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# Recommendations

## Stabilize capacity and organizations as a priority

1. Use HR strategies, plans, policies, programs, and practices to enable business continuity and resilience in a challenging labour market.

*The Government of Nunavut agrees with this recommendation.*

The Government of Nunavut has developed the following HR mechanisms to enable business continuity, resilience and to address challenges in the labour market:

- The **Nunavut-Wide Hiring Policy** – supports and promotes decentralization and Inuit employment by allowing departments to hire individuals who can work from any community (outside of Iqaluit) in Nunavut where there is an available government office.
- The **Remote Hiring Policy** – an interim measure for a set term, restricted to a Cabinet-approved list of hard-to-fill, highly specialized, and professional positions.
- The **Telework Policy** – a voluntary arrangement whereby an employee performs their job from a location other than the designated workplace, increasing employee engagement, and retention by supporting work-life balance
- The **HRM1410 Labour Market Supplement** – creates a mechanism for departments and public bodies to bring a temporary pay increase to the established compensation package for specific hard to fill position(s).
- Acted on the results of the **Salary Review**, effective September 30, 2024, where GN employees in the Nunavut Employees Union (NEU), excluded and senior management groups received a minimum of a 9% salary increase, to align with market data.

Additionally, the government has prioritized several projects that will support the hiring and retention of employees:

- The government will be moving to Fusion Cloud, which allows real-time staffing competition status tracking. The recruiting module of Fusion Cloud will also link Job Evaluation and Compensation and Benefits functions to recruiting, which will result in much-needed efficiencies in the staffing process.
- The government is finalizing the development of the **GN-wide Master Inuit Employment Plan** and the departmental Inuit Employment Plans, which reflect negotiated terms and priorities from the 2024-2034 Implementation Contract.

The government has implemented several changes to the allocation of staff housing that have led to positive outcomes, including increased allocation ratios, use of e-voting to speed up the approval process, a decrease in the number of staff on the waitlist

(more than 72 Inuit have been approved from the waitlist), a reduction of positions waiting for allocation, and an overall decrease in vacant units.

The government has made improvements to the staffing process, including:

- Amended the Direct Appointment process for Nunavut Inuit in August 2023. Since that date 230 Inuit employees have been direct appointed.
- Revised HRM508 - Candidate Screening to remove “Pile 2” as a stand-alone screening category, making candidate screening process timelier and more efficient.
- Updated HRM516 - Eligibility Lists to allow a cost-effective and efficient method of staffing multiple positions with similar job descriptions.
- Updated HRM702 - Staffing Appeals and HRM501 - The Hiring Process to reduce the number of frivolous appeals, and the time to fill positions.

<b>2. Apply all available levers for attraction, recruitment and retention to build and maintain capacity throughout the public service.</b>
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*The Government of Nunavut agrees with this recommendation.*

The government is working to use and create mechanisms to attract, recruit and retain employees in public service including:

**Compensation Review:**

- Engaged an external firm to conduct a three-phase compensation review. The first phase - Salary Review, was completed and resulted in GN employees receiving a minimum of a 9% salary increase, to align with market data. A separate review for NTA was completed in December 2024 and recommendations are under review.
- Job Evaluation Process Review, the second phase, was completed in August 2024 and the recommendations are under review.
- The final phase, “Employer of Choice Review” is underway. The information from this review will be used to supplement the data gathered from the Employee Engagement Survey.

**Staff Housing** – implemented several changes to the allocation of staff housing that have led to positive outcomes, including increased allocation ratios, use of e-voting to speed up the approval process, a decrease in the number of staff on the waitlist (more than 72 Inuit have been approved from the waitlist), a reduction of positions waiting for allocation, and an overall decrease in vacant units.

**Telework Policy** – improves employee retention by offering flexible work arrangements.

**Nunavut-Wide Hiring Policy** – build capacity, reduces demand for staff housing, supports decentralization in communities outside Iqaluit and promotes Inuit employment.

**Remote Hiring Policy** – interim measure for filling specialized and hard-to-fill positions.

**HRM1410 Labour Market Supplement** – creates a mechanism for departments and public bodies to bring a temporary pay increase to the established compensation package for specific hard-to-fill positions. It helps the GN to compete and improves the attraction and retention of critical and high-demand talent.

**3. Ensure that community-based jobs in community justice, education, health, and social services are well-supported to enable effectiveness and reduce burnout and turnover.**

*The Government of Nunavut agrees with this recommendation.*

The government has expanded job sharing to Community Health Nurse positions. Job Sharing allows multiple employees to share one position; giving them set time away from the community to encourage a better work/life balance. The Department of Family Services is investigating rolling out job sharing to Community Social Services Worker positions. This will result in higher job satisfaction, productivity, and retention while reducing employee burnout and turnover.

**4. Undertake the reorganization of CGS and EDT with attention to risks and opportunities for communities and stakeholders during transition.**

The Government of Nunavut agrees with this recommendation.

The realignment is done and will take effect on April 1, 2025. The GN has created specialized departments focused on community engagement (Community Services) and government operations (Transportation and Infrastructure Nunavut). It will also establish **Service Nunavut**, a centralized single point of contact for accessing key government services. It will result in delivering services faster, with better alignment to local needs, through streamlined processes and improved infrastructure support.

Successful implementation of the reorganization is being supported through:

- **Collaborative planning:** Interdepartmental working groups and a steering committee are actively mapping out the transition to ensure a smooth and well-coordinated process.
- **Employee engagement:** While this realignment introduces structural changes, many employees will see no impact on their current roles or responsibilities. For those directly affected, clear communication and support will be provided

throughout the transition. Plans are underway to ensure staff are kept informed and have opportunities to ask questions about the upcoming changes.

- **Policy and process updates:** Departments are reviewing workflows, policies and reporting structures to ensure alignment with the new departmental mandates.

**5. Enable the successful transfer of devolving responsibilities through the design of organizations, programs, business processes and jobs, and plans to ensure the necessary staff capacity.**

*The Government of Nunavut agrees with this recommendation.*

The Devolution Secretariat, in collaboration with other departments and signing parties, is working to understand the current federal programs and plan for a seamless transition on April 1, 2027. This program review design process has included extensive consultations with leadership at the Government of Canada's Nunavut Regional Office and impacted federal employees, ensuring a comprehensive understanding of current federal responsibilities and activities.

The GN is also entering into a comprehensive phase of organizational design. This phase will define the specific structure of the new devolved organization. Organizational design will involve the creation of organizational charts and job descriptions.

In addition, the Devolution Secretariat is committed to retaining affected federal employees, as well as fostering human resources development, to ensure a strong and capable team upon the transfer of responsibilities.

## **Grow People and Communities to Participate in Government**

**6. Continue to provide and promote opportunities for education, training and on-the-job learning for GN indeterminate, term and casual employees.**

*The Government of Nunavut agrees with this recommendation.*

A suite of Inuit employment initiatives and public service training programs are ongoing:

- Amaqtaarniq Education Leave Program;
- Education Leave;
- Accredited Human Resources Management Certificate Program;
- Inuit Executive Career Development Program;
- Career Broadening Program;
- Training Travel Fund;
- Sivuliqtiksat Internship Program;
- Master's Certificate in Project Management.



Support is available for departments to access Implementation funding for departmental-customized Inuit employment and training initiatives.

**7. Continue to implement plans to develop and recruit representative, local workforces for jobs in education, health and social services.**

*The Government of Nunavut agrees with this recommendation.*

The government in in the final states of the development of the Master Inuit Employment Plan, which will assist departments in the development of their departmental Inuit Employment Plans (IEPs) for the next 10-year period from 2024-2034, ensuring that requirements set out in Article 23 and the 2024 Implementation Contract are actioned consistently across the GN.

To support training opportunities, the government is working with Nunavut Tunngavik Incorporated and the Government of Canada to develop a framework for the Inuit Pre-employment Training Strategy.

Additionally, through its Training and Development branch, the government continues to offer public service training opportunities targeted to Inuit including:

- Amaaqtaarniq Education Leave Program;
- Accredited Human Resources Management Certificate Program (Inuit cohort)
- Inuit Executive Career Development Program
- Education Leave
- Career Broadening Program;
- Training Travel Fund;
- Sivuliqtiksat Internship Program;
- Master's Certificate in Project Management (Inuit cohort).

Support is available for departments to access Implementation funding for departmental-customized Inuit employment and training initiatives.

**8. Implement plans to prepare Nunavummiut for devolution-related careers in land and water resource management.**

*The Government of Nunavut agrees with this recommendation.*

The Devolution Secretariat is working with partners at NTI and Canada to implement the Transitional Human Resources Development Strategy. The strategy's goal is to maximize Inuit employment while ensuring the GN has the necessary human resource capacity to fulfill new responsibilities.

Under the strategy, the parties have launched the Inunnguqsaivik Learning Community, which aims to promote devolution-related careers and areas of study, while supporting learners throughout the process. The community has established a webpage that has

received thousands of views and has conducted targeted community outreach across Nunavut. There are currently 14 learners participating in the program. Additionally, the human resources development plan includes targeted devolution-related internships and on-the-job training initiatives, in cooperation with identified federal and GN employees.

In addition to the strategy, the Devolution Secretariat is funding and launching the Namminiqsurniq Scholarship on April 1<sup>st</sup>, 2025. This scholarship is intended to directly support post-secondary Inuit students who are in programs for devolution related careers including: Environmental Science, Earth Science, Geographic Information Systems, Environmental Assessment, Economics (resource), Environmental Policy and Political Science.

The Devolution Secretariat is further exploring various on-the-job initiatives, including a Resource Management Officer Internship program, which could be delivered in regional hubs and/or decentralized communities as a way to provide meaningful on the job opportunities to build capacity for Inuit in the communities.

**9. Develop a pre-employment education and training strategy to prepare Inuit for government employment in in-demand occupations, with an emphasis on community-based jobs.**

*The Government of Nunavut agrees with this recommendation.*

The Department of Human Resources in partnership with Nunavut Tunngavik Incorporated and the Government of Canada, will develop a Pre-Employment Training Framework. The strategic framework will identify initiatives to provide Inuit with skills to qualify for government employment.

**10. Ensure that communities have the resources and supports needed to participate fully and effectively in Institutions of Public Government (IPGs) and on boards and committees related to GN programs and services.**

*The Government of Nunavut agrees with this recommendation.*

It's important for decision making to happen outside of the capital and efforts related to pre-employment training should consider these issues.

## **Expand GN employment opportunities in communities without decentralizing entire offices**

**11. Take full advantage of new hiring policies to attract and retain employees in community-based jobs.**

*The Government of Nunavut agree with this recommendation.*

The government has developed the following HR policies to help attract and retain employees in community-based jobs:

- **Nunavut-Wide Hiring Policy** – builds capacity, reduces demand for staff housing, supports decentralization in communities outside Iqaluit and promotes Inuit employment.
- **Remote Hiring Policy** – interim measure for filling specialized and hard-to-fill positions, gives priority to Nunavut Inuit.

Additionally, the government is working with Nunavut Tunngavik Incorporated and the Government of Canada to develop a framework for an Inuit Pre-employment Training Strategy with a focus on developing local talent.

**12. Continue to add and promote community-based positions in occupations that deliver programs and services in the community, build community capacity, and can be filled locally.**

*The Government of Nunavut agrees with this recommendation.*

The government has developed the following HR policies to support the delivery of programs and services in community, build community capacity and allow jobs to be filled locally:

- **Nunavut-Wide Hiring Policy** – builds capacity, reduces demand for staff housing, supports decentralization in communities outside Iqaluit and promotes Inuit employment.
- **Remote Hiring Policy** – interim measure for filling specialized and hard-to-fill positions, gives priority to Nunavut Inuit.

Additionally, the government is working with Nunavut Tunngavik Incorporated and the Government of Canada to develop a framework for the Inuit Pre-employment Training Strategy.

**13. Continue to consider the need for any dysfunctional headquarters offices to be moved from a community to Iqaluit or a regional centre.**

*Additional policy review would need to be undertaken to better understand how to address this recommendation systemically. Assessments related to the functionality of decentralized offices should be completed on a case-by-case basis as is the current practice.*

**14. Assess the potential for any devolving responsibilities to be decentralized after transfer and transition, and with regard to the entitlements of affected federal employees who accept a job offer with the GN.**

*The Government of Nunavut agrees with this recommendation.*

The Devolution Agreement stipulates that positions currently held by Government of Canada personnel cannot be transferred out of their existing communities. However, recognizing the importance of ensuring that the economic and employment benefits of devolution are spread across Nunavut, including its decentralized communities, the Devolution Secretariat is actively working with the Department of Human Resources to explore mechanisms that would allow new, or unencumbered, positions to be made available to applicants from outside the regional centers.

A key strategy under consideration is the Nunavut-Wide Hiring Policy for new or unencumbered positions. This would allow the Devolution Secretariat—or any future department responsible for devolved authorities—to conduct hiring competitions across Nunavut, provided office space is available. As a result, a new department could have a core team in headquarters, while additional positions could be filled by employees from communities outside Iqaluit. The organizational design process will also focus on identifying new positions that could be decentralized, providing increased positions and supports to current Government of Canada offices in communities outside Iqaluit, and the potential for increased inspection and field operations capacity in decentralized communities.

**15. Anticipate trends in the future of work in Canada and Nunavut to assess labour market factors and timing for any expansion of decentralization in the future.**

*The Government of Nunavut agrees with this recommendation.*

The development of the Human Resource Strategy has been delayed due to the need to align this strategy with other key initiatives such as Devolution, the Tripartite Inuit Pre-Employment Training Strategy, the 2024-2034 Nunavut Agreement implementation, finalization of the Master Inuit Employment Plan, the Decentralization Review and the launch of the Enterprise Resource Planning system (Fusion Cloud).