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INTRODUCTION

This section introduces the Government of Nunavut’s Master Inuit Employment Plan to 2023 and detailed departmental Inuit Employment Plans to 2023.

Master Inuit Employment Plan to 2023

A Master Inuit Employment Plan (Master IEP) to 2023 was drafted in 2017-2018 to establish long-term strategic directions in Inuit employment for the Government of Nunavut (GN) as a whole organization and in specific occupational groups in the public service. The Master Inuit Employment Plan built on the foundations established in the GN’s first Inuit Employment Plan, which was developed in 2000 and updated in implementation plans from 2003 to 2013.

The GN has been implementing actions identified in the Master Inuit Employment Plan since it was drafted in 2017-2018, along with ongoing actions that were identified in earlier Inuit Employment Plans.

The Master Inuit Employment Plan to 2023 was updated in early 2019-2020 before final approval and public release. This GN-wide IEP is available to GN employees and Nunavummiut on the Department of Human Resources website.

Departmental Inuit Employment Plans to 2023

Government of Nunavut departments and territorial corporations drafted detailed Inuit Employment Plans to 2023 during 2017-2018. These Inuit Employment Plans (IEPs) have a starting point of 2013 and an end date of 2023 to align with the 10-year period of the current Nunavut implementation contract.

Departmental IEPs to 2023 include goals and targets for the short-term (by March 2020), medium-term (by March 2023) and long-term (beyond 2023, within 10 years) and an action plan to achieve short- and medium-term goals. Implementation of the action plans that are described in draft Inuit Employment Plans to 2023 has been ongoing since 2017-2018.

Annual Inuit employment goals, targets and priorities continue to be included in departmental and agency Business Plans. Annual IEPs include one-year Inuit employment goals and targets along with priority actions for the three-year period of the Business Plan. The annual IEPs are “rolling” plans that are updated each year during the Business Planning and Main Estimates cycles. Business Plans and annual IEPs are available to GN employees and Nunavummiut on the Department of Finance’s website.

Departmental IEPs to 2023 were updated in early 2019-2020 before final approval and public release. These long-term IEPs are publicly available on the Department of Human Resources website.

Inuit employment statistics reflect the results of efforts made by departments and agencies to increase Inuit employment. These statistics are published quarterly in Towards a Representative Public Service (TRPS) reports. Additional information about Inuit employment is included in the GN’s Public Service Annual Report. These reports are publicly available on the Department of Human Resources website.

CHAPTER 1: ARTICLE 23 AND INUIT EMPLOYMENT PLANS IN THE GN

This chapter summarizes the Government of Nunavut's obligations under Article 23 of the Nunavut Agreement, and how IEPs respond to these and other requirements.

The Nunavut Agreement (1993)

Article 23

Part 2 describes the objective of Article 23 and Parts 4 and 5 contain the detailed requirements for Inuit employment plans (IEPs) and training plans. These three Parts are reproduced below:

PART 2: OBJECTIVE

23.2.1 The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.

23.2.2 In pursuit of this objective, Government and the DIO shall cooperate in the development and implementation of employment and training as set out in the Agreement.

PART 4: INUIT EMPLOYMENT PLANS

23.4.1 Within three years of the date of ratification of the Agreement, each government organization shall prepare an Inuit employment plan to increase and maintain the employment of Inuit at a representative level.

23.4.2 An Inuit employment plan shall include the following:

(a) an analysis to determine the level of representation of Inuit in the government organization and to identify areas of under-representation by occupational grouping and level and regular full-time and regular part-time employment status;

(b) phased approach, with reasonable short and medium term goals, in the form of numerical targets and timetables for employment of qualified Inuit in all levels and occupational groupings where under-representation has been identified; such goals to take into account the number of Inuit who are qualified or who would likely become qualified, projected operational requirements, and projected attrition rates;

(c) an analysis of personnel systems, policies, practices and procedures in the organization to identify those which potentially impede the recruitment, promotion, or other employment opportunities of Inuit;

(d) measures consistent with the merit principle designed to increase the recruitment and promotion of Inuit, such as

(i) measures designed to remove systemic discrimination including but not limited to

- removal of artificially inflated education requirements,
- removal of experience requirements not based on essential consideration of proficiency and skill,
- use of a variety of testing procedures to avoid cultural biases,

(ii) intensive recruitment programs, including the distribution of competition posters throughout the Nunavut Settlement Area, with posters in Inuktitut as well as Canada's official languages as required,

(iii) inclusion in appropriate search criteria and job descriptions of requirements for an understanding of the social and cultural milieu of the Nunavut Settlement Area, including but not limited to

- knowledge of Inuit culture, society and economy,
- community awareness,
- fluency in Inuktitut,
- knowledge of environmental characteristics of the Nunavut Settlement Area,
- northern experience,

(iv) Inuit involvement in selection panels and boards or, where such involvement is impractical, advice to such panels and boards,

(v) provision of counselling services with particular attention to solving problems associated with accessibility to such services,

(vi) provision of in-service education assignment and upgrading programs adequate to meet employment goals,

(vii) promotion of apprenticeship, internship and other relevant on-the-job training programs,

(viii) special training opportunities,

(ix) use of measures which are found to be successful in achieving similar objectives in other initiatives undertaken by Government, and

(x) cross-cultural training;

(e) identification of a senior official to monitor the plan; and

(f) a monitoring and reporting mechanism on implementation of the plan.

23.4.3 All employment plans shall be posted in accessible locations for employee review.

23.4.4 Notwithstanding the overall objectives of this Article, it is understood that some organizations may employ so few persons in the Nunavut Settlement Area that strict application of the above measures may not be practicable.

PART 5: PRE-EMPLOYMENT TRAINING

23.5.1 The plans outlined in Part 4 will require special initiatives to provide some Inuit with skills to qualify for government employment. Government and the DIO shall develop and implement pre-employment training plans.

23.5.2 To the extent possible, the plans referred to in Section 23.5.1 shall be designed to meet the special needs of Inuit by various means, including:

- (a) instruction in Inuktitut;
- (b) training within the Nunavut Settlement Area;
- (c) distribution of training sites among communities, it being understood that circumstances may require that training take place in central locations within the Nunavut Settlement Area or in other locations outside the Area; and
- (d) the taking into account of Inuit culture and lifestyle.

The Settlement Agreement (2015)

The May 2015 Settlement Agreement signed by the Government of Canada (GoC), the Government of Nunavut (GN) and Nunavut Tunngavik Incorporated (NTI) also contains obligations concerning IEPs, which are reproduced below. Together with Article 23 of the Nunavut Agreement, these obligations inform the approach to and contents of Inuit Employment Plans in the GN.

INUIT EMPLOYMENT PLANS AND PRE-EMPLOYMENT TRAINING PLANS

25. In developing and implementing Inuit employment plans and pre-employment training plans under Part 3, Part 4, and Part 5 of Article 23, the GoC and GN recognize that whole-of-government coordination within each of the GoC and GN is critical to the successful implementation of Inuit employment plans and pre-employment training plans. Accordingly each of them will:

- (a) establish a central Inuit employment and training coordination office within its Government;
- (b) establish a coordinated approach to departmental Inuit employment plans and pre-employment training plans, including master plans, within its Government;
- (c) ensure that its departments and agencies prepare and adopt detailed action plans, which include timelines and objectives, to give effect to Inuit employment plans and pre-employment training plans;
- (d) ensure that Inuit employment plans and pre-employment training plans reflect on an ongoing basis the data and analyses obtained from the work described in Schedules D and E to produce the NILFA; and,

(e) ensure that its departments and agencies have regard to the following:

(i) Inuit employment plans and pre-employment training plans need to be very precise and specific in laying out the steps that will be taken to achieve goals;

(ii) successful development and implementation of Inuit employment plans requires:

(A) expanding Inuit access to employment through removal of existing barriers and new and creative recruitment, retention and promotion policies, practices and procedures;

(B) development and implementation of training priorities, including the expansion of certain key programs and the establishment of new training programs; and,

(C) cooperation with NTI in respect of the development and implementation of Inuit employment plans and pre-employment training plans.

A Master Inuit Employment Plan for the GN

The Master IEP is a government-wide master plan that provides strategic direction for GN-wide programs and initiatives to increase and enhance Inuit employment. It informs departmental IEPs and provides support and guidance for their coordinated implementation.

The Master IEP covers the current contract period, from 2013 to 2023. The Assistant Deputy Minister, Strategic Human Resource Management of the Department of Human Resources develops and maintains the Master IEP.

Detailed departmental IEPs take their direction from the Master IEP in order to address specific departmental issues and opportunities in Inuit employment. As appropriate, each department will revise its IEP to include measures, support or guidance provided by the Master IEP.

The Master IEP and departmental IEPs are public documents that are updated periodically. Updates may involve minor adjustments or major shifts in direction depending on environmental and operational factors in the GN.

Accountability for Inuit Employment Plans

Accountability for developing and implementing Inuit Employment Plans is shared by GN central agencies, departments and territorial corporations:

Central Accountabilities

The Department of Human Resources (HR) is the central Inuit employment and training coordination office within the GN. As a central agency, HR is accountable for:

- Developing and implementing GN-wide human resource management policies and practices, and ensuring that any related barriers to Inuit employment are addressed;

- Developing and implementing the GN-wide Master Inuit Employment Plan;
- Designing and sponsoring GN-wide programs to increase and enhance Inuit employment;
- Advising departments on Inuit employment planning; and
- Monitoring progress towards Inuit employment goals.

The Assistant Deputy Minister, Strategic Human Resource Management of the Department of Human Resources provides oversight for and monitoring of the Master Inuit Employment Plan.

As a central agency, the Department of Finance is accountable for preparing and publishing the quarterly Towards a Representative Public Service report on Inuit employment statistics.

Departmental Accountabilities

Departments and territorial corporations are accountable for developing and implementing their IEPs, including effective use of programs provided by central agencies.

The senior official, Director of Corporate Affairs and Human Resources will monitor the ongoing implementation of the Department of Community and Government Services' Inuit employment plan and will review and update the IEP periodically, as directed. The Deputy Minister is ultimately accountable for the department's Inuit Employment plan.

CHAPTER 2: DESCRIPTION OF THE DEPARTMENT

This chapter describes the department's history, mandate, operations, and number of positions in each employment category.

Brief History of Community and Government Services

The Department of Community and Government Services is the product of the merger of two precursor departments carried over from the original Government of the Northwest Territories (GNWT), namely Municipal and Community Affairs (MACA) and Public Works and Services (PWS). Shortly after territorial division, MACA in Nunavut was organized as the Department of Community Government and Transportation (CGT).

In 2004, the Department of Community and Government Services was created through the merger of CGT and PWS. Some former functions were transferred to other departments, including responsibilities for staff housing (now served by the Housing Corporation) and transportation (Department of Economic Development and Transportation). The original organizational structure has remained more-or-less intact in the first decade since the CGS was established.

The delivery of the departmental mandate has faced several challenges over the years. These include limited capacity (recruitment and retention), the expectation of decentralized government, the high cost of northern operations, and structural issues related to accommodating those challenges.

In 2014 CGS underwent a major organizational change with respect to improving its overall effectiveness, efficiency and accountability. The re-organization focused on modifications/enhancement to elements such as divisional linkages, reporting structures, service delivery, and accountability structures.

Mandate

CGS provides services and support to communities and municipal governments across Nunavut as well as core services to Government of Nunavut departments and programs/services directly related to public safety.

- CGS provides programs and funding that support core municipal operation, infrastructure development, sport and recreation programming, and land development. Support is provided to ensure training for councils and municipal employees is available.
- CGS provides central services to other departments. That includes procurement, sealift logistics and contract services; property management and maintenance; technical and project management related to infrastructure construction; and information and records management services.

- CGS also provides services directly to the public. That includes fire safety promotion, inspection and training; electrical and mechanical inspections of buildings; emergency management services including search and rescue coordination and training; consumer affairs; and acquisition and distribution of petroleum products for communities. These services require direct contact with community governments, the business community and the public.

Operations and Locations

The Department of Community and Government Services focuses on five core lines of business; they are: Community Services, Infrastructure, Petroleum Products, Informatics Planning Services, and Advisory and Administrative Services

CGS has its headquarters in Iqaluit and regional offices in Cape Dorset, Pond Inlet, Kugluktuk, Baker Lake, Cambridge Bay, and Rankin Inlet.

In Iqaluit, CGS has its headquarters where there are 202 positions. There are many opportunities for Inuit in Iqaluit including trainee, internship and junior positions where individuals can get experience in a field of work and then determine if they want progress in those professions with further training and education. CGS supports an IT co-operative program with the Nunavut Arctic College where students get experience working with the Government of Nunavut as they complete their studies, and is currently working with Algonquin College to launch an Informatics Training Program.

In Cape Dorset, CGS has 26 positions who take care of Planning and Lands and Community Services.

In Pond Inlet, CGS has 33 positions in Infrastructure and Property and Asset Management. There are many opportunities for Inuit to gain experience in project management, facility management and administrative positions.

In Kugluktuk, CGS has 12 positions that work in the Planning and Lands office. There is a Sport and Recreation Development Officer and an Informatics Technician in Kugluktuk. There are also two Facility Maintenance positions in the community. The Planning and Lands division operates out of the Kugluktuk office and there is an opportunity for Inuit to work and gain experience in land planning and development.

In Baker Lake, CGS has 17 positions where there are offices that manage Sport and Recreation, Community Services and Consumer Affairs. The head office for Sports and Recreation is located in Baker Lake and this division is responsible for organizing many of the big sporting events that happen in Nunavut such as the Arctic Winter Games.

In Cambridge Bay, CGS has 44 positions in Community Services, Infrastructure, Planning and Lands and the Office of the Fire Marshal. There is an opportunity in a wide variety of opportunities in Cambridge Bay.

In Rankin Inlet, CGS has 77 positions in Community Services, Planning and Lands, Infrastructure and the Petroleum Products Division is located there. There is the unique opportunity in Rankin Inlet to work and gain experience in the petroleum distribution industry.

CGS has many Facility Maintainer positions all across Nunavut including standalone positions in Arctic Bay, Arviat, Chesterfield Inlet, Clyde River, Coral Harbour, Gjoa Haven, Hall Beach, Igloolik, Pangnirtung, Qikiqtarjuaq, Resolute Bay, Sanikiluaq and Whale Cove.

Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office, policy and communications, human resource management, and finance and administration services for headquarters and regional operations. Advisory and Administrative Services also provides government-wide procurement services and corresponding logistics supports.

Local Government Services

The divisions of Community Development and Community Support are responsible for developing community capacity through partnerships and training programs for elected officials and municipal staff. The divisions assist communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Community Planning and Lands is responsible for administering Commissioner's Land in accordance with the *Commissioner's Land Act* and the Nunavut Agreement, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut. Community Planning and Lands also supports communities in developing community sustainability plans.

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for Nunavummiut through its head office in Baker Lake and additional staff that are located in Kugluktuk and Iqaluit. Sport and Recreation's clients include territorial sport and recreation organizations, sport clubs, volunteer organizations and municipal corporations. The division also coordinates Nunavut's participation in multi-sport games such as the Arctic Winter Games, Canada Winter and Summer Games, Western Canada Summer Games and the North American Indigenous Games.

The Emergency Management Office division is responsible for the provision of search and rescue, and Community Infrastructure supports community governments with capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee identify community capital infrastructure plans and priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans.

Informatics Planning Services

The Informatics Planning Services is responsible for government-wide information and communications technology.

The division provides Government of Nunavut departments with a centralized and shared source of planning, development, procurement, operations and support for the computer hardware and software application systems needed to collect, process, and retrieve information. IPS accomplishes this through

a network of satellite communication systems, computer servers, applications software and user workstations, coordinated through a shared Helpdesk support system.

Infrastructure

The Infrastructure Branch includes the three (3) Regional Infrastructure Offices, which are responsible for delivery of capital projects in the communities, as well as facilities management of the existing GN portfolio of assets. Regional Infrastructure Offices are supported by the following HQ Infrastructure Divisions: Capital Projects Division, Technical Services Division, Safety Services and Asset Management Division.

Capital Projects Division plays a key leadership role in establishing infrastructure priorities, initiating projects and leading the planning phases of all major capital projects. The Capital Projects division is also responsible for organizing and delivering training to regional project management staff.

Technical Services Division provides engineering solutions for client departments in relation to both new capital projects and existing assets. This division also provides technical assessments on existing building and oversees the energy management program.

The Asset Management Division is responsible for the administration of the government's office and warehouse space requirements, as well as, delivery of facilities management services for all GN assets located in Iqaluit. This division provides support to Regional Infrastructure Offices in the delivery of facilities management services of GN assets located in the regional communities.

The Infrastructure branch is also responsible for the new Chief Building Official's Office, the Office of the Fire Marshal and building technical standards/safety inspections. These services include review of building plans and inspection of facilities to ensure they comply with various building codes, fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The Fire Marshal's Office is responsible for the implementation of the Fire Prevention Strategy. Training opportunities are provided to volunteers, who in turn provide emergency and firefighting services throughout Nunavut.

Petroleum Products

Petroleum Products Division manages the petroleum supply-chain in Nunavut. With three (3) regional offices, it oversees the purchase, transportation, storage and distribution of approximately 220 million litres of refined fuels in 25 communities from its headquarters in Rankin Inlet. The division is also responsible for business strategy, facility maintenance, resupply operations, sales processing and contractor performance management. PPD strives to conduct its operations in a manner that is safe, efficient and environmentally responsible.

Employment Categories in the Department

As of March 31, 2019

Employment Categories	Positions			% Capacity
	Total Positions	Vacancies	Filled	
Executive	3.00	1.00	2.00	67%
Senior Management	20.00	6.00	14.00	70%
Middle Management	58.00	15.00	43.00	74%
Professional	120.00	46.00	74.00	62%
Paraprofessional	199.00	85.00	114.00	57%
Administrative Support	52.00	19.00	33.00	63%
Total	452.00	172.00	280.00	62%

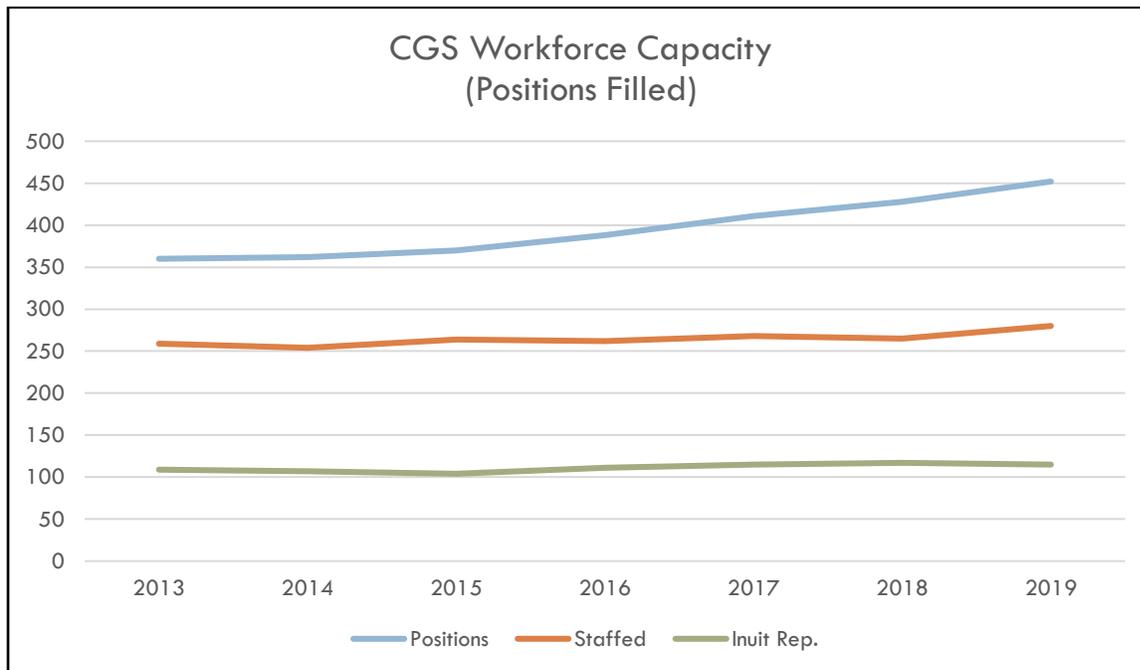
CHAPTER 3: INUIT EMPLOYMENT

This chapter summarizes Inuit employment levels within the department from 2013 to date.

Capacity in the Department

In a department such as CGS that provides a variety of front-line critical infrastructure services, informatics, and community development and support services to the people of Nunavut, as well as to other Government of Nunavut departments, it is essential that the organization have a sufficient number of qualified people to support high quality standards and delivery of services. In fact, the organizational restructuring undertaken by the department in 2014 was in direct response to previous capacity challenges.

While the number of departmental positions has increased by 92 over the past 6 years, the overall workforce capacity for CGS has remained relatively steady, fluctuating between 60% and 70%. As of March 31, 2019, the department has 62% of its positions staffed with permanent or term employees, supplemented by a temporary casual workforce of approximately 99 staff, 3 of which are relief workers. Recruitment and retention efforts present an ongoing challenge and competitive processes are often unsuccessful which is consistent with the fact that CGS must compete for certain skills that are in high demand across all provinces and territories in Canada, such as in certain trades, informatics, and other professions.



Inuit Employment in Employment Categories

As of March 31, 2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	0	0%
Senior Management	20	14	70%	1	7%
Middle Management	58	43	74%	10	23%
Professional	120	74	62%	16	22%
Paraprofessional	199	114	57%	58	51%
Administrative Support	52	33	63%	30	91%
TOTAL	452	280	62%	115	41%

As of March 31, 2018

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	0	0%
Senior Management	20	17	85%	1	6%
Middle Management	55	39	71%	11	28%
Professional	117	59	50%	12	20%
Paraprofessional	173	112	65%	62	55%
Administrative Support	60	35	58%	31	89%
TOTAL	428	265	62%	117	44%

As of March 31, 2017

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	0	0%
Senior Management	20	19	95%	1	5%
Middle Management	57	40	70%	11	28%
Professional	109	58	53%	12	21%
Paraprofessional	167	112	67%	60	54%
Administrative Support	55	36	65%	31	86%
TOTAL	411	268	65%	115	43%

As of March 31, 2016

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	0	0%
Senior Management	18	16	89%	3	19%
Middle Management	59	42	71%	11	26%
Professional	96	61	64%	13	21%
Paraprofessional	160	102	64%	53	52%
Administrative Support	51	37	73%	31	84%
TOTAL	388	262	68%	111	42%

As of March 31, 2015

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	0	0%
Senior Management	17	16	94%	4	25%
Middle Management	61	44	72%	11	25%
Professional	90	69	77%	14	20%
Paraprofessional	148	97	66%	48	49%
Administrative Support	50	34	68%	27	79%
TOTAL	370	264	71%	104	39%

As of March 31, 2014

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	0	0%
Senior Management	19	14	74%	6	43%
Middle Management	54	39	72%	10	26%
Professional	88	59	67%	13	22%
Paraprofessional	163	110	67%	51	46%
Administrative Support	35	29	83%	27	93%
TOTAL	362	254	70%	107	42%

As of March 31, 2013

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	0	0%
Senior Management	17	15	88%	6	40%
Middle Management	55	43	78%	11	26%
Professional	86	60	70%	13	22%
Paraprofessional	164	111	68%	53	48%
Administrative Support	35	28	80%	26	93%
TOTAL	360	259	72%	109	42%

Changes from 2013 to 2019

From 2013 to 2019 there was a total of 92 positions added to CGS. There was a net increase of 6 Inuit employees during this same time period, and the overall percentage of positions filled by Inuit employees remained constant at 41%.

EMPLOYMENT CATEGORIES	Number of Positions Added From 2013 to 2019	Change in Number of Inuit Employees From 2013 to 2019
Executive	0	0
Senior Management	3	-5
Middle Management	3	-1
Professional	34	+3
Paraprofessional	35	+5
Administrative Support	17	+4
TOTAL	92	+6

Inuit Employment by Occupational Group

The GN uses the Government of Canada's National Occupational Classification (NOC) system to categorize positions. This system classifies groups of jobs or occupations based on the type of work performed and the type of skill typically associated with that work.

The NOC system "provides a standardized framework for organizing the world of work in a manageable, understandable and coherent system," and is ultimately based upon the type of work being done in a given occupation and the skills and knowledge required to conduct that work.

The system classifies occupations into the following categories:

NOC Category	Occupations
0	Management occupations
1	Business, finance and administration occupations
2	Natural and applied sciences and related occupations
3	Health occupations
4	Occupations in education, law and social, community and government services
5	Occupations in art, culture, recreation and sport
6	Sales and service occupations
7	Trades, transport and equipment operators and related occupations
8	Natural resources, agriculture and related production occupations
9	Occupations in manufacturing and utilities

Each of these broad categories can be subdivided into major groups of occupations that require similar knowledge and skills. In turn, these major groups are divided into occupational groups, and finally, these can be divided into actual occupations. This hierarchical system is organized using four digit numbers.

Occupational Categories in the Department

NOC Category	Category % of CGS Positions
0 – Management occupations	24%
1 – Business, finance and administration occupations	26%
2 – Natural and applied sciences occupations	26%
7 – Trades and transportation occupations	14%

Skill Types in the Department

Approximately 45% of CGS positions represent Skill Type A (requiring a university education or extensive occupational experience), and approximately 44% of positions represent Skill Type B (requiring a college level education or trades education and training).

In order to realize marked increases in Inuit employment, CGS will continue to work closely with Nunavut Arctic College to not only offer apprenticeships for Trades and Informatics students, but also to continue to ensure that the Informatics Technology training is robust and aligned with the current and future needs of the Government of Nunavut.

Capacity

Departmental capacity decreased from 72% in 2013 to 62% in 2019, while the total number of positions in the department increased by 92 from 360 positions in 2013 to 452 positions in 2019.

Many of the new positions that were created over the past 6 years are technical and professional in nature in fields such as Information Technology, Project Management and Building Code Specialists, and there have been recruitment challenges to fill these positions.

Inuit Employment

Despite the increase of 92 new positions in the past 6 years, many of which have been in Skill Types A and B (as referenced above), Inuit representation has held steady over that same period where it was 42% in 2013, and is 41% in 2019.

Age

As of March 31, 2019, 42% of the CGS workforce was aged 50 years and older, which signals the significant number of potential retirements that could occur in the next 5 to 10 years, which will in turn create increased capacity and renewal pressures. This potential retirement projection creates an even more compelling business imperative for CGS to invest in the recruitment, training and development of Inuit staff.

Inuit Language Requirements

As required by the *Inuit Language Protection Act*, S.Nu. 2008, c 17, all organizations in Nunavut must take the necessary steps to ensure their public communications and services are generally available to the public in the Inuit language.

Under the commitments made in Uqausivut 1.0 Language Plan, the Department of Community and Government Services is responsible for providing:

1. municipalities (in collaboration with the Municipal Training Organization) financial support and hamlet-specific training on their implementation requirements.
2. municipalities with contribution agreements to access funding in order to update municipal signage, offset translation costs and update their invoicing systems to support syllabics.

As of March 31, 2019, there were a total of 150 positions within CGS that are identified as bilingual, 119 of which require Inuktitut and English. As of March 31, 2019, a total of 53 indeterminate or term employees, as well as 11 casuals were receiving a bilingual bonus. All other CGS positions list fluency in either Inuit language as an asset. CGS also supports employees who seek to pursue language training.

CHAPTER 4: ISSUES AND OPPORTUNITIES IN INUIT EMPLOYMENT

This chapter summarizes key risks, issues and opportunities that the department faces with regard to Inuit employment.

Historical Issues and Opportunities

The Department of Community and Government Services has faced challenges in reaching its Inuit representation goals over the past 6 years. CGS is somewhat unique in that it provides technical, professional and specialized program support to the rest of the government and municipalities across Nunavut. Because of the technical or professional nature of the services provided, over 80% of the positions at CGS require some form of post-secondary education or specialized experience.

There are several other factors that have limited CGS's success in attracting Inuit to work in the department such as the lack of available staff housing for certain locations, and a reported perception that some job requirements are unnecessarily inflated. In past years, CGS undertook restructuring efforts to help create greater career progression, and it will be beneficial to review career progression paths more closely once again. In the past, CGS has provided some trainee and/or internship opportunities but the department is now focusing on creating more of these opportunities where possible. Finally, a very real challenge is the fact that as long as the department's overall capacity is reduced such as it is currently with 62% of positions staffed, it is even more difficult for current staff to provide proper training, coaching and mentoring to others.

Current Issues and Opportunities

CGS has recently implemented several initiatives to increase Inuit employment and development, for example:

- Currently 3 Inuit employees are enrolled in full-time education studies, 2 of which are in the law program with the Nunavut Arctic College.
- The department is closely monitoring the status of Inuit casuals on an ongoing basis to identify candidates for direct appointment where appropriate.
- Currently CGS is supporting one Inuit management intern with the goal to assume leadership of a directorate within CGS.
- As of March 2019, CGS is participating in the Sivuliqtiksat program centrally managed by the HR Department to obtain one management intern.
- CGS will launch additional Inuit internship development positions in June 2019.
- CGS provided scholarships to 10 Nunavummiut students in 2019 who are enrolled in technical post-secondary programs.

- CGS has a co-operative program with the Nunavut Arctic College for Information Technology students, and is in discussions with Algonquin College to further develop and enhance the informatics training curriculum.
- CGS has seen a net increase of 7 new Inuit employees hired between Q3 and Q4 2018-19.
- CGS has committed to enhance the departmental On-boarding/Orientation Program to make it more Inuit-specific.

Future Issues and Opportunities

Current and future challenges and opportunities regarding Inuit employment in Nunavut are aptly discussed in the recently published *Nunavut Inuit Labour Force Analysis – Nunavut Inuit Supplement: Findings on Nunavut Inuit interest, availability, preparedness, and barriers and supports for government employment and training*, prepared by Employment and Social Development Canada dated May 21, 2019.

The report's key findings and observations are of significant benefit to understanding current and future challenges for increasing Inuit employment in the Government of Nunavut. Specifically:

Economy and Demographics

- Nunavut has the youngest, fastest growing population in Canada where 50% are under the age of 25, and 44% of employed Inuit are in the public sector, which is the largest employer.
- The GN will face competition for top talent over the next few years as many other industries are forecast to grow (e.g. mining, construction). Moreover, mining production levels in the territory are expected to double what they were in 2016.

Inuit Interested in Government Work

- Of Inuit interested in government work, 71% have no formal educational credentials, 13% have a high school diploma, 14% have college or trades, and less than 1% have a university degree.
- Of Inuit interested in government work, 9 out of 10 surveyed report having transferable skills such as teamwork, problem-solving, and organizing projects (among others).
- 8 out of 10 Inuit interested in working in government understand Inuktitut well enough to use at work and over three quarters can speak it well enough to use at work.
- Nearly half of Inuit interested in government work have experience in hamlet or government employment, including municipal, federal, and territorial levels.
- Providing training or formal education to help Inuit qualify for government jobs also has a large impact on plans to apply for government work. Over three-quarters of Inuit who are interested in government work but do not plan to apply in the next year, would apply if they received training or formal education to help them qualify.

Deterrents to Working in Government

- 7 out of 10 Inuit who are interested in government work would apply within the next 12 months if they received help with the application process. The largest numbers of Inuit who may benefit from this training are found in Iqaluit, Baker Lake and Arviat.

- Among Inuit interested in government work who are not in the labour force (but who wanted a job), the top reason for not looking for work was that they believed that there was no work available in their area. This was the top reason stated in the Qikiqtani and Kivalliq regions. In Kitikmeot region, caring for their own children was the most frequently cited reasons for not looking for work among Inuit who are not in the labour force but wanted a job.
- The 2016 GN Survey indicated that almost all Inuit employees who were not permanent, indicated they were interested in a permanent position, however 51% reported they were unfamiliar with the hiring process and had little or no knowledge of cover letter or resume development.
- The GN Survey also showed that almost one third of Inuit employees reported that the availability of daycare would be one of the top three solutions for increasing Inuit employment in the government.
- Limited availability of housing in some locations for Government of Nunavut employees has also been raised as a deterrent to attracting recruits. There is also at least a perception by Inuit that the federal government in Nunavut appears to provide greater allowances and access to housing compared to the Government of Nunavut.

CHAPTER 5: INUIT EMPLOYMENT GOALS

This chapter summarizes the department's short-, medium- and long-term goals in Inuit employment.

About Inuit Employment Goals and Targets

Definitions

An **Inuit employment goal** is the total number of Inuit employees (in FTEs) projected to be employed at a point in time. Goals are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department or territorial corporation expects to achieve at the point in time. *The goal is the number of Inuit employees, not the Inuit representation rate.*

An **Inuit employment target** is the number of Inuit employees (in FTEs) in an employment category projected to be employed at a point in time. Targets are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department or territorial corporation expects to achieve at the point in time. *The target is the number of Inuit employees, not the representation rate.*

The estimated **Inuit representation rate** is the per cent (%) of Inuit employees associated with a goal or target. Inuit representation rates can only be estimated, as the calculation depends on highly variable factors such as the total number of positions (in FTEs) and the number of filled positions, or capacity, at a point in time. Inuit representation is affected by rate of growth in the number of GN positions, and/or by higher or lower capacity. *The estimated Inuit representation rate should not be considered as a goal or target for these reasons.*

Factors that Influence Goals and Targets in IEPs

Departments and territorial corporations set their Inuit employment goals and targets by considering labour supply and demand factors in Nunavut as a whole and in the communities where their offices are located. Factors may include:

- The availability, interest and level of preparedness of Inuit for government employment, as documented in Nunavut Inuit Labour Force Analysis (NILFA) products and related summaries prepared by the GN;
- Trends in the number of Inuit who are likely to be qualified now for available positions or high-demand occupations;
- Trends in the number of Inuit who are likely to become qualified over time for available positions or high-demand occupations;
- Competition for skilled Inuit throughout the GN and with other employers in the territory;
- Recent trends in staffing and recruitment in the GN;
- Operational requirements and approved positions (PYs) and budgets; and
- Vacancies and projected turnover rates in the department or corporation.

Annual, Short-term, Medium-term and Long-term Goals

Departmental IEPs to 2023 include Inuit employment goals and targets for the:

- Short-term (by March 2020),
- Medium-term (by March 2023), and
- Long-term (beyond 2023, within 10 years of 2017).

IEPs also include a summary action plan to achieve the short- and medium-term goals.

In setting short-term, medium-term and long-term goals and targets, departments and corporations cannot exceed the approved number of positions (PYs) in each employment category as of the date of the IEP.

Annual goals, targets and priorities continue to be included in departmental and agency Business Plans. These annual IEPs include one-year Inuit employment goals and targets along with priority actions for the three-year period of the Business Plan. The annual IEPs are “rolling” plans that are updated each year during the Business Planning and Main Estimates cycles.

Annual IEPs are expected to align with longer-range departmental IEPs to 2023 and the GN’s strategic directions for Inuit employment.

Annual goals and targets may vary from those in departmental IEPs to 2023, as they are based on more current factors such as:

- Approved changes in the number of positions (PYs) and/or operating budget;
- Approved changes in organizational structure;
- Approved operational priorities;
- Existing vacancies; and
- New vacancies expected in the immediate future.

Short-Term Goals and Targets

Short-term goals are within 3 years from 2017, by March 2020.

SHORT-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2020, the department will increase Inuit representation from 41% to 44% by:</p> <ul style="list-style-type: none"> Targeting high performing Inuit employees and ensuring they are given training, mentoring, or experience to advance in their careers. Utilizing all of the new programs offered by HR Department such as the Career Broadening program. Creating an internal internship program for Inuit using vacant positions to fund junior and trainee positions. Attending job fairs in high schools and other trade events to advertise the opportunities that are available to garner interest and to inform potential candidates on what is required to get CGS positions. Developing an IT informatics training program through partnership with Algonquin College and the Nunavut Arctic College. 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Senior Management category to 4. Increase the number of Inuit employees in the Middle Management category to 13. Increase the number of Inuit employees in the Professional category to 14. Increase the number of Inuit employees in the Paraprofessional category to 62. Increase the number of Inuit employees in the Administrative Support category to 38.

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				SHORT-TERM GOALS (FTEs) (By March 31, 2020)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	2	0	0%	3	0	0%
Senior Management	20	14	1	7%	19	4	20%
Middle Management	58	43	10	23%	46	13	28%
Professional	120	74	16	22%	75	14	19%
Paraprofessional	199	114	58	51%	112	62	55%
Administrative Support	52	33	30	91%	42	38	90%
TOTAL	452	280	115	41%	297	131	44%

Medium-Term Goals and Targets

Medium-term goals are within 6 years from 2017, by March 2023.

MEDIUM-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2023, the department will increase Inuit representation to 49% by:</p> <ul style="list-style-type: none"> Continuing to provide internships and other training positions to allow for career succession within the department Create a committee to oversee the development of trades training and co-operative opportunities across Nunavut. Create opportunities for trades certification and apprenticeships across Nunavut. Advertising campaigns informing the public about the opportunities available at CGS. 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Executive category by 1. Maintain the number of Inuit employees in the Senior Management category at 4. Increase the number of Inuit employees in the Middle Management category to 15. Increase the number of Inuit employees in the Professional category to 18. Increase the number of Inuit employees in the Paraprofessional category to 71. Increase the number of Inuit employees in the Administrative Support category to 45.

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				MEDIUM-TERM GOALS (FTEs) (By March 31, 2023)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	2	0	0%	3	1	33%
Senior Management	20	14	1	7%	19	4	21%
Middle Management	58	43	10	23%	43	15	35%
Professional	120	74	16	22%	76	18	24%
Paraprofessional	199	114	58	51%	124	71	57%
Administrative Support	52	33	30	91%	45	45	100%
TOTAL	452	280	115	41%	312	154	49%

Long-Term Goals and Targets

Long-term goals are beyond March 2023, within 10 years from 2017.

LONG-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>Within 10 years, the department will increase Inuit representation to 50% by:</p> <ul style="list-style-type: none"> Developing more training opportunities in trades. Partnering with trade certification organizations, colleges and universities to create co-operative programs. Partnering with high schools across Nunavut to develop science and trades- based programming to get the interest of students. Advertising and recruitment campaigns. 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Senior Management category to 5. Increase the number of Inuit employees in the Middle Management category to 16. Increase the number of Inuit employees in the Professional category to 21. Increase the number of Inuit employees in the Paraprofessional category to 85. Increase the number of Inuit employees in the Administrative Support category to 48.

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				LONG-TERM GOALS (FTEs) (within 10 years from 2017)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	2	0	0%	3	1	33%
Senior Management	20	14	1	7%	19	5	26%
Middle Management	58	43	10	23%	45	16	35%
Professional	120	74	16	22%	82	21	26%
Paraprofessional	199	114	58	51%	142	85	60%
Administrative Support	52	33	30	91%	48	48	100%
TOTAL	452	280	115	41%	339	176	50%

CHAPTER 6: ACTION PLAN TO 2023

This chapter identifies the specific actions that the department will take to achieve its short- and medium-term goals. It includes the approach to monitoring and reporting on progress.

Types of Actions

In developing Inuit Employment Action Plans to 2023, departments and corporations have identified six types of actions to increase and enhance Inuit employment:

Ensuring an Effective Public Service includes actions to:

- Understand the departmental workforce
- Design organizations and jobs to support Inuit employment
- Identify career ladders and career paths
- Improve the workplace environment

Staffing and Recruiting includes actions to:

- Improve staffing processes and practices
- Make use of available staffing tools
- Attract and retain qualified Inuit
- Develop job competition skills

Planning and Monitoring Training and Development includes actions to:

- Communicate education, training and development opportunities to employees
- Plan and monitor education, training and career development
- Plan for succession

Providing Education, Training and Development includes actions to:

- Provide performance management training
- Offer an on-boarding program
- Sponsor advanced education
- Sponsor in-service training within the department
- Make use of GN-wide programs for Inuit employees
- Provide other leadership and management training

Supporting Pre-employment Training includes actions to:

- Provide new and improved pre-employment training programs
- Make pre-employment scholarships available

Undertaking Public Outreach and Communications includes actions to:

- Establish partnerships to attract Inuit candidates
- Promote the GN or department as an employer of choice

Inuit Employment Action Plan to 2023

Ensuring an Effective Public Service

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Create more junior positions and career laddering structures within CGS.	Inuit get experience and training so that they can advance into higher level positions.	(i) Review structures to increase the number of junior positions. (ii) Analyze organizational charts to determine where employees are not given the opportunities to get the experience necessary to advance.	Deputy Minister/ Director HR	Annually
2. Provide dedicated and informed policy and program support to CGS Managers and Inuit Employees.	Improved outcomes and advances in Inuit Employment at CGS.	Explore the possibility of creating and recruiting a dedicated Inuit Employment Manager at CGS.	Deputy Minister/ HR Director	August 2019

Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
3. Increase use of competitions restricted to Inuit applicants only.	Fill 100% of Administrative Support positions with Inuit. Fill greater numbers of other types of positions through restricted competitions as appropriate.	(i) For Administrative Support positions, all competitions will be automatically restricted to Inuit only. (ii) For all other types of positions, there will be a review of whether or not the competition should be restricted based on the nature of the position and the labour market availability.	Deputy Minister/ All Senior Managers/Director HR	Ongoing
4. Provide Inuit students early exposure to government to promote public service employment.	Inuit students are provided with early exposure to the Government of Nunavut as a career choice.	CGS to increase the number of Inuit summer students hired from the previous year.	All Senior Managers	Annually April - August

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
5. Increased use of Direct Appointments for CSA Beneficiaries.	Casual Inuit employees made indeterminate.	(i) A second omnibus submission of proposed Direct Appointments for CSA Beneficiaries will be proposed. (ii) The status of Casual Beneficiaries will be monitored closely to assess whether or not additional Direct Appointments should be proposed on an ongoing basis.	Deputy Minister/ Director HR	June 2019 Ongoing

Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
6. Ensure all Inuit employees have training and development plans.	Inuit employees are provided with opportunity to determine desired career goals and support to achieve them.	(i) Senior Managers to ensure all Inuit employees in their division have detailed training and development plans. (ii) CGS Executive Management Committee to review Inuit Training and Development plans, and status/progress of Inuit Internships and Education Leave. (iii) Develop succession plans for high performing Inuit employees. When a position becomes available the department will review to assess when an Inuit employee will be ready and plan training accordingly.	Deputy Minister/ ADMs/ HR Director	Annually Annually Annually

Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
7. Inuit employees have maximum access to training and development to assist with career and skills development.	Inuit employees are prepared and successful in their careers with the Government of Nunavut.	Actively offer and encourage Inuit staff to participate in centrally managed training programs on a priority basis such as: -Career Broadening Program - Amaaqtaarniq Program -Hivuliqtikhanut Leadership Program - Sivuliqtiksatsat Program - Policy Training Program	All Senior Managers	Ongoing
8. Provide leadership training to targeted high performing Inuit employees.	Inuit employees able to confidently take on supervisor or higher- level positions.	Senior Managers identify high performing Inuit employees and help identify training needs including leadership training.	All Senior Managers	Annually
9. Increased Inuit trainee and internship opportunities.	More Inuit given the opportunity to get experience and training.	(i)Launch a CGS-specific Inuit Internship Program. (ii)Continue to participate in the Centrally managed Sivuliqtiksatsat Internship Program.	Deputy Minister/ ADMs/HR Director	Summer 2019
10. Greater access by Inuit staff to seasoned and experienced CGS senior managers and leaders as well as external coaches as appropriate.	Opportunity for Inuit staff to receive informal coaching and guidance on career and workplace issues.	Create an informal mentoring program for Inuit staff through voluntary participation to provide coaching and mentoring.	Deputy Minister/ All Senior Managers/HR Director	November 2019

Supporting Pre-employment Training

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
11. Increase access and support for Nunavut students entering Engineering programs through the University of Manitoba.	Inuit students attending the University of Manitoba Engineering Program and performing co-op work terms with the Government of Nunavut.	Continue to formally partner with the University of Manitoba for Engineering students to perform work terms with CGS, and for the University to conduct outreach for Nunavut students.	ADM Infrastructure	Ongoing
12. Increase access and availability of the CGS sponsored Information Technology Co-operative program with Nunavut Arctic College (NAC).	Students of NAC coming out of college prepared for a position with CGS or other organizations in Nunavut.	Continue operating and further developing the IT Program with NAC in collaboration with Algonquin College.	Deputy Minister/ CIO / Director HR	Renewed program and reset for September 2020

Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
13. Increased awareness by Inuit of the jobs and career paths available in CGS in all regions.	Inuit are more aware of the jobs available with CGS, as well as the training and development opportunities, and the flexible workplace and hours available.	Develop an Annual Outreach Plan and Calendar to ensure CGS is visible and present at High School, NAC or other career fairs in Local Communities across Nunavut.	Deputy Minister/ Director HR	October 2019

Monitoring and Reporting on Progress

Departments and territorial corporations report to the GN's central Inuit employment and training office twice each year on:

- Changes in Inuit employment by employment category; and
- Progress in implementing planned actions to increase Inuit employment.

These are internal documents for monitoring progress towards goals, targets and planned actions.

Each progress report covers the previous two quarters. The Q1 progress report covers Q3 and Q4 of the previous fiscal year (October 1 to March 31). The Q3 progress report covers Q1 and Q2 of the current fiscal year (April 1 to September 30).

Community and Government Services will monitor its Inuit Employment Plan internally.