



ᔭᔭᔭᔭᔭᔭ ᔭᔭᔭᔭᔭᔭᔭᔭᔭᔭᔭᔭᔭᔭ
Building *Nunavut* Together
Nunavut iuqatigiingniq
Bâtir le *Nunavut* ensemble

Public Service

2011-2012 | ANNUAL REPORT



Table of Contents

Message from the Minister	4
Inuit Employment Initiatives	5
Human Resources Legislative and Policy Framework	8
Human Resources Development	10
Employee Relations and Job Evaluation	21
Human Resources Information and Payroll System	26
Workforce Profile	27



Message from the Minister

As Minister responsible for the *Public Service Act*, I am pleased to present the 2011-2012 Public Service Annual Report. This report provides information on the management and direction of the public service in Nunavut and it has been prepared in accordance with the legislative authority of the *Public Service Act*, the guiding principles of *Tamapta* and our commitment to Article 23 of the *Nunavut Land Claims Agreement*.

This past year has heralded a departmental reorganization and implementation of a Human Resources Strategic Framework to guide excellence in human resources practices. Standards of Practice were implemented for recruitment and significant gains measured in the average time taken to staff positions.

Cabinet approved a Legislative Framework for the preparation of a new Public Service Act and progress was made on consequential drafting towards this groundbreaking new legislation that will reflect the Nunavut Land Claims Agreement and Nunavummiut culture and heritage. It will include the progressive and innovative

labour practices of the Government of Nunavut, developed through our partnerships with our public service members and collective bargaining units.

Additional achievements include the planned implementation of a new Code of Values and Ethics, an updated Harassment Free Workplace policy and directive, and a new directive to create best practice and process in the resolution of workplace conflict.

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 of April 1, 2011 to March 31, 2012.

The Honourable Monica Eil
Minister of Human Resources



Inuit Employment Initiatives

The Government of Nunavut (GN) is committed to building an effective, functional, skilled and representative public service. In support of Article 23 of the *Nunavut Land Claims Agreement* — to increase Inuit participation in government employment to a representative level of the population across all occupational categories — human resources management tools are provided that are current, effective and culturally sensitive.

The Department of Human Resources plays a key role in helping to achieve the goals of the GN in all departments and some agencies by assisting them in updating their Inuit Employment Plans and by providing leadership in the implementation of Inuit Employment Initiatives. An Inuit Employment Planning Committee has been reconvened to examine options for further means to increase Inuit employment. Consultations were conducted with Inuit representational organizations both to gain their expertise in employment and cultural matters and to further engage Inuit across Nunavut in public service employment planning.

One of the key tools provided is statistical reporting, including the *“Towards a Representative Public Service”* report. This report is completed on a quarterly basis and it demonstrates the success in recruitment and retention of beneficiary and non-beneficiary employees by all GN departments and some agencies. The report is comprehensive, covering all communities, broken down by beneficiary and non-beneficiary criteria plus other parameters including six occupational groups, showing data by human resource capacity and also by employee status (indeterminate, casual).

The March 31, 2012 *“Towards Representative Public Service”* report indicates an overall beneficiary representation in the GN of 50 percent. The proportions of beneficiary representation — in the Department of Culture, Language, Elders, and Youth at 74%, in the Department of Human Resources at 67% and in the Department of Executive and Intergovernmental Affairs at 66% —demonstrate continued recruitment progress in support of Article 23. Beneficiary representation continues to be high in the categories of Administrative Support at 91% and Paraprofessional at 69%.

Emphasis on mentoring and training will be continued in order to increase beneficiary representation, particularly in middle and senior management areas. Additional detailed information regarding beneficiary representation in the public service can be found in the Workforce Profile section of this report and online under the quarterly report.

Priority Hiring

The Priority Hiring Policy plays an important role in ensuring that the GN fulfills its obligation under Article 23 of the *Nunavut Land Claims Agreement*.

This 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.

If a beneficiary meets the qualifications for the position, as 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. Non-beneficiary candidates applying on a competition who have been residents of Nunavut for greater than one year are screened and considered first for possible qualified applicants before review of non-resident non-beneficiary applicants.

Job opportunities are broadcast on local radio and also on cable television, which is often a more effective medium in geographically remote communities. In addition, the standard methods of job posting in newspapers, on bulletin boards, on employment websites and on the departmental website continue to be used. Recruitment companies have been retained to assist with certain highly specialized and critical senior and professional positions.

To further demonstrate the ongoing commitment of the GN toward increasing Inuit employment in the workplace, departments are increasingly offering term positions to successful non-beneficiary candidates, so as to ensure that future employment opportunities will become available to beneficiaries.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide challenging and enriching opportunities for secondary and post-secondary Nunavummiut students seeking to gain valuable work experience with the GN. The major objectives of this program are to expose students to the full variety of careers available within the public service and to encourage them to consider the GN as their employer of choice after graduation.

This program is aimed at providing employment opportunities that will complement the academic programs of students and help fund their education, thereby further encouraging students to complete their studies, develop critical skills, and improve their employability after graduation.

The SSEEP includes orientation, mentorship, and evaluation components which combined ensure that students are provided with the necessary support and development required to gain meaningful work experience.

The 2011-2012 SSEEP had a total of 132 students participating (79% beneficiary). In accordance with the consistent application of the Priority Hiring Policy, priority SSEEP placement is given to Nunavut high school and college students, as well as to those Nunavummiut who are studying at post secondary institutions located outside of the territory.

A quality assurance review was done on the operations of the program to evaluate if it is meeting the intended objectives set out for the program. It was found that while generally the program meets key objectives of providing skills to improve employability after graduation and funding that can assist with postsecondary education, improvements can be made and these were identified in recommendations to be implemented in following years.

Summer Student Employment Equity Program			
Fiscal Year	# Students	# Beneficiary	% Beneficiary
2011-12	132	104	79%
2010-11	164	125	76%
2009-10	165	132	80%
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%
TOTAL	1599	1215	76%

Sivuliqtiksatsat Internship Program

The Sivuliqtiksatsat Internship Program is designed to provide development opportunities for beneficiaries seeking to take on leadership positions (at the Manager/Director level) and to help fill specialized positions that are unique to particular departments. This focus assists the GN in filling gaps in the senior, middle, professional and paraprofessional occupational categories.

Since 2002-03, twenty (20) interns have successfully graduated from the program. Thirteen (13) are still working in their target positions, two (2) were promoted to higher positions within the same department, one (1) changed position within their employing department, one (1) changed department for a job at the same level, and three (3) are no longer with the GN.

There are currently three (3) interns participating in the program. Between September, 2011 and March 31, 2012 eight (8) intern positions were approved but two (2) were cancelled due to the resignation of the trainers. The Sivuliqtiksatsat program is in the process of posting and staffing six (6) intern positions.

Sivuliqtiksatsat interns complete their customized learning plan objectives through workplace training, completion of distance education courses and participation in formal classroom learning. Orientation, mentoring and work exchange assignments are other components of this program. Each intern is assigned a designated trainer for the duration of their internship. Interns who successfully complete the program are appointed to their target positions.



Human Resources Legislative and Policy Framework

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

Public Service Act Review

The current *Public Service Act* has been carried forward from the Government of the Northwest Territories, with a few minor amendments. It does not incorporate new acts in force in Nunavut, such as the *Human Rights Act*, the *Education Act*, or the *Inuit Language Protection Act*, and it does not reflect changes to collective agreements made since 1999. The current *Public Service Act* fails to reflect best practices in public sector labour law that have developed in the decades since this legislation was completely reviewed and revised. Furthermore, it does not clearly specify which agencies and organizations are subject to its provisions. Most importantly, the current *Public Service Act* does not include the Priority Hiring Policy and it does not consider Inuit societal values.

The GN Cabinet has directed the Minister of Human Resources to develop a *Public Service Act* that will be the foundation of a new approach to management of public sector employees, which will reflect and promote Inuit culture and meet the specific needs of Nunavut.

Research and consultation occurred with departmental partners and stakeholders, including Inuit representative organizations, in order to build upon the extensive inter-jurisdictional research and consultation which had been completed towards the development of a new *Public Service Act*.

Updated Human Resources Manual

The Human Resources Manual and associated policy, directives, and handbooks serves as an essential and guiding resource that provides direction to the public service on human resource practice and processes within the legislative framework of the *Public Service Act* and other guiding legislation and standards. The directives, originally comprising the Human Resources Manual, were transferred from the Government of Northwest Territories in 1999. Over the past 11 years as the terms and conditions of employees have changed, so have the directives.

A major rewrite of many policies and directives occurred in 2006. The Workplace Harassment Policy had a sunset date of 2010. The Department of Human Resources continues to update, revise and develop all directives of the Human Resources Manual as the terms and conditions of employment evolve over time and as best practices are developed inter-jurisdictionally.

Highlights in the development of policies and directives included Cabinet approval of an implementation ready Code of Values and Ethics, an updated Harassment Free Workplace policy and directive, and a new directive to create best practice and process in the resolution of workplace conflict. In addition, a manual has been developed for both the harassment prevention and workplace conflict resolution documents to assist supervisors and employees in the use of these valuable human resources tools.





Human Resources Development

The 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 good management. In keeping with this ongoing 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 2012, there were 4143 full-time positions available within the GN and of these positions 3187 were filled. Staffing capacity was 77% in March, 2012 from 76% in March 2011.

These statistics include the employees of the Qulliq Energy Corporation and other GN boards/agencies unless otherwise specified.

It must also be noted that when casuals are added to the pool of full-time positions, staffing capacity increases to approximately 94%.

The 2010 Report of the Auditor General of Canada on Human Resources Capacity stated “on average, it takes 318 days to fill a position, subtracting departmental planning and preparation and housing analysis and designation days, the figure stands at approximately 105 to 110 days to fill a position in a department from the moment of advertising until a candidate receives a job offer.” The overall recruitment cycle has been shortened in duration and further gains are being worked towards as a priority. A recent sample taken in March was analyzed to determine competition completion time cycles with the following results:

HQ Iqaluit	91.9
Qikiqtaaluk	112.3
Kivalliq	94.9
Kitikmeot	83.03
GN Combined	91.43

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

Capacity Distribution by Community								
Community	March 2012				March 2011			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Arctic Bay	47	5	42	89%	45	3	42	93%
Qikiqtarjuaq	40	6	34	85%	42	5	37	88%
Cape Dorset	114	16	98	86%	116	21	95	82%
Clyde River	72	13	59	82%	60	16	44	73%
Grise Fiord	22	6	16	73%	22	3	19	86%
Hall Beach	43	5	38	88%	42	5	37	88%
Igloolik	161	32	129	80%	156	35	121	78%
Iqaluit	1595	400	1195	75%	1567	406	1161	74%
Kimmirut	36	8	28	78%	36	6	30	83%
Nanisivik	1	0	1	100%	4	2	2	50%
Pangnirtung	147	25	122	83%	142	34	108	76%
Pond Inlet	152	22	130	86%	151	23	128	85%
Resolute Bay	27	12	15	56%	29	10	19	66%
Sanikiluaq	52	8	44	85%	52	12	40	77%
Total Baffin	2509	558	1951	78%	2464	581	1883	76%
Arviat	211	46	165	78%	212	49	163	77%
Baker Lake	170	31	139	82%	161	28	133	83%
Chesterfield Inlet	33	7	26	79%	33	11	22	67%
Coral Harbour	53	7	46	87%	52	10	42	81%
Rankin Inlet	459	145	314	68%	457	143	314	69%
Repulse Bay	49	5	44	90%	42	11	31	74%
Whale Cove	34	6	28	82%	32	5	27	84%
Total Kivalliq	1009	247	762	76%	989	257	732	74%
Bathurst Inlet	0	0	0	-	0	0	0	-
Umingmaktok	0	0	0	-	0	0	0	-
Cambridge Bay	270	82	188	70%	271	82	189	70%
Gjoa Haven	110	29	81	74%	105	28	77	73%
Kugluktuk	141	22	119	84%	143	27	116	81%
Kugaaruk	42	4	38	90%	44	6	38	86%
Taloyoak	44	10	34	77%	44	11	33	75%
Total Kitikmeot	607	147	460	76%	607	154	453	75%
Winnipeg	7	0	7	100%	7	0	7	100%
Churchill	9	3	6	67%	9	3	6	67%
Ottawa	2	1	1	50%	2	0	2	100%
Total Other	18	4	14	78%	18	3	15	83%
TOTAL	4143	956	3187	77%	4078	995	3083	76%

Capacity Distribution by Department

	March 2012				March 2011			
Department	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Community and Government Services	341	96	245	72%	342	91	251	73%
Culture, Language, Elders and Youth	98	29	69	70%	87	22	65	75%
Economic Development and Transportation	136	25	111	82%	132	37	95	72%
Education	1325	148	1177	89%	1289	196	1093	85%
Environment	122	28	94	77%	120	20	100	83%
Executive and Intergovernmental Affairs	93	40	53	57%	69	27	42	61%
Finance	204	74	130	64%	215	84	131	61%
Health and Social Services	927	308	619	67%	918	306	612	67%
Human Resources	88	28	60	68%	88	30	58	66%
Justice	317	99	218	69%	322	108	214	66%
Office of the Legislative Assembly	34	9	25	74%	34	6	28	82%
Total GN Departments	3685	884	2801	76%	3616	927	2689	74%
Agencies, Boards and Corporations								
Nunavut Arctic College	164	30	134	82%	172	27	145	84%
Nunavut Housing Corporation	100	22	78	78%	107	31	76	71%
Qulliq Energy Corporation	194	20	174	90%	183	10	173	95%
Total Agencies, Boards and Corporations	458	72	386	84%	462	68	394	85%
TOTAL ALL	4143	956	3187	77%	4078	995	3083	76%

Capacity Distribution by Occupational Category

Occupational Category	March 2012				March 2011			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Executive	39	3	36	92%	35	1	34	97%
Senior Management	167	26	141	84%	178	36	142	80%
Middle Management	454	87	367	81%	449	98	351	78%
Professional	1392	303	1089	78%	1313	274	1039	79%
Paraprofessional	1528	394	1134	74%	1535	436	1099	72%
Administrative Support	563	143	420	75%	568	150	418	74%
TOTAL	4143	956	3187	77%	4078	995	3083	76%

Staffing

The Department of Human Resources facilitates job competitions for GN departments in order to ensure a transparent and equitable hiring process. However, staffing authority has been delegated by the Minister of Human Resources to the Department of Health and 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 employees falls under the Education Act.

Job Competitions

For the 2011-2012 fiscal year, the Department of Human Resources held 537 job competitions. This number does not include casual positions, direct appointments and transfer assignments.

A total of 9670 applications were received for the 537 advertised positions in 2011-2012, compared to 6153 applications received for the 463 positions in 2010-2011, and 7672 applicants for 520 advertised positions in 2009-2010.

In 2010-2012, of all the positions advertised, 310 were filled, compared to 333 filled in 2010-2011, and 365 in 2009-2010.

A total of 68 competitions were cancelled or re-advertised in 2011-2012, as compared to 46 positions in 2010-2011, and 156 positions in 2009-2010. The remaining competitions were not completed by the end of the fiscal year.

The department had a staffed career information booth at the Baffin Regional Chamber of Commerce (BRCC) Nunavut Trade Show in Iqaluit and established a booth for other communities with Community Economic Development Weeks also sponsored by BRCC through the year. School visits to promote careers in the public service were done in communities including Kugaaruk, Taloyoak, Gjoa Haven, and Kugluktuk.

A breakdown of job applications and hires by gender and beneficiary status, not including those recruited by other departments through delegated authority, is contained as follows.

2011-2012 Job Competitions

Positions advertised: 537

	Total	Male	% Male	Female	% Female	Beneficiary	% Beneficiary	Non-Beneficiary	% Non-Beneficiary
Applications	9670	5528	57%	4142	43%	1865	19%	7805	81%
Actual Hires	310	146	47%	164	53%	124	40%	186	60%

Application Summary by Fiscal Year

Fiscal Year	# Positions Advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2011-12	537	9670	5528	4142	1865	7805
2010-11	463	6153	3566	2587	1445	4708
2009-10	520	7672	3998	3674	2115	5557
2008-09	480	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
TOTAL	6382	92745	52219	40526	20191	72554

Hire Summary by Fiscal Year

Fiscal Year	# Hired	Male	Female	Beneficiary	Non-Beneficiary
2011-12	310	146	164	124	186
2010-11	333	144	189	131	202
2009-10	365	147	218	186	179
2008-09	314	140	174	138	176
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
TOTAL	4131	1732	2399	1905	2226

Casual Employment

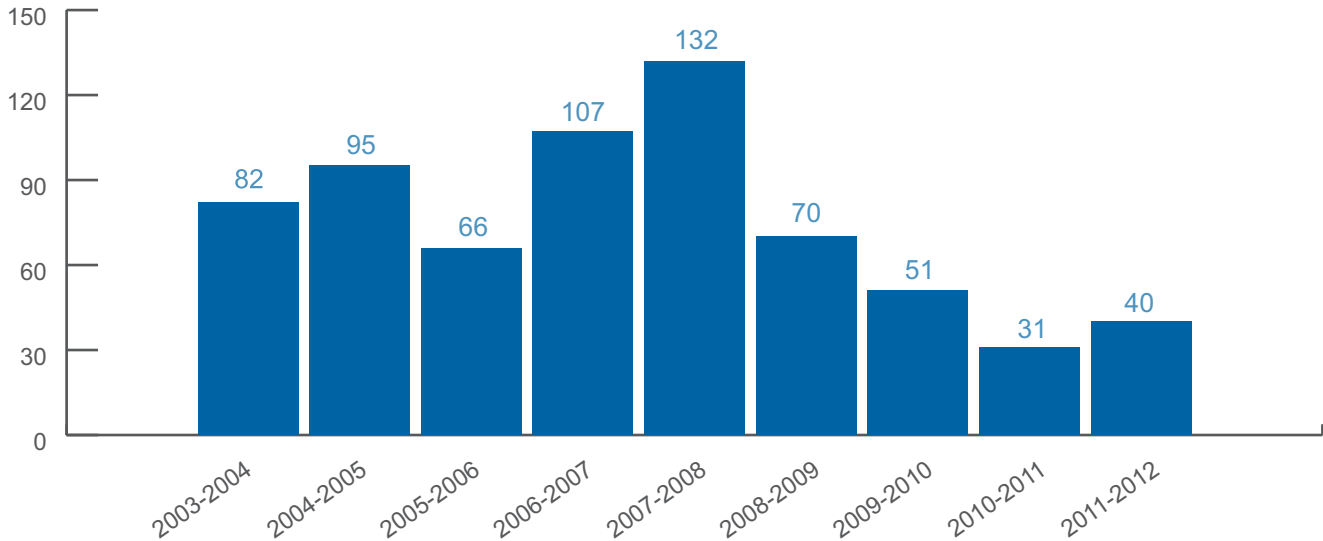
The GN hires casual employees for temporary and emergency short-term needs and assignments within departments. For example, casual employees are hired to work on special projects, to assist with a high volume of work, or to fill in for employees on leave. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences. As of March 31, 2012, a total of 1249 casuals were employed with the GN, of which 843 (67%) were beneficiaries.

Direct Appointments

The GN is committed to staffing positions through the competition process. However, there do exist certain special circumstances where appointments without competition are both necessary and justified. Direct appointments are mainly used to achieve a qualified and representative public service. They are used in rare situations where the regular recruitment process has been unsuccessful in filling hard-to-staff positions. Direct appointments are initiated by departments, after review and evaluation of the background information submitted, the appointments are recommended by the Department of Human Resources to the GN Cabinet who decide which appointments will be approved and can proceed.

During 2011-2012, Cabinet approved a total of 40 direct appointments. Of the 40 direct appointments that were approved, 35 (88%) 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. It remained at 84% in both 2005-2006 and 2006-2007, at 80% in 2007-2008, at 82% in 2008-2009, at 81% in 2009-2010, at 82% in 2010-2011 and is now at 84% in 2011-2012. While the retention rate has increased significantly since 2000, maintaining and increasing capacity remains a constant 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

GN recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service, meeting the needs of Nunavummiut, through the awarding of long-term service awards. These awards are presented at ceremonies that are held once every two years.

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 and 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 in order to identify and respond to priority training needs for GN employees and to ensure that programs are relevant, cost effective and of high quality.

The division conducts a needs assessment annually across all four regions in the 1st quarter of each fiscal year to identify current training needs.

(Please note that participant statistics contained in this section of the report are not necessarily reflective of individual employee participation rates. For example, an individual employee may have registered for more than one 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 2011-2012, the Department of Human Resources continued its successful partnership with Saint Mary's University to deliver a 10-module management-training program for employees in Cambridge Bay. Faculty from Saint Mary's University travelled to Cambridge Bay each month to deliver a two-and-a-half (2.5) day module. Modules cover such areas as business communication, program evaluation, leadership and budgeting. Participants are required to complete eight (8) of 10 modules to complete the program. A unique feature of this program is that it gives participants the opportunity to learn from, and network with, other employees and also to participate in a management program that is "closer to home".

As of March 31, 2012, a total of 14 GN employees participated in the 2011-2012 program delivery. There were 11 graduates (55% beneficiaries) scheduled for the June, 2011 graduation. A total of 84 GN employees (75% beneficiaries) have graduated from the program since 2004-2005.

Employee Orientation

The Department of Human Resources hosts 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 unique job-specific orientation initiatives of each GN department. In 2011-2012, a total of 46 employees attended one (1) of five (5) deliveries of the orientation session provided in Iqaluit. The session was offered to additional communities but there were not sufficient registration numbers to deliver the session. The session is offered and delivered on an annual basis dependent on demand and the number of new employees in a community.

2011-2012 Employee Orientation Sessions			
Community / Sessions	Participants	Beneficiary	Non-Beneficiary
Iqaluit/5	46	12	34
TOTAL	46	12	34

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 Qaujimajatuqangit into the workplace.

The Department of Human Resources offers assistance to GN departments upon request and customizes and tailors Cultural Orientation sessions focused on Inuit Qaujimajatuqangit principles, as well as other activities designed to meet 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-long, on-the land sessions designed to introduce employees to the following:

- The History of Nunavut
- Inuit Societal Values
- Tamapta (Cabinet Mandate)
- Traditional Inuit Activities
- Team Work

In 2011-2012, a total of 56 employees (21% beneficiaries) attended one (1) of seven (7) different cultural orientation sessions provided in six (6) communities across Nunavut.

2011-2012 Cultural Orientation Sessions			
Community / Sessions	Participants	Beneficiary	Non-Beneficiary
Iqaluit/2	34	8	26
Gjoa Haven	12	1	11
Kugluktuk	3	2	1
Cambridge Bay	3	1	2
Kugaaruk	1	0	1
Taloyoak	3	0	3
TOTAL	56	12	44

Learning and Development Opportunities

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, as well as helping to prepare them for higher positions within the GN. Programming is designed to meet general training needs in such areas as communication, computer literacy, financial management, administrative services, and human resources management.

In 2011-2012, a total of 469 employees completed learning and development activities sponsored by the Department of Human Resources. Ninety-four course deliveries took place in ten communities across Nunavut (Cambridge Bay, Gjoa Haven, Igloolik, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, Baker Lake, Arviat, and Rankin Inlet). These included 59 different types of courses.

Learning and Development Program by Fiscal Year			
Fiscal Year	Types of Courses Offered / Deliveries	Participants	Beneficiary %
2011-12	59/94	469	216/46%
2010-11	53/46	289	138/48%
2009-10	72/75	476	279/58%
2008-09	72/73	532	310/58%
2007-08	46/86	628	324/52%
2006-07	56/104	1067	549/52%
2005-06	42/109	843	452/54%
2004-05	43/97	902	465/52%
2003-04	30/90	915	439/39%
2002-03	31/123	1084	423/39%
2001-02	24/89	577	233/40%
TOTAL	528/986	7782	3828/49%

Inuktitut/Inuinnaqtun Language Training

In 2011-2012, a total of 89 employees (49% beneficiary) completed 15 language training offered in ten (10) different communities across Nunavut. Inuktitut is offered in several courses dependent on the competency of the learner. The courses include Inuktitut as a Second Language, Pigiavik for beginners, then increasing in skill level through Allurvik to Allurvik II. A language keyboard course for Inuktitut syllabics was also offered. In addition, Inuinnaqtun training at an introductory level was delivered. The following charts indicate the courses offered and employee participation.

2011-2012 Inuktitut Language Sessions			
Community / Sessions	Participants	Beneficiary	Non-Beneficiary
Iqaluit/5	25	8	17
Pangnirtung	4	4	0
Pond Inlet/	7	0	7
Cape Dorset/	5	5	0
Igloolik/2	8	8	0
TOTAL	49	25	24

2011-2012 Inuinnaqtun Language Sessions			
Community / Sessions	Participants	Beneficiary	Non-Beneficiary
Cambridge Bay	4	3	1
Gjoa Haven	15	14	1
Kugaruuk	2	0	2
Taloyoak	9	1	8
Kugluktuk	10	1	9
TOTAL	40	19	21

In 2011-2012, a total of 13 employees (38% beneficiary) completed 3 French language training sessions offered in one (1) community, Iqaluit. There were three (3) levels of instruction offered: beginner, advanced, and intermediate, three times per week for six (6) weeks from Oct-Nov 2011. The following charts indicate the courses offered and employee participation.

2011-2012 French Language Sessions			
Community	Participants	Beneficiary	Non-Beneficiary
Iqaluit	13	5	8
TOTAL	13	5	8

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 (6) training modules is used to orient new employees, provide professional development for those currently in government, 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 successfully complete and pass all modules receive a certificate. The training modules include:

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

In 2011-2012, all Financial Management training module materials were updated. To date, a total of 13 GN employees have successfully completed the program. Another 52 employees (65% of whom are beneficiaries) have completed various component modules of the program to the extent that they have the potential to attain their Certificate in Financial Management at a later date. Since 2007-2008, a total of 257 employees (53% beneficiaries) have participated in the program.

Occupational Training Programs

Occupational Training Programs are comprehensive training programs targeted towards specific categories of positions that are found in all departments. In 2011-2012, the Department of Human Resources delivered three (3) Occupational Training Programs. Targeted training programs and communities for delivery included the following:

- 1. Human Resource Management** — which was designed for human resource professional positions such as HR coordinators, assistants and officers, or positions with HR responsibilities that needed practical hands-on strategies.
- 2. Supervisory Development** — which was designed for those in supervisory positions or front-line management positions to increase knowledge and skills in a variety of management practices. Provision is available through the program for candidates to work towards their Canadian Professional Supervisor designation.
- 3. Administrative Development** — which was designed for advanced administrative positions such as executive assistants or secretaries, administrative assistants and office managers, to develop or increase skills in management. Provision is available through the program for candidates to work towards their Canadian Administrative Professional designation.

Program	Community	Completed	Beneficiary	Non-Beneficiary
HR Management	Iqaluit and Rankin Inlet combined	12	6	6
Supervisory	Iqaluit	9	2	7
Supervisory Designation Module	Iqaluit	11	3	8
Administrative Development	Iqaluit	14	10	4
Administrative Development	Rankin Inlet	14	10	4
TOTALS		60	31	29

In 2011-2012, a total of 60 employees (52% beneficiaries) completed six (6) Occupational Training Programs delivered in two (2) communities across Nunavut.



Employee Relations and Job Evaluation

The Employee Relations and Job Evaluation Division of the Department of Human Resources provides services to all GN departments and agencies. This Division supports senior managers, excluding other employees and unionized employees who belong to either the Nunavut Teachers Association (NTA) or the Nunavut Employees Union (NEU). The Employee Relations and Job Evaluation Division has the responsibility for negotiating collective agreements with the three recognized bargaining units (NTA, NEU and QEC - NEU). This Division also provides the GN Workplace Health, Safety and Wellness Program, as well as the Employee Recognition Program.

Workplace Health, Safety, and Wellness Program

The GN is dedicated to providing a safe and respectful workplace for all employees. The Workplace Health, Safety and Wellness Program offers the Employee and Family Assistance Program plus Occupational Health and Safety training, so as to maintain a healthy, safe, respectful and productive work environment through a strong focus on respectful workplace training.

Health, Safety and Wellness Training and Information Sessions

The GN is committed to providing learning and development opportunities to improve employees' knowledge of health, safety and wellness practice and to ensure adherence to related legislation, standards, and guidelines. Training opportunities are available to employees throughout the territory to ensure that the basic requirements of Nunavut's Safety Act are met.

Health, safety and wellness training includes:

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

Employee and Family Assistance Program

"The Employee and Family Assistance Program (EFAP) is a confidential, 24-hour, toll-free telephone counseling service. When possible, face to face counseling is also available. The service is available to all employees and their family members. Tele-Health counseling sessions are also available on request throughout the territory."

2011-2012 EFAP Utilization Rates		
Public Service Employees Using EFAP		
Employee Usage		
TOTAL	84	3%
Employee Family Use		
Individual	75	90%
Family	9	10%
TOTAL	84	100%
Client Gender		
Female	56	67%
Male	28	33%
TOTAL	84	100%
Age Distribution of Clients		
Less than 20	3	4%
21-30	6	7%
31-40	26	31%
41-50	32	38%
51-60	15	18%
61 and over	1	1%
Not specified	1	1%
TOTAL	84	100%
Counselling Method		
Face to Face	30	36%
Telephone	54	64%
TOTAL	84	100%
Counseling Services		
Crisis/Trauma	5	6%
Family	12	14%
Martial/relationship	19	23%
Psychological	26	31%
Social	1	1%
Substance disorders	4	5%
Workplace (including harassment)	11	13%
SUB-TOTAL	78	93%
Plan Smart Services		
Childcare and parenting support service	2	2%
Financial advisory service	2	2%
Legal advisory service	2	2%
SUB-TOTAL	6	7%
TOTAL	84	100%

Collective Bargaining

Nunavut Teachers' Association (NTA)

A collective agreement between the GN and NTA, covering approximately 600 employees is in place. The agreement is a four year contract from July 1, 2009 to June 20, 2013.

Qulliq Energy Corporation

A collective agreement between the GN and Qulliq Energy Corporation NEU members, covering approximately 150 employees, expired on December 31, 2010. A new agreement has not yet been achieved.

Nunavut Employees Union (NEU)

A collective agreement between the GN and NEU, covering approximately 2200 employees, expired on September 30, 2010. A new agreement has not yet been achieved.

Grievances and Staffing Appeals

Grievances

The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff members also have a grievance process under the Public Service Act. The Department of Human Resources continues to work with all 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 31st, 2012				
	Policy Grievance	Group Grievance	Individual Grievance	Total
NEU	8	5	68	81
NTA	1	0	0	1
Excluded	0	0	2	2

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, regional offices in Cambridge Bay and Rankin Inlet also have the capacity to conduct staffing appeal hearings. An appeal hearing provides an objective review of the staffing process. There were 18 staffing appeals made in 2011-2012.

2011-2012 Staffing Appeals				
Region	Withdrawn	Denied	Upheld	Total
HQ Iqaluit	2	8	2	12
Qikiqtaaluk	-	-	-	-
Kivalliq	-	4	-	4
Kitikmeot	-	1	1	2
TOTAL	2	13	3	18

Staffing Appeals Summary				
Fiscal Year	Upheld	Denied	Withdrawn	Total
2011-12	3	13	2	18
2010-11	10	29	0	39
2009-10	4	19	0	23
2008-09	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
TOTAL	56	243	3	302

Job Evaluation

All non-teaching position descriptions in the public service are evaluated using the Hay Job Evaluation System to promote consistent, affordable, and fair rates of pay for public servants.

Bilingual Bonus

The responsibilities and language requirements specified 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.

Those employees (other than those assigned key duties of translation in their job descriptions) who are required to use two (2) or more of the official languages of Nunavut receive a bilingual bonus of one thousand five hundred dollars (\$1,500.00) per annum.

There are 1,446 positions designated as bilingual in the GN, including 1,402 for Inuktitut and 44 for French. The number of actual employees in filled positions receiving the bilingual bonus is outlined in the following table.

Employees Receiving Bilingual Bonus by Department at March 31, 2012			
Department	Inuktitut	French	TOTAL
Community and Government Service	30	0	30
Culture, Language, Elders and Youth	25	0	25
Economic Development and Transportation	26	2	28
Education	194	6	200
Executive and Intergovernmental Affairs	27	2	29
Environment	17	0	17
Finance	30	1	31
Human Resources	22	1	23
Health and Social Services	210	3	213
Justice	55	4	59
Nunavut Arctic College	33	1	34
Nunavut Housing Corporation	12	1	13
Office of the Legislative Assembly	9	2	11
TOTAL	690	23	713



Human Resources Information and Payroll System

The Department of Community and Government Services, the Department of Finance and the Department of Human Resources in cooperation operate and maintain the integrated Human Resources Information and Payroll System (HRIPS). The system name is ePersonality.

The functionality of our business processes and the software elements that support data and information management continue to be enhanced. The base modules for Human Resources and Payroll modules are in place.

There is a comprehensive analysis underway to examine both the historical and current status of the existing system. Methods for improving reliability levels for data including reviewing, updating, and maintaining are an essential part of this analysis.

The analysis project includes the assistance of the software system vendor as is normal industry practice and will help drive the decision making process in respect to steps taken to further enhance our human resources information and payroll system capabilities.

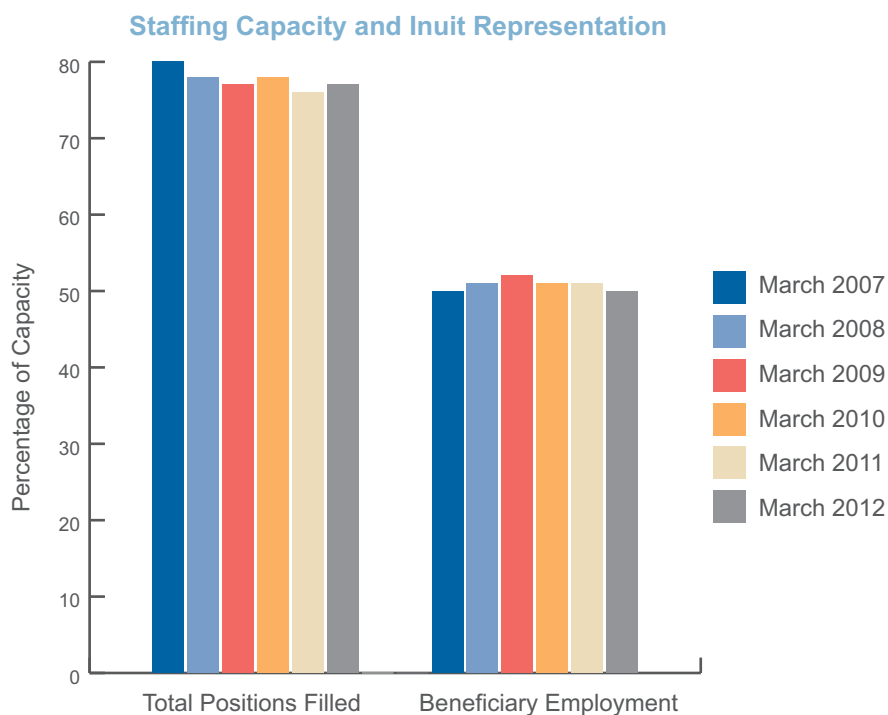


Workforce Profile

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

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

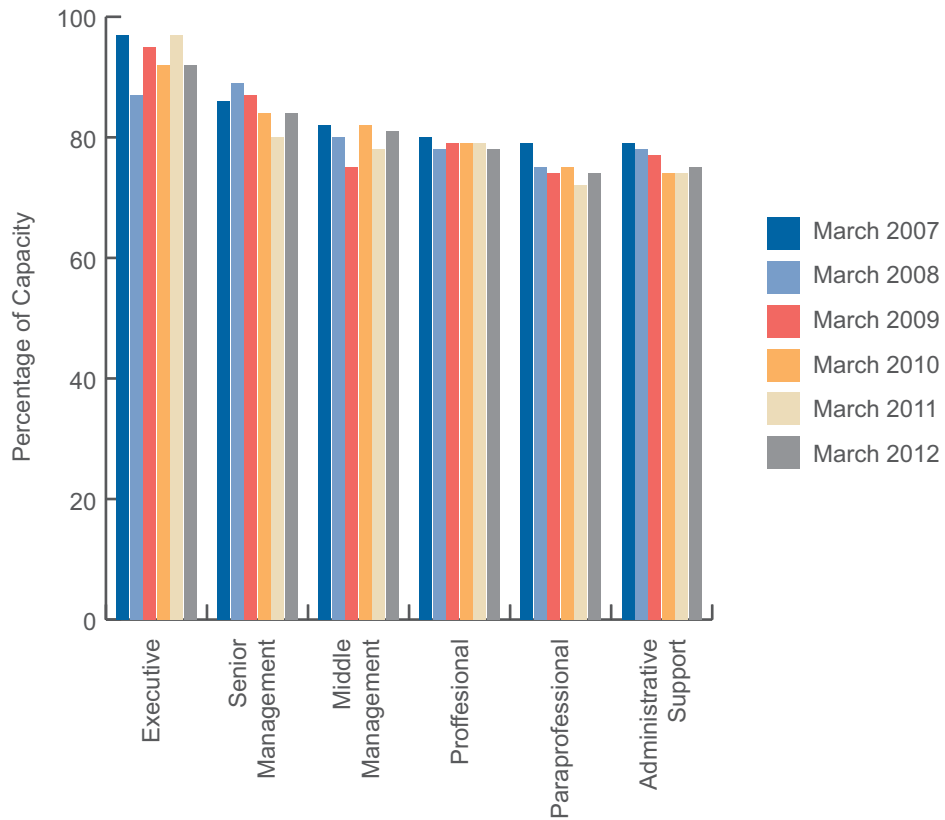
As of March, 2012, the average employee was 43.8 years of age, earned approximately \$83,016 a year and had 7.0 years of service in the GN. The average beneficiary male employee was 43 years of age, earned approximately \$74,942 a year and had 7.9 years of service. The average beneficiary female employee was 43.1 years of age, earned approximately \$72,615 a year and had 8.4 years of service. The average non-beneficiary male employee was 45.3 years of age, earned approximately \$94,688 a year and had 5.9 years of service. The average non-beneficiary female employee was 43.4 years of age, earned approximately \$90,767 a year and had 5.5 years of service.



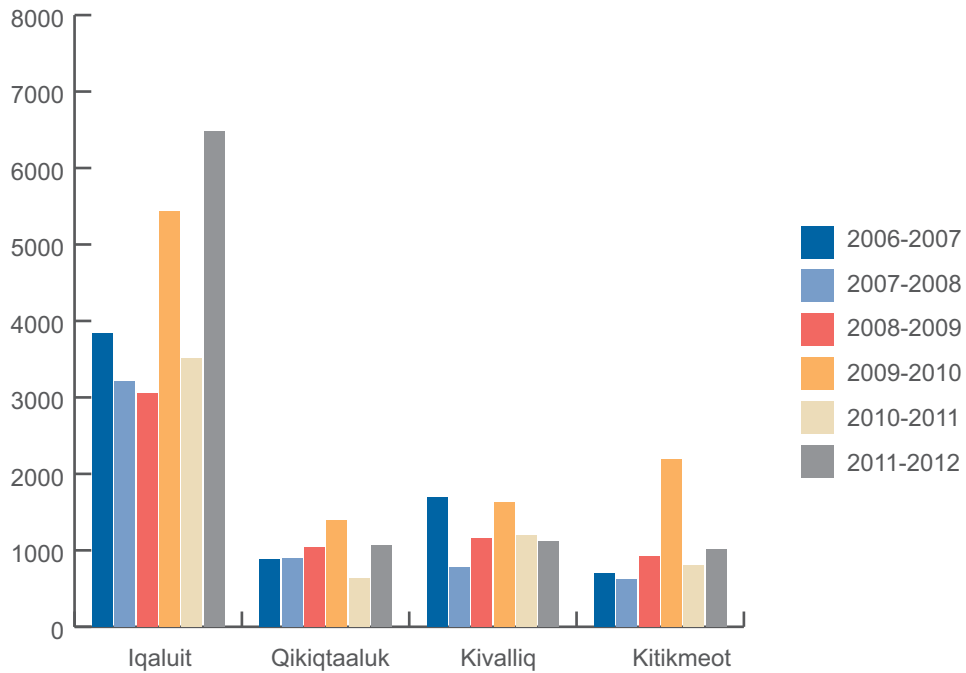
¹ Information on employee gender, salary, years of service, age and pay group are for full-time equivalent (FTE) employees only.

² Job competition information does not include Nunavut Arctic College, teaching, or specialized health care positions.

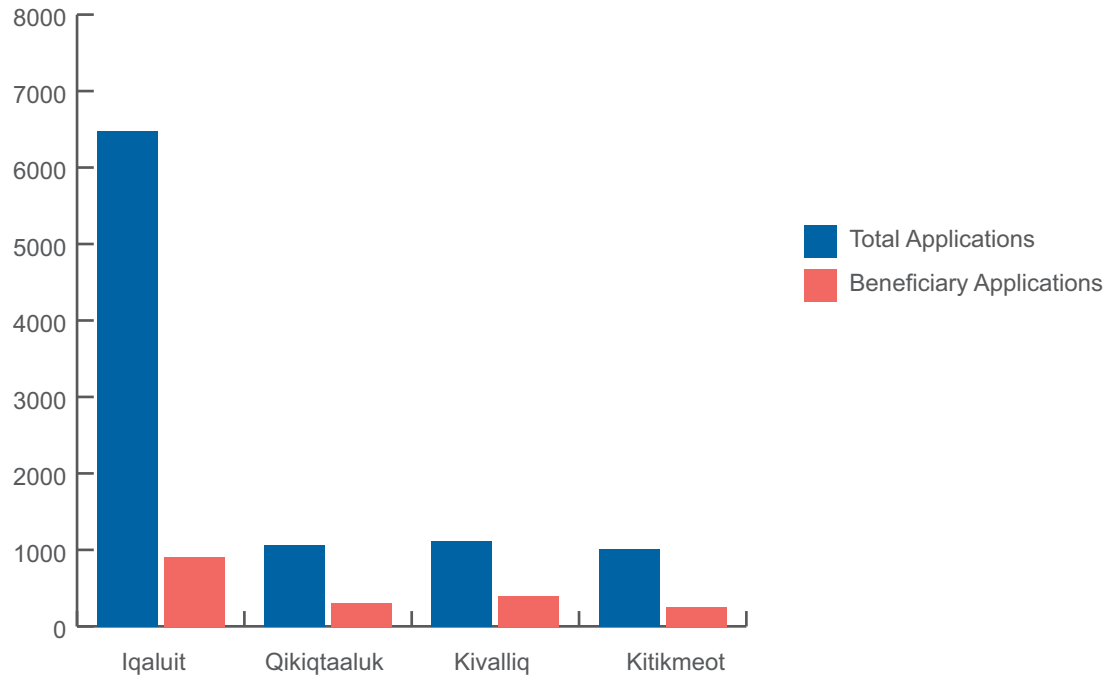
Capacity Distribution by Occupational Category



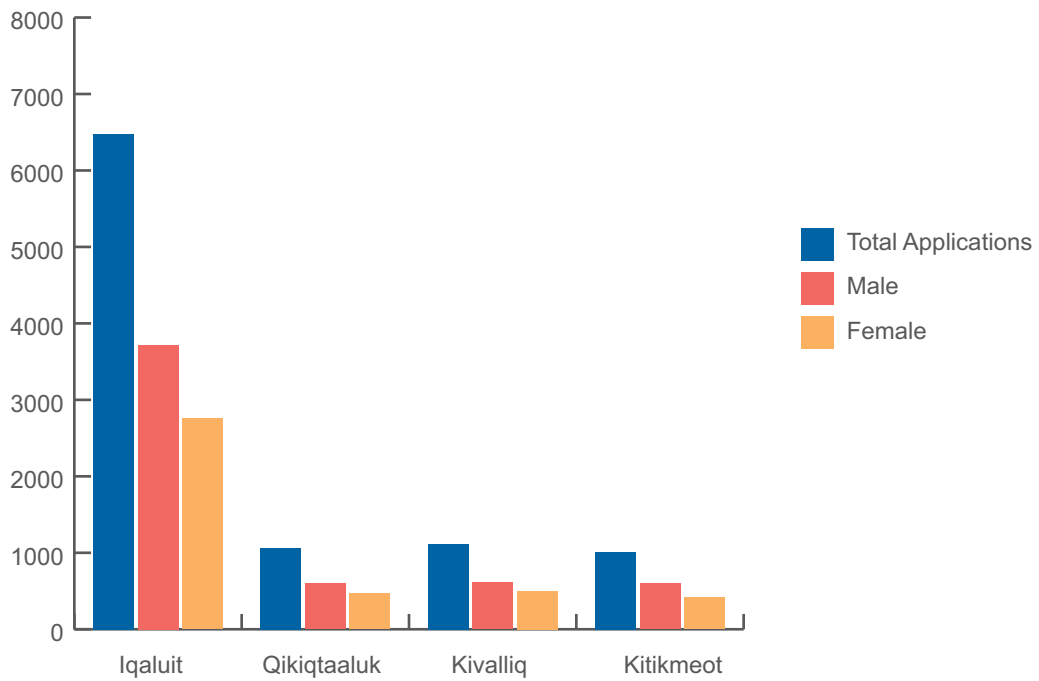
Total Job Applications by Region



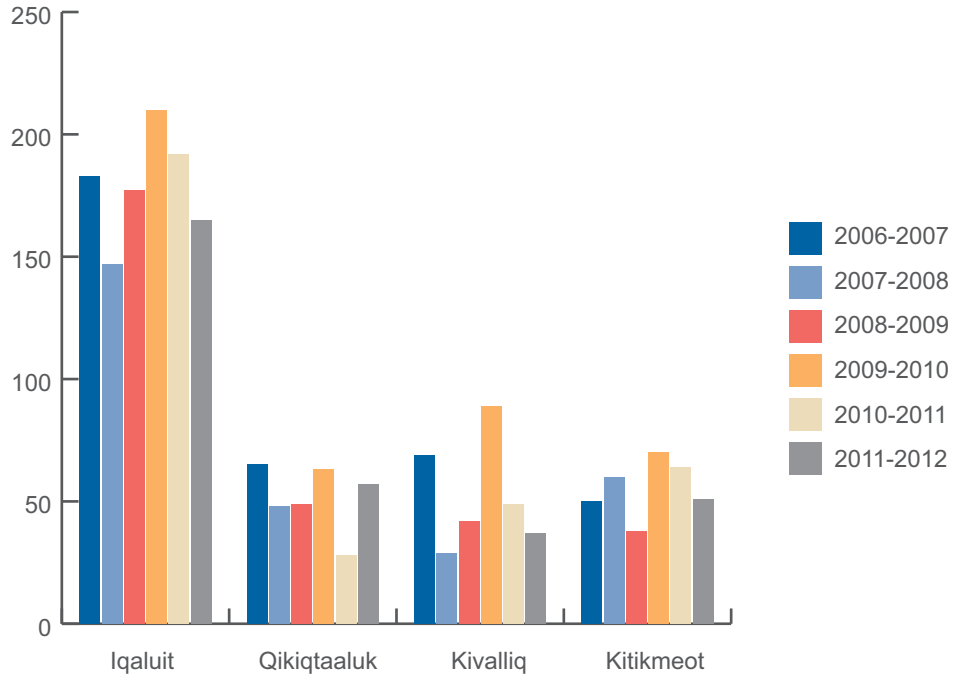
Total Job Applications and Beneficiary Applicants by Region 2011-2012



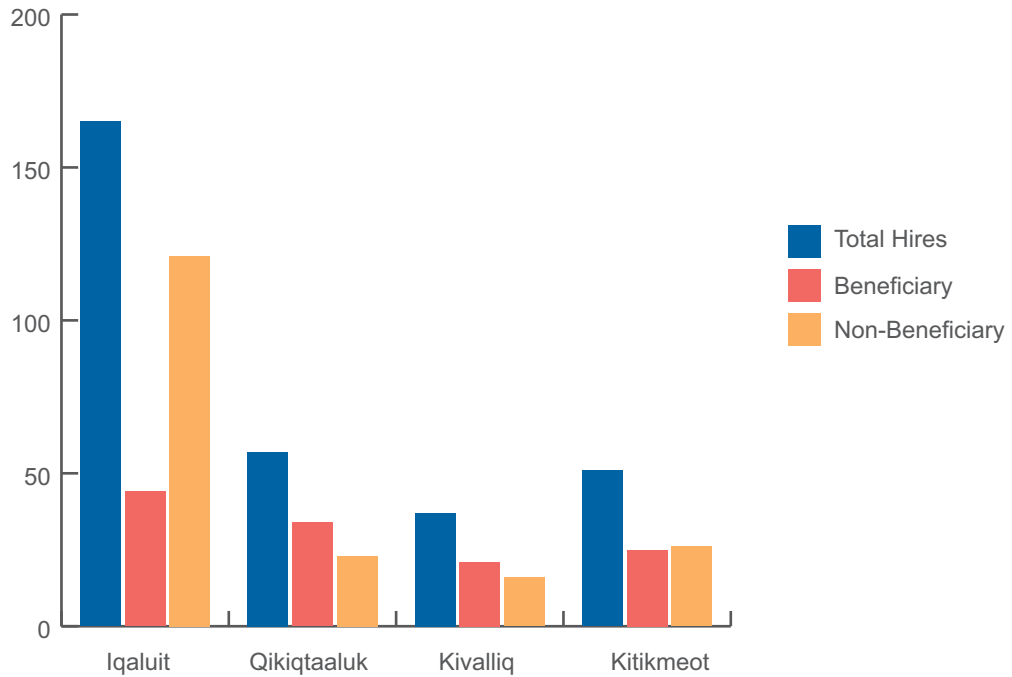
Total Job Applications and Gender by Region 2011-2012



Total Hires by Region



Total Hires and Beneficiary Hires by Region 2011-2012



Beneficiary Employment by Community						
Community	March 2012			March 2011		
	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
BAFFIN	1951	876	45%	1883	874	46%
Arctic Bay	42	28	67%	42	28	67%
Qikiqtarjuaq	34	23	68%	37	24	65%
Cape Dorset	98	45	46%	95	42	44%
Clyde River	59	39	66%	44	31	70%
Grise Fiord	16	11	69%	19	14	74%
Hall Beach	38	26	68%	37	23	62%
Igloolik	129	80	62%	121	79	65%
Iqaluit	1195	417	35%	1161	430	37%
Kimmirut	28	14	50%	30	16	53%
Nanisivik	1	1	100%	2	2	100%
Pangnirtung	122	73	60%	108	69	64%
Pond Inlet	130	80	62%	128	81	63%
Resolute Bay	15	7	47%	19	9	47%
Sanikiluaq	44	32	73%	40	26	65%
KIVALLIQ	762	455	60%	732	433	59%
Arviat	165	110	67%	163	108	66%
Baker Lake	139	76	55%	133	74	56%
Chesterfield Inlet	26	15	58%	22	14	64%
Coral Harbour	46	30	65%	42	25	60%
Rankin Inlet	314	181	58%	314	175	56%
Repulse Bay	44	25	57%	31	18	58%
Whale Cove	28	18	64%	27	19	70%
KITIKMEOT	460	252	55%	453	247	55%
Bathurst Inlet	0	0	-	0	0	-
Umingmaktok	0	0	-	0	0	-
Cambridge Bay	188	88	47%	189	83	44%
Gjoa Haven	81	52	64%	77	51	66%
Kugaaruk	119	65	55%	38	27	71%
Kugluktuk	38	23	61%	116	65	56%
Taloyoak	34	24	71%	33	21	64%
OTHER	14	6	43%	15	6	40%
Winnipeg	7	4	57%	7	4	57%
Churchill	6	2	33%	6	2	33%
Ottawa	1	0	0%	2	0	0%
TOTAL	3187	1589	50%	3083	1560	51%

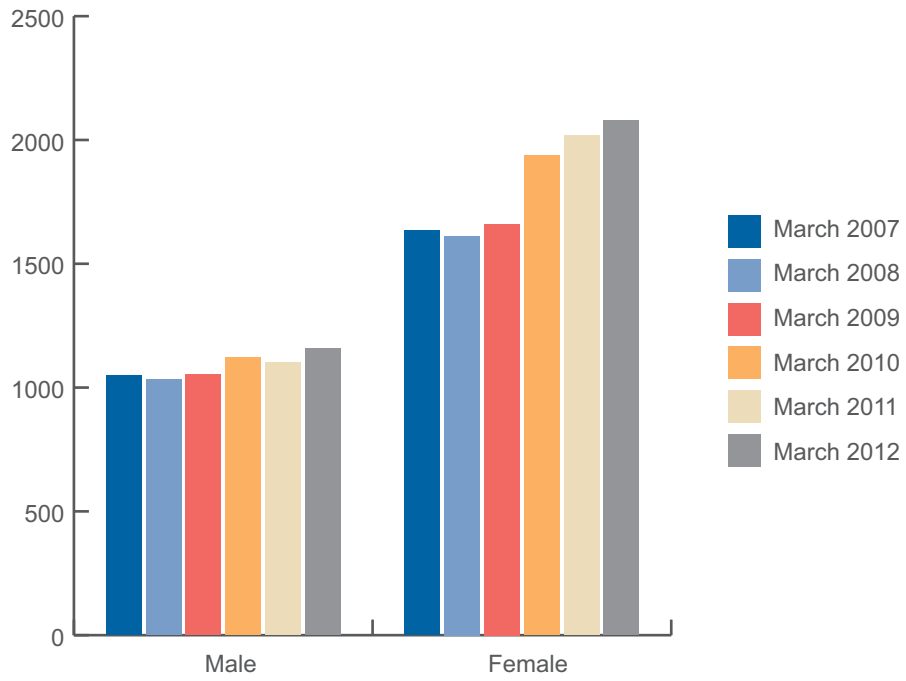
Beneficiary Employment by Department

Department	March 2012			March 2011		
	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
Community and Government Services	245	107	44%	251	111	44%
Culture, Language, Elders and Youth	69	51	74%	65	45	69%
Economic Development and Transportation	111	57	51%	95	50	53%
Education	1177	620	53%	1093	587	54%
Environment	94	33	35%	100	41	41%
Executive and Intergovernmental Affairs	53	35	66%	42	23	55%
Finance	130	57	44%	131	57	44%
Health and Social Services	619	294	47%	612	297	49%
Human Resources	60	40	67%	58	39	67%
Justice	218	90	41%	214	96	45%
Office of the Legislative Assembly	25	11	44%	28	14	50%
Nunavut Arctic College	245	107	44%	145	77	53%
Nunavut Housing Corporation	69	51	74%	76	23	30%
Qulliq Energy Corporation	111	57	51%	173	100	58%
TOTAL	3187	1589	50%	3083	1560	51%

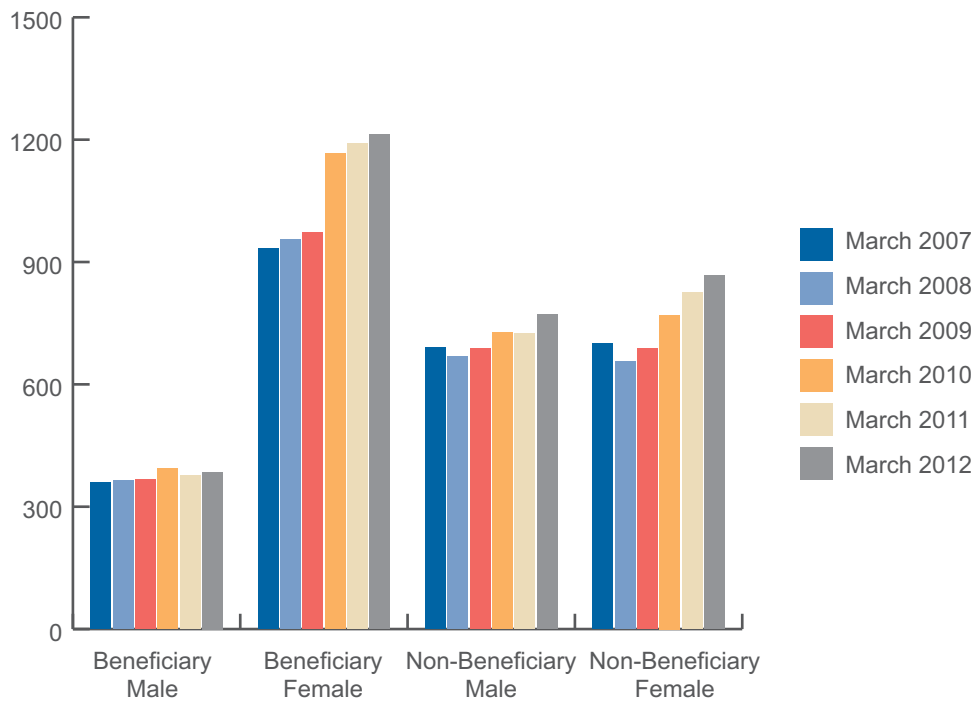
Beneficiary Employment by Occupational Group

Occupational Group	March 2012			March 2011		
	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
Executive	36	16	44%	34	14	41%
Senior Management	141	25	18%	142	33	23%
Middle Management	367	93	25%	351	91	26%
Professional	1089	290	27%	1039	277	27%
Paraprofessional	1134	782	69%	1099	762	69%
Administrative Support	420	383	91%	418	383	92%
TOTAL	3187	1589	50%	3083	1560	51%

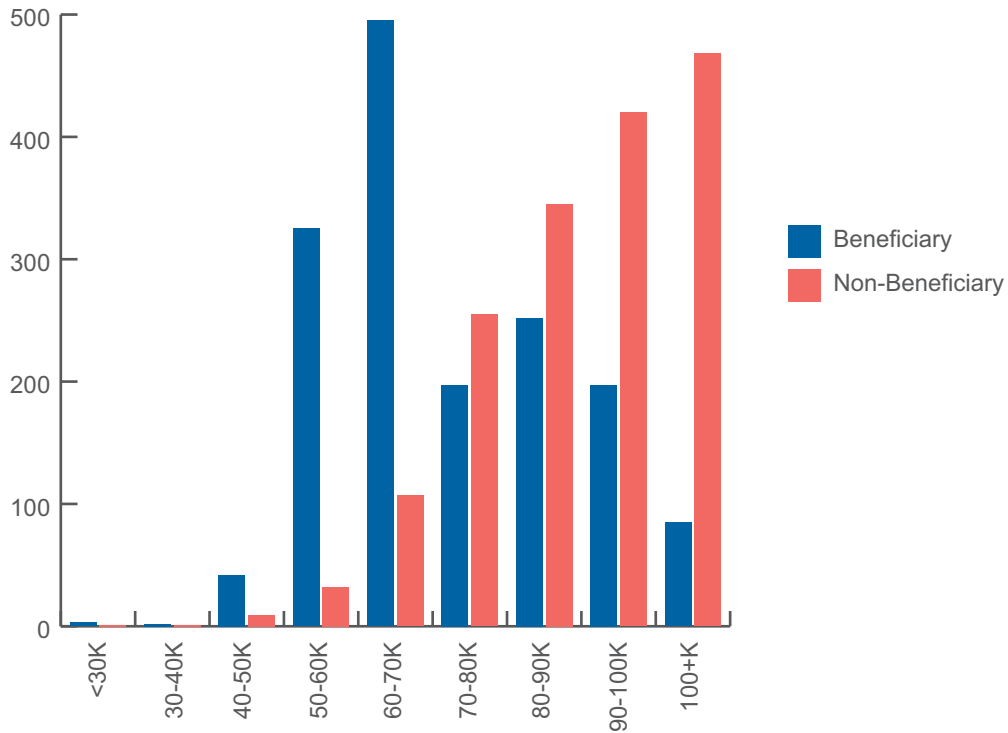
Employees by Gender



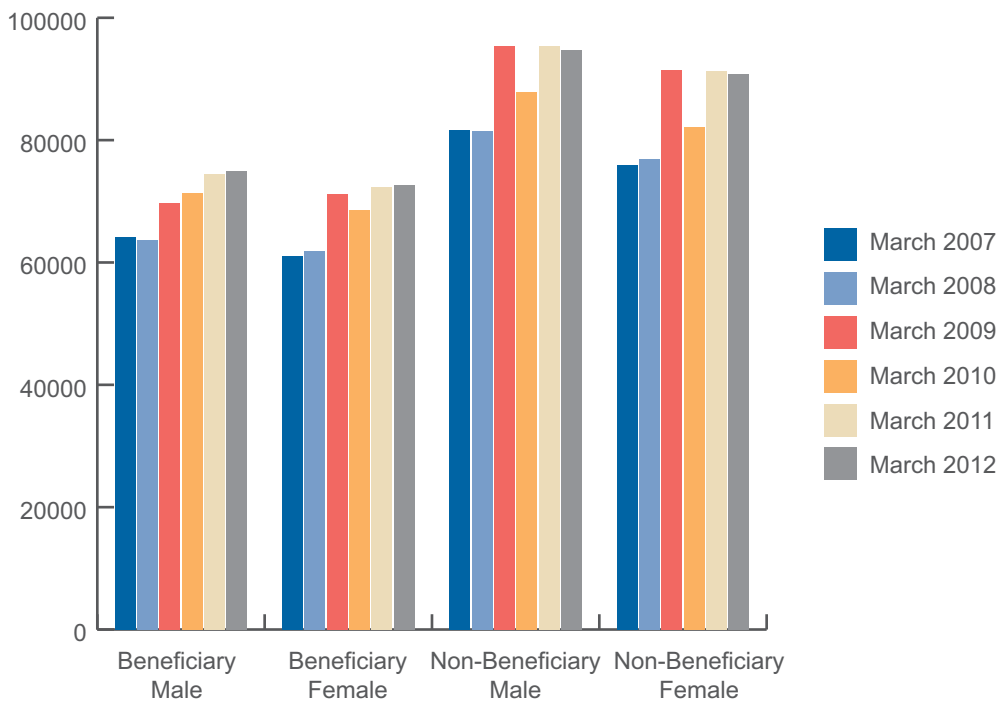
Employees by Beneficiary Status and Gender



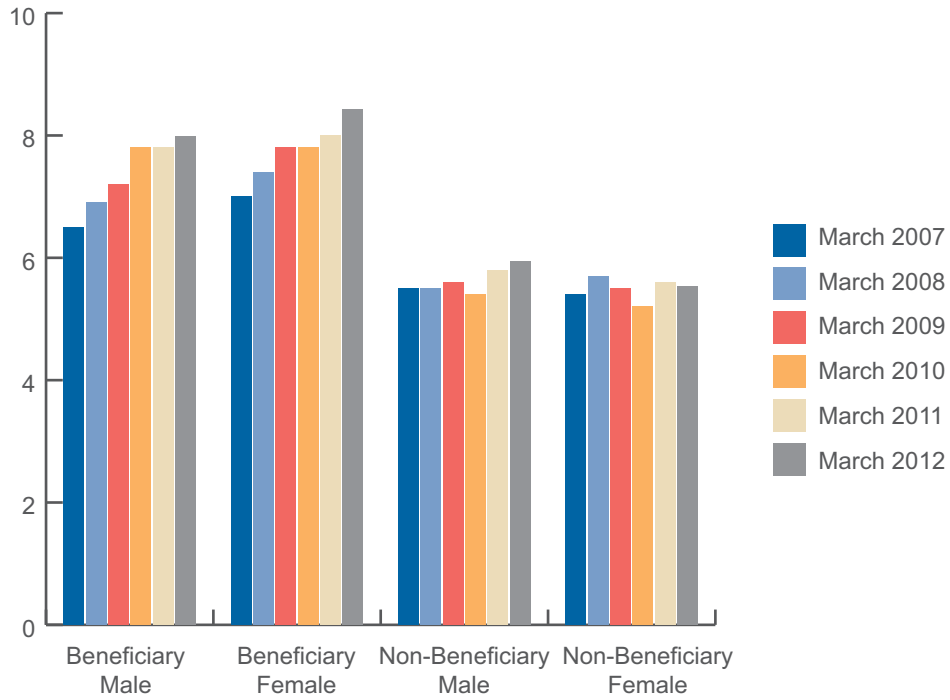
Employees by Salary Range and Beneficiary Status - March 2012



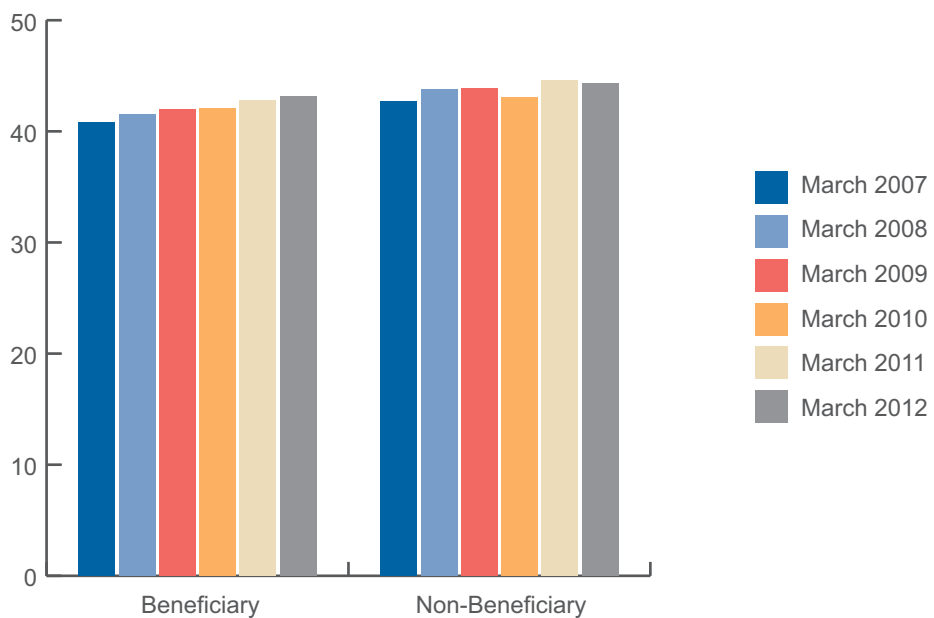
Average Annual Salary by Beneficiary Status and Gender



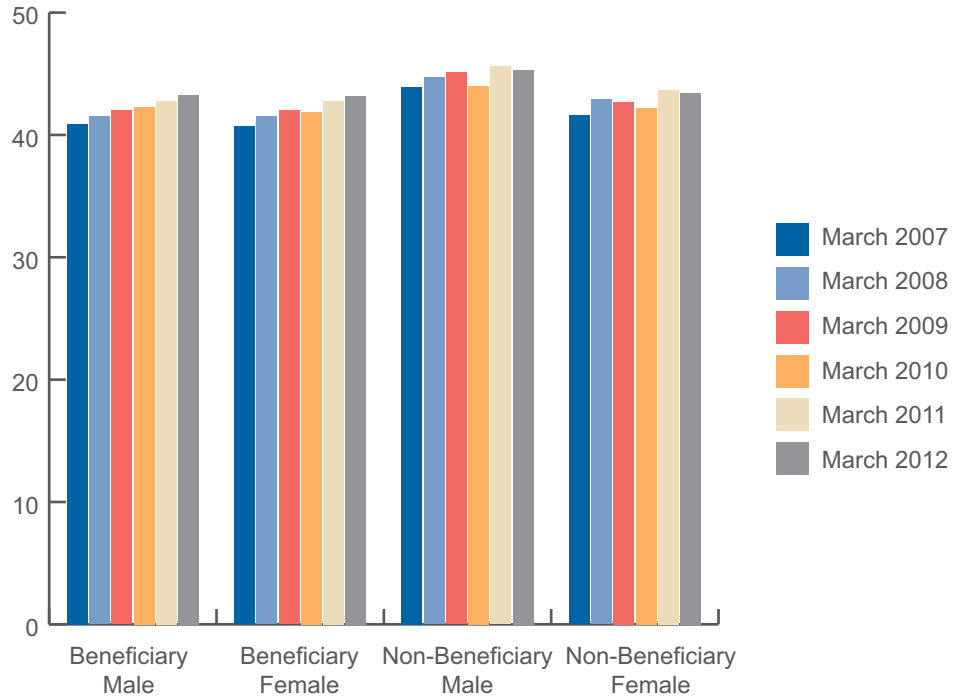
Average Years of Service by Beneficiary Status and Gender



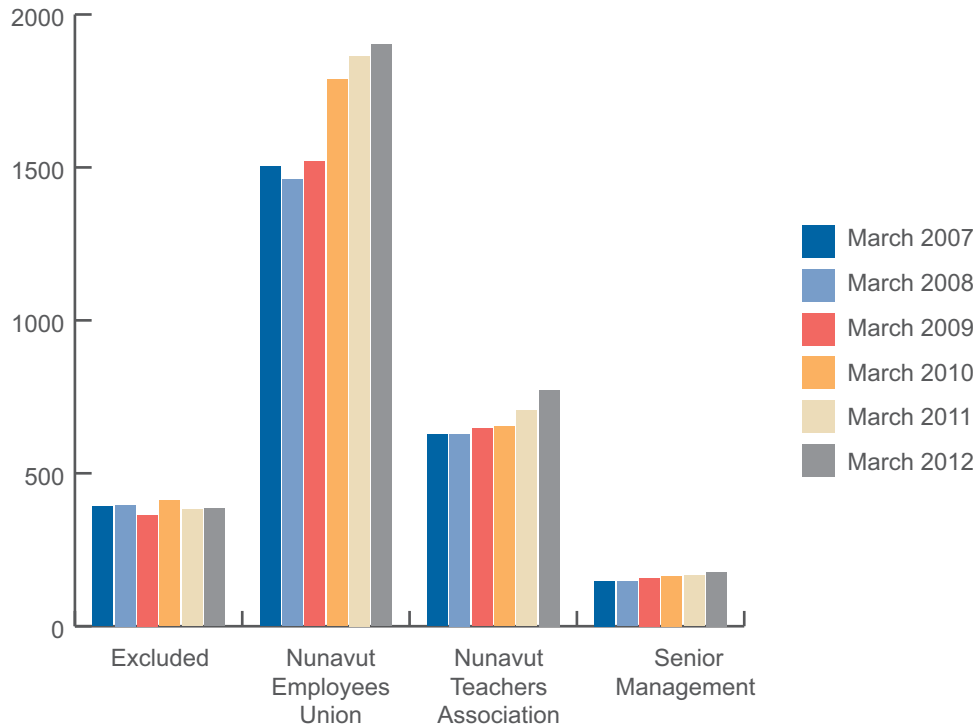
Average Age of Employees by Beneficiary Status



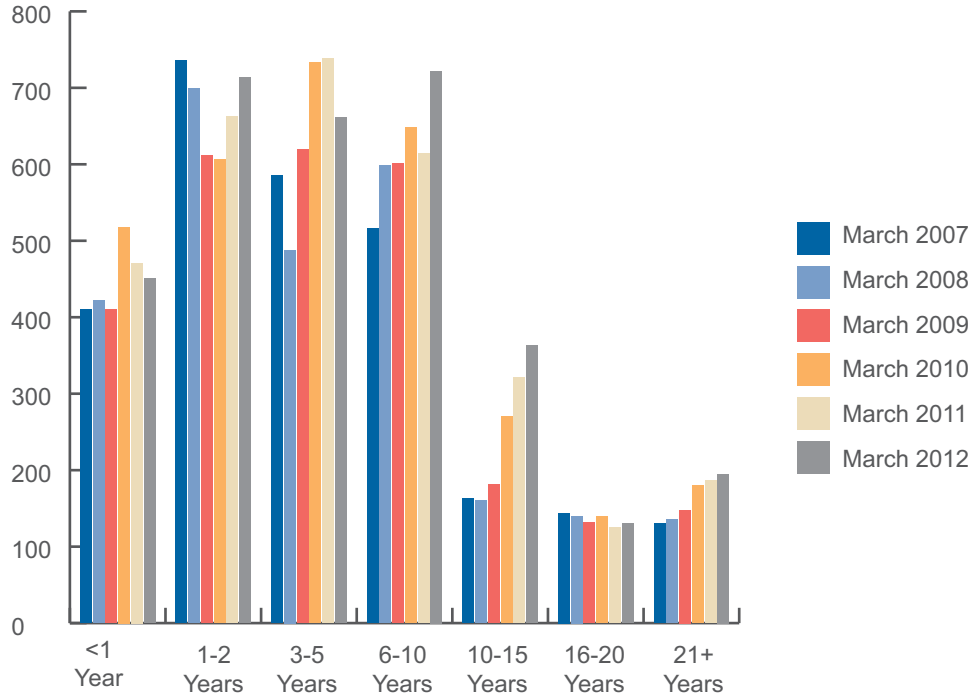
Average Age of Employees by Beneficiary Status and Gender



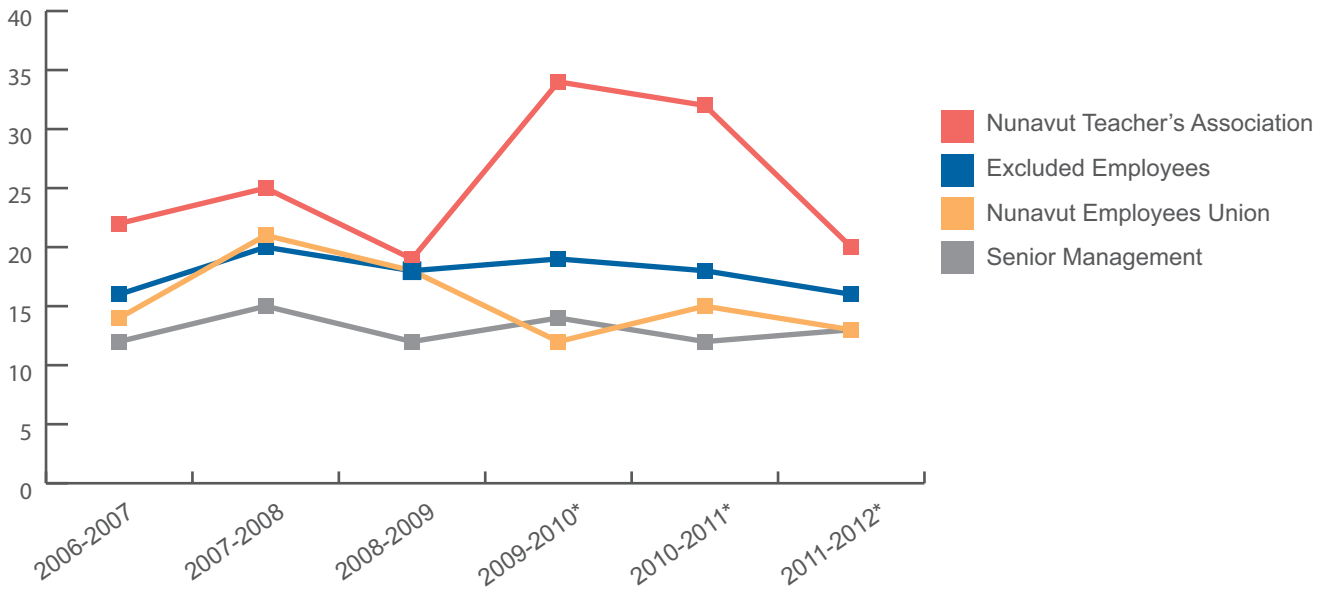
Employees by Pay Group



Employees by Years of Service

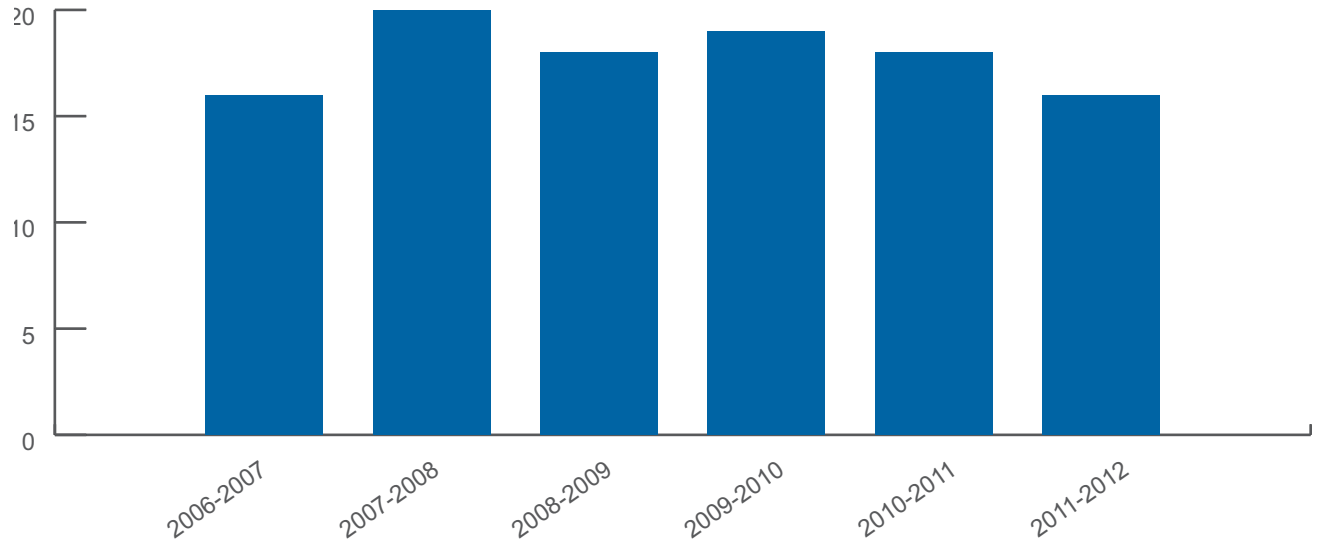


Employee Turnover by Pay Group



* The significant increase reported for the departure rate of NTA members is due to how teacher assignments were recorded in the Human Resources Information and Payroll System (HRIPS). During the 2010-2011 fiscal year, teachers began to be entered into the HRIPS the same way as other GN employees.

GN-Wide Historical Employee Turnover Rate (%)





Alert

ELLESMERE ISLAND

AXEL HEIBERG ISLAND

Grise Fiord

DEVON ISLAND

MELVILLE ISLAND

Resolute

SOMERSET ISLAND

Arctic Bay

PRINCE OF WALES ISLAND

VICTORIA ISLAND

BOOTHIA PENINSULA

KING WILLIAM ISLAND

Taloyoak

Cambridge Bay

Gjoa Haven

Kugaaruk (Pelly Bay)

Kugluktuk

Umingmaktok

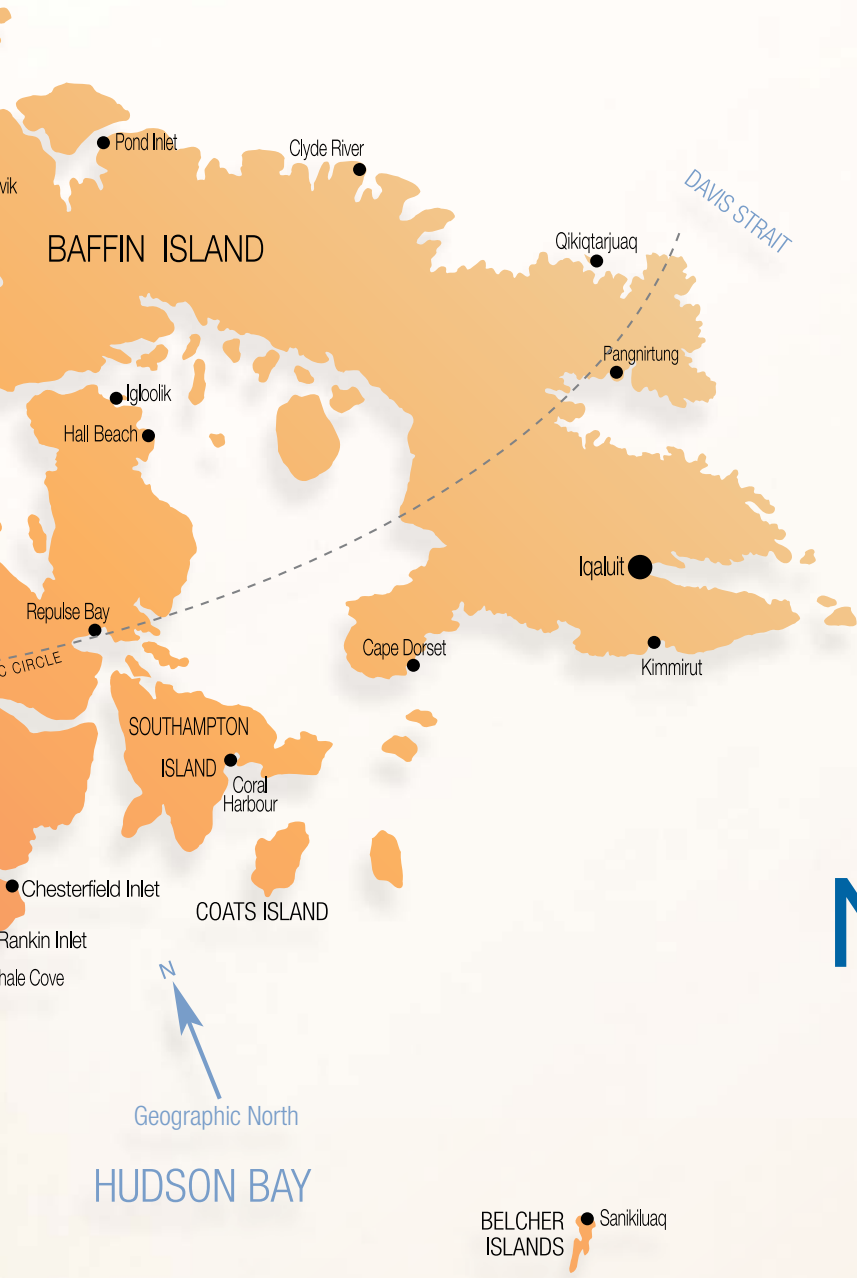
Bathurst Inlet

Hood
Burnside
Mara

NUNAVUT

Baker Lake

Arviat



Nunavut

Statistical data contained in this report pertains to the employees of the ten Government of Nunavut departments, Nunavut Arctic College, Nunavut Housing Corporation and the Office of the Legislative Assembly. Unless otherwise specified, the statistical data does not include the employees of Qulliq Energy Corporation or any other Government of Nunavut boards or agencies.

We wish to express our sincerest thanks to those who donated photographs for this year's annual report, including the Department of Health and Social Services, the Department of Culture and Heritage, Alice Lafrance and Rhoda Palluq.

Toll-Free numbers:
Iqaluit: 1-888-668-9993
Qikiqtaaluk: 1-800-682-9033
Kivalliq: 1-800-933-3070
Kitikmeot: 1-866-667-6624

www.gov.nu.ca