

Table of Contents

INTRODUCTION	3
Master Inuit Employment Plan to 2023	3
Departmental Inuit Employment Plans to 2023.....	3
CHAPTER 1: ARTICLE 23 AND INUIT EMPLOYMENT PLANS IN THE GN.....	4
The Nunavut Agreement (1993).....	4
Article 23.....	4
The Settlement Agreement (2015).....	6
A Master Inuit Employment Plan for the GN	7
Accountability for Inuit Employment Plans.....	7
Central Accountabilities.....	7
Departmental Accountabilities	8
CHAPTER 2: DESCRIPTION OF THE DEPARTMENT	9
Brief History of the Department	9
Mandate	10
Mission.....	10
Core Business.....	10
Legislation	10
Agreements.....	10
Nunavut Agreement	10
Operations and Locations.....	11
Corporate Management	11
Tourism and Cultural Industries	11
Minerals and Petroleum Resources.....	11
Community Operations	12
Motor Vehicles.....	12
Nunavut Airports	12
Iqaluit International Airport.....	13
Employment Categories in the Department	13
As of March 31, 2018.....	13
CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT	14
Capacity in the Department	14
Inuit Employment in Employment Categories	14
As of March 31, 2019.....	14
As of March 31, 2018.....	15
As of March 31, 2017	15
As of March 31, 2016.....	15
As of March 31, 2015.....	16
As of March 31, 2014.....	16

As of March 31, 2013	16
Inuit Employment by Occupational Group	17
Inuit Language Requirements	18
Inuit Representation.....	18
CHAPTER 4: ISSUES AND OPPORTUNITIES IN INUIT EMPLOYMENT.....	19
Historical Issues and Opportunities.....	19
Current Issues and Opportunities	20
Current Issues	20
Current Opportunities	20
Artificial Barriers to Inuit Employment	20
Potential Future Issues and Opportunities	21
Future Issues.....	21
Future Opportunities	21
CHAPTER 5: INUIT EMPLOYMENT GOALS	22
About Inuit Employment Goals and Targets	22
Definitions.....	22
Factors that Influence Goals and Targets in IEPs.....	22
Annual, Short-term, Medium-term and Long-term Goals.....	23
Short-Term Goals and Targets.....	24
Medium-Term Goals and Targets.....	25
Long-Term Goals and Targets.....	26
Goals to Remove Any Artificial Barriers	27
CHAPTER 6: ACTION PLAN TO 2023.....	28
Types of Actions	28
Inuit Employment Action Plan to 2023	29
Ensuring an Effective Public Service	29
Staffing and Recruiting.....	29
Planning and Monitoring Training and Development	30
Providing Education, Training and Development	31
Undertaking Public Outreach and Communications	32
Monitoring and Reporting on Progress.....	32

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.

Within the Department of Economic Development and Transportation, the Director of Finance and Administration is responsible for monitoring the ongoing implementation of the departmental Inuit employment plan and for reviewing and updating the plan periodically, as directed.

CHAPTER 2: DESCRIPTION OF THE DEPARTMENT

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

Brief History of the Department

The Department of Economic Development and Transportation was created in 2004 through a merger of the economic development branch of the previous Department of Sustainable Development, and the transportation branch of the previous Department of Community Government and Transportation.

A number of re-organizations affecting the department occurred during the Third Legislative Assembly:

- The department's decentralized Community Economic Development division in Pangnirtung was dissolved, with its responsibilities distributed to a new Tourism and Cultural Industries division and a Business Development unit (which has since been re-named the Strategic Development unit). The positions in Pangnirtung were repurposed to create a South Baffin Community Operations office (under the Qikiqtaaluk Director of Community Operations in Pond Inlet) as well as the Cultural Industries unit of the new Tourism and Cultural Industries division;
- The Anti-Poverty Secretariat was created within the department; the Secretariat was subsequently transferred to the new Department of Family Services in 2013; and
- The Energy Secretariat was transferred to the department from the Department of Executive and Intergovernmental Affairs.

During the Fourth Legislative Assembly the following organizational changes were made:

- The department opted not to renew its contract with NAV Canada under which the department was responsible for providing Community Aerodrome Radio Station services in most communities across the territory; this resulted in the deactivation of a small number of departmental positions which had previously been funded by NAV Canada;
- The Energy Secretariat was transferred to the Department of Environment and its mandate merged into the newly created Climate Change Secretariat;
- The department took over certain responsibilities for tourism and development and destination marketing which had previously been performed by Nunavut Tourism under an annual contribution agreement; this resulted in the creation of several new departmental tourism positions.

Mandate

Mission

The department's mission is:

Working in partnership to support Nunavummiut in stimulating and strengthening the economy, and to ensure the safe and effective movement of people, goods, and knowledge.

Core Business

Within the department's economic development mandate the scope of responsibility includes local, regional and territorial developmental activities in support of key sectors of Nunavut's economy. The department's transportation mandate includes ensuring access and mobility for people, goods and services for all Nunavummiut in all communities.

The department works in collaboration with other departments, public agencies, organizations and levels of government to fulfill these responsibilities, and uses a cooperative and partnership approach when acting on departmental initiatives. The department is committed to developmental activities that are sustainable and support traditional livelihoods.

Legislation

The Transportation branch administers important territorial road transport legislation. This includes the *Motor Vehicles Act* (to be renamed *Traffic Safety Act* once amendments passed in 2017 come into force), the *All-Terrain Vehicles Act* and the *Transportation of Dangerous Goods Act, 1990*. Administration of these statutes is the responsibility of the Motor Vehicles division, with support from Corporate Management. The department also administers the *Public Highways Act*.

Within the Economic Development branch the *Tourism Act* is a major piece of territorial legislation. This act is administered by the Tourism and Cultural Industries division, with support from Community Operations divisions.

Agreements

The department's mandate to administer the 25 airports across the territory stems from the *NWT Arctic Airports Transfer Agreements*.

Administration of the Iqaluit International Airport is taking place under a Public-Private-Partnership agreement, with most operations functions now the responsibility of the private partner.

Nunavut Agreement

The Nunavummi Nangminiqatunik Ikajuuti (NNI) Secretariat is tasked with implementing important elements of the NNI Policy, which is the Government of Nunavut's "preferential procurement policy", as defined in Article 24 of the Nunavut Agreement.

The department's Minerals and Petroleum Resources division is responsible for coordinating Socio-economic Monitoring Committees in fulfilment of the requirement for Project Monitoring in 12.7.1 of the Nunavut Agreement.

The department's Minerals and Petroleum Resources division, together with other divisions as required, contributes to the Government of Nunavut's interventions on development projects being reviewed by Institutions of Public Government following the processes established by the Nunavut Agreement.

Operations and Locations

The department concentrates on seven lines of core business and has offices in 10 Nunavut communities. These lines of business are provided here with their office locations:

Corporate Management

Corporate Management provides central leadership and direction to the department, including by monitoring progress in the department on key government priorities – including Inuit employment planning. Corporate Management includes the Directorate; the Policy, Planning and Communications division; and the Finance and Administration division (responsible for human resources management).

Most Corporate Management branch positions are located in Iqaluit, although some Finance and Administration positions are co-located with decentralized headquarters and Community Operations offices in various communities.

The NNI Secretariat falls within Corporate Management branch and is located in Iqaluit.

Positions with Corporate Management include executive and senior management positions; administrative support; finance and administration (including human resources); as well as policy positions. Corporate Management also has a small number of program management positions (NNI Secretariat operations, Strategic Development unit).

Tourism and Cultural Industries

The Tourism and Cultural Industries division administers funding programs as well as information and advice to businesses, community organizations, non-governmental organizations and sector associations in order to help create community-based sustainable economic development opportunities.

This division is headquartered in Iqaluit, but also has positions in Pangnirtung (in cultural industries as well as visitor centre operations), Rankin Inlet (visitor centre) and Cambridge Bay (visitor centre). Tourism and Cultural Industries positions are involved in designing and implementing programs to develop the cultural industries and tourism sector, ranging from tourism legislation (from policy through to enforcement), visitor centre operations, destination marketing and strategies for the arts sector.

Minerals and Petroleum Resources

The Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of public confidence, investor confidence and liaison with key players including industry, local service sectors and potential workforce participants.

Some positions within this division require specialized education, notably in geology and environmental assessment of resource development projects. Other specialized skill sets needed in this division include Geographical Information Systems, mine training and community engagement.

This division is headquartered in Iqaluit but also has positions in Arviat and Cambridge Bay, such as geologists and community mining advisors.

Community Operations

The Department's Community Operations divisions ensure that departmental programs are delivered and administered to meet the specific economic development needs of each region and their communities.

The three Community Operations divisions serve the Kitikmeot, Kivalliq and Qikiqtaaluk regions through offices in Kugluktuk, Rankin Inlet, Pond Inlet and Pangnirtung. The Pond Inlet and Pangnirtung offices serve the North and South Qikiqtaaluk regions, respectively, with overall direction from the divisional Director in Pond Inlet.

Community Operations positions are engaged in frontline program delivery working with entrepreneurs, small businesses, non-governmental organizations and municipal governments. Programs cover areas including business development, community economic development, country food, arts and tourism, and positions range from administrative assistant through to program officer, advisor, manager and director.

Motor Vehicles

The Motor Vehicles division administers all aspects of driver licensing and vehicle registrations and provides services and programs to ensure motor vehicle legislation is promoted to road users and enforced as required. The division works to ensure that Motor Vehicles services are available throughout the Territory.

Motor Vehicles positions are involved in delivering services such as drivers licence and general identification card issuance, driver examinations, vehicle registration and vehicle inspections. The division also oversees administration of traffic safety legislation.

This division is headquartered in Gjoa Haven, with positions such as director, motor vehicles clerks, manager of licensing and registries and senior examiner. Service delivery positions are also located in Cambridge Bay and Rankin Inlet as well as both service delivery and management staff in Iqaluit.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B and C Airports outside Iqaluit. The division ensures that facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards.

This division is headquartered in Rankin Inlet, with positions such as director, manager of standards and program development, commercial development officer, operations standards, as well as Kivalliq region transportation programs. Transportation program positions are also located in Cambridge Bay, Resolute, Pond Inlet and Cape Dorset.

Nunavut Airport positions manage programs implemented at airports across Nunavut, ranging from safety management, commercial development and airport maintenance.

Iqaluit International Airport

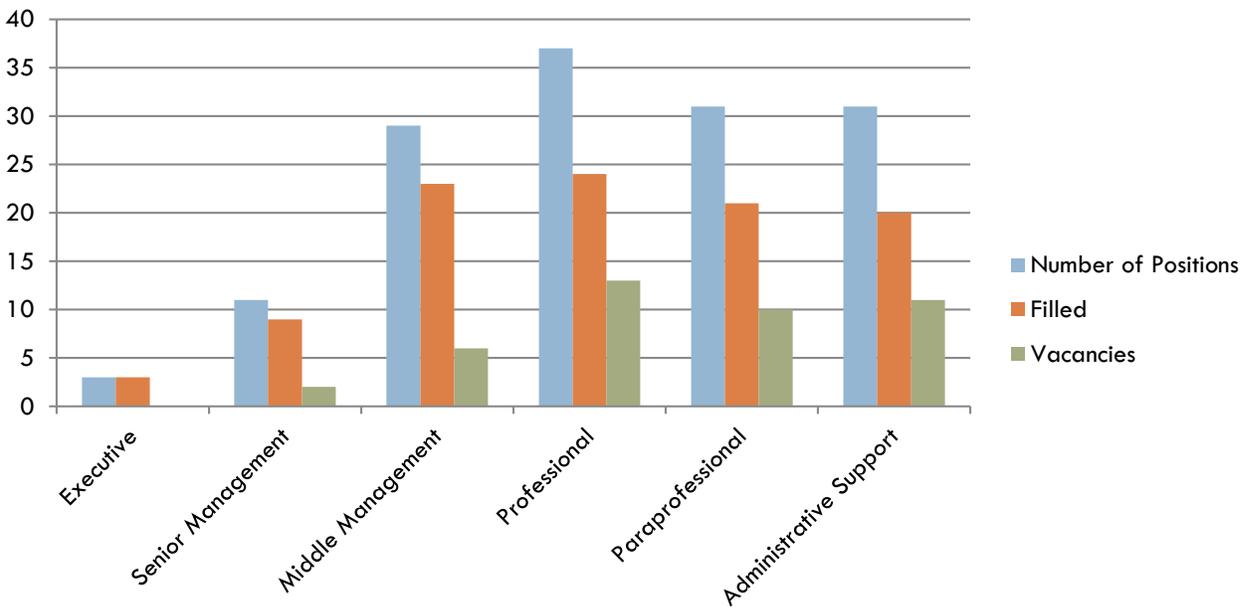
Iqaluit International Airport, which is operated under a public-private-partnership (P3) agreement, serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence.

This division is located in Iqaluit; since the P3 private partner has taken over operations of the airport the staff complement has been reduced to three: a manager, a compliance officer and a revenue and contracts officer.

Employment Categories in the Department

As of March 31, 2018

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			
	Number of Positions	Vacancies	Filled	% Capacity
Executive	3	0	3	100%
Senior Management	11	2	9	82%
Middle Management	29	6	23	79%
Professional	37	13	24	65%
Paraprofessional	31	10	21	68%
Administrative Support	31	11	20	65%
TOTAL	142	42	100	70%



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 Department of Economic Development and Transportation is highly decentralized, with 55% of all positions located outside Iqaluit. As of March 31, 2018, capacity and Inuit employment were higher for the department's positions located outside the capital at 77% and 66% respectively, compared to 63% capacity and 51% Inuit employment for positions located in Iqaluit.

The department's vacancies are partially addressed through the use of casual and relief employees. As of March 31, 2018, the department employed 26 casual and relief employees, 15 of whom were Inuit.

Inuit Employment in Employment Categories

As can be seen in the tables below, since 2013 the department has consistently increased the total percentage of Inuit working within the department. It should be noted that due to past reporting or categorization errors and inconsistencies, the statistics on the number of positions within each employment category from March 31, 2013 to March 31, 2016 should be used with caution. However, the total percentage of Inuit employed is accurate for the department as a whole over the entire period.

As of March 31, 2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	1	33%
Senior Management	11	9	82%	6	67%
Middle Management	29	22	76%	9	41%
Professional	38	27	71%	15	56%
Paraprofessional	31	19	61%	14	74%
Administrative Support	30	24	80%	21	88%
TOTAL	142	104	73%	66	63%

As of March 31, 2018

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	1	33%
Senior Management	11	9	82%	5	56%
Middle Management	29	23	79%	9	39%
Professional	37	24	65%	15	63%
Paraprofessional	31	21	68%	13	62%
Administrative Support	31	20	65%	17	85%
TOTAL	142	100	70%	60	60%

As of March 31, 2017

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	0	0%
Senior Management	10	10	100%	4	40%
Middle Management	30	25	83%	10	40%
Professional	36	22	61%	15	68%
Paraprofessional	29	19	66%	11	58%
Administrative Support	28	18	64%	15	83%
TOTAL	136	96	71%	55	57%

As of March 31, 2016

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	0	0%
Senior Management	14	11	79%	5	45%
Middle Management	25	19	76%	6	32%
Professional	20	11	55%	4	36%
Paraprofessional	53	38	72%	26	68%
Administrative Support	19	14	74%	13	93%
TOTAL	134	96	72%	54	56%

As of March 31, 2015

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	3	75%	1	33%
Senior Management	14	11	79%	4	36%
Middle Management	25	21	84%	7	33%
Professional	22	13	59%	4	31%
Paraprofessional	56	36	64%	22	61%
Administrative Support	20	14	70%	13	93%
TOTAL	141	98	70%	51	52%

As of March 31, 2014

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	3	75%	1	33%
Senior Management	14	11	79%	4	36%
Middle Management	25	19	76%	5	26%
Professional	22	13	59%	4	31%
Paraprofessional	57	39	68%	23	59%
Administrative Support	20	15	75%	14	93%
TOTAL	142	100	70%	51	51%

As of March 31, 2013

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	3	75%	2	67%
Senior Management	14	12	86%	4	33%
Middle Management	25	22	88%	5	23%
Professional	23	11	48%	3	27%
Paraprofessional	56	40	71%	22	55%
Administrative Support	20	16	80%	15	94%
TOTAL	142	104	73%	51	49%

Inuit Employment by Occupational Group

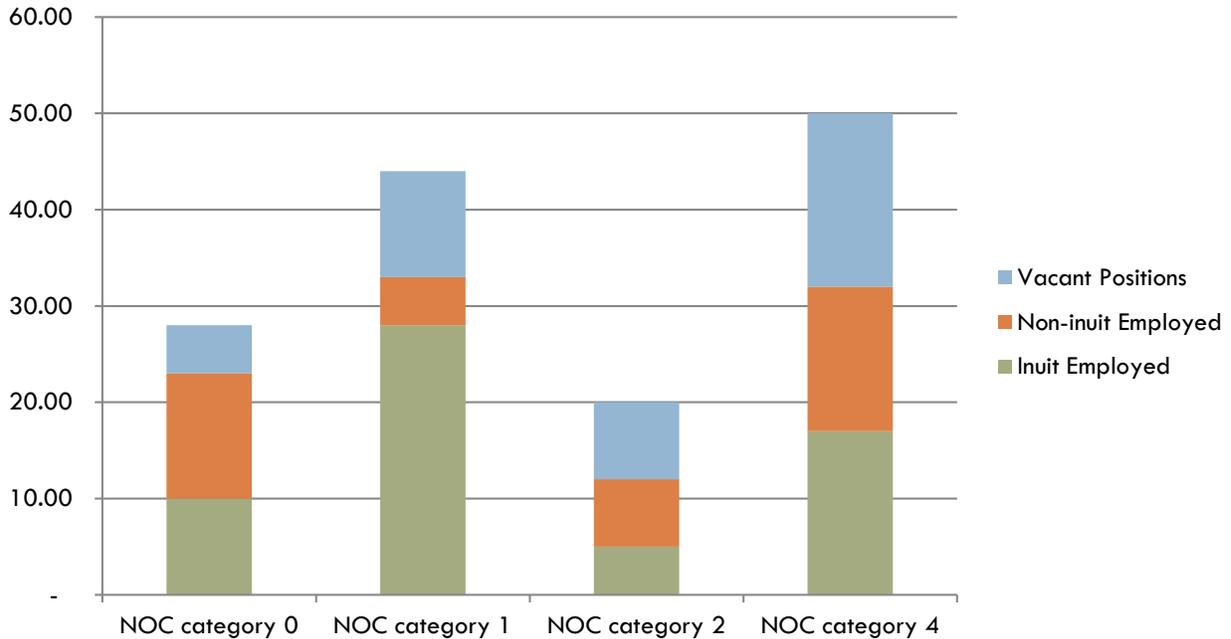
The analysis uses the National Occupational Classification (NOC) system, which is maintained by the Government of Canada to classify groups of jobs, or occupations, in the Canadian labour market. Occupations are described by the type of work performed and the type of education or training (“skill type”) that is typically associated with the work.

The department’s positions are concentrated in a relatively small number of National Occupational Classification (NOC) categories – four categories out of ten.

NOC category 0	Management occupations: Deputy / Assistant Deputy Minister, Director, Manager Finance / Human Resources.	28 positions
NOC category 1	Business, finance and administration occupations: Senior Financial and Budget Analyst, Revenue and Contracts Officer, (Senior) Finance Office, Executive Secretary, Examiner Motor Vehicles Licensing, Motor Vehicles Clerk.	44 positions
NOC category 2	Natural and applied sciences occupations: Manager – Transportation Planning, Mining Awareness Coordinator, Operations and Standards Officer.	20 positions
NOC category 4	Occupations in education, law, social, government: Training and Development Specialist, Community Mining Advisor, NNI Executive Coordinator, Senior Economist, Senior Advisor, Policy Analyst, Program Officer.	50 positions

Inuit employment in these categories is as follows:

NOC category 0	Management occupations	36% Inuit employment
NOC category 1	Business, finance and administration occupations	67% Inuit employment
NOC category 2	Natural and applied sciences occupations	25% Inuit employment
NOC category 4	Occupations in education, law, social, government	28% Inuit employment



Inuit Language Requirements

At this time the department does not have any positions that have Inuit language requirements, although it is considered a strong asset in all positions.

Inuit Representation

On the whole Inuit employment within the department has gradually but consistently increased since 2013 from 49% to 63% as of March 31, 2019.

Since 2013 Inuit employment has increased in all four of the NOC categories for which the department has positions, although the increase for NOC category 4 was minimal. The department has achieved strong Inuit representation in NOC category 1. This category consists of business, finance and administration occupations; within the department these are mostly finance, administration and clerical positions in all of the department's three Branches.

The Inuit employment rate for NOC category 0 is quite low, at 36%. The Inuit employment rates for NOC categories 2 and 4 are below the Government of Nunavut's overall average rate, at 50% and 53%, and are considerably below a representative level.

When compared with the Government of Nunavut as a whole, the department has a relatively high percentage of positions requiring a university degree and/or extensive occupational experience or a college diploma. This likely explains the underrepresentation of Inuit in NOC categories 0, 2 and 4.

Besides senior management positions, departmental positions requiring a high level of training, education or experience include positions involved in sector development (tourism, arts, resources), policy, business development, geology, aviation and environmental assessment.

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

Inuit employment within the department held fairly steady at around 50% from at least as far back as the beginning of the Second Assembly (2004) until 2013.

For years the department benefitted from a cadre of Inuit civil servants who had originally been hired and developed by the Government of the Northwest Territories (a small number of whom are still with the department).

The creation and initial growth of the Government of Nunavut increased the demand for skilled and experienced public servants, putting pressure on recruitment and retention of Inuit in departmental positions.

The level of educational attainment among the potential Inuit employment candidates meant that in many cases Inuit did not qualify for available opportunities within the department. For example, senior management positions typically require a university degree – often with a specialization. In other areas even junior positions require specialized credentials, such as post-secondary education in geology (for the Minerals and Petroleum Resources division) or technical training in aeronautical fields (for certain positions with Nunavut Airports division).

The creation and initial growth of the Government of Nunavut – as well as the decentralization of government offices – prompted a number of internship and other special development opportunities for emerging Inuit leaders within the department.

Historically, the measures intended to increase Inuit employment routinely used by the department have included:

- Application of the Priority Hiring Policy;
- Employing Inuit summer students to provide valuable work experience to youth for future employment opportunities;
- Mentoring and training Inuit through on-the-job-training and *Sivuliqtiksats* internships;
- Casual employment opportunities, sometimes leading to direct appointment;
- Education leave opportunities (infrequent, but some employees are taking advantage of this);
- Ensuring that there is an Inuit language speaking departmental representative on screening and hiring panels; and

- Implementing a mandatory Performance Management Program to engage and empower employees.

It is worth noting that the use of strategic programs targeting the development of Inuit within specific departmental career paths (through sustained mentorship, training or education) was limited for several years and was in most areas absent (although the *Sivuliqtiksat* program has allowed for a number of successful employee-specific development opportunities).

Current Issues and Opportunities

Current Issues

While using the measures listed above, the department was able to achieve and maintain Inuit employment levels of approximately 60% as of March 31, 2019, which is somewhat (20%) higher than the Government of Nunavut's overall Inuit employment rate of 50%. The department recognizes that to achieve a representative Inuit employment level, additional Inuit employment measures and approaches – such as those set out in Chapter 6 – are needed.

The department's major current issue is attracting qualified Inuit for our vacant positions, and helping existing Inuit employees advance within the organization. These issues are challenging, as many of our positions need either formal post-secondary education and/or several years of experience to perform the job adequately.

Current Opportunities

The department's current opportunities lie in the services it provides the territory. As a very ground level department there is great opportunity for Inuit to want to be a part of and be trained in the areas the department serves, such as aviation, tourism or mineral resource development. Being a department directly involved in building prosperity for the territory it is a place where Inuit can participate and contribute to the success of the territory as a whole and feel good about what they are doing.

Artificial Barriers to Inuit Employment

The department works to identify, remove and/or minimize any potential barriers to employment throughout the recruitment process.

The department has in its recent history made a concerted effort to ensure that educational requirements in job descriptions are not artificially inflated and that, to the extent possible, experience equivalencies can be used. At the same time, however, a number of departmental positions are highly specialized and educational requirements cannot be relaxed.

As noted in Chapter 3, none of the department's positions currently has an Inuit language requirement; it is acknowledged that this could be undervaluing Inuit language abilities, particularly in light of the obligations imposed on the department by the *Official Languages Act* and the *Inuit Language Protection Act* with respect to delivery of services to the public.

Potential Future Issues and Opportunities

Future Issues

Attracting a new cohort of young Inuit into departmental positions in the years to come is expected to be a challenge. It is unknown the extent to which young Inuit are pursuing education which will prepare them for employment in departmental positions.

The department will also need to develop systems to train and develop existing and future Inuit employees in its different business areas to allow them to succeed in more senior roles. This includes identifying career ladders and support programs to help Inuit employees advance within those career ladders.

Future Opportunities

There is a wide range of professions that fall under the Economic Development and Transportation umbrella that the next generation of Nunavummiut can easily identify with and can be inspired to work towards. This includes resource development, transportation infrastructure, tourism and the arts economy. These topics are inherently engaging as they are connected to Nunavut's economic success and the ability of Nunavummiut to secure a high and sustainable quality of life.

The department's mandate represents an excellent opportunity to attract and retain high-potential young Inuit. With the right supports in place this cohort can advance into the most senior positions, helping deliver on the department's mandate while meeting its Inuit employment goals.

CHAPTER 5: INUIT EMPLOYMENT GOALS

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

About Inuit Employment Goals and Targets

Definitions

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

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

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

Factors that Influence Goals and Targets in IEPs

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

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

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

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

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

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

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

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

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

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

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

Short-Term Goals and Targets

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

SHORT-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2020, the department will increase Inuit representation from 57% in 2017 to at least 60% by:</p> <ul style="list-style-type: none"> • Firstly focusing on retaining and training our current workforce. The department has struggled in the past with high turnover and the effects on productivity it has. As a result we strongly encourage and support staff to take training that will help them in their positions. • Targeting positions and using restricted competitions to increase our chances of attracting Inuit to the department. • Beginning succession planning for our older employees. 	<ul style="list-style-type: none"> • Increase the number of Inuit employees in the Senior Management category to 5 • Increase the number of Inuit employees in the Middle Management category to 11 • Increase the number of Inuit employees in the Professional category to 19 • Increase the number of Inuit employees in the Paraprofessional category to 13 • Increase the number of Inuit employees in the Administrative Support category to 20

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				SHORT-TERM GOALS (FTEs) (By March 31, 2020)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	3	1	33%	3	1	33%
Senior Management	11	9	6	67%	9	5	56%
Middle Management	29	22	9	41%	25	11	44%
Professional	38	27	15	56%	30	19	63%
Paraprofessional	31	19	14	74%	24	13	54%
Administrative Support	30	24	21	88%	26	21	81%
TOTAL	142	104	66	63%	117	70	60%

Medium-Term Goals and Targets

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

MEDIUM-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2023, the department will increase Inuit representation to 66% by:</p> <ul style="list-style-type: none"> Continuing to focus on training our current Inuit staff so they may transition into higher positions. Succession planning for all employees close to retirement. Use Restricted Competitions and Priority Hiring as a first step for staffing actions. 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Executive category to 2 Increase the number of Inuit employees in the Senior Management category to 6 Increase the number of Inuit employees in the Middle Management category to 15 Increase the number of Inuit employees in the Professional category to 21 Increase the number of Inuit employees in the Paraprofessional category to 18 Increase the number of Inuit employees in the Administrative Support category to 23

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (April 1, 2019)				MEDIUM-TERM GOALS (FTEs) (By March 31, 2023)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	3	1	33%	3	2	66%
Senior Management	11	9	6	67%	10	6	60%
Middle Management	30	22	9	41%	27	15	56%
Professional	40	27	15	56%	31	21	68%
Paraprofessional	31	19	14	74%	22	18	82%
Administrative Support	31	24	21	88%	29	23	79%
TOTAL	146	104	66	63%	129	85	66%

Long-Term Goals and Targets

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

LONG-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>Within 10 years, the department will increase Inuit representation to 70% by:</p> <ul style="list-style-type: none"> • Creating a culture of interdepartmental advancement. • Targeting Inuit with advancement potential and create learning plans to assist them to get to the next level. • Using all the staffing and training mechanisms possible to attract and hire qualified Inuit. 	<ul style="list-style-type: none"> • Sustain the number of Inuit employees in the Executive category at 2 • Increase the number of Inuit employees in the Senior Management category to 7 • Increase the number of Inuit employees in the Middle Management category to 17 • Increase the number of Inuit employees in the Professional category to 22 • Sustain the number of Inuit employees in the Paraprofessional and Administrative Support categories

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (April 1, 2019)				LONG-TERM GOALS (FTEs) (within 10 years from 2017)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	3	1	33%	3	2	67%
Senior Management	11	9	6	67%	10	7	70%
Middle Management	30	22	9	41%	27	17	63%
Professional	40	27	15	56%	33	22	67%
Paraprofessional	31	19	14	74%	27	18	67%
Administrative Support	31	24	21	88%	28	24	86%
TOTAL	146	104	66	63%	128	90	70%

Goals to Remove Any Artificial Barriers

As job descriptions are created or updated, the department will continue to ensure that educational requirements are not artificially inflated, and will include appropriate educational equivalencies in job competitions to ensure that experienced Inuit have an opportunity to compete for positions.

In the case of positions for which educational requirements cannot be relaxed, the department will inventory these positions and examine the opportunities for education leave or other developmental opportunities that might allow experienced employees to attain the education needed to advance within their field.

With respect to the lack of Inuit language requirements in any of the department's job descriptions, the department will review its compliance with the *Official Languages Act* and the *Inuit Language Protection Act* with respect to services to the public in the Inuit language. If it is determined to be necessary or advisable for compliance with the language legislation the department will review the job descriptions of affected positions that are responsible for communicating with the public and include Inuit language requirements as needed.

The timeframe for the completion of these goals is set out in Chapter 6.

CHAPTER 6: ACTION PLAN TO 2023

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

Types of Actions

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

Ensuring an Effective Public Service includes actions to:

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

Staffing and Recruiting includes actions to:

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

Planning and Monitoring Training and Development includes actions to:

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

Providing Education, Training and Development includes actions to:

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

Supporting Pre-employment Training includes actions to:

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

Undertaking Public Outreach and Communications includes actions to:

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

Inuit Employment Action Plan to 2023

Ensuring an Effective Public Service

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Review need for Inuit language requirements in service positions.	Remove artificial barrier from not including Inuit language requirement.	Review service job descriptions in context of requirements of Nunavut's language laws.	IQ Coordinator / HR Manager	2019-20
2. Map career ladders.	Increased Inuit employment in senior positions.	Review NOC codes for departmental positions. Identify career ladders. Identify supports (e.g. education leave, online courses, etc.) to allow Inuit to succeed in more senior positions.	Training & Development Coordinator and Supervisors	2019-20

Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Recruit staff directly out of, or during, post secondary training.	Additional employment of staff with high potential.	Explore partnership opportunities with Nunavut Arctic College and the Financial Assistance for Nunavut Students (FANS) program in identifying high potential Inuit students in relevant programs.	Directors	Annual
2. The department is focusing future summer student efforts on producing full-time employees after completion of studies through the Summer Students Employment Equity Program.	Create opportunity for students to experience Government work environment and transition to full-time employment.	Improve or repeat on the 2015 level of sixteen Inuit summer students.	Directors	Annual

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
3. Identify at least 6 positions per year to be filled with Inuit using priority hiring and restricted competitions.	A minimum of 4 positions will be successfully filled with Inuit.	Identify vacant positions and post job actions.	SMC	2019-20
4. Identify at least 6 positions per year to be filled with Inuit using priority hiring and restricted competitions.	A minimum of 4 positions will be successfully filled with Inuit.	Identify vacant positions and post job actions.	SMC	2020-21
5. Identify at least 6 positions per year to be filled with Inuit using priority hiring and restricted competitions.	A minimum of 4 positions will be successfully filled with Inuit.	Identify vacant positions and post job actions.	SMC	2021-22

Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Ensure training and development plans for all Inuit employees are created.	Inuit employees have increased training and education. As a result, Inuit can achieve employment at higher positions.	Create an EDT Training and Development Committee tasked with assisting employees in pursuing professional and career development opportunities.	Director of Corporate Services	Annual
2. Create a training budget to fund Inuit employment specifically.	Inuit are provided with enhanced training opportunities.	Explore the possibility of creating a training budget to fund training and development programs.	Director of Corporate Services	Annual
3. Identify Inuit in lower category jobs that require technical training to progress to higher positions.	Within 3 years have 6 to 8 Inuit participating in training programs that will make them qualified to take on higher positions.	Audit our current Inuit staff for potential candidates for higher positions and create training plans for succession into higher positions.	Training & Development Coordinator, SMC and Supervisors	2019-2023

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
4. Increase Inuit capacity and develop GN employees to perform at higher positions.	Increase knowledge of Inuit employees to attain higher positions and corresponding pay.	<p>Continue targeted communications on educational and mentorship opportunities to Inuit employees in the Administrative Support, Paraprofessional and Middle Management categories.</p> <p>GN wide communications efforts were augmented by internal reminders and information notice to Inuit staff. Senior managers are directed to directly contact and support Inuit employees.</p>	Training & Development Coordinator, IQ Coordinator, Supervisors and SMC	2019-2023

Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Create leadership training opportunities for Inuit.	The department anticipates that one new participant will have begun the Hivuliqtikhanut Program, and one participant will have completed the program.	The department will encourage more to enroll in 2019-20 and beyond as opportunities arise.	SMC	Annual
2. Identify positions in Middle and Senior Management to begin succession plan for Inuit.	As non-Inuit in these categories plan to move on from their positions we will attempt to have Inuit train and learn their role in Intern basis.	<p>Set up Inuit in training programs through Sivuliqtiksat and internal Intern positions.</p> <p>The department will continue to seek Sivuliqtiksat Intern positions and candidates.</p>	DM / ADM	2019-2023

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
4. Develop, and if possible pilot, a program aimed at encouraging and accommodating Inuit employees in the Administrative, Paraprofessional and Middle Management categories to initiate on-the-job distance education or training programs.	Increase knowledge of Inuit employees to attain higher positions and corresponding pay.	The department designed the EDT Training and Development Program which encourages and empowers Inuit employees in the Administrative, Paraprofessional and Middle Management categories to pursue on-the-job distance education and training programs.	Training & Development Coordinator, IQ Coordinator, Supervisors and SMC	2019-2023

Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
1. Increased awareness of the Government of Nunavut, Department of EDT as an employer in Nunavut.	Additional applicants and interest in EDT job postings.	Continuing attendance at trade shows and career fairs.	Directors	Annual

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 EDT Director of Finance and Administration reports to the EDT EMC semi-annually on progress, using the reporting template provided by HR.