

**OFFICE OF THE AUDITOR GENERAL (OAG) REPORT ON HUMAN RESOURCE CAPACITY
ACTION PLAN 2010**

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					
<p>24. The Department of Human Resources, in collaboration with the other selected departments, should</p> <ul style="list-style-type: none"> • 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 department- and 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 chronic problems; and 	<p>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.</p>	<p>Organizational /Functional Review of the Department of Human Resources completed in April 2010.</p> <p>Establishment Reports are circulated to departments on a monthly basis</p> <p>Initial discussions with the Department of Education and other stakeholders to review parameters of Nunavut Competency & Skills Inventory System (NCSIS)</p>	<p>Short term</p> <p>Implement HR Organizational/Functional Review</p> <p>Collect and analyze data re: chronic long term vacancies government-wide</p> <p>Develop and implement strategies to close the gap in the short term</p>	<p>Lead DM Human Resources</p> <p>Support HR Senior Management Team</p> <p>Lead ADM Human Resources</p> <p>Support HR Coordinators</p> <p>HR Director Staffing</p> <p>HR Regional Directors</p>	<p>Dec 2011</p> <p>March 2011</p>

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<ul style="list-style-type: none"> • assess the underlying causes of the common gaps in key skill sets and qualifications identified across departments. (15–23) 		<p>The Department of Finance is conducting a gap analysis pilot project</p>	<p>Medium term</p> <p>Implement and expand the Department of Finance pilot project on gap analysis</p> <p>Review and recommend data warehouse system to collect data on skills sets and qualifications</p> <p>Develop a data warehouse implementation plan to include job competencies</p> <p>Long Term</p> <p>Complete the data warehouse implementation plan</p> <p>Complete gap analysis</p> <p>Develop and implement strategies to close the gap in the long term</p>	<p>Lead DM Finance</p> <p>Lead HR Director Policy Planning</p> <p>Support IT – CGS ADM Human Resources HR Coordinators</p> <p>HR Director Staffing</p> <p>HR Regional Directors</p> <p>HR Systems staff</p>	<p>March 2013</p> <p>March 2011</p> <p>March 2012</p> <p>March 2014</p> <p>September 2014</p> <p>March 2015</p>

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			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.	<p>Internship programs are offered by Human Resources, Community & Government Services, Department of Finance, and Nunavut Arctic College (NAC)</p> <p>\$2M allocated to the HR Training Fund</p>	<p>Short term</p> <p>Review existing data and develop and implement strategies to close gaps in the short term</p>	<p>Lead ADM Human Resources</p> <p>Support HR Coordinators</p> <p>HR Senior Management Team</p>	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.	<p>HR Training and Development Division offers occupational training programs targeted to specific occupational groups</p> <p>GN Attendance Management program is in the final stages of</p>	<p>Medium term</p> <p>Implement the Attendance Management Program</p> <p>Develop and implement medium term strategies to close gaps</p>	<p>Lead ADM Human Resources</p> <p>Support Departmental Directors of Corporate Services</p>	<p>December 2011</p> <p>December 2012</p>

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<p>over the short, medium, and long-terms. (25–28)</p>		<p>development</p>	<p>Long term</p> <p>Develop, implement and monitor long term strategies</p> <p>Monitor long term strategies</p>	<p>HR Coordinators</p> <p>HR Senior Management Team</p>	<p>March 2014</p> <p>Ongoing</p>
<p>35. The Department of Human Resources, in collaboration with the other selected departments, should develop and implement a strategy for each occupational category in which representativeness has not yet been attained. The strategies should take into account</p> <ul style="list-style-type: none"> • the availability of beneficiaries who have the needed skills and experience, • the time required for beneficiaries to obtain the necessary qualifications and levels of education, • the high school and post-secondary graduation rates of beneficiaries, and 	<p>It is recognized that the Government will be more successful in achieving a representative labour force by undertaking a Labour Force Analysis as stated within 23.3.1, 23.3.2, and 23.3.3 of the Nunavut Land Claims Agreement.</p> <p>Over the short term, the Department of Human Resources will work with other departments to undertake a detailed analysis of the Nunavut labour force data provided by the Nunavut Bureau of Statistics. The analysis of this data will determine availability, interest, and level of preparedness of Inuit for government employment. These analyses will assist the government</p>	<p>Priority Hiring Survey review commenced</p> <p>GN departments are working through Nunavut Arctic College to offer educational and training programs to meet specific needs</p> <p>Summer Student Employment Program is ongoing</p>	<p>Short term</p> <p>Gather Nunavut labour force data</p> <p>Analyze labour force data</p>	<p>Lead ADM HR</p> <p>Support HR Planner T&D Representative Inuit Employment Plan (IEP) Steering Committee</p>	<p>December 2010</p> <p>March 2011</p>

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<ul style="list-style-type: none"> • the demand by other employers for skilled beneficiaries. (31–34) 	<p>with developing and implementing strategies for Inuit employment within the public service and identifying realistic, achievable employment targets.</p>		<p>Complete needs assessment for Community Counsellor Training Program</p> <p>Medium term</p> <p>Review and revise the Student Support Training Program</p> <p>Offer a pilot School Custodian Program in Iqaluit</p>	<p>Lead ADM Education</p> <p>Support Executive Directors Education</p> <p>Lead ADM Education</p> <p>Support Executive Directors Education</p> <p>Lead ADM Education</p>	<p>November 2010</p> <p>March 31, 2012</p> <p>June 2011</p>

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			<p>Review and revise the Language & Culture Certificate Program with Nunavut Arctic College</p> <p>Offer the Educational Leadership Program in partnership with the University of Prince Edward Island</p> <p>Provide labour force reports to departments</p> <p>HR Department work with other departments to develop strategies for representativeness in occupational categories</p>	<p>Lead ADM Education</p> <p>Support Nunavut Arctic College</p> <p>Lead ADM Education</p> <p>Support UPEI</p> <p>Lead ADM HR</p> <p>Support HR Planner T&D Representative Inuit</p>	<p>June 2011</p> <p>June 2011</p> <p>December 2011</p> <p>March 2013</p>

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			<p>Develop and implement employment strategy to recruit beneficiary youth</p> <p>Long Term</p> <p>Offer the second round of the Masters in Education Program</p> <p>Monitor and evaluate employment strategy to recruit beneficiary youth</p>	<p>Employment Plan (IEP) Steering Committee</p> <p>Lead ADM Education</p> <p>Support UPEI</p> <p>Lead ADM HR</p> <p>Support HR Planner</p> <p>T&D Representative</p> <p>Inuit Employment Plan (IEP) Steering Committee</p>	<p>March 2012</p> <p>June 2013</p> <p>Ongoing</p>

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Staffing					
<p>45. The Department of Human Resources, in collaboration with the other selected departments, should</p> <ul style="list-style-type: none"> • analyze their internal staffing processes to identify opportunities for reducing the time it takes to staff a position, • identify common areas across departments where timeliness of the staffing process could be improved, and • implement the necessary changes. 	<p>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. Recommended changes will be implemented in the 2010–11 fiscal year.</p> <p>Guided by the interdepartmental 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 more consistent application of best practices across departments and clarification of the roles and responsibilities between departments and the Department of Human Resources.</p>	<p>Database developed to track staffing processes</p> <p>Working Group reviewing staffing processes</p> <p>Implemented GN-wide hiring for targeted positions</p>	<p>Short term</p> <p>Expand database to include departmental staffing processes</p> <p>Analyze information and provide regular reports to department</p> <p>Medium</p> <p>Review and implement improved staffing processes in HR Department (HQ and Regions)</p> <p>Review and implement improved departmental staffing processes</p> <p>Long Term</p> <p>Monitor and evaluate</p>	<p>Lead HR Director Staffing</p> <p>Support ADM Human Resources</p> <p>HR Regional Directors</p> <p>HR Coordinators</p>	<p>December 2010</p> <p>March 2011</p> <p>March 2012</p> <p>March 2013</p> <p>Ongoing</p>

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<p>46. The Department of Human Resources should set a standard of service for each step of the competition process that currently lacks a standard. (39–44)</p>			staffing processes		
			Short term	Lead	
			Complete process mapping for head quarters competition processes	ADM Human Resources	March 2011
			Medium term	Support	
			Complete mapping competition processes for regions	HR Director Staffing	June 2011
Develop and implement standards of service for each step of the competition process for the HR Department	HR Regional Directors	Dec 2011			
Develop and implement standards of service for each step of the competition process for all departments	HR Coordinators	March 2012			
	HSS HR representative				
	NAC HR representative				
	Dept Education Regional Executive Directors				
	CGS - IT				

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			<p>Long term</p> <p>Monitor and evaluate standards of practice</p>		Ongoing
<p>50. The Department of Human Resources, in collaboration with the other selected departments, should analyze the reasons why competitions are unsuccessful, and the extent to which these reasons occur. It should incorporate the results of this analysis into its competition procedures to improve the outcomes of future competitions.</p>	<p>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. As a result, there will be greater focus on strategic recruiting, analysis, and other research-type functions.</p>	<p>A database for collecting competition status information has been created for all departments</p> <p>Data on reasons for not accepting job offers is being collected</p>	<p>Short Term</p> <p>Complete the database training manual</p> <p>Expand the database to include departmental tracking information</p> <p>Analyze the database information</p> <p>Provide monthly reports to departments regarding HR Department competition status to all departments</p> <p>Review monthly reports with departments and determine solutions to</p>	<p>Lead</p> <p>HR Director Staffing</p> <p>Support</p> <p>ADM Human Resources</p> <p>HR Regional Directors</p> <p>HR Coordinators</p> <p>HSS HR representative</p> <p>NAC HR representative</p>	<p>September 2010</p> <p>March 2011</p> <p>March 2011</p> <p>March 2011</p> <p>March 2011</p>

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			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 <ul style="list-style-type: none"> • 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 candidates Develop and implement	Lead ADM Human Resources Support HR Director Staffing HR Regional Directors HR Coordinators	December 2010 May 2011 May 2011 May 2011 May 2011

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			<p>best practices in all hiring processes</p> <p>Long Term</p> <p>Monitor and evaluate competitive hiring processes</p>		<p>2011</p> <p>Ongoing</p>
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	<p>Short term</p> <p>Establish quarterly reporting on temporary staffing processes to departments</p> <p>Medium term</p> <p>Develop and implement improved staffing processes including mandatory orientation for key stakeholders on staffing processes including</p>	<p>Lead</p> <p>HR Director Staffing</p> <p>Support</p> <p>HR Coordinator, Department of HR</p> <p>ADM Human Resources</p> <p>HR Coordinators</p> <p>HR Regional Directors</p>	<p>December 2010</p> <p>December 2011</p>
57. The Department of Human Resources should provide					

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guidance to departments to ensure that they use temporary staffing practices only when appropriate. (52–55)			temporary staffing Long Term Monitor and evaluate 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 Medium Term Develop and implement improvements in direct appointments and transfer assignments including standards of practice	Lead HR Director Staffing Support HR Regional Directors HR Co-ordinators	December 2010 June 2011 June 2011

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			<p>Long Term</p> <p>Monitor and evaluate</p>		Ongoing
Training and Development					
<p>71. In cases where participation and completion rates for training programs are low, the selected departments should</p> <ul style="list-style-type: none"> • analyze the reasons, through consultation with key stakeholders and participants; • identify the changes needed to improve participation and completion rates; • implement the changes; and • monitor participation and completion rates to determine whether they improve. (63–70) 	<p>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 objectives and the training needs of employees.</p>	<p>HR has a participant evaluation database</p> <p>Learning needs assessments have been conducted by HR</p> <p>HR made modifications to Training & Development's Learning Development training materials and courses</p> <p>Sivuliqtiksat Internship Guidelines have been updated</p>	<p>Short Term</p> <p>Analyze HR database and needs assessment information and provide informational reports to Building Capacity Committee (BCC)</p> <p>Medium term</p> <p>Identify and implement best practices to include jurisdictional review</p> <p>Long Term</p> <p>Monitor and evaluate participation and completion rates</p>	<p>Lead HR Director Training & Development</p> <p>Support HR Regional Directors</p>	<p>December 2010</p> <p>September 2011</p> <p>Ongoing</p>

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Human Resource Tools					
74. The Department of Human Resources should develop a policy on performance management that requires department managers to conduct performance evaluations of all employees, including assessments of training needs. (72–73)	The Government’s Performance Management system will be reviewed and aligned with the business plans of each department. The Government recognizes the 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 progress throughout the business cycle to provide coaching, mentoring support, and direction to employees.	<p>HR developed survey to collect baseline data for the Performance Management Program</p> <p>Completed training modules for Probationary and Performance Management training</p> <p>Conducted 5 training sessions in Probationary, Performance Management and Supervisory Skills</p> <p>HR developed training schedule for period September 2010 to March 31, 2011</p> <p>Implemented</p>	<p>Short term</p> <p>Conduct on line survey</p> <p>Medium term</p> <p>Expand Performance Management Program to include assessment of training needs and links to Business Plan</p> <p>Long Term</p> <p>Monitor and evaluate</p>	<p>Lead Director Employee Relations</p> <p>Support HR Coordinators</p>	<p>December 2010</p> <p>March 2012</p> <p>Ongoing</p>

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		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.	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 by all departments.	Reviewed Exit Survey questions Analysis completed and provided to departments	<p>Short term</p> <p>Develop reporting protocol to provide regular exit interview completion reports to departments</p> <p>Medium term</p> <p>Review Exit Interview process including questions on the survey</p> <p>Long Term</p> <p>Evaluate and monitor</p>	<p>Lead ADM Human Resources</p> <p>Support HR Planner HR Coordinators</p>	<p>March 2011</p> <p>October 2011</p> <p>Ongoing</p>
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 departments. (75)					

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 የጥራት ማረጋገጫ ስልጠናዎች 2010

የዕድገት ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች	የጥራት ማረጋገጫ ስልጠናዎች (የሰነድ)	የጥራት ማረጋገጫ ስልጠናዎች	የዕድገት ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች	የዕድገት ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች	የዕድገት ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች
<p>· የጥራት ማረጋገጫ ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች (31-34)</p>	<p>የጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች ስልጠናዎች</p>		<p>የጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች ስልጠናዎች</p> <p>የጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች ስልጠናዎች</p> <p>የጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች ስልጠናዎች</p>	<p>የዕድገት ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች ስልጠናዎች</p> <p>የዕድገት ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች ስልጠናዎች</p> <p>የዕድገት ስልጠናዎች ለጥራት ማረጋገጫ ስልጠናዎች ስልጠናዎች ስልጠናዎች ስልጠናዎች</p>	<p>ጥራት ማረጋገጫ ስልጠናዎች 2010</p> <p>ጥራት ማረጋገጫ ስልጠናዎች 31, 2012</p> <p>ጥራት ማረጋገጫ ስልጠናዎች 2011</p>

የዕድገት ልማት ስልጠናዎች ለጥራት ማረጋገጫ ለሚያስፈልጉት ስልጠናዎች ለሚሰጡት ስልጠናዎች
የጥራት ማረጋገጫ ስልጠና 2010

የዕድገት ስልጠና ስም/የሰጪው አካል/የሰጪው አካል ስም	የጥራት ማረጋገጫ ስልጠና (የሰጪው አካል)	የጥራት ማረጋገጫ ስልጠና ስም	የዕድገት ስልጠና ስም/የሰጪው አካል/የሰጪው አካል ስም	የጥራት ማረጋገጫ ስልጠና ስም/የሰጪው አካል/የሰጪው አካል ስም	የጥራት ማረጋገጫ ስልጠና ስም/የሰጪው አካል/የሰጪው አካል ስም
			<p>የዕድገት ስልጠና ስም የሰጪው አካል ስም የሰጪው አካል ስም የሰጪው አካል ስም የሰጪው አካል ስም</p>	<p>የዕድገት ስልጠና ስም የሰጪው አካል ስም የሰጪው አካል ስም የሰጪው አካል ስም የሰጪው አካል ስም</p>	<p>የዕድገት ስልጠና ስም የሰጪው አካል ስም የሰጪው አካል ስም የሰጪው አካል ስም የሰጪው አካል ስም</p>

