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

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Department of Family Services  
Inulirijikkut  
Ministère des services à la famille

# Department of Family Services Inuit Employment Plan 2017 to 2023

**2017-2018**

Updated July 2019

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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 Director of Corporate Services will monitor the ongoing implementation of the Department of Family Services' 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 the Department

The Department of Family Services (FS) was established with the intent to deliver a seamless continuum of services for children, youth, adults, and families across Nunavut. The Department acts as a single window of service for supporting self-reliance, protecting vulnerable populations, and providing other social or family-related services.

The mandate of the Department is to provide family oriented programs such as income assistance, career development, children and family services, and poverty reduction. Services are delivered in all Nunavut communities, and in some instances, services are delivered to clients outside of the territory when needed.

The Department of Family Services was created in the GN's 2013 reorganization, which took effect on April 1, 2013. The new Department received functions, positions and people from six other departments, as follows<sup>1</sup>:

DIVISION OR FUNCTION	ORIGINATING DEPARTMENT
DM/ADM and Corporate Service functions	Department of Human Resources (dissolved)
Poverty Reduction	Department of Economic Development and Transportation
Social Advocacy	Department of Executive and Intergovernmental Affairs
Homelessness	Nunavut Housing Corporation
Social Services	Department of Health and Social Services (now Department of Health)
Income Assistance	Department of Education
Career Development	Department of Education
FANS (Financial Assistance for Nunavut Students)	Department of Education
Adult Learning and Training Strategy (ALTS)	Department of Education

### Mandate

The Department works to enhance the well-being and self-reliance of individuals, families and communities through integrated and innovative programs and services. The Department is also committed to implementing the vision of the Government's mandate document, the *Inuusivut Anninaqtuq Action Plan 2017-2022, Makimaniq II: A Shared Approach to Poverty Reduction*, the *Nunavut*

<sup>1</sup> GN Public Service Annual Report 2013-2014.

*Food Security Strategy and Action Plan, and Angiraqangittuliriniq: A Framework for Action for Nunavut's Absolute Homeless and the Quality Protects Action Plan.*

The vision of the Department is well-being and self-reliance for all people in Nunavut. Additionally, our values are aligned with Inuit Societal Values:

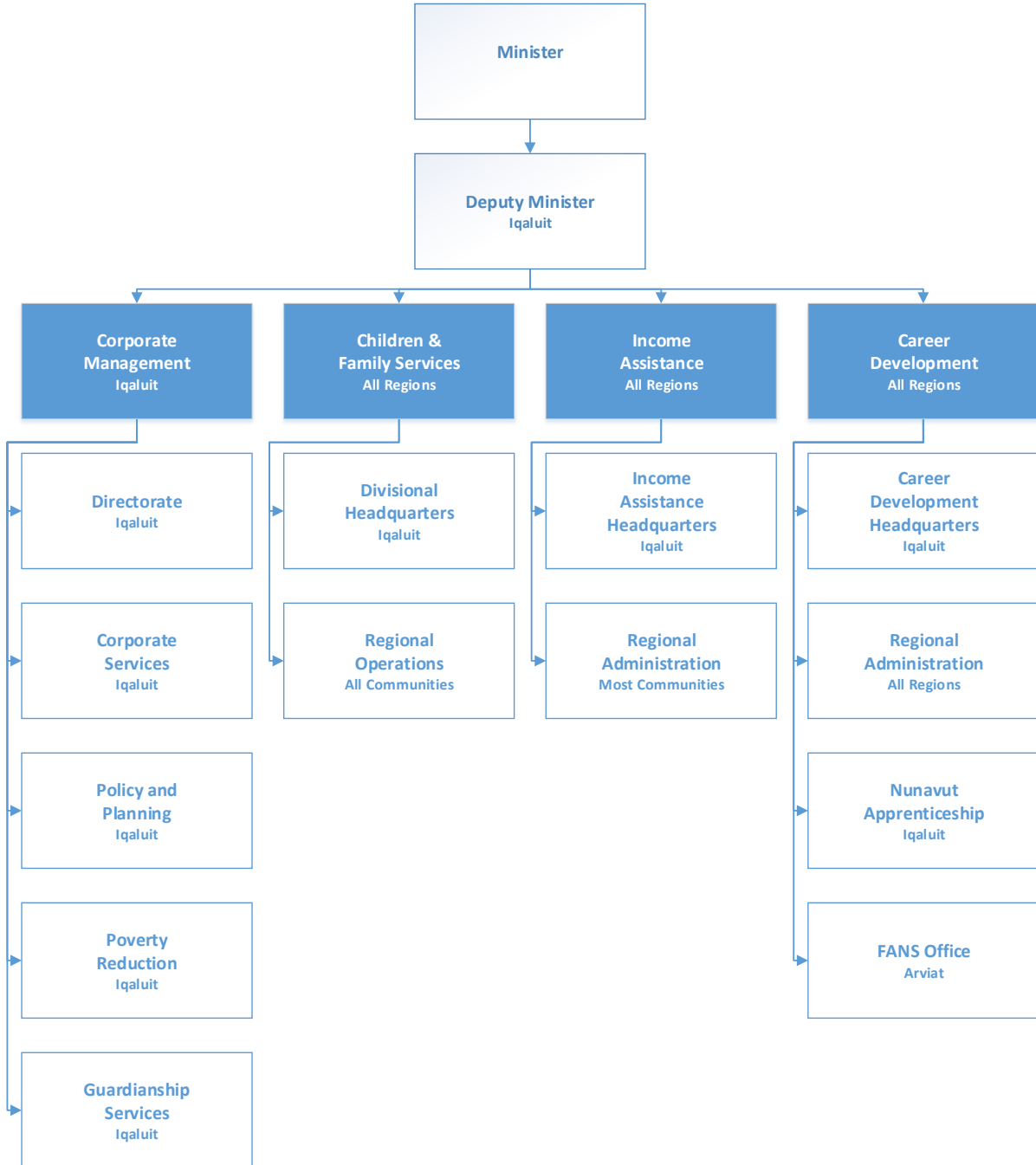
- We believe in respecting others, nurturing relationships and caring for people.
- We believe that the well-being of Nunavut depends on the well-being of each of its physical, social, economic, and cultural communities.
- We believe that ready access to the government and its programs is essential to good government that is inclusive and welcomes the participation of citizens in planning the future.
- We believe that as communities, and as a government, we are connected and reliant on each other to care for those in need.
- We believe that it is only by developing a culture of lifelong learning that Nunavummiut can achieve their full potential.

The Department of Family Services is responsible for administering several pieces of legislation such as the:

- *Child and Family Services Act*
- *Adoption Act*
- *Aboriginal Custom Adoption Recognition Act*
- *Guardianship and Trusteeship Act*
- *Intercountry Adoption (Hague Convention) Act*
- *Income Assistance Act*
- *Senior Citizens Benefits Act*
- *Collaboration for Poverty Reduction Act*
- *Qullit Nunavut Status of Women Council Act*
- *Apprenticeship, Trade and Occupations Certification Act*
- *Student Financial Assistance Act.*

The Department has four core lines of business: Corporate Management, which includes the Poverty Reduction Division and the Policy and Planning Division; Children and Family Services; Income Assistance; and Career Development. The Department of Family Services Organization Chart (Page 10) illustrates the current departmental structure. It includes a list of the four core businesses of the Department (also named as Branches), indicating the divisions and programs within the Department, and a high-level overview of their accountabilities.

Department of Family Services – Organization Chart



The functions of the various divisions within the Department are as follows:

### **Corporate Management**

Corporate Management provides overall management support to the Department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division.

Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support, as well as overseeing the Public Guardianship Program. Corporate Management also leads in the implementation of program performance measurement and evaluation and Inuit Employment Planning.

### **Poverty Reduction Division**

The Poverty Reduction Division has three main functions: supporting coordination and collaboration, program reform analysis, and supporting the governance of non-governmental organizations. The division also provides administrative support to meet the requirements of the *Collaboration for Poverty Reduction Act*. This support includes serving as the co-chair on the Nunavut Roundtable for Poverty Reduction. The division is also responsible for homelessness initiatives programs. These programs provide support to non-profit organizations operating emergency homeless shelters, and small financial contributions to community organizations undertaking initiatives to address homelessness.

### **Children and Family Services**

The Children and Family Services Division provides a range of support services for children and adults in vulnerable situations who may require protection or other specialized support. The division assists individuals, families, groups and communities in developing skills and making use of both personal and community resources to enhance their well-being. The division also plays an important role in the development of programs and standards for program delivery.

### **Income Assistance**

The objective of the Income Assistance Division is to assist residents in achieving their goals for independence and self-reliance. Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 or over and their dependents. The division provides overall policy direction, program development, and advice to various levels of staff who deliver Income Assistance programs across Nunavut.

The Department of Family Services delivers Income Assistance to over 14,000 clients across Nunavut. Income Assistance also delivers the Daycare User Subsidy, Senior Citizen Subsidy and the Senior Fuel Subsidy to additional clients.

## Career Development

Career Development researches, develops, and implements labour market training and employment programs and services. Collaboration with partner organizations such as the Government of Canada, Inuit organizations, municipal governments, private sector employers, and not-for-profit organizations to respond to labour market needs, supports the development of Nunavut's labour force, particularly Inuit participation in the labour force. Increasing the availability and reliability of labour market information is a priority focus.

The division oversees student financial assistance through Financial Assistance for Nunavut Students (FANS) and Adult Learning Training and Supports (ALTS), which is part of a broader coordinated client counselling and sponsorship approach for adult training. Additionally, Career Development is responsible for the approval and accreditation of designated post-secondary programs at Nunavut Arctic College.

The Apprenticeship Certification Unit supports skilled workers and apprentices on their way to becoming certified tradespersons, otherwise known as journeypersons.

Career Development delivers programs, such as post-secondary student support, adult training, work readiness programs, apprenticeship training and employment services, to approximately 1,800 clients.

## Operations and Locations

### A Truly Decentralized Department

The Department's operations are located across Nunavut offering services in each of the 25 communities. The three regional offices are located in Pangnirtung, Cambridge Bay and Rankin Inlet. The Department's Financial Assistance for Nunavut Students' office is located in Arviat. There are two Client Liaison Officer positions located out-of-territory in Ottawa, Ontario and Edmonton, Alberta.

A majority of our staff are employed in the Regional Operations Divisions. Each Regional Operations has generic job descriptions and positions for a Regional Director, Regional Finance Manager, Administrative Assistant, Regional Manager Children and Family Services, Regional Manager Income Assistance, Supervisor Children and Family Services, Community Social Services Worker, Income Assistance Worker, Career Development Officer and Family Resource Worker. The majority of positions are involved directly in frontline services and programs.

The following table (Employment Summary by Community) show the distribution of positions (Iqaluit Headquarters vs communities) which depicts a picture of more decentralized operations – two thirds of the Department's resources are assigned in the communities. Of note, in Iqaluit, 85 positions also include 17 frontline workers.

## Department of Family Services - Towards a Representative Public Service as of March 31, 2019

## Employment Summary, by Category

	Total Positions			% Capacity	Nunavut Inuit	
	Total Positions	Vacancies	Filled		Hired	%IEP
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	10.00	3.00	7.00	70%	1.00	14%
Middle Management	24.00	2.00	22.00	92%	11.00	50%
Professional	92.00	32.00	60.00	65%	19.00	32%
Paraprofessional	81.77	15.53	66.23	81%	59.23	89%
Administrative Support	27.10	3.00	24.10	89%	23.10	96%
<b>Total Employment</b>						
<b>Categories</b>	<b>236.87</b>	<b>55.53</b>	<b>181.33</b>	<b>77%</b>	<b>114.33</b>	<b>63%</b>
<b>Employment Summary, by Community</b>						
Arctic Bay	4.00	1.00	3.00	75%	3.00	100%
Cape Dorset	5.00	2.00	3.00	60%	2.00	67%
Clyde River	4.07	2.00	2.07	51%	2.07	100%
Grise Fiord	1.00	0.00	1.00	100%	1.00	100%
Hall Beach	3.53	1.00	2.53	72%	1.53	61%
Igloolik	7.00	1.00	6.00	86%	5.00	83%
Iqaluit	97.00	25.00	72.00	74%	24.00	33%
Kimmirut	1.53	0.00	1.53	100%	0.53	35%
Pangnirtung	18.03	2.00	16.03	89%	11.03	69%
Pond Inlet	4.53	1.53	3.00	66%	2.00	67%
Qikiqtarjuaq	2.53	1.00	1.53	61%	1.53	100%
Resolute Bay	1.00	0.00	1.00	100%	0.00	0%
Sanikiluaq	2.53	0.00	2.53	100%	1.53	61%
Arviat	18.53	3.00	15.53	84%	14.53	94%
Baker Lake	7.00	3.00	4.00	57%	4.00	100%
Chesterfield Inlet	1.50	0.00	1.50	100%	1.50	100%
Coral Harbour	3.00	1.00	2.00	67%	1.00	50%
Nauyasat	2.00	0.00	2.00	100%	1.00	50%
Rankin Inlet	18.00	4.00	14.00	78%	12.00	86%
Whale Cove	2.53	1.00	1.53	61%	1.53	100%
Cambridge Bay	13.00	4.00	9.00	69%	9.00	100%
Gjoa Haven	4.00	1.00	3.00	75%	3.00	100%
Kugaaruk	2.53	1.00	2.53	100%	2.53	100%
Kugluktuk	6.50	2.00	4.50	69%	4.50	100%
Taloyoak	4.50	0.00	4.50	100%	2.50	56%
Edmonton	1.00	0.00	1.00	100%	0.00	100%
Ottawa	1.00	0.00	1.00	100%	1.00	100%
<b>Total Community</b>	<b>236.87</b>	<b>55.53</b>	<b>181.33</b>	<b>77%</b>	<b>114.33</b>	<b>63%</b>

## Program Responsibilities

Under Children and Family Services, community programs include child protection, foster care, adoptions, family social services, family violence intervention, and advocacy for vulnerable. Frontline workers such Community Social Services Workers (CSSW), Clerk Interpreters, Family Resource Worker and Supervisors of Children and Family Services are available to provide community work. There is at least one CSSW in every community. This means that there is at least one Professional category employee in every community with a National Occupational Certification (NOC) code of 4212. There are nine Family Resource Workers working at the Paraprofessional category, NOC Code 4212, in 8 communities that are restricted to Inuit employment.

Further, the Department is also responsible to oversee the delivery of a wide range of Income Assistance programs across Nunavut. These programs include Income Assistance, Senior Fuel Subsidy, Daycare User Subsidy, and Senior Supplementary Benefits. Income Assistance Workers and Supervisors assist clients to ensure they receive the benefits in which they are entitled as well as discuss productive choices with the clients to move them towards self-reliance. With the exception of Resolute Bay and Grise Fiord, each community has Income Assistance Workers. Income Assistance Workers are restricted to Inuit employment, at a Paraprofessional Category and a NOC code of 1431. This has contributed to higher Inuit employment outside of Iqaluit.

Career Development services within communities are designed to provide various levels of educational financial support and services to provide Nunavummiut with opportunities to engage in skill development and training, thereby enhancing their employability and their potential for self-reliance. Twelve Career Development Officer positions are assigned in eight communities to advise and support Nunavummiut to seek training and employment opportunities; these positions are 100% staffed by Inuit. Positions associated with Apprenticeship administer allowances under the Nunavut Apprenticeship Program. There is an Apprenticeship position located in Rankin Inlet and Iqaluit. Apprenticeship Officer and Career Development Officer positions are in the Paraprofessional category of employment and classified as NOC 4213.

The Department's FANS office positions in Arviat range from Administrative to Middle Management Categories of employment. As of March 31, 2017, 100% of the staff in the FANS office were Inuit employees. There is a variety of NOC code jobs in that location that range from administrative to financial and policy-related jobs.

## Headquarters

Operations that occur at the Department's headquarters in Iqaluit include Corporate Management (Policy and Planning, Corporate Services, Poverty Reduction, and the Office of the Public Guardian) and Program Directors, including supporting staff, which include Children and Family Services, Income Assistance, and Career Development. Most supporting staff at headquarters are program specialists within the Children and Family Services, Income Assistance, and Career Development divisions.

Headquarters staff provide strategic direction and support through policy and program development and evaluation. Support staff to Corporate Management includes policy, research and evaluation,



finance, human resources, and information technology staff. Most of these positions require specialised education.

The Department's third largest group of job types located at the Department include policy researchers, consultants and program officers (NOC Code: 4165); a majority of these jobs are located in Iqaluit. These jobs include Adoptions Specialist, Child Protection Specialist, Coordinator Preventing Violence Against Children and Youth, Public Guardian, Deputy Public Guardian, Family Services Specialist, Family Violence Project Officer, Inuit Societal Values Implementation Advisor, Policy Analyst, Program Evaluation Manager, Program Specialist, Public Engagement Planner, Research Analyst, Senior Analyst Program Reform, Senior Planner Homelessness Initiatives, Senior Policy Analyst, and Senior Program Specialist.

## Employment Categories in the Department

As of March 31, 2019

EMPLOYMENT CATEGORIES	Number of Positions	TOTAL POSITIONS (FTEs)		
		Vacancies	Filled	% Capacity
Executive	2	-	2	100%
Senior Management	10	3	7	70%
Middle Management	24	2	22	92%
Professional	92	32	60	65%
Paraprofessional	81.77	15.53	66.23	81%
Administrative Support	27.10	3	24.10	89%
<b>TOTAL</b>	<b>236.87</b>	<b>55.53</b>	<b>181.33</b>	<b>77%</b>

## CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT

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

### Capacity and Inuit Employment Rates in the Department

Since its inception in 2013, the Department of Family Services has continued to make improvements to Inuit employment levels and the human resource capacity available to the Department. Although facing challenges similar to all other Nunavut employers, such as limited availability of applicants or office space, the Department continues to work strongly towards filling capacity needs and further improving Inuit employment levels.

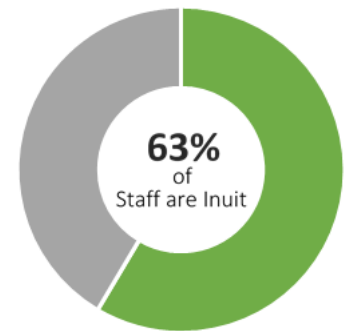
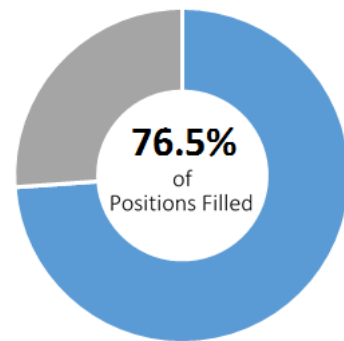
At the time of creation, the capacity available to the Department of Family Services was determined by the amount of resources assigned to this new Department during the reorganization. The Department has improved upon those resources by filling more positions and increasing the representation of Inuit in the Department’s workforce.

Over the past five years, the Department has been working hard to respond to the capacity needs of the various programs and services offered by the Department and to recommendations made by the Office of the Auditor General of Canada (OAG). The Department of Family Services’ *Quality Protects Action Plan* responds to the six recommendations made in the Auditor General’s 2014 *Follow-up Report on Child and Family Services in Nunavut*. These recommendations address staff recruitment, employee retention, training, case management, information management and community engagement.

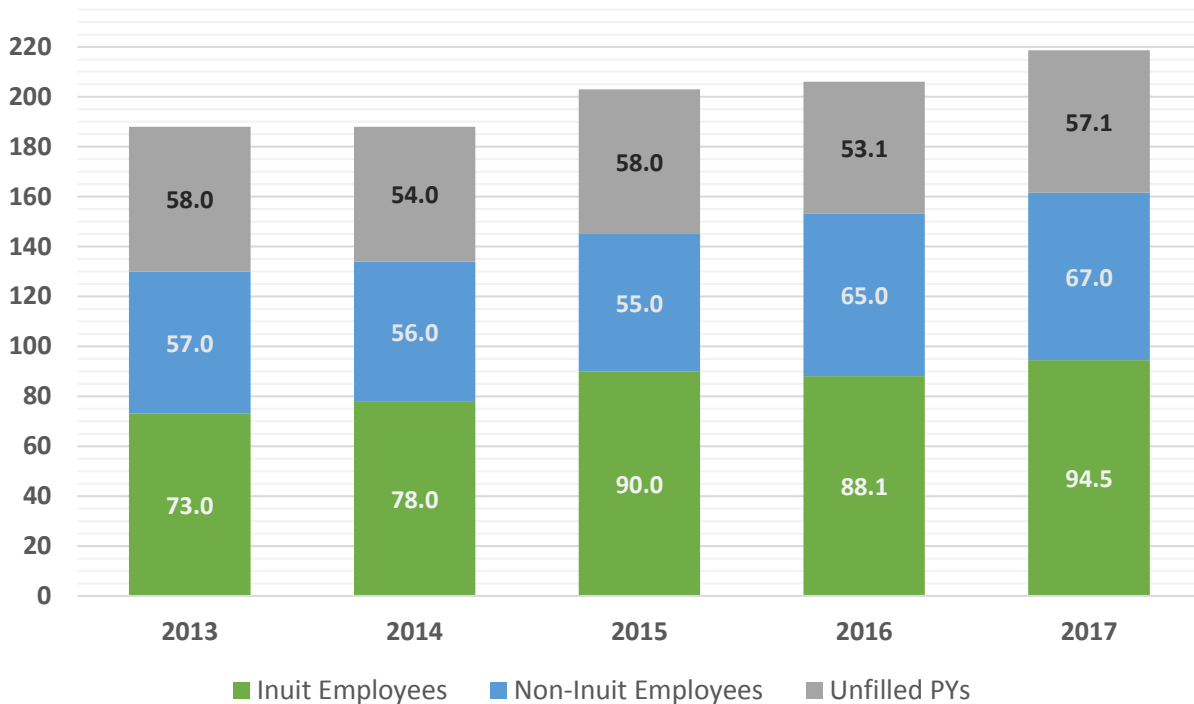
Of note, the Department began a major organization review project in 2017-2018 to gain an even better understanding of its capacity requirements.

The Department’s human resource capacity and Inuit employment statistics from 2013 to 2019 are detailed in the following table. Green represents the number of positions filled by Inuit within the Department, blue represents the number of positions filled by non-Inuit and grey represents the number of positions remaining vacant.

**2019 Departmental Capacity Statistics**



Departmental Capacity Rates – 2013 to 2019



The data shows that the Department has made continued progress year-on-year. In 2017, 74% of the Department’s positions were filled and of these filled positions, 59% of these employees were Inuit. Further, the number of filled positions within the Department increased by 31.63 PYs between 2013 and 2017. The positions added include:

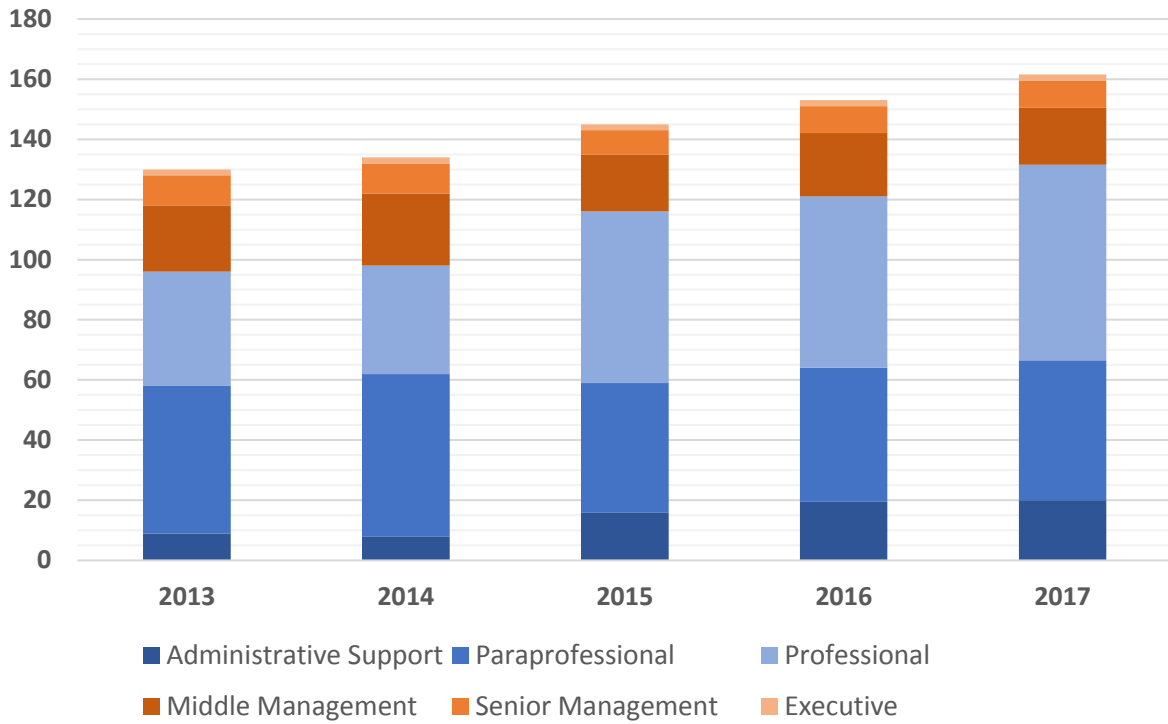
- The Office of the Public Guardian;
- Policy and Planning staff;
- Income Assistance Workers;
- CSSWs; and,
- Family Resource Workers.

Another 11 PYs were established in the 2017-2018 fiscal year, which are not yet reflected in the current statistics (as the current fiscal year has yet to conclude). The positions added to the Department so far this year include:

- Five PYs in the Children and Family Services division’s operations in Iqaluit;
- Six part-time Income Assistance Workers;
- A Career Development Program Development and Delivery Specialist; and
- A Coordinator for Preventing Violence Towards Children and Youth.

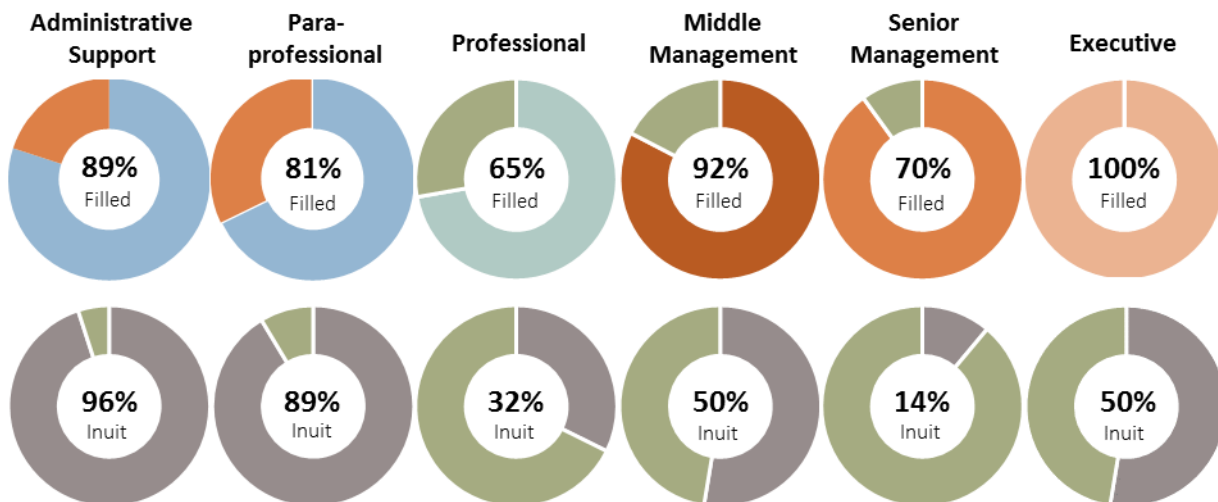
The Department is continuing to make progress in building capacity and improving Inuit employment rates overall. However, when reviewing these statistics by employment category the department is simultaneously performing well and showing areas of needed improvement.

Filled Positions by Category – 2013 to 2017



As shown by the latest statistics, the Department is successfully filling positions across the Department and is excelling at maintaining a high level of Inuit representation in the Administrative Support, Paraprofessional and Executive employment categories. Like many other employers across Nunavut, the Department’s Inuit representation in the Professional, Middle Management, and Senior Management categories is increasing at a slower rate than other categories. The Department is working hard to improve Inuit representation in these positions.

Departmental Capacity Statistics by Category - 2019



Increasing Inuit representation in Professional, Middle Management, and Senior Management positions in the Nunavut labour market is presently difficult due to a number of reasons that are external to the Department. Examples of labour market hurdles that the Department is working hard to overcome include:

- Labour market participants with the education and experience required for these types of roles are in extremely high demand across all Nunavut organizations;
- Labour market participants in Nunavut with the education and experience required may already be employed by another organization or Department;
- The Nunavut labour market is still developing the capacity to satisfy the demand for these positions internally and must import labour from other markets in the meantime;
- A high rate of turnover in the Nunavut labour market inhibits the ability to develop the necessary skills and experience through job tenure; and,
- A “brain-drain” exists in Nunavut’s labour market, wherein skilled labour developed within Nunavut’s economy leaves the territory for other opportunities.

Further discussion regarding the historic, current, and future challenges to filling these positions is described in the sections below. However, regardless of these challenges, the Department’s human resource capacity and Inuit employment rates are improving. In some categories, the Department is doing exceptionally well at filling positions and building a representative Inuit workforce.

## Inuit Employment Data by Year<sup>2</sup>

As of March 31, 2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	10	7	70%	1	14%
Middle Management	24	22	92%	11	50%
Professional	92	60	65%	19	32%
Paraprofessional	81.77	66.23	81%	59.23	89%
Administrative Support	27.10	24.10	89%	23.10	96%
<b>TOTAL</b>	<b>236.87</b>	<b>181.33</b>	<b>77%</b>	<b>114.33</b>	<b>63%</b>

<sup>2</sup> Towards a Representative Public Service, Statistics of the Public Service within the Government of Nunavut, Department of Human Resources, Government of Nunavut

**As of March 31, 2018**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	10	9	90%	1	11%
Middle Management	24	20	83%	10	50%
Professional	92	70	76%	20	29%
Paraprofessional	74.73	53.70	72%	47.70	89%
Administrative Support	26.07	25.07	96%	24.07	96%
<b>TOTAL</b>	<b>228.8</b>	<b>179.77</b>	<b>79%</b>	<b>103.77</b>	<b>58%</b>

**As of March 31, 2017**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	2	100%
Senior Management	10	9	90%	1	11%
Middle Management	23	19	83%	10	53%
Professional	90	65	72%	20	31%
Paraprofessional	68.63	46.53	68%	42.53	91%
Administrative Support	25	20	80%	19	95%
<b>TOTAL</b>	<b>218.63</b>	<b>161.53</b>	<b>74%</b>	<b>94.53</b>	<b>59%</b>

**As of March 31, 2016**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	0%	2	100%
Senior Management	10	9	90%	1	11%
Middle Management	22	21	95%	44	52%
Professional	85	57	67%	16	28%
Paraprofessional	61.13	44.5666	73%	39.5666	89%
Administrative Support	26	19.5	75%	18.5	95%
<b>TOTAL</b>	<b>206.13</b>	<b>153.07</b>	<b>74%</b>	<b>88.07</b>	<b>58%</b>

**As of March 31, 2015**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	2	100%
Senior Management	10	8	80%	1	13%
Middle Management	20	19	95%	10	53%
Professional	91	57	63%	19	33%
Paraprofessional	55	43	78%	42	98%
Administrative Support	25	16	64%	16	100%
<b>TOTAL</b>	<b>203</b>	<b>145</b>	<b>71%</b>	<b>90</b>	<b>62%</b>

**As of March 31, 2014**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	10	10	100%	1	10%
Middle Management	31	24	77%	8	33%
Professional	57	36	63%	10	28%
Paraprofessional	75	54	72%	51	94%
Administrative Support	13	8	62%	7	88%
<b>TOTAL</b>	<b>188</b>	<b>134</b>	<b>71%</b>	<b>78</b>	<b>58%</b>

**As of September 30, 2013**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	2	100%
Senior Management	10	10	100%	1	10%
Middle Management	30	22	73%	7	32%
Professional	56	38	68%	10	26%
Paraprofessional	77	49	64%	46	94%
Administrative Support	13	9	69%	8	89%
<b>TOTAL</b>	<b>188</b>	<b>130</b>	<b>69%</b>	<b>73</b>	<b>56%</b>

*Note: The reorganization is not reflected in the TRPS report and payroll data from March 31, 2013 as it took effect on April 1 and took even longer to be fully reflected in the GN's payroll system. The Department has therefore used TRPS and workforce data as of September 30, 2013 as the 2013-2014 starting point for workforce analysis.*

**Inuit Employment by Occupational Group**

The following is an in-depth analysis by occupational group of the four employment categories within the Department of Family Services. These four largest employment categories are the Middle Management, Professional, Paraprofessional and Administrative groups. These areas combined

represent approximately 95% of the entire Department’s staff and have additional subcategories of positions within them. Consequently, this plan will focus on those three categories. However, there will be references to the other categories, particularly Senior Management, as the Department will be taking steps to increase the number of Inuit in Director positions.

### National Occupational Classification System Categories and Hierarchy

The Department of Family Services 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:

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

Each of these broad categories can be further subdivided into major groups of occupations that require similar knowledge and skills. In turn, these major groups can be divided into occupational groups, and finally, these can be divided into actual occupations. This hierarchical system is organized using four digit numbers. The following is an example of the NOC code hierarchy for some positions within the Department:

Code	Title
<b>0</b>	<i>Management occupations</i>
<b>01</b>	↳ <i>Specialized middle management occupations</i>
<b>011</b>	↳ <i>Administrative services managers</i>
<b>0111</b>	↳ <i>Regional Manager Finance</i>
<b>1</b>	<i>Business, finance and administration occupations</i>
<b>14</b>	↳ <i>Office Support occupations</i>
<b>143</b>	↳ <i>Financial, insurance and related administrative support workers</i>
<b>1431</b>	↳ <i>Income Assistance Workers</i>
<b>4</b>	<i>Occupations in Education, Law, social, government services</i>
<b>42</b>	↳ <i>Paraprofessional occupations in legal, social, community and education services</i>
<b>421</b>	↳ <i>Paraprofessional occupations in legal, social, community and education services</i>
<b>4212</b>	↳ <i>CSSW</i>

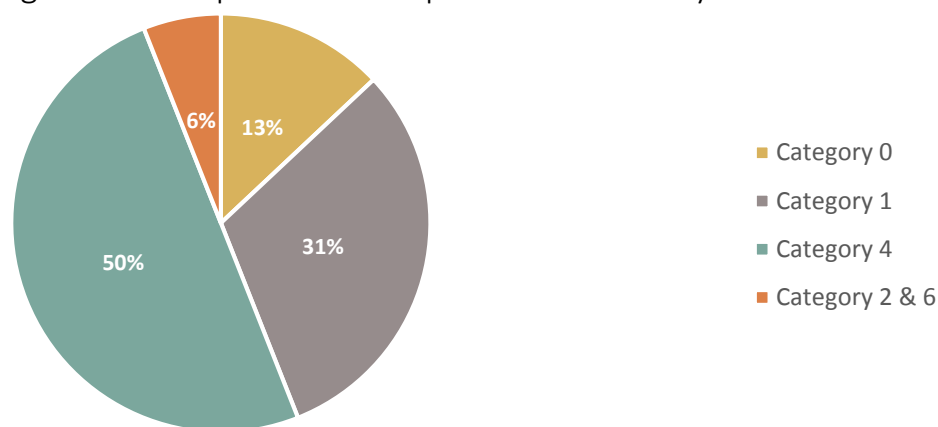


The majority of positions at the Department of Family Services fall within the following National Occupational Classification Categories:

- **Category 0:** Management occupations (13%);
- **Category 1:** Business, finance and administration occupations (31%);
- **Category 4:** Occupations in Education, Law, social, government services (50%);
- **Category 2:** Natural and applied sciences and related occupations; and,
- **Category 6:** Sales and service occupations (6%).

The figure below demonstrates the composition of NOC categories at the Department of Family Services.

NOC Categories – Composition of Department of Family Services



The following is a list of NOC occupational groups within the Department of Family Services that are of particular interest for the purposes of this employment plan:

### Inuit Employment in Middle Management

Code	Title	Total Positions	Filled Positions	Inuit Hired	% IEP
0111	Financial Managers	13	10	6	64%
0112	Manager of Human Resources	<3	<3	<3	100%
0411	Government managers – health and social policy development and program administration	3	3	<3	33%
0412	Government managers – economic analysis, policy development and program administration	<3	<3	-	0%
0413	Government managers – education policy development and program administration	<3	<3	-	0%
0423	Managers in social, community and correctional services	<3	<3	<3	100%
4164	Social policy researchers, consultants and program officers	<3	<3	-	0%
<b>Total Occupational Categories</b>		<b>23</b>	<b>19</b>	<b>10</b>	<b>53%</b>

As of March 31, 2017

## Inuit Employment in Professional

Code	Title	Total Positions	Filled Positions	Inuit Hired	% IEP
1112	Financial and investment analysts	<3	-	-	0%
1114	Other financial officers	<3	<3	-	0%
1221	Administrative officers	<3	-	-	0%
2171	Information systems analysts and consultants	4	3	-	0%
4152	Social workers (Supervisors)	12	9	<3	11%
4164	Social policy researchers, consultants and program officers	17	11	3	27%
4166	Education policy researchers, consultants and program officers	6	4	-	0%
4212	Social and community service workers	48	37	14	41%
<b>Total Occupational Categories</b>		<b>90</b>	<b>65</b>	<b>21</b>	<b>32%</b>

As of March 31, 2017

## Inuit Employment in Paraprofessional

Code	Title	Total Positions	Filled Positions	Inuit Hired	% IEP
1123	Professional occupations in advertising, marketing and public relations	<3	-	-	0%
1223	Human resources and recruitment officers	<3	<3	<3	0%
1225	Purchasing agents and officers	<3	-	-	0%
1311	Accounting technicians and bookkeepers	4	4	3	0%
1431	Accounting and related clerks	31.633	25	25	11%
1112	Financial and investment analysts	<3	<3	<3	27%
1228	Employment insurance, immigration, border services and revenue officers	<3	-	-	0%
4166	Education policy researchers, consultants and program officers	<3	<3	<3	41%
4156	Employment counsellors	12	10	10	100%
1123	Professional occupations in advertising, marketing and public relations	3	-	-	0%
4164	Social policy researchers, consultants and program officers	<3	<3	-	0%
4212	Social and community service workers	7	-	-	0%
<b>Total Occupational Categories</b>		<b>68.63</b>	<b>46.53</b>	<b>42.53</b>	<b>90%</b>

As of March 31, 2017

## Inuit Employment in Administrative Support

Code	Title	Total Positions	Filled Positions	Inuit Hired	% IEP
1114	Administrative officers	<3	<3	<3	100%
1112	Financial and investment analysts	5	4	3	75%
1241	Administrative assistants	8	7	7	100%
4164	Social policy researchers, consultants and program officers	3	<3	<3	100%
1422	Data Entry Clerks	3	3	3	100%
4166	Education policy researchers, consultants and program officers	<3	<3	<3	100%
5125	Translators, terminologists and interpreters	3.5	<3	<3	100%
<b>Total Occupational Categories</b>		<b>25</b>	<b>20</b>	<b>19</b>	<b>95%</b>

As of March 31, 2017

## Inuit Language Requirements

27% of the Department of Family Services positions are required to speak Inuktitut. 97% of the positions that have the requirement for the Inuktitut language are in the Paraprofessional and the Administrative Support Worker employment categories.

The Department assesses new and active positions to determine which positions are client facing and requiring the use of at least two or more official languages. Pending assessment, incumbents employed in such positions receive an annual bilingual bonus to encourage the delivery of service in the preferred language of customers.

There are 77 employees in 72.5 FTEs that receive a bilingual bonus. Furthermore, as part of its commitment to providing service specifically in Inuktitut, the Department is dedicated to employing Inuktitut-speaking employees at its headquarters, FANS office and Income Assistance Offices.

Positions that have Inuit Language Requirements	TOTAL POSITIONS (FTEs)		
	Number of Positions	Filled	% Capacity
Administrative Officer	<3	<3	100%
Clerk Interpreter	3.5	<3	71%
Client Liaison Officer	<3	0	0%
CSSW Trainee	<3	<3	100%
Executive Secretary	<3	<3	100%
Family Resource Worker	9	<3	22%
Income Assistance Clerk	<3	<3	100%
Income Assistance Worker	32.73	26	67%
ISV implementation Advisor	<3	<3	100%
Public Engagement Planner <sup>3</sup>	<3	<3	100%
Receptionist	<3	<3	100%

<sup>3</sup> Encumbered with a Sivuliqtiksat Intern

Positions that have Inuit Language Requirements	TOTAL POSITIONS (FTEs)		
	Number of Positions	Filled	% Capacity
Receptionist/Interpreter	<3	<3	100%
Social Programs Clerk	3	<3	67%
Student Financial Assistance Officer	<3	<3	50%
Student Loans Officer	<3	<3	0%
Territorial Food Security Coordinator	<3	<3	0%
<b>TOTAL</b>	<b>60.73</b>	<b>41</b>	<b>67.5%</b>

## Inuit Representation

Inuit representation is strongest in the Paraprofessional and Administrative Support categories with 91% and 95% representation respectively. This is an achievement for the Department since these two areas combined comprise a large percentage of the total filled positions in the Department. Conversely, the Department’s Inuit representation in the Senior Management, Middle Management, and Professional categories remains low with the Professional category demonstrating the greatest growth potential in increasing the proportion of Inuit employment in the Department. It should also be noted that this is the most critical category as these positions are largely responsible for supporting the Children and Family Services mandate.

## 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

Some of the Historical Issues and Opportunities described in Chapter 3: Capacity in the Department include the creation of the Department through reorganization and the Department's response to the demands for Children and Family Services.

On April 1, 2013, the Department of Family Services was created through the reorganization of the Departments of Education, Health and Social Services, Human Resources and Nunavut Housing Corporation. Since then, the Department overcame a number of hurdles that would be expected in any major reorganization, for example:

- The Department's operations were physically dispersed while office space was made available;
- Employees transferred in from other Departments required time to transition. For example, employees needed to be able to transition into new managers, mandates, roles, offices, etc.;
- The Department relied on other Departments, and continues to rely on their support in some cases, in order to fulfill operational requirements as it builds capacity. For example, certain corporate and client-related services of the Department of Family Services were/are supported by the Department of Health and the Department of Education; and,
- The Department depended and still depends on Casual Staffing Actions to fill high-priority roles as a stopgap measure until filling these positions permanently.

We have been increasing the number of positions steadily and building capacity through recruitment. From 2013-2017, the Department of Family Services has increased by 31.63 PYs. Rapidly increasing the number of filled positions in the Department continues to provide office space challenges that the Department is working to overcome.

The Department of Family Services had identified strategies to attempt to enable growth of Inuit employment. One of those strategies from 2013-2016 was to recruit term employees. The Department would post a majority of positions as a three-year term if there were no successful Inuit candidate. This strategy has not been successful in increasing our Inuit employment, as there was no capacity for the incoming employee to engage with the Department of Family Services in the development of an Inuit successor. The majority of employees who have been hired on term appointments have had requests for tenure change to permanent employment. It was a priority for this Department to build capacity before it could effectively engage in mentorship and development assignments.

Other historic successes in Inuit employment include:

- The 2013 reorganization offered the opportunity to review the Department's job descriptions. This exercise led to the adoption of generic job descriptions leading to organizational efficiency gains. Many of the positions now have generic job descriptions, which allows the Department to generate best practice staffing documents and create eligibility lists for hiring positions such as Income Assistance Workers, CSSWs, and Career Development Officers.
- The Department of Family Services operated with a high turnover rate in Senior Management from 2013-2016. This hampered the Departments' capacity to fulfill the mandate, to manage operations, and spend additional time working to support various Inuit employment activities such as internships, mentorships or releasing employees for training. Despite the high rate of turnover in Senior Management, the Department has had resounding success with high-levels of Inuit representation in Administrative, Paraprofessional and Executive roles.
- When the Department was created, the reports on which the TRPS were based had unpopulated or missing information in certain employment categories. Clerical matters were still being addressed and the employment categories for positions within the department were still being confirmed. On March 31, 2016, the Department successfully fulfilled all TRPS requirements and set this date as a TRPS Benchmark. Now the Department of Family Services has a benchmark to support accurate TRPS reports.
- The Quality Protects Action Plan was developed by the Department of Family Services to respond to the six recommendations made in the Auditor General of Canada's (OAG) 2014 *Follow-up Report on Child and Family Services in Nunavut*. These recommendations address staff recruitment/retention, training, case management and information management, and community engagement. It is critical to note that the OAG's recommendations have shaped and will continue to shape, the long-term priorities for the Department.

## Current Issues and Opportunities

Since inception, the Department has consistently built capacity while maintaining its levels of Inuit representation. The Department experiences similar capacity paradigms that other Departments and organizations with Nunavut-wide operations face. These issues include a labour market where demand greatly exceeds supply, limited access to office and operations spaces, and high turnover. All of these are manageable obstacles and the Department believes that Inuit representation can be further improved upon in this environment.

The Department Family Services is working hard to plan, build, and implement policies, organisational structures and mechanisms that will greatly increase Inuit representation amongst the workforce. Achieving some of the Department's objectives will require working with other Departments and Nunavut organizations. The Department believes it can achieve its expectations by working hard on Inuit employment goals and working collaboratively with partners.

The Department is currently developing three major Inuit employment opportunities that will greatly improve its Inuit representation in the Professional, Middle Management and Senior Management roles. These opportunities are:

**1. Departmental Organizational Review and Restructuring**

*Family Services embarked on a major organizational review and restructuring project in the summer of 2017. This project aims to enhance the delivery of services, increase success in recruiting Inuit and local residents, denote clear lines of authority and reporting structures, assist in developing career paths for various service areas, and updating job descriptions. A major focus of the organizational review is supporting Inuit employment throughout the Department.*

**2. Inuit Employment Career Paths**

*The Department is developing career paths alongside its organizational review project. These efforts specifically aim to improve recruitment of Inuit and local residents. The Department believes that Inuit representation can be supported by developing career paths for its many service areas. Career paths can be leveraged to encourage youth to pursue an education related to our services, display the many career opportunities that the Department offers, and communicate the positive and long-term impacts someone can have on their community by joining the Department.*

**3. Supporting Social Services Worker Education Opportunities**

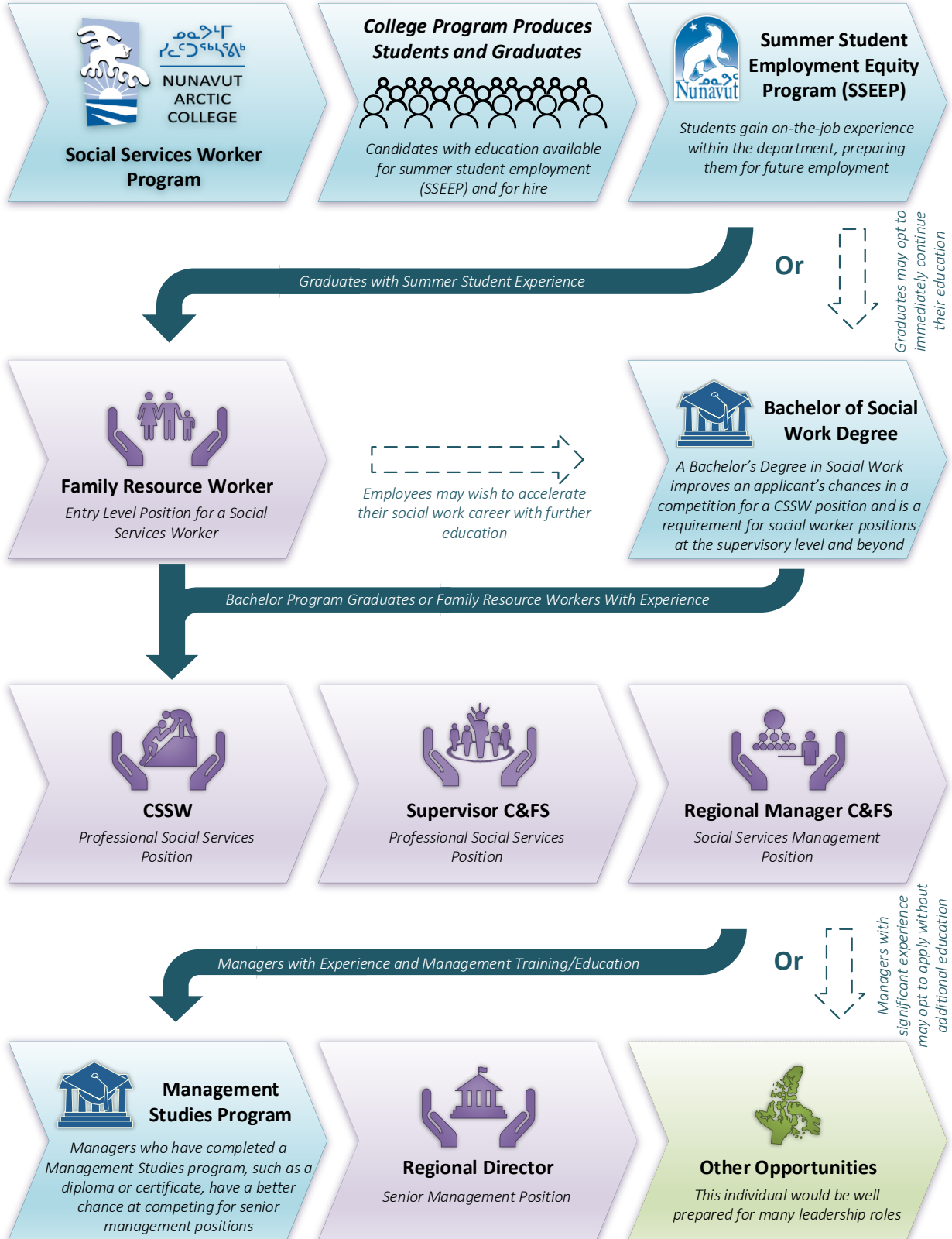
*An opportunity exists to support the development of a Nunavut-based social services worker education program that leads to a degree in social work. The Department envisions that this type of program could operate similar to the already successful law and nursing programs. Strong educational programs can be used as a recruitment tool that lead directly into a successful long-term career for Inuit.*

At present, the Department relies on a career and recruitment path for our social worker career stream described in the infographic on the following page. The Department believes that this career path can be further improved by taking the opportunity to work with other Departments. For example:

- The Department of Family Services can work with the Department of Finance’s Human Resource team to further support Inuit employment and break down artificial barriers to Inuit employment while updating job descriptions in the Department’s Organizational Review Project;
- The Department can further develop its Inuit Employment Career Paths for all of its service areas in order to assist recruitment efforts; and,
- The Department can work with Nunavut Arctic College to support the Social Services Worker Program. The Department will explore developing a practicum employment program for Bachelor of Social Work degree program students, similar to the GN-wide Summer Student Employment Equity Program (SSEEP).

# Inuit Employment Career Path

## Social Worker Career Stream





It is important to note that the Department of Family Services faces certain challenges in achieving Inuit employment goals because the Department must compete with other Departments for limited resources. The Department is cognizant of these challenges and will work with other Departments in achieving common Inuit employment goals. Two examples include:

- The Department is working collaboratively with the Departments of Health, Community and Government Services, Finance, and Nunavut Housing Corporation to acquire office space and resources to continue filling its vacant positions. Many of the vacant positions will be filled with Inuit across the territory, but the Department requires adequate office space for these new employees.
- The Department is competing with other Departments when filling positions with Inuit. A specific example is attracting graduates from the Social Services Worker Program delivered by Nunavut Arctic College. The Department loses many graduates to positions within the Department of Health. The Department of Family Services will need to enhance our recruitment efforts by offering compensation rates that can compete with other departments.

Further, the OAG made recommendations to the Department regarding workforce management, workload standards, and compliance with key standards. Responding to these recommendations has greatly supported the retention of Inuit employees in critical positions such as CSSWs. These efforts are ongoing and are reported on in our response to the recommendations.

### **Priority Hiring Policy Compliance**

The Department of Family Services complies with the Government of Nunavut's Priority Hiring Policy when recruiting and staffing positions throughout Nunavut. The following are areas of priority hiring the Department utilizes in its staffing activities:

- Ensuring that the Priority Hiring Policy will be applied in all job ads and competition administration;
- Ensuring the screening of applications for job competitions follows the policy;
- Staff vacant positions by use of restricted competitions (Inuit-only competition, Inuit only by community);
- Hiring term employees in permanent positions when Nunavut Inuit are not successful in the competition and may qualify for the position in the near future;
- Cancelling competitions when no Nunavut Inuit have qualified and repost the position with stronger recruitment methods to attract Nunavut Inuit applications;
- Hiring Nunavut Inuit casual staff in a vacant position when a competition is unsuccessful in order to provide experience and skills necessary to succeed in the position when its reposted; and,
- Applying the policy when hiring any casual staff for short or long-term employment.

### **Continuing Education/Education Leave Options**

Part of the Department of Family Services' Inuit Employment Plan (IEP) strategy moving forward will be to utilize existing Education Leave mechanisms such as the Government of Nunavut Human Resource Manual's Educational Leave procedures (HRM Section 309). Utilizing these mechanisms will enable Inuit employees to build a learning foundation required to move their career forward. Further, being able to

reward high achievement through educational opportunities will ideally increase Inuit employee engagement.

### **Internships and Trainee Assignments**

As part of the IEP, the Department of Family Services will actively engage and support Inuit employees with internships and trainee positions. By formally providing these types of opportunities, the Department of Family Services hopes to help develop an employee's overall skillset. To achieve this, the Department utilizes the Sivuliqtiksat program and develops trainees internally.

### **Artificial Barriers to Inuit Employment**

The Department of Family Services holds the position that any and all barriers to Inuit employment should be examined and, wherever possible, removed or at least mitigated. The Department of Family Services is paying specific attention in its organizational review and job description updating efforts to eliminate artificial barriers to Inuit employment. These efforts include:

- Eliminating artificially inflated education requirements;
- Removing experience requirements not based on essential consideration of proficiency and skill;
- Providing in-service education assignment and upgrading programs adequate to meet employment goals;
- Including requirements for an understanding of the social and cultural milieu of the Nunavut Settlement Area in appropriate search criteria and job descriptions; and
- Undertaking intensive recruitment programs.

### **Potential Future Issues and Opportunities**

Family Services is aware of the unique factors of Nunavut's labour market that will present issues and opportunities to Inuit employment within the Department in the future. Many of these unique circumstances are already discussed in detail above and may continue well into the long-term. Examples include, but are not limited to, demand for human resources continuing to greatly exceed supply, and high employee turnover.

These unique circumstances create opportunities for employees, in particular Inuit, to move from organization to organization as they explore their interests and options. This phenomenon has accelerated in recent years as training and post-secondary education opportunities for Inuit have become more available and accessible.

The Department will capitalize on these unique circumstances by developing an environment to attract employees to and grow employees within the Department. The Department can capitalize on these opportunities through strong succession planning for its numerous roles within the Department and supporting the continued education and development of its employees.

### **Succession Planning**

An analysis of the Department of Family Services workforce was conducted as of March 31, 2017. The analysis was used to estimate the number of potential employment terminations due to retirement. Age

65 was used as a statistical baseline to estimate the number of potential terminations during the remaining six years of the current GN IEP (2013-2023).

The following charts illustrate age demographics for Family Services workforce by Senior Management, Middle Management, Professional, Paraprofessional and Administrative Support categories:

	Senior Management		
	Total Positions (FTE)	Total Positions (Headcount)	% of Category
Age 20-29	<3	<3	11%
Age 30-39	<3	<3	22%
Age 40-49	<3	<3	22%
Age 50-59	<3	<3	22%
Age > 60	<3	<3	22%
<b>Total Positions</b>	<b>10</b>	<b>10</b>	<b>100%</b>

As of March 31, 2017

	Middle Management		
	Total Positions (FTE)	Total Positions (Headcount)	% of Category
Age 20-29	-	-	-%
Age 30-39	5	5	26%
Age 40-49	6	6	32%
Age 50-59	4	4	21%
Age > 60	4	4	21%
<b>Total Positions</b>	<b>24</b>	<b>10</b>	<b>100%</b>

As of March 31, 2017

	Professional		
	Total Positions (FTE)	Total Positions (Headcount)	% of Category
Age 20-29	9	9	14%
Age 30-39	20	20	31%
Age 40-49	12	12	18%
Age 50-59	15	15	23%
Age > 60	9	9	14%
<b>Total Positions</b>	<b>92.00</b>	<b>92.00</b>	<b>100%</b>

As of March 31, 2017

	Paraprofessional		
	Total Positions (FTE)	Total Positions (Headcount)	% of Category
Age 20-29	4	4	9%
Age 30-39	16.033	17	38%
Age 40-49	8	8	18%
Age 50-59	10.5	11	24%
Age > 60	5	5	11%
<b>Total Positions</b>	<b>81.77</b>	<b>81.77</b>	<b>100%</b>

As of March 31, 2017

	Administrative Support		
	Total Positions (FTE)	Total Positions (Headcount)	% of Category
Age 20-29	4.5	5	23%
Age 30-39	5.5	7	32%
Age 40-49	6	6	27%
Age 50-59	4	4	18%
Age > 60	-	-	-%
<b>Total Positions</b>	<b>27</b>	<b>27</b>	<b>100%</b>

As of March 31, 2017

Analysis found that in the Professional Category, nine employees are likely to retire during the span of the current IEP. Over the next 10 years, there will be approximately 15 more employees considering retirement from the Professional Category. To capitalize on this, the Department will need to develop a future-oriented strategy for approaching staffing, recruitment, retention, and development of Inuit employees. In addition, the Department will need to be attentive of employees currently within the 50-59 age brackets, as they will be approaching retirement age in the next 10 years.

NOC CATEGORY	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE				
	Now	Within 3 Years	By 2023	TOTAL BY 2023	TOTAL % BY 2023
0 - Management occupations	Less than 5	Less than 5	Less than 5	9	33%
1 - Business, finance and administration occupations	Less than 5	Less than 5	Less than 5	Less than 5	6%
2 - Natural and applied sciences occupations	0	0	Less than 5	Less than 5	33%
3 - Health occupations					N/A
4 - Occupations in education, law, social, government	Less than 5	Less than 5	8	14	19%
5 - Occupations in art, culture, recreation and sport					N/A
6 - Sales and service occupations	0	0	0	0	0%
7 - Trades, transport and equipment operators					N/A
9 - Occupations in manufacturing and utilities					N/A
<b>Total</b>	<b>7</b>	<b>7</b>	<b>13</b>	<b>27</b>	

## Specialized Areas of Focus

Areas experiencing difficulty in increasing Inuit representation are in positions with NOC codes 2171 (Information systems analysts), 5152 (Supervisor C&FS) and 4164 (Social policy researchers, consultants and program officers). Departments that employ professional and specialist positions often have difficulty in staffing these positions with Inuit due to advanced education and experience requirements.

While some areas of education can be taken online for these difficult-to-fill roles, most require full time classroom attendance from two to four years. In addition, the experience required to be successful in these roles are highly specific to child protection, and can only be attainable by earning a university education, professional designation, and/or specialized certification.

In order to gain the education and experience required to fulfill the role, it is possible for the Department to work with Inuit that are interested in acquiring a post-secondary education through GN programs such as the Amaaqtaarniq Education Program, Career Broadening Program, Summer Student Program, Internships, or through Education Leave. However, in order to enhance the Department's specific Inuit employment goals, the Department must better engage social work students in the recruitment process early in their education and further develop social worker educational programming in the territory by supporting Nunavut Arctic College programming.

In addition, the Department will support casual employment, acting assignments and developmental ITAs to allow Inuit to gain the experiential requirements to meet the equivalencies of the position.

## 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 59% to 63% by:</p> <ul style="list-style-type: none"> <li>Identifying at least 5 positions to be filled with Inuit hired through competitions subject to the Priority Hiring Policy or through the use of restricted competitions</li> <li>Supporting HR's Career Broadening Program in the Policy Field</li> <li>Drafting business cases for additional PYs targeted for Inuit employment</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Senior Management category to 2</li> <li>Increase the number of Inuit employees in the Professional category to 23</li> </ul>

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	2	2	1	50%	2	1	50%
Senior Management	10	7	1	14%	10	2	20%
Middle Management	24	22	11	50%	19	11	58%
Professional	92	60	19	32%	68	23	34%
Paraprofessional	81.77	66	59.23	89%	58	53.23	92%
Administrative Support	27.10	24.10	23.10	96%	24	23.1	96%
<b>TOTAL</b>	<b>236.87</b>	<b>181.33</b>	<b>114.33</b>	<b>63%</b>	<b>181</b>	<b>113.33</b>	<b>63%</b>



## 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 65% by:</p> <ul style="list-style-type: none"> <li>• Creating additional positions which are targeted for Inuit employment</li> <li>• Supporting succession plans for retirement potential with on the job succession plans for current Inuit staff through Acting assignments and mentoring</li> <li>• Drawing employees up from the Paraprofessional category of employment through CSSW trainee positions (4 PYs)</li> <li>• Supporting Social Worker Education Programs in Nunavut</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of Inuit employees in the Senior Management category to 3</li> <li>• Increase the number of Inuit employees in the Professional category to 34</li> </ul>

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	2	2	1	50%	2	2	100%
Senior Management	10	7	1	14%	10	3	30%
Middle Management	24	22	11	50%	19	10	53%
Professional	90	60	19	32%	77	34	44%
Paraprofessional	81.77	66	59.23	89%	54.53	50.53	93%
Administrative Support	27.10	24.10	23.10	96%	20	19	95%
<b>TOTAL</b>	<b>236.87</b>	<b>181.33</b>	<b>114.33</b>	<b>63%</b>	<b>182.53</b>	<b>118.53</b>	<b>65%</b>

## Long-Term Goals and Targets

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

LONG-TERM GOAL	EXPECTED OUTCOMES (FTEs)
Within 10 years, the Department will increase Inuit representation to 66% by: <ul style="list-style-type: none"> <li>Continuing with Departmental trainee positions for CSSWs</li> <li>Supporting succession plans for retirement potential with on the job succession plans for current Inuit staff through Acting assignments and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Senior Management category to 4</li> <li>Increase the number of Inuit employees in the Professional category to 38</li> </ul>

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	2	2	1	50%	2	2	100%
Senior Management	10	7	1	14%	10	4	40%
Middle Management	24	22	11	50%	19	10	53%
Professional	92	60	19	32%	81	38	47%
Paraprofessional	81.77	66	59.23	89%	54.53	50.53	93%
Administrative Support	27.10	24.10	23.10	96%	20	19	95%
<b>TOTAL</b>	<b>236.87</b>	<b>181.33</b>	<b>114.33</b>	<b>63%</b>	<b>186.53</b>	<b>123.53</b>	<b>66%</b>

## Goals to Remove Any Artificial Barriers

### ELIMINATE ANY ARTIFICIALLY INFLATED EDUCATION REQUIREMENTS

The Department will:

- Ensure when updating job descriptions that educational requirements are not artificially high and are not discriminatory.
- Recruit qualified staff for their talent, and engage them in meaningful learning and development opportunities.

### REMOVE EXPERIENCE REQUIREMENTS NOT BASED ON ESSENTIAL CONSIDERATION OF PROFICIENCY AND SKILL

The Department will:

- Ensure when updating job descriptions that experience and skill proficiency requirements are relevant to the essential requirements of the position.
- Make use of the Government of Nunavut's Human Resource processes and recruitment tools to ensure that our recruitment programs are advertised throughout the territory in all official languages.

### PROVIDE IN-SERVICE EDUCATION ASSIGNMENT AND UPGRADING PROGRAMS ADEQUATE TO MEET EMPLOYMENT GOALS

The Department will:

- Promote a culture of learning that values personal responsibility, ongoing education, leadership development, and respect and recognition for the contributions employees make to the well-being of the people of Nunavut.
- Continue to recognize the use of the Inuit languages as a priority and endeavour to provide services and supports to employees as well as specialized training in ways that are meaningful and reflective of Inuit culture.
- Make certain that process manuals are culturally aware and not culturally biased.
- Staff vacant Senior Management and Supervisory positions within the Department.
- Provide direct support to managers and Inuit employees to assist them to actively promote and avail themselves of Family Services' and the GN's IEP programs.
- Regularly monitor and report on progress at Department Senior Management team meetings.

### INCLUDE REQUIREMENTS FOR AN UNDERSTANDING OF THE SOCIAL AND CULTURAL MILIEU OF THE NUNAVUT SETTLEMENT AREA IN SEARCH CRITERIA AND JOB DESCRIPTIONS

The Department will:

- Continue to ensure that cultural and social awareness and understanding remains a part of job-descriptions and the recruitment process.
- Develop and deliver a cultural awareness and sensitivity training program for supervisors and managers.

## 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
<b>Increase Inuit employment in CSSW positions and Supervisor C&amp;FS</b>	3 more CSSW trainee positions in Qikiqtaaluk region and 1 Supervisor C&FS in Kitikmeot Region	Submit business cases to create new positions or make amendments to current vacant positions	Director Qikiqtaaluk Regional Operations & Director Kitikmeot Regional Operations	2018-2019
		Review Supervisor and CSSW job descriptions to reflect knowledge, skills and abilities required for the positions	Corporate Services, Children and Family Services, Regional Directors and Regional Managers C&FS	Fall 2019
		Update Supervisor and CSSW job advertisements to align with job descriptions	Corporate Services, Children and Family Services, Regional Directors and Regional Managers C&FS	Winter 2020
<b>Efficient and effective organizational structure supportive of IEP development</b>	Resources are in place to perform the required functions of IEP development as effectively and efficiently as possible	Determine potential structural changes to the current Family Services organizational structure to identify inefficiencies and ineffectiveness in supporting the IEP	All Divisions	2020

### Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
<b>Develop a comprehensive and culturally relevant recruitment and retention strategy</b>	Committee established to have targeted, comprehensive recruitment and retention strategy	Establish a Recruitment and Retention Committee	All Divisions	Winter 2019

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
		Identify, develop and establish new recruitment and retention programs to address IEP gaps		Winter 2020
<b>Have a pool of qualified Inuit candidates for succession planning</b>	Inuit employees are drawn upward into Senior Management and Professional positions	Recruit Inuit to CSA positions. Mentor and have Acting assignments. Conducting ongoing succession planning with Directors, Managers and Supervisors with a focus on opportunities for Inuit hiring	Senior Managers	2023

### Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
<b>Develop and communicate Departmental career paths to support the development of Inuit supervisors and managers</b>	Inuit Participants	Develop career paths for Inuit staff in the Department's various service areas that utilize and support existing employee development resources, such as: Hivuliqtikhanut Program - Supervisor Series and Emerging Leaders Series	Directors of Regional Operations and Corporate Services	Ongoing

## Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
<b>Well-informed Inuit staff that are ready to practice</b>	Qualified staff ready to practice	Develop an orientation package for new employees that includes standard organizational and targeted information specific to the position	All Divisions and Regions	Ongoing
<b>Increase pool of qualified candidates for Supervisor C&amp;FS and Manager C&amp;FS positions</b>	Inuit Employees supported to take the BSW and MSW program	Advertise Education leave opportunities to Inuit CSSWs	Manager Human Resources	Ongoing
<b>Provide Inuit Staff with in-service Statutory Authority training</b>	Statutory Authority Manuals completed and online training implemented so that Inuit staff are able to meet employment goals in Departmental career paths	<p>Complete Training Manuals</p> <p>Develop accessible online Certification and training programs</p> <p>Identify opportunities for translation of the online certification training</p> <p>Identify and provide statutory training to Inuit staff requiring appointment under their respective acts</p> <p>Conduct assessment of Inuit staff, supervisors and management to identify gaps in required knowledge, skills and abilities</p>	Directors of Income Assistance and Children and Family Services	Ongoing

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
<b>Provide Inuit summer students meaningful work experience and on-the job training in Family Services</b>	Development of future Inuit Family Services workforce	<p>Based on the progress of activities identified in the business plans, determine what short-term activities can be assigned to summer students</p> <p>Review summer student competencies</p> <p>Providing practicum and job placements for students in the Social Services Worker Program at the Nunavut Arctic College</p>	All Divisions	Annually each Spring and Summer
<b>Increase Inuit in professional positions in the short term</b>	Inuit employment in a Policy Analyst and /or Communication Specialist Position	Support HR's Career Broadening Program in the Policy Field	Director Policy and Planning	2018-2019
<b>Increase Inuit employment through the use of the Sivuliqtiksats program and Departmental trainee positions</b>	More Inuit Interns and Trainees	<p>Sivuliqtiksats Internships</p> <p>CSSW traineeships</p>	<p>Assistant Deputy Minister</p> <p>Director Poverty Reduction</p>	Internship completion Spring and Summer 2020
<b>Enable implementation of a comprehensive and culturally relevant recruitment and retention strategy</b>		Identify, develop and establish Inuit cultural competency training programs for all supervisors.		Winter 2020



## Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
<b>Develop and communicate opportunities for Inuit in the Policy field of the Department</b>	Effective, quality communication by Inuit employees within the organization and with the public	Develop Departmental Communications Plan, including branding for Family Services	All Divisions	Winter 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).