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Building Nunavut Together
Nunavut iuqatigiingniq
Bâtir le Nunavut ensemble

INTRODUCTION

PURPOSE

1. The Human Resource Manual (HRM) serves as a central human resource policy guide, authority, standard reference, and resource to support managers/supervisors, human resource practitioners, and employees in carrying out their job responsibilities and understanding their rights.
2. The Minister responsible for the *Public Service Act* (PSA), with the support of the Executive Council, issues directives relating to the management and direction of the public service. The Deputy Minister responsible for the PSA organizes these directives into the Human Resource Manual. The Deputy Minister sets human resource-related operational systems, guidelines, procedures, and processes to help public servants understand, follow, and achieve human resource policy objectives.
3. Human resource directives and policies should distinguish core policy (government's formal position, direction, and commitment to a particular human resource issue and how to achieve its set objectives) from operational content (routine functioning and activities undertaken to implement, operationalize and support human resource directives/policies). This allows operational flexibility and timeliness in developing, updating, amending, clarifying, and enforcing operational systems, guidelines, procedures, and processes.

INUIT SOCIETAL VALUES (ISV) GUIDING PRINCIPLES

4. This directive is guided by the following ISV guiding principles:

Inuuqatigiitsiarniq – respecting others, relationships and caring for people. The Government of Nunavut (GN) is committed to the ethical management of a public service that provides the highest quality of programs and services to Nunavummiut.

The GN human resource management practices will conform to the requirements of the GN mandate and will reflect Inuit societal values in the core Inuit Qaujimajatuqangit (I.Q.) principles in the operation of the public service.

Tunnganarniq – fostering good spirits by being open, welcoming and inclusive. All directives, policies and practices will be developed and implemented in collaborative ways that reflect ISVs.



Council on the recommendation of the Premier.

- **Deputy Head** means the Deputy Minister of a department or the chief executive officer of a public body. Where there is no chief executive officer, the Minister may designate a person as deputy head for purposes of the PSA.
- **Deputy Minister** means the non-elected head of a department. Where the position is vacant, a person is designated by the Minister responsible for the department to act as the Deputy Minister.
- **Minister** means a member of the Executive Council who is responsible for the PSA.
- **Nunavut Inuit** means Inuit enrolled on the Nunavut Tunngavik Incorporation (NTI) Inuit Enrolment List as per Nunavut Agreement.
- **Public Body** means a public body identified in Schedule A of the PSA, the employees of which are declared to be employed in the public service.
- **Public Service** means positions in or under any department or public body listed in Schedule A of the PSA.
- **Senior Manager** is an employee who occupies a position that involves management of significant financial resources, programs and personnel, and, where an employee reports directly to a deputy head, means the deputy head, (that is, where an employee reports directly to a deputy head, the deputy head is the senior manager). Senior Manager includes, Associate Deputy Minister, Assistant Deputy Minister, Executive Director, Director, Superintendent of Schools, Directeur General.

PROVISIONS

7. The Deputy Minister responsible for the PSA has the delegated authority to perform operational functions and duties relating to the management and direction of the public service. This enables decisions to be made as close to the working level as possible in order to maximize accountability, efficiency, and responsiveness.
8. Directives are designed to provide overall policy direction and are approved by the Executive Council. Specific supporting and operational details will



be contained in associated guidelines, process and procedure documents and tools, manuals, forms, etc. Such supporting instruments are internal tools that support HRM directives. The Deputy may amend these supporting documents and processes from time to time. These do not need to be made available to the public.

9. Directives will show the authority and reference sources used in the preparation of each directive. Some common sources of authority include:
 - *Public Service Act* and Regulations
 - *Access to Information and Protection of Privacy Act*
 - *Legislation Act*
 - *Education Act*
 - *Human Rights Act*
 - *Interpretation Act*
 - *Inuit Language Protection Act*
 - *Official Languages Act*
 - *Financial Administration Act*
 - Nunavut Agreement – Article 23
 - Collective Agreement with Nunavut Employees Union
 - Collective Agreement with Nunavut Teachers Association
 - Senior Managers’ and Excluded Employees’ Handbooks

10. The HRM is the repository for human resource directives. It is organized into sections relating to the general human resource functions required to manage and direct the public service. Each section is assigned a number series. Each directive in the HRM provides contact information for the respective subject matter expert who can provide further information or assist with any questions on the specific subject area.

11. The information in the HRM will not contradict the fundamental authorities contained in legislation and policy and should be used in conjunction with the *Public Service Act* and Regulations, Nunavut Agreement, and collective agreements. Should a contradiction arise, the *Public Service Act* and Regulations, Nunavut Agreement, and/or collective agreements, will prevail.

12. The Deputy Minister responsible for the PSA is responsible for:
 - Preparing, for the consideration and approval of Cabinet, directives to help the Minister communicate GN human resource policy on matters related to the management and direction of the public service.



- Ensuring that approved directives are implemented and made available and accessible to the public service in a timely manner.
 - Issuing additional human resource policy/directive instruments/tools that support the consistent interpretation and application of policies/directives. Examples of supporting instruments include, but are not limited to:
 - Standards – processes, procedures, guidelines, or practices that provide details about how employees are expected or required to conduct certain aspects of their duties.
 - Interpretation Bulletin – insights, interpretations, exceptions, or additional clarifications related to a directive.
 - Forms – documents (paper or electronic) that collect information.
 - Other – reports, checklists, systems, templates, glossary, or any other tool that helps public servants understand and implement directives.
 - Issuing, amending, or rescinding the supporting operational instruments/tools without explicit Cabinet approval, as long as they do not contradict the respective policy/directive.
 - Reviewing, amending, and updating approved directives to improve clarity, accuracy, and overall useability without explicit Cabinet approval, as long as such changes do not change the content or meaning of the Cabinet’s approved policy direction (e.g. correcting spelling, improving grammar, re-ordering clauses, updating links and references, correcting factual errors, erroneously cited information, incorrect terminology etc.
13. The Deputy Head of each department/public body is responsible for the following:
- Conducting human resource functions in accordance with all applicable directives and processes and standards contained in the HRM and related operational tools.
 - Exercising professional judgment when implementing and interpreting HRM directives.
 - Recommending opportunities to improve the HRM (e.g. clarity, completeness, accuracy, etc.) to the Deputy Minister responsible for the PSA.



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Human Resources Manual Directive 101: Introduction

- Ensuring that all employees and contractors are familiar with and follow all HRM directives and standards that relate to the functions they are performing.

AUTHORITIES AND REFERENCES

14. *Public Service Act* and Regulations

CONTACTS

15. For clarification or further information, please contact:

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Iqaluit, Nunavut
975-6226