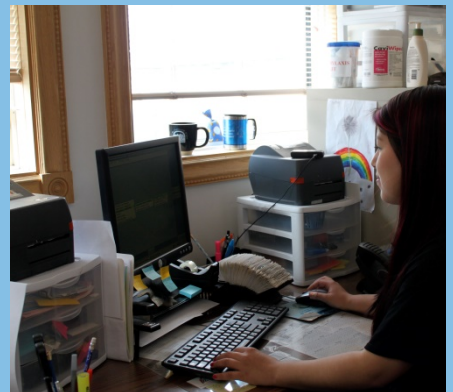
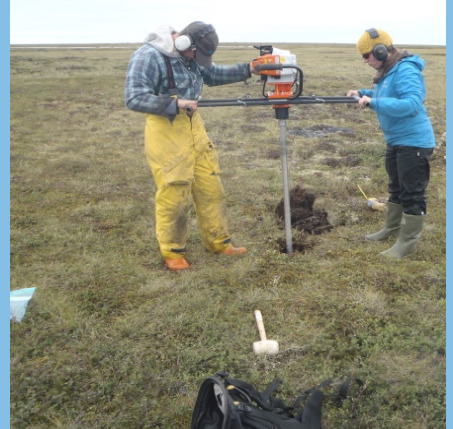




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Building *Nunavut* Together
Nunavut liuqatigiingniq
Bâtir le *Nunavut* ensemble

Public Service Annual Report 2015-16



Public Service Annual Report 2015-16

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Message from the Minister



As Minister responsible for the *Public Service Act*, I have the privilege of submitting the Public Service Annual Report for the period from April 1, 2015 to March 31, 2016. This report provides information on the management and direction of the public service for the Government of Nunavut and has been prepared in accordance with Section 3(4) of the *Public Service Act*.

Our work is guided by the government's mandate, *Sivumut Abluqta: Stepping Forward Together* which sets out clear expectations and goals for the development of a strong and sustainable public service that is representative of the territory's population, and by the 2014-2018 Human Resources Strategy. Development of the public service is also guided by Inuit Societal Values such as *Piliriqatigiinniq/Ikajuqtigiinniq: Working together for a common cause* and *Qanuqtuurniq: Being innovative and resourceful*.

A skilled, qualified workforce is built upon a strong foundation of training and development. The Hivuliqtikhanut training series was launched in September 2015, and offers made-in-Nunavut leadership development for GN managers and supervisors. A strengthened mentorship program, along with the successful Sivuliqtiksat internship program will continue to support development of a representative workforce and assist employees with career advancement.

As part of our commitment to ensuring we offer a respectful workplace, the Harassment Free Workplace Policy and the associated directives were reviewed and updated in 2015-16 to reflect best practices and incorporate Inuit Societal Values and their application in the workplace. Harassment Free Workplace workshops were delivered in many communities across the territory, with more scheduled for delivery in 2016-17 and on an on-going basis.

In 2015-2016 we implemented a new process for internal and restricted competitions to improve the efficiency of staffing processes as well as the representativeness of our workforce. We also developed and implemented a new Return to Work Policy and program in order to support employees with coming back to work after an illness or injury.

As we reflect upon the previous year and move forward along our strategic path, it is evident that while much progress has been made there is still work to do. I would like to thank all GN staff for their hard work and dedication, and look forward to the on-going process of developing and improving public service management within the Government of Nunavut.

Sincerely,

Minister Keith Peterson, MLA

Introduction

The Public Service Annual Report (PSAR) 2015-16 is a current snapshot and historical overview comparison of Human Resources activities and highlights in the management, development and administration of the public service across the fiscal year. Through this document, the Minister responsible for the *Public Service Act (PSA)* reports to the Legislative Assembly on the management and direction of the public service.

Development of the public service is guided by the overall Government of Nunavut's (GN) mandate - *Sivumut Abluqta: Stepping Forward Together* which outlines the following objectives over four years (2014-18):

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

The public service related goals of *Sivumut Abluqta* are:

- Continuing to improve the fair and transparent practices used for staffing and career advancement in the public service;
- Ensuring that all government departments and public bodies work actively toward enhanced Inuit employment; and
- Continuing to invest in the education and development of all current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles within the public service.

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

This report also provides an opportunity to celebrate achievements in staff retention (long term service recognition), recruiting and staffing (new hires), training and development (staff professional training and development programs) and employee relations (collective agreements negotiations, employee wellness and engagement). The report also provides workforce demographics that use employment statistics, analysis of trends and other information to provide an overall description and a year over year comparison.

Territorial overview

Nunavut's population continues to grow quickly and, overall, young people represent the largest demographic in the territory. This presents both unique opportunities and challenges for the Government of Nunavut (GN) and the administration of the territorial public service.

According to the Nunavut Bureau of Statistics, as of July 1, 2015 the total population in Nunavut was estimated at 36,919, an increase of 836 people or 2.3% from a year before. Although there were more males than females in July 2015, the female population had a larger rate of increase from July 2014 to July 2015.

From July 2007 to July 2015, the population grew by 5,524 people or 17.6%. This means Nunavut has been growing at an average annual rate of 2.2%.

Nunavut has a young population. In July 2015, an estimated 11,475 people were under the age of 15, representing around one third of the Territory's population. However, the 55-59 age group had the largest growth at 10.8% from July 2014 to July 2015.

In July 2015, Nunavut's population consisted of 19,046 males (52%) and 17,873 females (48%).

Estimated Nunavut population by Inuit, non-Inuit, region and community across years										
	2014					2015				
	Inuit	% Inuit	Non-Inuit	% Non-Inuit	Total	Inuit	% Inuit	Non-Inuit	% Non-Inuit	Total
Nunavut	30,533	84.3	5,667	15.7	36,200	31,156	84.2	5,863	15.8	37,019
Arctic Bay	755	95.3	37	4.7	792	785	95.3	39	4.7	824
Arviat	2,457	93.9	160	6.1	2,617	2,521	93.8	168	6.2	2,689
Baker Lake	1,859	89.7	213	10.3	2,072	1,903	90.6	197	9.4	2,100
Cambridge Bay	1,323	79.9	333	20.1	1,656	1,360	79.8	344	20.2	1,704
Cape Dorset	1,379	91.9	122	8.1	1,501	1,413	92.4	116	7.6	1,529
Chesterfield Inlet	441	91.5	41	8.5	482	454	93.4	32	6.6	486
Clyde River	1,029	95.8	45	4.2	1,074	1,050	95.6	48	4.4	1,098
Coral Harbour	968	95.6	45	4.4	1,013	1,003	96.1	41	3.9	1,044
Gjoa Haven	1,342	93.9	87	6.1	1,429	1,375	95.0	73	5.0	1,448
Grise Fiord	179	95.7	8	4.3	187	178	91.8	16	8.2	194
Hall Beach	877	94.2	54	5.8	931	917	94.8	50	5.2	967
Igloolik	1,763	93.6	121	6.4	1,884	1,825	93.5	126	6.5	1,951
Iqaluit	4,161	56.5	3,198	43.5	7,359	4,148	54.9	3,403	45.1	7,551
Kimmirut	417	91.6	38	8.4	455	449	92.0	39	8.0	488
Kugaaruk	926	94.6	53	5.4	979	927	95.0	49	5.0	976
Kugluktuk	1,410	91.1	138	8.9	1,548	1,409	91.0	139	9.0	1,548

Pangnirtung	1,501	92.1	128	7.9	1,629	1,525	92.6	122	7.4	1,647
Pond Inlet	1,521	92.6	122	7.4	1,643	1,560	93.4	111	6.6	1,671
Qikiqtarjuaq	577	93.5	40	6.5	617	592	93.2	43	6.8	635
Rankin Inlet	2,249	81.8	502	18.2	2,751	2,289	82.4	490	17.6	2,779
Naujaat	980	96.4	37	3.6	1,017	1,005	95.4	48	4.6	1,053
Resolute	185	84.9	33	15.1	218	193	85.0	34	15.0	227
Sanikiluaq	825	94.2	51	5.8	876	851	94.1	53	5.9	904
Taloyoak	966	95.5	46	4.5	1,012	979	94.4	58	5.6	1,037
Whale Cove	418	96.5	15	3.5	433	420	94.6	24	5.4	444

Notes:

- 1) Population estimates are based on the 2011 census counts adjusted for net census undercoverage.
- 2) Community population estimates are preliminary and subject to revision.
- 3) Estimates showing the percentage of Inuit and Non-Inuit should be viewed with caution, as these are projections in the early preliminary stages.
- 4) Nunavut totals include unorganized areas and outpost camps.
- 5) The numbers in the chart above are based on revised, provisional estimates – as a result there is a difference between the total population presented here and the number reported earlier in this section as at July 01, 2015.

Source: Nunavut Bureau of Statistics

Prepared by: Nunavut Bureau of Statistics

A note about the GN statistics

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

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

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

Public service at a glance

In 2015-16 the total number of positions in the GN was 4,656, an increase of 115 positions from the previous year. The total number of positions filled was 3,430, an increase of 30 positions over 2014-15.

The GN regularly reports statistics related to the employment of beneficiaries in the public service. This is required under the Nunavut Land Claims Agreement (NLCA) and facilitates planning and initiatives for work towards a representative public service. Beginning in 2015, the GN began to directly release Inuit Employment Statistics through the government website as soon as they are available. This improves both the timeliness and usefulness of this important data. This report uses the fiscal year-end (March 31, 2016) TRPS report on Inuit employment.

Inuit employment has remained stable at 50% of the total public service in the past year. Though the overall rate of Inuit employment has remained stable, the total number of NLCA Beneficiaries employed by the GN has increased. Despite an increase in the total number of positions in the GN this year, as well as an increase in the number of vacant positions, Inuit employment has remained at 50%. As well, 177 of the 329 total new hires were Beneficiaries which represents 54% of new hires in 2015-16.

Inuit employment also reflects community population demographics. In communities with a high overall Inuit population the Inuit employment rate within the public service is higher. (**Unless otherwise noted, the statistics in this report do not include numbers from the Qulliq Energy Corporation (QEC).**)

Breakdown of GN public service:

Overview of the public service across fiscal years			
Category	2014-15	2015-16	Change
Territorial population*	36,585	36,919	+334
Inuit population*	84.3%	84.2%	-0.2%
Non-Inuit population*	15.7%	15.8%	+0.1%
Total positions in the public service	4,541	4,656	+115
Total filled positions	3,400	3,430	+30
Total vacant positions	1,141	1,226	+85
% Beneficiaries employed	50%	50%	50%
% Non-Beneficiaries employed	50%	50%	50%
Female employees	64%	66%	+2%
Male employees	36%	34%	-2%
Female Beneficiaries	38%	40%	+2%
Female non-Beneficiaries	26%	26%	No change
Male Beneficiaries	12%	11%	-1%
Male non-Beneficiaries	24%	23%	-1%
Average age	43.9 years	43.9 years	No change
Average salary	\$90,475	\$90,583	+\$108
Average length of service	7.69 years	7.86 years	+0.17 years

**Territorial population statistics from Nunavut Bureau of Statistics*

Beneficiary employment by community across fiscal years						
Community	March 2015			March 2016		
	Positions filled	Beneficiary employment	% Beneficiaries	Positions filled	Beneficiary employment	% Beneficiaries
Qikiqtaaluk	2,031	911	45%	2,048	924	45%
Arctic Bay	40	27	68%	41	28	68%
Cape Dorset	114	57	50%	101	49	49%
Clyde River	57	42	74%	63	43	68%
Grise Fiord	20	14	70%	17	12	70%
Hall Beach	43	27	63%	39	24	62%
Iqloolik	128	80	63%	123	73	59%
Iqaluit	1,265	438	35%	1,301	471	36%
Kimmirut	29	19	66%	26	15	57%
Pangnirtung	116	71	61%	113	73	65%
Pond Inlet	121	73	60%	129	78	61%
Qikiqtarjuaq	33	26	79%	31	22	71%
Resolute Bay	18	9	50%	13	6	42%
Sanikiluaq	47	28	60%	53	32	60%
Kivalliq	882	521	59%	883	520	59%
Arviat	189	118	62%	187	119	64%
Baker Lake	148	77	52%	148	82	55%
Chesterfield Inlet	31	19	61%	31	19	61%
Coral Harbour	45	30	67%	51	35	68%
Naujaat	54	29	54%	52	26	50%
Rankin Inlet	388	229	59%	389	224	58%
Whale Cove	27	19	70%	25	16	63%
Kitikmeot	473	264	56%	485	270	56%
Cambridge Bay	190	85	45%	190	95	50%
Gjoa Haven	84	62	74%	89	66	74%
Kugaaruk	42	29	69%	43	25	58%
Kugluktuk	114	63	55%	116	59	51%
Taloyoak	43	25	58%	46	24	53%
Other	14	8	57%	14	8	57%
Winnipeg	5	4	80%	5	4	80%
Churchill	5	2	40%	5	2	40%
Ottawa	4	2	50%	4	2	50%
Total	3,400	1,704	50%	3,430	1,723	50%

**As of March 31, 2016. Includes QEC.*

2015-16 Employment summary including Inuit employment (IE) by community						
Community	Total Positions	Vacancies	Filled	% Capacity	Beneficiaries	
					Hired	% IE
Arctic Bay	48	7	41	85%	28	68%
Cape Dorset	136	36	101	74%	49	49%
Clyde River	74	12	63	84%	43	68%
Grise Fiord	21	4	17	81%	12	70%
Hall Beach	50	11	39	79%	24	62%
Igloolik	179	57	123	68%	73	59%
Iqaluit	1,850	550	1,301	70%	471	36%
Kimmirut	36	11	26	71%	15	57%
Pangnirtung	171	59	113	66%	73	65%
Pond Inlet	168	39	129	77%	78	61%
Qikiqtarjuaq	38	8	31	80%	22	71%
Resolute Bay	25	12	13	53%	6	42%
Sanikiluaq	59	6	53	90%	32	60%
Total Qikiqtaaluk	2,856	808	2,048	72%	924	45%
Arviat	229	43	187	81%	119	64%
Baker Lake	175	27	148	85%	82	55%
Chesterfield Inlet	37	6	31	85%	19	61%
Coral Harbour	59	9	51	86%	35	68%
Nauyasat	60	8	52	87%	26	50%
Rankin Inlet	502	113	389	78%	224	58%
Whale Cove	34	9	25	73%	16	63%
Total Kivalliq	1,097	214	883	81%	520	59%
Cambridge Bay	309	119	190	62%	95	50%
Gjoa Haven	118	29	89	75%	66	74%
Kugaaruk	50	7	43	86%	25	58%
Kugluktuk	151	35	116	77%	59	51%
Taloyoak	55	9	46	85%	24	53%
Total Kitikmeot	683	198	485	71%	270	56%
Yellowknife	1	1	0	0%	0	0%
Winnipeg	7	2	5	71%	4	80%
Churchill	9	4	5	59%	2	40%
Ottawa	4	0	4	100%	2	50%
Total Other	21	7	14	68%	8	57%
Total	4,656	1,226	3,430	74%	1,723	50%

**As of March 31, 2016. Includes QEC.*

Public service human resources costs

In 2015-16 the GN spent more than \$611 Million on compensation and benefits for public servants, compared to over \$596 million in 2014-15 and represents an increase of approximately \$15 Million. The following charts detail the public service annual costs and highlight some of the employer benefit costs for 2015-16.

Public Service Human Resource Costs (\$000)		
	2014/15	2015/16
Regular Salaries	\$391,046	\$414,285
Overtime	24,785	25,885
Northern Allowance	79,617	77,922
Employer Costs	69,525	66,306
Other Compensation	22,242	18,852
WSCC	5,417	4,206
Housing Allowance	4,258	4,151
Total	\$596,891*	\$611,607*

**Government of Nunavut Public Accounts Consolidated Financial Statements, Schedule C, Unadjusted*

The preceding chart details the public service annual costs for 2015/16. The total amount however, includes yearend adjustments and accruals as well as human resource costs for entities that are consolidated into the GN financial Statements, but not necessarily part of the public service such as District Education Authorities, Local Housing Authorities and the Nunavut Development Corporation.

The chart below highlights some of the amounts (both earnings and employer and employee contributions) for the core public service; not including totals for LHOs, DEAs, NDC, QEC.

Public Service Costs (\$ 000)		
	2014/15*	2015/16
Bilingual Bonus	\$1,740	\$1,840
Continuous Service Bonus	4,110	4,329
Continuous Service Nurses	1,046	977
Health Insurance:		
Employer Contribution	2,390	2,367
Employee Contribution	54	55
Dental Insurance (Fully Employer Paid)	1,937	1,936
Long Term Disability (LTD):		
Employer Contribution	5,582	6,662
Employee Contribution	898	1,061
Public Service Pension Contributions:		
Employer Contribution	35,816	35,601

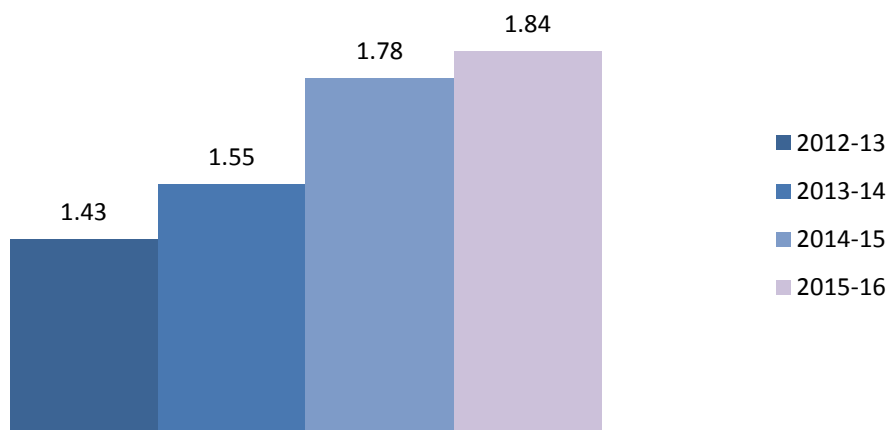
Employee Contribution	25,397	28,838
Canada Pension Plan Contributions:		
Employer Contribution	11,632	12,168
Employee Contribution	11,632	12,168
Retirement Compensation Arrangement:		
Employer Contribution	1,102	1,251
Employee Contribution	147	178
Employment Insurance:		
Employer Contribution	5,889	6,195
Employee Contribution	4,464	4,669
Household Allowance	4,294	4,151
Maternity/Parental/Adoption Leave Allowance	2,388	2,516
# People Receiving the Benefit	138	135
Severance Pay	2,180	1,691
# People Receiving the Benefit	18	18
Education Leave Allowance	728	835
# People Receiving the Benefit	31	35

**Restated to fiscal year 2014/15*

Bilingual Bonus

One of the tools the GN uses to encourage the use of Inuktitut in the workplace as well as employee retention is the Bilingual Bonus. Employees who speak more than one of Nunavut's official languages (Inuktitut, English, French and Inuinnaqtun) may be entitled to receive a bonus up to \$1,500 per year if they are required to use both languages in the workplace. Deputy Heads decide how bilingual services are provided.

Expenditure on bilingual bonus across fiscal years (\$ Millions)



In 2015-16, the GN spent \$1.84 million on bilingual bonuses, paid to approximately 2,416 filled positions in indeterminate, term, casual and relief assignments. It is important to note that many casual and relief employees fill more than one position which can cause fluctuation in the number of employees reported to be receiving this bonus.

The expenditure on bilingual bonuses has been increasing steadily over years. The majority of the expenditure goes to term and indeterminate employees. Historically, the greatest year-over-year increase on bilingual bonus has been to casual employees.

Bilingual Bonus by employee category by fiscal year					
2013-14		2014-15		2015-16	
Ind/Term	Casual/Relief	Ind/Term	Casual/Relief	Ind/Term	Casual/Relief
1,202,539.84	347,674.10	1,281,127.61	407,846.23	1,387,038.18	453,157.88
Change from previous fiscal year					
+3%	+20%	+6%	+15%	+8.27%	+11.11%

Positions requiring the person to be fully bilingual, such as interpreter/translators, do not receive a bilingual bonus because their salary has been adjusted to reflect the demand for a bilingual candidate.

Number of positions receiving bilingual bonus by region across fiscal years		
Region	2014-15	2015-16
Qikiqtaaluk	822	894
Kivalliq	677	685
Kitikmeot	171	203
Iqaluit (HQ)	619	634
Total*	2289	2416

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

Highlights and achievements

In managing and developing its public service, the GN has remained focused on its mandate-Sivumut Abluqta, which has two important goals related to human resources:

- Self-reliance and optimism through education and training; and
- Good government through wise use of resources.

1) Human Resources Strategy

The GN continues to work on implementing the 2014-18 Human Resources (HR) Strategy. The HR Strategy has established priority areas and protocols for monitoring the progress toward the development of Nunavut's public service. This includes initiatives to bring more qualified beneficiaries into the GN early in their careers and develop them into skilled public administrators and future leaders.

The notable HR Strategy priority areas for 2015-16 were:

- **Implement directives and guidelines for internal and restricted competitions**
The Restricted Competitions directive and process came into effect in October 2015. Currently three types of restrictions are in force (Beneficiaries Only, Beneficiaries by location and Internal/GN employees only). Restricted Competitions will result in:
 - Allowing greater efficiency in staffing positions.
 - Giving beneficiaries priority in obtaining employment in their home communities.
 - Benefiting non-decentralized communities in having their residents get preference for local employment.
 - minimum the use of internal transfer assignments
- **Review and improve the interview process through use of portfolio of prior work**
Past work reviews and testing is now offered for positions where it is relevant.
- **Broaden Beneficiaries work experience through a Career-broadening Program**
Program guidelines and content have been developed and are going through review/consultation.
- **Raise the profile of the GN as an attractive place to work**
New recruitment package was developed and posted on the GN website. A GN LinkedIn page is being created to maximize exposure of GN jobs.
- **Provide access to a Leadership Development Program**
Hivuliqtikhanut Program, Supervisor series was launched in September 2015 with 24 participants.

The Senior Manager series is earmarked for April 2016 with the Emerging Leaders series to start in the Fall 2016.

- **Implement the Ethics Officer function**

The Ethics Officer assumed his duties on April 1, 2015. Public servants who have concerns of impropriety or wrongdoing within the GN can report such, to the appropriate authority using the internal system or directly to the Ethics Officer. The 2015-16 Ethics Officer Annual Report is now available.

2) Duty to Accommodate

In the 2015-16 fiscal year, the GN hired a Return to Work Consultant and implemented a Return to Work Policy and Program to ensure the needs of ill and injured workers would be appropriately accommodated. Several successful workplace accommodations have been implemented and as a result of this work the GN has improved its ratings within the Worker's Safety and Compensation Committee's Safe Advantage Program.

3) Workplace Health, Safety and Wellness (WHSW)

The GN takes all reasonable measures to prevent workplace harassment and bullying and to eliminate such issues if they exist. In 2015-16 the Harassment Free Workplace Policy was reviewed and updated. The GN also began to offer training for all managers and employees in recognizing, addressing and preventing workplace harassment and bullying. In 2015-16 there were 10 harassment free workplace workshops facilitated with over 100 managers and employees, and the process is ongoing.

The GN is committed to ensuring that all employees have a safe and healthy workplace in which to do their jobs. In December 2015 two staff members of the Employee Relations division travelled to Yellowknife to meet with GNWT staff members to learn from their processes for submitting data for the Safe Advantage Program. The WHSW unit is working closely with Department of Education, to capture data needed in determining if their Joint Workers Health and Safety Committee (JWSHC) is functioning and active. A draft JWSHC Handbook was completed and is being reviewed.

4) Training and Development

Engaging and developing employees is a major focus of the HR Strategy and supports the *Sivumut Abluqta* objective of a strong and sustainable public service. In 2015-16, work toward achieving the goals of *Sivumut Abluqta* through the HR Strategy included training of over 1,186 employees in a wide range of programs from cultural orientation and language training to computer and communications training.

One highlight at community level in 2015-16 was the delivery of six (6) on-line computer courses. The Kitikmeot, Kivalliq and Qikiqtaaluk regions each offered on-line courses in MS Excel 2010 and MS Word 2010 to a total of 54 GN employees.



Graduates from the Nunavut Department of Justice Sheriff training program, Iqaluit.

5) Enhancing Inuit employment

The GN and its public bodies are committed to enhancing Inuit employment in the public service. The Beneficiary rate of employment has increased from 44% in 1999 to the current level of 50%. The establishment of restricted job competitions for Beneficiaries and/or Beneficiaries by location is anticipated to increase Inuit employment in the GN. Additionally, training, mentoring and internships for Inuit to develop skills and take on more senior roles in the public service are ongoing. In 2015-16 the GN's recruiting team continued working actively towards attracting and hiring Inuit from within and outside the territory.

6) Hiring

The GN is committed to fair and effective competitive processes for filling positions in the public service. In 2015-16 the GN continued efforts to making the process of advertising and filling positions as efficient and effective as possible by implementing restricted competitions (e.g. competitions restricted to Beneficiaries only). Competitions undertaken with restricted criteria were filled in significantly fewer days (78 days) than the usual average (112 days).

7) Making important data more accessible

In 2015-16 a new process was implemented so that quarterly statistics related to Inuit employment are posted on the Department of Finance website as soon as they are available. Annual statistics are tabled in the Legislative Assembly.

This allows for timely release of the statistics and increases timely availability to departments, stakeholders and the public for their planning needs.

8) Ethics Officer

The Ethics Officer began offering services to GN employees in the 2015-16 fiscal year. Employees may contact the Ethics Officer to report wrongdoing if they feel the GN internal process has not addressed their concerns or in the event of an act of reprisal.

This year, the Ethics Officer received a total of 11 disclosures of potential wrongdoing. Following investigations, the Ethics Officer found wrongdoing in one (1) out of the 11 disclosures. Recommendations regarding follow-up in relation to the finding of wrongdoing were made and the GN implemented all of the recommendations.

The Ethics Officer Annual Report 2015-16 can be viewed at:

English: <http://www.gov.nu.ca/finance/information/ethics-officer-annual-report-2015-16>

Inuktitut: <http://www.gov.nu.ca/iu/kiinaujalirijikkut/information/aaqkiumatittiji>

Inuinnaqtun: <http://www.gov.nu.ca/in/kiinauyaliqiyikkut/information/pittiarahuarnirmut-havakti>

French: <http://www.gov.nu.ca/fr/finances/information/responsable-de-lethique>

Long Term Service Awards

The GN values its employees and recognizes the contributions of those who have made a fulfilling and long term commitment to the public service. The GN rewards those who have 5, 10 and 15 years or more service within the GN with a certificate of appreciation and a pin during ceremonies held throughout Nunavut.

Public servants with 20, 25, 30 and 35 plus years of service are recognized during a special ceremony and are awarded with a certificate of appreciation, platinum pin, special non-cash award and public recognition in the Legislative Assembly.

Last year there were 435 award recipients throughout Nunavut. Awards ceremonies were held in October 2015, in Cambridge Bay, Rankin Inlet and Pond Inlet. Three separate recognition ceremonies were held in Iqaluit on November 3, 2015. QEC employees were included in these ceremonies. Recipients from all the regions with 20-35 years of continuous service were invited to an event in Iqaluit.

The 2015-16 recipients with 20 or more years of service were:

2015-16 Long Term Service Award Recipients by department or public body*	
35 years	
Department or public body	Recipient
Education	Elisapee Jaypoody Molly Kidlapik Marion Love
Finance	
30 years	
Department or public body	Recipient
Education	Mary Aliqatuqtuq Ducas Milortok Becky Tootoo Mary Mamgark Gina Pizzo Don Coughlin
Qulliq Energy Corporation	
25 years	
Department or public body	Recipient
Education	Eunice Atagutsiak Sarah Ayaruak Beverly Hill Nancy Makpah Eddy T. Sandy Amouyah B. Eetuk Rhoda Paliak-Angootealuk Susan Niuqtuq Ruth Paungrat Linda Kaviok Theresa K. Nibgoarsi
Environment	Shane Sather
Finance	Louisa Nanooklook
Health	Canute Krejunark Obed Anoee Sandra Ranahan Mary Kopak

Nunavut Arctic College	Doreen Emily K. Siutinar
Nunavut Housing Corporation	Julia Angalik
20 years	
Department or public body	Recipient
Community and Government Services	Shane Slifka
Education	Annie Iрпиq
	Lena Nowdlak
	Leslie Leafloor
	Nala Lyta
	Louise Uyarak
	Lucy Tigullaraq
	Qatauga Adla
	Rebecca Kalluk
	Joanie Ijjangiaq
	Kimberly Faulkner
	Steve B. Faulkner
	Rosie Kununak
	Emma Pauloosie
	Gordon Lawrence Hikomak
Environment	Alden Williams
Finance	Annie Pitseolak Joannie
	Shawna Dias
Health	Igah Sanguya
	Gary Dunford
	Rahabi Kamookak
	Patricia Cameron
	Samuek Aliyak
	Dallas Tucktoo
Justice	Steven Hay
Nunavut Arctic College	Atsanak Price
Office of the Legislative Assembly	Naty Matthews

Negotiations with collective bargaining units

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

Status of negotiations

NEU-Qulliq Energy Corporation (QEC)

The QEC agreement is in effect until December 31, 2016.

Nunavut Teachers' Association (NTA)

The NTA agreement is in effect until June 30, 2017.

Nunavut Employees Union (NEU)

The GN and the NEU continue to negotiate a collective agreement following the expiry of the previous agreement on September 30, 2014. The GN is committed to providing fair and equitable compensation to its employees while operating effectively within fiscal constraints. The negotiating parties met for a series of consecutive days on four separate occasions in the 2015-16 fiscal year.



Department of Finance staff work together during IQ day activities. Near Rankin Inlet.

Workplace profile

Inuit representation and staffing capacity

The GN is committed to increasing Inuit employment to achieve both a representative public service and full staffing capacity. The GN continuously monitors Beneficiary employment within departments/public bodies through the Towards a Representative Public Service (TRPS) quarterly report. The statistical report and its process are continuously reviewed to identify areas for improvements. As of 2015-16, the values reported by departments can now be compared with the position totals reported in the 2015-16 Main Estimates and 2015-18 Business Plans, excepting any changes that have occurred since Legislative Assembly approval of those documents in March 2015.

Additionally in 2015-16, with the inclusion of Nunavut Business Credit Corporation (NBCC), all positions in the public bodies detailed in Appendix A of the *Public Service Act*, are now included in the TRPS report, and included as an appendix with this report.

In this report, staffing capacity is represented as the percentage of total positions within the GN that were filled during the fiscal year. Inuit employment is represented as the percentage of positions filled by Inuit. Capacity and Inuit employment are categorized in a variety of ways for analysis.

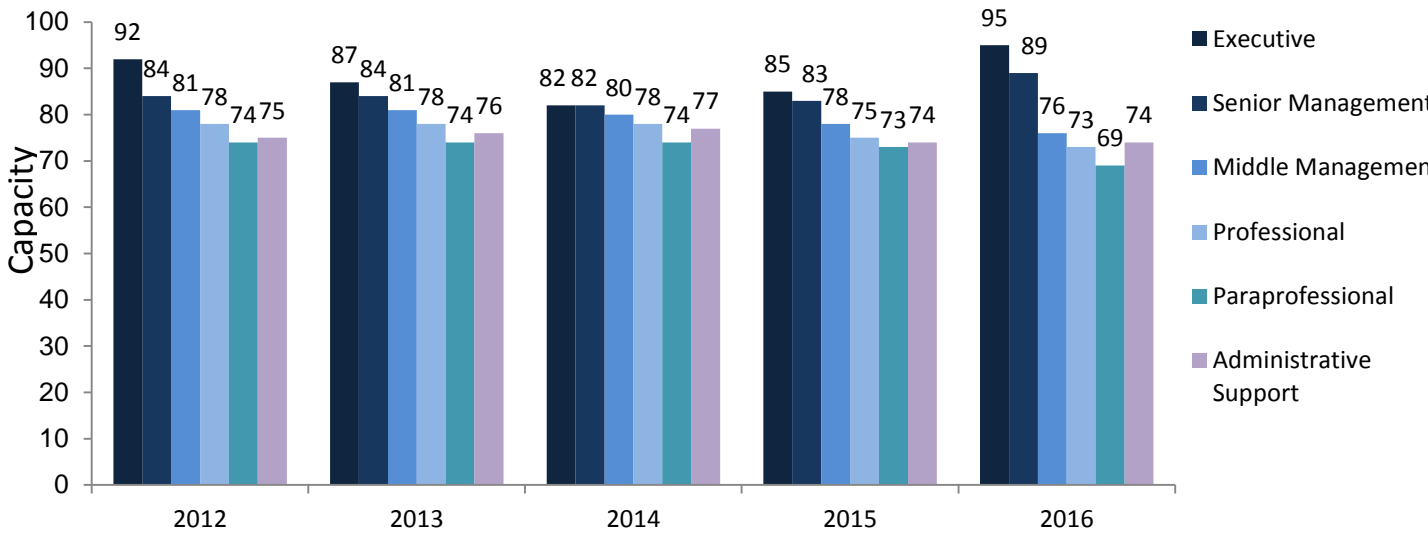
As of March 31, 2016 there were 4,656.27 positions, 74% of which were filled. Of these filled positions, 1,722.55 positions or 50% were occupied by Beneficiaries.

Capacity distribution by department or public body								
Department/Public body	March 2015				March 2016			
	Total positions	Vacancies	Filled	% Capacity	Total positions	Vacancies	Filled	% Capacity
CGS	370	106	264	71%	388	126	262	68%
CH	92	23	69	75%	90.80	21	69.80	77%
EDT	141	43	98	70%	134	38	96	72%
Education	1,257	146	1,111	88%	1,273.46	135.25	1,138.21	89%
Environment	129	33	96	74%	131.50	46.50	85	65%
EIA	99	21	78	79%	102	18	84	82%
FS	203	58	145	71%	206.13	52.07	154.07	75%
Finance	264	67	197	75%	267	67	200	75%
Health	1,036	411	625	60%	1,092.48	501.14	591.34	54%
Justice	368	109	259	70%	368	96	272	74%
OLA	42	11	31	74%	43	8	35	81%
NAC	220	48	172	78%	221.10	46.10	175	79%
NBCC	n/a	n/a	n/a	n/a	6	1	5	83%
NHC	108	30	78	72%	122	39	83	68%
QEC	212	35	177	83%	210.80	31	179.80	85%
Total	4,541	1,141	3,400	75%	4,656.27	1,226.06	3,430.22	74%



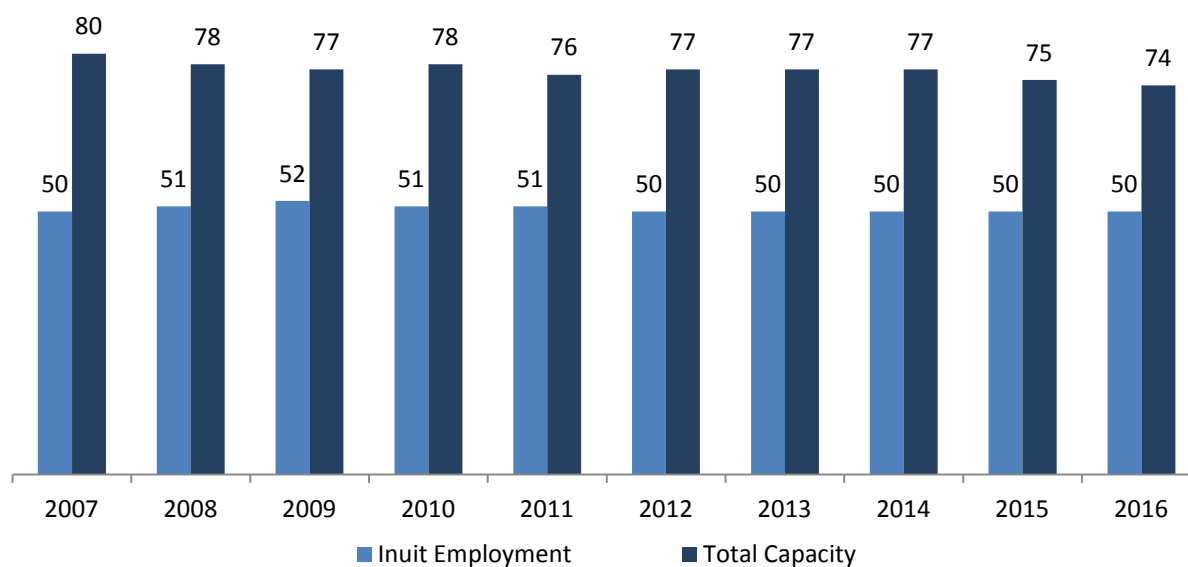
Department of Culture & Heritage staff pose for a group photo during their IQ day. Iqaluit, September 2015

Percentage (%) capacity by occupational category across fiscal years



The following chart illustrates related statistics for the years from 2007-16. The percentage of staffing capacity and beneficiary employment remained relatively stable over the last nine years. ***This statistic does not reflect the reality that the total number of beneficiaries employed in the GN has increased significantly over the years.*** Between 2007 and 2016 there were 969 new positions added (but not necessarily filled), to the GN public service. Over that time the percentage of Inuit employment in the GN has been roughly stable at 50%, however, the total number of Inuit employees increased by 231.

Inuit employment and staffing capacity by fiscal year



Capacity and Inuit employment by department 2015-16								
Department	Total positions				Beneficiaries			
	Total positions	Vacancies	Filled	% Capacity	Hired	% IE (2015-16)	% IE (2014-15)	% Change IE
CGS	388	126	262	68%	111	42%	39%	3%
CH	90.80	21	69.80	77%	55	79%	74%	5%
EDT	134	38	96	72%	54	56%	52%	4%
Education	1,273.46	135.25	1,138.21	89%	568.01	50%	52%	-2%
Environment	131.50	46.50	85	65%	32	38%	35%	3%
EIA	102	18	84	82%	59	70%	71%	-1%
FS	206.13	52.07	154.07	75%	90.07	58%	62%	-4%
Finance	267	67	200	75%	89	45%	46%	-1%
Health	1,092.48	501.14	591.34	54%	305.67	52%	50%	2%
Justice	368	96	272	74%	120	44%	42%	2%
OLA	43	8	35	81%	18	51%	58%	-7%
Total	4,096.37	1,108.96	2,987.42	73%	1,501.75	50%	50%	No change

Capacity and Inuit employment by public body 2015-16								
Public body	Total positions				Beneficiaries			
	Total positions	Vacancies	Filled	% Capacity	Hired	% IE (2015-16)	% IE (2014-15)	% IE Change
NAC	221.10	46.10	175	79%	96	55%	54%	1%
NBCC	6	1	5	83%	2	40%	n/a	n/a
NHC	122	39	83	68%	29	35%	32%	3%
QEC	210.80	31	179.80	85%	93.80	52%	55%	-3%
Total	559.90	117.10	442.80	79%	220.80	50%	50%	No change

Capacity and Inuit employment by occupational category 2015-16								
Occupational Category	Total positions				Beneficiaries			
	Total positions	Vacancies	Filled	% Capacity	Hired	% IE (2015-16)	% IE (2014-15)	% IE Change
Executive	38	2	36	95%	17	47%	44%	3%
Senior Management	164	18	146	89%	27	18%	20%	-2%
Middle Management	469	111	358	76%	98	27%	24%	3%
Professional	1649.55	439.60	1,209.95	73%	320.50	26%	27%	-1%
Paraprofessional	1,067.50	328.07	739.84	69%	464.87	63%	71%	-8%
Administrative Support	1,267.82	327.39	940.43	74%	795.18	85%	88%	-3%
Total	4,656.27	1,226.06	3,430.22	74%	1,722.55	50%	50%	No change

The GN workforce is comprised of 2,265 (66%) female employees compared to 1,191 (34%) male employees. Female beneficiary employees represent the largest group in the public service at 1,374 (40%). By contrast, male beneficiary employees represent the smallest group in the public service at 397 (11%).

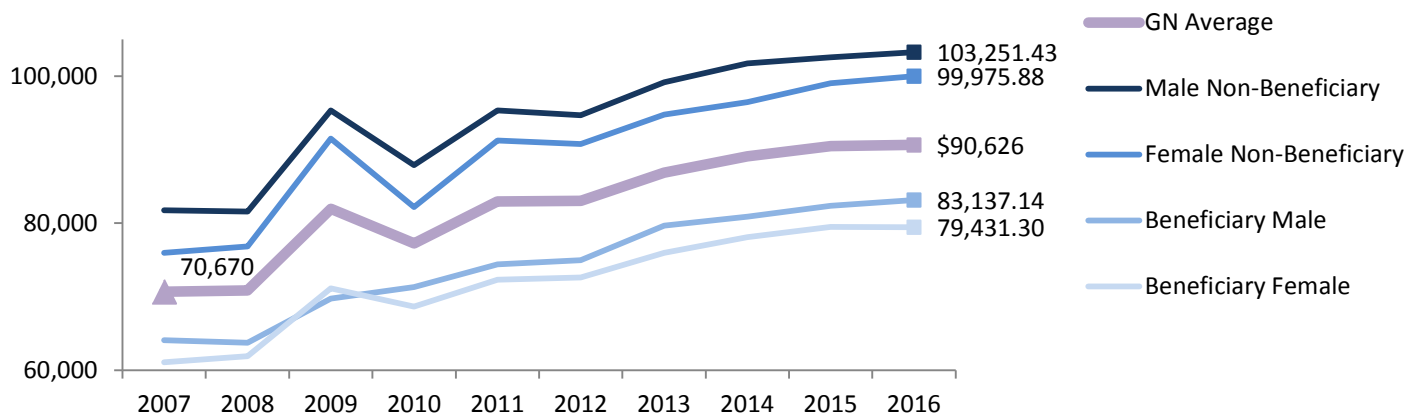
2015-16 Employees by gender and status				
	Total	Percentage of Workforce	Average age	Average service
Female	2,265	66%	44	8.08
Male	1,191	34%	45	7.44
Beneficiary	1,723	50%	44	9.27
Non-Beneficiary	1,707	50%	44	6.40
Female Beneficiary	1374	40%	44	9.35
Male Beneficiary	397	11%	43	8.95
Female Non-Beneficiary	891	26%	43	6.12
Male Non-Beneficiary	794	23%	46	6.72
Overall	3,456	-	44	7.86

Employee salary

The average base annual salary for a GN employee is \$90,583. The average salary for a female employee is \$87,504 and \$96,533 for a male employee. The difference may be explained by examining position levels, where female employees hold fewer professional and management positions than their male counterparts. The following section examines public service wages by different employee categories and across fiscal years. In general, average public service salaries have increased from 2007 to today.

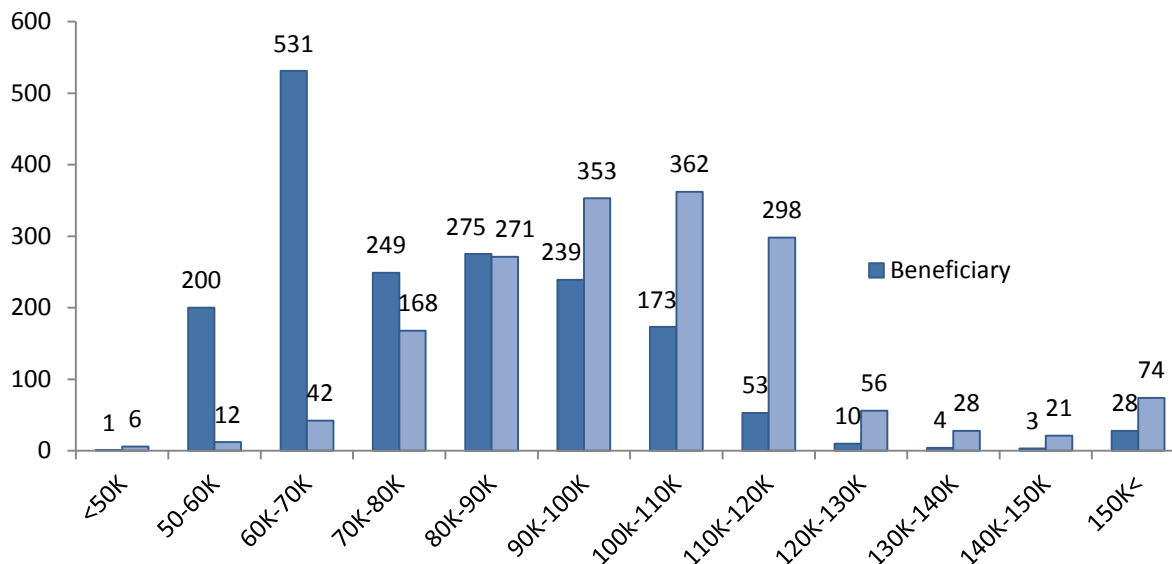
Average salary by gender and status across fiscal years		
	2014-15	2015-16
GN-wide average	\$90,475	\$90,583
Female	\$87,424	\$87,504
Male	\$95,978	\$96,533
Beneficiary	Not reported	\$80,067
Non-Beneficiary	Not reported	\$101,524

Average salary by status across fiscal years



For salaries ranging from \$80,000 per year or less, beneficiary employees outnumber non-beneficiary employees. Non-beneficiary employees make up the largest group of people earning salaries of \$80,000 or more. In the 2015-16 fiscal year, approximately 1,100 Nunavut public servants earned salaries of \$100,000 or more per year. Of those 1,100 employees, approximately 271 are beneficiaries while 839 are non-beneficiaries.

2015-16 Number of employees by salary

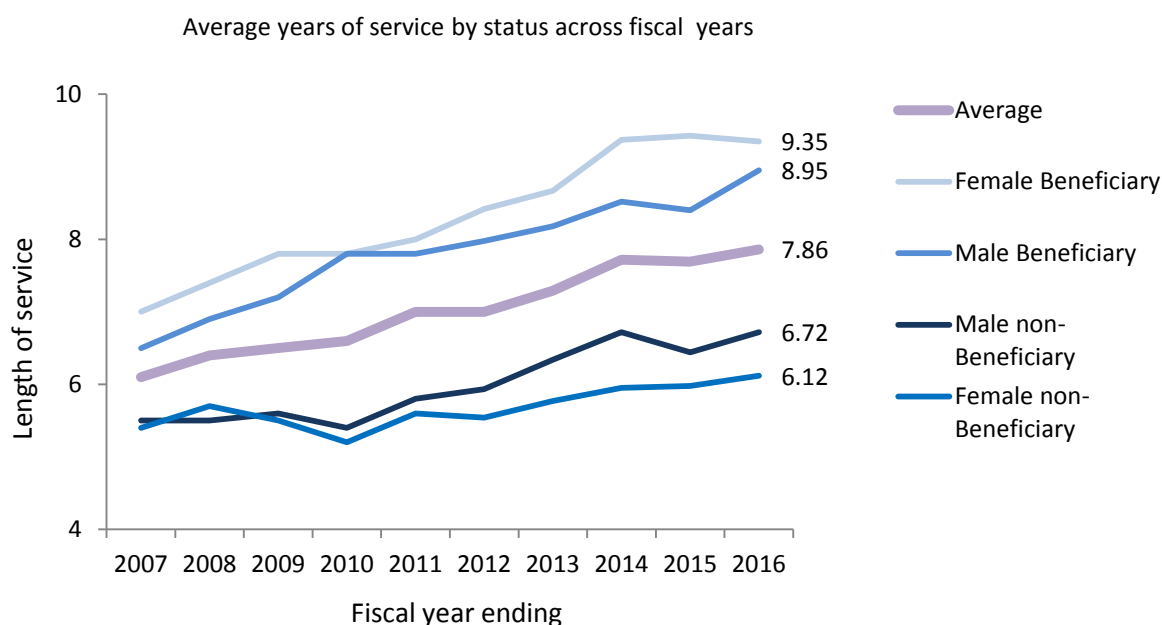


Since 2007, for both beneficiary and non-beneficiary male employees, salaries have been consistently higher than their female counterparts. Salary growth has been slowest for female beneficiary employees.

Length of service and average employee statistics

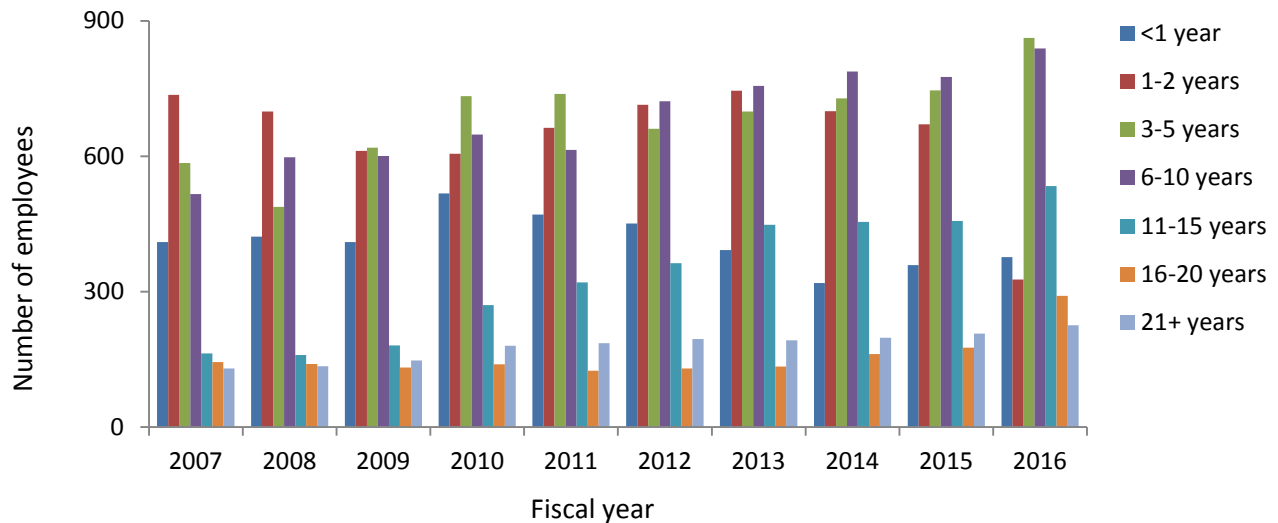
In the 2015-16 fiscal year, the average years of service of Nunavut public servants was 7.86 years. Female beneficiaries have the longest average continuous service at 9.35 years with the lowest average salary. In all categories of employment from Senior Management to Administrative Support, female beneficiary employees have the longest length of service, but the lowest average salary. Female non-beneficiaries have the shortest length of service at 6.12 years and the second highest average salary.

Nearly half of the GN's public service employees have 5 or fewer years of service. Of the GN's 3,430 employees 1,051 have 11 or more years of service, 1,701 have 3 to 10 years of service and 704 have fewer than 3 years of service.



Employees (percentage) by years of service 2007-16										
Years of service	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Less than 1 year	15%	16%	15%	17%	15%	14%	12%	10%	11%	11%
1-2 years	27%	26%	23%	20%	21%	22%	22%	21%	20%	19%
3-5 years	22%	18%	23%	24%	24%	20%	21%	22%	22%	21%
6-10 years	19%	23%	22%	21%	20%	22%	22%	24%	23%	24%
11-15 years	6%	6%	7%	9%	10%	11%	13%	14%	13%	12%
16-20 years	5%	5%	5%	4%	4%	4%	4%	5%	5%	7%
21+ years	5%	5%	5%	6%	6%	6%	6%	6%	6%	6%

Number of employees by years of service across fiscal years



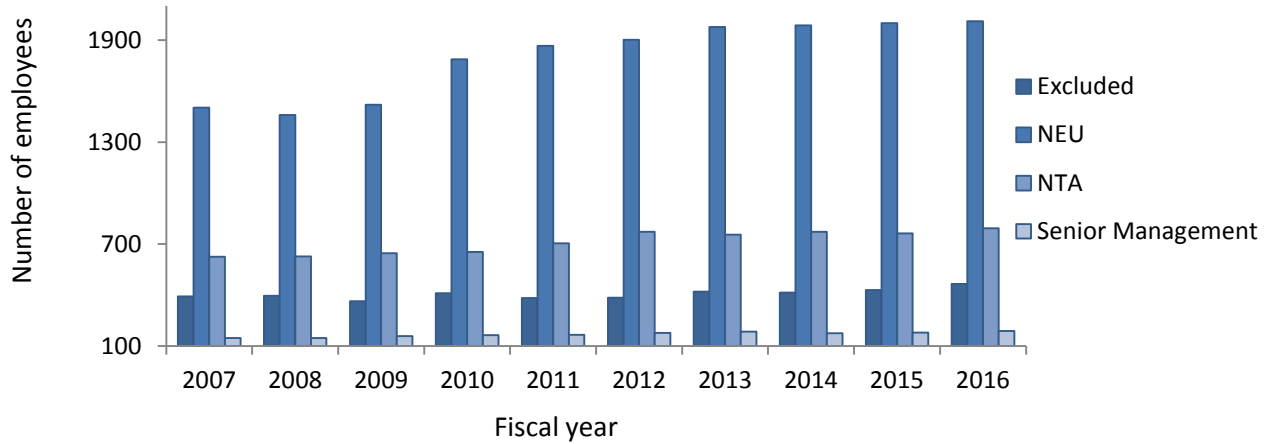
Employee groups

There are four groups of employees within the GN: Nunavut Employees Union (NEU), Nunavut Teacher’s Association (NTA), Excluded employees (EXC) and Senior Management (SRM). The NEU represents about 58% of all GN employees. NTA represents approximately 23% of the employees. Excluded employees represent 14% and Senior Management employees represent 5% of the public service. EXC and SRM employees’ wages are linked to the pay range that the NEU negotiated within their agreement. However, these employees are not part of any collective bargaining unit.

2015-16 Employees by group and status				
	Total positions	Filled positions	Beneficiaries	% Inuit employment
NEU	2,906	2,011	1,240	62%
NTA	843	792	262	33%
Excluded	617	465	216	46%
Senior Management	210	188	53	28%

2015-16 Employee groups by gender and status								
Category	NEU		NTA		Excluded		Senior Management	
	Total	%	Total	%	Total	%	Total	%
Female	1,340	67%	548	69%	296	64%	81	43%
Male	671	33%	244	31%	169	36%	107	57%
Female Beneficiary	933	46%	232	29%	179	38%	30	16%
Female Non-Beneficiary	407	20%	316	40%	117	25%	51	27%
Male Beneficiary	307	15%	30	4%	37	8%	23	12%
Male Non-Beneficiary	364	18%	214	27%	132	28%	84	45%

Number of employees by group across fiscal



Casual assignments and relief employment

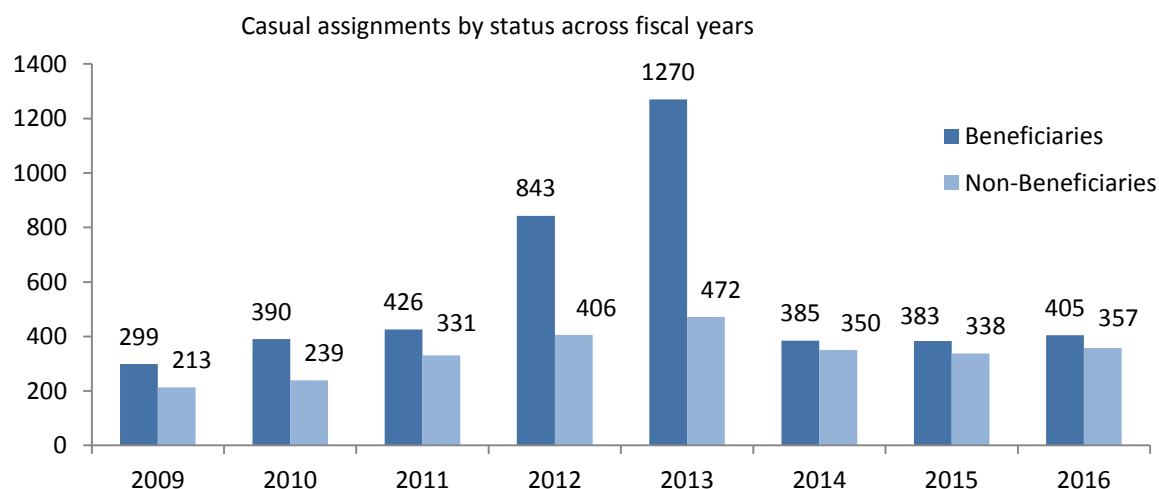
The GN hires casual and relief employees to temporarily fill staffing needs. The PSA defines a casual employee as “a person employed to perform work of a temporary or casual nature or in an emergency.” In general, casual employment is created for work on special projects, to assist with a high volume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

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

Casual and relief employees

In 2015-16 there were a total of 762 casual work assignments in the GN, an increase of 43 from the previous fiscal year. The increase is as a result of employing casual nurses instead of agency nurses. The number of casual work assignments held by Beneficiaries in 2015-16 was 405 which represents 53% of all casual work assignments.

In 2015-16 there were 1,919 relief work assignments and 1,283 substitute teaching assignments in the GN, a total increase of 756. This year a combined 2,601 relief work and substitute teaching assignments were filled by Beneficiaries, representing 81% of all relief work assignments. Relief assignments do not provide any guarantee of work, but are on an ‘as needed’ basis so, even though there may be many relief assignments, the total number of relief and substitute teacher hours worked in 2015-16 was 476,145 which includes 377,262 hours for GN relief assignments and 101,921 hours for substitute teaching assignments.



Casual positions and Inuit Employment across fiscal years						
Department/Public Body	2014-15			2015-16		
	Total	Beneficiaries	% IE	Total	Beneficiaries	% IE
CGS	73	45	62%	76	45	59%
CH	10	6	60%	7	5	71%
EDT	18	12	67%	22	11	50%
Education	19	14	74%	21	14	67%
Environment	17	9	53%	21	12	57%
EIA	8	7	88%	8	6	75%
Family Services	64	38	59%	58	34	59%
Finance	33	19	58%	46	29	63%
Health	262	120	46%	312	148	47%
Justice	100	39	39%	83	34	41%
OLA	3	2	67%	2	1	50%
NAC	63	42	67%	51	35	69%
NBCC	-	-	-	-	-	-
NHC	30	14	47%	24	15	63%
QEC	21	16	16%	31	16	52%
Total	721	383	53%	762	405	53%

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

Long-term casuals

Long term casual means a person on a casual contract with the GN who has an extended length of continuous service (no break-in service of greater than 21 days) in the GN. Such continuous service is in most cases not in the same position or department.

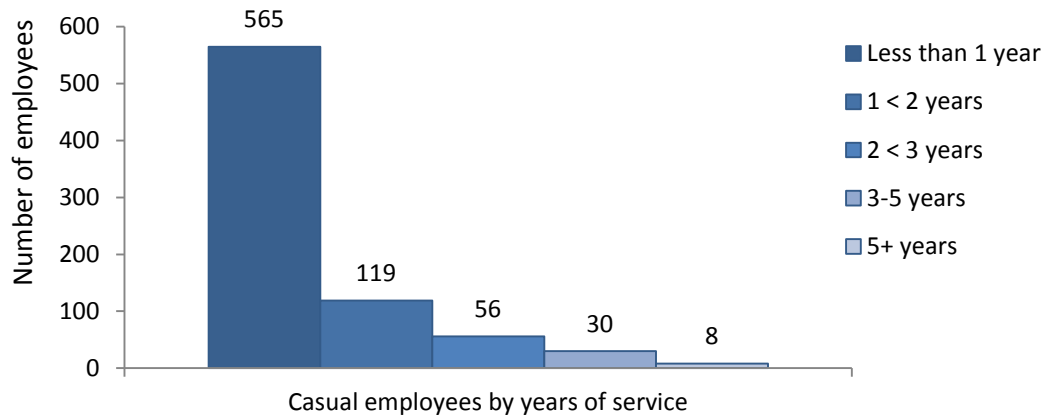
Long term casuals do exist for a number of reasons, including:

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

The Department of Finance administers the processing of casual staffing actions for departments/public bodies to hire casual employees. This process is set out in the NEU Collective Agreement and the HR Manual (with the exception of teachers, Nunavut Arctic College, nursing positions, and QEC). For NEU positions the union must approve all casual extensions beyond 4 months. All casual extensions beyond one (1) year the Department of Finance requires a substantiation form explaining why the casual assignment is being extended for such a long period of time. These extension requests are reviewed and approved/rejected through the Director of Staffing and the Regional Finance Directors. Approval for a casual in a management position would be considered on a case by case basis and would only be approved in exceptional circumstances for critical operational needs.

There were 152 casuals who moved into indeterminate positions in 2015-16 (79 people or 52% were Beneficiaries). In 2014-15, 196 people moved from casual to indeterminate. This shows that working as a casual employee can provide a mechanism for individuals to gain essential knowledge and experience to gain full time employment with the GN.

Casual employees by length of service



Recruiting and staffing

The GN is continuously examining recruitment trending and best practices to determine what changes and new approaches are required to attract qualified candidates to employment in the public service. The main focus is on two streams: beneficiary recruitment and hard-to-fill positions. In consultations with departments, the GN is reviewing strategies to recruit and staff hard-to-fill positions. Individual approaches for collective staffing processes and to streamline the staffing process for hard-to-fill roles are under development. Work on three specific strategies began in the 2015-16 fiscal year, which will be implemented to build better service standards focused on best practices in the industry:

1. Formalizing the staffing process (setting expectations)
2. Sharing critical knowledge (developing knowledge from client groups)
3. Partnering with client groups to conduct outreach (building a culture of recruiting).

Once established, these three strategies will be evaluated and assessed on an ongoing basis. Currently there are two recruitment strategy pilot projects focusing on hard-to-fill positions with the departments of Family Services and CGS.

A variety of advertising techniques including professional journals, job boards on the internet, job fairs, the GN website, local newspapers, CBC radio and cable television are used to ensure that job opportunities are widely circulated. For some specialized and senior level positions the GN works with executive search firms.

In fall of 2015, for the first time the GN participated in the Financial Management Institute Professional Development week to recruit for difficult to fill finance positions. The Recruiting and Staffing division also participates in the series of Community Economic Development Trade, Service and Career Fairs coordinated annually by the Baffin Regional Chamber of Commerce. The Kitikmeot and Kivalliq regional offices participated in the 2016 respective regional trade shows to recruit locally for positions and raise awareness of career opportunities with the GN.

Staffing Consultants and Officers continue to make visits to schools and colleges within the territory. In addition, regular visits to Nunavut Sivuniksavut, Nunavut Arctic College, Inuksuk High School and Iqaluit Youth Centre are done to inform students of employment opportunities with the GN.

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

Job competitions and hiring

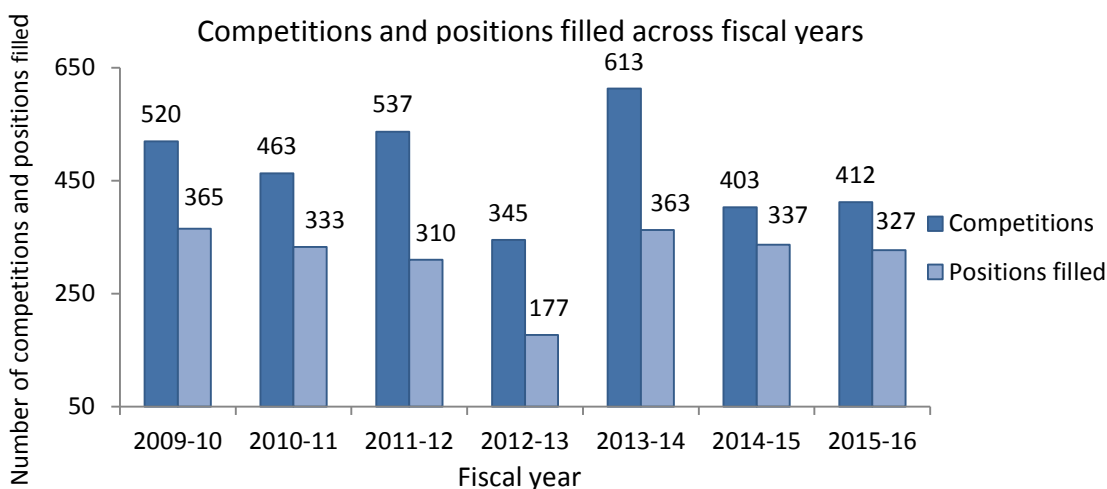
A new Staffing database to be rolled out in 2016-17 will allow Staffing to track each stage of the competition, and ensure standard services can be measured at each phase of a competition.

The interview process is being improved by providing training to panel members and ongoing coaching. In addition, a pilot project for interviewing via videoconferencing in all of the regions will be launched in 2016-17. Also, a new and easier to understand interview rating system has been developed.

In 2015-16, the GN held 412 competitions which resulted in 327 employees being hired. There were an additional 68 competitions initiated that were canceled prior to completion. Reasons for cancelling a competition can include re-organization of the hiring department, Article 23 considerations, financial considerations, errors in the job positing, as well as other considerations.

The GN received a total of 11,983 applications for the positions advertised. 5,059 applications were received from within Nunavut while 6,264 applications came from outside the territory.

A total of 2,359 applications were from Beneficiaries, an increase of 202 applications from the previous year. Even though Beneficiaries represented only 20% of the total applications, 54% of the new hires were beneficiaries (177 of the 327). The charts below represent the results of the competitions process held across fiscal years.

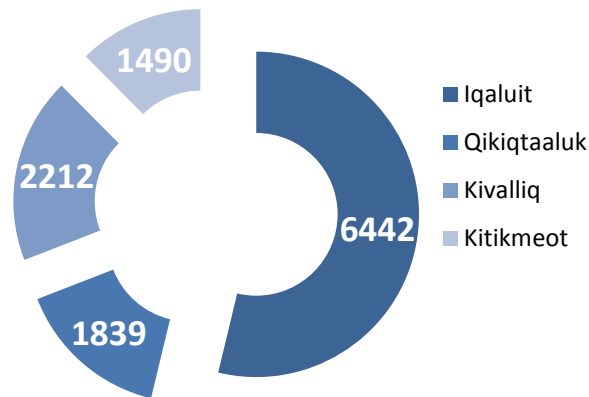


2015-16 Job Competitions									
Number of Job Competitions: 414					Number of hires: 329				
	Total	Female		Male		Beneficiary		Non-Beneficiary	
		#	%	#	%	#	%	#	%
Applications	11,983	5,528	46%	6,400	53%	2,359	20%	9,624	80%
Actual hires	327	230	70%	97	30%	177	54%	150	46%

**Some applications did not specify a gender*

Applications and hires by gender and status				
	Female Beneficiary	Male Beneficiary	Female Non-Beneficiary	Male Non-Beneficiary
Applications	1,768 (15%)	586 (5%)	3,760 (31%)	5,814 (49%)
Actual Hires	150 (46%)	27 (8%)	80 (24%)	70 (22%)

2015-16 Applications by region



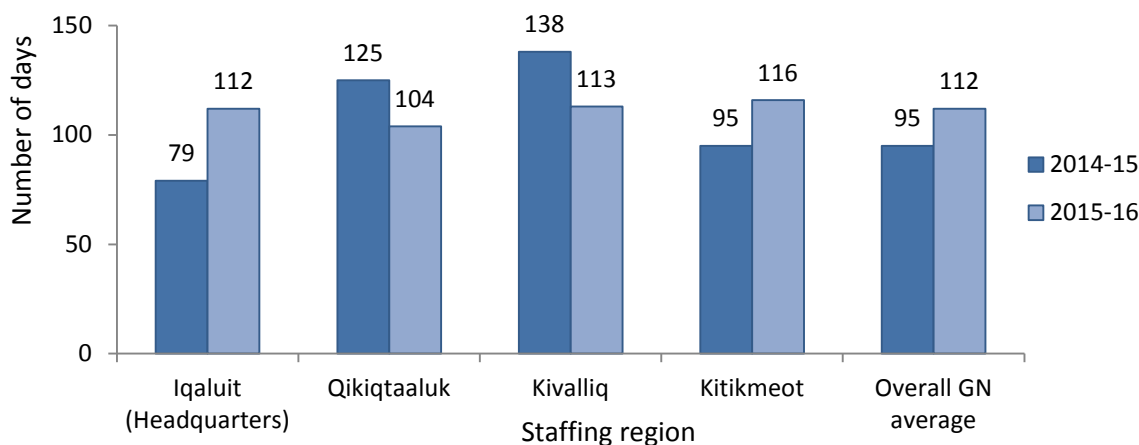
Job application summary by fiscal year						
Fiscal year	Positions advertised	Applications	Male	Female	Beneficiary	Non-beneficiary
2010-11	463	6,153	3,566	2,587	1,445	4,708
2011-12	537	9,670	5,528	4,142	1,685	7,805
2012-13	345	8,152	4,590	3,562	1,857	6,295
2013-14	614	11,952	6,579	5,373	2,598	9,358
2014-15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

Recruitment and selection turnaround time

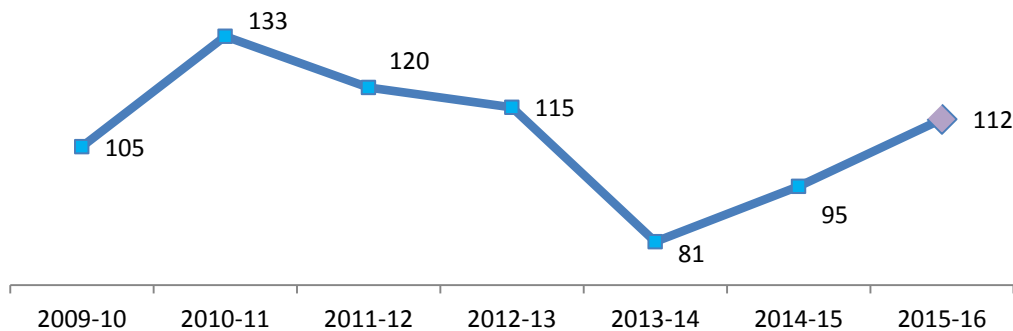
Recruitment and selection turnaround time measures the average number of calendar days it takes to fill a permanent full-time position. This measure provides insight into the GN's ability to deliver effective, efficient and transparent recruiting and staffing services. The average time to fill a position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

In 2015-16 the average time from posting a position to closing it successfully was approximately 112 days, an increase from the previous fiscal year (95 days). There are a number of factors that account for this increase in time required to fill positions. The number of positions within the public service has grown by almost 10% since April 2013 (from 3,747 to 4,096), while the number of staffing consultants has remained the same. Another factor is the complexity of the competition process; departments are increasingly requiring additional assessments (language, writing skills, computer applications, etc.) that give a more complete picture of a candidate's skills and abilities, other than just their interview; more senior positions may require a presentation to the hiring panel. While these types of requirements give the panel a better way to assess who the best candidate is for a particular position, they do add time to the process.

Average time to fill positions (days) by region



**The average days to fill a position is calculated from the time a position is advertised to the time it is successfully closed. The average is weighted according to the number of positions filled in each region. Whereas in the HQ region a greater proportion of positions were successfully filled, the average number of days to complete a competition in the HQ region (112) is weighted more heavily than the averages from the other regions.*



**Represents indeterminate and term*

2015-16 Hiring by community						
Community	Positions advertised	Positions filled	Average time to fill (days)	Beneficiaries hired	Non-Beneficiaries hired	% Beneficiaries
Iqaluit	195	161	112	52	109	32%
Arctic Bay	3	2	204	1	1	50%
Cape Dorset	11	8	27	4	4	50%
Clyde River	1	1	63	1	0	100%
Grise Fiord	3	2	126	2	0	100%
Hall Beach	8	4	76	4	0	100%
Igloolik	13	12	96	9	3	75%
Kimmitut	4	2	176	2	0	100%
Pangnirtung	15	9	89	9	0	100%
Pond Inlet	12	9	105	6	3	67%
Qikiqtarjuaq	4	3	99	3	0	100%
Resolute Bay	2	1	32	1	0	100%
Sanikiluaq	6	6	56	6	0	100%
Total Qikiqtaaluk	82	59	104	48	11	81%
Arviat	11	9	145	5	4	56%
Baker Lake	10	9	82	7	2	78%
Chesterfield Inlet	5	4	78	4	0	100%
Coral Harbour	3	2	96	1	1	50%
Rankin Inlet	33	27	132	20	7	74%
Nauyasat	1	1	171	1	0	100%
Whale Cove	3	2	89	2	0	100%
Total Kivalliq	66	54	113	40	14	74%
Cambridge Bay	30	21	77	14	7	67%
Gjoa Haven	9	8	96	7	1	88%
Kugluktuk	22	19	116	11	8	58%
Kugaaruk	2	1	75	1	0	100%
Taloyoak	6	4	218	4	0	100%
Total Kitikmeot	69	53	116	37	16	70%
Total	414	329	112	177	150	54%

2015-16 Hiring by department/public body						
Department /public body	Positions advertised	Positions filled	Average time to fill (days)	Beneficiaries hired	Non-Beneficiaries hired	% Beneficiaries
CGS	48	35	105	10	25	29%
CH	17	15	125	10	5	67%
EDT	11	8	162	6	2	75%
Education	45	40	93	32	8	80%
Environment	21	12	99	7	5	58%
EIA	10	9	126	6	3	67%
Family Services	60	47	111	23	24	49%
Finance	41	36	118	12	24	33%
Health	87	67	114	46	21	69%
Justice	36	32	95	16	16	50%
OLA	9	3	87	1	2	33%
NHC	27	23	112	8	15	35%

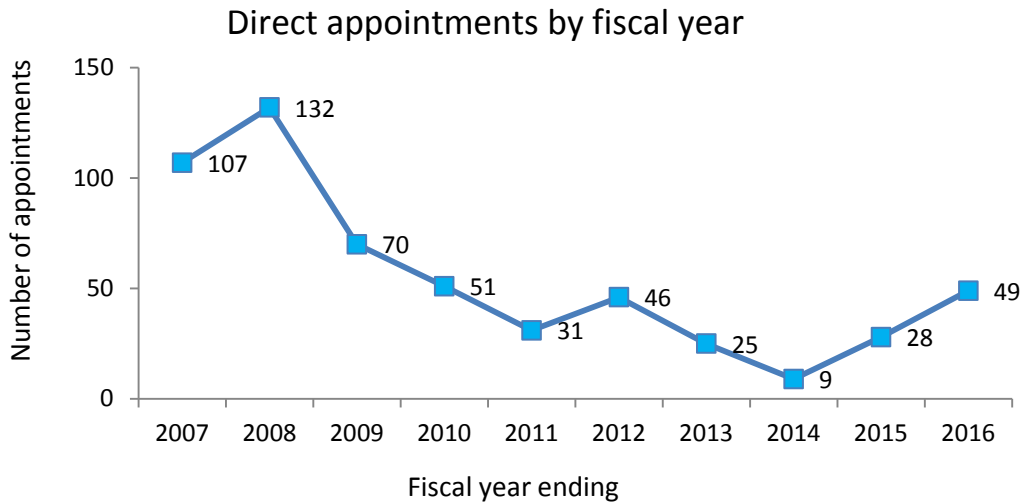
Improving the staffing process

Increased competition for skilled and educated labour now and in the coming decade means the time it takes to staff a position continues to be a risk to the GN operations. This may result in lost skills opportunities as well as program and service impacts, if other organizations recruit candidates faster. The GN strives to improve the effectiveness and efficiency of the staffing process through the use of new staffing procedures provided in the PSA such as using eligibility lists and restricted competitions. For example, it took less time than the overall average (112 days) to fill positions through restricted competitions. Restricted competitions were completed and filled in an average of 78 days.

Direct appointments

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

There were a significant number of direct appointments in 2015/16 over previous years. The GN made considerable efforts to direct long term casuals into positions. Of the 49 direct appointments approved by Executive Council 25 casual employees were direct appointed into indeterminate positions; 7 employees who were on internal transfer assignments were directly appointed into their position on a permanent basis; 14 direct appointments were 'promotional' and an additional 3 direct appointments brought people into the public service.



2015-16 Direct Appointments by gender and status					
Total		Female		Male	
49		33		16	
Total Beneficiary	Total non-Beneficiary	Female Beneficiary	Female non-Beneficiary	Male Beneficiary	Male non-Beneficiary
43	6	30	3	13	3

2015-16 Direct Appointments by Department/Public Body			
Department/public body	Direct appointments	Department/public body	Direct appointments
CGS	5	Health	10
CH	3	Justice	14
EDT	5	OLA	0
Education	0	NAC	1
Environment	2	NBCC	n/a
EIA	3	NHC	0
Family Services	5	QEC	n/a
Finance	1	Total	49

Staffing appeals

Staffing appeals are a regular part of the staffing process to ensure transparency, fairness, and an unbiased staffing process. All beneficiaries and all current GN employees have the right to appeal appointments to positions within the public service. In total, 70 appeals were heard in 2015-16, a slight decrease from the 74 appeals heard in 2014-15. This reduction can be attributed to the improved and proactive staffing process. Staffing Consultants, from all regions, are providing more effective feedback about regrets from a competition which in turn reduces the number of appeals. A significant number of appellants met directly (in person or by phone) to present their appeals to the Staffing Appeals Committee.

Staffing appeal statistics by employee category and fiscal year								
Employee Category	2014-15				2015-16			
	Denied	Upheld	Withdrawn	Total	Denied	Upheld	Withdrawn	Total
Union	47	7	1	55	43	13	1	56
EXC and SRM	16	3	0	19	10	3	0	13
Total	63	10	1	74	53	16	1	70

Employee Relations and Job Evaluation

Grievances

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

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

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

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

A total of 58 new grievances were filed in 2015-16, an increase from 35 new grievances filed in 2014-15. Employee Relations works with departments to try to resolve issues before a grievance develops. Employee Relations and the NEU have resumed regularly scheduled monthly Grievance Resolution meetings which will go a long way in maintaining cordial relations.

New grievances summary across fiscal years								
Category	2014-15 new grievances				2015-16 new grievances			
	Policy grievance	Group grievance	Individual grievance	Total grievances	Policy grievance	Group grievance	Individual grievance	Total grievances
NEU	5	0	26	31	3	1	51	55
NTA	1	0	1	2	0	0	1	1
EXC	0	0	2	2	0	0	2	2
Total	6	0	29	35	3	1	54	58

Active grievances carried over across fiscal years								
Category	2014-15 active grievances carried over				2015-16 active grievances carried over			
	Policy grievance	Group grievance	Individual grievance	Total grievances	Policy grievance	Group grievance	Individual grievance	Total grievances
NEU	13	2	63	78	12	3	75	90
NTA	1	0	0	1	1	0	1	2
EXC	0	0	0	0	0	0	0	0
Total	14	2	63	79	13	3	76	92

Job Evaluation

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

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

During 2015-16 JE operational staff processed 2,586 actions. These actions include all types of staffing across the GN including; Job Action Requests (JARs) for regular staffing, Direct Appointments, Casual Staffing Actions, Summer Student Employment Program, Relief Employment Staffing Actions, Internal Transfer Assignments (ITAs), and the creation of new positions.

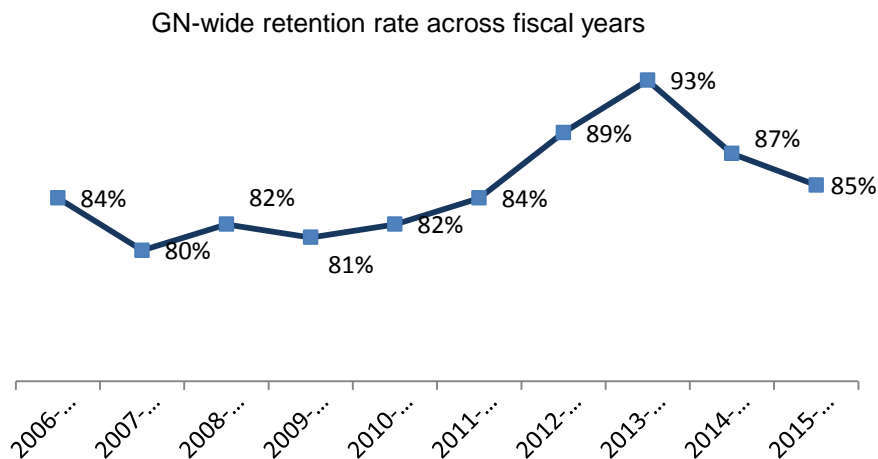
Employee retention

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

The GN's employee retention may be due to a range of factors including competitive wages and benefits, continuous service bonuses, housing benefit, employee satisfaction and training and development opportunities. GN employees have access to the Public Service Health Care and Dental Plans for themselves and their families. GN employees are part of the Public Service Pension Plan, receive a generous northern allowance, and may have access to subsidized staff housing or may receive a housing allowance to help cover their rent or mortgage. GN employees have an attractive annual leave package and can also take advantage of purchasing optional leave which adds an extra five days of leave to their annual entitlement.

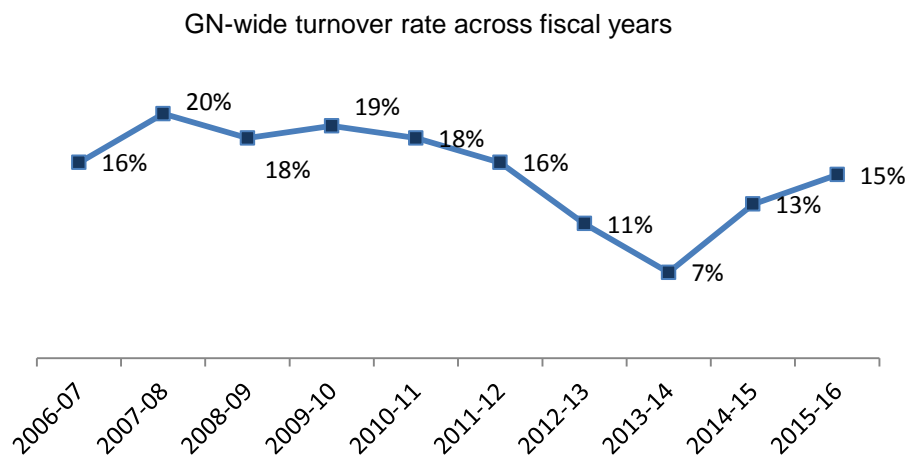
The retention rate for the GN fluctuates from year to year, but has generally increased over time from a low (over the last nine years) of 80% in 2007-08 to 85% in 2015-16. The current 85% retention rate is slightly above the overall average from 2006-07 to present.

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



Staff turnover

Staff turnover is determined by the number of indeterminate or term GN employees leaving or terminating their positions annually. Turnover in this report is calculated using any exit from the public service such as retirement, voluntarily leaving the public service, and in rare cases dismissal of indeterminate/term employees. It does not include internal transfers within the GN. In 2015-16 there were a total of 502 employees who left the public service, a turnover rate of 15%, an increase of approximately 2% from the previous year.



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

2015-16 Turnover/terminations by department or public body				
Department/public body	Total positions filled*	Total positions terminated	% turnover of department/public body	% of total terminations
CGS	264	25	9%	5%
CH	69	9	13%	2%
EDT	98	12	12%	2%
Education	1,111	195	18%	39%
Environment	96	18	19%	4%
EIA	78	2	3%	0.4%
Family Services	145	25	17%	5%
Finance	197	18	9%	4%
Health	625	112	18%	22%
Justice	259	37	14%	7%
OLA	31	2	6%	0.4%
NAC	172	36	21%	7%
NHC	78	11	14%	2%

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

2015-16 Turnover/terminations by bargaining group			
Pay group	Total positions terminated	% turnover of pay group	% of total terminations
Senior Management	21	12%	4%
Excluded	34	8%	7%
NEU	297	15%	59%
NTA	150	20%	30%

2015-16 Terminations/Turnover by community				
Community	Total positions filled*	# Terminations	% Community turnover	% of total turnover
Qikiqtaaluk				
Arctic Bay	40	10	25%	2%
Cape Dorset	114	21	18%	4%
Clyde River	57	10	18%	2%
Grise Fiord	20	0	0%	0%
Hall Beach	43	11	26%	2%
Igloolik	128	31	24%	6%
Iqaluit	1,265	193	15%	38%
Kimmirut	29	9	31%	2%
Pangnirtung	116	17	15%	3%
Pond Inlet	121	21	17%	4%
Qikiqtarjuaq	33	7	21%	1%
Resolute Bay	18	7	39%	1%
Sanikiluaq	47	9	19%	2%
Kivalliq				
Arviat	189	17	9%	3%
Baker Lake	148	11	7%	2%
Chesterfield Inlet	31	2	6%	0.4%
Coral Harbour	45	6	13%	1%
Nauyasat	54	8	15%	2%

Rankin Inlet	388	31	8%	6%
Whale Cove	27	7	26%	1%
Kitikmeot				
Cambridge Bay	190	36	19%	7%
Gjoa Haven	84	11	13%	2%
Kugaaruk	42	6	14%	1%
Kugluktuk	114	16	14%	3%
Taloyoak	43	4	9%	1%
Other				
Winnipeg	5	0	0%	0%
Churchill	5	1	20%	0.2%
Ottawa	4	0	0%	0%

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

Return to Work Program

In April 2015, the GN hired a Return to Work (RTW) Consultant to help focus the GN's attention on the accommodation needs of ill and injured workers and to help ensure that the GN was meeting the duty to accommodate requirements under the *Nunavut Human Rights Act*. The GN developed a Return to Work Policy and guidelines. The approved policy came into effect in February 2016.

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

There are many benefits of the RTW program, both to the GN and the employee. Benefits to the GN include:

- Retains experienced, skilled, and knowledgeable workers
- Demonstrates the value the GN places on its workers
- Provides consistency in the treatment of injured or ill workers
- Decreases financial burden (time loss claims, hiring, training, wages for casuals/relief workers)
- Fulfills legislative requirements including the duty to accommodate under the *Nunavut Human Rights Act*

Benefits to the workers include:

- Educates workers on disability management
- Improves recovery and rehabilitation, prevents further disability and improves overall health
- Maintains financial benefits (pension, employment insurance, medical and dental plans, vacation leave benefits)
- Increases worker morale and lessens the emotional impact of the injury or illness
- Protects worker employability

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

Goals for 2016-17 will include implementing training sessions to promote awareness and understanding of the RTW program within all GN departments/public bodies.

Employee and Family Assistance Program (EFAP)

The GN supports public servants by providing an Employee and Family Assistance Program. This program provides services that reflect the Nunavut workplace reality and incorporates Inuit culture and language. It provides short-term, confidential, professional counseling for personal and workplace issues to help employees and their families find solutions to problems that affect them. Employees and their families have increasingly taken advantage of the services through face-to-face sessions (43%), via telephone (56%), or through the internet (1%). The services are available to GN employees and their families free of charge, 24 hours a day, seven days a week. Services are offered directly in English, French and Inuktitut or Inuinnaqtun in conjunction with a translator. In the 2015-16 fiscal year, 248 employees utilized EFAP, an increase of 26 from 222 in 2014-15.

2015-16 Employee and Family Assistance Program utilization			
Usage statistics		Services provided	
Employee usage (excludes e-services)		Counselling services	
Total	248	Crisis/Trauma	13
Employee/family use		Family	11
Individual	223	Marital/Relationship	38
Family member	25	Health	3
Use by gender		Psychological	107
Female	190	Social	3
Male	58	Addiction issues	9
Age distribution		Work	36
Less than 20	8	Sub-total	220
21-30	53	Plan Smart Services	
31-40	77	Career counselling	10
41-50	57	Health lifestyle/Healthy relationships	4
51-60	37	Childcare and parenting support service	4
61 and older	15	Financial advisory service	4
Not specified	1	Legal advisory service	6
Counselling method		Sub-total	28
Face to face	43.2%	E-services	
Telephone	55.9%	Health resources and assessment support	6.49
Web	0.9%	Sub-total	6.49
Total	100%	Total	254.9

Employee safety, health and wellness

Employees Safety, Health and Wellness (WHSW) is a priority for the GN. WHSW is delivered at a corporate level to GN departments/public bodies across our territory. The WHSW unit provides technical support on Occupational Health and Safety to all levels of the government. The WHSW unit is the primary point of contact for all OHS issues within the GN and has developed important relationships with the WSCC and RCMP on matters of safety violations and criminal investigations.

The Unit is based in Iqaluit and has four staff: Manager, Safety Officer, Dispute Resolution Consultant and Wellness and Inuit Values Coordinator.

Workplace safety

Occupational Health and Safety (OHS) is a fundamental strategic and operational element of the GN. OHS focuses on employees, their work environment and the tasks carried out (encompasses all aspects around the duties of each employee). Each job function has intrinsic hazards and risks (physiological and psychological). The GN has legal obligations to assess these hazards and risks and their impact to workers.



The Joint Occupational Health and Safety Committee (JOHSC) for buildings 903 and 917 in Iqaluit conduct a practice evacuation drill in accordance with the Safety Act's Occupational Health and Safety Regulations.

WHSW conducts workplace safety inspections, serious injury or illness investigations, and currently provides online OHS training through a contractor. The OHS Officer works with all departments in the 25 communities and provides specialist technical guidance to all levels within government with a focus of advancing employee safety and compliance with the *Nunavut Safety Act* and Regulations.

Joint Occupational Health and Safety Committees (JOHSCs) play an integral role in advancing OHS within the GN.

New national standards for the Workplace Hazardous Materials Information System (WHMIS) were introduced in 2015. The WHSW unit in conjunction with the Canadian Centre for Occupational Health and Safety ensured over 300 GN staff completed the online WHMIS course. Nunavut Arctic College is currently the leading GN department/public body to have all their "people managers" (from Deputy Minister to frontline supervisors) complete WHMIS.

The current third party online OHS training provider to the GN provided 885 health and safety related courses to GN employees across the territory since 2013.

In 2016, new safety legislation was passed in Nunavut, making Safety training mandatory for supervisory staff. The WSHW unit will assist in the provision of such training to achieve compliance with this legislation.

In 2015-16, the OHS unit coordinated with various first aid instructors in Iqaluit, Rankin Inlet and Igloolik to provide training and certification to 66 GN employees.

Dispute resolution

The primary role and responsibilities of the Dispute Resolution Consultant is to educate and provide awareness in alternative dispute resolution process to all departments/public bodies. This is to ensure that all staff have the proper tools in dealing with conflict within their own workplace. Some conflict may require mediation and we have the ability to provide this mediation service to both parties.

Wellness and Inuit values

The primary role and responsibilities of this area is to provide awareness to employees on the EFAP which is available to GN staff. In addition, this area coordinates access for employees to various programs, including e-courses. This area also coordinates the annual long term services awards throughout regional offices and communities.

Prevention of harassment and bullying in the workplace

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



Department of Education staff in Iqaluit participate in Pink Shirt Day to stand up against bullying.

In 2015-16 a total of 20 written complaints were received. Eight (8) of the complaints were investigated and the other complaints did not meet requirements for investigation.

All offers of employment with the GN now include copies of section 1010 of the Human Resource Manual: Harassment Free Workplace and new employees are required to acknowledge receipt, understanding and agreement to abide by this directive.

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



Department of Finance staff and Minister Peterson participate in Pink Shirt Day to affirm bullying is not tolerated in GN workplaces.

A newly updated on-line Harassment Free Workplace Guide for employees and supervisors provides guidance on ways to address harassment complaints and resolve workplace conflict. The guide includes steps to take, people to contact and processes to follow if an employee believe they are victim of workplace harassment.

The GN has committed to training all managers and employees in measures of recognizing, addressing and preventing workplace harassment and bullying. In 2015-16, 133 training sessions on harassment and bullying prevention were held across the territory for Deputy Ministers, Senior Managers, HR Coordinators, Supervisors and staff, with more planned for 2016-17.

Ethics Officer

The Ethics Officer is appointed by Cabinet's Commissioner in Executive Council on the recommendation of the Minister of Finance. He is not a member of the public service and holds office for a term of (5) five years. The Ethics Officer has broad powers to investigate. This includes the power to summon witnesses and require them to give evidence and the power to require documents to be produced. The Ethics Officer may, in the course of an investigation, enter any premises occupied by a department or public body. The Ethics Officer decides whether an investigation will be done in private or in public. A deputy head must cooperate and ensure that his or her employees cooperate in an investigation by the Ethics Officer.

GN employees are encouraged to come forward if they believe that wrongdoing has happened, or is about to happen in the workplace. When complaints of wrongdoing are not properly addressed through GN internal disclosure process, then the Ethics Officer receives the complaints, conducts investigations as necessary, and recommends an action to address the disclosures of wrongdoing.

During 2015-16, 11 disclosures of wrongdoing were received and one disclosure resulted in a finding of wrongdoing. More information can be found in the 2015-16 Ethics Officer's annual report which is now available.



Elder Aalasi Joamie is working with Department of Environment Manager of Parks, Heritage Appreciation, Leesee Papatsie as part of the "Learn To" series. Sylvia Grinnell Park, Iqaluit, 2015

Human Resources (HR) Strategy

The HR Strategy helps the government meet its obligations under Sivumut Abluqta. Specifically, it allows the GN to continue to improve the fair and transparent practices used for recruitment and selection, training and development, and recognizing, engaging and rewarding the public service. The strategy identifies the priority areas for action that central agencies, departments and territorial public bodies will take during 2014-18 to ensure that Nunavut's public service workforce can respond to current and future challenges and opportunities. The strategy emphasizes initiatives to bring more qualified beneficiaries into the GN early in their careers and to develop them into skilled public administrators and future leaders. Five priorities are set out to guide actions during the four year period of the strategy:

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

Central agencies (Finance and EIA) are responsible for developing and monitoring programs, policies and tools related to implementing the strategy. Departments and territorial public bodies are accountable for the use of the programs, policies, tools and resources and for the results they achieve. All departments and public bodies report on progress annually through their Business Plans.

Progress on implementation

Directives and Policies:

Since implementation began several directives/policies have been developed and/or updated and approved to support implementation of the HR Strategy. These include; Disclosure of Wrongdoing, Staffing Appeals, Criminal Record Checks, Annual Leave, Restricted Competitions, Other Leave With Pay, Harassment Free Workplace policy and directive, Return to Work policy. More are under development or being updated, including; Priority Hiring Policy, Long Term Service Awards, Internships, Transfers & Transfer Assignments, Direct Appointments, Secondments, Reference Checks, Workplace Conflict Management.

Increasing and enhancing Inuit employment in the GN:

All departments and public bodies have Inuit Employment Plans (IEPs) which they report on annually through their business plans. EIA continues to work with them on needs and resources as well as on establishing individualized support for Beneficiary training, development and education. EIA is developing an education leave sponsorship program targeted at beneficiaries who may want to study in fields not necessarily directly related to their current jobs.

In October 2015, the Inuit Employment Steering Committee (IESC) was tasked to collect data from departments and public bodies to identify challenges or barriers that contribute to the low Inuit representation in the public service, as well as to provide possible solutions. IESC presented its findings report with 33 recommendations to the Building Capacity Committee (BCC), in March 2016.

Review of the Sivuliqtiksat Internship Program was completed and short and medium term plan to implement the recommendations on improving the program was developed and implementation is ongoing.

Recruiting the skilled people we need:

Creation of a GN LinkedIn page in 2016 is underway, to maximize exposure for GN employment opportunities. Information packages detailing benefits of working for the GN are being developed for posting on the GN website. Results from Exit Surveys are being analyzed closely to find out why people come to the GN and why they leave and to capitalize on that information to attract more attention as an employer of choice.

Efforts to promote Beneficiary Role Models (campaign) to build awareness of the public service as a place to have an interesting, challenging and rewarding career began in January 2016 with a call in the GN Newsletter, for interested Beneficiaries to contact EIA. A campaign promoting the public service with these participants will begin in early 2016-17. Attendance at highly specialized career fairs continues to be a focus and targeting post-secondary institutions to position ourselves as an employer of choice.

The interview process is being improved by providing ongoing training and coaching to panel members. In addition, a pilot project for videoconferencing in all regions was launched February 2016. Also, a new, easier to understand interview rating system has been developed. Candidate portfolio review (past work review) is now being offered for positions where it is relevant. This also includes bona fide assessments for various roles, including a variety of testing methods.

Expansion of student employment opportunities in non-decentralized communities:

Efforts to target communities that have had limited summer student participation are ongoing. Last year we targeted Clyde River and Qikiqtarjuaq where there hadn't been any summer students for the last three (3) years. We are also working with FANS to maximize participation from their students.

Engaging and developing employees at all levels:

EIA's Sivumuaqatigiit division have been meeting with departments/public bodies to promote training programs and support which included how to recognize and support high potential employees to advance within their departments/public bodies. In 2015-16 the new Hivuliqtikhanut Program based on the GN's Leadership Competency Model that focuses on expected behaviours of supervisors, was launched. This provides access to leadership

development opportunities for employees. The leadership module's objectives include developing skills to be an effective supervisor while using ISV principles. EIA rolled out the Supervisor Series of the Hivuliqtikhanut Program in September 2015, with 24 participants. The Senior Managers' series is earmarked for spring 2016 and the Emerging Managers' series for fall 2016.

Enhancing client service:

The Recruiting and Staffing team continues to consult and provide expert advice to departments/public bodies on proactive recruitment and staffing plans focusing on vacancy management and tactics to address hard-to-fill positions. Reviewing and consultations (including inter-jurisdictional) on delays and challenges associated with the staffing process are underway. Jurisdictional review will enable us to benchmark ourselves and adopt best practices. New performance measures are being established which better reflects our specific needs and differences in Nunavut.

A new Staffing database was rolled out on March 30, 2016. This database will allow Staffing to track each stage of the competition and ensure appropriate service standards are developed and met, as well as increase the effectiveness of the recruitment and selection turnaround time.

Job Evaluation (JE) implemented a Job Evaluation Management system (JEM) - a repository for job descriptions. Job descriptions being sent to JE are now being stored on the JEM system which allows for more consistent compensation across the GN.

The GN is committed to promoting the use of Inuktitut in the workplace. Work to develop proficiency in Inuktitut as a first language is ongoing. A Language Incentive Program (LIP) draft policy and draft guidelines are being developed. Inuit Uqausingninnik Taiguusiliuqtiit (IUT) is working on a survey to determine estimates of the number of employees at each incentive level, for Finance to develop program costing.

Improving workforce data for planning and decision-making:

EIA began establishing & maintaining career profile records (Career Achievement Records-CAR) for all GN beneficiaries for Sivuliqtiksats interns and Hivuliqtikhanut Leadership Program participants to monitor their career goals. In the long run, EIA would use this tool to document all beneficiaries working for the GN through interactive software.

Exploration of the functionalities of existing ePersonality modules for recruiting, training and development and labour relations is ongoing. The Recruiting module is under development and meetings have been held with CGS regarding website integration. A pilot version is tentatively planned for early 2016. The Training and Development module is scheduled to be developed following the completion of the Recruiting module, tentatively set for piloting in fall 2016. The Labour Relations module has been implemented into production and is being utilized by Employee Relations.

Training and development

Human resources development

The Sivumuaqatigiit division of EIA is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the GN, and for providing assistance and support to departments in training and developing their staff including interns. The division is also responsible for leading and coordinating initiatives to support the government's decentralized model.

Sivuliqtiksat Internship Program

The Sivuliqtiksat Internship Program, offered since 2001, is a one to three year internship supported by a designated trainer, a customized learning plan and group and individual training courses. EIA is responsible for the funding and administration of this program, which supports a total of 16 internship positions. One full-time program Sivuliqtiksat Coordinator is available to assist departments/public bodies, interns, designated trainers and managers in all aspects of the program. An intern is a term employee who is hired to undertake a learning program of specific duration leading to a guarantee of employment upon successful completion of his or her learning plan and satisfactory performance reviews. Since its inception, 28 (compared to 25, in 2014-15) beneficiaries have successfully completed the program.

As of March 31, 2016 there were six (6) Sivuliqtiksat interns in the program:

- Nunavummi Nangminiaqqtunik Ikajuuti (NNI) Executive Coordinator Intern, Economic Development and Transportation, Iqaluit
- Manager, Cultural Industries Intern, Economic Development and Transportation, Pangnirtung
- Maintenance Coordinator North Intern, Community and Government Services, Pond Inlet
- Manager, Finance Intern, Nunavut Arctic College, Arviat
- Procurement Officer, Community and Government Services, Iqaluit
- Inuit Employment Plan Administrator Intern, Qulliq Energy Corporation, Baker Lake

Process, qualification criteria and requirements

EIA issues a call out for departmental/public body applications for internship positions annually or semi-annually, depending on the number of available positions. The qualifications criteria are indicated in the intern job description and aim to fulfill a target position. Further information related to this program can be retrieved here:

gov.nu.ca/sites/default/files/files/Finance/Sivuliqtiksat/Sivuliqtiksat_Program_Guidelines.pdf

Program promotion and marketing

A GN-wide information bulletin is issued annually inviting departmental applications to the program. Job postings are also advertised on the GN website, in northern papers, on cable television (in all of Nunavut's official languages), in presentations in schools by the Recruitment and Staffing team and in presentations given by the Sivumuaqatigiit division staff.

Program review and highlights

The program has been running well since its inception in 2001 and has periodically been revised and improved over the years. During 2015-16 the program held its annual group learning session in Iqaluit. Nine (9) Sivuliqtiksats interns participated in formal training on Nunavut Land Claims Agreement and Organizations Responsible for its Implementation. The interns were given the opportunity to learn why the territory was created, who was involved and how it was done. John Amagoalik was invited to present to the interns and spoke of his experiences; before, during and after the Nunavut Land Claims Agreement negotiations.

Program challenges

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

Program spending

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

Program evaluation

Since inception, the overall program success rate for interns stands at 64%, compared to 57% in 2014-15. In the 2015-16 program year, one participant dropped out.

Intern retention to date

	Completed internships	Incomplete internships	Total
Total	28	23	51
Management	18	19	37
Specialist	10	4	14

***Of the 51 internships 84% (43 beneficiaries) still work for the GN**



Sivuliqtiksats graduate profile

Jacqueline Kukik Curley

On February 13, 2012, Jacqueline started her internship with Sanatuliqsarvik, the Nunavut Trades Training Centre, Nunavut Arctic College in Rankin Inlet as Senior Instructor, Trades Access Intern. Jacqueline worked for the (then) Department of Human Resources with the GN for 13 years before making a career change and joining the Nunavut Trades Training Center.

During her Internship, with the support of her family and colleagues, Jacqueline learned about the college and its programs, developed and practiced her facilitation and instruction skills, and participated in a variety of programs including NAIT’s “Becoming a Master Instructor” Program, UNB’s Adult Education Certificate Program, NAC’s Instructor Development Program, the GN’s Supervisory Designation Program and the Career Development Practitioner’s Program. With her Internship now completed, Jacqueline is enjoying her exciting new position as Senior Instructor and will be responsible for the Trades Access Program.

Department or public body-specific internships

In addition to the GN-wide internship programs, individual departments/public bodies may establish and self-fund internship positions to fill workforce needs and support interns to develop skills, work experience and take on permanent positions. In 2015-16 there were eight (8) department/public body specific interns. One intern, from the Department of Economic Development and Transportation completed their program and took on the target position.

Department and public-body specific interns across fiscal years		
	2014-15	2015-16
Department or Public Body	Number of interns	Number of interns
CGS	0	0
CH	n/a	n/a
EDT	3	3
EDU	n/a	n/a
ENV	n/a	0
EIA	n/a	0
FS	1	0
FIN	1	4
HEA	n/a	0
JUS	3	0
NAC	n/a	0
NBCC	n/a	0
NHC	n/a	0
OLA	n/a	0
QEC	1	1
Total	9	8

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students, beneficiary and non-beneficiary, to explore different types of work fields, gain meaningful work experience and training within the public service.



Department of Environment summer student Caroline Ipeelie-Qiatsuk, making bannock over a Qulliq with Iqaluit Elder Aalasi Joamie, as part of the department's "Learn To" parks promotional series. Sylvia Grinnell Park, Iqaluit.

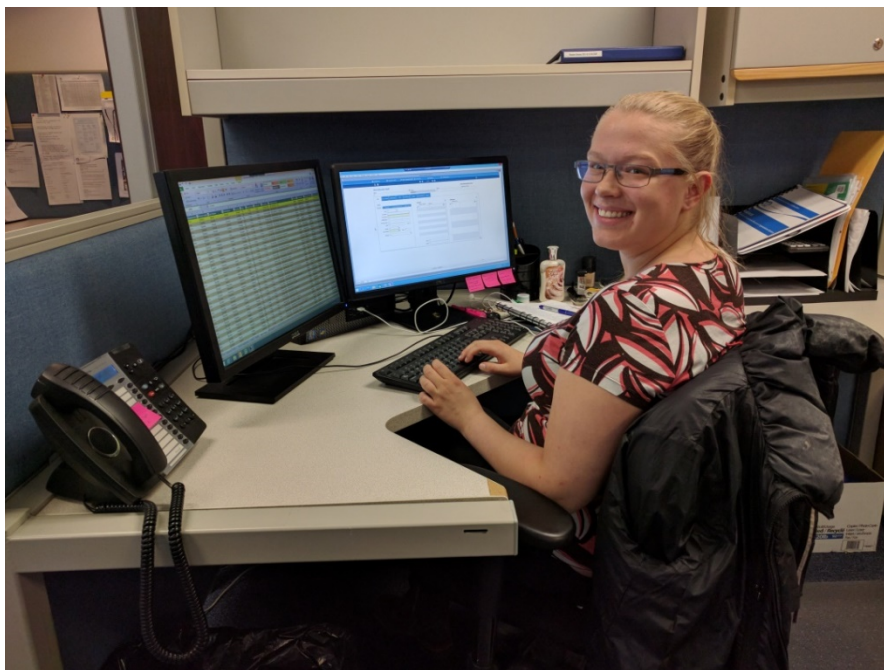
Priority hiring consideration is given to beneficiary students, followed by consideration of non-beneficiary Nunavut students. The SSEEP is an integral part of the GN's goal to foster youth development and encourage continuous learning, as well as marketing the GN as an employer of choice. Currently, there are 335 GN employees who have previously been employed as summer students, 85% of which are beneficiaries.

The objectives of this program are:

1. To provide employment or training opportunities for students that will:
 - Develop their skills and improve employability after graduation;
 - Help fund their education and encourage them to complete their studies;
 - Enrich their academic programs; and
 - Help them evaluate their career options within the territorial public service.

2. To facilitate the hiring of students by departments in order to develop a pool of qualified candidates for future public service appointments.

The GN is continuing efforts to expand the program to as many communities as possible. Participation in the SSEEP fluctuates from year to year and is dependent upon applications from GN departments/public bodies in each community. Usually when there is no summer student in a given community, it's due to no applications having been received for that community (e.g. for summer 2015, there were no applications from students in Qikiqtarjuaq).



Department of Education summer student, Kyra Bychok, hard at work.

Generally, the participation rate in the program has been increasing over the last several years. In summer 2015, there were a total of 208 students placed in 21 communities. Of these, 164 (79%) were filled by Beneficiary students.

Summer Student Employment Equity Program (SSEEP) participants by year and status			
Year	Total participants	Beneficiary	Non-Beneficiary
2015	208	164	44
2014	207	172	35
2013	154	n/a	n/a
2012	168	137	31
2011	132	104	28

Summer Student Employment Equity Program by region across years						
Region	Summer 2014			Summer 2015		
	Total	Beneficiary	Non-Beneficiary	Total	Beneficiary	Non-Beneficiary
Iqaluit	92	60	32	89	50	39
Qikiqtaaluk	27	27	0	32	31	1
Kivalliq	45	45	0	44	42	2
Kitikmeot	43	40	3	43	41	2
Total	207	172	35	208	164	44

In summer 2015 the total program budget was \$985,000. Salaries and benefits for summer students cost \$2.4 Million in 2015, with the additional costs covered by individual departments.



An SSEEP summer student on the job.



An SSEEP summer placement student learning on the job.

2015-16 Summer student positions by department/public body and status		
Department/public body	Total	Beneficiary
CGS	47	38
CH	7	5
EDT	16	15
Education	18	16
Environment	24	18
EIA	2	1
Family Services	9	9
Finance	19	15
Health	24	18
Justice	10	4
OLA	2	1
NAC	10	9
NBCC	0	0
NHC	6	1
QEC	14	14
Total	208	164



SSEEP students Robert Comeau and Helena Craymer on the job with the Department of Environment's Leese Papatsie, Manager of Parks, Heritage Appreciation, facilitating one of the department's "Learn To" parks promotional series. Sylvia Grinnell Park, Iqaluit.

Employee training initiatives

The GN training calendar is an excellent source for finding opportunities to expand skills and work toward career advancement. Courses are scheduled in communities across Nunavut in lengths ranging from one day to several months. A variety of course topics are offered such as employee orientations, official language training, communications, computer software, and retirement planning. All courses are coordinated by the Sivumuaqatigiit division within the EIA and are open to all employees. All employees have access to the training calendar at gov.nu.ca/training-calendar.

Employee orientation

Employee orientation sessions provide new GN staff with the opportunity to learn about Nunavut's history, the GN operations and organizational culture, and services and benefits available to new employees. In 2015-16 a total of 13 employee orientation sessions were offered to 112 employees in nine (9) communities across all three (3) Nunavut regions.

2015-16 Employee orientation sessions			
Community	Participants	Beneficiary	Non-beneficiary
Arviat	8	4	4
Baker Lake	8	6	2
Cambridge Bay	2	1	1
Gjoa Haven	2	1	1
Iqaluit (5 sessions)	70	13	57
Kugluktuk	1	0	1
Pangnirtung	5	0	5
Pond Inlet	7	5	2
Rankin Inlet	9	2	7
Total	112	32	80
Percentage		29%	71%



Department of Environment staff prepare for IQ day activities. Iqaluit, 2015

Cultural orientation

Cultural Orientation sessions are held to help facilitate learning and cooperation through understanding of Inuit culture. The orientation provides valuable relationship building lessons and fosters open understanding between co-workers from all backgrounds. In 2015-16 a total of 13 cultural orientation sessions were offered to 118 employees in nine (9) communities across all three (3) Nunavut regions.

2015-16 Cultural orientation sessions by community			
Community	Participants	Beneficiary	Non-beneficiary
Arviat	10	4	6
Baker Lake	6	5	1
Cambridge Bay	3	0	3
Gjoa Haven	2	2	0
Iqaluit (5 sessions)	71	14	57
Kugluktuk	4	1	3
Pangnirtung	5	0	5
Pond Inlet	8	7	1
Rankin Inlet	9	2	7
Total	118	35	83
Percentage		30%	70%



Department of Economic Development & Transportation staff member at IQ day. Near Iqaluit.

Language training

The GN aims to offer language training in three of the four official languages within Nunavut: Inuktitut, Inuinnaqtun and French. In 2015-16, 235 GN employees benefited from 29 foundational to professional language training sessions in six (6) different communities.

2015-16 Inuktitut language sessions			
Community	Participants	Beneficiary	Non-beneficiary
Arviat (2 sessions)	11	0	11
Cambridge Bay (4 sessions)	27	15	12
Igloolik (2 sessions)	11	0	11
Iqaluit (11 sessions)	111	49	62
Pangnirtung (2 sessions)	13	1	12
Rankin Inlet (3 sessions)	21	5	16
Total	194	70	124
Percentage		36%	64%

2015-16 French language sessions			
Community	Participants	Beneficiary	Non-beneficiary
Cambridge Bay	4	1	3
Iqaluit (4 sessions)	37	16	21
Total	41	17	24
Percentage		41%	59%

Specialized Training and Program Development Fund

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through hands-on learning and practice. The GN Training Fund was developed to provide additional training opportunities for GN employees and consists of the Specialized Training Fund and the Program Development Fund.

The Specialized Training Fund had a budget of \$625,000 in 2015-16, for specialized training/professional development courses that address the training needs of GN employees in similar occupational groups across various departments/public bodies.

The Program Development Fund, which also had a budget of \$625,000 in 2015-16, focuses on the development of technical, job-specific competencies.

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

In 2015-16, 26 training proposals from 11 departments/public bodies were approved in order to deliver specialized training and program development. Some examples of training initiatives include:

- Environmental Regulations Training (Environment)
- Income Assistance Training Conferences (Family Services)
- Professional Payroll Training (Finance)
- Training a FASD Diagnostic & Support Team (Health)
- Coroner Training (Justice)
- Business Valuation Training (Nunavut Business Credit Corporation)

Occupational Training Programs

Through the Specialized Training Fund, the GN has been able to offer multiple, longer term efforts to advance the skills of employees within the public service. There were two major occupational training programs carried out in 2015-16.

1. Supervisory Program

This program is offered through a partnership with Think Training Inc. and the GN. The three-module program is designed for employees in supervisory positions or front-line management positions to increase knowledge and skills in a variety of management practices. Provision is

available through the program for candidates to work toward their Canadian Professional Supervisor designation.

- Occupational training programs (by community and Beneficiary/non-Beneficiary)

2015-16 Supervisory training courses				
Location	Course	Participants	Beneficiary	Non-beneficiary
Cambridge Bay	Supervisory Designation –Dreaded Conversations	5	0	5
Cambridge Bay	Supervisory Designation –Interpersonal Communications	5	0	5
Cambridge Bay	Supervisory Designation –Emotional Intelligence	5	0	5
Cambridge Bay	Supervisory Designation –Final Exam	5	0	5
Total		20	0	20

2. Administrative Skills Development Program

Five courses in the Administrative Skills Development Program we delivered.

2015-16 Administrative skills development program courses					
Location	Course	Date	Participants	Beneficiary	Non-Beneficiary
Iqaluit	Personal Skills, Professional Excellence	Sept. 22-25, 2015	9	8	1
Iqaluit	Business & Report Writing	Oct. 26-30, 2015	9	8	1
Iqaluit	Nunavut History & Governance	Nov. 24-25, 2015	11	8	3
Iqaluit	Communication Skills	Feb. 8-10, 2016	8	7	1
Iqaluit	Time Management Essentials	Feb. 11-12, 2016	9	8	1
		Total	46	39	7
		Percentage		85%	15%

Mentorship Program

The GN mentorship program is deeply rooted in Inuit culture. During the mentorship there are open-ended discussions about setting and revising goals through the sharing of experiences and knowledge. The mentorship program was successfully delivered to GN employees in two of the three regions. Information sessions and training were provided as one on one as well as group sessions to potential mentors and mentees. The first joint mentor and mentee workshop was held in Iqaluit in February 2016.

Mentorship Program Information Sessions			
Region	Participants	Beneficiary	Non-beneficiary
Qikiqtaaluk (15 sessions)	72	34	38
Kivalliq (4 sessions)	23	9	14
Kitikmeot (1 cancelled due to weather)	0	0	0
Total	95	43	52
Percentage		45%	55%

Hivuliqtikhanut Program

The program was conceptualized and is being developed in phases (series) with Inuit Societal Values (ISVs) and the new GN Competency Model interwoven in the design. Aspects of the program that infuse ISVs and the Competency Model include linking ISVs with leadership, a session on the history of Nunavut and presentations by DMs/ADMs and elders throughout to increase relevance to the GN.

The Hivuliqtikhanut Program has three series: Emerging Leaders, Supervisors and Senior Managers. The Supervisor Series program design has been completed and six modules were delivered effective September 2015. EIA received 64 GN employee applicants for the Supervisor Series vying for 24 seats in the program. Of the 64 applicants 35 were beneficiaries and 29 were non-beneficiaries. The 24 seats in the Supervisor Series were filled from 11 departments/public bodies from five (5) communities (Iqaluit, Pangnirtung, Cape Dorset, Arviat, Rankin Inlet). Of the 24 seats, 17 (71%) were beneficiaries and 20 (83%) were women.

EIA is making every effort to make the program language friendly by:

- Translating all facilitator slides into Inuktitut and providing two projectors during module deliveries
- Providing simultaneous translation when an elder is a guest speaker
- Posting all eight (8) ISV guiding principles in poster format in every module delivery
- Having a bilingual Sivumuaqatigiit employee available to facilitate small group work if the facilitator does not speak Inuktitut
- The option to provide assignments in Inuktitut with EIA looking after translations

To date, nineteen (19) participants remain in the Hivuliqtikhanut Program – Supervisor Series. Of that number 14, (73%) are beneficiaries and 18 (95%) are women. The first Supervisor Series will end with a Graduation in June 2016.

Cultural immersion (IQ) days

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

IQ day profiles

Department of Education, Arviat



Department of Education staff in Arviat enjoy IQ day activities such as clam digging and preparing traditional meals at Qamukjuaqalik just a few miles outside of Arviat, September 2015.

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



Department of Economic Development & Transportation staff in Iqaluit prepare for an IQ Day outing.



Various GN departments in different communities partake in IQ Day activities, including ice fishing.

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

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

Conclusion

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

The *Public Service Act* requires that the government report annually on the management and direction of the public service. There is no required reporting date, however, the GN is committed to tabling the report in a timely fashion, as this is valuable information to members of the Legislative Assembly as well as the public. The 2013-14 PSAR was tabled on March 17, 2015, the 2014-15 on February 1, 2016. The 2015-16 report is scheduled for tabling in October 2016. This represents a significant improvement in the timeliness of reporting.

The scope and analysis of the PSAR has also been expanded to improve information available to stakeholders. The report now includes detailed information related to public service human resources costs as well as more specific data related to salaries, staffing within communities and summer student employment.

Sources

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

The sources used in generating this report are:

Towards a Representative Public Service (TRPS) – March 31, 2016

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

Establishment report – 2015-16 fiscal year

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

Nunavut Bureau of Statistics

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

Appendix: March 31, 2015 TRPS Report
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Introduction

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

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

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

Employment Summary of the Government of Nunavut Public Service

Category All Departments, Agencies, Boards and Corporations

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	38.00	2.00	36.00	95%	17.00	47%
Senior Management	164.00	18.00	146.00	89%	27.00	18%
Middle Management	469.00	111.00	358.00	76%	98.00	27%
Professional	1,649.55	439.60	1,209.95	73%	320.50	26%
Paraprofessional	1,067.90	328.07	739.84	69%	464.87	63%
Administrative Support	1,267.82	327.39	940.43	74%	795.18	85%
Total All Employment Categories	4,656.27	1,226.06	3,430.22	74%	1,722.55	50%
Department Totals						
Community and Government Services	388.00	126.00	262.00	68%	111.00	42%
Culture and Heritage	90.80	21.00	69.80	77%	55.00	79%
Economic Development and Transportation	134.00	38.00	96.00	72%	54.00	56%
Education	1,273.46	135.25	1,138.21	89%	568.01	50%
Environment	131.50	46.50	85.00	65%	32.00	38%
Executive and Intergovernmental Affairs	102.00	18.00	84.00	82%	59.00	70%
Family Services	206.13	52.07	154.07	75%	90.07	58%
Finance	267.00	67.00	200.00	75%	89.00	45%
Health	1,092.48	501.14	591.34	54%	305.67	52%
Justice	368.00	96.00	272.00	74%	120.00	44%
Office of the Legislative Assembly	43.00	8.00	35.00	81%	18.00	51%
Total Government of Nunavut Departments	4,096.37	1,108.96	2,987.42	73%	1,501.75	50%
Agency, Board and Corporation Totals						
Nunavut Arctic College	221.10	46.10	175.00	79%	96.00	55%
Nunavut Business Credit Corporation	6.00	1.00	5.00	83%	2.00	40%
Nunavut Housing Corporation	122.00	39.00	83.00	68%	29.00	35%
Qulliq Energy Corporation	210.80	31.00	179.80	85%	93.80	52%
Total Agencies, Boards and Corporations	559.90	117.10	442.80	79%	220.80	50%
TOTAL	4,656.27	1,226.06	3,430.22	74%	1,722.55	50%

These numbers do not include public officials and political staff.

Employment Summary by Community

Community	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Arctic Bay	47.53	7.00	40.53	85%	27.53	68%
Cape Dorset	136.00	35.50	100.50	74%	49.00	49%
Clyde River	74.10	11.50	62.60	84%	42.60	68%
Grise Fiord	20.65	4.00	16.65	81%	11.65	70%
Hall Beach	49.85	10.50	39.35	79%	24.35	62%
Igloolik	179.03	56.50	122.53	68%	72.53	59%
Iqaluit	1,850.27	549.63	1,300.64	70%	471.17	36%
Kimmitut	36.33	10.68	25.65	71%	14.65	57%
Pangnirtung	171.20	58.50	112.70	66%	72.75	65%
Pond Inlet	168.46	39.00	129.46	77%	78.46	61%
Qikiqtarjuaq	38.43	7.50	30.93	80%	21.93	71%
Resolute Bay	24.99	11.64	13.35	53%	5.60	42%
Sanikiluaq	59.10	6.00	53.10	90%	32.10	60%
Total Qikiqtaaluk	2,855.95	807.96	2,048.00	72%	924.33	45%
Arviat	229.00	42.50	186.50	81%	118.50	64%
Baker Lake	175.30	27.00	148.30	85%	81.80	55%
Chesterfield Inlet	36.61	5.50	31.11	85%	19.11	61%
Coral Harbour	59.18	8.50	50.68	86%	34.68	68%
Nauyasat	60.35	8.00	52.35	87%	26.35	50%
Rankin Inlet	502.48	113.00	389.48	78%	223.98	58%
Whale Cove	33.60	9.00	24.60	73%	15.60	63%
Total Kivalliq	1,096.52	213.50	883.02	81%	520.02	59%
Cambridge Bay	308.60	118.60	190.00	62%	95.00	50%
Gjoa Haven	118.25	29.00	89.25	75%	66.25	74%
Kugaaruk	50.35	7.00	43.35	86%	25.35	58%
Kugluktuk	151.25	35.00	116.25	77%	59.25	51%
Taloyoak	54.85	8.50	46.35	85%	24.35	53%
Total Kitikmeot	683.30	198.10	485.20	71%	270.20	56%
Yellowknife	1.00	1.00	-	0%	-	0%
Winnipeg	7.00	2.00	5.00	71%	4.00	80%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Ottawa	4.00	-	4.00	100%	2.00	50%
Total Other	20.50	6.50	14.00	68%	8.00	57%
TOTAL	4,656.27	1,226.06	3,430.22	74%	1,722.55	50%

Community and Government Services

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	4.00	-	4.00	100%	-	0%
Senior Management	18.00	2.00	16.00	89%	3.00	19%
Middle Management	59.00	17.00	42.00	71%	11.00	26%
Professional	96.00	35.00	61.00	64%	13.00	21%
Paraprofessional	160.00	58.00	102.00	64%	53.00	52%
Administrative Support	51.00	14.00	37.00	73%	31.00	84%
Total Department	388.00	126.00	262.00	68%	111.00	42%

Employment Summary, by Community

Arctic Bay	2.00	2.00	-	0%	-	0%
Cape Dorset	25.00	9.00	16.00	64%	9.00	56%
Clyde River	1.00	-	1.00	100%	1.00	100%
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	2.00	1.00	1.00	50%	1.00	100%
Iqaluit	165.00	56.00	109.00	66%	30.00	28%
Kimmitut	1.00	1.00	-	0%	-	0%
Pangnirtung	3.00	2.00	1.00	33%	1.00	100%
Pond Inlet	31.00	10.00	21.00	68%	13.00	62%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	1.00	-	0%	-	0%
Sanikiluaq	1.00	-	1.00	100%	-	0%
Arviat	3.00	1.00	2.00	67%	1.00	50%
Baker Lake	16.00	4.00	12.00	75%	7.00	58%
Chesterfield Inlet	1.00	1.00	-	0%	-	0%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	76.00	25.00	51.00	67%	25.00	49%
Whale Cove	1.00	-	1.00	100%	1.00	100%
Cambridge Bay	38.00	8.00	30.00	79%	13.00	43%
Gjoa Haven	3.00	2.00	1.00	33%	-	0%
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	12.00	2.00	10.00	83%	4.00	40%
Taloyoak	1.00	1.00	-	0%	-	0%
Total Community	388.00	126.00	262.00	68%	111.00	42%

Employment Summary, by Headquarters and Region

Headquarters	168.00	59.00	109.00	65%	30.00	28%
Region	220.00	67.00	153.00	70%	81.00	53%
TOTAL	388.00	126.00	262.00	68%	111.00	42%

Culture and Heritage

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	-	3.00	100%	3.00	100%
Senior Management	6.00	-	6.00	100%	4.00	67%
Middle Management	16.00	3.00	13.00	81%	11.00	85%
Professional	48.00	13.00	35.00	73%	25.00	71%
Paraprofessional	12.80	3.00	9.80	77%	9.00	92%
Administrative Support	5.00	2.00	3.00	60%	3.00	100%
Total Department	90.80	21.00	69.80	77%	55.00	79%

Employment Summary, by Community

Igloolik	20.00	4.00	16.00	80%	13.00	81%
Iqaluit	55.80	15.00	40.80	73%	32.00	78%
Baker Lake	5.00	1.00	4.00	80%	1.00	25%
Kugluktuk	10.00	1.00	9.00	90%	9.00	100%
Total Community	90.80	21.00	69.80	77%	55.00	79%

Employment Summary, by Headquarters and Region

Headquarters	55.80	15.00	40.80	73%	32.00	78%
Region	35.00	6.00	29.00	73%	23.00	79%
TOTAL	90.80	21.00	69.80	77%	55.00	79%

Economic Development and Transportation

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	-	3.00	100%	-	0%
Senior Management	14.00	3.00	11.00	79%	5.00	45%
Middle Management	25.00	6.00	19.00	76%	6.00	32%
Professional	20.00	9.00	11.00	55%	4.00	36%
Paraprofessional	53.00	15.00	38.00	72%	26.00	68%
Administrative Support	19.00	5.00	14.00	74%	13.00	93%
Total Department	134.00	38.00	96.00	72%	54.00	56%

Employment Summary, by Community

Cape Dorset	2.00	1.00	1.00	50%	-	0%
Iqaluit	62.00	20.00	42.00	68%	17.00	40%
Pangnirtung	11.00	5.00	6.00	55%	4.00	67%
Pond Inlet	9.00	-	9.00	100%	8.00	89%
Resolute Bay	1.00	1.00	-	0%	-	0%
Arviat	4.00	2.00	2.00	50%	1.00	50%
Rankin Inlet	25.00	4.00	21.00	84%	12.00	57%
Cambridge Bay	5.00	1.00	4.00	80%	2.00	50%
Gjoa Haven	7.00	1.00	6.00	86%	6.00	100%
Kugluktuk	8.00	3.00	5.00	63%	4.00	80%
Total Community	134.00	38.00	96.00	72%	54.00	56%

Employment Summary, by Headquarters and Region

Headquarters	63.00	19.00	44.00	70%	18.00	41%
Region	71.00	19.00	52.00	73%	36.00	69%
TOTAL	134.00	38.00	96.00	72%	54.00	56%

Education

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	20.00	3.00	17.00	85%	1.00	6%
Middle Management	61.00	9.00	52.00	85%	8.00	15%
Professional	716.95	68.00	648.95	91%	173.50	27%
Paraprofessional	166.30	23.50	142.80	86%	130.30	91%
Administrative Support	307.21	31.75	275.46	90%	254.21	92%
Total Department	1,273.46	135.25	1,138.21	89%	568.01	50%

Employment Summary, by Community

Arctic Bay	26.00	1.00	25.00	96%	15.00	60%
Cape Dorset	47.00	3.00	44.00	94%	22.50	51%
Clyde River	35.00	1.00	34.00	97%	22.00	65%
Grise Fiord	9.25	1.00	8.25	89%	4.25	52%
Hall Beach	29.25	5.00	24.25	83%	13.25	55%
Igloolik	61.50	4.00	57.50	93%	27.50	48%
Iqaluit	239.00	46.00	193.00	81%	66.00	34%
Kimmitut	18.80	2.75	16.05	85%	8.05	50%
Pangnirtung	61.20	8.50	52.70	86%	31.75	60%
Pond Inlet	85.00	15.00	70.00	82%	36.00	51%
Oikiqtarjuaq	20.00	2.00	18.00	90%	13.00	72%
Resolute Bay	10.25	3.50	6.75	66%	1.00	15%
Sanikiluaq	38.00	2.00	36.00	95%	22.00	61%
Arviat	109.00	16.50	92.50	85%	58.50	63%
Baker Lake	77.30	4.00	73.30	95%	34.80	47%
Chesterfield Inlet	21.80	2.50	19.30	89%	11.30	59%
Coral Harbour	31.88	-	31.88	100%	17.88	56%
Naujaat	37.25	1.00	36.25	97%	15.25	42%
Rankin Inlet	80.98	4.50	76.48	94%	35.98	47%
Whale Cove	17.50	1.50	16.00	91%	8.00	50%
Cambridge Bay	48.00	1.50	46.50	97%	21.50	46%
Gjoa Haven	46.75	-	46.75	100%	30.75	66%
Kugaaruk	31.25	0.50	30.75	98%	15.75	51%
Kugluktuk	61.75	8.50	53.25	86%	20.25	38%
Taloyoak	29.75	-	29.75	100%	15.75	53%
Total Community	1,273.46	135.25	1,138.21	89%	568.01	50%

Employment Summary, by Headquarters and Region

Headquarters	130.45	51.50	78.95	61%	26.00	33%
Region	1,143.01	83.75	1,059.26	93%	542.01	51%
TOTAL	1,273.46	135.25	1,138.21	89%	568.01	50%

Environment

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	6.00	-	6.00	100%	-	0%
Middle Management	16.00	5.00	11.00	69%	3.00	27%
Professional	27.00	11.00	16.00	59%	1.00	6%
Paraprofessional	69.00	27.00	42.00	61%	21.00	50%
Administrative Support	11.50	3.50	8.00	70%	6.00	75%
Total Department	131.50	46.50	85.00	65%	32.00	38%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	1.00	-	1.00	100%	-	0%
Clyde River	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	1.00	-	0%	-	0%
Hall Beach	1.00	-	1.00	100%	-	0%
Igloolik	18.00	6.00	12.00	67%	2.00	17%
Iqaluit	53.00	17.00	36.00	68%	10.00	28%
Kimmirut	2.50	1.50	1.00	40%	1.00	100%
Pangnirtung	4.00	2.00	2.00	50%	-	0%
Pond Inlet	7.00	4.00	3.00	43%	2.00	67%
Qikiqtarjuaq	1.00	-	1.00	100%	-	0%
Resolute Bay	1.00	1.00	-	0%	-	-
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Arviat	10.00	3.00	7.00	70%	4.00	57%
Baker Lake	2.00	1.00	1.00	50%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	0%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	5.00	2.00	3.00	60%	1.00	33%
Whale Cove	1.00	-	1.00	100%	-	0%
Cambridge Bay	3.00	-	3.00	100%	2.00	67%
Gjoa Haven	1.00	1.00	-	0%	-	0%
Kugaaruk	1.00	1.00	-	0%	-	0%
Kugluktuk	10.00	5.00	5.00	50%	1.00	20%
Taloyoak	2.00	-	2.00	100%	2.00	100%
Total Community	131.50	46.50	85.00	65%	32.00	38%

Employment Summary, by Headquarters and Region

Headquarters	64.50	18.50	46.00	71%	10.00	22%
Region	67.00	28.00	39.00	58%	22.00	56%
TOTAL	131.50	46.50	85.00	65%	32.00	38%

Executive and Intergovernmental Affairs

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	4.00	-	4.00	100%	3.00	75%
Senior Management	10.00	-	10.00	100%	4.00	40%
Middle Management	13.00	1.00	12.00	92%	8.00	67%
Professional	22.00	6.00	16.00	73%	7.00	44%
Paraprofessional	46.00	7.00	39.00	85%	34.00	87%
Administrative Support	7.00	4.00	3.00	43%	3.00	100%
Total Department	102.00	18.00	84.00	82%	59.00	70%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	1.00	-	1.00	100%	1.00	100%
Clyde River	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	1.00	-	1.00	100%	1.00	100%
Iqaluit	64.00	15.00	49.00	77%	31.00	63%
Kimmitut	1.00	-	1.00	100%	1.00	100%
Pangnirtung	10.00	2.00	8.00	80%	5.00	63%
Pond Inlet	1.00	-	1.00	100%	1.00	100%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Arviat	1.00	-	1.00	100%	1.00	100%
Baker Lake	1.00	-	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	2.00	-	2.00	100%	1.00	50%
Whale Cove	1.00	-	1.00	100%	1.00	100%
Cambridge Bay	2.00	-	2.00	100%	1.00	50%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	1.00	1.00	-	0%	-	0%
Taloyoak	1.00	-	1.00	100%	1.00	100%
Ottawa	3.00	-	3.00	100%	1.00	33%
Total Community	102.00	18.00	84.00	82%	59.00	70%

Employment Summary, by Headquarters and Region

Headquarters	71.00	15.00	56.00	79%	35.00	63%
Region	31.00	3.00	28.00	90%	24.00	86%
TOTAL	102.00	18.00	84.00	82%	59.00	70%

Family Services

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	2.00	100%
Senior Management	10.00	1.00	9.00	90%	1.00	11%
Middle Management	22.00	1.00	21.00	95%	12.00	57%
Professional	84.00	27.00	57.00	68%	16.00	28%
Paraprofessional	62.13	16.57	45.57	73%	40.57	89%
Administrative Support	26.00	6.50	19.50	75%	18.50	95%
Total Department	206.13	52.07	154.07	75%	90.07	58%

Employment Summary, by Community

Arctic Bay	3.00	1.00	2.00	67%	2.00	100%
Cape Dorset	5.00	2.00	3.00	60%	1.00	33%
Clyde River	2.50	0.50	2.00	80%	1.00	50%
Grise Fiord	2.00	1.00	1.00	50%	1.00	100%
Hall Beach	2.50	1.00	1.50	60%	1.50	100%
Igloolik	6.53	3.00	3.53	54%	3.53	100%
Iqaluit	79.53	25.53	54.00	68%	18.00	33%
Kimmirut	1.53	0.53	1.00	65%	1.00	100%
Pangnirtung	18.00	6.00	12.00	67%	9.00	75%
Pond Inlet	4.53	-	4.53	100%	2.53	56%
Qikiqtarjuaq	2.50	-	2.50	100%	1.50	60%
Resolute Bay	1.00	-	1.00	100%	-	0%
Sanikiluaq	2.00	-	2.00	100%	1.00	50%
Arviat	19.00	3.00	16.00	84%	14.00	88%
Baker Lake	7.00	-	7.00	100%	6.00	86%
Chesterfield Inlet	1.50	-	1.50	100%	1.50	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Nauyasat	2.00	-	2.00	100%	1.00	50%
Rankin Inlet	16.00	4.00	12.00	75%	8.00	67%
Whale Cove	1.50	-	1.50	100%	1.50	100%
Cambridge Bay	12.00	2.00	10.00	83%	8.00	80%
Gjoa Haven	3.50	-	3.50	100%	2.50	71%
Kugaaruk	3.00	1.00	2.00	67%	-	0%
Kugluktuk	4.50	-	4.50	100%	2.50	56%
Taloyoak	3.50	0.50	3.00	86%	1.00	33%
Total Community	206.13	52.07	154.07	75%	90.07	58%

Employment Summary, by Headquarters and Region

Headquarters	68.53	21.53	47.00	69%	14.00	30%
Region	137.60	30.53	107.07	78%	76.07	71%
TOTAL	206.13	52.07	154.07	75%	90.07	58%

Finance

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	4.00	-	4.00	100%	-	0%
Senior Management	15.00	-	15.00	100%	1.00	7%
Middle Management	39.00	10.00	29.00	74%	10.00	34%
Professional	74.00	21.00	53.00	72%	11.00	21%
Paraprofessional	97.00	26.00	71.00	73%	41.00	58%
Administrative Support	38.00	10.00	28.00	74%	26.00	93%
Total Department	267.00	67.00	200.00	75%	89.00	45%

Employment Summary, by Community

Igloolik	21.00	13.00	8.00	38%	7.00	88%
Iqaluit	188.00	45.00	143.00	76%	46.00	32%
Rankin Inlet	35.00	3.00	32.00	91%	25.00	78%
Cambridge Bay	23.00	6.00	17.00	74%	11.00	65%
Total Community	267.00	67.00	200.00	75%	89.00	45%

Employment Summary, by Headquarters and Region

Headquarters	188.00	45.00	143.00	76%	46.00	32%
Region	79.00	22.00	57.00	72%	43.00	75%
TOTAL	267.00	67.00	200.00	75%	89.00	45%

Health

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	4.00	-	4.00	100%	2.00	50%
Senior Management	28.00	7.00	21.00	75%	4.00	19%
Middle Management	119.00	45.00	74.00	62%	14.00	19%
Professional	312.00	173.00	139.00	45%	8.00	6%
Paraprofessional	168.17	97.50	70.67	42%	23.00	33%
Administrative Support	461.31	178.64	282.67	61%	254.67	90%
Total Department	1,092.48	501.14	591.34	54%	305.67	52%

Employment Summary, by Community

Arctic Bay	10.93	3.00	7.93	73%	4.93	62%
Cape Dorset	21.00	14.50	6.50	31%	4.50	69%
Clyde River	13.00	4.00	9.00	69%	6.00	67%
Grise Fiord	4.80	1.00	3.80	79%	2.80	74%
Hall Beach	9.50	3.50	6.00	63%	4.00	67%
Igloolik	42.00	24.50	17.50	42%	12.50	71%
Iqaluit	398.34	173.50	224.84	56%	66.17	29%
Kimmirut	7.90	3.90	4.00	51%	2.00	50%
Pangnirtung	59.00	33.00	26.00	44%	17.00	65%
Pond Inlet	22.93	10.00	12.93	56%	9.93	77%
Oikiqtarjuaq	9.33	4.50	4.83	52%	2.83	59%
Resolute Bay	7.14	5.14	2.00	28%	2.00	100%
Sanikiluaq	11.50	4.00	7.50	65%	5.50	73%
Arviat	26.00	5.00	21.00	81%	13.00	62%
Baker Lake	18.00	7.00	11.00	61%	7.00	64%
Chesterfield Inlet	7.71	2.00	5.71	74%	2.71	47%
Coral Harbour	14.30	5.50	8.80	62%	6.80	77%
Naujaat	14.50	7.00	7.50	52%	4.50	60%
Rankin Inlet	143.00	48.00	95.00	66%	61.00	64%
Whale Cove	9.00	6.50	2.50	28%	2.50	100%
Cambridge Bay	131.60	89.10	42.50	32%	24.50	58%
Gjoa Haven	45.00	19.00	26.00	58%	21.00	81%
Kugaaruk	10.50	4.50	6.00	57%	5.00	83%
Kugluktuk	27.00	12.50	14.50	54%	8.50	59%
Taloyoak	13.00	5.00	8.00	62%	3.00	38%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Winnipeg	7.00	2.00	5.00	71%	4.00	80%
Total Community	1,092.48	501.14	591.34	54%	305.67	52%

Employment Summary, by Headquarters and Region

Headquarters	156.67	94.00	62.67	40%	15.00	24%
Region	935.81	407.14	528.67	56%	290.67	55%
TOTAL	1,092.48	501.14	591.34	54%	305.67	52%

Justice

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	1.00	2.00	67%	1.00	50%
Senior Management	8.00	-	8.00	100%	-	0%
Middle Management	25.00	9.00	16.00	64%	4.00	25%
Professional	65.00	20.00	45.00	69%	12.00	27%
Paraprofessional	66.00	20.00	46.00	70%	21.00	46%
Administrative Support	201.00	46.00	155.00	77%	82.00	53%
Total Department	368.00	96.00	272.00	74%	120.00	44%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	3.00	2.00	1.00	33%	-	0%
Clyde River	1.00	1.00	-	0%	-	0%
Hall Beach	1.00	1.00	-	0%	-	0%
Igloolik	1.00	-	1.00	100%	-	0%
Iqaluit	271.00	75.00	196.00	72%	75.00	38%
Kimmirut	1.00	1.00	-	0%	-	0%
Pangnirtung	1.00	-	1.00	100%	1.00	100%
Pond Inlet	3.00	-	3.00	100%	3.00	100%
Oikiqtarjuaq	1.00	1.00	-	0%	-	0%
Sanikiluaq	1.00	-	1.00	100%	-	0%
Arviat	1.00	-	1.00	100%	1.00	100%
Baker Lake	1.00	-	1.00	100%	1.00	100%
Coral Harbour	3.00	-	3.00	100%	3.00	100%
Rankin Inlet	48.00	7.00	41.00	85%	22.00	54%
Cambridge Bay	5.00	-	5.00	100%	2.00	40%
Gjoa Haven	8.00	5.00	3.00	38%	3.00	100%
Kugluktuk	14.00	2.00	12.00	86%	7.00	58%
Taloyoak	1.00	-	1.00	100%	-	0%
Yellowknife	1.00	1.00	-	0%	-	0%
Ottawa	1.00	-	1.00	100%	1.00	100%
Total Community	368.00	96.00	272.00	74%	120.00	44%

Employment Summary, by Headquarters and Region

Headquarters	135.00	37.00	98.00	73%	40.00	41%
Region	233.00	59.00	174.00	75%	80.00	46%
TOTAL	368.00	96.00	272.00	74%	120.00	44%

Office of the Legislative Assembly

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	5.00	1.00	4.00	80%	-	0%
Middle Management	4.00	-	4.00	100%	-	0%
Professional	16.00	4.00	12.00	75%	6.00	50%
Paraprofessional	7.00	2.00	5.00	71%	4.00	80%
Administrative Support	9.00	1.00	8.00	89%	7.00	88%
Total Department	43.00	8.00	35.00	81%	18.00	51%

Employment Summary, by Community

Iqaluit	39.00	7.00	32.00	82%	16.00	50%
Rankin Inlet	4.00	1.00	3.00	75%	2.00	67%
Total Community	43.00	8.00	35.00	81%	18.00	51%

Employment Summary, by Headquarters and Region

Headquarters	43.00	8.00	35.00	81%	18.00	51%
Region	-	-	-	0%	-	0%
TOTAL	43.00	8.00	35.00	81%	18.00	51%

Nunavut Arctic College

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	1.00	-	1.00	100%	1.00	100%
Senior Management	7.00	-	7.00	100%	3.00	43%
Middle Management	26.00	3.00	23.00	88%	9.00	39%
Professional	124.60	32.60	92.00	74%	41.00	45%
Paraprofessional	20.50	5.50	15.00	73%	9.00	60%
Administrative Support	42.00	5.00	37.00	88%	33.00	89%
Total Department	221.10	46.10	175.00	79%	96.00	55%

Employment Summary, by Community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Cape Dorset	2.00	-	2.00	100%	1.00	50%
Clyde River	18.00	5.00	13.00	72%	9.00	69%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	3.00	-	3.00	100%	2.00	67%
Igloolik	4.00	1.00	3.00	75%	3.00	100%
Iqaluit	93.60	19.60	74.00	79%	33.00	45%
Kimmirut	1.00	-	1.00	100%	1.00	100%
Pangnirtung	2.00	-	2.00	100%	2.00	100%
Pond Inlet	3.00	-	3.00	100%	1.00	33%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	-	1.00	100%	-	0%
Sanikiluaq	2.00	-	2.00	100%	-	0%
Arviat	20.00	3.00	17.00	85%	11.00	65%
Baker Lake	2.00	-	2.00	100%	2.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	-	0%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Naujaat	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	44.50	9.50	35.00	79%	21.00	60%
Whale Cove	1.00	1.00	-	0%	-	0%
Cambridge Bay	12.00	4.00	8.00	67%	2.00	25%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	1.00	-	1.00	100%	1.00	100%
Taloyoak	2.00	2.00	-	0%	-	0%
Total Community	221.10	46.10	175.00	79%	96.00	55%

Employment Summary, by Headquarters and Region

Headquarters	17.00	3.00	14.00	82%	9.00	64%
Region	204.10	43.10	161.00	79%	87.00	54%
TOTAL	221.10	46.10	175.00	79%	96.00	55%

Nunavut Business Credit Corporation

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	-	-	-	0%	-	0%
Senior Management	1.00	-	1.00	-	-	1.00
Middle Management	-	-	-	0%	-	0%
Professional	1.00	-	1.00	-	-	-
Paraprofessional	1.00	-	1.00	100%	-	0%
Administrative Support	3.00	1.00	2.00	67%	2.00	67%
Total Department	6.00	1.00	5.00	83%	2.00	40%

Employment Summary, by Community

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

Employment Summary, by Headquarters and Region

Headquarters	6.00	1.00	5.00	83%	2.00	40%
Region	-	-	-	-	-	-
TOTAL	6.00	1.00	5.00	83%	2.00	40%

Nunavut Housing Corporation

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	9.00	1.00	8.00	89%	1.00	13%
Middle Management	22.00	1.00	21.00	95%	1.00	5%
Professional	29.00	17.00	12.00	41%	3.00	25%
Paraprofessional	40.00	15.00	25.00	63%	11.00	44%
Administrative Support	20.00	5.00	15.00	75%	12.00	80%
Total Department	122.00	39.00	83.00	68%	29.00	35%

Employment Summary, by Community

Cape Dorset	27.00	4.00	23.00	85%	8.00	35%
Iqaluit	45.00	20.00	25.00	56%	6.00	24%
Arviat	34.00	9.00	25.00	74%	12.00	48%
Cambridge Bay	16.00	6.00	10.00	63%	3.00	30%
Total Community	122.00	39.00	83.00	68%	29.00	35%

Employment Summary, by Headquarters and Region

Headquarters	45.00	20.00	25.00	56%	6.00	24%
Region	77.00	19.00	58.00	75%	23.00	40%
TOTAL	122.00	39.00	83.00	68%	29.00	35%

Qulliq Energy Corporation

Employment Summary, by Category

	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	7.00	-	7.00	100%	-	0%
Middle Management	22.00	1.00	21.00	95%	1.00	5%
Professional	14.00	3.00	11.00	79%	-	0%
Paraprofessional	99.00	12.00	87.00	88%	42.00	48%
Administrative Support	66.80	14.00	52.80	79%	49.80	94%
Total Department	210.80	31.00	179.80	85%	93.80	52%

Employment Summary, by Community

Arctic Bay	1.60	-	1.60	100%	1.60	100%
Cape Dorset	2.00	-	2.00	100%	2.00	100%
Clyde River	1.60	-	1.60	100%	1.60	100%
Grise Fiord	1.60	-	1.60	100%	1.60	100%
Hall Beach	1.60	-	1.60	100%	1.60	100%
Igloolik	2.00	-	2.00	100%	2.00	100%
Iqaluit	91.00	14.00	77.00	85%	23.00	30%
Kimmitut	1.60	-	1.60	100%	0.60	38%
Pangnirtung	2.00	-	2.00	100%	2.00	100%
Pond Inlet	2.00	-	2.00	100%	2.00	100%
Qikiqtarjuaq	1.60	-	1.60	100%	1.60	100%
Resolute Bay	1.60	-	1.60	100%	1.60	100%
Sanikiluaq	1.60	-	1.60	100%	1.60	100%
Arviat	2.00	-	2.00	100%	2.00	100%
Baker Lake	46.00	10.00	36.00	78%	21.00	58%
Chesterfield Inlet	1.60	-	1.60	100%	1.60	100%
Coral Harbour	2.00	-	2.00	100%	2.00	100%
Nauyasat	2.60	-	2.60	100%	1.60	62%
Rankin Inlet	23.00	5.00	18.00	78%	10.00	56%
Whale Cove	1.60	-	1.60	100%	1.60	100%
Cambridge Bay	13.00	1.00	12.00	92%	5.00	42%
Gjoa Haven	2.00	1.00	1.00	50%	1.00	100%
Kugaaruk	1.60	-	1.60	100%	1.60	100%
Kugluktuk	2.00	-	2.00	100%	2.00	100%
Taloyoak	1.60	-	1.60	100%	1.60	100%
Total Community	210.80	31.00	179.80	85%	93.80	52%

Employment Summary, by Headquarters and Region

Headquarters	55.00	14.00	41.00	75%	4.00	10%
Region	155.80	17.00	138.80	89%	89.80	65%
TOTAL	210.80	31.00	179.80	85%	93.80	52%

Employment Summary Review of the Government of Nunavut Public Service

Category All Departments, Agencies, Boards and Corporations

	Total Positions				Capacity (%)			
	Jun-15	Sep-15	Dec-15	Mar-16	Jun-15	Sep-15	Dec-15	Mar-16
Executive	38.00	38.00	39.00	38.00	87%	92%	95%	95%
Senior Management	166.00	167.00	164.60	164.00	84%	83%	82%	89%
Middle Management	519.00	521.00	512.00	469.00	76%	76%	75%	76%
Professional	1,617.13	1,620.60	1,645.80	1,649.55	71%	71%	71%	73%
Paraprofessional	1,377.95	1,388.48	1,199.88	1,067.90	70%	70%	71%	69%
Administrative Support	911.61	915.11	1,094.31	1,267.82	69%	68%	70%	74%
Total All Employment Categories	4,629.69	4,650.19	4,655.59	4,656.27	75%	71%	72%	74%

Department Totals

Community and Government Services	378.00	388.00	388.00	388.00	70%	68%	68%	68%
Culture and Heritage	90.80	90.80	90.80	90.80	75%	76%	80%	77%
Economic Development and Transportation	134.00	134.00	134.00	134.00	69%	68%	68%	72%
Education	1,266.28	1,276.78	1,276.78	1,273.46	85%	85%	85%	89%
Environment	131.50	131.50	131.50	131.50	69%	67%	66%	65%
Executive and Intergovernmental Affairs	103.00	103.00	103.00	102.00	77%	83%	83%	82%
Family Services	196.13	205.13	205.13	206.13	72%	70%	72%	75%
Finance	267.00	267.00	267.00	267.00	75%	73%	75%	75%
Health	1,091.48	1,091.48	1,092.48	1,092.48	52%	51%	52%	54%
Justice	368.00	368.00	368.00	368.00	72%	71%	71%	74%
Office of the Legislative Assembly	44.00	44.00	44.00	43.00	73%	75%	77%	81%
Total Government of Nunavut Departments	4,070.19	4,099.69	4,100.69	4,096.37	71%	70%	71%	73%

Agency, Board and Corporation Totals

Nunavut Arctic College	222.10	221.10	221.10	221.10	71%	77%	79%	79%
Nunavut Business Credit Corporation	6.00	6.00	6.00	6.00	67%	83%	83%	83%
Nunavut Housing Corporation	122.00	122.00	122.00	122.00	64%	68%	68%	68%
Qulliq Energy Corporation	209.40	201.40	205.80	210.80	89%	91%	86%	85%
Total Agencies, Boards and Corporations	559.50	550.50	554.90	559.90	76%	80%	79%	79%
TOTAL	4,629.69	4,650.19	4,655.59	4,656.27	72%	71%	72%	74%

Review of Inuit Employment: June 2015 to March 2016

Category All Departments, Agencies, Boards and Corporations

	Beneficiaries				IEP (%)			
	Jun-15	Sep-15	Dec-15	Mar-16	Jun-15	Sep-15	Dec-15	Mar-16
Executive	13.00	13.00	15.00	17.00	39%	37%	41%	47%
Senior Management	27.00	29.00	26.00	27.00	19%	21%	19%	18%
Middle Management	96.00	103.00	103.00	98.00	24%	26%	22%	27%
Professional	315.00	306.00	317.00	320.50	27%	27%	27%	26%
Paraprofessional	629.68	631.68	572.48	464.87	65%	65%	68%	63%
Administrative Support	559.69	560.36	639.92	795.18	89%	90%	84%	85%
Total All Employment Categories	1,640.37	1,643.04	1,673.40	1,722.55	50%	50%	50%	50%
Department Totals								
Community and Government Services	101.00	109.00	110.00	111.00	38%	41%	42%	42%
Culture and Heritage	51.00	51.00	55.00	55.00	75%	73%	76%	79%
Economic Development and Transportation	48.00	49.00	49.00	54.00	52%	54%	54%	56%
Education	545.23	539.23	539.23	568.01	51%	50%	50%	50%
Environment	33.00	31.00	30.00	32.00	36%	35%	34%	38%
Executive and Intergovernmental Affairs	56.00	62.00	62.00	59.00	71%	73%	73%	70%
Family Services	86.10	87.60	90.10	90.07	61%	61%	61%	58%
Finance	93.00	91.00	90.00	89.00	46%	47%	45%	45%
Health	279.14	278.81	294.67	305.67	49%	50%	51%	52%
Justice	114.00	111.00	116.00	120.00	43%	43%	44%	44%
Office of the Legislative Assembly	18.00	18.00	18.00	18.00	56%	55%	53%	51%
Total Government of Nunavut Departments	1,424.47	1,427.64	1,454.00	1,501.75	49%	50%	50%	50%
Agency, Board and Corporation Totals								
Nunavut Arctic College	90.50	90.00	93.00	96.00	57%	53%	55%	55%
Nunavut Business Credit Corporation	2.00	2.00	2.00	2.00	50%	40%	40%	40%
Nunavut Housing Corporation	26.00	29.00	29.00	29.00	33%	35%	35%	35%
Qulliq Energy Corporation	97.40	94.40	95.40	93.80	52%	52%	54%	52%
Total Agencies, Boards and Corporations	215.90	215.40	219.40	220.80	50%	49%	50%	50%
TOTAL	1,640.37	1,643.04	1,673.40	1,722.55	50%	50%	50%	50%

Sivuliqtiksat Internship Program** Employment

Departments	Sivuliqtiksat Internship		
	Total Positions	Beneficiaries Filled	% Capacity
Community and Government Services	3	2	67%
Culture and Heritage	1	-	0%
Economic Development and Transportation	3	3	100%
Education	-	-	-
Environment	1	-	0%
Executive and Intergovernmental Affairs	1	-	0%
Family Services	3	-	0%
Finance	-	-	-
Health	1	-	0%
Justice	1	-	0%
Office of the Legislative Assembly	-	-	-
Total Departments	14	5	36%
Agencies, Boards and Corporations			
Nunavut Arctic College	1	1	100%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	-	-	-
Quilliq Energy Corporation	1	1	100%
Total Agencies, Boards and Corporations	2	2	100%
TOTAL	16	7	44%

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

Casual Positions as of March 31, 2016

Departments	Casuals		
	Total Casuals	Beneficiaries	IEP%
Community and Government Services	76	45	59%
Culture and Heritage	7	5	71%
Economic Development and Transportation	22	11	50%
Education	21	14	67%
Environment	21	12	57%
Executive and Intergovernmental Affairs	8	6	75%
Family Services	58	34	59%
Finance	46	29	63%
Health	312	148	47%
Justice	83	34	41%
Office of the Legislative Assembly	2	1	50%
Total Departments	656	339	52%
Agencies, Boards and Corporations			
Nunavut Arctic College	51	35	69%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	24	15	63%
Quilliq Energy Corporation	31	16	52%
Total Agencies, Boards and Corporations	106	66	62%
TOTAL	762	405	53%

Only individuals are counted per Department. One individual may have two casual jobs in two different departments, this report counts them as individuals signed on as CSA employees within those Departments

Relief Worker Positions as of March 31, 2016

Departments	Relief Workers		
	Total Relief Workers	Beneficiaries	IEP%
Community and Government Services	13	9	69%
Culture and Heritage	9	6	67%
Economic Development and Transportation	6	4	67%
Education	1,224	1,091	89%
Environment	10	10	100%
Executive and Intergovernmental Affairs	1	1	100%
Family Services	29	27	93%
Finance	8	8	100%
Health	446	368	83%
Justice	109	42	39%
Office of the Legislative Assembly	-	-	-
Total Departments	1,855	1,566	84%
Agencies, Boards and Corporations			
Nunavut Arctic College	61	40	66%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	3	2	67%
Quilliq Energy Corporation	-	-	-
Total Agencies, Boards and Corporations	64	42	66%
TOTAL	1,919	1,608	84%
<p>Only individuals are counted per Department. One individual may have two relief jobs in two different departments, this report counts them as individuals signed on as relief employees within that Department, but only once. Many relief employees have several assignments within a department.</p>			
Substitute Teachers			
	Total		
Total Substitute Teachers	1,283	993	77%
<p>Substitute teachers are hired similar to relief, they could have signed onto an assignment to Substitute, but never be called to substitute. They are entered into ePersonality for tracking.</p>			
TOTAL RELIEF AND SUBSTITUTE	3,202	2,601	81%

