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# Government of Nunavut

**2001-2002**

**Public Service Annual Report**



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In accordance with Section 3(2) of the Public Service Act, I have the honour to submit the 2001-2002 Public Service Annual Report to the Legislative Assembly.

Respectfully Submitted,

A handwritten signature in dark ink, appearing to read "Peter Kilabuk". The signature is fluid and cursive, with the first name "Peter" written in a larger, more prominent script than the last name "Kilabuk".

Honourable Peter Kilabuk  
Minister of Human Resources

Date: November 14, 2002



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# 1. Message From The Minister

The Government of Nunavut (GN) is committed through the *Public Service Act* and the guiding principles of *Pinasuaqtavut* (Bathurst Mandate) to direct, advise and support excellence in the management of the public service.

Recognizing that our most valuable resource is our people, we are currently focusing on recruitment and retention issues and developing strategies to address these challenges. We are also helping Nunavummiut prepare and train for careers in the public service through specialized, Nunavut-based education programs such as the Akitsiraq Law School, Teacher Education and Nursing programs of Nunavut Arctic College.

It is also important to highlight our commitment to incorporating Inuit Qaujimajatuqangit into the workplace to create a work environment that supports, develops and empowers our employees.

The Department of Human Resources plays a key role in helping to achieve the goals of the Government of Nunavut and is committed to providing efficient and effective human resources services to all departments, Nunavut Arctic College and Nunavut Housing Corporation. 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.

We have achieved many accomplishments in the past year. Through a professional and dedicated public service, the Government of Nunavut is able to provide Nunavummiut the highest quality programs and services.

**NOTE:**

The sources of all statistics in this report are from data collected by the Department of Human Resources and the Department of Finance. Workforce statistics do not include casual workers.

This report does not include statistics or information relating to the Nunavut Power Corporation.

## 2. Inuit Employment Plan

The Inuit Employment Plan (IEP) was developed by the Government of Nunavut to fulfill its obligations under Article 23 of the Nunavut Land Claims Agreement (NLCA). The Plan is designed to increase Inuit Beneficiary representation in the public service. The objective of the plan is to develop a public service representative of Nunavut's population across all occupational categories over the next two decades.

The Government of Nunavut issues a quarterly report entitled "*Towards a Representative Public Service.*" The report, available on the GN web page, is a statistical analysis of how many Beneficiaries have been hired within each department of the GN. Through this analysis, the Department of Human Resources has been able to determine Inuit employment gaps.

Overall Beneficiary representation in the Government of Nunavut was at 42% in March 2002. Throughout the year Beneficiary representation in the senior management, middle management, and professional categories was below 50%. Departments have identified these groups as priority for educational and training initiatives. These occupational groups were also targeted for mentoring and succession planning programs.

Detailed trends and statistics on Beneficiary employment by community, department and occupational group are presented in the Workforce Profile section of this report.

### **IEP Implementation Strategy**

In January 2000, the Government of Nunavut's Inuit Employment Plan was approved in-principle by Cabinet with direction that an Implementation Plan be developed.

Throughout 2001-2002, the Department of Human Resources, in co-operation with the Interdepartmental Inuit Employment Implementation Plan Committee (IEIPC) and all GN departments, began developing a GN-wide Implementation Strategy and individual Departmental Implementation Plans. This work will form the blueprint for a Five-Year Plan for the period 2002-2003 to 2006-2007 for the GN to fulfill its obligations, as set out in Article 23 of the NLCA.

During the 2001-2002 fiscal year, the Department of Human Resources hired an Inuit Employment Plan Manager to lead and coordinate this considerable effort. It is anticipated that a finalized implementation strategy will be completed in the Fall of 2002.

## **Priority Hiring Policy Extension**

The Priority Hiring Policy plays an important role in ensuring that the Government of Nunavut fulfills its obligations under Article 23 of the Nunavut Land Claims Agreement. The Policy replaced the Government of the Northwest Territory's (GNWT) Affirmative Action Policy. Inuit Beneficiaries who meet the qualifications of a position and have identified their Beneficiary status are given priority consideration over all other applicants for GN job competitions.

The Policy, which is practiced by all GN Departments and is applied to all occupational categories, was originally approved in August 2000 with a sunset date of December 2001. Given the continued under-representation of Inuit Beneficiaries in GN positions, a submission to extend the Policy to 2006 was prepared. The policy extension was approved by Cabinet in January 2002.

## **Article 23 Bilateral Working Group**

Under the *Clyde River Protocol Agreement*, the Government of Nunavut and Nunavut Tunngavik Incorporated (NTI) - parties to the Nunavut Land Claims Agreement - agreed to work cooperatively on issues of mutual concern. As such, an Article 23 Bilateral Working Group was formed between the two parties in March 2002. Its broad purpose is to provide recommendations and advice to the Government of Nunavut and NTI on matters relating to increasing and maintaining Beneficiary employment in the Government to a representative level. The Article 23 Bilateral Working Group also serves as a forum for discussion of issues and initiatives relating to Article 23 of the Nunavut Land Claims Agreement.

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## **Management Development Program**

In November 2001, the Department of Human Resources developed a program framework, budget and implementation plan for a 2-year Management Development Program, to be launched in the 2002-2003 fiscal year.

This succession planning program builds on the success of programs such as the Nunavut Senior Assignment Program and Sivuliuqtiit, and is designed to prepare Beneficiaries to assume management roles and addresses the current under-representation in these positions (20% at March 31st, 2002).

The program will provide opportunities for 15 Beneficiaries to enhance their management, leadership, and specialized skills while training as Interns under the guidance of GN Senior Managers. Departments will identify target positions in accordance with their succession plans. Interns will be recruited both internally and externally to ensure the best fit for the positions.

## **Akitsiraq Law School**

Akitsiraq Law School is an accredited law school (LL.B.) program operated in partnership between the Akitsiraq Law School Society, University of Victoria Faculty of Law and Nunavut Arctic College. The Government of Nunavut, Justice Canada, RCMP and 3 regional Inuit Associations provide sponsorship support to students during the course of their education.

The Akitsiraq Law School is a Canadian first – an Aboriginal law school based outside a major university, focusing on the educational needs of Inuit in Nunavut. The development and establishment of this program has been fully supported by the Government of Nunavut with participation from and in partnership with the Department of Justice and Department of Human Resources.

Following an extensive, 2-year planning effort, Akitsiraq Law School opened its doors in September 2001, with 15 Inuit students enrolled (13 NLCA Beneficiaries). At March 31st, 2002, the Program had a high level of retention with 14 students remaining in the program (12 NLCA Beneficiaries).

A cooperative work experience model has been adopted during breaks in the term to provide opportunities to apply academic legal studies. Work placements vary from private firms and legal aid clinics to legal branches within Government.

## **Competency-Based Human Resource Management System**

One of the objectives of the Inuit Employment Plan is to implement a competency-based human resource management system throughout the Government of Nunavut. A fundamental component of this undertaking is to identify and remove barriers that may limit Beneficiaries from successfully obtaining employment and advancement opportunities within the Government of Nunavut.

The Department of Human Resources successfully integrated Behaviour Descriptive Interviewing into its staffing practices in 2001-2002, thereby enabling a candidate to focus on what they are capable of doing rather than on their educational qualifications. Development, review and refinement of core, cultural, departmental and cross-departmental competencies was also completed.

# 3. Human Resources Development

The Government of Nunavut is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resource development and management. In keeping with this commitment, the Department of Human Resources places great emphasis on recruiting, retaining and developing GN employees.

## Recruitment

### *Staffing Capacity*

The Government of Nunavut has continued to work hard at capacity building. As of March 2002, there were 2,927 full time positions with GN and there were 2,253 full time employees. The staffing capacity was at 77%. In comparison, the staffing capacity of GN in March 2001 was 80% with 2,717 full time positions and 2,171 full time employees. Full time positions increased by 210 from 2001 to 2002.

For March 2002, paraprofessional had the lowest staffing capacity at 71% among all employee groups, followed by administrative support at 73%. Executive and senior management positions had the highest capacity (100% and 92% respectively).

The following tables present a 2-year staffing capacity summary by community, department and occupational category.

## Capacity Distribution by Community

COMMUNITY	2000-2001			2001-2002		
	Total Positions	Vacancies	% Capacity	Total Positions	Vacancies	% Capacity
<b>BAFFIN</b>						
Arctic Bay	37	2	95%	39	5	87%
Cape Dorset	81	21	74%	92	23	75%
Clyde River	38	2	95%	42	6	86%
Grise Fiord	13	1	92%	17	4	76%
Hall Beach	30	2	93%	34	7	79%
Igloolik	109	27	75%	128	41	68%
Iqaluit	1064	272	74%	1129	288	74%
Kimmirut	30	0	100%	34	6	82%
Nanisivik	11	6	45%	16	6	63%
Pangnirtung	85	11	87%	98	20	80%
Pond Inlet	100	23	77%	109	25	77%
Qikiqtarjuaq	28	0	100%	30	7	77%
Resolute Bay	19	3	84%	23	9	61%
Sanikiluaq	36	2	94%	38	4	89%
<b>KIVALLIQ</b>						
Arviat	142	28	80%	146	20	86%
Baker Lake	91	8	91%	94	13	86%
Chesterfield Inlet	21	2	90%	24	6	75%
Coral Harbour	35	2	94%	35	3	91%
Rankin Inlet	273	35	87%	281	59	79%
Repulse Bay	26	2	92%	26	1	96%
Whale Cove	16	2	88%	18	3	83%
<b>KITIKMEOT</b>						
Bathurst Inlet	1	1	0%	1	0	100%
Cambridge Bay	173	43	75%	188	53	72%
Gjoa Haven	65	13	80%	68	12	82%
Kugluktuk	109	30	72%	120	30	75%
Kugaaruk	27	3	89%	34	8	76%
Taloyoak	33	1	97%	38	9	76%
Umingmaktok	1	1	0%	1	0	100%
<b>OTHER</b>						
Winnipeg	7	0	100%	7	1	86%
Churchill	12	2	83%	14	5	64%
Ottawa	4	1	75%	3	0	100%
<b>TOTAL ALL</b>	<b>2717</b>	<b>546</b>	<b>80%</b>	<b>2927</b>	<b>674</b>	<b>77%</b>

## Capacity Distribution by Department

DEPARTMENT	2000-2001			2001-2002		
	Total Positions	Vacancies	% Capacity	Total Positions	Vacancies	% Capacity
Community Government & Transportation	165	52	68%	183	39	79%
Culture, Language, Elders & Youth	45	20	56%	41	13	68%
Education	918	35	96%	933	76	92%
Executive & Intergovernmental Affairs	43	12	72%	44	8	82%
Finance & Administration	147	67	54%	148	50	66%
Health & Social Services	590	155	74%	682	265	61%
Housing Corporation	58	14	76%	59	11	81%
Human Resources	52	6	88%	58	7	88%
Justice	194	57	71%	197	52	74%
Legislative Assembly	29	5	83%	31	6	81%
Nunavut Arctic College	102	16	84%	160	50	69%
Public Works & Services	228	65	71%	234	59	75%
Sustainable Development	146	42	71%	157	38	76%
<b>Total of GN Departments</b>	<b>2717</b>	<b>546</b>	<b>80%</b>	<b>2927</b>	<b>674</b>	<b>77%</b>

## Capacity Distribution by Occupational Categories

OCCUPATIONAL CATEGORY	2000-2001			2001-2002		
	Total Positions	Vacancies	% Capacity	Total Positions	Vacancies	% Capacity
Executive	31	2	94%	36	0	100%
Senior Management	123	19	85%	123	10	92%
Middle Management	285	59	79%	303	68	78%
Professional	875	156	82%	964	173	82%
Paraprofessional	939	224	76%	1005	291	71%
Administrative Support	464	86	81%	496	132	73%
<b>TOTAL</b>	<b>2717</b>	<b>546</b>	<b>80%</b>	<b>2927</b>	<b>674</b>	<b>77%</b>

## **Staffing**

For the 2001-2002 fiscal year, job competitions were held for 491 positions. This number does not include teaching and specialized health care positions nor does it include direct appointments and transfers.

During this period a total of 8,182 individuals applied for the 491 positions. Of the 491 positions, 350 positions were filled by new hires. A total of 129 positions were re-advertised during the fiscal year.

A breakdown of job applicants and hires by gender and Beneficiary status is contained below.

### Job Competitions

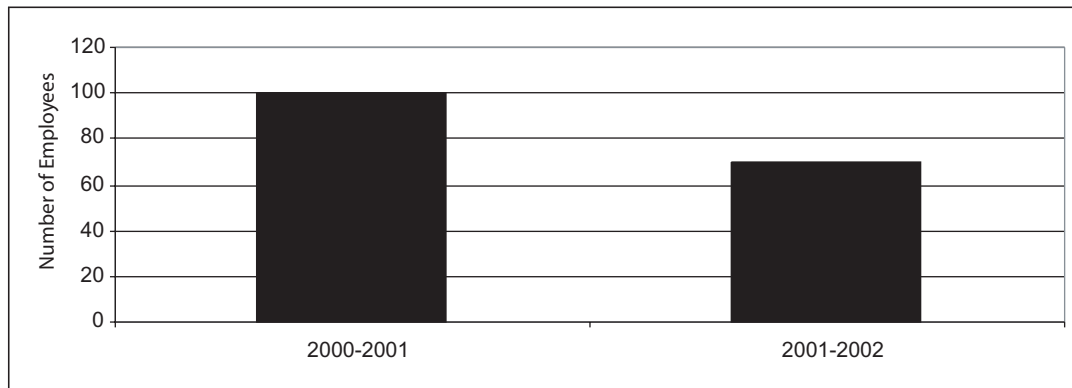
<b>POSITIONS ADVERTISED</b>	<b>491</b>								
<b>COMPETITIONS HELD</b>	<b>430</b>								
		<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Beneficiary</b>	<b>%</b>	<b>Non-Beneficiary</b>	<b>%</b>
<b>Applicants</b>	<b>8182</b>	4985	61%	3197	39%	875	11%	7307	89%
<b>Actual Hires</b>	<b>350</b>	137	39%	213	61%	118	34%	232	66%

## ***Direct Appointment***

The Direct Appointment process is used by the Government of Nunavut, in certain circumstances, to achieve a qualified and representative public service. Direct Appointments support fair and equitable career development and support the GN's Priority Hiring Policy. Direct Appointments are also used in situations where the regular recruitment process has been unsuccessful with hard to staff positions. Cabinet approves all Direct Appointments.

During the 2001-2002 fiscal year, Cabinet approved a total of seventy Direct Appointments. Of the seventy approved direct appointments, forty-six (66%) have been for Inuit Beneficiaries.

### Direct Appointments



## **Employee Retention**

### ***Turnover***

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. The Department of Human Resources considers retention as one of its major priorities and is taking a more in-depth analysis of the issue, while enhancing and developing strategies and programs that contribute to employee retention.

Details on employee turnover rates can be found in the Workplace Profile section of this report.

## ***Employee Orientation Program***

The Government of Nunavut's Employee Orientation Program (EOP) is designed to provide all new GN employees with a general orientation to Nunavut, its language and culture, the Government departments and employees' pay and benefits. This orientation complements each department's internal orientation initiatives. It is conducted in coordination and in consultation with community operations.

Sessions were delivered in Iqaluit, Pangnirtung and Kugluktuk during the 2001-2002 fiscal year. An information orientation package that is customized to each region was also developed. New employees are provided with this orientation package as a way to prepare them for working in Nunavut and within the GN.

The Department of Human Resources is also developing a self-directed CD ROM for new GN employees. Preliminary planning for the content and structure of the CD ROM was undertaken in 2001-2002 and completion is scheduled for late 2002-2003.

## ***Exit Surveys***

The Government of Nunavut is committed to providing quality programs and a good working environment for all staff. In 2001-2002, the Department of Human Resources introduced exit surveys as a means of gathering qualitative information from departing employees in order to identify work environment issues that contribute to both retention and turnover.

Through a series of structured questions, exiting employees are provided an opportunity to voice concerns and make suggestions regarding such issues as compensation and benefits, management, and overall working conditions.

Aggregate data from completed surveys is collected and analyzed by the Department of Human Resources. Trends identified will be used to assist in the design and development of new programs and services for employees, as well as department-specific retention plans.

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### ***GN Workplace Wellness Program***

The Government of Nunavut is committed to investing in its people and promoting a healthy and harmonious workplace. The Department of Human Resources launched a Workplace Wellness pilot program in November 2000 as a means of assisting employees and their family members in recognizing and addressing personal and work-related problems.

The pilot program currently includes toll-free telephone assessment, a variety of workshops, linkages with community wellness resources, referral and professional counselling for all Government of Nunavut employees. The telephone counselling program provides services in English and French and includes the use of an interpreter for Inuktitut and Inuinnaqtun speaking employees, thereby ensuring equal access by all employees to this important service.

The following table shows utilization rates of the Workplace Wellness Program's telephone counselling service from April 2001 to March 2002.

## Workplace Wellness Program Utilization Rates

<b>EMPLOYEE POPULATION</b>	<b>2200</b>	
Employees using EAS	59	
Utilization rate	2.68%	
<b>CLIENT CATEGORY</b>	<b>#</b>	<b>%</b>
Client	55	93.2 %
Family	4	6.8 %
<b>TOTAL</b>	<b>59</b>	<b>100.0%</b>
<b>CLIENT GENDER</b>		
Females	38	64.4 %
Males	21	35.6 %
<b>TOTAL</b>	<b>59</b>	<b>100.0%</b>
<b>AGE DISTRIBUTION OF CLIENTS</b>		
20 – 29	13	22.0 %
30 – 39	20	33.9 %
40 – 49	20	33.9 %
50 – 59	6	10.2 %
<b>TOTAL</b>	<b>59</b>	<b>100.0%</b>
<b>REFERRED BY</b>		
Self	43	72.9 %
Supervisor/Manager	5	8.5 %
Family	2	3.4%
Union	0	0.0 %
Peer	2	3.4 %
Promotional Material	7	11.8 %
<b>TOTAL</b>	<b>59</b>	<b>100 %</b>
<b>ASSESSMENT TYPE</b>		
Substance Abuse (Self)	9	15.2 %
Family / Marital	29	49.2 %
Psychological Health	7	11.8 %
Career	2	3.4 %
Conflict / Peer	0	0.0 %
Conflict / Super	1	1.7 %
Work Related	11	18.7 %
<b>TOTAL</b>	<b>59</b>	<b>100.0%</b>

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## ***Workplace Wellness Survey***

In order to develop an effective “Made In Nunavut” Workplace Wellness Program for Government of Nunavut employees and their dependents, the Workplace Wellness Advisory Group, comprised of representatives from different GN departments, regional/ community representatives and both unions, conducted a very detailed and comprehensive employee survey which addressed wellness issues such as job satisfaction and aspirations, physical workplace, healthy living and cross-cultural work environment.

The survey questionnaire was available in Inuktitut, Inuinnaqtun, English and French. Distribution of the survey began in October 2001 and collection of completed surveys concluded in February 2002. Survey coordinators were identified in communities to assist with the distribution and collection of the questionnaire and to answer any questions pertaining to the survey.

## Employee Development

### *Learning and Development Opportunities*

In the Government of Nunavut's rapidly changing corporate culture, learning has been embraced as an essential for GN staff's personal and organizational growth. The Department of Human Resources' Training and Development Division is committed to providing diverse learning and development opportunities and events to improve the skill level and knowledge base of GN employees. Over thirty-five percent (35%) of GN staff participated in learning and development activities in 2001-2002.

#### Participation by Region 2001-2002

<b>REGION</b>	<b>Participants</b>	<b>%</b>
Iqaluit	330	44
Kitikmeot	178	24
Kivalliq	144	19
Qikiqtaaluk	95	13
<b>TOTAL</b>	<b>747</b>	<b>100</b>

*\* Due to the large number of GN staff, Iqaluit has been listed separately.*

Throughout 2001, the Department of Human Resources offered over a hundred formal learning activities in all regions and in most communities in Nunavut. Special emphasis and priority was given to providing events in communities where there are incremental or decentralized positions, such as Pangnirtung, Pond Inlet, Igloolik and Kugluktuk.

These short learning events and opportunities are designed to improve employees' abilities in their current positions and to help prepare them for future horizontal and lateral career advancement. These events include computer applications, office procedures and management, project management, financial management, presentation skills, government writing and alternative dispute resolution.

## ***Inuktitut/Inuinnaqtun Language Training***

The Department of Human Resources, in partnership with Nunavut Arctic College and CLEY, has delivered an Inuktitut/Inuinnaqtun language training program for GN employees. All new GN employees who are not conversant in Inuktitut/Inuinnaqtun are required to participate in the program to acquire rudimentary language skills.

In the 2001-2002 fiscal year, courses were offered in the following communities:

### Language Training Participants 2001-2002

<b>COMMUNITIES</b>	<b>Region</b>	<b># of participants</b>	<b>Level</b>
Iqaluit	Qiqiktaaluk	66	I
Iqaluit	Qiqiktaaluk	26	II
Igloolik	Qiqiktaaluk	1	I
Cambridge Bay	Kitikmeot	9	I
Gjoa Haven	Kitikmeot	7	I
Kugluktuk	Kitikmeot	8	I

The cost of running the 2001-2002 language program was \$100,000. Evening courses were offered to accommodate teachers, nurses, and college instructors outside of Iqaluit. Dialect and curriculum changes were made for programs offered in decentralized communities. Inuktitut Level Two was implemented and delivered in Iqaluit in January 2002 and will be provided in other communities as demand increases.

## ***Specialized Training Initiative***

The Specialized Training Initiative was in its second year in 2001-2002 after a successful pilot program the previous year. The purpose of this program is to develop technical, job-specific competencies and address the unique learning needs of a department, division, or position. Departments are responsible for proposal development as well as the design, coordination and administration of training. The program budget was \$250,000 supporting a total of 15 training proposals.

### 2001-2002 Specialized Training Initiatives

<b>SPECIALIZED TRAINING PROGRAM</b>	<b>Department</b>	<b>Participants</b>	<b>Beneficiary Participation</b>
1 Management Certificate	Public Works & Services	5	5
2 Check Point Firewall Management	Legislative Assembly	1	0
3 National Building Code	Housing Corporation	11	4
4 CD ROM Development/Design	Education	10	7
5 Maintenance Management Operating System	Public Works & Services	4	1
6 AutoCAD 2002	Housing Corporation	3	1
7 REIC Mortgage Lending	Housing Corporation	14	5
8 Financial Competency Development	Justice	8	4
9 REIC Negotiation/Documentation	Public Works & Service	12	5
10 Wildlife Officer Conference	Sustainable Development	34	20
11 Chemical Immobilization/Capture	Sustainable Development	3	1
12 School Management Software	Education	14	2
13 Attention Deficit/Hyperactive Disorder Training	Education	10	1
14 Phonological Awareness	Education	7	5
15 Critical Thinking/Effective Questioning Teacher Workshop	Education	10	1
<b>TOTAL</b>		<b>146</b>	<b>62</b>

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### ***Certificate in Nunavut Public Service Studies***

The Department of Human Resources partnered with Carleton University and Nunavut Arctic College to initiate development of a Certificate in Nunavut Public Service Studies. The Certificate is customized to the needs of the GN, its departments and its employees. This customization includes an innovative mix of pedagogy, tailored curriculum with a Nunavut focus, and course delivery by faculty members who have a long-term commitment to northern research and education.

The Certificate program, which will be equivalent to two years of a Bachelor's degree program, will be offered in the winter of 2003.

### ***Summer Student Employment Program***

The Government of Nunavut's Summer Student Employment Program has been very successful since its inception in 1999. The program is designed to encourage Nunavummiut to continue with their education and provide meaningful employment opportunities to students. Hiring priorities for the program are in the order of (1) Inuit Beneficiaries and (2) Nunavut Students.

In 2001-2002, 71 summer student positions were offered. Out of those positions, 51 (72%) were Inuit Beneficiaries. The Program budget was \$350,000. All funds available for the program were utilized.

## 4. Job Evaluation

The Department of Human Resources' Job Evaluation Division has the responsibility of rating or evaluating all non-teaching position descriptions against the Hay Guide Chart job evaluation method. This process determines a pay range for purposes of salary administration. A total of 1,145 Job Evaluation Actions were processed during 2001-2002. Additionally, approximately 1,200 Casual Staffing Actions were processed for assignment of an appropriate pay range.

### **Bilingual Bonus**

An employee may receive a bilingual bonus of \$1,500 per year when they use more than one of the official languages of Nunavut in their job. To receive that bonus, the employee's position must be established as eligible. An employee is eligible for receiving a bilingual bonus if the duties of the job as outlined in the job description would be benefited by the use of more than one of the official languages. The language must also serve members of the community or region.

At March 31<sup>st</sup>, 2002, a total of 392 employees were receiving bilingual bonus. This number does not include language allowance recipients under the Federation of Nunavut Teachers (FNT).

### **Bilingual Bonus Policy Review**

The current bilingual bonus program was transferred from the GNWT and was based on the territory's 8 official languages. Nunavut has a clearly expressed mandate to make Inuktitut/Inuinnaqtun its working language, and has four official languages (Inuktitut, Inuinnaqtun, English and French). To meet this fundamental difference, an Interdepartmental Committee has been established to review both the Bilingual Bonus Policy and how a bilingual bonus should be administered. The focus of the review is to ensure the program continues to compensate those public servants who use more than one of the official languages in the course of their duties. The intent of the program will also be to serve as an instrument of support in moving towards Inuktitut/Inuinnaqtun as the working language of the Government.

# 5. Labour Relations

## **Collective Bargaining**

### ***Federation of Nunavut Teachers***

The Federation of Nunavut Teachers (FNT) represents 616 teachers. The FNT three-year contract expires on June 30, 2002.

The Government of Nunavut and the FNT commenced negotiations in February 2002. Both the union and management have exchanged proposals and have met on three different occasions, with a final session tentatively planned for October 2002.

### ***Nunavut Employees Union***

The Nunavut Employees Union (NEU) represents all employees, except members of the FNT, Senior Management and Excluded employees.

The former agreement, negotiated before the Government of Nunavut was formed, expired on March 31, 2000. On June 20, 2001, following negotiations, mediation and brief strike action, a "Made in Nunavut" collective agreement between the Government of Nunavut and its public service employees was signed.

The package resulted in salary increases of over 9% over the life of the agreement and increased benefits for employees including enhancements to the language allowance, significant increases in the northern allowance and support for health care and expanded parental leave

A new initiative being launched as a result of the new agreement allows Government of Nunavut employees to begin accumulating their Nunavut Northern Allowance so that it can be paid out as a lump sum.

## Grievances and Arbitration

The grievance and arbitration processes are used to resolve disputes between employees or the unions and the Government of Nunavut.

The Department of Human Resources continues to work with departments, the NEU and the FNT on improving grievance procedures to allow for meaningful discussion to proactively resolve workplace issues.

The following list represents active grievances at March 31<sup>st</sup>, 2002.

	<b>Policy Grievance</b>	<b>Group Grievance</b>	<b>Individual Grievance</b>	<b>Total</b>
NEU	25	3	83	<b>111</b>
FNT	0	0	4	<b>4</b>

**Policy Grievance:** (also referred to as the Union Grievance). Where the union brings forth a complaint alleging a breach of the collective agreement. The more persons who are being dealt with by a grievance, the more it appears to be a policy grievance.

**Group Grievance:** a number of individual grievances that centre on the same basic set of facts. Filed by the union, on behalf of all of the grievors.

**Individual Grievance:** a grievance that affects the individual grievor. Filed by one person, either by that person, or by the union on behalf of that person.

# Staffing Appeals

The staffing appeals process allows an employee or eligible Beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted. The Department of Human Resources provides a staffing appeals process to qualified appellants. The regions have the capacity to deliver staffing appeals hearings. An appeal hearing provides an objective review of the staffing process. The total number of appeals in 2001-2002 was 13.

## Staff Appeals 2001-2002

REGION	Total	Withdrawn	Denied	Upheld
Baffin	3	0	2	1
Kivalliq	7	0	6	1
Kitikmeot	3	0	3	0
<b>TOTAL</b>	<b>13</b>	<b>0</b>	<b>11</b>	<b>2</b>

# Pay Equity

In 1989 the Public Service Alliance of Canada (PSAC) filed an equal pay for work of equal value complaint against the GNWT. The complaint covered a variety of public service employees covered by the main GNWT – Union of Northern Workers collective agreement(s) and was referred to the Canadian Human Rights Tribunal (CHRT) for resolution in 1998.

The CHRT began hearing evidence in June 1999. By early 2002, after over 100 days of hearing, the PSAC and the Canadian Human Rights Commission (CHRC) had presented most of their evidence and the GNWT was preparing to commence its defense. While the CHRT process proceeded, the two parties, with the assistance of the CHRC, continued their efforts to reach a negotiated settlement.

Although the GN is not named as a Respondent in the complaint, the case has serious financial implications. As required under the Assets and Liabilities Agreement entered into on Division, GN would have to pay 44.34% of any pay equity settlement. In 2001-2002, GN continued to jointly participate in the hearing process with legal counsel for the GNWT.

## 6. Human Resources Management System

The Department of Human Resources inherited the GNWT's Information System in April 1999. This system was outdated, was not Y2K compliant, and was not serviced past December 1999. As a result, the Department maintained a series of manual and electronic databases making retrieval of information limiting, difficult and time consuming.

In March 2002, the Government of Nunavut implemented an interim Human Resource Information System, ADP's HR Resource Partner (HRRP). User training and implementation plans were also developed. The system is not linked with the ADP payroll system and has limited capabilities.

The Government of Nunavut still requires an integrated Human Resource Information and Payroll System (HRIPS) to respond to inquiries, provide statistical analysis of the Public Service and report on all aspects related to payroll, positions etc. The Departments of Finance, Human Resources and Public Works are working together to purchase an integrated HRIPS. It is anticipated that initial implementation of a new system will begin in the 2003-2004 fiscal year.

## 7. Decentralization

The Government of Nunavut's commitment to decentralization reflects the expectations and priorities identified by Nunavummiut. Decentralization ensures that Nunavummiut benefit directly from the establishment of significant government operations at the community level. This initiative also brings government closer to the people, while increasing employment and training opportunities in the communities.

In the 2000-2001 fiscal year, the Government of Nunavut introduced a three-year plan for the implementation of decentralization. This plan identified 195 decentralized positions, as well as incremental positions (new positions created with the establishment of Nunavut) which would be located throughout ten communities.

The first phase of decentralization identified 72 positions that were transferred out of Iqaluit.

### Decentralization Phase I

<b>DEPARTMENT</b>	<b>Community</b>	<b>Positions</b>
Community Government & Transportation	Cape Dorset	25
Education	Pangnirtung	15
Public Works & Services	Pond Inlet	24
Sustainable	Pond Inlet	8
<b>TOTALS</b>		<b>72</b>

In May 2001 the second phase of decentralization saw an additional 61 positions being transferred out of Iqaluit.

### Decentralization Phase II

<b>DEPARTMENT</b>	<b>Community</b>	<b>Positions</b>
Finance	Igloolik	17
Health & Social Services	Pangnirtung	25
Nunavut Arctic College	Arviat	13
Public Works & Services	Pond Inlet	6
<b>TOTALS</b>		<b>61</b>

One of the key objectives of decentralization is to provide employment and training opportunities at the community level. Recruitment drives and job fairs have been held in decentralized communities to ensure local residents are aware of positions and receive information about how to apply to jobs in the GN.

The Department of Human Resources also signed an agreement with Nunavut Arctic College to deliver training programs for the decentralized communities including pre-employment, staff training and specialized/custom training to ensure that all staff located in decentralized communities get an opportunity to receive training.

One of the successful decentralization initiatives was achieved in 2001-2002 involving the establishment of the Regional Office of the Finance Department in Igloolik. The department hired twelve local residents of Igloolik as casuals to undertake finance training in Iqaluit before they become permanent employees.

## 8. Workforce Profile

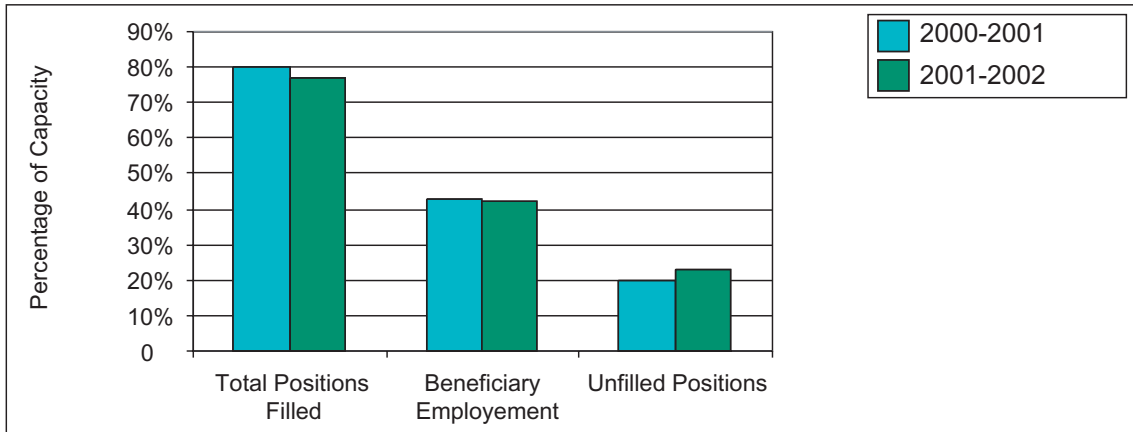
The Department of Human Resources is continuing to enhance information collection mechanisms through the development and implementation of the HRRP information system. Recognizing the importance of having a workforce profile which would enable the Government to undertake human resource analysis and policy development, particular effort was taken to present the workforce profile in this report.

The information contained in this section of the report is extracted from payroll data as of March 2002 and the March 2001 and 2002 issues of *"Towards a Representative Public Service."*

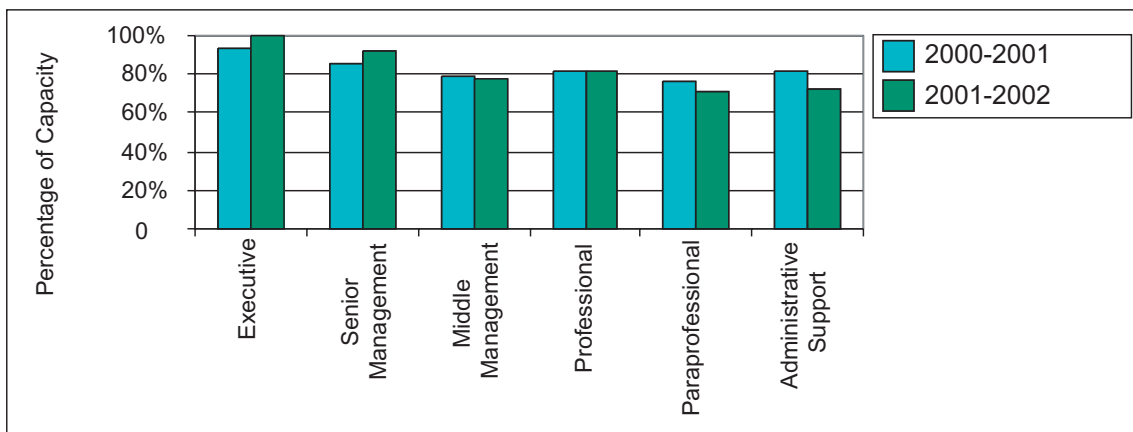
In March 2002, the average employee was 40 years of age, earned approximately \$59,700 a year and had 4.9 years of service. The average Beneficiary male employee was 41 years of age, earned approximately \$52,700 a year and had 6.7 years of service. The average Beneficiary female employee was 39 years of age, earned approximately \$48,900 a year and had 6.3 years of service. In the non-Beneficiary group, the average male employee was 42 years of age, earned approximately \$71,000 a year and had 4 years of service. The average female employee was 40 years of age, earned \$62,800 a year and had 3.6 years of service.

The following illustrative charts and graphs provide addition detailed workforce statistics on staffing capacity, competition statistics, beneficiary employment, distribution of employees by gender, salary, years of service, age and pay group and employee retention.

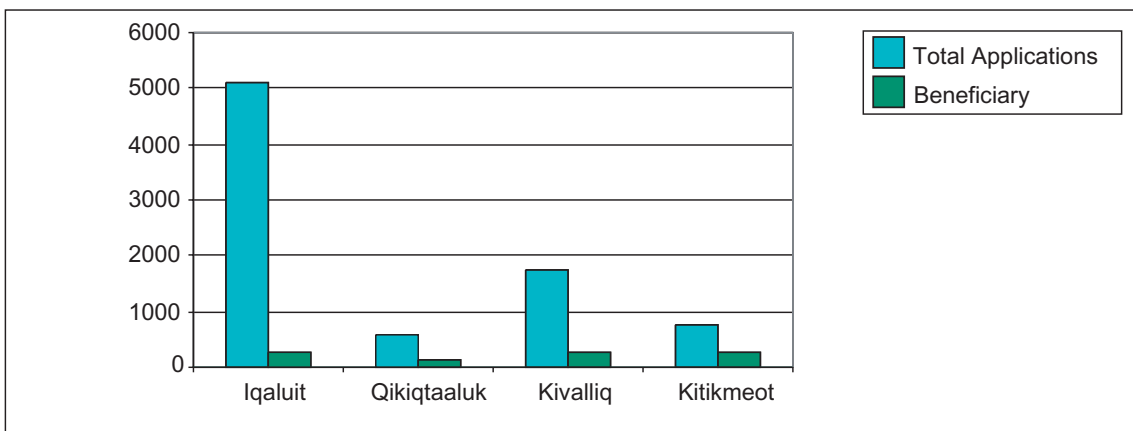
## Staffing Capacity



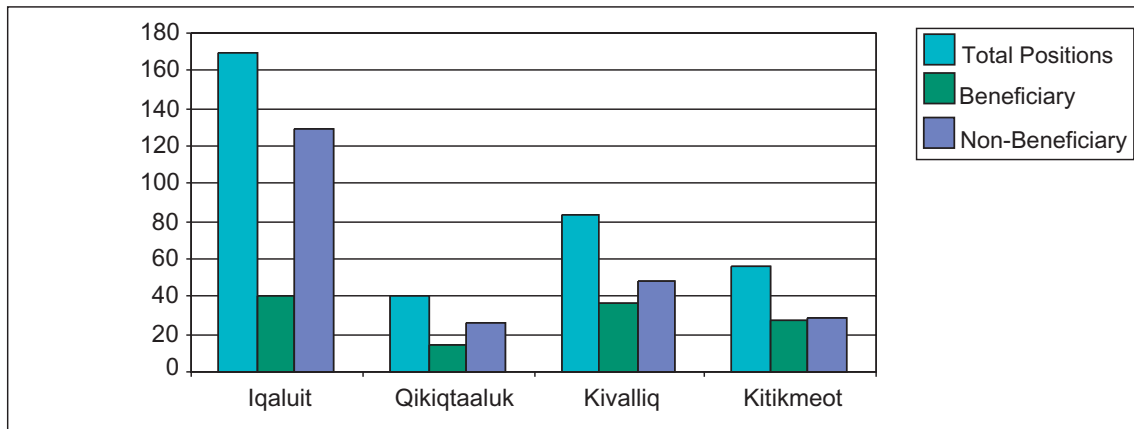
## Capacity Distribution by Occupational Category



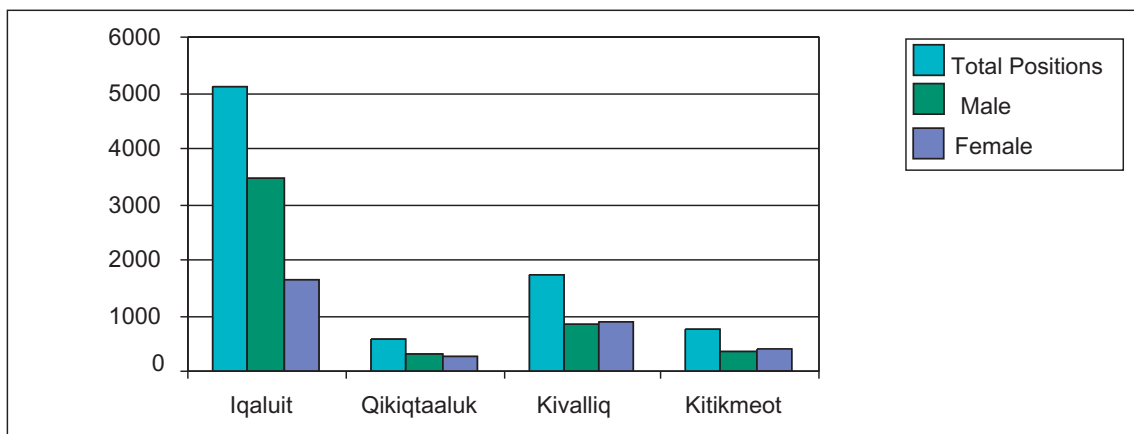
## Total Applications – March 2002



### Actual Hires – March 2002



### Applicants by Gender – March 2002



## Beneficiary Employment By Occupational Category

OCCUPATIONAL CATEGORY	2000-2001			2001-2002		
	Total Positions	Beneficiary Employees	% Beneficiary Employees	Total Positions	Beneficiary Employees	% Beneficiary Employees
Executive	31	16	55%	36	15	42%
Senior Management	123	21	20%	123	23	20%
Middle Management	285	38	17%	303	45	19%
Professional	875	177	25%	964	162	20%
Paraprofessional	939	391	55%	1005	396	55%
Administrative Support	464	300	79%	496	294	81%
<b>TOTAL</b>	<b>2717</b>	<b>943</b>	<b>43%</b>	<b>2927</b>	<b>935</b>	<b>42%</b>

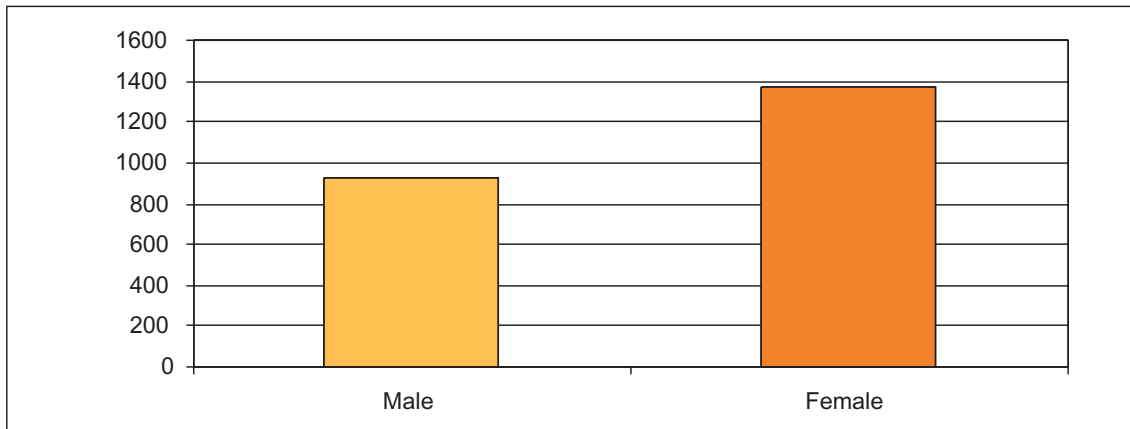
## Beneficiary Employment By Community

COMMUNITY	2000-2001			2001-2002		
	Total Positions	Beneficiary Employees	% Beneficiary Employees	Total Positions	Beneficiary Employees	% Beneficiary Employees
<b>BAFFIN</b>						
Arctic Bay	37	22	63%	39	20	59%
Cape Dorset	81	32	53%	92	31	45%
Clyde River	38	18	50%	42	18	50%
Grise Fiord	13	5	42%	17	6	46%
Hall Beach	30	17	61%	34	14	52%
Igloolik	109	39	48%	128	40	46%
Iqaluit	1064	242	31%	1129	240	29%
Kimmirut	30	15	50%	34	14	50%
Nanisivik	11	2	40%	16	7	70%
Pangnirtung	85	42	57%	98	45	58%
Pond Inlet	100	43	56%	109	46	55%
Qikiqtarjuaq	28	16	57%	30	15	65%
Resolute Bay	19	6	38%	23	5	36%
Sanikiluaq	36	21	62%	38	20	59%
<b>KIVALLIQ</b>						
Arviat	142	64	56%	146	66	52%
Baker Lake	91	40	48%	94	39	48%
Chesterfield Inlet	21	12	63%	24	9	50%
Coral Harbour	35	22	67%	35	20	63%
Rankin Inlet	273	111	47%	281	99	45%
Repulse Bay	26	10	42%	26	11	44%
Whale Cove	16	8	57%	18	8	53%
<b>KITIKMEOT</b>						
Bathurst Inlet	1	0	0%	1	1	100%
Cambridge Bay	173	55	42%	188	56	41%
Gjoa Haven	65	31	60%	68	30	54%
Kugluktuk	109	35	44%	120	40	44%
Kugaaruk	27	13	54%	34	13	50%
Taloyoak	33	15	47%	38	15	52%
Umingmaktok	1	0	0%	1	1	100%
<b>OTHER</b>						
Winnipeg	7	3	43%	7	3	50%
Churchill	12	3	30%	14	2	22%
Ottawa	4	1	33%	3	1	33%
<b>TOTAL ALL</b>	<b>2717</b>	<b>943</b>	<b>43%</b>	<b>2927</b>	<b>935</b>	<b>42%</b>

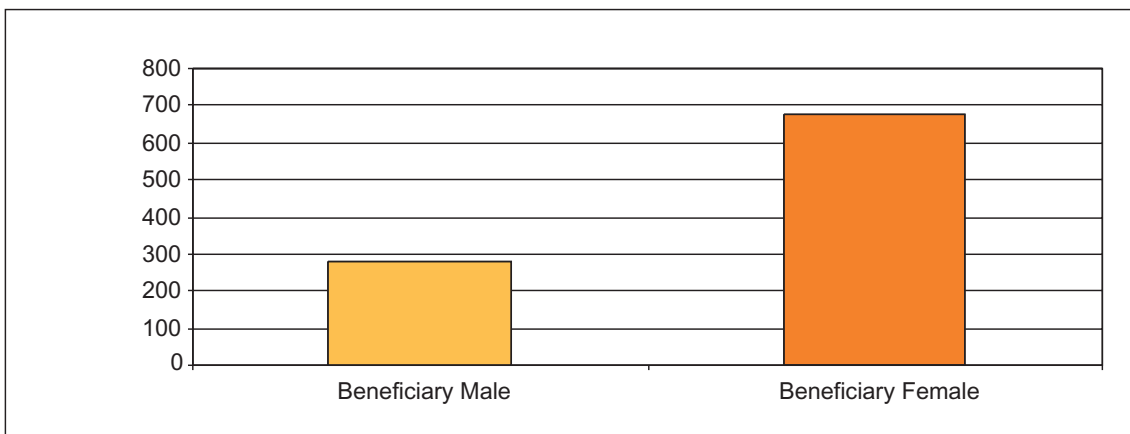
## Beneficiary Employment By Department

DEPARTMENT	2000-2001			2001-2002		
	Total Positions	Beneficiary Employees	% Beneficiary Employees	Total Positions	Beneficiary Employees	% Beneficiary Employees
Community Government & Transportation	165	50	44%	183	55	38%
Culture, Language, Elders & Youth	45	19	76%	41	22	79%
Education	918	427	48%	933	400	47%
Executive & Intergovernmental Affairs	43	11	35%	44	16	44%
Finance & Administration	147	28	35%	148	23	23%
Health & Social Services	590	181	42%	682	175	42%
Housing Corporation	58	21	48%	59	20	42%
Human Resources	52	14	30%	58	16	31%
Justice	194	43	31%	197	46	32%
Legislative Assembly	29	13	54%	31	11	44%
Nunavut Arctic College	102	25	29%	160	39	35%
Public Works & Services	228	73	45%	234	71	41%
Sustainable Development	146	38	37%	157	41	34%
<b>Total of GN Departments</b>	<b>2717</b>	<b>943</b>	<b>43%</b>	<b>2927</b>	<b>935</b>	<b>42%</b>

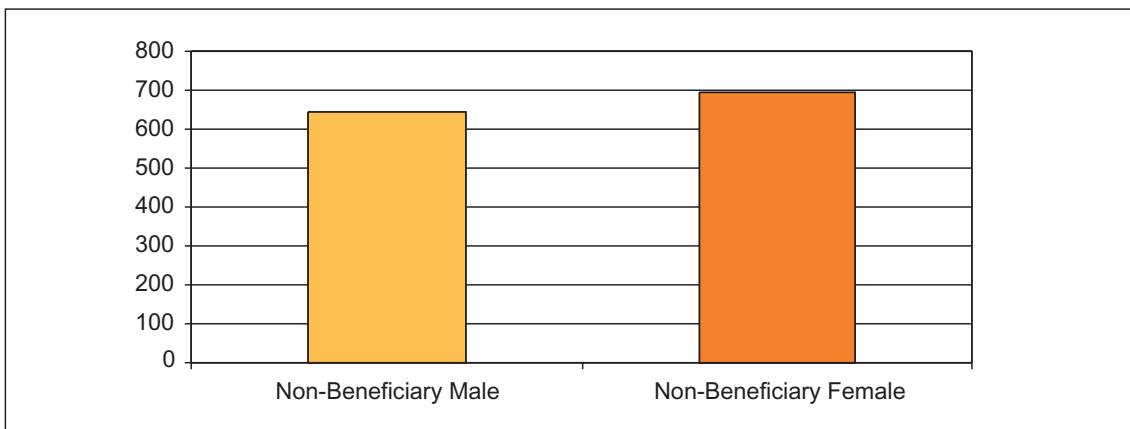
### Employees by Gender – March 2002



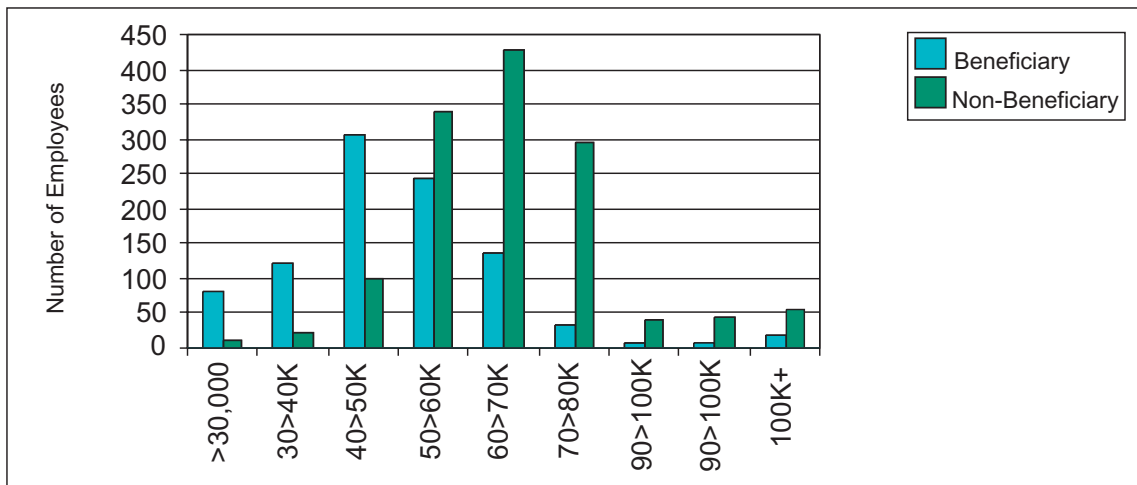
### Beneficiary Employees by Gender – March 2002



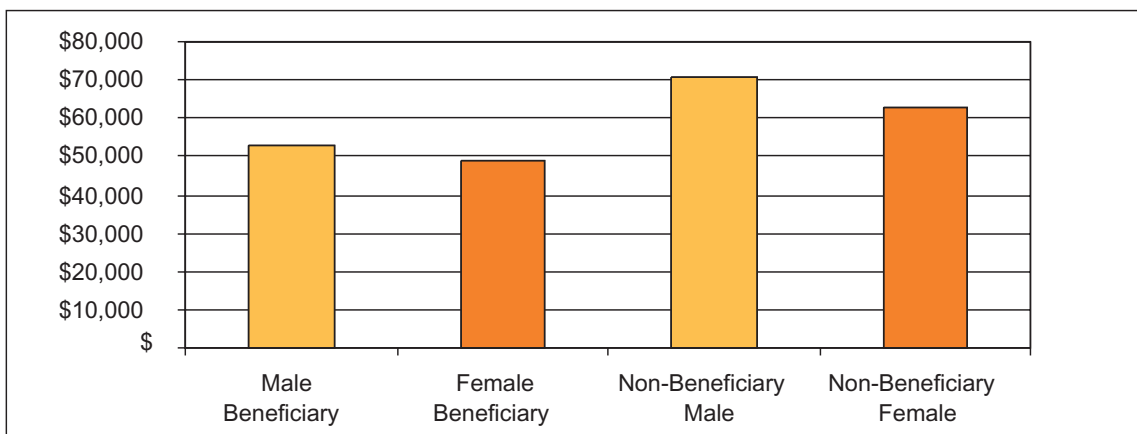
### Non-Beneficiary Employees by Gender – March 2002



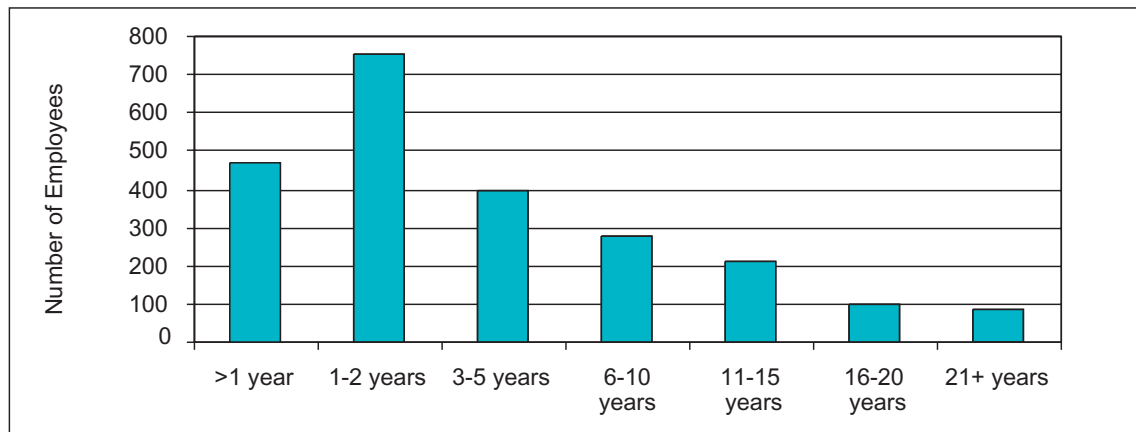
### Salary Distribution – March 2002



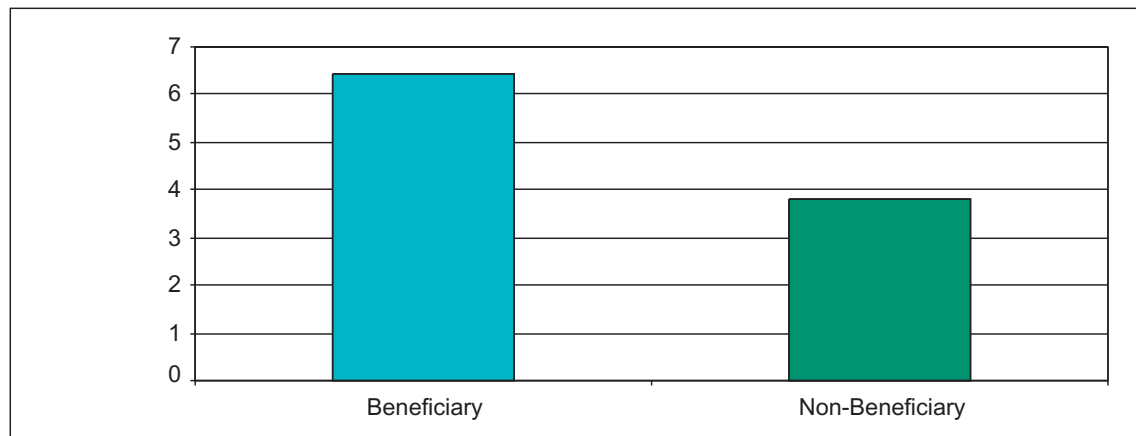
### Average Annual Salary – March 2002



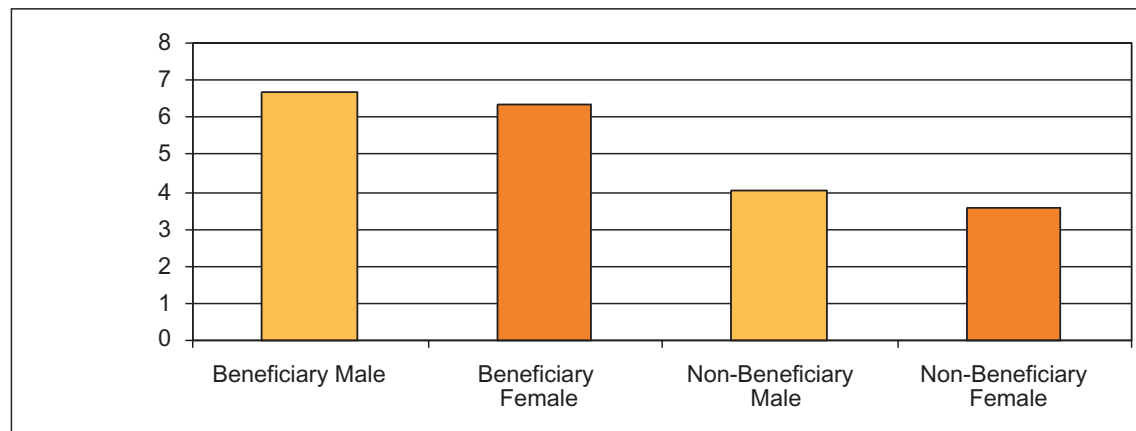
### Years of Service by Permanent Employees – March 2002



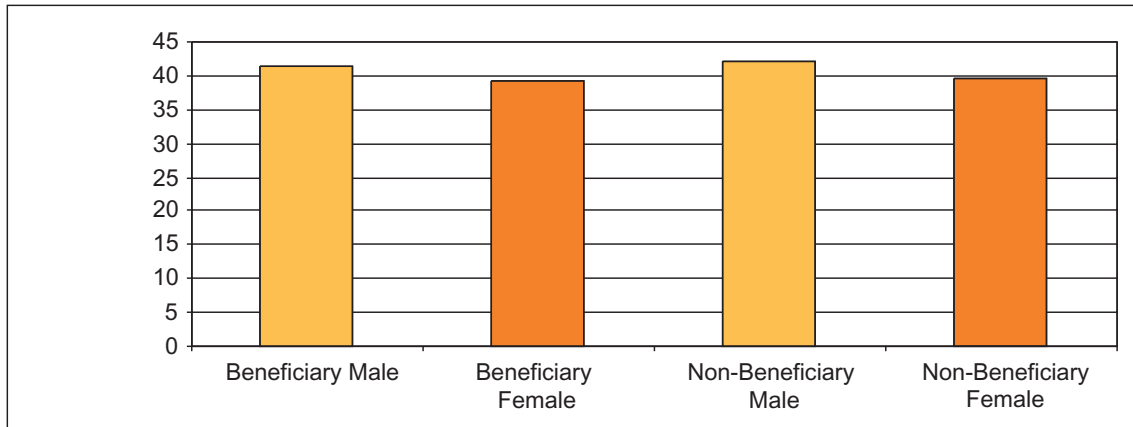
### Average Years of Service – March 2002



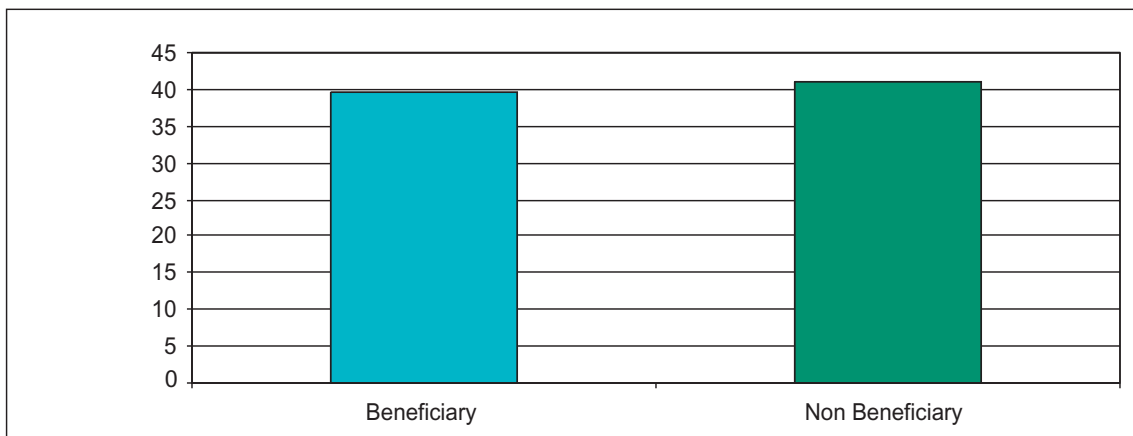
### Average Years of Service – March 2002



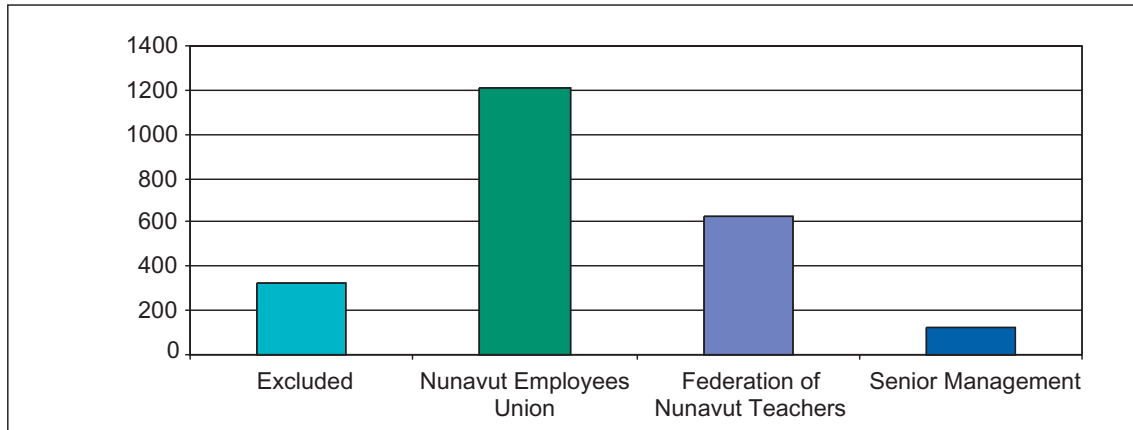
Average Age of Employees – March 2002



Average Age of Employees – March 2002



## Employees By Pay Group – March 2002



## Employee Turnover\* by Pay Group

<b>EMPLOYEE GROUP</b>	<b>Departure Rate (%) 2000**</b>	<b>Departure Rate (%) 2001**</b>
Excluded Employees	41%	26%
Federation of Nunavut Teachers	34%	21%
Senior Managers	36%	19%
Nunavut Employees Union	27%	34%
<b>TOTALS</b>	<b>31%</b>	<b>28%</b>

\* Employees leaving GN

\*\*Calendar Year