

TABLE OF CONTENTS

INTRODUCTION

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

STRATEGIC LINK TO PINASUAQTAVUT	2
--	----------

ENVIRONMENTAL SCAN	5
---------------------------------	----------

Critical Issues.....	8
----------------------	---

CORE BUSINESS

Advisory and Administrative Services	9
Inuit Employment Plan	12
Recruitment and Staffing.....	14
Job Evaluation	17
Training and Development	18
Employee Relations	20

APPENDICES

I Accounting Structure and Financial Summary.....	23
II Staffing Report	28

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). It is committed to providing efficient and effective human resources programs and 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 initiatives that support the Inuit Employment Plan.

The compensation budget for GN employees of \$269 million for 2004-05 constitutes 31% of the overall GN budget of approximately \$863 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.

In 2005-2006, the department will focus on implementing a number of initiatives, including standards of service to respond to issues raised in the client Satisfaction Survey. The mission, values and principles of the department reflect this renewed commitment. Accordingly, the 2005-2006 Business Plan builds on the department's accomplishments over the past years while responding to priorities identified by the new Cabinet.

Our Mission

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

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

Our Vision

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

Our Values

- accountability
- commitment
- confidentiality
- integrity
- respect

¹ GN Department of Finance, 2004-05 Estimates and Supplementary Appropriations

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 Government of Nunavut 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 staff designated to provide service in Inuktitut, Inuinnaqtun, French, and English. All public communications are compliant with the Language Guidelines, including staff business cards. Official language translations for the Human Resources component of the GN website will be completed by March 31, 2005. A high volume of Help Desk messages for professional development opportunities and other employee notices are posted in all four languages. All new employees are required in their offer letters, to enroll in Inuktitut language training as a condition specified in offers of employment. The Department of Human Resources, in partnership with Nunavut Arctic College, offers training in both Inuktitut and Inuinnaqtun, through an expanded roster of trainers.

During 2005-06, the Department will continue to develop the next phase of implementation, which will include the following:

- Implementation of signage in all four languages
- Establishing staff signature blocks in all four languages
- Translation of key employee forms into Inuktitut
- Continuing to review, with CLEY, the existing bilingual bonus system to encourage Inuit employees to enhance their Inuktitut skills and to use it more frequently in the workplace
- Bringing forward proposals, with the Senior Personnel Secretariat, CLEY and HR, for an immersion program for non-Inuktitut speakers.

STRATEGIC LINK TO PINASUAQTAVUT

Inuit Qaujimagatuqangit

The Department of Human Resources is one of the lead departments in implementing the Inuit Employment Plan. Included in the Plan is the objective of incorporating Inuit values and beliefs into the operational environment of government departments. To begin this work, the department will, in partnership with Departments of Culture, Language, Elders and Youth (CLEY), Education and non-government Inuit organizations, provide training for managers and policy staff. The training will focus on developing leadership, management practices and policies that balance bureaucratic structure and practices with the implementation of Inuit Qaujimagatuqangit (IQ).

To ensure effective government wide coordination and management of the recommendations outlined in the Inuit Employment Plan, an Interdepartmental Implementation Advisory Committee has been established. The terms of reference for the committee have been presented to the Assistant Deputy Ministers' Committee.

The Department of Human Resources has initiated its own IQ related activities through its Departmental IQ Committee. This committee is developing terms of reference that include providing advice, direction and assistance to the department on all matters involving the use of Inuktitut in the workplace, and the incorporation of IQ into programs and services – especially programs related to Inuit employment, recruitment, and retention. The department has been modifying interviewing techniques by incorporating Inuit practices to suit the communications styles of Inuit and attract more beneficiaries to jobs within the government. The aim is also to create a work environment that incorporates core Inuit values and principles, and achieves balance and diversity. This practice is incorporating the principle of *Tunnganarniq* wherein respect for and recognition of Inuit culture and Inuktitut in the workplace creates a welcoming work environment.

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, one-on-one telephone counseling services – including face to face counseling in Iqaluit - are now provided through the Employee Assistance Program. These services are used by increasing numbers of employees and their dependents. Plans are underway to provide face to face counseling for regional staff via Telehealth. In addition, the Department is partnering with Health Canada to deliver suicide prevention workshops in 2005-06.

Simplicity and Unity

The Department of Human Resources is coordinating a review of the Inuit Employment Plan with all Departments and developing initiatives, within the current fiscal climate, to improve beneficiary representation.

The Department is committed to fair, understandable and easy to access policies and programs. To that end, it is revising the Public Service Act to ensure that it reflects the current Nunavut reality and priorities for the future. The Human Resources Manual and Management and Excluded Handbook are also being updated to ensure a common understanding of policies and fair treatment of GN employees. This approach will form the basis for all future policy development. All policies will be available on the web. The Department is committed to providing access for beneficiaries to GN positions and proactive staffing processes are being developed to ensure that this occurs. Organizational changes within the Department are underway to support this approach. The Department continues to work with NTI to monitor the implementation of the Nunavut Land Claims Agreement.

Self Reliance

The Department of Human Resources is committed to developing effective and fiscally viable training programs to support decentralized communities. Partnerships with other departments and organizations to optimize available expertise and resources are being explored. The Department is committed to participating in programs that include pre-employment strategies and are linked to community economic strategy, existing infrastructure, and community demographics. It will continue to provide local training opportunities consistent with its mandate, through regional HR Training and Development staff.

Continuing Learning

The Department of Human Resources supports training and learning for a Nunavut-based workforce. As well, the department views every element of the government budget as a potential training budget. A major study is being conducted across the GN to identify the nature of training and resources spent on learning and development. A subsequent inventory of proposed training and identification of gaps will help to target future spending where it will have the most benefit. Focus on local program delivery will be a guiding principle. To that end, the Department of Human Resources is leading the development of Policy Development Program to be delivered in Iqaluit to a broad cross-section of GN staff.

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 October 2003 was 29,357, which represents an increase of approximately 10% over a five-year period.² Nunavut has the youngest population in Canada with a median age of 22.1 years. 54.5% percent of Nunavummiut are under 25 years of age, compared to 32.4% for the rest of Canada³.

Socio-Economic Factors

Although the labour force participation rate and employment rate have increased over the last decade, Inuit are less likely to be in the labour force in Nunavut with a participation rate of 70.6% versus 94.2% for non-Inuit⁴.

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

Inuit Representation in the Public Service⁶

The Government of Nunavut 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 50% overall by 2008. Overall representation in the public service has increased to 46% as of June 30, 2004. More than 61% of GN positions are in communities, with the remainder in Iqaluit. Representation of Inuit Beneficiaries in Iqaluit is 30%, while the communities range between 50% and 70% Inuit representation.

² Statistics Canada, CANSIM II table 51-000

³ Statistics Canada, 2001 Census

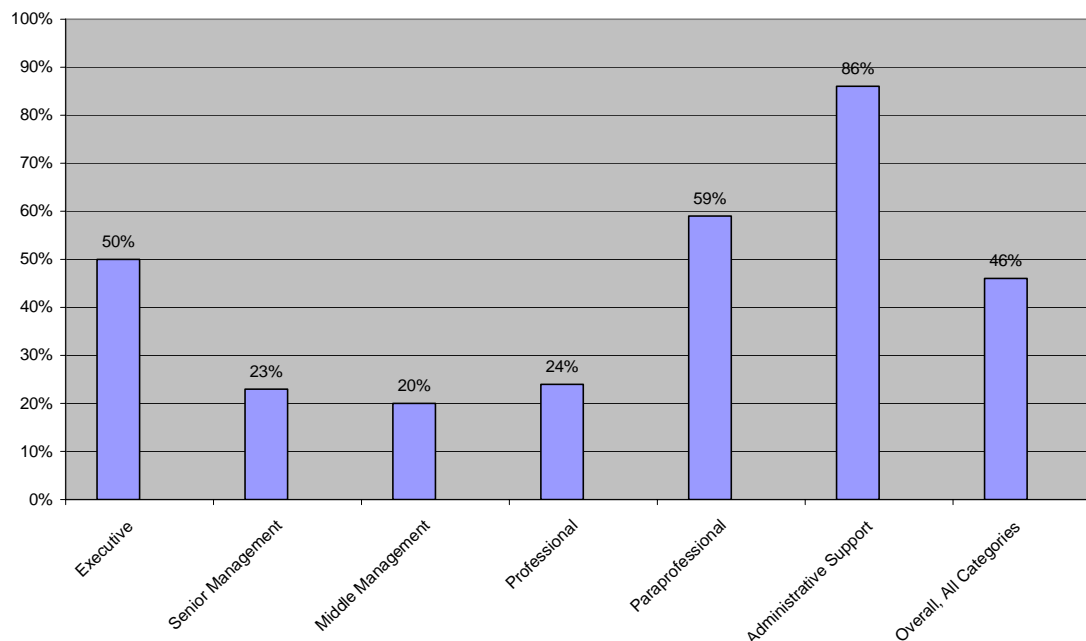
⁴ Labour Force Survey." Nunavut Bureau of Statistics, 2001

⁵ Statistics Canada, 2001 Census

⁶ Towards a Representative Public Service, GN Department of Human Resources, June 30, 2004.

As of June 2004, 1165 Inuit Beneficiaries were employed by the GN compared with 220 in June 1999 – a net increase of 945 Beneficiaries. Furthermore, in the 2003-2004 fiscal years, Beneficiaries represented only 17% of the total number of applicants, but constituted 51% of new hires (199 out of 384).

Inuit Employment by Occupational Category



Staffing Capacity

The total number of positions in the GN workforce has increased from 1188 in May 1999 to 3210 in June 2004⁷. The total number of employees has increased from 313 in May 1999 to 2560 in June 2004⁸. Staffing capacity increased from 26% in May 1999 to 80% in June 2004⁹. While this is still lower than other public sector jurisdictions, the achievements over the past five years have been significant.

In June 2004, the Paraprofessional category had the lowest staffing capacity among all employee groups at 78%, followed by the Professional group at 79%.

Recruitment and Staffing¹⁰

During the 2003-2004 fiscal years, the Department of Human Resources received more than 9,427 applications for 566 job competitions advertised. This reflects a 13% increase in applications compared with a 38% 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, 68% were filled

⁷ Towards a Representative Public Service; GN Department of Human Resources, June 30, 2004.

⁸ Government of Nunavut Inuit Employment Plan, May 1999.

⁹ Towards a Representative Public Service; GN Department of Human Resources, June 30, 2004.

¹⁰ GN Job Competition Database. GN Department of Human Resources

compared with 73% in 2002-03. Over 10% of the competitions were cancelled in 2003 compared with 18% the previous year. During 2002-03, nearly 78% of successful candidates in job competitions were GN employees, whereas only 61% were GN employees in 2003-04.

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

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

Retention¹¹

Retention of existing GN employees improved over previous years. The retention rate for indeterminate and term employees increased from 72% in 2001 to 82% in 2004. Movement between and within departments has yet to be quantified.

Average length of service continues to increase. In 2003, 15% of employees had less than 1 year of service with the GN, compared with 20% in 2002. In 2003, 43% of employees had less than 2 years of service, compared with 53% in the previous year. The use of casual and term employees has an impact. Other factors affecting retention rates include competition from other employers; return to home communities; stress and lifestyle choices; and limited opportunities for advancement.

¹¹ Payroll Information at December 31, 2003 and December 31, 2004. GN Department of Finance.

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 2005-2006 fiscal year:

- The availability of qualified Inuit beneficiary applicants is needed to increase beneficiary representation in the GN workforce.
- Staff housing continues to be a major challenge in staffing, especially in dealing with “hard to fill” positions.
- Career development initiatives are needed to assist entry level Inuit staff to achieve their career potential.
- Training programs are needed that focus on specific needs of decentralized communities.
- Implementation of Inuit Employment Plan initiatives requires substantive resources to support increased learning and development opportunities and other supportive programs.
- Up to date labour market and workforce statistics must be available and reliable to ensure appropriate focus of scarce resources.
- Innovative approaches and commitment are needed to apply Inuit societal values in the work place.
- High absenteeism and turnover requires development of remedial strategies.
- Training and certification programs are needed for human resources practitioners to promote effective management of human resources.
- Recommendations of the Client Service Review conducted in 2004 must be implemented to provide higher levels of service to client departments and agencies

CORE BUSINESS

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

	Main Estimates (\$000)	
	2005-06	2004-05
Advisory and Administrative Services	4,645	4,475
Inuit Employment Plan	4,350	4,205
Recruitment and Staffing	6,796	5,898
Job Evaluation	711	678
Training and Development	1,192	1,129
Employee Relations	1,702	1,640
TOTAL	19,396	18,025

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.

Programs	Main Estimates (\$000)	2005-06	2004-05
Management of Departmental Operations		373	369

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 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 2,608 2,504

The Community Operations Branch is responsible for the delivery of the departmental programs and services in 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 resources policies and conducts training to upgrade the skill levels of employees working in regional and decentralized communities.

Policy & Planning 468 452

The Policy and Planning Division 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 1,165 1,120

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; administering the relocation of GN employees in support of the recruitment program.

Inuit Qaujimagatuqangit 31 30

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, arranges activities and makes decisions.

Total, Advisory and Administrative Services 4,645 4,475

Priorities (2004-05)

- Complete Phase I Review of Human Resources Manual and initiate review of Public Service Act;

Status: *First draft completed. Final document to be completed by December, 2004.*

- Complete implementation of Phase I of the Human Resources Information and Payroll System known as Personality 2000 and provide further training and orientation of departmental staff in its use;

Status: *Phase 1 of the HRIPS to be completed by March 31, 2005.*

- Complete implementation of official language translations for the Human Resources component of Government of Nunavut Website;
Status: *To be completed by March 31, 2005.*
- Respond to Program Review, Employment Systems Review and Client Services Survey by developing comprehensive plan and deliverables, recognizing unique challenges in head office and individual regions;
Status: *Plan completed in consultation with Regional Directors, and implementation is underway.*
- Assist departments in regions to develop employee training plans;
Status: *All GN Interns were provided with GN training. Training plans were developed at the request of several departments for specific employees.*
- Explore alternatives to traditional learning venues, to facilitate continuous learning; partner with Nunavut Arctic College to assess learning needs and develop plans for high potential employees;
Status: *Learning facilitators were trained and provided support to staff participating in accredited learning programs e.g. Nunavut Public Services Studies Certificate.*
- Combine Excluded and Management Handbook in one comprehensive Handbook;
Status: *Draft completed and circulated to GN senior managers. Document finalized by December, 2004.*
- Sign a new collective agreement with NEU;
Status: *A 42-month agreement was signed with the Nunavut Employees Union to September 30, 2006.*
- Complete first phase of Inuit Employment Program;
Status: *Cabinet approved the Inuit Employment Plan in November 2003 without additional resources. The Plan is being reviewed to identify initiatives to be implemented within current budget.*
- Formalize the Casual Staffing Action process;
Status: *Procedures outlined in new Staffing Manual to be distributed by December 2004.*
- Begin process to plan & develop a Performance Management Program for the Government of Nunavut.
Status: *Pilot process is underway in the Department of Human Resources.*

Priorities (2005-06)

- Implement standards of service related to client access and response times for key services.
- Provide workshops on complaint mechanisms and HR operations.
- Establish Outreach Employment Center in Iqaluit to support recruitment and development of Inuit beneficiaries for GN positions.
- Implement Performance Management Pilot program in Human Resources and review results for broader application in the GN.
- Finalize the Employee Code of Conduct.
- Prepare legislative proposal for revisions to the Public Service Act.
- Continue with development of the Human Resources Manual to include new policies.
- Pilot Competency based HR management in the Department of Human Resources and review for possible application to the GN.
- Support Senior Personnel Secretariat to develop options for Inuktitut language immersion programs.
- Complete user training for Phase 1 of HRIPS and develop scope of implementation for Phase 2.

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.
- To promote cultural knowledge and to make the workplace more comfortable and welcoming for Inuit.

Program	Main Estimates (\$000)	2005-06	2004-05
Inuit Employment Plan		4,350	4,205
<p>This line of business assists departments to implement their Inuit Employment Plans, provides support in 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 Article 23 obligations.</p>			
Total, Inuit Employment Plan		4,350	4,205

Priorities (2004-05)

- Update departmental Inuit Employment Plans and obtain senior level signoffs.

Status: *Templates for reporting and updating the departmental Inuit Employment Plans have been developed. Initial discussions on the requirements to update the departmental IEPs and the lead department initiatives have been conducted. The departments are currently updating their lead initiatives. Departmental and Lead Department contacts have been identified*
- Assist departments in defining their overall HR Strategy to include recruitment, retention and succession planning.

Status: *Organization structure and job design, staffing and employee training advice provided on an ongoing basis.*
- Implement Phase 1 of the GN Inuit Employment Plan.

Status: *Departments are currently reviewing and updating their initiatives to be tabled in the Legislature in early 2005.*
- Implement exit interviews and share findings with departments.

Status: *Discussions are planned with departmental HR coordinators to review the draft procedures and coordination of the exit interview process for departing employees*
- Chair an *Inuit Katimaqatiriniq* Group comprised of representatives from a cross section of the Government and private sector employers. The Group will exchange views about how to incorporate IQ into operations and to seek innovative ways to balance IQ with the GN bureaucratic culture. This is in direct response to Employment Systems Review recommendation to support a peer group environment.

Status: *The Inuit Employment Division will be consulting with CLEY and with departments that have established IQ departmental committees to gather best practices within GN departments and share the findings.*

Department of Human Resources

- Develop and deliver Phase 2 of the Inuit Qaujimagatuqangit (IQ) Seminar – to include application of Inuit IQ principles of leadership and cross-cultural management.

Status: *The departments of Human Resources and CLEY jointly developed Phase 2 of the IQ Seminar that was delivered in March 2004.*

- Implement a communications strategy to promote the goals, outcomes and benefits of the Inuit Employment Plan and to ensure that core Inuit principles guide the development and implementation of all strategies, programs, and services.

Status: *The interdepartmental Communications Steering Committee is currently reviewing the Communications Strategy. This is linked to the departmental Inuit Employment Plans that form the basis for communications of department's initiatives.*

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.
- Establish, in partnership with CLEY, a Peer Group Program to support Inuit Cultural values in the workplace.
- Expand the Inuit Employment Job and Workplace Satisfaction Survey of Inuit employees to other GN departments.
- Implement the Inuit Employment Plan communications strategy.

Recruitment and Staffing

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

Objectives

- To provide quality and timely advice and service to government departments on all recruitment matters.
- To manage a transparent recruitment and staffing process.
- To ensure compliance with and to promote the Priority Hiring Policy.
- Periodic evaluation of staffing authority to the Department of Health and Social Services for nurses, to the Department of Education for teachers, and to Nunavut Arctic College for all of their staff.

Programs	Main Estimates (\$000)	2005-06	2004-05
Recruitment and Staffing		1,727	1,347
<p>The department 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 and casual staffing actions.</p>			
Summer Student Employment		950	700
<p>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. The Priority Hiring Policy applies.</p>			
Relocation		4,119	3,851
<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		6,796	5,898

Priorities (2004-05)

- Distribute updated Staffing Manual and train human resources practitioners;
Status: *Final draft of Staffing Manual completed and being reviewed by Human Resources for planned distribution in early 2005-06.*
- Provide policy advice in development of staffing sections of the Human Resources Manual;
Status: *Staffing Manual to form component of Human Resources Manual.*
- Complete the development of a process for staffing all casual positions and train human resources practitioners;
Status: *Summer Student Program Review process to be completed by December 2004. Review of Casual Hiring process has been initiated.*
- Provide training on the staffing process to human resources practitioners;
Status: *Proactive participation in the human resources practitioners' forum includes ongoing problem solving related to staffing issues.*
- Develop mechanisms to ensure that staffing process is more transparent to client departments;

Status: *Standards of service for staffing, including regular updates to managers about status of recruitment processes, have been developed and are being implemented.*

- Review Priority Hiring Policy per Cabinet Directive.

Status: *To be completed by March 31, 2005.*

Priorities (2005-06)

- Implement casual staffing guidelines consistent with Cabinet direction.
- Review delegation of casual hiring on incremental basis.
- Implement and monitor new staffing service standards.
- Distribute revised Staffing Manual and provide orientation for Human Resources practitioners.
- Implement revisions to Summer Student Program based on review conducted in 2004-05.

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

- 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.
- Maintain established organization charts.
- Train senior management of GN on Hay Job Evaluation System

Program	Main Estimates(\$000)	2005-06	2004-05
Job Evaluation		711	678
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, it provides advice to Cabinet on major reorganizations through the Deputy Minister.			
Total, Job Evaluation		711	678

Priorities (2004-05)

- Complete review with CLEY of the Language Bonus/Incentive Program;
Status: *Completed first draft. Review committee to be expanded to include Finance, NAC and CLEY. Consultation with stakeholders is the next step.*
- Continue development and implementation of key positions to enhance consistency of job evaluations across the GN.
Status: *Thirty (30) Key Positions have been developed and are now being tested.*
- Build division to capacity to support the attraction and retention of beneficiaries.
Status: *Implementation delayed due to several staff changes during the previous and current fiscal years.*
- Increase level of training for client managers in job description writing and job evaluation.
Status: *Training now offered to departments on an as required basis.*
- Complete job audits in compliance with Article 23 of the NLCA.
Status: *Job Audits are now 35% complete.*
- Initiate response to Job Evaluation Appeals.
Status: *Resolved all nursing positions under appeal. Pay Actions to be initiated in October.*
- Implement results of the nursing evaluation project.
Status: *Phase 1 of the review of Nursing positions completed covering approximately 95% of all Nursing positions. Documentation for pay actions, where appropriate, forwarded to Department of Health and Social Services*

Priorities (2005-06)

- Lead the Proposal of a Language Incentive Program for Cabinet approval.
- Document the remaining job audits and implement recommended changes to inflated qualifications job descriptions.
- Continue development and testing of approximately 30 additional key positions to improve consistency of job evaluation process.

Training and Development

Training and Development provides advice, assistance and support to departments and agencies in training and developing their staff. They develop policies and procedures that 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 learning environment and customizing learning activities to address their training and development needs.

Programs	Main Estimates (\$000)	2005-06	2004-05
Training and Development		1017	779
Specific training and development initiatives include specialized training, learning and development, the Inuktitut program, management development programs, Nunavut Public Service Studies Certificate, as well as the Employee Awards & Recognition and the GN orientation programs.			
Nunavut Law Program		175	350
The program sponsors five law school students and provides some administrative support to the Law School.			
Total, Training and Development		1,192	1,129

Priorities (2004-05)

- Work with GN departments to develop department-specific orientation activities.
Status: Human Resources and the Interdepartmental Human Resources Training Committee are developing a model that outlines respective roles of departments and central agencies.
- Work with CLEY to strengthen Inuktitut first language programming.
Status: Due to priority of Language Act, this has been deferred to 2005-06.
- Collaborate with Nunavut Arctic College to provide first language Inuktitut instructor training and develop a cadre of instructors.

Status: Six (6) instructors from Cape Dorset, Pond Inlet, Igloolik and Iqaluit were trained to provide Inuktitut language training.

- Develop Management Development Program targeted for middle and senior management.

Status: Initial scope of the program to be defined by March 31, 2005.

- Develop a learning strategy that supports the principles in the Inuit Employment Plan and the Nunavut Adult Learning Strategy.

Status: Feedback from the Training Study that is now underway will be reviewed with departments and a preliminary framework developed by March 31, 2005.

- Deliver Year 3 of Nunavut Public Service Certificate Program.

Status: Underway – will be completed by March 31, 2005.

- Disseminate guidelines for the Mentoring Program to departments for application.

Status: Workshops completed for departments and one decentralized community.

- Implement a corporate training needs strategy that includes a Needs Analysis and establishment of an interdepartmental training committee to coordinate and prioritize learning needs across the Government of Nunavut.

Status: Interdepartmental Committee has been established. Training needs strategy will be based on outcome of Training Survey presently underway.

- Complete an audit of training expenditures by department.

Status: In progress – to be completed by March 31, 2004.

- Continue partnerships with NAC to develop training programs including a Human Resources Certification Program.

Status: Training needs assessment and core competencies have been defined. First course of program will be completed by March 31, 2005.

- Finalize development of an Employee Recognition Program.

Status: Long-term service awards to be delivered in communities to approximately 300 staff. New program development deferred to 2005-06 due to resource limitations.

- Monitor and evaluate the Mentoring program.

Status: Feedback from departments to be incorporated into final version of the program.

Priorities (2005-06)

- Develop a learning strategy that will include a focused plan for decentralized services in partnership with CLEY and Nunavut Arctic College.

Department of Human Resources

- Partner with the Departments of CLEY and Education to develop a mandatory cultural orientation program.
- Develop and implement Phase 1 of the GN Leadership Development Program.
- Implement the Human Resources Practitioner certification and training program.
- Work with CLEY to strengthen Inuktitut first language programming.
- Develop a comprehensive framework for a GN-wide Employee Recognition Program.
- Communicate Education Leave program guidelines to departments and staff.

Employee Relations

The Employee Relations Branch 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

- 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 impact on employee/employer relations.
- Promote a respectful workplace through a Workplace Health, Safety and Wellness Programs.
- 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.

Programs	Main Estimates (\$000)	2005-06	2004-05
Employee Relations		1,080	1,042

Provides professional employee relations advice and services to departments and leads collective bargaining for the Government of Nunavut as mandated.

Workplace Wellness 622 598

The Workplace Wellness Program is designed to assist GN employees and their families in maintaining and or improving their overall wellbeing.

Total, Employee Relations 1,702 1,640

Priorities (2004-05)

- Complete negotiations and sign NEU collective agreement.
Status: *Successfully negotiated a new 42 month agreement with the Nunavut Employees Union.*
- Deliver training in Workplace Health, Safety and Wellness.
Status: *Delivered workshops on Violence & Sexual Harassment in the Workplace, Sexual Harassment Investigators Training, First Aid & CPR.*
- Complete the development and implementation of a Workplace Health and Safety Program.
Status: *Completed the development and implementation of a program that complies with legislation and Bathurst Mandate principles.*
- Develop options for a GN-wide policy for “Prevention of Violence in the Workplace.”
Status: *Met with the respective Unions and conducted research. Discussions with unions will continue in 2005-06.*
- Develop, print and distribute posters on prevention of sexual harassment in the workplace.
Status: *Sexual Harassment poster and pamphlets were designed, printed and distributed.*
- Continue to deliver training programs related to employee-relations issues.
Status: *Training programs were held in Cambridge Bay and Igloolik.*
- Begin the planning process to develop and implement a Performance Management Program for the Government of Nunavut.
Status: *Developed plan for pilot Performance Management program in Human Resources.*
- Develop and deliver a quarterly Employee Relations Division Newsletter.
Status: *Implemented.*

Priorities (2005-06)

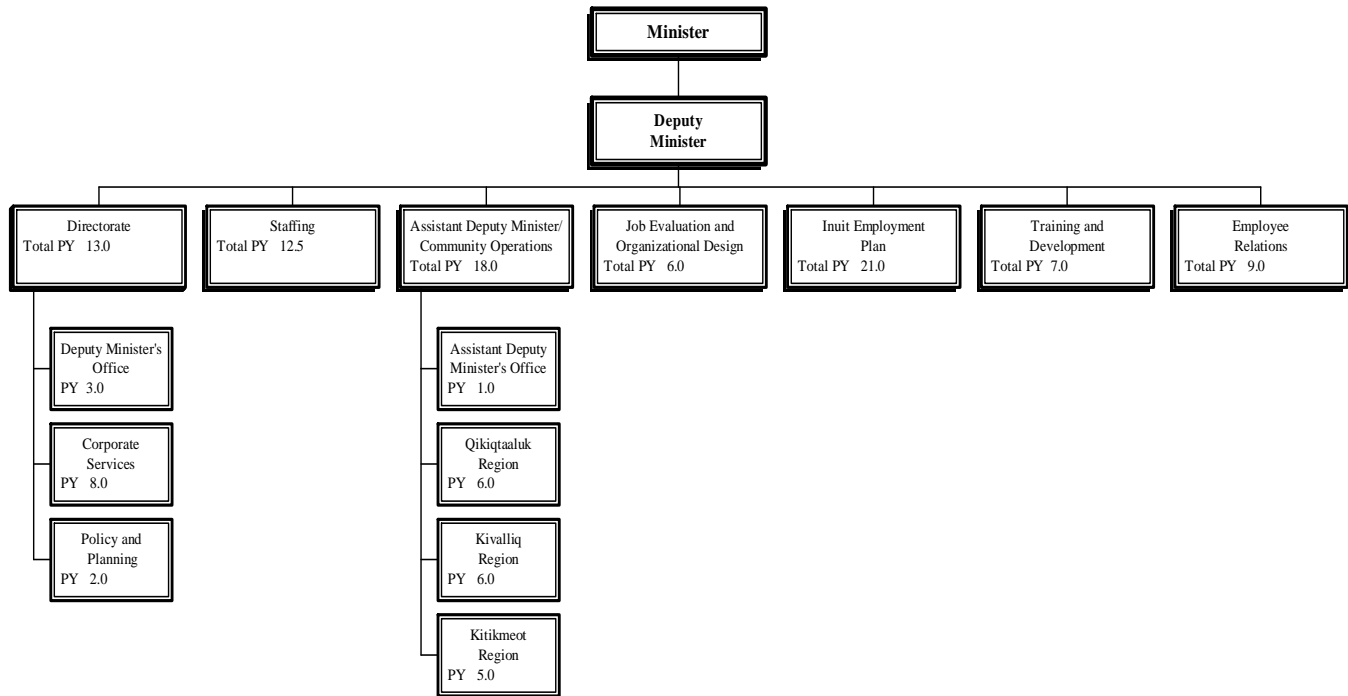
- Implement an alternative dispute resolution process that provides options to the current grievance procedure.

Department of Human Resources

- Negotiate new collective agreement with the Federation of Nunavut Teachers.
- Develop Suicide Prevention Workshops, in partnership with Departments of Health and Social Services, Education and EIA.
- Develop GN-wide policies for “Prevention of Violence in the Workplace” and an “Anti-Harassment” policy.

APPENDIX I: Accounting Structure and Financial Summary

Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	88.5
Vote 4/5 PYs	1.0
Revolving Fund PYs	0.0
TOTAL PYs	89.5

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 and legislative review and development. The division coordinates the business planning process, and 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

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

Assistant Deputy Minister / Community Operations

The Community Operations Branch is responsible for the delivery of the 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 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.

Recruitment and Staffing

The Staffing Division manages centralized recruitment services for Government of Nunavut 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 Branch 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,

advising and recommending changes in legislation and human resources policy. The branch is responsible for developing and administering a Performance Management Program in accordance with Article 23 of the NCLA and Guiding Principles of IEP.

The branch is also responsible for the planning, organizing, and implementation of Workplace Health, Safety & Wellness Program that complies with legislation and the Bathurst Mandate.

Job Evaluation and Organizational Design

The Job Evaluation and Organizational Design Branch have 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 Inuit Employment Plan Division is responsible for providing leadership in the implementation of the Inuit Employment Plan and to assist and support initiatives to increase Inuit beneficiary employment in the Government of Nunavut to a representative level. The IEP Division manages monitors and evaluates the Inuit Employment Plan Implementation Strategy over its five-year term. Its functions include collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance to Article 23 obligations and reporting on gaps, variances and barriers. The division also assists Staffing with recruitment and retention strategies.

Financial Summary

Branch	2005 – 2006		2004 - 2005	
	Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs
DIRECTORATE				
Salary	1,269	13.0	1,218	13.0
Grants & Contributions	0		0	
Other O&M	768		753	
Subtotal	2,037		1,971	
STAFFING				
Salary	6,309	13.5	1,657	10.5
Grants & Contributions	0		0	
Other O&M	487		4,241	
Subtotal	6,796		5,898	
ADM/COMMUNITY OPERATIONS				
Salary	1,859	18.0	1,770	18.0
Grants & Contributions	0		0	
Other O&M	749		734	
Subtotal	2,608		2,504	
JOB EVALUATION AND ORGANIZATIONAL DESIGN				
Salary	609	6.0	578	6.0
Grants & Contributions	0		0	
Other O&M	102		100	
Subtotal	711		678	
INUIT EMPLOYMENT PLAN				
Salary	2,056	21.0	1,956	21.0
Grants & Contributions	0		0	
Other O&M	2,294		2,249	
Subtotal	4,350		4,205	
TRAINING AND DEVELOPMENT				
Salary	883	9.0	648	7.0
Grants & Contributions	175		350	
Other O&M	134		131	
Subtotal	1,192		1,129	

EMPLOYEE RELATIONS				
Salary	913	9.0	866	9.0
Grants & Contributions	0		0	
Other O&M	789		774	
Subtotal	1,702		1,640	
TOTAL	19,396	89.5	18,025	84.5

APPENDIX III: STAFFING REPORT

Employment Summary of GN Public Service¹²

Category All Departments & Boards

	Total Positions				Inuit Employment	
	Total	Vacancies	Filled	% Capacity	Inuit Hired	% Capacity
Executive	35	3	32	91%	16	50%
Senior Management	129	14	115	89%	26	23%
Middle Management	380	70	310	82%	61	20%
Professional	1102	231	871	79%	213	24%
Paraprofessional	1020	229	791	78%	470	59%
Administrative Support	544	103	441	81%	379	86%
Total All Departments & Boards	3210	650	2560	80%	1165	46%
Department Totals						
Community & Government Services	339	89	250	74%	104	42%
Culture, Language, Elders & Youth	82	19	63	77%	34	54%
Economic Development & Transportation	126	40	86	68%	39	45%
Education	963	141	822	85%	408	50%
Environment	114	32	82	72%	37	45%
Executive & Intergovernmental Affairs	45	10	35	78%	18	51%
Finance	164	37	127	77%	44	35%
Health & Social Services	690	168	522	76%	246	47%
Human Resources	72	11	61	85%	23	38%
Justice	218	43	175	80%	59	34%
Office of the Legislative Assembly	30	5	25	83%	12	48%
Total GN Departments	2843	595	2248	79%	1024	46%
Corporations & Boards Totals						
Nunavut Arctic College	147	34	113	77%	45	40%
Nunavut Housing Corporation	71	12	59	83%	25	42%
Qulliq Energy Corporation	149	9	140	94%	71	51%
Total Corporations & Boards	367	55	312	85%	141	45%
Total	3210	650	2560	80%	1165	46%

¹² Towards a Representative Public Service; GN Department of Human Resources, June 30, 2004.

Reviewing Inuit Employment: June 1999 to June 2004

Category All Departments & Boards

	Beneficiaries				IEP (%)			
	Jun-99	Jun-03	Mar-04	Jun-04	Jun-99	Jun-03	Mar-04	Jun-04
Executive	na	17	14	16	61%	50%	47%	50%
Senior Management	na	19	25	26	22%	18%	23%	23%
Middle Management	na	59	58	61	24%	19%	20%	20%
Professional	na	192	215	213	41%	23%	25%	24%
Paraprofessional	na	420	457	470	47%	57%	59%	59%
Administrative Support	na	307	329	379	64%	81%	84%	86%
Total All Departments, Boards & Corporations	0	1014	1098	1165	44%	42%	45%	46%

Department Totals

Community Government & Transportation	23	49	53	-	53%	37%	39%	-
Community & Government Services	-	-	-	104	-	-	-	42%
Culture, Language, Elders & Youth	9	19	27	34	90%	58%	66%	54%
Economic Development & Transportation	-	-	-	39	-	-	-	45%
Education	18	401	434	408	47%	46%	49%	50%
Environment	-	-	-	37	-	-	-	45%
Executive & Intergovernmental Affairs	15	19	19	18	45%	50%	53%	51%
Finance	28	41	42	44	43%	34%	34%	35%
Health & Social Services	8	205	232	246	32%	45%	49%	47%
Human Resources	15	23	22	23	68%	37%	37%	38%
Justice	27	55	55	59	36%	31%	32%	34%
Office of the Legislative Assembly	11	14	11	12	69%	48%	44%	48%
Public Works & Services	32	71	74	-	42%	37%	41%	-
Sustainable Development	34	49	54	-	40%	40%	46%	-
Total of GN Depts	220	946	1023	1024	44%	42%	45%	46%

Board & Corporation Total

Nunavut Housing Corporation	CGT	20	26	25	CGT	37%	43%	42%
Divisional Education Councils	na	ED	ED	ED	na	ED	ED	ED
Health Boards	na	HSS	HSS	HSS	na	HSS	HSS	HSS
Nunavut Arctic College	na	48	49	45	na	44%	40%	40%
Qulliq Energy Corporation				71				51%
Total Board & Corporation	0	68	75	141	na	41%	41%	45%

Total	220	1014	1098	1165	44%	42%	45%	46%
--------------	------------	-------------	-------------	-------------	------------	------------	------------	------------