

2022 2023

Government of Nunavut Public Service Annual Report



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About the 2022-23 Public Service Annual Report

This 2022/2023 Government of Nunavut Public Service Annual Report (PSAR) provides a summary of the overall administration, management and development of our public services. It takes stock of our progress on strategic human resource priorities, and highlights the successes and challenges of strengthening our public service delivery to Nunavummiut.

This report also highlights our training and career development initiatives for Inuit and public service employees.

Our dedicated public service is guided by Inuit Qaujimajatuqangit and Inuit Societal Values.

Inuuqatigiitsiarniq

Respecting others, relationships and caring for people.

Tunnganarniq

Fostering good spirits by being open, welcoming and inclusive.

Pijitsirniq

Serving and providing for family and/or community.

Aajiiqatigiinniq

Decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq

Development of skills through observation, mentoring, practice and effort.

Piliriqatigiinniq/Ikajuqtigiinniq

Working together for a common cause.

Qanuqtuurniq

Being innovative and resourceful.

Avatittinnik Kamatsiarniq

Respect and care for the land, animals, and the environment.

Minister's Message

Hon. Pamela Gross

It is my honor and pleasure to present the Public Service Annual Report for the fiscal year 2022-23.

This year has marked a significant transition as we move beyond the challenges of the pandemic to embracing new opportunities for public service excellence.

Throughout this period of transition, we have recognized the strength and dedication of our public service and the vital importance of developing robust employee support systems to achieve our objectives and fulfill our mandate.

We have intensified our focus on removing barriers to Inuit employment and retain a public service representative of the communities we serve.

We continue to prioritize the development and career advancement of our Inuit employees by providing both formal educational opportunities that build the necessary competencies needed for career advancement in senior management and executive roles. Added to these are the supports, such as mentorships and appointments that prioritize and encourage the advancement, education and skill development and recognition of Inuit employees talents.

Our efforts to streamline the staff housing allocation process has helped ensure more Inuit employees are able to access stable and affordable housing, which is essential for their well-being and productivity.

Further to that, we actively supported the Government of Nunavut's departments in executing their Inuit Employment Plan. By collaborating closely on the development and implementation of these initiatives, we are prioritizing Inuit employment across all areas of government.



In addition to these objectives, we continue to refine and enhance our staffing practices in order to provide timely service, reduce inefficiencies and improve the overall candidate experience.

The Department of Human Resources is committed to cultivating a stronger, more inclusive public service that nurtures the growth and development of all employees. I firmly believe that through our collaborative efforts, we will realize our goals and foster a brighter future for all of Nunavummiut.

Sincerely,

Honourable Pamela Gross

Minister of Human Resources

Government of Nunavut

One of Canada's 100 Top Employers

For the sixth year in a row, the Government of Nunavut (GN) was named one of Canada's Top Employers in the following categories:

- **Canada's Top Employers for Young People**
- **Canada's Best Employers for Recent Graduates**
- **Canada's Best Diversity Employers**

This year marked the second year in a row that the GN was recognized as one of Canada's Best Diversity Employers.

The annual Canada-wide competition, organized by Canada's Top 100 Employers Project, celebrates employers that provide exceptional workplaces and programs for young professionals. Employers are assessed based on their initiatives to attract and retain young talent. The GN was selected as a top employer because of our exceptional workplace environment that fosters growth and opportunity.

Notable initiatives include:

- **The Amaaqtaarniq Education Program** helps remove barriers to post-secondary education for eligible Inuit employees. Through this initiative, the GN sponsors long-term post-secondary education leave to help

individuals qualify for hard-to-fill roles.

- **The Hivuliqtikhanut Leadership Development** program is firmly rooted in Inuit Societal Values. It focuses on the development of behavioral and technical competencies of emerging leaders, supervisors, and senior managers through three 18- to 21-day modular series.

Approximately 7,500 employers submitted detailed applications, including a comprehensive review of their operations, human resources practices and policies that compared them to others in their industry and region.

To read more about the GN's key benefits and human resources programs for students and young people, please visit our Canada's Top Employers Competition online profile: <https://reviews.canadas-top100.com/top-employer-nunavut-government#>



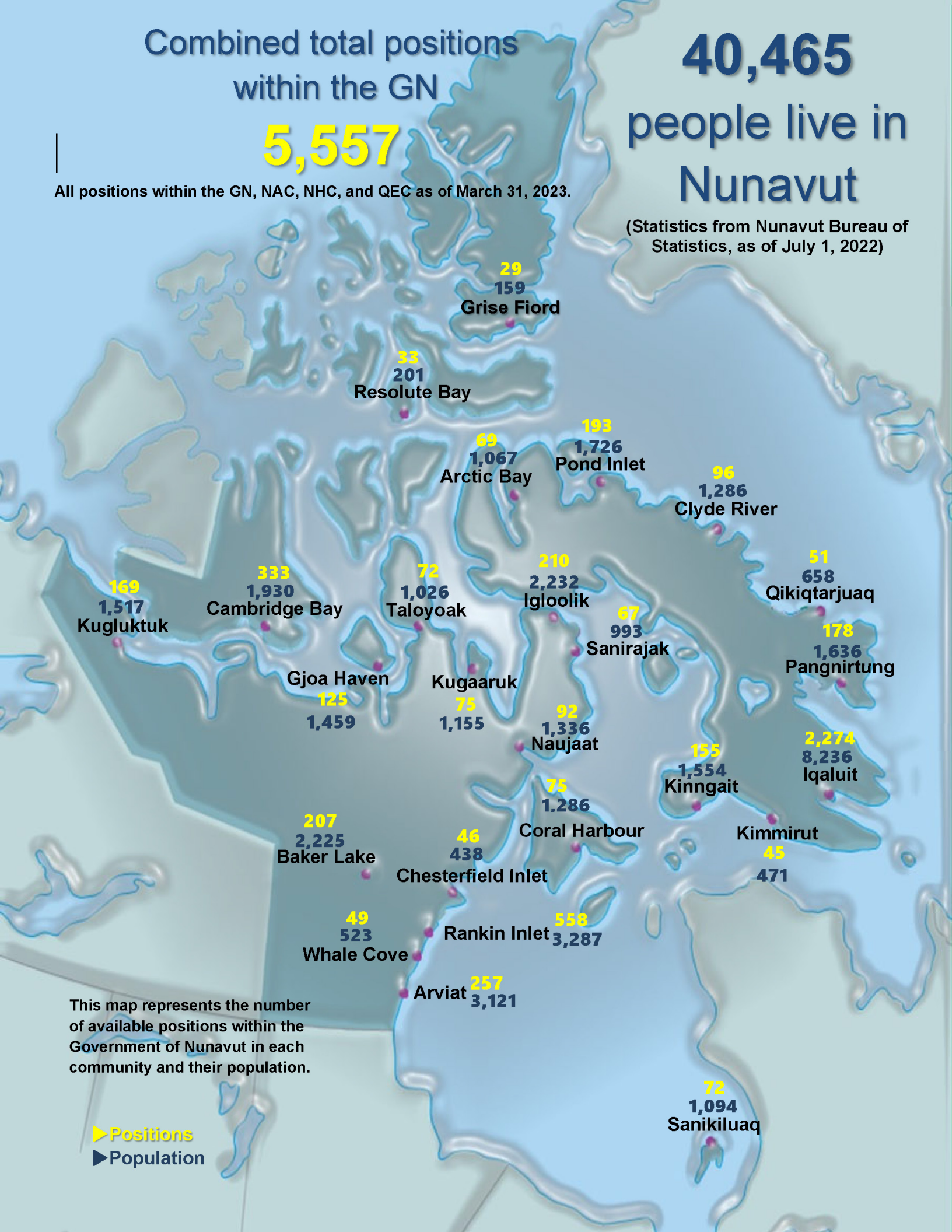
Combined total positions
within the GN

5,557

All positions within the GN, NAC, NHC, and QEC as of March 31, 2023.

40,465
people live in
Nunavut

(Statistics from Nunavut Bureau of
Statistics, as of July 1, 2022)



This map represents the number
of available positions within the
Government of Nunavut in each
community and their population.

► Positions
► Population

Public Service 2022-23

Workforce Profile: Highlights

5,557 TOTAL PUBLIC SERVICE
POSITIONS

59% CAPACITY

699 CASUAL ASSIGNMENTS
FILLED BY NUNAVUT INUIT

51% NUNAVUT INUIT
EMPLOYEES

1,350 FEMALE INUIT
EMPLOYEES OR

40% OF THE GN
WORKFORCE

398 MALE INUIT
EMPLOYEES OR

12% OF THE GN
WORKFORCE

\$101,194

Avg. Salary
for Inuit Employees

82%

Retention
Rate

66%

Female
Employees

45

Average
Age

1,748 NUNAVUT INUIT EMPLOYEES



\$760,148

TOTAL COMPENSATION:
Salaries, Overtime, Northern Allowance, Employee
Costs & Benefits, WSCC, Housing Allowance, and Lan-
guage Incentives & Bilingual Bonuses [in \$000]

\$2,101

TOTAL INUKTUT LANGUAGE INCENTIVE
& BILINGUAL BONUSES
[in \$000]

712 **INUKTUT**
SPEAKERS

88 **FRENCH**
SPEAKERS

151

CASUAL EMPLOYEES
BECAME
INDETERMINATE

68

TOTAL DIRECT
APPOINTMENTS

63

NUNAVUT INUIT DIRECT
APPOINTMENTS

Public Service Composition

The majority of GN employees are in three bargaining units governed by three distinct collective agreements:

- **Nunavut Teachers' Association (NTA)** – Government of Nunavut (GN) collective agreement: the current NTA-GN collective agreement is in effect until June 2024.
- **Nunavut Employees Union (NEU)** – Government of Nunavut (GN) collective agreement: the NEU-GN collective agreement was in effect until September 30, 2024.
- **Nunavut Employees Union (NEU)** – Qulliq Energy Corporation (QEC) collective agreement: the current NEU-QEC collective agreement is in effect until December 31, 2024.

The Government of Nunavut's participation in the negotiations of these collective agreements is led by the Employee Relations division of the Department of Human Resources. There are two other groups of non-unionized employees whose terms and conditions of employment fall outside of the three bargaining units:

1. Excluded Employees and
2. Senior Management.

2022-23 Employees by Group and Status

	Total Positions	Filled Positions	Nunavut Inuit	% Inuit Employment
NEU	3,526	1,859	1,186	64%
NTA	878	815	291	36%
Excluded	828	545	253	46%
Senior Management	226	179	44	25%

Human Resource Costs Compensation

The median base annual salary for a GN employee was \$101,194. The average salary for Nunavut Inuit employees was \$90,000 and \$113,207 for non-Inuit employees.

The average salary for a female Inuit employee was \$89,354 and \$92,214 for a male Inuit employee.

The differences between salaries can be attributed to employment categories because Nunavut Inuit and female employees hold fewer professional and management positions than their non-Inuit and male counterparts.

The GN is making every effort to ensure this imbalance is addressed through various career development training programs targeted at Inuit employees, including: the Sivuliqtiksat Internship Program, Hivuliqtikhanut Leadership Development Program, Amaaqtaarniq Education Program, Career Broadening Program and Policy Skills Development Program, and the use of direct appointments.

These programs enable career development, hiring and promotion of Inuit.

Human Resource Costs

The following table provides an overview of human resource costs, including compensation and benefits for public servants, for the 2022-23 fiscal year:

Public Service Human Resources Costs (\$000)				
	2019-20	2020-21	2021-22	2022-23
Regular salaries	\$418,159	\$429,975	\$431,132	\$485,453
Overtime	\$27,191	\$26,706	\$31,068	\$36,050
Northern allowance	\$86,447	\$87,266	\$87,694	\$97,466
Employer costs (Public Service Pension Plan, Canada Pension Plan, Employment Insurance, Health & Dental Coverage, Long-Term Disability, etc.)	\$74,409	\$76,749	\$78,301	\$87,428
Other compensation	\$23,883	\$24,275	\$25,986	\$39,338
Workers' Safety and Compensation	\$5,300	\$7,364	\$7,692	\$8,702
Housing Allowance	\$3,932	\$3,600	\$3,600	\$3,607
Inuktitut Language Incentive/Bilingual Bonus	\$2,299	\$2,016	\$1,770	\$2,102
Total	\$641,624	\$657,951	\$667,243	\$760,148

Inuktitut Language Incentive and Bilingual Bonus

The Inuit Language Protection Act (ILPA) ensures that the Government of Nunavut (GN) identifies and implements measures to increase the use of the Inuktitut Language as a working language of Nunavut and ensures that services are provided in more than one of official languages of Nunavut: Inuktitut, Inuinnaqtun, English, and French.

The GN is committed to encouraging employees to use the Inuktitut Language as the working language of the public service and provide services in more than one language with the Inuktitut Language Incentive Policy and Bilingual Bonus program.

The Inuktitut Language Incentive Policy encourages employees to use and increase their Inuktitut language skills in the workplace and as they provide services to the public while the Bilingual Bonus includes both Inuktitut and French speakers providing services to the public in either or both languages.

Employees are assessed and compensated according to their language proficiency and are encouraged to improve and expand their language proficiency.

2022-23 Inuktitut Language Incentive Allowance/Bilingual Bonuses		
	Total Employees	Total (\$)
Bilingual Bonus*		
Inuit	93	\$127,343
Non-Inuit	88	\$138,147
ILI-Level 1**		
Inuit	42	\$61,549
Non-Inuit	2	\$2,347
ILI-Level 2**		
Inuit	413	\$801,138.50
Non-Inuit	3	\$8,018
ILI-Level 3**		
Inuit	159	\$964,163
Non-Inuit	0	\$0
Total	800	\$2,102,705

* Bilingual Bonus includes Inuktitut and French

** ILI = Inuktitut Language Incentive

Employee Retention and Staff Turnover

The GN's strong employee retention rate can be attributed to employee satisfaction and the GN's commitment to encouraging and practicing Inuit Societal Values like Inuuqatigiitsiarniq (respecting others, relationships and caring for people) and Tunnganarniq (fostering good spirit by being open, welcoming, and inclusive).

The GN also offers a competitive rewards package, including salaries, pension and benefits, continuous service bonuses, staff housing, household allowance, northern allowance, leave entitlements, and employee training and development opportunities.

Staff turnover is determined by the number of indeterminate or term employees leaving their positions annually for various

reasons: retirements, resignations, end of term, lay-offs and in rare cases dismissal. In 2022-23, the turnover rate was 18%, compared to 13.1% in the previous fiscal year, with 649 total terminations.

Between 2021 and 2023 employers across Canada and around the world were dealing with the effects of the COVID-19 pandemic on their workforce and the labor market, and turnover was one of them.

Retention of employees continues to be the focus of addressing capacity issues within the Government of Nunavut.

Turnover/Terminations* by Department/Public Body								
Dept./ Public Body	2021-22				2022-23			
	Total Positions filled*	Total Positions terminated	%Turnover of Department/ Public Body	%Of Total Terminations	Total Positions Filled	Total Positions Terminated	%Turnover of Department/ Public Body	% Of Total Terminations
CGS	336	47	14%	10%	289	42	15%	6%
CH	67	6	9%	1%	61	2	3%	0%
EDT	100	3	3%	1%	95	16	17%	2%
EDU	1198	186	16%	40%	1,145	241	21%	37%
ENV	91	8	9%	2%	92	16	17%	2%
EIA	57	4	7%	1%	58	6	10%	1%
FS	161	17	11%	4%	158	24	15%	4%
FIN	149	20	13%	4%	153	37	24%	6%
HEA	712	91	13%	20%	681	136	16%	21%
HR	74	11	15%	2%	74	12	18%	2%
JUS	276	36	13%	8%	269	86	32%	13%
OLA	38	6	16%	1%	31	5	16%	1%
NAC	163	19	12%	4%	154	10	6%	2%
NHC	88	6	7%	1%	83	16	19%	2%

*Terminations may include retirements, resignations, end of term, lay-offs, and in rare cases, dismissals.

Turnover/Terminations* by Employee Group				
Pay Groups	2021-22		2022-23	
	Total Terminations	% Of Total Terminations	Total Terminations	% Of Total Terminations
Senior Management	25	5%	17	2.6%
Excluded	58	13%	85	13%
NEU	218	47%	388	59.78%
NTA	159	36%	159	24.49%

*Terminations may include retirements, resignations, end of term, lay-offs, and in rare cases, dismissals.



Inuit Representation

The GN continuously monitors and tracks staffing capacity and Nunavut Inuit employment within all departments and public bodies through the Towards a Representative Public Service (TRPS) quarterly reports. These reports are part of our ongoing commitment to meeting the objectives of Article 23 of the Nunavut Agreement and achieving a representative workforce.

As of March 31, 2023, there were 5,557 positions within the GN, 59% of which were filled. Of the filled positions, 1,675 (51%) were occupied by Nunavut Inuit.

Employment Initiatives and Planning

The Department of Human Resources' Sivumuaqatigiit division is responsible for providing planning and direction on initiatives aimed at increasing and retaining Inuit employment in the GN.

The GN relies on federal funding to support implementation of the Nunavut Agreement, including Article 23. Federal funding for Inuit employment and pre-employment training initiatives became available in May 2015 through a Settlement Agreement for the 10-year period from 2013-2023. Using this funding, Sivumuaqatigiit launched ongoing Inuit employment initiatives.

Sivumuaqatigiit monitors the implementation of the GN Master Inuit Employment Plan (MIEP). The MIEP summary can be found here: <https://www.gov.nu.ca/en/inuit-employment/inuit-employment-plan-human-resources>

Progress Toward Inuit Employment Goals and Targets

As part of the Master Inuit Employment Plan, the GN has goals and targets focused on increasing the number of Inuit employees:

- An Inuit employment goal is the total number of Inuit employees projected to be employed in a department or public body at a point in time.
- An Inuit employment target is the projected number of Inuit employees in an employment category (ex. Paraprofessional).

The GN-wide Inuit employment goals and targets are established by the goals and targets that departments and public bodies have set to increase the number of Inuit employees.

The goals and targets are identified in departmental Inuit Employment Plans (IEPs) to 2023 for the short-term (March 2020) and medium-term (March 2023). Annual goals and targets are identified in business plans.

The departments and public bodies have set ambitious goals and targets to 2023 and are working hard to achieve them; by March 2023, the GN aims to employ 2,300 Inuit FTEs.

For 2022-23, the GN achieved 73% of its medium-term goal of 2,300 Inuit FTEs. As of March 31, 2023, the GN employed 1,675.31 Inuit FTEs in indeterminate and term positions, which was 624.69 Inuit FTEs short of our medium-term goal.

It is worth noting that for the period between March 2021 and March 2023, the focus of Employee Relations across Canada, and the world, was dealing with the effects of COVID-19 pandemic on their workforce and the overall labour market.

However, the overall capacity of the GN decreased in 2022-23, from 3,521 FTEs filled as of March 31, 2022 to 3,271.13 FTEs filled as of March 31, 2023. Despite this overall decrease in capacity, the GN retained a greater proportion of Inuit staff than non-Inuit staff and made continued progress on Inuit employment goals and targets.

The GN's Inuit Employment Statistics are reported publicly on a quarterly basis in the Towards a Representative Public Service (TRPS) report. A copy of the March 31, 2023 report is appended to this document.

IE Goals (FTEs) from Business Plan 2022-2026					Actual TRPS Statistics		
Dept./ Public Body	By March 31, 2023				As of March 31, 2023		
	Total Positions	Positions Filled	Inuit Employed	% IE	Positions Filled	Inuit Employed	% IE
CGS	466	336	137	41%	260	105	40%
CH	109	80	68	85%	58.4	41	70%
EDT	160	111	68	61%	76	49	64%
EDU	1,457.00	1,316.00	775	59%	1,081.46	521.71	48%
EIA	97	76	60	79%	52	41	79%
ENV	137	108	60	56%	82	44	54%
FIN	249	163	107	66%	120	48	40%
FS	231	184	84	46%	147.67	98.67	67%
HEA	1,366.00	777	435	56%	666.7	341.03	51%
HR	117	102	66	65%	67	38	57%
JUS	462	302	150	50%	246	116	47%
NAC	254	154	88	57%	145.7	85.7	59%
NHC	122	86	36	42%	71	37	52%
QEC	208	172	96	56%	162.5	91.2	56%
NBCC	6	4	1	25%	3	1	33%
TOTAL	5,441.00	3,971.00	2,231.00	56%	3,239.43	1,658.31	51%

Progress Toward Inuit Employment by Department

Four departments and public bodies that made substantial progress toward their annual Inuit employment goals for March 31, 2023, were:

- Nunavut Business Credit Corporation (met its goal)
- Family Services (92% of goal, short by 8.33 FTEs)
- Qulliq Energy Corporation (87% of goal, short by 13.8 FTEs)
- Nunavut Housing Corporation (84% of goal, short by 7 FTEs)

The departments and public bodies that made the most substantial progress towards their goals used action items such as:

- Mentorship programs
- Direct appointments
- Internal Transfer Assignments or Internal Developmental Transfer Assignments
- Using Inuit Employment Initiatives through the Sivumuaqatigiit division. These include:
 - The Sivuliqtiksatsat Internship Program
 - The Amaaqtaarniq Education Leave Program
 - The Career Broadening Program
- Using the Restricted to Inuit Competitions to fill various positions

The Department of Family Services had the largest increase in Inuit FTEs since March 2022. It had a net gain of 3 Inuit FTEs. The majority of departments and public agencies had net losses, with the pandemic continuing to impact the GN's overall hiring.

The GN also had 699 Nunavut Inuit FTEs as casual employees of March 31, 2023, up from 574 Nunavut Inuit FTEs as of March 31, 2022.

The departments and public bodies are improving the use of Inuit Employment Initiatives to support casual and other employees such as:

- Career Broadening Program
- Amaaqtaarniq Education Leave Program
- Priority hiring for Inuit
- Direct Appointments for long-term casual employees
- Internal developmental transfer assignments

Employment Category	IE Goals (FTEs) from Business Plan 2022-2026				Actual TRPS Statistics			% Target achieved
	Total Positions	Positions Filled	Inuit Employed	% IE	Positions Filled	Inuit Employed	% IE	
Executive	42	40	18	45%	39	17	44%	94%
Senior Management	189	166	43	26%	139	30	22%	70%
Middle Management	511	399	133	33%	315	89	28%	67%
Professional	2062	1552	646	42%	1278.53	399.03	31%	62%
Paraprofessional	1148	790	495	63%	628	388.83	62%	79%
Administrative Support	1538	1096	967	88%	871.6	751.45	86%	78%
TOTAL	5,490.00	4,043.00	2,302.00	57%	3,271.13	1,675.31	51%	73%

Inuit Employment Targets

Overall accomplishments for the GN Inuit Employment Targets in 2022-2023 are:

- Total Inuit employment maintained at 51%.
- The GN achieved 72% of its annual goal of 2,298 Inuit FTEs.
- As of March 31, 2023, the GN employed 1,675.31 Inuit FTEs in indeterminate and term positions, which was 622.69 Inuit FTEs short of the overall goal.

Specific departments met or maintained 80% or greater levels of Inuit employment in specific employment categories by March 31, 2023:

- Executive employment category: CH, ENV, EIA, NAC
- Middle Management employment category: EIA
- Professional employment category: CH
- Paraprofessional employment category: EDT, EDU, EIA, FS, OLA, NAC, QEC
- Administrative Support employment category: CGS, EDT, EDU, ENV, EIA, FS, FIN, HEA, HR, OLA, NAC, NBCC, NHC, QEC

Capacity and Inuit employment by department 2022-23

Department	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP (2022-23)	% IEP (2021-22)	% IEP (2020-21)	% IEP (2019-20)	% Change IEP
CGS	467.00	207.00	260.00	56%	105.00	40%	43%	41%	43%	-3%
CH	108.80	50.40	58.40	54%	41.00	70%	77%	82%	81%	-6%
EDT	160.00	84.00	76.00	48%	49.00	64%	62%	63%	61%	2%
Education	1,451.79	370.32	1,081.46	74%	521.71	48%	48%	47%	48%	1%
Environment	136.50	54.50	82.00	60%	44.00	54%	53%	49%	49%	0%
EIA	97.00	45.00	52.00	54%	41.00	79%	76%	82%	80%	3%
FS	248.87	101.20	147.67	59%	98.67	67%	60%	60%	63%	7%
Finance	230.00	110.00	120.00	52%	48.00	40%	44%	40%	40%	-4%
Health	1,382.49	715.79	666.70	48%	341.03	51%	52%	51%	50%	-1%
Human Resources	117.00	50.00	67.00	57%	38.00	57%	55%	57%	58%	1%
Justice	467.00	221.00	246.00	53%	116.00	47%	48%	43%	44%	-0%
OLA	44.00	15.00	29.00	66%	17.00	59%	45%	55%	53%	13%
Total	4,910.45	2,024.21	2,886.23	59%	1,460.41	51%	50%	49%	50%	0%

Capacity and Inuit employment by Occupational Category 2022-23

Occupational Category	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP (2022-23)	% IEP (2021-22)	% IEP (2020-21)	% IEP (2019-20)	% Change IEP
Executive	46.00	7.00	39.00	85%	17.00	44%	44%	50%	45%	0%
Senior Management	190.00	51.00	139.00	73%	30.00	22%	23%	20%	20%	2%
Middle Management	510.00	195.00	315.00	62%	89.00	28%	29%	29%	28%	0%
Professional	2,090.43	811.89	1,278.53	61%	399.03	31%	30%	28%	28%	3%
Paraprofessional	1,149.83	521.83	628.00	55%	388.83	62%	62%	62%	62%	0%
Administrative Support	1,571.35	699.76	871.60	55%	751.45	86%	86%	86%	85%	1%
Total	5,557.61	2,286.48	3,271.13	59%	1,675.31	51%	51%	50%	50%	1%

Capacity and Inuit employment by public body 2022-23										
Public Body	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP (2022-23)	% IEP (2021-22)	% IEP (2020-21)	% IEP (2019-20)	% Change IEP
NAC	312.77	167.07	145.70	47%	85.70	59%	57%	57%	56%	2%
NBCC	6.00	3.00	3.00	50%	1.00	33%	25%	25%	25%	8%
NHC	121.00	50.00	71.00	59%	37.00	52%	46%	39%	42%	6%
QEC	207.40	42.20	165.20	80%	91.20	55%	56%	56%	50%	-1%
Total	647.17	262.27	384.90	59%	214.90	56%	54%	53%	50%	2%

Career Development & Education

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students to explore different fields of public service, gain work experience and receive training. Priority hiring consideration is given to Nunavut Inuit students. The SSEEP is integral to the GN's goals to foster youth development, encourage continuous learning and market the GN as an employer of choice.

Individual departments covered these additional costs. The program budget increased by an additional \$1.605m to a total of \$2.59m, to meet the needs of this program.

The objectives of this program are:

1. To provide employment and training opportunities for students that will:

- Develop their skills and improve their employability after graduation.
- Help fund their education and encourage them to complete their studies.
- Enrich their academic programs.
- Help them evaluate their career options within the territorial public service.

2. To support departments to develop a pool of qualified candidates for future public service appointments.

In the summer of 2022, the GN hired 202 summer students. Of these, 175 (86%) were Nunavut Inuit.

Participation rates in the SSEEP depend on the demand for summer students from GN departments and public bodies in each community and the number of summer student applications.

GN SSEEP 2022		
Department	Total	Nunavut Inuit
CGS	25	20
CH	3	2
EDT	8	8
EDU	11	10
ENV	29	25
EIA	4	4
FS	11	11
FIN	11	9
HEA	55	50
HR	5	2
JUS	10	8
OLA	2	2
NAC	10	9
NHC	6	4
QEC	12	11
TOTAL	202	175



Policy Skills Development

The Policy Skills Development Program aims to build strong policy skills and support increased Inuit employment in GN policy roles. Increasing Inuit employment in these policy roles supports the development and delivery of policies and programs that are consistent with Inuit beliefs, customs, values and language. The curriculum is based on Inuit Societal Values and the context, structures and processes of the GN. The program combines dynamic and interactive training with activities, discussions and exercises designed to build and strengthen participants' policy skills.

The program allows participants to gain one year of policy work experience with the support of online training modules and mentorship from GN policy professionals. The program delivered two cohorts in Advanced Policy Training, a sixth cohort of Policy Foundations, and fourth cohort of Policy Training.

In 2022-23, there were 61 participants in the program, 50% Nunavut Inuit. There were 50 graduates, 43% of which are Nunavut Inuit

As of March 31, 2023, the program had 178 graduates in total, 122 (68.5%) of whom are Nunavut Inuit.

Inuit Executive Career Development

The Inuit Executive Career Development Program reflects our government's commitment to increasing Inuit employment in senior management. Inuit leadership is vital to designing and shaping projects and programs for the territory that reflect Inuit Societal Values.

In 2021-22, the Department of Human Resources developed and began delivery of the new Inuit Executive Career Development Program, which supports GN Inuit employees

to complete a customized Graduate Diploma in Leadership and Management at Athabasca University with wraparound supports such as study tours, access to Inuit Elders and subject-expert mentors, and customized Inuktitut language training. The participants are expected to graduate in Summer 2024.

Throughout the program, participants will take 16 academic courses, including four core courses, 11 elective courses, and one 3-credit capstone course.

Human Resources Learning

The Human Resources Series began delivery in January 2022. The First Cohort commenced in October 2022 and is to conclude in June 2023 with 30 registered participants, 30% Nunavut Inuit. The Second Cohort that commenced in January and will conclude in July 2023, has 20 participants, 35% Nunavut Inuit.

The program provides nine professional training courses on best practices in HR and supports GN employees seeking a Chartered Professional in Human Resources (CPHR) designation in Canada. The CPHR designation is increasingly becoming a requirement and an asset for public and private sector HR professionals. The program is expected to end in December 2025.

The HR Management Certificate program, delivered in partnership with Captus Press (an education partner of CPHR Canada, the national governing body of the HR profession), consists of nine (9) academic courses taken over a 20-28 month period. Courses are online and self-directed.

Occupational Training

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through “hands-on” learning and practice. On an as-needed basis, PST develops and delivers occupational training programs targeted toward positions found in all GN departments. The purpose of these programs is to:

- Increase knowledge and skills of employees already working in the field.
- Provide employees interested in a career change or advancement with an opportunity to obtain the skills and knowledge required for the position.

In 2022-2023, five occupational training programs were delivered, including:

- Communications Best Practices delivered in two cohorts to 22 participants in total, 36% of which were Nunavut Inuit.
- Career Development Skills Program was delivered online to 10 participants, 70% were Nunavut Inuit.
- Mediation and Facilitation Certification Program was delivered to 24 participants of which 4% were Nunavut Inuit.
- Diversity and Inclusion Program was delivered to 15 participants, 20% of which were Nunavut Inuit.
- Human Resources Learning Series was delivered in two cohorts: the first had 30 participants, 30% of which were Nunavut Inuit, while the second had 20 participants, 35% of which were Nunavut Inuit.

Hivuliqtikhanut Leadership Development

The Hivuliqtikhanut Leadership Development Program was introduced in 2015 to build and sustain leadership capacity in the public service. It practices Qanuqturniq (being innovative and resourceful) by growing leaders through the Hivuliqtikhanut Leadership Development Program. The program focuses on developing behavioural competencies for leaders at all levels: three separate 18-21-day modular series target public servants who are emerging leaders, supervisors, and senior managers in the government.

The program includes a comprehensive set of learning

and career development opportunities for public service leadership growth at every level. The curriculum is based on Inuit Societal Values and the Government of Nunavut Leadership Competency Model. It enables enhanced Inuit employment in the GN and includes specific learning and career development initiatives for Nunavut Inuit.

Graduates of all Hivuliqtikhanut Series receive advanced standing at Dalhousie University as follows:

- Master of Public Administration (six credits - equivalent to two-course exemptions based on three credits per course)
- Master of Information Management (four credits - equivalent to one elective course exemption)

In 2022-23, the Senior Managers' Series program was delivered to fourth cohort with total of 24 participants, 10 (42%) of which were Nunavut Inuit. The program had 16 graduates, 8 (50%) of which were Nunavut Inuit.

Amaqtaarniq Education Leave

The Amaqtaarniq Education Leave Program sponsors long-term post-secondary education leave for full-time GN Inuit employees who wish to qualify for hard-to-fill jobs or professions within the GN. The program is a part of GN's commitment to providing support and investments to Inuit employees while supporting departments to fill specialized and hard-to-fill positions.

The Amaqtaarniq Education Leave Program accepts applications from indeterminate, term, or casual employees, provided they meet the eligibility criteria. Approved participants receive their base salary for the duration of their educational leave.

As of March 31, 2023, 10 GN Inuit employees were participating in the Amaqtaarniq Education Program. 36 Inuit have participated in the program since its inception in 2017 and 22 employees have successfully completed the Amaqtaarniq Education Leave Program.

Career Broadening

The Career Broadening Program provides on-the-job experience for indeterminate, term or casual GN Inuit employees. This program aims to diversify GN Inuit employees' knowledge, skills, and experience through different job assignments. Each assignment lasts a minimum of eight months to a maximum of twelve months. Participants can have up to three job assignments in a field of their interest.

The Sivumuaqatigiit division assigns each program participant to a position number and pays all compensation costs during the assignment. The employee will continue to be paid the salary of their home position for the duration of the assignment.

In 2022-23, three participants were assigned placements within the GN.

Learning and Development Courses

Learning and development courses are one to five-day short-term courses that improve participants' skills and abilities in their current positions and prepare them to take on new positions within the GN.

A total of 124 learning and development courses were delivered to 1,010 participants across all three Nunavut regions, including:

- Building High Performance Virtual Teams
- Women in Leadership: Owning Your Strengths and Skills
- Conflict Resolution in the Workplace
- Certificate in Mediation and Facilitation
- Essentials for New Managers

In addition, various short Microsoft (MS) courses were offered to support GN employees using the new Microsoft Office 365 business communication platform while working from home and when returning to the office.

Courses such as MS Teams Level 100 & 200, MS One Drive, MS Translator, MS Outlook, and MS Excel were offered multiple times in a partnership between Microsoft, the Department of Human Resources and the Department of Community and Government Services.

2022-23 Learning and Development Courses				
Region	Number of Courses	Participants	Inuit	Non-Inuit
Online across Nunavut	122	992	323	669
Iqaluit	1	10	3	7
Rankin Inlet	1	8	6	2
Total	124	1010	332	678
Percentage (%)			33%	67%

Sivuliqtiksat Internship

The Sivuliqtiksat Internship Program provides an opportunity for Nunavut Inuit to gain valuable on-the-job work experience in management and specialist roles. The goal is to provide professional development opportunities and to assist GN departments in meeting their Article 23 objectives.

The Sivuliqtiksat Internship Program is designed to provide one to three (1-3) year internships with the support of a designated trainer, a customized learning plan, and group and individual training courses. Once accepted into this program, the Career Planning Specialist within the Sivumuaqatigiit division is available to assist departments and public bodies, interns, designated trainers, and managers in all aspects of the program.

The Department of Human Resources is responsible for funding and administering an average annual budget of \$2 million, including salaries for up to 16 internship positions,

\$25,000 per intern per year for training, education, travel costs, and program operations and maintenance.

Since its inception, 41 Inuit have successfully completed the program. As of March 31, 2023, 13 Sivuliqtiksat Internship graduates have been promoted, 21 are in target positions, and 12 made lateral moves within the GN.

Currently there are 4 female Inuit participants approved to take part in the program at Director level, with Education, Family Services, and Environment. 6 applications were pending approval with various departments across the territory.

Public Service Graduate Profile

Sivuliqtiksat Internship, Caroline Whittle

On January 1, 2023, Caroline Whittle assumed the position of Director, Heritage with the Department of Culture and Heritage in Iqaluit.



My name is Caroline Whittle, born and raised in Iqaluit, Nunavut. I continue to reside in Iqaluit with my husband and my three children.

I completed my Bachelor's degree in Education in 2017, after which I worked as an elementary school teacher in Iqaluit and Kinngait. My profound passion for teaching and learning led me to explore opportunities at the community level, where I worked for Nunavut Parks and Special Places as the Heritage Appreciation Coordinator. In this role, I interviewed Elders and participated in amazing workshops focused on the land, gaining vital cultural knowledge that I couldn't get enough of, and that continues to be my passion to this day.

I am currently the Director of Heritage at the Department of Culture and Heritage. Advancing into this role felt like a natural progression for me, arising from the invaluable education I received through the Sivuliqtiksat program.

The course equipped me with essential leadership and management skills, enabling me to thrive in a senior management role within the Government of Nunavut. In my current role, I have the opportunity and the privilege to be able to promote and preserve our rich cultural heritage, ensuring that it is recognized and maintained by our communities and future generations.

I feel happiest when I am out on the land—boating, snowmobiling, hunting, berry-picking, and fishing. All these experiences are a way of strengthening my connection to the beautiful landscape as well as Inuit history and traditions. I immensely enjoy making practical and warm clothing for my family members to

wear during hunting trips. My passion for learning about Inuit culture and heritage keeps drawing me to different places, constantly learning about the Inuit culture, traditions, and history, and I am always eager to be sharing in my knowledge.

The Sivuliqtiksat course profoundly expanded my understanding of leadership, revealing the significant impact that a manager or director can have on their team and organization. I particularly valued the engaging group discussions, which fostered a rich exchange of ideas and perspectives. The insights I gained from these conversations have left a lasting impression on me and continue to resonate in my professional journey today.

Quana, Qujannamiq, Nakurmiik,

Caroline Whittle

Cultural Orientation

The GN recognizes Inuit Societal Values as the foundation of an open, responsive, and accountable government. The GN is committed to ensuring that programs and services reflect Inuit Qaujimajatuqangit (IQ) and Inuit Societal Values (ISVs).

Cultural Orientation Program (COP) sessions allow GN staff to learn about the history and culture of Nunavut and support employees to incorporate IQ and ISVs into the workplace. Topics covered include:

- History of Nunavut
- Inuit Societal Values
- The Nunavut Agreement
- Inuit Cultural Activities

The COP sessions are delivered to GN staff throughout the year in all three regions of Nunavut. The sessions are designed to be delivered in a classroom or through video- conference. GN employees lead the COP sessions with guest speakers from multiple departments, cultural activities, and teachings led by Inuit Elders and cultural experts.

In 2022-23, 11 COP sessions were held to 67 participating employees, 22% of which were Inuit.

Employee Orientation

The GN is committed to the Inuit Societal Value of Tunnganarniq to ensure the workplace is friendly, welcoming, and accepting. This is supported by providing up-to-date and relevant orientation programs. Employee Orientation Program (EOP) sessions allow GN staff to learn about GN operations and organizational culture, training opportunities, services and benefits available to new employees. Topics covered include:

- GN mandate
- Health and safety
- Compensation and benefits
- Training and development

The EOP sessions are delivered to GN staff throughout the year in all three regions of Nunavut. The sessions are designed to be delivered in a classroom or through videoconference. GN employees lead EOP sessions with guest speakers from multiple departments.

In 2022-23, 13 EOP sessions were held to 58 participating employees, 34% of which were Inuit.

Mentorship

The GN mentorship program is deeply rooted in Inuit culture. During the mentorship, there are open-ended discussions about setting and revising goals and sharing experiences and knowledge. Mentorship program materials include information brochures in each of Nunavut's official languages and full program materials in Inuktitut.

In 2022-23, there were 13 registered mentors and 27 mentees participating in the program in relationships that focus on one or more of the key mentoring areas:

- Inuit Societal Values
- Cultural Activities & Work/Life Balance
- Leadership
- Mentorship and Expert Knowledge Transfer
- Hivuliqtikhanut Leadership Development Program
- Policy Skills Development Program
- Policy Capacity Building series

In addition, the 12 of Executive Career Development Program participants were matched with mentors from the Canadian Executive Service Organization Indigenous Services branch.

Specialized Training & Program Development Fund

The GN's Specialized Training and Program Development Fund (also known as the Training Fund) was established to provide additional training opportunities in specialized areas. The Department of Human Resources' Public Service Training Division (PST) administers the Training Fund and evaluates program deliverables on an annual basis.

In 2022-23, PST received 20 training proposals from six departments that were reviewed and rated by an interdepartmental committee. Of these, 16 training proposals from five departments were approved.

2022-23 Specialized Training Fund*			
Specialized Training Fund Initiative	Dept.	Funding Approved	Status
Manager & Supervisor Training specialized for Family Services (multi-year)	FS	\$36,250	CANCELLED
Foster Care Coordinator Training (multi-year)	FS	\$32,237	COMPLETED
Receptionist/Clerk Interpreter Training (multi-year)	FS	\$42,656	COMPLETED
De-escalation Training	FS	\$57,000	COMPLETED
Mental Health First Aid-Inuit (multi-year)	FS	\$58,219	COMPLETED
Management & Trauma Informed Training	FS	\$25,000	COMPLETED
Complete Concussion Management Training	HEA	\$18,508	COMPLETED
Mentorship Program to Support Residency Program for Nurses	HEA	\$7,500	CANCELED
Residency Program for Nurses to Transition Successfully into Practice	HEA	\$10,000	CANCELED
GN Learning & Development Training	HR	\$100,000	COMPLETED
Media Relations & Spokesperson Management	EIA	\$22,432	COMPLETED
Justice of the Peace Training	JUS	\$19,678	COMPLETED

2022-23 Program Development Fund*			
Program Development Fund Initiative	Dept.	Funding Approved	Status
Human Resource Training Certificate Program (multi-year)	HR	\$175,000	COMPLETED
On boarding Program for GN Employees (multi-year)	HR	\$150,000	COMPLETED
Family Resource Worker Training (multi-year)	FS	\$65,500	COMPLETED
Core Training (multi-year)	FS	\$86,000	COMPLETED

Education Leave

Ongoing training and development of employees is critical to building a strong and dedicated public service. The GN grants Education Leave to employees subject to operational and staffing needs and budgetary considerations.

In 2022-23, there were a total of 44 employees, 32 (36%) who are Nunavut Inuit, were on education leave within the GN. This number includes employees that have started, are continuing or ending education leave in the 2022-23 fiscal year.

2022-23 Education Leave				Education Leave with Allowance*	
Department	Inuit	Non-Inuit	Total	Employee	Total Financial Allowance \$
CGS	1	0	1	0	\$0.00
CH	1	0	1	1	\$84,842.23
EDT	0	0	0	0	\$0.00
EDU	13	1	14	7	\$490,434.00
EIA	1	0	1	0	\$0.00
ENV	0	0	0	0	\$0.00
FS	2	1	3	3	\$406,404.45
FIN	1	0	1	1	\$163,034.60
HEA	8	5	13	5	\$269,005.06
HR	1	1	2	1	\$115,935.33
JUS	3	1	4	4	\$407,588.49
NAC	1	2	3	3	\$278,922.14
NHC	0	0	0	0	\$0.00
QEC	0	1	1	1	\$154,907.52
OLA	0	0	0	0	\$0.00
Total	32	12	44	26	\$2,371,073.82
Percentage	73%	27%		59%	

Important to note the data above does not include the following:

1. Additional Nunavut Inuit employees on education leave during 2022-23 through the separate Amaaqtarniq Education Leave Program for Nunavut Inuit employees.
2. Additional Dept of Education employees on education leave during 2022-23 through a separate Professional Development fund set aside for teachers (educators) under the Nunavut Teachers' Association Collective Agreement.

*Total Financial Allowance is not necessarily specific to the 2022-23 fiscal year. The total allowance supplied by some departments was for the entire length of the employee's program, which sometimes spans more than one fiscal year. Allowance is any combination of In Lieu of Salary, tuition, fee, books, and/or travel expenses which can vary depending on each employee's needs/request and the department's budget. The length of programs accounted for within the financial data provided is between 6 and 20 months, with most being close to 12 months long.

The number of employees per department accounts for those in an education leave program at some point in 2022-23. Participants either started their program, ended their program, or were in the middle of their program in 2022-23.

Inuit Qaujimajatuqangit (IQ) Days

The GN provides an opportunity for all departments and public bodies to organize full days or half-days of Inuit cultural immersion programs and activities, also known as Inuit Qaujimajatuqangit (IQ) days.

Inuit Qaujimajatuqangit days provide an opportunity for immersive experiences and development of greater understanding of Inuit Societal Values, Inuktitut languages and traditions.

Inuit Qaujimajatuqangit translates to Inuit Traditional Knowledge, Inuit Traditional Technology, or Inuit Traditional Institution. Organized by Inuit leaders, the IQ days are a way to experience the connection with the land, crafts, traditional knowledge, and the beauty of Nunavut.

Each department or public body can dedicate two full days or four half days per year for planned events that may involve and promote:

- Cross-cultural understanding among Inuit and non-Inuit employees
- Time spent on the land, survival skills and nature appreciation
- Traditional Inuit cultural activities that facilitate team building and learning new skills, such as: iglu building, Inuktitut baseball, sliding, cutting up firewood, cooking, barbecuing, ice-fishing, berry picking, fetching ice for water, games, songs and more.
- Teachings and stories from Elders and Inuit cultural experts





Recruitment and Staffing

Staff Housing

The Staff Housing Allocation Committee assigns staff housing units according to set procedures. The Department of Human Resources chairs the committee, which is comprised of ADMs from all GN departments and operates on the Inuit Societal Values of Aajiiqatigiinniq (decision-making through discussion and consensus) and Piliriqatigiinniq (working together for a common cause).

Under the Staff Housing Policy, Deputy Heads of each represented department or public body can prioritize positions to meet operational requirements and departmental Inuit employment goals and objectives. While the committee assigns staff housing to positions, NHC manages the assignment of specific staff housing units and the ongoing maintenance requirements of housing units.

Direct Appointments

Direct appointments (DAs) are primarily used to achieve a qualified and representative public service, but they are also an appropriate method to staff hard-to-fill positions when the regular recruitment process has failed. Cabinet review and approval are required for all DAs.

There were 68 total DAs in 2022-23, compared to 119 DAs in 2021-22, and 68 in 2020-21. Of these DAs, 63 were Nunavut Inuit, representing 92.65% of direct appointments.



Pangnirtung, Nunavut

Job Competitions and Hiring

The following charts represent the breakdown of the competitions held in the 2022-23 fiscal year. Of the 479 competitions, 251 were hired in 2022-23.

Hires by Gender and Status							
	TOTAL HIRES	Female Nunavut Inuit	Male Nunavut Inuit	Other Nunavut Inuit	Female Non-Inuit	Male Non-Inuit	Other Non-Inuit
Actual Hires	251	64	15	13	54	60	45

2022-23 Job Competitions											
	TOTAL	Female		Male		Other		Nunavut Inuit		Non-Inuit	
		#	%	#	%	#	%	#	%	#	%
Applicants	4285	1454	34%	2208	52%	623	15%	939	22%	3346	78%
Actual Hires	251	118	47%	75	30%	58	23%	92	37%	159	63%

Hire By Regions						
Region	Positions Advertised	Positions Filled	Average Time to Fill	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired out of Filled Positions
Headquarters	308	162	141.62	32	130	20%
Qikiqtaaluk	47	21	363.9	13	8	62%
Kivalliq	65	26	277.91	18	8	69%
Kitikmeot	59	42	217.9	29	13	69%
TOTAL	479	251	250.33	92	159	37%

Recruitment & Selection Turnaround

Recruitment and selection turnaround time is the average number of days required to fill an indeterminate or term full-time position from the date of advertising to the date the job offer is signed. This measure provides insight into the GN's ability to deliver effective, efficient, and transparent recruiting and staffing services.

In 2022-23, the departmental average time to fill a position was approximately 189 days. The community average was 301 days to fill a position.

Community	Average Time to Fill	Department	Average Time to Fill
Arctic Bay	430 Days	CGS	143.68
Clyde River	337 Days	C&H	160.75
Igloolik	95.5 Days	ED&T	154
Iqaluit	141.62 Days	EDU	239.29
Kimmirut	689 Days	EIA	279.75
Pangnirtung	240.75 Days	ENV	172.11
Pond Inlet	312.80 Days	FS	165.73
Sanirajak	385.25 days	FIN	184.8
Arviat	419.60 Days	HEA	179.39
Baker Lake	154 Days	HR	130.6
Coral Harbour	388 Days	JUS	192.13
Rankin Inlet	285.89 Days	OLA	109.5
Nauyasat	375.80 days	NHC	351.13
Whale Cove	372 Days		189.45
Cambridge Bay	217.63 Days		
Gjoa Haven	227.14 Days		
Kugaaruk	125 Days		
Kugluktuk	227 Days		
	301.33		

Restricted Competitions

The GN implemented restricted competitions in November 2015. Competitions can be restricted under three categories:

1. Nunavut Inuit only: 67 competitions in 2022-2023;
2. Nunavut Inuit by location only: 289 competitions in 2022-2023; and
3. GN employees only: 38 competitions in 2022-2023.

For GN employee-only competitions, Nunavut Inuit are given priority hiring consideration as per the Government of Nunavut Priority Hiring Policy.

Restricted Competitions by Type	
Nunavut Inuit Only	67
GN Employees Only	38
Nunavut Inuit by Location Only	289
Average Time to Fill Restricted	254.74 Days

Hired by Restricted Competitions	TOTAL HIRES	Female Nunavut Inuit	Male Nunavut Inuit	Other Nunavut Inuit	Female Non-Inuit	Male Non-Inuit	Other Non Inuit
	66	42	7	8	4	3	2

Hire By Regions						
Region	Positions Advertised	Positions Filled	Average Time to Fill	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired out of Filled Positions
Headquarters	308	162	141.62	32	130	20%
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Kitikmeot	59	42	217.9	29	13	69%
TOTAL	479	251	250.33	92	159	37%

Transfer Assignments

The GN offers employees the opportunity to transfer either internally within their home departments or to another department within the GN to gain experience or meet operational requirements. In 2022-23, there were a total of 207 employees on a transfer assignment.

Transfer Assignments by Department and Status							
Department/ Public Body	2021-22			2022-23			
	Total	Nunavut Inuit	Non-Inuit	Total	Nunavut Inuit	Non-Inuit	
CGS	32	19	13	22	4	18	
C&H	6	3	3	4	2	2	
ED&T	16	7	9	12	7	5	
EDU	46	10	36	48	10	38	
EIA	8	3	5	11	5	6	
ENV	7	2	5	6	2	4	
FIN	16	7	9	13	4	9	
FS	41	22	19	13	5	8	
HEA	44	10	34	26	10	16	
HR	22	14	8	14	6	8	
JUS	45	11	34	17	6	11	
NAC	13	9	4	15	10	5	
NHC	5	1	4	5	1	4	
OLA	4	2	2	1	1	0	
TOTAL	305	120	185	207	73	134	

Casual Assignments and Relief Employment

The GN hires casual and relief employees to meet operational needs temporarily. The Public Service Act defines a casual employee as “a person employed to perform work of a temporary or casual nature or in an emergency.” Generally, casual employment is created to work on special projects, assist with a high volume of work or fill in for employees on leave.

A relief employee is defined as “a person employed on an indeterminate or term basis to provide services ordinarily provided by other employees, as and when needed or to provide services on an emergency basis.”

Casual employment provides excellent learning and development opportunities with the potential for hiring into indeterminate or term positions. All GN departments and public bodies are encouraged to use more permanent staffing solutions and the casual staffing process to meet immediate capacity challenges as appropriate. In 2022-23, there were 1,053 active casual assignments 580 (55%) of which were held by Nunavut Inuit.

In 2022-23, **151** casuals were appointed into term or indeterminate positions.

Years of Service	Number of Casuals	Percentage
Less than 1 year	831	69%
1-2 years	447	19%
2 years +	286	12%
Total	1,060	100%

Employee Relations, Job Evaluation and Workplace Wellness

The Employee Relations and Job Evaluation division guides client departments and public bodies on grievance administration, resolving disputes, collective agreement negotiations, policy interpretation, disciplinary action, investigations, and performance management.

Grievances

A grievance is a formal employee complaint that is filed when an employee or group of employees is negatively affected by violations of workplace policies or contract terms. In unionized workplaces, grievances are typically filed when the terms of the collective bargaining agreement are not being met. A grievance may be filed if an employee feels they were negatively affected by an employer. Grievances may be filed for a variety of reasons.

In 2022-23, 33 policy grievances and 34 individual grievances were submitted in total.

Job Evaluation

Job Evaluation (JE) ensures that all GN positions are designed and evaluated fairly and equitably to ensure a fair classification structure for all positions. JE plays a significant role in organizational design and provides counsel on the functional effectiveness of major GN organizational strategies. This includes working with GN client departments to provide organizational diagnostics, identify potential program and/or operational inefficiencies, and offer structural recommendations to help the GN achieve its goals and mandates.

In 2022-23, the Job Evaluation division processed 2,556 staffing actions. These included job action requests (JARs)

for regular staffing, direct appointments (DAs), casual staffing actions (CSAs), Summer Student Employment Program (SSEEP) staffing actions, relief employment staffing actions (RESAs), internal transfer assignments (ITAs) and the creation of new positions.

Job Evaluation initiated changes in the previous fiscal year to streamline the process for rating casual or relief staffing actions. This allows the Staffing division to rate certain actions without requiring submission to Job Evaluation. This resulted in more efficient and timely processing of CSAs and RESAs.

Processed Staffing Actions* 2022-2023									
Action Type	CSA	DA	ITA	JARNS	JARSR	NEWNS	NEWRS	RESA	SSEEP
Action Count	670	91	90	255	781	39	154	252	224
*	CSA: Casual Staffing Action								
*	DA: Direct Appointment								
*	ITA: Internal Transfer Assignment								
*	JARNS: Job Action Request - No Staffing required (ex., procession reporting changes or updating coding)								
*	JARSR: Job Action Request - Staffing Required								
*	NEWNS: New position - No Staffing required								
*	NEWRS: New position - Staffing Required								
*	RESA: Relief Employee Staffing Action								
*	SSEEP: Summer Student Employment Equity Program								

Return to Work

The Government of Nunavut has a duty to accommodate employees, who, because of disease, injury or condition, become unable to perform the duties of their job. The GN commits to taking all reasonable steps to provide a safe and timely return to work (RTW), by providing reasonable accommodation measures.

The Return-to-Work team is responsible for reviewing the needs of employees who are ill or injured while supporting the GN's commitment to return employees to work as soon as possible. Should an employee not be able to return to regular duties, the RTW team provides the employee with the opportunity to establish a RTW plan specific to their needs. The GN has a duty to accommodate employees to the point of undue hardship.

During the 2022-23 fiscal year, RTW team continued to strengthen partnership with third party partners and service providers. Regular meetings were held with Canada Life as well as the Workers' Safety and Compensation Commission with the goal of returning employees to the workplace safely and without extended absences.

In 2022-23, 184 employees were successfully accommodated through the RTW program.



Drum dancing activities organized by the Department of Education, Iqaluit.

Employee and Family Assistance

In support of Pijitsirniq (serving and providing for family and/or community), the Government of Nunavut supports the wellness of its employees and their families by providing an Employee and Family Assistance Program (EFAP). The EFAP provides free, confidential services at any time that reflect Nunavut's workplace realities and incorporate Inuit culture and language.

The program offers short-term, professional counseling for personal and/or workplace issues to help employees and their families find solutions to problems that affect them. Employees and their families have used the services via telephone or through the internet and other services methods.

Through its EFAP provider Homewood Health, the GN offers the Remote Substance Abuse Counseling Service. This confidential and customized service addresses the GN's

unique requirements of providing counseling services to employees and their families remotely across our territory. This customized GN employee wellness service allows our employees and their families to get confidential help without traveling outside their community.

GN employees and their families can access the EFAP, including confidential substance abuse help, by calling Homewood Health at 1-800-663-1142.

In 2022-23, 281 employees and their family members utilized the overall EFAP services for 742.5 hours representing 4.92% of active utilization of these support services.

EFAP services are offered in Inuktitut through an interpreter, as well as in English and French.

2022-23 Employee and Family Assistance Program			
Usage Statistics*			
Employee Usage (Excludes E-Services)		Services Provided*	
Employee/family use	228	Counseling Services	208
Individual	214	Addiction	13
Family member	14	Crisis/Trauma	11
Use by gender		Family	13
Female	166	Health	<10
Male	46	Marital/Relationship	11
Other/Not Specified	16	Psychological	94
Age distribution		Social	<10
Under 20	4	Work	35
21-30	27	Culture & Identity	<10
31-40	88	Life Smart Coaching	5
41-50	68	Career Counseling	<10
51-60	31	Childcare and parenting support service	<10
61 and older	10	Elder & Family Care Services	<10
Not specified	0	Financial Coaching	<10
Counseling method		Jump start Your Wellness/Nutritional Coaching	<10
Web (video, email, chat, online CBT)	22	Legal Advisory Services	10
Telephone	146	Pre-Retirement Planning Services	<10
Undetermined	40	Relationship Solutions	<10
Substance Abuse Expert	12	Shift worker Support	<10
Total usage	12	Smoking Cessation	<10
Key Person Advice Line	<10	Stress Solutions	<10
Crisis Management Services	<10	Online Services	22

*Only aggregate data is provided to the GN to maintain individual privacy.

**<10 numbers are not reported to ensure individual privacy is maintained.

Respectful and Harassment-Free Workplace

The GN is committed to ensuring that all employees have a safe and healthy workplace. This includes preventing workplace harassment and bullying and addressing concerns as they arise. All GN employees must abide by the Nunavut Public Service Code of Values and Ethics, the Respectful and Harassment-Free Workplace policy, and related directives.

Online Respectful and Harassment-Free Workplace resources are available for all GN employees at: <https://gov.nu.ca/human-resources/information/respectful-and-harassment-free-workplace>.

The Department of Human Resources sends periodic information bulletins regarding the Respectful and Harassment Free Workplace Policy. The GN is committed to training all managers and employees to recognize, address, and prevent workplace harassment and bullying.

In 2022-23, **50** complaints were received and assessed; (of those, six met the definition of harassment and were addressed under the provisions of the Respectful and Harassment Free Workplace directive).

Ethics Officer

The role of the Ethics Officer is to receive and investigate allegations of wrongdoing in the Nunavut public service. Where wrongdoing is found, the Ethics Officer makes recommendations to address the wrongdoing.

The Ethics Officer provides an alternative and independent method for Nunavut public servants to disclose wrongdoing that comes to their attention and assures them and all Nunavummiut – that disclosures will be investigated and addressed promptly, fairly, and effectively.

In 2022-23, the Ethics officer examined 8 wrongdoing disclosures and of these, investigation was declined for 5 of them, and 3 were determined to be unfounded. The Ethics Officer also received 7 requests for advice.

The Ethics Officer Annual Report 2022-23 is available at: <https://www.gov.nu.ca/en/government-accountability/ethics-officer-annual-reports>

Long-Term Service Awards

The GN recognizes and honors the long-term commitment of our employees who have contributed uninterrupted service to our public service. Long-term Service Awards acknowledge employee dedication and service to the territory. The awards recognize employees with 5, 10, 15, 20, 25, 30, 35, 40, 45 and even 50+ years of continuous service.

In-person Long Term Service Awards ceremonies have been placed on hold due to the pandemic. The Department of Human Resources is exploring a path forward to be able to once again hold these ceremonies so that the GN can show sincere appreciation to all these valued employees who have reached significant milestones in their continuous service to Nunavut.

2022-23 Eligible Employees for Long Term Service Awards

Years of Service Milestone	# of Employees
5	58
10	28
15	17
20	11
25	10
30	7
35	4
40	0
45	1

Sources

The PSAR takes information from several sources to provide a comprehensive representation of the public service. The sources include:

Towards a Representative Public Service (TRPS), March 31, 2023

TRPS is a snapshot of employment statistics reported quarterly on the GN website. These statistics represent the Inuit employment level within the GN in several categories: by occupational group, community, region, and department/public body. This statistical data can be used to predict future trends. The Department of Human Resources prepares this report with participation from all departments and public bodies. (See Appendix A).

Establishment Report, 2022-23 Fiscal Year

Data from the Establishment Report represents a current snapshot of ePersonality, the GN's human resources information system. ePersonality records all relevant public service work assignment data. Through ePersonality, the Master Establishment Report is generated, which provides the public service statistics used within our PSAR. Some analysis of employee numbers and statistics is based on the Establishment Report, which has an information collection window timed differently than the TRPS report. The timing of the different reports may result in some misalignment of the totals. However, the overall percentages remain aligned. Since this report contains personal and private employee information, it is not publicly available.

Nunavut Bureau of Statistics

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

Appendix A: Acronyms

Appendix B: March 31, 2023, TRPS Report

Appendix A:

Acronyms

ADR – Alternative Dispute Resolution
CGS – (Department of) Community and Government Services
CH – (Department of) Culture and Heritage
CSA – Casual Staffing Action
DA – Direct Appointment
DM – Deputy Minister
EDT – (Department of) Economic Development and Transportation
EDU – (Department of) Education
EFAP – Employee and Family Assistance Program
EIA – (Department of) Executive and Intergovernmental Affairs
FIN – (Department of) Finance
FS – (Department of) Family Services
HEA – (Department of) Health
HR – Human Resources
ITAs – Internal Transfer Assignments
JAR – Job Action Requests
JARNS – Job Action Request No Staffing Required
JARRS – Job Action Request Staffing Required
JE – Job Evaluation
JOHSCs – Joint Occupational Health and Safety Committees
JUS – (Department of) Justice
LTD – Long-term Disability
LTSA – Long-term Service Awards
NAC – Nunavut Arctic College
NBS – Nunavut Bureau of Statistics
NEU – Nunavut Employees Union
NEWNS – New Position No Staffing Required
NEWSR – New Position Staffing Required
NHC – Nunavut Housing Corporation
NTA – Nunavut Teachers’ Association
OLA – Office of the Legislative Assembly
PSAR – Public Service Annual Report
QEC – Qulliq Energy Corporation
RESA – Relief Employee Staffing Action
RTW – Return to Work (plans/programs)
SSEEP – Summer Student Employment Equity Program
TRPS – Towards a Representative Public Service (report)
WHSW – Workplace Health, Safety and Wellness
WSCC – Workers’ Safety and Compensation Commission



Appendix B:

Towards a Representative Public Service Report (TRPS), March 31, 2023



Statistics of the Public Service within the
Government of Nunavut as of:
March 31, 2023

www.gov.nu.ca

Titiraq hamna hailiyuq Inuinnaqtun atani atiani:
Hivumuurutikhaq Ilautquyayukharnik Havaktitiyunun

Ce document est disponible en français sous le titre:
Vers une fonction publique représentative

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Statistics of the Public Service within the Government of Nunavut as of March 31, 2023
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Introduction

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

This snapshot of employment statistics is published regularly on the Department of Human Resources website, with the final report tabled annually in the Legislative Assembly as an appendix to the *Public Service Annual Report*. This statistical data is used to assist the government in future employment planning.

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

Employment Summary of the Government of Nunavut Public Service

All Departments and Territorial Corporations

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	46.00	7.00	39.00	85%	17.00	44%
Senior Management	190.00	51.00	139.00	73%	30.00	22%
Middle Management	510.00	195.00	315.00	62%	89.00	28%
Professional	2,090.43	811.89	1,278.53	61%	399.03	31%
Paraprofessional	1,149.83	521.83	628.00	55%	388.83	62%
Administrative Support	1,571.35	699.76	871.60	55%	751.45	86%
Total Employment Categories	5,557.61	2,286.48	3,271.13	59%	1,675.31	51%
Community and Government Services	467.00	207.00	260.00	56%	105.00	40%
Culture and Heritage	108.80	50.40	58.40	54%	41.00	70%
Economic Development and Transportation	160.00	84.00	76.00	48%	49.00	64%
Education	1,451.79	370.32	1,081.46	74%	521.71	48%
Environment	136.50	54.50	82.00	60%	44.00	54%
Executive and Intergovernmental Affairs	97.00	45.00	52.00	54%	41.00	79%
Family Services	248.87	101.20	147.67	59%	98.67	67%
Finance	230.00	110.00	120.00	52%	48.00	40%
Health	1,382.49	715.79	666.70	48%	341.03	51%
Human Resources	117.00	50.00	67.00	57%	38.00	57%
Justice	467.00	221.00	246.00	53%	116.00	47%
Office of the Legislative Assembly	44.00	15.00	29.00	66%	17.00	59%
Total Departments	4,910.45	2,024.22	2,886.23	59%	1,460.41	51%
Nunavut Arctic College	312.77	167.07	145.70	47%	85.70	59%
Nunavut Business Credit Corporation	6.00	3.00	3.00	50%	1.00	33%
Nunavut Housing Corporation	121.00	50.00	71.00	59%	37.00	52%
Qulliq Energy Corporation	207.40	42.20	165.20	80%	91.20	55%
Total Territorial Corporations	647.17	262.27	384.90	59%	214.90	56%
Total	5,557.61	2,286.48	3,271.13	59%	1,675.31	51%

These numbers do not include public officials and political staff.

Employment Summary by Community

Community	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Arctic Bay	69.37	22.50	46.87	68%	29.87	64%
Clyde River	95.93	40.53	55.40	58%	38.40	69%
Grise Fiord	29.17	11.30	17.87	61%	12.87	72%
Igloolik	209.87	85.87	124.00	59%	78.00	63%
Iqaluit	2,274.13	978.07	1,296.07	57%	437.00	34%
Kimmirut	44.93	12.03	32.90	73%	21.15	64%
Kinngait	154.87	72.60	82.27	53%	44.27	54%
Pangnirtung	177.83	77.07	100.77	57%	73.77	73%
Pond Inlet	193.33	99.83	93.50	48%	55.50	59%
Qikiqtarjuaq	50.97	20.83	30.13	59%	21.13	70%
Resolute Bay	33.40	17.80	15.60	47%	6.60	42%
Sanikiluaq	72.14	33.27	38.87	54%	26.87	69%
Sanirajak	67.47	29.20	38.27	57%	26.27	69%
Total Qikiqtaaluk	3,473.41	1,500.91	1,972.50	57%	871.68	44%
Arviat	256.57	88.53	168.03	65%	118.03	70%
Baker Lake	207.27	67.77	139.50	67%	84.50	61%
Chesterfield Inlet	46.46	18.09	28.37	61%	18.37	65%
Coral Harbour	74.75	23.77	50.98	68%	35.98	71%
Nauyasat	92.37	33.77	58.60	63%	36.60	62%
Rankin Inlet	558.37	221.50	336.87	60%	215.37	64%
Whale Cove	48.97	17.43	31.53	64%	21.53	68%
Total Kivalliq	1,284.74	470.86	813.88	63%	530.38	65%
Cambridge Bay	332.80	141.27	191.53	58%	98.53	51%
Gjoa Haven	124.52	44.80	79.72	64%	56.72	71%
Kugaaruk	75.17	27.30	47.87	64%	27.87	58%
Kugluktuk	168.80	69.80	99.00	59%	49.50	50%
Taloyoak	72.18	23.55	48.63	67%	30.63	63%
Total Kitikmeot	773.47	306.72	466.75	60%	263.25	56%
Churchill	5.00	0.00	5.00	100%	2.00	40%
Edmonton	2.00	1.00	1.00	50%	1.00	100%
Gatineau	5.00	3.00	2.00	40%	1.00	0%
Ottawa	6.00	1.00	5.00	83%	3.00	60%
Winnipeg	8.00	3.00	5.00	63%	3.00	60%
Total Other	26.00	8.00	18.00	69%	10.00	56%
Total	5,557.61	2,286.48	3,271.13	59%	1,675.31	51%

Community and Government Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	0.00	3.00	100%	0.00	0%
Senior Management	22.00	5.00	17.00	77%	1.00	6%
Middle Management	62.00	29.00	33.00	53%	9.00	27%
Professional	127.00	59.00	68.00	54%	11.00	16%
Paraprofessional	202.00	97.00	105.00	52%	52.00	50%
Administrative Support	51.00	17.00	34.00	67%	32.00	94%
Total	467.00	207.00	260.00	56%	105.00	40%
Employment summary, by community						
Arctic Bay	2.00	0.00	2.00	100%	2.00	100%
Arviat	4.00	2.00	2.00	50%	1.00	50%
Baker Lake	17.00	6.00	11.00	65%	7.00	64%
Cambridge Bay	46.00	20.00	26.00	57%	12.00	46%
Chesterfield Inlet	2.00	1.00	1.00	50%	0.00	0%
Clyde River	2.00	0.00	2.00	100%	2.00	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Gjoa Haven	3.00	2.00	1.00	33%	0.00	0%
Grise Fiord	1.00	1.00	0.00	0%	0.00	0%
Igloolik	4.00	2.00	2.00	50%	2.00	100%
Iqaluit	216.00	87.00	129.00	60%	28.00	22%
Kimmirut	2.00	1.00	1.00	50%	1.00	100%
Kinngait	25.00	17.00	8.00	32%	6.00	75%
Kugaaruk	2.00	0.00	2.00	100%	1.00	50%
Kugluktuk	12.00	2.00	10.00	83%	5.00	50%
Nauyasat	2.00	2.00	0.00	0%	0.00	0%
Pangnirtung	3.00	1.00	2.00	67%	2.00	100%
Pond Inlet	33.00	23.00	10.00	30%	6.00	60%
Qikiqtarjuaq	2.00	1.00	1.00	50%	1.00	100%
Rankin Inlet	77.00	31.00	46.00	60%	25.00	54%
Resolute Bay	2.00	2.00	0.00	0%	0.00	0%
Sanikiluaq	2.00	2.00	0.00	0%	0.00	0%
Sanirajak	2.00	1.00	1.00	50%	1.00	100%
Taloyoak	2.00	1.00	1.00	50%	1.00	100%
Whale Cove	2.00	1.00	1.00	50%	1.00	100%
Total	467.00	207.00	260.00	56%	105.00	40%
Employment summary, by Iqaluit and other communities						
Iqaluit	216.00	87.00	129.00	60%	28.00	22%
Other Communities	251.00	120.00	131.00	52%	77.00	59%
Total	467.00	207.00	260.00	56%	105.00	40%

Culture and Heritage

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	8.00	2.00	6.00	75%	3.00	50%
Middle Management	19.00	8.00	11.00	58%	5.00	45%
Professional	50.00	25.00	25.00	50%	20.00	80%
Paraprofessional	11.00	7.00	4.00	36%	3.00	75%
Administrative Support	18.80	7.40	11.40	61%	9.00	79%
Total	108.80	50.40	58.40	54%	41.00	70%
Employment summary, by community						
Baker Lake	4.00	0.00	4.00	100%	3.00	75%
Gatineau	5.00	3.00	2.00	40%	1.00	50%
Igloolik	21.00	7.00	14.00	67%	11.00	79%
Iqaluit	67.80	33.40	34.40	51%	22.00	64%
Kugluktuk	11.00	7.00	4.00	36%	4.00	100%
Total	108.80	50.40	58.40	54%	41.00	70%
Employment summary, by Iqaluit and other communities						
Iqaluit	67.80	33.40	34.40	51%	22.00	64%
Other Communities	41.00	17.00	24.00	59%	19.00	79%
Total	108.80	50.40	58.40	54%	41.00	70%

Economic Development and Transportation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	1.00	2.00	67%	1.00	50%
Senior Management	12.00	3.00	9.00	75%	2.00	22%
Middle Management	32.00	14.00	18.00	56%	8.00	44%
Professional	47.00	25.00	22.00	47%	16.00	73%
Paraprofessional	35.00	20.00	15.00	43%	12.00	80%
Administrative Support	31.00	21.00	10.00	32%	10.00	100%
Total	160.00	84.00	76.00	48%	49.00	64%
Employment summary, by community						
Arviat	5.00	4.00	1.00	20%	0.00	0%
Cambridge Bay	6.00	3.00	3.00	50%	2.00	67%
Gjoa Haven	6.00	3.00	3.00	50%	2.00	67%
Iqaluit	73.00	41.00	32.00	44%	15.00	47%
Kinngait	2.00	1.00	1.00	50%	1.00	100%
Kugluktuk	11.00	6.00	5.00	45%	3.00	60%
Pangnirtung	14.00	8.00	6.00	43%	6.00	100%
Pond Inlet	9.00	2.00	7.00	78%	7.00	100%
Rankin Inlet	33.00	16.00	17.00	52%	12.00	71%
Resolute Bay	1.00	0.00	1.00	100%	1.00	100%
Total	160.00	84.00	76.00	48%	49.00	64%
Employment summary, by Iqaluit and other communities						
Iqaluit	73.00	41.00	32.00	44%	15.00	47%
Other Communities	87.00	43.00	44.00	51%	34.00	77%
Total	160.00	84.00	76.00	48%	49.00	64%

Education

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	0.00	3.00	100%	1.00	33%
Senior Management	21.00	3.00	18.00	86%	2.00	11%
Middle Management	75.00	13.00	62.00	83%	15.00	24%
Professional	800.53	142.00	658.53	82%	194.03	29%
Paraprofessional	180.00	58.50	121.50	68%	105.00	86%
Administrative Support	372.25	153.82	218.43	59%	204.68	94%
Total	1,451.79	370.32	1,081.46	74%	521.71	48%
Employment summary, by community						
Arctic Bay	35.00	8.00	27.00	77%	13.00	48%
Arviat	130.50	32.00	98.50	75%	66.50	68%
Baker Lake	82.50	19.00	63.50	77%	31.50	50%
Cambridge Bay	50.00	15.50	34.50	69%	11.50	33%
Chesterfield Inlet	20.30	2.80	17.50	86%	10.50	60%
Clyde River	43.00	10.50	32.50	76%	19.50	60%
Coral Harbour	34.88	4.50	30.38	87%	17.38	57%
Gjoa Haven	47.72	9.00	38.72	81%	24.72	64%
Grise Fiord	11.00	1.00	10.00	91%	6.00	60%
Igloolik	82.00	19.50	62.50	76%	29.50	47%
Iqaluit	280.00	81.00	199.00	71%	50.00	25%
Kimmirut	18.50	2.00	16.50	89%	7.75	47%
Kinngait	50.50	13.50	37.00	73%	15.00	41%
Kugaaruk	42.73	10.00	32.73	77%	15.73	48%
Kugluktuk	65.50	17.50	48.00	73%	15.50	32%
Nauyasat	57.50	15.50	42.00	73%	25.00	60%
Pangnirtung	63.50	13.50	50.00	79%	33.00	66%
Pond Inlet	92.00	41.00	51.00	55%	26.00	51%
Qikiqtarjuaq	20.50	2.00	18.50	90%	10.50	57%
Rankin Inlet	80.60	15.50	65.10	81%	30.60	47%
Resolute Bay	12.50	5.50	7.00	56%	2.00	29%
Sanikiluaq	39.74	12.74	27.00	68%	17.00	63%
Sanirajak	35.00	10.50	24.50	70%	16.50	67%
Taloyoak	36.78	5.75	31.03	84%	17.03	55%
Whale Cove	19.53	2.53	17.00	87%	10.00	59%
Total	1,451.79	370.32	1,081.46	74%	521.71	48%
Employment summary, by Iqaluit and other communities						
Iqaluit	280.00	81.00	199.00	71%	50.00	25%
Other Communities	1,171.79	289.32	882.46	75%	471.71	53%
Total	1,451.79	370.32	1,081.46	74%	521.71	48%

Environment

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	0.00	3.00	100%	3.00	100%
Senior Management	7.00	1.00	6.00	86%	0.00	0%
Middle Management	19.00	11.00	8.00	42%	0.00	0%
Professional	34.00	17.00	17.00	50%	4.00	24%
Paraprofessional	63.00	21.00	42.00	67%	31.00	74%
Administrative Support	10.50	4.50	6.00	57%	6.00	100%
Total	136.50	54.50	82.00	60%	44.00	54%

Employment summary, by community						
Arctic Bay	1.00	1.00	0.00	100%	0.00	100%
Arviat	11.00	4.00	7.00	64%	4.00	57%
Baker Lake	3.00	0.00	3.00	100%	2.00	67%
Cambridge Bay	2.00	0.00	2.00	100%	2.00	100%
Chesterfield Inlet	1.00	0.00	1.00	100%	1.00	100%
Clyde River	3.00	2.00	1.00	33%	1.00	100%
Coral Harbour	1.00	1.00	0.00	0%	0.00	0%
Gjoa Haven	1.00	0.00	1.00	100%	0.00	0%
Grise Fiord	1.00	0.00	1.00	100%	0.00	0%
Igloolik	16.00	11.00	5.00	31%	2.00	40%
Iqaluit	62.00	28.00	34.00	55%	12.00	35%
Kimmitut	2.50	0.50	2.00	80%	2.00	100%
Kinngait	1.00	1.00	0.00	0%	0.00	0%
Kugaaruk	1.00	0.00	1.00	100%	1.00	100%
Kugluktuk	11.00	3.00	8.00	73%	6.00	75%
Nauyasat	1.00	0.00	1.00	100%	1.00	100%
Pangnirtung	1.00	0.00	1.00	100%	1.00	100%
Pond Inlet	7.00	2.00	5.00	71%	3.00	60%
Qikiqtarjuaq	1.00	1.00	0.00	0%	0.00	0%
Rankin Inlet	3.00	0.00	3.00	100%	2.00	67%
Resolute Bay	1.00	0.00	1.00	100%	1.00	100%
Sanikiluaq	1.00	0.00	1.00	100%	1.00	100%
Sanirajak	1.00	0.00	1.00	100%	0.00	0%
Taloyoak	2.00	0.00	2.00	100%	2.00	100%
Whale Cove	1.00	0.00	1.00	100%	0.00	0%
Total	136.50	54.50	82.00	60%	44.00	54%

Employment summary, by Iqaluit and other communities						
Iqaluit	62.00	28.00	34.00	55%	12.00	35%
Other Communities	74.50	26.50	48.00	64%	32.00	67%
Total	136.50	54.50	82.00	60%	44.00	54%

Executive and Intergovernmental Affairs

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	5.00	1.00	4.00	80%	4.00	100%
Senior Management	10.00	2.00	8.00	80%	4.00	50%
Middle Management	9.00	4.00	5.00	56%	4.00	80%
Professional	33.00	21.00	12.00	36%	7.00	58%
Paraprofessional	6.00	4.00	2.00	33%	2.00	100%
Administrative Support	34.00	13.00	21.00	62%	20.00	95%
Total	97.00	45.00	52.00	54%	41.00	79%
Employment summary, by community						
Arctic Bay	1.00	0.00	1.00	100%	1.00	100%
Arviat	1.00	0.00	1.00	100%	1.00	100%
Baker Lake	1.00	0.00	1.00	100%	1.00	100%
Cambridge Bay	1.00	0.00	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	0.00	1.00	100%	1.00	100%
Clyde River	1.00	0.00	1.00	100%	1.00	100%
Coral Harbour	1.00	0.00	1.00	100%	1.00	100%
Gjoa Haven	1.00	0.00	1.00	100%	1.00	100%
Grise Fiord	1.00	0.00	1.00	100%	1.00	100%
Igloolik	1.00	1.00	0.00	0%	0.00	0%
Iqaluit	63.00	34.00	29.00	46%	20.00	69%
Kimmiut	1.00	0.00	1.00	100%	1.00	100%
Kinngait	1.00	0.00	1.00	100%	1.00	100%
Kugaaruk	1.00	1.00	0.00	0%	0.00	0%
Kugluktuk	1.00	0.00	1.00	100%	1.00	100%
Nauyasat	1.00	0.00	1.00	100%	1.00	100%
Ottawa	4.00	1.00	3.00	75%	1.00	33%
Pangnirtung	7.00	5.00	2.00	29%	2.00	100%
Pond Inlet	1.00	1.00	0.00	0%	0.00	0%
Qikiqtarjuaq	1.00	0.00	1.00	100%	1.00	100%
Rankin Inlet	1.00	0.00	1.00	100%	1.00	100%
Resolute Bay	1.00	1.00	0.00	0%	0.00	0%
Sanikiluaq	1.00	1.00	0.00	0%	0.00	0%
Sanirajak	1.00	0.00	1.00	100%	1.00	100%
Taloyoak	1.00	0.00	1.00	100%	1.00	100%
Whale Cove	1.00	0.00	1.00	100%	1.00	100%
Total	97.00	45.00	52.00	54%	41.00	79%
Employment summary, by Iqaluit and other communities						
Iqaluit	63.00	34.00	29.00	46%	20.00	69%
Other Communities	34.00	11.00	23.00	68%	21.00	91%
Total	97.00	45.00	52.00	54%	41.00	79%

Family Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	0.00	3.00	100%	2.00	67%
Senior Management	14.00	1.00	13.00	93%	4.00	31%
Middle Management	26.00	9.00	17.00	65%	9.00	53%
Professional	90.00	43.00	47.00	52%	19.00	40%
Paraprofessional	94.77	40.13	54.63	58%	51.63	95%
Administrative Support	21.10	8.07	13.03	62%	13.03	100%
Total	248.87	101.20	147.67	59%	98.67	67%

Employment summary, by community

Arctic Bay	4.00	1.00	3.00	75%	3.00	100%
Arviat	8.53	6.53	2.00	23%	2.00	100%
Baker Lake	7.00	3.00	4.00	57%	4.00	100%
Cambridge Bay	16.00	4.00	12.00	75%	9.00	75%
Chesterfield Inlet	1.50	0.50	1.00	67%	1.00	100%
Clyde River	4.07	3.53	0.53	13%	0.53	100%
Coral Harbour	3.00	2.00	1.00	33%	1.00	100%
Edmonton	2.00	1.00	1.00	50%	1.00	100%
Gjoa Haven	4.00	2.00	2.00	50%	2.00	100%
Grise Fiord	1.00	0.00	1.00	100%	1.00	100%
Igloolik	7.00	4.00	3.00	43%	3.00	100%
Iqaluit	101.00	33.00	68.00	67%	32.00	47%
Kimmirut	1.53	1.00	0.53	35%	0.53	100%
Kinngait	6.00	2.00	4.00	67%	2.00	50%
Kugaaruk	2.53	1.00	1.53	61%	1.53	100%
Kugluktuk	8.50	5.00	3.50	41%	3.50	100%
Nauyasat	2.00	1.00	1.00	50%	1.00	100%
Ottawa	1.00	0.00	1.00	100%	1.00	100%
Pangnirtung	19.03	9.53	9.50	50%	7.50	79%
Pond Inlet	7.53	3.53	4.00	53%	3.00	75%
Qikiqtarjuaq	2.53	2.00	0.53	21%	0.53	100%
Rankin Inlet	23.00	6.00	17.00	74%	14.00	82%
Resolute Bay	1.00	0.00	1.00	100%	0.00	0%
Sanikiluaq	3.53	3.53	0.00	0%	0.00	0%
Sanirajak	3.53	2.53	1.00	28%	1.00	100%
Taloyoak	4.50	2.50	2.00	44%	1.00	50%
Whale Cove	2.53	0.00	2.53	100%	2.53	100%
Winnipeg	1.00	1.00	0.00	0%	0.00	0%
Total	248.87	101.20	147.67	59%	98.67	67%

Employment summary, by Iqaluit and other communities

Iqaluit	101.00	33.00	68.00	67%	32.00	47%
Other Communities	147.87	68.20	79.67	54%	66.67	84%
Total	248.87	101.20	147.67	59%	98.67	67%

Finance

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	0.00	4.00	100%	0.00	0%
Senior Management	13.00	6.00	7.00	54%	0.00	0%
Middle Management	30.00	7.00	23.00	77%	4.00	17%
Professional	52.00	30.00	22.00	42%	5.00	23%
Paraprofessional	90.00	44.00	46.00	51%	22.00	48%
Administrative Support	41.00	23.00	18.00	44%	17.00	94%
Total	230.00	110.00	120.00	52%	48.00	40%
Employment summary, by community						
Cambridge Bay	19.00	8.00	11.00	58%	7.00	64%
Igloolik	9.00	5.00	4.00	44%	4.00	100%
Iqaluit	163.00	76.00	87.00	53%	22.00	25%
Rankin Inlet	39.00	21.00	18.00	46%	15.00	83%
Total	230.00	110.00	120.00	52%	48.00	40%
Employment summary, by Iqaluit and other communities						
Iqaluit	163.00	76.00	87.00	53%	22.00	25%
Other Communities	67.00	34.00	33.00	49%	26.00	79%
Total	230.00	110.00	120.00	52%	48.00	40%

Health

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	1.00	3.00	75%	0.00	0%
Senior Management	38.00	15.00	23.00	61%	3.00	13%
Middle Management	110.00	52.00	58.00	53%	7.00	12%
Professional	406.29	249.29	157.00	39%	15.00	10%
Paraprofessional	212.67	118.00	94.67	45%	24.00	25%
Administrative Support	611.53	280.50	331.03	54%	292.03	88%
Total	1,382.49	715.79	666.70	48%	341.03	51%
Employment summary, by community						
Arctic Bay	19.00	10.00	9.00	47%	6.00	67%
Arviat	38.50	17.50	21.00	55%	14.00	67%
Baker Lake	34.00	19.00	15.00	44%	13.00	87%
Cambridge Bay	128.03	64.00	64.03	50%	38.03	59%
Chesterfield Inlet	15.29	11.29	4.00	26%	3.00	75%
Churchill	5.00	0.00	5.00	100%	2.00	40%
Clyde River	23.00	14.50	8.50	37%	6.50	76%
Coral Harbour	24.00	14.00	10.00	42%	8.00	80%
Gjoa Haven	50.53	22.53	28.00	55%	23.00	82%
Grise Fiord	11.30	9.30	2.00	18%	2.00	100%
Igloolik	52.10	30.60	21.50	41%	15.50	72%
Iqaluit	509.23	239.57	269.67	53%	72.00	27%
Kimmirut	14.53	6.53	8.00	55%	5.00	63%
Kinngait	31.60	23.60	8.00	25%	6.00	75%
Kugaaruk	18.53	10.53	8.00	43%	6.00	75%
Kugluktuk	29.03	19.53	9.50	33%	4.50	47%
Nauyasat	22.50	12.50	10.00	44%	5.00	50%
Pangnirtung	62.03	36.03	26.00	42%	18.00	69%
Pond Inlet	32.03	17.53	14.50	45%	9.50	66%
Qikiqtarjuaq	17.57	12.07	5.50	31%	4.50	82%
Rankin Inlet	154.00	74.00	80.00	52%	53.00	66%
Resolute Bay	11.03	7.03	4.00	36%	1.00	25%
Sanikiluaq	20.00	12.00	8.00	40%	7.00	88%
Sanirajak	17.57	11.07	6.50	37%	3.50	54%
Taloyoak	18.53	9.53	9.00	49%	6.00	67%
Whale Cove	16.53	9.53	7.00	42%	6.00	86%
Winnipeg	7.00	2.00	5.00	71%	3.00	60%
Total	1,382.49	715.79	666.70	48%	341.03	51%
Employment summary, by Iqaluit and other communities						
Iqaluit	509.23	239.57	269.67	53%	72.00	27%
Other Communities	873.26	476.23	397.03	45%	269.03	68%
Total	1,382.49	715.79	666.70	48%	341.03	51%

Human Resources

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	1.00	2.00	67%	1.00	50%
Senior Management	8.00	2.00	6.00	75%	4.00	67%
Middle Management	16.00	6.00	10.00	63%	4.00	40%
Professional	45.00	20.00	25.00	56%	11.00	44%
Paraprofessional	28.00	13.00	15.00	54%	10.00	67%
Administrative Support	17.00	8.00	9.00	53%	8.00	89%
Total	117.00	50.00	67.00	57%	38.00	57%
Employment summary, by community						
Cambridge Bay	6.00	3.00	3.00	50%	2.00	67%
Igloolik	7.00	1.00	6.00	86%	6.00	100%
Iqaluit	95.00	44.00	51.00	54%	23.00	45%
Rankin Inlet	9.00	2.00	7.00	78%	7.00	100%
Total	117.00	50.00	67.00	57%	38.00	57%
Employment summary, by Iqaluit and other communities						
Iqaluit	95.00	44.00	51.00	54%	23.00	45%
Other Communities	22.00	6.00	16.00	73%	15.00	94%
Total	117.00	50.00	67.00	57%	38.00	57%

Justice

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	0.00	3.00	100%	1.00	33%
Senior Management	8.00	3.00	5.00	63%	1.00	20%
Middle Management	26.00	9.00	17.00	65%	6.00	35%
Professional	85.00	38.00	47.00	55%	17.00	36%
Paraprofessional	93.00	45.00	48.00	52%	20.00	42%
Administrative Support	252.00	126.00	126.00	50%	71.00	56%
Total	467.00	221.00	246.00	53%	116.00	47%
Employment summary, by community						
Arctic Bay	2.00	0.00	2.00	100%	2.00	100%
Arviat	4.00	3.00	1.00	25%	1.00	100%
Baker Lake	2.00	1.00	1.00	50%	1.00	100%
Cambridge Bay	7.00	2.00	5.00	71%	3.00	60%
Chesterfield Inlet	0.00	0.00	0.00	0%	0.00	0%
Clyde River	2.00	0.00	2.00	100%	1.00	50%
Coral Harbour	4.00	0.00	4.00	100%	4.00	100%
Gjoa Haven	7.00	5.00	2.00	29%	2.00	100%
Igloolik	2.00	2.00	0.00	0%	0.00	0%
Iqaluit	346.00	171.00	175.00	51%	64.00	37%
Kimmirut	2.00	1.00	1.00	50%	1.00	100%
Kugaaruk	1.00	0.00	1.00	100%	1.00	100%
Kinngait	5.00	2.00	3.00	60%	3.00	100%
Kugluktuk	14.00	6.00	8.00	57%	5.00	63%
Nauyasat	1.00	0.00	1.00	100%	1.00	100%
Ottawa	1.00	0.00	1.00	100%	1.00	100%
Pangnirtung	3.00	2.00	1.00	33%	1.00	100%
Pond Inlet	4.00	3.00	1.00	25%	0.00	0%
Qikiqtarjuaq	1.00	0.00	1.00	100%	1.00	100%
Resolute Bay	1.00	1.00	0.00	0%	0.00	0%
Rankin Inlet	51.00	17.00	34.00	67%	22.00	65%
Sanikiluaq	2.00	2.00	0.00	0%	0.00	0%
Sanirajak	2.00	1.00	1.00	50%	1.00	100%
Taloyoak	2.00	1.00	1.00	50%	1.00	100%
Whale Cove	1.00	1.00	0.00	0%	0.00	0%
Total	467.00	221.00	246.00	53%	116.00	47%
Employment summary, by Iqaluit and other communities						
Iqaluit	346.00	171.00	175.00	51%	64.00	37%
Other Communities	121.00	50.00	71.00	59%	52.00	73%
Total	467.00	221.00	246.00	53%	116.00	47%

Office of the Legislative Assembly

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	1.00	1.00	50%	0.00	0%
Senior Management	5.00	2.00	3.00	60%	0.00	0%
Middle Management	6.00	1.00	5.00	83%	2.00	40%
Professional	16.00	7.00	9.00	56%	5.00	56%
Paraprofessional	9.00	1.00	8.00	89%	7.00	88%
Administrative Support	6.00	3.00	3.00	50%	3.00	100%
Total	44.00	15.00	29.00	66%	17.00	59%
Employment summary, by community						
Iqaluit	39.00	14.00	25.00	64%	14.00	56%
Rankin Inlet	5.00	1.00	4.00	80%	3.00	75%
Total	44.00	15.00	29.00	66%	17.00	59%
Employment summary, by Iqaluit and other communities						
Iqaluit	39.00	14.00	25.00	64%	14.00	56%
Other Communities	5.00	1.00	4.00	80%	3.00	75%
Total	44.00	15.00	29.00	66%	17.00	59%

Nunavut Arctic College

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	0.00	2.00	100%	2.00	100%
Senior Management	8.00	1.00	7.00	88%	4.00	57%
Middle Management	30.00	15.00	15.00	50%	6.00	40%
Professional	177.60	102.60	75.00	42%	33.00	44%
Paraprofessional	37.00	24.00	13.00	35%	11.00	85%
Administrative Support	58.17	24.47	33.70	58%	29.70	88%
Total	312.77	167.07	145.70	47%	85.70	59%
Employment summary, by community						
Arctic Bay	3.77	2.50	1.27	34%	1.27	100%
Arviat	21.03	11.50	9.53	45%	8.53	90%
Baker Lake	8.77	6.77	2.00	23%	1.00	50%
Cambridge Bay	24.77	16.77	8.00	32%	2.00	25%
Chesterfield Inlet	3.77	2.50	1.27	34%	0.27	21%
Clyde River	16.27	10.00	6.27	39%	5.27	84%
Coral Harbour	3.27	1.27	2.00	61%	2.00	100%
Gjoa Haven	2.27	1.27	1.00	44%	0.00	0%
Grise Fiord	1.27	0.00	1.27	100%	1.27	100%
Igloolik	6.77	2.77	4.00	59%	3.00	75%
Iqaluit	114.10	45.10	69.00	60%	32.00	46%
Kimirut	1.27	0.00	1.27	100%	1.27	100%
Kinngait	3.77	2.50	1.27	34%	1.27	100%
Kugaaruk	4.77	3.77	1.00	21%	1.00	100%
Kugluktuk	3.77	3.77	0.00	0%	0.00	0%
Nauyasat	3.77	2.77	1.00	27%	1.00	100%
Pangnirtung	3.27	2.00	1.27	39%	1.27	100%
Pond Inlet	5.77	5.77	0.00	0%	0.00	0%
Qikiqtarjuaq	3.77	2.77	1.00	27%	1.00	100%
Rankin Inlet	62.77	33.00	29.77	47%	20.77	70%
Resolute Bay	1.27	1.27	0.00	0%	0.00	0%
Sanikiluaq	1.27	0.00	1.27	100%	0.27	21%
Sanirajak	3.77	2.50	1.27	34%	1.27	100%
Taloyoak	3.77	3.77	0.00	0%	0.00	0%
Whale Cove	3.77	2.77	1.00	27%	0.00	0%
Winnipeg	0.00	0.00	0.00	0%	0.00	0%
Total	312.77	167.07	145.70	47%	85.70	59%
Employment summary, by Iqaluit and other communities						
Iqaluit	114.10	45.10	69.00	60%	32.00	46%
Other Communities	198.67	121.97	76.70	39%	53.70	70%
Total	312.77	167.07	145.70	47%	85.70	59%

Nunavut Business Credit Corporation

		Positions				Nunavut Inuit	
		Total			%		%
		Positions	Vacancies	Filled	Capacity	Hired	IEP
Employment summary, by category							
	Executive	0.00	0.00	0.00	0%	0.00	0%
	Senior Management	1.00	0.00	1.00	100%	0.00	0%
	Middle Management	0.00	0.00	0.00	0%	0.00	0%
	Professional	1.00	0.00	1.00	100%	0.00	0%
	Paraprofessional	1.00	1.00	0.00	0%	0.00	0%
	Administrative Support	3.00	2.00	1.00	33%	1.00	100%
	Total	6.00	3.00	3.00	50%	1.00	33%
Employment summary, by community							
	Iqaluit	6.00	3.00	3.00	50%	1.00	33%
	Total	6.00	3.00	3.00	50%	1.00	33%
Employment summary, by Iqaluit and other communities							
	Iqaluit	6.00	3.00	3.00	50%	1.00	33%
	Other Communities	0.00	0.00	0.00	0%	0.00	0%
	Total	6.00	3.00	3.00	50%	1.00	33%

Nunavut Housing Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	1.00	1.00	50%	0.00	0%
Senior Management	9.00	3.00	6.00	67%	2.00	33%
Middle Management	22.00	10.00	12.00	55%	4.00	33%
Professional	26.00	16.00	10.00	38%	4.00	40%
Paraprofessional	42.00	18.00	24.00	57%	10.00	42%
Administrative Support	20.00	2.00	18.00	90%	17.00	94%
Total	121.00	50.00	71.00	59%	37.00	52%
Employment summary, by community						
Arviat	31.00	8.00	23.00	74%	18.00	78%
Cambridge Bay	14.00	3.00	11.00	79%	4.00	36%
Iqaluit	47.00	27.00	20.00	43%	8.00	40%
Kinngait	27.00	10.00	17.00	63%	7.00	41%
Rankin Inlet	2.00	2.00	0.00	0%	0.00	0%
Total	121.00	50.00	71.00	59%	37.00	52%
Employment summary, by Iqaluit and other communities						
Iqaluit	47.00	27.00	20.00	43%	8.00	40%
Other Communities	74.00	23.00	51.00	69%	29.00	57%
Total	121.00	50.00	71.00	59%	37.00	52%

Qulliq Energy Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	0.00	4.00	100%	1.00	25%
Senior Management	6.00	2.00	4.00	67%	0.00	0%
Middle Management	28.00	7.00	21.00	75%	6.00	29%
Professional	100.00	17.00	83.00	83%	38.00	46%
Paraprofessional	45.40	10.20	35.20	78%	28.20	80%
Administrative Support	24.00	6.00	18.00	75%	18.00	100%
Total	207.40	42.20	165.20	80%	91.20	55%
Employment summary, by community						
Arctic Bay	1.60	0.00	1.60	100%	1.60	100%
Arviat	2.00	0.00	2.00	100%	2.00	100%
Baker Lake	48.00	13.00	35.00	73%	21.00	60%
Cambridge Bay	13.00	2.00	11.00	85%	5.00	45%
Chesterfield Inlet	1.60	0.00	1.60	100%	1.60	100%
Clyde River	1.60	0.00	1.60	100%	1.60	100%
Coral Harbour	1.60	0.00	1.60	100%	1.60	100%
Gjoa Haven	2.00	0.00	2.00	100%	2.00	100%
Grise Fiord	1.60	0.00	1.60	100%	1.60	100%
Igloolik	2.00	0.00	2.00	100%	2.00	100%
Iqaluit	92.00	21.00	71.00	77%	22.00	31%
Kimirut	1.60	0.00	1.60	100%	1.60	100%
Kinngait	2.00	0.00	2.00	100%	2.00	100%
Kugaaruk	1.60	1.00	0.60	38%	0.60	100%
Kugluktuk	2.00	0.00	2.00	100%	2.00	100%
Nauyasat	1.60	0.00	1.60	100%	1.60	100%
Pangnirtung	2.00	0.00	2.00	100%	2.00	100%
Pond Inlet	2.00	1.00	1.00	50%	1.00	100%
Qikiqtarjuaq	1.60	0.00	1.60	100%	1.60	100%
Rankin Inlet	18.00	3.00	15.00	83%	10.00	67%
Resolute Bay	1.60	0.00	1.60	100%	1.60	100%
Sanikiluaq	1.60	0.00	1.60	100%	1.60	100%
Sanirajak	1.60	0.60	1.00	63%	1.00	100%
Taloyoak	1.60	0.00	1.60	100%	1.60	100%
Whale Cove	1.60	0.60	1.00	63%	1.00	100%
Total	207.40	42.20	165.20	80%	91.20	55%
Employment summary, by Iqaluit and other communities						
Iqaluit	92.00	21.00	71.00	77%	22.00	31%
Other Communities	115.40	21.20	94.20	82%	69.20	73%
Total	207.40	42.20	165.20	80%	91.20	55%

One-Year Overview of the Government of Nunavut Public Service

Category All Departments and Territorial Corporations

	Positions				Capacity (%)			
	June 2022	September 2022	December 2022	March 2023	June 2022	September 2022	December 2022	March 2023
Executive	42.00	43.00	44.00	46.00	90%	86%	84%	85%
Senior Management	191.00	191.00	190.00	190.00	74%	77%	73%	73%
Middle Management	511.00	514.00	517.00	510.00	67%	67%	66%	62%
Professional	2,044.43	2,057.93	2,075.93	2,090.43	66%	64%	64%	61%
Paraprofessional	1,137.33	1,136.33	1,146.83	1,149.83	61%	60%	59%	55%
Administrative Support	1,562.57	1,566.35	1,570.85	1,571.35	60%	59%	58%	55%
Total Employment Categories	5,488.33	5,508.61	5,544.61	5,557.61	64%	63%	62%	59%
Community and Government Services	466.00	466.00	467.00	467.00	62%	59%	57%	56%
Culture and Heritage	106.80	108.80	108.80	108.80	57%	59%	59%	54%
Economic Development and Transportation	160.00	160.00	160.00	160.00	56%	54%	53%	48%
Education	1,436.43	1,439.78	1,448.78	1,451.79	78%	78%	77%	74%
Environment	136.50	136.50	136.50	136.50	68%	69%	64%	60%
Executive and Intergovernmental Affairs	97.00	97.00	96.00	97.00	56%	58%	59%	54%
Family Services	242.87	246.87	248.87	248.87	64%	66%	65%	59%
Finance	230.00	230.00	230.00	230.00	65%	65%	61%	52%
Health	1,373.07	1,381.49	1,382.49	1,382.49	51%	49%	49%	48%
Human Resources	116.00	117.00	117.00	117.00	65%	63%	65%	57%
Justice	467.00	467.00	467.00	467.00	58%	55%	57%	53%
Office of the Legislative Assembly	45.00	44.00	44.00	44.00	69%	70%	68%	66%
Total Departments	4,876.67	4,894.44	4,906.44	4,910.45	63%	62%	62%	59%
Nunavut Arctic College	278.27	280.77	303.77	312.77	57%	56%	53%	47%
Nunavut Business Credit Corporation	6.00	6.00	6.00	6.00	67%	67%	67%	50%
Nunavut Housing Corporation	121.00	121.00	121.00	121.00	67%	64%	60%	59%
Qulliq Energy Corporation	206.40	206.40	207.40	207.40	81%	81%	81%	80%
Total Territorial Corporations	611.67	614.17	638.17	647.17	67%	66%	63%	59%
Total	5,488.33	5,508.61	5,544.61	5,557.61	64%	63%	62%	59%

One-Year Overview of Nunavut Inuit Employment

Category All Departments and Territorial Corporations

	Nunavut Inuit				IEP (%)			
	June 2022	September 2022	December 2022	March 2023	June 2022	September 2022	December 2022	March 2023
Executive	14.00	14.00	15.00	17.00	37%	38%	41%	44%
Senior Management	31.00	33.00	31.00	30.00	22%	22%	22%	22%
Middle Management	105.00	106.00	100.00	89.00	31%	31%	29%	28%
Professional	407.53	418.53	420.53	399.03	30%	32%	32%	31%
Paraprofessional	429.54	427.57	426.07	388.83	62%	62%	62%	62%
Administrative Support	798.35	790.52	788.80	751.45	86%	86%	86%	86%
Total Employment Categories	1,785.42	1,789.62	1,781.40	1,675.31	51%	52%	52%	51%
Community and Government Services	125.00	120.00	114.00	105.00	44%	43%	43%	40%
Culture and Heritage	47.00	47.00	48.00	41.00	77%	73%	75%	70%
Economic Development and Transportation	60.00	56.00	55.00	49.00	67%	65%	65%	64%
Education	538.22	550.98	553.70	521.71	48%	49%	49%	48%
Environment	48.50	51.50	48.00	44.00	52%	54%	55%	54%
Executive and Intergovernmental Affairs	41.00	44.00	45.00	41.00	76%	79%	79%	79%
Family Services	97.17	102.70	103.70	98.67	63%	64%	64%	67%
Finance	64.00	66.00	61.00	48.00	43%	44%	43%	40%
Health	355.80	343.83	342.90	341.03	51%	50%	51%	51%
Human Resources	40.00	40.00	41.00	38.00	53%	54%	54%	57%
Justice	130.00	126.00	127.00	116.00	48%	49%	48%	47%
Office of the Legislative Assembly	14.00	17.00	16.00	17.00	45%	55%	53%	59%
Total Departments	1,560.68	1,565.02	1,555.30	1,460.41	51%	51%	51%	51%
Nunavut Arctic College	92.33	95.20	96.70	85.70	59%	61%	60%	59%
Nunavut Business Credit Corporation	1.00	1.00	1.00	1.00	25%	25%	25%	33%
Nunavut Housing Corporation	38.00	36.00	36.00	37.00	47%	46%	49%	52%
Qulliq Energy Corporation	93.40	92.40	92.40	91.20	56%	55%	55%	55%
Total Territorial Corporations	224.73	224.60	226.10	214.90	55%	55%	56%	56%
Total	1,785.42	1,789.62	1,781.40	1,675.31	51%	52%	52%	51%

Sivuliqtiksat Internship Program* Employment as of March 31, 2023

Departments	Total	Nunavut Inuit	
	Positions	Filled	% Capacity
Community and Government Services	1.00	0.00	0%
Culture and Heritage	1.00	1.00	100%
Economic Development and Transportation	0.00	0.00	0%
Education	1.00	0.00	0%
Environment	3.00	1.00	33%
Executive and Intergovernmental Affairs	0.00	0.00	0%
Family Services	0.00	0.00	0%
Finance	0.00	0.00	0%
Health	0.00	0.00	0%
Human Resources	9.00	0.00	0%
Justice	1.00	0.00	0%
Office of the Legislative Assembly	0.00	0.00	0%
Total Departments	16.00	2.00	13%
Territorial Corporations			
Nunavut Arctic College	0.00	0.00	0%
Nunavut Business Credit Corporation	0.00	0.00	0%
Nunavut Housing Corporation	0.00	0.00	0%
Qulliq Energy Corporation	0.00	0.00	0%
Total Territorial Corporations	0.00	0.00	0%
Total	16.00	2.00	13%

*Includes positions that are only open to Nunavut Inuit. There are 16 positions available in the program through Human Resources.

Casual Employment as of March 31, 2023

	Total Casuals	Nunavut Inuit	IEP%
Departments			
Community and Government Services	92.00	49.00	53%
Culture and Heritage	19.00	11.00	58%
Economic Development and Transportation	45.00	29.00	64%
Education	87.00	71.00	82%
Environment	25.00	17.00	68%
Executive and Intergovernmental Affairs	8.00	6.00	75%
Family Services	98.00	59.00	60%
Finance	55.00	31.00	56%
Health	405.00	192.00	47%
Human Resources	13.00	11.00	85%
Justice	95.00	31.00	33%
Office of the Legislative Assembly	0.00	0.00	0%
Total Departments	942.00	507.00	54%
Territorial Corporations			
Nunavut Arctic College	158.00	110.00	70%
Nunavut Business Credit Corporation	27.00	18.00	61%
Nunavut Housing Corporation	49.00	30.00	61%
Qulliq Energy Corporation	49.00	34.00	69%
Total Territorial Corporations	283.00	192.00	68%
Total	1,225.00	699.00	57%

This table only counts individuals once per department. Individuals may hold more than one casual, relief, or substitute teacher assignment within different departments.

Casual Employment by Community

	Total Casuals	Nunavut Inuit	% IEP
Arctic Bay	20.00	8.00	40%
Arviat	71.00	59.00	83%
Baker Lake	45.00	36.00	80%
Cambridge Bay	80.00	47.00	59%
Chesterfield Inlet	7.00	4.00	57%
Clyde River	27.00	22.00	81%
Coral Harbour	19.00	15.00	79%
Edmonton	1.00	1.00	100%
Gjoa Haven	13.00	7.00	54%
Grise Fiord	3.00	0.00	0%
Igloolik	32.00	20.00	63%
Iqaluit	505.00	177.00	35%
Kimmirut	12.00	7.00	58%
Kinngait	24.00	15.00	63%
Kugaaruk	12.00	7.00	58%
Kugluktuk	28.00	20.00	71%
Nauyasat	18.00	18.00	100%
Ottawa	0.00	0.00	0%
Pangnirtung	44.00	35.00	80%
Pond Inlet	47.00	40.00	85%
Qikiqtarjuaq	18.00	13.00	72%
Rankin Inlet	146.00	112.00	77%
Resolute Bay	2.00	2.00	100%
Sanikiluaq	12.00	11.00	92%
Sanirajak	10.00	7.00	70%
Taloyoak	13.00	7.00	54%
Vanier	0.00	0.00	0%
Whale Cove	7.00	5.00	71%
Winnipeg	9.00	4.00	44%
Total	1,225.00	699.00	57%
Employment Summary, by Iqaluit and other communities			
Iqaluit	505.00	177.00	35%
Other Communities	720.00	522.00	73%
Total	1,225.00	699.00	57%

Relief Employment as of March 31, 2023

	Total Relief Workers	Nunavut Inuit	IEP %
Departments			
Community and Government Services	18.00	13.00	72%
Culture and Heritage	12.00	4.00	33%
Economic Development and Transportation	0.00	0.00	0%
Education	666.00	612.00	92%
Environment	14.00	14.00	100%
Executive and Intergovernmental Affairs	2.00	1.00	50%
Family Services	0.00	0.00	0%
Finance	21.00	3.00	14%
Health	395.00	258.00	65%
Human Resources	19.00	6.00	32%
Justice	256.00	87.00	34%
Office of the Legislative Assembly	0.00	0.00	0%
Total Departments	1,403.00	998.00	71%
Territorial Corporations			
Nunavut Arctic College	348.00	240.00	69%
Nunavut Business Credit Corporation	6.00	5.00	80%
Nunavut Housing Corporation	8.00	0.00	0%
Qulliq Energy Corporation	24.00	24.00	100%
Total Territorial Corporations	386.00	269.00	70%
Total	1,789.00	1,267.00	71%

Substitute Teacher Employment as of March 31, 2023

	Total Substitutes	Nunavut Inuit	IEP %
Total Substitute Teachers	893.00	713.00	80%
Total Relief and Substitute	2,682.00	1,980.00	74%

The tables above only count individuals once per department. Individuals may hold more than one casual, relief, or substitute teacher assignment within different departments.

Relief Employment by Community

	Total Relief	Nunavut Inuit	% IEP
Arctic Bay	20.00	18.00	90%
Arviat	103.00	96.00	93%
Baker Lake	40.00	36.00	90%
Cambridge Bay	117.00	82.00	70%
Chesterfield Inlet	17.00	15.00	88%
Churchill	11.00	2.00	18%
Clyde River	110.00	106.00	96%
Coral Harbour	45.00	43.00	96%
Gatineau	1.00	0.00	0%
Gjoa Haven	72.00	68.00	94%
Grise Fiord	7.00	5.00	71%
Igloolik	67.00	66.00	99%
Iqaluit	562.00	176.00	31%
Kimmirut	16.00	14.00	88%
Kinngait	40.00	36.00	90%
Kugaaruk	33.00	33.00	100%
Kugluktuk	60.00	55.00	92%
Nauyasat	64.00	64.00	100%
Pangnirtung	41.00	30.00	73%
Pond Inlet	34.00	29.00	85%
Qikiqtarjuaq	20.00	20.00	100%
Rankin Inlet	167.00	148.00	89%
Resolute Bay	8.00	7.00	88%
Sanikiluaq	36.00	34.00	94%
Sanirajak	37.00	34.00	92%
Taloyoak	25.00	25.00	100%
Whale Cove	26.00	24.00	92%
Winnipeg	10.00	1.00	10%
Total	1,789.00	1,267.00	71%

Employment Summary, by Iqaluit and other communities

Iqaluit	562.00	176.00	31%
Other Communities	1,227.00	1,091.00	89%
Total	1,789.00	1,267.00	71%

Substitute Teacher Employment by Community

	Total Substitutes	Nunavut Inuit	% IEP
Arctic Bay	9.00	9.00	100%
Arviat	85.00	78.00	92%
Baker Lake	40.00	33.00	83%
Cambridge Bay	24.00	16.00	67%
Chesterfield Inlet	21.00	19.00	90%
Clyde River	34.00	33.00	97%
Coral Harbour	41.00	38.00	93%
Gjoa Haven	47.00	46.00	98%
Grise Fiord	1.00	1.00	100%
Igloolik	38.00	33.00	87%
Iqaluit	135.00	23.00	17%
Kimmirut	8.00	7.00	88%
Kinngait	25.00	24.00	96%
Kugaaruk	50.00	50.00	100%
Kugluktuk	33.00	30.00	91%
Nauyasat	66.00	65.00	98%
Pangnirtung	25.00	22.00	88%
Pond Inlet	31.00	25.00	81%
Qikiqtarjuaq	9.00	9.00	100%
Rankin Inlet	57.00	45.00	79%
Resolute Bay	5.00	4.00	80%
Sanikiluaq	26.00	26.00	100%
Sanirajak	34.00	31.00	91%
Taloyoak	27.00	25.00	93%
Whale Cove	22.00	21.00	95%
Total	893.00	713.00	80%
Employment Summary, by Iqaluit and other communities			
Iqaluit	135.00	23.00	17%
Other Communities	758.00	690.00	91%
Total	893.00	713.00	80%

