OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
Planning					
24. The Department of Human Resources, in collaboration with the other selected departments, should • identify key skill sets and qualifications that departments need in the short, medium, and long terms; • determine what skill sets and qualifications they have now; • determine the extent to which gaps exist at both the departmentand government-wide levels, by identifying how many people they need and what specific skill sets and qualifications are needed in the short, medium, and long terms; • identify the underlying factors that affect the ability to fill gaps in capacity and analyze to what extent these factors represent	In the short term, the Department of Human Resources will lead the Government in coordinating the collection of data from each department to focus on the identification of the key skills sets and qualifications required across government in the short, medium, and long term. This data will be cross-referenced with current staff skills and qualifications to determine and quantify the gap. The gap analysis will seek to identify common issues that have an impact on this gap to determine contributing cyclical or systemic challenges. Over the long term, this data and analysis will assist the government with drafting strategies to close the gap.	Organizational /Functional Review of the Department of Human Resources completed in April 2010. Establishment Reports are circulated to departments on a monthly basis Initial discussions with the Department of Education and other stakeholders to review parameters of Nunavut Competency & Skills Inventory System (NCSIS)	Short term Implement HR Organizational/Functional Review Collect and analyze data re: chronic long term vacancies government- wide Develop and implement strategies to close the gap in the short term	Lead DM Human Resources Support HR Senior Management Team Lead ADM Human Resources Support HR Coordinators HR Director Staffing HR Regional Directors	Dec 2011 March 2011

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
assess the underlying causes of			Medium term		on the state of th
the common gaps in key skill sets and qualifications identified across departments. (15–23)		The Department of Finance is conducting a gap analysis pilot project	Implement and expand the Department of Finance pilot project on gap analysis	Lead DM Finance	March 2013
			Review and recommend data warehouse system to collect data on skills sets and qualifications	Lead HR Director Policy Planning	March 2011
			Develop a data warehouse implementation plan to include job competencies	Support IT – CGS ADM Human Resources	March 2012
			Long Term	HR Coordinators	
			Complete the data warehouse implementation plan	HR Director Staffing	March 2014
			Complete gap analysis	HR Regional Directors	September 2014
			Develop and implement strategies to close the gap in the long term	HR Systems staff	March 2015

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			Monitor and evaluate strategies		Ongoing
29. Where ongoing gaps in specific skill sets and qualifications exist at the departmental level, the Department of Human Resources, in collaboration with the other selected departments, should develop and implement strategies to address these gaps in the short, medium, and long terms.	In the medium term, the Department of Human Resources will work with relevant departments to coordinate the development and implementation of appropriate strategies to fill gaps. Where these gaps are government-wide in nature, the Department of Human Resources will develop and implement the appropriate strategies.	Internship programs are offered by Human Resources, Community & Government Services, Department of Finance, and Nunavut Arctic College (NAC) \$2M allocated to the HR Training Fund	Short term Review existing data and develop and implement strategies to close gaps in the short term	Lead ADM Human Resources Support HR Coordinators HR Senior Management Team	March 2011
30. Where ongoing gaps in key skill sets and qualifications have been identified government-wide, the Department of Human Resources should • develop and implement government-wide strategies to address gaps in human resource capacity in the short, medium, and long terms; and • monitor the implementation of the government-wide strategies	The Deputy Ministers' Committee has created a subcommittee with a focus on building capacity. This committee will continually monitor and evaluate the strategies used to address the skill gap and advise on changes to those strategies as necessary to ensure success over the short, medium, and long term.	HR Training and Development Division offers occupational training programs targeted to specific occupational groups GN Attendance Management program is in the final stages of	Medium term Implement the Attendance Management Program Develop and implement medium term strategies to close gaps	Lead ADM Human Resources Support Departmental Directors of Corporate Services	December 2011 December 2012

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
over the short, medium, and long-terms. (25–28)		development	Long term Develop, implement and monitor long term strategies	HR Coordinators HR Senior Management	March 2014
			Monitor long term strategies	Team	Ongoing
35. The Department of Human	It is recognized that the Government	Priority Hiring Survey	Short term		
Resources, in collaboration with	will be more successful in achieving	review commenced			
the other selected departments,	a representative labour force by		Gather Nunavut labour	Lead	December
should develop and implement a	undertaking a Labour Force Analysis	GN departments are	force data	ADM HR	2010
strategy for each occupational	as stated within 23.3.1, 23.3.2, and	working through		Support	
category in which	23.3.3 of the Nunavut Land Claims	Nunavut Arctic College to offer educational	Analyze labour force data	Support HR Planner	March
representativeness has not yet been attained. The strategies	Agreement.	and training programs	Analyze labour lorce data	rinx Flatillel	2011
should take into account	Over the short term, the Department	to meet specific needs		T&D	2011
the availability of beneficiaries	of Human Resources will work with	to meet speems needs		Representative	
who have the needed skills and	other departments to undertake a	Summer Student		, topiosomativo	
experience,	detailed analysis of the Nunavut	Employment Program		Inuit	
the time required for	labour force data provided by the	is ongoing		Employment	
beneficiaries to obtain the	Nunavut Bureau of Statistics. The			Plan (IEP)	and the second s
necessary qualifications and	analysis of this data will determine			Steering	
levels of education,	availability, interest, and level of			Committee	
 the high school and post- 	preparedness of Inuit for				
secondary graduation rates of	government employment. These			V.	
beneficiaries, and	analyses will assist the government				-

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
• the demand by other employers for skilled beneficiaries. (31–34)	with developing and implementing strategies for Inuit employment within the public service and identifying realistic, achievable employment targets.		Complete needs assessment for Community Counsellor Training Program	Lead ADM Education Support Executive Directors Education	November 2010
			Medium term Review and revise the Student Support Training Program	Lead ADM Education Support Executive Directors Education	March 31, 2012
			Offer a pilot School Custodian Program in Iqaluit	Lead ADM Education	June 2011

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			Review and revise the Language & Culture Certificate Program with Nunavut Arctic College	Lead ADM Education Support Nunavut Arctic College	June 2011
			Offer the Educational Leadership Program in partnership with the University of Prince Edward Island	Lead ADM Education Support UPEI	June 2011
			Provide labour force reports to departments HR Department work with other departments to develop strategies for representativeness in occupational categories	Lead ADM HR Support HR Planner T&D Representative	December 2011 March 2013
				Inuit	

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			Develop and implement employment strategy to recruit beneficiary youth Long Term	Employment Plan (IEP) Steering Committee	March 2012
			Offer the second round of the Masters in Education Program	Lead ADM Education Support UPEI	June 2013
			Monitor and evaluate employment strategy to recruit beneficiary youth	Lead ADM HR Support HR Planner	Ongoing
				T&D Representative Inuit Employment Plan (IEP) Steering Committee	

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
Staffing					
 45. The Department of Human Resources, in collaboration with the other selected departments, should analyze their internal staffing processes to identify opportunities 	The Department of Human Resources has recently completed an organizational and functional review with the intent of identifying where improvements could be made to provide more effective and efficient client service.	Database developed to track staffing processes Working Group reviewing staffing	Short term Expand database to include departmental staffing processes Analyze information and	Lead HR Director Staffing Support ADM Human	December 2010 March
for reducing the time it takes to staff a position, • identify common areas across departments where timeliness of	Recommended changes will be implemented in the 2010–11 fiscal year. Guided by the interdepartmental	processes Implemented GN-wide hiring for targeted positions	provide regular reports to department Medium	Resources HR Regional Directors	2011
the staffing process could be improved, and • implement the necessary changes.	Building Capacity Committee, all departments will review their internal human resource processes with a view to significantly increasing the efficiency and effectiveness of staffing practices, including through		Review and implement improved staffing processes in HR Department (HQ and Regions)	HR Coordinators	March 2012
	more consistent application of best practices across departments and clarification of the roles and responsibilities between departments and the Department of Human Resources.		Review and implement improved departmental staffing processes Long Term Monitor and evaluate		March 2013 Ongoing

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			staffing processes		
46. The Department of Human Resources should set a standard			Short term	Lead	
of service for each step of the			Complete process	ADM Human	March
competition process that currently lacks a standard. (39–44)			mapping for head quarters competition	Resources	2011
,			processes	Support HR Director	
			Medium term	Staffing	
			Complete mapping competition processes for regions	HR Regional Directors	June 2011
			Develop and implement standards of service for	Coordinators	Dec 2011
			each step of the competition process for the HR Department	HSS HR representative	
				NAC HR	
			Develop and implement standards of service for	representative	March 2012
			each step of the	Dept Education	
			competition process for all departments	Regional Executive	
				Directors CGS - IT	

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			Long term		Ongoing
			Monitor and evaluate standards of practice		
50. The Department of Human Resources, in collaboration with	The Department of Human Resources has recently completed	A database for collecting competition	Short Term	Lead	
the other selected departments, should analyze the reasons why competitions are unsuccessful,	an organizational and functional review with the intent of identifying where improvements could be made	status information has been created for all departments	Complete the database training manual	HR Director Staffing	September 2010
and the extent to which these reasons occur. It should incorporate the results of this	to provide more effective and efficient client service. As a result, there will be greater focus on	Data on reasons for	Expand the database to include departmental	Support ADM Human Resources	March
analysis into its competition procedures to improve the outcomes of future competitions.	strategic recruiting, analysis, and other research-type functions.	not accepting job offers is being collected	tracking information	HR Regional Directors	2011
·			Analyze the database		March
			information	HR Coordinators	2011
			Provide monthly reports		March
			to departments regarding	HSS HR	2011
			HR Department	representative	
			competition status to all	NACHD	
			departments	NAC HR	
			Review monthly reports	representative	March
			with departments and		2011
			determine solutions to		

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			improve outcomes Medium/Long term Monitor and evaluate to improve future outcomes		Ongoing
51. The Department of Human Resources should review its competitive hiring process to determine how the process could be made more effective. It should consider • prioritizing positions for staffing actions, and • maintaining a registry of candidates who have met the screening criteria in previous competitions.(47–49)	Over the medium term, the Department of Human Resources, in collaboration with other departments, is committed to developing a government-wide Recruitment and Retention Strategy. This will include considering areas where the competitive hiring process could be more effective, such as prioritizing the hiring of specific positions and maintaining a bank of candidates from previous competitions who have met the screening criteria.		Short Term Develop priority list for staffing actions Medium term Develop and implement an internal competition process Jurisdictional review of best practices including remote areas Develop registry of	Lead ADM Human Resources Support HR Director Staffing HR Regional Directors HR Coordinators	December 2010 May 2011 May 2011 May 2011
			candidates Develop and implement		December

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			best practices in all hiring processes		2011
			Long Term		
			Monitor and evaluate competitive hiring processes		Ongoing
56. The Department of Human Resources, in collaboration with the other selected departments, should identify ways to reduce the use of temporary staffing practices to fill permanent positions. This should include reviewing its existing Staffing policies and determining whether additional policies are needed.	A review of staffing policies will be undertaken in response to the data collection and analysis of the capacity gap. Any changes to the staffing policy will support identified strategies to close the capacity gap.	Departments are being encouraged to start the competition process early	Short term Establish quarterly reporting on temporary staffing processes to departments	Lead HR Director Staffing Support HR Coordinator, Department of HR	December 2010
policies are freeded.			Medium term Develop and implement improved staffing	ADM Human Resources HR	December 2011
			processes including mandatory	Coordinators	2011
57. The Department of Human Resources should provide			orientation for key stakeholders on staffing processes including	HR Regional Directors	

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
guidance to departments to ensure that they use temporary staffing practices only when appropriate. (52–55)			temporary staffing Long Term Monitor and evaluate	•	Ongoing
			staffing processes		Ongoing
62. The Department of Human Resources should ensure that direct appointment and transfer assignment files contain an assessment of each candidate's skills, knowledge, and experience against the screening criteria in the position's job's description. The files should also include all the necessary documentation to support the assessment. (58–61)	The Department of Human Resources will ensure that the assessment of all candidates for appointment without competition is complete and thorough without compromising the timeliness of the assessments. Departments will be tasked to ensure that all necessary documentation required under the Appointment without Competition directive is provided to the Department of Human Resources before any assessment work begins.	Creation of checklist for direct appointments	Short term Develop and implement reporting process for direct appointments and transfer assignments Complete process mapping for direct appointments and transfer assignments	Lead HR Director Staffing for s and hts Support HR Regional Directors HR Co-	December 2010 June 2011
			Medium Term Develop and implement improvements in direct appointments and transfer assignments including standards of practice		June 2011

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
			Long Term		
			Monitor and evaluate		Ongoing
Training and Development					
71. In cases where participation and completion rates for training programs are low, the selected departments should • analyze the reasons, through consultation with key stakeholders and participants; • identify the changes needed to improve participation and completion rates;	By learning from successful training programs such as the Nunavut Teacher Education Program (NTEP), a monitoring and evaluation process will be put in place through the Building Capacity Committee. The process will be implemented system-wide to ensure the success of future training programs that reflect the continuous improvement	HR has a participant evaluation database Learning needs assessments have been conducted by HR HR made modifications to Training & Development's	Short Term Analyze HR database and needs assessment information and provide informational reports to Building Capacity Committee (BCC) Medium term	Lead HR Director Training & Development Support HR Regional Directors	December 2010
 implement the changes; and monitor participation and completion rates to determine whether they improve. (63–70) 	objectives and the training needs of employees.	Learning Development training materials and courses Sivuliqtiksat Internship Guidelines have been updated	Identify and implement best practices to include jurisdictional review Long Term		September 2011
		αρααιου	Monitor and evaluate participation and completion rates		Ongoing

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
Human Resource Tools					
74. The Department of Human Resources should develop a policy on performance management that requires department managers to conduct	The Government's Performance Management system will be reviewed and aligned with the business plans of each department. The Government recognizes the	HR developed survey to collect baseline data for the Performance Management Program	Short term Conduct on line survey Medium term	Lead Director Employee Relations	December 2010
performance evaluations of all employees, including assessments of training needs. (72–73)	value of aligning performance expectations and monitoring with the business plans and priorities of government. In the short term, an appropriate policy on performance management will be developed, recognizing the need to review	Completed training modules for Probationary and Performance Management training	Expand Performance Management Program to include assessment of training needs and links to Business Plan	Support HR Coordinators	March 2012
	progress throughout the business cycle to provide coaching, mentoring support, and direction to employees.	sessions in Probationary, Performance Management and Supervisory Skills	Long Term Monitor and evaluate		Ongoing
		HR developed training schedule for period September 2010 to March 31, 2011			
		Implemented			

OAG Recommendation	Actions identified (responses)	Actions taken to date	What remains to be done to fully implement	Responsible Official / Support	Timeframe to fully complete
		mandatory performance evaluations for all GN Senior Managers			
76. Where participants choose to complete exit surveys or participate in exit interviews, departments should ensure that the results are submitted to the Department of Human Resources, as required by the Policy on Exit Surveys and Interviews. 77. The Department of Human Resources should monitor departments' application of the Policy on Exit Surveys and Interviews, analyze the results, and share this information with the	The Department of Human Resources, in collaboration with the Department of Community and Government Services, has made improvements to the Exit Survey database. The Department of Human Resources, in collaboration with other departments, will review the Exit Survey directive and ensure that the questions in the Exit Survey are still appropriate and useful before ensuring, through interdepartmental meetings of Human Resources coordinators, that the directive is applied consistently	Reviewed Exit Survey questions Analysis completed and provided to departments	Short term Develop reporting protocol to provide regular exit interview completion reports to departments Medium term Review Exit Interview process including questions on the survey	Lead ADM Human Resources Support HR Planner HR Coordinators	March 2011 October 2011
departments. (75)	by all departments.		Long Term Evaluate and monitor		Ongoing

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ししといるように なりしょなんにゃっし ですひゃな。 Crじょずんていずしょくなく	。₽₽∇⊂レ⊲ЬСÞ。٩₽Ь⊀。 (ЬÞァ⊀Џ。)	₽√⊃L٦¢ ₽∆⊄CL⊲5CÞ√Γ4¢	ᠰᡆᢄ᠙᠙᠘ᡶ᠘ᠳ᠘᠘ ᠘᠆ᠾ᠕ᠳ᠘ ᠘᠆᠘᠆᠘ ᠘᠆᠘᠘ ᠘᠆᠘ ᠘᠆᠙ ᠘	₽٢۶⊳५८∖∇₽५८∕₫₢₽	ᠰ᠘ᠳ᠘ᡊ᠈ᡖᢋ ᠘ᠳ᠘ᡊ᠘ᡓ᠘ ᠘ᠳ᠘ᠳ᠘
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51. \(\Delta \colon \Delta \colon \c	4d°σ°υυς, Δ°νοαΔγ°νος, Λςηνος, ΑνθαΔγ°νος Λςνος, ΑνθαΔγ°νος Αννος, Αννος, Αννος, Αννος, Φρος, Αννος, Αννος, Αννος,		¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬¬	4. βρο λ. β.	ΠΥΛΩ 2010LΔ 2011LΔ 2011LΔ 2011ΠΥΛΩ 2011

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56. Δ ¹⁶ baΔy ¹⁶ Jcn ¹⁶ Ac, Λcn ¹⁶ Dn ¹⁶ Jn ¹⁶ 4/ ¹⁶ Cob σρα ¹⁶ Cop/Leob Δ ¹⁶ baΔy ¹ δ ¹⁶ Och a JaΔyΔay ¹ LC ¹⁶ ba ¹⁶ 4) ¹⁶ Cob Ab Cop ¹⁶ Cop ¹	「PFFPでで AでもAAがのCFでよくしてしても してかとまるならが PPとでよい ONSなとしまった してからま、ないからない AをもAみがのCFでよい してしまるとなったくひまっい もコをAがでDがくDをはまった もコをAがでDがとDであるから なしないであるから		 'βσ')' 'βσ')' 'βσ')' 'βσ')' 'βσ') 'βσ') 'βσ') 'βσ') 'βφ') 'βφ')	/%~%Π Δ ⁶ *baΔγ ⁶ *D⊂πλ ⁶ d ⁶ DPJd ⁶ N ⁶ N ⁶ C ⁶ *D⊂πσ ⁶ J ⁶ Δb4 ⁶ *Π Δ ⁶ *baΔγ ⁶ *D⊂πλ ⁶ d ⁶ Γσ ⁶ CD ⁶ D ⁶ C ⁶ *D⊂πλ ⁶ d ⁶ Γσ ⁶ CD ⁶ D ⁶ C ⁶ *D⊂πλ ⁶ d ⁶ Δ ⁶ *baΔγ ⁶ *D⊂πλ ⁶ d ⁶ Δ ⁶ *baΔγ ⁶ *D⊂πλ ⁶ d ⁶ σ Δ ⁶ *baΔγ ⁶ *D⊂πλ ⁶ d ⁶ σ Δ ⁶ *baΔγ ⁶ *D⊂πλ ⁶ d ⁶ σ Δ ⁶ *baΔγ ⁶ *D⊂πλ ⁶ d ⁶ σ	∩ / ∧
57. Δ ¹⁶ baΔ ¹⁶ Dcnλ ¹⁶ c ΔL ¹⁶ à ¹⁶ DΔ ¹⁶ CC5 ¹ LC Δ ¹⁶ baΔ ¹⁶ δ ¹ Δ ¹⁶ Δ ¹⁶ baΔ ¹⁶ M ¹⁶ bc>Λ ¹⁶ C ¹ d ¹⁶ P ¹ Γ Λ ¹⁶ Λ ¹⁶ C ¹⁶ C ¹⁶ C ¹⁶ C ¹⁶ C ¹⁶ D ¹⁶ P ¹ Γ			Δ CP CP DC PC	○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○	

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