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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 (TRPS) report on Inuit employment statistics.

### **Departmental Accountabilities**

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

The Director of Corporate Services will monitor the ongoing implementation of the department's Inuit Employment Plan and will review and update the IEP periodically, as directed. The Deputy Minister is ultimately accountable for the department's Inuit Employment plan.

## CHAPTER 2: DESCRIPTION OF THE DEPARTMENT

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

### Brief History of the Department

The Department of Executive and Intergovernmental Affairs (EIA) is the central administrative department of the government. It was established in April 1999, at the time the Government of Nunavut was created in the new territory of Nunavut.

EIA's core functions as a central agency have not changed significantly over time, but our role in providing leadership and management support to departments has evolved rapidly since 2010.

The Government Liaison Officer program was established within EIA in 2010-2011 to ensure that government programs and services are easily accessible for all Nunavummiut. This program increased the number of positions and Inuit employees in EIA and expanded the department's presence to all communities in the territory.

Major changes to EIA's structure and accountabilities occurred in the GN's 2013 reorganization, which took effect on April 1, 2013:

- The Energy Secretariat and sustainable development functions were transferred from EIA to the Department of Economic Development and Transportation.
- The Social Advocacy Office was transferred from EIA to the new Department of Family Services.
- The Department of Human Resources was dissolved and its Inuit employment and public service training functions were transferred to EIA.

An Associate Deputy Minister position was created in 2015-2016 to provide strategic leadership to policy and planning, statistics and evaluation, Inuit employment, and training and development functions.

Originally one division, Sivumuaqatigiit and Public Service Training became separate divisions in 2016-2017 when the department reorganized Sivumuaqatigiit to focus on Inuit employment initiatives, and to provide support and guidance to departments and corporations in developing and implementing their long-term Inuit employment plans.

In 2018, Cabinet approved the creation of a new Department of Human Resources effective April 1, 2019. EIA transferred 33 positions (PYs) in the Sivumuaqatigiit and Public Service Training divisions to the new department at the start of 2019-2020, including 16 Sivuliqtiksatsat intern positions, which are not included in departmental workforce statistics. An Executive Director, Strategic Planning position replaced the vacant Associate Deputy Minister position to provide leadership for EIA's policy and planning, and statistics and evaluation functions.

## Mandate

As the central administrative department of the government, the Department of Executive and Intergovernmental Affairs provides leadership and management support to departments in their delivery of programs and services. The Deputy Minister is the Secretary to Cabinet and provides advice and administrative support to Cabinet under the direction of the Premier.

EIA is also responsible for communicating the policies, objectives and accomplishments of the GN, within the government itself, to Nunavummiut, and to those outside the territory.

## Operations and Locations

The Department of Executive and Intergovernmental Affairs consists of four lines of core business:

### Directorate

The Directorate provides overall management and coordination of the activities and responsibilities of the Executive branch of government. As Secretary to Cabinet, the Deputy Minister provides Cabinet and Ministerial support under the direction of the Premier and coordinates interdepartmental initiatives through Deputy Ministers committees. The branch also provides advisory services regarding access to information and privacy protection issues, and administrative support to both the department and the Utility Rates Review Council. It also supports the Senior Personnel Secretariat and the Commissioner of Nunavut.

The communications division provides leadership, support and strategic communications planning to departments, as well as ensures consistent messaging from the GN.

As of April 1, 2019, all 19 positions in the Directorate were located in Iqaluit.

### Strategic Planning

The Strategic Planning branch provides advice on government business planning, strategies, policies, and legislation. It liaises with government departments on their submissions to Cabinet and provides analysis, advice, and central registry services for Cabinet documents. Through the Nunavut Bureau of Statistics, the branch also collects, analyzes and distributes statistical data on Nunavut to assist government in decision-making and planning implementation, as well as to make information available to the public.

As of April 1, 2019, Strategic Planning had 20 positions. Nine were situated in the Nunavut Bureau of Statistics in Pangnirtung. The remaining 11 positions were located in Iqaluit.

### Intergovernmental Affairs

Intergovernmental Affairs provides leadership and coordination for the management and development of strategies, policies, and initiatives relevant to international, federal, provincial, and territorial government relations. It manages relationships with aboriginal, circumpolar, and international organizations. It coordinates matters related to programs and services for seniors. It is also responsible for the network of Government Liaison Officers in communities throughout Nunavut.

As of April 1, 2019, the branch had 38 positions. Eleven positions were located in Iqaluit, three positions were located in Ottawa, and one position was located in each of 24 communities across Nunavut.

### Devolution Secretariat

The Devolution Secretariat leads the GN's preparation for and participation in negotiations with the Government of Canada and Nunavut Tunngavik Incorporated towards the signing of a devolution Agreement in Principle.

As of April 1, 2019, the Secretariat had 10 positions; 9 positions were located in Iqaluit and one position was located in Ottawa.

*EIA has funding for an additional 19 PYs, which are not included in the department's workforce statistics: 18 Cabinet staff and 1 Commissioner of Nunavut staff.*

## Employment Categories in the Department

### As of June 30, 2019

The Department of Executive and Intergovernmental Affairs had a total of 87 departmental positions (FTEs) following the transfer of functions and positions to the new Department of Human Resources on April 1, 2019.

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			
	Number of Positions	Vacancies	Filled	% Capacity
Executive	4	1	3	75%
Senior Management	9	1	8	89%
Middle Management	9	3	6	67%
Professional	28	13	15	54%
Paraprofessional	5	1	4	80%
Administrative Support	32	4	28	88%
<b>TOTAL</b>	<b>87</b>	<b>23</b>	<b>64</b>	<b>74%</b>

## 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 Executive and Intergovernmental Affairs grew by 11 positions (12%) between March 2013 and March 2019. During this period, EIA increased its capacity from 65% to 76%.

On April 1, 2019, 33 positions (PYs) were transferred to the new Department of Human Resources. Among these were 16 Sivuliqtiksat intern positions, which are not included in departmental workforce statistics. Following the transfer, EIA had 87 departmental positions (FTEs).

As of June 30, 2019, EIA's capacity was 74% and Inuit employment was 81%. Capacity and Inuit employment were higher in departmental positions located in communities outside Iqaluit at 85% and 96% respectively, in contrast to 65% capacity and 76% Inuit employment in positions located in Iqaluit.

The department's vacancies are partly addressed through the use of casual employees and relief workers. As of June 30, 2019, EIA had six casuals, including two Inuit, and three relief workers, including two Inuit. EIA also had two Inuit summer students.

### Inuit Employment in Employment Categories

**As of June 30, 2019**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
<b>Executive</b>	4	3	75%	3	100%
<b>Senior Management</b>	9	8	89%	4	50%
<b>Middle Management</b>	9	6	67%	4	67%
<b>Professional</b>	28	15	54%	9	60%
<b>Paraprofessional</b>	5	4	80%	4	100%
<b>Administrative Support</b>	32	28	88%	28	100%
<b>TOTAL</b>	<b>87</b>	<b>64</b>	<b>74%</b>	<b>52</b>	<b>81%</b>

As of April 1, 2019, 33 positions (PYs) were transferred from EIA to the new Department of Human Resources, including 16 Sivuliqtiksat intern positions, which are not included in departmental workforce statistics. This reorganization affected the workforce statistics in all of EIA's employment categories.

**As of March 31, 2019**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	2	50%	2	100%
Senior Management	10	8	80%	5	63%
Middle Management	11	7	64%	4	57%
Professional	36	20	56%	10	50%
Paraprofessional	5	5	100%	4	80%
Administrative Support	36	33	92%	32	97%
<b>TOTAL</b>	<b>102</b>	<b>75</b>	<b>74%</b>	<b>57</b>	<b>76%</b>

**As of March 31, 2018**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	3	75%
Senior Management	10	8	80%	4	50%
Middle Management	12	7	58%	5	71%
Professional	36	23	64%	13	57%
Paraprofessional	5	5	100%	4	80%
Administrative Support	35	32	91%	31	97%
<b>TOTAL</b>	<b>102</b>	<b>79</b>	<b>77%</b>	<b>60</b>	<b>76%</b>

**As of March 31, 2017**

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	3	75%	2	67%
Senior Management	10	9	90%	4	44%
Middle Management	12	9	75%	6	67%
Professional	34	24	71%	12	50%
Paraprofessional	6	4	67%	4	100%
Administrative Support	36	31	86%	29	94%
<b>TOTAL</b>	<b>102</b>	<b>80</b>	<b>78%</b>	<b>57</b>	<b>71%</b>

In early 2016-2017, Government Liaison Officer positions were moved from the Paraprofessional to the Administrative Support employment category. This affected the capacity and Inuit employment rates reported in these categories, but not the overall workforce statistics for the department.

### As of March 31, 2016

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	4	4	100%	3	75%
Senior Management	10	10	100%	4	40%
Middle Management	13	12	92%	8	67%
Professional	22	16	73%	7	44%
Paraprofessional	46	39	85%	34	87%
Administrative Support	7	3	43%	3	100%
<b>TOTAL</b>	<b>102</b>	<b>84</b>	<b>82%</b>	<b>59</b>	<b>70%</b>

### As of March 31, 2015

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	2	100%
Senior Management	11	11	100%	5	45%
Middle Management	13	11	85%	8	73%
Professional	22	14	64%	5	36%
Paraprofessional	43	36	84%	31	86%
Administrative Support	7	4	57%	4	100%
<b>TOTAL</b>	<b>99</b>	<b>78</b>	<b>79%</b>	<b>55</b>	<b>71%</b>

### As of March 31, 2014

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	3	100%	3	100%
Senior Management	11	11	100%	5	45%
Middle Management	13	11	85%	7	64%
Professional	23	11	48%	6	55%
Paraprofessional	42	34	81%	30	88%
Administrative Support	7	5	71%	5	100%
<b>TOTAL</b>	<b>99</b>	<b>75</b>	<b>76%</b>	<b>56</b>	<b>75%</b>

A major reorganization in the GN took effect on April 1, 2013. It included changes to EIA's structure and accountabilities, which caused transfers of positions and people into and out of the department. This reorganization affected all workforce statistics for EIA.

### As of March 31, 2013

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	2	2	100%	0	0%
Senior Management	12	9	75%	3	33%
Middle Management	9	7	78%	5	71%
Professional	18	9	50%	4	44%
Paraprofessional	42	29	69%	26	90%
Administrative Support	8	3	38%	3	100%
<b>TOTAL</b>	<b>91</b>	<b>59</b>	<b>65%</b>	<b>41</b>	<b>69%</b>

## Inuit Employment by Occupational Group

The National Occupational Classification (NOC) system 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 GN assigns a NOC code to each GN position as part of the job evaluation process. By looking at groups of positions in each NOC code, we can gain insight into the department's occupational groups and the characteristics of the workforce by occupation, including trends in Inuit employment.

## Occupational Groups in the Department

### NOC OCCUPATIONAL CATEGORIES

As of June 30, 2019, EIA had positions in five NOC occupational categories:

NOC OCCUPATIONAL CATEGORY IN EIA	% POSITIONS	% CAPACITY
0 – Management occupations	21%	78%
1 – Business, finance and administration occupations	48%	86%
2 – Natural and applied sciences occupations	3%	67%
4 – Occupations in education, law, social and government services	26%	48%
5 – Occupations in art, culture, recreation and sport	1%	100%

In EIA's largest occupational categories:

- The proportion of positions in Category 0 (Management occupations) and Category 1 (Business, finance and administration occupations) was significantly higher in EIA, as a central agency, than in the GN as a whole.
- The proportion of positions in Category 4 (Occupations in education, law, social and government services) was lower in EIA than in the GN as a whole.
- Capacity in Category 0 (Management occupations) and Category 4 (Occupations in education, law, social and government services) was significantly lower in EIA than in the GN as a whole, whereas capacity in Category 1 (Business, finance and administration occupations) was significantly higher in EIA.

### NOC SKILL TYPES

Based on the NOC codes assigned to positions, the majority of the department's positions require at least some postsecondary education, and/or the literacy, numeracy and thinking skills that may be developed through a combination of education and extensive career experience.

As of June 30, 2019:

- 57% of EIA positions were coded as Skill Type A (university degree and/or extensive occupational experience)
- 38% of EIA positions were coded as Skill Type B (college diploma or trades training)
- 5% of EIA positions were coded as Skill Type C (high school completion)
- None (0%) of EIA positions were coded as Skill Type D (no formal education)

EIA had a greater proportion of positions coded as Skill Type A or Skill Type B than in the GN as a whole, which is consistent with EIA's role as a central agency and its responsibilities for devolution negotiations.

## Inuit Employment in Occupational Groups and Skill Types

### NOC OCCUPATIONAL CATEGORIES

As of June 30, 2019 Inuit representation in EIA was 81%. By occupational category, Inuit representation was:

NOC OCCUPATIONAL CATEGORY	% INUIT EMPLOYMENT
0 – Management occupations	79%
1 – Business, finance and administration occupations	89%
2 – Natural and applied sciences occupations	100%
4 – Occupations in education, law, social and government services	55%
5 – Occupations in art, culture, recreation and sport	100%

In EIA’s largest occupational categories, Inuit representation was:

- Significantly higher in Category 0 (Management occupations) and Category 1 (Business, finance and administration occupations) than in the GN as a whole; and
- Slightly higher in Category 4 (Occupations in education, law, social and government services) than in the GN as a whole.

### NOC SKILL TYPES

By skill type, Inuit representation in the department was:

- 68% in positions coded as Skill Type A (university degree and/or extensive experience)
- 93% in positions coded as Skill Type B (college diploma or trades training)
- 100% in positions coded as Skill Type C (high school completion)

Inuit representation was significantly higher in all three skill types in EIA than in the GN as a whole.

## Inuit Language Requirements

As of June 30, 2019, Inuit language requirements were specified for:

- 25% of EIA positions in the Middle Management category
- 18% of EIA positions in the Professional category
- 81% of EIA positions in the Administrative Support category

One position requires the use of both English and French.

Job descriptions for all other positions in the department list Inuktitut as an asset or “desirable or preferred.”

A list of positions with Inuit language requirements is shown below. Capacity was 97% in these positions as of June 30, 2019.

POSITIONS WITH INUIT LANGUAGE REQUIREMENTS	TOTAL POSITIONS (FTEs) as of June 30, 2019		
	Positions	Filled	% Capacity
Administrative Coordinators	4	3	75%
Cabinet Interpreter/Translator	1	1	100%
Cabinet Registrar	1	1	100%
Executive Services Officer	1	1	100%
Government Liaison Officers/ GLO Regional Supervisors	24	24	100%
Legislative Coordinator	1	1	100%
Receptionist	1	1	100%
<b>TOTAL</b>	<b>33</b>	<b>32</b>	<b>97%</b>

## Inuit Representation

Although many of the department's positions involve the use of professional and/or senior leadership skills and experience, approximately 45% do not require specialized knowledge. This enables the department to maintain a relatively high capacity and Inuit representation that is well above the GN average.

Inuit representation in the department has been consistently highest in Administrative Support and Paraprofessional employment categories. EIA maintains higher Inuit representation in these employment categories than the GN as a whole:

- As of June 30, 2019, Inuit representation in EIA was 100% in Administrative Support and 100% in Paraprofessional.
- In contrast, Inuit representation in the GN as a whole was 86% in Administrative Support and 62% in Paraprofessional at the start of 2019-2020 (TRPS as of March 31, 2019).

Inuit continue to be under-represented in the Senior Management, Middle Management and Professional employment categories, with the key factor being the requirement for postsecondary education and/or specialized skills and experience. However, EIA has significantly higher Inuit representation in these employment categories than the GN as a whole:

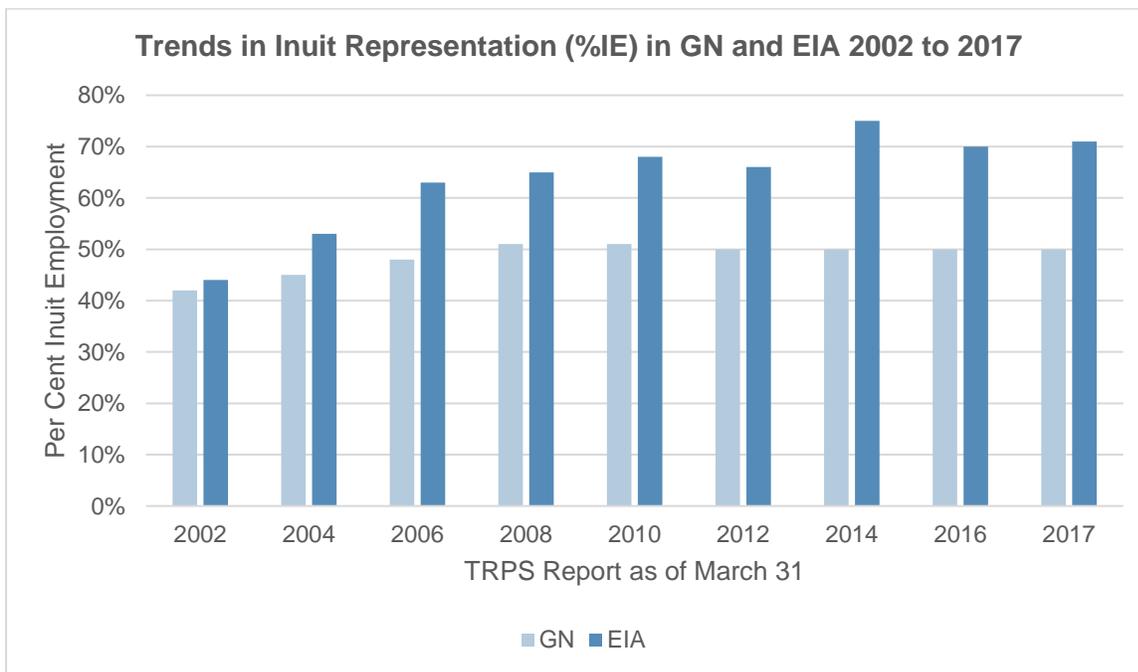
- As of June 30, 2019, Inuit representation in EIA was 50% in Senior Management, 67% in Middle Management, and 60% in Professional.
- In contrast, Inuit representation in the GN as a whole was much lower at 18% in Senior Management, 29% in Middle Management, and 28% in Professional (TRPS as of March 31, 2019).

## 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

EIA has consistently demonstrated an Inuit representation level that is above that of the GN as a whole.



The department has maintained a commitment to increasing Inuit employment in every employment category. From March 2002 to March 2019, the number of Inuit employees in EIA increased from 16 to 57. Inuit representation in EIA increased from 44% in March 2002 to 76% in March 2019, including:

- 25% to 63% in Senior Management
- 0% to 57% in Middle Management
- 38% to 50% in Professional
- 60% to 80% in Paraprofessional
- 50% to 97% in Administrative Support

Prior to transferring functions and PYs to the new Department of Human Resources on April 1, 2019, Inuit representation in EIA was higher in all categories than most other departments and agencies.

## Current Issues and Opportunities

Following the transfer of positions to the new Department of Human Resources effective April 1, 2019, Inuit representation was 81% in EIA and 50% in the GN as a whole. Inuit representation was higher in EIA than in all other departments and territorial corporations.

As of June 30, 2019, Inuit employment remained relatively high in every employment category in EIA:

- 100% in Executive
- 50% in Senior Management
- 67% in Middle Management
- 60% in Professional
- 100% in Paraprofessional
- 100% in Administrative Support

### Issues

#### TURNOVER IN LEADERSHIP ROLES

Although Inuit have been consistently under-represented in the Senior Management category, the department has been successful in attracting and developing Inuit leaders (directors and assistant deputy ministers) who have subsequently been appointed to more senior positions within and outside the GN. Turnover at senior levels creates short-term operational challenges for EIA, but contributes over the long-term to the pool of skilled and experienced Inuit leaders in the GN and the territory.

The department will continue to consider our vacant Senior Management and Middle Management positions for potential direct appointments, internships, or other developmental opportunities in order to increase and enhance Inuit employment.

#### SUPPLY OF POLICY PROFESSIONALS

Approximately 45% of the department's employees are engaged in policy-related occupations as senior leaders, managers and professionals. The work includes advising Cabinet, conducting policy research and analysis, conducting statistical research and analysis, enabling implementation of land claims agreements, dealing with intergovernmental relations, and supporting devolution negotiations. These types of central agency occupations require strong literacy, numeracy and thinking skills that are typically developed through extensive career experience and/or postsecondary education.

The GN's 2017-2018 workforce analysis showed that capacity is consistently lower among policy professionals (National Occupational Classification 416) than in the GN as a whole. This is also true for Inuit employment in policy-related occupations. As of June 30, 2019:

- Approximately 26% of EIA's positions were coded as NOC 416 (Policy analysts and program officers) in Middle Management and Professional employment categories in the department. Most were located in Iqaluit.
- Capacity in NOC 416 (Policy analysts and program officers) was less than 50% in EIA, which was lower than in the GN as a whole.

- Inuit representation in NOC 416 (Policy analysts and program officers) was approximately 55% in EIA, which was higher than in the GN as a whole.

The need for a stronger pool of Inuit policy professionals is well-recognized throughout the GN. EIA must compete with other GN departments and employers in Nunavut for policy professionals.

In developing its Inuit leaders, managers and professionals, EIA will continue to promote and make use of Inuit employment programs such as the Policy Foundations Program, Hivuliqtikhanut Emerging Leaders Program, Sivuliqtiksatsat Internship Program, Amaaqtaarniq Education Program, and Career Broadening Program.

## Opportunities

### ORGANIZATIONAL REVIEW

The Department of Executive and Intergovernmental Affairs is undertaking an organizational review in 2019-2020 to improve the alignment of our divisions with the department's current mandate. EIA will consider opportunities to increase and enhance Inuit employment through organizational changes that recognize the need for Inuit employees to gain incremental experience and responsibility.

### POLICY LEADERSHIP AND POLICY PROFESSIONALS

In any jurisdiction, policy professionals and policy leaders benefit from career experience in a central agency. This experience builds knowledge of government decision-making processes and provides a policy perspective across departmental and jurisdictional boundaries.

EIA's policy-related occupations provide an opportunity for qualified Inuit to support government decision-making, be involved in land claims administration, and engage in negotiations that will influence the territory's future. The department has an opportunity to promote its unique role to Inuit policy leaders and professionals who are interested in having a broad influence in Nunavut.

### GOVERNMENT LIAISON OFFICERS

Government Liaison Offices are located in every community to provide Nunavummiut with information and easier access to government programs and services. Approximately 30% of the department's positions are in the government liaison program, including Government Liaison Officers (GLOs) and GLO Regional Supervisors.

As of June 30, 2019, there were no vacancies in the program and Inuit representation was 100%. The department expects to maintain high capacity and full Inuit employment in the GLO program.

## Artificial Barriers to Inuit Employment

The Department of Executive and Intergovernmental Affairs holds the position that any and all barriers to Inuit employment should be examined and removed. Territory-wide social and economic barriers such as housing and educational attainment may fall outside the scope of this departmental IEP, but cannot be overlooked when planning to recruit and retain Inuit employees.

Approximately 57% of EIA's positions are in Executive, Senior Management, Middle Management, and Professional employment categories. The department is aware that educational requirements may be over-emphasized in these employment categories throughout the GN. Before undertaking staffing actions, EIA routinely examines job descriptions to ensure that any educational requirements are necessary, relevant, and not inflated.

## Potential Future Issues and Opportunities

### Career Development

The department will identify distinct career “stepping stones” that will enable Inuit employees to gain incremental experience and responsibility, with the aim of increasing readiness for career advancement as opportunities arise.

### Retirement Potential

Our workforce analysis examined the eligibility of indeterminate employees to retire by March 2023. We use the term “retirement potential” because employees may not retire when they become eligible.

Retirement potential creates both risks and opportunities. As non-Inuit employees retire or make their plans for retirement known, there is an opportunity to increase Inuit employment by recruiting and/or developing Inuit to fill the expected vacancies. At the same time, the department must prepare to replace retiring Inuit employees with new Inuit hires, just to maintain Inuit employment levels.

As of June 30, 2019:

- The estimated potential for employees to retire by 2023 was lower in EIA at 11% than in the GN as a whole.
- The greatest potential for retirement in EIA was in Category 0 (Management occupations). A total of 21% of EIA's indeterminate workforce in this category was eligible to retire by 2023 – all Inuit. This constitutes almost 30% of Inuit employees in EIA's management occupations.
- In EIA and in the GN as a whole, positions coded as Skill Type A (university education and/or extensive experience) had the largest number and percent of both Inuit and non-Inuit employees with the potential to retire by 2023.

This data suggests that EIA will be competing with other GN departments and agencies for skilled and experienced managers and senior managers as retirements and related turnover increase. As with other departments, EIA must plan ahead and create training plans and career development opportunities for its Inuit employees to mitigate the risks and take advantage of the opportunities associated with its retirement potential.

## 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.

During 2019-2020, EIA will focus on increasing departmental capacity and realigning our organizational structure to support our current mandate, following the transfer of positions and functions to the new Department of Human Resources at the start of the fiscal year. The department aims to increase the number of Inuit employees, but expects that an increase in overall capacity may temporarily reduce the Inuit representation rate from its June 30, 2019 level of 81%.

SHORT-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2020, the department will increase the number of Inuit employees by:</p> <ul style="list-style-type: none"> <li>Ensuring that educational requirements are not inflated in job descriptions.</li> <li>Realigning EIA's organizational structure and reprofiling some vacancies to support Inuit employment.</li> <li>Assessing all vacancies to determine whether it is feasible to reprofile the position to create an internship or other career development opportunity for an Inuk.</li> <li>Promoting and making use of GN training and career development programs.</li> <li>Fostering a positive work and learning environment in the department.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the department to a total of 58, with small increases in most employment categories.</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (As of June 30, 2019)				SHORT-TERM GOALS (FTEs) (By March 31, 2020)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	4	3	3	100%	4	3	75%
Senior Management	9	8	4	50%	8	5	63%
Middle Management	9	6	4	67%	8	6	75%
Professional	28	15	9	60%	18	9	50%
Paraprofessional	5	4	4	100%	5	5	100%
Administrative Support	32	28	28	100%	30	30	100%
<b>TOTAL</b>	<b>87</b>	<b>64</b>	<b>52</b>	<b>81%</b>	<b>73</b>	<b>58</b>	<b>78%</b>

## Medium-Term Goals and Targets

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

MEDIUM-TERM GOAL	EXPECTED OUTCOMES (FTEs)
<p>By March 2023, the department will retain Inuit employees and increase Inuit employment to 83% by:</p> <ul style="list-style-type: none"> <li>Implementing approved organizational changes following the completion of the 2019-2020 review.</li> <li>Identifying career “stepping stones” within the department to enable Inuit employees to move into Middle and Senior Management positions.</li> <li>Establishing career development plans for all Inuit employees in EIA.</li> <li>Promoting and making use of GN training and career development programs.</li> <li>Promoting EIA as a central agency and employer of choice to attract more Inuit to the department, particularly in policy-related occupations.</li> <li>Improving EIA opportunities for Inuit summer students.</li> <li>Fostering a positive work and learning environment in the department.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Inuit employees in the Senior Management category to 6</li> <li>Increase the number of Inuit employees in the Professional category to 12</li> <li>Increase the number of Inuit employees in the Administrative Support category to 32</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (June 30, 2019)				MEDIUM-TERM GOALS (FTEs) (By March 31, 2023)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	4	3	3	100%	4	3	75%
Senior Management	9	8	4	50%	8	6	75%
Middle Management	9	6	4	67%	8	6	75%
Professional	28	15	9	60%	20	12	60%
Paraprofessional	5	4	4	100%	5	5	100%
Administrative Support	32	28	28	100%	32	32	100%
<b>TOTAL</b>	<b>87</b>	<b>64</b>	<b>52</b>	<b>81%</b>	<b>77</b>	<b>64</b>	<b>83%</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>By March 2023, the department will retain Inuit employees and increase Inuit employment to 85% by:</p> <ul style="list-style-type: none"> <li>• Building on and continuing to apply successful actions undertaken from 2019 to 2023.</li> <li>• Continuing to promote EIA as an employer of choice for Inuit.</li> <li>• Continuing to foster a positive work and learning environment in the department.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of Inuit employees in the Senior Management category to 7</li> <li>• Increase the number of Inuit employees in the Middle Management category to 7</li> <li>• Increase the number of Inuit employees in the Professional category to 16</li> <li>• Maintain the number of Inuit employees in the Paraprofessional and Administrative Support categories</li> </ul>

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (June 30, 2019)				LONG-TERM GOALS (FTEs) (within 10 years from 2017)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	4	3	3	100%	4	3	75%
Senior Management	9	8	4	50%	9	7	78%
Middle Management	9	6	4	67%	8	7	88%
Professional	28	15	9	60%	24	16	71%
Paraprofessional	5	4	4	100%	5	5	100%
Administrative Support	32	28	28	100%	32	32	100%
<b>TOTAL</b>	<b>87</b>	<b>64</b>	<b>52</b>	<b>81%</b>	<b>82</b>	<b>70</b>	<b>85%</b>

## CHAPTER 6: ACTION PLAN

**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. Ensure that educational requirements are not inflated in job descriptions	Encourage and support more Inuit to apply for and succeed in EIA job competitions	Review all job descriptions prior to initiating the staffing process	Director, Corporate Services	Ongoing
2. Retain Inuit employees in the department	Ensure a healthy and respectful workplace environment for Inuit and non-Inuit employees	Set expectations of managers Provide cultural orientation for new employees Provide access to cultural competence workshops	Deputy Minister with all directors and managers	Ongoing
3. Ensure that Inuit employment is a priority in EIA	Increased and enhanced Inuit employment in the department	Deliver performance management training to all supervisors Incorporate Inuit employment goals into managers' performance plans	Director, Corporate Services and all senior managers	Ongoing
4. Enable career development through the design of organizational structures and jobs	Increased and enhanced Inuit employment in the department	Design jobs and organizations that consider the need for Inuit employees to gain incremental experience and responsibility Identify career "stepping stones" to support career advancement	Deputy Minister and all senior managers	2019-2020 and ongoing
5. Maintain an up-to-date departmental IEP to 2023	Increase and enhance Inuit employment in EIA	Update EIA's IEP to reflect organizational changes	Director, Corporate Services and all senior managers	2019-2020 and ongoing

## Staffing and Recruiting

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
6. Improve the efficiency of the staffing process	Reduce the impact of turnover on EIA's operations and Inuit employment	Identify pools of qualified Inuit candidates for selected occupational groups	Director, Corporate Services and senior manager(s) for the selected occupational groups	Ongoing
7. Create more internships and other career development opportunities for Inuit	Increase Inuit employment in Senior Management, Middle Management and Professional employment categories	Assess vacant leadership and professional positions to determine whether it is feasible to reprofile the position	Director, Corporate Services and all senior managers	Ongoing
8. Establish and maintain staffing contingency plans for key positions	Reduce the impact of turnover on EIA's operations and Inuit employment	Identify and plan ahead for positions in which the potential for retirement or other turnover is high	All senior managers	2020-2021 and ongoing
9. Improve EIA opportunities for Inuit summer students	Increase the number of Inuit candidates for entry-level positions in EIA	Identify and prioritize SSEEP student placements that may attract graduates to apply for EIA jobs in the future	Director, Corporate Services and all senior managers	2020-2021 and ongoing

## Planning and Monitoring Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
10. Develop skills and experience for career mobility in the department	Increased and enhanced Inuit employment in the department	Establish career development plans for all Inuit employees in EIA	All senior managers	2020-2021 and ongoing

## Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
11. Develop skills and experience for career mobility in the department	Increased and enhanced Inuit employment in the department	Promote and make use of GN training and career development programs for Inuit employees	All senior managers	Ongoing

## Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
12. Increase awareness of EIA's mandate and role as a central agency and the types of positions available in the department	Increase the number of Inuit candidates for EIA leadership and policy-related positions	Provide EIA guest speakers for Nunavut Sivuniksavut and HR Department's Hivuliqtikhanut and policy skills development programs	Deputy Minister with Director of Corporate Services/ all senior managers	Ongoing
13. Increase awareness of EIA's mandate and role as a central agency and the types of positions available	Increase the number of Inuit candidates for entry-level positions in EIA	Promote EIA as an employer at career fairs	Director, Corporate Services with Communications	2019-2020 and ongoing

## 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 Department of Executive and Intergovernmental Affairs will report semi-annually on progress using the reporting template and instructions that are provided.