunavut Advanced Management Program. Another program intake began in September 2006, with fifteen (15) GN employees enrolled. Eight (8) new courses in leadership/management were delivered in 2006-2007, including deliveries in seven (7) decentralized communities. A program framework for a GN Certificate in Program Management was completed and is in the Request for Proposal stage. A GN Certificate in Administrative Services is also being developed with Nunavut Arctic College.

- Complete the framework for a comprehensive performance management system and pilot new performance appraisal system within departments.

Status: A new performance appraisal process was successfully piloted in five (5) departments during 2006-2007 and implementation is planned for April 1, 2007. The performance management framework is being completed in consultation with departments and an advisory group. Training courses on performance management took place in eight (8) communities.

- Expand Inuktitut/Inuinnaqtun language training across the GN, including the development of an instructor training program.

Status: A three-year, full-time language instructor has been hired for the Kivalliq region. Phase 2 of the Inuktitut/Inuinnaqtun language training needs assessment was completed, assessing the needs and language levels of first-language employees in the regions. An Inuinnaqtun conference, sponsored in part by the Training and Development division, was held in June 2006 to initiate the development of strategies to address language revitalization. Revised Inuktitut 110, 120, 130 and Inuktitut keyboarding curriculum was launched in 2006-2007. In August 2006, Nunavut Arctic College trained adult educators and dedicated Inuktitut language instructors to use the new curriculum. The self-directed Inuktitut CD-ROM and text for second language learners was launched and met with great demand. Specialized Inuktitut language training for teachers and hospital staff was offered. A comprehensive instructor training program is being designed.

Priorities (2007-2008)

- Continue to provide support to clients in developing and implementing training strategies by initiating a consultation process to identify and address departmental training requirements;

- Work in partnership with key stakeholders (NAC, CLEY, Tuttarviit) to complete the Inuktitut/Inuinnaqtun language training assessment;
- Offer a customized orientation program for GN managers;
- Provide managers with guidelines, training and resources to effectively implement performance management practices; and
- Work in partnership with the Department of Finance to develop a training strategy and initiatives in support of strengthening financial management.

Employee Relations

The Employee Relations division provides professional employee relations advice and services to departments and agencies. The department contributes to the GN's overall ability to attract, retain, and fairly compensate employees through the collective bargaining process. Employee Relations administers and interprets collective agreements, manages the dispute resolution process, provides a workplace health, safety and wellness program for the benefit of all employees, as well as coordinates the Employee Recognition program.

Objectives

- Provide quality and timely advice and training to GN management on all employee/employer relations matters.
- Lead the GN in collective bargaining/negotiations internally and represent the GN in external negotiations as mandated.
- Ensure compliance with legislation that impacts on employee/employer relations.
- Promote a respectful workplace through a Workplace Health, Safety and Wellness Programs.
- Provide staff relations expertise in the interpretation of human resource policies, collective agreements, alternative dispute resolution, arbitration, and mediation.
- Coordinate the Employee Recognition program.

Programs	Budget (\$000)	2007-2008	2006-2007
Employee Relations		1,062	1,100
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.			
Workplace Wellness		641	648
The Workplace Wellness Program is designed to assist GN employees and their families in maintaining and/or improving their overall wellbeing.			
Total, Employee Relations		1,703	1,748

Priorities (2006-2007)

- Expand the counselling component of the Employee Assistance program through the use of technology.

Status: *The Department of Human Resources, in partnership with the Department of Health and Social Services, may offer counseling through a Telehealth program that is available in*

all communities. The total number of referrals using the Telehealth program will be determined on a case by case basis and within budget.

- Develop and implement an employee recognition program with client involvement.

Status: *Ongoing. Employee Recognition program with client involvement has been completed. Additional review is required and will be completed during the 2007-2008 fiscal year.*

- Develop and implement an attendance management system.

Status: *The program is in draft form and an initial presentation has been made to Deputy Ministers. The program will be finalized and implemented during the 2007-2008 fiscal year.*

- Develop an occupational health and safety program to comply with the *Safety Act*.

Status: *Ongoing.*

- Ensure that worksite safety committees are operational.

Status: *Ongoing – Presently there have been twenty Safety Committees established. It is anticipated that worksite Safety Committees will be established and implemented in the remaining worksites by the end of 2007-2008 fiscal year.*

- Provide training in CPR/First Aid. Training has been delivered to five (5) communities thus far with plans to provide training to the remaining communities.

Status: *CPR/First Aid for the 2006-2007 was offered to over 400 GN employees. This initiative will be continued in the 2007-2008 fiscal year.*

- Negotiate a new Nunavut Employees Union Collective Agreement. Present agreement to expired September 30, 2006.

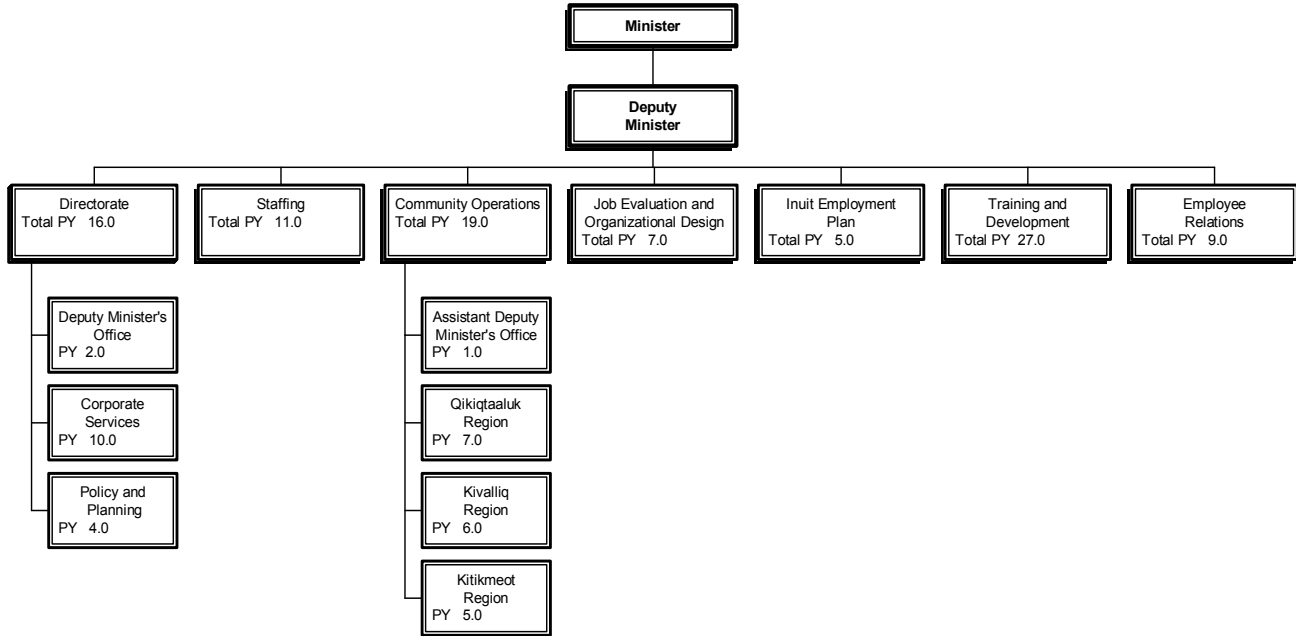
Status: *NEU have served notice to negotiate a new Collective Agreement. Face to face negotiations are scheduled to commence December, 2006.*

Priorities (2007-2008)

- Provide training in subject matters dealing with Workplace Health Safety & Wellness.
- Develop and implement on Attendance Work Program that meets Duty to Accommodate requirements.
- Continue to deliver an Occupational Health & Safety Program to comply with the Safety Act.
- Maintain at least 30% level in resolving grievances pending arbitration or matters referred to Human Rights.

APPENDIX I: Accounting Structure and Financial Summary

Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	94.0
Vote 4/5 PYs	-
Revolving Fund PYs	-
TOTAL PYs	94.0

Departmental Roles

Directorate

The Deputy Minister's Office

The Deputy Minister Office is responsible for the direction of legislation, policy development, financial management, and human resource systems. The office is responsible for monitoring and reporting on the government's initiatives and Inuit Employment Plan related to *Article 23* of the *Nunavut Land Claims Agreement*. The office also has overall responsibility for staffing services, training and development, employee relations, and job evaluation services for GN departments and the public service in Nunavut.

Policy and Planning

The Policy and Planning division is responsible for human resource policy and legislative review and development. The division coordinates the business planning process, and provides professional support to the Minister and Deputy Minister's office. The division is also responsible for processing all Access to Information and Protection of Privacy Act (ATIPP) requests and provides advice to the department on ATIPP.

Corporate Services

The Corporate Services division provides financial, systems, and administrative services to the department. Specifically, it provides financial planning, budgetary analysis and control, accounting, and payment services, contract advisory services, human resource planning, and career development for departmental staff; departmental Inuit employment leadership and planning, website development and maintenance, developing, installing, and maintaining the human resources information system; and administering the relocation of GN employees.

Assistant Deputy Minister / Community Operations

The Community Operations division is responsible for the delivery of departmental programs and services in the communities from three regional offices. These offices provide staffing services, training programs, employee relations, and job evaluation referrals to Human Resources headquarters. They also help to develop and implement human resource policies and to conduct training to upgrade the skill levels of employees working in the decentralized communities. The Assistant Deputy Minister (ADM) directs the community operations located in Qikiqtaaluk, Kivalliq, and Kitikmeot regions.

Recruitment and Staffing

The Staffing division manages centralized recruitment services for GN departments in Iqaluit. The division is responsible for the development of procedures and guidelines concerning the recruitment, staffing, and selection process and is also responsible for managing the staffing appeal process and ensuring compliance with the Priority Hiring Policy.

Employee Relations

The Employee Relations division is responsible for providing professional employee relations advice and service to departments and agencies. The division contributes to the GN's overall human resource strategy by: negotiating the terms and conditions of employment that help attract

and retain competent employees; representing the GN before arbitration boards and other tribunals; and advising and recommending changes in legislation and human resource policy.

The division is also responsible for the planning, organizing, and implementation of the Workplace Health, Safety & Wellness program, which complies with GN legislation and *Pinasuaqtavut*, as well as the coordination of the Employee Recognition program.

Job Evaluation and Organizational Design

The Job Evaluation and Organizational Design division of Nunavut has the responsibility to rate or evaluate all non-teaching position descriptions against the Hay Guide Chart job evaluation method. This process determines a pay range for purposes of salary administration. The division maintains this and other critical position information in a position database. Additionally, the division assists departments through job description writing training, bilingual bonus administration, and organization design advice to departments.

Training and Development

The Training and Development division provides advice, assistance, and support to departments in training and developing their staff and develops policies and procedures that constitute the framework for training and development across the public service. A core function is also the development and implementation of training and development programs that:

- address common learning needs across the GN;
- provide an opportunity for employees to progress within the public service; and
- build capacity within the GN workforce to meet current and future needs and fulfill *Article 23* obligations.

Performance management is another responsibility undertaken under by this division.

Inuit Employment Planning

The Inuit Employment Planning (IEP) division is responsible for providing leadership and in assisting and supporting initiatives that maintain and seek to increase beneficiary employment to a representative level in the GN. Its functions include: collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance to *Article 23* obligations, including the development and delivery of Inuit Employment Plans (IEP); and providing regular reporting on gaps, variances, and barriers. The division also provides research into recruitment and retention strategies.

Financial Summary

Branch	2007 – 2008 Main Estimates		2006 – 2007 Main Estimates	
	\$000	PYs	\$000	PYs
DIRECTORATE				
Salary	1,763	16.0	1,658	16.0
Grants & Contributions	-		-	
Other O&M	435		565	
Subtotal	2,198		2,223	
STAFFING				
Salary	4,573	11.0	4,608	11.0
Grants & Contributions	-		-	
Other O&M	508		476	
Subtotal	5,081		5,084	
COMMUNITY OPERATIONS				
Salary	2,145	19.0	2,147	19.0
Grants & Contributions	-		-	
Other O&M	628		628	
Subtotal	2,773		2,775	
JOB EVALUATION AND ORGANIZATIONAL DESIGN				
Salary	751	7.0	733	7.0
Grants & Contributions	-		-	
Other O&M	58		74	
Subtotal	809		807	
INUIT EMPLOYMENT PLANNING				
Salary	567	5.0	563	5.0
Grants & Contributions	-		-	
Other O&M	155		160	
Subtotal	722		723	
TRAINING AND DEVELOPMENT				
Salary	2,800	27.0	2,459	24.0
Grants & Contributions	-		-	
Other O&M	1,933		2,200	
Subtotal	4,733		4,659	
EMPLOYEE RELATIONS				
Salary	986	9.0	985	9.0
Grants & Contributions	-		-	
Other O&M	717		763	
Subtotal	1,703		1,748	
TOTAL	18,019	94.0	18,019	91.0

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