

March 22, 2016

Mrs. Elisabeth Ryan, Chair
Board of Governors
Nunavut Arctic College
PO Box 11130
Iqaluit, NU X0A 0H0

Nunavut Arctic College Letter of Expectation 2016-17

Dear Mrs. Ryan:

It is my pleasure to provide this Letter of Expectation for 2016-17. I firmly believe that the direction provided within will help to reinforce our relationship, build on our successes and further promote accountability. This letter contains the priorities and desired outcomes for the 2016-17 fiscal year and provides direction concerning the reporting responsibilities of the College. It is my expectation that you will discuss the direction herein with the Board of Governors and your staff to ensure the expectations are met.

In addition, I expect that the College's 2016-17 strategic goals will be to realize your mandate while endeavoring to achieve the vision for the future as outlined in *Sivumut Abluqta: Stepping Forward Together*:

- Our Government is committed to focusing on four priorities that will enable us to step forward together and make Nunavut an even better place for our children and grandchildren
 - Self-reliance and optimism through education and training
 - Healthy families through strong and resilient communities
 - Economic growth through responsible development across all sectors
 - Good government through wise use of resources

Nunavut Arctic College (NAC) plays an integral role in helping to realize this vision, particularly with respect to meeting the education and training needs of Nunavummiut to build a foundation for employment and self-reliance of individuals and families.

This includes promoting and recognizing the importance of early childhood education, teacher education including bilingual education, strengthening and enhancing the use of the Inuit language, developing a skilled and engaged workforce, including trades, apprenticeships, and the completion of certification requirements on the job, and participating in strategic alliances in labour force training, development and employment with sector partners.

Our top priority is the development of self-reliance and optimism through quality education and training to prepare Nunavummiut for employment. Education and employment will reduce poverty, improve health outcomes and enhance our ability to

look after ourselves, our elders and our children. The College's full suite of adult basic education, business, cultural, educational, environmental, arts, health and trades programs will be essential in achieving these outcomes and broader objectives.

Sivumut Abluqta identifies "Good government through wise use of our resources" as a priority. It commits to deliver programs and services in an effective, efficient and economical manner, and to focus limited funds on programs and services that enable Nunavummiut to live healthy and productive lives. To accomplish this, a review of programs and services is being conducted to determine what is working well, what needs improvement, and what we should stop doing, and to ensure recipients of government funding are providing the outcomes that are expected from these investments.

The *Human Resources Strategy* (HR Strategy) which was approved in 2014 will focus on five priorities that will guide our actions during the four-year 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. NAC is expected work with the Department of Finance and the Department of Executive and Intergovernmental Affairs on these initiatives.

As part of the implementation of the HR Strategy, the Department of Executive and Intergovernmental Affairs will continue to ensure all departments and public agencies actively work towards enhancing Inuit Employment Plans, and will conduct a training needs analysis to assist departments and public agencies to implement their Inuit Employment Plans. NAC is expected work with the Department of Executive and Intergovernmental Affairs on these initiatives.

In accordance with the Harassment Free Workplace Policy, the GN has zero tolerance for harassment, bullying or reprisals of any type. It is crucial that all employees read, understand and follow this policy, as well as the Human Resource Manual Directives that complement the policy. Further, I expect you to ensure that that the President takes personal responsibility for ensuring a harassment free workplace at NAC.

Additionally, the GN is committed to fully implementing the *Official Languages Act* and the *Inuit Language Protection Act*, ensuring Nunavummiut are able to communicate in their preferred official language when dealing with GN departments and public agencies. In this regard, I remind you of your obligation to implement the *Uqausivut Comprehensive Plan* to ensure all Nunavummiut are able to communicate with NAC in their official language of choice.

Expectations and Priorities for 2016-17

As Minister responsible for NAC, I have reviewed and approved your 2016-17 business plan and budget. It is my expectation that you will adhere to the priorities and principles

you have stated. Our continuous goal of achieving improved accountability and transparency must be kept in mind when you are following your plan.

I look forward to receiving regular reports highlighting progress made in implementing the 2016-17 business plan and meeting with you, and your board, on a regular basis to discuss the status of these priorities and the College's overall performance.

Accountability and Financial Management Reporting Expectations for 2016-17 Fiscal Year

The *Financial Administration Act (FAA)*, in Section IX, Public Agencies, outlines the minimum reporting responsibilities and timeframes for Nunavut's public agencies, including particular provisions for territorial corporations. Additionally, in the interest of increased transparency, accountability and effectiveness, Ministers responsible for territorial corporations have issued directives to provide additional important information to the GN and Nunavummiut.

Ongoing reporting responsibilities through tabling in the Legislative Assembly include:

- The College's Business Plan, at the same time as the GN's Business Plan is tabled.
- A yearly comprehensive report on all procurement, contracting and leasing activities undertaken by NHC. This report, or reports, should contain at a minimum the information currently available in the GN Annual Procurement Activity Report, Lease Activity Report and Contract Activity report. (In preparing the Lease Activity Report, please ensure that information which may provide an unfair business advantage to potential competitors is not disclosed).
- Formal responses to letters of expectation, letters of instruction and Ministerial directives at the first session of the Legislative Assembly subsequent to the College receiving such correspondence.

During 2016-17 you are again instructed to give attention to the following ongoing reporting responsibilities to the Department of Finance:

- Board approved budget variance reports and expense projections for both operations and maintenance and capital on at least a quarterly basis.
- All schedules and working papers required for the preparation of the consolidated public accounts at their earliest availability or as per the distributed requirement timetable.
- Management letters or other reporting (including the College's response) issued by the auditor (both the Auditor General of Canada and any other independent auditor) for all audits conducted on the College for the year. NAC is asked to work with staff at the Department of Finance's Financial Reporting and Controls division to ensure Public Sector Accounting Standards are appropriately implemented in all financial reporting.

It is also important that dialogue and communication be ongoing throughout our government. In the spirit of strengthening our public agencies, I ask that NAC continue its close working relationship with the Department of Finance at all levels. The relationship needs to be nurtured on both parts with an effective flow of both formal and informal information.

I look forward to discussing with you the priorities and directions as stated in this Letter of Expectation. I also look forward to reviewing your response to this letter.

In replying to this letter, please copy Chris D'Arcy, Deputy Minister of Finance, who will ensure that all public agency responses are tabled in the Legislative Assembly.

Sincerely,

Honourable Paul Quassa
Minister Responsible for Nunavut Arctic College

c.c. Joe Adla Kunuk, President, Nunavut Arctic College
c.c. Chris D'Arcy, Deputy Minister, Department of Finance