

**Department of
Human
Resources**

**Business
Plan**

2006-2007

This page is purposely blank.

TABLE OF CONTENTS

INTRODUCTION

Mission.....	1
Vision.....	1
Principles and Values	1
Language Services	2

STRATEGIC COMMITMENT TO PINASUAQTAVUT 3

INUIT EMPLOYMENT PLAN 5

ENVIRONMENTAL SCAN 7

Critical Issues.....	10
----------------------	----

CORE BUSINESS

Advisory and Administrative Services.....	11
Inuit Employment Plan.....	14
Recruitment and Staffing.....	15
Job Evaluation	17
Training and Development	18
Employee Relations	21

APPENDIX

I. Accounting Structure and Financial Summary.....	23
--	----

This page is purposely blank.

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 compensation budget for GN employees of \$295 million for 2005-06 constitutes 35% of the GN's operating and maintenance budget of approximately \$833 million¹. 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 2006-07 Business Plan builds on the department's accomplishments over the past number of years while responding to priorities identified in *Pinasuaqtavut*. The department will also 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*, 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 Values

- Accountability
- Commitment
- Confidentiality
- Integrity
- Respect

¹ GN Department of Finance, 2005-06 Estimates.

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.

Language Services

The Department of Human Resources has taken steps to enhance the delivery of language services. Bilingual staff are 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.

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, correspondence, and forms.

During 2006-07, 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
- Language profiles
- Forms

STRATEGIC COMMITMENT TO PINASUAQTAVUT

Inuit Qaujimagatuqangit (Inuit Societal Values)

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. The review of the *Public Service Act* will include consideration of Inuit cultural values in the workplace.

The Inuit Employment 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 now provided through the Employee 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 also continue to be provided during 2006 – 2007.

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, sexual harassment prevention, and standard first aid and CPR courses.

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 are currently updating their Inuit Employment Plans and departmental initiatives. The Department of Human Resources will submit a revised and updated Inuit employment strategy this year as the GN continues to evaluate progress toward this goal.

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 division, continues to monitor and assist GN departments in meeting beneficiary employment goals. The GN and NTI have established 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.

Revision of the *Public Service Act* continues and will reflect the current Nunavut reality and its future priorities. The *Human Resources Manual* and *Management and Excluded Handbook* updates are near completion and will be posted to the GN Intranet by late fall of 2005, to provide and ensure a common understanding of policies and fair treatment of GN employees. This approach will form the basis for all future policy development.

Namminiqmakitajunnarniq (Self-Reliance)

The Department of Human Resources is committed to developing effective programs that support the training and development of employees in decentralized positions throughout Nunavut. As a result of partnerships established with various GN departments and other organizations, training opportunities in communities are increasing. Cultural and employee orientation programs are 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 communities.

Ilippallianguinnarniq (Continuing Learning)

The department continues to improve the content of existing programs and to expand the number of programs offered in areas such as cultural and employee 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 support, and human resource management).

INUIT EMPLOYMENT PLAN

Under the *Nunavut Land Claims Agreement*, 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 2006-07.

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, 2005, the department's Inuit representation is at 40%. For 2006-07, the department's plan is to increase the representation to 55%. 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 ²	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
Total Department Positions	74	100	77	100
Total Filled Positions	63	85	75	97
Total Vacancies	11	15	2	3
Total Beneficiaries	25	40	42	55
Total Executive Positions	2	100	2	100
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	10	100	10	100
Total Filled Senior Management Positions	10	91	10	100
Total Vacant Senior Management Positions	1	9	0	0
Total Beneficiaries in Sr. Management Positions	2	20	5	50

² Numbers reflect all funded positions within the Department of Human Resources, less the 14 Intern positions assigned across the departments.

Inuit Employment Representation ²	As of March 31, 2005		Target for 2006-07	
	Number #	Capacity %	Number #	Capacity %
Total Middle Management Positions	2	100	2	100
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	2	0
Total Professional Positions	5	100	7	100
Total Filled Professional Positions	5	100	6	86
Total Vacant Professional Positions	0	0	1	14
Total Beneficiaries in Professional Positions	0	0	0	0
Total Paraprofessional Positions	39	100	44	100
Total Filled Paraprofessional Positions	32	82	41	98
Total Vacant Paraprofessional Positions	7	18	3	2
Total Beneficiaries in Paraprofessional Positions	12	38	24	56
Total Administrative Support Positions	15	100	12	100
Total Filled Administrative Support Positions	12	80	12	100
Total Vacant Administrative Support Positions	3	20	0	0
Total Beneficiaries in Administrative Support Positions	10	83	12	100

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.

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.³ Nunavut has the youngest population in Canada with a median age of 22.1 years. 54.5% percent of Nunavummiut are under 25 years of age, compared to 32.4% for the rest of Canada⁴.

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 70.6% versus 94.2% for non-Inuit⁵.

Nunavummiut have lower levels of formal education than residents of other jurisdictions. 34.5% percent of the territory's residents possess some form of post secondary education, with almost 8% percent possessing university degrees⁶.

Inuit Representation in the Public Service⁷

The GN is obligated under *Article 23* of the *Nunavut Land Claims Agreement* 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 46% as of March 31, 2005. More than 61% of GN positions are in communities, with the remainder in Iqaluit. Representation of beneficiaries in Iqaluit has increased to 31%, while the communities range between 41% and 100% Inuit representation.

³ Nunavut Bureau of Statistics, July 2004.

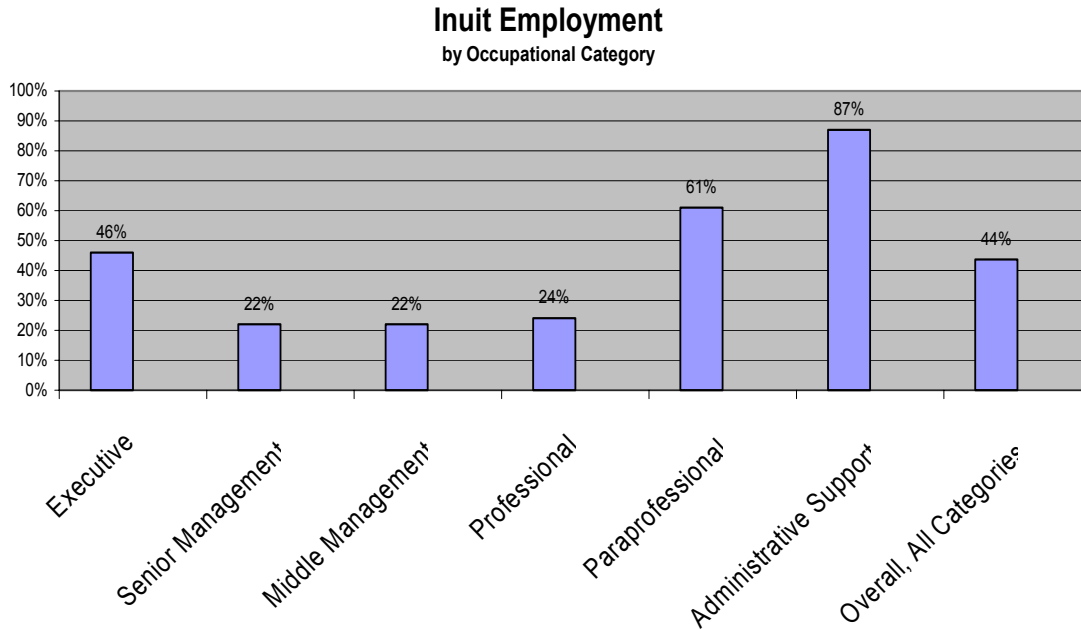
⁴ Statistics Canada, 2001 Census

⁵ Labour Force Survey." Nunavut Bureau of Statistics, 2001

⁶ Statistics Canada, 2001 Census

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

As of March 31, 2005, 1,232 Inuit beneficiaries were employed by the GN compared with 220 in June 1999 – a net increase of 1,012 beneficiaries. Furthermore, in the 2004-2005 fiscal year, beneficiaries represented only 14% of the total number of applicants, but constituted 47% of new hires.



Staffing Capacity

The total number of positions in the GN workforce has increased from 1,210 in June 1999 to 3,249 in March 2005⁸. The total number of employees has increased from 508 in June 1999 to 2,691 in March 2005⁹. Staffing capacity increased from 42% in June 1999 to 83% in March 2005¹⁰. While this is still lower than other public sector jurisdictions, the achievements over the past six years have been significant. In March 2005, the paraprofessional category had the lowest staffing capacity among all employee groups at 80%, followed by the administration group at 81%.

Recruitment and Staffing¹¹

During the 2004-05 fiscal year, the Department of Human Resources received more than 14,352 applications for 615 job competitions advertised. This reflects a 35% increase in applications compared with an 8% increase in jobs advertised. This number does not include teaching and health care positions, nor does it include direct appointments or transfer assignments. Of the positions advertised, 71% were filled compared with 68% in 2003-04. There are a number of considerations and factors influencing the recruitment of

⁸ Towards a Representative Public Service, March 31, 2005; GN Department of Human Resources, June 30, 2005.

⁹ Government of Nunavut Inuit Employment Plan, May 1999.

¹⁰ Towards a Representative Public Service, March 31, 2005; GN Department of Human Resources, June 30, 2005.

¹¹ GN Job Competition Database. GN Department of Human Resources.

new GN employees:

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

Retention¹²

The retention rate for indeterminate and term employees remained constant at 82% in 2005, an increase from 72% in 2001.

Average length of service with the GN continues to increase. The percentage of employees who had less than one year of service with the GN decreased from 17% in 2004 to 15% in 2005. In 2004, 29% of GN employees had less than two years service with the GN compared with 24% in 2005. The number of employees who have remained with the GN for more than three years continues to increase with 43% of employees having between three and ten years of employment with the GN. 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.

¹² Payroll Information at March 31, 2004 and March 31, 2005. GN, Department of Finance; Towards a Representative Government, March 31, 2005.

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 2006-07 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 for the GN, in particular when dealing with historically “hard to fill” positions.
- Recruitment of qualified candidates across Canada is currently extremely competitive among employers. Specific occupational sectors particularly affected by this demand include nursing, engineering, financial, and information technology.
- Career 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.
- 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.
- Training and certification programs are needed for human resource practitioners to promote effective management of human resources.

CORE BUSINESS

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

	Budget (\$000)	
	2006-07	2005-06
Advisory and Administrative Services	4,998	4,725
Inuit Employment Plan	723	789
Recruitment and Staffing	5,084	5,090
Job Evaluation	807	729
Training and Development	4,659	4,764
Employee Relations	1,748	1,799
TOTAL	18,019	17,896

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)	2006-07	2005-06
Management of Departmental Operations		340	375

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 2,775 2,658

The Community Operations division is responsible for the delivery of departmental programs and services in the Qikiqtaaluk, Kivalliq, and Kitikmeot regions. It provides staffing 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 723 475

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 1,160 1,217

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; human resource planning and career development for departmental staff; leadership and planning; developing, installing, and maintaining the human resources information system (P2K); and administering the relocation of GN employees in support of the recruitment program.

Total, Advisory and Administrative Services 4,998 4,725

Priorities (2005-06)

- Implement standards of service related to client access and response times for key services;
Status: Service standards and response times implemented for recruitment, job evaluation, staffing, and communication with line managers.
- Provide workshops on complaint mechanisms and HR operations;
Status: Complaint mechanisms are in place and are being actively engaged by all levels of employees.
- Establish outreach employment center in Iqaluit to support recruitment and development of Inuit beneficiaries for GN positions;
Status: In discussion with the Senior Management Committee, it was decided not to move forward with this program at this time as the program is offered by other departments and the private sector.
- Implement performance management pilot program in Human Resources and review results for broader application in the GN;

Status: *A draft performance appraisal process was developed and is being piloted. A PY was allocated to develop a performance management strategy, framework, and program.*

- Finalize the *Employee Code of Conduct*;

Status: *Code of Conduct to be reviewed as part of the review of the Public Service Act and Regulations.*

- Prepare legislative proposal for revisions to the *Public Service Act*;

Status: *Additional research is being conducted prior to the development of recommendations for change and the development of a consultation paper and strategy.*

- Continue with the development of the *Human Resources Manual* to include new policies;

Status: *Senior Management and Excluded Handbook and Human Resources Manual are being developed concurrently. Public Service Act Regulations require change prior to publishing complete review.*

- Pilot competency based HR management in the Department of Human Resources and review for possible application to the GN;

Status: *Decision made not to proceed at this time following a review and re-alignment of priorities to respond to Pinasuaqtavut.*

- Support Senior Personnel Secretariat to develop options for Inuktitut language immersion programs;

Status: *Discussions have been initiated with the Senior Personnel Secretariat and various options identified. Costing and an implementation plan are being developed and potential delivery agents are being identified.*

- 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.*

Priorities (2006-07)

- Develop legislative proposal for the *Public Service Act*;
- Continue to improve and monitor client service;
- Implement Phase 2 of Human Resources information system (P2K), which includes employee relations, health and safety, recruitment, scheduling, forecasting and training, and development modules;
- Implement recommendations related to review of Inuit Employment division;
- Strengthen internal financial management (contracting, purchasing, budget control);
- Improve departmental records management practices.

Inuit Employment Plan

The Inuit Employment (IE) 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)	2006-07	2005-06
Inuit Employment Plan		723	789
<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 Plan		723	789

Priorities (2005-06)

- Develop an Inuit employment planning framework for departments that includes updated targets and accountability indicators, and inclusion in the 2006-07 Business Planning process;

Status: *The Inuit employment planning framework has been completed. Due to changes in the key occupational coding it will now be included in the 2007-08 Business Planning process.*

- Establish, in partnership with CLEY, a peer group program to support Inuit cultural values in the workplace;

Status: *The Inuit peer group program has not as yet been established. The framework for this program is expected to be completed in the winter session of the 2005-06 FY for roll out in the 2006-07 FY.*

- Expand the *Inuit Employment Job and Workplace Satisfaction Survey* of Inuit employees to other GN departments;

Status: *The GN Employee Survey will be delivered in the fall of 2005 with a report completed by the end of the 2005-06 fiscal year.*

- Implement the Inuit Employment Plan communications strategy;

Status: *An Inuit Employment Plan communications strategy has been completed for the GN and is currently under review for next steps.*

Priorities (2006-07)

- Report on the results of the GN Employee Survey;
- Continue to survey employees regarding job satisfaction;
- 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;
- Develop an evaluation framework complete with performance measures accepted across the organization;
- Develop a results oriented employment database to assist in trend analysis and evaluation;
- 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)	2006-07	2005-06
Recruitment and Staffing		1,598	1,518
<p>The division manages centralized 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, direct appointments, transfer assignments and the casual staffing process. In addition, the Staffing division is tasked with working with its various partners to develop best practices and policies in recruitment that best reflect the initiatives and priorities of <i>Article 23</i> and <i>Pinasuaqtavut</i>.</p>			
Summer Student Employment Equity Program		950	950
<p>This program provides an opportunity to introduce youth to employment in the public sector. The Summer Student Employment Equity Program 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 Summer Student Employment Equity Program.</p>			
Relocation		2,536	2,622
<p>The purpose of the program is to administer the relocation of GN employees, excluding teachers. The relocation program directly supports the department's recruitment program.</p>			
Total, Recruitment and Staffing		5,084	5,090

Priorities (2005-06)

- Implement casual staffing guidelines consistent with Cabinet direction;
Status: A new casual hiring process that will reflect Cabinet direction will be in place by January 1, 2006.
- Implement and monitor new staffing service standards;
Status: Staffing services standards are fully implemented and monitored through meetings with client department representatives.
- Distribute revised staffing manual and provide orientation for human resource practitioners;

Status: *New staffing manual has now been approved and all practitioners will be orientated and trained by December 31, 2005.*

- Implement revisions to Summer Student Employment Equity Program based on review conducted in 2004-05;

Status: *Revisions have been implemented and the program will continue to be fine-tuned based on feedback from various stakeholders.*

- Review delegation of casual hiring on incremental basis;

Status: *A review of casual hiring was conducted. Recommendations include the deferral of delegation to departments at this time.*

Priorities (2006-07)

- Implement changes to the casual hiring process as per Cabinet direction, previously determined through focus groups and sub-committees led by Human Resources, to provide service recommendations for casual employment;
- 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;
- Continue to train staffing practitioners within Health and Social Services, Education, and Nunavut Artic College 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;
- Conduct ongoing compliance audits for delegated recruitment.

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)	2006-07	2005-06
Job Evaluation		807	729
<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		807	729

Priorities (2005-06)

- Lead the proposal of a Language Incentive Program for Cabinet approval;
Status: Draft completed. Consultation with outside stakeholders, Policy Officials Committee and departments to follow in fall 2005.
- Document the remaining job audits and implement recommended changes to inflated qualifications job descriptions;
Status: 505 job audits completed.
- Continue developing and testing of approximately 30 additional key positions to improve consistency of job evaluation process;
Status: There are currently 35 key positions with approximately five to ten more planned.

Priorities (2006-07)

- Develop and implement a job audit and monitoring system;
- Perform audits of GN jobs for inflated qualifications;
- Document language specific skill requirements in jobs;
- Revise job descriptions to reflect actual job needs.

Training and Development

Training and Development 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)	2006-07	2005-06
Training and Development		4,659	4,764
Specific training and development initiatives include: learning and development (short/general skills courses and occupational training programs), Inuktitut/Inuinnaqtun language training, employee orientation, cultural orientation, Nunavut public service studies, Sivuliqtiksat Internship Program, and Assistant Deputy Minister and management development initiatives. Performance management is another initiative undertaken under this program.			
Total, Training and Development		4,659	4,764

Priorities (2005-06)

- Develop a learning strategy that will include a focused plan for decentralized services in partnership with CLEY and Nunavut Arctic College;
Status: A GN-wide training and development framework has been initiated. Options for increased training delivery (and associated funding) in decentralized communities are being explored.
- Partner with the Departments of CLEY and Education to develop a mandatory cultural orientation program;
Status: A framework for cultural orientation is being developed. Two pilot cultural orientation sessions took place in Iqaluit in August 2005. Feedback from sessions will provide guidance for future offerings.
- Develop and implement Phase 1 of the GN Leadership Development Program;
Status: Focus groups were conducted in Iqaluit and many decentralized communities. An advisory committee will be formed in September 2005 to oversee the design of a training program for GN managers. In October 2004 a partnership with the Kakivak Association was formed to offer the Nunavut Advanced

Management Diploma program (offered through Saint Mary's University) to GN employees. A total of 15 employees participated in the program and 13 employees graduated.

- Implement the Human Resources Practitioner certification and training program;
Status: *Consultations with focus groups will be conducted in the fall of 2005 and a framework for training will be developed. A Request for Proposals for curriculum development and program delivery will be issued in 2005-2006. First course is tentatively scheduled to take place in the first quarter of 2006-2007.*
- Work with CLEY to strengthen Inuktitut first language programming;
Status: *A committee was formed to develop a strategy for first language programming and options have been developed. Implementation requires significant financial and human resources. Sources of increased funding are being explored by both HR and CLEY.*
- Develop a comprehensive framework for a GN-wide employee recognition program;
Status: *Preliminary research and consultations have been undertaken. Responsibility for the Employee Recognition Program has been transferred to the Employee Relations division, as it is better suited to the mandate of the Workplace Wellness Program.*
- Communicate Education Leave program guidelines to departments and staff;
Status: *Completed.*

Priorities (2006-07)

- Provide effective support to clients in developing and implementing training strategies;
- Pilot the cultural orientation program in decentralized communities and expand the Employee Orientation program. Expand the tools available to stakeholders for orientation;
- Enhance existing occupational training programs (i.e. financial management, human resources practitioners) and develop new programs to address management/leadership training and program/project management;
- Complete the framework for a comprehensive performance management system and pilot new performance appraisal system within departments;
- Expand Inuktitut/Inuinnaqtun language training across the GN, including the development of an instructor-training program.

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) 2006-07	2005-06
Employee Relations	1,100	1,101
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.		
Workplace Wellness	648	698
The Workplace Wellness Program is designed to assist GN employees and their families in maintaining and/or improving their overall wellbeing.		
Total, Employee Relations	1,748	1,799

Priorities (2005-06)

- Implement an alternative dispute resolution process that provides options to the current grievance procedure;
Status: *Process is being reviewed as part of the Public Service Act review.*
- Negotiate new collective agreement with the Federation of Nunavut Teachers;
Status: *A tentative agreement was reached on October 24, 2005 for a four year collective agreement covering the period July 1, 2005 until June 30, 2009.*
- Develop Suicide Prevention Workshops, in partnership with the Departments of Health and Social Services, Education, and EIA;

Status: *Program was developed and has been delivered thus far to two communities with plans to deliver six more training sessions throughout Nunavut during the remainder of the fiscal year.*

- Develop GN-wide policies for “Prevention of Violence in the Workplace” and an “Anti-Harassment” policy;

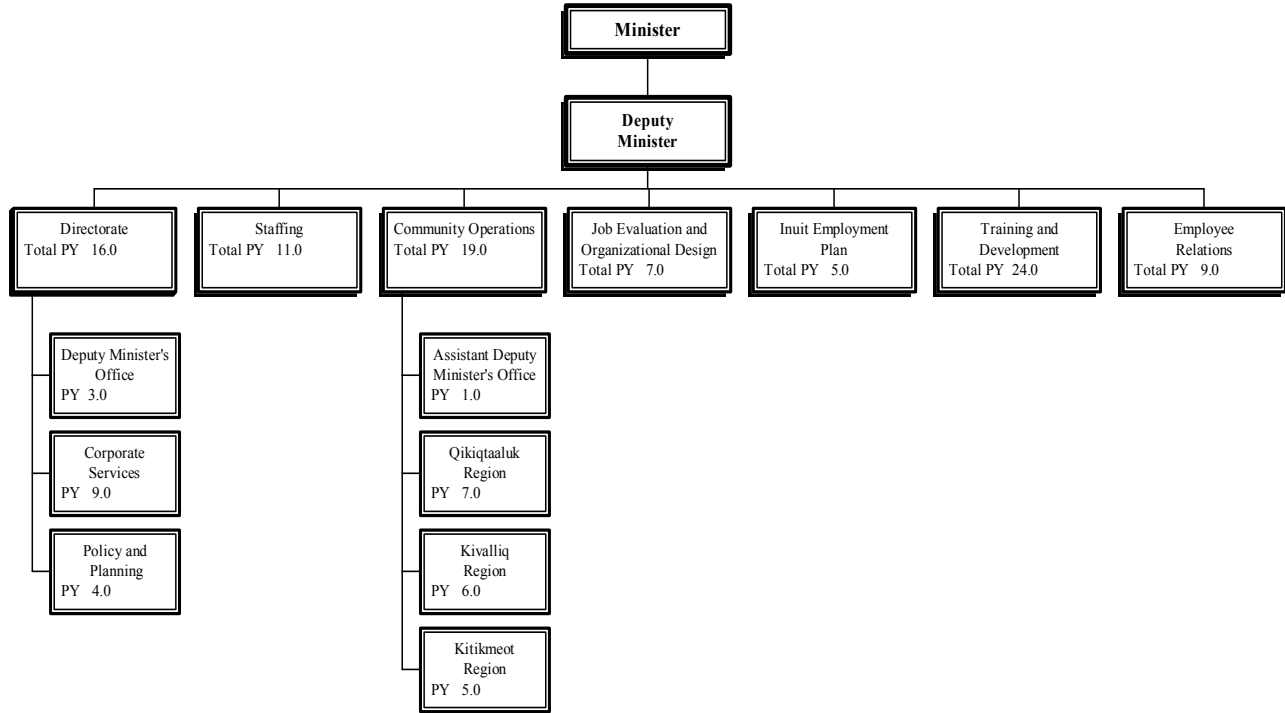
Status: *Program has been developed and the policy will be submitted for Cabinet approval in fall 2005.*

Priorities (2006-07)

- Expand the counselling component of the Employee Assistance Program through the use of technology;
- Develop and implement an employee recognition program with client involvement;
- Develop and implement an attendance management system;
- Develop an occupational health and safety program to comply with the *Safety Act*;
- Ensure that worksite safety committees are operational;
- Provide training in CPR/First Aid. Training has been delivered to five communities thus far with plans to provide training to the remaining communities;
- Negotiate a new Nunavut Employees Union Collective Agreement. Present agreement to expire September 30, 2006.

APPENDIX I: Accounting Structure and Financial Summary

Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	90.0
Vote 4/5 PYs	1.0
Revolving Fund PYs	-
TOTAL PYs	91.0

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 ATIPP (*Access to Information and Protection of Privacy Act*) 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 to the department. It provides coordination and career development for departmental staff and also provides for the planning, development, installation and maintenance of the human resources information system and services (P2K).

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 the 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 Plan

The Inuit Employment (IE) 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	2006 – 2007 Main Estimates		2005 – 2006 Main Estimates	
	\$000	PYs	\$000	PYs
DIRECTORATE				
Salary	1,658	16.0	1,299	13.0
Grants & Contributions	0		0	
Other O&M	565		768	
Subtotal	2,223		2,067	
STAFFING				
Salary	4,608	11.0	4,619	11.5
Grants & Contributions	0		0	
Other O&M	476		471	
Subtotal	5,084		5,090	
COMMUNITY OPERATIONS				
Salary	2,147	19.0	1,909	18.0
Grants & Contributions	0		0	
Other O&M	628		749	
Subtotal	2,775		2,658	
JOB EVALUATION AND ORGANIZATIONAL DESIGN				
Salary	733	7.0	627	6.0
Grants & Contributions	0		0	
Other O&M	74		102	
Subtotal	807		729	
INUIT EMPLOYMENT PLAN				
Salary	563	5.0	505	5.0
Grants & Contributions	0		0	
Other O&M	160		284	
Subtotal	723		789	
TRAINING AND DEVELOPMENT				
Salary	2,459	24.0	2,512	25.0
Grants & Contributions	0		175	
Other O&M	2,200		2,077	
Subtotal	4,659		4,764	

Branch	2006 – 2007		2005 – 2006	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
EMPLOYEE RELATIONS				
Salary	985	9.0	943	9.0
Grants & Contributions	0		0	
Other O&M	763		856	
Subtotal	1,748		1,799	
TOTAL	18,019	91.0	17,896	87.5