

ORGANIZATIONAL DESIGN OF THE NUNAVUT GOVERNMENT



Office of the Interim Commissioner of Nunavut

January 13, 1998

ORGANIZATIONAL DESIGN OF THE NUNAVUT GOVERNMENT

I. INTRODUCTION

(a) PURPOSE

Resolution of the overall organizational structure for the Nunavut Government is fundamentally important to the preparation of a detailed schedule and plan to implement the Government. As several organizational issues remain unresolved, a study has been undertaken for the purpose of:

- (a) Resolution of the organizational design elements that have not been collectively resolved to date by the Federal Government, Government of the NWT and Nunavut Tunngavik Incorporated.
- (b) Fine tuning of the organizational model.

The major organizational design elements that have not been resolved to date by the parties include:

- The type and number of headquarters positions for each Nunavut Department and the Legislative Assembly.
- The board structure for the Department of Education, and the respective roles and mandates of the Department and the Board(s).
- The Departmental location of the following headquarters functions:
 - Income Support
 - Safety

- The community location of the following headquarters functions:
 - Legal Registries and Land Titles
 - Petroleum Products

- Grouping of Departments in each Regional Office and Auxiliary Regional Office.

Fine-tuning of the organizational model is necessary to take into consideration:

- The responses of the Federal Government, Government of the NWT and Nunavut Tunngavik Incorporated to "Footprints 2".

- The organizational changes recommended by the Government of the NWT in the Sept. 1997, costing exercise of the headquarters and regional structure of the Nunavut Government and Western Government after division, and the responses from the other parties.

- The organizational changes recommended by the Government of the NWT in their "Creation Two New Territories: Transition Action Plan" (September 23, 1997).

- Organizational changes in the Government of the NWT since "Footprints 2" (October 1996) which impact on the existing organization and positions, and proposed new positions for Nunavut.

(b) OTHER MAJOR FACTORS

The following major factors were also taken into consideration:

1. The total number of corporate headquarters and regional office positions and the associated funding requirements utilized in the negotiations on the ongoing funding requirements of the Nunavut Government and the first funding agreement for Nunavut with the Federal Government. It is

understood that general consensus has been reached on this funding parameter with the Federal Department of Finance.

2. The commitment by the Federal Government in the Nunavut Political Accord to negotiate financial arrangements appropriate to support the need for financial stability for the territories and provide both territorial governments the opportunity to continue to provide public services for residents, recognizing the existing scope and quality of such services.

The Government of the NWT has stated that the exercise to cost the headquarters and regional organizational structure utilized the same criteria in determining the number of headquarters and regional positions for both Nunavut and the Western Government after division. Acceptance of a lower number of positions for the Nunavut Government could jeopardize the ability of the Nunavut Government to maintain the existing scope and quality of government services, and maintain parity with the Western Government.

3. Modifications to the organizational structure should simplify and facilitate implementation of the model at the headquarters and regional level as quickly as possible, and ensure the Government is operational effective April 1, 1999.

2. FRAMEWORK

This study was undertaken within the framework of the overall organizational design approved by the Federal Government, Government of the NWT and Nunavut Tunngavik Incorporated as follows:

- The Nunavut government shall be decentralized with headquarters and regional functions distributed across 11 communities in Nunavut.
- The Departmental structure recommended by the Nunavut Implementation Commission,
 - Executive and Intergovernmental Affairs
 - Finance and Administration
 - Personnel
 - Justice
 - Health
 - Education
 - Sustainable Development
 - Community Government, Housing and Transportation
 - Culture, Language, Elders and Youth
 - Public Works, Telecommunications and Technical Services
- The Worker's Compensation Board and NWT Power Corporation will continue as shared institutions between the western NWT and Nunavut.
- The decentralized organization framework provides Regional Offices and Auxiliary Regional offices in the following 10 communities outside of the Capital, Iqaluit.

-Igloolik	-Regional Office
-Pangnirtung	-Auxiliary Regional Office
-Pond Inlet	-Auxiliary Regional Office
-Cape Dorset	-Auxiliary Regional Office
-Rankin Inlet	-Regional Office
-Arviat	-Auxiliary Regional Office
-Baker Lake	-Auxiliary Regional Office
-Cambridge Bay	-Regional Office

-Kugluktuk
-Gjoa Haven

-Auxiliary Regional Office
-Auxiliary Regional Office

-The location of some headquarters functions as recommended by the Nunavut Implementation Commission in "Footprints 2" outside of the Capital in the Regional Offices and in some Auxiliary Regional Offices.

-The location of some Board, Agencies and Commissions as recommended by the Nunavut Implementation Commission in "Footprints 2" outside of the Capital in some of the Regional Offices and Auxiliary Regional Offices.

-The approximate net increase in Nunavut positions (FTE's) for the Capital and the 10 other communities outlined in "Footprints 2" as follows;

Iqaluit	164
Igloolik	75
Pond Inlet	70
Cape Dorset	56
Pangnirtung	69
Rankin Inlet	24
Arviat	53
Baker Lake	45
Cambridge Bay	26
Kugluktuk	36
Gjoa Haven	22

3. ORGANIZATIONAL ELEMENTS ADDRESSED

The review of the Nunavut Government Organizational structure took into consideration the following organizational elements:

- (a) The Departmental location of all Nunavut Government functions and the associated positions.
- (b) The headquarters functions to be located in the regional centres outside of the Capital.
- (c) The Nunavut Government Boards, Agencies and Commissions to be located in the regional centres outside the Capital.
- (d) The regional organization for each Department and their location.
- (e) The type and number of headquarters positions for each Nunavut Government Department, Board, Agency and Commission.
- (f) The type and number of positions in each Regional Office and Auxiliary Regional Office.

4. FINDINGS AND RECOMMENDATIONS

The review resulted in many changes in detail to the organizational model. All of these changes, however, have been incorporated in a manner which still maintains the integrity of the fundamental organizational design as recommended by the Nunavut Implementation Commission and approved by the Federal Government, Government of the NWT and Nunavut Tunngavik Incorporated. The previously outstanding organizational issues have been addressed and the recommendations and observations made by the parties since "Footprints 2" was released in October 1996, have been taken into account.

The details of the recommended revised structure are outlined in the following appendices.

1. Headquarters Positions.
2. Regional Office Organizational Structure.
3. Headquarters Functions and Positions in the Capital.
4. Headquarters Functions in Regional Centres Outside the Capital.
5. Boards, Agencies and Commissions in Regional Centres Outside the Capital.

The reasons for the most significant organizational decisions are outlined below.

(A) FINANCIAL PROCESSING UNIT - ALL DEPARTMENTS

The Nunavut Implementation Commission recommended the creation of a Financial Processing Unit to serve the routine financial requirements of the Nunavut Government program and service departments. This unit was to serve these departments jointly, with overall direction and management being provided by a committee of the Departmental Finance and Administration Division Directors.

The concept has not been well understood and as a result the recommendations from the individual GNWT departments has not been

consistent in defining the positions to be retained by each Department and the positions required for the Financial Processing Unit.

With April 1, 1999 now only a year away, there are several other Nunavut planning and implementation issues of a higher priority. As part of this study, therefore, each Territorial Department was asked to recommend any changes needed to the Finance and Administration Division in the Departments to accommodate this responsibility being retained by the Departments. The total number of new positions recommended through this review is approximately the same as recommended for the Financial Processing Unit.

For these reasons the Financial Processing Unit concept has been eliminated and the individual Departmental finance organization and positions adjusted accordingly.

(B) ORGANIZATION OF THE REGIONAL OFFICES

The Government of the NWT in responding to "Footprints 2" recommended that the grouping of Departments at the Regional level be reviewed to ensure consistency with the social envelope concept and the close working relationship needed among the Departments involved.

This issue was addressed as part of this study and, as a result, priority was given to locating the Regional Offices of the Departments of Education and Health and their respective Regional Boards in the same Regional Centre to the fullest extent possible.

The results of this review are reflected in Appendix 2, Regional Office Organizational Structure.

Although there are some detailed changes to the Regional organization recommended in "Footprints 2", the changes are consistent with the organizational framework approved by the Federal Government, Government of the NWT and Nunavut Tunngavik Incorporated.

(C) DEPARTMENT OF SUSTAINABLE DEVELOPMENT

(i) General

The organizational structure and positions have been modified to reflect the experience over the past year by the Government of the NWT in the Nunavut area in working with the institutions of public government established under the Nunavut Agreement. These institutions include:

- the Nunavut Wildlife Management Board
- the Nunavut Impact Review Board
- the Nunavut Planning Commission
- the Nunavut Water Board
- the Surface Rights Tribunal

The organizational structure has, also, been modified to reflect further refinement within the new GNWT Department of Resources, Wildlife and Economic Development in Nunavut since its creation in 1996.

(ii) Business Development Corporation

Business Credit Corporation

The Nunavut Implementation Commission recommended that a Business Development Corporation and Business Credit Corporation be established in a community outside the Capital to serve Nunavut.

Experience over the past year by the GNWT in the Nunavut area has demonstrated that these services could best be provided directly by the Department of Sustainable Development through its own staff. This option would allow the Nunavut Government to clearly define the needs and requirements for these services and the ongoing working relationship with the public institutions established under the Nunavut Agreement.

The staff positions initially identified for the two Corporations would be replaced by two regional office positions for the Department in each Regional and two positions in the Community Economic Development Division at

headquarters to co-ordinate services on a Nunavut wide basis, and provide professional advice and support.

The organizational structure in Appendix 1 and 2 has been modified to reflect this recommendation.

(D) DEPARTMENT OF JUSTICE

(i) Unified Court

The concept of a Unified Court System for Nunavut, bringing together the Supreme Court and the Territorial Court, was recommended by the Commission. The concept has been further developed and has the support of all parties. The organizational model for Court Services has been modified to reflect this decision and additional work undertaken to define the staff resources required.

(ii) Safety Functions

The Commission recommended that the Safety Division be located in the Justice Department. Following dissolution of the GNWT Department of Safety and Public Services in 1996, the Safety functions previously undertaken in this Department were assumed by Public Works and Services. This Department has decentralized the positions to the Regional Office level to serve each Region. The approach is working effectively as the boiler, gas and electrical inspectors work closely with the technical project management and maintenance staff in Public Works and Services both at headquarters and the regional level.

The Safety function, therefore, has been relocated to Public Works, Telecommunications and Technical Services from Justice and the positions decentralized to the regional level.

Both the GNWT Departments of Justice and Public Works and Services support this adjustment to the model.

(iii) Legal Registries and Land Titles

The Government of the NWT does not support the location of Legal Registries and Land Titles at a Regional location outside of the Capital. The key reasons given are:

- the requirement for an electronic system to register and search for documents.
- the likely concentration of Nunavut based lawyers in the Capital, Iqaluit.

The need for an up-to-date and sophisticated electronic system to allow for remote registration and document search is fully understood. The argument regarding the location of the majority of lawyers involved with legal and land registrations in Iqaluit would seem to support the need for a decentralized electronic system for Nunavut. The systems should be designed to provide easy access to these services by all Nunavut communities and to encourage and support viable opportunities for lawyers, both Government and private, to be located in at least the larger regional centres.

It is appreciated that adequate time and resources need to be dedicated to developing a new electronically based system. It is, also, appreciated that to develop a Legal Registries and Land Titles system specifically for Nunavut requires considerable knowledge and skill in this specialized field. Electronic based systems are being developed elsewhere in Canada, however, and the required expertise is available. The Justice Deputy Minister soon to be hired for Nunavut should be in a position to give priority to this task.

In the interim, the current GNWT Legal Registries and Land Titles Division should continue to provide the same legal registries and land titles services to both the Nunavut area and the West after division. Once the Nunavut Government has developed a new electronic based system, and decides on the best means of decentralizing this function, the Nunavut office can be

established. An electronic based system will allow all Nunavut communities ready access to the legal registries and land titles services and encourage viable opportunities for the legal profession to be located in some of the regional centres.

For these reasons, the location of Legal Registries and Land Titles is shown in a location outside of the Capital to reinforce the ultimate goal of having at least some of the legal registries and land title services decentralized to the regional level.

Provision of these services in the interim by the GNWT, both to Nunavut and the West, will permit the Nunavut Government the time to develop a new system to best meet the needs of Nunavut.

(E) DEPARTMENT OF PUBLIC WORKS, TELECOMMUNICATIONS AND TECHNICAL SERVICES

(i) Petroleum Products Division

The Government of the NWT has determined that Petroleum Products will not be privatized in the Nunavut area as previously planned in 1996. The Petroleum Products Division has, therefore, been reinstated in the model and a total of 13 positions identified for location outside the Capital, in Rankin Inlet.

(ii) Headquarters and Regional Office Positions

The Government of the NWT in 1996 was in the process of instituting a strategy related to privatization, user-pay-user-say and community empowerment. Through this process the Department of Public Works and Services intended to:

- privatize computer operations.
- privatize computer systems development.
- transfer property management to programs and service departments.

- devolve public works projects management and maintenance
- functions to Community Governments.
- transfer records management to program and service departments.

Privatization of computer operations is no longer proceeding and the pace of implementation of the other initiatives is occurring at a slower pace than initially planned.

As a result there is a requirement for some of the positions necessary to perform these functions, at both the headquarters and regional level, to be retained. These changes are most significant at the Regional level for the Department.

The regional positions for Public Works, Telecommunications and Technical Services have been substantially increased to reflect this change in plan. These are not new positions but existing GNWT regional office positions which were planned to be eliminated prior to 1999, but which will now not be deleted.

The headquarters and regional office positions in Public Works, Telecommunications and Technical Services have been adjusted accordingly in Appendix 1 and 2.

(F) DEPARTMENT OF HEALTH AND SOCIAL SERVICES

(i) General

Since 1996 within the Government of the NWT the social service and health responsibilities of the Department have been integrated at the headquarters and regional level. Also, the Department of Health has been reorganized in part to accommodate a change to more of a Ministerial role for the headquarters operation and streamlining to live within reduced Federal and Territorial financial resources. The headquarters division structure has been modified to be consistent with these recent changes.

(ii) Population Health

The personnel resources required to effectively carry out responsibilities for environmental health, homecare, early childhood intervention, health promotion, nutrition and residential care, have been expanded.

(iii) Income Support

The Nunavut Implementation Commission recommended that the Income Support function and programs for the Government be located in the Department of Sustainable Development to directly link income support with job creation and economic opportunities. The Government of the NWT and Nunavut Tunngavik Incorporated did not support this recommendation.

This function in the GNWT is currently in the Department of Education, Culture and Employment and was relocated to this Department from Health and Social Services a few years ago to provide for a closer tie between income support and training and employment. The focus has been to provide financial support rather than social support for persons in need of financial assistance. Income support programs are, also, co-ordinated closely in the Department with the senior subsidies program, student financial assistance and the National Child Benefits Program.

The current employment and economic opportunities in Nunavut are much more limited than in the Western Arctic where there is a well-developed private sector in many communities, particularly those communities on the highway system. Also, the cost of living generally is considerably higher in the Nunavut area.

The opportunities in Nunavut for employment and an adequate wage to be self-supporting are much more limited and as a result the need for some level of income support throughout the year applies to a significant portion of the population.

The opportunities to tie income support to viable job training opportunities in Nunavut are limited. It is questionable therefore whether income support should be located in a Department whose primary mandate is the provision of a high level of elementary, secondary and post secondary education to a population that is growing faster than the Western Arctic and all other jurisdictions in Canada.

Although income support meets the financial needs of people who require this assistance, these people also require support to deal with the social and health problems that are often created or compounded for persons who cannot provide for themselves and must rely on assistance from the Government. There are significant benefits for income support staff being able to immediately draw on the assistance and help of experienced social and health workers if the income support function was located in a Department of Health and Social Services.

Directly linking income support to employment and training is based on the premise that people in need of income support are able to access productive employment, or training opportunities that lead to employment. The reality in Nunavut is that the availability of employment is very limited. It is, also, a reality that many people can not access job opportunities, as they often have social or health problems that must be addressed in conjunction with receiving income support. For example, the 15 and 16 year olds who are young mothers often need day care services and social counseling before they can participate in any employment and training opportunities. Young adults with drug abuse problems need counseling and professional support services if they are to benefit and succeed.

With the separation of income support from the social programs and professional social worker support in Nunavut the strong linkage between income support and social support has been eroded.

The social workers who actually deliver the income support programs at the community level need the regular support and expert advice from the team of social and health specialists that are located in the Department of Health and Social Services at the regional and territorial level.

For the above reasons it is believed that the people of Nunavut can best be served for the foreseeable future by locating the Income Support function in the Department of Health.

(iv) Department Title

It would also, seem appropriate to change the recommended name of the Department from the Department of Health to the Department of Health and Social Services to better reflect the combined health and social service mandate of the Department and the benefits associated with the close co-ordination of health and social service programs and services.

(G) DEPARTMENT OF EDUCATION

(i) Education Structure

The Nunavut Implementation Commission recommended that the three existing Regional Boards of Education be replaced by one Board of Education for Nunavut and that this Board be provided with a major expansion in mandate for education in Nunavut.

Key factors behind this recommendation included:

- Nunavut will be a more homogeneous society than the existing GNWT.
- There will be a higher number of members in the Nunavut Assembly to represent the people than there now is in the NWT Legislative Assembly.
- Reduction in management structures is consistent with today's fiscal realities.
- Nunavut wide Education policies and programs applied uniformly across the Territory will be essential to the development of Nunavut and the Government achieving a representative workforce as quickly as possible.

The Government of the NWT and the three existing Regional Education Boards have consistently expressed the position that consolidation of the existing Boards into a Nunavut wide Board was premature. The Government of the NWT has, also, reiterated that it would not take any action before 1999 that would change the existing Board structure.

In light of this position and the importance of maintaining a high standard of Education in Nunavut during the transition period to the new Government, retaining the existing Board structure for the present would seem to be the most viable option.

Such a decision will have significant implications for the Departmental model as the recommendations of the Commission included both a single Board of Education and the transfer to this Board of significant responsibilities for curriculum planning and development, and post secondary education.

A decision to maintain the existing three Education Boards would necessitate that the Department of Education retain a high degree of authority over education standards and curricula at the elementary, secondary and post secondary level.

The type and number of headquarters positions for the Department of Education have been modified accordingly. The mandate of the existing Boards of Education in Nunavut, also, have been adjusted and the number of staff modified to reflect the current organization and staff of each of the three Boards and their mandates.

The overall objective of providing a strong unified system of education with common policies and standards across Nunavut would not be achieved by devolving a high level of curriculum and post secondary policy and planning responsibilities to three separate Regional Boards of Education.

Once the Government of Nunavut has become established and has experience operating within the three Board structures, the Government will be in a position to address the continued need for three Boards and the respective roles of the Department and the Board(s) of Education.

(H) DEPARTMENT OF THE EXECUTIVE AND INTERGOVERNMENTAL
AFFAIRS

(i) General

The personnel resources identified for this Department and all other Territorial Departments is based on the best estimate of the ongoing organizational requirements of the Nunavut Government effective in 1999. There will be transitional requirements directly related to the phase-in period and the overall implementation schedule to establish the full Nunavut government structure at the headquarters and regional level. These requirements are transitional, however, and are not part of the ongoing Nunavut Government organization.

Personnel resources related to planning for division are transitional and have, therefore, not been included in the organizational structure.

(ii) Women's Advisory Function

The Nunavut Implementation Commission recommended that gender equality be an important priority of the Nunavut government and proposed a two-member constituency concept with one female and one male being elected for each constituency. A public vote on this proposal received considerable support but was rejected by the electorate.

In light of this decision a Women's Advisory function has been added to the Department to provide Government wide support and co-ordination for gender equity initiatives.

(I) LEGISLATIVE ASSEMBLY

(i) Nunavut Assembly - Number of MLA's

An Electoral Boundaries Commission recommended electoral boundaries for Nunavut and the number of MLA's for the Nunavut Legislative Assembly. These recommendations were debated in the NWT Legislative Assembly in the fall of 1997 and, as a result, the Government of the NWT recommended that Nunavut have a Legislative Assembly consisting of 17 members. This

recommendation has been transmitted to the Federal Government. The position of the other parties on the recommendations of the Electoral Boundaries Commission and the GNWT is not yet known. There is every likelihood that the final decision will be in the range of 17 to 20 MLA's. The personnel resources for the Legislative Assembly have been modified in accordance with the reduction from the previously recommended 24 member Legislative Assembly.

(ii) Elections

Responsibility for elections has recently been transferred to, the Government of the NWT from the Government of Canada. The personnel resources necessary for the Nunavut Government to undertake these responsibilities have been incorporated into the structure for the Legislative Assembly.

(J) DEPARTMENT OF COMMUNITY GOVERNMENT, HOUSING AND TRANSPORTATION

(i) Community Monitoring Division

To provide for effective monitoring and evaluation of community empowerment as Nunavut communities accept responsibility for various Nunavut government programs and services, a separate Division entitled, Community Monitoring, has been added. Community Government development will continue to be a high priority for many years and this Department will play an important coordinating role on behalf of the Government, working in close co-operation with all other Territorial Departments.

(ii) Emergency Measures and Fire Safety

The Emergency Measures capability of the government has been expanded to meet the emergency measures and funding requirements of the Federal

Government, and to ensure close co-ordination of emergency activities including disaster assistance, with the Federal Government.

(iii) Sports Nunavut

Increased personnel resources have been identified to adequately accommodate two important responsibilities. It is assumed that Sports Nunavut would become the wholesale agent in Nunavut for the Western Canada Lottery Act. This is an important role as the lottery is expected to generate approximately \$250,000 in revenue annually for Sports Nunavut. Past experience in the NWT suggests that the revenue from this lottery will continue to expand and become a major source of funding for Sports Nunavut. Since 1996 lottery terminals have been established in Iqaluit, Rankin Inlet and Cambridge Bay.

An additional position has, also, been added to ensure Sports Nunavut is adequately staffed to continue Nunavut's participation in the Arctic Winter Games, Canada Games and the North American Aboriginal Games.

(K) DEPARTMENT OF FINANCE AND ADMINISTRATION

(i) Information Systems

The computer and information systems requirements of the Nunavut Government have been further developed and refined since "Footprints 2".

A new organizational unit has been created in the Department of Finance and Administration for the purpose of providing information system development and management for the Nunavut Government.

Some of the key functions for the Information System Planning and Management Division will include:

- information security
- data relationship
- client needs analysis

- technology trends
- technology evaluation
- systems upgrades
- new systems
- systems maintenance
- data base management
- communication networks
- LAN administration
- user training

Staff requirements have been identified at both the headquarters and regional level.

Responsibility for the design, construction and maintenance of the communications facilities required at the headquarters and regional level in support of the information systems and communications requirements remains with the Department of Public Works, Telecommunications and Technical Services.

There is no increase in total personnel resources for systems and telecommunications over the levels recommended in "Footprints 2".

(ii) Payroll and System Support

The Payroll and Systems Support Division has been expanded to add the positions and resources necessary to carry out this function at the headquarters level.

(iii) Comptrollership

The Comptrollership Division has been expanded to provide increased personnel resources for the Government accounting functions.

(iv) Liquor Commission

Liquor Licensing Board

The Government of the NWT has expressed concern about the location of the Liquor Commission and the Liquor Licensing Board and believes they should be located in the Capital. The key reasons given are the existing location of a liquor warehouse in Iqaluit and the fact that a high percentage of the existing Nunavut sales base is in that community,

The warehousing function and the associated staff will be located in the appropriate locations where it is efficient and appropriate for liquor to be stored and shipped. It will likely be necessary to eventually have a warehouse facility in each Region for this purpose.

Although the existing sales base may be concentrated in Iqaluit now, with the implementation of a decentralized organizational structure and the establishment of 10 regional centres, it is expected that liquor outlets will be available throughout the 3 Regions and both the Liquor Commission and the Liquor Licensing Board will serve a sales base across Nunavut. The decentralized structure of Government was recommended to share the employment and business opportunities with several communities and avoid the concentration of employment and business opportunities in the Capital. For these reasons there does not appear to be any significant deterrent to the location of the Liquor Commission and the Liquor Licensing Board being in Cambridge Bay.

(L) DEPARTMENT OF CULTURE, LANGUAGE, ELDERS AND YOUTH.

(i) Language Resources - Nunavut Government

The specific language related positions identified in this Department and elsewhere throughout the Nunavut Government organization are based on the existing staff resource level in the Government of the NWT.

The actual level of language resources required will depend on key policy decisions on the extent and nature of Inuit Language usage both within the Government and in serving the public in Nunavut.

The importance of the Inuit Language and the need for a comprehensive language policy were addressed extensively in both "Footprints in New Snow" and "Footprints 2". It was recognized that key policy decisions would be required before the nature of the use of the Inuit Language by the Nunavut Government could be clearly defined and the appropriate resources identified to put such policies in place.

Toward this end it was recommended that a Nunavut Conference be organized to address some of the language issues and hopefully provide some direction for language policy development. A Conference on Language in Nunavut is being planned for March 1998.

Some of the key issues that will likely be addressed are:

- language in the government work place.
- language and the delivery of programs and services.
- language policy and recruitment of government staff.
- language and government public communications.
- language policy and the private sector.
- official languages and policy and legislation requirements.
- the place of English and French in Nunavut.
- language dialect and orthographic differences.
- translation of government documents.

The direction provided by this Language Conference and the eventual policy decision will provide the basis for determining the language resource requirements for Nunavut and the appropriate mix of Nunavut Government staff and contracted language services.

APPENDIX 1

NUNAVUT GOVERNMENT Headquarters Positions

JUSTICE

Office of the Deputy Minister

Deputy Minister	1
Assistant Deputy Minister	1
Executive Secretary	1
Head, Labour Services Administration	1
Administrative Clerk	1
Secretary	<u>1</u>
sub total	6

Policy Planning and Personnel

Director	1
Secretary	1
Policy Analyst	2
Human Resource Officer	1
Records/Access Co-ordinator	<u>1</u>
sub total	6

Finance and Administration

Director	1
Secretary	1
Manager, Administration and Budgeting	1
Budget Planner/Analyst	1
Finance and Administration Analyst	1
Revenue and Claims Officer	1
Senior Information Systems Officer	1
Information System Officer	1
Finance Clerk	1
Data Entry Clerk	<u>1</u>
sub total	10

Corrections and Community Justice

Director	1
Secretary	1
Manager, Corrections	1
Corrections Specialists	2
Manager, Community Justice	1
Victims Assistance Co-ordinator	0.5
Training Community Corrections Co-ordinator	<u>1</u>
sub total	7.5

Court Services

Director	1
Secretary	1
Juridical Administration	1
Senior clerk	2
Court clerk	3.5
Court Reporters	2
Court Interpreters	2
Court Secretary	0.5
Judges secretary	2
Sheriff	1
Deputy Sheriff	1
Administrative Clerk	1
Coroner	1
Justice of the Peace Program Officer	1
Librarian	1
Maintenance Enforcement Administrator	<u>1</u>
sub total	22

Legal and Constitutional Law

Director, Legal	1
Secretary	1
Director, Constitutional	1
Secretary	1
Public Trustee	1
Legal Counsel	<u>5</u>
sub total	10

Legal Registries and Land Titles

Director	1
Secretary	1
Registrar, Legal Registries	1
Registrar, Land Titles	1
Deputy Registrar, Legal Registries	1
Legal Registries Clerk	1
Survey Review Officer	1
Land titles Officer	1
Land Titles Clerk	<u>0.5</u>
sub total	8.5

Legislation

Director	1
Secretary	2
Legislative Counsel	2
Clerk, Regulations/Appointments	1
Legal Translator	2
Registrar of Regulations	<u>1</u>
sub total	9

Rental Office

Rental Officer	1
Secretary	<u>1</u>
sub total	2

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COMMUNITY GOVERNMENT, HOUSING AND TRANSPORTATION

Office of the Deputy Minister

Deputy Minister	1
Assistant Deputy Minister	1
Executive Secretary	<u>1</u>
sub total	3

Policy, Planning and Personnel

Director	1
Secretary	1
Policy Analyst/Evaluation Advisor	2
Program Evaluation Officer	1
Human Resource Officer	1
Human Resource clerk	1
Environment Analyst	<u>1</u>
sub total	8

Finance and Administration

Director	1
Secretary	1
Budget Planner/Analyst	1
Finance and Admin Analysts	1
Finance and Admin Clerk	1
Information Systems Officer	1
Accounting & Claims Officer(Housing)	1
Contracts Administrator	1
Senior Accounting Officer	1
Senior Finance Clerk	1
Finance Clerk	<u>1</u>
sub total	11

Arctic Airports

Director	1
Secretary	1
Airport Operations and Standards Officer	1
Manager of Facilities	1
Commercial Administration Officer	1
Project Administration Officer	1
Mechanical Systems Technologist	1
Planning and Development Officer	1
Equipment/Mechanical Superintendent	1
Airport Electrical Technologist	1
Airport Surface Technologist	1
Aviation Programs Officer	1
Drafting Technician	1
Security & Protection Service Officer	1
Training Program Officer	1
Maintenance Management Systems Officer	1
Manager, Programs	1
Airport Clerk	<u>1</u>
sub total	18

Community Development

Director	1
Secretary	1
Manager, Capital Programs	1
Municipal Planning Engineer	1
Manager, Community Evaluation & Planning	1
Training Co-ordinator	1
Municipal Evaluation Officer	1
Legislation & Political Development Advisor	1
Manager, Community Operating Programs	1
Municipal Programs Officer	<u>1</u>
sub total	10

Community Monitoring and Evaluation

Senior Advisor, Community Monitoring	1
Community Monitoring Advisor	1
Senior Community Empowerment Advisor	1
Community Assessment & Research Advisor	<u>1</u>
sub total	4

Community Planning and Lands

Director	1
Secretary	1
Senior Planner	1
Surveys & Mapping Co-ordinator	1
Lands Management Officer	2
Property Assessment Co-ordinator	1
Training Co-ordinator	1
Programs & Legislative Planner	2
Senior Assessor - Industrial	1
Administrative Clerk, Planning	<u>1</u>
sub total	12

Consumer Services

Consumer Officers	2
Secretary	<u>0.5</u>
sub total	2.5

Emergency Services & Fire Safety

Director, Emergency Services	1
Emergency Measures Co-ordinator	1
Plan Review Officer	1
Fire Marshall	1
Administrative Assistant	<u>1</u>
sub total	5

Housing

Director	1
Secretary	1
Needs Assessment & Standards Advisor	1
Manager, Rental Housing	1
Rental Programs Analyst	1
Manager, Home Ownership Programs	1
Home Ownership Analyst	1
Mortgage, Loans and Investment Officer	1
Community Empowerment Advisor	1
Financial Support Programs Advisor	1
Chief Accountant	<u>1</u>
sub total	11

Motor Vehicles

Director	1
Secretary	1
Manager, Registries and Licensing	1
Motor Vehicle Clerk	1
Senior Driver Examiner	<u>1</u>
sub total	5

Sports and Recreation

Director	1
Secretary	1
Sports Program Advisor	1
Facilities Program Advisor	1
Leadership and Program Development Co-ordinator	1
Leadership Officer	<u>1</u>
sub total	6

Transportation Planning

Senior Transportation Planner	1
Transportation Planner	2
Transportation Analyst/Capital Planning Co-ordinator	1
Safety and Public Affairs Officer	<u>1</u>
sub total	5

TOTAL 100.5

LEGISLATIVE ASSEMBLY

Office of the Speaker

Executive Secretary	<u>0.5</u>
sub total	0.5

Office of the Language Commissioner

Official Languages Commissioner (contract)	-
Research Analyst	1
Executive Secretary/Admin Assistant	<u>0.5</u>
sub total	1.5

Office of the Chief Electoral Officer

Chief Electoral Officer (contract)	-
Deputy Chief Electoral Officer	1
Election Clerk	1
Administrative and Financial Assistant	<u>1</u>
sub total	3

Office of the Conflict of Interest Commissioner
(contract)

Office of the Access to Information and Protection of Privacy Commissioner
(contract)

Office of the Clerk

Clerk	1
Deputy Clerk/Clerk of Committees	1
Public Affairs	1
Members' Executive Secretary	1
Interpreters/Translators	2
Sessional Secretary	<u>0.5</u>
sub total	6.5

Research and Library Services

Director	1
Research Analyst	2
Legislative Librarian	1
Library Technician	<u>1</u>
sub total	5

Finance and Administration

Director	1
Finance Officer	1
Admin Officer	1
Admin Assistant	1
Secretary/Receptionist	1
Human Resource Officer	1
Information and Management Systems Co-ordinator	<u>1</u>
sub total	7

TOTAL 23.5

EDUCATION

Office of the Deputy Minister

Deputy Minister	1
Executive Secretary	1
Assistant Deputy Minister	1
Executive Secretary	<u>1</u>
sub total	4

Policy, Planning and Personnel

Director	1
Secretary	1
Senior Policy Analyst	1
Policy Analyst	1
Co-ordinator, Evaluation	1
Co-ordinator, Corporate & Public Affairs	1
Student Records Officer	1
Human Resource Officer	<u>1</u>
sub total	8

Finance and Administration

Director	1
Secretary	1
Budget Planner/Analyst	2
Finance and Admin Analysts	2
Information Systems Officer	2
Finance Officer	1
Finance Clerk	<u>1</u>
sub total	10

Career Development

Director	1
Secretary	1
Employment Planner	1
Career Development Officer	1
Apprenticeship Occupations Officer	1
Registrar/Apprentice Programs Officer	<u>1</u>
sub total	6

College and Continuing Education

Manager	1
Secretary	1
Post Secondary Programs	1
Officer and Labour Market Analyst	<u>1</u>
sub total	4

Post Secondary Student Services

Supervisor, Student Financial Services	1
Student Services Officer	2
Student Loans Officer	<u>2</u>
sub total	5

Early Childhood and School Services

Manager	1
Secretary	1
Student Support Co-ordinator	1
Co-ordinator, elementary Programs	1
Co-ordinator, Secondary Programs	1
Development Officer	3
Secretary	1
Curriculum Co-ordinator	5
Distance Education/Technology	
Mediated Education Specialist	<u>3</u>
sub total	17

Public Library Services

Territorial Librarian	1
Technical Services Clerk	1
Cataloging Systems Assistant	1
Order Clerk	<u>1</u>
sub total	4

TOTAL 58

SUSTAINABLE DEVELOPMENT

Office of the Deputy Minister

Deputy Minister	1
Executive Secretary	<u>1</u>
— sub total	2

Policy, Planning and Personnel

Director	1
Secretary	1
Manager, Policy and Legislation	1
Policy Analyst	1
Legislative Co-ordinator	1
Manager, Land Use and Claims	1
Land Use Planning Co-ordinator	1
Manager, Planning Evaluation	1
Economic Planner	1
Evaluation Co-ordinator	1
Human Resource Officer	<u>1</u>
sub total	11

Finance and Administration

Director	1
Co-ordinator, Procurement and Assets	1
Manager, Finance	1
Budget Analyst	1
Finance Clerk	1
Licensing and Permits Co-ordinator	1
Systems Co-ordinator	<u>1</u>
sub total	7

Environmental Protection

Director	1
Energy Management Co-ordinator	1
Industrial Waste Specialist	<u>1</u>
sub total	3

Fisheries and Wildlife

Director	1
Secretary	1
Senior Advisor, Fisheries	1
Senior Advisor, Legislation and Empowerment	1
Conservation Education Officer	1
Training Co-ordinator	1
Training Officer	1
Senior Advisor, Wildlife	1
Carnivore Fur Biologist	1
Wildlife Technician	2
PAS/Environmental Assessment Biologist	1
Ungulate Biologist	1
GIS Technician	1
Polar Bear Biologist	2
Laboratory Technician	1
Senior Advisor, Intergovernmental/Nunavut Wildlife Management Board	<u>1</u>
sub total	18

Minerals

Director	1
Policy/Program Analyst	1
Resource Economist	1
Co-ordinator, Partner Programme	<u>1</u>
sub total	4

Parks, Protected Areas and Tourism

Director	1
Secretary/Clerk	1
Manager, Capital Planning	1
Design Technician	1
Manager, Parks	1
Land claims Implementation Advisor	1
Manager, Protected Areas	1
GIS Technician	<u>1</u>
sub total	8

Community Economic Development

Director	1
Intergovernmental Program Advisor	1
Research Co-ordinator	1
Senior Advisor, Arts and Crafts	1
Training Co-ordinator	1
Senior Business Development Officer	1
Business Credit Officer	<u>1</u>
sub total	7

TOTAL 60

PUBLIC WORKS, TELECOMMUNICATIONS AND TECHNICAL SERVICES

Office of the Deputy Minister

Deputy Minister	1
Executive Secretary	<u>1</u>
sub total	2

Policy, Planning and Personnel

Director	1
Secretary/Clerk	1
Policy Officers	2
Human Resource Officer	<u>1</u>
sub total	5

Finance and Administration

Director	1
Secretary/Clerk	1
Finance Officers	2
Clerks	3
Information Systems Officer	1
Records Officer	1
Procurement Specialist	1
Sealift Officer	<u>1</u>
sub total	11

Technical Project and Maintenance Support

Director	1
Secretary/Clerk	1
Manager, Project Support	1
Secretary/Clerk	1
Senior Project Officers	6
Manager, Technical Services	1
Secretary/Clerk	1
Senior Technical Officers	<u>7</u>
sub total	19

Telecommunications Technical Services

Director	1
Secretary/Clerk	1
Systems Engineers	2
Technicians	<u>2</u>
sub total	6

Petroleum Products

Director	1
Secretary	1
Maintenance Manager	1
Operations Manager	1
Officers	2
Comptroller	1
Manager, Revenue	1
Clerks	2
Finance Analyst	1
Systems Co-ordinator	1
Cost Accountant	<u>1</u>
sub total	13

TOTAL 56

HEALTH

Office of the Deputy Minister

Deputy Minister	1
Assistant Deputy Minister	1
Executive Secretary	1
worker's Advisor	<u>1</u>
sub total	4

Policy, Planning and Personnel

Director	1
Secretary	1
Manager, Policy and Legislation	1
Secretary	1
ATIP/Records Co-ordinator	1
Policy Analysts	2
Communications/Corporate Services Officer	1
Human Resource Officer	1
Professional Registries Clerk	<u>1</u>
sub total	10

Finance and Administration

Director	1
Secretary/Clerk	1
Manager, Corporate and Capital Planning	1
Co-ordinator, Budgeting	1
Financial Analyst	1
Financial Analyst (Capital Planning)	1
Budget Analyst	1
Manager, Financial Processing and Management	1
Accounting Officer	1
Finance Clerk	1
Data Entry Clerk	1
Revenue officer	1
Contracts/Contributions Co-ordinator	1
Purchasing/Admin. Officer	1
Supervisor, Information and Systems Management	1

Systems User and LAN Support	1
Systems Officer	1
Data Administrator	<u>1</u>
sub total	18

Population Health

Director	1
Secretary	1
Manager, Service Evaluation	1
Consultant, Foster Care and Adoptions	1
Consultant, Child Protection	1
Consultant, Primary Health Care	1
Consultant, Community Living/Home Care	1
Consultant, Residential Care	1
Board Support Liaison Officer	1
Manager, Health and Wellness Promotion	1
Consultant, Mental Health	1
Consultant, Family Violence	1
Consultant, Addictions	1
Consultant, Health Promotion	1
Consultant, Child Abuse and Prevention	1
Consultant, Nutrition	0.5
Consultant, Dental	<u>0.5</u>
sub total	16

Health Intelligence

Supervisor, Health Intelligence	1
Health Information Analyst	1
Consultant Contaminants	1
Health Information Specialist	1
Medical Health Officer	1
Secretary	1
Consultant Communicable Disease	1
Public Guardian	1
Environmental Health consultant/ Disease Registry	<u>1</u>
sub total	9

Health Insurance Services

Branch Manager, Health Services Admin	1
Admin Officer	1
Admin assistant	1
Data Entry NIHM	1
Insured Service Officer	1
Insured Services Specialist	2
Benefits Officer	1
Benefits Specialist	2
NIHB Specialist	1
Registrar General	1
Vital Stats Specialist	1
Registration Specialist	<u>2</u>
sub total	15

Income Support

Director	1
Secretary	1
Manager, Income Support	1
Income Support Evaluation Officers	1
Income Support Policy Officers	2
Systems Officer	<u>1</u>
sub total	7

TOTAL 79

PERSONNEL

Office of the Deputy Minister

Deputy Minister	1
Executive Secretary	<u>1</u>
sub total	2

Finance and Administration

Director	1
Secretary	1
Budget Planner/Financial Analyst	1
Finance Clerk	1
Information Systems Officer	<u>0.5</u>
sub total	4.5

Labour Relations and Compensation

Director	1
Secretary	1
Collective Bargaining Specialist	1
Labour Relations Policy Officer	2
Benefits and Pension Specialist	1
Compensation Specialist	1
Systems Support Officer	1
Adjudication Specialist	1
Arbitration/Appeals Specialist	1
Senior Projects Manager	<u>1</u>
sub total	11

Organizational Development, Innovative Work Arrangement & Job Evaluation

Director	1
Secretary	1
Organizational Design and Innovative Work Arrangement and Job Evaluation	1
Job Evaluation Officers	<u>2</u>
sub total	5

Staffing Policy and Human Resource Planning

Director	1
Secretary	1
Manager, Staffing Policy	1
Staffing Policy Officer	1
Manager, Human Resources Planning	1
Human Resources Planning Officer	1
Staff Housing Policy Officer	<u>1</u>
sub total	7

TOTAL 29.5

FINANCE AND ADMINISTRATION

Office of the Deputy Minister

Deputy Minister	1	
Executive Secretary	1	
Senior Policy and Planning Analyst	<u>1</u>	
sub total	3	—

Finance and Administration

Director	1	
Secretary	1	
Information Systems Officer	1	
Senior Finance Officer	1	
Junior Finance Officer	1	
Human Resources Officer	1	
Finance Clerk	<u>1</u>	
sub total	7	

Comptrollership

Director	1	
Secretary	1	
Corporate Reporting Officer	2	
Accounting Policy Officer	2	
Credit Policy Officer	1	
Collection Officer	1	
Revenue Analyst	1	
Financial System Support Officers	2	
Accounting/Reconciliation Clerks	3	
Manager, Corporate Reporting	1	
Reconciliation Officer	1	
Manager of Corporate Services	1	
Collections Officer	1	
Revenue/Receivables	2	
Financial Tables/Power Subsidy	1	
Manager, Policy and Internal Control	1	
Financial Systems Co-ordinator	<u>1</u>	
sub total	23	

Financial Planning and Analysis

Director	1
Secretary	1
Budget Development Co-ordinator	1
Budget System Clerk	1
Financial Analyst	3
Senior Projects Manager	2
Recording Secretary	<u>0.5</u>
sub total	9.5

Fiscal Policy

Director	1
Research Assistant	1
Fiscal Policy Analyst	1
Tax Policy Specialist	1
Senior Fiscal and Economic Advisor	<u>1</u>
sub total	5

Information System Planning and Management

Director	1
Secretary	1
Manager of Information Management	1
Informatics Officer	1
Informatics Architect	1
Manager of Planning Development	1
Planning and Development Officer	1
Manager of Systems Operations	1
Systems Analysts	2
Manager of Client Services	1
Client Services Officer	<u>1</u>
sub total	12

Revenue, Asset Management and Taxation

Director	1
Secretary	1
Cash Management Officer	1
Risk Management & Insurance Officer	1
Manager, Tax Administration	1
Tax Auditor	1

Commodity and Property Tax Officer	1
Payroll Tax Officer	1
Insurance Registries Clerk	<u>0.5</u>
sub total	8.5

Payroll and Systems Support

Manager	1
Senior Administrator	1
Payroll and Systems Officer	1
Payroll Officer	4
Accountant	<u>1</u>
sub total	8

TOTAL 76

EXECUTIVE AND INTERGOVERNMENTAL AFFAIRS

Office of the Commissioner

Executive Assistant	1
Executive Secretary	<u>1</u>
sub total	2

Office of the Premier

Press Secretary	1
Executive Assistant	1
Executive Secretary	1
Principal Secretary	<u>1</u>
sub total	4

Ministers' Office

Executive Assistant	4
Executive Secretary	<u>4</u>
sub total	8

Women's Advisory

Executive Director	<u>1</u>
sub total	1

Cabinet Secretariat

Secretary to Cabinet	1
Executive Secretary	<u>1</u>
sub total	2

Planning and Evaluation

Director	1
Secretary	1
Planning Analyst	2
Manager of Evaluation	1
Evaluation Specialist	3
Recording Secretary	1

Policy Advisor		<u>2</u>
	sub total	11

Intergovernmental Affairs

Director		1
Secretary		1
Constitutional Development Advisor		1
Circumpolar Policy Advisor		1
Federal/Territorial policy Advisor		1
Nunavut Claim Compliance/Liaison Officer		1
Ottawa Liaison (Ottawa)		1
Secretary (Ottawa)		<u>1</u>
	sub total	8

Finance and Administration

Director		1
Secretary		1
Finance/Admin Officer		1
Budget Officer		1
Human Resource Officer		1
Admin/Data Entry Clerk		1
Finance/Admin Clerk		<u>1</u>
	sub total	7

Legislation and Housing Planning

Legislative Co-ordinator		<u>1</u>
	sub total	1

Audit Bureau

Director		1
Secretary		1
Audit Manager		1
Senior Auditor		1
Assistant Auditor		<u>1</u>
	sub total	5

Statistics Bureau

Territorial Statistician	1
Statistician (Economic)	1
Statistician (Social & Demographic)	1
Statistics Assistant	1
Systems and Information Manager	<u>1</u>
sub total	5

TOTAL 54

CULTURE, LANGUAGE, ELDERS AND YOUTH

Office of the Deputy Minister

Deputy Minister	1
Executive Secretary	$\frac{1}{2}$
sub total	2

Policy, Planning and Personnel

Policy Officer	1
Human Resource Officer	$\frac{1}{2}$
sub total	2

Finance and Administration

Manager	1
Administrative Assistant	$\frac{1}{2}$
sub total	2

Culture and Communications

Director	1
Secretary	1
Telecommunications Officer	1
Radio and TV Officer	$\frac{1}{2}$
sub total	4

Culture and Heritage

Director	1
Secretary	1
Archaeologist	1
Archivist	1
Ethnologist	1
Historian	1
Typonymist	$\frac{1}{2}$
sub total	7

Elders and Youth

Director	1
Secretary	0.5
Co-ordinator, Elders Policy and Programs	1
Co-ordinator, Youth Policy and Programs	<u>1</u>
sub total	3.5

Official Languages

Manager	1
Secretary	<u>1</u>
sub total	2

Language Bureau

Director	1
Secretary	1
Inuit Language Specialists	<u>4</u>
sub total	6

TOTAL 28.5

APPENDIX 2

NUNAVUT GOVERNMENT

REGIONAL OFFICE ORGANIZATIONAL STRUCTURE

BAFFIN REGION

Regional Office - Igloolik

Executive and Intergovernmental Affairs	4
Personnel	4
Finance and Administration	13
Culture, Language, Elders and Youth	6
sub total	27

Auxiliary Regional Office - Pond Inlet

Sustainable Development	20
Public Works, Telecommunications and Technical Services	45
sub total	65

Auxiliary Regional Office - Cape Dorset

Community Government, Housing and Transportation	39
sub total	39

Auxiliary Regional Office - Pangnirtung

Health Board	44
Education	16
Education Board	18
sub total	78

TOTAL **209**

KEEWATIN REGION

Regional Office - Rankin Inlet

Executive and Intergovernmental Affairs	4
Personnel	4
Finance and Administration	11
Public Works, Telecommunications And Technical Services	13
Culture, Language, Elders and Youth	6
sub total	38

Auxiliary Regional Office - Arviat

Community Government, Housing & Transportation	27
Sustainable Development	20
Public Works, Telecommunications and Technical Services	22
sub total	69

Auxiliary Regional Office - Baker Lake

Health Board	30.5
Education	9.5
Education Board	13
sub total	53

TOTAL **160**

KITIKMEOT REGION

Regional Office - Cambridge Bay

Executive and Intergovernmental Affairs	4
Personnel	4
Finance and Administration	11
Culture, Language, Elders and Youth	5
Education	7
Education Board	11
Health Board	22
Public Works, Telecommunications and Technical Services	16
sub total	80

Auxiliary Regional Office - Kugluktuk

Sustainable Development	22
Public Works, Telecommunications and Technical Services	15
sub total	37

Auxiliary Regional Office - Gjoa Haven

Community Government, Housing and Transportation	23
sub total	23

TOTAL **140**

APPENDIX 3

NUNAVUT GOVERNMENT

HEADQUARTERS FUNCTIONS AND POSITIONS IN THE CAPITAL

Department	Function	Positions
Legislative Assembly	Office of the Speaker	.5
	Office of the Language Commissioner	1.5
	Office of the Chief Electoral Officer	3
	Office of the Clerk	6.5
	Research and Library Services	5
	Finance and Administration	7
	sub total	23.5
Executive & Intergovernmental Affairs	Office of the Commissioner	2
	Office of the Premier	4
	Minister's Offices	8
	Women's Advisory	1
	Cabinet Secretariat	2
	Planning and Evaluation	11
	Intergovernmental Affairs	6
	Finance and Admin	7
	Legislation and House Planning	1
	Audit Bureau	5
	Statistics Bureau	5
	sub total	52
Finance and Administration	Office of the Deputy Minister	3
	Finance and Admin	7
	Comptrollership	23
	Financial Planning and Analysis	9.5
	Information Systems Planning and Management	12
	Fiscal Policy	5
	Revenue, Asset Management and Taxation	8.5
	Payroll and Systems Support	8
	sub total	76
Personnel	Office of the Deputy Minister	2
	Finance and Administration	4.5
	Labour Relations and Compensation	11
	Organizational Development, Innovative Arrangements and Job Evaluation	5
	Staffing Policy and Human Resource Planning	7

		sub total	29.5
Justice	Office of the Deputy Minister		6
	Policy, Planning and Personnel		6
	Finance and Administration		10
	Corrections and Community Justice		7.5
	Legislation		9
	Court Services		22
	Legal and Constitutional Law		10
		sub total	70.5
Public Works, Telecommunications and Technical Services	Office of the Deputy Minister		2
	Policy, Planning and personnel		5
	Finance and Administration		11
	Technical Projects and Maintenance Support		19
	Communications Technical Services		6
		sub total	43
Community Government, Housing and Transportation	Office of the Deputy Minister		3
	Policy Planning and Personnel		8
	Finance and Administration		11
	Community Development		10
	Community Monitoring Evaluation		4
	Consumer Services		2.5
	Emergency Services and Fire Safety		5
	Housing		11
	Transportation Planning		5
		sub total	59.5
Culture, Language, Elders and Youth	Office of the Deputy Minister		2
	Policy, Planning and Personnel		2
	Finance and Administration		2
	Official Languages		2
		sub total	8
Education	Office of the Deputy Minister		4
	Policy, Planning and Personnel		8
	Finance and Administration		10
	Post Secondary Student Services		5
		sub total	27

Health and Social Service	Office of the Deputy Minister	4
	Policy, Planning and Personnel	10
	Finance and Administration	18
	Population Health	16
	Income Support	7
	sub total	55
Sustainable Development	Office of the Deputy Minister	2
	Policy, Planning and Personnel	11
	Finance and Administration	7
	Parks, Protected Areas and Tourism	8
	sub total	28
	<u>TOTAL</u>	<u>472</u>

APPENDIX 4 NUNAVUT GOVERNMENT

Headquarters Functions in Regional Centres outside the Capital

<u>Department</u>	<u>Function</u>	<u>Number of Positions</u>	<u>Community Location</u>
Sustainable Development	Minerals	4	Kugluktuk
	Environmental Protection	3	Kugluktuk
	Community Economic Development	7	Cape Dorset
	Policy and Planning	2	Kugluktuk
	Fisheries and Wildlife	18	Igloolik
Community Government, Housing & Transportation	Arctic Airports	18	Rankin Inlet
	Sports and Recreation	6	Igloolik
	Community Planning & Lands	12	Kugluktuk
	Motor Vehicles	5	Cambridge Bay
Health & Social Services	Health Insurance Services	15	Rankin Inlet
	Health Intelligence	9	Baker Lake
Culture, Language, Elders and Youth	Elders and Youth	3.5	Igloolik
	Language Bureau	6	Igloolik
	Culture and Heritage	7	Igloolik
	Culture and Communications	4	Igloolik
Education	Public Library Services	4	Rankin Inlet
	Career Development	6	Rankin Inlet
	College and Continuing Education	4	Rankin Inlet
	Early Childhood & School Services	17	Rankin Inlet
Justice	Rental Office	2	Rankin Inlet
	Legal Registries & Land Titles	8.5	Cambridge Bay
Public Works, Telecommunications and Technical Services	Petroleum Products	13	Rankin Inlet