



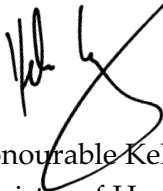
# Government of Nunavut

**Combined 1999-2000 and 2000-2001  
Public Service Annual Report**



In accordance with Section 3(2) of the Public Service Act, I have the honour to submit the Public Service Annual Report for the years 1999-2000 and 2000-2001 to the Legislative Assembly.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Kelvin Ng', is written over a large, diagonal, handwritten checkmark.

Honourable Kelvin Ng  
Minister of Human Resources

Date: November 5, 2001

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# 1. Message From The Minister

This past year was the Government of Nunavut's second full year of operation. The Government of Nunavut is committed, through the guiding principles of Pinasuaqtavut, (Bathurst Mandate) to direct, advise and support excellence in the management of the public service. To achieve this, we have worked hard over the past year to ensure that such key areas as recruitment, job evaluation and organization design, training and development, labour relations, human resource policy development and human resource management support are provided to the public, all departments and agencies.

The Government of Nunavut is very honoured to receive the 2001 IPAC (Institute of Public Administration of Canada) Gold Award for Innovative Management. The IPAC Award for Innovative Management is one of the most prestigious recognition programs in Canadian public administration. The award recognizes the Government of Nunavut's effort in transforming its entire public service operations.

The daunting challenges we have faced since the creation of Nunavut will continue. There is an increased pressure and expectation to meet employment targets. The expectation of the provision of excellent and efficient human resources services to all the Departments, Nunavut Arctic College and Nunavut Housing Corporation is also challenging, given the availability of resources and the unique characteristics and circumstances of the Territory. We have a very young population who have yet to attain the skills, knowledge and abilities to work for the government. As a result, we must help Nunavummiut prepare, train and develop themselves for careers within the Government of Nunavut.

We have achieved many accomplishments since the creation of the Government of Nunavut. We will continue to build on our successes and learn from other organizations. We realize that building a government from the ground up comes with immense challenges. We will continue to work together to meet these challenges and the needs of Nunavummiut.

**NOTE:**

The sources of all statistics in this report are from data collected by the Department of Human Resources and the Department of Finance. This report does not include statistics or information relating to the Nunavut Power Corporation.

## 2. Government Highlights and Achievements

### **IPAC Innovation Award**

The Government of Nunavut is very honoured to receive the Institute of Public Administration (IPAC) gold award for Innovative Management. The IPAC Award is one of the most prestigious recognition programs in Canadian public administration. The award recognizes the Government of Nunavut's effort in transforming its entire public service operations. As the Government continues to build capacity and strives to become a responsive and culturally appropriate government, at least five major innovations are shaping how programs and services are delivered for Nunavumiut. They are:

- Achieving a representative public service
- Decentralization of government services
- Incorporation of Inuit Qaujimagatuqangit (Inuit Traditional Knowledge) into government programs and services
- Introduction of advanced information technology systems; and
- Collaborative government – citizen participation in governance.

### **Priority Hiring Policy**

A Priority Hiring Policy was approved by Cabinet in August 2000 as part of the Government of Nunavut's commitment to create a public service that is competent and is consistent with Article 23 of the Nunavut Land Claims Agreement to develop a workforce representative of the population it serves. The Priority Hiring Policy replaced the former Government of Northwest Territories (GNWT) Affirmative Action Policy. Potential applicants are advised of the Government's Priority Hiring Policy through competition advertisements and posters. Applicants are responsible for identifying their eligibility for priority consideration when applying for a government position. Based on a serious under-representation of beneficiaries in the Nunavut public service, beneficiaries who meet the qualifications are given priority over other applicants for all job competitions.

### **Inuit Employment Plan (IEP)**

The Inuit Employment Plan was developed by the Government of Nunavut to fulfill its obligation under Article 23 of the Nunavut Land Claims Agreement. The plan sets forth 42 initiatives designed to increase Inuit representation in the public service. The final target of the plan is to develop a public service representative of the Nunavut population across

all occupational categories over the next two decades. This initiative is considered one of the highest priorities of the Government of Nunavut.

Integral to the implementation of the IEP, the Government of Nunavut has published a report called "Towards a Representative Public Service," issued on a quarterly basis. The report, available at the GN web site, is a statistical analysis of how many Inuit have been hired within each department of the GN. Through this analysis, the Department of Human Resources has been able to determine Inuit employment gaps. The Department of Human Resources, in co-operation with all GN departments, is completing a GN-wide Implementation Plan as well as individual Departmental Implementation Plans. An Interdepartmental Inuit Employment Planning Committee was established in January 2001 to co-ordinate departmental specific implementation plans and prepare the GN-wide Implementation Plan for Cabinet submission.

## **Decentralization of Government Services**

The planning for the Government of Nunavut called for decentralized government operations in order to improve access to services, to improve the design and delivery of government programs and to distribute the economic benefits of the new Government. A three-year phased-in approach is underway.

The process is expected to take place over three years from the year 2000 as infrastructure is brought on line (IT connectivity, staff housing and office space). The first and second phases are in progress and 73 of the 195 positions have been relocated to the identified decentralized communities from the capital of Iqaluit.

## **Inuit Qaujimajatuqangit**

Inuit Qaujimajatuqangit is first-hand knowledge obtained from elders pertaining to language, culture, values and beliefs, survival skills, use of resources, harvesting and an understanding of society, ecology and environment. The vision for the Government of Nunavut is one that incorporates the best of Inuit knowledge and contemporary systems.

In keeping with the principles of Pinasuaqtavut (the Bathurst Mandate), the Government is continuously working to incorporate Inuit Qaujimajatuqangit into the workplace. All departments of the Government have developed internal committees or programs to incorporate Inuit culture, traditions and knowledge in their operations.

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## **Workplace Wellness Program**

An important initiative for the public service was the launch of a Workplace Wellness Pilot Program in November 2000. The Government of Nunavut recognizes that this program will assist our employees in recognizing and addressing personal and work-related problems. The program includes a toll-free telephone assessment, a variety of workshops, links with community wellness resources and referral and professional counselling for all Government of Nunavut employees and departments. The program provides services in English and French and includes the use of an interpreter for Inuktitut- and Inuinnaqtun-speaking employees, thereby ensuring equal access to this important service for all employees.

## **Competency-Based Management System**

One of the objectives of the Inuit Employment Plan is to implement a competency-based management system throughout the Government of Nunavut. The Department of Human Resources has initiated a strategy to identify core and job-specific competencies needed within the Government of Nunavut, as well as training Human Resources staff to implement the competency-based management system. In 2000, the Behavioural Descriptive Interviewing method was introduced, enabling the focus on what candidates are capable of doing rather than on their educational qualifications, and allowing them to demonstrate their abilities in a more comfortable and reliable manner. The Government of Nunavut recognizes that more emphasis must be placed on planning for the future so that the necessary competencies exist to meet the longer-term needs.

## **Sexual Harassment Policy**

In February 2000, Cabinet approved the new Sexual Harassment Policy. The Government of Nunavut is committed to maintaining a workplace free from sexual harassment in accordance with applicable human rights legislation. In addition to the approval of the Sexual Harassment Policy, the Human Resources Manual dealing with sexual harassment was revised, a Sexual Harassment Investigator's Handbook was prepared, designated sexual harassment officers in all government departments were appointed and training sessions for the designated sexual harassment officers were conducted. This policy initiative defines the government's position on a fundamental human rights issue and enables both management and employees to work together to combat sexual harassment in the workplace.



## **Akitsiraq Law School**

Akitsiraq Law School, an accredited law school program and a partnership of the Akitsiraq Law School Society, Department of Justice of Government of Canada, Government of Nunavut, the University of Victoria, Nunavut Arctic College and Nunavut Tunngavik Incorporated (N.T.I.), opened in September 2001 after extensive planning during the last two years. The Akitsiraq Law School is the first law school aimed at providing innovative ways of delivering legal education to Inuit persons living in Nunavut. The development and establishment of this program have been strongly supported by the Government of Nunavut with participation from, and in partnership with, the Department of Justice, Department of Education and Department of Human Resources.

# 3. Human Resources Development

The Government of Nunavut is committed to developing a competent and qualified public service representative of the population it serves through effective and efficient human resource development and management.

## **Staffing Capacity**

The Government of Nunavut has continued to work hard at capacity building. The staffing capacity increased from 77% in March 2000 to 80% in March 2001. Recruitment and retention of employees remains a challenge. The territory is faced with a very high cost of living combined with a lack of affordable housing. In addition, the shortage of specialized labour force skills limits the government's ability to recruit. As in the rest of Canada, Nunavut is faced with the continuing demand for specific skills in short supply. Nurses, engineers and professionals in some areas of finance and information technology continue to be difficult to recruit and retain.

Formal education levels in Nunavut are below the Canadian average. The post-secondary education system in Nunavut is limited and there are no universities or private training institutes. The government is co-operating with Inuit organizations to find innovative ways of recognizing practical knowledge and skills that have been attained outside of the formal educational system. However, improved education is the key to increasing long term Inuit representation in the Nunavut public service.

Additional information on recruitment and staffing is provided in the Workforce Profile section of this document.

## Capacity Distribution by Community

COMMUNITY	1999-2000			2000-2001		
	Total Positions	Vacancies	% Capacity	Total Positions	Vacancies	% Capacity
Arctic Bay	41	3	93%	37	2	95%
Cape Dorset	68	14	79%	81	21	74%
Clyde River	36	6	83%	38	2	95%
Grise Fiord	14	2	86%	13	1	92%
Hall Beach	32	5	84%	30	2	93%
Igloodik	112	48	57%	109	27	75%
Iqaluit	1115	345	69%	1064	272	74%
Kimmirut	29	3	90%	30	0	100%
Nanisivik	14	4	71%	11	6	45%
Pangnirtung	59	6	90%	85	11	87%
Pond Inlet	69	6	91%	100	23	77%
Qikiqtarjuaq	28	2	93%	28	0	100%
Resolute Bay	22	4	82%	19	3	84%
Sanikiluaq	33	4	88%	36	2	94%
<b>Total Baffin</b>	<b>1672</b>	<b>452</b>	<b>73%</b>	<b>1681</b>	<b>372</b>	<b>78%</b>
Arviat	134	34	75%	142	28	80%
Baker Lake	92	14	85%	91	8	91%
Chesterfield Inlet	21	2	90%	21	2	90%
Coral Harbour	35	4	89%	35	2	94%
Rankin Inlet	297	47	84%	273	35	87%
Repulse Bay	26	2	92%	26	2	92%
Whale Cove	18	5	72%	16	2	88%
<b>Total Kivalliq</b>	<b>623</b>	<b>108</b>	<b>83%</b>	<b>604</b>	<b>79</b>	<b>87%</b>
Bathurst Inlet	1	0	100%	1	1	0%
Cambridge Bay	178	30	83%	173	43	75%
Gjoa Haven	55	9	84%	65	13	80%
Kugluktuk	93	21	77%	109	30	72%
Pelly Bay	26	2	92%	27	3	89%
Taloyoak	26	3	88%	33	1	97%
Umingmaktok	2	0	100%	1	1	0%
<b>Total Kitikmeot</b>	<b>381</b>	<b>65</b>	<b>83%</b>	<b>409</b>	<b>92</b>	<b>78%</b>
Winnipeg	7	0	100%	7	0	100%
Churchill	14	3	79%	12	2	83%
Ottawa	4	1	75%	4	1	75%
<b>Total Other</b>	<b>25</b>	<b>4</b>	<b>84%</b>	<b>23</b>	<b>3</b>	<b>87%</b>
<b>TOTAL ALL</b>	<b>2701</b>	<b>629</b>	<b>77%</b>	<b>2717</b>	<b>546</b>	<b>80%</b>

## Capacity Distribution by Department

DEPARTMENTS	1999-2000			2000-2001		
	Total Positions	Vacancies	% Capacity	Total Positions	Vacancies	% Capacity
Community Government & Transportation	167	76	54%	165	52	68%
Culture, Language, Elders & Youth	41	21	49%	45	20	56%
Education	131	42	68%	918	35	96%
Executive & Intergovernmental Affairs	38	12	68%	43	12	72%
Finance & Administration	134	53	60%	147	67	54%
Health & Social Services	90	49	46%	590	155	74%
Human Resources	50	11	78%	52	6	88%
Justice	161	43	73%	194	57	71%
Legislative Assembly	25	8	68%	29	5	83%
Public Works & Services	227	72	68%	228	65	71%
Sustainable Development	141	39	72%	146	42	71%
<b>Total of GN Departments</b>	<b>1205</b>	<b>426</b>	<b>65%</b>	<b>2557</b>	<b>516</b>	<b>80%</b>
Nunavut Housing Corporation	56	22	61%	58	14	76%
Divisional Educational Councils	769	43	94%	0	0	0
Health Boards	550	121	78%	0	0	0
Nunavut Arctic College	121	17	86%	102	16	84%
<b>TOTAL</b>	<b>2701</b>	<b>629</b>	<b>77%</b>	<b>2717</b>	<b>546</b>	<b>80%</b>

## Capacity Distribution by Occupational Categories

	1999-2000			2000-2001		
	Total Positions	Vacancies	% Capacity	Total Positions	Vacancies	% Capacity
Executive	35	2	94%	31	2	94%
Senior Management	111	14	87%	123	19	85%
Middle Management	229	54	76%	285	59	79%
Professional	899	188	79%	875	156	82%
Paraprofessional	733	222	70%	939	224	76%
Administrative Support	694	149	79%	464	86	81%
<b>TOTAL</b>	<b>2701</b>	<b>629</b>	<b>77%</b>	<b>2717</b>	<b>546</b>	<b>80%</b>

## **Inuit Employment**

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 sets forth 42 initiatives designed to increase Inuit representation in the public service. The final target of the plan is to develop the public service representative of the population of Nunavut across all occupational categories over the next two decades. This initiative is considered one of the highest priorities of the Government of Nunavut.

In January 2000, the Inuit Employment Plan, which reflects the Bathurst Mandate, was approved in principle by Cabinet with direction that an Implementation Plan be developed. Several government departments, including Human Resources, Education, Culture, Language, Elders and Youth; Executive and Intergovernmental Affairs were identified as having the lead roles in the implementation plan. An interdepartmental Inuit Employment Plan Committee was established in January 2001 to co-ordinate the GN-wide IEP and the departmental IEPs.

Integral to the implementation of the IEP, the Government of Nunavut has published a report called "Towards a Representative Public Service," issued on a quarterly basis. The report, available at the GN web site, is a statistical analysis of how many Inuit have been hired within each department of the GN. Through this analysis, the Department of Human Resources has been able to determine Inuit employment gaps.

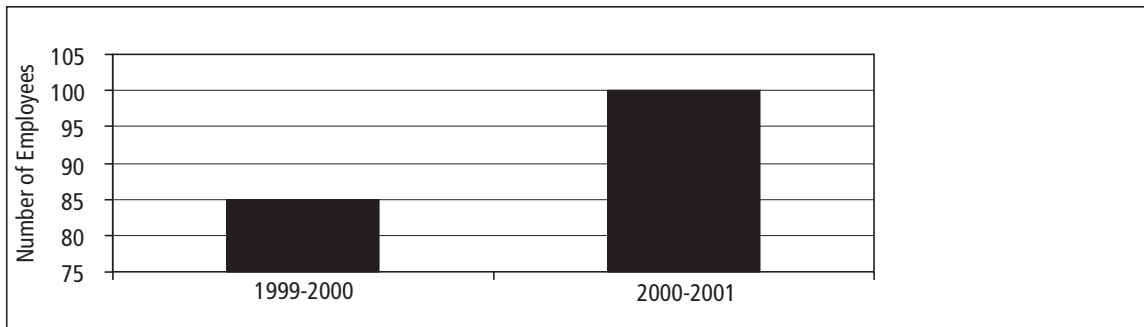
On April 1, 1999, the overall Inuit representation in the Government of Nunavut was at 45%. This representation was marginally decreased to 44% in March 2000 and to 43% in March 2001. The Occupational Gap Analysis consistently showed that in 1999 and 2000 fiscal years, Inuit representation in senior management, middle management and professional categories was below 50%. Departments have identified these groups as priority areas for educational and training initiatives. These occupational groups were also targeted for mentoring and succession planning programs. This situation is expected to improve as existing Inuit staff are promoted and graduates of the secondary and post-secondary educational system enter the public service. Two initiatives that will help to achieve these improvements are a greater emphasis on support mechanisms for staff so that they are better able to balance the requirements of workplace and family, and more emphasis on staff training and development activities.

Detailed statistics on Inuit employment by regions, communities, departments and by occupational groups are presented in the section on Workforce Profile of this report.

## Direct Appointment

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

### Direct Appointment



## 4. Training and Development

The Department of Human Resources provides comprehensive training and development initiatives to support the Government of Nunavut employees. The Training and Development Division manages all collaborative inter-departmental human resources training and development. It also develops and delivers training programs to all GN employees.

### Long Term Service Award

The Government of Nunavut recognizes the contribution of employees who have served long periods of uninterrupted employment within the public service. The first ceremony for long-term service took place in Cambridge Bay on January 2000. Ceremonies have also been held in Kugluktuk, Gjoa Haven, Igloolik and Hall Beach. Awards were presented to employees in Iqaluit in March 2001.

#### Long-Term Service 2001

<b>COMMUNITIES</b>	<b>5 Yrs</b>	<b>10 Yrs</b>	<b>15 Yrs</b>	<b>20 Yrs</b>	<b>25 Yrs</b>	<b>30 Yrs</b>	<b>TOTAL</b>
Iqaluit	65	62	33	23	8	1	192
Baffin	70	48	24	15	4	0	161
Kitikmeot	54	43	13	9	9	0	128
Kivalliq	109	68	28	11	4	0	220
<b>TOTAL</b>	<b>298</b>	<b>221</b>	<b>98</b>	<b>58</b>	<b>25</b>	<b>1</b>	<b>701</b>

### Employee Orientation Program

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

The GN Employee Orientation Program was officially launched in April 2000 in Iqaluit. The program was delivered in Pangnirtung, Cape Dorset, Igloolik, Gjoa Haven and Kugluktuk. An information orientation package that is customized to each region has been prepared and new employees are provided with the orientation package as a way to prepare them for working in Nunavut and within the GN.

## Government of Nunavut Staff Development

The Department of Human Resources coordinates the delivery of courses and training to improve the skill levels and knowledge base of GN employees. These courses are designed to improve employees' abilities in their current positions and to help prepare them to take on more senior positions in the future.

Professional development courses were delivered in Iqaluit and in communities in the Kitikmeot, Kivalliq and Qikiktaaluk regions. Special emphasis and priority was given to providing training in communities where there are incremental or decentralized positions. Core training included computer applications, project management, office procedures, financial management, train the trainer, supervisory skills, presentation skills, government writing and public policy.

The following is an overview of activities for fiscal year 2000:

- 44 courses in Iqaluit
- 19 courses in the Kitikmeot
- 13 courses in the Kivalliq
- 26 courses in the Qikiktaaluk
- 102 courses delivered across Nunavut
- Courses delivered in nine communities: Iqaluit, Cambridge Bay, Arviat, Pangnirtung, Pond Inlet, Rankin Inlet, Gjoa Haven, Igloolik and Kugluktuk
- Courses delivered by:
  - Nunavut Arctic College . . . . . 50
  - Workstyle-Lifestyle Consulting . . . . . 11
  - Inukshuk Management Consultants . . . . . 20
  - Innirvik Support Services . . . . . 21



## Participation by Department 2000-2001

<b>DEPARTMENT</b>	<b>Participants</b>	<b>%</b>
Education	113	16
Culture, Language, Elders & Youth	10	1
Executive & Intergovernmental Affairs	12	2
Sustainable Development	40	6
Community Government & Transportation	87	12
Health & Social Services	55	8
Justice	36	5
Human Resources	65	9
Legislative Assembly	22	3
Public Works & Services	140	20
Finance	62	9
Partner Organizations (NTI, NHC, Hamlets)	60	9
<b>TOTAL</b>	<b>702</b>	<b>100</b>

## Participation by Region 2000-2001

<b>REGION</b>	<b>Participants</b>	<b>%</b>
Iqaluit	328	47
Kitikmeot	123	18
Kivalliq	108	15
Qikiqtaaluk	143	20
<b>TOTAL</b>	<b>702</b>	<b>100</b>

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

## Inuktitut Language Training

Inuktitut language training program for GN employees was established in October 2000. The Department of Human Resources, in partnership with Nunavut Arctic College and CLEY has delivered Inuktitut/Inuinnaqtun language courses for GN employees. The program provides Inuktitut language training for Inuit and non-Inuit GN staff. All new GN employees are required to take Inuktitut language training to acquire rudimentary language skills.

In fiscal year 2000-2001, courses in basic and advanced Inuktitut and in basic Inuinnaqtun were delivered in eight communities. Outlined below is the participation data.

### Inuktitut Language Training Participants 2000-2001

COMMUNITIES	Region	# of participants	Level	Start Date
Igloodik	Qik	12	One	Feb 2001
Clyde River	Qik	12	One	Feb 2001
Iqaluit	Qik	67/ 4 classes	One	Oct 2000
Iqaluit	Qik	28 / 2 classes	One	Feb 2001
Iqaluit	Qik	20	Two	Feb 2001
Rankin Inlet	Kiv	36 /two classes	One	Oct 2000
Rankin Inlet	Kiv	No stats	One	Jan 2001
Arviat	Kiv	Cancelled		
Baker Lake	Kiv	No stats	One	Jan 2001
Cambridge Bay	Kit	7	One	Nov 2000
Gjoa Heaven	Kit	6	One	Jan 2001
Kugluktut	Kit	9	One	Nov 2000

The cost of running the language program was \$96,266 in the 2000-2001 fiscal year. This was increased from previous year by \$25,000. Evening courses were also offered to accommodate teachers, nurses and college instructors outside of Iqaluit. All dialect and curriculum changes are made in decentralized communities where demand is the greatest.

Inuktitut Course Level Two was implemented and was delivered in Iqaluit and Rankin Inlet where demand is the greatest in the early part of 2001. Other communities will be provided with Level Two Inuktitut as demand grows in these communities.

## Specialized Training Initiatives

The Specialized Training Initiative was piloted in 2000-2001 fiscal year in response to the increasing number of requests for funding support. Specialized training is intended to develop technical, job-specific competencies and address the unique learning needs of a department, division or position. Departments are responsible for proposal development as well as the design, coordination and administration of training. Program guidelines were developed and funding was reallocated within Training & Development Division's program budget. This initiative was formally launched in October 2000.

### 2000-2001 Specialized Training Initiatives

DEPARTMENT	Division/Area	Training Activity	# Participants
1 Education	School Services	Group Process Training	21
2 Health & Social Services	Community Health	X-Ray Assistant	7
3 Justice	All	Leadership Training	7
4 Justice	Court Services	Various	12
5 Legislative Assembly	Clerk's Office	Parliamentary Exchange	2
6 Nunavut Housing Corporation	Property Management	Leasing Course	15
7 Public Works & Services (Kitikmeot Region)	Informatics	Technical Courses (*)	20
8 Public Works & Services	Project Management	Autocad 2000	2
9 Sustainable Development	Wildlife	Polar Bear Immobilization & Handling	13
10 Sustainable Development	Wildlife	Arctic Rescue & Life Support Training	20
<b>TOTAL</b>			<b>119</b>

## Teacher and Nursing Programs of Nunavut Arctic College

The Nunavut Teacher Education Program (NTEP) of Nunavut Arctic College, in partnership with McGill University, offers a campus and community-based program which prepares Inuit to become classroom teachers in Nunavut schools. The emphasis is on training primary and elementary teachers, but students may choose to practice at the Junior High and High School Levels.

A Bachelor of Science degree in Nursing is offered in partnership with Dalhousie University. The program prepares Inuit nurses to respond to the health care needs of the people of Nunavut. The curriculum emphasizes awareness and respect for the Inuit culture and prepares Inuit nurses to be leaders in the health care system of Nunavut. Students may exit after two and one half years with a Diploma in Nursing from Nunavut Arctic College and they will be prepared to provide hospital-based nursing services. The

Bachelor of Science in Nursing will be granted by Dalhousie University and will provide nurses with the skills needed to deliver primary health care in a community health centre.

## **Nunavut Senior Assignment Program**

The Nunavut Senior Assignment Program (NSAP) provided 14 Nunavut Land Claims beneficiaries with the opportunity to enhance their management, leadership and specialized skills in 1999-2000.

The program was funded under the Nunavut Unified Human Resource Development Strategy which ended March 31, 2000. Training terms ranged from 1 year to 1.5 years in length. Program expenditures for the 99-00 Fiscal Year totalled 1.2 million. NSAP supported the government's commitment to continuous learning. Training plans were developed, mentoring relationships were fostered, management development workshops were held and peer networks were established for all trainees.

Of the original 14 trainees, 11 have successfully completed their training and were directly appointed into their target positions effective April 2000. Prior to the completion of the program, one trainee was appointed early, one passed away and one left the program for employment elsewhere. This is a remarkable accomplishment, given the demands and complexities of the work environment during the first year of operations. Strong partnership between trainees, mentors, departments and training agencies was the most crucial element in ensuring the success of the program.

### 1999/2000 NSAP Expenditures

<b>EXPENDITURE CATEGORY</b>	<b>1999-2000</b>
Salaries & Wages	\$ 990,436.00
Travel	\$ 99,194.00
Professional Services	\$ 33,216.00
Course Delivery	\$ 43,774.00
Administrative Costs	\$ 27,153.00
Overhead	\$ 1,934.00
<b>TOTAL</b>	<b>\$1,195,707.00</b>

## **Public Service Career Training Program**

The Public Service Career Training Program (PSCTP) was a competency-based, on-the-job training program, designed to increase Inuit participation in officer-level (paraprofessional) positions. PSCTP was a GNWT, Department of Education, Culture and

Employment initiative. Training commitments were transferred to GN – Department of Human Resources on April 1, 1999. The primary funding source for PSCTP was the Nunavut Unified Human Resources Development Strategy (NUHRDS) – funding which ended March 31, 2000.

The overall goal of this region-based training program was to increase the number of qualified and competent Inuit for officer-level positions within the Nunavut Public Service. The department of Human Resources worked collaboratively with other departments to develop meaningful and successful initiatives to enhance the knowledge, skills and abilities of our employees.

PSCTP funding supported 20 regional training positions in the 99/00 fiscal year. Breakdown by region was as follows: Qikiqtaaluk – 3 positions; Kivalliq – 8 positions; Kitikmeot – 9 positions. The 99/00 fiscal year saw 12 Land Claims Beneficiaries complete their training programs and assume positions within GN regional operations across Nunavut. Of the 20 participants, 14 trainees have completed their training and have received direct appointments. In some cases, target positions were changed due to assessed skill level and/or area of interest of the trainees and in some cases, departmental reorganization.

### PSCTP Expenditures

<b>EXPENDITURE CATEGORY</b>	<b>1999-2000</b>	<b>2000-2001</b>
Salaries & Wages	\$973,153.00	\$32,100.99
Travel	\$7,424.00	-
Course Delivery	\$7,201.00	\$375.00
Other	\$528.00	-
<b>TOTALS</b>	<b>\$988,306.00</b>	<b>\$32,475.99</b>

### GN Workplace Wellness Program

An important initiative of the Government of Nunavut was the launch of a Workplace Wellness Program. The Government of Nunavut recognizes that this program will assist our employees in recognizing and addressing personal and work-related problems. A formal announcement of the launch of the program was made on November 2000 and information was distributed through the internal e-mail system and via fax. A Memorandum of Understanding between Employee Assistance Services (Health Canada) and the GN sets out the terms of the toll-free telephone referral and counselling service.

The program includes toll-free telephone assessment, a variety of workshops, links with

community wellness resources and referral and professional counselling for all Government of Nunavut employees. The program provides services in English and French and includes the use of an interpreter for Inuktitut- and Inuinnaqtun-speaking employees, thereby ensuring equal access to this important service to all employees.

The following table shows the utilization rates of the Workplace Wellness Program. The program was launched in November 2000, and the following statistics only show the utilization for the period from December 2000 to March 2001.

### Workplace Wellness Program Utilization Rates — Dec 00-Mar 01

<b>EMPLOYEE POPULATION</b>	<b>2200</b>	
Employees using EAS	31	
Utilization rate	0.05%	
<b>CLIENT CATEGORY</b>	<b>#</b>	<b>%</b>
Client	29	93.5%
Family	2	6.5%
<b>TOTAL</b>	<b>31</b>	<b>100.0%</b>
<b>CLIENT GENDER</b>		
Females	17	55.0%
Males	14	45.0%
<b>TOTAL</b>	<b>31</b>	<b>100.0%</b>
<b>AGE DISTRIBUTION OF CLIENTS</b>		
20 – 29	3	9.0%
30 – 39	17	55.0%
40 – 49	7	23.0%
50 – 59	4	13.0%
<b>TOTAL</b>	<b>31</b>	<b>100.0%</b>
<b>ASSESSMENT TYPE</b>		
Substance Abuse (Self)	4	13.0%
Family / Marital	13	42.0%
Career	1	3.5%
Conflict / Super.	1	3.5%
Conflict / Peer	2	6.0%
Psychological health	6	19.0%
Conflict / Peer	2	6.5%
Work Related	2	6.5%
<b>TOTAL</b>	<b>31</b>	<b>100.0%</b>

## 5. Job Evaluation

Evaluating job descriptions for all non-teaching positions within the Nunavut Public Service is the primary function of the Job Evaluation Division of the Department of Human Resources. This evaluation exercise, using the Hay Guide-Chart method of job evaluation, is critical to establishing a fair and equitable rate of pay for the incumbent of the position.

The initial series of job evaluation decisions were undertaken by the GNWT prior to July 1998 and transferred to the Government of Nunavut on April 1, 1999. Since that time, the Job Evaluation Division has continued using the same system and utilized it to evaluate revised and newly created positions within the Government of Nunavut.

During the fiscal year 2000-2001, 1127 Job Evaluation Actions were processed. Additionally, approximately 500 Casual Staffing Actions came through the Job Evaluation Division for assignment of an appropriate pay range. Statistics were not formally kept for fiscal year 1999-2000; however, they would have been comparable to 2000-2001.

## 6. Human Resources Management System

After the creation of Nunavut in April 1999, the Government of Nunavut continued to use human resource information management and payroll programs originating from and/or based out of the Government of the Northwest Territories (GNWT). Leave and attendance, basic employee information and position information were maintained in the GHRS program, which ran out of Yellowknife under the GNWT. Payroll was using a program called HiLine.

The PeopleSoft project that began three years previously in the GNWT was intended to go live by the end of the 1999 calendar year. However, in the fall of 1999 the GN placed the project on hold indefinitely. ADP's payroll system, PCPW, was brought on-line that fall and is still in use by the Department of Finance. The GHRS program was taken off-line by the GNWT in December 1999 to alleviate the threat of Y2K problems. After that time, the GN had no system for tracking leave and attendance or basic employee information. Position information has been tracked in a couple of different basic formats, and later in a program modified from an extract from the GHRS program. Currently, position information is being maintained in an interim database program called GNHRS 2.0 that was developed specifically for the GN. Since 1999, there has not been a centralized mechanism to integrate employee and position information and track other information such as leave and attendance, training and development, labour relations and competitions.

The new human resource information program called HR Resource Partner (HRRP) currently being developed and tested will be implemented in 2002. HRRP will have the ability to collect and maintain information such as employee education, training requests and training taken, career planning, succession planning, leave and attendance, grievance handling by labour relations, recruitment source tracking, employment equity data, employee/position management, salary administration, bilingual bonus, performance appraisals, skills profiling and competencies management in employees.



## 7. Labour Relations

### **Federation of Nunavut Teachers**

Members of the Federation of Nunavut Teachers (FNT) held a ratification vote in March 2000 to accept the changes for a new collective agreement. Many of the amendments to the collective agreement remained unchanged from those that were negotiated in November 1999. Highlights of the negotiated items included: salary increases of 3.5% effective September 1, 1999, 2.75% effective September 1, 2000 and 2.75% effective September 1, 2001; one-time professional allowance of \$750; increases to the Northern allowance; an enhanced professional development program; an enhanced language proficiency allowance; improved principal's allowance and revised relocation assistance program. The three-year contract expires June 30, 2002.

### **Nunavut Employees Union**

The negotiations between the Government of Nunavut and the Nunavut Employees Union (NEU) commenced in 2000. The early rounds of negotiations were followed by the first round of mediation held in January 2001. Major unresolved issues in the early months of 2001 included northern allowance; VTA's, salary increase, job evaluation and education leave. Mediation and negotiation continued into April and May 2001.

### **Labour Relations Training**

In 1999 and 2000, the Labour Relations Division of the Department of Human Resources initiated a training program for managers and human resources practitioners. The training topics, developed in consultation with managers in departments, cover a wide range of labour relations issues including grievances and dispute resolution, performance measurement and appraisal, role of the Department of Human Resources and sexual harassment. In 2000, the training program was also extended to Rankin Inlet and Cambridge Bay. Efforts were made, wherever possible, to involve regional staff in the delivery of training programs.

## Grievances and Arbitration

	1999-2000			
	Accepted at Second Level	Resolved at Second level	Sent to Arbitration	Resolved at Arbitration
Total for Departments including NHC, NAC		3	20	2
Policy Grievance - GN		1	8	0
<b>TOTAL</b>	<b>0</b>	<b>4</b>	<b>28</b>	<b>2</b>

	2000-2001			
	Accepted at Second Level	Resolved at Second level	Sent to Arbitration	Resolved at Arbitration
Total for Departments including NHC, NAC	3	2	20	10
Policy Grievance - GN	3	0	0	1
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>20</b>	<b>11</b>

## Staffing Appeals

The staffing appeal process allows an employee or eligible beneficiary who has applied for a position in the NEU bargaining unit to request a review of a competition if the applicant feels that the competition was improperly conducted. The Department of Human Resources provides a staffing appeals process to qualified appellants. The regions have the capacity to deliver staffing appeals hearings. An appeal hearing provides an objective review of the staffing process. The total number of appeals in 2000-2001 was 11.

### Staffing Appeals 2000-2001

REGION	Total	Withdrawn	Denied	Upheld
Baffin	2	0	2	0
Kivalliq	4	1	2	1
Kitikmeot	5	0	5	0
<b>TOTAL</b>	<b>11</b>	<b>1</b>	<b>9</b>	<b>1</b>

## **Pay Equity**

On March 28, 1989 the Public Service Alliance of Canada (PSAC) filed an equal pay complaint with the Canadian Human Rights Commission naming the GNWT as respondent. The complaint alleges that there was a discrepancy in pay between male and female pay rates at the time of the laying of the complaint, which had existed for a number of years. In the hearings taking place before a Canadian Human Rights Tribunal, PSAC and the CHRC have argued that this discrepancy should be remedied by the use of data gathered in the 1990-1991 Joint Equal Pay Studies.

The GNWT has argued, on the other hand, that the pay gap is adequately addressed by the use of the gender-neutral Hay Plan job evaluation system, which the Union accepted as part of the 1998-2000 GNWT-UNW Collective Agreement.

Although the GN is not named as a respondent in the complaint, the case has serious financial implications for the GN. Under the Assets and Liabilities Agreement entered into on Division, the GN must pay 44.34% of any pay equity settlement.

All previous attempts to settle the equal pay complaint through collective bargaining, mediation, etc. have proven unsuccessful. The matter is currently being heard by a Canadian Human Rights Tribunal. A substantial number of motions have also been heard by the Tribunal and appealed to the Federal Court and the Federal Court of Appeal. Leave has been sought by the GNWT to appeal one decision dealing with the institutional independence on the Tribunal to the Supreme Court of Canada. The GN continues to manage the hearing process through joint participation with counsel for the GNWT.

## 8. Workforce Profile

During the first year of the Government of Nunavut, the focus of the departments was to establish and staff the organization and to continue with providing services to Nunavummiut. Data collection and information database systems were not a high priority of the Government. As such, many important and useful statistics were either not collected or if they were collected they were not in formats which could be easily retrieved. Some information was collected in manual systems, which makes a re-creation of a comprehensive workforce profile nearly impossible.

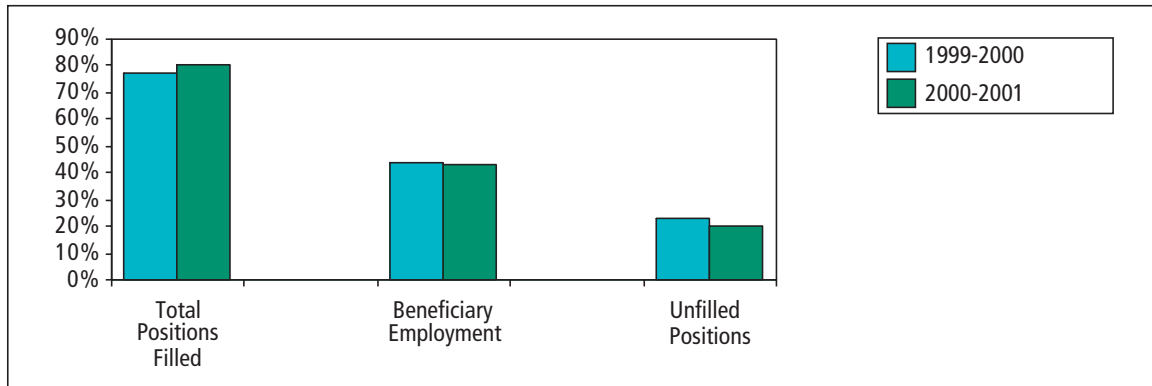
In the second year of operation, information on a workforce profile began to be collected. The Department of Human Resources is continuing to enhance the information collection mechanisms through the development and implementation of the HR Resource Partner (HRRP). Recognizing the importance of having a workforce profile which would enable the Government to undertake human resource analysis and policy development, particular effort was taken to present the workforce profile in this report. Since most of the information is only available on a one-year basis, no trend analysis can be taken at this time.

The information on workforce profile contained in this section of the report is extracted from payroll data as of March 2001 and the March 2000 and March 2001 issue of "Towards a Representative Public Service."

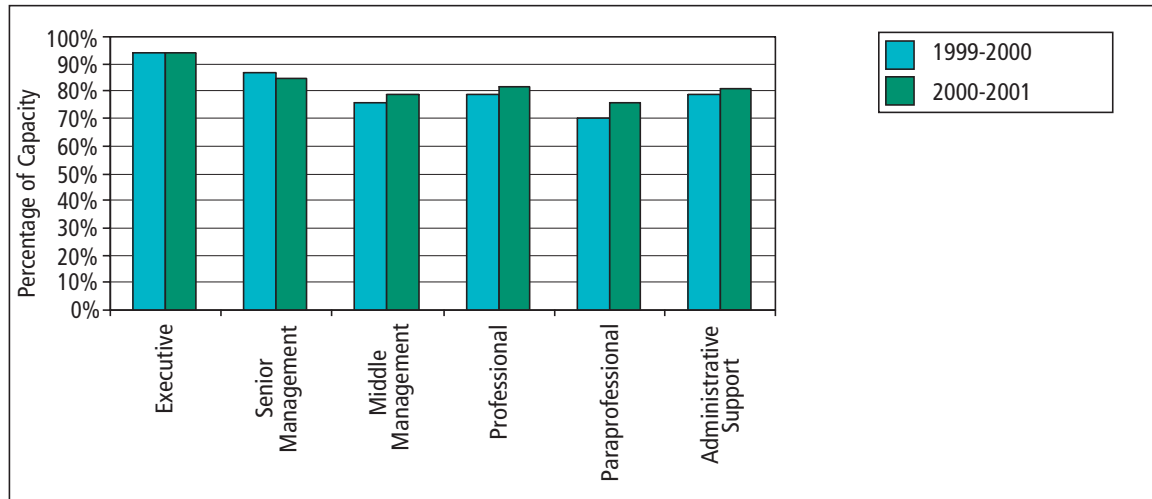
In March 2001, the average employee was 40 years of age, earned approximately \$55,100 a year and had 4.9 years of service. The average age for beneficiary males was 42 and 39 for beneficiary females. In the non-beneficiary group, the average age for males was 41 and 39 for females. The average annual salary for beneficiary male employees was \$49,167 and \$45,738 for female beneficiary employees. In the non-beneficiary group, the average salary for male employees was \$66,191 and \$58,970 for female employees.

Additional detailed information on workforce profile including beneficiary employment by community, by department and by occupational groups; salary distribution of beneficiary and non-beneficiary; distribution of employees by gender, age, years of service and positions/employees by pay group are provided in the following section of this report.

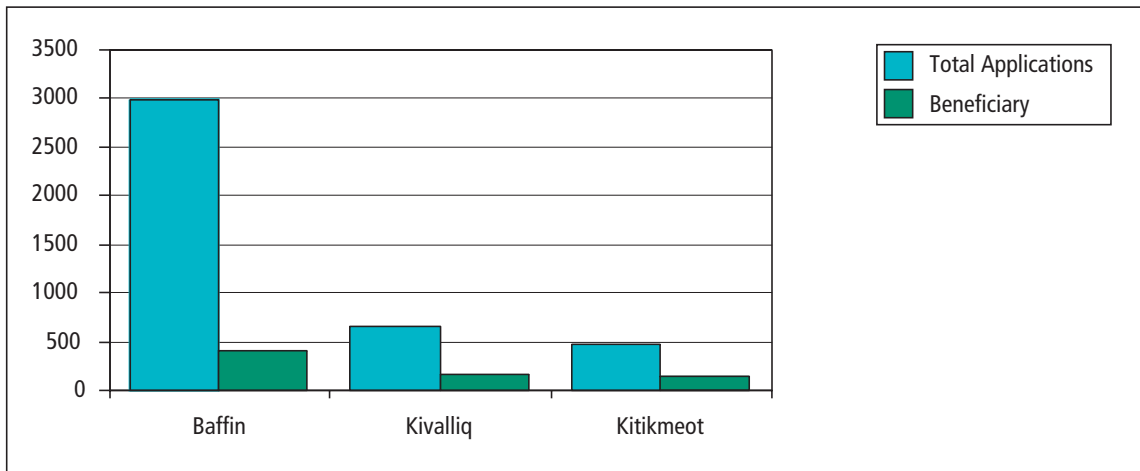
### Staffing Capacity



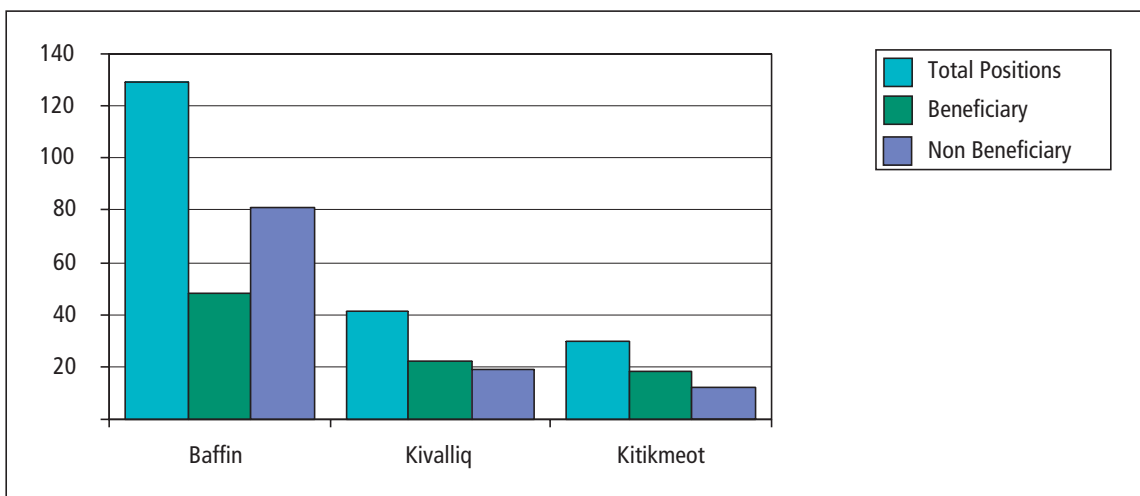
### Capacity Distribution by Occupational Categories



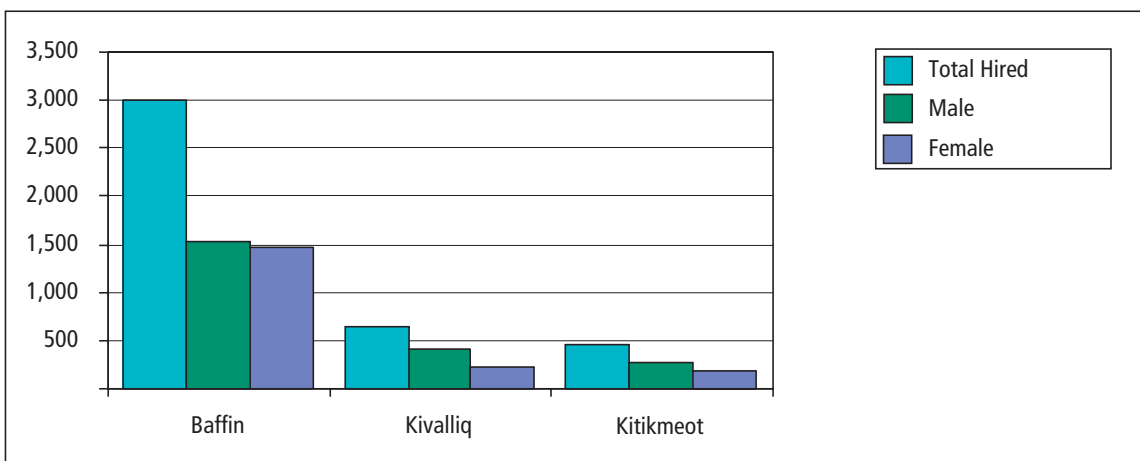
### Total Applications – March 2001



### Actual Hires – March 2001



### Applicants by Gender – March 2001



## Beneficiary Employment By Occupational Categories

	1999-2000			2000-2001		
	Total Positions	Beneficiary Employees	% Beneficiary Employees	Total Positions	Beneficiary Employees	% Beneficiary Employees
Executive	35	15	45%	31	16	55%
Senior Management	111	17	18%	123	21	20%
Middle Management	229	33	19%	285	38	17%
Professional	899	183	26%	875	177	25%
Paraprofessional	733	238	47%	939	391	55%
Administrative Support	694	432	79%	464	300	79%
<b>TOTAL</b>	<b>2701</b>	<b>918</b>	<b>44%</b>	<b>2717</b>	<b>943</b>	<b>43%</b>

## Beneficiary Employment By Community

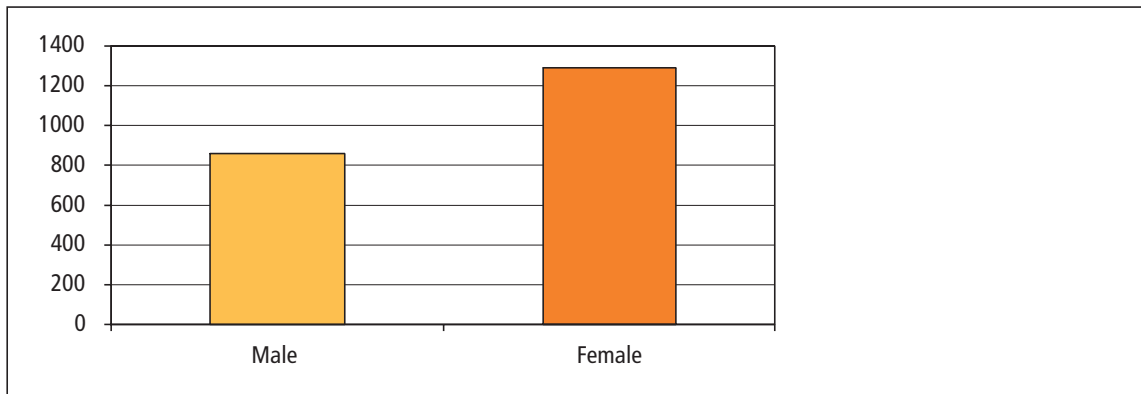
COMMUNITY	1999-2000			2000-2001		
	Total Positions	Beneficiary Employees	% Beneficiary Employees	Total Positions	Beneficiary Employees	% Beneficiary Employees
Arctic Bay	41	22	58%	37	22	63%
Cape Dorset	68	28	52%	81	32	53%
Clyde River	36	17	57%	38	18	50%
Grise Fiord	14	7	58%	13	5	42%
Hall Beach	32	18	67%	30	17	61%
Igloodik	112	31	48%	109	39	48%
Iqaluit	1115	251	33%	1064	242	31%
Kimmirut	29	15	58%	30	15	50%
Nanisivik	14	6	60%	11	2	40%
Pangnirtung	59	34	64%	85	42	57%
Pond Inlet	69	33	52%	100	43	56%
Qikiqtarjuaq	28	15	58%	28	16	57%
Resolute Bay	22	7	39%	19	6	38%
Sanikiluaq	33	17	59%	36	21	62%
<b>Total Baffin</b>	<b>1672</b>	<b>501</b>	<b>41%</b>	<b>1681</b>	<b>520</b>	<b>40%</b>
Arviat	134	53	53%	142	64	56%
Baker Lake	92	39	50%	91	40	48%
Chesterfield Inlet	21	13	68%	21	12	63%
Coral Harbour	35	21	68%	35	22	67%
Rankin Inlet	297	117	47%	273	111	47%
Repulse Bay	26	10	42%	26	10	42%
Whale Cove	18	6	46%	16	8	57%
<b>Total Kivalliq</b>	<b>623</b>	<b>259</b>	<b>50%</b>	<b>604</b>	<b>267</b>	<b>51%</b>
Bathurst Inlet	1	1	100%	1	0	0%
Cambridge Bay	178	64	43%	173	55	42%
Gjoa Haven	55	26	57%	65	31	60%
Kugluktut	93	32	44%	109	35	44%
Pelly Bay	26	12	50%	27	13	54%
Taloyoak	26	14	61%	33	15	47%
Umingmaktok	2	2	100%	1	0	0%
<b>Total Kitikmeot</b>	<b>381</b>	<b>151</b>	<b>48%</b>	<b>409</b>	<b>149</b>	<b>47%</b>
Winnipeg	7	3	43%	7	3	43%
Churchill	14	4	36%	12	3	30%
Ottawa	4	0	0%	4	1	33%
<b>Total Other</b>	<b>25</b>	<b>7</b>	<b>33%</b>	<b>23</b>	<b>7</b>	<b>35%</b>
<b>TOTAL ALL</b>	<b>2701</b>	<b>918</b>	<b>44%</b>	<b>2717</b>	<b>943</b>	<b>43%</b>



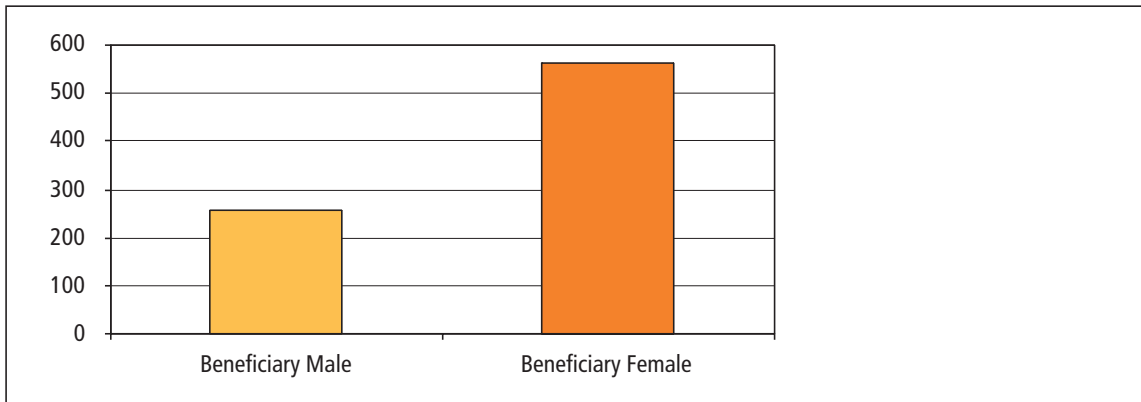
## Beneficiary Employment By Department

	1999-2000			2000-2001		
	Total Positions	Beneficiary Employees	% Beneficiary Employees	Total Positions	Beneficiary Employees	% Beneficiary Employees
Community Government & Transportation	167	42	46%	165	50	44%
Culture, Language, Elders & Youth	41	15	75%	45	19	76%
Education	131	43	48%	918	427	48%
Executive & Intergovernmental Affairs	38	11	42%	43	11	35%
Finance & Administration	134	29	36%	147	28	35%
Health & Social Services	90	17	41%	590	181	42%
Human Resources	50	18	46%	52	14	30%
Justice	161	36	31%	194	43	31%
Legislative Assembly	25	9	53%	29	13	54%
Public Works & Services	227	65	42%	228	73	45%
Sustainable Development	141	39	38%	146	38	37%
<b>Total of GN Departments</b>	<b>1205</b>	<b>324</b>	<b>42%</b>	<b>2557</b>	<b>897</b>	<b>44%</b>
Nunavut Housing Corporation	56	13	38%	58	21	48%
Divisional Educational Councils	769	365	50%	0	0	0
Health Boards	550	183	43%	0	0	0
Nunavut Arctic College	121	33	32%	102	25	29%
<b>TOTAL</b>	<b>2701</b>	<b>918</b>	<b>44%</b>	<b>2717</b>	<b>943</b>	<b>43%</b>

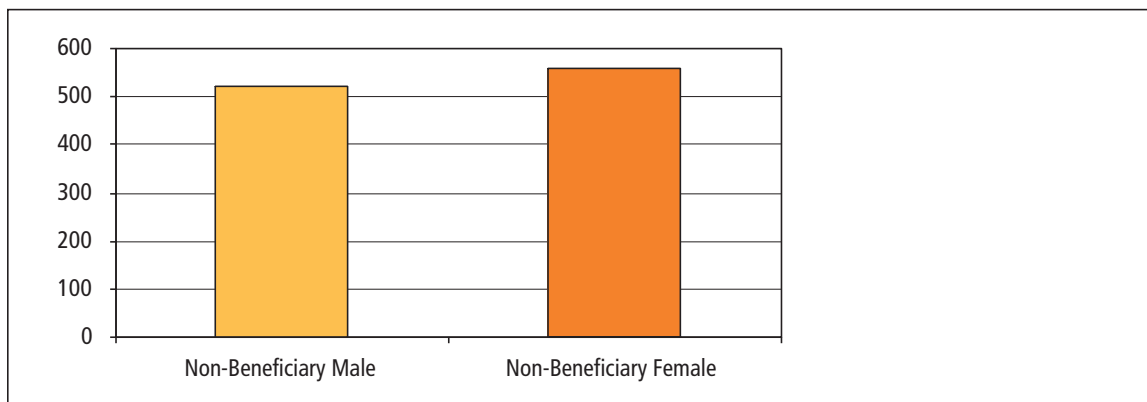
### Employees by Gender – March 2001



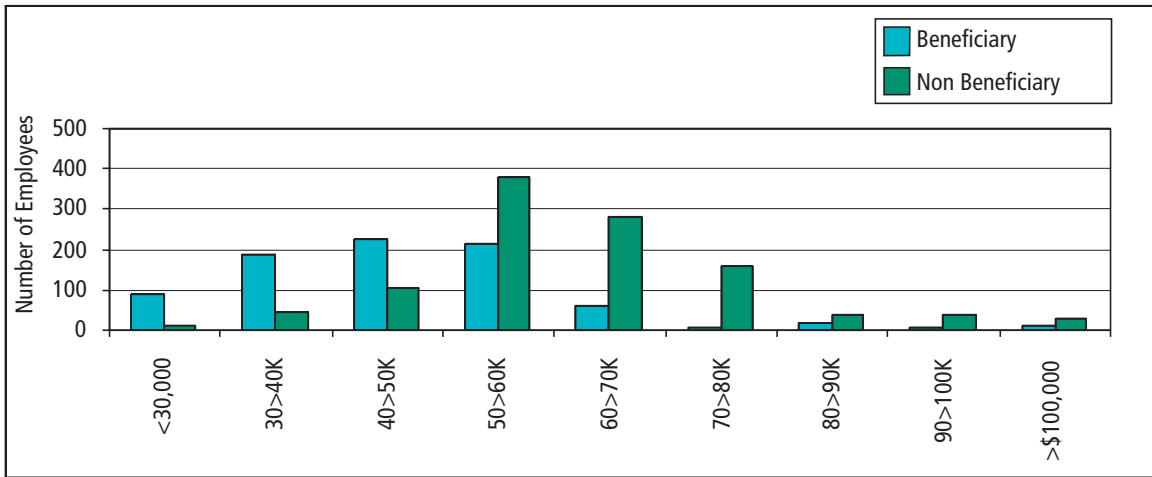
### Beneficiary Employees by Gender – March 2001



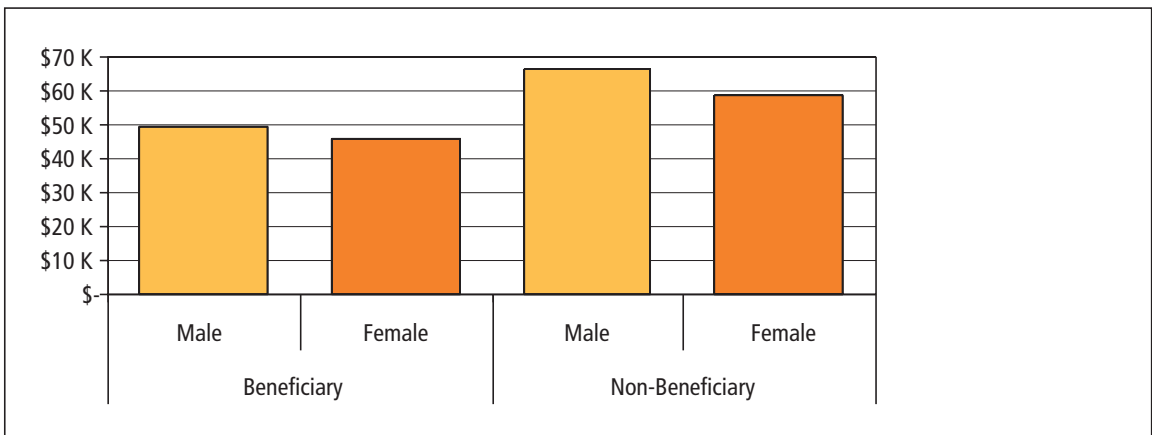
### Non-Beneficiary Employees by Gender – March 2001



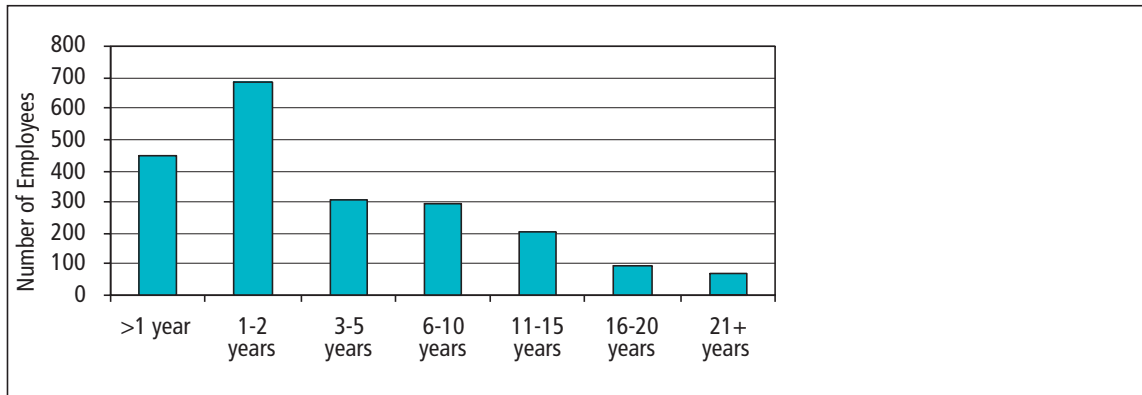
### Salary Distribution – March 2001



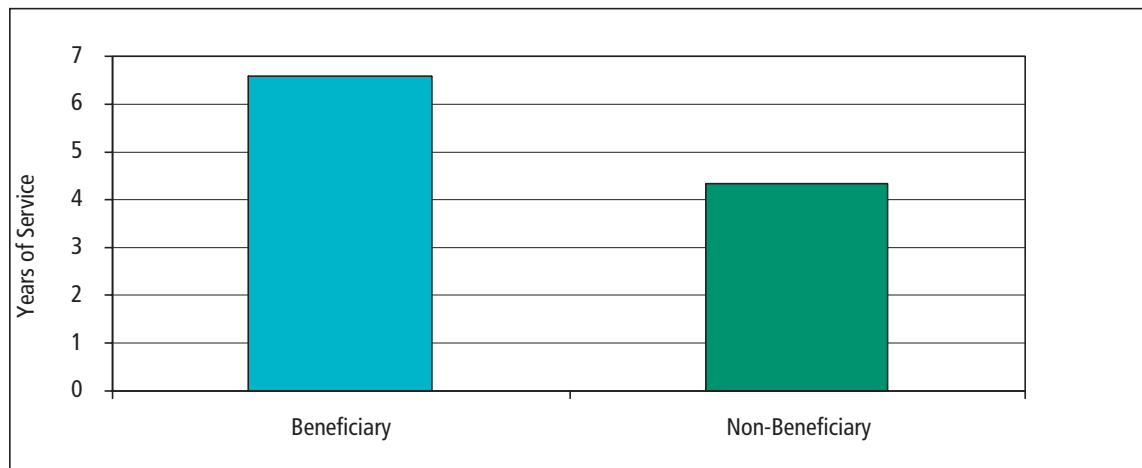
### Average Annual Salary – March 2001



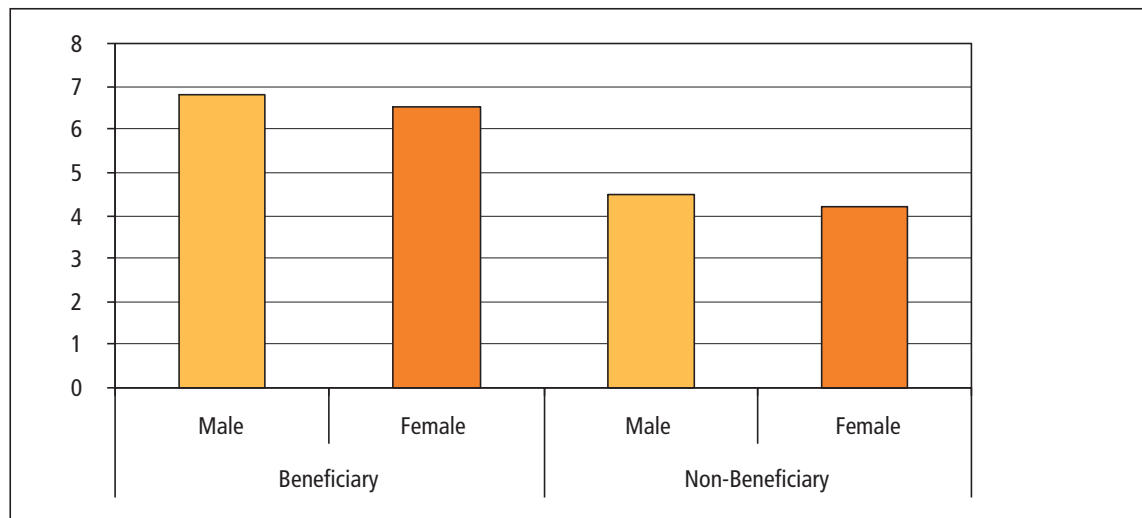
### Years of Service by Permanent Employees – March 2001



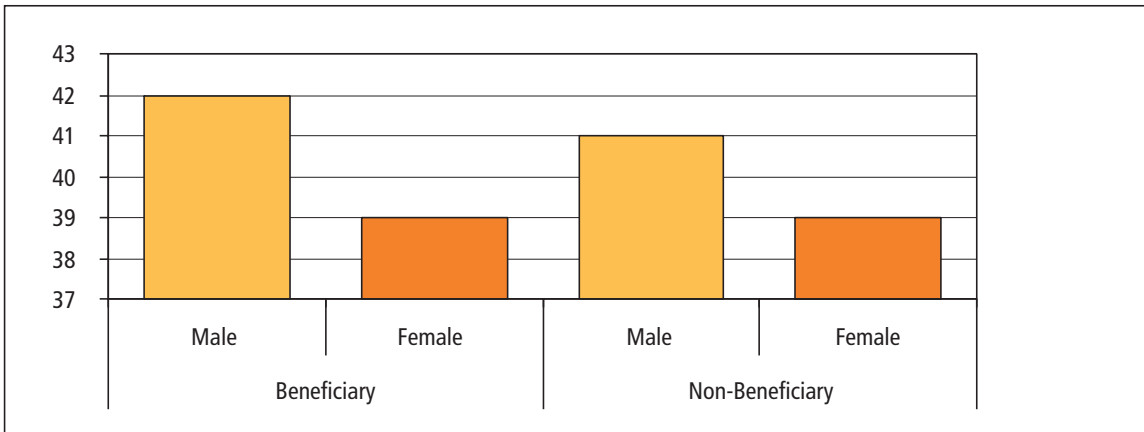
### Average Years of Service – March 2001



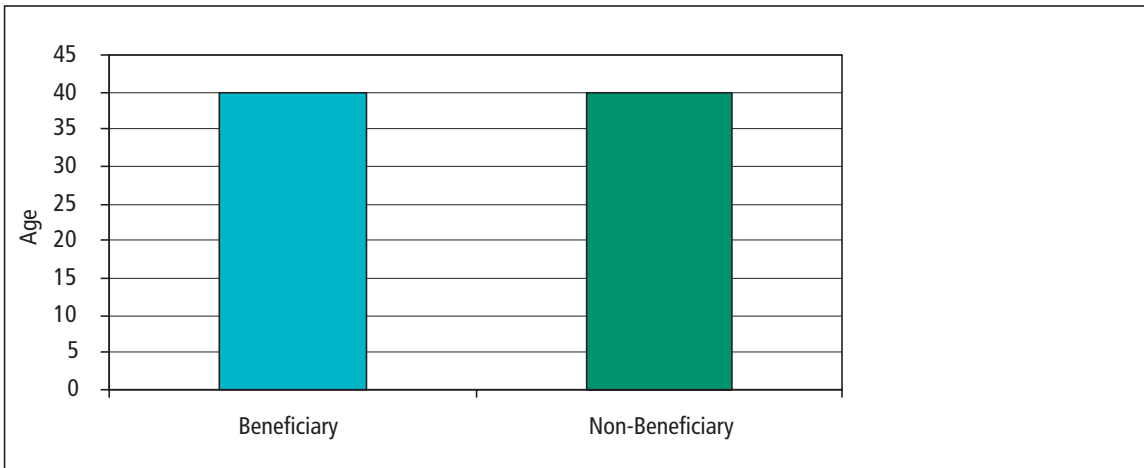
### Average Years of Service – March 2001



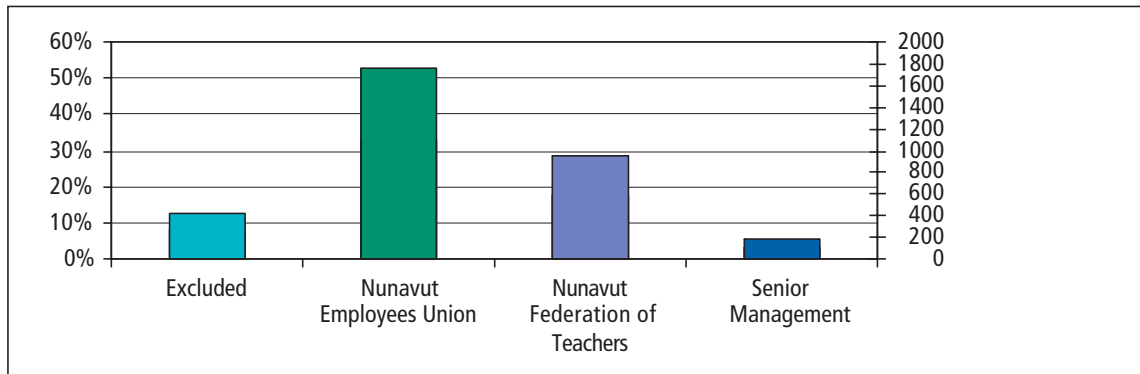
Average Age of Employees – March 2001



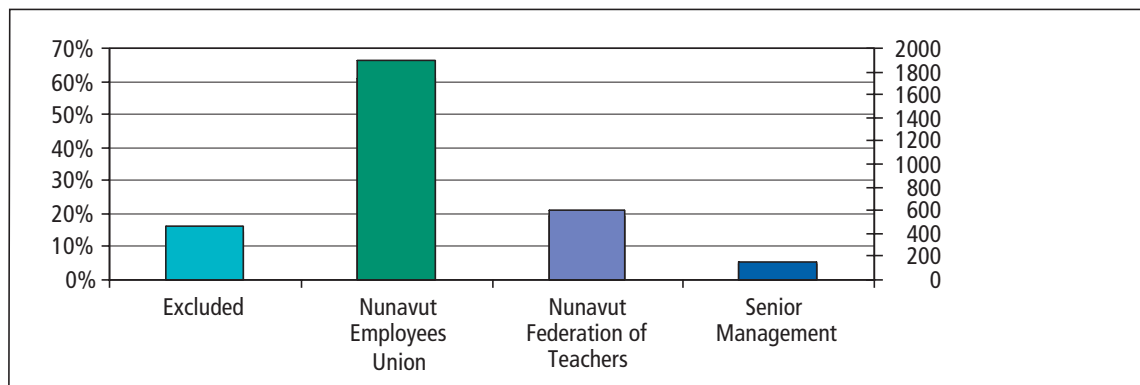
Average Age of Employees – March 2001



### Positions By Pay Group – March 2001



### Employees By Pay Group – March 2001



## **Bilingual Bonus**

An employee may receive a bilingual bonus of \$1,200 per year when they use more than one of the official languages of Nunavut in their job. To receive that bonus, the employee's position must be established as eligible to receive it through the Department of Human Resources, Job Evaluation Division. The Division establishes the position as eligible to receive bilingual bonus if the duties of the job as outlined in the job description would be benefited by the use of more than one of the official languages and the language can serve members of the community or region.

For new hires, language skills are evaluated during the interviews by the selection committee (staffing consultant and hiring managers). The language skills of existing employees are recommended by the supervisor.

In addition to those bilingual positions transferred from GNWT, 359 positions have been assessed as eligible for bilingual bonus since April 1, 1999.

## 9. Definitions

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CHRC	Canadian Human Rights Commission
FNT	Federation of Nunavut Teachers
GN	Government of Nunavut
GNWT	Government of Northwest Territories
HRRP	HR Resource Planner
IEP	Inuit Employment Plan
NEU	Nunavut Employees Union
NHC	Nunavut Housing Corporation
NLCA	Nunavut Land Claims Agreement
NSAP	Nunavut Senior Assignment Program
NTI	Nunavut Tunngavik Incorporated
NUHRDS	Nunavut Unified Human Resources Development Strategy
PSAC	Public Service Alliance of Canada
VTA	Vacation Travel Assistance
UNW	Union of Northern Workers



# Appendix A: Department of Human Resources

## Introduction

The Department of Human Resources plays a key role in helping to achieve the goals of the Government of Nunavut. Through the mission statement, guiding principles, values, goals and key strategies in its business plan, the Department ensures quality services are provided to Nunavummiut in the areas of recruitment, job evaluation, training and development, labour relations and human resource management support. The department supports the vision embodied in Pinasuaqtavut. In addition, the Department of Human Resources strives to serve as an organizational role model for progressive human resource management practices.

## Mission Statement

The Department of Human Resources, through the guiding principles of Pinasuaqtavut, (Bathurst Mandate) provides recruitment, job evaluation, training and development, labour relations and human resources management support to all departments and agencies to promote excellence in the public service of the Government of Nunavut.

## Guiding Principles

The Department of Human Resources is committed to:

- excellence in public service management
- promoting accessibility for all Nunavummiut
- being people-oriented, stressing responsiveness in service delivery
- being representative of the population we serve
- being accountable and transparent in everything we do
- partnerships that add value to human resource initiatives through shared commitments

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## Values

We believe:

- that people are the most important asset
- in the value of incorporating Inuit knowledge, wisdom and culture into our operations
- in respect for diversity
- that communication is essential for success
- that we must always strive for excellence and that continuous improvement must be fostered as an integral part of our organizational culture
- that everybody has a responsibility to exercise leadership
- in respect for each other and the work we do
- in turning our values into action.

## Goals Of The Department

- Build an effective, functional and skilled public service which is responsive to the public it serves and increasingly representative of the population of Nunavut
- Work with communities to create community capacity building
- Write and maintain simple and understandable policies
- Develop and maintain high quality human resource programs and services to support all department and agencies of the GN
- Develop and manage an effective and efficient Department of Human Resources

## Core Business

The Department's core business is providing effective and efficient human resource management advice and support to all Nunavut Government departments and agencies. There are four key elements of the Department's business operation:

### Recruitment

The Department develops recruitment procedures and guidelines and manages centralized recruitment services for all departments of Government.

This involves coordinating the achievement of the Government's Inuit Employment Plan objectives and managing the staffing appeals process.

**Job Evaluation**

The Department provides advice and assistance to departments and agencies on organizational design and in developing innovative and culturally relevant work arrangements. In addition, the Department rates all jobs in the Public Service to promote consistent, affordable and fair rates of pay for public servants.

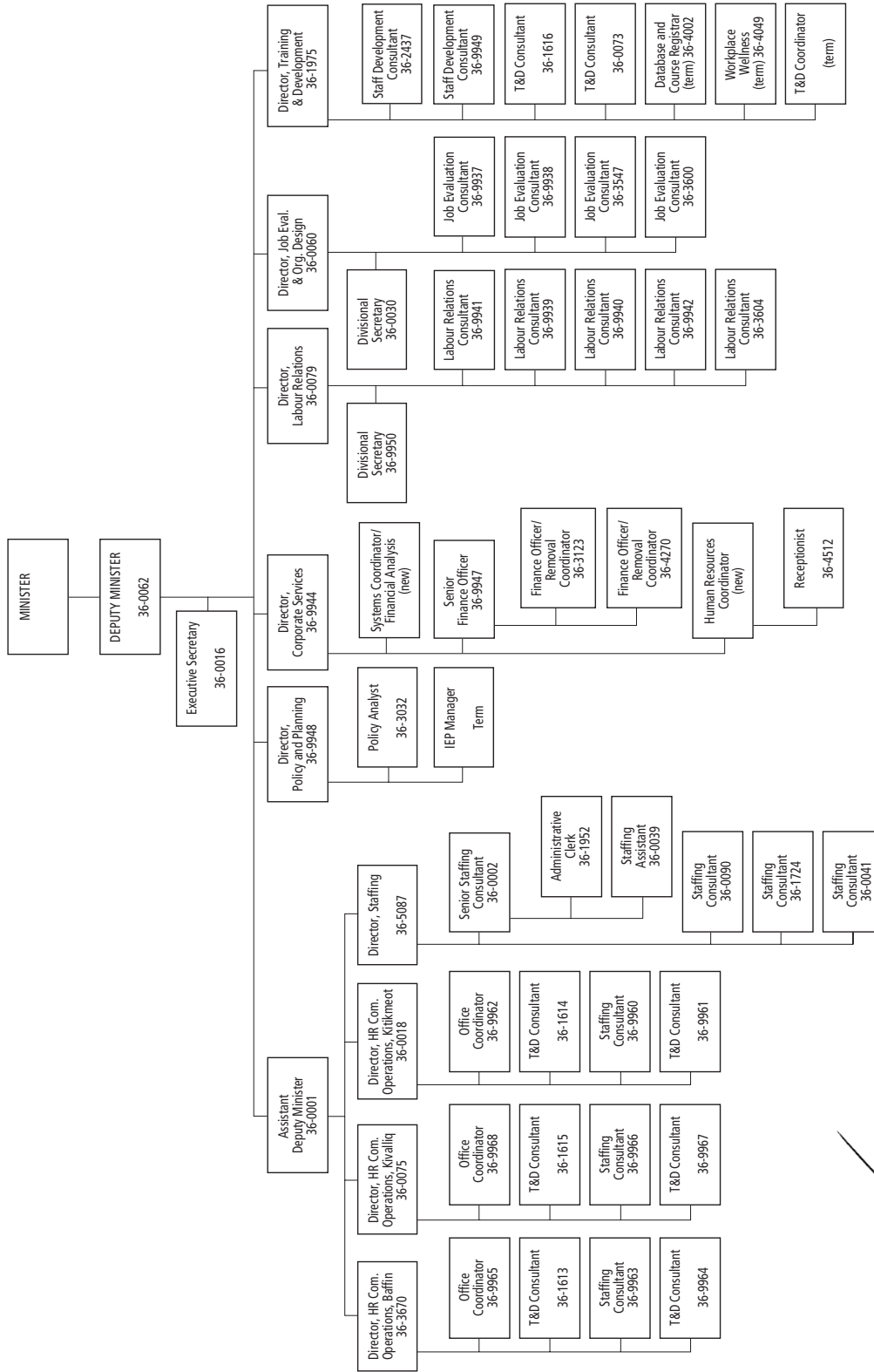
**Training and Development**

The Department provides advice, assistance and support to departments and agencies in training and developing their own staff. The Department develops policies and procedures which constitute the framework for training and development across the public service. Implementing strategic developmental initiatives aimed at staff retention remains a strong priority.

**Labour Relations**

The Department provides professional labour relations advice and services to departments and agencies. The Department negotiates collective agreements with two bargaining agents, administers and interprets the agreements and manages a dispute resolution process.

# Department of Human Resources Organizational Chart



APPROVED:

Honourable Kelvin Ng  
Minister

Date:

RECOMMENDED:

Darwin Philpotts  
Deputy Minister

Date:

June 26/01