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



Sivuliqtiksatsat

Program Guidelines

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ROLES WITHIN THE PROGRAM

What is an Intern?

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/her learning plan and satisfactory performance reviews.

Successful interns often bring the following qualities and skills to the workplace:

- Motivation
- Maturity
- Stability in work history
- Problem-solving abilities and composure in stressful situations
- Strong communication skills
- Strong administrative and organizational skills
- Creativity
- Good Reading Skills
- Demonstrated leadership skills

An intern's development in the workplace is facilitated through the following:

- A dedicated trainer
- A departmental supervisor
- A mentor
- A detailed learning plan
- Performance reviews
- Adequate financial resources
- A nurturing work environment.

Roles of the Designated Trainer

The designated trainer is someone who will be assigned to provide on-the-job training and advice to the intern specific to a position or in a particular subject area. The designated trainer will be assigned throughout the entire internship period (i.e. if the designated currently occupying the target position) or for shorter period of time (i.e. a Senior Finance Officer assigned to provide the intern with training in financial processes).

The effective trainer demonstrates the following competencies:

- Minimum 6 months experience on the job
- Supervisory experience
- Knowledge of subject matter
- Ability to simplify complex ideas
- Willingness to listen
- Patience
- Enjoys working with others
- Awareness of others' feelings
- Flexibility
- Sense of humour
- Enthusiasm
- An ability to express thoughts effectively

Designated trainers (NEU and Excluded employees only) may be eligible to receive the training allowance outlined in Section 315, Trainer's Allowance policy in the HR Manual.

Roles of the Supervisor

The supervisor (who is often the intern's primary designated trainer) is responsible for the monitoring, supervising and evaluating of the intern. This includes:

- Writing and revising the Learning Plan
- Participating in the competition process
- Interns leave and attendance
- Performance management
- Disciplinary process
- Attending the Sivuliqtiksat orientation session
- Participating in occasional supervisor meetings/conference calls arranged and facilitated by the Sivuliqtiksat Coordinator

This individual will be the lead contact for the Sivuliqtiksat Coordinator during the length of the internship.

Roles of the Coach/Mentor

Mentoring is a self-development process initiated and driven by the intern who identifies someone with greater experience to conduct open-ended discussion about setting and revising goals; by sharing experiences, knowledge, perceptions, resources and support.

A mentor is a person chosen by the intern during the internship period, and in some cases, beyond. As this role is completely voluntary, no monetary reimbursement can be made for individuals participating as a mentor.



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A mentor's responsibilities may include:

- Role modeling
- Providing acceptance and confirmation to the actions of the intern
- Counselling
- Friendship and support on a personal level
- Confidentiality

Interns are encouraged to discuss what mentoring resources are available to them with the Sivuliqtiksat Coordinator.

Roles of the Deputy Head

It is important that the Deputy Head of the hosting department be involved & support the internship right from the beginning. The Deputy Head must:

- Endorse the internship application to be submitted to the Interdepartmental Committee
- Review & sign off all required supporting documents (ie: Learning Plans, Performance Reviews, etc) and ensure all outstanding issues are followed-up.



DEPARTMENTAL APPLICATIONS FOR INTERNSHIP POSITIONS

Taking on an intern requires an ongoing commitment by departments, divisions and individuals. In order to ensure a successful learning experience, Sivuliqtiksat strives to provide the intern with a network of supports including:

- A well developed learning plan
- Designated departmental trainer
- A dedicated supervisor
- A respected mentor
- A Host Departmental HR representative
- A peer network of other interns
- Dedicated office space

The intention of Sivuliqtiksat is to provide **on-the-job** training and support to interns. Training courses, distance education and short academic programs may be part of an intern's approved learning plan. Travel costs will be covered to and from the educational institution for the intern only. The program does not support long term (more than a semester) education leave for interns to study at educational institutions.

Before Applying for a Position

The following factors need to be considered by the Department **before** applying for an internship:

- **Nature of target position** (Will on-the-job training lead to incumbent's success in the target position?)
- **Current incumbent in target position** (Is the individual in a term or indeterminate position? Does the incumbent understand that the intern will be awarded to the position when done?)
- **Designated Trainer** (Has the individual been in the position for a minimum of six months? Is the designated trainer on site?)
- **Location of position** (Is the position in a decentralize community?)
- **Length of training required** (Will the internship be 1 to 3 years?)
- **Departmental/Divisional capacity** (Can the trainer handle the workload?)
- **Willingness/experience** (Are staff willing to facilitate learning?)
- **Number of Sivuliqtiksat interns currently working in Department** (Does your department currently have Sivuliqtiksat interns?)
- **Work environment** (Can the department provide suitable workspace?)



Application Process

Departments are welcome to apply for internships at any time. However, the Department of EIA will issue a “call out” for departmental applications for Sivuliqtiksat internship positions. This call out may occur on an annual or semi-annual basis depending on the number of available positions.

Departments must complete a Sivuliqtiksat application form in full and attach the most recent job description for the target position, job description for the intern, job description for the trainer, trainer’s resume and an organizational chart. All information fields must be completed and questions should be answered thoroughly, as the information provided will be used to determine the positions selected for the program intake.

Applications must be endorsed by the Deputy Head to be considered eligible for review.

Application Review

The Department of EIA forms an Interdepartmental Review Committee, (up to 6 people) which includes the Sivuliqtiksat Coordinator, Director, Sivumuaqatigiit, Manager, Inuit Employment Initiatives and volunteers from other departments. This committee establishes the evaluation criteria, reviews all applications submitted and ranks proposals according to the established evaluation criteria. This ensures a fair and transparent process for determining which positions are selected for the program intake. Departments may be asked to provide supplemental information to the committee.

Through the evaluation process, applications are ranked to determine priority and a “wait list” of approved applications may be established if more approved applications are received than available internship positions. In the event that an approved position is cancelled by the Department or recruitment is unsuccessful, EIA will refer to the “wait list” and select the next position for the program.

Approved Applications

Before final approval of an application, a short informal interview may be held between the Sivuliqtiksat Coordinator and the identified Departmental contacts if more information is required as directed by the Interdepartmental Review Committee.

The Department of EIA will issue written approval to those departments who have been approved for positions. Departments with positions on the established wait list will also be notified in writing (including the ranking of the position within the wait list). Those departments who were unsuccessful in their application(s) will receive a written rationale for the decision to not approve the position for the program and feedback on the content of their application(s).

Departments with approved positions will be asked to submit supporting documentation in a timely manner to facilitate the recruitment and selection process (i.e. minimum requirements, interview questions). EIA will provide assistance to Departments as required.



Internal Position Agreement – Designated Trainer

Once approved for a Sivuliqtiksat internship position, the hiring department must determine if an “Internal Position Agreement” is required for the designated trainer.

It is the hiring department’s responsibility to prepare the internal position agreement detailing the terms and conditions of the designated trainer’s employment during and at the end of the internship period. This document must be signed by the designated trainer and the Deputy Head of the hiring department and filed in the designated trainer’s personnel file.

THE RECRUITMENT PROCESS

Overview

Intern positions can be filled through different recruitment processes:

- **Open Competition**
- **Other staffing options will be considered only in special circumstances**

As this is an Article 23 (Nunavut Agreement) initiative, competitions are restricted to Inuit enrolled under the Nunavut Agreement.

Advertising

A customized job advertisement will be issued. This advertisement will contain key information such as:

- General program information (learning plans, training on the job, length of internships, appointment to position at end of internship)
- Screening requirements (knowledge, skills and abilities) for the program
- Specific position details (name, location, responsibilities, screening requirements)
- How to apply for consideration

Within the advertisement will be the steps for how an individual would apply to this competition. It will be necessary for the candidate to state the following within the cover letter:

- Choose which position(s) she/he would like to be considered for
- Identify their status as an Inuk enrolled under the Nunavut Agreement
- Clearly document the necessary skills, knowledge and abilities identified for the program as well as for the position(s) within the resume.

Screening

A screening committee will be established for each position advertised and will be comprised of:

- Departmental Representative(s) – i.e. supervisor, technical expert
- A Staffing Consultant
- A Sivuliqtiksat Coordinator

Once all screened candidates are reviewed, the committee makes the final decision with regards to those who will be interviewed. All applicants will be contacted by the Staffing Consultant and advised of his/her status for the interview process.

Interview Process

While the position(s) are being advertised, departments will have the opportunity to work with a Staffing Consultant and Sivuliqtiksat Coordinator to develop their specific interview questions. Departments will choose from a pool of behavioural descriptive questions (developed by the



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Department of Finance). They will also submit 4-6 questions (with corresponding answers) that are specific to the position and/or department (job specific/technical questions. The questions can be organized in the pattern of choice by the department.

Departments will decide if the interview questions will be made available to the candidates prior to the interview.

A written assignment may also be part of the interview process. Departments can either choose from a general pool of assignments on file with the Department of Finance or customize an assignment for the specific position.

Interview

The interview process will take into account the location of the interviewee and every attempt will be made to have at least one of the interviewers with the candidate at the interview.

Present at the interviews will be:

- Departmental Representative(s)
- A Staffing Consultant
- A Sivuliqtiksat Coordinator.

Once the interview process (including the written assignment) has been completed, successful candidates are asked for references. If the references are acceptable, an offer is made to the individual. If the successful candidate accepts the offer, the Staffing Consultant will issue a “Letter of Offer” and “Pay Action” form and will initiate removal (if applicable).



FINANCIAL SUPPORT

Intern Salary

Salaries for interns will be paid by the Department of EIA and will depend upon the evaluation (pay level) of the target position.

- For those positions in the Excluded Bargaining Unit, the salary will be 85% of Step 1 of the actual Pay Range for Year 1, 90% of Step 1 of the actual Pay Range for Year 2 and 95% of the actual Pay Range for Year 3.
- For those positions in the Senior Manager’s Bargaining Unit, the salary is calculated at 85% of the target position’s pay range. Interns will receive 85% of that in Year 1, and 90% of that in Year 2 and 95% in Year 3. NOTE: Interns are not entitled to the annual bonuses.

See the table below for examples:

Bargaining Unit	Pay Range	Starting Salary in that Range	Year 1		Year 2		Year 3	
			%	Intern’s Actual Salary	%	Intern’s Actual Salary	%	Intern’s Actual Salary
Excluded/NEU	16	\$ 92,196.00	*85	\$ 78,366.60	90	\$ 82,976.40	95	\$ 87,586.20
Senior Manager	6	\$ 125,003.20 (80% of \$156,254)	*85	\$ 106,252.72	90	\$ 112,502.88	95	\$ 118,753.04

***All internships have a starting salary of 85%**

- Pay Increments - Progression on the salary grid is predetermined in the internship letter of offer.
- Existing indeterminate employees going on a Transfer Assignment will have no changes to their salary. Their salaries will be placed on a lateral move until a successful completion of the Internship.

Salaries for interns will be paid directly by the Department of EIA and will depend upon the evaluation (pay level) of the target position. When the intern is hired, the financial coding assigned to the position for payroll purposes will be coding attached to the Sivuliqtiksat Program (02511/01/1/111/0200000/1000). Salary costs covered by the Department of EIA are:

- Salary
- Northern Allowance
- Employer’s Share of Benefits
- Bilingual Bonus
- Allowances applicable to the position



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Salary costs are charged directly to the Sivuliqtiksat program's budget. If, for some reason, salary is charged to the host department, please notify the Sivuliqtiksat Coordinator immediately so that the payroll distribution code can be changed. A Journal Voucher can then be submitted to the Director of Corporate Services (EIA) to Charge back the salary costs. Please provide a copy of the Payroll Distribution Report showing the payment.

Overtime

Interns are eligible for overtime that has been requested and approved by the hiring department. The cost of this overtime will be charged to the hiring department. All overtime must be forwarded to the Director of Corporate Services at EIA to issue expenditure and payment authority. Please ensure the preauthorization is attached detailing the financial coding. A JV will be prepared by EIA to charge back the respective department the overtime cost.

When the intern is expected to attend the Sivuliqtiksat Orientation and the annual Group Learning session, the pre-authorized overtime costs will be covered by the Sivuliqtiksat Program.

The intern's target position determines what they are eligible to claim in overtime as outlined in the HR Manual.



Learning Budget

Each Intern is allocated \$25,000 for training per fiscal year (from the Sivuliqtiksatsat program budget) to cover such costs as:

- Travel related directly to training (that is detailed in the Learning Plan)
- Accommodation costs and per diems while attending the training
- Tuition costs
- Books
- Exams
- Other miscellaneous costs associated with the Learning Plan

Training costs identified in the Learning Plan will be covered by the training dollars.

The host Departments pay for these expenditures in advance. The host department is required to start the Journal Voucher process **immediately after** the training has taken place to prevent payment delays at the end of the fiscal year.

Once payment has been made for the item, a Journal Voucher is drawn up by the host department showing each expenditure with the appropriate coding string. Attached to the JV must be the following (if applicable):

- a copy of the supporting documents
 - travel authorization expense claim
 - travel itinerary & boarding pass
 - accommodation receipts
 - registration and/or tuition fees
 - ground transportation receipts
- a copy of the Free Balance EV details report showing the specific expenditure

Journal Vouchers can be submitted directly to the Sivuliqtiksatsat Coordinator.

Please note that EIA will be responsible only for those training costs identified in the Learning Plan. As well, JV's will not be processed if any of the supporting documents are missing.

Departments (supervisors/interns) are responsible for the coordination and administration of training activities (i.e. registration, booking and arranging travel) except for Group Learning Sessions.

CODING STRINGS

Travel and Transportation	02511/01/1/111/0200000/310?
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Fees and Payments	02511/01/1/111/0200000/360?
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Please be aware that general office supplies and furniture cannot be charged to this program. This includes computers, lap tops, cellular phones (if applicable),



BEGINNING OF THE INTERNSHIP

Department Orientation

The intern's direct supervisor is responsible for ensuring that a thoughtful and organized departmental orientation takes place. Until the intern becomes familiar with workplace surroundings, feels comfortable with the details and routine of the workday and develops an understanding of the job and its expectations, it will be difficult for him/her to focus on the learning experience. Some key areas that should be covered include:

Dress Code (if applicable)	Duty Travel	Paydays/Pay periods
Attendance and Leave	Emergency Procedures	Performance Appraisals
Bulletin Boards	Employee Recognition	Personal Property
Department Business Plans	Educational Assistance	Probationary Period
Departmental Meetings	GN Computer System	Standards of Conduct
Departmental Overview	Holidays	Telephone/Email privileges
Departmental Publications	Insurances	Vacations
Disciplinary System	Introduction to colleagues	Office/Building Security

Office Space and Technology Support

Departments are responsible for providing adequate office space, supplies and equipment for the intern. This includes a computer.

Sivuliqtiksat Orientation (Mandatory)

A Sivuliqtiksat Coordinator will arrange for orientation for new interns and their supervisors. Information presented will include:

- Program information
- Roles and responsibilities
- Overview of mentoring
- EIA Attendance and Leave process
- Learning Plan process
- Teambuilding exercises
- Guest speakers



Learning Plan

Once the intern is hired, a Sivuliqtiksat Coordinator will work with the intern and his/her supervisor to develop a learning plan. The learning plan is built on the requirements of the position, but also takes into consideration the intern's abilities. This **'living document'** becomes the driver of the various learning experiences.

It is anticipated that the interns will be exposed to different forms of training, learning and skill enhancement during the length of the internship. A completed Learning Plan has to be endorsed by the intern, trainer and Deputy Head of the hosting department and submitted to the Sivuliqtiksat Coordinator.

Updated learning plans are submitted to the Sivuliqtiksat Coordinator every four months. Non-compliance in meeting timelines may result in the issue being elevated to the next supervisory level to ensure the internship is properly documented.

Performance Management

Documentation and follow up is critical in monitoring an intern's progress and ensuring continued success in the target position. Performance Management is an ongoing process where the trainer and intern work together to plan, monitor, and review the intern's work objectives or goals and overall contribution to the organization. This process encourages continuous improvement where interns take responsibility for results and provides a forum for discussing the intern's training and development needs.

Intern performance reviews are scheduled to be completed twice a year and submitted to the Sivuliqtiksat Coordinator. Non-compliance in meeting timelines may result in the issue being elevated to the next supervisory level to ensure the internship is properly documented. The Government of Nunavut's *Performance Management Guidelines* & associated forms will be made available to the trainer & intern at the beginning of the internship with further training to be provided at the scheduled orientation session.

DURING THE INTERNSHIP

Leave & Attendance – meet with EIA CS to determine process

The Department of EIA is responsible for recording all interns' leave and attendance in accordance with the Human Resources Manual. Please refer to Appendix A on leave and attendance.

However, should an intern require a leave for an extended period of time (ie: maternity, parental, medical), the host Deputy Head must notify the Deputy Head of EIA of this leave request so that an agreement is in place to determine the new internship completion date. A signed copy of approval will be placed in the Sivuliqtiksat internship file.

Failure to notify the Deputy Head of EIA will result in intern salaries charged back to the host department.

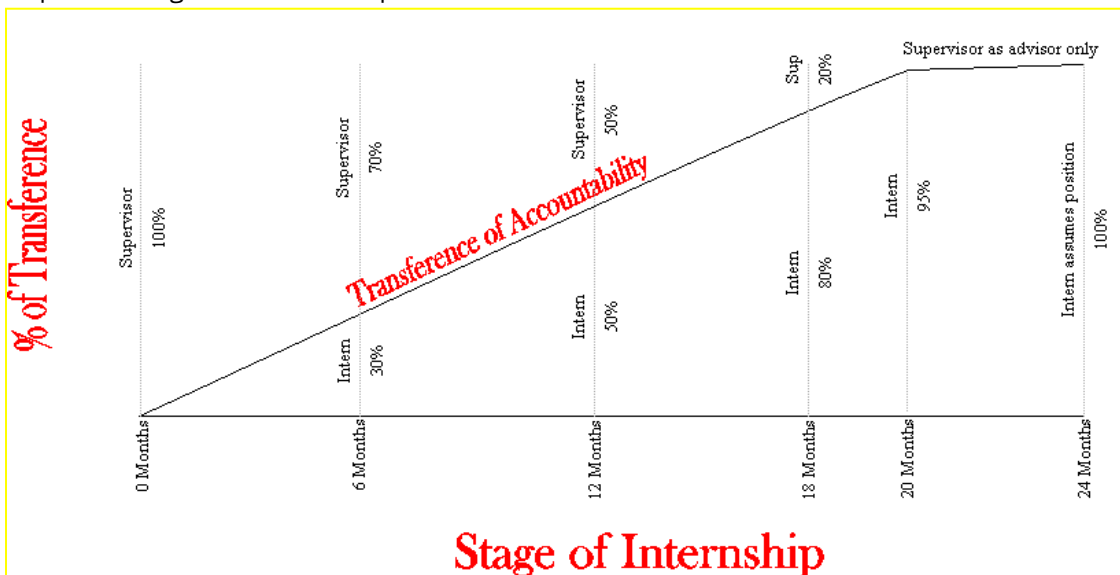
Intern Discipline

Interns are term employees for the duration of their internship and on probation for the first year. As outlined in the intern's letter of offer, lack of success at any stage of the Program may be reason to remove the intern from the position.

The Sivuliqtiksat Program follows the GN Discipline Process outlined in the Human Resources Manual should discipline issues arise. All situations need to be handled in a consistent, prompt and constructive manner by the supervisor of the host department. Any documentation should be forwarded to the Sivuliqtiksat Coordinator for the interns file. Adjustments to the intern's learning plan and timelines may have to be made as a result of disciplinary actions.

Transference of Authority

One of the critical components of an internship is the transference of accountability, responsibility and authority from the incumbent to the intern. A generic timeline has been developed as a guide for the supervisor.



This timeline is to be used as a starting point; any adjustments are based on the competencies brought to the internship by the intern. (For example, if an intern has a background in budgeting and finances, then these responsibilities can be transferred at an earlier date than originally anticipated.)



Signing Authority

An intern can start gaining signing authority as he/she progresses with their learning plan. This is at the discretion of the trainer who can make the recommendations to their Deputy Head.

Group Learning Session

There will be one group learning session scheduled each year. The host departments will make all travel & accommodation arrangements for interns to attend the group learning session and JV EIA. This session does not affect the intern's annual training allowance.

Group Learning Sessions may cover:

- Leadership skills
- Language development
- Team Building
- Supervisory skills

COMPLETING THE INTERNSHIP

Extending an Intern's Training Term

Host Departments must apply to EIA in writing to extend their intern's training term to a maximum total of 3 years. The request for extension should be in the form of a letter signed by the Deputy Head and include an explanation and evidence of why the extension has become necessary.

Extension requests must be received (in writing) by the Sivuliqtiksat Coordinator no later than 3 months before the original internship end date.

The need to extend an intern's term should be recognized by the intern's department well before the end of the training term. It must be well documented through the intern's progress reports and/or other evaluations. An extension to an intern's term will only be considered where the intern has demonstrated the potential to succeed in training within a reasonable time period.

Extensions funded by the Department of EIA will only be considered for up to one year beyond the original internship period (if a 1 or 2 year internship). A request to extend an intern with an original internship period of 3 years will be considered. If the request is approved, the intern is required to sign a letter of "Offer of Extension" outlining conditions of employment.

Resignation

If an intern resigns from their position, a resignation letter has to be sent to the Sivuliqtiksat Coordinator. Department of Executive and Intergovernmental Affairs require this letter in order to clear the intern from their position.



Final Year

During the last year of the internship, the supervisor will gradually prepare the intern to take on more responsibilities of the target position as they see fit. To ensure the necessary support mechanisms are in place, and to make this the best possible learning experience for the intern, the host Department must develop a system of consultations for the intern. It is recommended that Departments identify those individuals who are willing to be program consultants during each assignment. It is further recommended that an individual be selected to be the overseer of the assignment. (It is felt that this overseer should be in the Directorate branch of the Department).

Appointment of Intern to Target Position

Upon successful completion of training the usual direct appointment procedure through Cabinet is **not** required and the intern will be appointed to the target position. **Unless** the Intern is on a non-competitive transfer, the host Department has to apply for direct appointment two months prior to the completion date.

An intern's appointment requires that a letter from the Deputy Head of the host Department be sent to the Deputy Head of EIA, with a copy to the Sivuliqtiksat Coordinator indicating that the intern has successfully completed training and asking that the intern be placed into the target position.

Once appointed to the indeterminate position, the incumbent will:

- not require a probationary period for the position unless requested by the hiring Deputy Head for 6 months
- provide one year return of service to the hosting department



Appendix A

SIVULIQTIKSAT EIAHR PROCESS TO FOLLOW WHEN REQUESTING APPROVAL FOR LEAVE

(Departments with a Sivuliqtiksat Intern may maintain duplicate leave records and spreadsheets)

Sick Leave must be communicated to your supervisor at the start of the work day or as work resumes after lunch. A leave form must be submitted as soon as possible after return to work following illness.

Casual Leave Verification is not required to attend a school function, medical or legal appointment of up to two hours. A form may be filled out for casual leave to be pre-approved by your supervisor. (Special Leave must be used to bring dependents (ie: children) to medical/dental appointments.)

FOR ALL TYPES OF LEAVE REQUIRING VERIFICATION AND APPROVAL BEFORE ABSENCE:

1. Employee completes an electronic leave form and e-mails to eiahr@gov.nu.ca for verification.
3. eiahr@gov.nu.ca will email the verified leave form back to the employee.
4. Employees print, sign and have the verified leave form approved and signed by their Supervisor.
5. Employees scan and email the approved leave form to eiahr@gov.nu.ca with any documentation.
5. The leave form is also given to the monitor who looks after the attendance register.
6. The monitor will keep the leave forms with the attendance register until the end of the month.
7. First week of each month the employee's attendance register is signed-off appropriately and sent to [eiahr](mailto:eiahr@gov.nu.ca) with all leave forms so they can be reconciled with the employee's spreadsheet and filed.

THE SUPERVISOR MAY FILL OUT THE LEAVE FORM:

When the employee informs the supervisor of an illness which requires a prolonged absence.

When an employee does not report to work and does not communicate the absence to the supervisor. (AWOL) Absent Without Leave and (LWOP) Leave Without Pay forms are submitted to eiahr@gov.nu.ca verification is not required for Leave Without Pay.

(LWOP) Leave Without Pay may also be used at the employee's discretion or if there are not enough applicable leave credits available. An employee requesting LWOP must get approval and signature from the supervisor before the leave form is sent to eiahr@gov.nu.ca