



WHAT WE HEARD REPORT

BY

NORTH SKY CONSULTING GROUP

Iqaluit, Nunavut

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QANUKKANNIQ: WHAT WE HEARD

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WHAT NUNAVUMMIUT TOLD US

On behalf of the Government of Nunavut (GN), North Sky Consulting asked Nunavummiut to tell us in confidence, and in their own words, their opinions about government programs and services. People were asked:

- What is working?
- What is not working and should be stopped?
- What needs to be improved? and,
- Where are the gaps in government services?

Community consultations were held in all Nunavut communities. The majority of the consultations took place in June, 2009.

- Over 1250 people attended community meetings, gave interviews or participated in public forums.
- 150 Hamlet and NGOs representatives were interviewed.
- Approximately 700 GN employees responded through on-line surveys or interviews.
- There are 75 returned written questionnaires.
- Radio interviews were held in nearly every community.

To encourage participation and to collect as many views as possible the consultants:

- advertised the consultation throughout the Territory using print, radio and T.V.
- established a 1-800 line (June-September)
- developed a webpage and Facebook site
- participated in radio talk shows, and TV interviews
- distributed questionnaires by hand to individuals and the public at large
- held open houses and attended information kiosks

This summary document provides some details about the issues of most concern to those who participated in the consultation process. Each section begins with an overview of comments made, followed by specific categories of issues, and a sampling of representative comments¹.

What is important to Nunavummiut?

Throughout the consultation, Nunavummiut were very clear about what is important to them and the expectations they have of their government. Nunavummiut from all regions spoke of the importance of

¹ Comments are unedited

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preserving and strengthening the application of Inuit values, language, and cultural practices within government. People are expecting that their government will listen to them and their concerns about improving their quality of life, addressing community wellness, assisting those who are disadvantaged, and helping individuals, particularly youth, reach their full potential. Nunavummiut also made it clear that they want to be able to easily reach their government and benefit from the GN's many programs and services. At the same time communities are asking to be true partners in achieving self-reliance and the 1999 promise of Nunavut as outlined in Pinasuaqtavut.

While recognizing that Nunavut is very young, many people commented that they believe that Nunavut is not on track with the vision set out in 1999. Very often, people expressed the view that they preferred the Government of the Northwest Territories (GNWT) structures, systems, policies, and practices of government. Throughout the consultation many Nunavummiut stated that, following 1999, they expected a relationship with their government that better reflected Inuit values and principles. Much to their disappointment, this has not happened. They spoke of expectations of greater participation and control in decisions that impact the health and wellbeing of their communities. They spoke of their frustration with government communications, and a bureaucracy that is forever "putting them on hold." They expressed concerns about the absence of leadership and the lack of ability to adequately address the many social and economic problems facing Nunavut. They also talked about their pride in Nunavut, and the wisdom and resilience of its people to tackle and overcome very difficult situations. In summary, the "Nunavut dream" is very much alive in the minds of Nunavummiut who participated in the consultations; however they feel that their government is failing to meet their expectations.

EXECUTIVE & INTERGOVERNMENTAL AFFAIRS

The following section presents concerns that have been identified as either government wide or involving several departments. As such, they have been identified as falling under the leadership of the Legislative Assembly, and the Department of Executive and Intergovernmental Affairs

These issues included the importance of having a government with a strong service orientation. The majority of concerns centered on community engagement, communications, and access to services and information. People spoke of the need for leadership, accountability, and good planning. There were many comments about the implementation of decentralization.

1. Government Relations

Many people, and particularly representatives of hamlets and community NGOs, commented on the need to improve relationships with government departments and agencies. While some acknowledged a positive relationship with their government counterparts, many said that they feel their working relationships are impacted by poor definition of or misunderstood roles and

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responsibilities. Others feel that government has offloaded programs and service responsibilities, sometimes intentionally and other times not, but always without the transfer of sufficient resources. Some raised concerns about micromanagement in certain areas, while other areas receive little or no contact, guidance, or support from government.

2. Government Service Orientation and Communications

The majority of people said they were very frustrated with the government's lack of service orientation. Lack of access to basic levels of service and the inability to obtain or access information is a common concern. People expressed extreme annoyance with their inability to find out information about government programs and services. There were also many related comments about the lack of support provided to people in both program applications, and delivery processes. The acute frustration of Nunavummiut is further exacerbated by their inability to contact government departments and staff, or have someone return a call.

There are many areas where Nunavummiut believe their government needs to improve its performance. There is a broad perception that government departments and agencies do not plan well or use resources to their best advantage. People believe that the government is often inefficient and wasteful. There is also a significant concern that, while government does consult in many instances, community input is often disregarded without explanation.

3. Government Funding/Grants

Many NGOs and hamlets are discouraged by the current funding processes. They also commented on their frustration with unclear or complex funding guidelines and processes. In particular, many commented on what they view as an excessive number of programs requiring written submissions to obtain funding. Some communities say that critical community funding, such as funding for school meals, often relies on the skills of a good proposal writer. Yet, many small communities do not have that kind of capacity. They would like government to review which programs and services should be receiving stable funding without proposal writing. There are also many concerns about the timeliness of government approvals for funding applications, and the length of time for processing payments.

4. Governance

There is an over-riding concern that the GN has not incorporated Inuit Qaujimajatuqangit (IQ) into its operations. Several communities commented that they feel government has just adopted southern approaches to governance and has not designed or implemented a government for Inuit. Many people spoke of their concern that Inuit are losing one of their greatest strengths - self-reliance. Some people also raised a related issue that sometimes, non-Inuit are unsure about their place and role in the new Territory. There were many concerns raised about the availability of MLAs. Some communities commented that they have not seen their MLA in many months. People often commented on their perception that the MLAs are not leading the government - that in many

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instances it is the bureaucracy that sets the agenda. Several people raised concerns about the public conduct of MLAs, and the need for them to be positive role models and set an exemplary standard of behavior.

5. Decentralization

Concerns about decentralization were raised in every community. While most people agree with the goals of decentralization, they overwhelmingly state that in their view decentralization is not working. A very small number of people said that government needs more time to make decentralization work. The majority of people stated that decentralization is inefficient, very costly, and that with decentralized offices, the level of service across government has deteriorated significantly. Frequently people spoke of their disappointment that local residents are not being hired for the decentralized positions. Residents also raised concerns that decentralized employees receive quality housing ahead of those long term residents who live in poorly maintained and overcrowded houses. Residents say they are disturbed to see empty houses and empty offices in their community when people in the community don't have houses or jobs. People also stated that they thought decentralization would improve resident involvement in governance and in their experience it hasn't done so.

Nunavummiut Said:

1. Government Relations

- *Under GNWT prior to Nunavut many departments had local sub-committees with real decision making capabilities and health committees was one of them along with education, now they are gone. Communities have no real input anymore. GN has become too bureaucratic. (Arviat)*
- *Contribution Agreements with GN are not working. They are severely underfunded. I am all for community empowerment, but then I started to see what this program really was – downloading stuff to the hamlets and expecting them to do it cheaper. (Rankin Inlet)*
- *Normal procedure is non-communication on a daily basis (Iqaluit)*
- *Divisional boards were removed from regions. They need to be brought back. (Chesterfield Inlet)*

2. Government Service Orientation and Communications

- *If we are not getting responses, individuals or small groups can't be either. (Cape Dorset)*
- *Communication – the western boundary of Nunavut is the Iqaluit Airstrip. GN just doesn't get a good, clear, picture of the big picture (Taloyoak)*

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- *The biggest problem we have with GN programs from elders is with CLEY. Whenever we phone the CLEY Office in Igloolik nobody is there. People do not answer the phones. If they do answer the phones they do not refer you to anybody who can answer questions (Resolute Bay)*
- *We write a lot of letters (many hamlets) and we don't get any responses. (Baker Lake)*
- *No-one ever answers a phone! (Kimmirut)*
- *There appears to be small community syndrome with GN . There is no infrastructure created for healthy living: swimming pools, drop-in centers. No economic development plans or tourism plans. They leave this activity to the communities with minimal budget. GN appears to take attitude that if they ignore the small communities, the problems will go away. (Repulse Bay)*
- *The government is working at approx 75% of capacity due to communications problems from departmental mix and matches that clearly do not go together. (Rankin)*
- *When we had regions we could go to the regional body and be heard and make changes when there were problems. Now when we voice our concerns it doesn't go anywhere. No one is listening. (Gjoa Haven)*
- *Need to do more for the unilingual people. GN is not providing enough services for them. (Arviat)*
- *We can't even get basic services like banking, and driver's licenses. (Clyde River)*
- *Sanikiluarmit feel it is great that Inuit settled land claims in Nunavut, yet there is a lack in supporting Sanikiluaq through programming and services (Sanikiluaq)*
- *Generally, this GN department has been fragmented into many pieces/places and the public has a tough time accessing the services. (Rankin Inlet)*
- *Under the previous government, the Government Liaison Officers were critical communication linkages between community, government and agencies – this is not the case today. This has affected the lack of communication & information flow to the communities in a big way. (Pangnirtung)*

3. Government Performance

- *GN is always operating in crisis mode which is not responsible. (Iqaluit)*
- *The creation of Nunavut has not made it any easier for Nunavummiut, as a matter of fact, many services provided by the territorial government are not as good as the ones previously provided by GNWT. (Chesterfield Inlet)*

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- *People are disappointed. We took the NWT government and duplicated it. (Arviat)*
- *Expectations were built very high for Inuit when we split. We find ourselves acting as the Ombudsman. We are finding more and more people walk through the door in desperation...basics of food, housing and health. (Rankin Inlet)*
- *Prior to split, there was a big move to start from scratch or clean the slate; this instantly removed the corporate memory that existed at the time. Even the basic knowledge of administrative procedures was gone. (Rankin)*
- *I don't think we are better off since the split (Cape Dorset)*
- *Previous government and the government of today are very different, today there is no networking, no interagency meetings, no communications among divisions/departments (Pangnirtung)*

4. Government Funding/Grants

- *We get money when we have a good proposal writer. (Qikiqtarjuaq)*
- *The Contribution Agreements from GN to the Hamlets never come with training dollars, even though for us to get someone to do the job for the salary we can offer we will for sure need to train them. (Cambridge Bay)*
- *Funding always comes in late. (Cape Dorset)*
- *GN needs to recognize that we can't accomplish anything in one fiscal year – we need to be able to roll money over from year to year (Taloyoak)*
- *Poor. Programs suffering from budget cuts especially non-profits. (Arviat)*
- *We see favouritism & nepotism affecting who gets funding. (Coral Harbour)*

5. Governance

- *If they get this Tamapta working I will be very happy. I have more confidence with the GN than I have ever had – I think with our MLA we have a good chance of having our issues heard. (Cambridge Bay)*
- *People are very disappointed in the GN from when we voted to split and develop a new government. We thought this would be a new type of government. All we did was take the NWT and change the name. There was a lost opportunity to look at other parts of the world and do something right. (Arviat)*

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- *Go and tell the GN that our culture is dying. Find ways to make the laws in Nunavut reflect Inuit culture – if it is good for Inuit culture it should be good for everyone and it won't go against the laws of Canada. The GN needs to use elders as resources in government so that they know what direction to go in. IQ is not being used. It is written down but it is not coming to life. (Cambridge Bay)*
- *The cabinet must impress upon their staff we are not just there to ask frivolous questions. We can't even determine if EAs have received faxes. (Baker Lake)*
- *MLA does not return calls or visit the community. Feel ignored. (Qikiqtarjuaq)*
- *Territorial Cabinet members should make better efforts to visit communities so that they see problems in communities first hand. (Grise Fjord)*

6. Decentralization

- *Decentralization is not working – I totally agree with the idea of jobs in the communities and it hurts me to say it, but it is just too expensive. We can't afford the travel. Might be better to make Rankin and Cambridge Bay regional centres, and have things in those 3 communities. It would just be more workable. (Taloyoak)*
- *Jobs haven't materialized. "Now that we have experience, let's go back and look at what we have and what was planned" (Iglulik)*
- *Idea is good, but needs to be reviewed. We are seeing Iqaluit, Rankin and Cambridge Bay pulling services back towards the centre. Regional centers provide services and a voice to communities. (Rankin Inlet)*
- *Seems to be a move to centralized government rather than provide training in the communities. We are moving backwards from original intentions. They are seeing that it is costing too much...but the amount of travel is unnecessary in this day and age. (Arviat)*
- *Non-decentralized communities do not see the Minister too often. It's also a problem when the Ministers play the "ridings" thing and small communities are often left out. GN senior staff and the Ministers should come out more often to meet with smaller communities. (Repulse Bay)*
- *A lot of money is going into building in decentralized communities and housing is standing vacant while in other places there are critical shortages. (Resolute Bay)*
- *There is not enough staff housing in some of the communities so the government positions stay vacant, because no one can move there to fill the job. Decentralization – the government is having a hard time staffing everywhere, and it is these vacant positions that create government dysfunction (Cambridge Bay)*

HEALTH AND SOCIAL SERVICES

Health was a major topic of concern in all Nunavut communities. There is a common perception that in some areas programming and services have declined since 1999. On the other hand, there were also positive comments and support for continuing and improving local preventative health measure programs such as the nutrition, and the pre- and post-natal programs and the Nunavut Nursing Program. The following highlights areas of common concern:

1. Access to Health Care Professionals

The majority of comments centered on the level of care and access to professional services. The frequency of specialist visits to the community, and wait times to see health specialist, including optometrist and dentists, were often mentioned along with the absence of mental health professionals. In many instances people stated that they feel that access to health specialists was better prior to 1999.

2. Incorporating Inuit Values into Program and Services

Generally people want to see more attention paid to incorporating the “Inuit way” into programs and services. One of the most common examples given by respondents in this area is the approach to child protection and the removal of children from the family unit. Other related comments included the need to improve cultural sensitivity training for medical professionals, and to provide better and more confidential medical translation services. People often raised the need for better explanation of treatment processes to unilingual patients.

3. Community Wellness

Universally, communities want to see better support for community centered wellness programs, and many mentioned the need for better networking between groups that have mandates and resources to positively influence community wellness. While there were encouraging comments about the steps taken in recent years to reduce drug and alcohol consumption, the issue of substance abuse, especially among the young, was identified as a serious concern that must be addressed. Several communities want to see increased addictions counseling. In the same vein, but less frequently mentioned, is the need for improving programming for court ordered interventions such as anger management. Other perceived program gaps related to community wellness include parenting and life skills programs for young growing families, as well as recreational and fitness programs.

4. Independent Living

Many people feel that there are program and service gaps for supporting independent living. This includes homecare for elders, which many people believe has deteriorated over the last few years. In

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addition, people perceive that there is not enough support and accommodation for physically and mentally disabled individuals.

5. Treatment of Pregnant and Nursing Women

The issue of sending pregnant women out of the community to give birth was raised in several communities. Many perceive this to be an inefficient and costly service, and point out that sending woman to have babies outside their community is not the “Inuit way”. Often these comments included concerns about the length of time the women are away and the added stress and disruption these absences bring to the family. Several people also stated that separating the mother and father during this critical time is counter-productive to good parenting. In addition, some also raised the appropriateness of the facilities pregnant women are sent to, such as Tammaativvik. This facility is viewed as a place for sick people, not pregnant women.

6. Medical Travel

There was constant mention of the inefficiency and poor service provided by the medical travel office in Pangnirtung. In tandem with this issue, concerns were raised about the travel escort policy and current medical travel practices. Many people talked about patients being sent away for treatment without a return ticket. An associated issue to medical travel is the lack of ambulance services in communities, and the reliance on untrained volunteers to assist with medical transport.

7. Community Health Facilities

Comments about the state of health care facilities varied by community. In some communities people said that healthcare facilities are in an acceptable condition while other communities raised concerns about the poor condition of the local health center. Concerns were also expressed about obsolete, deteriorating or missing equipment.

8. Nurses

Comments about nursing care also tended to be community specific. While some individuals stated that they are not happy with the nursing care available in their community, others stated that nursing care is good. However, there is greater consensus over the issue of the quality of care between indeterminate nurses and agency nurses. In the majority of cases indeterminate nurses received more positive comments than agency nurses. Often people stated concerns about the cost to government of hiring agency nurses. The Nunavut Nursing Program received many positive comments, and many commented that this program is a step in the right direction. In many communities residents spoke of their respect for nurses. People said that providing opportunities for nurses to maintain or enhance their certification in specialized areas is important.

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Nunavummiut Said:

1. Access to Health Care Professionals

- *I have access to the health care professionals I need to see. No problems with that. (Cambridge Bay)*
- *Services close to home are lacking. We have been after a FT doctor here as our population justifies it. Visits are once a month for a week's time. They just don't have time to see everybody so you are pushed to the next visit. Only emergency cases get fit in. Early detection is non-existent. (Arviat)*
- *There are also big problems with dentist and dentures, the visiting dentist do not stay long enough and rush to perform duties because of short community visits. The denturist come even rarer and shorter stays resulting in poor care. (Chesterfield Inlet)*
- *Health system is not as responsive as it should be. It is difficult to get appointments with visiting specialists, including the dentist. Lack of long term planning – how come we only find out what our appointment time is with the dentist when they show up? (Clyde River)*
- *We have a high rate of mental health issues. We do not have a mental health worker. They get flown in from time to time. (Arviat)*
- *There is improved health care for elders. I see evidence of this because there are more specialists visiting our communities and this is way easier on the elders than travelling to see the specialist (Cambridge Bay)*
- *We do not want to take the milk run to get to Winnipeg appointments. The plane rides are very long and the elderly people do really suffer as a result of the many stops planes make to get to WPG. (Chesterfield Inlet)*
- *Mental illness has been steadily increasing in the community and we don't have the health care to help. If we had psychiatric care in Nunavut it would be good. Mental health workers come and go – no follow up or consistency (Iqaluit)*
- *Health system is not as responsive as it should be. It is difficult to get appointments with visiting specialists, including the dentist. Lack of long term planning – how come we only find out what our appointment time is with the dentist when they show (Taloyoak)*

2. Incorporating Inuit Values into Program and Services

- *The current medical system is under stress. One way to alleviate that would be to recognize Inuit traditional medicine and encourage its application. This traditional medicine is being lost. It should be recognized and integrated. (Kugluktuk)*

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- *The Department of Health is doing to us what residential schools did – killing our culture. They allow Inuit children to go to the south to foster homes and to be adopted. We are never going to get those kids back. These kids will not have Inuit culture. This has to stop. (Cambridge Bay)*
- *It is an Inuit way for the grandparents to be involved in all aspects of child rearing. There are now too many foster children because GN does not consult with family matters. They just pushed their laws which do not fit Inuit ways most of the time. (Pond Inlet)*

3. Community Wellness

- *The main thing the GN needs to do is ask itself, “What makes a happy family?” The answer is a roof, clothing, and food. It’s not that parents are not looking after their kids anymore, it is that parents are struggling with the basics. The preventative stuff, like having a good house, is not happening, so the rest can’t come along either. There is no shortcut – putting kids in foster homes and trying new things for incarceration are just band aids, after the fact. (Cambridge Bay)*
- *Active lifestyles: we could see a whole lot more of this kind of promotion. (Arviat)*
- *The big improvement we need is in the stores – if they would sell healthy food instead of junk food that they can make money on, we would be better off (Taloyoak)*
- *I see lots of promotion of eating country foods – this leads to self-reliance and healthier people.*
- *There is an increase in awareness of the idea that people are accountable for their own well-being. I see this through the healthy foods program.*
- *The Food Mail Program is one way to get healthy food at a reasonable cost, but this program is not available to people who do not have access to a credit card. (Resolute Bay)*
- *The health committee used to have power – they could make resolutions towards improving health in our community. Now it feels useless to be on this committee. Our voices don’t go anywhere. We need to have power again on this committee. (Arviat)*
- *The most significant thing we could do to improve health would be to develop parenting programs. People aren’t vaccinating their kids, not supervising them adequately. We see some child abuse but we see a lot of things that border on child neglect. We have a strong prenatal program; we should just build on it into a parenting program. (Gjoa Haven)*
- *Social Workers are too lenient towards families abusing alcohol or illegal drugs, compared to their counterparts in southern Canada – some families would have lost their children, for neglecting them while abusing alcohol or drugs if same level of policies used in Southern Canada were used up here (Arctic Bay)*

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- *Cost and availability of food is a major health issue. People don't make the kind of money to afford the healthy food that is available. How did this happen? How could this be allowed to happen? It is so imbalanced. Basic needs for people are food, water (Taloyoak)*
- *Independent Living*
- *We should have more home care services available to support families who are trying to look after sick people in the home. (Cambridge Bay)*
- *Elder care – it is worse than 10 years ago. Health care is uneven across Nunavut communities for elders – some communities have a home care nurse, some have an elder care facility, some have nothing. (Kugluktuk)*
- *Elders and physically disabled individuals need transportation to get around within town – to go to stores, health centre, other public places or simply for change of scenery for few hours. (Qikiqtarjuaq)*
- *Elders' facility needs help with various things – need a full-time caretaker to help elders generally, for security reasons, to help with cleaning of the place. (Clyde River)*
- *A physically disabled person needs a motorized scooter but she does not get single penny as help from GN, when it comes to purchasing one – the individual cannot get around without the motorized scooter. (Grise Fjord)*
- *The wheelchair ramp for his home was built mostly by volunteers and with great difficulty. The system is inadequately set up to help individual disabled persons – the current level of help is inadequate. (Arctic Bay)*
- *Physically disabled persons are not getting adequate help from GN – when they do get a bit of help, it usually take a long for the help to arrive. (Clyde River)*

4. Treatment of Pregnant and Nursing Women

- *Expecting mothers are sent to Iqaluit to have babies – Inuit used to practice mid-wife procedures. Mid-wife system should be used by communities as long as the expecting mother and baby are normally healthy. (Clyde River)*
- *When nursing mothers go to Iqaluit or Ottawa for medical reasons, breast-fed babies cannot go with the mother – this is a big problem. We need a maternity facility and a midwife program. These young girls are flown out to Rankin to deliver babies. Midwife training required. (Arviat)*
- *Midwives should be located in communities. Sending mothers out to stay with sick people is not good. (Iglulik)*

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5. Medical Travel

- *When unilingual elders need to fly south for medical reasons they should always have someone with them who is their interpreter and advocate. (Cambridge Bay)*
- *GN has to re-evaluate their escort policy because we really have to be with our loved ones on medical. (Baker Lake)*
- *Seriously ill people are sent out to face treatments alone in faraway places like Winnipeg hospitals. It appears that priorities of health department need to be revamped to reflect the real issues. (Repulse Bay)*
- *Can the Medical Transportation office in Pangnirtung moved back to Iqaluit for a better service? Lots of money is being wasted by GN by running the transportation office out of Pang and patients are calling Pang office themselves. (Pond Inlet)*
- *The people of are seeing that the GN staff has no problem when it comes to patient escorts and the non-GN staffers are always fighting with authorities just to escort sick relatives. (Whale Cove)*
- *Elders need transportation solely for their use (Sanikiluaq)*

6. Community Health Facilities

- *Health is working better than in the past. (Kimmirut)*
- *The community is not happy with the health center, it's old and needs repairs, the equipment needs up-grading, GN has not been very active in health services. (Repulse Bay)*
- *The health center is too small now and the population is growing and we need a bigger health center in town. (Kugaaruk)*
- *I am happy because you can go to the Health Centre here and be seen almost immediately. (Kugluktuk)*
- *Our health centre is half-empty. Maybe we should just be realistic and say we can't get the staff we need here and stop trying to pretend that doctors want to come and live here. Then we could address our health care needs in a way that reflects reality. (Cambridge Bay)*
- *There needs to be a place where disabled persons can meet and chat – need a building. (Arctic Bay)*

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7. Nurses

- *Agency nurses are really not able to give the same level of care as GN nurses – they are not interested in the community and don't stay around long enough to know us and learn our health histories. (Iglulik)*
- *Local nurses are good but over-worked, when one of them takes time off or a holiday, they are not replaced and this strains the remaining nurses. (Chesterfield Inlet)*
- *Tylenol is too heavily relied on by Nurses in town – a person comes to the Health Centre complaining about pains, a nurse checks him/her out very briefly and gives Tylenol for pain. Many patients with chronic diseases (cancer) should have been treated and saved if they had been diagnosed before the disease spread to the vital organs – many have been carelessly checked and given Tylenol. (Arctic Bay)*

COMMUNITY & GOVERNMENT SERVICES

In every community concerns were raised about the quality of life in the community. Nunavummiut spoke of their expectations of Government in helping communities to become stronger and achieve their goals. Throughout the Territory, there is a common perception that over the last ten years, a general decline has occurred in the empowerment of communities in making or participating in decisions that affect the health, welfare, and future prosperity. A consistent comment from community residents is that they wish government would bring back the position of Government Liaison Officer. People stated that they feel that this position played an important role in demystifying government and helping them connect with government personnel, programs, and services. Comments specific to the role of the Department of Community and Government Services (CGS) tended to focus on the following community service issues.

1. Relations between the Hamlet and Community & Government Services

Hamlets reported both strong and weak relationships with CGS. Several hamlets felt they had good personal relations with CGS while others felt communications with the Department were weak. These communities reported confusion about roles and responsibilities that resulted in a negative impact on the day to day operations of the Hamlet. The lack of response to questions, or the tardiness of decision making is often cited as an issue. Regardless of the Hamlet's perception of its relations with the Department, all communities expressed some form of dissatisfaction with government consultation and decision making, especially in relation to the Capital and O&M planning processes, formulas, policies, and timelines.

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2. Planning, Funding, and the Development of Community Infrastructure

Comments focused on community participation, fairness, transparency, and accountability. A common concern is that, while government does consult, in many cases communities do not see their input captured in the final government approved strategy or action. Often linked to this comment is a criticism of lack of transparency in decision making, and a related concern that there is a perception of too much political interference in the planning and funding processes. There is also a perception among several communities that funding formulas are not fair or equitable. Most communities stated that the Capital Planning process is ineffective and needs to be changed. Some communities also raised specific concerns about the adequacy and condition of infrastructure in their communities as well as government's failure to deliver on promised infrastructure year after year.

3. Access to Government Programs and Services

There were high levels of frustration identified by the general public and local community organizations with respect to accessing government programs, services and funding. Lack of information, the inability to contact government personnel, and poor support and follow up were commonly cited as serious issues that need to be improved. This concern is not just directed at CGS, it is continually directed to government as a whole. In addition, some communities were very dissatisfied with their inability to get basic levels of service for such things as drivers' licenses and identification cards. People said that they no longer have one agency that can provide assistance to unilingual Inuit. Many unilingual Inuit require specialized help with various official documents such as those related to taxation or old age benefits.

4. Capacity of the Hamlet

Every community voiced concerns about lack of capacity. Some raised concerns that government had downloaded programs and services to the hamlet without sufficient resources. In relation to this, several communities raised a concern about their ability to meet GN reporting and accountability requirements. Every Hamlet spoke about the lack of trained personnel and the difficulty in recruiting and retaining qualified individuals especially from the community. However, there were consistently very positive comments about the Municipal Training Program and the need to expand this program.

5. Article 24: Nunavummi Nangminiqaqtunik Ikajuuti (NNI) Policy

While there were several concerns raised about government contracting, there was only frequent mention of the NNI policy. Those people, who did raise it, voiced their concern that the policy is not achieving its aims. Some expressed concern that complaining how the NNI policy was interpreted would result in 'black listing'. Some expressed the view that small businesses could be encouraged by government investigation of services they could contract to the small business community. Most comments in this area were made by people speaking from personal experience.

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Nunavummiut Said:

1. Relations between the Hamlet and Government & Community Services

- *With CGS we have a good line of communications. There is always someone there I can reach. No problems with CGS as a whole but they are a little slow in getting back to us. (Whale Cove)*
- *CGS exercising too much power. Very demanding. (Arviat)*
- *Whoever is responsible for Municipal Governments is far behind and sometime we get unexpected equipment arriving to our hamlets, and shipped to the wrong place. CGS is too heavy handed from regions top down. There are no communications from Rankin Inlet to the communities. (Arviat)*
- *Communications between the Hamlets and GN needs to improve (Gjoa Haven)*
- *We lack information from GN. We get memos that come thru, but have no real representation like Rankin and Baker. They seem to send people there but not to small communities. (Chesterfield Inlet)*

2. Planning, Funding and the Development of Community Infrastructure

- *Community infrastructure is out-dated and maintained with nuts and bolts and strings. CGS juggles too much with its capital budget so hamlets are never sure what is coming to the communities. (Repulse Bay)*
- *GN's funding assigning system is flawed (Clyde River).*
- *Each community is not the same – different communities have different dynamics, age structure, and special issues. GN needs to recognize those differences and not lump communities all together as if they were the same and the same solutions would work in all communities. (Gjoa Haven)*
- *Programs should be reviewed every 5 years because things can change very quickly in a community. The third party contracts with the Hamlets are not negotiated in time for our new fiscal year and this is a huge problem that is only getting worse. This is caused by the large number of vacancies in GN and also incompetence. (Taloyoak)*
- *The contribution agreements for the Hamlets are a real mess. They create huge cash flow problems for us because we don't get paid in a timely way – sometimes we don't get paid for a year – this means we are out of pocket during that time. We have a line of credit to deal with it but that costs us money too. (Cambridge Bay)*
- *Community O&M funding formulas are not transparent (Clyde River)*

QANUKKANNIQ: WHAT WE HEARD

3. Access to Government Programs and Services

- *It is next to impossible to get a firearm license if you are a unilingual as the process is cumbersome – the process should be made simpler so it will be quicker. (Clyde River)*
- *We need banking and other services in the community (Qikiqtarjuaq)*
- *Passport photos or identification card photos are required for travel now. We should be able to get these from the RCMP. (Whale Cove)*

4. Capacity of the Hamlet

- *The GN tried to empower communities by downloading a lot of things to them – education, housing, justice... but communities don't have the capacity to do all of these things to the extent that the GN has tried to download them. The GN needs to take all of these programs and services back, administer them properly, and listen for guidance from the communities but the communities cannot be the delivery agent. (Iqaluit)*
- *MTO seem to be doing well with the training needs of Nunavut communities. (Pond Inlet)*
- *GN doesn't understand the capacity issues we have. When they have staff people, it usually comes with housing – there are huge housing problems here and if no one in town has the skills to do the job we can't attract anyone from outside because we don't have housing. Being an EDO, working for a Hamlet, is a very difficult job when you aren't part of a GN department with all that support. These positions are very difficult. (Cambridge Bay)*
- *It is almost impossible to recruit middle to senior management without going outside because of the qualifications required. But we cannot attract qualified people without being able to offer housing. (Rankin Inlet)*
- *The GN is not good at administering contracts. The third party contracts with the Hamlets are not negotiated in time for our new fiscal year and this is a huge problem that is only getting worse. This is caused by the large number of vacancies in GN (Taloyoak)*

5. Article 24: Nunavummi Nangminiqagtunik Ikajuuti Policy

- *Article 24 – NNI not working. Too many jobs going to outsiders (Clyde River)*
- *There are some real problems with Article. 24 of the NLCA and NNI. What is happening is that there is no appeal body or dispute resolution mechanism in place to deal with improper use of NNI. As a result we have companies which have setup as 51% Inuit ownership but really they are not. (Resolute Bay)*
- *Inuit status means nothing under Article 24. NNI policies nobody believes in anymore (Arviat)*

DEPARTMENT OF CULTURE, ELDERS, LANGUAGE, AND YOUTH

People often commented that Nunavut's continued health and future self sufficiency depends on the Government's ability to fully incorporate Inuit social values, culture, traditions, and language into its daily operations. While people commented in general about the need for all government departments and organizations to become more vigilant about the protection and enhancement of Inuit values and lifestyles, there were comments specifically directed at the programs and services managed and or delivered by the Department of Culture, Language, Elders, and Youth (CLEY). Some people commented that community relations with CLEY suffered because of poor internal and external communications of the Department. Other people stated that they were frustrated by the lack of program support, and what they perceived as poor funding in a variety of program and service areas. There were also a few comments made about perceived inequities in programming with some people suggesting that Iqaluit receives more programming support and program funding than other Nunavut communities. However, many people made positive comments about the nature and intent of community programs delivered by CLEY. The most positive comments were those about programs that supported people going out on the land. Many people stressed the need to continue and expand such programs. A few people mentioned that they were unclear about which programs belonged to CLEY and which programs belonged to other agencies.

Concerns about CLEY generally focused on the following areas of responsibility: Community Programming, Grants and Contributions, and Official Languages. Very few comments were made about the Cultural and Heritage responsibilities of the department such as libraries, archives, archeology, and arts programs while no comments were recorded concerning the Department's responsibility for Sport Nunavut.

1. Community Programs

There were several comments concerning the lack of program material especially for unilingual Nunavummiut. Another program gap identified by residents is the lack of program and financial support for hunters and others involved in traditional lifestyles.

Active Living: In many communities comments were made about the lack of recreational opportunities, particularly for youth. There were also both positive and negative comments about the available opportunities for elders to participate in active living programs.

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Elder Programs: There were many comments about the value of elders to the community and the under-utilization of their services by government. There is a perception that programming for the elder population is not as strong as it should be, and has actually diminished over the past few years. There is also a concern that coordination between various elders programs between GN and the Inuit beneficiary organizations is inadequate

Youth Programs: There were many comments about the need to increase programs that help youth learn more about Inuit traditional pursuits and cultural values. Several people raised the need to have programs that bring youth and elders together. As with the programs for elders, there is a perception that programming for youth has diminished over the past few years.

Volunteer Programs: There were a few comments from people who stated that it is very difficult to find volunteers to support community based organizations and activities.

Leadership Programs: There were no comments recorded specific to the CLEY leadership program; however the need for the development of strong leaders in communities and throughout government was raised in several communities.

2. Grants and Contributions

There were frequent comments about CLEY grants and contributions. Several groups voiced concerns about the way CLEY programs are funded. Some people voiced their frustration with the grant application process, and the requirement for constant proposal writing. There were several comments suggesting that certain programs should be base funded. There were also related comments on the lack of capacity in certain organizations to undertake the administrative and reporting tasks required by CLEY to obtain or maintain program funding. Most communities spoke of the importance of the radio station to community cohesiveness. Those communities without functioning radio stations due to technical or equipment failures expressed their frustration with the lack of support from the Department to get the radio stations back into operation.

3. Official Languages

Comments about the use of Inuit languages were mixed. Some people voiced concerns that the language is deteriorating. Some commented on their perception that the government is doing its part to make Inuktitut a language of the workplace and that more material is now being produced in Inuktitut. The majority of language comments focused on the lack of translation of government publications such as service and program information, and public announcements. Some people also raised the related concern of often seeing improper translation or use of Inuktitut. The lack of translators, and in particular the availability of medical translators, was often raised as an issue that the government needs to address. Many people commented on the teaching of Inuktitut and Inuinnaqtun. These comments centered on the perception that schools are not doing a good job

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of teaching Inuit languages. A preponderance of people want better language instruction in K-12 schools and beyond.

Nunavummiut Said:

1. Community Programs

- *More hunter education needed. There are some youngsters who don't know how to go out on the land. The HTO should be less worried about sport hunts and more worried about teaching the young people and using our elders as resources while our elders are still here. (Cambridge Bay)*
- *The GN doesn't appreciate that we are in danger of losing our culture and language. We feel this is urgent. Elders need more money from the government to run programs to teach youth. (Arviat)*
- *You need to be on the land in order to keep being part of our culture. We feel more connected when we are out on the land. It is more open there and we have more space – not like in our crowded house in town where we all feel frustrated and there is no peace. (Cambridge Bay)*
- *Recreation: kids have nothing to do. No drop in centre with 900 school age kids. There was a drop in at one time run by Roman Catholic and Hamlet which was taken over by a GN employee and closed up. (Rankin)*
- *It would be great if we had more summer camps for youth on topics like hip hop, traditional skills, and language. Young people today are worse than 10 years ago because they are doing so many drugs and they have nothing to do besides drugs. (Kugluktuk)*
- *There are too many organizations (Social Services, Wellness Organization, Mental Health, Youth Committee, Youth Justice Committee, Alcohol Committee, RCMP, Elders' Group) that are trying to deal with social problems in our community and they are not connected nor coordinated. (Arctic Bay)*
- *We need to do a better job of promoting healthy activities for kids as we have such long winters. We need physical education teachers. Programs that take kids out on hunts are in jeopardy due to funding squeezes. (Arviat)*
- *Most of us do not know why this department exists; it utilizes outside agencies in most of their programs and forgets what the original intentions are with elders and youth. The knowledge of the elders is not passing on to the youth of the community and we used to have Inuit Cultural Institute that was working very well. Why does GN not take this model and use to educate the youth? (Arviat)*

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2. Grants and Contributions

- *Can't find funding source for assistance with community radio. (Qikiqtarjuaq)*
- *Funding for recreation programs should be part of block funding (Clyde River)*
- *We just keep applying for the same funding because we don't have anyone who can write a new proposal (Kimmirut)*
- *Programs like the school breakfasts should always be funded. We should not have to keep applying. (Cape Dorset)*
- *Relationship with CLEY improving following earlier funding issues (Clyde River)*
- *In April of this year the Elder's Committee submitted a proposal to CLEY with partial funding from QIA Inuit Association. We were told in mid April that we had the money and it was available since the budget was passed. No money has been received yet. Funding takes a long time to arrive. (Clyde River)*
- *There is no communication between various elders programs even between NTI, QIA and GN. (Resolute Bay)*

3. Official Languages

- *It is important that Inuinnaqtun be properly translated. It has to be on the same footing as Inuktitut. (Cambridge Bay)*
- *Inuktitut is supported a lot more than Inuinnaqtun. This needs to change. Inuinnaqtun is being lost and that would be a terrible, terrible thing if it was let die. When people lose their language they lose a lot. (Cambridge Bay)*
- *With the language, it seems to be the unilingual people who have the problems receiving services. (Coral Harbour)*
- *We are years away from using Inuktitut as the working language. (Arctic Bay)*

ECONOMIC DEVELOPMENT AND TRANSPORTATION

Throughout the consultation the lack of economic opportunities and the poor business environment was frequently raised by both individuals and organizations. Some communities commented on the lack of appropriate facilities to support economic growth, and others identified the under-utilization of local assets that could be used to promote economic growth. Several entrepreneurs spoke of their efforts and frustration in developing and growing their businesses. Many people spoke of the lack of employment in their community, especially for young people. Linked to these comments is the need to develop a skilled workforce through better education and training programs. Other areas of concern directly related to the Department include: Relations with the Department; Entrepreneurship and Access to Programs and Services; the Traditional Economy; Access to Markets; Exploration and Mining; and Transportation.

1. Relations with the Department

Several communities commented on what they perceive as a poor working relationship with the Department. Many people attributed the poor relationship to weak internal and external communications, and the lack of meaningful community consultation. Several people stated that they believe the Department micro-manages every issue, while others felt that the Department is non-responsive to many issues.

2. Entrepreneurship and Access to Programs and Services

Many people voiced their concerns about the lack of information about economic development programs, and the inability to get knowledgeable help in identifying appropriate programs and support. Another common concern is that most people perceive the application processes for business support to be too complicated. Other concerns focused on people's perception that the eligibility criteria and equity requirements of some programs are too stringent and out of the reach of many Nunavummiut. In addition people stated that many times it takes an extraordinary amount of time to be given a decision on an application. The lack of follow through or support from the Department is also identified as a concern. Several entrepreneurs said that the Department lost applications and its representatives did not return phone calls. Others identified the rental rules of the Nunavut Housing Corporation as an obstacle to entrepreneurship and economic development in small communities.

Several communities stated that the local Community Economic Development Officer (CEDO) had an important role to play within the community. Most stated that they believed their CEDO is doing a good job in difficult circumstances, despite their perception that the CEDO is not properly qualified to do the job and that the person did not receive adequate support from the department.

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3. Traditional Economy

Several people talked about the need for government to provide more business support for traditional pursuits such as hunting including developing more appropriate eligibility and equity requirements. Others voiced their concerns that access to soapstone is becoming more and more difficult and that the Department is not helping to address this problem.

4. Access to Markets

A common concern among Nunavummiut is that they do not perceive the GN to be pro-active in marketing Nunavut and its products. People are also concerned about the impact of the anti-sealing lobbyists on Nunavut's economic future. Many expressed their annoyance with GN for not properly explaining to the world the Inuit lifestyle and Inuit perspective with respect to seal hunts.

5. Exploration and Mining

Some communities spoke of their dissatisfaction with the Department's consultation processes in relation to mining and exploration activities close to their community. While there was some discussion as to who is actually responsible for the negotiation and implementation of impact benefit agreements, most comments were directed at the Department.

6. Transportation

In many communities, concerns were raised about the cost of air travel, as well as plane routes and schedules. Residents expressed their concerns that current routing and scheduling are inconvenient and do not support traditional trade and social interaction amongst neighboring communities. Some communities also voiced their dissatisfaction with the Food Mail program saying that many times the shipments were often delayed and arrived in very poor condition.

Nunavummiut Said

1. Relations with the Department

- *EDT & CEDO/CEDC relationship dysfunctional – for funding and program approvals. ED&T micromanages small amount annually - \$190k (incl. 1 fte) (Clyde River)*
- *I don't see any real leadership or vision coming out of GN in terms of economic development. (Cambridge Bay)*
- *Funding for economic development is not hard to come by. This department supports the hamlets really well. (Gjoa Haven)*
- *We don't have a good working relationship with ED&T It takes forever to get anything from ED&T this affects airports and economic development. (Clyde River)*
- *No qualified people working in this department. Same effort made every year, and high turnover within dept. (Baker Lake)*

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2. Entrepreneurship and Access to Programs and Services

- *The land claims implementation is unbalanced. Some individuals are benefitting greatly and others are not benefitting at all. Programs like the hunter support program are not always reaching the people they are intended for. They are susceptible to political interference. NTI needs to serve people equally and support people who really need support. (Taloyoak)*
- *When we have a business idea and we try to get help from economic development people they are unresponsive and tell us that our ideas are bad. (Gjoa Haven)*
- *Programs and funding is in place; however, individuals have trouble coming up with the equity contribution. Many of us live on pay cheque to pay cheque. (Coral Harbour)*
- *There is no clear distinction between NTI Hunter Support Program and the GN Economic Small Business programs. One applied to GN for a loan from GN for guide equipment for boats and others and was referred to NTI programs when this was GN program.*
- *Hunter Support Program under NTI is not aimed for all beneficiaries under the NLCA – it's only there to assist those who are unemployed – this is not fair. (Arctic Bay)*
- *I have seen a lot of successful people who fight to be self reliant. It should be highly taught to be self reliant and to take this step into the financial world – Inuit are not necessarily entrepreneurs and so we need support and encouragement in learning about what we can do. Inuit have a hard time asking for help – they are too proud. (Iqaluit)*
- *Generally, this GN department has been fragmented into many pieces/places and the public has a tough time accessing the services. (Rankin Inlet)*
- *Northern Quebec communities are able to get free country food from their community freezers, why can't we do the same up here – hunters are paid by their regional government to bring in country food but they're utilized by anyone in need, free of cost. (Arctic Bay)*
- *Not always money that makes a business...it is skills and business management. We are doing nothing to develop small services in the communities. (Arviat)*
- *There is nothing in the community that can generate economic sustainability. A small budget for community is not enough. We need to promote small local business. We have no mining, no fishing in community. GN has failed drastically on commitment to support small business (Sanikiluaq)*
- *We have Nunavut Power, Sport Nunavut, consumer affairs, and library centre. Serve community well.*

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3. Traditional Economy

- *In Greenland there is an outdoor market for hunters so they can sell the meat they hunt. This would be a great thing – but the first obstacle would be that the meat would need to be inspected. But this is not Inuit culture – we know the hunters and trust them, so we don't need inspection. (Cambridge Bay)*
- *How can we make a guy make a living from being on the land? This is the most important question that economic development must answer if Inuit are going to survive. (Iqaluit)*
- *Arts and craft doers and carvers are struggling because they are not being helped at all by the GN – generally, Inuit are lacking help. (Clyde River)*
- *Seal skin market crash as result of European ban on seal skins will surely affect our ability to finance our hunting trip as gasoline, oil, ammunition and grub are expensive. Those of us who are non-wage earners are already struggling financially even before the seal skin ban took effect. Elders will be affected less than youth because elders are eating more country food than the youth. It's the youth who will have less store-bought food to eat because absence of money from sale of seal skins will mean less money to buy store-bought foods. (Arctic Bay)*

4. Access to Markets

- *We have lots of resources but no one is helping us to market (Arviat)*
- *GN does not help out in finding market for carvings – carvers do that themselves. GN needs to help more with marketing of carving. (Arctic Bay)*
- *Have been going to Toronto for marketing for the last 12 years. Don't see any marketing done by the Nunavut government. Other countries and Yukon and Greenland seemed to be very strongly supported by their government. Tourism is very viable business and other countries do great marketing for their providences. (Pangnirtung)*

5. Exploration and Mining

- *Community Mining Action Plan will be worked on this year by consultants in BC. He acknowledged that the mine will bring an economy to the community but will also draw expertise out. (Chesterfield Inlet)*
- *Programs are not benefitting all of us. Public money that is put into local programs and equipment is not shared...often becomes treated as private property. We are not seeing the royalties from mining or exploration. (Coral Harbour)*

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6. Transportation

- *GN needs to recognize that communities with no jet service have a way higher cost of living. This has gotten worse over the last 10 years because of gas prices going up. (Gjoa Haven)*
- *A little or no subsidy is provided on sea-lift freight or air freight – those on or north of 60th parallel should receive additional subsidy on freight because we have no connections with Southern Canada (where food are produced) by roads. (Arctic Bay)*
- *NTI and GN are not working in harmony in helping Nunavummiut. NTI supports Canadian North to start its service into RB and compete with First Air but GN does not support RB on this. Freight and postal mail, usually fresh food orders, get stuck in First Air (Resolute Bay)*
- *Sea-lift arrangements are critical – there has been some sealift deadlines missed and resulted in having to wait till next sealift season or fly in what's needed when possible but flying in anything is very expensive. (Grise Fiord)*
- *How come the Kivalliq Air doesn't come to Kugaaruk anymore? (Kugaaruk)*

EDUCATION

Education ranked as an area of significant concern for Nunavummiut. Comments indicated a common perception that educational standards have continually declined over the past few years. Parents, students, and employers raised numerous concerns about the public school system. These concerns focused on: the learning environment, graduate competencies, transition into post secondary education, and local access to adult learning and skills training. People were also concerned about the early childhood programs and daycare as well as parental involvement in education. Concerns were raised about governance issues and the new Education Act. Some stated that they felt that the school system was better under the previous regional school board system. The Nunavut Teacher Education Program received consistently positive comments with many people suggesting it be used as a model for other training programs. Income Support programs are a significant source of concern for many Nunavummiut. The following identifies some of the most prevalent educational concerns identified through the community consultation.

1. Education Standards

People everywhere raised the concern that education standards are set too low. The common perception is that children are not getting a quality education. Even though the number of students graduating is increasing the knowledge and skills of graduates is far below parental and employer expectations. People commented that the school system is graduating students without the basic life

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and work skills required to move successfully into the workforce or into apprenticeship opportunities. Furthermore they say that many graduates wishing to continue onto post-secondary institutions cannot meet the admissions standards. Many also commented about perceived inequities in standards between Iqaluit and other Nunavut communities.

2. Curriculum and Programming

Many people said that the Alberta curriculum and placement test are inappropriate for Nunavut's children. People did praise the steps the Department has taken to develop more local material; however the general consensus is that much more needs to be done in this area. Students and parents commented that local schools were not offering courses needed for post secondary admissions particularly in the math and science areas. There were mixed comments about the inclusion of Inuit culture in schools. Some believed there is not enough Inuit culture taught in school while others expressed concerns that there is too much time spent on cultural pursuits at the expense of academic courses. Nearly everyone speaking to these issues also identified the important role parents, families, and the community at large play in educating youth about the Inuit culture. The teaching of Inuit languages is also an area of concern. People spoke of their dissatisfaction with the current programming where the language of instruction in the primary grades is Inuktitut but it is then changed to English in Grade 4. The prevailing concern is that this change negatively impacts educational achievement and children's attitudes to school.

3. Staff and Resources

Many of the concerns raised about staffing and resources tended to be community specific. The increase in Inuit teachers through the NTEP program is generally seen as a positive step toward providing a more relevant education for Nunavummiut. People commented that they would like to see more support and continued professional training for both Inuit and non-Inuit teachers. Some also raised a related concern about the orientation of new non-Inuit teachers and stated that the orientation should be strengthened to better prepare non-Inuit teachers for the realities of the community classroom. There were many concerns raised about the lack of guidance counselors in the school as well as the lack of special education teachers and services for children with different learning styles. Some also raised concerns that the Department is not doing enough for students who were academically gifted or ahead of other students in their age group.

4. Truancy, Dropout Rates, and Parental Involvement

People are concerned that truancy rates are rising and, while in the past truancy was prevalent in the upper grade levels it is now becoming more common for younger students to skip school. In many meetings, truancy and parental involvement were usually spoken of together. Most people talked about the need for parents to take a more active role in ensuring their children value education and attend school. Many people offered reasons for the high truancy rates; some reasons were related to the educational environment within the school, while others were related to

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external conditions outside of a school's control. Among those that spoke to these issues there is a general consensus that both the Department and parents need to put more effort into working together to increase school attendance. Similar concerns were raised about the high dropout rate and again the need to look at ways of keeping kids in school.

5. Early Childhood and Daycare Programs

In many communities the lack of daycare and early childhood programming is of considerable concern sometimes for different reasons. Some people want to see more opportunities for daycare and improved day care funding to support the healthy development of children and give them a good head start. Others see the provision of daycare as a necessary service to attract and retain workers in rural communities.

6. Governance

There were some comments raised about the new *Education Act* and what this means for local community District Education Authorities. Some suggested that the Department offer workshops to help DEA members and others better understand their roles and responsibilities under the new legislation. People frequently commented that they believe education programs and services were better implemented under the GNWT's system of regional boards.

7. Adult Education

Many people expressed their concerns about adult education with most comments focusing on the need for more adult education opportunities at the local community level. People say they want government to provide more life-skills and pre-employment programs.

8. Income Support

There were many comments about income support. The over-riding perception is that the program in its current form is not meeting the needs of Nunavummiut, and that it requires significant changes. The majority of people raised concerns about eligibility criteria, program delivery, policies, and program guidelines. Some people talked about their belief that the program is not fairly administered and subject to abuses. Others stated that income support is structured in such a way as to discourage people taking steps to work toward self-sufficiency and away from welfare dependency. Often linked to this comment is the concern that for many people there are very few, if any, opportunities to gain employment in the new economy. In addition, people perceive opportunities to live off the traditional economy are diminishing. Most people commented that for those who need the income support the actual monetary assistance is not sufficient considering the very high cost of goods and services in Nunavut. People stated that they want to see improvements to the income support program that include innovative ways to use the program to reduce welfare dependency, to increase self-esteem, and to develop the local workforce. Another concern often raised by elders is their belief that the high cost of living in Nunavut is not adequately accounted for

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in their federal pension. While they recognize that this is not a Nunavut program, elders and others are seeking assistance from the GN in raising this issue with Canada.

Nunavummiut Said:

1. Education Standards

- *Some Grade 12 graduates can't read and write. Those that apply for Hamlet jobs usually need more training. Students should be passed on their school work not just age. We need a stronger system. (Clyde River)*
- *Our Grade 12 graduates are not ready for university. This is obvious because when our students go south they often wind up doing a year of upgrading before they can do university. There is no need for this and it needs to change. (Taloyoak)*
- *Students have a hard time adjusting to going to school in bigger centers. Standards are now different between grade levels in small communities and what students need in larger communities or the south. Students need to be prepared for careers. (Resolute Bay)*
- *We are turning out graduates who are illiterate. They have their grade 12 certificate and they are reading at a level that they can't even function in the world. I can't hire them because they don't have the skills. (Iqaluit)*
- *Grade 12 graduates in NU cannot compete with other grade 12 (Pond Inlet)*
- *Students are passed, whether or not they're ready to go on to the next grade, up to grade nine – this produces low grade students and probably responsible for them dropping out of school before finishing high school. Education people need to make sure that when people pass a grade, they actually have the skills. There are people in grade 8 who are reading at a grade 2 or grade 4 level. (Iglulik)*
- *When my niece comes from Iqaluit she complains that the school work here is too easy. (Kimmirut)*
- *If the education is at par with south in quality, why are so many teachers sending their children to south to finish high school education? (Baker Lake)*
- *We are doing quite well (post secondary enrollment). The kids have decided to become part of a much bigger world. 5 years ago nobody left here for school. Now we have an increasing rate of kids leaving to move on to postsecondary education (140 this year). Seems to be a revolution in the embracement of education; however, only 25% of our kids have national average grades. (Arviat)*

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- *I don't see a lot of accountability in the Education Department. People seem to have lost sight of the relationship between their jobs and the quality of graduates we are producing. (Cambridge Bay)*

2. Curriculum and Programming

- *Education curriculum doesn't meet requirements of down south. When kids enter post secondary programs, few months later they come home because the program is too advanced for them and they are struggling. (Chesterfield Inlet)*
- *Education looks bleak for Inuit children, even for those who have completed grade 12. The program offered is supposed to be curriculum from Alberta. We are turning out graduates who neither speak nor write English or Inuktitut fluently. We have teachers who do not have knowledge skills or who are committed to language education. (Repulse Bay)*
- *We need to do a better job of promoting healthy activities for kids as we have such long winters. We need physical education teachers. Programs that take kids out on hunts are in jeopardy due to funding squeezes. (Arviat)*
- *Land trips should to be part of the school system including hunting and sewing of skins. (Chesterfield Inlet)*
- *Career development- very weak. GN should work with the career development officers and promote through job fairs and open houses. (Cape Dorset)*

3. Staff and Resources

- *We have special needs students and not enough special needs teachers to help them. (Cambridge Bay)*
- *New teachers need better orientation before going into the classroom (Whale Cove)*
- *There is a large problem with getting simple things fixed in the school.. We had to wait 8 months to get a server fixed for the DEA. Nobody came. Eventually we ended up fixing it ourselves. There is no long term planning for equipment purchase and replacement (Resolute Bay)*

4. Truancy, Dropout Rates, and Parental Involvement

- *I see kids not in school a lot. Last year in Taloyoak you passed your grade if you had a 60% attendance record. This is crazy. (Taloyoak)*

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- *We desperately need to educate people about how to be good parents. The root of so many of our social problems is right here. It would solve health, truancy, education, and eventually justice issues. Truancy is epidemic, and no one cares or addresses the issue. (Gjoa Haven)*
- *Child rearing knowledge is eroding in the community with serious affects (Clyde River)*
- *I am thankful for our education system but we have a big problem with truancy. Parents really vary in their ability too get kids to school. If you want kids to get to school in time, you need to deal with gambling – that is what is keeping parents up (Kugluktuk)*

5. Early Childhood and Daycare Programs

- *We cannot keep staff, we need a daycare*
- *We have a daycare but it is hard to get the funding to keep it going. We can't raise the money we need to get equipment and books for the kids. (Qikiqtarjuaq)*
- *Major stumbling block to education for people is lack of daycare. (Kugluktuk)*

6. Governance

- *DEA not allowed to do or say anything. No power whatsoever. Cannot even bring the principal up to this person or you will get slapped with a court case. That happened this year. What is the point of having the DEA? We can't even talk about issues. (Whale Cove)*
- *DEAs less active and effective without the regional board. The board itself had more pull. (Coral Harbour)*
- *Divisional boards were removed from communities. DEAs were supposed to act directly with Ministers, but many see themselves as protecting the Minister instead of facilitating for the public. They are gate keepers. (Arviat)*
- *There are many aspects of DEA that need to be improved, including a better communication between the Principal and parents. Parents are not involved enough with the school. More people from the Department should come to the community and interact with the community. (Arctic Bay)*
- *DEA has only one employee but it needs more employees to be effective – researchers and other technical positions are needed. The office/Board Room is way too small. The DEA is to get additional authority under the new Education Act but no additional support. (Resolute Bay)*

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- *DEA gets its funding by way of Contribution Agreements with GN. The annual budget is \$70k – it is used for DEA Board honoraria, operational expenses – it doesn't stretch very far. (Iglulik)*
- *Board's authority has been moved to Iqaluit We were served better when the Board was here. We've seen a serious deterioration of services in the last 3 years. (Resolute Bay)*

7. Adult Education

- *There should be training for the community about basic housework and basic cleaning that should be available in the community. If you go outside to learn about something it is often totally different when you get back – there are less resources here and we have to make the best out of whatever resources we have. This is different than what we would learn if we were somewhere else learning. (Cambridge Bay)*
- *There are all kinds of job opportunities for people, but you have to have some basic level of education, and a lot of people don't have it. I have never had to use the fact that I am a beneficiary to get a job, but I am really motivated and I like working. (Kugluktuk)*
- *People need support when they go out of the community for education; it is a real hurdle for people to be gone for very long. I have a job that has been vacant for 2 years because no one wants to go to Rankin for the 13 week training program. (Cambridge Bay)*
- *Many kids graduate but do not move on. These kids apply unsuccessfully for jobs here in town. No skills. There is a work placement program in the high school, but nothing offered for young adults. (Arviat)*
- *An apprentice carpenter has problems finding money to relocate his family, on temporary basis, while he is taking some courses as part of his apprentice training program. (Arctic Bay)*

8. Income Support

- *Income support is not working towards self-reliance. The income support workers do not promote education and finding a job – it is just a big brother handout. (Taloyoak)*
- *Income support – as soon as you get a job and you lose income support, it is too expensive to live. This doesn't support people to find a job. Minimum wage needs to go up so that if you have a minimum wage job you can afford to live on that income alone. This problem has gotten worse in 10 years because cost of living has gone up and minimum wage hasn't changed. (Gjoa Haven)*
- *Every little bit of money earned is deducted from income support and now they want to know why people are resorting to food mail. It's more money and food for the recipients. This department needs a complete over-haul to become user friendly. (Rankin Inlet)*

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- *Income Support is a big problem in the communities. Those who are on this program cannot live on what they are given no more than four days. Children are going to school hungry and often do poor in classes. (Repulse Bay)*
- *Income Support workers make lot of deductions to the amount of entitlements. Bingo winnings are deducted; airfares are deducted even if the recipients did not pay for them; just because the recipient did travel. (Pond Inlet)*
- *Affordability – I am eligible for fuel subsidy and housing allowance, otherwise it would be unaffordable for me to even think about having my own place. (Taloyoak)*
- *Household income is used to determine one’s eligibility under the Hunter Support Program of NTI – this should change to reflect the real needs of our hunters. We’re all tax payers and the money NTI uses is public funds obtained from the Federal Government – those of us who have paid taxes should get something back after we got out of workforce – this program under NTI should be changed (Arctic Bay)*
- *Income support department is so hard to deal with, this department lack human touch and have no compassion on many occasions; they are mean and lack social skills as will. This depart have too much red tape and hard to deal with. Too many time the Income Support worker does not believe people are actually hungry because the amount is only enough to feed a family for at least a week to six days here due to high cost of store foods. (Coral Harbour)*
- *The amounts are too small for large family too live on, the income I receive is only good for six days then I have to rely on my parents and friends to eat and for my children to eat. Every extra monies we bring in have to be deducted in the next month’s (Arviat)*
- *I just let my children sleep to mid-day or later; if I wake them, they’ll just wake up to hungry stomachs (Kivalliq)*
- *The Income Support accessing criteria should be revisited and make it more relevant to Nunavummiut – Child Tax Credit, CPP should not be deducted off what a recipient is eligible to receive. (Pond Inlet)*
- *Income earned from carving and Arts & Crafts is deducted off the income support when they should be used as incentive to self reliance and development toward getting off the income support programs. There has to be real incentive toward self-determination. (Pangnirtung)*

ENVIRONMENT

Compared with other areas there were fewer comments made about environmental issues or the programs and services offered by the Department of the Environment. Some communities did have some very specific concerns and these were usually related to local infrastructure such as dumps or utilidors. Those members of the public who did raise environmental concerns focused on their perception that the Department is not being sufficiently proactive in the areas of energy efficiency, and climate change. Several people believed that more is being done by the Department to improve wildlife management. Environment is one of the few departments to receive positive comments about its brochures, documents, and informational material. People spoke of a need for the Department to increase the participation of the public and special interest groups such as hunters in their decision making.

Nunavummiut Said:

- *Permafrost not being addressed. (Iglulik)*
- *With so much wildlife under protection from the government including problem bears, it is becoming more difficult to cache food in late fall for winter use. Bears damage cabins sometimes beyond repair. These animals need to be controlled so we can eat in winter. Many people in Baker Lake cannot afford nutritious foods from the stores (Baker Lake)*
- *Many reports are inaccurate on wild life; GN is not participating with Inuit in their researches. The people of Repulse Bay want GN to stop drugging the polar bears and other animals that people eat for survival because of their high grocery bills at local stores. GN thinks polar bear is declining due to climate change- it's not. GN researchers look in other areas other than their traditional research areas. (Repulse Bay)*
- *There should be increased protection for the NW passage because of global warming. (Resolute Bay)*
- *Wildlife are critical to the Inuit way of life. People overseas need to know this. The food is our medicine. It has an intimate connection with our culture. This information needs to be given to Greenpeace and other environmental groups. (Resolute Bay)*
- *Nothing going on to promote efficient construction or energy generation. We are in a perfect position for solar and wind generation. Diesel is just about the worst way! (Arviat)*
- *Too much garbage on the land (Arctic Bay)*

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FINANCE

Department of Finance was rarely mentioned by name in community public meetings. Those comments relevant to the department and raised in public forums included a perception that there is too much waste and inefficiencies in government spending. Decentralization was continually identified as one area where government is not being fiscally responsible. There is a constant criticism from non-government organizations, businesses, and local governments about the department's ability to process invoices correctly and in an acceptable amount of time. There were also concerns raised about significant delays in employee pay being processed and delays in rent deductions. Hamlets did commend the department on establishing a direct deposit system.

Nunavummiut Said:

- *Finance: pay cheques are missed and we wait for a month to be paid...this is for permanent, long-term employees. (Repulse Bay)*
- *In the past we have been dealing with the junior staff and experiencing high turnover –this leads to crises management (Rankin Inlet)*
- *There are multiple staff to housing units. We wanted to make sure that rent was being deducted from our pay checks. We tried to get the problem fixed. We had to go to 3 separate departments to try and get the proper rent taken off our checks. When it started to come off we ended up having to pay large amounts of back rent. (Resolute Bay)*

JUSTICE

People commented on the importance of ensuring public safety while remaining observant of Inuit values. A tandem concern is the need to find alternatives to incarceration. Most people commended the steps taken by the GN to implement community justice programs. Many Nunavummiut raised concerns about the negative outcomes of delays in the administration of justice resulting from the inefficiencies inherent in the circuit court system. Other common areas of concern include community policing and the need to expunge criminal records.

1. Public Safety

Throughout Nunavut, and particularly in Iqaluit, the public raised concerns about releasing serious offenders into the community without proper support. Several people raised a companion concern

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about the lack of treatment options for court ordered interventions such as anger management, mental health treatment, counseling for drug and alcohol abuse, and spousal abuse.

2. Justice the Inuit Way

People want to ensure that interventions and correctional programs reflect Inuit values. A common concern is that legislation and the policies of both the Justice Department and the Health and Social Services Department often do not reflect Inuit cultural values. Many residents stated that these policies are detrimental to the health and welfare of community members, especially in the handling of child protection cases or spousal disputes. People also raised the concern that not enough has been done to educate Inuit about Canadian law.

3. Alternatives to Incarceration

Many people expressed concerns about the imposition of prison sentences, pointing out that such penalties are at odds with Inuit approaches to justice. The majority of people speaking to this issue believe that Government needs to put more effort into developing alternatives to incarceration, especially for youth and first-time offenders. Contractors who are currently providing camp alternatives wanted to raise their concern that they believe their contracts are not fair and that the Department does not recognize or pay for the real cost associated with providing the service.

4. Court Circuit

Concerns about the delays in scheduling court and the frequent cancellations of court circuit sittings were raised in every community. People expressed their frustration with the current system. Many spoke about their concern that these delays are adding to friction and tension in the community, and that the delays often increase the feelings of hopelessness and can contribute to people re-offending. When speaking to this topic, people continually pointed out that the Inuit way is to punish offenders as quickly as possible.

5. Community Policing

Most of the comments about policing services were community specific. In some communities people made very positive comments about the RCMP and the role they are playing in the life of the community. In other communities, people spoke of the RCMP as community outsiders. People also commented that there has been a major shift in policing protocols resulting in burnout for RCMP officers and under-utilization of by-law officers. People also commented that the procedures for orientating new recruits and helping them integrate into the communities where they are posted is poor.

6. Justice Committee

While people talked about the importance of the Justice Committees, many raised concern about the committees being under-funded and poorly resourced. Some people raised the concern that a

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Contribution Agreement requires the Justice Committee to have its offices in the RCMP building. Concerns were raised that people are not comfortable going there.

7. Criminal Records

Young and old brought up the issues of the impact of criminal records on their ability to get jobs or access some programs and services. Elders in particular questioned government policies that require them to declare a criminal record. Most people spoke of the need to simplify the process to expunge criminal records, and for the GN to re-assess where criminal checks are required.

Nunavummiut Said:

1. Public Safety

- *Local people were afraid of criminals coming into community. GN should have ran a public education program. (Arviat)*
- *We have a hard time keeping bylaw officers, which is important in maintaining a continuous level of safety (Gjoa Haven)*
- *It is hard to say if things are better or worse than 10 years ago regarding justice. It is hard to say because there is no communication about what is going on regarding justice. (Kugluktuk)*

2. Justice the Inuit Way

- *GN has done a lot of this in the last 10 years (Cape Dorset)*
- *Traditional knowledge has to be included in all rehabilitations of inmates. The Justice Act should reflect Inuit values. (Chesterfield Inlet)*
- *Youth, especially those who have broken the law for the first time and the crime is not serious, should not be sent to jail but should be counseled using Inuit way of counseling. Youth taken away from their families suffer mental stress that lead to future problems. (Resolute Bay)*

3. Alternatives to Incarceration

- *Outpost camp would have worked with proper guides. Better alternative than jail. (Hall Beach)*
- *Depends on crime...kids do need a chance. If the camps work and traditional approach works, that is great. But this does not work for everybody or every crime. A slap on the wrist for serious crimes does not help the community. (Coral Harbour)*

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- *Those incarcerated are not getting adequate support nor counseling to deal with their personal problems that caused them to break the in the first place. There are mental health workers and social workers in some communities – perhaps, crime rate would go down if these positions were able to help those in need. Some people are overwhelmed by social problems to a point where they feel they no longer have anything to lose – they become completely fearless of the consequences (Arctic Bay)*
- *We need to start dealing with the problems. Put money into prevention rather than dealing with these people after the crime. The jail thing is not working. (Arviat)*

4. Court Circuit

- *There are too many delays – it is very stressful for someone who knows that they have to go before a judge and then the date keeps moving. This adds stress for the individual. When the court finally does show up, they don't inquire about how the community may have already dealt with the individual. Need to move towards a way of justice that is more like Inuit culture. (Iglulik)*
- *Traveling court scheduled every four months. If weathered out, have to wait another 4 months. (Clyde River)*
- *Court appearance delays after delays are extremely hard on the minds of those involved – some may have committed suicide because of this. Court used to handle lesser charges, instead of the traveling courts handling everything. JP-handled charges relieved some work that the traveling courts normally would handle – this all seemed to change when NU came to be. (Iglulik)*
- *The court dockets are not coming around often and the people who are to appear in court wait too long for their court dates. RCMP and other justice workers often not fully explain what conditions offenders have to follow before court dates. (Baker Lake)*

5. Community Policing

- *Policing is good. The officers are involved in the community. They handle things pretty good here and do not hesitate to get involved. (Sanikiluaq)*
- *Policing: not enough interaction between policy and community. Work on a healthy relationship. RCMP shouldn't be up here to just enforce the law. They are part of the community and crime prevention. (Arviat)*
- *We only have 2 RCMP here and they have to attend calls together. Need more RCMP. (Gjoa Haven)*

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- *Un-lingual parents cannot communicate with the RCMP when their children are in trouble with the law because there is usually nobody at the RCMP that understands nor speaks Inuktitut. RCMP should have an Inuktitut-speaking member (Chesterfield Inlet)*
- *RCMP Officers in Arctic Bay, usually are not able to speak Inuktitut are most likely not provided with any Inuit cultural orientation prior to coming here. (Arctic Bay)*
- *Good relationship with Justice in Iqaluit and Pond Inlet (Hall Beach)*

6. Justice Committee

- *Elders and justice committee should have more power in the community for minor issues like breaking stuff, first time spousal disputes, rather than going straight to court. There is too much of a gap between Inuit customs and Canadian law. (Cambridge Bay)*
- *We need a youth counselor who can explain the judicial process to kids who are waiting to see the judge. The kids don't know what to expect and it is so stressful it has even caused suicides. The fear doubles if the person thinks they will have to leave the community for their punishment. (Gjoa Haven)*

7. Criminal Records

- *Why is it so cumbersome and difficult to erase one's criminal record? Many people are having difficulty getting jobs because they don't know how to get pardoned from their criminal records (Iglulik)*
- *Why are Elders asked about their criminal records when it was long ago? (Pangnirtung)*

HUMAN RESOURCES

Employment is a major concern in all communities and it is within this broader context that non-government employees commented on government recruitment practices. These comments focused on three areas: Article 23; removing barriers to increase Inuit employment; and, the recruitment process.

1. Article 23

The Government's ongoing efforts to achieve the goals of Article 23 were recognized and often commended by people. However, many people feel that the goal cannot be achieved unless government does more to identify and remove systemic barriers to employment. People also spoke

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of their concern that too many employees are placed in positions without adequate training and support.

2. Removing Barriers to Increase Inuit Employment

Many people stated that they think government could do more to remove the barriers that stop Inuit from securing government employment. People mentioned that, in their opinion, when screening people for jobs the government often fails to recognize and credit experience, insisting instead that a person must have the “paper qualifications.” The government’s approach to criminal checks is a common concern, with people asking government to review its policies in this matter.

3. Recruitment Process

Several people commented on their dissatisfaction with the government’s recruitment processes. Some spoke of the need for more transparency, perceiving that often the recruitment process is biased. Others talked about the lack of feedback and poor communications on the part of the Department. Some expressed concern about the government’s recruitment ads, saying they are often written so that only current government workers can understand them.

Nunavummiut Said:

1. Article 23

- *We are fully aware of this and support this notion. However, we need to deal with targets followed with the objectives that need to be in place to reach the targets. In the last 10 years most people have concentrated on the target number and no focus on quality. We destroy the real initiative in this approach. (Rankin Inlet)*
- *Article 23 - just a piece of paper. It is only good if you follow this. If the minister does not push it, not used. Used when convenient. Some of the staff don’t even know about this article. (Baker Lake)*
- *The most important thing for hiring Inuit for government is ask “Can this person do the job?” There is no point in putting someone in a job if they can’t do it. (Taloyoak)*
- *Article 23 is widely believed in, just not supported properly. (Rankin Inlet)*
- *Seems like there is progress in Inuit people getting high level jobs, but the downside is that I have seen people put into those jobs before they are ready. This just hurts everyone. It can take an individual a long time to recover from that experience – it just erases your confidence. (Cambridge Bay)*
- *The management and the training programs for Inuit are good, but there should be more mentorship and follow-up to make sure that people can handle the jobs they are in. (Pangnirtung)*

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- *Majority of employees here are Inuit. And we are proud to say that we have a number of unilingual employees here who are key people. (Arviat)*
- *Barriers have been lowered for Inuit hire; however, GN has also lowered qualifications and this is coming back to haunt them. (Arviat)*
- *Inuit employment below expected but in another 10 years we will achieve Article 23 (Clyde River)*

2. Removing Barriers to Increase Inuit Employment

- *Barriers have not been removed. That is why I left GN. They were not doing anything for us front line people to get more training or promotion. (Arviat)*
- *The number one thing we are missing in Nunavut is a concentrated and focused training program to bring individuals up to the minimum levels they need to do their jobs . (Chesterfield Inlet)*
- *I have had lots of jobs and I work hard but I don't have the paper that GN wants (Qikiqtarjuaq)*
- *GN says "beneficiaries first". Education is the key. By lowering the barriers, you and the services may suffer while in the job. (Coral Harbour)*

3. Recruitment Process

- *Much more emphasis on local hire is required. Job postings should have the full job description. (Gjoa Haven)*
- *HR is taking too long to process job applications and interviews in this region, sometimes as long as six months. GN appears to be very relaxed organization where things cannot get done on time. (Rankin Inlet)*
- *Not delivering. Applying for GN jobs is tough and time consuming. People wait up to 6 weeks to find out if they have an interview. (Arviat)*

NUNAVUT HOUSING CORPORATION

Comments about housing rivaled in number those made about Health and Education. People across Nunavut had a lot to say about access to housing, the availability and adequacy of housing, and the

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overall operations of the Housing Corporation. People spoke of their concern that the housing stock has not improved since 1999, and in many instances housing programs and services have become harder to access.

1. Public Housing

Many people believe that the rent scale is unfair and want government to make changes that will eliminate disparities. People spoke about overcrowding and its negative impacts on both the family unit and the community as a whole. People often expressed their concern that the Housing Corporation will not keep up with the growing demand for housing. In addition, people voiced their frustration with the length of time it is now taking to be assigned a house. Also related to this concern is the perception of some people that the allocation of housing is not transparent, and often is unfair. People also told us that the Corporation is not doing enough to help properly house the disabled or people with mobility issues. In nearly every community the state of many of the housing units was also brought up with many people expressing their concern that the units were in mediocre or poor condition.

2. Home Ownership

There is a general perception that Home Ownership programs have not improved since 1999. There were three prominent concerns with the Corporation's Home Ownership Program. The first concern is that the Corporation does not do a good job of explaining the true costs of home ownership or the insurance requirements. The second concern is that the process to get into the Home Ownership Program is onerous and the Corporation offers little support. The third concern is related to maintenance and repair. Home owners said that they had difficulty in finding qualified tradesmen to repair or maintain homes and that they receive little or no assistance in getting help through the Corporation's home repair programs.

3. Staff Housing

While there were very few comments about staff housing, several communities raised the issue of staff housing that is sitting empty. Residents stated that this is not a good practice when there are very significant overcrowding issues in a community. A less frequent comment is the concern that some people who should be in staff housing are residing in public housing.

4. Home Repair, Maintenance and Renovation Programs

Concerns in this area tended to be community specific. However in several communities people talked about the difficulty in accessing these programs stating that the application and delivery process is very complicated.

5. New Housing

There were mixed comments on the contracting and local hire policies and practices of the Corporation. Some communities commended the Corporation on its efforts to hire locals, while

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other communities raised concerns about perceived contracting and hiring irregularities. Many people also spoke about the design and location of new houses in their community. The majority of people were questioning the appropriateness of the housing designs for the needs in their community. Some hamlet representatives also spoke of the Corporation's lack of consultation with respect to where houses should be built. Many people spoke about the new housing moving more toward multiplex units and that these designs are destructive to the Inuit lifestyle. They expressed their concern that one furnace and one water tank for a multiplex is not cost effective or safe. They pointed out that in a harsh northern environment if this equipment breaks down many families are affected.

6. Energy Efficiency

A number of people raised the issues of energy efficient homes and stated that they did not think that government and the Corporation are doing enough to promote energy efficiency. Others voiced concerns about the heating and air-exchange systems in the new houses.

7. Housing Associations

Housing Associations raised concerns about their relationship with the Corporation. Many Housing Association representatives spoke of confusion over roles and responsibilities, and of poor communications with the Corporation. Another concern common to many Housing Associations is the lack of warehouse and storage facilities. Housing Association representatives said they believed the lack of these facilities is resulting in higher costs, waste, and delays in addressing housing problems. In some communities, residents were concerned about the local housing association's actions, particularly the lack of fairness or transparency in the allocation of housing units.

Nunavummiut Said:

1. Public Housing

- *Overcrowding in homes is our biggest health issue. (Cambridge Bay)*
- *Overcrowding at home is such a problem we need a place for kids to go and play. (Gjoa Haven)*
- *Public housing is good. They have delivered. But the GN Housing Corp. should be enforcing rules of lease agreements on tenants – they are damaging buildings and not being held responsible for repair or cost. (Coral Harbour)*
- *We have many units built 40-50 years old. Shacks with mold and bugs. It is time to replace with new up to date housing; energy efficiency. These buildings are occupied and this issue comes up. (Chesterfield Inlet)*

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- *The amount you pay for rent in the government units doesn't reflect if your unit is new, old, in good repair or not. (Kugluktuk)*
- *Housing has improved over the last 10 years but has not kept up with the growth in our community. Overcrowding is a huge concern and is at the root of so many of our other problems – justice, health, education...(Gjoa Haven)*
- *Houses are too crowded and not enough is being build to meet the demands. We were better off when we lived under NWT. Now we have nothing. (Baker Lake)*
- *Rental scale needs to be review, the rents are too high for social housing, and there never is enough food even if two in household are working (Arviat)*
- *Rents paid seem to be inconsistent. Some of the social housing units are very old and needs to be replaced with new ones. (Grise Fjord)*

2. Home Ownership

- *The support for private ownership is poor and we are left on our own to figure things out for our self. (Coral Harbour)*
- *Home ownership is crazy – you don't even own the land, you just own a pile of lumber really. This doesn't work – homes are not affordable, the leases and taxes are so high, and you had better pray that at the end of your lease the municipality doesn't decide they want the land (Cambridge Bay)*
- *The GN has not fulfilled their obligations, e.g. my house is inefficient construction (we're guinea pigs for the north) and need to put in new windows and insulation. (Coral Harbour)*
- *It is extremely difficult to own a home because it is very expensive to run one and GN is not doing enough to assist home owners – some home owners end up losing their homes to banks. (Clyde River)*
- *GN should not stop us from participating in the housing down payment program if our income is too high. We are supporting a lot of people with these incomes, so we can't save for a down payment. Homeowners are not getting enough help maintaining our homes. I don't know how to deal with the fact that my house is shifting and no one is available to help me. (Kugluktuk)*
- *The Access program should continue for home ownership. (Arviat)*

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3. Staff Housing Home Repair, Maintenance and Renovation Programs

- *Too many vacant GN staff housing, they should be handed over to local housing associations. (Arviat)*
- *Houses are in shambles, doors broken due to lack of repairs and budget. (Baker Lake)*
- *Our homes need to be better maintained. We have big gaps around the door and ice crystals on the floors. In winter the cold comes right through. This is a housing problem and a health problem. (Sanikiluaq)*
- *Every work place should have staff housing, not just staff housing for people from down south. It is exhausting living in an overcrowded home and not getting enough rest and then having to work long hours. (Cambridge Bay)*

4. New Housing

- *NHC, through local housing company, building four 5-plexes this year. Local people working on project (Clyde River)*
- *GN not delivering. Housing Corporation needs to work harder in the communities (Arviat)*
- *GN is keeping up but not building the right units. Too many multiplexes and we need single family homes with 3 to 4 bedrooms. (Coral Harbour)*

5. Energy Efficiency

- *Should promote energy efficiency through home owners. We should be educating the public how to use energy more efficiently (lights, furnace, windows, etc) (Arviat)*
- *Energy efficiency – there is nothing in this realm. (Taloyoak)*
- *We are making progress on energy efficiency in the new units, but where do you even start in the old units? No point in even bothering. (Iglulik)*

6. Housing Associations

- *We don't have any real power in making decisions (Iglulik)*
- *The local housing associations is not transparent in its decisions of who gets a house (Resolute Bay)*

NUNAVUT ARCTIC COLLEGE

Many people spoke in general terms about the importance of improving the access and opportunities to post-secondary education and other skills training. However, only a few of these comments were directed specifically at Nunavut Arctic College. The majority of these comments centered on improving the opportunities to take courses locally. People stated that leaving their communities to go to Iqaluit or another regional centre to study can be very disruptive to a family, and a disincentive to continuing learning. Other comments were directed at the entrance qualifications for certain courses which people perceive as too rigid. Some communities stated that while they had an NAC facility, it is sitting empty and unused because of lack of stable program funding.

Nunavummiut Said:

- *NAC needs to change their focus and offer education in evenings so that people don't have to quit their jobs to upgrade or learn new things. This would be a huge step forward. (Taloyoak)*
- *NAC needs to be more flexible. We have a guy who wants to write the entrance exam to be an electrician, but NAC will only come and administer the test if there are 6 people who want to write it. Why don't they let the school principal administer the test? Or the SAO? This is crazy. (Taloyoak)*
- *I think it would be best if we went back to the way it was under the apprenticeship program when we were part of NWT. Government t paid the wage and tuition of the apprentice – it was a huge incentive for employers to bring on apprentices. We are setting Inuit apprentices up to fail by expecting them to succeed at school outside of their communities. (Cambridge Bay)*
- *The Nunavut Arctic College Board has to realize the small community facilities cannot meet the needs of students anymore. NAC has to promote itself to smaller communities. (Chesterfield Inlet)*
- *Nunavut Arctic College should bring the courses closer to home. NAC is spending too much too much on travel on staff and students. (Rankin Inlet)*
- *Arctic College should expand in smaller communities to meet the educational demands of Nunavummiut. Not enough is been offered for the smaller communities. (Chesterfield Inlet)*
- *Not enough youth are benefiting from the current program. (Arctic Bay)*

QUILLIQ ENERGY CORPORATION

Those people who spoke about energy/power issues had two main concerns: (1) QEC is not providing leadership in investigating and developing alternate energy, and (2) the high cost of energy. There were also comments about servicing of equipment and the employee turnover at the power plant level.

Nunavummiut Said:

- *I wish that we would investigate wind energy. Diesel is so expensive. We can't afford to keep relying on diesel. This has to change. (Gjoa Haven)*
- *It is our culture to respect the land. Diesel generators should be gotten rid of and we should move to better, cleaner power. There needs to be a long term power strategy for Nunavut that get us away from diesel. (Kugluktuk)*
- *Burning our garbage the way we do is contributing to climate change but we are not resourced to do anything about it. Pangnirtung has done all the research on burning cleaner – we could even get power from burning – but it falls on deaf ears. (Cambridge Bay)*
- *The Power Corporation charges too much for energy. (Iqaluit)*
- *The more decentralized that NPC becomes, the more isolated we are up here. In 1989, there were 5 people working at NCP looking after Grise Fiord and Arctic Bay. NPC had their own lineman and mechanic. Now NPC hires contractors to do overhauls of the equipment and generators. This is the most costly way of maintaining equipment. (Resolute Bay)*
- *There is favoritism in hiring occurring at the HQ management level. People are hiring friends from the south instead of qualified Inuit. The % of hiring of Inuit would be much higher if there wasn't the favoritism in hiring practices. (Resolute Bay)*

WHAT GN EMPLOYEES TOLD US

We conducted many interviews and meetings were held with small groups of GN employees across Nunavut. Employees at all levels of the GN were also asked to voluntarily complete an online questionnaire. The interviews and questionnaires provided GN employees with an opportunity to give their opinions about what is working, what needs improvement, and what is not working at all in the GN. These questions mirrored the questions asked in the community consultation visits. In the majority of instances the feedback from GN employees either replicated or expanded on comments collected during the community consultations and these views have been summarized and included in the previous section. In addition, because of their unique lens into government operations, GN employees were also asked to comment on their department or agency in the following areas: Decentralization, Communications, Recruitment and Retention, and Business Planning.

DECENTRALIZATION

There is a general recognition of, and support for the economic stimulus goals of decentralization. However, the overwhelming majority of respondents stated that decentralization as an economic benefit to communities is not working. Employees shared the general population's concern that decentralization is seriously impeding the ability of some departments to function properly and provide the proper level of service and care. The Pangnirtung Medical Travel Office was again cited as an example of inefficient and ineffective service delivery. Many employees believe that there was little strategic thought put into which departments or divisions were to be decentralized. They frequently stated that separating some departments has significantly increased costs, and added seriously to delays in coordinating and completing many operational tasks. The Department of Finance and Nunavut Housing Corporation are often cited as examples of departments made more ineffective and inefficient through decentralization.

Some employees stated that decentralization is not working or has not been given the chance to work because of the high number of decentralized staff vacancies, especially in specialized positions. The lack of adequate and affordable, housing, provision of daycare, and isolated locations are often identified as barriers to recruiting staff. Others believe that decentralization is failing because of the lack of adequate information technology to properly support decentralized offices.

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Employees Said:

- *Leave what programs and services are successful at their present decentralized communities. Relocate the unsuccessful programs and services to Iqaluit or possibly to the 3 regional sites ASAP. Start relocating the urgent situations now.*
- *Abandon decentralization, except in the few places where it has worked, while at the same time increasing the GN's community-level service delivery capability.*
- *Create regional positions that are maintained from HQ. Such as Territorial Officer positions. We are 2 hours behind EST, therefore we have a 5 hour window to get approvals done. It seems we are not trusted at the regional level.*
- *Decentralization as it now exists can never be successful. The transportation and communication systems will never allow for successful delivery of services from decentralized locations. No meaningful local employment has been achieved and no better access to services has been achieved - in fact access to services is severely decreased due to decentralization. The astronomical cost of decentralization could be put to far better use by using it to improve communities through better local economic development, education, infrastructure and access to local services than by having GN offices located in the communities.*
- *Only decentralize to Iqaluit, Rankin Inlet and Cambridge Bay*
- *Decentralization is a good concept but in reality it doesn't work. It's more costly and it's a waste of money when some regional offices don't really produce much work. It is also hard to retain and recruit staff in smaller places.*
- *People just don't want to work in those remote communities and some of the beneficiaries just don't have the work ethic to sustain the required work or the knowledge on how to do the job. Non-beneficiaries move to those smaller communities and are then harassed and driven out. Too much emphasis has been placed on what the ethnic background is. How can people stop discriminating when the largest hiring entity AND most of the MINISTERS promote this way of thinking?*
- *Ongoing education for the decentralized employees*
- *Only GN offices that are primarily administrative and do not require either staff with specialized education or skills or staff that travel could possibly be located in smaller communities. All other GN staff should be centralized in order to save money and provide services in the most efficient and cost-effective manner.*
- *For even limited decentralization to be successful, communication systems in all communities need to be dramatically improved. At present GN staff cannot even communicate effectively by telephone due to the poor condition of the telephone equipment*

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in many communities - and that is the most basic means of communication. Electronic communication needs to be improved enormously as well.

- *When you have employees who must travel all over the territory having offices outside of a major centre does not make sense. We have too many travel days and our costs are too high.*

COMMUNICATIONS

Employee responses centered on capacity and infrastructure issues; the use and application of communication resources; and organizational interaction and information sharing. Their comments about communications have been grouped into three categories: internal communications; external communications; and communication infrastructure, tools, and resources.

1. Internal Communications

Responses included comments directed at both formal and informal communications within departments and organizations. Some employees stated that they do have good lines of communications within their department, but many others noted the need for improvements. Among those calling for improvements, the importance of employee engagement and ensuring open and timely lines of communication is stressed. Some employees commented that many of the failures in internal communications are a result of inexperienced management, and the lack of information sharing about their department's strategic goals and priorities. Several respondents stressed the need to improve lines of communications between departments. In this regard the very strong message from the communities: "Answer the phone!" is also echoed by some employees. Other concerns identified included the need to improve employee orientation to government policies, procedures and practices. Several employees suggested the need to also improve the intranet, make changes to the Help Desk, strengthen internal communication systems and policies, and for the GN to take the necessary steps to ensure important internal messages are quickly translated in all official languages before circulation. A related issue raised by GN staff is the need to ensure that there are personnel in all divisions that can communicate fluently in Inuktitut. A few employees also emphasized a need to improve communications and cooperation between departments and their respective Ministers. Concerns were raised that in some cases there is very little strategic direction, clear priorities, or consistent direction given to departments and agencies by the responsible Minister. Others stated that good ideas and recommendations never make it through the bureaucratic process for the consideration of the Minister.

2. External Communications

Some employees identified the steps that have already been taken to improve external communications. Others took the opportunity to highlight specific initiatives and actions taken by

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their department to strengthen communications such as the newsletter “Wildlife Tracks”. Many others wrote that government communications with the public and stakeholders is very weak and inefficient. Several respondents identify the need for more strategic communications that will reduce duplication and deliver timely and consistent messages. Others identified a closely related issue concerning the need for audience sensitive and understandable messages available in Inuktitut and Inuinnaqtun.

3. Communication infrastructure, Tools, and Resources

Many respondents emphasized the need for better use of available resources such as the GN website, phone- and video-conferencing, and the use of media. Respondents also told us that there is an over-reliance on print media and pointed out the need to use different techniques and tools when communicating with the public and others agencies. Related to these comments, many employees emphasized the need for more communications specialists in their department. Several people commended the IT staff on their dedication and service delivery, noting, however, that there is significant under-staffing in this division. Other staff members stressed the need to match IT tools and resources with the needs of the job and to provide appropriate training. Many employees pointed out that in some circumstances IT infrastructure and security requirements are creating roadblocks to getting their jobs done effectively. The lack of bandwidth and unreliable internet are also identified as significant issues that need to be addressed.

Employees Said:

1. Internal Communications

- *Every message, voice mail and email, needs to be addressed promptly. | Equipment such and fax machines, photocopiers and computers need to be serviced regularly | More accessible tech support. | Some specific teaching/coaching/tech support for our work centre. | I think that we are not using the potential of our computer programs and the internet due ignorance.*
- *1. Lack of Communication to no communication at all from the Senior Management in all of the divisions. | 2. Staff meetings and divisional meetings do not exist. | 3. Contracting the same Elder Advisor year after year clearly shows that the elder is worn out and not effective anymore trying to deliver support Inuit traditional knowledge with very little support from management. | Many things are not working the way they should...it's a shame when this department should be spear heading and promoting to better serve Nunavummiut.*
- *Employees, particularly those who are not qualified, need to know where to get the information they are seeking. Need to understand the role of Government, the role of each department and their own role. A manual on this might help clarify.*
- *Our inefficiencies lead to deplorable service levels while documents are lost, shuffled and returned for correction. Much of this could be reduced with better management and training.*

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We have no system in place to effectively collect our receivables. We did not communicate with these people for several years, this lack of communication with the public and our vendors is costing the taxpayers millions.

- *We need an interpreter translator on staff to provide this service. This is not the job of the secretary or the bilingual people on staff. There needs to be a position(s) in each department for translation services.*
- *Clarity needed on communications processes and protocols. | Need to develop some regular communications vehicles (newsletters?) that will force communication of more than the regular (largely political) communications. | More focus required on interdepartmental, but intra-GN communications (more sharing between departments, to encourage cooperation).*
- *Give people clear job descriptions and hold them accountable for what falls under their job heading. Also make ALL accountable for their attendance and job performance.*
- *GN Departments should come together where programs are related (ie Environment and CLEY have several overlapping programs, Health and CLEY do also for elders). In a small government there is no need for repetition, or overlap. Work like this only creates silos where one department does it one way and another does it another way.*
- *Hiring communication professionals and allowing them to couple political necessity with a degree of truth or accuracy*
- *Information sharing is needed (transparency). No one seems to know what anybody else are doing or supposed to be doing in the Department. Every Director should ensure his/her employees are informed of the Department's mandate, divisions (directorates) and their respective mandates to ensure each new employee has a bit of an overview of the services the Department provides.*
- *Posting information through the Help Desk and having it posted on the Intranet bulletin Board Does Not work. This method of communicating is NOT effective. Having to have messages translated into multiple languages before they can be posted does not work. Might as well shut it down.*
- *Information is dispersed regularly and widely from the department to the public - communities are ready and willing to accept the information/programs etc. Working with hamlets is always engaging, work with other departments is valuable, however duplications exist.*
- *The GN should foster communication between departments. Example - Health Centre was built in Cambridge Bay but no staff housing was provided for the significant increase in staff that this required. Efforts are being duplicated and things are not being accomplished efficiently because of a lack of communication between departments. There is little consideration given by any department on how their activities affect the other departments and their mandates.*

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- *Top level administrators must be better qualified to be able to manage the issues that are facing the dept.*
- *We have had a very poor level of internal communications within our department - at least to those of us in decentralized positions.*

2. External Communications:

- *We need a streamlined process for public communications.*
- *I think the books and magazines are very helpful.*
- *Whatever people are doing seems to be working well. Most have adopted coping skills to navigate through the bureaucratic fog.*
- *Some tools are very effective- community radio, cable ads, simplified "plain-language" documents to help people understand.*
- *Media actively covers most press releases issued by GN -- opportunity for coverage being used well. This is largely for small new initiatives.*
- *Our department has a policy where we have 24 hours to respond to an e-mail or voicemail message.*
- *Our recently initiated "Wildlife Tracks" newsletter is a first rate tool to communicate with our staff, our stakeholders, with our citizens and with 'southerners' generally.*
- *People dump on me sometimes because I didn't publish something in the right dialect. Sorry folks, but I can only do so much on my own -- maybe if we heard more "I can help" instead of "That's not my job, things would work a bit better over here.*
- *Infrastructure, Tools & Resources:*
- *It would be nice to have the programs updated on our computers from time to time.-Basic programs such as Flash.*
- *How am I supposed to communicate with clients on various issues when I cannot transmit the information and/or files. We cannot even have an ftp site because according IT claims it is a security threat. IT is one of the sections that does not seem ready to help us do our job but instead bent on providing roadblocks whenever and where-ever possible*
- *Northwestel lines for the community are terrible. Phone calls and faxes are often full of static. Not enough bandwidth. Difficult to use Free Balance and internet based software.*
- *More reliable internet for every community (on the GN system). Qiniq should not be the service provider for any GN office*

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- *Much more emphasis on the Internet. We have an embarrassingly poor website.*
- *Update the websites. Use them as dynamic, regularly updated communication tools.*
- *In spite of the GN IT division the school network operates well with a sum total of 4 support staff for the whole territory*
- *When you have to write rather large reports with pictures you can't attach them to emails to committee members. IT doesn't allow large attachments more than 2 MB.*
- *Use of video conferencing; more face-to-face meetings. Need to bring the human element into the mix*
- *Help line are, indeed, helpful. Tech support out of Iqaluit is helpful if overworked.*

RECRUITMENT AND RETENTION

With respect to employee retention, GN staff took the opportunity to comment on a number of workplace issues. Many wrote or spoke of the high vacancy rates which, coupled with the lack of training and experience, are contributing to increased levels of job-related stress. In turn, this stress is promoting conflict, distrust, inefficiencies, and dissatisfaction in the workplace. Very few employees said that GN is a good place to work. There are a considerable number of comments related to the lack of leadership and management effectiveness, Article 23, staff qualifications, career development, performance management, and fairness in the workplace. Those commenting on recruitment practices identified issues concerning the level of compensation, employee incentives including housing, and the inefficiency of the recruitment processes.

1. Recruitment

Respondents identified a high level of frustration with the recruitment processes. Many commented that current policy requirements such as automatic reclassification of positions on each competition are creating unnecessary bottlenecks. These bottlenecks, along with understaffing and work organization practices, are contributing to unacceptable delays in the recruitment process. Others raised issues about the transparency of recruitment practices on initial hiring, and in appointments from temporary to permanent positions. Some suggested that nepotism is being practiced in some departments. Several employees raised concerns about the classification and treatment of long-term residents who are non-beneficiaries, and in particular the lack of priority classification given to these Nunavummiut. Some respondents noted that it is very difficult to find and attract qualified candidates, especially professionals and technical specialists. Many suggested that there should be a review of compensation and incentive packages, while others identified the lack of adequate and affordable housing as a barrier to recruitment

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2. Retention

Most respondents registered a high level of stress and dissatisfaction in their work places. They stated that the combination of high vacancy rates, too great a reliance on people without the proper qualifications, absenteeism, and weak performance management are creating a negative working environment. Many respondents expressed frustration in taking direction or, conversely, receiving no direction from managers that they believe are not properly qualified to do the job. Adding to this, many respondents identify poor performance management and a lack of personal accountability as key contributors to a perceived lack of fairness or equity in the workplace. Training, and career development are also identified by many employees as areas where there are perceived inequities. While there is considerable support for the goals of Article 23 many employees raised concerns about the entry level qualifications, lack of job training, and ongoing support provided to beneficiaries. Some employees accused the GN of racism in its implementation of Article 23. They attribute the problems that undoubtedly exist in many GN offices to racist attitudes on the part of management.

Employees said:

1. Recruitment

- *I think good housing conditions could improve recruitment and retention*
- *HR department needs to be removed from the process until they can function*
- *HR does not have the staff or ability to administer job competitions*
- *Not offering staff housing for many positions*
- *The GN is full of people who are working on service contracts that are ex-employees; often performing fewer duties with fewer responsibilities than when they were employees. They are generally paid 50 to 100% more than when they were on the payroll. Several were given the golden handshake, others quit in frustration and others were begged to come back and offered money and accommodations to entice them. Some have been doing this for years. We must break this cycle and start following our own rules and take a longer term view.*
- *Poor support in transfer of employees to different communities.*
- *If I don't have a relative working at the higher level in GN, it's too difficult to get a job. They are hiring only their relatives.*
- *Need to offer competitive salaries and benefits*

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2. Retention

- *Finding any positive employee morale is difficult*
- *Generally, with some exceptions, senior managers lack the skills necessary to lead Departments requiring technical skills, and human resource management is poor*
- *Aside from housing, I think one of the biggest retention issues is morale. I think employees need to feel that management respects them AND has a vision and a plan that they believe in and are carrying out. I think people complain about salaries, terms, and housing (which are important in their own right)-- but what they really, really need in order to be satisfied and engaged at work is to feel that their work and that their department's work is effective -- that they are actually making a difference in the quality of life in Nunavut, contributing to the creation of a vibrant and positive territory.*
- *There is something wrong when an intern, after 3 years, still can't do what is required. Not enough training. People are frustrated, tired, and stressed.*
- *Consequences need to be put in place for people who do not do their job*
- *There are multitudes of nurses coming to Nunavut as Agency Nurses: show them that working for the government is worth it; currently it is not. Full time nurses pay rent, and pay for transportation in and out of their communities and are paid less than agency nurses. - Arctic Bay*

BUSINESS PLANNING

Many GN employees commented that they do not participate in any meaningful planning process. They perceive planning to be top-down with very limited involvement from staff. Some employees said that they do not know the priorities of their department, nor have they seen their department's business plan. In some cases employees stated they did not know that their department has a business plan. Some employees said they are familiar with their department's work plans, but that the almost continual state of crisis management stops these plans from being implemented or achieved. A common perception is that planning is a reactive not proactive process. Employees often pointed out that without the identification of appropriate performance measures, the application of accountability frameworks, and the adoption of systematic evaluation and reporting systems, any departmental planning will continue to be reactionary. Other employees stated that the plans are not reasonable or achievable because of a chronic lack of resources and capacity. Another significant concern is the lack of cooperation between departments that is contributing to duplication, missed opportunities, and poorly informed decision making.

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Employees said:

- *Currently it is top down, so anybody below the director level really does not understand it or the importance of a business plan*
- *Do we even have a business plan? I have no idea what it is or where to find it.*
- *I did not even know that our department prepared an annual business plan until a few weeks ago, and I have been employed by the department for five years.*
- *There is little communication regarding the overall goals or anything contained within the business plan of the corporation. There is no input from the staff 'on the ground' who are actually the ones responsible for implementation of the policies and realization of the goals.*
- *In three years I have never had a performance evaluation*
- *Working well: budget variance meetings.*
- *The aforementioned questions are not handled well within this Department. Very little information trickles down to the 'bottom-staff'. How are we going to meet the 'targets'/deliver our 'deliverables' if we don't know what they are? Very little direction is provided. Training needs and work need to be better tailored towards the goals of the Department.*
- *Building a better understanding that "we are all in this together" and building awareness that sharing information is critical to good government.*