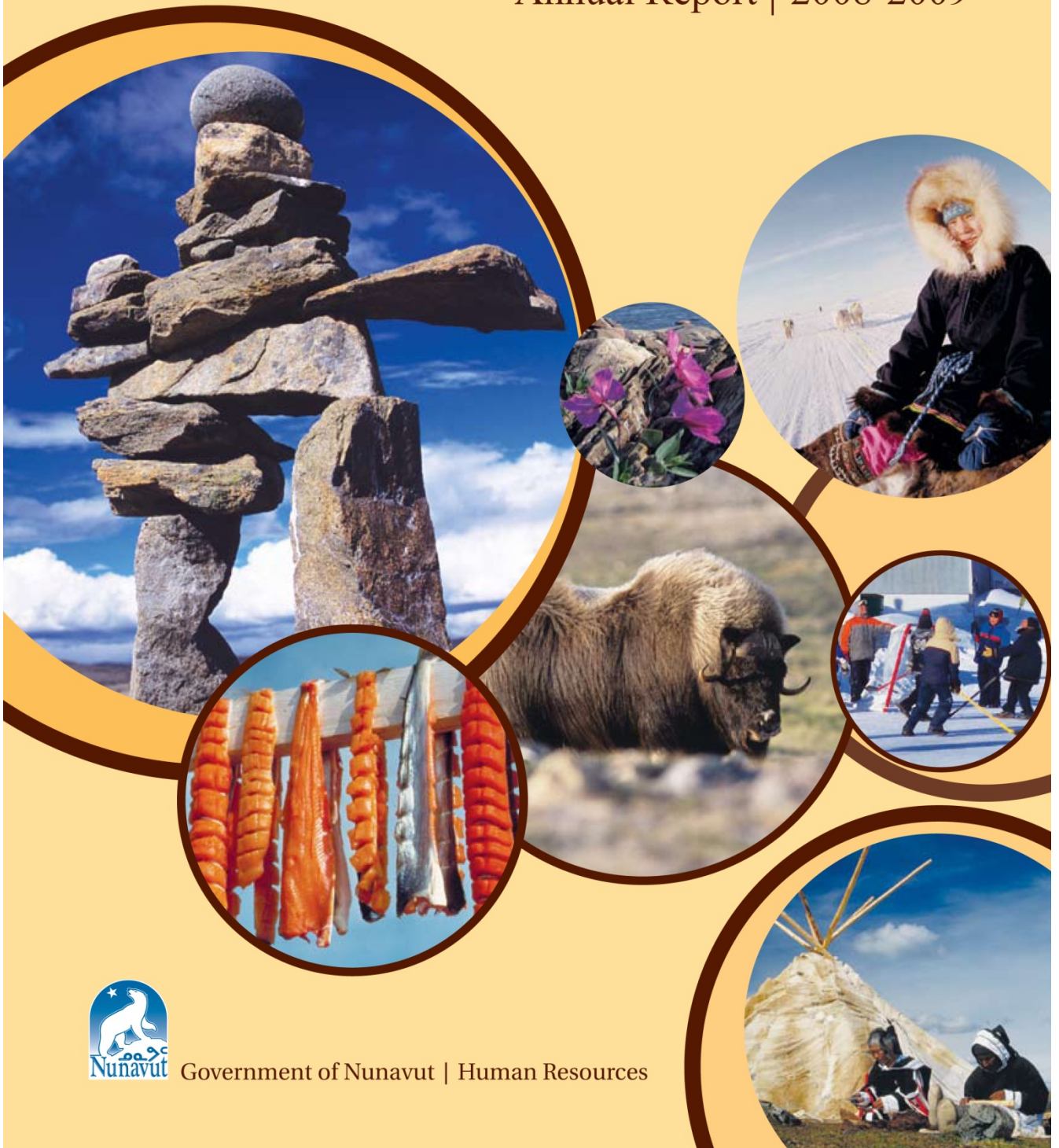


# Public Service

Annual Report | 2008-2009



Nunavut Government of Nunavut | Human Resources

## *2008-2009 PUBLIC SERVICE HIGHLIGHTS*



*Sivuliqtiksats Graduates, June 2008*



*Cultural Orientation Program, June 2008*

*Civil Administration, Investigation Techniques Course, Rankin Inlet, October 2008*



*Nunavut Advanced Management Diploma, Graduation, Rankin Inlet, 2009*

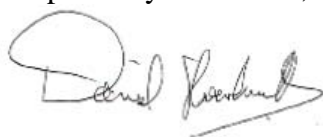


*Long Term Service Awards, Iqaluit, May 2008*



In accordance with Section 3(2) of the *Public Service Act*, I have the honour of submitting the Public Service Annual Report for the period April 1, 2008 to March 31, 2009.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Daniel Shewchuk". The signature is written in a cursive style with a large initial "D".

The Honourable Daniel Shewchuk  
*Minister of Human Resources*



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**Note**

Statistics contained in this report are for employees of the ten Government of Nunavut (GN) departments, Nunavut Arctic College, Nunavut Housing Corporation, and the Office of the Legislative Assembly. Statistics do not include employees of the Qulliq Energy Corporation or other GN boards/agencies unless specified.



## 1 Message From the Minister



I am pleased to present the 2008-2009 Public Service Annual Report. This report provides information on the management and direction of the public service in Nunavut and has been prepared in accordance with the legislative authority of the *Public Service Act*, the guiding principles of *Pinasuaqtavut*, and our commitment to Article 23 of the *Nunavut Land Claims Agreement*.

This past year has been both a busy and productive year for the public service. This report highlights some of the achievements in the public service and offers varied labour force statistical information.

Work is continuing on the development of a Code of Values and Ethics for Nunavut's public service, which will reflect Inuit values. A comprehensive developmental plan has been launched for revitalization of the *Public Service Act and Regulations* to ensure best practices in human resources management.

In 2008-09, for the first time, the Government of Nunavut was able to offer the Nunavut Advanced Management Diploma program in the Kivalliq region. Having faculty from Saint Mary's University travel to Rankin Inlet to deliver ten modules allowed our participants to study close to home and take "hands-on" managerial tools back to their workplace.

In an effort to improve client service, the Job Evaluation Division has upgraded the tracking database with assistance from our co-workers in our Human Resources Information and Payroll Systems Division. This enables the division to respond daily to inquiries regarding the status of submitted paper work and to generate quarterly reports for client departments.

The Government of Nunavut recognizes public service employees for dedicated service and the contribution they make during the course of their employment for anniversaries of 5, 10, 15, 20, 25, 30, and 35 years of continuous service. I am pleased to announce that in the 2008/2009 Awards Ceremonies, 587 employees received awards (237 Iqaluit employees, 135 Kivalliq region employees, 83 Kitikmeot region employees, and 132 Baffin region employees).

Through the development of performance Management guidelines, the commitment to continuously improving the public service is demonstrated. To address the efficiency and



effectiveness of our public service training sessions are provided to stakeholders in the use of the best staffing practices.

The Department of Human Resources recognizes the importance of cultural orientation in training employees to clearly identify and implement practical ways to incorporate Inuit values in the workplace. Cultural orientation sessions were delivered in conjunction with employee orientation sessions.

In the spirit of Piliriqatigiinniq (working together for a common cause), a new collective agreement has been negotiated with the Nunavut Employees Union (NEU). To celebrate this milestone, a successful signing ceremony was held in the great hall of the Nunavut Legislative Assembly.

As part of the ratification of the collective agreement a continuous service bonus was paid to Government of Nunavut employees in December 2008. This represented a retention initiative to recognize long continuous service with the government of Nunavut.

Significant accomplishments have been achieved in the past year. The Department of Human Resources continues to build on our successes due to the dedication of all public servants. Through a professional and dedicated public service, the Government of Nunavut will continue to provide Nunavummiut with the highest quality programs and services.



## 2 Inuit Employment Initiatives

Under *Article 23* of the *Nunavut Land Claims Agreement* (NLCA), the Government of Nunavut (GN) is obligated to achieve a workforce that is representative of the population it serves across all occupational categories and to identify supporting human resources practices and initiatives to achieve those goals.

Integral to the implementation of the Inuit Employment Plan (IEP), the Department of Human Resources publishes a quarterly report called *Towards a Representative Public Service* (TRPS) issued on a quarterly bases. The March 31, 2009 TRPS report indicates that overall, beneficiary representation in the GN increased to 52% in March 2009 from 51% in March 2008. Beneficiary representation was highest in the administrative support and paraprofessional categories. The middle management category experienced a 1% increase. There was no percentage change in the professional employment category. Additional details on beneficiary representation in the public service can be found in the Workforce Profile section of this report and online under the quarterly reports “*Towards a Representative Public Service*.”

The initiatives described below identify the GN’s commitment to building an effective and functional public service that is representative and responsive to the people it serves.

### **Inuit Employment Plan**

The Inuit Employment Plan (IEP) was developed by the Government of Nunavut to fulfill its obligation under *Article 23* of the *Nunavut Land Claims Agreement*. 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. The IEP also aims to ensure that human resources policies and practices meet the needs of Inuit employees.

The Inuit Employment Planning division, Department of Human Resources, provides support to all GN departments and agencies in fulfilling their obligations under *Article 23* of the *NLCA*. The division is responsible for providing human resource planning and direction on initiatives aimed at increasing and maintaining Inuit employment to a representative level. With the guidance of the Inuit Employment Planning division, government departments have incorporated GN-wide initiatives into the business planning process.

## **Priority Hiring**

The Priority Hiring Policy plays an important role in ensuring that the Government of Nunavut fulfills its obligation under Article 23 of the *Nunavut Land Claims Agreement*. The policy gives priority consideration in the recruitment and selection of GN employees to Inuit beneficiaries. The Priority Hiring Policy is applied to all GN job competitions across Nunavut in all occupational categories.

Beneficiaries who apply for employment with the GN are considered before all other applicants. If a beneficiary meets the qualifications for the position, which is determined during the screening process, they will be interviewed for the position. If they are successful during the interview process, the applicant is hired. If a qualified beneficiary applicant is not identified during the screening or interview process, non-beneficiary candidates are then considered for the position. Job opportunities are broadcast on local radio and cable television, which is a more effective medium in geographically remote communities. In addition, the standard methods of job postings in newspapers, bulletin boards, job sites, and the government website continue to be used.

To further demonstrate the GN's commitment to increasing Inuit employment in the workplace, departments are increasingly offering term positions to successful non-beneficiary candidates to ensure that future employment opportunities are available to beneficiaries.

An interim review of the Priority Hiring Policy was conducted in the fall of 2007. The Policy has been extended to March of 2010.

## **Summer Student Employment Equity Program**

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for secondary and post secondary Nunavummiut students to gain work experience with the GN. The major objectives of this program are to expose students to a variety of careers available within the public service and to encourage them to consider the GN as the employer of choice after graduation. Consequently, this program will provide employment opportunities that will enrich their academic programs, help fund their education and encourage students to complete their studies, develop skills and improve employability after graduation.

The SSEEP program includes orientation, mentorship, and evaluation components, which will ensure that students are provided with the necessary support and development to gain meaningful work experience. The program also attempts to balance the priority hiring of beneficiary students with the needs of non-beneficiary students.

The 2008-09 SSEEP saw a total of 128 students participate in the program (75% beneficiary). In addition to the consistent application of the Priority Hiring Policy,

priority placement is given to Nunavut high school and college students, as well as Nunavummiut who are studying in post secondary institutions outside of the territory.

**Summer Student Employment Equity Program**

<b>FY</b>	<b># Students</b>	<b># Beneficiary</b>	<b>% Beneficiary</b>
2008-09	128	96	75%
2007-08	176	145	82%
2006-07	207	168	81%
2005-06	144	107	74%
2004-05	130	105	81%
2003-04	141	99	70%
2002-03	141	83	59%
2001-02	71	51	72%
<b>TOTAL</b>	<b>1138</b>	<b>854</b>	<b>75%</b>

**“Sivuliqtiksat” – Internship Program**

*Sivuliqtiksat* is a GN internship program that is designed to provide development opportunities for beneficiaries to take on leadership positions (Manager/Director level) and specialized positions that are unique to a department. This focus assists the GN in filling gaps in the senior, middle, professional and paraprofessional occupational categories. In 2008-09, the Department of Human Resources supported a total of 16 positions in the program, which is open only to beneficiaries of the *NLCA*.

Since the program’s inception in January 2003, a total of 37 interns have been hired and 12 have graduated from the program, 7 of which are still working in their target positions. At the end of March 2009, 7 interns were in the program and an additional 9 interns will be hired in 2009-10.

*Sivuliqtiksat* interns complete their customized learning plan objectives through on-the-job training, completion of distance education courses, and participation in formal classroom learning. Orientation, mentoring, and work exchange assignments are also components of this program. Each intern is assigned a designated mentor for the duration of the program. Interns who successfully complete the program are appointed to their target positions.



### **3. Human Resources Legislative and Policy Framework**

The *Public Service Act* (PSA) guides the management and direction of the public service for the GN. The purpose of the Act is to describe the authorities and the rules for the appointment, direction, discipline, dismissal, terms and conditions of employment and collective bargaining for GN employees.

#### ***Public Service Act Review***

The current *PSA* was carried forward from the Government of the Northwest Territories (GNWT), with the exception of a few amendments. As such, a modernization on the *PSA* is necessary to align the statute to current legislative and collective bargaining realities, including an up to date list of agencies and organizations that are subject to its provisions. Included with the *PSA* renewal, will be inclusion of references to Article 23 of the *NLCA* with respect to Inuit employment and the Priority Hiring Policy, the incorporation of Inuit societal values and their application to the management of the public service. A new legislative proposal to develop the *PSA* has been prepared and has been submitted to Maligaksanik Qimirrujiit for review and approval.

#### **Interim Public Service Regulations**

A Working Group from the Departments of Human Resources and Justice has developed interim changes to the Public Service Regulations. The modifications were made to reflect changes to Nunavut practices since 1999, including annual leave, acting pay, sick leave, educational leave, and revised delegations of authority.

The Amendments to the *Public Service Act Regulations* are expected to be approved by Cabinet in May 2009.

#### **Updated Human Resources Manual**

The Directives comprising the Human Resources Manual were transferred from the GNWT in 1999. Over the past 10 years, as the terms and conditions of employees have changed, so have the Directives. The Department of Human Resources continues to update, revise, and develop directives to the Human Resources Manual as terms and conditions of employment change and best practices are developed. The manual serves as a valuable resource that includes human resources policies, guidelines, and statutes.



## **4. Human Resources Development**

The Government of Nunavut (GN) 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, developing, and recognizing GN employees.

### **Recruitment**

#### **Staffing Capacity**

Staffing capacity remains a challenge for the GN. As of March 2009, there were 3837 full time positions within the GN and of these positions, 2950 were filled. Overall staffing capacity decreased from 78% in March 2008 to 77% in March 2009. These statistics include employees of the Qulliq Energy Corporation and other GN boards/agencies unless otherwise specified.

Public Service Annual Report 2008-09

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

**Capacity Distribution by Community**

COMMUNITY	March 2008				March 2009			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Arctic Bay	46	3	43	93%	45	2	43	96%
Qikiqtarjuaq	43	6	37	86%	42	4	38	90%
Cape Dorset	121	23	98	81%	118	21	97	82%
Clyde River	52	7	45	87%	52	6	46	88%
Grise Fiord	18	4	14	78%	18	7	11	61%
Hall Beach	48	11	37	77%	47	11	36	77%
Igloolik	143	33	110	77%	142	21	121	85%
Iqaluit	1443	337	1106	77%	1483	383	1100	74%
Kimmirut	33	4	29	88%	35	7	28	80%
Nanisivik	4	1	3	75%	4	1	3	75%
Pangnirtung	149	40	109	73%	145	34	111	77%
Pond Inlet	137	19	118	86%	139	22	117	84%
Resolute Bay	22	2	20	91%	22	5	17	77%
Sanikiluaq	47	7	40	85%	47	8	39	83%
<b>Total Baffin</b>	<b>2306</b>	<b>497</b>	<b>1809</b>	<b>78%</b>	<b>2339</b>	<b>532</b>	<b>1807</b>	<b>77%</b>
Arviat	202	39	163	81%	204	40	164	80%
Baker Lake	151	21	130	86%	150	20	130	87%
Chesterfield Inlet	31	6	25	81%	30	4	26	87%
Coral Harbour	54	10	44	81%	55	9	46	84%
Rankin Inlet	394	99	295	75%	399	112	287	72%
Repulse Bay	43	11	32	74%	41	8	33	80%
Whale Cove	33	8	25	76%	33	5	28	85%
<b>Total Kivalliq</b>	<b>908</b>	<b>194</b>	<b>714</b>	<b>79%</b>	<b>912</b>	<b>198</b>	<b>714</b>	<b>78%</b>
Bathurst Inlet	1	1	0	0%	1	0	1	100%
Umingmaktok	1	1	0	0%	1	0	1	100%
Cambridge Bay	260	90	170	65%	261	96	165	63%
Gjoa Haven	79	10	69	87%	79	8	71	90%
Kugluktuk	133	18	115	86%	139	33	106	76%
Kugaaruk	41	8	33	80%	40	8	32	80%
Taloyoak	44	8	36	82%	43	7	36	84%
<b>Total Kitikmeot</b>	<b>559</b>	<b>136</b>	<b>423</b>	<b>75%</b>	<b>564</b>	<b>152</b>	<b>412</b>	<b>73%</b>
Winnipeg	12	2	10	83%	8	0	8	100%
Churchill	7	2	5	71%	11	4	7	64%
Ottawa	4	2	2	50%	3	1	2	67%
<b>Total Other</b>	<b>23</b>	<b>6</b>	<b>17</b>	<b>74%</b>	<b>22</b>	<b>5</b>	<b>17</b>	<b>77%</b>
<b>TOTAL</b>	<b>3796</b>	<b>833</b>	<b>2963</b>	<b>78%</b>	<b>3837</b>	<b>887</b>	<b>2950</b>	<b>77%</b>

**Capacity Distribution by Department**

Department	March 2008				March 2009			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Community & Government Services	341	93	248	73%	335	81	254	76%
Culture, Language, Elders and Youth	77	20	57	74%	78	21	57	73%
Economic Development & Transportation	129	37	92	71%	130	34	96	74%
Education	1176	100	1076	91%	1193	123	1070	90%
Environment	107	29	78	73%	123	32	91	74%
Executive & Intergovernmental Affairs	50	16	34	68%	49	19	30	61%
Finance	206	67	139	67%	221	80	141	64%
Health & Social Services	954	348	606	64%	940	355	585	62%
Human Resources	80	10	70	88%	89	22	67	75%
Justice	258	42	216	84%	264	51	213	81%
Office of the Legislative Assembly	31	5	26	84%	31	6	25	81%
<b>Total GN Departments</b>	<b>3409</b>	<b>767</b>	<b>2642</b>	<b>78%</b>	<b>3453</b>	<b>824</b>	<b>2629</b>	<b>76%</b>
<b>Agencies, Boards &amp; Corporations</b>								
Nunavut Arctic College	132	24	108	82%	133	26	107	80%
Nunavut Housing Corporation	89	22	67	75%	88	27	61	69%
Qulliq Energy Corporation	166	20	146	88%	163	10	153	94%
<b>Total Agencies, Boards &amp; Corporations</b>	<b>387</b>	<b>66</b>	<b>321</b>	<b>83%</b>	<b>384</b>	<b>63</b>	<b>321</b>	<b>84%</b>
<b>TOTAL ALL</b>	<b>3796</b>	<b>833</b>	<b>2963</b>	<b>78%</b>	<b>3837</b>	<b>887</b>	<b>2950</b>	<b>77%</b>



## Capacity Distribution by Occupational Category

Occupational Category	March 2008				March 2009			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Executive	38	5	33	87%	38	2	36	95%
Senior Management	140	15	125	89%	153	20	133	87%
Middle Management	436	87	349	80%	445	110	335	75%
Professional	1249	269	980	78%	1229	263	966	79%
Paraprofessional	1308	319	989	76%	1403	361	1042	74%
Administrative Support	625	138	487	78%	569	131	438	77%
<b>Total</b>	<b>3796</b>	<b>833</b>	<b>2963</b>	<b>78%</b>	<b>3837</b>	<b>887</b>	<b>2950</b>	<b>77%</b>

### Staffing

The Department of Human Resources facilitates job competitions for all other GN departments to ensure a transparent and equitable hiring process. Staffing authority has been delegated by the Minister of Human Resources to the Department of Health & Social Services, to recruit specialized health positions, and to Nunavut Arctic College, for all college positions. The Department of Education is responsible for staffing teaching positions, as this group of employee's falls under the *Education Act*.

### Job Competitions

For the 2008-09 fiscal-year, the Department of Human Resources held 480<sup>1</sup> job competitions. This number does not include casual positions, direct appointments, and transfer assignments.

A total of 6172 applications were received for the 480<sup>1</sup> advertised positions in 2008-09, compared to 5509 applicants for 644 advertised positions in 2007-08. In 2008-09, of the positions advertised, 306 positions were filled, compared to 284 positions in 2007-08. A total of 114<sup>2</sup> positions were cancelled or re-advertised in 2007-08, compared to 156 positions in 2007-08. The remaining competitions were not completed by the end of the fiscal year.

A breakdown of job applications and hires by gender and beneficiary status is contained below.

<sup>1</sup> Total job competitions represent statistics from all regions, with 6 months of completion data from Igloolik.

<sup>2</sup> Total cancellations include all regions except for Igloolik data not available at time of printing.

## 2008-09 Job Competitions

### 2008-09 Job Competitions

Positions advertised	480 <sup>1</sup>								
	Total	Male	%	Female	%	Beneficiary	%	Non-Beneficiary	%
<b>Applications</b>	<b>6172</b>	3308	54%	2864	46%	1920	31%	4252	69%
<b>Actual Hires</b>	<b>306</b>	139	45%	167	55%	133	43%	173	57%

### Application Summary by Fiscal Year

Fiscal Year	# Positions Advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2008-09	480 <sup>1</sup>	6172	3308	2864	1920	4252
2007-08	644	5509	2759	2750	1667	3842
2006-07	597	7121	3695	3426	2102	5019
2005-06	761	9382	4850	4532	3079	6303
2004-05	615	14352	8912	5440	2073	12279
2003-04	566	9427	5533	3894	1586	7841
2002-03	708	9105	5085	4020	1464	7641
2001-02	491	8182	4985	3197	875	7307
<b>TOTAL</b>	<b>4,862</b>	<b>69,250</b>	<b>39,127</b>	<b>30,123</b>	<b>14,766</b>	<b>54,484</b>

### Hire Summary by Fiscal Year

Fiscal Year	# Hired	Male	Female	Beneficiary	Non-Beneficiary
2007-08	284	121	163	129	155
2006-07	367	177	190	159	208
2005-06	508	187	321	289	219
2004-05	469	184	285	250	219
2003-04	384	171	213	199	185
2002-03	447	178	269	182	265
2001-02	350	137	213	118	232
<b>TOTAL</b>	<b>2,809</b>	<b>1,155</b>	<b>1,654</b>	<b>1,326</b>	<b>1,483</b>

## Casual Employment

The GN hires casual employees for temporary assignments within departments. For example, casual employees are hired to work on special projects, to assist with a high volume of work, or to fill in for employees on leave. The Department of Human Resources in Iqaluit has two full time staff dedicated to casual employment. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences. The Priority Hire Policy is applied when staffing casual positions.

As at March 31<sup>st</sup> 2009, a total of 512 casuals were employed with the GN (58% were beneficiaries).

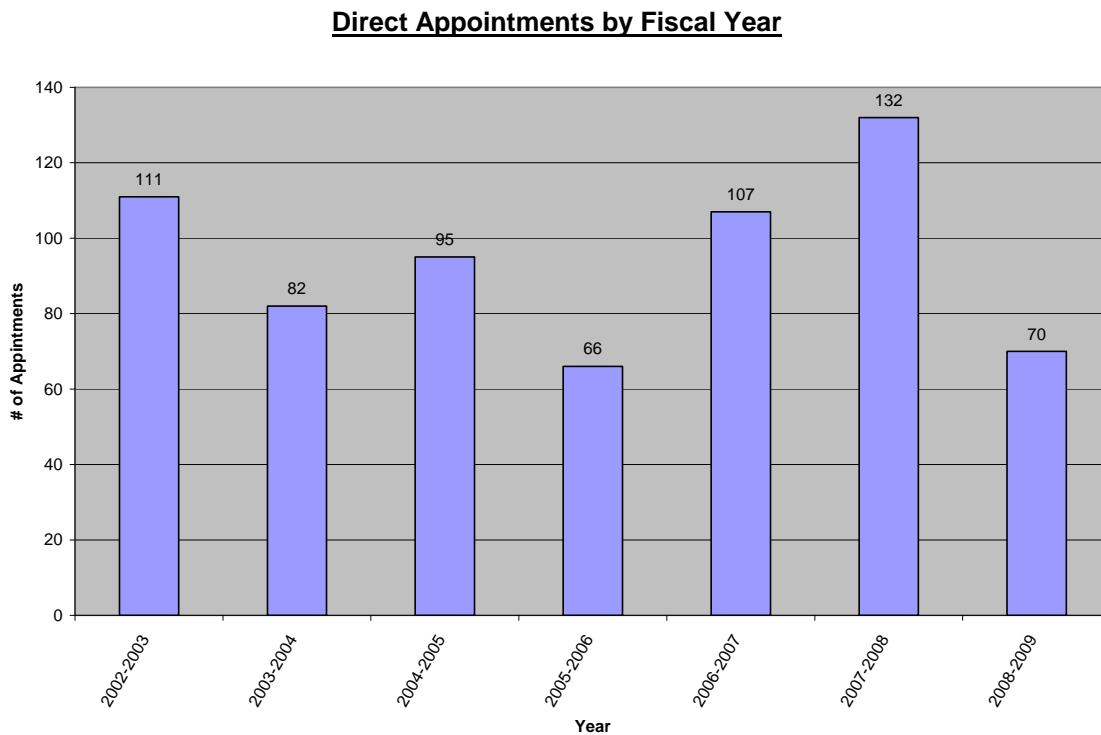
<sup>1</sup> Total job competitions represent statistics from all regions, with 6 months of completion data from Igloolik.

## Direct Appointments

The Government of Nunavut is committed to staffing positions through the competition process. However, there are circumstances where appointments without competition are both necessary and justified. A direct appointment is an appointment to a position within the GN that is not filled through the competitive process. Direct appointments are mainly used to achieve a qualified and representative public service. They are also used in situations where the regular recruitment process has been unsuccessful in filling hard-to-staff positions. Direct appointments are initiated by departments, reviewed and recommended by the Department of Human Resources, and ultimately approved by Cabinet.

During 2008-09, Cabinet approved a total of 70 direct appointments. Of the 70 direct appointments approved, 69 (99%) were for beneficiaries.

## Direct Appointments by Fiscal Year



## **Employee Retention**

The retention rate for GN employees has increased significantly since 2000 when it stood at 69%. Since that time, the retention rate continued to increase and remained at 84% in both 2005-06 and 2006-07, however the retention rate for 2007-08 dropped to 80% and in 2008-09 increased to 82%. While the retention rate has significantly increased since 2000, maintaining and increasing capacity remains a challenge for the GN. Capacity and retention are important issues throughout all jurisdictions in Canada. The retention of employees is a GN priority.

## **Employee Recognition**

The Government of Nunavut recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service. Long term service award ceremonies are held once every two years to acknowledge the ongoing dedication to GN employees. In 2008/2009 a total of 587 employees received long term service awards for 5, 10, 15, 20, 25, 30, and 35 years of continuous service.

## **Employee Development**

The Department of Human Resources coordinates the delivery of courses and training to improve the skill levels and knowledge base of GN employees. Ongoing training and development of employees is critical to building a strong and dedicated public service that is responsive to the needs of Nunavummiut.

The Department of Human Resources' Training & Development division is responsible for researching, designing, and delivering programs that address the general training needs of employees across the GN. The division works in partnership with all other departments to identify and respond to priority training needs for GN employees and to ensure that programs are relevant, cost effective, and of high quality.

*(Please note that participant statistics contained in this section of the report are not necessarily reflective of individual employee participation rates. For example, one employee may have registered for more than 1 course offered as part of a specific program. As such, this one employee's participation would be reflected multiple times in the aggregate training participation data.)*

## **Nunavut Advanced Management Program**

In 2008-2009, the Department of Human Resources partnered with Saint Mary's University to deliver a 10-module management training program for employees in the Kivalliq Region. This was the first time the Nunavut Advanced Management Program was delivered outside of the capital. Faculty from Saint Mary's University travelled to Rankin Inlet each month to deliver a 2.5-day module. Modules covered such areas as business communication, program evaluation, leadership, and budgeting. Participants must complete 8 of 10 modules to complete the program. Upon completion, graduates received a diploma from Saint Mary's University. A unique feature of this program is that it gives participants the opportunity to learn from and network with other employees and to participate in a management program "closer to home".

A total of 22 Government of Nunavut employees participated in the 2008-09 program delivery, 20 of whom graduated in June 2009. 60% of the graduates were beneficiaries. A total of 56 GN employees (80% beneficiaries) have graduated from the program since 2004-05.

### Employee Orientation

The Department of Human Resources offers employee and cultural orientation sessions in communities across the territory on a regular basis. These sessions are designed to provide employees with general information about working for the GN and to complement the department/job specific orientation initiatives of each GN department. In 2008-09, a total of 155 employees attended one of 13 different orientation sessions provided in seven different communities across Nunavut.

### 2008-09 Employee Orientation Sessions

Community	# Participants	Beneficiary	Non-Beneficiary
<b>Headquarters</b>			
Iqaluit	14	7	7
Iqaluit	10	4	6
Iqaluit	17	1	16
Iqaluit	17	6	11
<b>Total (4 sessions)</b>	<b>58</b>	<b>18</b>	<b>40</b>
<b>Qikiqtaaluk</b>			
Pond Inlet	24	13	11
<b>Total (1 session)</b>	<b>24</b>	<b>13</b>	<b>11</b>
<b>Kivalliq</b>			
Arviat (2 sessions)	26	15	11
Rankin Inlet	6	2	4
Rankin Inlet	27	18	9
<b>Total (4 sessions)</b>	<b>59</b>	<b>35</b>	<b>24</b>
<b>Kitikmeot</b>			
Cambridge Bay	8	4	4
Cambridge Bay	2	0	2
Taloyoak	2	1	1
Kugluktuk	2	1	1
<b>Total (4 sessions)</b>	<b>14</b>	<b>6</b>	<b>8</b>
<b>TOTAL - 13 sessions</b>	<b>155</b>	<b>72</b>	<b>83</b>

## **Cultural Orientation**

The Department of Human Resources recognizes the importance of providing cultural orientation when training employees, in order to clearly identify and implement practical ways to incorporate Inuit values into the workplace.

The Department of Human Resources offers assistance to requesting departments and customizes Cultural Orientation sessions focused on Inuit principles and activities tailored to the specific needs of the department's employees.

Cultural Orientation sessions are delivered in conjunction with the Employee Orientation sessions. The orientations may take place in a classroom setting or through seasonal one-day, on-the land sessions to introduce employees to:

- The History of Nunavut
- Inuit Qaujimajatuqangit
- The Guiding Principles of Inuit Qaujimajatuqangit
- *Pinasuaqtavut & Tampata*
- Traditional Inuit Activities
- Team Work

In 2008-09, the Department of Human Resources piloted two stand-alone Cultural Orientations in Iqaluit with a total of 35 participants. As a result of the evaluations and attendance rate, the department plans to continue offering stand-alone Cultural Orientation sessions on a regular basis in addition to the deliveries in conjunction with the Employee Orientation Program.

In 2008-09, the Department of Human Resources assisted 4 departments to deliver their customized Cultural Orientation sessions. The sessions were attended by a total of 53 participants

## **Learning & Development Program**

The Department of Human Resources' Learning and Development Program consists primarily of courses, workshops, and seminars that are designed to enhance employees' knowledge, skills, and abilities in their current positions and to help prepare them for higher positions within the GN. Programming is designed to meet general training needs in such areas as computer literacy, financial management, administrative services, communication, and human resources management.

In 2008-09, a total of 532 employees completed learning and development activities sponsored by the Department of Human Resources. A total of 73 course deliveries took place (72 different types of courses were offered) in 9 communities across Nunavut (Cape Dorset, Cambridge Bay, Gjoa Haven, Igloolik, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, and Rankin Inlet).

**Learning & Development Program by Fiscal Year**

<b>Fiscal Year</b>	<b>Types of Courses Offered</b>	<b># Course Deliveries</b>	<b>Total # of Participants</b>	<b>Total # of Beneficiaries</b>	<b>% Beneficiaries</b>
2008-09	72	73	532	310	58%
2007-08	46	86	628	324	52%
2006-07	56	104	1067	549	51%
2005-06	42	109	843	452	54%
2004-05	43	97	902	465	52%
2003-04	30	90	915	439	48%
2002-03*	31	123	1084	423	39%
2001-02	24	89	577	233	40%
<b>TOTAL</b>	<b>344</b>	<b>771</b>	<b>6548</b>	<b>3195</b>	<b>49%</b>

**Inuktitut/Inuinnaqtun Language Training**

In 2008-09, a total of 35 language courses were offered. A total of 171 employees completed language training offered in 6 different communities. To date, 1,237 self-directed “Inuktitut as a Second Language” CD-ROMs have been distributed to facilitate language learning.

In 2008-09, the Department of Human Resources piloted an “Inuktitut Enhancement Course” for first language speakers with staff from Department of Executive & the Department of Justice. The course consisted of classroom instructions once a week covering topics such as Family, Kinship, Terminology, and Naming. In addition to these, participants learned use of grammar & practice syllabic keyboarding.

**2008-09 Inuktitut/Inuinnaqtun Language Training**

<b>Course</b>	<b>Community</b>	<b>Completed</b>	<b>Beneficiary</b>	<b>Non-Beneficiary</b>
Inuktitut in the Workplace,Level 1-regular	Iqaluit	9	2	7
Inuktitut in the Workplace Level 1-customized	Iqaluit	42	1	41
Inuktitut in the Workplace,Level 1-intensive	Iqaluit	14	1	13
Inuktitut in the Workplace,Level 1-evening	Iqaluit	3	0	3
Introduction to Inuktitut Keyboarding	Iqaluit	3	3	0
Inuktitut Keyboarding	Iqaluit	2	2	0
ISL-Conversational Inuktitut	Iqaluit	6	0	6
Inuktitut in the Workplace,Level 2-regular	Iqaluit	4	0	4
Inuktitut in the Workplace,Level 2-customized	Iqaluit	11	0	11
Reading & Writing Inuktitut-beginner	Rankin Inlet	1	1	0
Reading & Writing Inuktitut-intermediate	Rankin Inlet	11	11	0
Reading & Writing Inuktitut-advanced	Rankin Inlet	6	6	0
Conversational Inuktitut-beginner	Rankin Inlet	18	0	18
Inuktitut Keyboarding	Rankin Inlet	2	2	0
Inuktitut Keyboarding	Arviat	4	4	0
Intermediate Inuktitut	Arviat	4	1	3
Beginner Inuktitut	Arviat	8	0	8
Introduction to Inuktitut	Chesterfield Inlet	6	0	6
Introduction to Inuinnaqtun	Cambridge Bay	5	1	4
Introduction to Inuktitut	Gjoa Haven	12	11	1
<b>Totals</b>	<b>35 courses</b>	<b>171</b>	<b>46</b>	<b>125</b>



### Inuktitut/Inuinnaqtun Language Training by Fiscal Year

Fiscal Year	Total # of Participants
2008-09	304– Self-directed CD-ROM 125 ISL 46 IFL
2007-08	210– Self-directed CD-ROM 88 ISL 39 IFL
2006-07	626– Self-directed CD-ROM pilot 135 ISL 27 IFL
2005-06	97– Self-directed CD-ROM pilot 109 ISL 26 IFL
2004-05	66 (ISL) 6 (Train the Trainer) 5 (IFL)
2003-04	122
2002-03	171
2001-02	117

ISL – Inuktitut as a Second Language

IFL – Inuktitut as a First Language

### Government of Nunavut Certificate in Financial Management

In partnership with Nunavut Arctic College and the Department of Finance, the Department of Human Resources has been offering the GN Certificate in Financial Management. This non-accredited program provides an introduction to the financial planning and control processes of the government. The series of six modules is used to orient new employees, to provide professional development for those currently in government, to prepare employees for advancement, or to provide a refresher course for middle and senior managers. There is an exam at the end of each seminar and those who complete and pass all modules receive a certificate. The modules include:

1. Government Organization in Nunavut
2. Program Planning
3. Financial Authority
4. Control Systems
5. Control Procedures
6. Financial Administration

In 2008-09, all financial management module materials were updated while the modules continued to be offered. Thirteen public servants have successfully graduated from the program.

## **Performance Management**

The GN recognizes the importance of providing employees with a comprehensive performance management framework for the development of staff and the achievement of work expectations, as determined by the supervisor and employee.

The performance management guidelines focus on three areas: planning, coaching, and review. The guidelines incorporate the following Inuit societal values throughout the framework:

- *Aajiiqatigiinniq* - Consensus in Decision Making;
- *Pilimmaksarniq* - Skills and Knowledge Acquisition; and
- *Piliriqatigiinniq* - Collaborative Approach for a Common Purpose.

In the 2008-2009 fiscal year, performance management sessions were held in Cambridge Bay and Rankin Inlet. A total of 20 public servants participated in these sessions.



## 5. Job Evaluation

The Department of Human Resources' Job Evaluation division has the responsibility for evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable, and fair rates of pay for public servants.

During 2008-2009, 1838 job evaluation actions were processed.

### Bilingual Bonus

The responsibilities and language requirement described in the job description determine the eligibility of the position for bilingual bonus. Typically, the types of positions receiving the bilingual bonus provide direct service to the public. Some examples are; judicial officers, conservation officers, receptionists, instructors and nurses.

Employees, (other than employees assigned key duties of translation in their job descriptions), who are required to use two or more of the official languages of Nunavut shall receive a bilingual bonus of one thousand five hundred dollars (\$1,500.00) per annum. To qualify an employee has to demonstrate proficiency in the required languages.

There are 1,470 positions designated as bilingual in the Government of Nunavut (GN).

### Employees Receiving Bilingual Bonus by Department at March 31, 2009

Department	Inuktitut	French	TOTAL
Community & Government Service	40	0	40
Culture, Language, Elders & Youth	18	0	18
Economic Development & Transportation	37	2	39
Education	128	3	131
Environment	25	0	25
Executive & Intergovernmental Affairs	24	0	24
Finance	25	0	25
Health and Social Services	222	1	223
Human Resources	33	1	34
Justice	63	1	64
Nunavut Business Credit Corporation	0	0	0
Nunavut Arctic College	32	0	32
Nunavut Housing Corporation	15	0	15
Office of the Legislative Assembly	11	1	12
<b>TOTAL</b>	<b>673</b>	<b>9</b>	<b>682</b>



## 6. Employee Relations

The Employee Relations Division of the Department of Human Resources provides services to all Government of Nunavut (GN) departments and agencies. The Division supports senior managers, excluded employees, and unionized employees who belong to either the Nunavut Teachers Union (NTA) or the Nunavut Employees Union (NEU). The division also has the responsibility for negotiating collective agreements with the three recognized bargaining units for public servants, including those employed by Qulliq Energy Corporation. The division also provides the GN Workplace Health, Safety & Wellness Program and the employee recognition program.

### Workplace Health, Safety & Wellness Program

The GN is dedicated to providing a safe and respectful workplace to all employees. The Workplace Health, Safety & Wellness Program offers the Employee & Family Assistance Program, as well as occupational health and safety training. There is a strong focus on Respectful Workplace training.

### Employee & Family Assistance Program

The Employee & Family Assistance Program (EFAP) is a confidential, 24-hour, toll-free telephone counselling service. The service is available to all employees and their family members. Tele-Health counselling sessions are also available on request throughout the territory. These services are provided in partnership with Health Canada.

### 2008-2009 EFAP Utilization Rates

<b>Employee Population used for EFAP contract</b>	<b>2475</b>	
Employees using EFAP	80	3.2%
<b>Client Category</b>	<b>#</b>	<b>%</b>
Individual	78	97.5%
Family	2	2.5%
<b>TOTAL</b>	<b>80</b>	<b>100%</b>
<b>Client Gender</b>		
Female	53	66.3%
Male	27	33.8%
<b>TOTAL</b>	<b>80</b>	<b>100%</b>
<b>Age Distribution of Clients</b>		
Less than 20	1	1.3%
20-29	11	13.8%
30-39	39	48.8%

40-49	17	21.3%
50 or older	12	15.0%
<b>TOTAL</b>	<b>80</b>	<b>100%</b>
<b>Referred By</b>		
Self	38	47.5%
Supervisor/Manager	15	18.8%
Family	5	6.3%
Human Resources	3	3.8%
Union	1	1.3%
Referral Agent	0	0.0%
Peer	5	6.3%
Promotional Material	13	16.3%
<b>TOTAL</b>	<b>80</b>	<b>100%</b>
<b>Assessment Type</b>		
Substance Abuse (Self/Other)	6	7.5%
Family - Couple	20	25.0%
Family - Children	8	10.0%
Family - Violence	3	3.8%
Psychological Health	21	26.3%
Physical Health	1	1.3%
Conflict - Supervisor	2	2.5%
Conflict - Peer	2	2.5%
Work Related - Organization Change	1	1.3%
Work Related - Work Load	2	2.5%
Work Related - Stress	11	13.8%
Work Related - Burnout	1	1.3%
Work Related - Frustration at work	1	1.3%
Financial	1	1.3%
<b>TOTAL</b>	<b>80</b>	<b>100%</b>

### Health, Safety & Wellness Training and Information Sessions

The GN is committed to providing learning and development opportunities to improve employees' knowledge of health and wellness safety legislation. Training opportunities are available to employees throughout the territory to ensure the basic requirements of Nunavut's *Safety Act*.

Health, safety and wellness training includes:

- First Aid and CPR
- Harassment Investigations
- Occupational Health & Safety
- Respectful Workplace
- Critical Incident Stress Management
- Investigations
- Attendance Management

## Collective Bargaining

### Nunavut Employees Union

A collective agreement between the GN and the Nunavut Employees Union (NEU), covering approximately 1700 employees, expired on September 30, 2006. Bargaining sessions were held with the NEU throughout 2007-08. A mediator was appointed and mediation sessions were held in May 2008. A successful ratification process took place and a new agreement was implemented effective June 17, 2008.

### Nunavut Teachers' Association

A collective agreement between the GN and the Nunavut Teachers' Association (NTA) covering approximately 660 employees was negotiated in the fall of 2005 with an expiration date of June 30, 2009.

### Qulliq Energy Corporation

A collective agreement between the GN and Qulliq Energy Corporation (QEC) covering approximately 150 employees expired on December 31, 2007. Bargaining commenced in the fall of 2008 with further sessions planned in the 2009-2010 fiscal year.

## Grievances and Staffing Appeals

### Grievances

The grievance process is used to resolve disputes between employees, the unions, and the GN. The Department of Human Resources continues to work with departments, the NEU, and the NTA to improve grievance procedures and to allow for meaningful discussions in order to proactively resolve workplace issues.

### Active grievances at March 31<sup>st</sup>, 2009

	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	5	7	59	71
NTA	0	0	0	0

**Policy Grievance:** refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

**Group Grievance:** refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

**Individual Grievance:** affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

### Staffing Appeals

The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or 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. In addition to Iqaluit, the department's three regional offices (Igloolik, Rankin Inlet, and Cambridge Bay) have the capacity to deliver staffing appeal hearings. An appeal hearing provides an objective review of the staffing process. There were a total of 24 staffing appeals in 2008-2009.

#### 2008-2009 Staffing Appeals

Region	Total	Withdrawn	Denied	Upheld
Iqaluit	3	0	2	1
Qikiqtaaluk	1	0	1	0
Kivalliq	10	0	10	0
Kitikmeot	10	0	10	0
<b>TOTAL</b>	<b>24</b>	<b>0</b>	<b>23</b>	<b>1</b>

#### Staffing Appeals Summary

Fiscal Year	Upheld	Denied	Withdrawn	Total
2008-2009	1	23	0	24
2007-08	8	16	0	24
2006-07	5	16	0	21
2005-06	4	39	0	43
2004-05	8	21	0	29
2003-04	6	25	0	31
2002-03	1	15	0	16
2001-02	2	11	0	13
2000-01	2	6	0	8
1999-00	2	10	1	13
<b>TOTAL</b>	<b>36</b>	<b>145</b>	<b>1</b>	<b>195</b>



## **7. Human Resources Information and Payroll System**

The Departments of Community & Government Services, Finance, and Human Resources operate and maintain an integrated Human Resource Information and Payroll System (HRIPS), also referred to as Personality 2000 or P2K. The staff in the human resource systems team continuing to support and improve the delivery of the leave managements system and other components of the P2K system.

The implementation of the Leave & Attendance (limited self-service) module is still ongoing with follow-up and review under way.

The systems group is also concentrating on systems upgrade testing and implementation over the next two years. Implementation of the additional modules including Time Scheduling, Labour Relations, Training & Development, Recruiting, Forecasting & Costing, and Safety & Health are under consideration and will be implemented based on needs assessment and service requirements





## 8. Workforce Profile

The information contained in this section of the report is extracted from the Human Resource Information and Payroll System<sup>1</sup> (P2K) and the *Towards a Representative Public Service* reports. Job competition information is extracted from the Department of Human Resources' job competition database<sup>2</sup>. To provide for useful comparisons of workforce statistics, some of the graphs and charts contain historical data.

The Departments of Human Resources and Finance continue to enhance information collection mechanisms through the implementation of P2K.

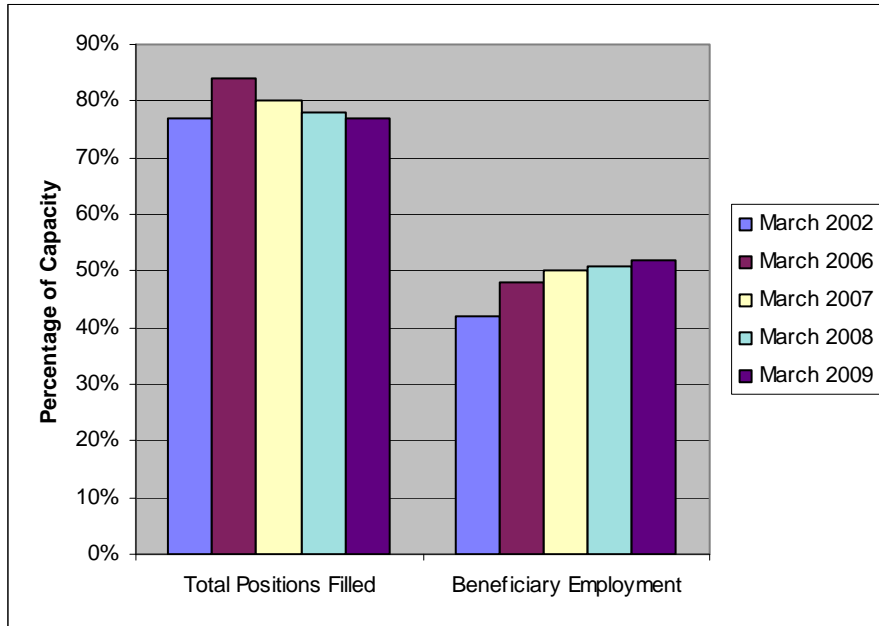
In March 2009, the average employee was 43 years of age, earned approximately \$82,352 a year and had 6.5 years of service in the Government of Nunavut (GN). The average beneficiary male employee was 42 years of age, earned approximately \$69,725 a year and had 7.2 years of service. The average beneficiary female employee was 42 years of age, earned approximately \$71,062 a year and had 7.7 years of service. The average non-beneficiary male employee was 45 years of age, earned approximate \$95,328 a year and had 5.5 years of service. The average non-beneficiary female employee was 43 years of age, earned \$91,497 a year and had 5.5 years of service.

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<sup>1</sup> Information on employee gender, salary, years of service, age, and pay group are for full-time equivalent (FTE) employees only.

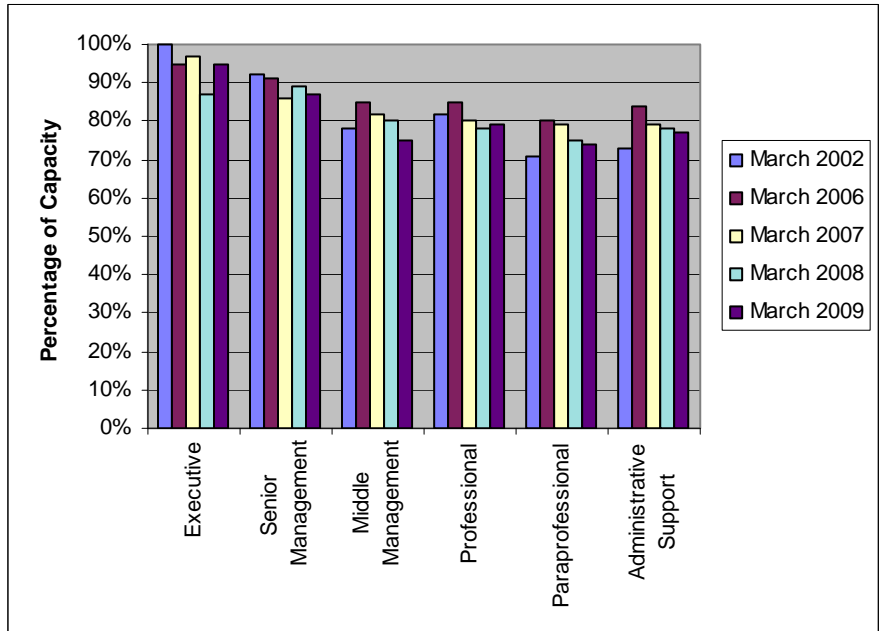
<sup>2</sup> Job competition information does not include Nunavut Arctic College, teaching, and specialized health care positions.

### Staffing Capacity and Inuit Representation



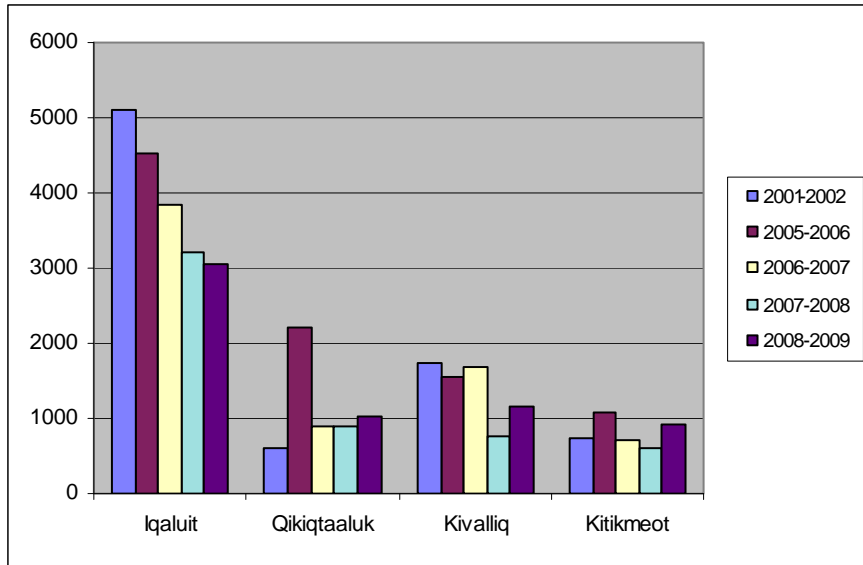
\*Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.

### Capacity Distribution by Occupational Category

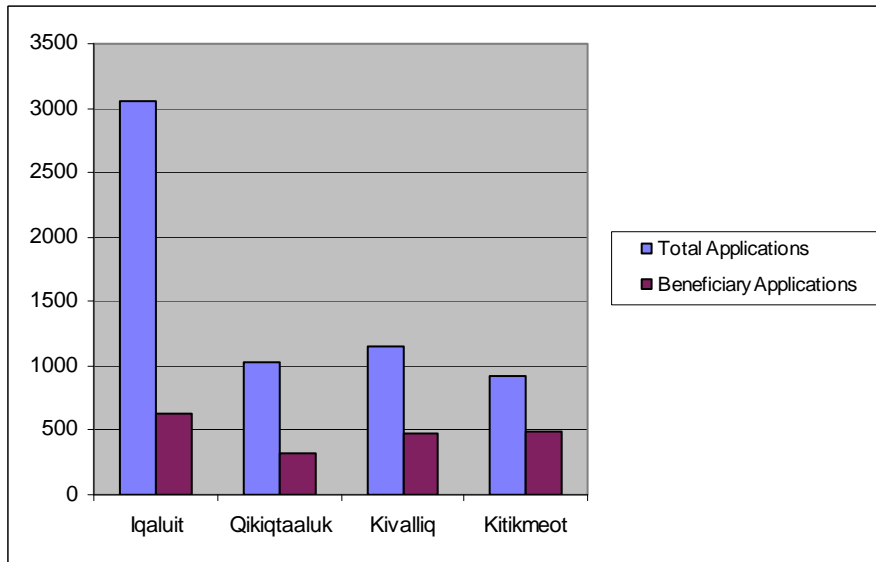


\*Statistics include employees of Qulliq Energy Corporation and GN Boards and Agencies.

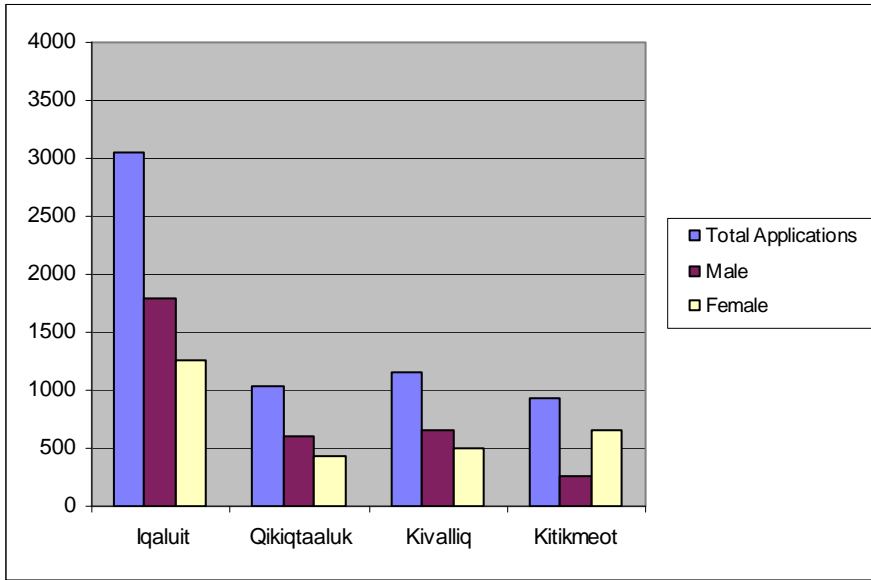
**Total Job Applications by Region**



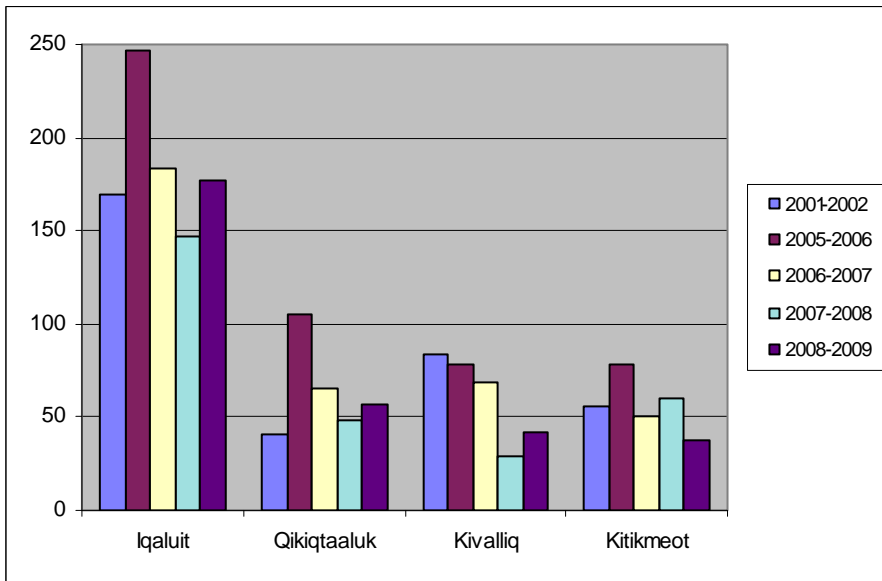
**Total Job Applications and Beneficiary Applications by Region 2008-2009**



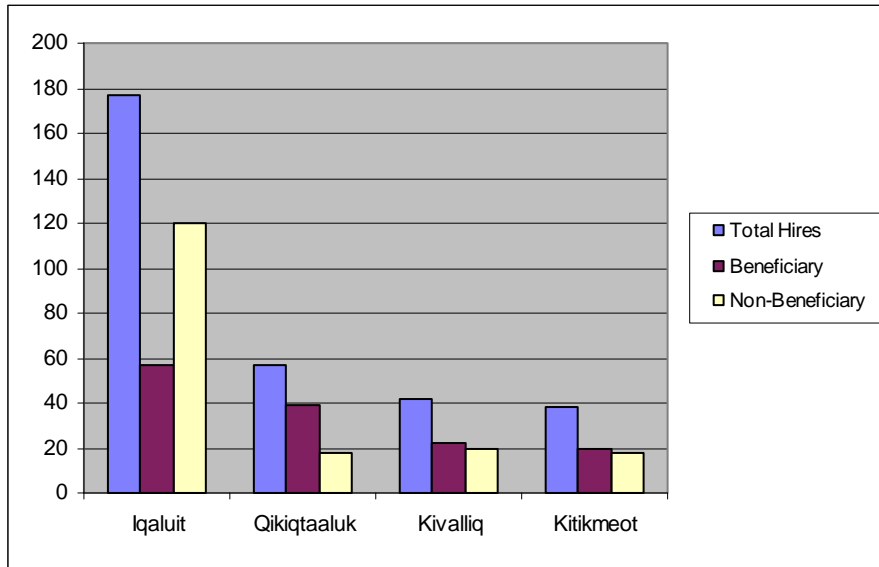
**Total Job Applications and Gender by Region 2008-2009**



**Total Hires by Region**



**Total Hires and Beneficiary Hires by Region 2008-2009**



### Beneficiary Employment by Community

COMMUNITY	March 2008			March 2009		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
<b>BAFFIN</b>	1809	852	47%	1807	859	48%
Arctic Bay	43	26	60%	43	27	63%
Qikiqtarjuaq	37	26	70%	38	25	66%
Cape Dorset	98	50	51%	97	49	51%
Clyde River	45	32	71%	46	32	70%
Grise Fiord	14	10	71%	11	7	64%
Hall Beach	37	27	73%	36	24	67%
Igloolik	110	70	64%	121	76	63%
Iqaluit	1106	412	37%	1100	422	38%
Kimmirut	29	17	59%	28	17	61%
Nanisivik	3	3	100%	3	3	100%
Pangnirtung	109	73	67%	111	76	68%
Pond Inlet	118	67	57%	117	68	58%
Resolute Bay	20	11	55%	17	7	41%
Sanikiluaq	40	28	70%	39	26	67%
<b>KIVALLIQ</b>	714	433	61%	714	445	62%
Arviat	163	104	64%	164	114	70%
Baker Lake	130	71	55%	130	70	54%
Chesterfield Inlet	25	19	76%	26	20	77%
Coral Harbour	44	31	70%	46	29	63%
Rankin Inlet	295	173	59%	287	175	61%
Repulse Bay	32	17	53%	33	18	55%
Whale Cove	25	18	72%	28	19	68%
<b>KITIKMEOT</b>	423	229	54%	412	222	54%
Bathurst Inlet	0	0	0%	1	1	100%
Umingmaktok	0	0	0%	1	1	100%
Cambridge Bay	170	75	44%	165	71	43%
Gjoa Haven	69	48	70%	71	48	68%
Kugaaruk	115	63	55%	106	57	54%
Kugluktuk	33	17	52%	32	18	56%
Taloyoak	36	26	72%	36	26	72%
<b>OTHER</b>	17	5	29%	17	5	29%
Winnipeg	10	4	40%	8	4	50%
Churchill	5	1	20%	7	1	14%
Ottawa	2	0	0%	2	0	0%
<b>TOTAL</b>	2963	1519	51%	2950	1531	52%

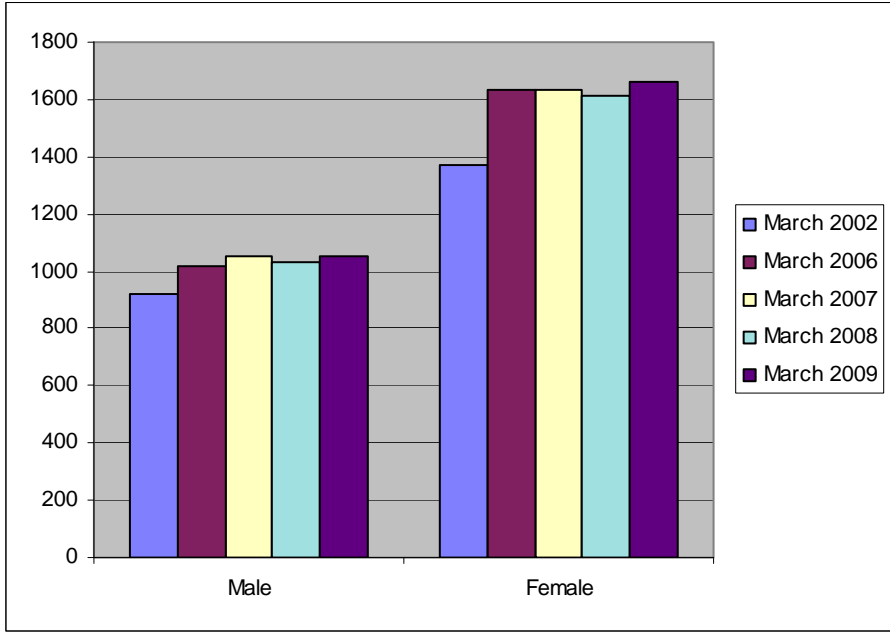
### Beneficiary Employment by Department

DEPARTMENT	March 2008			March 2009		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Community & Government Services	248	107	43%	254	115	45%
Culture, Language, Elders & Youth	57	37	65%	57	37	65%
Economic Development & Transportation	92	46	50%	96	48	50%
Education	1076	574	53%	1070	572	53%
Environment	78	34	44%	91	40	44%
Executive & Intergovernmental Affairs	34	22	65%	30	20	67%
Finance	139	60	43%	141	65	46%
Health & Social Services	606	318	52%	585	305	52%
Human Resources	70	43	61%	67	44	66%
Justice	216	103	48%	213	106	50%
Office of the Legislative Assembly	26	14	54%	25	13	52%
Nunavut Arctic College	108	49	45%	107	53	50%
Nunavut Housing Corporation	67	29	43%	61	29	48%
Qulliq Energy Corporation	146	83	57%	153	84	55%
<b>TOTAL</b>	<b>2963</b>	<b>1519</b>	<b>51%</b>	<b>2950</b>	<b>1531</b>	<b>52%</b>

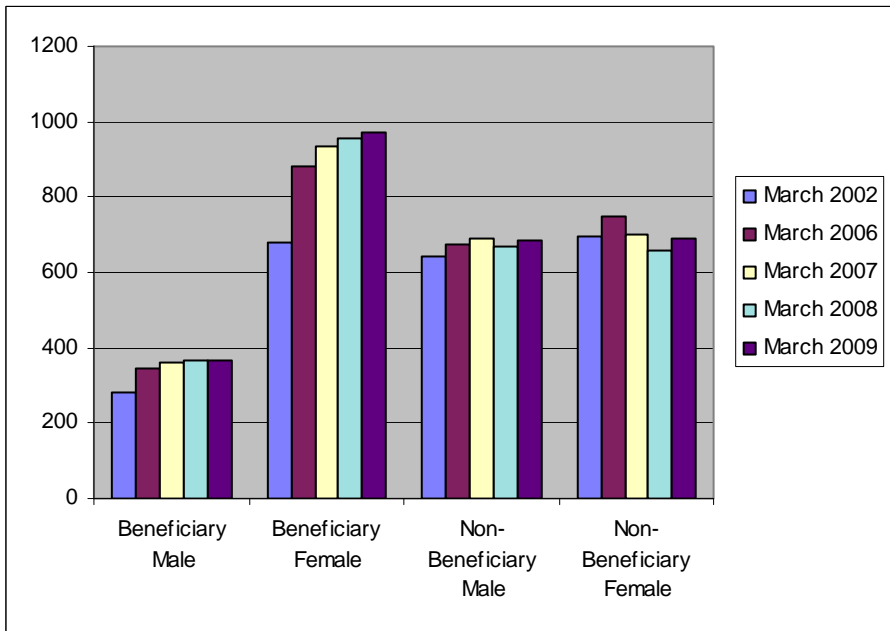
### Beneficiary Employment by Occupational Group

OCCUPATIONAL GROUP	March 2008			March 2009		
	Total Positions Filled	Beneficiary Employees	% Beneficiaries	Total Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	33	19	58%	36	19	53%
Senior Management	125	31	25%	133	30	23%
Middle Management	349	89	26%	335	89	27%
Professional	980	258	26%	966	250	26%
Paraprofessional	989	674	68%	1042	733	70%
Administrative Support	487	448	92%	438	410	94%
<b>TOTAL</b>	<b>2963</b>	<b>1519</b>	<b>51%</b>	<b>2950</b>	<b>1531</b>	<b>52%</b>

**Employees by Gender**

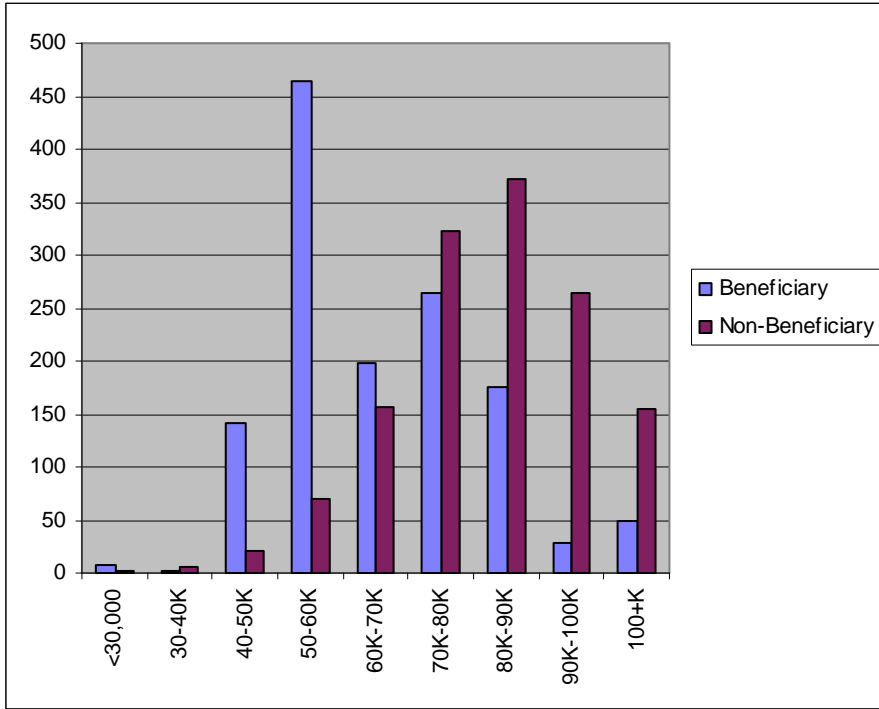


**Employees by Beneficiary Status and Gender**

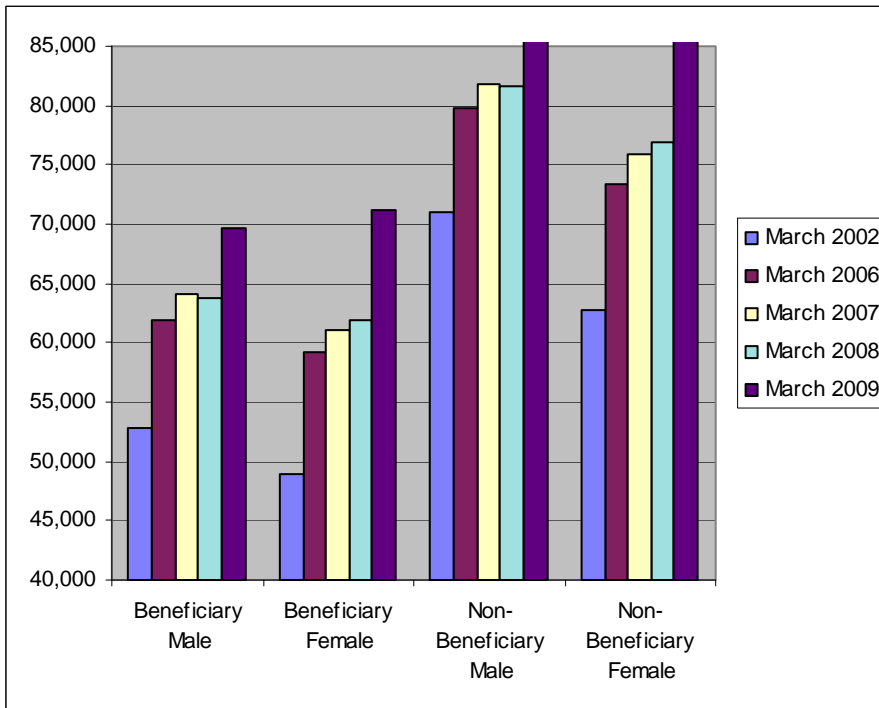




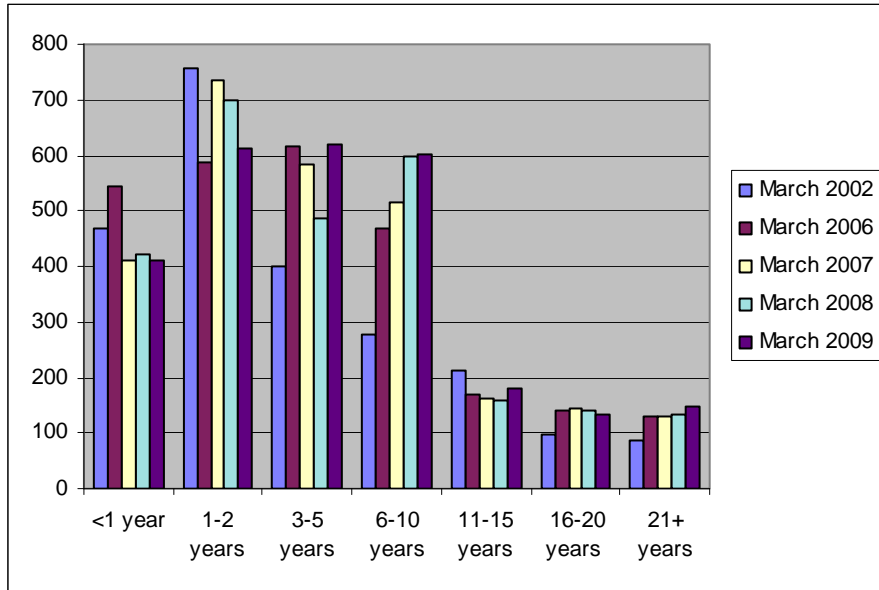
**Employees by Salary Range and Beneficiary Status - March 2009**



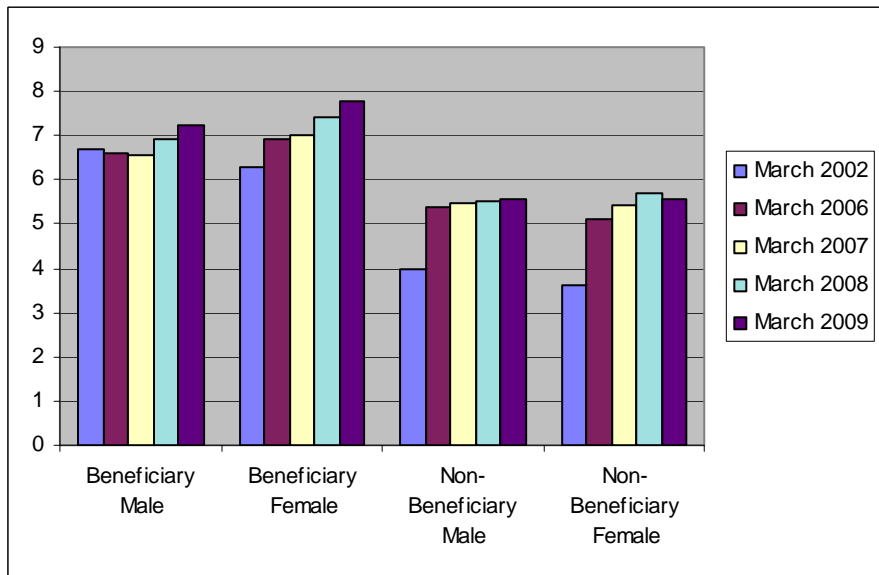
**Average Annual Salary by Beneficiary Status and Gender**



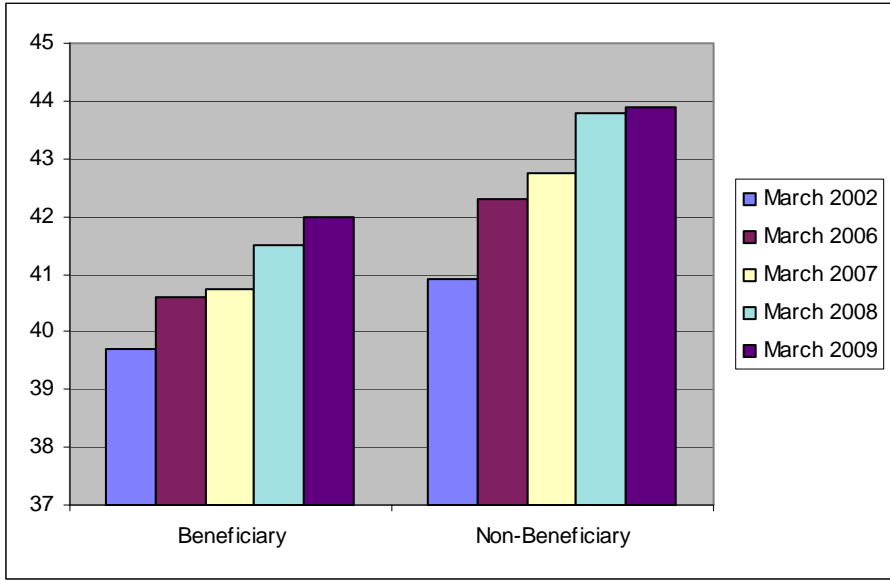
**Employees by Years of Service**



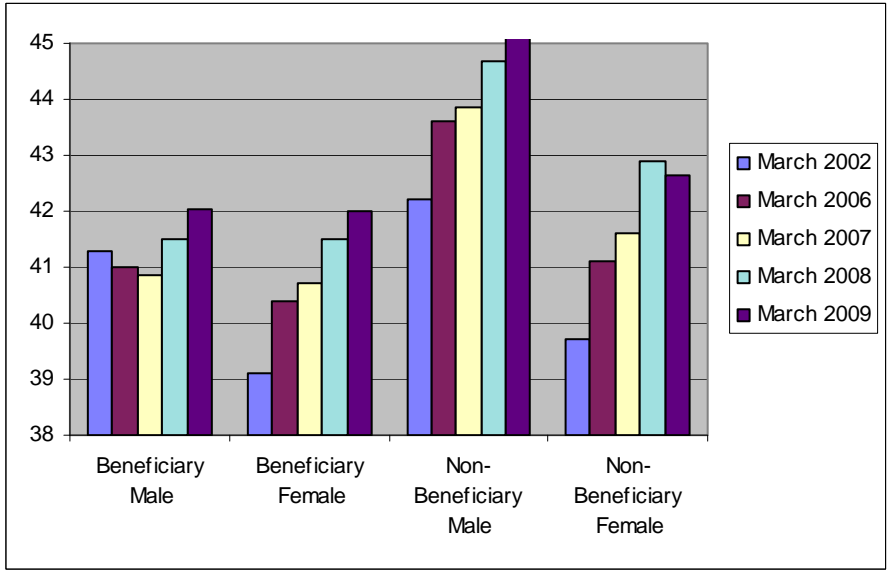
**Average Years of Service by Beneficiary Status and Gender**



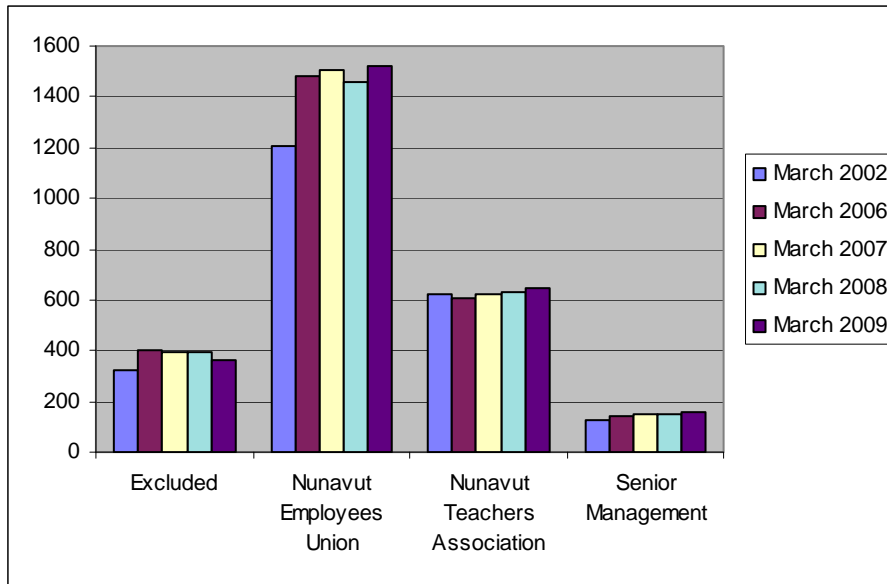
**Average Age of Employees by Beneficiary Status**



**Average Age of Employees by Beneficiary Status and Gender**



**Employees by Pay Group**



**Employee Turnover\* by Pay Group**

EMPLOYEE GROUP	Departure Rate (%) 2000**	Departure Rate (%) 2001**	Departure Rate (%) 2002**	Departure Rate (%) 2003-04***	Departure Rate (%) 2004-05	Departure Rate (%) 2005-06	Departure Rate (%) 2006-07	Departure Rate (%) 2007-08	Departure Rate (%) 2008-09
Excluded Employees	41%	26%	19%	18%	15%	15%	14%	21%	18%
Nunavut Teachers' Association	34%	21%	21%	18%	21%	22%	22%	25%	19%
Senior Management	36%	19%	13%	13%	13%	13%	12%	15%	12%
Nunavut Employees Union	27%	34%	18%	20%	17%	14%	14%	19%	18%
<b>TOTAL</b>	<b>31%</b>	<b>28%</b>	<b>19%</b>	<b>18%</b>	<b>18%</b>	<b>16%</b>	<b>16%</b>	<b>20%</b>	<b>18%</b>

\* Employees leaving GN

\*\* Calendar Year

\*\*\* Data was collected over a 15 month period (Dec. 31, 2003 – March 31, 2004) but adjusted to reflect a 12 month departure rate.