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**CONSOLIDATED INUIT EMPLOYMENT AND STAFFING PLAN**  
**FOR NUNAVUT GOVERNMENT HEADQUARTERS**  
**PHASE 1: SPECIFIC INITIATIVES 1998-2000**

March 31, 1998

Prepared for  
the Office of the Interim Commissioner of Nunavut  
by Nunavut Tusaavut Inc.

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Foreword

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## Foreword

Under the Nunavut Act of 1993, federal legislation was passed pursuant to the settlement of the Nunavut Land Claims Agreement. This legislation will create the new territory and public government of Nunavut, which will officially be created on April 1, 1999. Encompassing the central and eastern Arctic regions, the establishment of Nunavut represents a landmark event in the history of Inuit and Canada.

The Office of the Interim Commissioner of Nunavut is responsible for putting in place the administrative framework for the new Nunavut government. Within this mandate, the Interim Commissioner is responsible for arranging the key personnel, systems and services that are required for the Nunavut Government to function on April 1, 1999. Part of this responsibility includes the development of an Inuit Employment and Staffing Plan for the Nunavut Government Headquarters, which will ensure equitable representation of Inuit across all occupational categories and at all groups and levels within the Headquarters structure.

### 1.0 Introduction

The purpose of this **Inuit Employment and Staffing Plan** for Nunavut Government Headquarters is to set out specific actions directed to meeting the minimum target level of 50% Inuit representation by April 1, 1999 in each of the occupational categories staffed in the Headquarters' organizations of the departments of the Nunavut Government. Further, it proposes specific actions for ensuring increasing Inuit representation during additional Headquarters staffing carried out in fiscal year 1999-2000. Longer term strategies directed to achieving a representative level of Inuit staffing (85%) will be presented in a separate plan, to be developed in the near future.

The Plan responds to the Letter of Instruction to the Interim Commissioner of Nunavut from the Minister, Indian Affairs and Northern Development, which states:

*"In order to fulfill the objective of recruiting at least 50 percent Inuit into all Nunavut government headquarters positions and to all positions at the regional level that will be vacant on April 1, 1999, you will need to apply an Inuit employment plan governing these positions. You will develop this plan in consultation with the Parties. The plan should take into account the Nunavut Unified Human Resources Development Strategy, as periodically revised and updated by the Coordinating Committee of Officials on Nunavut Working Group on Human Resources and Training, and the Inuit employment plans and pre-employment plans prepared and periodically updated by the GNWT and the Government of Canada pursuant to Article 23 of the Nunavut Agreement."*

This Consolidated Inuit Employment and Staffing Plan is intended to provide an overall framework within which Deputy Ministers will have the flexibility to develop specific plans for their departments in which they will be able to target specific positions for action.

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As such, this Plan identifies occupational categories (not positions) where there are potential gaps between the short term minimum targets for Inuit representation and available candidates to fill these positions. It proposes actions to eliminate the gaps. A subsequent plan will propose measures to move beyond the minimum targets.

The Plan, in its formulation and action items, conforms to content requirements for Inuit Employment Plans outlined in Part 4 of Article 23 of the *Nunavut Land Claims Agreement*.

## **2.0 Approach to Developing the Plan**

Given the short time frame for development of the Plan, extensive use was made of previous studies. Data in these were updated where possible. The approach used was to:

- A review of the current operating environment (Section 3)
  - What is the staffing requirement for the new Nunavut Government?
  - What is the staffing requirement for the Headquarters of the Nunavut Government, during the implementation period and in the longer term?
- A review of key success factors (Section 4)
  - What has been the progress to date by the Office of Interim Commissioner?
  - What has been the progress to date by DIAND, through funding of the Unified Human Resource Development Strategy?
  - What lessons have been learned by departments of the federal Government and the North West Territories in their implementation of Inuit Employment Plans?
- A review of emerging trends (Section 5)
  - What are the employment trends amongst Inuit?
  - What is the nature (competencies, locations) of the supply of Inuit labour during the planning period, based upon the existing Inuit labour force, current training and development initiatives and new entrants to the labour force?
  - What is the overall demand for the Inuit labour force, not only by Nunavut Government Headquarters, but also by Nunavut Government regional and community levels, Inuit Associations, the Federal Government, the private sector and others?
- Targets for Inuit Representation (Section 6)
  - What are the Inuit representation levels at Headquarters up to March 31, 1999 and then up to March 31, 2000, based upon a minimum target of 50% by occupational group and department?
- A plan (Section 7), including proposed approaches, for dealing with each of the three types of situations identified by an analysis of the strengths and weaknesses of the existing Inuit labour supply for staffing Headquarters positions. The proposed approaches are based upon gaps between demand and supply during the period up to March 31, 1999 and then up to March 31, 2000.

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3 types of situations relative to the supply of Inuit labour that have been identified are as follows:

- (Type 1) - a sufficient supply of Inuit labour to meet staffing requirements;
- (Type 2) - a tight supply of Inuit labour to meet staffing requirements; and
- (Type 3) - an insufficient supply of Inuit labour to meet staffing requirements

### **3.0 Review of Existing Operating Environment**

#### **Staffing Requirements for Nunavut Government Headquarters**

The *Nunavut Government Headquarters Priority Staffing Plan, January 1998-March 2000*, identifies the "necessary Headquarters staffing between January 1, 1998 and March 31, 2000 to ensure the Government of Nunavut is capable of carrying out essential government functions and delivering essential government services on April 1, 1999". It provides headquarters staffing timetables by organizational unit and position for the Headquarters component of each of the eleven departments in the Nunavut Government.

The Staffing Plan proposes 649.5 Full Time Equivalent Positions (FTE's) for Nunavut Government Headquarters.

During the implementation period, from January 4, 1998 to March 31, 2000, it proposes 270.5 positions to be staffed by March 31, 1999 and another 154.5 positions by March 31, 2000. These figures will form the basis for determining the percentile representation of Inuit within these positions (i.e. 50%).

The total positions (686.5) to be staffed to implement the new Headquarters exceeds the number of FTE's (649.5) in the final organization, reflecting significant aspects of the Implementation Plan, namely 37 positions staffed on a temporary basis to provide:

- local administrative support to the Deputy Ministers;
- centralized human resource management and personnel services to departments to respond to the initial heavy recruitment and staffing workloads; and
- centralized "departmental finance and administration" services.

In the longer term (post March 31, 2000), finance and administration (including information technology) and human resource functions will be decentralized to departments. 85.5 FTE's (out of the total 649.5 FTE's) are assigned for this purpose.

It should also be noted that:

- the work to be done by 26.5 FTE's in the final organization will be contracted-out during the implementation period, e.g.,
  - research and library services for the Legislative Assembly
  - Audit Bureau for Executive and Intergovernmental Affairs
  - Statistics Bureau for Executive and Intergovernmental Affairs
  - Corrections, Public Trustee, and Land Registries for Justice
  - Public Library Services in Education

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- 43 FTE's will be filled through transferring employees now in the GNWT, e.g.,
    - fill most positions in the Arctic Airports group in Community Government, Housing and Transportation by transferring GNWT eastern operations in Rankin Inlet
    - for Health Insurance Services, transfer GNWT eastern operations in Rankin Inlet
    - for Fisheries and Wildlife in Sustainable Development, transfer GNWT regional staff now in Iqaluit.

### **Staffing Patterns by Occupational Category**

Staffing actions (recruitments and transfers) by occupational group up to March 31, 2000 are summarized in Exhibit 1 and detailed by Department in Exhibit 2.<sup>1</sup>

Staffing actions will show the following patterns by occupational category.

- Executive Manager (Deputy Minister level)
  - 11 (100%) of the 11 staffing actions to be complete by March 31, 1999
  - the appointment of Deputy Ministers has been completed
- Senior Manager (Assistant Deputy Minister and Director levels)
  - 38 (57%) of the 63 staffing actions to be complete by March 31, 1999
  - another 15 (22%) by March 31, 2000
  - up to March 31, 1999, the major recruiting departments will be
    - Community, Housing and Transportation (8 FTE's)
    - Finance and Administration (5 FTE's)
    - Justice, and Health and Social Services (4 FTE's each)
    - all other departments (1, 2 or 3 FTE's each)
- Middle Manager (Manager or equivalent level)
  - 35 (56%) of the 70 FTE's staffing actions to be complete by March 31, 1999
  - another 9 (15%) by March 31, 2000
  - up to March 31, 1999, the major recruiting departments will be
    - Community, Housing and Transportation (8 FTE's)
    - Finance and Administration (16 FTE's)
    - Health and Social Services (3 FTE's)
    - Public Works, Telecommunications and Technical Services (3 FTE's)

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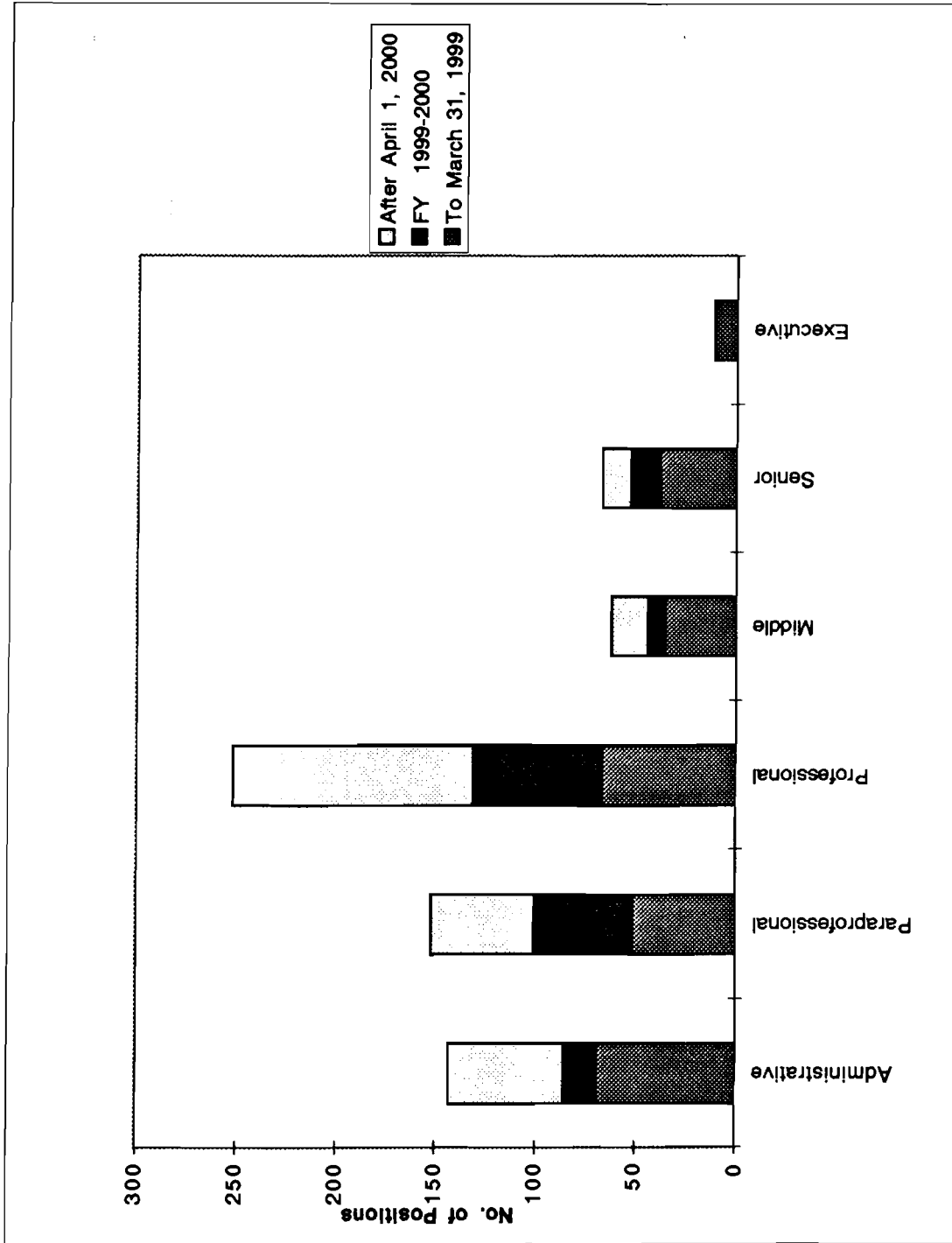
<sup>1</sup> Note that numbers in the Exhibits are extracted from the main body of the HQ Priority Staffing Plan. They differ slightly from the numbers presented in the Executive Summary to that plan.

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- Professional
    - 66.5 (26%) of the 251.5 FTE's staffing actions to be complete by March 31, 1999
    - another 64.5 (26%) by March 31, 2000
    - up to March 31, 1999, the major recruiting departments will be
      - Community, Housing and Transportation (10 FTE's)
      - Finance and Administration (16 FTE's)
      - Health and Social Services (14.5 FTE's)
      - Public Works, Telecommunications and Technical Services (8 FTE's)
      - Personnel (6 FTE's)
  
  - Paraprofessional
    - 51 (34%) of the 152 staffing actions to be complete by March 31, 1999
    - another 49.5 (33%) by March 31, 2000
    - up to March 31, 1999, the major recruiting departments will be
      - Finance and Administration (13 FTE's)
      - Public Works, Telecommunications and Technical Services (9 FTE's)
      - Community, Housing and Transportation (8 FTE's)
      - Personnel (8 FTE's)
      - Justice (7 FTE's)
  
  - Administrative Support:
    - 69 (48%) of the 143 staffing actions to be complete by March 31, 1999
    - another 16.5 (12%) by March 31, 2000
    - up to March 31, 1999, the major recruiting departments will be
      - Finance and Administration (16 FTE's)
      - Community, Housing and Transportation (11 FTE's)
      - Public Works, Telecommunications and Technical Services (9 FTE's)

### **Implications**

Implementing the HQ Priority Staffing Plan depends upon early staffing of a significant number of positions, especially in the Executive Manager, Senior Manager and Middle Manager categories. Staffing is only relatively less urgent for the other occupational categories. In these cases, up to March 31, 1999, there is a thrust to establishing the policy and program development function, as well as putting in place people to operate and deliver programs. There is also a special emphasis upon building strength in finance and administration, human resource management and information technology.

**Exhibit 1: NG HQ Staffing by Fiscal Year and Occupational Category**





**Exhibit 2: NG HQ Departmental Staffing by Fiscal Year and Occupational Category**

Department Name	Administrative Support	Paraprofessional	Professional	Middle Manager	Senior Manager	Executive Manager	Total Staffing
<b>Community Gov't, Housing and Trans.</b>							
To March 31, 1999	11	8	10	8	8	1	46
FY 1999-2000	1.5	11	15	0	1	0	28.5
After April 1, 2000	8	4	12	1	1	0	26
<b>Total</b>	<b>20.5</b>	<b>23</b>	<b>37</b>	<b>9</b>	<b>10</b>	<b>1</b>	<b>100.5</b>
<b>Culture, Language, Elders &amp; Youth</b>							
To March 31, 1999	3	0	0	0	1	1	5
FY 1999-2000	1.5	0	6	1	3	0	11.5
After April 1, 2000	3	2	7	1	1	0	14
<b>Total</b>	<b>7.5</b>	<b>2</b>	<b>13</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>30.5</b>
<b>Education</b>							
To March 31, 1999	4	2	5	2	2	1	16
FY 1999-2000	1	2	5	1	1	0	10
After April 1, 2000	6	10	13	1	1	0	31
<b>Total</b>	<b>11</b>	<b>14</b>	<b>23</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>57</b>
<b>Executive and Intergovernmental</b>							
To March 31, 1999	2	0	2	0	1	1	6
FY 1999-2000	4	10	2	0	4	0	20
After April 1, 2000	4	5	14	3	1	0	27
<b>Total</b>	<b>10</b>	<b>15</b>	<b>18</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>53</b>
<b>Finance and Administration</b>							
To March 31, 1999	16	13	16	16	5	1	67
FY 1999-2000	0.5	3	1	0	0	0	4.5
After April 1, 2000	5	6	14	0	1	0	26
<b>Total</b>	<b>21.5</b>	<b>22</b>	<b>31</b>	<b>16</b>	<b>6</b>	<b>1</b>	<b>97.5</b>
<b>Health and Social Services</b>							
To March 31, 1999	4	1	14.5	3	4	1	27.5
FY 1999-2000	3	3	15.5	2	0	0	23.5
After April 1, 2000	5	4	15	3	1	0	28
<b>Total</b>	<b>12</b>	<b>8</b>	<b>45</b>	<b>8</b>	<b>5</b>	<b>1</b>	<b>79</b>

**Exhibit 2: NG HQ Departmental Staffing by Fiscal Year and Occupational Category**

Department Name	Administrative Support	Paraprofessional	Professional	Middle Manager	Senior Manager	Executive Manager	Total Staffing
<b>Justice</b>							
To March 31, 1999	7.5	7	3	0	4	1	22.5
FY 1999-2000	3	5.5	3	2	3	0	16.5
After April 1, 2000	11.5	7.5	13	5	3	0	40
<b>Total</b>	<b>22</b>	<b>20</b>	<b>19</b>	<b>7</b>	<b>10</b>	<b>1</b>	<b>79</b>
<b>Legislative Assembly</b>							
To March 31, 1999	3.5	2	1	0	3	1	10.5
FY 1999-2000	0	2	0	0	0	0	2
After April 1, 2000	2	3	4	1	1	0	11
<b>Total</b>	<b>5.5</b>	<b>7</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>23.5</b>
<b>Personnel</b>							
To March 31, 1999	6	8	6	1	3	1	25
FY 1999-2000	1	4	3	0	0	0	8
After April 1, 2000	3	2	4.5	1	2	0	12.5
<b>Total</b>	<b>10</b>	<b>14</b>	<b>13.5</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>45.5</b>
<b>Public Works, Telecom and Tech</b>							
To March 31, 1999	9	9	8	3	4	1	34
FY 1999-2000	0	3	2	1	0	0	6
After April 1, 2000	8	2	12	1	1	0	24
<b>Total</b>	<b>17</b>	<b>14</b>	<b>22</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>64</b>
<b>Sustainable Development</b>							
To March 31, 1999	3	1	1	2	3	1	11
FY 1999-2000	1	6	12	2	3	0	24
After April 1, 2000	2	6	12	1	1	0	22
<b>Total</b>	<b>6</b>	<b>13</b>	<b>25</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>57</b>
<b>Grand Total</b>							
To March 31, 1999	69	51	66.5	35	38	11	270.5
FY 1999-2000	16.5	49.5	64.5	9	15	0	154.5
After April 1, 2000	57.5	51.5	120.5	18	14	0	261.5
<b>Total</b>	<b>143</b>	<b>152</b>	<b>251.5</b>	<b>62</b>	<b>67</b>	<b>11</b>	<b>686.5</b>

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#### **4.0 Review of Success Factors**

##### **Office of the Interim Commissioner**

Staffing carried out to date by the Office of the Interim Commissioner against the plan has concentrated on the Executive and Senior Management of each department.

Eleven (11) Deputy Ministers have been hired. Three (3) are Inuit. All DM's serve "at pleasure" so it is possible that they can be released by the appropriate Minister, once duly elected.

In addition, 3 Assistant Deputy Ministers, all of whom are Inuit, have been appointed and discussions are underway with other candidates.

The Office is also completing, through a contract with the Institute of Public Administration of Canada, core competency profiles for positions in Nunavut Government Headquarters and a training framework for establishing these competencies in staff. Although this document will stand by itself, this Consolidated Inuit Employment and Staffing Plan links very tightly with the *Training Framework for the Government of Nunavut*. Together, they will provide guidance to training and development initiatives to upgrade the competencies of staff. They will also provide information to students concerning their educational decisions, to prospective recruits concerning any upgrading requirements and to educational institutions concerning curriculum design.

Finally and notably, the Office of the Interim Commissioner itself has achieved significant Inuit representation in its own staffing. Of its 17 full time employees, 11 are Inuit.

##### **Nunavut Unified Human Resource Development Strategy**

The Nunavut Unified Human Resources Development Strategy (NUHRDS) was conceived "*to augment the existing programs with new initiatives geared specifically towards filling the gaps not addressed by existing human resource planning and training programs*". Initiatives have been launched to address education, training and development needs so that Inuit are prepared for employment and are employed at representative levels compared to their percentage of the population of Nunavut (85%).

These programs have been designed to meet general needs as expressed in the context of the positions to be staffed within the Nunavut government. No direct examination has been undertaken to identify specifically what competencies are being developed in the course of these training and development programs, nor have specific positions been targeted relative to a training or development program. This is an area that required further examination and retooling and is highlighted in Section 7, Action Plan further in this document.

There has been and continues to be significant participation in NUHRDS-funded programs. These programs are providing a pool of qualified and experienced Inuit in paraprofessional, professional and managerial occupational categories.

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### Inuit Participation in Selected NUHRDS-Funded Programs<sup>2</sup>

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Initiative / Program	Number of Inuit Participants
Aboriginal Employment Program, DIAND, National Capital Region	4
Aboriginal Employment Program, DIAND, Yellowknife Regional Office	7
GWNT Public Service Career Training Program (PSCTP) - Baffin	22
GWNT Public Service Career Training Program (PSCTP) - Kivalliq	20
GWNT Public Service Career Training Program (PSCTP) - Qitirmiut	22
Sivuliuqtit	65
Banff School of Management, Senior Executive Development Program	11
Nunavut Career Assignment Program	17
Executive MBA, St. Mary's University (selection of candidates has just been completed)	17
Total	185

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Note: Participation figures as of June 27, 1997

Nunavut Arctic College (NAC) has been a key delivery agent in implementing initiatives sponsored by the NUHRDS. NAC has developed 11 new programs in the past two academic years for a total of 23 programs accessing NUHRDS funding. These programs are being delivered in various communities throughout Nunavut. The college also has other programs which are not funded by NUHRDS but may have an impact on public service employment because core competencies acquired can be matched to those required in the public service.

Graduation rates are estimated at 65 – 70%. There are a number of factors which this does not take into account. Adult Basic Education (ABE) is rarely completed as students move up to other programs without ever officially completing the program. Many students take specific courses for interest or other reasons and do not attempt to complete the program.

Inuit participation rates in NUHRDS-funded programs delivered by NAC are shown in the following table.

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<sup>2</sup> In Phase 2, a matching will be done between Inuit participants in these programs and potential positions in Nunavut Government Headquarters.

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Similar to the previous comments on Inuit participation in Selected NUHRDS-Funded Programs (previous page), no specific examination of what competencies are being developed in the context of the training and development program has been undertaken, nor an identification of specific positions being targeted by the respective training and development program.

**Inuit Participation Rates in NUHRDS-Funded Programs  
Delivered by Nunavut Arctic College**

Program Area	1996-97 <sup>3</sup>		1997-98 <sup>4</sup>	
	Full time	Part time	Full time	Part time
Certificate in Adult Education	-	-	-	18
Career Counseling	-	-	-	11
Basic Skills	121	6	168	14
Sivuliuqtit Management Program	-	62	-	59
Inuktitut	-	10	-	62
Management Studies Diploma	12	1	20	3
Financial Management Diploma	-	-	6	40
Community Administration	-	32	-	34
Community Lands Administration	-	-	-	11
Human Resource Management	-	-	7	11
Science & Technology	-	-	4	-
Health Careers Access	-	-	12	-
Computer Specialist <sup>5</sup>	-	-	10	-
Legal Studies	-	-	1	11
Office Administration	10	-	22	27
Clerical Certificate	-	-	19	3
<b>Totals</b>	<b>143</b>	<b>111</b>	<b>269</b>	<b>304</b>

<sup>3</sup> Enrollment for 1996-97 are year end June 30, 1997 and cover the 6 months (Jan-June 97) of actual program delivery

<sup>4</sup> Enrollment for 1997-98 are for 8 months ending Jan '98 and represent a partial year

<sup>5</sup> Network & telecommunications fields – paraprofessional level

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## **Inuit Employment Plans - Federal Government**

Plans exist for the following federal government departments:

1. Fisheries and Oceans
2. Human Resources Development Canada
3. Justice Canada
4. Indian and Northern Affairs Canada
5. Canadian Heritage (Parks)
6. Public Works and Government Services

In total, these departments have 40-50 positions in Nunavut, of which the majority are in the administration and paraprofessional occupational categories. About half of the positions are in Iqaluit. Inuit representation is approximately 50%.

In its review of these IEP's, Nunavut Tunngavik Inc. (reference: "Response to the Federal Government Departments Inuit Employment Plans by Nunavut Tunngavik") noted that:

- For many departments, the measures proposed to monitor levels of Inuit employment are inadequate or insufficiently described
- Many departmental plans lack specific strategies identifying how deficiencies will be addressed.
- Some departments failed to set target dates.
- NTI agrees with the policy of granting paid leave to Inuit staff to study as is the case with the Department of Justice.
- The federal government should mandate a single agency for dealing with Inuit employment plans. This agency would then create a technical working group (including NTI) to address deficiencies in the IEP's.
- Federal departments should prepare a chart to graphically illustrate its timetable for achievement of representative levels of Inuit employment.

## **Inuit Employment Plans - GNWT**

The GNWT employed 786 Inuit in Nunavut as of March 31, 1997. Of these, 342 are in the administrative support occupational category, 152 are paraprofessional, 265 professional (teachers comprise 228), 21 are middle managers and 6 are senior managers. Statistics relative to teachers were not available to permit a distinction between those teachers who are "language specialists" and those who are "classroom teachers".

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Inuit Employment Plans exist for the following departments:

1. Economic Development and Tourism
2. Education, Culture and Employment
3. Financial Management Board Secretariat
4. Health and Social Services
5. Justice
6. Municipal and Community Affairs
7. NWT Housing Corporation
8. Public Works and Services
9. Renewable Resources
10. Safety and Public Services
11. Transportation
12. Consolidated Plan

There are no plans in place for:

1. Department of Finance – no employees in Nunavut.
2. Department of the Executive – no employees in Nunavut (Except FMBS)
3. Legislative Assembly – no employees in Nunavut

Since the submission of these plans there have been changes to the structure of some government departments. These changes are reflected in the GNWT annual report for 1997.

The annual report indicates that two important points.

- There could be unnecessary barriers to eligibility, e.g., in Resources, Wildlife and Economic Development, only 9 of 130 positions do not require a minimum high school diploma, college certification/diploma after Grade 11 or university degree. This is now being reviewed;
- There are instances of high turnover as departments face competition from Inuit organizations who offer more attractive compensation and benefits packages. In Education, Culture and Employment, this seems to have impacted to a large degree on the teaching profession (officer/professional) where qualified teachers are taking positions other than teaching. For example, there was 79% turnover in one regional office.

### **Lessons Learned From Other IEP's**

All of the GNWT departments and some of the federal departments have conducted annual reviews of their Inuit Employment Plans. Although the results are mixed, with percentages in categories decreasing in some instances while increasing in others, the annual review offers a fairly accurate gauge of Inuit Employment. This in turn provides the opportunity to evaluate initiatives and programs on an on-going basis.

The use of charts and tables outlining percentages by category is a useful tool in determining precisely where the department is in terms of targets. Federal plans tended to speak more to actions and less to actual numbers. This makes evaluation more difficult.

Barriers still exist in the form of academic qualifications for government positions. Although position qualifications and job descriptions were reviewed, there is little indication that equivalencies and alternatives are being pursued.

In the GNWT, after the Department of Personnel was eliminated, each department has had to take on these responsibilities. This has caused a lack of consistency across departments. It is imperative that systemic barriers are removed and that job qualifications become more experientially oriented with less emphasis on academic based requirements.

### Implications

The work done to date and planned by the Office of the Interim Commissioner points to a clear and workable mechanism for understanding the match and gap between core competencies required for positions in Nunavut Government Headquarters and those available and being acquired within the Inuit labour force. Extensive training efforts to close gaps have been supported through NUHRDS-funded initiatives. However, based upon the experience of others, it is clear that the design and implementation of this Inuit Employment and Staffing Plan must promote Inuit employment through innovative recruiting, staffing, training and development, and retention methods. The plan must also be monitored by senior representatives of the new government and reported upon, so that progress is made towards the Inuit representation targets and creative solutions are found to surpass any barriers.

## 5.0 Emerging Trends

### Employment Trends Amongst Inuit

Since the signing of the Nunavut Land Claims Agreement in 1993, Inuit organizations have become major employers of Inuit. These organizations, Nunavut Tunngavik Incorporated, and the three Regional Inuit Associations have expanded as they take on more and more responsibilities dealing with both the land claim and Inuit interests. The chart below gives a profile of these organizations.

Organization	# of employees	# of Inuit	% Inuit
Nunavut Tunngavik Inc.	40	27	69
Qikiqtani Inuit Association *	40	32	80
Kivalliq Inuit Association *	23	20	87
Kitikmeot Inuit Association *	23	18	78
Total	126	97	77%

\* Wholly owned development corporation employees are included. Joint venture project figures are not included.

With a notable exception, the percentage of Inuit employees is similarly high in all categories of employment. The exception is in the professional category where most of the lawyers, biologists, geologists, etc. are non-Inuit.



The number of employees in Inuit organizations is not expected to increase dramatically over the next few years. Budgets are in place as are long term plans which indicate that the organizations have stabilized in terms of responsibilities and number of employees. This would indicate that there will not be a lot of employment opportunities for Inuit in the organizations themselves. During the period of expansion of the Inuit organizations, many Inuit left government positions. This is reflected in several of the GNWT department figures which in some cases indicated a decrease over the last two years in the number of Inuit employed.

It is assumed that because the Inuit organizations are for the most part fully staffed and opportunities for internal advancement may become more limited, there will be a higher retention rate of Inuit in the government and as potential employees become trained (through school or training programs), the majority of opportunities will lie with the Nunavut government.

Past practices indicate that Inuit will move between employers. It is assumed then, that current trainees from other levels of government will be considered for headquarters positions. This suggests great potential for policies to be developed and procedures to be put in place aimed at the recruitment of qualified Inuit and Inuit trainees.

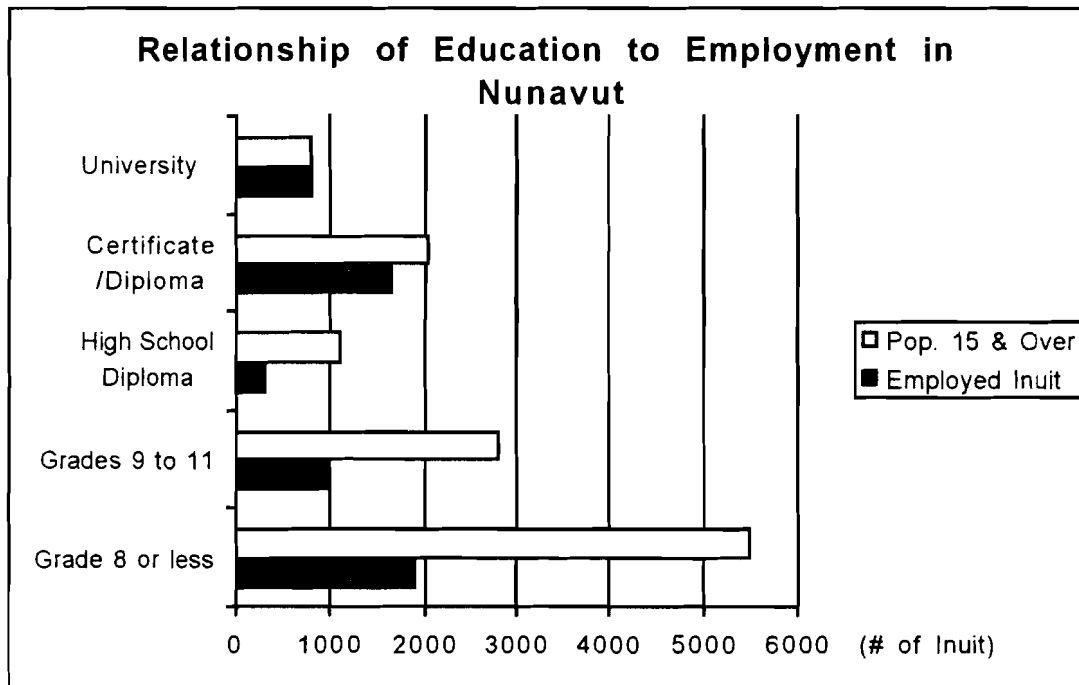
### **Supply of Inuit Labour**

According to the analysis in the report, *An Update on the Labour Market Supply in Preparation for the Nunavut Public Service*, the following are key considerations in the supply of Inuit Labour:

#### Linkage between Education and Employment Potential

- There is a strong link between education, especially post-secondary education and training, and employment potential.
- Few Inuit are employed in professional and managerial jobs in the GNWT because few have the requisite training and/or experience.
- Only 25% of Inuit, 15 years or older, have some post-secondary education.
- In the public sector, the majority of jobs require some post-secondary training beyond Grade 12 - this is reflected in the fact that 89% of people with a certificate or diploma obtained after Grade 12 are working, while only 57% of people with certificates obtained after less than Grade 10 are working.

This is evidenced in the following table showing the relationship between level of scholastic achievement and employment.



#### Education Levels

- The number of students enrolled in Grade 12 doubled between 1991/92 (122 students) and 1995/96 (238 students) while the number of graduates increased from 44 to 60 in the same time frame - 80% of graduates are Inuit - this greatly increases their employability.
- The number of Inuit enrolled in full-time post secondary programs increased from 232 in 1991/92 to 392 in 1995/96. Nunavut Arctic College is the primary academic institution. Current enrollment figures for Nunavut Arctic College are shown below.
- 4% of Inuit post secondary students are attending university.
- Social sciences is the largest area of enrollment, but secretarial/clerical studies are becoming increasingly popular. There is limited enrollment in sciences and engineering.

Nunavut Arctic College - Enrollment Statistics - February 1998

Division	On Campus				Community Centres			
	Full Time Inuit	Other	Part Time Inuit	Other	Full Time Inuit	Other	Part Time Inuit	Other
Academic	88	2	3	2	402	5	60	6
University Preparation	8	1	0	0	0	0	0	0
Trades Programs	20	0	12	0	8	0	18	1
Credit Programs	129	15	30	14	160	6	23	6
Career Development	0	0	44	0	49	0	4	6
Personal Development	0	0	0	0	0	0	5	21
<b>Division Total</b>	<b>245</b>	<b>18</b>	<b>89</b>	<b>16</b>	<b>619</b>	<b>11</b>	<b>110</b>	<b>40</b>

Location and Mobility of Inuit Workforce

The Inuit workforce is distributed in communities across Nunavut. For example, as of March 31, 1997, the GNWT employed 786 Inuit in Nunavut. With the formation of the Government of Nunavut, this existing Inuit workforce employed by the GNWT is a potential supply of Inuit employees. However, the question needs to be asked concerning the mobility of this workforce and other Inuit living outside of Iqaluit in moving from their current communities to Iqaluit, especially given local opportunities such as the attraction of over 2000 Nunavut Government Regional positions. There is also a community of approximately 200 Inuit now in Ottawa that are a potential supply of Inuit employees.

Mobility and the incentives necessary to induce mobility will, in both cases, be examined in Phase 2.

**Demand for Inuit Labour**

There is already fierce competition in all sectors of the Nunavut Territory for Inuit with post-secondary education and managerial or administrative skills. The competition for skilled Inuit labour will increase substantially as a result of the transition to the Nunavut government and related developments. The employment conditions leading up to and following the division of the NWT will be challenging. Organizations are likely to experience rapid turnover as employees seek higher pay and/or career advancement elsewhere.

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During the period covered by this Action Plan (up to March 31, 2000), areas of increased demand will be:

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Area of Demand	Estimated Number of Positions
Nunavut Government - Headquarters	425
Nunavut Government - Regional	2,026 (est.)
Private Sector	700 (est.)
Others	1200 (est.)

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### Implications

The Update on the Labour Market Supply report noted several important factors, that are supported by enrollment statistics at Nunavut Arctic College:

- few Inuit enrolled in law, engineering, sciences;
- shortage of Inuit as program and policy officers, in social sciences and/or health areas, since students in the social sciences are mostly at the community college level, studying counseling or social work;
- graduates from management studies and related programs will need to gain experience in order to fill managerial positions, since their entry positions would be general administration, bookkeeping/accounting, and human resources;
- increasing number of graduates from education programs will be able to fill roles in education program/policy development and in management; and
- increasing interest in secretarial studies may mean a surplus of Inuit with these qualifications (given increasing use of technology displacing secretaries and clerks).

The largest pool of Inuit available for employment will consist of individuals with certificates, diplomas and Grade 10 or less of formal education. The gap between the labour supply and the labour demand will be widest where jobs require advanced education. This will mean a challenge in meeting Inuit representation at the minimum target levels in staffing of Nunavut Government Headquarters.

## 6.0 Minimum Target Levels of Inuit Representation

Based upon the projected staffing of Headquarters up to March 31, 1999 and then up to March 31, 2000, and the organizational establishment (FTE's) beyond April 1, 2000, the minimum (50%) employment target of Inuit in Headquarters means achieving the following representation levels.

Occupational Category	Up to March 31, 1999		Up to March 31, 2000		After Implementation	
	No. of Positions	50% Inuit Representation Level	No. of Positions	50% Inuit Representation Level	No. of Positions (FTE's)	50% Inuit Representation Level
Executive Manager	11	6	11	6	11	6
Senior Manager	38	19	53	27	66	33
Middle Manager	35	18	44	22	57	29
Professional	66.5	34	131	66	251.5	126
Paraprofessional	51	26	100.5	51	138	69
Administrative Support	69	35	85.5	43	126	63
<b>Total</b>	<b>270.5</b>	<b>138</b>	<b>425</b>	<b>215</b>	<b>649.5</b>	<b>326</b>

A detailed breakdown of Inuit representation levels by department is shown in Exhibit 3.

**Exhibit 3: NG HQ Inuit Representation Targets (50% Minimum) by Fiscal Year and Occupational Category**

Department Name	Administrative Support	Paraprofessional	Professional	Middle Manager	Senior Manager	Executive Manager	Total FTE's
<b>Community Gov't, Housing and Trans.</b>							
As of March 31, 1999	5.5	4	5	4	4	0.5	23
As of March 31, 2000	6.25	9.5	12.5	4	4.5	0.5	37.25
When fully staffed	9.25	11.5	18.5	4.5	5	0.5	49.25
Out of	18.5	23	37	9	10	1	98.5
<b>Culture, Language, Elders &amp; Youth</b>							
As of March 31, 1999	1.5	0	0	0	0.5	0.5	2.5
As of March 31, 2000	2.25	0	3	0.5	2	0.5	8.25
When fully staffed	3.25	1	6.5	1	2.5	0.5	14.75
Out of	6.5	2	13	2	5	1	29.5
<b>Education</b>							
As of March 31, 1999	2	1	2.5	1	1	0.5	8
As of March 31, 2000	2.5	2	5	1.5	1.5	0.5	13
When fully staffed	5	7	11.5	2	2	0.5	28
Out of	10	14	23	4	4	1	56
<b>Executive and Intergovernmental</b>							
As of March 31, 1999	1	0	1	0	0.5	0.5	3
As of March 31, 2000	3	5	2	0	2.5	0.5	13
When fully staffed	5	7.5	9	1.5	3	0.5	26.5
Out of	10	15	18	3	6	1	53
<b>Finance and Administration</b>							
As of March 31, 1999	8	6.5	8	8	2.5	0.5	33.5
As of March 31, 2000	8.25	8	8.5	8	2.5	0.5	35.75
When fully staffed	8.25	9.5	15.5	5.5	3	0.5	42.25
Out of	16.5	19	31	11	6	1	84.5
<b>Health and Social Services</b>							
As of March 31, 1999	2	0.5	7.25	1.5	2	0.5	13.75
As of March 31, 2000	3.5	2	15	2.5	2	0.5	25.5
When fully staffed	5.5	4	22.5	4	2.5	0.5	39
Out of	11	8	45	8	5	1	78

Note that Representation Targets up to March 31, 2000 include all positions in Staffing Priority Plan. Those "when fully staffed" include only FTE positions.

**Exhibit 3: NG HQ Inuit Representation Targets (50% Minimum) by Fiscal Year and Occupational Category**

Department Name	Administrative Support	Paraprofessional	Professional	Middle Manager	Senior Manager	Executive Manager	Total FTE's
<b>Justice</b>							
As of March 31, 1999	3.75	3.5	1.5	0	2	0.5	11.25
As of March 31, 2000	5.25	6.25	3	1	3.5	0.5	19.5
When fully staffed	10.5	10	9.5	3.5	5	0.5	39
Out of	21	20	19	7	10	1	78
<b>Legislative Assembly</b>							
As of March 31, 1999	1.75	1	0.5	0	1.5	0.5	5.25
As of March 31, 2000	1.75	2	0.5	0	1.5	0.5	6.25
When fully staffed	2.75	3.5	2.5	0.5	2	0.5	11.75
Out of	5.5	7	5	1	4	1	23.5
<b>Personnel</b>							
As of March 31, 1999	3	4	3	0.5	1.5	0.5	12.5
As of March 31, 2000	3.5	6	4.5	0.5	1.5	0.5	16.5
When fully staffed	3	1.5	6.75	1	2	0.5	14.75
Out of	6	3	13.5	2	4	1	29.5
<b>Public Works, Telecom and Tech</b>							
As of March 31, 1999	4.5	4.5	4	1.5	2	0.5	17
As of March 31, 2000	4.5	6	5	2	2	0.5	20
When fully staffed	8	7	11	2.5	2.5	0.5	31.5
Out of	16	14	22	5	5	1	63
<b>Sustainable Development</b>							
As of March 31, 1999	1.5	0.5	0.5	1	1.5	0.5	5.5
As of March 31, 2000	2	3.5	6.5	2	3	0.5	17.5
When fully staffed	2.5	6.5	12.5	2.5	3.5	0.5	28
Out of	5	13	25	5	7	1	56
<b>Grand Total</b>							
As of March 31, 1999	34.5	25.5	33.25	17.5	19	5.5	135.25
As of March 31, 2000	42.75	50.25	65.5	22	26.5	5.5	212.5
When fully staffed	63	69	125.75	28.5	33	5.5	324.75
Out of	126	138	251.5	57	66	11	649.5

Note that Representation Targets up to March 31, 2000 include all positions in Staffing Priority Plan. Those "when fully staffed" include only FTE positions.

**Results of Staffing to Date**

Based upon staffing actions to date, current Inuit representation levels against the March 31, 1999 targets are shown below. Forty-three percent of the Executive and Senior Manager positions staffed to date are held by Inuit.

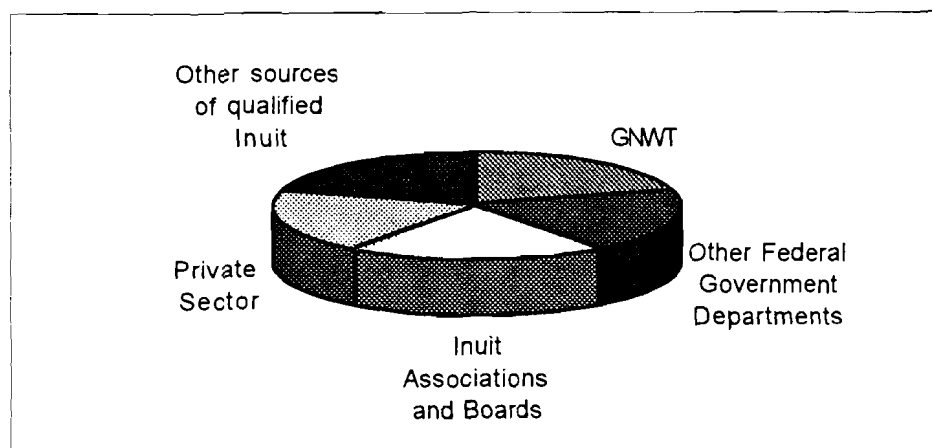
Occupational Category	Up to March 31, 1999		Staffing Actions to Date	
	No. of Positions	50% Inuit Representation Level	No. of Positions already staffed	Actual Inuit Representation Level (%)
Executive Manager	11	6	11	3 (27%)
Senior Manager	38	19	3	3 (100%)
Middle Manager	35	18	0	0 (0%)
Professional	66.5	34	0	0 (0%)
Paraprofessional	51	26	0	0 (0%)
Administrative Support	69	35	0	0 (0%)
<b>Total</b>	<b>270.5</b>	<b>138</b>	<b>14</b>	<b>6 (43%)</b>



## 7.0 Action Plan to March 31, 2000

### Overall Strategy

There are various factors that will greatly influence the ability of the Nunavut Government to recruit and/or train the number of Inuit required to achieve the desired representation targets. Broadly speaking, the influx of Inuit will come from the following sources.



Given the potential demand for Inuit within the Nunavut Government, this would, therefore, lead to three types of recruitment situations, reflecting the degree of difficulty of attracting qualified Inuit and meeting Inuit employment targets.

- Type 1** Existing labour supply sufficient of qualified Inuit to fulfill requirements of Nunavut Government;
- Type 2** Existing labour supply of qualified Inuit to fulfill requirements of Nunavut Government is restricted in terms of number of individuals available and/or depth of training undertaken; and
- Type 3** Existing labour supply of qualified Inuit to fulfill requirements of Nunavut Government is insufficient in terms of number of individuals available and/or depth of training insufficient.

This would indicate that the Nunavut Government requires three distinct strategies in order to achieve the desired representation rates for Inuit employment.

Above and beyond specific strategies and initiatives, and prior to any specific recruitment taking place, the Office of the Interim Commissioner will develop a series of detailed parameters to guide the recruitment, selection and appointment of individuals. These would generally govern the overall process, ranging from job description content to actual recruitment posters. For each of the human resource practices to be undertaken, the following details will be developed and communicated to those persons involved in the recruitment process.

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For each human resource subject matter, the following will be developed:

**a) *Policy Statement***

This section provides OICN's statement of the particular policy.

**b) *Objectives***

This section lists the objectives the policy is intended to achieve.

**c) *Scope***

This section describes to whom, when and under what circumstances the policy applies.

**d) *Definitions***

This section lists the definition of any specific terms used within the policy or procedure.

**e) *Procedures***

This section sets out specific procedures to be used in applying the policy. In some cases, the principles, guidelines or general processes are provided; in other cases, the specific procedures will be included within this section.

**f) *Accountability/Responsibility***

All accountabilities and responsibilities are described for:

- those who apply the policy,
- those to whom the policy applies, and
- those who apply or interpret the policy.

Detailed strategies will need to be fully developed prior to undertaking these initiatives, however, some general indications of the content of the strategies are provided in the following sections.

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These strategies have been developed in concert with the vision expressed by the Office of the Interim Commissioner for Nunavut, which is as follows:

*"We are guided by a vision of government that:*

- *Places people first;*
- *Represents and is accountable and fair to all its residents;*
- *Is a servant of the people of Nunavut;*
- *Seeks direction from the people;*
- *Is shaped by and belongs to the people of Nunavut;*
- *Offers programs and services in an integrated and holistic manner;*
- *Promotes harmony amongst people;*
- *Places ownership of well-being into the hands of individuals, families and communities;*
- *Conducts itself with integrity and openness;*
- *Encourages excellence and welcomes creativity; and*
- *Incorporates the best of Inuit and contemporary government systems."*

These values are reflected in the following strategies.

### **Strategy 1: Normal Recruitment**

For these categories of employment (primarily administrative support and secretarial functions), there is an ample supply of qualified Inuit currently employed in the various sectors of the labour pool (GNWT units, other federal government departments etc.) that will provide for a sufficient number of qualified individuals to be selected.

This would indicate that using good human resource practices relating to recruitment, and in keeping with the vision and values expressed by the Office of the Interim Commissioner, would allow for the successful appointment of the required individuals to fulfill these positions.

Such a recruitment process will include the following criteria, in order to ensure that the Office of the Interim Commissioner reflects the principle of "Conducting itself with integrity and openness" and "Incorporates the best of Inuit and contemporary government systems". These practices are also reflective of good general human resource practices currently employed by contemporary government systems. Although not exclusive, they do provide an overview of the activities to be undertaken in this type of recruitment.

### ***Job Descriptions***

OICN will maintain complete job descriptions for all positions within the Nunavut government to permit the recruitment, selection, hiring and development of the employees in an efficient and cost-effective manner. Subsequent to the creation of the new Nunavut government, these will be maintained by the Department of Personnel.

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Some common definitions are:

**Job Description:** a written description of the accountabilities, duties, working environment, reporting relationships, and period of work for a specific job, as well as the qualifications required for the job.

**Qualifications:** education, certification or licensing, experience, language(s), knowledge, skills and abilities required in a specific job.

A job description will be completed for each job or job family in the Nunavut government. The job description will include a description of the accountabilities, duties, working environment, reporting relationships and period of work as well as a description of the qualifications required for the job. These qualifications may include education, certification or licensing, experience, knowledge, training requirements upon entry, skills and abilities.

The Director of Human Resources within the OICN will maintain current job descriptions for each job or job family within the Nunavut government, until such time as the responsibility is assumed by the Department of Personnel of the Nunavut government. Job descriptions will be signed by the Deputy Minister of the appropriate department.

New job descriptions will be based on:

- the objectives of the department and organization as a whole,
- the range of work which must be done to ensure objectives are met,
- what can realistically be expected of a worker in one job,
- other jobs and tasks which are interrelated,
- the reporting structure of the department,
- the physical limitations and conditions associated with the job (including location, work schedules, etc.),
- the skills, knowledge and experience needed to perform the tasks.

### *Selection Standards*

A detailed job description, including a statement of qualifications, will be completed and signed by the appropriate authorities before recruitment for any position within the Nunavut government

The objectives of selection standards are:

- To ensure that all individuals applying for the job are well informed about the duties, accountability and working conditions of the job;
- To ensure that an informed hiring decision can be made based on a clear understanding of the job and its requirements; and,
- To ensure a suitable selection system and a method to assess candidates' qualifications is used, based on the job requirements.

- 
- Selection Standards: A complete description of the job requirements, including the Job Description and the Statement of Qualification, to use in evaluating applicants for a specific job.
- Job Description: A complete description of the job, including accountability, duties, working environment, reporting relationships, and period of work.
- Statement of Qualification: A complete description of the qualifications required for adequate job performance. These might include education, certification or licensing, experience, knowledge, training requirements upon entry, skills and abilities .
- Applicant: An individual who applies for a job.
- Candidate: An individual who has passed the application screen criteria, by meeting all the **minimum** job requirements.
- Screening Criteria: The minimum qualifications an applicant must have to be considered a candidate. Screening criteria must be measurable, realistic and essential in the job.
- Selection Criteria: The criteria established to compare a candidate's qualifications against other candidates. Selection criteria are **desirable** experience, education, skills or abilities, and attitudes. They are not necessarily measurable. There can be any number of selection criteria, but they must all relate to the job.
- Selection Grid: A chart used for scoring applicants for a job, listing all the screen and selection criteria, and specifying the importance of each of the criteria.

Prior to starting the recruitment process, the director or manager creates or reviews the job description to ensure that it is an accurate description of the position. He/she will:

- i. Conduct a job analysis, examining the tasks, functions, accountability, duties and tools necessary for effective performance of the job.
- ii. Summarize recommendations for change in a draft revised job description.
- iii. Review the revised job description.

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After reviewing the job description, the director or manager will follow these steps to develop a selection grid.

- a. Establish the screen criteria by:
  - i. listing the skills and knowledge that are **essential** to perform the work in this job;
  - ii. identifying the skills or knowledge that are **desirable** in a candidate for this job;
  - iii. identifying which of those skills and knowledge can be measured (for example, by a certificate or diploma or a demonstration of expertise or knowledge);
  - iv. recording as screen criteria the skill and knowledge sets which are essential to the job, and that can be measured.
  
- b. Establish the selection criteria by:
  - i. listing the remaining skills and knowledge; these are not essential (in other words, they are desirable) or cannot be accurately measured;
  - ii. adding to the list any other desirable skills or knowledge, like additional education, extra experience or more skills.
  
- c. Assign a weight to each selection criterion to identify how important it is to getting the job done. As an example, one will set the weight by choosing a number from 1 to 5, (1 is "not very important" and 5 is "very important". Make sure that there is a solid justification to the weight given to each selection criterion.

### **Criminal Record Check**

Some positions of trust must be staffed by individuals whose trustworthiness and security will not place the government of Nunavut or beneficiaries at risk. In such cases, the responsible manager or a human resources professional will conduct a Criminal Record Check. Existence of a criminal record should not necessarily exclude an individual from employment with the Nunavut government.

Applicants for positions of trust will be notified in their letter of acknowledgment that a Criminal Record Check will be conducted. A candidate will be asked to sign a consent form authorizing a Name Check and/or Criminal Record Check, if he or she is considered a suitable candidate for the position.

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### ***Recruitment and Advertising***

The position will be advertised externally in a way that ensures that all Nunavut area residents have the opportunity to apply, and that the Nunavut government can select from a number of qualified applicants.

The objective of this process would be:

- To provide an efficient, non-discriminatory and systematic means of attracting and identifying qualified job applicants.

### **Advertising**

Venues for advertising jobs may include the following:

- national, regional and community organizations;
- Canada Employment centres and outreach offices;
- broadcast advertisement through Television Northern Canada bulletin boards, Inuit Broadcasting Corporation, Canadian Broadcasting Corporation radio, and community FM stations;
- print advertising in northern and Aboriginal publications (Nunatsiaq News, Kivalliq News, News North, etc.), and NTI publications;
- if necessary, print advertising in national publications (Globe and Mail, trade periodicals, etc.);
- placement, recruitment, employment or referral services;
- posting of positions or referrals from Universities, Colleges, High Schools and Trade Schools.

Prior to the placing of an advertisement, selection standards will be determined and a complete job description written.

The staffing officer and/or manager will then select an appropriate advertising method based on the job description, the length of time available for staffing, the location, the number of jobs, and the financial resources available. The staffing officer will ensure that Nunavut area residents are informed of vacancies so they have an equal opportunity to apply.

Advertisements will include:

- the job title;
- a brief description of the duties;
- the qualifications required, including screen criteria;
- classification, level and salary (optional);
- the location of the work;
- information about the means of correspondence and a contact name to be reached in case of inquiries;
- the date by which applications must be received;
- a statement regarding language requirements for the position;

- 
- a statement indicating that the Nunavut government adheres to Canadian Human Rights and Employment Equity legislation.

The advertisement will not contain any requirement which will result in overt or systemic discrimination as defined under Canadian Human Rights or Employment Equity legislation.

### *Selection Process*

The Nunavut government will employ the most suitable candidate(s) available, using job-related, fair, reliable, cost-effective, efficient and valid selection methods.

The objective of a selection process will be:

- To provide an accurate, cost-effective and systematic way of identifying the best candidate for the job by comparing each candidate's qualifications to the job requirements;
- To provide a fair means of assessing the candidate's suitability for the job.

Some standard definitions which may be used are:

Job-related: Directly connected to the job.

Reliable: A measurement of whether an assessment (test) method yields stable and consistent results.

Valid: Refers to the extent to which an assessment (test) method actually measures what it was designed to measure.

Fair: Without discrimination. An assessment method is said to be fair if it does not unfairly discriminate against any particular group or groups.

Standardized: The extent to which an assessment (test) method is developed and administered so that each candidate has the same chance to demonstrate competence for the job.

### **Selection Plan**

A selection plan for each staffing action will be developed by the staffing officer and approved by the director or manager before beginning any staffing action. The methods used in the process will vary depending on the nature of the job, budget restrictions or number of applicants.



A sample selection plan would be:

Application Screening	Review application form or resume to determine if applicant meets basic qualifications.
Tests	Administer desired tests, e.g.: for technical knowledge, for language and/or for abilities.
Interviews	Conduct at least one interview with each candidate to determine his/her suitability.
Reference Checking	Two (2) or three (3) references are contacted to provide information about the candidate's previous work. At least one (1) of these references must be a former immediate supervisor.

### **Application Screen**

Applications will be reviewed upon receipt by a staffing officer and the appropriate director or manager. The application review will be based on the pre-determined selection standards. In order to continue in the selection process, the applicant will meet all the minimum requirements related to education, training, certification and experience.

### **Standardized Testing**

Knowledge and abilities can often be assessed through testing. Employment tests provide fair, valid and legally defensible measures of a candidate's performance in a job-relevant activity provided that they are:

- job-related
- reliable
- valid
- standardized
- fair
- administered, scored and interpreted by qualified personnel.

If deemed necessary for a particular staffing action, tests will be designed and administered by the Human Resources Department.

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## Selection Interview

The purpose of the selection interview is to gain additional information about the candidate's education, experience, knowledge, skills and abilities. This includes personal abilities that are directly relevant to the job and included in the job description.

The interview will be conducted by a minimum of two (2) people: the supervisor, and a staffing officer from the Department of Personnel. In interviews for director level positions, the appropriate ADM or DM will participate. Out-of-town interviewers may participate by teleconference.

Interview schedule and interview questions will be prepared by the Director of Human Resources, with input from the appropriate supervisor.

In conducting interviews, the guidelines will be:

- Before arranging interviews with the candidates, decide if the purpose is an initial screening or a comprehensive review of the candidates' qualifications. Tell the candidates.
- Before the interviews, choose specific questions to ask about the candidate's experience and knowledge as they relate to the job. Phrase the questions in a way that allows each candidate to discuss his/her past performance and experience as they relate to this job. The selection guide can help in developing questions.
- Avoid asking questions which could be perceived as being discriminatory.
- After you have questions ready and before the interview, develop an interview guide which specifies which staff person will ask which questions.
- During the interviews, ask the same questions to all candidates to ensure fairness.
- During the interviews, record each candidate's responses separately so they can be recalled and candidates can be evaluated based on complete information. This step also provides a record should the results of the interview be questioned or should feedback be given to candidates.
- After the interview, the interviewers review their notes and complete the selection grid by filling in the candidate's score for each selection criterion. The interviewer multiplies weight (already recorded on the grid) by the score (he/she just wrote on the page) to get the weight score for the criterion. He/she adds up all the weighted scores to get the candidate's total weighted score.

- The interviewers discuss the results and come to a consensus about how the candidate performed or rated on the interview. If possible, this is done before they interview the next candidate to ensure that they assess only how well this candidate would perform the job and not to compare candidates.

### **Reference checks**

Reference checks will be conducted by the staffing officer and/or the appropriate supervisor to verify information gathered through the selection process about former job experiences and performance, academic performance, physical health, and personal characteristics (such as dependability and initiative). Information gained in the interview will be verified with references.

In conducting reference checks, the guidelines will be to:

- Check at least two references.
- Where possible, contact the candidate's former supervisors because they are the most accurate sources of information.
- Assure the reference of confidentiality.
- Ask specific question about past performance as it relates to specific tasks or areas of responsibility in this job. Avoid asking general questions like "how did they do?"
- Avoid questions on any discrimination areas.
- As with the candidate interview, prepare these questions before making the reference checks.
- Ask for specific examples to support statements about the candidate. For example, if the reference says the candidate "lacked motivation," press for several specific examples.
- During the reference check, record the information given so it can be referred to when making the hiring decision and if queries should arise later.

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## ***Hiring***

Following interviews and reference checks, the staffing officer will facilitate the selection of the preferred candidate.

Once a decision has been made to make an offer of employment the following procedure will be followed:

- i. The staffing officer prepares an offer of employment identifying the position title, the level, salary, benefits, starting date, and any other conditions of employment. He/she sends two copies of this letter to the prospective employee: one to be signed and returned, and one to be retained by the prospective employee.
- ii. The new employee signs the letter of offer to indicate his/her acceptance of the position according to the stated conditions and returns that copy of the letter of the staffing officer.
- iii. Personnel retains the letter in the employee's personnel file and gives one copy to the hiring supervisor.
- iv. If a candidate rejects an offer of employment, the next best candidate identified is selected and approved by the appropriate authority. A new letter of offer is then prepared.

The staffing officer will inform all unsuccessful candidates in writing.

## ***Probationary Period***

All new employees will be hired for a probationary period from six (6) to twelve (12) months dependent upon the level or title of the position. Continued employment is subject to performance review and approval by the appropriate authority.

The objectives of the Nunavut government's policy on probation will be:

- To ensure that the Nunavut government employs only individuals who perform to Nunavut government standards.
- To identify and address performance problems at an early stage.
- To provide support, guidance and assistance to new employees.

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All new employees will be hired for a probationary period of between six (6) to twelve (12) months. Continued employment will be subject to the employee demonstrating satisfactory performance of the duties of the job. Satisfactory performance will be based on periodic performance reviews, conducted at least every three (3) months) during the probationary period.

### **Performance Review and Recommendation**

At the end of three (3) months and six (6) months of employment, the supervisor will meet the employee and identify any issues and needs that should be addressed. The meeting will address the following questions:

- are work objectives set for the employee as part of their workplan being met?
- is corrective action (training, policy development, role clarification, or other steps) required to help meet objectives?
- have the employee or supervisor identified any additional training needs?
- has the supervisor identified any attitudinal problems or issues?
- Does the employee wish to raise any issues or questions, now that they have some experience in the job?

The supervisor will write a summary of the performance review, listing any specified action or follow-up agreed to, with specific dates for each follow-up step. The summary will then be reviewed the employee and signed by both the supervisor and the employee. The employee's signature indicates that he/she has read and understood the document. The summary will then be sent to the Department of Personnel for inclusion in the employee's personnel file.

At the end of the probationary period, the supervisor will recommend one of three options based on the employee's performance:

- i. continued employment without probation;
- ii. continued employment with continued probation ; or
- iii. termination of employment.

The recommendation will be supported in writing.

Employees who pass their probationary period will meet with their supervisor to establish their workplan and objectives for the next year. In this meeting, the supervisor will also identify particular strengths and areas where the employee needs some improvement. The supervisor and employee will agree on specific steps to be taken to address any areas of need: these steps will be reviewed at the employee's next performance appraisal.

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### ***Employee Orientation***

The Nunavut government will orient new employees through a structured program that gives the employee information on corporate goals, policies and objectives. This ensures that employees feel welcome when joining the new government, and helps ensure a smooth transition into the new work situation.

The objectives of the orientation will be:

- to give a new employee the specific information they need to do their specific job effectively
- to find out what other information they need or skills they must develop
- to communicate what is expected of them
- to make them feel welcome and comfortable
- to create a good impression of the new government

Orientation is a process that starts when a potential employee applies for a job, and usually continues for several months after the employee starts work. There will be five stages of orientation within the new government.

i. ***BEFORE HIRING:***

Written material will be sent out to potential employees upon request, telling them about the new government and describing the job they're interested in.

ii. ***HIRING:***

A standard package of information will be given to people when they are hired. It will include general information that applies to all staff in the government, and specific information about the new employee's job and any payroll and benefit documents.

iii. ***TOUR:***

Supervisors will give new employees a tour of the workplace, and introduce them to their co-workers.

iv. ***BRIEFING:***

The supervisor will organize an initial meeting and follow-up meetings to review and clarify the orientation materials. The supervisor may also organize meetings with other staff who are doing similar work.

v. ***FOLLOW-UP:***

The supervisor will periodically meet the new employee regularly for the first three (3) months of employment to address any additional orientation needs.

Orientation of a new staff person is the responsibility of that person's immediate supervisor.

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## **Pre- hiring**

The orientation process begins even before a new staff person is hired. The Nunavut government needs to provide prospective employees with information about the job they're applying for. People often have questions about a job they see and want to know a bit about it before they apply.

The Nunavut government will be prepared to provide applicants with the following information about any posted job upon request:

- Position title
- Job description
- Position requirements (educational, professional, linguistic)
- Supervisor
- Location
- Salary range
- Benefits (including health, VTA, insurance, leave, housing and utilities, Northern Allowance, and all other applicable benefits)
- Relocation allowance, terms, and policy
- Access to training
- Holidays
- Start date
- Contact person for further information

When applications are received and acknowledged, a contact number and specific person will be named as a reference for further information. That person will be provided with the information listed above, and authorized to provide that information, if requested, to applicants.

Information may be sent to an applicant by e-mail, fax or mail, or provided verbally by phone. Requests for additional information will be referred to the supervisor.

## ***Human Rights***

The Nunavut government will ensure that all individuals within the organization are treated fairly and equitably. The Nunavut government will endorse and comply with the Federal Human Rights and Employment Equity Legislation in the spirit of its intent.

The objectives of the Nunavut government's Policy on Human Rights will be:

- To ensure that employment policies and practices do not discriminate against any employees, candidates or applicants.
- To provide equal pay for work of equal value.

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Some common definitions as to what constitutes discrimination include:

- Intentional Discrimination:** Deliberate segregation resulting in prejudicial treatment, because of a personal bias against an individual or group. Intent to discriminate must be proven.
- Unintentional Systemic Discrimination:** Rules, procedures and normal corporation operations which unintentionally favour or discourage individuals because they are members of certain groups, not because of their ability to perform a job.
- Employment Barrier:** A job requirement or employment practice that is unrelated to actual or potential job performance. Pre-employment barriers prevent disadvantaged groups from finding employment. Post-employment barriers prevent disadvantaged groups from realizing their full employment potential after they have been hired (e.g., through denied opportunities for promotion).
- Bona fide Occupational Requirement:** A job requirement needed to satisfactorily perform the duties of a job, e.g., proficiency in a certain language.
- Reasonable Accommodation:** The practice of adapting employment conditions to meet the special needs of employees or applicants. For example, disabled employees can be accommodated by providing wheelchair ramps.

Both intentional and unintentional discrimination are illegal under Human Rights laws. The Nunavut government will ensure that all of its selection, hiring, promotion and evaluation procedures and criteria are bias-free: all requirements that the Nunavut government makes of employees must be justifiable and directly related to the job's duties and responsibilities.

### **Pre-Employment Barriers**

The Nunavut government will ensure that no pre-employment barriers exist when recruiting and hiring employees. Barriers will not occur in these practices and procedures:

i. **Recruitment Channels**

Narrow recruitment channels can exclude groups protected under the law from knowing about vacant jobs. Therefore, the Nunavut government will carefully consider the impact of practices like recruiting externally by word-of-mouth because primarily only friends and relatives of employees hear about jobs.



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ii. Advertising

Job advertisements will be free of all discriminatory elements. For example, ads will not indicate preference for persons of a particular sex or ethnic group unless the preference is justified as a bona fide occupational requirement.

iii. Job Standards

Job descriptions will not include standards or requirements that are unrelated to actual job performance, like insisting on education levels or language abilities that are higher than necessary, or not actually necessary on the job. Job descriptions can only contain bona fide occupational requirements.

iv. Application Forms

No questions will be asked about sex, place of birth, work history, mother tongue, religion or other items forbidden by Human Rights legislation.

v. Employment Testing

Tests will be job-related, valid, reliable, standardized, non-discriminatory and administered by qualified personnel.

vi. Drug Testing and Medical Tests

The Nunavut government will have bona fide requirements for these tests, linked to a specific job - for example, the need to perform a specific job safely, efficiently and reliably. The tests will be valid, reliable and accurate. Testing will not be done at the pre-employment stage. However, the Nunavut government will make a written job offer conditional upon successfully completing job-related medical exam.

vii. Acquired Immune Deficiency Syndrome (AIDS) Testing

The Nunavut government will not treat individuals with AIDS differently than other employees except when the individual is required to carry out medical procedures like administering injections, or is required to travel to countries where AIDS carriers are barred, or cannot perform their work to the extent that public safety is compromised.

viii. Interviews

Interviews must be structured, fair, and ask only questions relevant to the job.

Given that the analysis of the current labour supply demonstrates that an adequate supply of qualified Inuit currently exist to fill these type of positions, these steps will ensure that the recruitment process occurs in an efficient and timely manner and is equitable for all beneficiaries.

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## Strategy 2: Aggressive Recruitment

The second strategy proposed for type 2 labour supply situations involves the aggressive recruitment of candidates from a limited supply of qualified Inuit from within existing sources (primarily Inuit associations, GNWT units and other federal government departments), both locally and nationally. This will be supplemented by the development of a detailed inventory of potential recruits amongst those Inuit currently attending training and development programs sponsored through NUHRDS and /or other training programs, funded by the federal government or the Government of the Northwest Territories. For example, there are currently over 1200 Inuit students receiving financial assistance from the GNWT registered in academic or certification programs at some level. The individuals will be identified and a determination made as to their interest in being considered for positions within the new government.

For those Inuit currently employed, at paraprofessional and professional levels, there will be a need to undertake a thorough monetization study to determine existing salary and benefit structures that are in place for such individuals, with a view to offering a better compensation package for these individuals during the targeted recruitment process.

For other Inuit currently enrolled in training and development programs, there may also be a need to recognize position specific equivalencies in the form of experience and/or life experiences, for initial entry to occupational categories. These individuals will be identified during the period leading up to the creation of the Nunavut government (April 1, 1999), offered a position conditional upon their successful completion of their respective study programs, and be hired on April 1, 1999. It would be incumbent upon the organization undertaking the hiring to provide for a personalized training and development program for these individuals to supplement their academic training with specific courses and/or work assignments. It may also be feasible to appoint these Inuit at a level slightly below that of the existing position, provide a rigorous training and development program (on the job) with a pre-determined probationary period, with subsequent appointment to the full level of the position upon successful completion of the requisite training and development.

Although no specific matching of current Inuit undergoing training has been examined in the context of this employment plan, a cursory review of current participants was performed, in one of the current training and development programs, the Sivuliuqtit program within CCMD and Nunavut Arctic College, with a view to gaining a general appreciation of the type of occupational positions this program and associated work assignments could potentially lead towards (Exhibit 5 - Functional Competency Development provided by Sivuliuqtit). Although a note of caution should be introduced in reviewing this data, given there was no direct questioning of participants as to their interests, mobility and desire to work in the Nunavut government, it is apparent that there are competencies being developed that would appear to correlate to the various requirements within the new Nunavut government. From information gathered within the GNWT PSCTP, various other competencies are also being developed that correspond to requirements of the new Nunavut government.

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If active and aggressive recruitment is pursued via this strategy, a careful assessment would need to be undertaken in order to examine its potential impact on other employers in the capital and the potential for depleting the Inuit labour force from other communities within Nunavut.

Specific details relating to this strategy will be further developed in Phase 2 of this Inuit Employment and Staffing Plan.

### **Strategy 3: Innovative Approaches in the Scientific and Technical fields**

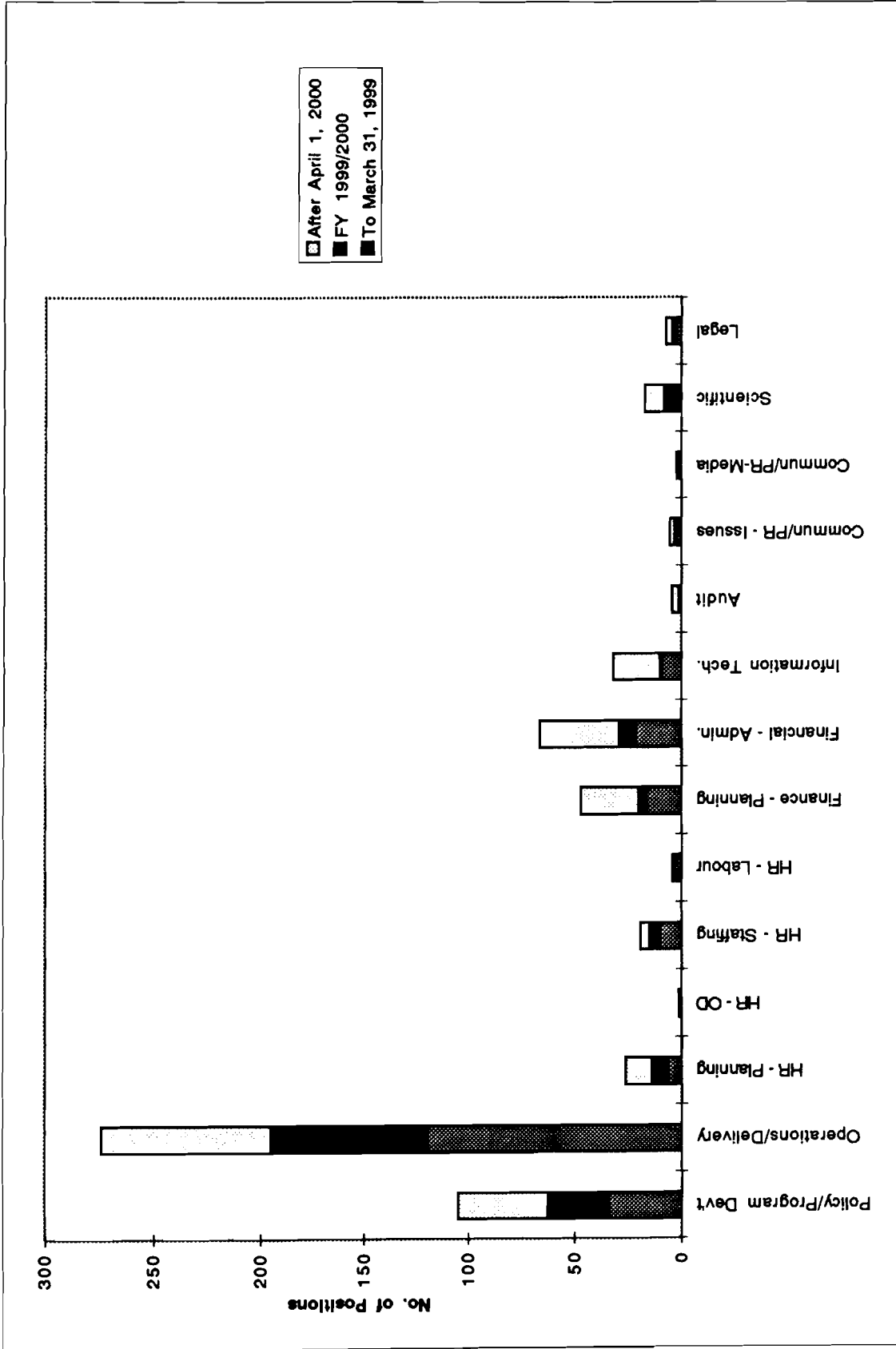
Where the existing labour pool is insufficient to meet the projected requirements of Inuit employment within the Nunavut Government, a more concerted strategy will need to be developed to achieve equitable representation rates. This strategy will utilize and expand existing training programs under the Nunavut Unified Human Resources Development Strategy (NUHRDS) and other vehicles currently being used to bring Inuit up to the minimum requirements of the various categories of positions to be staffed.

This strategy will need to be flexible and innovative in its approach and may encompass the creation of formal training mechanisms to achieve the levels of training and development requirement to bring Inuit up-to-speed in various types of employment functions. For example, in the field of archaeology, it may be necessary to institute a contracting process to recruit non-Inuit for a pre-determined period (e.g. 3 years), couple this individual with an interested Inuk who has the rudimentary competencies required in a formal "apprenticeship-like type program", whereby an Inuk works side-by-side with the qualified archaeologist, supplemented by formal training courses interspersed during the apprenticeship period. This is similar to the current arrangement within a GNWT training program.

### **General Initiatives**

There is also a need to build in various support mechanisms throughout this transition period, such as mentoring programs, counseling functions, double banking of Inuit with non-Inuit (a form of side-by-side job sharing), job shadowing, and extensive use of existing training programs with selected recruitment drives at appropriate points of the training cycle. These will be also fully developed during phase 2 of the Employment plan, however will specifically include measures encouraging youth to remain in school and encouraging other Inuit to "return to school", given the correlation between education and employment (page 13 of this report) and will be coupled with career fairs at schools throughout the Nunavut Territory.

**Exhibit 4a: Functional Competencies Required by NG HQ Staffing Plan**



Note that Functional Competencies for Senior and Executive Managers are not included in this table.

**Exhibit 4: Functional Competencies Required by NG HQ Staffing Plan**

Functional Competency	Administrative Support	Paraprofessional	Professional	Middle Manager	Senior Manager	Executive Manager	Total FTE's
<b>Policy/Program Development</b>							
Up to March 31, 1999	0	1	28.5	4	na	na	33.5
FY 1999/2000	0	1	27.5	0	na	na	28.5
Total up to March 31, 2000	0	2	56	4	na	na	62
<b>Total in HQ Staffing Plan</b>	<b>0</b>	<b>2</b>	<b>97</b>	<b>6</b>	<b>na</b>	<b>na</b>	<b>105</b>
<b>Operations/Delivery</b>							
Up to March 31, 1999	59	28	14	18	na	na	119
FY 1999/2000	15.5	34.5	18	8	na	na	76
Total up to March 31, 2000	74.5	62.5	32	26	na	na	195
<b>Total in HQ Staffing Plan</b>	<b>103</b>	<b>84</b>	<b>55</b>	<b>32</b>	<b>na</b>	<b>na</b>	<b>274</b>
<b>Human Resources - HR Planning</b>							
Up to March 31, 1999	0	5	0	1	na	na	6
FY 1999/2000	0	3	5	0	na	na	8
Total up to March 31, 2000	0	8	5	1	na	na	14
<b>Total in HQ Staffing Plan</b>	<b>0</b>	<b>20</b>	<b>5</b>	<b>1</b>	<b>na</b>	<b>na</b>	<b>26</b>
<b>Human Resources - OD</b>							
Up to March 31, 1999	0	0	0	0	na	na	0
FY 1999/2000	0	0	0	0	na	na	0
Total up to March 31, 2000	0	0	0	0	na	na	0
<b>Total in HQ Staffing Plan</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>na</b>	<b>na</b>	<b>1</b>
<b>Human Resources - Staffing</b>							
Up to March 31, 1999	2	7	1	0	na	na	10
FY 1999/2000	1	4	0	0	na	na	5
Total up to March 31, 2000	3	11	1	0	na	na	15
<b>Total in HQ Staffing Plan</b>	<b>4</b>	<b>13</b>	<b>1</b>	<b>1</b>	<b>na</b>	<b>na</b>	<b>19</b>
<b>Human Resources - Labour Relations</b>							
Up to March 31, 1999	0	0	3	0	na	na	3
FY 1999/2000	0	0	1	0	na	na	1
Total up to March 31, 2000	0	0	4	0	na	na	4
<b>Total in HQ Staffing Plan</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>na</b>	<b>na</b>	<b>4</b>

Note that Functional Competencies for Senior and Executive Managers are not included in this table.

**Exhibit 4: Functional Competencies Required by NG HQ Staffing Plan**

Functional Competency	Administrative Support	Paraprofessional	Professional	Middle Manager	Senior Manager	Executive Manager	Total FTE's
<b>Finance - Financial Planning</b>							
Up to March 31, 1999	0	4	7	5	na	na	16
FY 1999/2000	0	0	4	0	na	na	4
Total up to March 31, 2000	0	4	11	5	na	na	20
Total in HQ Staffing Plan	0	10	30	7	na	na	47
<b>Finance - Financial Administration</b>							
Up to March 31, 1999	9	6	2	4	na	na	21
FY 1999/2000	4	0	3	1	na	na	8
Total up to March 31, 2000	13	6	5	5	na	na	29
Total in HQ Staffing Plan	36	16	5	9	na	na	66
<b>Information Technology</b>							
Up to March 31, 1999	0	0	7	2	na	na	9
FY 1999/2000	0	0	1	0	na	na	1
Total up to March 31, 2000	0	0	8	2	na	na	10
Total in HQ Staffing Plan	0	0	27.5	4	na	na	31.5
<b>Audit</b>							
Up to March 31, 1999	0	0	1	0	na	na	1
FY 1999/2000	0	0	0	0	na	na	0
Total up to March 31, 2000	0	0	1	0	na	na	1
Total in HQ Staffing Plan	0	0	3	1	na	na	4
<b>Communications/Public Relations - Issues Management</b>							
Up to March 31, 1999	0	0	1	1	na	na	2
FY 1999/2000	0	1	0	0	na	na	1
Total up to March 31, 2000	0	1	1	1	na	na	3
Total in HQ Staffing Plan	0	2	2	1	na	na	5
<b>Communications/Public Relations - Media Relations</b>							
Up to March 31, 1999	0	0	0	0	0	na	0
FY 1999/2000	0	1	0	0	na	na	1
Total up to March 31, 2000	0	1	0	0	na	na	1
Total in HQ Staffing Plan	0	1	0	0	na	na	1
Total in HQ Staffing Plan	0	2	0	0	na	na	2

Note that Functional Competencies for Senior and Executive Managers are not included in this table.

**Exhibit 4: Functional Competencies Required by NG HQ Staffing Plan**

Functional Competency	Support				Professional	Middle Manager	Senior Manager	Executive Manager	Total FTE's
	Administrative	Paraprofessional	Professional	Middle Manager					
<b>Scientific</b>									
Up to March 31, 1999	0	0	0	0	0	na	na	na	0
FY 1999/2000	0	2	6	0	0	na	na	na	8
Total up to March 31, 2000	0	2	6	0	0	na	na	na	8
Total in HQ Staffing Plan	0	3	14	0	0	na	na	na	17
<b>Legal</b>									
Up to March 31, 1999	0	0	2	0	0	na	na	na	2
FY 1999/2000	0	0	2	0	0	na	na	na	2
Total up to March 31, 2000	0	0	4	0	0	na	na	na	4
Total in HQ Staffing Plan	0	0	7	0	0	na	na	na	7
<b>Grand Total</b>									
Up to March 31, 1999	70	51	66.5	35	0	na	na	na	222.5
FY 1999/2000	20.5	46.5	67.5	9	0	na	na	na	143.5
Total up to March 31, 2000	90.5	97.5	134	44	0	na	na	na	366
Total in HQ Staffing Plan	143	152	251.5	62	0	na	na	na	608.5

Note that Functional Competencies for Senior and Executive Managers are not included in this table.

**Exhibit 5: Functional Competency Development Provided by Sivuliuqtit**

Functional Competency	Administrative Support	Paraprofessional	Professional	Middle Manager	Senior Manager	Executive Manager	Total FTE's
<b>Policy/Program Development</b>							
Up to March 31, 1999				3	7		10
FY 1999/2000				2	1		3
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>8</b>	<b>0</b>	<b>13</b>
<b>Operations/Delivery</b>							
Up to March 31, 1999			3	12	2		17
FY 1999/2000			1	5	4		10
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>17</b>	<b>6</b>	<b>0</b>	<b>27</b>
<b>Human Resources - HR Planning</b>							
Up to March 31, 1999			1	1	1		3
FY 1999/2000							0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>Human Resources - OD</b>							
Up to March 31, 1999							0
FY 1999/2000							0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Human Resources - Staffing</b>							
Up to March 31, 1999							0
FY 1999/2000							0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Human Resources - Labour Relations</b>							
Up to March 31, 1999							0
FY 1999/2000							0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance - Financial Planning</b>							
Up to March 31, 1999				1			1
FY 1999/2000							0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>



**Exhibit 5: Functional Competency Development Provided by Sivuliuqtit**

<b>Finance - Financial Administration</b>				
Up to March 31, 1999			1	1
FY 1999/2000	2		2	4
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>
<b>Information Technology</b>				
Up to March 31, 1999				0
FY 1999/2000				0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Audit</b>				
Up to March 31, 1999				0
FY 1999/2000				0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Communications/Public Relations - Issues Management</b>				
Up to March 31, 1999		2	1	3
FY 1999/2000		2		0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>
<b>Communications/Public Relations - Media Relations</b>				
Up to March 31, 1999				0
FY 1999/2000				0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Scientific</b>				
Up to March 31, 1999				0
FY 1999/2000				0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Legal</b>				
Up to March 31, 1999				0
FY 1999/2000				0
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>				
Up to March 31, 1999	0	4	12	35
FY 1999/2000	0	2	9	17
<b>Total up to March 31, 2000</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>52</b>

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### **Putting the Strategies into Action up to March 31, 2000**

Up to March 31, 2000, 366 positions in the Middle Manager, Professional, Paraprofessional and Administrative Support occupational groups will be staffed. A preliminary match between these positions and the functional core competencies defined in the *Training Framework for the Government of Nunavut*, Draft, February 1998 is summarized in Exhibit 4a and in more detail by occupational category in Exhibit 4.<sup>6</sup>

The focus up to March 31, 1999 is staffing strength in Policy/Program Development (overwhelmingly Professional) and Operations/Delivery (Middle Management and Professional with significant Paraprofessional and Administrative Support). There is also an emphasis on Human Resource Management (a mixture of Paraprofessional and Professional), Financial Planning (mostly Professional), Financial Administration (a mixture of Paraprofessional and Professional), and Information Technology (Professional).

In fiscal year 1999/2000, high levels of staffing continues for people with competencies in Policy/Program Development and Operations/Delivery, with additional staffing of Professionals in Finance. Staffing of professional positions in Science also starts.

At the end of 1999/2000, the most significant future staffing requirements are for Professionals with competencies in Policy/Program Development, and all levels of Operations/Delivery.

The specific strategies to be employed and an indication of their respective timings is included as tables entitled "Action Plan for Staffing Nunavut Government Headquarters Positions", broken down by the core competencies identified and further refined by occupational categories within each of those core competencies. Specific refinement of the matching between positions and functional core competencies, as well as the addition of Executive and Senior Managers, will be done in Phase 2. The numbers, therefore, should be read as draft and preliminary. However, they provide a good indication of which of the three strategies will be applied in various labour force supply and demand situations.

### **8.0 Monitoring and Communications**

To be effective, any plan must be both understood and its results measured so that adjustments can be made whenever necessary. For these reasons, the following monitoring and communications activities are proposed for the Consolidated Inuit Employment and Staffing Plan.

Responsibility for the monitoring of the implementation of this plan within individual departments in the Nunavut government will be at the respective Deputy Minister level. The general and specific activities involved in the implementation of the Consolidated Inuit Employment and Staffing Plan for Nunavut Government Headquarters will be monitored by the Human Resources Branch of the Office of the Interim Commissioner until March 31, 1999. The results of recruitment and staffing activities will be tracked, and periodic updates (quarterly) on results will be prepared.

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<sup>6</sup> Two functional core competencies - Scientific and Legal - have been added so that all positions could be assigned to a functional core competency category.

### Action Plan for Staffing Nunavut Government Headquarters Positions

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<b>Policy/Program Development</b> <ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Paraprofessional</li> <li>• Professional</li> </ul>	<p>No requirement</p> <p>Year 1 - 1 position Year 2 - 1 position</p> <p>Year 1 - 28.5 positions Year 2 - 27.5 positions Later - 41 additional positions</p> <p>Shortage of qualified Inuit in labour market. May be available by recruiting from other organizations, or people currently in training assignments.</p>	<p>None</p> <p>Strategy 1</p> <p>Strategy 2 Launch Strategy 3</p>	<p>None</p> <p>Strategy 1</p> <p>Strategy 2 Continue Strategy 3</p>	<p>None</p> <p>None</p> <p>Strategy 2 Continue Strategy 3</p>
<ul style="list-style-type: none"> <li>• Middle Manager</li> </ul>	<p>Year 1 - 4 positions Later - 2 additional positions</p> <p>Shortage of qualified Inuit in labour market. May be available by recruiting from other organizations, or people currently in training assignments.</p>	<p>Strategy 2 Launch Strategy 3</p>	<p>Strategy 2 Continue Strategy 3</p>	<p>Strategy 2 Continue Strategy 3</p>

## Action Plan for Staffing Nunavut Government Headquarters Positions

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<b>Operations/Delivery</b> <ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Paraprofessional</li> <li>• Professional</li> <li>• Middle Manager</li> </ul>	<p>Year 1 - 59 positions; Year 2 - 15.5 positions  Later - 28.5 positions</p> <p>Primarily secretarial and clerical positions. Adequate labour supply. Educational system providing new recruits. May be mobility issues.</p> <p>Year 1 - 28 positions; Year 2 - 34.5 positions  Later - 11.5 positions</p> <p>Various positions.</p> <p>Year 1 - 14 positions; Year 2 - 18 positions  Later - 23 additional positions</p> <p>Shortage of qualified Inuit in labour market. May be available by recruiting from other organizations, or people currently in training assignments.</p> <p>Year 1 - 18 positions; Year 2 - 8 positions  Later - 6 additional positions</p> <p>Shortage of qualified Inuit in labour market. May be available by recruiting from other organizations, or people currently in training assignments.</p>	<p>Primarily Strategy 1. Launch Strategy 2 where recruiting problems are identified.</p> <p>Primarily Strategy 2 where recruiting problems are identified.  Strategy 2  Launch Strategy 3</p> <p>Strategy 2  Launch Strategy 3</p>	<p>Strategy 1</p> <p>Primarily Strategy 2 where recruiting problems are identified.  Strategy 2  Continue Strategy 3</p> <p>Strategy 2  Continue Strategy 3</p>	<p>Primarily Strategy 1. Launch Strategy 2 where recruiting problems are identified.</p> <p>Primarily Strategy 2 where recruiting problems are identified.  Strategy 2  Continue Strategy 3</p> <p>Strategy 2  Continue Strategy 3</p>

## Action Plan for Staffing Nunavut Government Headquarters Positions

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<b>Human Resources</b> <ul style="list-style-type: none"> <li>• Administrative Support</li> </ul>	Year 1 - 2 positions; Year 2 - 1 position Later - 1 additional position  Primarily secretarial and clerical positions. Adequate labour supply. Educational system providing new recruits. May be mobility issues.	Strategy 1.	Strategy 1.	Strategy 1.
<ul style="list-style-type: none"> <li>• Paraprofessional</li> </ul>	Year 1 - 12 positions; Year 2 - 7 positions Later - 14 additional positions  Various positions in planning and staffing.	Primarily Strategy 1. Launch Strategy 2 where recruiting problems are identified.		
<ul style="list-style-type: none"> <li>• Professional</li> </ul>	Year 1 - 4 positions - 1 in staffing and 3 in labour relations Year 2 - 6 positions - 5 in planning and 1 in staffing Later - 1 additional position in OD  Shortage of qualified Inuit in labour market for labour relations. May be available by recruiting from other organizations, or people currently in training assignments.	Strategy 2 Launch Strategy 3 for labour relations, planning and OD	Strategy 2 Continue Strategy 3 for OD	Strategy 2 for OD
<ul style="list-style-type: none"> <li>• Middle Manager</li> </ul>	Year 1 - 1 position; Later - 1 additional position  Shortage of qualified Inuit in labour market. May be available by recruiting from other organizations, or people currently in training assignments.	Strategy 2 Launch Strategy 3		Strategy 2 Continue Strategy 3

## Action Plan for Staffing Nunavut Government Headquarters Positions

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<b>Finance</b> <ul style="list-style-type: none"> <li>• Administrative Support</li> </ul>	<p>Year 1 - 9 positions in financial administration                      Year 2 - 4 positions in financial administration                      Later - 23 additional positions in financial administration                      Primarily secretarial and clerical positions. Adequate labour supply. Educational system providing new recruits. May be mobility issues.</p>	<p>Strategy 1.</p>	<p>Strategy 1.                      Consider Strategy 2 depending on timing of additional positions.</p>	<p>Strategy 1.</p>
<ul style="list-style-type: none"> <li>• Paraprofessional</li> </ul>	<p>Year 1 - 10 positions                      Year 2 - 0 positions                      Later - 16 additional positions                      Various financial support positions. Educational system providing new recruits. May be mobility issues</p>	<p>Primarily Strategy 1.                      Launch Strategy 2 where recruiting problems are identified.</p>	<p>Strategy 2 where year 1 targets are not met.</p>	<p>Primarily Strategy 1.                      Launch Strategy 2 where recruiting problems are identified.                      Strategy 2.                      Continue Strategy 3.</p>
<ul style="list-style-type: none"> <li>• Professional</li> </ul>	<p>Year 1 - 9 positions - 7 in planning and 2 in administration.                      Year 2 - 7 positions - 4 in planning and 3 in administration.                      Later - 19 additional positions in planning.                      Shortage of qualified Inuit in labour market with professional qualifications. May be available by recruiting from other organizations, or people currently in training assignments.</p>	<p>Strategy 2.                      Launch Strategy 3.</p>	<p>Strategy 2.                      Continue Strategy 3.</p>	<p>Strategy 2.                      Continue Strategy 3.</p>
<ul style="list-style-type: none"> <li>• Middle Manager</li> </ul>	<p>Year 1 - 1 position                      Later - 1 additional position                      Shortage of qualified Inuit in labour market. May be available by recruiting from other organizations, or people currently in training assignments.</p>	<p>Strategy 2                      Launch Strategy 3</p>		<p>Strategy 2                      Continue Strategy 3</p>

**Action Plan for Staffing Nunavut Government Headquarters Positions**

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<ul style="list-style-type: none"> <li>• Information Technology</li> <li>• Administrative Support</li> <li>• Paraprofessional</li> <li>• Professional</li>   <li>• Middle Manager</li> </ul>	<p>No requirement</p> <p>No requirement</p> <p>Year 1 - 7 positions. Year 2 - 1 position. Later - 19.5 additional positions.</p> <p>Shortage of qualified Inuit in labour market with professional qualifications. May be available by recruiting from other organizations, or people currently in training assignments.</p> <p>Year 1 - 2 positions. Later - 2 additional positions.</p> <p>Same as professionals.</p>	<p>Strategy 2. Launch Strategy 3.</p>	<p>Strategy 2. Continue Strategy 3.</p>	<p>Strategy 2. Continue Strategy 3.</p>

**Action Plan for Staffing Nunavut Government Headquarters Positions**

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<p><b>Audit</b></p> <ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Paraprofessional</li> <li>• Professional</li> </ul>	<p>No requirement</p> <p>No requirement</p> <p>Year 1 - 1 position. Later - 2 additional positions. Shortage of qualified Inuit in labour market with professional qualifications. May be available by recruiting from other organizations, or people currently in training assignments. Will be contracted in short term.</p>	<p>Strategy 2. Launch Strategy 3. Perhaps have Inuit seconded to contractor for training.</p>	<p>Strategy 2. Continue Strategy 3.</p>	<p>Strategy 2. Continue Strategy 3.</p>
<ul style="list-style-type: none"> <li>• Middle Manager</li> </ul>	<p>Later - 1 additional positions. Same as professionals.</p>	<p>Strategy 2. Launch Strategy 3. Perhaps have Inuit seconded to contractor for training.</p>	<p>Strategy 2. Continue Strategy 3.</p>	<p>Strategy 2. Continue Strategy 3.</p>



**Action Plan for Staffing Nunavut Government Headquarters Positions**

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<b>Communications</b> <ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Paraprofessional</li> <li>• Professional</li> <li>• Middle Manager</li> </ul>	<p>No requirement</p> <p>Year 2 - 2 positions; Later - 2 positions Probably no shortage of qualified Inuit, but already working for another organization</p> <p>Year 1 - 1 position. Later - 1 additional position. Same as paraprofessional.</p> <p>Year 1 - 1 position. Same as paraprofessional.</p>	<p>Prepare for Strategy 2</p> <p>Strategy 2.</p> <p>Strategy 2.</p>	<p>Strategy 2</p> <p>Strategy 2.</p> <p>Strategy 2.</p>	<p>Strategy 2</p> <p>Strategy 2.</p> <p>Strategy 2.</p>
<b>Scientific</b> <ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Paraprofessional</li> <li>• Professional</li> <li>• Middle Manager</li> </ul>	<p>No requirement</p> <p>Year 2 - 2 positions. Later - 1 position Very specialized positions. Need to do position-specific analysis.</p> <p>Year 2 - 6 positions. Later - 8 additional positions. Very specialized positions. Need to do position-specific analysis.</p> <p>No requirement</p>	<p>Prepare for Strategy 2 and possibly Strategy 3</p> <p>Prepare for Strategy 2 and possibly Strategy 3</p>	<p>Strategy 2. Continue Strategy 3 as required.</p> <p>Strategy 2. Continue Strategy 3 as required.</p>	<p>Strategy 2. Continue Strategy 3 as required.</p> <p>Strategy 2. Continue Strategy 3 as required.</p>

**Action Plan for Staffing Nunavut Government Headquarters Positions**

Functional Core Competency and Occupational Category	Situation	Year 1 - Action up to March 31, 1999	Year 2 - Action up to March 31, 2000	Action after April 1, 2000
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Administrative Support</li> <li>• Paraprofessional</li> <li>• Professional</li> </ul>	<p>No requirement</p> <p>No requirement</p> <p>Year 1 - 2 positions. Year 2 - 2 positions. Later - 3 additional positions.</p> <p>Shortage of qualified Inuit. Very specialized positions. Need to do position-specific analysis.</p>	<p>Strategy 2 and implement Strategy 3</p>	<p>Strategy 2 and continue Strategy 3</p>	<p>Strategy 2 and continue Strategy 3</p>
<ul style="list-style-type: none"> <li>• Middle Manager</li> </ul>	<p>No requirement</p> <p>Same as paraprofessional.</p>			

Subsequently, monitoring of the Consolidated Plan will be a roll-up of individual departmental plans. The responsibility for the Consolidated Plan will be with the department of Human Resources.

The communication of the results of implementation will be diffused through the production of an annual report.

This plan and the annual report will be public documents that will be communicated throughout Nunavut, both within Nunavut Government offices and, at large, within the communities of Nunavut.

A formal communications strategy will be developed as part of the phase 2 of this plan.

## **9.0 Conclusion**

There are many steps remaining to ensure the representation of Inuit in the Nunavut government at all occupational categories and in all groups and levels. Many of them need to be undertaken immediately, if the representation targets for Inuit employment are to be achieved within the respective timeframes identified (April 1, 1999 and April 1, 2000).

There is a requirement to undertake identification and development of specific position descriptions which outline their requirements (education, experience, skills, competencies etc.). These will be developed in close collaboration with the Human Resources Branch of the OICN and the respective senior management of the individual departments of the Nunavut government.

An intensive review will be undertaken with respect to candidates currently participating in NUHRDS funded training and development programs. This review will identify their respective competencies, identify interests and mobility factors for employment within the Nunavut government, and do a preliminary matching to possible positions within the Nunavut government. A profile of individual candidates will then be screened by respective management in departments, with a view to customizing their further training and development to specific position requirements.

Type 2 and Type 3 recruitment strategies, as broadly identified in this plan, need to be further refined with specific activities and responsibilities being assigned within the Office of the Interim Commissioner and the respective Nunavut government departments. As well, complementary activities, such as mentoring programs, orientation programs and specific staffing policies need to be initiated prior to April 1, 1999 in order to guide Senior Managers of the Nunavut government departments.