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

Public Service Annual Report 2016-17



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Message from the Minister



As Minister responsible for the Public Service Act, I am pleased to present the 2016-2017 Public Service Annual Report. This report provides information on the management and direction of the public service in Nunavut and has been prepared in accordance with section 3(4) of the *Public Service Act*. This report is also guided by our commitment to article 23 of the *Nunavut Agreement*, and by *Sivumut Abluqta: Stepping Forward Together*, which sets out the government's mandate and direction of the public service. It is important to recognize the principles of Inuit societal values, like *Aajiiqatigiinni*q. Decision making through discussion and consensus and *Pilimmaksarniq/Pijariuqsarniq*. Development of skills through observation, mentoring, practice and effort.

Part of the Government of Nunavut's mandate is to focus on training for GN employees. A total of 78 employees have either graduated or are participating in one of the *Hivuliqtikhanut* supervisory development programs. Fifteen employees graduated from the first cohort for the Senior Managers series in April 2016. I would like to congratulate those employees and encourage employees who are presently registered in the different series offered through the *Hivuliqtikhanut* program.

As part of the GN's commitment to a harassment free workplace, a new updated online harassment free workplace guide for employees and supervisors has been launched. The *Harassment Free Workplace Conflict Management Guide* provides direction not only in addressing harassment complaints, but also on resolving workplace conflict. The Workplace Health, Safety and Wellness division, offers training materials and training initiatives to public service employees.

The Government of Nunavut and the Nunavut Employees Union signed a four-year collective agreement on November 23, 2016. Holiday Closure Days were introduced in the agreement to replace the Winter Bonus Days to provide most employees with time off work between Christmas Eve and New Year's Day.

Although there have been many accomplishments this year, there is still more to do going forward. I would like to thank all GN staff for their hard work and dedication, and look forward to the ongoing process of developing and improving public service management within the Government of Nunavut.

Respectfully submitted,

Minister Keith Peterson, MLA

Introduction

Welcome to the 2016-17 Public Service Annual Report (PSAR), which provides a high-level update of human resource activities and initiatives in the Nunavut public service. The report consolidates performance measures and information related to workforce demographics and trends in a variety of key human resource areas, making analyses and comparisons wherever possible to relevant historical data in prior years.

In *Building Nunavut Together*¹, we are guided by our government's mandate, *Sivumut Abluqta: Stepping Forward Together*, which recognizes that the public service has a vital role in enabling and supporting:

- Self-reliance and optimism through education and training.
- Healthy families through strong and resilient communities.
- Economic growth through responsible development across all sectors.
- Good government through wise use of resources.

In line with the above goals, the Human Resource Strategy 2014-18 identifies the priority areas for action that central agencies, departments and territorial public bodies will take during this period to ensure that Nunavut's public service workforce can respond to current and future challenges and opportunities. The departments of Finance and Executive and Intergovernmental Affairs (EIA) continue to develop and monitor programs, policies and tools related to implementing the HR strategy. Departments and territorial public bodies are accountable for the use of the programs, policies, tools and resources, and for the results they achieve. All departments and public bodies report on their progress annually through their business plans. Significant achievements have been made in relation to the following HR strategy priorities:

- Increasing and enhancing Inuit employment in the Government on Nunavut (GN).
- Recruiting the skilled people we need.
- Engaging and developing employees at all levels.
- Enhancing client service.
- Improving workforce data for planning and decision-making.

A significant aspect of the PSAR is reporting the GN's progress toward enhanced Inuit employment in the public service. The GN has made great improvements in the timeliness and accuracy of the quarterly *Towards a Representative Public Service* (TRPS) report. As part of the improvement efforts, the fiscal year end (March 31) TRPS report will be included as an appendix to this report.

This report also provides an opportunity to celebrate achievements in recruiting and staffing (new hires), staff retention (long term service recognition), training and development (staff professional training and development programs) and employee relations (collective agreement negotiations, employee wellness and engagement).

¹ Human Resources Strategy, http://www.gov.nu.ca/sites/default/files/human_resources_strategy_eng_final.pdf

Territorial Overview

According to the Nunavut Bureau of Statistics, as of July 1, 2016, the total population in Nunavut was estimated at **37,082**. Nunavut has a young population. In July 2016, an estimated **11,368** people were under the age of 15, representing around one third of the territory's population. However, the 55-59 age group had the largest growth at **10.1%** from July 2015 to July 2016. In July 2016, Nunavut's population consisted of **19,169** males (**52%**) and **17,913** females (**48%**). For the majority of age groups, there were more males than females, with the exception of the following age groups – five to nine, 10 to 14, 30 to 34 and 65+.

From July 2008 to July 2016, the population grew by 5,190 people or 16.3%. This means Nunavut has been growing at an average annual rate of 2.0%.

Population Estimates as of July 1, 2016					
	Total	Inuit	Non-Inuit	Inuit (%)	Non-Inuit (%)
Nunavut	37,082	31,234	5,848	84.2	15.8
Arctic Bay	876	828	48	94.5	5.5
Arviat	2,772	2,591	181	93.5	6.5
Baker Lake	1,997	1,815	182	90.9	9.1
Cambridge Bay	1,746	1,385	361	79.3	20.7
Cape Dorset	1,486	1,379	102	93.1	6.9
Chesterfield Inlet	473	427	46	90.3	9.7
Clyde River	1,127	1,085	42	96.3	3.7
Coral Harbour	1,080	1,034	46	95.7	4.3
Gjoa Haven	1,483	1,405	78	94.7	5.3
Grise Fiord	167	150	17	89.8	10.2
Hall Beach	956	915	41	95.7	4.3
Igloolik	1,986	1,850	136	93.2	6.8
Iqaluit	7,590	4,208	3,382	55.4	44.6
Kimmirut	450	415	35	92.2	7.8
Kugaaruk	972	928	44	95.5	4.5
Kugluktuk	1,610	1,447	163	89.9	10.1
Pangnirtung	1,633	1,513	120	92.7	7.3
Pond Inlet	1,663	1,569	94	94.3	5.7
Qikiqtarjuaq	616	573	43	93.0	7.0
Rankin Inlet	2,675	2,205	470	82.4	17.6
Naujaat	1,069	1,015	54	94.9	5.1
Resolute	210	180	30	85.7	14.3
Sanikiluaq	887	830	57	93.6	6.4
Taloyoak	1,076	1,023	53	95.1	4.9
Whale Cove	462	439	23	95.0	5.0

Population Estimates Notes:

- 1) *Population estimates are based on the 2011 census counts adjusted for net census under coverage.*
- 2) *Community population estimates are preliminary and subject to revision.*
- 3) *Region totals include unorganized areas and outpost camps.*
- 4) *The 2016 estimates should be viewed with some caution, as these are in the early preliminary stages.*

*Source: Nunavut Bureau of Statistics
Prepared by: Nunavut Bureau of Statistics*

A Note about GN Statistics

Statistics used in this report are derived from a variety of sources. A description of the sources used can be found at the end of the report in the sources section.

The baseline data for this report comes from the *Towards a Representative Public Service* (TRPS) report prepared and published quarterly on the Department of Finance website, and included as an appendix in this report. However, TRPS reports do not track certain statistics, like salary, length of service, turnover and human resource costs. As a result, such information comes from other reporting sources. Different sources may gather information at different times and through different procedures, which can produce small discrepancies in the overall total numbers. In a small number of cases, the differences may be a slight fraction of the overall workforce, which includes thousands of positions. On a broad level, the totals and percentages in all categories of information are aligned across reporting sources.

TRPS reports on positions (e.g. a person in a position with a full-time-equivalency (FTE) of 0.5) as an exact calculation of the FTE. Statistics provided in other reports for the PSAR are sometimes based on head counts, which results in a representation of the total number of actual people, irrespective of their FTE status. As a result, there can be a slight variation in the reporting of the numbers depending upon the report used to present statistics.

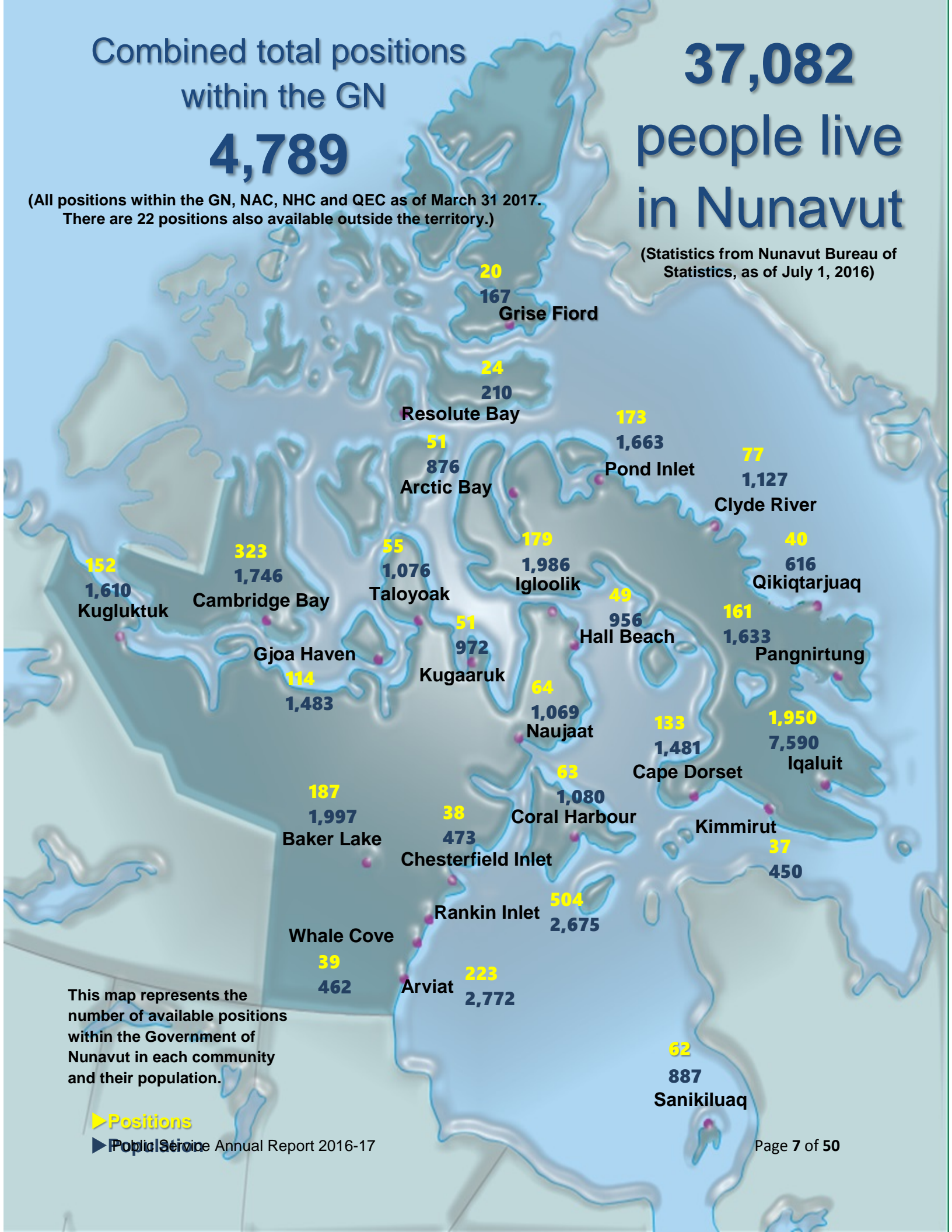
Combined total positions
within the GN

4,789

(All positions within the GN, NAC, NHC and QEC as of March 31 2017.
There are 22 positions also available outside the territory.)

37,082
people live
in Nunavut

(Statistics from Nunavut Bureau of
Statistics, as of July 1, 2016)



This map represents the
number of available positions
within the Government of
Nunavut in each community
and their population.

► Positions

► Population

Public Service at a Glance

In 2016-17, the total number of positions in the GN was 4,789, an increase of 133 positions from the previous year. The total number of positions filled was 3,504, an increase of 74 positions over 2015-16.

The GN regularly reports statistics related to the employment of Nunavut Inuit in the public service. This is required under the Nunavut Agreement (NA), and facilitates planning and initiatives for work towards a representative public service. In 2015, the GN started posting Inuit employment statistics on the Department of Finance website as soon as available. This improves both the timeliness and usefulness of this important data. This report uses the fiscal year-end (March 31, 2017) TRPS report on Inuit employment.

Inuit employment is at 50% of the total public service. Though the overall rate of Inuit employment has remained stable, the total number of Nunavut Inuit employed by the GN has increased. In 2013 1,617 Nunavut Inuit were employed with the GN compared to 1,756 in 2017. This is a total increase of 139 Nunavut Inuit. There were 213 new hires in 2016-17, of which 101 were Nunavut Inuit, representing 47% of new hires.

Inuit employment also reflects community population demographics. In communities with a high overall Inuit population, the Inuit employment rate within the public service is higher.

Breakdown of GN public service:

Overview of the Public Service Across Fiscal Years			
Category	2015-16	2016-17	Change
GN public service breakdown			
Total positions in the public service	4,656	4,789	+133
Total filled positions	3,430	3,504	+74
Total vacant positions	1,226	1,285	+59
Percentage of Nunavut Inuit employed	50%	50%	No change
Percentage of non-Inuit employed	50%	50%	No change
Female employees	66%	65%	-1%
Male employees	34%	35%	+1%
Female Nunavut Inuit	40%	40%	No change
Female non-Inuit	26%	25%	-1%
Male Nunavut Inuit	11%	12%	+1%
Male non-Inuit	23%	23%	No change
Average age	43.9 years	44.03 years	0.13
Average salary	\$90,583	\$93,066	\$2,483
Average length of service	7.86 years	8.09 years	0.23 years

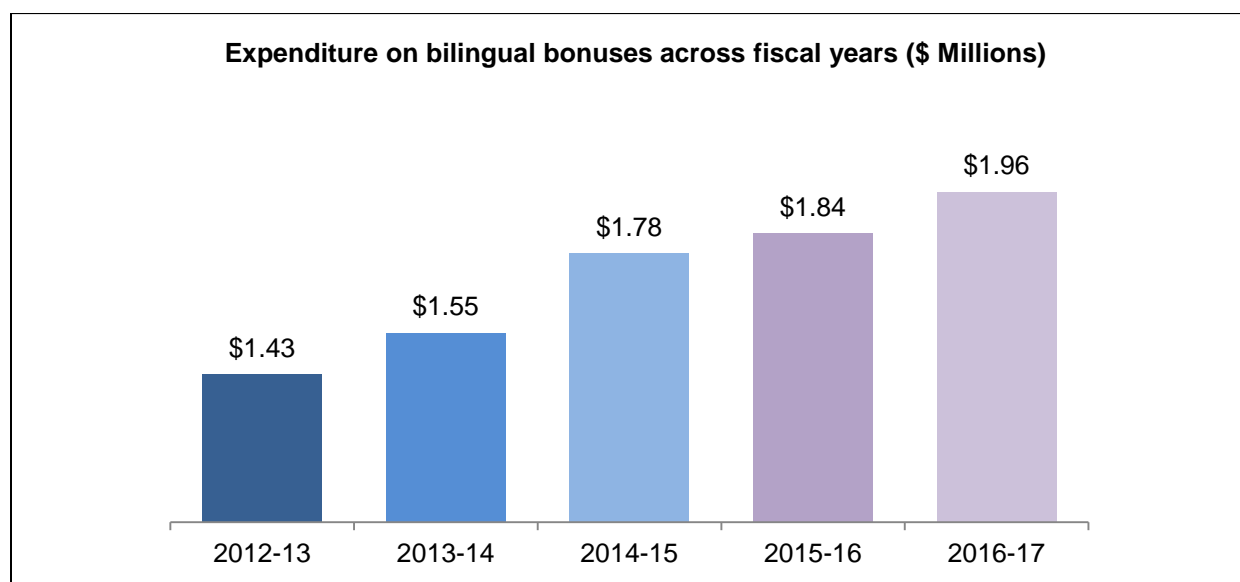
Compensation and Benefits

Eligible employees of the GN contribute to the Public Service Pension Plan, which is a defined pension plan. The employer also contributes to the plan. Employees who have more than two years of service with the plan are vested. Upon retirement, the Public Service Pension Plan provides for the payment of a lifetime pension payable until death. The annual lifetime pension is based upon the employee's average salary of the five consecutive years of highest paid salary and years of pensionable service. There is also a provision in the plan for a survivor's benefit, as well as a supplementary death benefit.

Eligible GN employees have health and dental care plan coverage, and contribute to a long-term disability plan. The premiums for the dental care plan are employer paid. The health care plan consists of a supplementary health care benefit, including prescription and vision care, hospital stay coverage and an international health care travel benefit.

Bilingual Bonuses

In 2016-17, 2,535 employees received bilingual bonuses, compared to 2,416 in 2015-16. The bonus is an incentive for employees to use two or more of Nunavut's official languages (Inuktitut, English and French). The annual amount for a bilingual bonus is \$1,500 for eligible GN employees. The expenditure for bilingual bonuses has been increasing steadily over the years.



Bilingual Bonuses by Employee Category and by Fiscal Year							
2013-14		2014-15		2015-16		2016-17	
Ind/Term	Casual/Relief	Ind/Term	Casual/Relief	Ind/Term	Casual/Relief	Ind/Term	Casual/Relief
1,202,539.84	347,674.10	1,281,127.61	407,846.23	1,387,038.18	453,157.88	1,485,053.30	480,536.17
Change from Previous Fiscal Year							
+3%	+20%	+6%	+15%	+8.27%	+11.11%	+7.07%	+6.04%

Employees in positions requiring the person to be fully bilingual, like interpreter/translators, do not receive a bilingual bonus because their salary already compensates them for their language proficiency.

The table below shows the number of employees receiving bilingual bonuses per department and cost for the fiscal year of 2016-17.

2016-17 Number of Positions Receiving Bilingual Bonus by Department and Costs		
Department	# of positions receiving BB	2016-17 amount paid (\$)
CGS	73	99,150
CH (incl. IUT)	86	58,890
EDT	82	71,363
EDU	650	329,117
EIA	106	107,820
ENV	46	42,339
FIN	121	123,875
FS	187	156,822
HEA	751	580,690
JUS	212	201,572
NAC	113	116,947
NBCC	1	1,260
NHC	45	44,864
OLA	37	30,872
TOTAL	2,535	\$1,965,647

** These numbers do not represent the number of individual employees who receive a bilingual bonus. Individuals may hold more than one casual or relief position within the GN. In this chart, employees may have been employed in more than one position within the fiscal year, in which case they have been counted more than once.*

Highlights and Achievements

In our hectic workplace, it is easy to focus on what remains to be done, without recognizing all that we accomplish each day. Below are some of the outstanding attainments:

1. HR-related internal reorganizations

The departments of Finance and EIA completed internal reorganizations to better support human resource functions. The Department of Finance created the new position of associate deputy minister of human resources, which allows for clearer lines of responsibility and a stronger focus on human resource-related responsibilities. This executive-level position is responsible for all human resource functions for the GN and public bodies. The comptroller general position no longer has human resource functions; it now focuses on core financial operations.

EIA made changes to its strategic planning branch. The reorganization was brought forward to allow the department to have two divisions: *Sivumuaqatigiit* (focuses on Inuit employment initiatives) and public service training (oversees the training for all public servants within the GN).

2. Improved communications – Launch of the GN Facebook pages in Nunavut’s official languages

The public service as well as Nunavummiut can now connect with the GN social media pages from their personal computers or personal communication devices, for important updates. They can “Like Us” on Facebook and follow us on Twitter for updates on GN weather closures, emergencies and other critical messages.

3. *Hivuliqtikhanut* Program – Two Graduations

The *Hivuliqtikhanut* program was developed to build capacity and develop leadership skills in the public service. Its supervisors’ series was launched in September 2015; nineteen supervisors/managers from 4 communities and 10 departments/corporations graduated from the program in June 2016. Of that number, 73% were Nunavut Inuit and 95% were women.

In February 2017, the senior managers’ series had 15 senior managers graduating from 10 departments/corporations and five communities. Of that, 33% were Nunavut Inuit and 67% were women.

4. Holiday Closure Days – in December 2016, the GN introduced Holiday Closure Days between Christmas Eve and New Year’s Day.
5. The *Nunavut Human Rights Act* was amended to include gender expression and identity as prohibited grounds of discrimination.
6. Respectful workplace – harassment-free workplace policy and directives were reviewed and updated to reflect best practice and incorporate Inuit societal values. Training sessions for both management and employees are ongoing.
7. Restricted competitions began in November 2015. As of March 31, 2017, there have been 73 restricted competitions.
8. The Ethics Officer assumed his duties on April 1, 2015. There were no findings of wrongdoing in the 2016-17 fiscal year.
9. For the summer of 2016, 249 students were employed in 24 communities; 202 (81%) were Nunavut Inuit.

Long Term Service Awards

Long Term Service Awards (LTSA) celebrations are a great opportunity to acknowledge and thank our valuable employees for their ongoing contribution to our public service. As of March 31, 2017, approximately 507 employees will receive LTSAs during ceremonies across the territory later this year. The LTSA ceremonies acknowledge employees with 5, 10, 15, 20, 25, 30, 35, 40 and 45 years of continuous service.

The following employees will be acknowledged for 20, 25, 30, 35 and 45 years:

45 Years

John Quirke

35 Years

Saa Pitsiulak, Peter Aulatjut, Allen Aglukkaq, Malaya Audlakiak, Pasqualina Putulik, David Monteith and Gail Redpath

30 Years

Jeannie Tautu, Apea Sowdluapik, Jeeteeta Kalluk, Joapie Killiktee, Darlene Aknavigak, Leigh Clark, Irene Tanuyak, Adam Crout and Anne Mullin

25 Years

Regilee Adla, Trudi Bruce, Douglas Stenton, Lizzie Kavik-Mickiyuk, Kango Akittirq, Joy Tilley, Jenny Ussak, John Vandervelde, Elizabeth Tunnuq, Maria Fraser, Susan Hillier, Jeannie Metuq, Charlotte Borg, Andrea Sateana and Agnes Panioyak

20 years

Cecilia Taipana, Grant Corey, Jason Todd, Janis Tagoona, Maggie Kuniliusie, Rebecca Awa, Bessie Joy, Pitseolala Manning, Ronda Ohokannoak, Gerard Nadrowski, Ootoovah Palituq, Margaret Evaloakjuk, Edward Flynn, Fiona Buchan-Corey, Mary Etuangat, Imooshee Nutaraqjuk, Rosie Joamie, Vincent Maliki, Pia Qaqqasiq, Larry Qilluniq, Geebowah Arreak, Steven Inukshuk and Betsy Meeko

Negotiations with Collective Bargaining Units

The majority of public service employees are in bargaining units, represented by a union or association. There are three collective agreements in place for three bargaining units: Nunavut Employees Union (NEU), Nunavut Employees Union for Qulliq Energy Corporation (NEU-QEC) and Nunavut Teachers' Association (NTA).

Status of Negotiations

NEU-Qulliq Energy Corporation (QEC)

The QEC agreement expired on December 31, 2016. The NEU provided notice to bargain on November 15, 2016. Bargaining dates were set for QEC and the NEU for April 18-21, 2017, and June 19-23, 2017.

Nunavut Teachers' Association (NTA)

The NTA agreement is in effect until June 30, 2017. Notice to bargain was provided on January 25, 2017.

Nunavut Employees Union (NEU)

A new collective agreement between the GN and the NEU was ratified. The GN and the NEU signed the new agreement on November 23, 2016, which expires on September 30, 2018. The new agreement contains increases of 6% over 4 years:

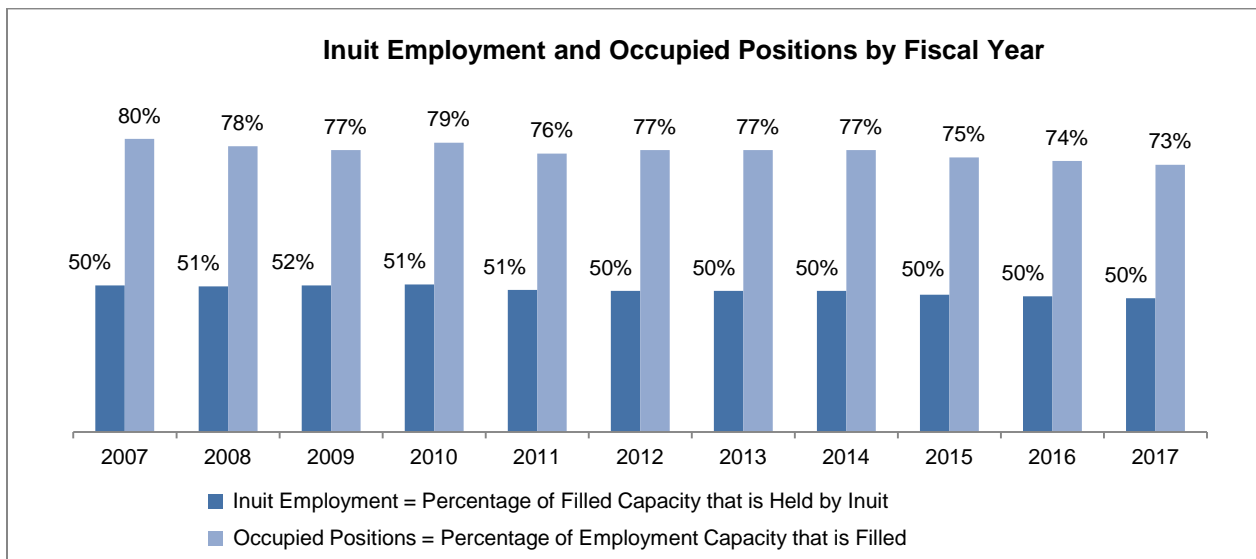
- 2% retroactive to October 1, 2014
- 1% retroactive to October 1, 2015
- 1% retroactive to October 1, 2016
- 2% on October 1, 2017.

Other notable changes include a new Memorandum of Understanding (MOU) that covers entitlements for 12-hour shift workers, new language for employees on standby who work via electronic or phone communication, and holiday closures for GN offices between Christmas and New Year's, except for designated facilities.

Inuit Representation and Staffing Capacity

The GN is committed to increasing Inuit employment to achieve both a representative public service and full staffing capacity. The GN continuously monitors Inuit employment within departments/public bodies through the *Towards a Representative Public Service* (TRPS) quarterly reports. In the TRPS reports, staffing capacity is represented as the percentage of total positions within the GN that were filled during the fiscal year. Inuit employment is represented as the percentage of positions filled by Nunavut Inuit. Capacity and Inuit employment are categorized in a variety of ways for analysis. As of March 31, 2017, there were 4,789 positions, 73% of which were filled. Of these filled positions, 1,756 positions or 50% were occupied by Nunavut Inuit. For detailed statistics, please see the TRPS report, included as an appendix to this report.

The following chart illustrates related statistics for the years 2007-2017. The percentage of staffing capacity and Nunavut Inuit employment remained relatively stable over the last 10 years. However, this statistic does not reflect the reality that the total number of Nunavut Inuit employed in the GN has increased significantly over the years. Between 2007 and 2017, 1,103 new positions were created (but not necessarily filled) in the GN public service. Over that period, the percentage of Inuit employment in the GN has been roughly stable at 50%; however, the total number of Inuit employees increased from 1,496 in 2007 to 1,756 in 2017.



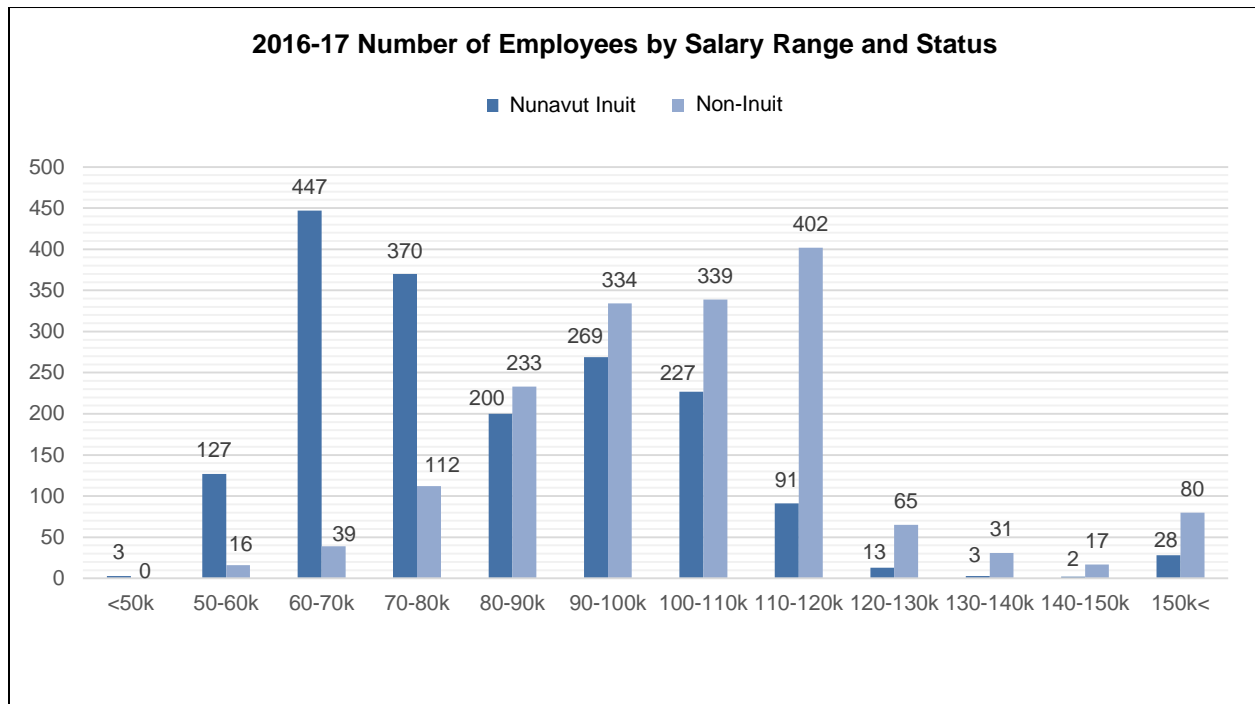
The GN workforce is comprised of 2,247 (66%) female employees compared to 1,207 (34%) male employees. Female Nunavut Inuit employees represent the largest group in the public service at 1,368 (40%). By contrast, male Nunavut Inuit employees represent the smallest group in the public service at 418 (11%).

2016-17 Employees by Gender and Status				
	Total	Percentage of Workforce	Average Age	Average Length of Service (Years)
Female	2,247	66%	44	8.3
Male	1,207	34%	45	7.57
Nunavut Inuit	1,756	50%	44	9.30
Non-Inuit	1,668	50%	44	6.55
Female Nunavut Inuit	1,368	40%	44	9.74
Male Nunavut Inuit	418	11%	43	8.87
Female non-Inuit	879	26%	43	6.21
Male non-Inuit	789	23%	46	6.89
Overall	3,504	-	44	8.08

Employee salary

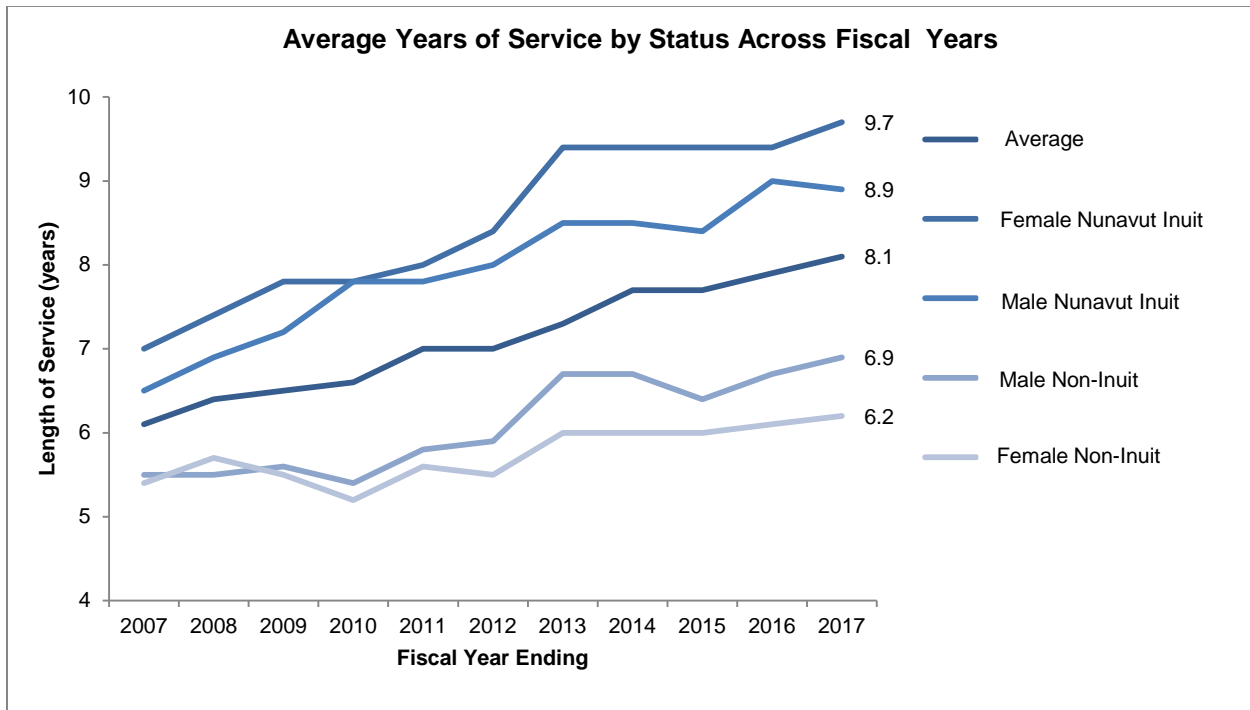
The average base annual salary for a GN employee is \$93,066. The average salary for a female employee is \$89,871 and \$99,013 for a male employee. The difference may be explained by examining position levels, where female employees hold fewer professional and management positions than their male counterparts.

Average Salary by Gender and Status Across Fiscal Years			
	2014-15	2015-16	2016-17
GN-wide average	\$90,475	\$90,583	\$93,066
Female	\$87,424	\$87,504	\$89,871
Male	\$95,978	\$96,533	\$99,013
Nunavut Inuit	Not reported	\$80,067	\$82,698
Non-Inuit	Not reported	\$101,524	\$104,168



Length of Service and Average Employee Statistics

In the 2016-17 fiscal year, the average years of service in the GN was 8.08 years. Female Nunavut Inuit have the longest average continuous service at 9.74 years while female non-Inuit have the shortest length of service at 6.21 years. Of the GN's 3,504 employees, 1,100 have 11 or more years of service, 827 have five to 10 years of service. Nearly half of the GN's employees have five or fewer years of service.



2007-2017 Employees by Years of Service											
Years of service	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
< 1 year	410	422	410	518	471	451	392	319	359	359	373
1-2 years	736	699	612	606	663	714	745	700	671	327	319
3-5 years	585	488	619	733	738	661	699	728	746	862	835
6-10 years	516	598	601	648	614	722	756	788	766	839	827
11-15 years	163	160	181	270	321	363	448	455	457	534	550
16-20 years	144	140	132	139	125	130	134	162	176	291	322
21+ years	130	135	148	180	186	195	192	198	207	226	228

Employee Groups

2016-17 Employees by Group and Status: There are four groups of employees within the GN: Nunavut Employees Union (NEU), Nunavut Teacher's Association (NTA), Excluded employees (EXC) and Senior Management (SRM). The NEU represents about 58% of all GN employees. NTA represents approximately 22% of the employees. Excluded employees represent about 13% and Senior Management employees represent approximately 4% of the public service.

	Total Positions	Filled Positions	Nunavut Inuit	% Inuit Employment
NEU	2,956	2,041	1,260	62%
NTA	816	783	264	33%
Excluded	619	438	205	46%
Senior Management	183	154	31	28%

2016-17 Employee Groups by Gender and Status								
Category	NEU		NTA		Excluded		Senior Management	
	Total	%	Total	%	Total	%	Total	%
Female	1,340	67%	540	69%	284	64%	76	43%
Male	701	33%	243	31%	154	36%	78	57%
Female Nunavut Inuit	935	46%	235	29%	169	38%	26	16%
Female non- Inuit	405	20%	305	40%	115	25%	50	27%
Male Nunavut Inuit	325	15%	29	4%	36	8%	5	12%
Male non-Inuit	376	18%	214	27%	118	28%	73	45%

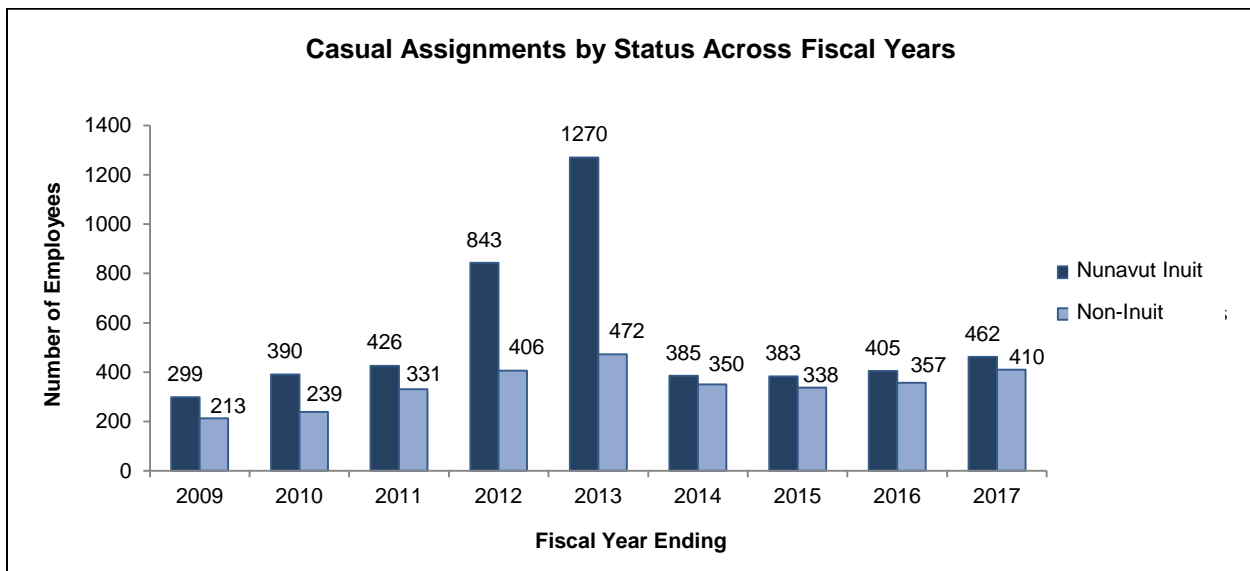
Casual Assignments and Relief Employment

The GN hires casual and relief employees to temporarily fill staffing needs. The *Public Service Act* defines a casual employee as “a person employed to perform work of a temporary or casual nature or in an emergency”. In general, casual employment is created for work on special projects, to assist with a high volume of work, or to fill in for employees on leave, and it includes casual nursing positions. A relief employee is defined as “a person employed... as and when needed or to provide services on an emergency basis”.

The Priority Hiring Policy is applied when staffing casual and relief employment. Casual employment provides excellent learning and development opportunities with potential for advancement into indeterminate or term positions. Departments/public bodies are encouraged to use more permanent staffing solutions and use the casual staffing process to meet immediate capacity challenges as appropriate.

In 2016-17, there were a total of 872 casual work assignments in the GN, an increase of 110 casual assignments from the previous fiscal year. The number of casual work assignments held by Nunavut Inuit in 2016-17 was 462, which represents 53% of all casual work assignments.

In 2016-17, there were 1,941 relief work assignments and 1,244 substitute teaching assignments. This year, a combined 2,560 relief work and substitute teaching assignments were filled by Nunavut Inuit, representing 80% of all relief work assignments.



The numbers for casual and relief employees do not represent the total number of people employed as casual and relief workers by the GN. They represent the number of assignments filled by those categories of employees. For relief employees, the number represents the total number of people who are available to perform duties. One employee may fill more than one casual or relief position to make up full-time hours. For example, one relief employee may be filling the multiple positions of janitor, secretary and clerk interpreter at the same time.

Long-Term Casuals

Long-term casual means a person on a casual contract with the GN who has an extended length of continuous service (no break in service of greater than 21 days).

Long-term casuals do exist for a number of reasons, including:

- Development opportunities where someone is close to being able to do a job but lacks experience, so is hired into the position on a casual basis in order to gain the needed experience to advance to a permanent position.
- Covering extended employee leave (education leave, parental leave, extended sick leave, etc.) where it is difficult to staff the encumbered position.
- Partially covering a difficult-to-fill position, until the department can hire a fully qualified person, or until the employee gains enough experience to do the full job.
- Some departments hire casuals into positions that do not exist permanently in order to cover operational needs or special projects.

The Department of Finance administers the processing of casual staffing actions for departments/public bodies. This process is set out in the NEU collective agreement and the Human Resources Manual (with the exception of teachers, Nunavut Arctic College, nursing positions and QEC). For NEU positions, the union must approve all casual extensions beyond four months. For all casual extensions beyond one (1) year, departments must substantiate the ongoing need for the casual employee. Approval for a casual in a management position would be considered on a case-by-case basis, and would only be approved in exceptional circumstances for critical operational needs.

There were 114 casuals who moved into indeterminate positions in 2016-17, compared to 152 in 2015-16, of these 49 were Nunavut Inuit. Working as a casual employee can provide a mechanism for individuals to gain essential knowledge and experience to gain full-time employment with the GN.

Long Term Casual Employees for 2015-16 and 2016-17							
Fiscal Year	Casuals	Long-Term Casuals		Casuals Moved to Indeterminate		Casuals Moved to Indeterminate (Nunavut Inuit Only)	
	Total	Total	%*	Total	%**	Total	%***
2015-16	1,777	763	43%	152	20%	79	52%
2016-17	1,860	777	42%	114	15%	49	43%

* Percentage of Total Casuals considered Long-Term Casuals.

** Percentage of Long-Term Casuals that moved to indeterminate positions.

*** Percentage of casuals that moved to indeterminate positions' that are Nunavut Inuit.

Recruiting and Staffing

The Department of Finance is continuing to examine recruiting and staffing trends and best practices to determine what changes and new approaches are required to attract qualified candidates to employment in two streams: Nunavut Inuit recruitment and hard-to-fill positions. A variety of advertising techniques are used to ensure that job opportunities are widely circulated. These include professional journals, job boards on site and on the internet, job fairs, the Department of Finance website, local newspapers, cable television and radio announcements. For some specialized and senior level positions, the GN works with executive search firms.

Fiscal Year	Advertising Costs
2016-17	\$1,174K
2015-16	\$1,027K
2014-15	\$1,231K

Department of Finance annual expenditures

Members of the Recruiting and Staffing division attended the Financial Management Institute Professional Development week in Ottawa to recruit for difficult-to-fill finance positions from November 21-25, 2016. Staffing consultants/officers continue to attend job fairs in schools and colleges across the territory, as well as at colleges outside the territory. The department also participates in the Community Economic Development Trade, Service and Career fairs, coordinated annually by the Baffin Regional Chamber of Commerce.

For the purposes of recruiting and staffing, Iqaluit is categorized as a region, considered separately from the Qikiqtaaluk, Kivalliq and Kitikmeot regions. This is only for distribution of staffing responsibility and data analysis purposes.

Job Competitions and Hiring

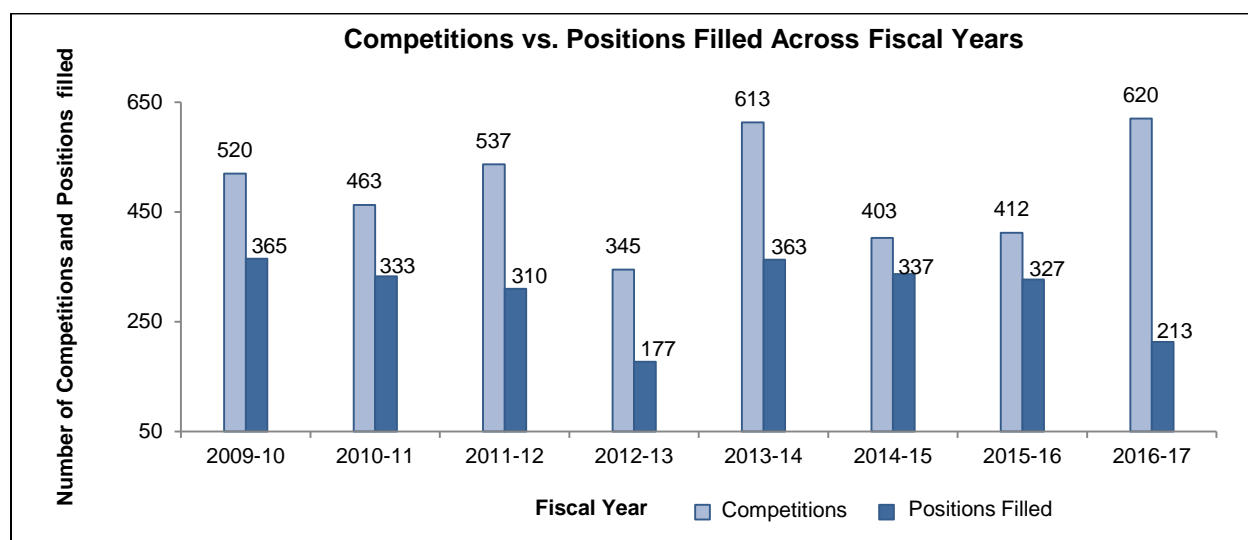
Critical improvements have been made to the staffing process to ensure greater efficiencies in completing staffing competitions, while respecting the GN Priority Hiring Policy and merit-based hiring as per the *Public Service Act*. One of the new initiatives is the staffing database rolled out in April 2016. It allows for better tracking of job competitions at each stage of the competition.

The interview process was improved by creating and providing training to panel members. A new and easier to understand interview rating system was developed. In addition, a pilot project for interviewing via videoconferencing in all regions is being launched.

In 2016-17, the GN held 620 competitions that resulted in 213 hires, of these 101 were Nunavut Inuit. The GN received a total of 12,264 applications for the advertised positions. 4,840 applications were received from within Nunavut, while 7,424 applications came from outside the territory.

A total of 2,906 applications were from Nunavut Inuit, an increase of 547 applications from the previous year. Even though Nunavut Inuit represented only 24% of the total applications, 47% of the new hires were Nunavut Inuit.

The following charts represent the results of the competitions process held across fiscal years.



2016-17 Job Competitions (620 Total)									
	Total	Female		Male		Nunavut Inuit		Non-Inuit	
		#	%	#	%	#	%	#	%
Applications	12,264	5,689	46%	6,575	54%	2,906	24%	9,356	76%
Actual hires	213	131	62%	82	38%	101	47%	112	53%

Some applications did not specify a gender

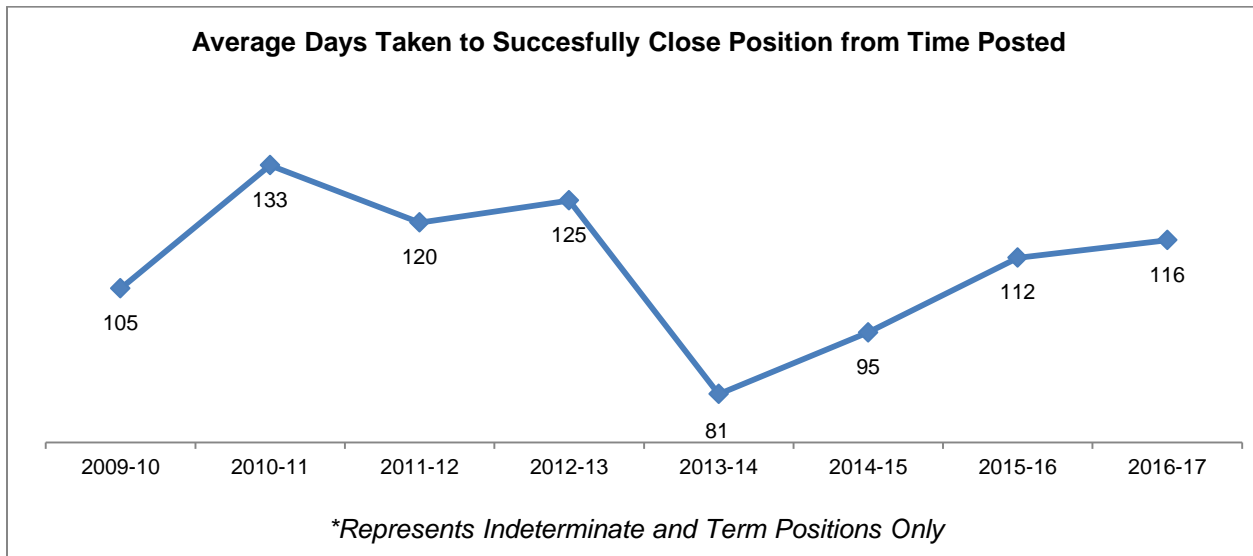
2016-17 All Applications and Hires by Gender and Status				
	Female Nunavut Inuit	Male Nunavut Inuit	Female non-Inuit	Male non-Inuit
Applications	2,109	797	3,580	5,778
Actual Hires	75	26	56	56

Job Application Summary by Fiscal Year						
Fiscal year	Positions advertised	Applications	Male	Female	Nunavut Inuit	Non-Inuit
2010-11	463	6,153	3,566	2,587	1,445	4,708
2011-12	537	9,670	5,528	4,142	1,685	7,805
2012-13	345	8,152	4,590	3,562	1,857	6,295
2013-14	614	11,952	6,579	5,373	2,598	9,358
2014-15	403	12,715	6,851	5,864	2,157	10,558
2015-16	412	11,983	6,400	5,528	2,359	9,624
2016-17	620	12,264	6,575	5,689	2,906	9,358

Recruitment and Selection Turnaround Time

Recruitment and selection turnaround time measures the average number of calendar days it takes to fill a permanent full-time position. The GN counts 'time to fill' from the date of advertising to the date of written offer. This measure provides insight into the GN's ability to deliver effective, efficient, and transparent recruiting and staffing services. The average time to fill a position is calculated by dividing the number of calendar days utilized to fill all indeterminate/term positions by the total number of indeterminate and term positions filled over a fiscal year.

In 2016-17 the average time for posting a position to closing it successfully was approximately 116 days, an increase from the previous fiscal year (112 days). There are various reasons that lead to lengthened timeline: the increased number of positions within the public service, while the number of staffing consultants has remained the same. Another reason is the complexity of the competition process; departments increasingly require additional assessment tools, like two-part interviews, written assignments and graded presentations to test candidates competencies (as opposed to interviews only). Staffing appeals can add weeks to a competition, as candidates may have up to 14 business days to file an appeal after being notified and delays with selection panel availability (both Finance and hiring departments).



2016-17 Hiring by Community						
Community	Positions Advertised	Positions Filled	Average Time to Fill (days)	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired to Filled Positions
Iqaluit	348	117	116	29	88	24.79%
Total HQ	348	117	116	29	88	24.79%
Arctic Bay	3	1	93	0	1	0
Cape Dorset	12	5	88	1	4	20%
Clyde River	2	1	228	0	1	0
Grise Fiord	0	0	0	0	0	0
Hall Beach	2	2	110	2	0	100%
Igloolik	25	11	105	10	1	90.91%
Kimmirut	6	3	87	3	0	100%
Pangnirtung	20	9	116	8	1	88.89%
Pond Inlet	30	4	106	3	1	75%
Qikiqtarjuaq	1	1	77	1	0	100%
Resolute Bay	3	1	118	1	0	100%
Sanikiluaq	5	4	58	4	0	100%
Total Qikiqtaaluk	109	42	101	33	9	78.57%
Arviat	15	5	180	5	0	100%
Baker Lake	16	6	139	3	3	50%
Chesterfield Inlet	6	3	111	3	0	100%
Coral Harbour	2	1	115	1	0	100%
Rankin Inlet	31	9	94	5	4	55.56%
Nauyasat	5	4	159	4	0	100%
Whale Cove	4	1	125	1	0	100%
Total Kivalliq	79	29	133	22	7	75.86%
Cambridge Bay	51	16	111	9	7	56.25%
Gjoa Haven	7	0	172	0	0	0
Kugluktuk	24	8	148	7	1	87.50%
Kugaaruk	0	0	0	0	0	0
Taloyoak	2	1	0	1	0	100%
Total Kitikmeot	84	25	124	17	8	68%
Total	620	213		101	112	

2016-17 Hiring by Department/Public Body						
Department/ Public Body	Positions Advertised	Positions Filled	Average Time to Fill (days)	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired to Filled Positions
CGS	60	19	107	7	12	36.84%
CH	15	7	118	5	2	71.43%
EDT	27	10	110	7	3	70%
EDU	90	20	104	14	6	70%
ENV	40	8	122	3	5	37.5%
EIA	13	2	76	2	0	100%
FS	58	26	165	12	14	46.15%
FIN	53	25	109	9	16	36%
HEA	173	62	118	31	31	50%
JUS	57	26	98	10	16	38.46%
OLA	7	1	67	0	1	0%
NHC	27	7	77	1	6	14.29%

Staffing Appeals

Staffing appeals are a regular part of the staffing process to ensure transparency, fairness and an unbiased staffing process. All Nunavut Inuit and all current GN employees have appeal rights when applying on GN positions (except teaching positions). Staffing appeals committees for unionized positions consist of a private sector chairperson, a GN representative and a NEU representative; for non-unionized positions, the committee consists of a private sector chairperson, a GN representative and a person selected from a list of qualified persons.

In total, 67 appeals were heard in 2016-17, a slight decrease from the 69 appeals heard in 2015-16. A significant number of appellants directly presented (in person or by phone) their appeals to staffing appeals committees.

Staffing Appeal Statistics by Employee Category and Fiscal Year								
Employee Category	2015-2016				2016-2017			
	Denied	Upheld	Withdrawn	Total	Denied	Upheld	Withdrawn	Total
Union	43	13	1	57	31	9	2	42
EXC and SRM	10	3	0	13	16	11	2	29
Total	53	16	1	70	47	20	4	71

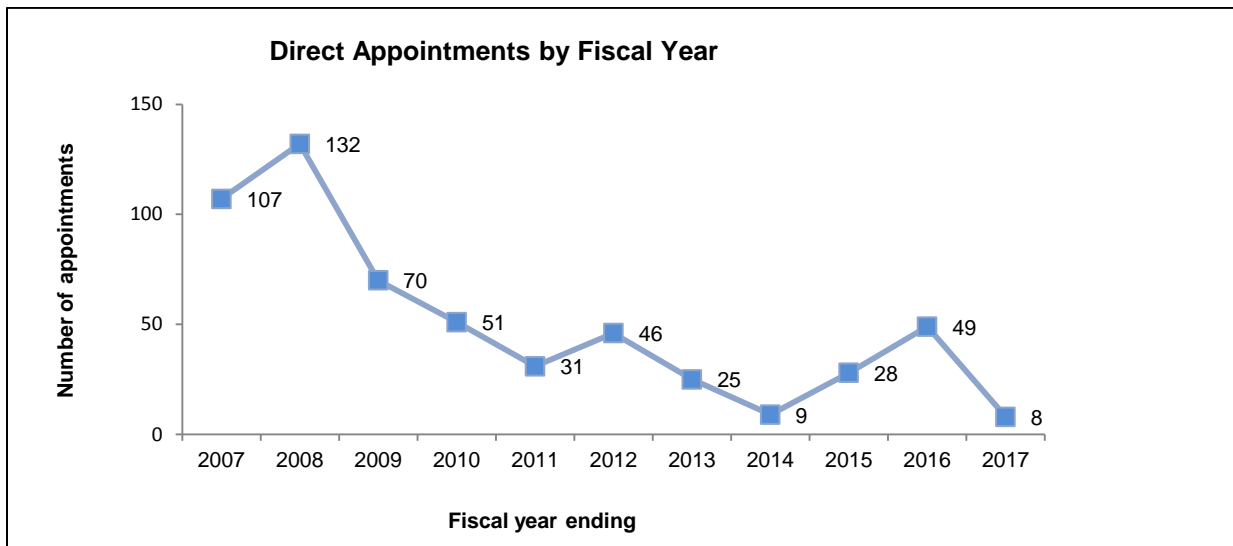
Improving the Staffing Process

Increased competition for skilled and educated labour, now and in the coming decade, means the time it takes to staff a position continues to be a risk to GN operations. This may result in lost skills opportunities as well as program and service impacts, if other organizations recruit candidates faster. The GN strives to improve the effectiveness and efficiency of the staffing process through the use of new staffing procedures provided in the *Public Service Act*, using eligibility lists and restricted competitions. For example, it took less time than the overall average 116 days to fill positions through restricted competitions. Restricted competitions were completed and filled in an average of 114 days.

Direct Appointments

The GN is committed to staffing positions through a competitive process. However, under certain circumstances, appointments without competitions are appropriate. Direct appointments are primarily used to achieve a qualified and representative public service, but they are also an appropriate method to staff hard-to-fill positions, when the regular recruitment process has failed.

The Department of Finance has improved the documentation process for direct appointments, including use of a check list, record keeping and carefully screening proposed appointees to ensure the minimum requirements for the position are met. There were eight (8) direct appointments in 2016-17. All of them were Nunavut Inuit.



Restricted Competitions

Restricted competitions started in November 2015. Competitions can be restricted by: Nunavut Inuit only, Nunavut Inuit by location or GN employees only. For GN employee only competitions (GN employees who are Nunavut Inuit are still given first priority), there have been a number of employees who have advanced their careers by applying on restricted competitions. The initial assessments of the restricted competitions have been very positive. For Nunavut Inuit only competitions, there has been a significant increase in the number of applicants who had previously never applied with the GN.

As of March 31, 2017, there have been 73 restricted competitions.

Type of Restriction	Total Number to March 31, 2017	Status
Nunavut Inuit*	52	28 active; 19 successful; 1 cancelled; 4 unsuccessful
GN employees**	21	7 active; 8 successful; 1 cancelled; 5 unsuccessful
Total Restricted Competitions	73	35 active; 27 successful; 2 cancelled; 9 unsuccessful

*Includes: Nunavut Inuit only, by location, GN employees

**GN employees: can include Nunavut Inuit applicants

Internal Transfer Assignments

As of March 31, 2017, there were 97 employees on transfer assignments, 31 were Nunavut Inuit.

Transfer Assignment by Department and Status			
Department	Total	Nunavut Inuit	Non-Inuit
CGS	7	1	6
CH	6	3	3
EDT	4	2	2
EDU	22	4	18
EIA	5	3	2
ENV	2	1	1
FIN	9	2	7
FS	6	1	5
HEA	15	4	11
JUS	6	3	3
NAC	9	4	5
NHC	4	1	3
OLA	2	2	0

Employee Relations and Job Evaluation

Grievances

A grievance is a statement of dissatisfaction, usually by an individual but sometimes by the union or management concerning the interpretation or application of a provision of an act or regulation, direction or other instrument made or issued by the employer dealing with the terms or conditions of employment, provisions of the collective agreement or arbitral award, disciplinary action, dismissal and letters of discipline. The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff have access to a grievance process under the Public Service Regulations.

Policy grievance is a situation where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

Group grievance is when more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

Individual grievance affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

A total of 54 new grievances were filed in 2016-17, a decrease from 58 new grievances filed in 2015-16. Employee Relations works with departments and Unions to try to resolve issues before a grievance develops. Employee Relations and the NEU have resumed regularly scheduled monthly grievance resolution meetings which will go a long way in maintaining cordial relations.

Total Active Grievances Across Fiscal Years		
Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17
79	92	96

Total Active Grievances by Category Across Fiscal Years			
Group	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17
NEU	78	90	89
NTA	1	2	1
EXC	0	0	6
TOTAL	79	92	96

Grievances Closed in Each Fiscal Year		
Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17
20	36	46

Employee Discipline

Employee Relations provides guidance and support to managers and human resources on disciplinary issues. The GN has a progressive disciplinary action policy that outlines the steps for disciplinary action. When a manager is concerned about an employee's behaviour, and before issuing any discipline, they must first hold a fact finding meeting. A fact finding meeting is a formal meeting between a manager and employee, in the presence of an HR official, to discuss issues that may give rise to disciplinary action. Where the employee is bargained, they have the right to have union representation. Excluded and senior management employees have the right to bring a support person.

In 2016-17, 334 fact finding meetings took place. The main reasons for fact finding meetings are:

- AWOL/Absenteeism – AWOL is when an employee does not attend work and does not have approved leave. Generally, it is when an employee does not show up to work and does not contact their manager.
- Misconduct – any type of behaviour that is unacceptable. It includes violations of workplace policy, violence, theft, etc.
- Inappropriate behaviour – this includes disrespectful, unprofessional, or insubordinate behaviour to other employees, their managers, or to clients or outside parties.
- Work performance – this includes behaviour where employees are not meeting expectations with quality of work or work deadlines. This includes concerns of negligence or incompetence. Generally work performance issues are handled through performance management tools, but at more serious stages may need to follow disciplinary processes.

The following chart outlines the breakdown for the general reasons for fact finding meetings:

Fact Finding Meetings in Fiscal Year 2016-17				
AWOL/Absent	Misconduct	Inappropriate Behaviour	Work Performance	Total # of FF Meetings
149	36	109	39	334

The purpose of progressive discipline is to correct behaviour and encourage improvement. The goal of the Employee Relations division is to support GN managers and employees in addressing disciplinary issues fairly and appropriately.

Job Evaluation

The GN's Job Evaluation (JE) program is accountable for the provision of expert advice and guidance to GN departments and public bodies. The program is responsible for organizational design as well as all job evaluation related program services. The JE program ensures that all GN positions are developed and evaluated in a fair and equitable manner, and oversees the safekeeping of a reliable and fair classification structure for all GN positions. JE also plays a significant role in the provision of organizational design advice and counsel regarding the functional effectiveness of major GN organizational strategies. This includes working with GN client departments to provide organizational diagnostics, identifying potential program and/or

operational inefficiencies, as well as offering structural recommendations to help support the GN to achieve goals and delegated mandates.

JE completes in-depth analysis and associated formalized organizational assessment reports for all GN departmental and public bodies seeking Executive Council approval of major reorganizational changes to their existing structures. JE leads assessments on the government's organizational structure to ensure that it is efficient, effective, allows for flexibility to accommodate program growth, and is consistent with the Government Organizational Policy.

JE has begun identifying opportunities to design career ladders through organizational design within and/or between departments. These ladders are intended to further Inuit employment through the development of families of occupations with career progression within them.

JE is also in the process of designing GN-wide standardized job descriptions for those corporate job streams that exist across all GN departments/public bodies. This will add significant staffing and recruitment efficiencies, and will provide increased consistency across the GN. In addition, this initiative, in partnership with EIA, will contribute to specified career development pathways supporting Inuit employment initiatives.

During 2016-17, JE processed 3,783 actions. These actions include all types of staffing across the GN, including: job action requests (JARs) for regular staffing, direct appointments, casual staffing actions, summer student employment program, relief employment staffing actions, internal transfer assignments (ITAs), and the creation of new positions.

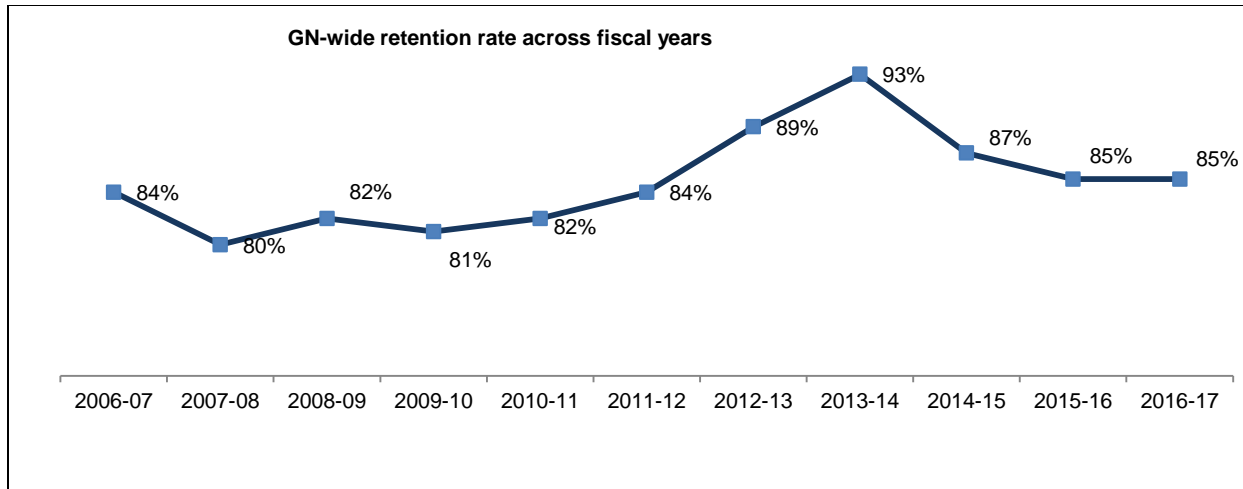
Employee Retention

Employee retention and turnover are directly linked. Retention is reflected in this report as the percentage of employees that remained within the public service across the fiscal year. Conversely, turnover is the percentage of employees that left their position in the public service for any reason (defined as termination of employment).

The GN's employee retention can be attributed to: its generous comprehensive total rewards package, which includes competitive salaries, pension and benefits, continuous service bonus, housing benefit, northern allowance, and generous leave entitlements; employee satisfaction, and employee training and development opportunities.

The retention rate for the GN fluctuates from year to year, but has generally increased over time from a low (over the last nine years) of 80% in 2007-08 to 85% in 2016-17. The current 85% retention rate is slightly above the overall average from 2006-07 to present.

Maintaining and increasing capacity is always a challenge and remains a priority for the GN. The GN has begun offering an electronic submission process for employee exit surveys. Collecting and analyzing the data from exit surveys, which are available to all employees leaving or changing jobs with the GN, will provide insight as to why employees leave the public service. Additionally, the survey allows employees to express their positive experiences as well as issues which need attention and improvements.



Staff Turnover

Staff turnover is determined by the number of indeterminate or term GN employees leaving or terminating their positions annually. Turnover in this report is calculated using total separations (retirements, resignations, lay-offs, end-of-term contracts, and in rare cases dismissals of indeterminate/term employees) from the public service. It does not include internal transfers within the GN. In 2016-17, there were a total of 524 employees who left the public service, a turnover rate of 15%, this percentage remains the same from the previous year.

The turnover rate can be reviewed in a variety of ways including by pay group, department and community.

2016-17 Turnover/Terminations by Department or Public Body				
Department/Public Body	Total Positions Filled*	Total Positions Terminated	% Turnover of Department/Public Body	% of Total Terminations
CGS	268	37	14%	7%
CH	70	17	24%	3%
EDT	96	12	13%	2%
EDU	1,158	215	19%	41%
ENV	86	11	13%	2%
EIA	80	8	10%	2%
FS	162	27	17%	5%
FIN	204	19	9%	2%
HEA	629	94	15%	18%
JUS	261	34	13%	6%
OLA	29	6	21%	1%
NAC	181	33	18%	6%
NHC	90	11	12%	2%

*Represents total positions filled at the end of the fiscal year.

2016-17 Turnover/Terminations by Bargaining Group			
Pay group	Total Positions Terminated	% Turnover of Group	% of Total Terminations
Senior Management	14	3%	3%
Excluded	59	13%	11%
NEU	193	44%	37%
NTA	173	39%	33%

2016-17 Terminations/Turnover by Community				
Community	Total Positions Filled*	# Terminations	% Community Turnover	% of Total Turnover
Qikiqtaaluk				
Arctic Bay	40	10	25%	2%
Cape Dorset	114	24	21%	5%
Clyde River	65	13	20%	2%
Grise Fiord	19	2	11%	0.4%
Hall Beach	36	13	36%	2%
Igloolik	130	20	15%	4%
Iqaluit	1,354	179	13%	34%
Kimmirut	33	9	27%	2%
Pangnirtung	115	23	20%	4%
Pond Inlet	121	28	23%	5%
Qikiqtarjuaq	34	5	15%	1%
Resolute Bay	16	1	6%	0.2%
Sanikiluaq	51	11	22%	2%
Kivalliq				
Arviat	172	24	14%	5%
Baker Lake	155	9	6%	2%
Chesterfield Inlet	31	4	13%	0.8%
Coral Harbour	55	13	2%	2%
Nauyasat	54	9	17%	2%
Rankin Inlet	390	43	11%	8%
Whale Cove	26	11	42%	2%
Kitikmeot				
Cambridge Bay	196	27	14%	5%
Gjoa Haven	84	19	23%	4%
Kugaaruk	45	4	9%	0.8%
Kugluktuk	119	18	15%	3%
Taloyoak	47	3	6%	0.6%
Other				
Winnipeg	5	0	0%	0%
Churchill	4	0	0%	0%
Ottawa	7	0	0%	0%

*Represents total positions filled at the end of the fiscal year.

The GN continues to use various strategies for reducing turnover, including hiring the right people from the start, setting competitive salaries and benefits, fostering positive work environment, recognizing accomplishments and long term service, and providing employee development and clear career path opportunities.

Return to Work Program

The Return to Work (RTW) program helps to focus the GN's attention on the accommodation needs of ill and injured workers, and ensure that the GN meets its duty to accommodate.

It provides opportunities for an employee with an injury, illness or condition to remain at work or return to suitable work as soon as medically appropriate. Through the program, the GN commits to taking all reasonable steps to provide safe and timely return to work, by providing appropriate accommodation measures. Accommodation measures may include having the employee perform modified duties or alternate work. The GN has a duty to accommodate employees up to the point of undue hardship.

There are many benefits of the RTW program, both to the GN and the employee, including:

- Retaining experienced, skilled, and knowledgeable employees.
- Demonstrating the value the GN places on its employees.
- Providing consistency in the treatment of injured or ill employees.
- Decreasing financial burden (time loss claims, hiring, training, wages for casuals/relief employees).
- Fulfilling legislative requirements including the duty to accommodate under the *Nunavut Human Rights Act*.

Benefits to employees include:

- Educating employees on disability management.
- Improving recovery and rehabilitation, preventing further disability and improving overall health.
- Maintaining financial benefits (pension, employment insurance, medical and dental plans, vacation leave benefits).
- Increasing employee morale and lessening the emotional impact of the injury or illness.
- Protecting employability.

Since implementing the RTW program and following several successful workplace accommodations, the GN has also improved its ratings with the Worker's Safety and Compensation Commission's Safe Advantage program. This program rewards employers with an incentive refund when they have low claims experience costs, and demonstrate good workplace health and safety procedures and return to work/claims management practices. Employers who fall short of Safe Advantage standards are required to pay penalties. The GN had remained neutral over the past years.

In 2016-17, RTW training sessions were implemented to promote awareness and understanding of the RTW program within all GN departments/public bodies.

Year	Return to Work/Accommodation	Active RTW Claims	Medically Terminated	LTD
Apr. to Dec. 31, 2016	104	60	24	61
Jan. to Mar. 31, 2017	18	49	12	30
Total	122	109	36	91

Employee and Family Assistance Program (EFAP)

The GN supports its employees by providing an Employee and Family Assistance Program. This program provides services that reflect the Nunavut workplace reality and incorporates Inuit culture and language. It provides short-term, confidential, professional counselling for personal and workplace issues to help employees and their families find solutions to problems that affect them. Employees and their families have increasingly taken advantage of the services through face-to-face sessions (43%), via telephone (56%), or through the internet (2%). The services are available to GN employees and their families free of charge, 24 hours a day, seven days a week. Services are offered directly in English, French and Inuktitut or Inuinnaqtun in conjunction with a translator. From July 2016 to March 31, 2017, 205 employees accessed EFAP.

July 2016 – March 2017 Employee and Family Assistance Program Utilization			
Usage Statistics		Services Provided	
Employee Usage (Excludes E-Services)		Counselling Services	
Total	204.50	Crisis/Trauma	12
Employee/family use		Family	21
Individual	190	Marital/Relationship	35
Family member	9	Health	1
Use by gender		Psychological	56
Female	146	Social	4
Male	53	Addiction issues	12
Age distribution		Work	31
Under 20	6	Subtotal	167
21-30	36	Plan Smart Services	
31-40	69	Career counselling	10
41-50	61	Jumpstart Your Wellness	1
51-60	19	Childcare and parenting support service	4
61 and older	8	Financial advisory service	4
Not specified	0	Legal advisory service	8
		Relationship Solutions	5
Counselling method		Subtotal	32
Face to face	42.5%	E-services	
Telephone	55.1%	Health resources and assessment support	0.33
		Supporting respect in the workplace	0.33
		Respect in the workplace	4.83
Web	2.4%	Subtotal	5.49
Total	100%	Total	204.50

Employee Health, Safety and Wellness

Workplace health, safety and wellness (WHSW) is a top priority for the GN. WHSW is delivered at a corporate level to GN departments/public bodies across our territory. The WHSW unit provides technical support on occupational health and safety to all levels of the government. The WHSW unit is the primary point of contact for all OHS issues within the GN, and has developed important relationships with the WSCC and RCMP on matters of safety violations and criminal investigations. The unit is based in Iqaluit and has four staff: manager, safety officer, dispute resolution consultant and wellness and Inuit values coordinator.

Workplace Occupational Health and Safety

Occupational health and safety (OHS) focuses on employees, their work environment and the tasks/duties they carry out at work. Each job has intrinsic physiological and psychological hazards and risks. The GN has legal obligations to assess these hazards and risks, and their impact to workers. WHSW conducts workplace safety inspections, serious injury or illness investigations and provides online OHS training through a contractor. The OHS officer works with all departments in the 25 communities and provides specialist technical guidance to all levels within government with a focus on advancing employee safety and compliance with the *Nunavut Safety Act* and Regulations.

Wellness and Inuit values

The primary role and responsibilities of this area is to provide awareness to employees on the EFAP that is available to GN staff. In addition, this area coordinates access for employees to various programs, including e-courses. They assist departments with critical incident stress management by coordinating services through EFAP, as well as through local services that are available. This area also coordinates the annual long term services awards throughout regional offices and communities.

Dispute Resolution

The dispute resolution team facilitates, educates and provides awareness in alternative dispute resolution process to all departments/public bodies. They ensure that all staff have the proper tools in dealing with conflict within their own workplaces.

Prevention of Harassment and Bullying in the Workplace

The GN is committed to ensuring that all employees have a safe and healthy workplace in which to do their jobs. This includes taking all reasonable measures to prevent workplace harassment and bullying, and to eliminate such issues if they exist.



2017 Department of Health Pink Shirt Day

In 2016-17, a total of 37 written complaints were received, but only four had a finding of harassment. All offers of employment with the GN now include copies of HRM1010: Harassment Free Workplace; new employees are required to acknowledge receipt, understanding and agreement to abide by this directive.

If employees are not comfortable bringing their concerns through the process outlined in the Harassment Free Workplace directive, they have access to Employee Relations staff. The GN also hires external independent mediators when required.

A newly updated online *Harassment Free Workplace Guide* for employees and supervisors provides guidance on ways to address harassment complaints and resolve workplace conflict. The guide includes steps to take, people to contact and processes to follow if an employee believes he/she is a victim of workplace harassment.

The GN has committed to training all managers and employees in measures to recognize, address and prevent workplace harassment and bullying. In 2016-17, 22 training sessions on harassment and bullying prevention were held across the territory for deputy ministers, senior managers, HR coordinators, supervisors and staff, with 450 participants in total. At the end of fiscal year 2016-17, a total of 569 employees had attended respectful workplace training.

Ethics Officer

The Ethics Officer assumed his duties on April 1, 2015. Employees may contact the Ethics Officer to report wrongdoing if they feel the GN internal process has not addressed their concerns or in the event of an act of reprisal. In 2016-17, the Ethics Officer received nine requests for advice from public servants who were considering making a disclosure of wrongdoing, compared to 51 requests in 2015-16. There were no findings of wrongdoing in 2016-17.

Breakdown of Wrongdoing Investigations:

Investigations	2015-16	2016-17
Wrongdoing found	1	0
Wrongdoing not found	5	1
Investigation currently suspended	1	1
Investigation ongoing	1	0
Matter referred to another authority	1	0
Declined to investigate	2	1
Total	11	3

The Ethics Officer Annual Report 2016-17 can be viewed at:

English: www.gov.nu.ca/sites/default/files/files/Finance/2016-17_annual_report_ethics_officer-eng.pdf

Inuktitut: www.gov.nu.ca/sites/default/files/files/Finance/2016-17_annual_report_ethics_officer-inuk.pdf

Inuinnaqtun: www.gov.nu.ca/sites/default/files/files/Finance/2016-17_annual_report_ethics_officer-ikw.pdf

French: www.gov.nu.ca/sites/default/files/files/Finance/2016-17_annual_report_ethics_officer-fr.pdf

Human Resources (HR) Strategy

The strategy identifies priority areas for action that central agencies, departments and territorial public bodies will take during 2014-18 to ensure that Nunavut's public service workforce can respond to current and future challenges and opportunities. The strategy emphasizes initiatives for bringing more qualified Nunavut Inuit into the GN early in their careers, and to develop them into skilled public administrators and future leaders.

The departments of Finance and EIA are the central agencies responsible for developing and monitoring programs, policies and tools related to implementing the HR strategy. Departments and territorial public bodies are accountable for the use of the programs, policies, tools and resources, and for the results they achieve. All departments and public bodies report on their progress annually through their business plans. Five priorities are set out to guide actions during the four-year period of the strategy:

- Increasing and enhancing Inuit employment in the GN.
- Recruiting the skilled people we need.
- Engaging and developing employees at all levels.
- Enhancing client service.
- Improving workforce data for planning and decision-making.

Progress on Implementation:

Department of Finance

Since implementation began, several directives/policies that relate to increasing and enhancing Inuit employment have been developed and/or updated and approved, including: restricted competitions, priority hiring policy, criminal record checks, reference checks, Harassment Free Workplace Policy, Return to Work Policy and Long Term Service Awards. The following are in development: internships, transfers and transfer assignments, direct appointments, secondment and the Inuit Language Incentive Program.

The Recruiting and Staffing division, in efforts to improve the recruiting process has made the following accomplishments to date:

- New user-friendly GN job posting website launched.
- New resource materials (resumé writing and interview techniques) for job seekers developed and posted on the Finance website.
- Ongoing visits to college career fairs and trade shows to attract Inuit students to the GN.
- New interview rating guide approved and implemented in June 2016.
- Use of videoconferencing for interviews .
- An interview panel member guide completed; each region will be rolling out training sessions.
- As of March 31, 2017, 73 restricted competitions since implementation in November 2015.
- Creation of a GN LinkedIn page underway, to maximize exposure for GN employment opportunities. Information packages detailing benefits of working for the GN being developed for posting on the Finance website.
- In collaboration with EIA, efforts to promote Nunavut Inuit Role Models (campaign) to build awareness of the public service as a place to have an interesting, challenging and rewarding career began in January 2016.
- Expansion of student employment opportunities through the Summer Student Employment Equity Program (SSEEP). In summer 2016, 249 students employed in

24 communities – 202 (81%) Nunavut Inuit. The Department of Finance is also working with Family Services' FANS to maximize participation from their students.

- Updating the Staffing Manual to reflect changes in legislation and new directives being completed.
- Ongoing consultation and provision of expert advice to departments/public bodies on proactive recruitment and staffing plans focusing on Inuit employment, vacancy management, and tactics to address hard-to-fill positions.

The Employee Relations and Job Evaluation division has achieved and is working on the following:

- Identifying opportunities to design career ladders through organizational design within departments and/or between departments. These ladders are intended to further Inuit employment through the development of families of occupations with career progression within them.
- Designing GN-wide standardized job descriptions for those corporate job streams that exist across all GN departments and public bodies. This will add significant staffing and recruitment efficiencies, and will provide increased consistency across the GN. In addition, this initiative, in partnership with EIA, will contribute to specified career development pathways supporting Inuit employment initiatives.
- The Long Term Service Award celebrations have been expanded to communities outside Iqaluit and regional offices.
- A Return to Work Program was implemented to ensure the needs of ill and injured employees are appropriately accommodated.
- The Labour Relations ePersonality modules (grievance and discipline) were developed and implemented. A harassment complaint logging and tracking tool is in development.
- The Employee Engagement Survey will be rolled out in May 2017.

Department of Executive and Intergovernmental Affairs

EIA continues to develop and support programs to train, engage and develop Nunavut Inuit. EIA coordinated the submission and review of Inuit employment plans (IEP) from all departments and public bodies. Co-op program guidelines were developed and are available. Review of the *Sivuliqtiksats* Internship Program was completed. Implementation of short and medium term recommendations on improving the program is ongoing. There are currently 11 interns in the program.

The *Hivuliqtikhanut* Leadership Development Program has delivered the following:

- **Emerging Leaders' Series:** Cohort 1 – November 2016 to June 2017 – 23 employees
- **Supervisors' Series:** Cohort 1 – September 2015 to June 2016 – 19 employees. They all graduated in June 2016.
Cohort 2 – February 2017 to November 2017 – 22 employees
- **Senior Managers' Series:** Cohort 1 – April 2016 to February 2017 – 15 employees. They all graduated in February 2017.

The following programs targeted at Nunavut Inuit employees were developed and approved (implementation will begin in the 2017-18 fiscal year):

- **Training Travel Fund** – Departments/public bodies will have access to funds to offset the travel costs for Inuit employees who attend training programs outside of their community.
- **Career Broadening Program** – An opportunity for Inuit employees to get on-the-job experience to develop skills and knowledge in the career field they are interested in.
- **Amaqtaarniq Education Program** – Inuit employees who want to pursue a post-secondary education while on salary can apply to this sponsorship-type program.
- **Policy Development Program** – modular-type program to build Nunavut's context for policy development and research, to be delivered in three levels (policy foundations, policy training and policy leadership).

Training and Development

Sivumuaqatigiit Division (EIA)

EIA reorganized the *Sivumuaqatigiit* Division to focus purely on Inuit employment initiatives, and to provide support and guidance to departments and corporations on implementing their Inuit employment plans.

The *Sivumuaqatigiit* Division is responsible for providing human resource planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the GN. The division provides support and offers training initiatives such as the *Sivuliqtiksat* Internship Program. The division also oversees the development and delivery of new training programs specifically designed for Inuit employees.

Sivumuaqatigiit was able to secure funding from the Nunavut Implementation Panel to develop four new Inuit employment initiatives (*Amaqtaarniq* Education Program, Career Broadening Program, Training Travel Fund and Policy Development Program) specifically for GN Inuit employees, for roll out in 2017-18 for the duration of the implementation contract period up to 2022-2023.

1) Amaqtaarniq Education Program

- *Amaqtaarniq* means a “bud starting to spread roots”.
- Providing funding support for eligible Inuit employees who wish to pursue post-secondary education and return to work for the GN once their studies are completed.

2) Career Broadening Program

- On-the-job learning experience customized to the individual’s career path to develop management competencies or public service skills in the area of interest.
- Opportunities may include filling special project leadership roles.

3) Training Travel Fund

- Funds to increase the number of Inuit accessing job or career related training by paying for travel and accommodation costs for those who must leave their home community in order to take training.

4) Policy Development Program

- A training program to be delivered in three distinct levels: policy foundations, policy training and policy leadership.
- A comprehensive, modular-type program for GN policy and program professionals to build knowledge of Nunavut’s context for policy development, research, and skills needed to pursue a career in public policy.

Made-in-Nunavut Career Workshops

Sivumuaqatigiit delivered made-in-Nunavut career workshops with a focus to reach more GN Inuit employees outside of the capital. The career planning specialist delivered these workshops in three communities (Igloolik, Cambridge Bay, Gjoa Haven). Many one-on-one sessions were also held, as well as career counselling via teleconferencing.

A new career development and training networking group (NCDC – Nunavut Career Development Community) has been created in Iqaluit by EIA with inter-agencies to share ideas, workshops, partnership events (career fairs) and other career development initiatives. This group, currently with approximately 20 members, is leading the way to becoming the first career development association for Nunavut.

Sivuliqtiksats Internship Program

Overview

The *Sivuliqtiksats* Internship Program, offered since 2001, is a one to three year internship supported by a designated trainer, a customized learning plan, and group and individual training courses. EIA is responsible for the funding and administration of this program, which supports a total of 16 internship positions. One full-time program *Sivuliqtiksats* coordinator is available to assist departments/public bodies, interns, designated trainers and managers in all aspects of the program. An intern is a term employee who is hired to undertake a learning program of specific duration leading to a guarantee of employment upon successful completion of his or her learning plan and satisfactory performance reviews. Since its inception, 29 Inuit have successfully completed the program.

As of March 31, 2017, there were 11 *Sivuliqtiksats* interns in the program:

- *Nunavummi Nangminiaqqtunik Ikajuuti* (NNI) Executive Coordinator , Economic Development and Transportation, Iqaluit
- Manager, Cultural Industries , Economic Development and Transportation, Pangnirtung
- Maintenance Coordinator North , Community and Government Services, Pond Inlet
- Manager, Finance , Nunavut Arctic College, Arviat
- Procurement Officer, Community and Government Services, Iqaluit
- Regional Director, Child and Family Services, Family Services, Pangnirtung
- Budget Planner/Analyst, Cultural and Heritage, Iqaluit
- Kitikmeot Regional Coordinator, Parks Planning, Environment, Kugluktuk
- Child and Youth Advocacy Specialist, Representatives for Children and Youth, Iqaluit
- Rental Officer, Justice, Iqaluit
- Regional Human Resources Manager, Health, Cambridge Bay

Five (5) more internships are currently being filled through the staffing process and a waitlist has been established to continually fill vacant internship positions in various departments.

Program Challenges

Individual departments have indicated being short staffed, and having no time to train staff as reasons for not participating in the program. Turnover or trainers being reassigned to different positions has disrupted the program, as interns need trainers in order to continue in the internship program.

Program Spending

There is an average annual budget of \$2 million to run this program. This includes salaries for up to 16 internship positions – \$25,000 per intern per year for training, education and related travel costs, program operations and maintenance costs, and the *Sivuliqtiksats* coordinator's salary. Unspent money is not returned to the departments/public bodies nor is it carried over into the next year.

Intern Retention to Date				
	Completed Internships	Incomplete Internships	In-Progress	Total
Management	20	21	4	45
Specialist	9	5	7	21
Total	29	26	11	66

Program Highlights



During 2016-17, an orientation session was delivered in Iqaluit for eight (8) new interns and trainers where participants concluded their visit with an appearance at the sitting of the Legislative Assembly.

Pictured from left to right with Premier Peter Taptuna: Neevee Natsiapik, Ron Froese, Steven Curley, David Pitseolak, Sylvia Netser (coordinator), David Korgak, Ovilok Olsen-Hakongak, Sammy Anngnaluak, Sandy Napier, Margaret Nakasuk, Albert Netser, Linda Vaillancourt and Patricia Lear.

Sivuliqtiksats Graduate Profile



Neil Henderson

On March 9, 2014, Neil started his internship with Community Infrastructure – Baffin Region in Pond Inlet, as maintenance coordinator, North Baffin intern. Neil worked with Community Infrastructure for six years before joining the internship program. During his internship, and with the support of his family and work colleagues, Neil gained experience in the maintenance field, supervising employees, project management and he participated in Algonquin College's International Facility Management Association – Facility Management Professional courses, and successfully completed and obtained his 5th Class Power Engineering Certificate of Achievement

from the Southern Alberta Institute of Technology. With his internship now completed, Neil is enjoying his exciting new position as maintenance coordinator – North Baffin, and is responsible for coordinating maintenance on GN-owned facilities in the communities of Grise Fiord, Resolute Bay, Arctic Bay, Pond Inlet, Clyde River and Qikiqtarjuaq.

Department or Public Body-Specific Internships

In addition to the GN-wide internship programs, individual departments/public bodies may establish and self-fund internship positions to fill workforce needs and support interns to develop skills, work experience and take on permanent positions. In 2016-17, there were nine (9) department/public body specific interns.

Department/Public-Body Specific Interns Across Fiscal Years			
Department/Public Body	2014-15	2015-16	2016-17
	Number of Interns	Number of Interns	Number of Interns
CGS	0	0	0
CH	n/a	n/a	0
EDT	3	3	2
EDU	n/a	n/a	0
ENV	n/a	0	0
EIA	n/a	0	0
FS	1	0	1
FIN	1	4	3
HEA	n/a	0	0
JUS	3	0	0
NAC	n/a	0	1
NHC	n/a	0	0
OLA	n/a	0	0
QEC	1	1	2
Total	9	8	9

Public Service Training (EIA)

Employee Training Initiatives

The GN training calendar is an excellent source for finding opportunities to expand skills and work toward career advancement. Courses are scheduled in communities across Nunavut in lengths ranging from one day to several months. All courses are coordinated by the Public Service Training division of EIA and are open to all employees. All employees have access to the training calendar at www.gov.nu.ca/training-calendar.

Learning and Development Courses

In 2016-17, a total of 81 learning and development courses were delivered to 824 participants across all three (3) Nunavut regions. Some of the new courses included:

Evaluation Essentials

Managing and Leading Change

Giving Effective Feedback

Managing Remote Teams

Inclusive Workplace

Intercultural Communications

Skills for Administrative Assistants

Employee Orientation

Employee orientation sessions provide new GN staff with the opportunity to learn about Nunavut's history, the GN operations and organizational culture, and services and benefits available to new employees. In 2016-17, a total of 12 employee orientation sessions were offered to 96 employees in seven (7) communities across all three (3) Nunavut regions.

Cultural Orientation

Cultural orientation sessions are held to help facilitate learning and cooperation through understanding of Inuit culture. The orientation provides valuable relationship building lessons and fosters open understanding between co-workers from all backgrounds. In 2016-17, a total of 12 cultural orientation sessions were offered to 94 employees in nine (9) communities across all three (3) Nunavut regions.

Language Training

The GN aims to offer language training in all of Nunavut's official languages: Inuktitut, English, Inuinnaqtun and French. As a pilot project in 2016-17, five (5) modules of English as a second language were offered in Iqaluit.

In 2016-17, 264 participants benefited from 29 foundational to professional language training sessions in five (5) different communities.

2016-17 Inuktitut Language Sessions			
Community	Participants	Nunavut Inuit	Non-Inuit
Cambridge Bay (2 sessions)	11	3	8
Iqaluit (13 sessions)	120	52	68
Pangnirtung (5 sessions)	29	15	14
Total	160	70	90
Percentage		44%	56%

2016-17 French Language Sessions			
Community	Participants	Nunavut Inuit	Non-Inuit
Rankin Inlet (2 sessions)	15	7	8
Iqaluit (4 sessions)	39	19	20
Total	54	26	28
Percentage		48%	52%

Specialized Training and Program Development Fund

In 2016-17, 425 participants were involved in training initiatives funded under the Specialized Training and Program Development Fund.

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through hands-on learning and practice. The GN training fund was developed to provide additional training opportunities for GN employees and consists of the Specialized Training Fund and the Program Development Fund. The Specialized Training Fund had a budget of \$612,500 in 2016-17, for specialized training/professional development courses that address the training needs of GN employees in similar occupational groups across various departments/public bodies.

The Program Development Fund, which also had a budget of \$612,500 in 2016-17, focuses on the development of technical, job-specific competencies.

These programs strive to implement and improve program and service delivery; increase technical and professional knowledge and expertise; fund the certification/licences/training required for new professional standards and best practices, and build capacity in specialty areas.

In 2016-17, 28 training proposals from 12 departments/public bodies were approved in order to deliver specialized training and program development. Some examples of training initiatives include:

- Indigenous Cultural Competency Trainer Certificate (Culture and Heritage)
- Climate Change for Decision Makers (Environment)
- Assessment and Treatment of Acquired Brain Injury (Health)
- TB Directly Observed Therapy (DOT) Worker Program
- Juridical Officer Training (Justice)

Mentorship Program

The GN mentorship program is deeply rooted in Inuit culture. During the mentorship, there are open-ended discussions about setting and revising goals through the sharing of experiences and knowledge. There are currently 45 mentors and mentees involved in the mentorship program, in mentoring relationships that focus on one or more of five (5) key mentoring areas:

- Inuit societal values
- social
- leadership
- specialized
- *Hivuliqtikhanut*

Information sessions and training were provided, one-on-one and group sessions, to potential mentors and mentees. In 2016-17, 35 participants attended mentorship program sessions.

***Hivuliqtikhanut* Leadership Development Program**

The GN's *Hivuliqtikhanut* Leadership Development Program focuses on the development of behavioural competencies for leaders at all levels: three separate 18-21 day modular series target public servants who are emerging leaders, supervisors and senior managers in the government.

The GN's Leadership Competency Model guides the program curriculum, and identifies eight core behavioural competencies – like building relationships, creating community, being flexible and adaptable, contributing to sound decisions – as well as three technical competencies (people/financial/program management). Inuit societal values are at the heart of the *Hivuliqtikhanut* program:

- Inuit societal values are the foundation for the curriculum design and learning activities.
- The first module in each series focuses on Nunavut history and governance.
- Inuit Elders are invited as guest speakers.
- Directors, ADMs and DMs are also invited as guest speakers to share their experiences as leaders within the Government of Nunavut and within the context of Inuit societal values.
- Program alumni model *Pilimmaksarniq/Pijariuqsarniq* and *Piliriqatigiinniq/Ikajuqtigiinniq* by volunteering as mentors to current participants via the GN's mentoring program (also coordinated by the Public Service Training division, as an expansion of the *Hivuliqtikhanut* program in January 2017).

On February 16, 2017, Dalhousie University signed an MOU with the GN to offer pathways to degrees (advanced standing upon successful completion of *Hivuliqtikhanut* Supervisors' or Senior Managers' Series) as follows:

- Master of Public Administration (six credits – equivalent to two course exemptions based on three credits per course)
- Master of Information Management (four credits – equivalent to one elective course exemption)
- Master of Business Administration (Leadership) (three credits – equivalent to one course exemption)

Discussions are also underway to determine advanced standing for successful completion of the *Hivuliqtikhanut* Emerging Leaders' Series.

In 2016-17, the Public Service Training division coordinated the curriculum development and successful delivery of all three series of the *Hivuliqtikhanut* Leadership Development Program:

- First cohort of the Supervisors' Series was delivered in Iqaluit from September 2015 to June 2016 with 19 graduates.
- Second cohort of the Supervisors' Series started in February 2017 in Iqaluit (anticipated graduation is November 2017).
- First cohort of the Senior Managers' Series was delivered in Iqaluit from April 2016 to February 2017 with 15 graduates.
- First cohort of the Emerging Leaders' Series started in November 2016 in Rankin Inlet (anticipated graduation is June 2017).

To date, 78 GN employees have graduated from or are currently participating in one of the series of the *Hivuliqtikhanut* program. Of that number, 45 are Inuit (58%) and 59 are women (76%).

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students, to explore different types of work fields, gain meaningful work experience and training within the public service. Priority hiring consideration is given to Nunavut Inuit students, The SSEEP is an integral part of the GN's goal to foster youth development and encourage continuous learning, as well as marketing the GN as an employer of choice. Currently, 124 GN employees have previously been employed as summer students, 86% of which are Nunavut Inuit.

The objectives of this program are:

1. To provide employment and training opportunities for students that will:
 - Develop their skills and improve employability after graduation.
 - Help fund their education and encourage them to complete their studies.
 - Enrich their academic programs.
 - Help them evaluate their career options within the territorial public service.
2. To facilitate the hiring of students by departments in order to develop a pool of qualified candidates for future public service appointments.

The Department of Finance is continuing efforts to expand the program to as many communities as possible. Participation in the SSEEP fluctuates from year to year and is dependent upon applications from GN departments/public bodies in each community. Usually when there are no

summer students in a given community, it's due to no applications having been received for that community (e.g. for summer 2016, there were no applications from students in Resolute Bay).

Generally, the participation rate in the program has increased over the last several years. In the summer of 2016, there were a total of 249 students in 24 communities. Of these, 202 (81%) were filled by Nunavut Inuit students.

SSEEP Participants by Year and Status			
Summer Year	Total participants	Nunavut Inuit	Non-Inuit
2016	249	202	47
2015	208	164	44
2014	207	172	35
2013	154	122	32
2012	168	137	31
2011	132	104	28

SSEEP by Region Across Years									
Region	Summer 2014			Summer 2015			Summer 2016		
	Total	Nunavut Inuit	Non-Inuit	Total	Nunavut Inuit	Non-Inuit	Total	Nunavut Inuit	Non-Inuit
Iqaluit	92	60	32	89	50	39	92	54	38
Qikiqtaaluk	27	27	0	32	31	1	55	51	4
Kivalliq	45	45	0	44	42	2	58	56	2
Kitikmeot	43	40	3	43	41	2	44	41	3
Total	207	172	35	208	164	44	249	202	47

In the summer of 2016, the total program budget was \$985,000. Salaries and benefits for summer students cost \$2.6M in 2016, with the additional costs covered by individual departments.

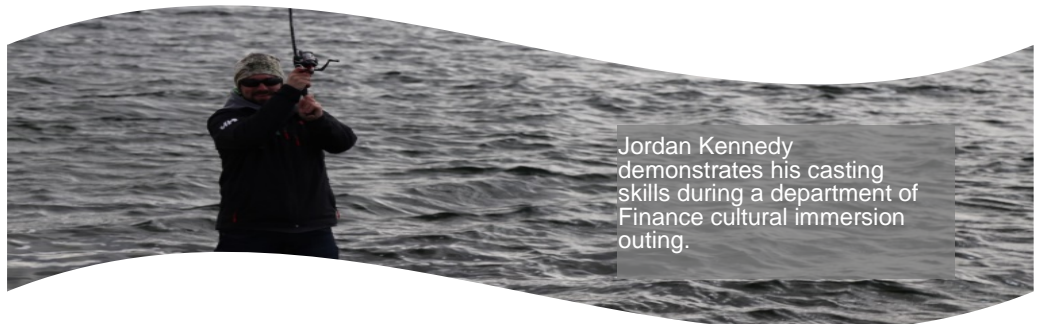
2016 Summer Student Positions by Department/Public Body and Status		
Department/Public Body	Total	Nunavut Inuit
CGS	58	47
CH	11	8
EDT	12	11
EDU	24	21
ENV	21	16
EIA	11	9
FS	12	11
FIN	20	16
HEA	38	31
JUS	7	3
OLA	2	2
NAC	9	7
NHC	8	5
QEC	16	15
Total	249	202

Cultural immersion (IQ) days

All GN departments/public bodies strive to create a workplace and service environment that incorporates Inuit societal values (ISVs). These values, as they are utilized in GN policy, constitute guidelines that contribute to the creation of an effective and excellent public service that is grounded in the ethics and philosophy of Inuit. Cultural immersion or Inuit Qaujimagatuqangit (IQ) days provide a greater understanding of ISVs and languages, which helps all employees better understand the needs and aspirations of the public.



Norma Ablay digs for clams during a cultural immersion outing.



Jordan Kennedy demonstrates his casting skills during a department of Finance cultural immersion outing.

Departmental/public body IQ coordinators arrange IQ days for staff, and in some instances several departments/public bodies hold these events together. Planned events incorporate Inuit cultural activities in the workplace and provide an opportunity for a day or a half-day (up to two full days per year) out on the land. Occasionally these events must be held inside, but the events always involve taking part in traditional activities that facilitate team building, learning new skills and sharing cultural backgrounds and languages.

The following ISVs are encouraged and promoted during cultural immersion activities:

- *Inuuqatigiitsiarniq*: Respecting others, relationships and caring for people.
- *Tunnganarniq*: Fostering good spirit by being open, welcoming and inclusive.
- *Pijitsirniq*: Serving and providing for family and/or community.
- *Aajiiqatigiinni*: Decision making through discussion and consensus.
- *Pilimmaksarniq/Pijariuqsarniq*: Development of skills through observation, mentoring, practice, and effort.
- *Piliriqatigiinni/Ikajuqtigiinni*: Working together for a common cause.
- *Qanuqtuurniq*: Being innovative and resourceful.
- *Avatittinnik Kamatsiarniq*: Respect and care for the land, animals and the environment.

Conclusion

The Public Service Annual Report (PSAR) is meant to highlight the state of the public service. This report provides important information about the structure and composition of the public service workforce and tracks data trends over time. The information contained in the annual report can be used to identify both the strengths and the challenges facing the public service.

The *Public Service Act* requires that the government report annually on the management and direction of the public service. There is no required reporting date; however, the Department of Finance is committed to tabling the report in a timely fashion, as this is valuable information to members of the Legislative Assembly as well as to the public.

Sources

The Public Service Annual Report (PSAR) takes information from several sources to provide a comprehensive representation of the public service.

The sources used in generating this report are:

Towards a Representative Public Service (TRPS) – March 31, 2017

TRPS is a snapshot of employment statistics reported quarterly on the GN website. These statistics represent the Inuit employment level within the GN in several categories: occupational, community, by region and by department/public body. This statistical data can be used to predict future trends. This report is prepared by the Department of Finance with participation from all departments/public bodies. ***Please note a detailed TRPS report is attached to this report as an appendix.***

Establishment Report – 2016-17 Fiscal Year

Data from the Establishment Report represents a current snapshot of ePersonality, the GN's human resources information system. ePersonality records all relevant public service work assignment data. This includes length of service, pay information, employee demographic data, acting assignments and other related information. Through ePersonality, the Master Establishment Report is generated and provides the public service statistics for the PSAR. Some analysis of employee numbers and statistics is based on the Establishment Report, which has an information collection window that is timed differently than the TRPS report. The timing of the different reports results in some minor misalignment of the totals. However, the overall percentages remain aligned. This report contains personal and private information about employees and it is not available to the public.

Nunavut Bureau of Statistics

The Nunavut Bureau of Statistics (NBS) is the GN's central statistical public body. It collects, records, analyzes and distributes statistical data on Nunavut to Nunavummiut and across Canada. It makes data available to assist government in their decision-making, planning implementation and evaluations, as well as to make information available to the public. The Statistics division also manages and conducts surveys for Nunavut in conjunction with Statistics Canada. NBS data used for this report is publicly available on the NBS website.

Appendix: March 31, 2017 TRPS Report
(Continued on following page)



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

Towards a Representative Public Service

Statistics of the Public Service within
the Government of Nunavut as of:
March 31, 2017

Prepared by:
Department of Finance

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Introduction

The Government of Nunavut is striving to serve the public by providing timely and accurate data about the public service. Article 23 of The Nunavut Agreement establishes the objective of increasing Inuit participation in government employment to a representative level. The Towards a Representative Public Service (TRPS) report publicizes the Government of Nunavut's Inuit employment progress. This report is a publication of pure employment statistics so does not report on underlying issues or barriers to employment.

This snapshot of employment statistics is published regularly on the Department of Finance website, with a consolidated report tabled annually in the Legislative Assembly. This statistical data is used to assist in Government of Nunavut employment planning.

This report is prepared by the Department of Finance with participation from all departments and government agencies.

Employment Summary of the Government of Nunavut Public Service

Category All Departments, Agencies, Boards and Corporations

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	37.00	4.00	33.00	89%	12.00	36%
Senior Management	166.00	30.00	136.00	82%	20.00	15%
Middle Management	464.00	125.00	339.00	73%	92.00	27%
Professional	1,738.40	454.40	1,284.00	74%	348.00	27%
Paraprofessional	1,029.60	313.60	716.00	70%	427.83	60%
Administrative Support	1,353.81	357.62	996.20	74%	856.15	86%
Total Employment Categories	4,788.81	1,284.61	3,504.20	73%	1,755.98	50%
Department Totals						
Community and Government Services	411.00	143.00	268.00	65%	115.00	43%
Culture and Heritage	90.80	21.00	69.80	77%	55.00	79%
Economic Development and Transportation	136.00	40.00	96.00	71%	55.00	57%
Education	1,292.21	133.75	1,158.46	90%	578.21	50%
Environment	138.50	52.50	86.00	62%	36.00	42%
Executive and Intergovernmental Affairs	102.00	22.00	80.00	78%	57.00	71%
Family Services	218.63	57.10	161.53	74%	94.53	59%
Finance	275.00	71.00	204.00	74%	88.00	43%
Health	1,153.27	524.57	628.71	55%	316.04	50%
Justice	370.00	109.00	261.00	71%	123.00	47%
Office of the Legislative Assembly	43.00	14.00	29.00	67%	14.00	48%
Total Government of Nunavut Departments	4,230.41	1,187.91	3,042.50	72%	1,531.78	50%
Agency, Board and Corporation Totals						
Nunavut Arctic College	222.60	42.10	180.50	81%	95.00	53%
Nunavut Business Credit Corporation	6.00	1.00	5.00	83%	2.00	40%
Nunavut Housing Corporation	123.00	33.00	90.00	73%	34.00	38%
Qulliq Energy Corporation	206.80	20.60	186.20	90%	93.20	50%
Total Agencies, Boards and Corporations	558.40	96.70	461.70	83%	224.20	49%
TOTAL	4,788.81	1,284.61	3,504.20	73%	1,755.98	50%

These numbers do not include public officials and political staff.

Employment Summary by Community

Community	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Arctic Bay	50.90	10.00	40.90	80%	24.90	61%
Cape Dorset	133.00	32.50	100.50	76%	51.50	51%
Clyde River	77.10	12.00	65.10	84%	44.10	68%
Grise Fiord	20.15	1.50	18.65	93%	11.65	62%
Hall Beach	48.85	12.50	36.35	74%	25.35	70%
Igloolik	178.53	49.03	129.50	73%	81.50	63%
Iqaluit	1,949.63	595.27	1,354.37	69%	471.40	35%
Kimmirut	36.94	3.53	33.41	90%	18.66	56%
Pangnirtung	161.28	46.03	115.25	71%	77.25	67%
Pond Inlet	173.03	51.50	121.53	70%	76.53	63%
Qikiqtarjuaq	39.63	5.50	34.13	86%	22.13	65%
Resolute Bay	23.85	8.35	15.50	65%	6.50	42%
Sanikiluaq	62.09	11.50	50.59	81%	30.59	60%
Total Qikiqtaaluk	2,954.99	839.21	2,115.78	72%	942.06	45%
Arviat	222.50	51.00	171.50	77%	113.50	66%
Baker Lake	186.80	32.00	154.80	83%	83.80	54%
Chesterfield Inlet	37.71	6.80	30.91	82%	18.91	61%
Coral Harbour	63.38	8.50	54.88	87%	35.88	65%
Nauyasat	64.10	10.00	54.10	84%	29.10	54%
Rankin Inlet	504.47	114.50	389.97	77%	227.47	58%
Whale Cove	39.13	13.50	25.63	66%	16.63	65%
Total Kivalliq	1,118.09	236.30	881.79	79%	525.29	60%
Cambridge Bay	322.60	127.10	195.50	61%	98.50	50%
Gjoa Haven	113.72	30.00	83.72	74%	64.72	77%
Kugaaruk	50.83	5.50	45.33	89%	24.33	54%
Kugluktuk	152.23	33.50	118.73	78%	64.73	55%
Taloyoak	54.85	7.50	47.35	86%	27.35	58%
Total Kitikmeot	694.23	203.60	490.63	71%	279.63	57%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Edmonton	1.00	1.00	-	-	-	-
Ottawa	5.00	1.00	4.00	80%	2.00	50%
Winnipeg	7.00	-	7.00	100%	5.00	71%
Total Other	21.50	5.50	16.00	74%	9.00	56%
TOTAL	4,788.81	1,284.61	3,504.20	73%	1,755.98	50%

Community and Government Services

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	-	3.00	100%	-	-
Senior Management	20.00	1.00	19.00	95%	1.00	5%
Middle Management	57.00	17.00	40.00	70%	11.00	28%
Professional	109.00	51.00	58.00	53%	12.00	21%
Paraprofessional	167.00	55.00	112.00	67%	60.00	54%
Administrative Support	55.00	19.00	36.00	65%	31.00	86%
Total Employment Categories	411.00	143.00	268.00	65%	115.00	43%

Employment Summary, by Community

Arctic Bay	2.00	1.00	1.00	50%	1.00	100%
Cape Dorset	22.00	8.00	14.00	64%	8.00	57%
Clyde River	1.00	-	1.00	100%	1.00	100%
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	2.00	1.00	1.00	50%	1.00	100%
Iqaluit	184.00	67.00	117.00	64%	29.00	25%
Pangnirtung	1.00	-	1.00	100%	1.00	100%
Pond Inlet	33.00	12.00	21.00	64%	14.00	67%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	1.00	-	-	-	-
Sanikiluaq	1.00	-	1.00	100%	-	-
Arviat	3.00	-	3.00	100%	2.00	67%
Baker Lake	16.00	4.00	12.00	75%	7.00	58%
Chesterfield Inlet	1.00	1.00	-	-	-	-
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	80.00	28.00	52.00	65%	28.00	54%
Whale Cove	1.00	-	1.00	100%	1.00	100%
Cambridge Bay	45.00	17.00	28.00	62%	14.00	50%
Gjoa Haven	3.00	2.00	1.00	33%	-	-
Kugluktuk	12.00	1.00	11.00	92%	5.00	45%
Total Community	411.00	143.00	268.00	65%	115.00	43%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	184.00	67.00	117.00	64%	29.00	25%
Other Communities	227.00	76.00	151.00	67%	86.00	57%
TOTAL	411.00	143.00	268.00	65%	115.00	43%

Culture and Heritage

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	7.00	1.00	6.00	86%	5.00	83%
Middle Management	12.00	1.00	11.00	92%	8.00	73%
Professional	44.00	13.00	31.00	70%	25.00	81%
Paraprofessional	8.00	2.00	6.00	75%	3.00	50%
Administrative Support	17.80	4.00	13.80	78%	13.00	94%
Total Employment Categories	90.80	21.00	69.80	77%	55.00	79%

Employment Summary, by Community

Igloolik	20.00	5.00	15.00	75%	12.00	80%
Iqaluit	55.80	13.00	42.80	77%	33.00	77%
Baker Lake	5.00	2.00	3.00	60%	1.00	33%
Kugluktuk	10.00	1.00	9.00	90%	9.00	100%
Total Community	90.80	21.00	69.80	77%	55.00	79%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	55.80	13.00	42.80	77%	33.00	77%
Other Communities	35.00	8.00	27.00	77%	22.00	81%
TOTAL	90.80	21.00	69.80	77%	55.00	79%

Economic Development and Transportation

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	1.00	2.00	67%	-	-
Senior Management	10.00	-	10.00	100%	4.00	40%
Middle Management	30.00	5.00	25.00	83%	10.00	40%
Professional	36.00	14.00	22.00	61%	15.00	68%
Paraprofessional	29.00	10.00	19.00	66%	11.00	58%
Administrative Support	28.00	10.00	18.00	64%	15.00	83%
Total Employment Categories	136.00	40.00	96.00	71%	55.00	57%

Employment Summary, by Community

Cape Dorset	2.00	1.00	1.00	50%	-	-
Iqaluit	61.00	23.00	38.00	62%	17.00	45%
Pangnirtung	11.00	3.00	8.00	73%	7.00	88%
Pond Inlet	9.00	1.00	8.00	89%	7.00	88%
Resolute Bay	1.00	-	1.00	100%	-	-
Arviat	5.00	2.00	3.00	60%	2.00	67%
Rankin Inlet	25.00	3.00	22.00	88%	12.00	55%
Cambridge Bay	6.00	1.00	5.00	83%	2.00	40%
Gjoa Haven	7.00	3.00	4.00	57%	4.00	100%
Kugluktuk	9.00	3.00	6.00	67%	4.00	67%
Total Community	136.00	40.00	96.00	71%	55.00	57%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	61.00	23.00	38.00	62%	17.00	45%
Other Communities	75.00	17.00	58.00	77%	38.00	66%
TOTAL	136.00	40.00	96.00	71%	55.00	57%

Education

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	20.00	4.00	16.00	80%	-	-
Middle Management	66.00	14.00	52.00	79%	9.00	17%
Professional	728.00	62.50	665.50	91%	179.00	27%
Paraprofessional	167.80	21.00	146.80	87%	133.30	91%
Administrative Support	308.41	32.25	276.16	90%	255.91	93%
Total Employment Categories	1,292.21	133.75	1,158.46	90%	578.21	50%

Employment Summary, by Community

Arctic Bay	27.50	5.00	22.50	82%	12.50	56%
Cape Dorset	45.00	2.50	42.50	94%	22.50	53%
Clyde River	39.00	1.00	38.00	97%	23.00	61%
Grise Fiord	9.25	-	9.25	100%	4.25	46%
Hall Beach	28.25	3.00	25.25	89%	16.25	64%
Igloolik	59.50	2.00	57.50	97%	29.50	51%
Iqaluit	250.50	46.00	204.50	82%	66.50	33%
Kimmitut	18.81	-	18.81	100%	8.06	43%
Pangnirtung	59.25	8.50	50.75	86%	32.75	65%
Pond Inlet	86.50	18.50	68.00	79%	37.00	54%
Qikiqtarjuaq	19.00	-	19.00	100%	12.00	63%
Resolute Bay	10.25	2.75	7.50	73%	2.50	33%
Sanikiluaq	37.99	3.00	34.99	92%	20.99	60%
Arviat	105.50	18.00	87.50	83%	54.50	62%
Baker Lake	79.80	4.00	75.80	95%	36.80	49%
Chesterfield Inlet	21.80	2.50	19.30	89%	11.30	59%
Coral Harbour	32.88	-	32.88	100%	17.88	54%
Nauyasat	41.00	-	41.00	100%	20.00	49%
Rankin Inlet	80.47	4.00	76.47	95%	33.97	44%
Whale Cove	19.03	2.00	17.03	89%	10.03	59%
Cambridge Bay	51.00	0.50	50.50	99%	22.50	45%
Gjoa Haven	44.22	0.50	43.72	99%	30.72	70%
Kugaaruk	31.73	-	31.73	100%	15.73	50%
Kugluktuk	64.23	10.00	54.23	84%	21.23	39%
Taloyoak	29.75	-	29.75	100%	15.75	53%
Total Community	1,292.21	133.75	1,158.46	90%	578.21	50%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	250.50	46.00	204.50	82%	66.50	33%
Other Communities	1,041.71	87.75	953.96	92%	511.71	54%
TOTAL	1,292.21	133.75	1,158.46	90%	578.21	50%

Environment

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	7.00	3.00	4.00	57%	-	-
Middle Management	18.00	7.00	11.00	61%	3.00	27%
Professional	30.00	17.00	13.00	43%	1.00	8%
Paraprofessional	69.00	21.00	48.00	70%	25.00	52%
Administrative Support	12.50	4.50	8.00	64%	6.00	75%
Total Employment Categories	138.50	52.50	86.00	62%	36.00	42%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	1.00	-	1.00	100%	-	-
Clyde River	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	-	1.00	100%	-	-
Hall Beach	1.00	-	1.00	100%	-	-
Igloolik	19.00	9.00	10.00	53%	3.00	30%
Iqaluit	61.00	26.00	35.00	57%	9.00	26%
Kimmirut	2.50	0.50	2.00	80%	2.00	100%
Pangnirtung	5.00	3.00	2.00	40%	-	-
Pond Inlet	7.00	5.00	2.00	29%	2.00	100%
Qikiqtarjuaq	1.00	-	1.00	100%	-	-
Resolute Bay	-	-	-	-	-	-
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Arviat	8.00	1.00	7.00	88%	4.00	57%
Baker Lake	2.00	1.00	1.00	50%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	5.00	1.00	4.00	80%	1.00	25%
Whale Cove	1.00	-	1.00	100%	-	-
Cambridge Bay	2.00	-	2.00	100%	1.00	50%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Kugaaruk	1.00	-	1.00	100%	-	-
Kugluktuk	11.00	4.00	7.00	64%	5.00	71%
Taloyoak	2.00	1.00	1.00	50%	1.00	100%
Total Community	138.50	52.50	86.00	62%	36.00	42%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	61.00	26.00	35.00	57%	9.00	26%
Other Communities	77.50	26.50	51.00	66%	27.00	53%
TOTAL	138.50	52.50	86.00	62%	36.00	42%

Executive and Intergovernmental Affairs

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	4.00	1.00	3.00	75%	2.00	67%
Senior Management	10.00	1.00	9.00	90%	4.00	44%
Middle Management	12.00	3.00	9.00	75%	6.00	67%
Professional	34.00	10.00	24.00	71%	12.00	50%
Paraprofessional	6.00	2.00	4.00	67%	4.00	100%
Administrative Support	36.00	5.00	31.00	86%	29.00	94%
Total Employment Categories	102.00	22.00	80.00	78%	57.00	71%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	1.00	-	1.00	100%	1.00	100%
Clyde River	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	1.00	-	1.00	100%	1.00	100%
Iqaluit	64.00	18.00	46.00	72%	29.00	63%
Kimmirut	1.00	-	1.00	100%	1.00	100%
Pangnirtung	10.00	3.00	7.00	70%	4.00	57%
Pond Inlet	1.00	-	1.00	100%	1.00	100%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Arviat	1.00	-	1.00	100%	1.00	100%
Baker Lake	1.00	-	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	2.00	-	2.00	100%	2.00	100%
Whale Cove	1.00	-	1.00	100%	1.00	100%
Cambridge Bay	2.00	-	2.00	100%	1.00	50%
Gjoa Haven	1.00	1.00	-	-	-	-
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	1.00	-	1.00	100%	1.00	100%
Taloyoak	1.00	-	1.00	100%	1.00	100%
Ottawa	3.00	-	3.00	100%	1.00	33%
Total Community	102.00	22.00	80.00	78%	57.00	71%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	64.00	18.00	46.00	72%	29.00	63%
Other Communities	38.00	4.00	34.00	89%	28.00	82%
TOTAL	102.00	22.00	80.00	78%	57.00	71%

Family Services

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	2.00	100%
Senior Management	10.00	1.00	9.00	90%	1.00	11%
Middle Management	23.00	4.00	19.00	83%	10.00	53%
Professional	90.00	25.00	65.00	72%	20.00	31%
Paraprofessional	68.63	22.10	46.53	68%	42.53	91%
Administrative Support	25.00	5.00	20.00	80%	19.00	95%
Total Employment Categories	218.63	57.10	161.53	74%	94.53	59%

Employment Summary, by Community

Arctic Bay	4.00	1.00	3.00	75%	2.00	67%
Cape Dorset	5.00	2.00	3.00	60%	2.00	67%
Clyde River	3.50	1.00	2.50	71%	1.50	60%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	3.50	2.00	1.50	43%	1.50	100%
Igloolik	6.53	3.53	3.00	46%	2.00	67%
Iqaluit	85.00	23.00	62.00	73%	20.00	32%
Kimmirut	1.53	0.53	1.00	65%	1.00	100%
Pangnirtung	18.03	4.53	13.50	75%	10.50	78%
Pond Inlet	3.53	1.00	2.53	72%	2.53	100%
Qikiqtarjuaq	2.50	-	2.50	100%	1.50	60%
Resolute Bay	1.00	-	1.00	100%	-	-
Sanikiluaq	3.00	1.00	2.00	67%	1.00	50%
Arviat	18.00	3.00	15.00	83%	12.00	80%
Baker Lake	7.00	1.00	6.00	86%	5.00	83%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Coral Harbour	2.00	-	2.00	100%	1.00	50%
Nauyasat	2.00	1.00	1.00	50%	-	-
Rankin Inlet	17.50	1.00	16.50	94%	12.50	76%
Whale Cove	2.50	1.50	1.00	40%	1.00	100%
Cambridge Bay	14.50	3.00	11.50	79%	10.50	91%
Gjoa Haven	3.50	0.50	3.00	86%	2.00	67%
Kugaaruk	2.00	1.00	1.00	50%	1.00	100%
Kugluktuk	5.00	2.00	3.00	60%	1.00	33%
Taloyoak	3.50	1.50	2.00	57%	1.00	50%
Edmonton	1.00	1.00	-	-	-	-
Ottawa	1.00	1.00	-	-	-	-
Total Community	218.63	57.10	161.53	74%	94.53	59%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	85.00	23.00	62.00	73%	20.00	32%
Other Communities	133.63	34.10	99.53	74%	74.53	75%
TOTAL	218.63	57.10	161.53	74%	94.53	59%

Finance

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	4.00	-	4.00	100%	-	-
Senior Management	15.00	3.00	12.00	80%	1.00	8%
Middle Management	38.00	9.00	29.00	76%	7.00	24%
Professional	79.00	23.00	56.00	71%	13.00	23%
Paraprofessional	101.00	25.00	76.00	75%	41.00	54%
Administrative Support	38.00	11.00	27.00	71%	26.00	96%
Total Employment Categories	275.00	71.00	204.00	74%	88.00	43%

Employment Summary, by Community

Igloolik	21.00	10.00	11.00	52%	9.00	82%
Iqaluit	194.00	46.00	148.00	76%	46.00	31%
Rankin Inlet	37.00	8.00	29.00	78%	24.00	83%
Cambridge Bay	23.00	7.00	16.00	70%	9.00	56%
Total Community	275.00	71.00	204.00	74%	88.00	43%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	194.00	46.00	148.00	76%	46.00	31%
Other Communities	81.00	25.00	56.00	69%	42.00	75%
TOTAL	275.00	71.00	204.00	74%	88.00	43%

Health

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	4.00	-	4.00	100%	1.00	25%
Senior Management	30.00	11.00	19.00	63%	1.00	5%
Middle Management	109.00	49.00	60.00	55%	10.00	17%
Professional	335.30	167.30	168.00	50%	11.00	7%
Paraprofessional	178.67	106.00	72.67	41%	21.00	29%
Administrative Support	496.31	191.27	305.04	61%	272.04	89%
Total Employment Categories	1,153.27	524.57	628.71	55%	316.04	50%

Employment Summary, by Community

Arctic Bay	11.80	3.00	8.80	75%	3.80	43%
Cape Dorset	24.00	13.00	11.00	46%	7.00	64%
Clyde River	13.00	5.00	8.00	62%	6.00	75%
Grise Fiord	5.30	1.50	3.80	72%	2.80	74%
Hall Beach	10.50	6.50	4.00	38%	3.00	75%
Igloolik	42.50	17.50	25.00	59%	19.00	76%
Iqaluit	436.23	192.67	243.57	56%	69.90	29%
Kimmitut	9.50	1.50	8.00	84%	5.00	63%
Pangnirtung	52.00	23.00	29.00	56%	18.00	62%
Pond Inlet	24.00	11.00	13.00	54%	9.00	69%
Qikiqtarjuaq	11.53	4.50	7.03	61%	4.03	57%
Resolute Bay	7.00	4.00	3.00	43%	2.00	67%
Sanikiluaq	13.50	6.50	7.00	52%	5.00	71%
Arviat	31.00	13.00	18.00	58%	12.00	67%
Baker Lake	27.00	13.00	14.00	52%	7.00	50%
Chesterfield Inlet	9.31	3.30	6.01	65%	3.01	50%
Coral Harbour	18.50	7.50	11.00	59%	8.00	73%
Nauyasat	16.50	9.00	7.50	45%	4.50	60%
Rankin Inlet	138.00	44.00	94.00	68%	57.00	61%
Whale Cove	12.00	9.00	3.00	25%	2.00	67%
Cambridge Bay	130.10	91.60	38.50	30%	21.50	56%
Gjoa Haven	45.00	21.00	24.00	53%	21.00	88%
Kugaaruk	11.50	4.50	7.00	61%	4.00	57%
Kugluktuk	24.00	10.50	13.50	56%	8.50	63%
Taloyoak	14.00	5.00	9.00	64%	6.00	67%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Winnipeg	7.00	-	7.00	100%	5.00	71%
Total Community	1,153.27	524.57	628.71	55%	316.04	50%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	436.23	192.67	243.57	56%	69.90	29%
Other Communities	717.04	331.90	385.14	54%	246.14	64%
TOTAL	1,153.27	524.57	628.71	55%	316.04	50%

Justice

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	1.00	2.00	67%	1.00	50%
Senior Management	8.00	-	8.00	100%	-	-
Middle Management	24.00	4.00	20.00	83%	7.00	35%
Professional	70.00	24.00	46.00	66%	13.00	28%
Paraprofessional	68.00	27.00	41.00	60%	20.00	49%
Administrative Support	197.00	53.00	144.00	73%	82.00	57%
Total Employment Categories	370.00	109.00	261.00	71%	123.00	47%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	3.00	2.00	1.00	33%	-	0%
Clyde River	1.00	1.00	-	-	-	-
Hall Beach	1.00	1.00	-	-	-	-
Igloolik	1.00	-	1.00	100%	-	-
Iqaluit	273.00	83.00	190.00	70%	75.00	39%
Kimmirut	1.00	1.00	-	-	-	-
Pangnirtung	1.00	-	1.00	100%	1.00	100%
Pond Inlet	3.00	2.00	1.00	33%	1.00	100%
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Sanikiluaq	1.00	1.00	-	-	-	-
Arviat	1.00	-	1.00	100%	1.00	100%
Baker Lake	1.00	-	1.00	100%	1.00	100%
Coral Harbour	3.00	-	3.00	100%	3.00	100%
Rankin Inlet	51.00	13.00	38.00	75%	25.00	66%
Cambridge Bay	6.00	-	6.00	100%	3.00	50%
Gjoa Haven	6.00	2.00	4.00	67%	3.00	75%
Kugluktuk	13.00	2.00	11.00	85%	7.00	64%
Taloyoak	1.00	-	1.00	100%	1.00	100%
Yellowknife	-	-	-	-	-	-
Ottawa	1.00	-	1.00	100%	1.00	100%
Total Community	370.00	109.00	261.00	71%	123.00	47%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	273.00	83.00	190.00	70%	75.00	39%
Other Communities	97.00	26.00	71.00	73%	48.00	68%
TOTAL	370.00	109.00	261.00	71%	123.00	47%

Office of the Legislative Assembly

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	1.00	1.00	50%	-	-
Senior Management	5.00	2.00	3.00	60%	-	-
Middle Management	4.00	1.00	3.00	75%	-	-
Professional	16.00	6.00	10.00	63%	4.00	40%
Paraprofessional	7.00	2.00	5.00	71%	4.00	80%
Administrative Support	9.00	2.00	7.00	78%	6.00	86%
Total Employment Categories	43.00	14.00	29.00	67%	14.00	48%

Employment Summary, by Community

Iqaluit	39.00	12.00	27.00	69%	12.00	44%
Rankin Inlet	4.00	2.00	2.00	50%	2.00	100%
Total Community	43.00	14.00	29.00	67%	14.00	48%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	39.00	12.00	27.00	69%	12.00	44%
Other Communities	4.00	2.00	2.00	50%	2.00	100%
TOTAL	43.00	14.00	29.00	67%	14.00	48%

Nunavut Arctic College

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	7.00	2.00	5.00	71%	2.00	40%
Middle Management	27.00	4.00	23.00	85%	9.00	39%
Professional	121.10	25.60	95.50	79%	37.00	39%
Paraprofessional	21.50	3.50	18.00	84%	12.00	67%
Administrative Support	44.00	7.00	37.00	84%	34.00	92%
Total Employment Categories	222.60	42.10	180.50	81%	95.00	53%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	1.00	-	1.00	100%	1.00	100%
Clyde River	16.00	4.00	12.00	75%	9.00	75%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	4.00	1.00	3.00	75%	3.00	100%
Iqaluit	102.10	17.60	84.50	83%	36.00	43%
Kimmirut	1.00	-	1.00	100%	1.00	100%
Pangnirtung	2.00	1.00	1.00	50%	1.00	100%
Pond Inlet	4.00	1.00	3.00	75%	1.00	33%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	-	1.00	100%	-	-
Sanikiluaq	2.00	-	2.00	100%	-	-
Arviat	15.00	7.00	8.00	53%	7.00	88%
Baker Lake	2.00	-	2.00	100%	2.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	-	-
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	44.50	7.50	37.00	83%	20.00	54%
Whale Cove	1.00	1.00	-	-	-	-
Cambridge Bay	14.00	2.00	12.00	86%	5.00	42%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Kugaaruk	2.00	-	2.00	100%	1.00	50%
Kugluktuk	1.00	-	1.00	100%	1.00	100%
Taloyoak	2.00	-	2.00	100%	-	-
Total Community	222.60	42.10	180.50	81%	95.00	53%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	102.10	17.60	84.50	83%	36.00	43%
Other Communities	120.50	24.50	96.00	80%	59.00	61%
TOTAL	222.60	42.10	180.50	81%	95.00	53%

Nunavut Business Credit Corporation

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	-	-	-	-	-	-
Senior Management	1.00	-	1.00	100%	-	-
Middle Management	-	-	-	-	-	-
Professional	1.00	-	1.00	100%	-	-
Paraprofessional	1.00	-	1.00	100%	-	-
Administrative Support	3.00	1.00	2.00	67%	2.00	100%
Total Employment Categories	6.00	1.00	5.00	83%	2.00	40%

Employment Summary, by Community

Iqaluit	6.00	1.00	5.00	83%	2.00	40%
Total Community	6.00	1.00	5.00	83%	2.00	40%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	6.00	1.00	5.00	83%	2.00	40%
Other Communities	-	-	-	-	-	-
TOTAL	6.00	1.00	5.00	83%	2.00	40%

Nunavut Housing Corporation

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	9.00	1.00	8.00	89%	1.00	13%
Middle Management	22.00	3.00	19.00	86%	1.00	5%
Professional	30.00	15.00	15.00	50%	6.00	40%
Paraprofessional	40.00	10.00	30.00	75%	11.00	37%
Administrative Support	20.00	4.00	16.00	80%	14.00	88%
Total Employment Categories	123.00	33.00	90.00	73%	34.00	38%

Employment Summary, by Community

Cape Dorset	27.00	4.00	23.00	85%	8.00	35%
Iqaluit	47.00	18.00	29.00	62%	6.00	21%
Arviat	33.00	7.00	26.00	79%	16.00	62%
Cambridge Bay	16.00	4.00	12.00	75%	4.00	33%
Total Community	123.00	33.00	90.00	73%	34.00	38%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	47.00	18.00	29.00	62%	6.00	21%
Other Communities	76.00	15.00	61.00	80%	28.00	46%
TOTAL	123.00	33.00	90.00	73%	34.00	38%

Qulliq Energy Corporation

Employment Summary, by Category

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	7.00	-	7.00	100%	-	-
Middle Management	22.00	4.00	18.00	82%	1.00	6%
Professional	15.00	1.00	14.00	93%	-	0%
Paraprofessional	97.00	7.00	90.00	93%	40.00	44%
Administrative Support	63.80	8.60	55.20	87%	51.20	93%
Total Employment Categories	206.80	20.60	186.20	90%	93.20	50%

Employment Summary, by Community

Arctic Bay	1.60	-	1.60	100%	1.60	100%
Cape Dorset	2.00	-	2.00	100%	2.00	100%
Clyde River	1.60	-	1.60	100%	1.60	100%
Grise Fiord	1.60	-	1.60	100%	1.60	100%
Hall Beach	1.60	-	1.60	100%	1.60	100%
Igloolik	2.00	-	2.00	100%	2.00	100%
Iqaluit	91.00	9.00	82.00	90%	21.00	26%
Kimmirut	1.60	-	1.60	100%	0.60	38%
Pangnirtung	2.00	-	2.00	100%	2.00	100%
Pond Inlet	2.00	-	2.00	100%	2.00	100%
Qikiqtarjuaq	1.60	-	1.60	100%	1.60	100%
Resolute Bay	1.60	0.60	1.00	63%	1.00	100%
Sanikiluaq	1.60	-	1.60	100%	1.60	100%
Arviat	2.00	-	2.00	100%	2.00	100%
Baker Lake	46.00	7.00	39.00	85%	22.00	56%
Chesterfield Inlet	1.60	-	1.60	100%	1.60	100%
Coral Harbour	2.00	-	2.00	100%	2.00	100%
Nauyasat	1.60	-	1.60	100%	1.60	100%
Rankin Inlet	20.00	3.00	17.00	85%	10.00	59%
Whale Cove	1.60	-	1.60	100%	1.60	100%
Cambridge Bay	13.00	1.00	12.00	92%	5.00	42%
Gjoa Haven	2.00	-	2.00	100%	2.00	100%
Kugaaruk	1.60	-	1.60	100%	1.60	100%
Kugluktuk	2.00	-	2.00	100%	2.00	100%
Taloyoak	1.60	-	1.60	100%	1.60	100%
Total Community	206.80	20.60	186.20	90%	93.20	50%

Employment Summary, by Iqaluit and Other Communities

Iqaluit	91.00	9.00	82.00	90%	21.00	26%
Other Communities	115.80	11.60	104.20	90%	72.20	69%
TOTAL	206.80	20.60	186.20	90%	93.20	50%

Employment Summary Review of the Government of Nunavut Public Service

Category All Departments, Agencies, Boards and Corporations

	Total Positions				Capacity (%)			
	June 2016	September 2016	December 2016	March 2017	June 2016	September 2016	December 2016	March 2017
Executive	38.00	39.00	39.00	37.00	92%	92%	90%	89%
Senior Management	160.30	168.00	166.00	166.00	85%	82%	81%	82%
Middle Management	459.00	468.00	468.00	464.00	75%	76%	76%	73%
Professional	1,726.35	1,737.60	1,750.10	1,738.40	71%	71%	73%	74%
Paraprofessional	1,028.85	1,020.57	1,012.60	1,029.60	68%	70%	71%	70%
Administrative Support	1,350.79	1,336.67	1,337.92	1,353.81	74%	73%	76%	74%
Total Employment Categories	4,763.29	4,769.84	4,773.62	4,788.81	72%	72%	74%	73%
Department Totals								
Community and Government Services	411.00	411.00	411.00	411.00	63%	64%	64%	65%
Culture and Heritage	90.80	90.80	90.80	90.80	76%	78%	78%	77%
Economic Development and Transportation	137.00	140.00	136.00	136.00	72%	70%	71%	71%
Education	1,282.71	1,282.26	1,285.51	1,292.21	88%	89%	91%	90%
Environment	133.50	134.50	138.50	138.50	67%	67%	65%	62%
Executive and Intergovernmental Affairs	102.00	102.00	102.00	102.00	80%	81%	79%	78%
Family Services	217.60	217.60	217.63	218.63	73%	73%	73%	74%
Finance	271.00	275.00	275.00	275.00	71%	70%	74%	74%
Health	1,146.28	1,146.28	1,146.28	1,153.27	54%	52%	55%	55%
Justice	370.00	370.00	370.00	370.00	75%	75%	77%	71%
Office of the Legislative Assembly	44.00	43.00	43.00	43.00	75%	67%	67%	67%
Total Government of Nunavut Departments	4,205.89	4,212.44	4,215.72	4,230.41	72%	71%	73%	72%
Agency, Board and Corporation Totals								
Nunavut Arctic College	221.60	222.60	222.10	222.60	70%	76%	79%	81%
Nunavut Business Credit Corporation	6.00	6.00	6.00	6.00	83%	83%	83%	83%
Nunavut Housing Corporation	121.00	122.00	123.00	123.00	73%	70%	73%	73%
Qulliq Energy Corporation	208.80	206.80	206.80	206.80	89%	89%	91%	90%
Total Agencies, Boards and Corporations	557.40	557.40	557.90	558.40	78%	80%	82%	83%
TOTAL	4,763.29	4,769.84	4,773.62	4,788.81	72%	72%	74%	73%

Review of Nunavut Inuit Employment: June 2016 to March 2017

Category All Departments, Agencies, Boards and Corporations

	Nunavut Inuit				IEP (%)			
	June 2016	September 2016	December 2016	March 2017	June 2016	September 2016	December 2016	March 2017
Executive	16.00	12.00	13.00	12.00	46%	33%	37%	36%
Senior Management	24.00	30.00	23.00	20.00	18%	22%	17%	15%
Middle Management	90.00	108.00	94.00	92.00	26%	30%	27%	27%
Professional	343.50	451.00	351.50	348.00	28%	37%	27%	27%
Paraprofessional	420.45	385.07	421.40	427.83	60%	54%	59%	60%
Administrative Support	850.30	767.32	859.81	856.15	85%	79%	85%	86%
Total Employment Categories	1,744.25	1,753.39	1,762.71	1,755.98	51%	51%	50%	50%
Department Totals								
Community and Government Services	110.00	113.00	112.00	115.00	42%	43%	42%	43%
Culture and Heritage	55.00	57.00	56.00	55.00	80%	81%	79%	79%
Economic Development and Transportation	55.00	56.00	57.00	55.00	56%	57%	59%	57%
Education	575.21	587.35	584.01	578.21	51%	51%	50%	50%
Environment	33.00	36.00	35.00	36.00	37%	40%	39%	42%
Executive and Intergovernmental Affairs	58.00	60.00	57.00	57.00	71%	72%	70%	71%
Family Services	94.57	93.07	91.10	94.53	60%	59%	58%	59%
Finance	88.00	87.00	90.00	88.00	46%	45%	44%	43%
Health	318.67	308.17	318.40	316.04	51%	51%	50%	50%
Justice	123.00	126.00	124.00	123.00	44%	45%	44%	47%
Office of the Legislative Assembly	16.00	14.00	14.00	14.00	48%	48%	48%	48%
Total Government of Nunavut Departments	1,526.45	1,537.59	1,538.51	1,531.78	51%	51%	50%	50%
Agency, Board and Corporation Totals								
Nunavut Arctic College	89.00	91.00	94.00	95.00	57%	54%	53%	53%
Nunavut Business Credit Corporation	2.00	2.00	2.00	2.00	40%	40%	40%	40%
Nunavut Housing Corporation	31.00	32.00	34.00	34.00	35%	38%	38%	38%
Qulliq Energy Corporation	95.80	90.80	94.20	93.20	52%	49%	50%	50%
Total Agencies, Boards and Corporations	217.80	215.80	224.20	224.20	50%	49%	49%	49%
TOTAL	1,744.25	1,753.39	1,762.71	1,755.98	51%	51%	50%	50%

Sivuliqtiksat Internship Program** Employment

Sivuliqtiksat Internship

Total Positions	Nunavut Inuit Filled	% Capacity
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Departments

Community and Government Services	2	2	100%
Culture and Heritage	2	1	50%
Economic Development and Transportation	2	2	100%
Education	-	-	-
Environment	2	1	50%
Executive and Intergovernmental Affairs	1	-	-
Family Services	3	2	67%
Finance	-	-	-
Health	1	1	100%
Justice	1	1	100%
Office of the Legislative Assembly	-	-	-
Total Departments	14	10	71%

Agencies, Boards and Corporations

Nunavut Arctic College	2	1	50%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	-	-	-
Quilliq Energy Corporation	-	-	-
Total Agencies, Boards and Corporations	2	1	50%
TOTAL	16	11	69%

** Includes positions which are only open to Inuit. Listed positions are those current and active. There are 16 positions available for departments and agencies in the program.

Casual Positions as of March 31, 2017

	Casuals		
	Total Casuals	Nunavut Inuit	IEP %
Departments			
Community and Government Services	107	60	56%
Culture and Heritage	16	13	81%
Economic Development and Transportation	23	16	70%
Education	30	21	70%
Environment	25	12	48%
Executive and Intergovernmental Affairs	9	6	67%
Family Services	59	33	56%
Finance	44	31	70%
Health	361	173	48%
Justice	84	29	35%
Office of the Legislative Assembly	6	2	33%
Total Departments	764	396	52%
Agencies, Boards and Corporations			
Nunavut Arctic College	53	41	77%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	27	12	44%
Quilliq Energy Corporation	28	13	46%
Total Agencies, Boards and Corporations	108	66	61%
TOTAL	872	462	53%

This chart only counts individuals once per department. Individuals may hold more than one casual, relief, or substitute teacher assignment within different departments.

Relief Worker Positions as of Casual Positions as of March 31, 2017

Departments	Relief Workers		
	Total Relief Workers	Nunavut Inuit	IEP %
Community and Government Services	16	13	81%
Culture and Heritage	22	14	64%
Economic Development and Transportation	5	4	80%
Education	1,131	999	88%
Environment	14	14	100%
Executive and Intergovernmental Affairs	2	2	100%
Family Services	29	27	93%
Finance	12	10	83%
Health	510	424	83%
Justice	115	46	40%
Office of the Legislative Assembly	-	-	-
Total Departments	1,856	1,553	84%
Agencies, Boards and Corporations			
Nunavut Arctic College	83	56	67%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	2	1	50%
Quilliq Energy Corporation	-	-	-
Total Agencies, Boards and Corporations	85	57	67%
TOTAL	1,941	1,610	83%

Total Substitute Teachers	Substitute Teachers		
	Total Substitutes	Nunavut Inuit	IEP %
Total Substitute Teachers	1,244	950	76%
TOTAL RELIEF AND SUBSTITUTE	3,185	2,560	80%

This chart only counts individuals once per department. Individuals may hold more than one casual, relief, or substitute teacher assignment within different departments.