



**Nunavut Housing Corporation (NHC)  
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 Vice President & Chief Financial Officer will be the senior official in the Nunavut Housing Corporation responsible for updating this Inuit Employment Plan periodically, as directed. The Manager, Human Resources and Organizational Development will assist the VP & CFO as required.

## 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

Following the creation of Nunavut in April 1999, the Nunavut Housing Corporation (NHC), a public agency of the Government of Nunavut (GN), was created in 2000 through the Nunavut Legislature by the *Northwest Territories Housing Corporation (Nunavut) Act*.

As a public agency, the NHC is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

### Departmental Overview

#### MANDATE

Nunavut Housing Corporations mandate as a Public Agency of the Government of Nunavut (GN) is to create, coordinate and administer housing programs so that we may provide fair access to a range of affordable housing options to families and individuals in Nunavut.

#### MISSION

To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.

#### VISION

To ensure families and individuals in Nunavut have access to a range of affordable housing options.

#### PRINCIPLES AND VALUES

The Nunavut Housing Corporation believes in and strives for:

- Placing “human capital” – its employees, Local Housing Organization (LHO) partners, tenants and clients first when targeting housing solutions for Nunavut residents;
- Recognizing the contribution the Corporation and LHO staff make to housing in Nunavut and providing them with the proper work environment and tools to enable them to maximize that contribution;
- Making a positive impact on the quality and affordability of housing;
- Quality of advice, assistance and support to LHOs, other client organizations and agencies, and individuals;
- Quality of property management services for Nunavut Public and Staff Housing;
- Ensuring housing services and support are provided in an equitable manner;
- Use of Inuit Qaujimajatuqangit (IQ) in Corporation decision-making; and
- Building constructive relationships with other governments, agencies, departments, and both community and Aboriginal organizations.

## Operations and Locations

The Nunavut Housing Corporation reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President & CEO, Board of Directors and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

### Board of Directors

Pursuant to the *Nunavut Housing Corporation Act*, the Nunavut Housing Corporation established a Board of Directors in the fall of 2011. In doing so, the NHC adopted a similar structure to the other four GN Territorial Corporations.

The Board directs the business of the Corporation and exercises overall responsibility for the stewardship over its activities. As part of the overall stewardship responsibility, the Board approves the Corporation's strategic direction and the corporate plan; ensures that the principal risks of the Corporation have been identified and that appropriate systems to manage these risks have been implemented, and ensures that the Corporation's information systems and management practices meet its needs and give the board confidence in the integrity of the Corporation's information.

The appointment of members of the Board is set out in section 2.1 of the *Nunavut Housing Corporation Act*, which requires no fewer than five and not more than seven Directors. Board members are appointed by the Commissioner in Executive Council, on the recommendation of the Minister, and hold office for a term of three years.

The Board is currently comprised of five directors with diverse backgrounds and experience in Northern housing, public policy, finance, project management, property management and social program development.

### Departmental Roles

To administer the Corporation's programs, a corporate team of ninety housing professional and administrative staff provide services that make the Corporation a client-focused service delivery agency. Structured around five distinct offices, this cohesive group is further supported by a network of twenty-five Local Housing Organizations which provide a crucial link to Nunavummiut and their communities.

#### DIRECTORATE & CORPORATE HEADQUARTERS

The Executive Committee is responsible for managing the Corporation to ensure consistency in all its activities across Nunavut, including the application of policies, standards and procedures, and the delivery of programs. It also oversees the development of long-range strategies, policies, and operational guidelines on corporate matters for the Board of Directors, the Minister Responsible for the Nunavut Housing Corporation, and for the Executive Council (Cabinet). In addition, it ensures that programs are delivered according to the Corporation's funding agreements with Canada Mortgage and Housing Corporation (CMHC).

The Corporate Policy & Communications group located in Iqaluit, Nunavut, works on the development of corporate policy, strategic planning and communications related to key program areas. They provide support to the Minister, the Corporate Executive and the District Offices.

Corporate Headquarters located in Arviat, Nunavut, coordinates the preparation, monitoring and reporting of the corporate programs. It also provides support to the District Offices in the areas of programs, contracting, project management, and technical design and maintenance.

DISTRICT OFFICES:

- Kitikmeot District Office, located in Cambridge Bay, Nunavut
- Kivalliq District Offices, located in Arviat, Nunavut
- Qikiqtaaluk District Offices, located in Cape Dorset, Nunavut

The Corporation's District Offices manage and provide support in the delivery of programs and services to the communities. District Offices set regional priorities and work with LHOs and individual clients to ensure programs delivered are of appropriate standards through monitoring and assessment. The District Office is responsible for ensuring the construction program is successful within its region. It is also responsible for the delivery of various homeownership programs, and developing positive relationships with other government departments and agencies.

LOCAL HOUSING ORGANIZATIONS (LHOS)

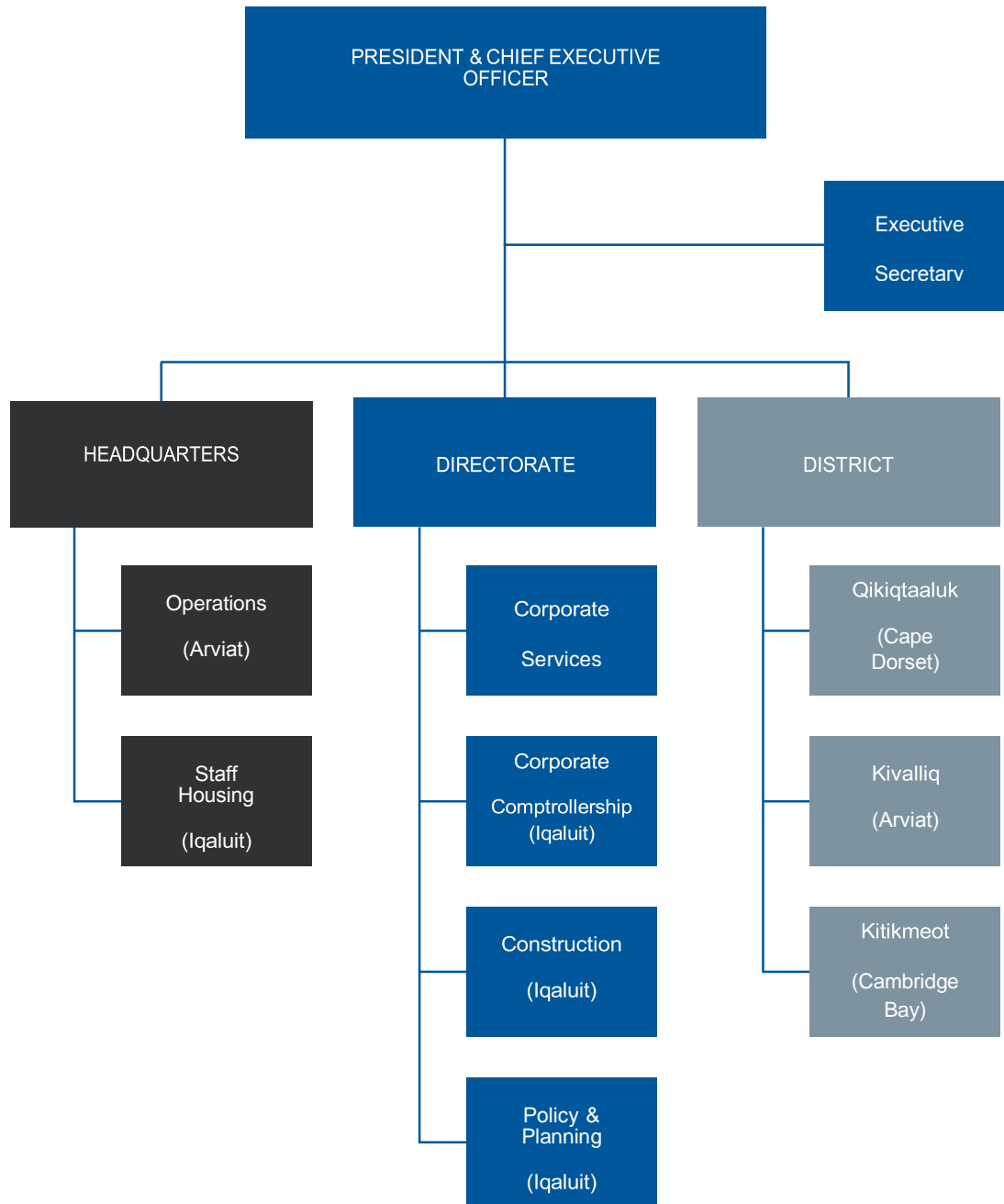
The Corporation partners with twenty-five (25) Local Housing Organizations at the community level, who provide most of the day-to-day services associated with NHC's program delivery to individuals and families. Most LHOs are structured as independent organizations under the Societies Act, known commonly as Housing Associations. Exceptions to this are the Baker Lake, Cape Dorset, Coral Harbour, Iqaluit, Kugaaruk, and Taloyoak LHOs, known as Housing Authorities, which were formed under the *Nunavut Housing Corporation Act*.

While the NHC does not hold direct operational authority over the LHOs, the NHC is ultimately accountable at the Ministerial level for the program delivery undertaken by all 25 LHOs. This accountability is addressed through Management Agreements between the NHC and each LHO, which strictly outline the roles and responsibilities of both the LHO and NHC. Under the terms of the Management Agreements, the NHC provides support to the LHOs in many areas, particularly Finance, Human Resources, Programming, and Staff Training and Development.

LHO employee statistics do not appear in the NHC's Inuit Employment Plan. However, LHOs account for a significant portion of NHC's operating budget, and are consolidated in the Corporation's financial reporting. As such, LHOs are a substantial element of the NHC's operations, and contribute significantly to the NHC's ability to meet its mandate.

As of August 31, 2016, there were 353 LHO positions funded by the NHC, of which 342 positions were filled. Of these positions, 299 were filled by Inuit. This equates to an LHO IEP rate of 87%. Combining these figures with NHC's staffing levels results in 475 positions, of which 428 were filled, and 331 were filled by Inuit, for a consolidated Inuit employment rate of 77%.

## Organizational Chart



## Core Business

The Corporation offers multiple housing solutions including: providing education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery and maintenance; providing homeowner services in the area of finance and technical assistance; and coordinating housing-related lobby efforts on behalf of all Nunavut residents. These business services are organized into three distinct lines of program delivery: Public Housing, Staff Housing and Homeownership.

**Public Housing;** The NHC delivers a community-sensitive Public Housing Program by providing financial resources and ongoing professional support to its local delivery agents, the 25 Local Housing Organizations. LHOs are responsible for the complete care of the 5,431 units in the public housing portfolio (as of March 31, 2017), from unit allocations and rental assessments and collections, to maintenance and repairs, and energy upgrading.

**Staff Housing;** The Corporation administers the Government of Nunavut Staff Housing program, which includes both leased and owned units, and provides policy support to enhance housing options and services available to GN staff in Nunavut. The LHOs and other management agents have the responsibility of maintaining the 1,511 units used for staff housing at a local level (as of March 31, 2017).

**Homeownership;** Through its Homeownership Programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counselling services are provided to homeowners. These services include consultations regarding purchase of existing homes or new home construction, repairs / renovations, bank financing, and energy conservation in the home.

## The Blueprint for Action on Housing

The fiscal year 2017-18 is an important year for housing in Nunavut. In 2017-18 the GN began the implementation of the Blueprint for Action on Housing. The Blueprint for Action on Housing is the action plan for the *GN Long-Term Comprehensive Housing and Homelessness Strategy*, and presents a whole-of-government approach to addressing Nunavut's housing challenges.

The Blueprint for Action was developed through a comprehensive interdepartmental engagement process that focused on collaboration and coordination. This level of interdepartmental coordination was critical in the development of the Blueprint for Action, as it will be critical to its successful implementation. Just as a home does not stand alone, but rather fits into a neighbourhood, a community, and the territory, housing as a priority is intricately linked with all of the GN's priorities.

The Blueprint for Action on Housing is a significant step for the NHC and the GN, and completes the three-part *Igluliuqatigiilauqta* – Let's Build a Home Together initiative. In the spring of 2013, the NHC tabled the GN Long Term Comprehensive Housing and Homelessness Strategy as part of *Igluliuqatigiilauqta*. The Strategy, which builds on the previously published Framework, highlights the need to increase Nunavut's housing stock, improve collaboration among stakeholders to better address housing barriers and identify gaps in Nunavut's housing continuum.

An important objective of the Blueprint for Action on Housing is to increase and improve the local workforce in communities across the territory. A strong local labour force, particularly in the area of

housing, can help decrease the cost of constructing and maintaining Nunavut’s public housing stock. Training and development for Inuit will be critical to increasing the availability of local labour. The Blueprint for Action sets out several actions that would not only develop the local workforce, but would work to eventually increase Inuit employment rates. The NHC is committed to working with partners within and outside of the GN to implement the actions that will improve Inuit employment and Nunavut’s local labour force.

## Employment Categories in the Department

The following categories are found within the Government of Nunavut’s *Public Service Annual Report* (PSAR) which is published annually and in its quarterly *Towards a Representative Public Service* (TRPS) reports. The below referenced information was taken from *Towards a Representative Public Service* (TRPS) report as of March 31, 2019.

<b>EMPLOYMENT CATEGORIES</b>	<b>TOTAL POSITIONS (FTEs) Number of Positions</b>
<b>Executive</b>	2
<b>Senior Management</b>	9
<b>Middle Management</b>	25
<b>Professional</b>	20
<b>Paraprofessional</b>	47
<b>Administrative Support</b>	20
<b>TOTAL</b>	<b>123</b>

Further descriptions of the priorities, accountabilities, projects, programs and operational structure of the Nunavut Housing Corporation can be found in the Nunavut Housing Corporations Annual Report 2017-2018 or Nunavut Housing Corporation Business Plan 2019-2022.

## CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT

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

### Capacity in the Department

The Nunavut Housing Corporation's (NHC) human resource capacity must be understood within the context of the NHC's mandate and its service delivery model.

The majority of the NHC's customer-facing services are delivered through a network of 25 local housing organizations (LHOs) who serve as the corporation arm's-length service delivery agents for public housing, staff housing and some homeownership programs. This model allows the NHC to focus its human resources on specialised technical services, strategic planning and administrative services, program design and delivery oversight. As such, the NHC's 123 approved positions reflect the skill sets required to provide centralized corporate services in the areas of engineering and architecture, policy, finance & information systems, human resources, administrative and strategic services.

The NHC's labour capacity depends on the corporation's ability to attract and retain highly skilled staff to fill these positions. On the **National Occupational Classification (NOC)** system, the Corporation's 123 positions fall into five categories as shown below:

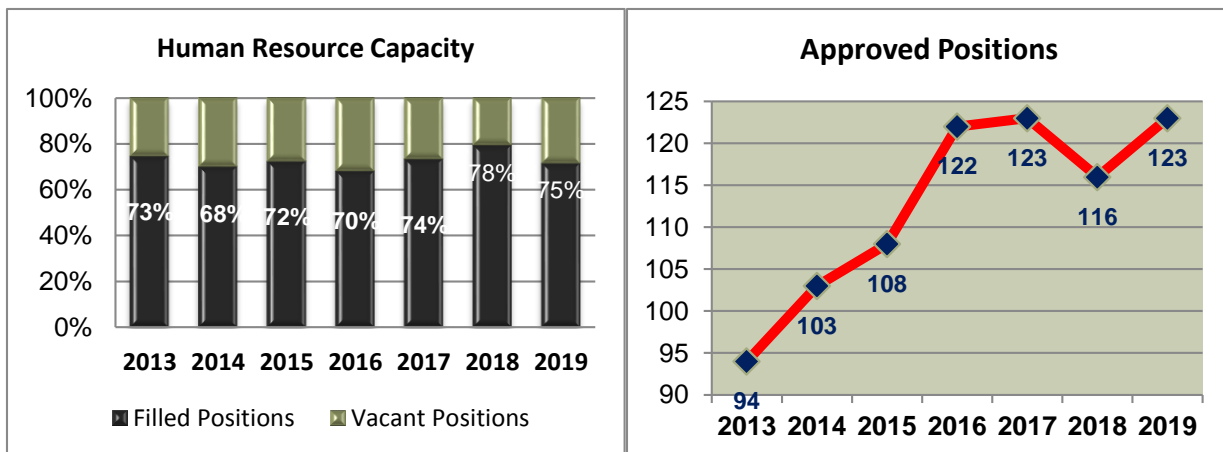
Category Name	PY Count	Capacity	Positions in Category
<b>NOC CATEGORY 0</b> MANAGEMENT OCCUPATIONS	26	100%	<b>SENIOR GOVT. OFFICIAL, SENIOR MANAGERS, FINANCIAL MANAGERS, HR MANAGER, OTHER ADMINISTRATIVE SERVICES MANAGERS</b> President, Vice President, Executive Director, Director, Comptroller, District Director, Manager HR, Manager Finance, Manager Comm. Dev.
<b>NOC CATEGORY 1</b> BUSINESS, FINANCE AND ADMINISTRATION OCCUPATIONS	47	68%	<b>ACCOUNTANTS, HR, ADMINISTRATIVE AND REGULATORY OCCUPATIONS, OFFICE ADMINISTRATIVE ASSISTANTS</b> Snr. Finance Analyst, Manager Mortgages & Collections, Snr. Communications Officer, Tenant Relations Officer, Property Management Officer, HR Specialist, Finance Officer, Community Development Officer (Finance), Procurement Officer, Admin Assistant, Fin. Assistant, Accounts Receivable Officer, Maintenance & Support Officer.
<b>NOC CATEGORY 2</b> NATURAL AND APPLIED SCIENCES OCCUPATIONS	8	50%	<b>ENGINEERS, ARCHITECTS, TECHNICAL OCCUPATIONS IN COMPUTER/ INFORMATION SYSTEMS</b> Manager, Senior Technical Officer (Architectural, Technical, Electrical), Project Manager, Health & Safety Officer, Snr. IT Officer
<b>NOC CATEGORY 4</b> OCCUPATIONS IN EDUCATION, LAW, SOCIAL, GOVERNMENT	38	67%	<b>LAWYER, POLICY AND PROGRAM RESEARCHERS, CONSULTANTS AND OFFICERS</b> Legal Counsel, Policy Analyst, Program Analyst, Community Dev. Officer, IQ & Language Coordinator.



Category Name	PY Count	Capacity	Positions in Category
<b>NOC CATEGORY 6</b> SALES AND SERVICE OCCUPATIONS	4	100%	INSURANCE, REAL ESTATE AND FINANCIAL SALES OCCUPATIONS Mortgage & Lands Officer, Mortgage and Collections Officer
	<b>123</b>	<b>73%</b>	

Until 2014, human resource capacity severely limited the NHC ability to effectively deliver on its mandate. The increase in the public and staff housing stock as well as an expansion and enhancements to programs required the corporation to increase its human resource capacity to meet these increased demands. The corporation’s approved staff complement has increased by 30% from 94 positions (PYs) in 2013 to 123 positions in 2019.

Despite the increase in approved PYs, capacity (measured as a proportion of filled positions to approved positions) has averaged 70% over the five years.



### Capacity by Employment Category

#### Capacity as at 31 March 2019

Category	Total Positions	Vacancies	Filled	% Capacity
Executive	2	0	2	100%
Senior Management	9	1	8	89%
Middle Management	25	5	20	80%
Professional	20	10	10	50%
Paraprofessional	47	13	34	72%
Administrative Support	20	8	12	60%
<b>Total</b>	<b>123</b>	<b>37</b>	<b>86</b>	<b>70%</b>

*Professional Category* - At 50%, capacity is severely limited in the Professional category. This category includes designated accountants (Community Development Officers), Architects and Engineers (Senior Technical Officers), Lawyers (Legal Counsel), Policy Experts (Senior Policy Analyst), Project Managers, Occupational Health and Safety Officers and Senior Communications Officers.

Low capacity in the Professional category correlates with the data shown in the three NOC Categories 1, 2 and 4 above and is indicative of NHC staff's professional profile. Professional positions fall into the following NOC categories:

- NOC Category 1 (Business, finance and administration) - 68% capacity
- NOC Category 2 (Natural and applied sciences and related) - 50% capacity
- NOC Category 4 (education, law and social, community and government services) - 67% capacity

Positions in the professional category are usually supplied from educational programs specific to the profession (Lawyers, Accountants) or require post-secondary education in an appropriate discipline (Policy, Architects, Engineers). These skills are not readily available in Nunavut's labour market as there is a lucrative labour market for these professions in southern jurisdictions. Moreover, no post-secondary institution within the territory offers such programs.

The two points discussed below are critical to providing an understanding of how the NHC has endeavoured to improve capacity to deliver on its mandate. They also highlight constraints that the corporation faces.

#### 1. Externally Funded Positions

Funding agreements with the Canada Mortgage and Housing Corporation (CMHC) permit the NHC to hire term positions to enable the corporation to deliver the construction program over the term of the agreement (3/4 years). Although this temporarily increases capacity, these positions can only be filled on a non-permanent basis. Term positions are difficult to fill and generally result in high vacancies and turnover. This instability affects continuity in project planning and monitoring. For the NHC to have robust capacity to meet the design and construction needs for the future, these positions need to be indeterminate.

#### 2. Specialized Skills (Paraprofessional, Professional, Middle management)

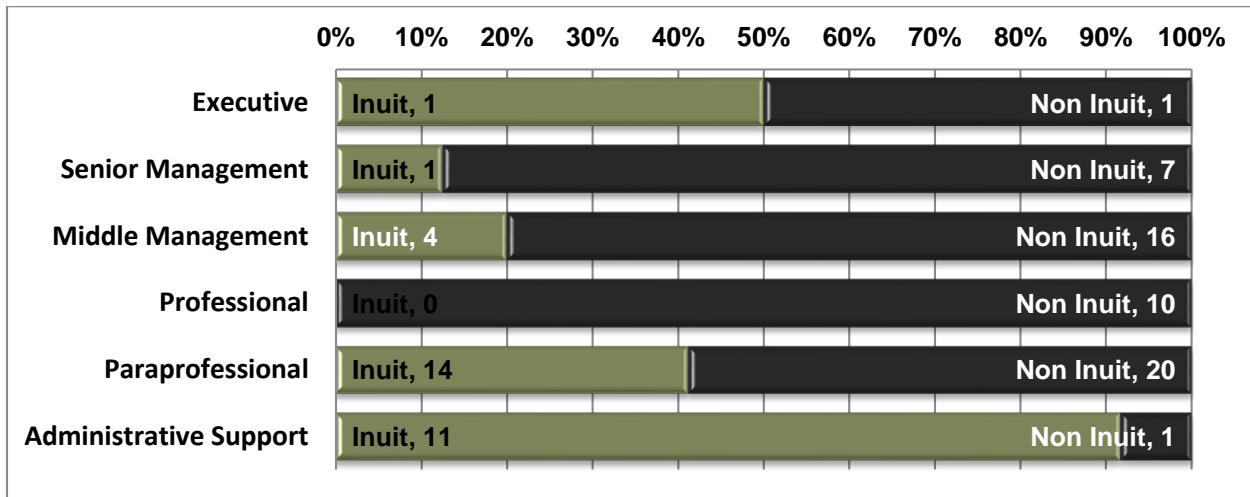
58% of the NHC's positions are in the Paraprofessional and Middle Management categories. These are Information Systems Officer, Procurement Officers and Policy Analysts (Paraprofessional); and Managers of IT, HR, Mortgages & Collections and Technical Managers (Middle Management). While these skill sets are not unique to NHC, the corporation is peculiar in that over half of its labour force is in these categories. It is difficult to attract and retain such skilled employees. Consequently, 75% of the NHC's vacancies are in these categories.

## Inuit Employment by Employment Categories

The following tables show a detailed analysis of NHC's capacity and Inuit employment over the past seven years by employment category.

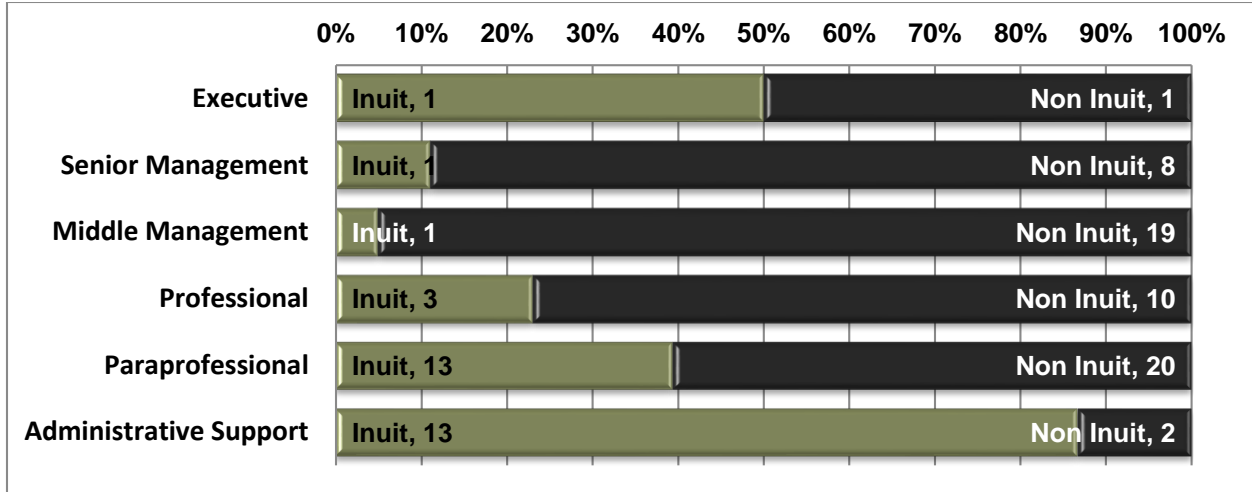
**Inuit Employment – 31 March 2019**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	9	8	89%	1	13%
Middle Management	25	20	80%	4	20%
Professional	20	10	50%	-	0%
Paraprofessional	47	34	72%	14	41%
Administrative Support	20	12	60%	11	92%
<b>TOTAL</b>	<b>123</b>	<b>86</b>	<b>70%</b>	<b>31</b>	<b>36%</b>



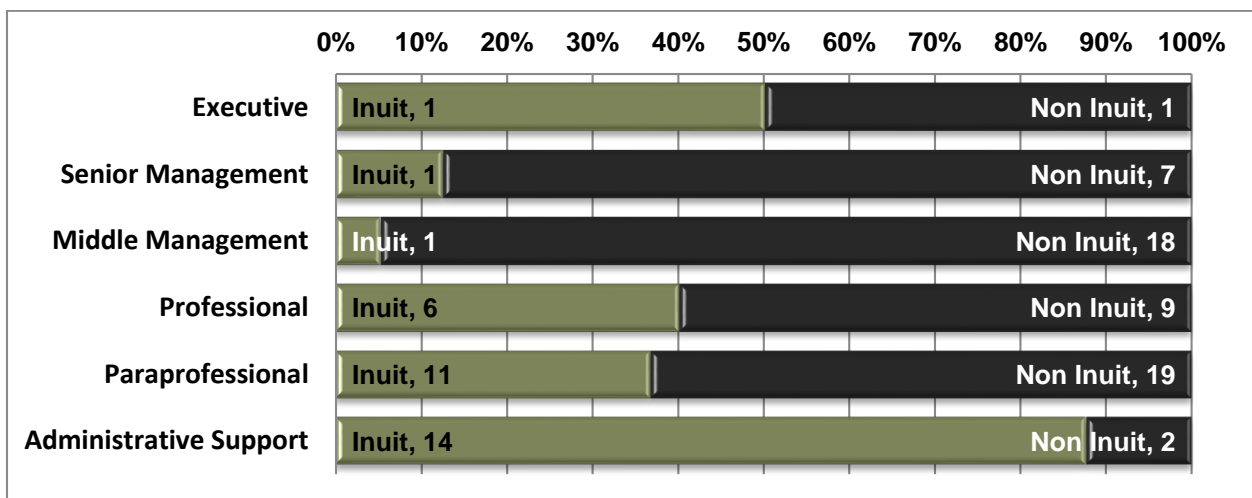
**Inuit Employment – 31 March 2018**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	9	9	100%	1	11%
Middle Management	22	20	91%	1	5%
Professional	21	13	62%	3	23%
Paraprofessional	42	33	79%	13	39%
Administrative Support	20	15	75%	13	87%
<b>TOTAL</b>	<b>116</b>	<b>92</b>	<b>79%</b>	<b>32</b>	<b>35%</b>



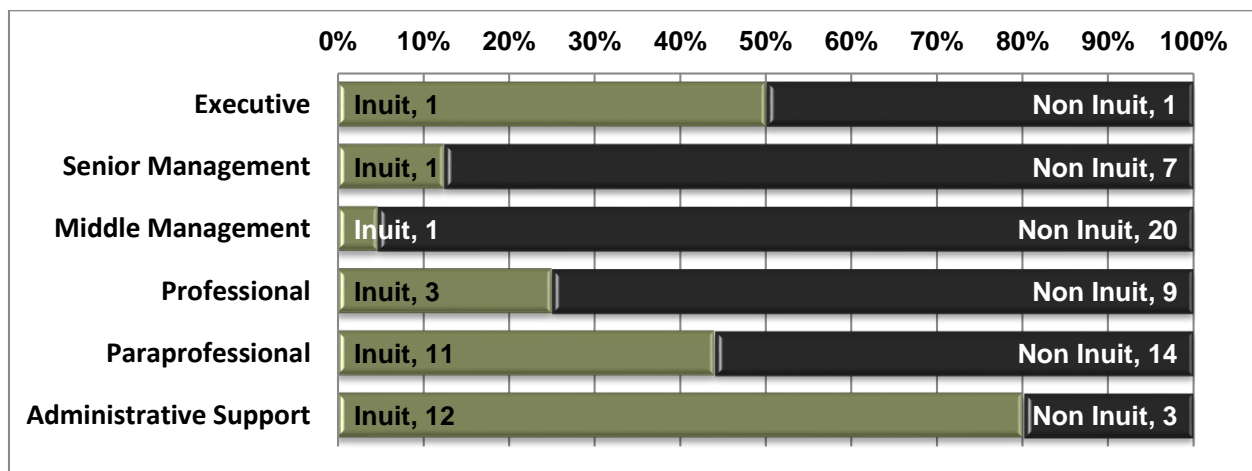
**Inuit Employment – 31 March 2017**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	9	8	89%	1	13%
Middle Management	22	19	86%	1	5%
Professional	30	15	50%	6	40%
Paraprofessional	40	30	75%	11	37%
Administrative Support	20	16	80%	14	88%
<b>TOTAL</b>	<b>123</b>	<b>90</b>	<b>73%</b>	<b>34</b>	<b>38%</b>



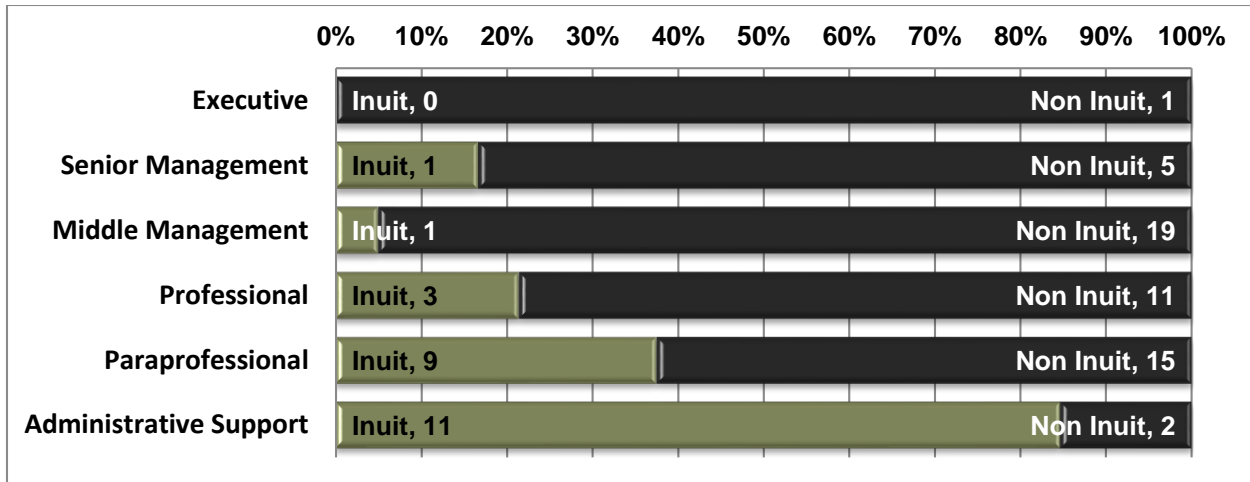
**Inuit Employment – 31 March 2016**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	1	50%
Senior Management	9	8	89%	1	13%
Middle Management	22	21	95%	1	5%
Professional	29	12	41%	3	25%
Paraprofessional	40	25	63%	11	44%
Administrative Support	20	15	75%	12	80%
<b>TOTAL</b>	<b>122</b>	<b>83</b>	<b>68%</b>	<b>29</b>	<b>35%</b>



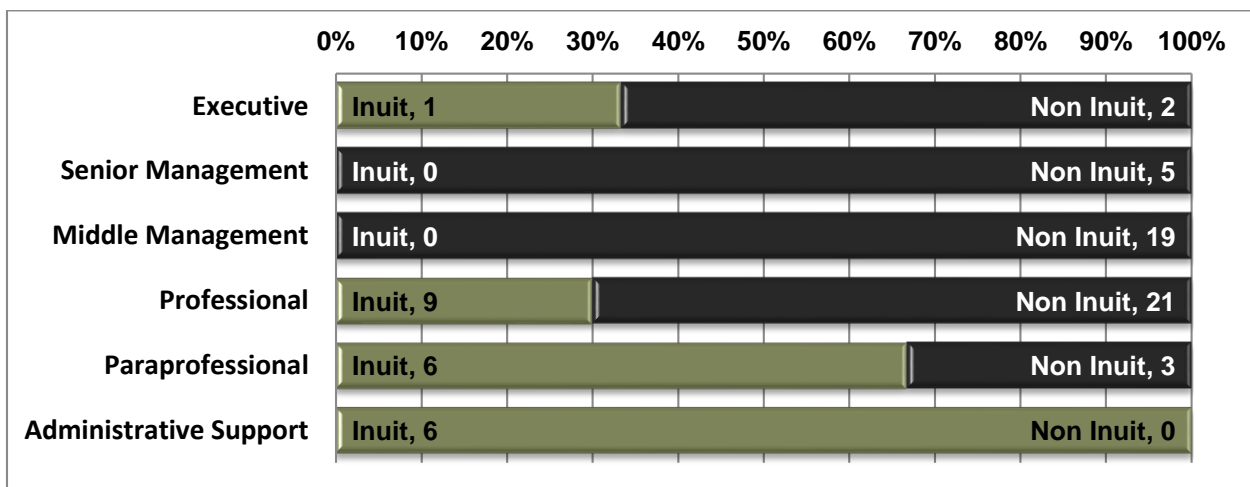
**Inuit Employment – 31 March 2015**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	1	50%	0	0%
Senior Management	9	6	67%	1	17%
Middle Management	23	20	87%	1	5%
Professional	23	14	61%	3	21%
Paraprofessional	34	24	71%	9	38%
Administrative Support	17	13	76%	11	85%
<b>TOTAL</b>	<b>108</b>	<b>78</b>	<b>72%</b>	<b>25</b>	<b>32%</b>



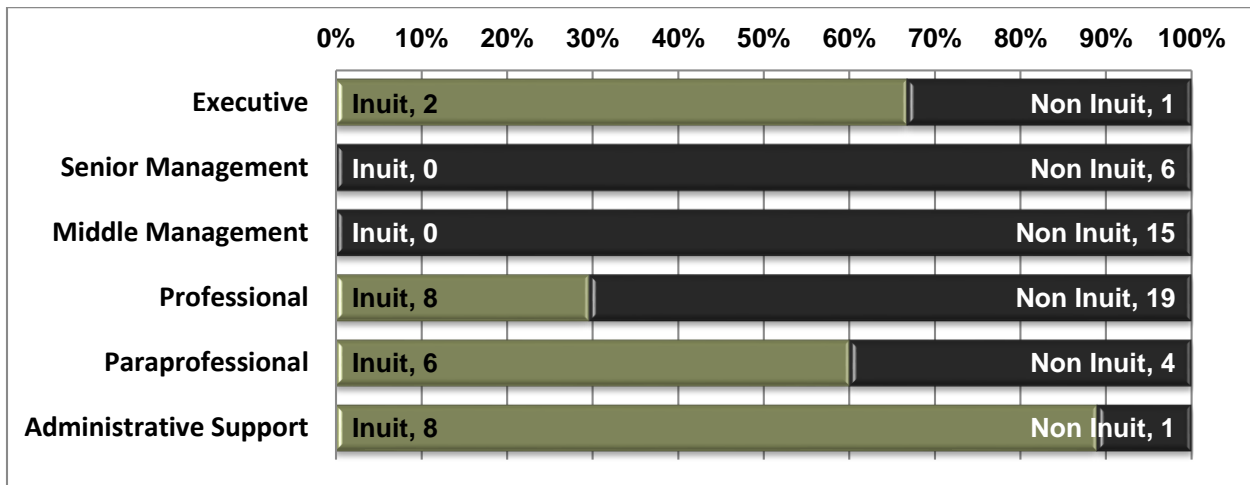
**Inuit Employment – 31 March 2014**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	5	3	60%	1	33%
Senior Management	5	5	100%	0	0%
Middle Management	23	19	83%	0	0%
Professional	47	30	64%	9	30%
Paraprofessional	11	9	82%	6	67%
Administrative Support	12	6	50%	6	100%
<b>TOTAL</b>	<b>103</b>	<b>72</b>	<b>70%</b>	<b>22</b>	<b>31%</b>



**Inuit Employment – 31 March 2013**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	3	75%	2	67%
Senior Management	6	6	100%	0	0%
Middle Management	22	15	68%	0	0%
Professional	40	27	68%	8	30%
Paraprofessional	10	10	100%	6	60%
Administrative Support	12	9	75%	8	89%
<b>TOTAL</b>	<b>94</b>	<b>70</b>	<b>74%</b>	<b>24</b>	<b>34%</b>



**Comments on Inuit Employment as at 31 March 2019**

	IEP %	Key Findings
Executive	50%	<ul style="list-style-type: none"> <li>Category is at 100% capacity (fully staffed).</li> <li>Category comprises of two approved positions.</li> </ul>
Senior Management	13%	<ul style="list-style-type: none"> <li>1 of the 8 filled positions is occupied by an Inuk (13% IE rate).</li> <li>Category comprises of 3 District Directors, 3 functional Directors, Corporate Comptroller, VP &amp; CFO and Executive Director (9 approved PYs).</li> <li>5 approved positions require specialised qualifications in accounting, engineering, architecture or public policy.</li> <li>As vacancies occur, 3 District Director positions present the greatest opportunity for Inuit. They require occupational experience in communities/LHOs.</li> </ul>

	IEP %	Key Findings
Middle Management	20%	<ul style="list-style-type: none"> <li>• 4 of 20 positions are filled by Inuit.</li> <li>• 11 of the 25 approved positions require specialized training in accounting, mortgages, information systems, HR, procurement and real estate.</li> <li>• 11 positions present potential for Inuit employment as the skills can be acquired within Nunavut or through occupational experience. These include Community Development Managers, and other managerial positions.</li> </ul>
Professional	0%	<ul style="list-style-type: none"> <li>• 20 approved PYs. There are ten positions filled but there are no Inuit in this category.</li> <li>• Positions could be filled by Inuit in the future as the skills can be acquired within the territory. The positions include Technical Community Development Officers, Program Analysts, and other Officer and Coordinator positions.</li> </ul>
Paraprofessional	41%	<ul style="list-style-type: none"> <li>• At 47 approved PYs, this is the largest category (41% of approved PYs)</li> <li>• Inuit occupy 14 of the 34 filled positions (41%)</li> <li>• Category has potential for more Inuit hires. Administrative positions could feed this category through occupational experience, ITAs and mentorships.</li> <li>• For example, where vacancies exist, Accommodations Clerks could be mentored into Property Management Officers, Financial Assistants could become Senior Finance Officers, Program Coordinators could develop into Program Analysts, etc.</li> </ul>
Administrative Support	92%	<ul style="list-style-type: none"> <li>• 20 approved positions. 11 of the 12 filled PYs are filled by Inuit (92%).</li> <li>• Greatest Inuit representation within NHC’s labour force.</li> <li>• Majority are entry level positions and officer positions requiring high a school diploma and some experience.</li> <li>• This category could be a feeder to Paraprofessional positions for Inuit through ITAs, mentorships and occupational experience.</li> <li>• Effective November 14, 2016, the NHC applied the Human Resource Manual Directive 518 to all Category 6 positions with the NHC. All Administrative Support competitions are restricted to Inuit applicants enrolled under the Nunavut Agreement.</li> </ul>

## Inuit Employment by Occupational Group – Current Status

The following analysis provides in-depth insight regarding the level of Inuit employment in each occupational group, explanations for such levels as well as any identified challenges and opportunities for increasing Inuit employment in each category.

### National Occupational Classification System Categories and Hierarchy

Article 23 calls for Inuit representation in government organizations to be reported by occupational grouping and level. The GN reports on Inuit employment in six employment categories in TRPS: Executive, Senior Management, Middle Management, Professional, Paraprofessional, Administrative Support. GN positions are grouped in these employment categories with the help of National Occupational Classification (NOC) categories.

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



standardized framework for organizing the world of work in a manageable, understandable and coherent system,” and is ultimately based upon the type of work being done in a given occupation and the skills and knowledge required to conduct that work. The system classifies occupations into the following categories:

NOC Category	Occupation	NHC Positions - % per Category
0	Management occupations	21%
1	Business, finance and administration occupations	38%
2	Natural and applied sciences and related occupations	6%
3	Health occupations	0%
4	Occupations in education, law and social, community and government services	31%
5	Occupations in art, culture, recreation and sport	0%
6	Sales and service occupations	3%
7	Trades, transport and equipment operators and related occupations	0%
8	Natural resources, agriculture and related production occupations	0%
9	Occupations in manufacturing and utilities	0%

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.

Many occupations found within the Nunavut Housing Corporation (31%) are located within the National Occupational Classification Category 4: *Occupations in education, law and social, community and government services*. This category is the second largest occupational group within the GN and one of the largest in all Canadian territorial and provincial governments.

An example of this system within the NHC is 4164, Social policy researchers, consultants and program officers:

1 <sup>st</sup> digit	2 <sup>nd</sup> digit	3 <sup>rd</sup> digit	4 <sup>th</sup> digit
4	41	416	4164
Category	Skill Type	Occupational Group	Occupational Subcategory
Occupations in education, law and social, community and government services	Professional occupations in law and social, community and government services	Policy and program researchers, consultants and officers	Social policy researchers, consultants and program officers

Social policy researchers, consultants and program officers conduct research, develop policy and implement or administer programs in areas such as consumer affairs, employment, home economics, immigration, law enforcement, corrections, human rights, housing, labour, family services, foreign aid and international development. They are employed by government departments and agencies, industry, hospitals, educational institutions, consulting establishments, professional associations, research institutes, non-government organizations and international organizations or they may be self-employed.

Examples of Nunavut Housing Corporation Job Titles:

- Community Development Officers - Programs, Maintenance Management, Technical, Mechanical, and Architectural;
- Manager, Community Development – Maintenance;
- Senior Policy Analyst;
- Policy Analyst - Corporate Policy and Executive and BOD Support;
- Homeownership Program Analyst; and
- Rental Programs Analyst.

When broken down by occupational category, the NHC has the highest Inuit employment in category 6, at 75%; this is higher than the GN as a whole. Inuit employment in this occupational category increased between 2013 and 2017 by more than the increase of actual positions filled in this category. This means that Inuit employees replaced non-Inuit employees in at least one instance. While this increase is encouraging, employees in occupational category 6 only represent 3% of the NHC's positions overall.

The NHC has the highest number of positions in the occupational categories 1 (38% of positions), and 4 (31% of positions). Inuit employment in occupational categories 1 and 4 are 50% and 42% respectively. These numbers are both comparable to the GN as a whole for these categories. Categories 1 and 4 also saw an increase in Inuit employment between 2013 and 2017 that was greater than the increase in total positions filled in these categories. This increase is promising, and the goals and opportunities set out by the NHC will support the continuation of this trend.

The NHC's lowest levels of Inuit employment are in occupational categories 0 and 2. Category 0 has just 12% Inuit employment at NHC, and category 2 has 0% Inuit employment. Further, any Inuit employment increase in these two categories between 2013 and 2017 is lower than overall positions filled, meaning new positions have been filled by non-Inuit employees.

Management occupations (category 0) and natural and applied science occupations (category 2) represent 21% and 6% of the NHC's total departmental positions.

The NHC's goals related to career advancement for existing Inuit employees will support future growth of Inuit employment in occupational category 0. Increasing Inuit employment in this category will depend on the NHC's ability to establish and support career path and development training.

Positions in occupational category 2, such as Senior Technical Officer, and Occupational Health and Safety Officer require specific post-secondary level education. The NHC's longer-term goals related to training and increasing the Inuit labour force, as set out in the Blueprint for Action on Housing, will support growth of Inuit employment in this category. Encouraging the accessibility of post-secondary education in Nunavut will be critical to increasing Inuit representation in this category across the GN.

## Inuit Language Requirements

As alluded to at the beginning of this chapter, the NHC's service delivery model is structured such that the Local Housing Organizations serve as the front-facing program delivery agents who interact with the client directly. The NHC's 123 PYs provide centralized technical and administrative advisory and oversight roles in the areas of engineering, finance, policy, program design and monitoring.

As such, very few NHC positions have Inuit language requirements. The following positions have Inuit language requirements:

- Accounts Receivable Officer (Iqaluit)
- Inuit Qaujimagatuqangit & Language Coordinator (Arviat)

## Inuit Representation

The NHC has historically had very high Inuit representation in Administrative Support positions. The NHC intends to maintain and increase these levels by restricting all new competitions in this category to Inuit only, to ensure all vacant positions in this category are filled by Inuit.

Inuit employment in the Paraprofessional and Professional categories is underrepresented in the NHC. There are opportunities to significantly increase the representation in these categories in the medium-term through use of available staffing tools such as secondments and restricted competitions.

The most underrepresented job categories for Inuit employment are the Senior Management, Middle Management, and Professional categories. Here, the NHC only has 13%, 20%, and 0% Inuit employment respectively. The NHC is working to increase its Inuit employment at these levels by creating opportunities for training and education of existing employees. Considering the potential career paths, and the timing associated with education and training, the NHC aims to see the most significant increase in these two categories in the long-term.

More detailed information on representation by job category can be found in Chapter 5.

## 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

#### Historical Issues

##### CHALLENGES WITH CAPACITY

Since its incorporation, the NHC has endeavoured to continually increase Inuit employment within the Corporation; however, like all GN departments and agencies, it has historically faced serious challenges in terms of its human resource capacity.

In 2008, the Office of the Auditor General (OAG) conducted a performance audit of the NHC and indicated that capacity was an area of concern. The report called for the Corporation to develop a plan to ensure that it had the human resources available to carry out its responsibilities.

Following the 2008 OAG report, in 2010, Cabinet directed the NHC to restructure its senior management, and conduct an internal review of its overall corporate structure, to better reflect operational requirements and approved changes to governance and senior management.

Historically, the NHC has been able to function by staffing a number of positions with casual or term employees which presents a significant cost and human resources impact to the organization, and limits the NHC's ability to meet its Inuit employment goals. Casual employment offers little stability, and is therefore less appealing than indeterminate positions. While the NHC was relying on its pool of casual employees, there were likely important opportunities for Inuit employment that were missed.

While historical capacity issues faced by the NHC have limited the Corporation's ability to improve its Inuit employment rates, the acknowledgment of human resource issues by the OAG led to the Cabinet allowing the NHC to conduct a Comprehensive Organizational Review in 2013. This Organizational review, discussed in the "Historical Opportunities" section below, created new opportunities for increased Inuit employment.

##### UNFORESEEN COSTS OF LOCAL WORKFORCE TRAINING AND DEVELOPMENT

In 2006, the Government of Canada announced a federally funded \$200 million multi-year housing construction initiative for Nunavut, titled the Nunavut Housing Trust (NHT). The NHT was seen by the GN as an unprecedented opportunity to make a substantial impact on Nunavut's housing shortage while incorporating economic development and workforce training initiatives.

Part of the implementation plan for the NHT Delivery Strategy involved the completion of training for 35-40 new trades-people (Housing Maintenance Servicemen or other journeypersons). The intent was

that these new tradespeople would be engaged in the long-term maintenance of housing units in Nunavut and go on to form the next generation of Local Housing Organization employees, and contribute to the overall Inuit employment in the Corporation.

The initiative resulted in the creation of valuable apprentices and 1 journeyman, however some costs associated with the training were not anticipated, creating challenges for construction delivery. Lessons learned from this experience led to shift in the way training and apprenticeship is supported through construction.

## Historical Opportunities

### ORGANIZATIONAL REVIEW

Following the 2010 governance and structural recommendations from Cabinet, the NHC began the research for the completion of a comprehensive Organizational Review. The final Organizational Review called for the creation of 35 new indeterminate employees within the Corporation. By focusing on making casual positions indeterminate, there was increased incentive and opportunity for Inuit employment.

The Organizational Review also called for an increase in human resource staff within the Corporation to allow the NHC to better implement its Inuit Employment Plan.

The Organizational Review was approved by the NHC's Board of Directors, and was brought to Cabinet with a request for new positions. In September 2014, the Financial Management Board approved the creation of 21 new indeterminate positions within the NHC, as set out as phase 1 of the Organizational Review. Phase 2 and 3 of the review which called for an additional 14 new positions was never implemented.

While the number of casual and term employees continues to limit the NHC's capacity and Inuit employment rate, the creation of some new positions through the Organizational Review has created opportunities for Inuit employment increases in recent years.

### PAST INUIT EMPLOYMENT INITIATIVES

The NHC has historically taken advantage of various recruitment and retention opportunities to increase Inuit employment. For example, in 2005, the NHC created a new management position within the Policy and Planning division with an attached internship position for an Inuit employee. In 2006, in its preparation for decentralization of the Qikiqtaaluk District Office to Cape Dorset, the NHC designated two of its community development positions, one for programs and one for technical services, as trainee placements to better enable the district office to hire from within the community.

The NHC has also historically taken advantage of various training programs offered by the GN Department of Human resources for Inuit employees wishing to enhance their skills and advance within the Corporation.

## Current Issues and Opportunities

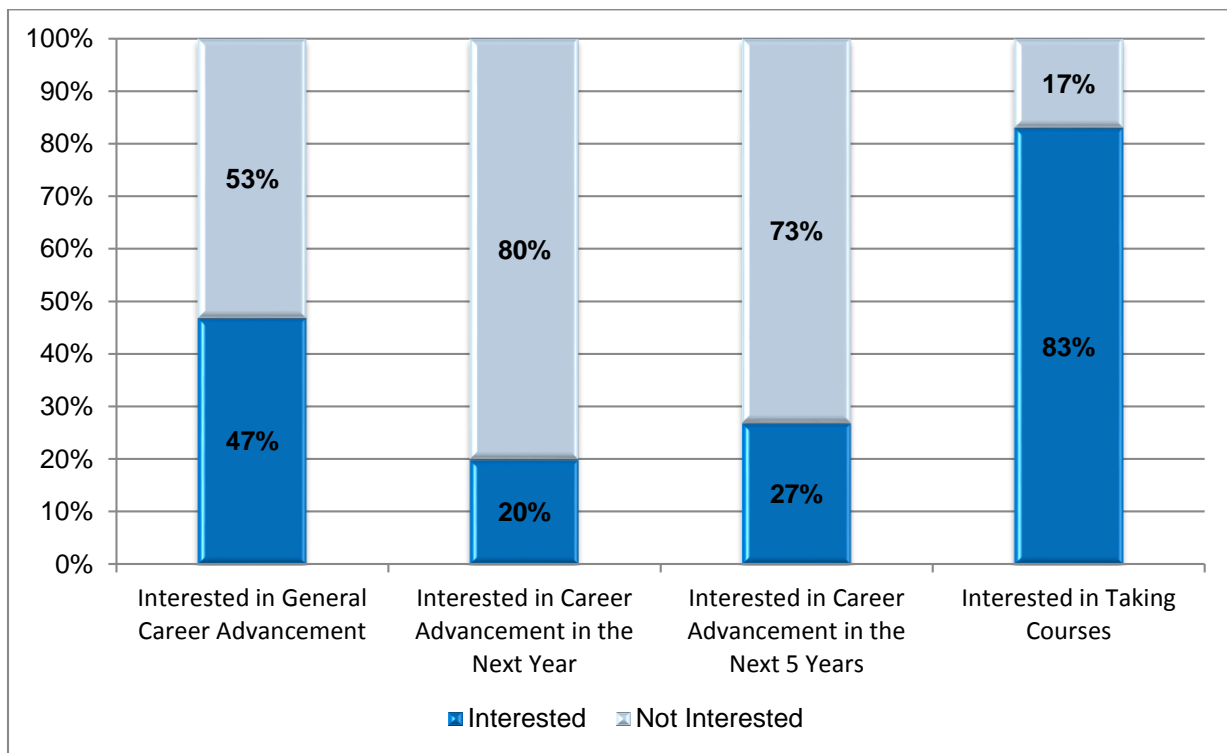
### Current Issues

#### ARTIFICIAL BARRIERS TO INUIT EMPLOYMENT

The NHC considers any barrier to Inuit employment a serious barrier. Given the skewed distribution of Inuit employment across NHC’s job categories, the advancement of Inuit employees within the Corporation is a critical step to increasing Inuit employment overall.

In May 2017, the NHC conducted an engagement survey of its Inuit employees. The survey was designed to help determine interest in, and barriers to, career advancement within the Corporation. The survey had a very high response rate with 32 of 34 Inuit employees taking part. The NHC has very high levels of Inuit employment at the administrative level, and targeting current employees for training and advancement will be critical to increasing Inuit employment levels in other occupational groups.

The survey results indicated that about half of NHC’s Inuit employees are interested in some level of career advancement; however, fewer employees imagined this advancement happening within the next 5 years. Over 80% of Inuit employees are interested in taking courses to increase their skill level.



The survey was also designed to identify barriers to Inuit employees achieving their career advancement goals. Three themes emerged from this portion of the survey:

- Lack of adequate child care availability in the community:
  - Respondents indicated that the lack of available daycare affects their attendance levels, and that a daycare specifically for GN employees would be beneficial.

- Lack of formal education delivered in the community:
  - Respondents indicated that the education required on many GN job descriptions, including degrees and certain diplomas, cannot be attained within the community.
  - Respondents expressed that family commitments, financial concerns (due to reduced education leave salary), prevented them from leaving their home communities to pursue education.
  
- Lack of mental health resources in communities
  - Respondents indicated there was need for more counselling support in communities, and that where counselling services are available, the wait-times are prohibitive. Lack of support outside the workplace can hinder advancement within the workplace.

#### BARRIERS TO TRAINING AND EDUCATION

As the primary provider and maintainer of housing in the territory, the NHC requires a significant amount of trained tradespeople to operate at full capacity. The NHC and its partners in housing delivery, the LHOs, require various numbers of certified tradespeople. While Inuit employment within the LHOs is higher than within the GN, there are barriers that are limiting the increase of Inuit employment in the trades.

Gaps in Nunavut's training continuum, such as the availability of trades apprenticeships and training programs in remote communities, and challenges with passing the Trades Entrance Exam, limit the ability of Inuit to acquire the skills required to fill technical positions within the NHC. Secondary school graduation rates and limited access to higher mathematics levels in high school also limit the pool of candidates able to successfully complete trades training.

Apprenticeship program candidates must already be employed by an organization interested in enhancing their capacity, which limits the availability of new apprentices on the job market. The NHC and LHOs have an important role to play in developing apprentices, and the NHC has begun to work more closely with both the Department of Family Services and Nunavut Arctic College to increase the number of qualified tradespeople in the territory.

#### PROFESSIONAL JOB REQUIREMENTS AND QUALIFIED CANDIDATES

Due to the technical nature of many NHC positions in the professional or middle/senior management categories, professional designations are often a mandatory condition of employment.

The limited number of professionally designated Nunavummiut creates capacity and Inuit employment challenges for the Corporation. The Association of Professional Engineers and Geoscientists of the Northwest Territories and Nunavut report that throughout Nunavut, there are only 21 registered Professional Engineers, and 4 Engineers in Training.

Higher numbers of Inuit accessing and completing professional certifications will be required to increase the NHC's Inuit employment in certain specialized positions.

## DUTY TRAVEL REQUIREMENTS

Due to the NHC's function as a direct support to LHOs in every community, many NHC positions require a significant amount of duty travel. In particular, the Community Development Officer (CDO) - of which there are several in each district in the categories of Programs, Maintenance, and Finance - require almost constant travel to communities.

The NHC has identified that the duty travel requirements of the CDO positions has acted as a barrier to Inuit who may have simultaneous obligations such as family and childcare in their home communities. This makes frequent time spent away from one's home community challenging to manage, and is believed to contribute to a difficulty in attracting Inuit candidates who may otherwise be qualified to fill these positions.

## Current Opportunities

### Use of Existing Advancement Mechanisms

There are many internal mechanisms that the NHC has taken advantage of, and can continue to take advantage of to increase Inuit employment within the Corporation. While there are certain limitations that exist within the GN HR structure, the NHC is committed to working with GN HR to ensure effective use of existing mechanisms.

## RESTRICTED COMPETITIONS

Restricted competitions enable GN departments and public bodies to limit the eligibility of certain candidates to specific criteria.

In November 2016, the NHC requested support in restricting competitions for all NHC Administrative positions (category 6) to Inuit applicants only, as per the Human Resource Manual Directive 518. Currently the NHC has 20 PYs in the administrative job category, only one of which is filled by a non-Inuk, and 8 of which are vacant, and to be posted as restricted competitions.

## SECONDMENTS FROM LHOS

In recent years, the NHC has been using secondments from LHOs to simultaneously fill desperately needed vacant positions, and create and advance opportunities for Inuit employment. The NHC works to identify Inuit within LHOs that have the prerequisite skills for secondment to professional, paraprofessional, and administrative roles within the NHC. This will provide the staff with skill development and corporate exposure to assist them in moving into permanent roles within the Corporation.

The NHC completed one secondment in February 2017, and currently has one secondment in effect from a Local Housing Association into the NHC's Head Quarters office in the role of an LHO Maintenance Officer.

The NHC will continue to pursue secondment opportunities, and will provide recruitment support to LHOs through its training and development of staff.

## SUMMER STUDENT EQUITY EMPLOYMENT PROGRAM (SSEEP)

The NHC continues to hire students (through the Summer Student Equity Employment Program), including students from the Nunavut Sivuniksavut program during the summer months. In 2016, the



NHC was able to extend the employment of one Nunavut Sivuniksavut student to support their continued learning and development within the Corporation until they returned to school for further education.

#### NUNAVUT ARCTIC COLLEGE (NAC) PRACTICUM STUDENTS

In 2016 and 2017, the NHC actively recruited two Nunavut Arctic College students who were in the process of completing the college's Office Administration Program. The students successfully completed practicums with the NHC Directorate office.

The NHC will continue to recruit Nunavut Arctic College students for practicums. Offering practical work experience to Inuit students may encourage the students to return to the Corporation and apply for full-time indeterminate positions following their graduation.

#### Promoting the NHC as an Employer of Choice

##### PARTNERSHIP WITH NUNAVUT ARCTIC COLLEGE

The NHC recognizes the foundational role pre-apprentice and pre-trades programs play in building the careers and prosperity of Nunavut's future workforce. It is often difficult for the NHC to recruit new graduates of such programs, as the Corporation and LHOs must compete with other organizations for the limited pool of qualified candidates.

In an effort to promote the NHC and LHOs as employers to new graduates, the NHC has developed a partnership with the Sanatuliqsarvik, Nunavut Trades Training Center. In 2017, the NHC began a 5 year sponsorship of an award to the graduating student who demonstrates "Excellent Attendance and Work Ethic".

The inaugural award was presented in May 2017 by an NHC employee to a graduating student at the graduation ceremony in Rankin Inlet.

##### SKILLS CANADA NUNAVUT SPONSORSHIP

Skills Canada Nunavut is a non-profit organization working to promote trades and technology careers to youth, educators and parents across Nunavut. In addition to the promotion of skilled trades and technology careers, students who participate in events and activities are encouraged to stay in school and complete their education.

The NHC recognizes Skills Canada Nunavut as an important organization in increasing the numbers of qualified tradespeople within Nunavut. In order to promote the NHC as a potential employer of future tradespeople, in 2017, the NHC became a "Silver Sponsor" and contributed \$10,000 to the organization. The NHC is confident that this sponsorship represents an investment in the future of our territory, and future Inuit employment within the Corporation.



Mr. Joseph Pameolik represented the NHC in awarding Mr. Dennis Okpik the "Excellent Attendance and Work Ethic" award at the 2017 Nunavut Trades Training Center Convocation Ceremony.

## BLUEPRINT FOR ACTION ON HOUSING – SHORT TERM ACTIONS

Since the October 2016 approval of The Blueprint for Action on Housing as the implementation plan for the *GN Long-Term Comprehensive Housing and Homelessness Strategy*, the NHC has been working to implement the actions that aim to address Nunavut’s housing crisis through a whole-of-government approach.

The Blueprint for Action on Housing has identified opportunities for the NHC and GN as a whole to support the development of Nunavut’s workforce. Working collaboratively to fulfil these actions will help contribute to a representative workforce both within the NHC, and in other departments and organizations throughout the territory.

The Blueprint for Action on Housing identifies five (5) actions specifically targeted towards workforce development. Some of the Actions have short term timelines, and some are longer term, and will require significant work and collaboration to achieve.

The NHC will continue to work to implement these actions with the larger goal of increasing the NHC’s Inuit employment. The five (5) relevant actions are summarized below, but are documented in full in *Appendix A*.

**Action 42:** Continue to Develop and Deliver the “Building Trades Helper” Program to Provide Students with Entry-Level Employment Skills for Building Maintenance and Construction Industry.

**Action 43:** Review Lessons Learned From the NEAT Program to Assess the Feasibility of Program Re-Establishment.

**Action 44:** Continue the Development of the GREAT Program to Prepare Social Assistance Clients for Employment.

**Action 45:** Review Positions within NHC and LHOs to Assess the Effectiveness and Suitability of Current Occupational Standards.

**Action 46:** Assess Feasibility of Incorporating Skills and Competencies into the Curriculum for Employment in Housing-Related Occupations.

## STAFF HOUSING

The Inuit Employment Steering Committee identified staff housing as a critical barrier to Inuit employment. The NHC experiences this both from the employer level, and as the Corporation responsible for Staff Housing program delivery.

To improve the GN’s current Staff Housing program, the NHC is conducting a review of the Staff Housing Policy, to develop a paper for GN consideration with options for meeting the housing needs of GN employees. The review is also tied to a Blueprint for Action on Housing Action Item.

The review is being conducted with consideration of the impacts of staff housing on Inuit employment. Options presented will include components that support increased Inuit employment within all GN departments.

## Potential Future Issues and Opportunities

### Retiring Staff – NHC and LHOs

The NHC's 2016/17 Departmental Workforce Analysis identified that as of March 31, 2017, the potential for employees to retire by 2023 was greater in NHC than in the GN as a whole. The total potential for retirement by 2023 was approximately 20% of the current departmental workforce. This included approximately:

- 10% of employees with potential for immediate retirement,
- 7% of employees with potential to retire within 3 years, and
- 4% of employees with potential to retire by 2023.

The NOC Category 0 (Management Occupations) and Category 4 (Occupations in Education, Law, Social, Government) were flagged as categories in the NHC with the most potential retirement by 2023. Within these categories, there are two Inuit flagged for potential retirement.

The retirement of skilled Inuit within the NHC can negatively affect the Corporation's Inuit employment levels, however, the retirement of both Inuit, and Non-Inuit employees also creates a good opportunity to advance current Inuit employees up through the Corporation, as well as hire new Inuit employees to fill vacant and newly vacant positions.

The challenge for the NHC will be to ensure that there are enough skilled Inuit employees or candidates to fill vacant positions. Continuous training and development opportunities for current staff will be critical to taking advantage of retirement in the higher employment categories. The NHC must focus its training to specifically target positions that will become vacant as current employees retire.

There is also evidence to indicate that a critical mass of LHO employees is increasingly reaching retirement age; particularly skilled foreman and tradespeople. As these employees retire, it will be vital for LHOs to have competent and trained replacements, or the ability for the LHO to maintain public housing in communities will be threatened.

## Housing

### MEETING THE HOUSING NEEDS OF GN EMPLOYEES

As the territory grows, and the GN begins to fill its vacant positions to ensure robust service delivery in its communities, the pressures on all types of housing will continue to increase. While the NHC is working to improve the Staff Housing Policy and find different opportunities to meet the needs of GN employees, there are undoubtedly many challenges that lie ahead.

Developing programs that target the housing needs of Inuit employees will be critical to creating a representative public service. Recognizing the varying needs of Inuit versus Non-Inuit employees should create opportunities for targeted housing programs as a retention tool for Inuit employees. Without such targeted programming, the territory's growing housing crisis will continue to compound Inuit employment barriers within every GN department and agency.

## THE BLUEPRINT FOR ACTION ON HOUSING

The Blueprint for Action on Housing offers a long-term plan for addressing Nunavut's housing crisis, and the actions aimed at improving staff housing, and developing the local workforce cannot be implemented overnight. The continued dedication of all departments to collaborate on achieving these actions in the long-term will be critical to increasing Inuit employment within NHC and the GN as a whole.

## Training

### FUTURE GN TRAINING MECHANISMS

The NHC will take advantage of any GN developed training opportunities for Inuit employees or potential Inuit employees.

Specifically, the NHC's Policy and Planning division has 6 PYs but many of these positions are frequently vacant due to lack of qualified candidates. As the GN rolls out its policy training program for Inuit employees, the NHC will actively support employees interested in pursuing the policy career path.

### TARGETED TRAINING

In recent years, the NHC has increased its efforts in training and developing current employees, and providing flexible support for career development and advancement of Inuit employees. While continuing this trend will help to increase Inuit employment rates, there must also be further emphasis on more targeted training for certain NHC and LHO employees and positions.

The NHC's Human Resource division is currently limited in how much time and capacity can be dedicated to employee training and development. Potential expansion of the NHC's Human Resource division would allow more emphasis on training, development and mentorship, and could allow the NHC, as a Public Agency, to be less reliant on GN programs, and more able to access funding for internal NHC-specific training aimed at developing career paths for Inuit employees within the Corporation.

## 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:

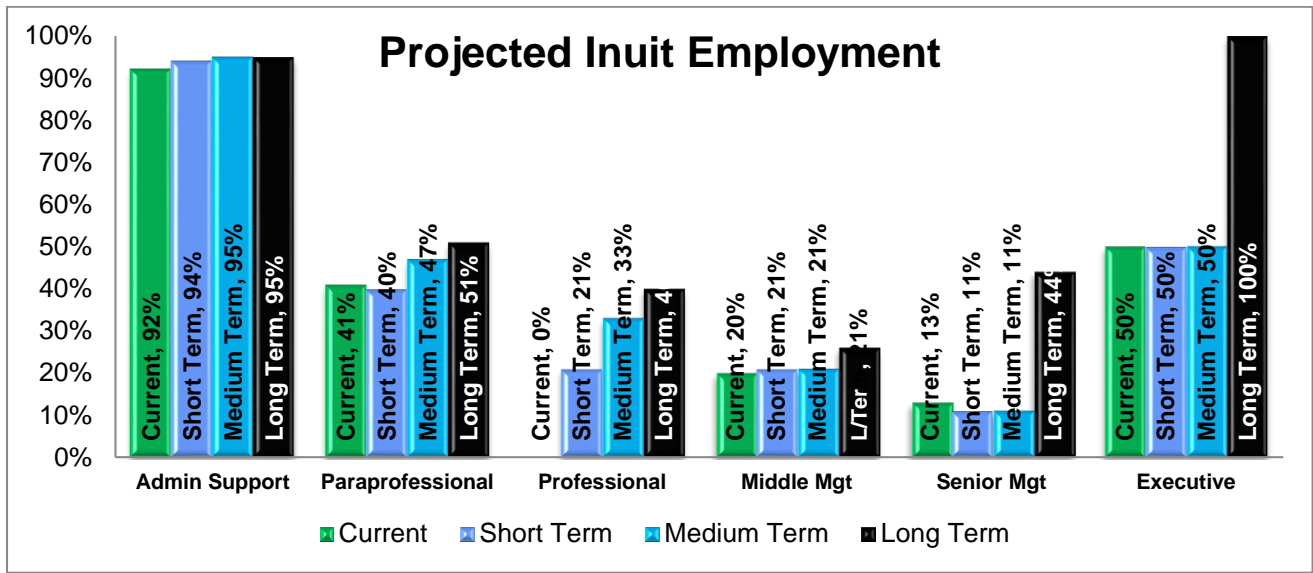
- Approved changes in the number of positions (PYs) and/or operating budget;
- Approved changes in organizational structure;
- Approved operational priorities;
- Existing vacancies; and
- New vacancies expected in the immediate future.

## Introduction to NHC’s Goals and Targets

The NHC is committed to creating a fully representative workforce. To ensure the goal of a representative public agency remains a priority within the Corporation over time, the NHC has developed short, medium, and long-term Inuit employment goals. The goals outlined below are based on an analysis of past trends, and future opportunities, and are intended to be practical and achievable.

## Projected Inuit Employment Goals and Targets

	Short Term			Medium Term			Long Term		
	Filled	Inuit	IE%	Filled	Inuit	IE%	Filled	Inuit	IE%
<b>Executive</b>	2	1	50%	2	1	50%	2	2	100%
<b>Senior Management</b>	9	1	11%	9	1	11%	9	4	44%
<b>Middle Management</b>	24	5	21%	19	4	21%	19	5	26%
<b>Professional</b>	14	3	21%	12	4	33%	15	6	40%
<b>Paraprofessional</b>	35	14	40%	43	20	47%	43	22	51%
<b>Administrative Support</b>	18	17	94%	20	19	95%	20	19	95%
<b>Total</b>	<b>102</b>	<b>41</b>	<b>40%</b>	<b>105</b>	<b>49</b>	<b>47%</b>	<b>108</b>	<b>58</b>	<b>54%</b>



Between now and 2023, the NHC will focus on initiatives that create long-term, sustainable Inuit employment in the **Middle Management and Senior Management** positions. These initiatives are long-range in nature, will require time commitment from the targeted Inuit staff and a financial outlay on the part of the NHC. These initiatives include education leave and management development training, internships, secondments and developmental internal transfer assignments. Projected Inuit employment numbers reported in this sub-section reflect number beyond 2023. It is quite possible that the anticipated outcomes of these initiatives could be realized well beyond 2023. Attainment of representative levels in the Middle Management category and above may not be realized within the next ten years.

### Anticipated Challenges

The success of the long term plan is heavily dependent on finding Inuit who have an interest in career advancement and can dedicate time to advancing their education and participating in secondments, internships and transfer assignments. The survey that the NHC carried out in May 2017 showed that:

- Only 47% of surveyed Inuit staff is interested in career advancement (15 Inuit employees).
- Of the 47% who are interested in career advancement:
  - 20% wish to advance within the year
  - 27% see themselves advancing in the next five years
- 83% of Inuit staff is interested in taking courses for career advancement.

Without available staff willing to advance to the next category, the NHC will have to hire Inuit from outside the NHC to fill these positions. Hiring Inuit from outside the NHC’s staff complement depends on the availability of qualified staff from the territory’s workforce pool. The NHC must also compete with other departments, and non-government organizations for qualified candidates.

Secondly, the NHC will have to dedicate funds for training, travel and potentially double filling of positions to provide mentors for those Inuit on developmental transfer assignments.

## 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, NHC will increase Inuit representation to 40% by:</p> <ul style="list-style-type: none"> <li>Continuing with restricted competitions for Administrative Support positions.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Middle Management category to 5.</li> <li>Increase the number of Inuit employees in the Professional category to 3.</li> <li>Increase the number of Inuit employees in the Administrative Support category to 17.</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	9	8	1	13%	9	1	11%
Middle Management	25	20	4	20%	24	5	21%
Professional	20	10	0	0%	14	3	21%
Paraprofessional	47	34	14	41%	35	14	40%
Administrative Support	20	12	11	92%	18	17	94%
<b>TOTAL</b>	<b>123</b>	<b>86</b>	<b>31</b>	<b>36%</b>	<b>102</b>	<b>41</b>	<b>40%</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, NHC will increase Inuit representation to 47% by:</p> <ul style="list-style-type: none"> <li>Using restricted competitions to fill identified positions to increase opportunities for Inuit enrolled in the Nunavut Sivuniksavut program, Nunavut Arctic College business programs and Inuit graduating from other colleges and universities.</li> <li>Using secondments and internal transfer assignments.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Professional category to 4.</li> <li>Increase the number of Inuit employees in the Paraprofessional category to 20.</li> <li>Increase the number of Inuit employees in the Administrative Support category to 19.</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	1	50%
Senior Management	9	8	1	13%	9	1	11%
Middle Management	25	20	4	20%	19	4	21%
Professional	20	10	0	0%	12	4	33%
Paraprofessional	47	34	14	41%	43	20	47%
Administrative Support	20	12	11	92%	20	19	95%
<b>TOTAL</b>	<b>123</b>	<b>86</b>	<b>31</b>	<b>36%</b>	<b>105</b>	<b>49</b>	<b>47%</b>

## Long-Term Goals and Targets

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

LONG-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>Within 10 years, the NHC will increase Inuit representation to 54% by:</p> <ul style="list-style-type: none"> <li>• Creating opportunities for Inuit to be hired in the Senior and Middle Management categories by identifying eligible Inuit in the Professional category to be developed for these roles through: <ul style="list-style-type: none"> <li>- education,</li> <li>- management training,</li> <li>- internships,</li> <li>- secondments,</li> <li>- developmental internal transfer assignments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of Inuit employees in the Executive category to 2.</li> <li>• Increase the number of Inuit employees in the Senior Management category to 4.</li> <li>• Increase the number of Inuit employees in the Middle Management category to 5.</li> <li>• Increase the number of Inuit employees in the Professional category to 6.</li> <li>• Increase the number of Inuit employees in the Paraprofessional category to 22.</li> <li>• Increase the number of Inuit employees in the Administrative Support category to 19.</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	9	8	1	13%	9	4	44%
Middle Management	25	20	4	20%	19	5	26%
Professional	20	10	0	0%	15	6	40%
Paraprofessional	47	34	14	41%	43	22	51%
Administrative Support	20	12	11	92%	20	19	95%
<b>TOTAL</b>	<b>123</b>	<b>86</b>	<b>31</b>	<b>36%</b>	<b>108</b>	<b>58</b>	<b>54%</b>

## CHAPTER 6: ACTION PLAN TO 2023

This chapter identifies the specific actions that the Corporation 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 their Inuit Employment Action Plans to 2023, departments and corporations have identified six types of actions to increase and enhance Inuit employment:

**Ensuring an Effective Public Service** includes actions to:

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

**Staffing and Recruiting** includes actions to:

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

**Planning and Monitoring Training and Development** includes actions to:

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

**Providing Education, Training and Development** includes actions to:

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

**Supporting Pre-employment Training** includes actions to:

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

**Undertaking Public Outreach and Communications** includes actions to:

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

## Inuit Employment Action Plan to 2023

### Ensuring an Effective Public Service

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Find a balance between expected job experience and education to ensure qualified Inuit are not unnecessarily excluded from NHC job competitions.	Increased hiring of experienced Inuit.	<p>Re-examine NHC job qualifications to determine the appropriate balance between required education and experience.</p> <p>Through the Blueprint for Action on Housing, Action 45, the Corporation will review positions within NHC and LHOs to assess the effectiveness and suitability of current occupational standards.</p>	<p><u>Chief Financial Officer</u></p> <p>As this goal is identified in the Blueprint for Action on Housing, it will be subject to the Blueprint's accountability framework, which requires updates to DMC on a quarterly basis</p>	<p><b><u>2022/23 - Q1</u></b></p> <p>The action will likely be complete in the medium-term.</p> <p>In accordance with the Blueprint for Action on Housing, the project scoping stage will be complete by March 31, 2018.</p>

### Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
2. Increase in number of Inuit casual employees within the NHC.	Increase of Inuit in casual NHC positions – creating greater potential for qualified Inuit to become indeterminate employees.	<p>Issue a Presidential Directive to ensure all Managers actively seek Inuit to fill casual positions when temporary work is required.</p> <p>Continue to make use of GN Human Resource mechanisms such as Direct Appointments to ensure qualified casual employees can transition to long-term employment.</p>	<p><u>Chief Financial Officer</u></p> <p>NHC's HR division will oversee and track the hiring of casuals to ensure Inuit are given priority, and that non-Inuit are only hired when no other candidates are available.</p> <p>Non-Inuit CSAs will have to be approved by the NHC's Corporate Executive Committee.</p>	<p><b><u>2017/18 - Q4</u></b></p> <p>The Presidential Directive can be issued in the short-term, and be implemented before 2018/19.</p>
3. Leverage LHO Inuit employee pool to fill GN positions, and support career advancement	Increase entry level Inuit employment, and provide new practical and applied career advancement for Inuit employees.	Increase secondments of Inuit employees from LHOs to NHC offices at all career levels.	<p><u>Chief Financial Officer</u></p> <p>NHC's HR division will be responsible for identifying LHO employees for potential secondment to NHC.</p> <p>District offices will support the NHC's HR division in identification of LHO employees.</p>	<p><b><u>2017/18 - Q4</u></b></p> <p>This action has already begun to a limited degree, so can be implemented further in the short-term.</p>

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
4. Maintain high levels of Inuit employment within the NHC in the administrative category.	Steady or increasing administrative level Inuit employment.	The NHC will continue to ensure that all administrative category hiring is done through restricted competitions open only to Inuit.	<u>Chief Financial Officer</u> NHC's HR division will be responsible for ensuring that no administrative positions are posted without restriction.	<b>2019/20 - Q4</b> This action has already begun, so can continue to be implemented in the short-term.
5. Increase capacity within the NHC's HR division to allow increased focus on training and development of Inuit employees.	Career advancement of Inuit within the NHC, and increased Inuit in the middle and senior management categories.	Expansion of the NHC's HR division by at least one PY with a focus on training, development and mentorship.	<u>President and CEO</u> The NHC's executive team will be responsible for submitting the appropriate request to grow the Corporation's HR division.	<b>2022/23 - Q1</b> This action will likely be achieved within the medium-term.

### Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
6. Create a career path for finance staff in the administrative and paraprofessional pools to take on more senior roles.	Increased Inuit employees in the professional and middle management categories within the Finance Division.	Canvas current Inuit staff within the Finance Division to identify those interested in career advancement  Work with select employees to develop comprehensive career advancement plans, integrating NHC specific training with GN programs such as the Sivuliqtiksats Program, or the Career Broadening Program.	<u>Chief Financial Officer</u> NHC's HR division will be responsible for canvassing current staff to target employees for career advancement.	<b>2022/23 – Q4</b> (Mid-term Program development)  Targeting employees and training can begin in the short-term, with eventual career advancement within the NHC in the medium and long term.

### Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
7. Prepare professional category level Inuit employees for middle and senior management positions	Increased Inuit employment in the middle and senior management categories in all divisions.	Identify and support Inuit wishing to further their education and skills through education leave and/or professional development programs, with specific emphasis on management and leadership.	<u>Chief Financial Officer</u> NHC's HR division will be responsible for identifying candidates for management/ leadership training.	<b>Ongoing</b> Identification of candidates for leadership/ management training can be done in the short-term.

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
		Support and promote the Sivuliqtiksat Program to encourage more Inuit to enroll.		
8. Prepare professional category level Inuit employees for middle and senior management positions	Increased Inuit employment in the middle and senior management categories in all divisions.	Develop and deliver NHC specific in-community management training to all Inuit staff interested in supervisory roles.	<u>Chief Financial Officer</u> NHC's HR division will be responsible for identifying candidates for management/ leadership training.	<b>2022/23 - Q1</b> NHC specific training should be developed and delivered in the medium term.

### Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
9. Make the NHC an employer of choice among skilled Inuit.	Increase NHC's Inuit employment, particularly in entry-level positions.	<p>Increase NHC's profile as an employer in Nunavut by increasing the Corporations presence at career fairs across the territory.</p> <p>Continue the NHC's promotion within the NAC Trade School by continuing to sponsor an award for exemplary student graduates.</p> <p>Further develop and foster the NHC's sponsorship and relationship with Skills Canada Nunavut, including the development of posters and signage promoting the NHC as a potential future employer.</p> <p>Actively recruit SSEEP employees from the Nunavut Sivuniksavut program.</p> <p>Continue to work with NAC to allow the NHC to take on a Practicum student.</p>	<p><u>Chief Financial Officer &amp; Director, Policy and Strategic Planning</u></p> <p>NHC's HR division will be responsible for recruiting potential NHC employees through existing programs and career fairs.</p> <p>The NHC's Policy division will support the NHC HR division regarding advertisements, and communication with the public.</p>	<p><b>2024/25 Q1</b></p> <p>This action can begin immediately, but should be developed further in the long-term.</p>

Other

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
10. Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development.	Increased Inuit labour force from which to hire Inuit Employees within the NHC.	Work collaboratively with various departments and agencies to follow the actions and activities laid out within the Blueprint for Action on Housing (as referenced in <b>Appendix A</b> ).	<u>President and CEO</u>  All actions identified within the Blueprint are subject to the approved Blueprint for Action Accountability Framework.	<b><u>2026/27 – Q1</u></b>  All actions within the Blueprint are giving a time-frame of short-term, medium-term, or long-term.  Timeframes vary depending on the complexity of the identified action.
11. Meeting the housing needs of Inuit GN employees.	Increased recruitment and retention of Inuit Nunavut within the NHC and the GN as a whole.	Through the Blueprint for Action on Housing, Actions 20-22, the NHC will work with the Department of finance to increase housing options for GN employees:  Revise the staff housing Policy with a focus on recruitment and retention of Inuit employees.  Develop and improve homeownership programs to specifically target Inuit Nunavut employees.	<u>President and CEO</u>  Actions within this goal are identified in the Blueprint for Action on Housing, it will be subject to the Blueprint’s accountability framework, which requires updates to DMC on a quarterly basis.	<b><u>2026/27 – Q1</u></b>  In accordance with the Blueprint for Action on Housing, the identified actions will likely be completed in the short-term, with continued implementation of targeted programming in the medium and long-term.

## 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).

The NHC will require internal quarterly reporting on progress of each goal. This will be reported through a standing item on the NHC's Corporate Executive Committee meeting agenda. Progress will be reported to the Chief Financial Officer, who will report up to the Department of Executive and Intergovernmental Affairs using the template provided. The NHC participates, and will continue to participate in the Inuit Employment Steering Committee, and the Building Capacity Committee, and will use these groups as mechanisms to bring issues, opportunities and best practices to inter-departmental attention.



## APPENDIX A

### Blueprint for Action - Workforce Development





As referenced in Chapter 4, the NHC recently completed the Blueprint for Action on Housing, the action plan for implementation of the GN Long-Term Comprehensive Housing and Homelessness Strategy. The Blueprint for Action on Housing outlines several actions specifically targeted towards workforce development. As the Blueprint for Action is rolled out, beginning in 2017/18, the NHC will work collaboratively to implement the actions related to workforce development with the larger goal of increasing the NHC’s Inuit employment.

The relevant actions from the Blueprint for Action on Housing are outlined below. The document can be accessed in full at [www.blueprintforaction.ca](http://www.blueprintforaction.ca).

#### Action 42

#### Continue to Develop and Deliver the “Building Trades Helper” Program to Provide Students with Entry-Level Employment Skills for Building Maintenance and Construction Industry





DFS will continue to collaborate with Nunavut Arctic College (NAC) and the NHC to develop and deliver the “Building Trades Helper” program. The program will to continue to provide students with the necessary skills to pursue entry- level employment opportunities in the building maintenance and construction industry in occupations such as carpentry and plumbing.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	DFS
	<b>Support</b>	NAC, NHC, CGS
	<b>Planned Activities: Year One</b>	Continue to develop the foundation of the Building Trades Helper program.

#### Action 43

#### Review Lessons Learned From the NEAT Program to Assess the Feasibility of Program Re-Establishment





EDU with support from NHC will review lessons learned from the Nunavut Early Apprenticeship Training (NEAT) program and assess the demand and feasibility of re-establishing a program to provide high-school students with the opportunity to work towards journeyman certification.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	EDU
	<b>Support</b>	NHC, DFS, NAC
	<b>Planned Activities: Year One</b>	Review lessons learned from the NEAT program. Establish the parameters of a demand and feasibility assessment for re-establishing the program.

**Action 44**

**Continue the Development of the GREAT Program to Prepare Social Assistance Clients for Employment**

DFS and NAC will work to continue to develop of the Getting Ready for Employment and Training (GREAT) program to prepare social assistance clients (under the Income Assistance Program) for employment opportunities.



	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	DFS, NAC
	<b>Support</b>	NHC
	<b>Planned Activities: Year One</b>	Produce summary statistics on GREAT program rates of enrollment.

**Action 45**

**Review Positions within NHC and LHOs to Assess the Effectiveness and Suitability of Current Occupational Standards**

The NHC will review categories of positions within the organization (NHC and LHOs) to:





- i. Associate them with National Occupational Classification (NOC) information;
- ii. Conduct a jurisdictional review of occupational standards across territories and provinces to determine what is appropriate for the NHC/LHOs to adopt in Nunavut;
- iii. Engage the LHOs to determine if the current occupation standards are effective, or if they create unintended employment barriers or challenges.

	<b>Time Frame</b>	Short-Term
	<b>Lead Department</b>	NHC
	<b>Support</b>	FIN, DFS, EDT
	<b>Planned Activities: Year One</b>	Complete project scoping stage.

**Action 46**

**Assess Feasibility of Incorporating Skills and Competencies into the Curriculum for Employment in Housing-Related Occupations**

The NHC will work with the Department of Education to determine the feasibility of incorporating, into the elementary and secondary school curriculum, the skills and competencies required for employment or post-secondary training in a housing-related occupation.

	<b>Time Frame</b>	Long-Term
	<b>Lead Department</b>	EDU
	<b>Support</b>	NHC, DFS
	<b>Planned Activities: Year One</b>	Preliminary meetings between departments