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Building *Nunavut* Together
Nunavut liuqatigiingniq
Bâtir le *Nunavut* ensemble

Department of Justice

Inuit Employment Plan

2017 to 2023

2017-2018

Updated July 2019

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INTRODUCTION

This section introduces the Government of Nunavut’s Master Inuit Employment Plan to 2023 and detailed departmental Inuit Employment Plans to 2023.

Master Inuit Employment Plan to 2023

A Master Inuit Employment Plan (Master IEP) to 2023 was drafted in 2017-2018 to establish long-term strategic directions in Inuit employment for the Government of Nunavut (GN) as a whole organization and in specific occupational groups in the public service. The Master Inuit Employment Plan built on the foundations established in the GN’s first Inuit Employment Plan, which was developed in 2000 and updated in implementation plans from 2003 to 2013.

The GN has been implementing actions identified in the Master Inuit Employment Plan since it was drafted in 2017-2018, along with ongoing actions that were identified in earlier Inuit Employment Plans.

The Master Inuit Employment Plan to 2023 was updated in early 2019-2020 before final approval and public release. This GN-wide IEP is available to GN employees and Nunavummiut on the Department of Human Resources website.

Departmental Inuit Employment Plans to 2023

Government of Nunavut departments and territorial corporations drafted detailed Inuit Employment Plans to 2023 during 2017-2018. These Inuit Employment Plans (IEPs) have a starting point of 2013 and an end date of 2023 to align with the 10-year period of the current Nunavut implementation contract.

Departmental IEPs to 2023 include goals and targets for the short-term (by March 2020), medium-term (by March 2023) and long-term (beyond 2023, within 10 years) and an action plan to achieve short- and medium-term goals. Implementation of the action plans that are described in draft Inuit Employment Plans to 2023 has been ongoing since 2017-2018.

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

Departmental IEPs to 2023 were updated in early 2019-2020 before final approval and public release. These long-term IEPs are publicly available on the Department of Human Resources website.

Inuit employment statistics reflect the results of efforts made by departments and agencies to increase Inuit employment. These statistics are published quarterly in Towards a Representative Public Service (TRPS) reports. Additional information about Inuit employment is included in the GN’s Public Service Annual Report. These reports are publicly available on the Department of Human Resources website.

CHAPTER 1: ARTICLE 23 AND INUIT EMPLOYMENT PLANS IN THE GN

This chapter summarizes the Government of Nunavut's obligations under Article 23 of the Nunavut Agreement and how IEPs respond to these and other requirements.

The Nunavut Agreement (1993)

Article 23

Part 2 describes the objective of Article 23 and Parts 4 and 5 contain the detailed requirements for Inuit employment plans (IEPs) and training plans. These three Parts are reproduced below:

PART 2: OBJECTIVE

23.2.1 The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.

23.2.2 In pursuit of this objective, Government and the DIO shall cooperate in the development and implementation of employment and training as set out in the Agreement.

PART 4: INUIT EMPLOYMENT PLANS

23.4.1 Within three years of the date of ratification of the Agreement, each government organization shall prepare an Inuit employment plan to increase and maintain the employment of Inuit at a representative level.

23.4.2 An Inuit employment plan shall include the following:

(a) an analysis to determine the level of representation of Inuit in the government organization and to identify areas of under-representation by occupational grouping and level and regular full-time and regular part-time employment status;

(b) phased approach, with reasonable short and medium term goals, in the form of numerical targets and timetables for employment of qualified Inuit in all levels and occupational groupings where under-representation has been identified; such goals to take into account the number of Inuit who are qualified or who would likely become qualified, projected operational requirements, and projected attrition rates;

(c) an analysis of personnel systems, policies, practices and procedures in the organization to identify those which potentially impede the recruitment, promotion, or other employment opportunities of Inuit;

(d) measures consistent with the merit principle designed to increase the recruitment and promotion of Inuit, such as

(i) measures designed to remove systemic discrimination including but not limited to

- removal of artificially inflated education requirements,
- removal of experience requirements not based on essential consideration of proficiency and skill,
- use of a variety of testing procedures to avoid cultural biases,

(ii) intensive recruitment programs, including the distribution of competition posters throughout the Nunavut Settlement Area, with posters in Inuktitut as well as Canada's official languages as required,

(iii) inclusion in appropriate search criteria and job descriptions of requirements for an understanding of the social and cultural milieu of the Nunavut Settlement Area, including but not limited to

- knowledge of Inuit culture, society and economy,
- community awareness,
- fluency in Inuktitut,
- knowledge of environmental characteristics of the Nunavut Settlement Area,
- northern experience,

(iv) Inuit involvement in selection panels and boards or, where such involvement is impractical, advice to such panels and boards,

(v) provision of counselling services with particular attention to solving problems associated with accessibility to such services,

(vi) provision of in-service education assignment and upgrading programs adequate to meet employment goals,

(vii) promotion of apprenticeship, internship and other relevant on-the-job training programs,

(viii) special training opportunities,

(ix) use of measures which are found to be successful in achieving similar objectives in other initiatives undertaken by Government, and

(x) cross-cultural training;

(e) identification of a senior official to monitor the plan; and

(f) a monitoring and reporting mechanism on implementation of the plan.

23.4.3 All employment plans shall be posted in accessible locations for employee review.

23.4.4 Notwithstanding the overall objectives of this Article, it is understood that some organizations may employ so few persons in the Nunavut Settlement Area that strict application of the above measures may not be practicable.

PART 5: PRE-EMPLOYMENT TRAINING

23.5.1 The plans outlined in Part 4 will require special initiatives to provide some Inuit with skills to qualify for government employment. Government and the DIO shall develop and implement pre-employment training plans.

23.5.2 To the extent possible, the plans referred to in Section 23.5.1 shall be designed to meet the special needs of Inuit by various means, including:

- (a) instruction in Inuktitut;
- (b) training within the Nunavut Settlement Area;
- (c) distribution of training sites among communities, it being understood that circumstances may require that training take place in central locations within the Nunavut Settlement Area or in other locations outside the Area; and
- (d) the taking into account of Inuit culture and lifestyle.

The Settlement Agreement (2015)

The May 2015 Settlement Agreement signed by the Government of Canada (GoC), the Government of Nunavut (GN) and Nunavut Tunngavik Incorporated (NTI) also contains obligations concerning IEPs, which are reproduced below. Together with Article 23 of the Nunavut Agreement, these obligations inform the approach to and contents of Inuit Employment Plans in the GN.

INUIT EMPLOYMENT PLANS AND PRE-EMPLOYMENT TRAINING PLANS

25. In developing and implementing Inuit employment plans and pre-employment training plans under Part 3, Part 4, and Part 5 of Article 23, the GoC and GN recognize that whole-of-government coordination within each of the GoC and GN is critical to the successful implementation of Inuit employment plans and pre-employment training plans. Accordingly each of them will:

- (a) establish a central Inuit employment and training coordination office within its Government;
- (b) establish a coordinated approach to departmental Inuit employment plans and pre-employment training plans, including master plans, within its Government;
- (c) ensure that its departments and agencies prepare and adopt detailed action plans, which include timelines and objectives, to give effect to Inuit employment plans and pre-employment training plans;
- (d) ensure that Inuit employment plans and pre-employment training plans reflect on an ongoing basis the data and analyses obtained from the work described in Schedules D and E to produce the NILFA; and,

(e) ensure that its departments and agencies have regard to the following:

(i) Inuit employment plans and pre-employment training plans need to be very precise and specific in laying out the steps that will be taken to achieve goals;

(ii) successful development and implementation of Inuit employment plans requires:

(A) expanding Inuit access to employment through removal of existing barriers and new and creative recruitment, retention and promotion policies, practices and procedures;

(B) development and implementation of training priorities, including the expansion of certain key programs and the establishment of new training programs; and,

(C) cooperation with NTI in respect of the development and implementation of Inuit employment plans and pre-employment training plans.

A Master Inuit Employment Plan for the GN

The Master IEP is a government-wide master plan that provides strategic direction for GN-wide programs and initiatives to increase and enhance Inuit employment. It informs departmental IEPs and provides support and guidance for their coordinated implementation.

The Master IEP covers the current contract period, from 2013 to 2023. The Assistant Deputy Minister, Strategic Human Resource Management of the Department of Human Resources develops and maintains the Master IEP.

Detailed departmental IEPs take their direction from the Master IEP in order to address specific departmental issues and opportunities in Inuit employment. As appropriate, each department will revise its IEP to include measures, support or guidance provided by the Master IEP.

The Master IEP and departmental IEPs are public documents that are updated periodically. Updates may involve minor adjustments or major shifts in direction depending on environmental and operational factors in the GN.

Accountability for Inuit Employment Plans

Accountability for developing and implementing Inuit Employment Plans is shared by GN central agencies, departments and territorial corporations:

Central Accountabilities

The Department of Human Resources (HR) is the central Inuit employment and training coordination office within the GN. As a central agency, HR is accountable for:

- Developing and implementing GN-wide human resource management policies and practices, and ensuring that any related barriers to Inuit employment are addressed;

- Developing and implementing the GN-wide Master Inuit Employment Plan;
- Designing and sponsoring GN-wide programs to increase and enhance Inuit employment;
- Advising departments on Inuit employment planning; and
- Monitoring progress towards Inuit employment goals.

The Assistant Deputy Minister, Strategic Human Resource Management of the Department of Human Resources provides oversight for and monitoring of the Master Inuit Employment Plan.

As a central agency, the Department of Finance is accountable for preparing and publishing the quarterly Towards a Representative Public Service report on Inuit employment statistics.

Departmental Accountabilities

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

Within the Department of Justice, the Director of Corporate Service, supported by the Director of Policy and Planning will be responsible for monitoring this IEP on an annual basis.

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 Nunavut Department of Justice was established upon the formation of the territory in April 1999. It took over justice and public safety responsibilities from the Department of Justice for the Government of the Northwest Territories.

The *Department of Justice Act* describes the responsibilities of the Minister of Justice, Attorney General, and department officials. The department has a very broad mandate to oversee Government of Nunavut (GN) legal matters (including litigation), legislation, the administration of justice, and public safety matters.

Since 1999, the Department of Justice has developed several 'made in Nunavut' laws. These include the *Family Abuse Intervention Act*, *Human Rights Act*, *Family Support Orders Intervention Act*, *Legal Services Act*, *Justice of the Peace Act*, and *Unlawful Property Forfeiture Act*.

On behalf of the GN, the Department of Justice negotiates and manages the contract with the RCMP for policing services in the territory. The current policing services agreement was signed in 2012 and sunsets in 2032. The RCMP has had a presence in what is now Nunavut since the 19th century. It built its first permanent detachments in the region in the 1920s.

The department constructed the Nunavut Justice Centre in Iqaluit in 2006 to house the Nunavut Court of Justice (NCJ). It is the territory's only permanent courthouse; all other communities are served by the NCJ traveling as a circuit court. As a result, several positions within Court Services division require frequent travel to the communities to carry out their duties for the circuit court (sheriffs, civil and criminal registrars). The Department of Justice provides support to the NCJ and several quasi-judicial boards and public agencies including the Labour Standards Board, the Criminal Code Review Board and the Residential Tenancies Office. The Court Services division also oversees the sheriff program. In 2016, the sheriffs took over inmate transfer duties in Iqaluit from the RCMP.

The department has also built several correctional facilities in response to demand and to improve infrastructure. In addition to the Baffin Correctional Centre (1984), Youth Centre (1989), the Uttaqivik Community Residential Centre (2000), the department constructed the Kugluktuk Ilavut Centre in 2005, Nunavut Women's Correctional Centre in 2010, Rankin Inlet Healing Centre in 2013, and Makigiavik in 2015. In May 2019, construction began on the Qikiqtani Correctional Healing Centre (QCHC). The facility is expected to be completed by June 2021-22. These newer facilities have been designed to support client rehabilitation.

Since the *Family Abuse Intervention Act* (FAIA) was passed in 2008, the Community Justice division has overseen its implementation. Regional Justice Specialists (GN employees) coordinate with Community Justice Outreach Workers (CJOWs) (mostly hamlet employees) to assist clients with emergency court orders if they are experiencing family violence. In 2017, the department began the process of transitioning the CJOWs from hamlet to departmental employees. In 2017-2018, 5 CJOW's we're transitioned from Hamlet to GN and in 2018-2019, 4 transitioned from Hamlet to GN. This transition will create more department positions located in the communities.

Increased demand has affected departmental staffing needs over the past 19 years. Due to Nunavut's ongoing high crime rate, significant financial and human resource investments continue to be needed in the areas of corrections, courts, and crime prevention. Increases in the volume and complexity of legal and legislative matters have also put greater reliance on positions that provide legal advice to support all GN departments.

Mandate

The Department of Justice's mission statement is *"To promote and protect a peaceful society through the administration of a justice system which respects the role of community members in maintaining harmony, and which adheres to the principles and values of Inuit Qaujimagatuqangit"*.

The *Department of Justice Act* requires the Minister of Justice and Attorney General to:

- Ensure that the administration of public affairs accords with the law including the Constitution of Canada, the Nunavut Act and Nunavut Agreement;
- Oversee all matters connected with the administration of justice including policing, corrections, and the courts;
- Provide advice on legislation and proceedings of the Legislative Assembly;
- Provide legal advice to the heads of government departments and agencies; and
- Oversee and conduct all litigation for or against the government or any department of the government.

The department is committed to fulfilling the duties and obligations created by the Nunavut Agreement; including promoting Inuit employment (Article 23).

The department is also responsible for eighty-eight (88) statutes and their regulations.

Operations and Locations

The Department of Justice oversees the administration of justice and public safety in each of Nunavut's 25 communities.

The department and all its divisions are headquartered in Iqaluit. However, the department also includes regional and community-based offices with employees covering the entire territory.

Below is a description of the department's various operations:

Directorate

The Directorate is made up of the Deputy Minister (DM)/ Deputy Attorney General (DAG), the Assistant Deputy Minister of Justice (ADM), and the Assistant Deputy Attorney General (ADAG). They are responsible for the overall management of the department, including: providing leadership and setting program direction, monitoring goals, objectives, policies and budgets; and ensuring that priorities and directives are followed. The Deputy Minister of Justice/Deputy Attorney General is the official legal advisor to the Executive Council and the Government of Nunavut. The ADM oversees the public safety matters (Community Justice, Court Services, Corrections and the RCMP policing file). The Assistant Deputy Attorney General oversees legal services (Legal Registries, Legislation Division, and the Legal and Constitutional Law Division).

The directorate also houses additional positions to support the policing contract as well as the Therapeutic Justice Pilot Program, which report directly to the ADM.

Although the majority of positions are located within Iqaluit, there are positions in Cambridge Bay, where the Therapeutic Justice Pilot Program is based.

Corporate Services

The Corporate Services Division provides a full range of financial, staffing/training, administrative management and support services to the department. The Division also oversees the financial aspects of the policing agreements, and manages the human resources functions for the department. The Division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and Community Justice Outreach Workers.

The Corporate Services Division, and all associated positions are located in Iqaluit.

Policy and Planning

The Policy and Planning Division is responsible for developing departmental policy and legislative proposals; analyzing proposed departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing and communicating departmental responses to justice issues.

Corrections

The Corrections Division operates correctional facilities in Iqaluit (Baffin Correctional Centre, Makigiarvik, Nunavut Women's Correctional Centre, Youth Centre, Uttaqivik), Rankin Inlet (Rankin Inlet Healing Facility), and Kugluktuk (Kugluktuk Ilavut Centre). This includes providing security and programming at the facilities, as well as on-the-land and community work programs with the assistance of community partners to assist with client reintegration after they complete their sentence.

The division will also operate the QCHC once construction is completed.

The division also provides community corrections/probation services across the territory. The division is headquartered in Iqaluit, but has positions in the majority of our communities. Due to the nature of the work in Corrections, casual and relief workers are relied on to ensure continual operations.

Community Justice

The Community Justice Division oversees the restorative justice initiatives, and the *Family Abuse Intervention Act* (FAIA) by providing support to local Community Justice Outreach Workers (CJOWs) located in each community.

The CJOWs are given support and direction by GN Justice Specialists located in each region: South Baffin (Cape Dorset, Iqaluit), North Baffin (Pond Inlet), Kivalliq (Rankin Inlet), and Kitikmeot (Cambridge Bay).

The Community Justice Division also provides support to local Community Justice Committees who oversee restorative justice initiatives and diversions in their community. The division is headquartered in Iqaluit; however, as will be discussed in chapter 5 of this document, CJOW positions are being transitioned from Hamlet positions to the GN positions. Once this is complete, Community Justice will have a presence in each of the Nunavut communities.

Court Services

The Court Services Division is responsible for the provision of support services for the Nunavut Court of Justice, Justice of the Peace Court and several administrative tribunals, such as Nunavut Criminal Code Review Board, Labour Standards Board and administration of the *Residential Tenancies Act*, throughout Nunavut. This includes providing information and assistance to the public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who are bringing matters before the Court. It also provides support services to the court while it attends communities on circuit and supports the Justices of the Peace across the territory. Due to the nature of the work in Court Services, casual and relief workers are relied on to ensure continual operations.

While the division has a presence in each of the communities, the division is headquartered in Iqaluit at the Nunavut Justice Centre.

Legal Registries

Legal Registries administers corporate, commercial and land title laws. It processes a variety of legal documents submitted to register interests in land recorded on guaranteed land titles; security interests in personal property; corporations; societies; partnerships and co-operative associations; and securities such as stocks, bonds and mutual funds. It also regulates the advisors and dealers engaged in the sale of those securities in Nunavut. This division is entirely located within Iqaluit.

Legal Support Services

LEGAL AND CONSTITUTIONAL LAW

The Legal and Constitutional Law Division provides general legal services to all government departments and certain public agencies. It also represents the interests of the Government of Nunavut in all court and tribunal proceedings and in intergovernmental and other negotiations/consultations or engagements.

Divisional responsibilities include, the provision of legal services in relation to all constitutional matters (constitutional development, Aboriginal claims, implementation of the Nunavut Agreement, Devolution

and the Charter of Rights and Freedoms), and all litigation matters and legal advisory services (e.g. administrative law, environmental law, finance, lands and facilities management, public procurement, and the drafting and review of major contracts).

LEGISLATION

The Legislation Division has five main responsibilities: legislative advice, translation, drafting, registration, and publication. The Division provides legislative advice; drafts bills, regulations and appointments for the government, the Assembly, and most statutory bodies. It translates all bills, regulations and other legal instruments, into Inuktitut and French. It registers, maintains, revises and consolidates the Acts and regulations of Nunavut. It publishes, as required by law, all bilingual and multilingual publications produced by the Division, namely, the monthly Nunavut Gazette, and the statutes of Nunavut. As well, the Division maintains the website, which makes the statutes, regulations and other instruments available to the public and responds to inquiries from the public concerning these legislative publications.

This division is located in Iqaluit.

Administrative Support to Legal Aid

The department provides administrative support to the arms-length Legal Services Board, which provides legal aid and public legal education services in the territory. Its head office, which is made up of seven positions, is located in Gjoa Haven.

Employment Categories in the Department

As of March 31, 2019

EMPLOYMENT CATEGORIES	TOTAL POSITIONS (FTEs) (As of March 31, 2019)			
	Number of Positions	Vacancies	Filled	% Capacity
Executive	3	1	2	67%
Senior Management	8	1	7	88%
Middle Management	26	4	22	85%
Professional	73	27	46	63%
Paraprofessional	72	32	40	56%
Administrative Support	207	54	153	74%
TOTAL	389	119	270	69%

Shown below, as of March 31, 2019, out of 389 positions, approximately 73% of positions (283) were located in Iqaluit, while 27% (106) were located in communities outside Iqaluit.

Total Positions			
Total Positions	Vacancies	Filled	% Capacity

Employment Summary, by Community

Arctic Bay	2.00	1.00	1.00	50%
Cape Dorset	4.00	3.00	1.00	25%
Clyde River	1.00	1.00	-	-
Hall Beach	1.00	1.00	-	-
Igloolik	1.00	-	1.00	100%
Iqaluit	283.00	95.00	188.00	66%
Kimmirut	2.00	2.00	-	-
Pangnirtung	3.00	2.00	1.00	33%
Pond Inlet	4.00	3.00	1.00	25%
Qikiqtarjuaq	1.00	1.00	-	-
Sanikiluaq	1.00	-	1.00	-
Arviat	1.00	-	1.00	100%
Baker Lake	2.00	-	2.00	-
Coral Harbour	3.00	-	3.00	100%
Rankin Inlet	50.00	4.00	46.00	92%
Cambridge Bay	6.00	1.00	5.00	83%
Gjoa Haven	7.00	2.00	5.00	71%
Kugluktuk	14.00	2.00	12.00	86%
Taloyoak	2.00	1.00	1.00	50%
Edmonton	-	-	-	-
Ottawa	1.00	-	1.00	100%
Total Community	389.00	119.00	270.00	69%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	283.00	95.00	188.00	66%
Other communities	106.00	24.00	82.00	77%
TOTAL	389.00	119.00	270.00	69%

CHAPTER 3: INUIT EMPLOYMENT IN THE DEPARTMENT

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

Capacity in the Department

As of March 31, 2019, the Department of Justice is operating at 69% capacity with 119 vacancies; Inuit employees hold 47% of the filled positions. The department is actively seeking ways to fill vacant positions with Inuit.

Of the existing vacancies, 30% are filled with casual and relief workers. The nature of operations in the Corrections and Court Services divisions require constant availability of staff to ensure that correctional facilities, the court and sheriff programs can function regardless of any vacancies in full-time, indeterminate staff. Therefore, the department must rely upon casual and relief personnel to maintain a full complement of staff to perform these necessary functions.

With respect to correctional officers and sheriffs, there must also be sufficient capacity at all times to ensure that the department can respond to address potential threats to public safety especially in an emergency. Further, since these are shift work positions, the department has observed that a considerable number of long term employees choose to remain in casual or relief status so that they can have more flexibility in their decision to work.

Capacity changes from 2013 to 2019 by employment category:

- Senior Management capacity increased from 67% to 88%
- Middle Management capacity increased from 70% to 85%
- Professional capacity decreased from 74% to 63%

It is important to note that the addition of positions in the listed categories increased between 2013 and 2019. Therefore, the capacity changes must be reviewed with this understanding. For example, in the Professional category the capacity decreased from 74% to 63%. However, the number of positions in this field more than doubled in this time period and the number of positions filled went from 23 to 46 with our Inuit employment rising by 2%.

Inuit Employment in Employment Categories

The department has been using various existing tools (restricted competition, direct appointment, internship program, on job training etc.) to increase Inuit representation in all job categories.

As of March 31, 2019

EMPLOYMENT CATEGORIES March 31, 2019	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	1	50%
Senior Management	8	7	88%	1	13%
Middle Management	26	22	85%	7	32%
Professional	73	46	63%	11	24%
Paraprofessional	72	40	56 %	21	53%
Administrative Support	207	153	74%	85	56%
TOTAL	389	270	69%	126	47%

As of March 31, 2018

EMPLOYMENT CATEGORIES March 31, 2018	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	1	33%	0	0%
Senior Management	8	8	100%	0	0%
Middle Management	25	19	76%	6	32%
Professional	68	48	71%	13	27%
Paraprofessional	70	48	69%	27	56%
Administrative Support	204	139	68%	78	56%
TOTAL	378	263	70%	124	47%

As of March 31, 2017

EMPLOYMENT CATEGORIES March 31, 2017	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	1	50%
Senior Management	8	8	100%	0	0%
Middle Management	24	20	83%	7	35%
Professional	70	46	66%	13	28%
Paraprofessional	68	41	60%	20	49%
Administrative Support	197	144	73%	82	57%
TOTAL	370	261	71%	123	47%

As of March 31, 2016

EMPLOYMENT CATEGORIES March 31, 2016	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	1	50%
Senior Management	8	8	100%	0	0%
Middle Management	25	16	64%	4	25%
Professional	65	45	69%	12	27%
Paraprofessional	66	46	70%	21	46%
Administrative Support	201	155	77%	82	53%
TOTAL	368	272	74%	120	44%

As of March 31, 2015

EMPLOYMENT CATEGORIES March 31, 2015	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	1	33%	0	0%
Senior Management	9	8	89%	1	13%
Middle Management	31	21	68%	3	14%
Professional	36	22	61%	3	14%
Paraprofessional	257	183	71%	88	48%
Administrative Support	32	24	75%	15	63%
TOTAL	368	259	70%	110	42%

As of March 31, 2014

EMPLOYMENT CATEGORIES March 31, 2014	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	1	50%
Senior Management	9	8	89%	2	25%
Middle Management	30	23	77%	6	26%
Professional	36	22	61%	1	5%
Paraprofessional	229	175	76%	79	45%
Administrative Support	29	23	79%	16	70%
TOTAL	336	253	75%	105	42%

As of March 31, 2013

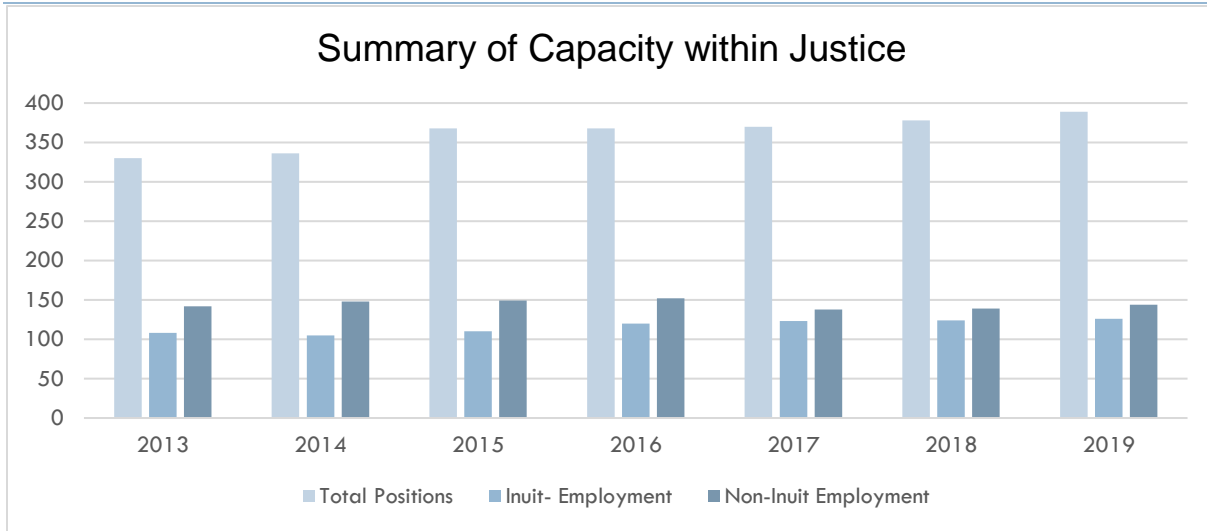
EMPLOYMENT CATEGORIES March 31, 2013	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	3	2	67%	1	50%
Senior Management	9	6	67%	1	17%
Middle Management	30	21	70%	5	24%
Professional	31	23	74%	5	22%
Paraprofessional	225	177	79%	80	45%
Administrative Support	32	21	66%	16	76%
TOTAL	330	250	76%	108	43%

Data Analysis

Since 2013, the Department of Justice has increased its number of full-time positions from 330 to 389. While 59 positions were added, the number of full time employees has only increased by 20, from 250 in 2013 to 270 in 2019. Although the number of full-time employees has only increased by 20, the number of full-time Inuit employees has increased by 18. This is a rate nine times higher than that of full-time non-Inuit employee, which has only increased by two.

As the tables below show, the Department of Justice has show success in improving the Inuit employment rate, with a noted increase in its Inuit employment rate from 43% to 47%.

FULL-TIME EMPLOYMENT 2013 TO 2019		
POSITION CATEGORY March 31, 2019	YEAR	
	2013	2019
Full Time Positions	330	389
Full Time Positions Staffed	250	270
Inuit Employees in Full Time Positions	108	126
Non-Inuit Employees in Full Time Positions	142	144
Capacity	76%	69%



Inuit Employment by Occupational Group

National Occupational Classification System Categories and Hierarchy

Article 23 calls for Inuit representation in government organizations to be reported by occupational grouping and level. The GN reports on Inuit employment in six employment categories in TRPS: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support.

The Government of Canada categorises positions according to the National Occupational Classification (NOC) system categories. This system classifies groups of jobs or occupations based on the type of work performed and the type of skill typically associated with that work. The NOC system “provides a standardized framework for organizing the world of work in a manageable, understandable and coherent system,” and is ultimately based upon the type of work being done in a given occupation and the skills and knowledge required to conduct that work.

The system classifies occupations into the following categories:

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

Each of these broad categories can be further subdivided into major groups of occupations that require similar knowledge and skills. In turn, these major groups can be divided into occupational groups, and finally, these can be divided into actual occupations. This hierarchical system is organized using four digit numbers.

OCCUPATIONAL CATEGORIES IN THE DEPARTMENT OF JUSTICE

The majority of occupations found within the Department of Justice are located within the NOC Category 4: *Occupations in education, law and social, community and government services*. This category is the largest occupational group within the GN and one of the largest in all Canadian territorial and provincial governments.

Based on the 2017 data, the Department of Justice had representation in seven occupational groups (based on NOC categories) broken down as follows and as compared to the rest of GN:

NOC Category	Category % of Department of Justice Positions	Category % of GN Positions
0 - Management occupations	10%	11%
1 - Business, finance and administration occupations	27%	22%
2 - Natural and applied sciences occupations	1%	7%
3 - Health occupations	1%	8%
4 - Occupations in education, law, social, government	60%	41%
5 - Occupations in art, culture, recreation and sport	3%	1%
6 - Sales and service occupations	2%	7%

*The numbers in this chart have been rounded to the nearest whole number. Therefore, they do not necessarily equal 100%.

Within the department, occupational categories ranged in size from approximately 3 positions (in **Category 3**) to approximately 223 positions (in **Category 4**).

In the Department of Justice, 60% of all the positions are under NOC category 4. Many of our frontline positions within Corrections, Courts and Community Justice fall within this category, where the Inuit representation is extremely low.

It has been identified that the nature of this work including, exposure to sensitive issues that may involve an employee’s close friends and family, present a barrier for some Inuit to enter into positions in this category. Similarly, the potential for vicarious trauma – trauma resulting from working with and being exposed to highly traumatic situations - is a deterrent for many individuals in considering employment in these positions. This may be compounded by the often historic negative perception of

the courts, corrections and the justice system in general, within the territory, can create barriers for individuals considering career opportunities within these areas of the Government of Nunavut.

Due to the limited size of Nunavut's labour market and the competitive nature of the labour market, particularly for professionals, Inuit who are already employed within the department in the Paraprofessional and Administrative Support categories may represent a pool of labour which can be 'drawn upwards' into occupations in the Professional and Middle Management categories if given the appropriate incentives and supports. For example: more correctional supervisors, Deputy Wardens and Wardens positions can be filled by Inuit correctional officers through proper training or internship programs. In the meantime, this would also help the Corrections Division to develop a better environment for both the staff and the inmates that is more suitable to Inuit culture.

Inuit Language Requirements

The following departmental positions have Inuit language requirements:

- Manager, Legal Translations – Inuktitut and Inuinnaqtun

This position is responsible for managing Inuktitut and Inuinnaqtun translation services for the Legislation Division. These services include the translation into Inuktitut and Inuinnaqtun of documents, as required by law or by government policy. In fulfilling these responsibilities the Manager will supervise Inuktitut and Inuinnaqtun translation, editorial and secretarial staff. Where Inuktitut and Inuinnaqtun translation services are provided through contracts, the Manager will administer those contracts and assist in their negotiation.

- Legal Translator Inuktitut (2 positions)

These positions prepare Inuktitut translations of Bills to be introduced in the Legislative Assembly, existing Acts and consolidations of Acts, regulations, appointment documents and other legislative documents, and supporting materials. This is a highly specialized and critical part of the process of preparing legislation in Nunavut, which unlike any other jurisdiction in Canada, must have English, French, and Inuktitut versions of all legislation. The Inuktitut translator works closely with the legislative drafters throughout the drafting process to ensure that English drafts are prepared in a way that allows for the preparation of Inuktitut versions that can be more easily understood.

- Interpreter/Translator (2 positions)

This is a highly specialized and critical part of the Court Services Division, reporting to the Manager of Court Operations. The Interpreter/Translator provides legal interpreting and translations of the Inuktitut language to the English language and English language to Inuktitut language for the Nunavut Court of Justice, the Nunavut Court of Appeal and Justice of the Peace Court. Simultaneous interpretation of court proceedings is the priority for the Interpreter/Translator, and such work is a critical part of this position. The Interpreter/Translator will also arrange interpreting and translating services to quasi-judicial boards and other entities.

- Land Program Officers (4 positions)

This position is responsible for the development and implementation of land programming for adult male offenders at the Baffin Correctional Centre in conjunction with case management staff. The position needs sufficient Inuit Language skills to:

1. Provide safe and secure custody of inmates within established guidelines, to ensure the safety of society, staff and inmates;
2. Research and implement land based programming for adult male offenders to provide the opportunity for rehabilitation; and
3. Maintain and manage the Inuit Cultural Skills Program (Land Program).

- Manager of Alternative Homes and Camps (1 position)

This position oversees the open custody and custodial placement program, and ensures they are operated in a holistic manner and integrate the traditional Inuit way of life. This position also manages staff that are running the Inuit Cultural Skills Program (Land Program). This position also provides administrative assistance to the Tuqqaavik in the continued development of Inuit Qaujimagatuqangit within Nunavut Corrections to implement traditional counselling and healing.

- Inuit Liaison Officers (2 positions)

Reporting to the Director of Corrections Nunavut, the Inuit Liaison/Community Relations Officer (ILO) is part of a team of correctional services staff responsible for improving rehabilitation and reintegration efforts. The ILO is also responsible for assisting offenders to keep in touch with family through regular monitored calls or assisting in setting up visits for family. The ILO through first hand observation also evaluates current programming provided to Inuit inmates outside of Nunavut. The position is required to:

1. Assist Inuit offenders in the planning, development and co-ordination of Inuit programs and activities that are consistent with their spiritual and cultural heritage;
2. Act as a liaison between Nunavut communities, Inuit groups and Inuit offenders;
3. Maintain contacts to develop a database of resources that offenders and staff can access, identify relevant resources in the local community and across the North; and
4. Provide translation and interpretation services as required, and assists with referrals and communications with institutional staff.

Inuit Representation

The charts below show Inuit representation in the Department of Justice and the GN as a whole as of March 31, 2019:

Employment Summary of the Government of Nunavut Public Service

All Departments and Territorial Corporations

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	38.00	8.00	30.00	79%	11.00	37%
Senior Management	172.00	42.00	130.00	76%	24.00	18%
Middle Management	487.00	119.00	368.00	76%	105.00	29%
Professional	1,898.63	505.60	1,393.03	73%	392.53	28%
Paraprofessional	1,081.83	396.13	685.70	63%	428.53	62%
Administrative Support	1,332.11	370.15	961.97	72%	825.42	86%
Total Employment Categories	5,009.58	1,440.88	3,568.70	71%	1,786.48	50%

Justice

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	1.00	2.00	67%	1.00	50%
Senior Management	8.00	1.00	7.00	88%	1.00	14%
Middle Management	26.00	4.00	22.00	85%	7.00	32%
Professional	73.00	27.00	46.00	63%	11.00	24%
Paraprofessional	72.00	32.00	40.00	56%	21.00	53%
Administrative Support	207.00	54.00	153.00	74%	85.00	56%
Total	389.00	119.00	270.00	69%	126.00	47%

The data analysis suggests that Inuit representation in the Department of Justice was lower than in the GN as a whole in most categories:

- Senior Management at 14% as compared to 18% of GN (less by 4%)
- Professional at 24% as compared to 28% of GN (less by 4%)
- Paraprofessional at 53% as compared to 62% of GN (less by 9%)
- Administrative Support at 56% as compared to 86% of GN (less by 30%)

Inuit representation was higher in the department as compared to the GN as a whole in the following two categories:

- Executive – 50% in the department as compared to 37% GN-wide (more by 13 percentage points)
- Middle Management – 32% in the department as compared to 29% GN-wide (more by 4 percentage points)

In order to analyse the changes, the current situation of 2019 has been compared with 2013. The following tables show Inuit representation within the Department of Justice as well as the GN as whole on March 31, 2013.

Employment Summary of GN Public Service

Category All Departments, Agencies, Boards and Corporations

	Total Positions	Total Positions			Beneficiaries	
		Vacancies	Filled	% Capacity	Hired	% IEP
Executive	38	5	33	87%	15	45%
Senior Management	167	27	140	84%	25	18%
Middle Management	471	90	381	81%	97	25%
Professional	1470	328	1142	78%	304	27%
Paraprofessional	1508	387	1121	74%	780	70%
Administrative Support	566	136	430	76%	396	92%
Total All Employment Categories	4220	973	3247	77%	1617	50%

Justice

Employment Summary, by Category

	Total Positions	Total Positions			Beneficiaries	
		Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3	1	2	67%	1	50%
Senior Management	9	3	6	67%	1	17%
Middle Management	30	9	21	70%	5	24%
Professional	31	8	23	74%	5	22%
Paraprofessional	225	48	177	79%	80	45%
Administrative Support	32	11	21	66%	16	76%
Total Department	330	80	250	76%	108	43%

As the tables indicate, Inuit representation within the GN as a whole remained constant at 50% between March 31, 2013 and 2019. However, a modest increase of 4 percentage points was noticed from 43% in 2013 to 47% in 2019 over the same period, within the Department of Justice.

To be noted, significant improvements have been achieved in Inuit representation within the Department of Justice from 2013 to 2019 for the following two categories:

- Middle Management – increased from 24% in 2013 to 32 % in 2019; and
- Paraprofessional – increased from 45% in 2013 to 53% in 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

Historically, the Department of Justice has faced a number of challenges relating to Inuit employment. Several factors have affected the department's ability to hire and retain Inuit employees on an indeterminate basis.

Majority of department positions are located in Iqaluit

As noted above, the department's headquarters and the majority of its operations are located in Iqaluit. The result is that the majority of permanent positions are located in Iqaluit. This impacts Inuit employment in several ways. Inuit representation among the population of Iqaluit has been the lowest of all Nunavut's communities. The percentage of potential Inuit candidates in the local labour market is much smaller when compared to the communities. Therefore, even with the department's application of the GN's policy of preferential hiring for Nunavut Inuit, a smaller proportion of Inuit were available to be hired in Iqaluit.

Further, opportunities for employment in Iqaluit have been relatively high compared to the communities. This makes it a highly competitive market for recruiting and retaining Inuit. The department has had to compete with the federal government, Inuit organizations, private industry and even other GN departments and public agencies. Recruiting Inuit from other communities to move to Iqaluit is also difficult due to staff housing limitations and other challenges related to moving to Iqaluit (e.g. leaving family, change in lifestyle).

Inheritance of non-Inuit justice system

Another issue is that most of the justice system inherited from the federal government and NWT is foreign to traditional Inuit concepts of justice, law, society and culture. This dates back long before the creation of Nunavut to when the RCMP and criminal courts first began operating and imposing new rules in Inuit lands.

It has been long recognized that the traditional Inuit and modern worldviews and systems of justice need to better integrate a more culturally appropriate model to better serve Nunavummiut. This requires incorporating both modern and traditional wisdom. To encourage this integration, the department began developing alternatives to the modern justice system, including restorative justice initiatives through Community Justice Committees located in the communities. Additionally, the department created positions to promote Inuit skill development, such as land programs and Inuit liaison officers in corrections.

The department also faces a stigma associated with justice operations among Inuit. These negative perceptions relate largely to historical and ongoing interactions of Inuit with the criminal justice system; whether through police, courts or corrections. This stigma has affected recruitment and retention efforts.

Professional positions require specific education/training

Certain professional positions within the Department of Justice require specific education or training that Inuit have had very limited access to. For instance, legal positions in the Legal and Constitutional, Legislation, Legal Registries, and Policy and Planning division require employees to have a law degree. Further, most law schools require at least two-years of post-secondary education as a minimum with most successful first-year candidates having completed at least one post-secondary degree. To help increase the number of Inuit lawyers, the department supported the Akitsiraq program in collaboration with the University of Victoria law school.

The department also noted a lack of foundational knowledge of the justice system and the Department of Justice among Inuit entering positions. This created a steep learning curve for these new employees that detrimentally affected job performance and job satisfaction, which in turn, contributed to high turnover rates.

Current Issues and Opportunities

Issues

The Department of Justice continues to face all of the historical (pre-2013) issues noted above.

For instance, as the demands on the circuit court have increased, several positions in the Court Services division (e.g. sheriffs, civil and criminal registrars) require a great amount of travel. Approximately 50% of the workload for these positions is on circuit. As the constant travel, across three different time zones, can be quite a mental and physical demand, this tends to attract a younger demographic of employee. Although Nunavut has a young workforce, the concerns of individuals having to work directly with family and friends in the justice system can be quite traumatic and cause personal and social problems. Therefore, it is more difficult to recruit and retain Inuit who have these concerns.

The department has undertaken efforts to make positions more accessible to Inuit by expanding the screening criteria, lowering or creating equivalences for educational or other requirements, providing accommodations for individuals who do not want to travel to and work in communities with strong personal ties, and provide post-employment training opportunities.

Opportunities

The department is exploring more opportunities of employment in the communities where the Inuit population is higher. This will not only provide more opportunities for Inuit to work for the department in their home community but also help further the department's mandate and focus on strengthening communities through crime prevention efforts. A current example is the transition of Community Justice Outreach Workers from hamlet to GN employees. This will also increase the Department of Justice's presence in the communities expanding the scope of potential Inuit employees.

In order to improve public awareness and promote the Department of Justice, the department is working on initiatives that highlight the Correction Division's Inuit Cultural Skills Program. The department provide assistance to existing education programs such as the Interpreter/Translator program within Nunavut Arctic College and the Law class that is delivered at the Inuksuk High School.

POST EMPLOYMENT TRAINING OPPORTUNITIES

Sheriff Training

To remove artificial barriers to employment within the Sheriff's Office, pre and post-employment training opportunities are offered for sheriffs in the Nunavut Court of Justice. The Sheriff Recruit Training offers online, face-to-face and on-the-job shadowing to allow new recruits the opportunity to gain skills and experience before they are required to perform their duties. The training is based on the recruit's skill level. With this training, individuals do not require additional postsecondary education or experience to enter into the workforce.

Individuals who take this training have the opportunity to work as relief workers or pursue fulltime careers with the department.

EDUCATIONAL OPPORTUNITIES

Two-Year Diploma Program

The Department of Justice is working with Algonquin College to create a two year diploma program for public safety careers especially for correctional officers. The program will mainly focus on developing skills for correction officers, but will also cover training for sheriffs and peace officers. The goal is to increase the capacity in Nunavut for persons interested in this line of career.

The first year of the program will be dedicated to knowledge of Justice/Legal careers in Nunavut (General Study). The second year will provide candidates with the opportunity to specialise in the any one of the following careers: Correctional Officer, Community Justice Outreach Worker, Paralegal, and Sheriff/Peace Officer. The pilot project will begin with Correctional Officers and be extended to these other professionals once the pilot is completed.

Nunavut Law School

The department is supporting the Nunavut Law School Program run by the University of Saskatchewan and NAC. With 25 students enrolled in the program, it is expected that more legally trained Inuit will be eligible for the department's professional positions when they graduate. The department has offered summer student positions to the law students who do not have existing GN positions. The department will look into options for the students once they complete their program to get experience within the department.

Interpreter/Translator Program

Nunavut Arctic College offers an Interpreter/Translator program. Although this is not a Justice led initiative, staff of the Courts deliver a legal module within the program. In doing so, we provide exposure to justice and are able to promote employment opportunities within the department and assist students in identifying future employment opportunities once they have their diploma.

High School Law Course

The Inuksuk High School offers a Law course to their grade 12 students. The Department of Justice supports this program by assisting in the delivery of training. In doing so they are exposing students to the work of the department, and provide information regarding the wide range of opportunities the department has to offer. As many of our positions within courts and corrections offer post-employment training opportunities, high school students seeking to enter the workforce after receiving their diploma are candidates for immediate employment opportunities.

Internal GN Opportunities

The department also continues to access the Sivuliqtiksat Internship Program, mentoring, and other programs to build capacity and assist Inuit in career advancement in the department. Several long-term justice employees have made use of these programs demonstrating their value to recruit and retain Inuit employees.

Artificial Barriers to Inuit Employment

The department has identified the following artificial barriers to Inuit employment:

1. The justice system and other legal principles on which many departmental operations are based do not necessarily conform to traditional Inuit concepts of law, order, justice and healing.
2. The potential for exposure to highly sensitive situations involving family and friends which could result in interpersonal conflict for individuals in their personal lives.
3. The lack of awareness of Department of Justice operations among high school graduates and others in the workforce.
4. The stigma associated with the justice system and the Department of Justice.
5. The lack of opportunities to expand Inuit language capacity within the department.

Potential Future Issues and Opportunities

Issues

The department anticipates that most of the historical and current challenges listed above will remain in the future. The focus of the department is to try to reduce or mitigate as much as possible, the negative effects of those challenges.

Opportunities

Many of the issues we have faced are associated with the imposition of a southern approach to justice. By reviewing our system and working with Nunavummiut, we are able to develop a made-in-Nunavut solution to justice that allows for the full participation of Inuit.

As the department moves to modernise the delivery of justice within the territory, we are able to create legislation, build facilities, and reorganize our corrections system in a way that incorporates Inuit Societal Values, beliefs and traditions to ensure we are able to respect the unique culture within Nunavut through the delivery of justice. This will ensure the delivery of culturally relevant programming and services for Nunavummiut.

- Qikiqtani Correctional Healing Centre – Between 2021 and 2023, phases 1 and 2 of this project are expected to be completed. The new facility is being designed with the input of Inuit elders to provide a more positive environment for both inmates and correctional staff. The opening of the new facilities will play an important role in the recruitment and retention of Inuit in corrections.
- Since the new Corrections Act received Royal Assent in June 2019, the department will work towards the development of its regulations and the necessary policies which will be founded in Inuit Societal Values (ISV). Under this new legislative framework, the department will establish a made in Nunavut system that reflects the importance the Department of Justice places on Inuit Societal Values, culture and language and will aid in the provision of culturally appropriate corrections programming through the creation of an Inuit Societal Values Committee. It will make Nunavut's Correctional system a leader in the protection of inmate rights and in the delivery of culturally relevant programming and rehabilitation measures
- Nunavut Law School – In 2022, a cohort of approximately 19 Inuit law students are expected to graduate from this Nunavut Arctic College and University of Saskatchewan College of Law program. In that time, a few other Nunavut Inuit are expected to graduate from southern law school programs. This will increase the number of Inuit candidates eligible for the department's approximately twenty professional positions that require formal legal training.
- 2 Year Diploma Program by Algonquin College – The Department of Justice is working with Algonquin College to create a two year diploma program for public safety careers especially for correctional officers. This program will also cover training for Sheriffs and Peace Officers, Community Justice Outreach workers and Paralegals. The pilot project will begin with Correctional Officers and be extended to these other professionals once the pilot is completed. The goal of the program is to increase the capacity in Nunavut for persons interested in justice related fields.
- Online Training Modules – The department currently offers a variety of training to assist in removing pre-employment barriers for Inuit wishing to join our workforce. For example, the Courts Division is currently developing online training modules to allow for pre-employment opportunities for perspective employees in various positions within their division. This exposure to career opportunities within the courts will provide individuals with the opportunity to explore what the department has to offer and to gain valuable skills in those areas.

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.

Departmental Goals and Targets

The Department of Justice is committed to creating a workforce that is representative of the Inuit population in Nunavut. To move toward achieving this objective, the Department of Justice has developed short, medium, and long-term Inuit employment goals.

The targets outlined below are based on an analysis of past trends, and future opportunities, and are intended to be practical and achievable.

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 to 47% by:</p> <ul style="list-style-type: none"> Continuing to use restricted competitions Continuing to use direct appointments for administrative support positions 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Professional category to 12. Increase the number of Inuit employees in the Paraprofessional category to 22. Increase the number of Inuit employees in the Administrative Support category to 89.

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	2	1	50%	2.0	1.0	50%
Senior Management	8	7	1	13%	8.0	1.0	13%
Middle Management	26	22	7	32%	23.0	6.0	26%
Professional	73	46	11	24%	48.0	12.0	25%
Paraprofessional	72	40	21	53%	47.0	22.0	47%
Administrative Support	207	153	85	56%	152.0	89.0	59%
TOTAL	389	270	126	47%	280.0	131.0	47%

Medium-Term Goals and Targets

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

MEDIUM-TERM GOAL	EXPECTED OUTCOMES (FTEs)
By March 2023, the department will increase Inuit representation to 49% by: <ul style="list-style-type: none"> Focusing on a successful execution of the justice career development programs. Using available information to create communications plans and seek opportunities to increase the departmental presence in the other communities. 	<ul style="list-style-type: none"> Increase the number of Inuit employees in the Middle Management category to 9. Increase the number of Inuit employees in the Professional category to 15. Increase the number of Inuit employees in the Administrative Support category to 88.

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				MEDIUM-TERM GOALS (FTEs) (By March 31, 2023)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	2	1	50%	2	1	50%
Senior Management	8	7	1	13%	8	1	13%
Middle Management	26	22	7	32%	20	9	45%
Professional	73	46	11	24%	48	15	31%
Paraprofessional	72	40	21	53%	46	21	46%
Administrative Support	207	153	85	56%	154	88	57%
TOTAL	389	270	126	47%	278	135	49%

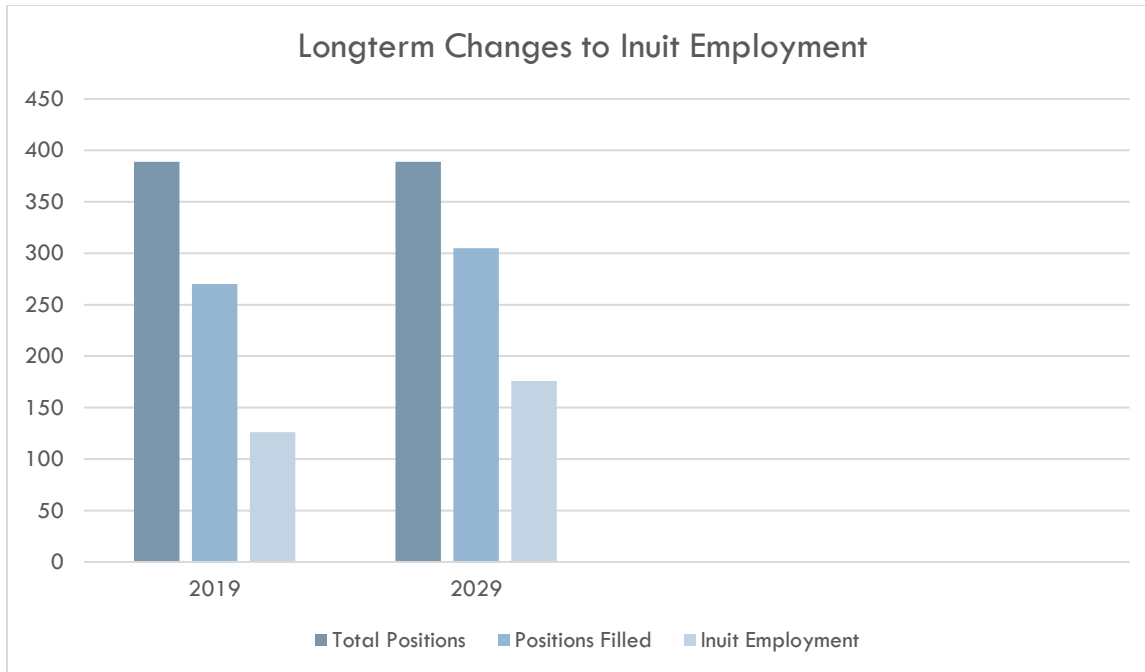
Between now and 2023, the Department of Justice will focus on initiatives that create long-term, sustainable Inuit employment in all categories. The department will continue to utilize various human resource initiatives to support the development of our employees internally to provide career advancement opportunities for our **paraprofessional** and **professional** positions. Such initiatives include education leave and professional development (both external and internal). The department will work with Inuit employees who seek career advancement to ensure opportunities for our identifying positions for the Internships and mentoring programs. This will enable more Inuit candidates into **Middle Management** and **Senior Management** roles. These initiatives are long-range in nature and require the commitment of the targeted staff as well as a financial investment on the part of the department.

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 58% by:</p> <ul style="list-style-type: none"> Focusing on initiatives that create long-term, sustainable Inuit employment in all categories. Continuing to focus on a successful execution of the justice career development programs. Continuing to utilize various human resource initiatives to support the development of our employees and provide career advancement opportunities for our paraprofessional and professional positions. Continuing to work with Inuit employees who seek career advancement to ensure opportunities. 	<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 3. Increase the number of Inuit employees in the Middle Management category to 11. Increase the number of Inuit employees in the Professional category to 17. Increase the number of Inuit employees in the Paraprofessional category to 28. Increase the number of Inuit employees in the Administrative Support category to 115.

EMPLOYMENT CATEGORIES	CURRENT (FTEs) (March 31, 2019)				LONG-TERM GOALS (FTEs) (within 10 years from 2017)		
	TOTAL POSITIONS	POSITIONS FILLED	INUIT EMPLOYED	% IE	POSITIONS FILLED	INUIT EMPLOYED	% IE
Executive	3	2	1	50%	3	2	67%
Senior Management	8	7	1	13%	8	3	38%
Middle Management	26	22	7	32%	22	11	50%
Professional	73	46	11	24%	58	17	29%
Paraprofessional	72	40	21	53%	58	28	48%
Administrative Support	207	153	85	56%	156	115	74%
TOTAL	389	270	126	47%	305	176	58%



Goals to Remove Any Artificial Barriers

1. The justice system and other legal principles on which many departmental operations are based do not necessarily conform to Inuit concepts of law, order, justice and healing.
 - *Develop and support initiatives integrating traditional Inuit customs and values of justice, such as restorative justice and wellness court programs.*
2. Lack of awareness of Department of Justice operations among high school graduates and the general public, particularly in the sense that these professions are critical for those interested in supporting the protection and transmission of Inuit language and culture.
 - *School and community visits and presentations on how the justice system works, what the department does and career options.*
3. The stigma associated with the justice system and Department of Justice.
 - *Develop a communications strategy to promote successful programs and positive aspects of the department.*
 - *School and community visits and presentations on how the justice system works, what the department does and career options.*
4. Certain professional positions within the Department of Justice require specific education or training that Inuit have had very limited access to (e.g. law degree programs).
 - *Support Inuit students in the Nunavut Law Degree Program (and other law schools) through summer, internship, articling and job opportunities, and in the NAC peace officer training program with summer and full-time job opportunities.*
5. Lack of opportunities to expand Inuit language capacity.
 - *Promote ongoing Inuit language training for all employees.*

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

Ensuring an Effective Public Service includes actions to:

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

Staffing and Recruiting includes actions to:

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

Planning and Monitoring Training and Development includes actions to:

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

Providing Education, Training and Development includes actions to:

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

Supporting Pre-employment Training includes actions to:

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

Undertaking Public Outreach and Communications includes actions to:

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

Inuit Employment Action Plan to 2023

Ensuring an Effective Public Service

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Increase Department of Justice positions in the communities where Inuit representation is higher.	Higher number of department employees located in the communities.	Transition of CJOWs positions from hamlets to department employees through various phases.	Directors of Community Justice and Corporate Services	SHORT/ MEDIUM-TERM: 2018-2019 Remaining Phases: by 2023
Remove job requirement barriers affecting the hiring of Inuit.	Identification and removal of potential barriers to Inuit hiring.	Review all department job descriptions to identify and remove unnecessary qualification barriers or develop appropriate equivalencies based on experience or testing. Corporate Services reviews every JD slated for competition and assesses if the department could successfully run a Restricted competition.	Director of Corporate Services and all Directors	MEDIUM-TERM: 2019-2023
Monitor implementation of the department Inuit Employment Plan.	Regular reporting and review of status of department's progress in implementing Inuit Employment Plan.	Inuit Employment Plan review quarterly at Senior Management Committee meetings, or more regularly as needed.	All directors	Ongoing

Providing Education, Training and Development

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Improve work readiness for justice positions by supporting the development of professional training.	Increase the number of Inuit trained in the law and correctional officer fields.	Provide internship, articling and working opportunities to Inuit students in NAC law. Hire summer students in all divisions.	Directors of Corporate Services, Corrections, Courts and Legal and Constitutional	MEDIUM-TERM: 2018-2022 and beyond
Improve work readiness for justice positions by supporting the development of professional training for Inuit.	Increase the number of Inuit trained in all justice fields.	Provide employment opportunities to Inuit students in NAC law program and seek out educational upgrade opportunities for correctional officers. Increase the number of summer student positions that are offered in justice fields such as sheriffs, policy analysts, community justice, etc.	All directors	MEDIUM-TERM: 2019-2023
Improve retention of new Inuit employees.	Higher retention rates for new Inuit employees.	Prepare comprehensive employee orientation information session and package with particular focus on Inuit employees. On-the-job training programs for Inuit employees.	Directors of Corporate Services and Policy and Planning	MEDIUM-TERM: 2019-2023
Promote the professional development of staff and remove artificial barriers to employment	Increase the number of Inuit that can be hired in all justice fields.	Corrections offers training to all correctional staff, in offender relations, safety and security, and personal protection skills.	Director of Corrections	MEDIUM-TERM: 2019-2023 and beyond

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Prepare professional category level Inuit employees for middle and senior management positions	Increased Inuit employment in the middle and senior management categories in all divisions.	Identify and support Inuit wishing to further their education and skills through education leave and/or professional development programs, with specific emphasis on management and leadership.	Directors of Policy & Planning and Director of Corporate Services and all Directors	LONG-TERM: 2023 and beyond
Train and promote more Inuit employees in court related positions.	Increase the level of internal advancement among court staff.	The Sheriff's Office will develop online training with a focus on supervisor and advancement courses.	Director of Courts	LONG-TERM: 2023 and beyond

Supporting Pre-employment Training

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Deliver plain language, online training material to Inuit motivated to enter into justice positions.	Increase the number of Inuit prepared to enter into the workforce in justice specific positions.	Remove pre-employment barriers to ensure Inuit who are motivated to work are provided opportunities to enter into the workforce or focus on justice related positions.	Director of Courts, Director of Corporate Services	LONG-TERM: 2023 and beyond

Undertaking Public Outreach and Communications

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Increase public awareness of careers within the department.	Attract prospective employees to careers specific to the Department of Justice	<p>Create recruitment plans which including posters, information, website and visits to the high school in an effort to get more people interested in the Sheriff's Office.</p> <p>Conduct targeted community outreach through specific programs such as college and high school programs</p>	Program Managers	Ongoing
Increase awareness of the Department of Justice and job opportunities available to Inuit.	<p>Provide information to the public on the department's successful programs and positive aspects.</p> <p>Run recruitment drive for justice positions.</p>	Develop a recruitment strategy with presentations for schools, job fairs and communities.	Directors of Policy & Planning and Corporate Services	MEDIUM-TERM: 2019-2020
Reduce the stigma associated with the justice system.	Provide information to the public on the department's successful programs and positive aspects.	<p>The department has developed a department-wide communications strategy for 2019-20 and will continue to develop one each fiscal year.</p> <p>Close Baffin Correctional Centre and replace with new more culturally appropriate facility.</p>	Directors of Policy & Planning and Corrections	MEDIUM-TERM: 2019-2023

Other

GOAL	EXPECTED OUTCOMES	ACTIONS	ACCOUNTABILITY	TIMING
Integrate Inuit traditional law and values of justice with modern justice system.	More options in the justice system that reflect Inuit traditions, culture and customs.	<p>Continue to support restorative justice and Inuit elder counselling.</p> <p>Develop therapeutic/ wellness court program incorporating Inuit traditional law and justice.</p> <p>Develop and amend legislation that reflects Inuit Society Values and Inuit Qaujimagatuqangit</p>	All Directors	MEDIUM-TERM: 2019-2023 and beyond

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 Justice will report to the Department of Human Resources (HR) semi-annually on progress, using the reporting template and instructions that HR provides.

In addition, the Department of Justice will start tracking the number of Inuit hired throughout the year and the movements of the Inuit who leave their initial positions for better development. This indicator should be built into the report to show the department effort to develop a better career path for the Inuit employees.