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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) and is committed to ensuring efficient and effective human resources services to all departments and agencies. 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 related Inuit Employment Plan initiatives.

The 2003-2004 Business Plan builds on the Department's many accomplishments over the past years, enhancing and improving existing program and services while implementing new initiatives.

### Our Mission

*To provide leadership and support services in recruitment, job evaluation, training and development, employee relations and human resources management to all government departments and agencies.*

In carrying out its mission, the Department of Human Resources is guided by *Pinasuaqtavut – The Bathurst Mandate* – 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 and representative public service committed to providing Nunavummiut with the highest quality programs and services.*

### Our Principles and Values

- Commitment to a public service representative of Nunavummiut.
- Client service that is effective, responsive and accessible.
- Learning opportunities that focus on developing employee knowledge, skills and abilities.
- Inuit Qaujimagatuqangit incorporated as a guiding principle for our operations.
- Respect for each other in the workplace.
- Leadership in human resource management that is demonstrated through innovation in program and service delivery.
- Partnership and cooperation that contribute to the enhancement of human resource initiatives.

## **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 in 2001 was approximately 27,000, which represents an increase of more than 8% over a five-year period, and the population continues to grow quickly<sup>1</sup>. Nunavut has the youngest population in Canada with a median age of 22.1 years. Forty-six percent of Nunavummiut are under 19 years of age, compared to 26% for the rest of Canada<sup>2</sup>. Human Resources must continue to build opportunities for young people to learn and expand their skills. Furthermore, Human Resources must continue efforts to ensure that residents of Nunavut are able to take advantage of employment opportunities within the Government of Nunavut.

### **Socio-Economic Factors**

Both the labour force participation rate and employment rate have increased over the last decade. However, Inuit are less likely to be in the labour force in Nunavut with a participation rate of 60.1% versus 91.3% for non-Inuit<sup>3</sup>.

Nunavummiut have lower levels of formal education than residents of other jurisdictions. Twenty-two percent of residents possess some form of post secondary education, only nine percent possess university degrees<sup>4</sup>. The GN needs to find ways to improve the education levels and skills of the population in order to expand the size of the qualified labour market from which to recruit.

### **Inuit Representation in the Public Service**

The Government of Nunavut is obligated under Article 23 of the Nunavut Land Claims Agreement to achieve a workforce that is representation of the population across all

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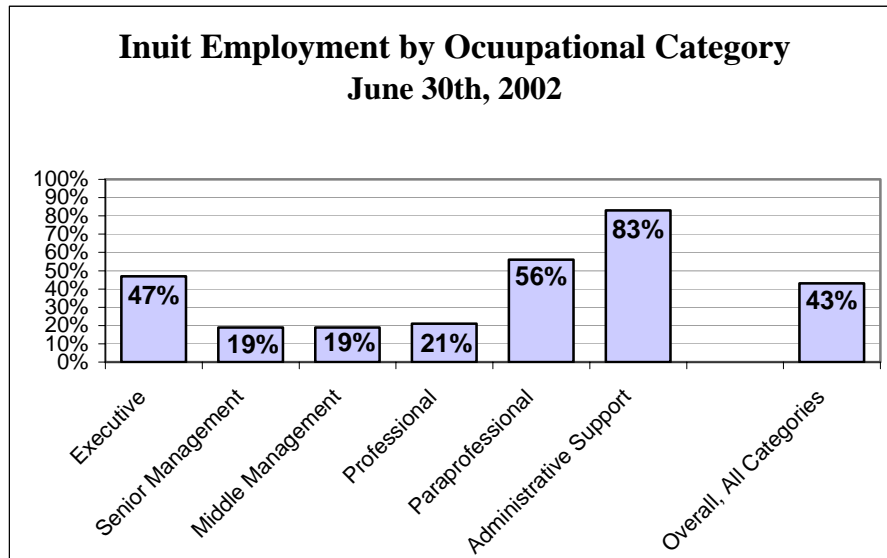
<sup>1</sup> Statistics Canada, <http://www12.statcan.ca/english/census01/Products/Standard/popdwell/Table-PR.cfm>, 2002.

<sup>2</sup> Statistics Canada, <http://www12.statcan.ca/english/census01/Products/Analytic/companion/age/provs.cfm>, 2002

<sup>3</sup> "1999 Nunavut Labour Force Survey." Nunavut Bureau of Statistics, 1999.

<sup>4</sup> "1999 Nunavut Labour Force Survey." Nunavut Bureau of Statistics, 1999.

occupational categories. Beneficiary representation in the public service has been stable at around 43% during the last few years<sup>5</sup>. There is increased pressure and expectation to increase beneficiary representation, particularly in those occupational categories with major gaps – professional, senior and middle management.



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

### Staffing Capacity<sup>6</sup>

The total number of positions in the GN workforce has increased from 2,594 in October 1999 to 2,856 in June 2002 and the total number of employees has increased from 1,884 to 2289. Staffing capacity as at June 30, 2002 was at 80%. An overall staffing capacity rate of 80% is a relatively low rate compared to other public sector organizations. The low staffing capacity may impact on service delivery and government operations, resulting in delayed service delivery and weaker administrative and management functions than desirable or required.

In June 2002, paraprofessional had the lowest staffing capacity, at 77%, among all employee groups, followed by administrative support at 81%. As a result, in some service areas, employees have to work overtime to compensate for the vacancies.

<sup>5</sup> "Towards a Representative Public Service." GN Department of Human Resources, June 30, 2002.

<sup>6</sup> "Towards a Representative Public Service." GN Department of Human Resources, June 30, 2002.

## **Recruitment<sup>7</sup>**

During the 2001-2002 fiscal year, the Department of Human Resources received more than 8,000 applications for nearly 500 job competitions advertised. This number does not include teaching and health care positions, nor does it include direct appointments or transfers. Of the positions advertised, 350 were filled, however, more than one-quarter of the positions were re-advertised and almost 5% of the competitions were cancelled.

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

- the lack of staff housing creates a barrier for external/non-local applicants;
- competition among other government agencies and Inuit organizations;
- shortage of available, qualified local applicants.

Since the staff housing shortage became an issue in the fall of 2001, the Department of Human Resources noticed that many successful candidates in job competitions are existing GN employees. The Department of Human Resources began tracking internal turnover statistics since April 2002. Between April and July, 2002, nearly 70% of successful candidates in job competitions were existing GN employees. This trend explains, to an extent, the reason why the staffing capacity remains fairly constant in the past several months.

## **Retention<sup>8</sup>**

Retention of existing GN employees remains a greater challenge than recruitment. The turnover rate (full time employees leaving GN) has decreased from 31% in 2000 to 28% in 2001. As noted above, the internal turnover (movements between and within departments) is even higher. Twenty percent of employees have less than one year of service with GN and 53% of employees have less than two years of service. Possible reasons for this high level of turnover may include:

- competition from other employers;
- capacity related issues e.g. burn-out, stress;
- use of casual and term employment;
- return to home communities;
- issues surrounding cross-cultural working environment;
- limited opportunities for training and development.

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<sup>7</sup> GN Job Competition Database. GN Department of Human Resources.

<sup>8</sup> Payroll Information at March 31, 2001 and March 31, 2002. GN Department of Finance.

## **Critical Issues**

The following critical human resource management issues were identified through the environmental scan and represent a broad overview of the challenges and pressures facing the Department of Human Resources during the 2003-2004 fiscal year.

- Increasing beneficiary representation in the GN workforce
- Implementation of Inuit Employment Plan initiatives
- Availability of qualified, local applicants
- Availability and reliability of labour market and workforce statistics
- Incorporating Inuit Qaujimajatuqangit into work practices
- Recruitment of specialized, “hard to fill” positions
- Implementing new initiatives designed to retain employees
- Increasing learning & development opportunities
- Increasing effective communications with public, departments and employees

## CORE BUSINESS

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

- Advisory & Administrative Services
- Inuit Employment Plan
- Recruitment
- Job Evaluation
- Training & Development
- Employee Relations
- Decentralization

### Advisory and Administrative Services

Provides overall management and leadership of 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 of Department.
- To direct operations of three regional Human Resources offices.
- To provide quality and timely policy review, development and advice to Department.
- To provide sound and effective financial, systems and administrative services to Department.
- To promote cultural knowledge and to make the workplace more comfortable for Inuit employees.

<b>Programs</b>	<b>Main Estimates (\$000)</b>	<b>2002-03</b>	<b>2003-04</b>
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<b>Management of Departmental Operations</b>		335	343
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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 services.

The program is also responsible for the monitoring and reporting on the Government's initiatives related to Article 23 of the NLCA as well as providing support to the Minister's Office.

**Community Operations** 3,004 2,921

The Community Operations are responsible for the delivery of the departmental programs and services in the communities. It provides staffing services, training and development programs, employee relations and job evaluation referrals. It also supports the development and implementation of human resources policies and conducts training to upgrade the skill levels of employees working in the decentralized communities.

The Assistant Deputy Minister (ADM) directs the Community Operations. The three Community Operations are located in Qikiqtaaluk, Kivalliq and Kitikmeot regions and each office has a staff complement of five or six personnel, including the Director of Community Operations.

**Policy & Planning** 326 326

The Policy and Planning Program is responsible for developing and reviewing Human Resources related policies and procedures, developing legislative proposals, coordinating the Department's business planning process, responding to Access to Information and Protection of Privacy requests and supporting the Deputy Minister's office.

**Corporate Services** 858 1,241

Corporate Services 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.

**Inuit Qaujimagatuqangit (IQ)** 90 50

The IQ program promotes cultural enrichment for employees of the Department of Human Resources. It seeks to incorporate IQ into day-to-day operations in the work environment. Activities are arranged and decisions are made by the Human Resources-IQ Committee.

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**Total, Advisory and Administrative Services** 4,613 4,881

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**Accomplishments (2001 & 2002)**

- Initiated a Recruitment and Retention Strategy.
- Developed an Article 23 senior management trainee position in Kitikmeot and successfully trained a beneficiary who was appointed to the Director, Regional Operations position in October 2002.
- Extended the Priority Hiring Policy to 2006.
- Commenced review and consolidation of Excluded and Management handbooks.

- Completed initial design and development of Human Resources website.
- Established and staffed specialized support functions within the Department (Systems Coordinator, Human Resources Coordinator).
- Lead the establishment of interdepartmental IQ Committee in Kitikmeot region.

#### **Priorities (2003-04)**

- Review and develop amendments to Human Resources Manual, Public Service Act and Regulations.
- Launch consolidated Human Resource Information and Payroll System known as Personality.
- Develop a communications strategy to promote services and programs.
- Develop promotional materials for programs and services provided by Department.
- Develop culturally appropriate human resources practices and procedures such as conflict resolution and interviewing.
- Develop human resources-specific Inuktitut terminology.
- Ensure key departmental documents are translated into all official languages.

### **Inuit Employment Plan**

The Department of Human Resources is the lead department for the implementation of the Inuit Employment Plan (IEP). The IEP outlines initiatives that are to be undertaken to bring beneficiary employment in the GN up to a representative level.

#### **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 be accountable in the implementation of the Inuit Employment Plan.
- To ensure that training and promotional opportunities are provided to GN beneficiary employees.
- To promote the GN as an employer of choice.

<b>Program</b>	<b>Main Estimates (\$000)</b>	<b>2002-03</b>	<b>2003-04</b>
<b>Total, Inuit Employment Program</b>		<b>3,449</b>	<b>4,748</b>

#### **Accomplishments (2001 & 2002)**

- Established the interdepartmental Inuit Employment Implementation Planning Committee in which all departments have participated.
- Drafted department-specific Inuit Employment Plans.
- Completed a detailed Article 23 proposal to support GN position in the 10-year contract renewal of the Nunavut Land Claims Agreement.

- In partnership with Nunavut Tunngavik Incorporate (NTI), Terms of Reference were approved to establish the Article 23 NTI-GN Working Group.
- Completed the framework to launch the Management Development Program.

**Priorities (2003-04)**

- Establish the IEP Division within the Department of Human Resources, headed by an Assistant Deputy Minister, that will be responsible for the management and monitoring of Article 23 across the GN.
- Develops internship opportunities for all departments.
- In partnership with Nunavut Arctic College and Department of Education, provide pre-employment programming.
- Increase GN-wide beneficiary representation across all occupational categories.
- Undertake a critical review of the education and experience qualifications of job descriptions to ensure they do not represent a systemic barrier to the employment of Beneficiaries within the Government of Nunavut.
- Implement recommendations of the Employment Systems Review.
- Continue to implement and support the Management Development Program.

**Recruitment**

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

**Objectives**

- To provide quality and timely advice to government departments on all recruitment matters.
- To manage a recruitment process that is transparent and of high standards.
- To achieve a workforce that is representative of the people we serve.
- To deliver a recruitment service that is responsive, timely, and competent
- To assist client departments in matters surrounding human resource planning and workforce development.

<b>Programs</b>	<b>Main Estimates (\$000)</b>	<b>2002-03</b>	<b>2003-04</b>
<b>Recruitment and Selection</b>		1,559	1,592

The Department manages centralized recruitment services for all GN departments with the exception of teachers and specialized health care employees. This includes job advertisement, screening of applications, interview, selection of successful candidates, reference checks, job offers, direct appointments and casual staffing actions.

<b>Summer Student Employment</b>	700	700
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This program provides an opportunity to introduce youth to employment in the public sector. The Summer Student Employment Program was modified in 2002 with the intended purpose of including more students and departments in the sharing of skills, knowledge and abilities. Priority is given first to beneficiary students and second to Nunavut students.

<b>Relocation</b>	3,778	3,701
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The purpose of the program is to administer the relocation of GN employees. The relocation program directly supports the Department's recruitment program.

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<b>Total, Recruitment</b>	<b>6,037</b>	<b>5,993</b>
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**Accomplishments (2001 & 2002)**

- Behaviour descriptive interview process fully integrated into staffing process.
- Job advertisements were redesigned to promote priority hiring.
- Bilingual (French/English) Staffing Consultant hired.
- Exit Survey system designed and implemented.
- Targeted recruitment drive for specialized IT positions.
- Hired 71 summer students (72% were Beneficiaries).
- Staffing workshops held for GN managers and Human Resources officers.
- Development of promotional material / career fair booth.

**Priorities (2003-04)**

- Revise Staffing Manual to incorporate recommendations of Employment Systems Review.
- Continue to work with Department of Education and other departments to increase awareness of GN employment opportunities and recruitment process.
- Formalize a clear and consistent process for staffing all casual positions.
- Provide comprehensive training for departmental Human Resource officers including staffing process, interview techniques and other human resources practices.
- Utilize Human Resource Information and Payroll System to consistently track recruitment-related statistics including competition information and turnover rates.

## Job Evaluation

The program provides advice and assistance to departments and agencies on organizational design and in developing innovative and culturally relevant work arrangements. The program rates 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.

Additionally, the program assists departments through job description writing training and bilingual bonus administration.

### Objectives

- To provide timely and accurate job evaluation services to all departments.
- To ensure accurate position and organization information is maintained in the Human Resources Information System.
- To ensure that the academic and experience qualifications in GN job descriptions do not represent a systemic barrier to beneficiary employment.

Program	Main Estimates (\$000)	2002-03	2003-04
<b>Total, Job Evaluation</b>		<b>759</b>	<b>733</b>

### Accomplishments (2001 & 2002)

- Lead the initiative to develop and select an interim Human Resource Information System - "HR Resource Partner."
- Processed a total of 1,145 job evaluation actions and approximately 1,200 casual staffing actions.

### Priorities (2003-04)

- Complete review of Bilingual Bonus Program.
- Complete the selection and use of key positions.
- Continue with the selection and development of an integrated Human Resource Information and Payroll System.
- Complete the development of, and initiate the Management Dispute Process for, Job Evaluation.
- Re-organize the division to facilitate and support the attraction and retention of Beneficiaries.

## Training and Development

This program provides advice, assistance and support to departments and agencies in training and developing their staff. This program develops policies and procedures, which constitute the framework for training and development across the public service.

### Objectives

- To provide learning opportunities 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 developing a learning environment and customizing learning activities to address their training and development needs.

<b>Programs</b>	<b>Main Estimates (\$000)</b>	<b>2002-03</b>	<b>2003-04</b>
<b>Training and Development</b>		935	900
Specific training and development initiatives include specialized program, learning and development and Inuktitut program, Management Development Programs, Nunavut Public Service Studies Certificate, Employee Awards & Recognition			
<b>Nunavut Law Program</b>		350	350
The program sponsors five law school students and provides some administrative support to the Law School.			
<b>Total, Training &amp; Development</b>		<b>1,285</b>	<b>1,250</b>

### Accomplishments (2001 & 2002)

- Offered over a 100 formal learning opportunities in all regions and in most decentralized communities.
- A total of seven GN departments and 147 employees, 42% beneficiaries, participated in training opportunities funded by the Specialized Training Initiative.
- Increased learning and development activities by 17% over previous fiscal year; 46% of employees who participated were beneficiary.
- Inuktitut Language programming continued to be offered to new staff.
- Sponsoring five student positions and provided other financial and administrative support to the Akitsiraq Law School Program.

### **Priorities (2003-04)**

- Ensure new employees receive GN-wide orientation.
- Work with GN departments to develop department-specific orientation activities.
- Partner with stakeholders and learning and development institutions, such as Nunavut Arctic College (NAC) and the Canadian Centre for Management Development, to design and deliver training.
- Continue to develop and enhance short-term learning and development programs.
- Implement approved continuous learning policy options.
- Develop an Employee Recognition Program.
- In partnership with Department of Education and other stakeholders develop a GN-wide learning strategy.
- Analyze exit interview results and share findings with departments.
- Partner with the Department of Culture, Language, Elders and Youth (CLEY) and NAC to enhance Inuktitut language training programs.
- Develop a mechanism to monitor and report to departments on employee participation in Inuktitut language training.

### **Employee Relations**

The Department of Human Resources provides professional employee relations advice and services to departments and agencies. The Department contributes to the Government's overall ability to attract, retain and fairly compensate employees through the collective bargaining process. The Department administers and interprets collective agreements, manages a dispute resolution process and a workplace health, safety and wellness program for the benefit of all employees.

### **Objectives**

- To provide quality and timely advice and training to GN management on all employee/employer relations matters.
- To lead the GN in collective bargaining/negotiations internally and represent the GN in external negotiations as mandated.
- To ensure compliance with legislation that impact on employee/employer relations.
- To promote a respectful workplace through a Workplace Health, Safety and Wellness Program.
- To deliver a consistent Performance Management Program through ongoing consultation and formal training.
- Provide staff relations expertise in the interpretation of human resource policies, collective agreements, alternative dispute resolution, arbitration and mediation.

<b>Programs</b>	<b>Main Estimates (\$000)</b>	<b>2002-03</b>	<b>2003-04</b>
<b>Employee Relations</b>		1,261	1,155
Provides professional employee relations advice and services to departments and leads collective bargaining for the Government of Nunavut as mandated.			
<b>Workplace Wellness</b>		755	598
The Workplace Wellness Program is designed to assist GN employees in maintaining and or improving their overall well-being. The program assists employees and their families.			
<b>Total, Employee Relations</b>		<b>2,016</b>	<b>1,753</b>

#### **Accomplishments (2001 & 2002)**

- Successful negotiations and signing of NEU collective agreement.
- Transfer of Wellness Program from Training & Development.
- Establishment of new unit: Workplace Health Safety & Wellness.
- Successful completion of negotiations for a three-year collective agreement with the Federation of Nunavut Teachers (FNT).

#### **Priorities (2003-04)**

- Implement Workplace Wellness Program.
- Develop and implement a Workplace Health and Safety Program.
- Undertake process of collective bargaining with Nunavut Employees Union.
- Develop options for a GN-wide policy for "Prevention of Violence in the Workplace."
- Develop, print and distribute posters on prevention of sexual harassment in the workplace.

### **Decentralization**

The Department of Human Resources provides support services to departments and staff affected by the decentralization of GN positions including employee relations, staffing, relocation and training.

#### **Objectives**

- To provide timely, human resources-related information to employees affected by decentralization.
- To ensure that employees in decentralization positions are provided with training opportunities on a priority basis.

- To support departmental recruitment efforts for staffing decentralized positions.
- To administer relocation services for decentralized positions.

<b>Program</b>	<b>Main Estimates (\$000)</b>	<b>2002-03</b>	<b>2003-04</b>
<b>Total, Decentralization</b>		<b>1,799</b>	<b>0</b>

**Accomplishments (2001 & 2002)**

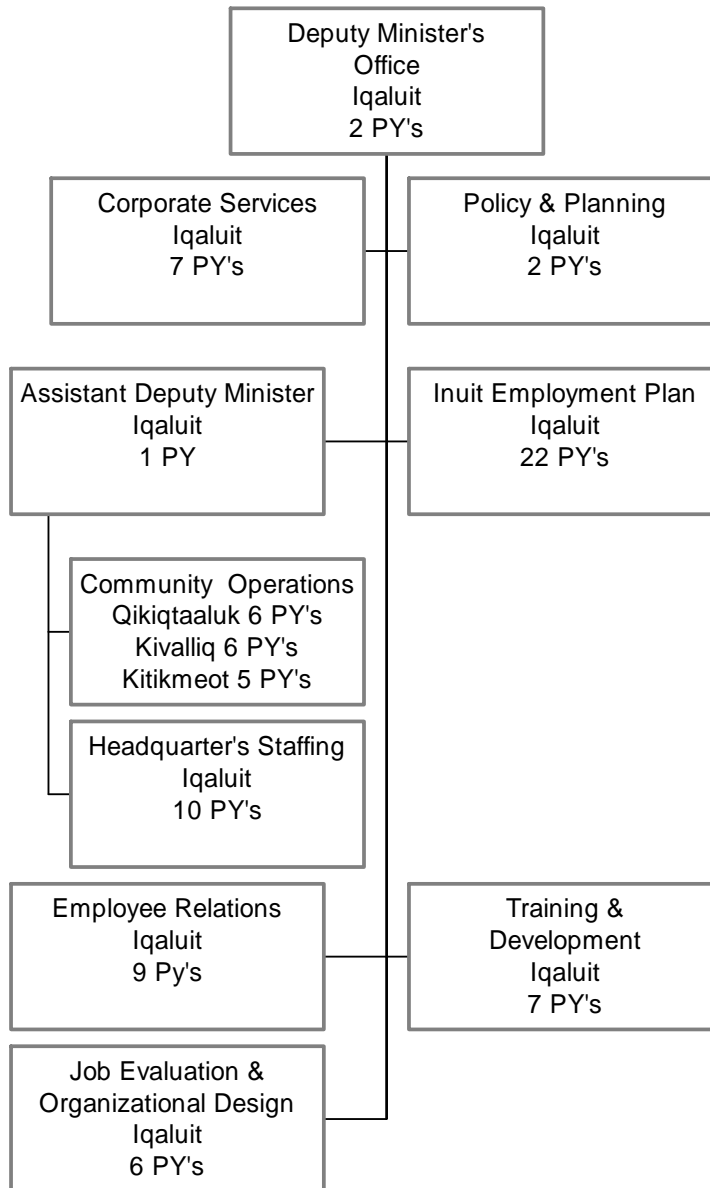
- Employee Orientation sessions held in Pangnirtung and Kugluktuk.
- Recruitment drives and job fairs were held in decentralized communities.
- Strategic learning initiatives developed for decentralized positions.
- Agreement signed with Nunavut Arctic College to deliver training programs for the decentralized communities including pre-employment, staff training and specialized/custom training.
- Hired 12 local residents of Igloolik in casual positions to receive finance training in Iqaluit and eventually assume permanent positions in the Department of Finance's regional office.

**Priorities (2003-04)**

- This is a sunset program that has ended in the fiscal year 2002-2003.

## APPENDIX A – Organizational Structure and Budget

### Part 1 – Organizational Chart



## **APPENDIX A**

### **Part 2 – Departmental Roles**

#### **Directorate**

##### Deputy Minister's Office

The Deputy Minister's Office is responsible for the overall direction and leadership of the Department and ensures that the Department fulfills its mandate and implementation of its Inuit Employment Plan

##### Policy and Planning

The Policy and Planning Division is responsible for human resource policy review and development. The division coordinates the business planning process, provides professional support to the Minister and Deputy Minister 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

Corporate Services 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. It also provides planning, developing, installing and maintaining the human resources information system and services.

#### **Assistant Deputy Minister / Community Operations**

Community Operations are responsible for the delivery of the departmental programs and services in the communities. These offices provide staffing services, training programs, labour relations and job evaluation referrals to Human Resources headquarters. They also help to develop and implement human resources policies and 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.

#### **Staffing**

The Staffing Division manages centralized recruitment services for Government of Nunavut departments. The division is responsible for the development of procedures and guidelines concerning the recruitment and selection process and is also responsible for the staffing appeal process and the implementation of the Priority Hiring Policy.

### **Employee Relations**

The Division of Employee Relations is responsible for providing professional staff relations advice and service to the Government of Nunavut, departments and agencies. The Division contributes to Government's overall human resources strategy through: negotiating terms and conditions of employment that help attract and retain competent employees; representing the Government before arbitration boards and other tribunals and developing suggestions for changes in legislation and human resources policy. It administers workplace health and safety and wellness programs.

### **Job Evaluation and Organizational Design**

The Division of Job Evaluation and Organizational Design program 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 Branch provides advice, assistance and support to departments and agencies in training and developing their staff. This program develops policies and procedures, which constitute the framework for training and development across the public service. It also supports the Akitsiraq Law School program in collaboration with the Dept. of Justice and Nunavut Arctic College.

### **Inuit Employment Plan**

This Division is responsible for providing human resource leadership and initiatives to increase and maintain Inuit beneficiary employment in the Government of Nunavut to a representative level. The IEP Division will manage, monitor and evaluate the Inuit Employment Plan Implementation Strategy over its five-year term. Its functions will include collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance to Article 23 obligations and reporting on gaps, variances and barriers.

## APPENDIX A

### Part 3 – Financial Summary

Branch	2002 - 2003 Main Estimates		2003 - 2004 Main Estimates	
	\$000	PYs	\$000	PYs
<b>Directorate</b>				
Salary	1,045	11	1,087	11
Grants & Contributions	-		-	
Other O&M	474		873	
<b>Subtotal</b>	<b>1,519</b>		<b>1,960</b>	
<b>Staffing</b>				
Salary	1,419	8	1,614	10
Grants & Contributions	-		-	
Other O&M	4,618		4,379	
<b>Subtotal</b>	<b>6,037</b>		<b>5,993</b>	
<b>ADM/Community Operations</b>				
Salary	1,754	18	1,803	18
Grants & Contributions	-		-	
Other O&M	1,250		1,118	
<b>Subtotal</b>	<b>3,004</b>		<b>2,921</b>	
<b>Job Evaluation and Organizational Design</b>				
Salary	580	6	578	6
Grants & Contributions	-		-	
Other O&M	179		155	
<b>Subtotal</b>	<b>759</b>		<b>733</b>	
<b>Inuit Employment Plan</b>				
Salary	899	16	2,024	22
Grants & Contributions	-		-	
Other O&M	2,550		2,724	
<b>Subtotal</b>	<b>3,449</b>		<b>4,748</b>	
<b>Training and Development <sup>1</sup></b>				
Salary	633	8	648	7
Grants & Contributions	350		350	
Other O&M	392		252	
<b>Subtotal</b>	<b>1,375</b>		<b>1,250</b>	

Department of Human Resources

Branch	2002 - 2003 Main Estimates		2003 - 2004 Main Estimates	
	\$000	PYs	\$000	PYs
<b>Employee Relations</b> <sup>1,2</sup>				
Salary	851	9	866	9
Grants & Contributions	-		-	
Other O&M	1,165		887	
<b>Subtotal</b>	<b>2,016</b>		<b>1,753</b>	
<b>Decentralization</b>				
Salary <sup>3</sup>	250	-		-
Grants & Contributions	-			
Other O&M	1,549			
<b>Subtotal</b>	<b>1,799</b>			
<b>Total</b>	<b>19,958</b>	<b>76</b>	<b>19,358</b>	<b>83</b>

Notes:

- 1 - 2002-03 budget amounts are restated, to reflect move of the wellness responsibility to *Employee Relations* for 2003-04
- 2 - formerly named *Labour Relations*
- 3 - for severance pay

## Appendix B – Report On Decentralization

The Department of Human Resources has regional operations in three communities throughout Nunavut. Positions in the regional offices are incremental. The Department is also responsible for providing overall human resources coordination and support services to all departments and staff affected by decentralization.

<b>Community</b>	<b>Number of Positions</b>
Igloolik	6
Rankin Inlet	6
Cambridge Bay	5

The Department's three regional offices directly provide staffing services and training and development programs and offer employee relations and job evaluation referrals to the communities, while ensuring that departmental programs and services are responsive and tailored to the unique needs of each region.

Since the GN announced its three-year decentralization plan in 1999, the Department of Human Resources has facilitated this priority initiative by providing employee relations advice, staffing services, relocation administration and customized training opportunities to departments and employees affected by decentralization.

## **Appendix C – Focus Paper**

### **Inuit Employment Plan**

#### **Background**

Article 23 of the Nunavut Land Claims Agreement (NLCA) requires the Government of Nunavut (GN) to develop and implement an Inuit Employment Plan that fulfills the objective of increasing Inuit participation in government employment in the Nunavut Settlement Area to a representative level. The representative level is defined as the ratio<sup>1</sup> of Inuit to the total population in the Territory and applies to all occupational categories<sup>2</sup>.

In 1999, the GN approved-in-principle the GN Inuit Employment Plan as presented. Cabinet directed the Department of Human Resources to return to Cabinet and to Financial Management Board (FMB) with a detailed implementation plan that included:

- Priority listing of each recommendation;
- Implementation timetable;
- Estimated costs of implementation;
- Roles and responsibilities of each recommendation.

#### **Current Status**

The Department has fulfilled that directive by detailing a proposed five-year Inuit Employment Plan (called The Plan). It affirms the spirit and intent of Article 23 and supports the principles and goals of the Bathurst Mandate. The overarching purpose of the Plan is to confirm the GN's explicit investment in the development of people so as to increase Inuit employment through annual plans over the years 2003 to 2008 and to meet Article 23 obligations. The Plan integrates:

- Lead department initiatives that represent commitments made by the Department of Culture, Language, Elders and Youth (CLEY); Education; Executive and Intergovernmental Affairs (EIA); Human Resources (HR); and Nunavut Arctic College (NAC).
- Numerical targets and timetables by occupational category in order to reach 50% Inuit representation wherever possible by the year 2008. Each department of the GN, the Office of the Legislative Assembly (OLA), Nunavut Arctic College, and the Nunavut Housing Corporation (NHC) have set numerical targets and timetables.

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<sup>1</sup> That ratio, approximately 85%, was calculated using the 1991 census data upon signing the NLCA in 1993.

<sup>2</sup> Occupational categories include: executive, senior management, middle management, professional, paraprofessional and administrative support.

The Plan also recommends the implementation of four strategic support mechanisms and programs that will help to ensure the effective implementation of The Plan. They are consistent with the spirit and intent of Article 23 and are as follows:

Coordinated GN wide Management

The Department of Human Resources is committed to the GN-wide coordination and management of The Plan. Article 23.4.2 (e) (f) requires a “senior official to monitor the plan” and a “monitoring and reporting mechanism on implementation of the plan.” This accountability will be ensured through the establishment of the IEP Division led by an Assistant Deputy Minister.

The Accountability Management Structure

Deputy Ministers, the President of the Nunavut Arctic College, Nunavut Housing Corporation and the Clerk of the Legislative Assembly will be accountable for including their IEPs in their annual business plans and for ensuring that managers with direct responsibility for achieving IEP goals and outcomes are allocated all necessary time and resources.

The Guiding Principles

All GN departments, NAC, NHC and OLA ensure that core Inuit principles guide the development and implementation of all strategies, programs and services. Human Resources, in partnership with CLEY and Inuit Organizations, provides training for all management and policy staff to learn practical approaches for practices and policies that effectively balance norms of bureaucratic culture with Inuit Qaujimajatuqangit (IQ).

The Communication Strategy

The Department of Human Resources will implement a Communications Strategy to promote the goals, outcomes and benefits of The Plan. The first goal of the Communication Strategy will be to inform and educate GN employees. The second goal will be to inform and educate a broad cross section of people beyond the GN.

**Inuit Employment Plan Initiatives**

A total of 28 initiatives have been put forward in The Plan to address GN’s obligations under Article 23 of the NLCA.

	<b>Initiatives</b>	<b>Lead Department</b>
1.	Labour Force Information Systems	Human Resources / Executive
2.	Employment Systems Review	Human Resources
3.	Compensation Review	Human Resources
4.	Performance Management	Human Resources
5.	Peer Groups	Human Resources

	<b>Initiatives</b> (continued from previous page)	<b>Lead Department</b>
6.	Competency-Based Human Resource Management System	Human Resources
7.	Employee Orientation	Human Resources
8.	Exit Surveys	Human Resources
9.	Youth Initiatives	Culture, Language, Elders & Youth
10.	IQ and Language	Culture, Language, Elders & Youth
11.	Student Employment	Human Resources
12.	Training and Development Division	Human Resources
13.	Learning Organization	Human Resources
14.	Leadership	Human Resources
15.	Wellness	Human Resources
16.	Internships	Human Resources
17.	Internships – Finance	Finance
18.	Inuit Employment Plan Division	Human Resources
19.	Kindergarten – Grade 12 Review	Education
20.	Kindergarten – Grade 12 Enrollment and Retention	Education
21.	Financial Assistance for Nunavut Students	Education
22.	Careers	Education / Nunavut Arctic College / Human Resources
23.	Scholarships and Awards	Education
24.	Adult Learning Strategy	Education
25.	Pre-Employment & Employment Training	Nunavut Arctic College
26.	Training Promotion	Nunavut Arctic College
27.	Communication Strategy	Human Resources
28.	Article 23 Congruency	Human Resources

The initiative of providing on-the-job training is a cornerstone of The Plan, for it will provide for much needed competency development to Beneficiary employees. Funding is also needed to support the development and delivery of pre-employment and employment training programs. Financial resources are also required to support the management of the implementation of The Plan.

The Plan will be submitted to Cabinet for consideration and approval in the early part of 2003.