The background image of the cover is a photograph of a natural landscape. It features a body of water, possibly a lake or a wide river, with a forested shoreline in the background. The water is calm, reflecting the surrounding greenery. The sky is not clearly visible, suggesting a hazy or overcast day. The overall tone is serene and natural. The text 'PUBLIC SERVICE ANNUAL REPORT 2018-19' is overlaid on the upper half of the image in a large, white, sans-serif font. The text is arranged in four lines: 'PUBLIC SERVICE' on the first line, 'ANNUAL REPORT' on the second line, and '2018-19' on the third line. The fourth line is empty. The text is centered horizontally and has a slight shadow or drop effect, making it stand out against the background.

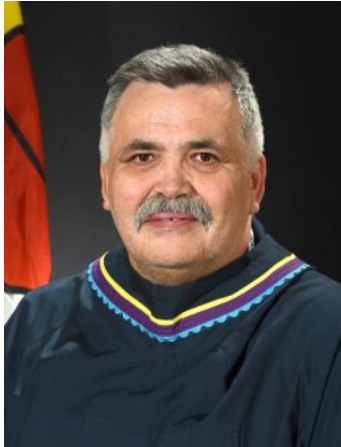
PUBLIC SERVICE ANNUAL REPORT 2018-19

Table of Contents

Message from the Minister.....	1
Introduction	2
Public Service at a Glance	4
Public Service Human Resources Costs.....	4
Highlights and Achievements.....	6
The Hivuliqtikhanut Program Success.....	6
Increased Public Service Training Opportunities for GN Employees	6
The GN's Recognition as One of Canada's Best Employers	7
Long Term Service Awards.....	8
Nunavut Public Service Employee Groups.....	9
Inuit Representation and Staffing Capacity	10
Employee Salary.....	10
Average Length of Service and Employee Retention.....	11
Employee Retention and Staff Turnover	12
Casual Assignments and Relief Employment.....	12
Recruiting and Staffing.....	14
Job Competitions and Hiring.....	14
Recruitment and Selection Turnaround Time	15
Staffing Appeals	16
Direct Appointments.....	16
Restricted Competitions	17
Transfer Assignments.....	18
Summer Student Employment Equity Program.....	18
Employee Relations.....	21
Grievances.....	21
Job Evaluation	21
Negotiations with Collective Bargaining Units.....	22
Occupational Health, Safety and Wellness	22
Workplace Conflict and Harassment and Bullying.....	22
Prevention of Harassment and Bullying	22

Return to Work Program	24
Orientation Training.....	24
Employee and Family Assistance Program	24
GN Intranet	26
Departmental WSCC Nominees	26
Representation on National Committees	26
Ethics Officer	27
Training and Development	28
Sivumuaqatigiit	28
Sivuliqtiksat Internship Program.....	28
Program challenges.....	29
Program spending.....	29
Program review and highlights	29
Sivuliqtiksat Internship program graduate profile.....	29
Public Service Training	30
Employee Training Initiatives.....	30
Employee and Cultural Orientation	31
Language Training.....	32
Specialized Training and Program Development Fund.....	33
Mentorship Program.....	34
Hivuliqtikhanut Leadership Development Program	34
Education Leave	36
Inuit Societal Values.....	37
Cultural Immersion Days – IQ Trips	38
Conclusion.....	39
Sources.....	39
Appendix: March 31, 2019 TRPS Report	
Appendix: Acronyms	

Message from the Minister



As the Minister responsible for the *Public Service Act*, it is my pleasure to present the 2018-19 Public Service Annual Report. This report provides an overview of the management and direction of the Nunavut's public service, and has been prepared in accordance with section 3(4) of the *Public Service Act*.

The management and direction of the public service is in line with our Government's mandate - Turaaqtavut. To enable us to meet our priorities in Turaaqtavut, we continue to work on building and strengthening our human resources capacity across the public service. The GN hired 331 employees, in 2018-19 and we aim to continue increasing our capacity in the coming year.

As part of improving consistency and efficiency in staffing and recruitment, the standardization of job descriptions for generic finance administration positions was completed for all departments and public bodies.

Providing workplace education and training for the public service, with an emphasis on increasing Inuit employment and developing strong Inuit leaders, remains among our top priorities.

Our employee training and development efforts are yielding encouraging results as evidenced by the successes of our programs. In 2018-19, three Sivuliqtiksats graduated and are now working fully in their respective roles, demonstrating the effectiveness of this career development program for Inuit employees. Since the 2015 launch of the *Hivuliqtikhanut* Leadership program (which focuses on building and growing our leadership internally), 110 employees have graduated. There were 99 learning and development courses delivered with 910 participants across the territory.

A total of 298 students, in 23 communities, including 241 Nunavut Inuit, were employed in our Summer Student Employment Equity Program.

Our dedicated public service continue to uphold high standards, Inuit societal values and guiding principles, with no findings of wrongdoing in the public service in 2018-19, as reported in the Ethics Officer's annual report.

As an employer, the GN is committed to offering a work culture and work environment that attract and retain employees. In 2018 and 2019, the Government of Nunavut has been nationally recognised as one of Canada's Top Employers for both Young People, and Recent Graduates out of over 7,500 participating organizations. The Canada's Top Employers is an editorial competition that recognizes Canada's best places to work.

I am proud of our hardworking public servants and I take this opportunity to thank them for all the accomplishments we have achieved. We look forward to continuing to serve Nunavummiut effectively in the years ahead.

Sincerely

Minister Lorne Kusugak

Introduction

The Department of Human Resources is pleased to present the 2018-19 Public Service Annual Report (PSAR). This report summarizes the status of the overall administration, management and development of our public service, as well as the progress on strategic human resource priorities that are vital to the strength of our public service and to the efficient delivery of service to Nunavummiut.

As a dedicated public service, we deliver our mandate guided by the following Inuit societal values:

- ***Inuuqatigiitttiarniq*** – Respecting others, relationships and caring for people;
- ***Tunnganarniq*** – Fostering good spirits by being open, welcoming and inclusive;
- ***Pijittirniq*** – Serving and providing for family and/or community;
- ***Aajiiqatigiingniq*** – Decision making through discussion and consensus;
- ***Pilimmakharniq/Pijariuqharniq*** – Development of skills through observation, mentoring, practice and effort;
- ***Havaqatigiingniq/Ikajuqtiingniq*** – Working together for a common cause;
- ***Qanuqtuurniq*** – Being innovative and resourceful; and
- ***Avatiptingnik Munarittiarniq*** – Respect and care for the land, animals and the environment.

The March 31, 2019 Towards a Representative Public Service (TRPS) report is included as an appendix to this PSAR.

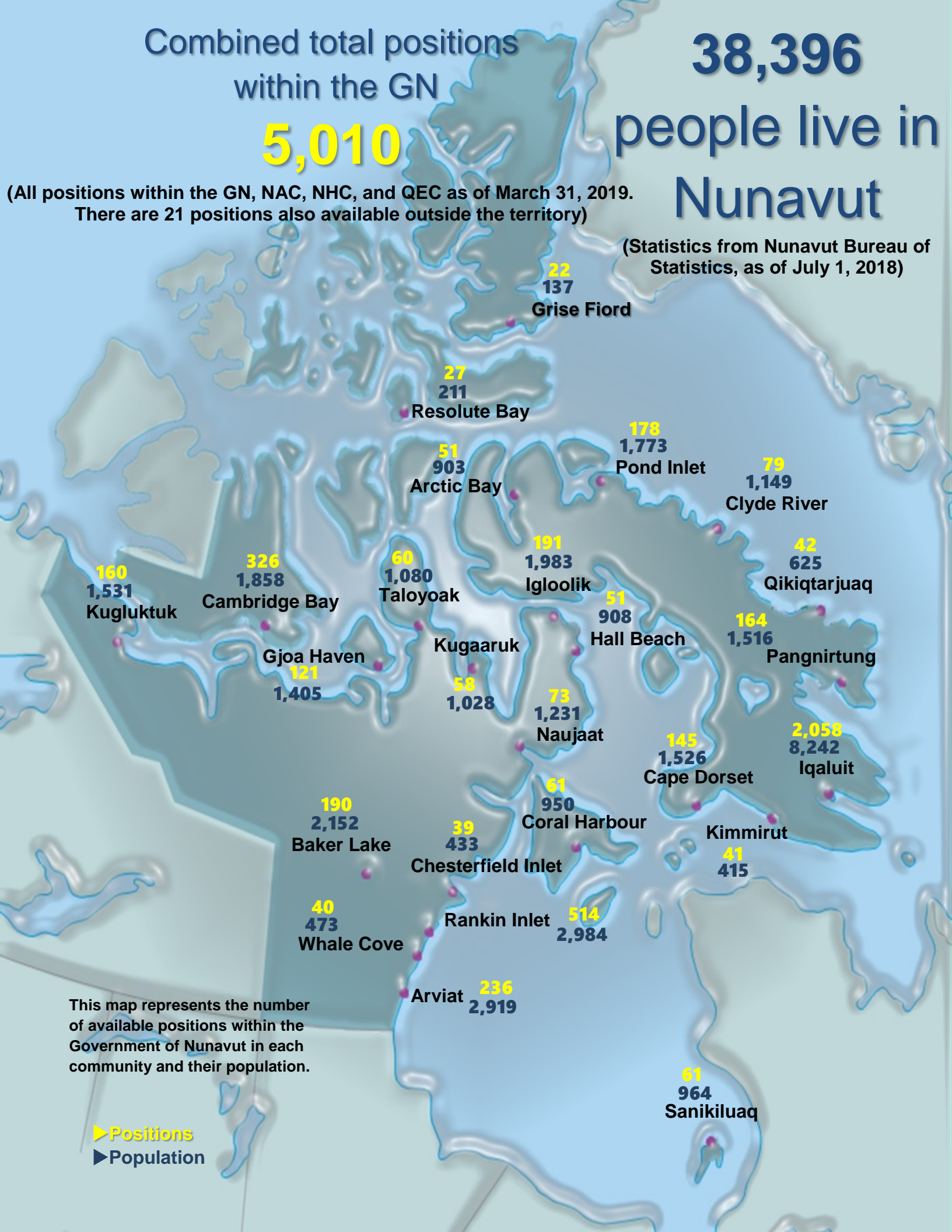
Combined total positions
within the GN

5,010

38,396
people live in
Nunavut

(All positions within the GN, NAC, NHC, and QEC as of March 31, 2019.
There are 21 positions also available outside the territory)

(Statistics from Nunavut Bureau of
Statistics, as of July 1, 2018)



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

► Positions
► Population

Public Service at a Glance

Public Service at a Glance

GN Public Service Breakdown	2016-17	2017-18	2018-19	Change
Total positions in the public service	4,789	4,885	5,010	+125
Total filled positions	3,504	3,565	3,570	+5
Total vacant positions	1,285	1,320	1,440	+120
Percentage of Nunavut Inuit employed	50%	50%	50%	No change
Percentage of non-Inuit employed	50%	50%	50%	No change
Female employees	65%	65%	65%	No change
Male employees	35%	35%	35%	No change
Female Nunavut Inuit	40%	40%	40%	No change
Female non-Inuit	25%	25%	25%	No change
Male Nunavut Inuit	12%	12%	12%	No change
Male non-Inuit	23%	23%	23%	No change
Average age	44.03 years	44.40 years	44.85 years	+0.45
Average salary	\$93,066	\$94,268	\$95,600	+1,332
Average length of service	8.09 years	8.27 years	8.57 years	+0.3

Public Service Human Resources Costs

The table below highlights some of the human resources costs for 2018-19 fiscal year. These represent compensation and benefits for public servants.

Public Service Human Resources Costs (\$000)

	2017-18	2018-19
Regular salaries	\$395,189	\$409,495
Overtime	\$29,334	\$26,181
Northern allowance	\$82,957	\$84,575
Employer costs (Public Service Pension, CPP, health and dental, LTD etc.)	\$69,833	\$72,318
Other compensation	\$19,741	\$23,318
Workers Safety Compensation Commission	\$3,859	\$4,128
Housing Allowance	\$4,199	\$4,197
Inuit Language Incentive/Bilingual Bonus	\$2,026	\$2,205
Total	\$607,138	\$626,417

Bilingual Bonuses 2018-19

	Total Employees	Total (\$)
Bilingual Bonus**	908	\$1,241,913
<i>Inuit</i>	831	
<i>Non-Inuit</i>	77	
ILI-Level 1	12	\$15,739
<i>Inuit</i>	12	
<i>Non-Inuit</i>	0	
ILI-Level 2	287	\$532,796
<i>Inuit</i>	282	
<i>Non-Inuit</i>	5	
ILI-Level 3	123	\$414,833
<i>Inuit</i>	123	
<i>Non-Inuit</i>	0	
Total	1,043	\$2,205,281

**ILI = Inuit Language Incentive*

***Bilingual Bonus includes Inuktitut and French*

Highlights and Achievements

The Hivuliqtikhanut Program Success

The *Hivuliqtikhanut* Program is designed to build leadership skills and capacity in the Nunavut Public Service. At the end of 2018-19, 110 employees have graduated from the Program; 65% Nunavut Inuit, and 77% female. In 2018-19 two cohorts graduated from the Program:

- 21 employees graduated from the Emerging Leaders' Series in June 2018 in Rankin Inlet. Of those graduates, 100% were Nunavut Inuit, and 76% were female.
- 17 employees graduated from the Supervisors' Series in November 2018 in Iqaluit. Of those graduates, 59% were Nunavut Inuit, and 82% were female.

Increased Public Service Training Opportunities for GN Employees

In 2018-19, the GN offered a record number of training and development courses to public servants across Nunavut. 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 higher positions within the GN. In total, 99 different courses were delivered over 184 days to 910 participants (382 Inuit, 528 non-Inuit), including:

- 87 courses delivered face-to-face in Iqaluit and the 10 decentralized communities;
- 5 courses delivered by videoconference to multiple communities; and
- 7 courses delivered online and open to employees in all communities.



Department of Education: Employees at the Early Learning and Child Care (ELCC) training session

The GN's Recognition as One of Canada's Best Employers

The GN was named one of Canada's Top Employers for 2018 and 2019 in two categories:

- Canada's Top Employers for Young People (2019)
- Canada's Best Employers for Recent Graduates (2018 and 2019)

This competition, organized by the Canada's Top 100 Employers Project, recognizes employers that offer the nation's best workplaces, and programs for young people just starting their careers. Employers are evaluated based on the programs they have to attract and retain younger workers.

The GN was selected as a top employer based on our overall workplace, with some highlighted programs being: the Amaqtaarniq Education Program, which helps remove barriers to post-secondary education for eligible Inuit employees through sponsored long-term post-secondary education leave to help individuals qualify for hard-to-fill jobs or professions; and the Financial Internship Program, which offers experience in finance and accounting-related fields through on-the-job training, mentoring, access to academic courses, and other learning experiences.

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 online profile, highlighting key benefits, HR programs for students and younger employees, and the Canada's Top Employers Competition visit:

<https://content.eluta.ca/top-employer-nunavut-government>



Long Term Service Awards

Recognizing the long term commitment of our employees, the GN honours those individuals who have served long periods of uninterrupted service in the public service. This recognition serves as an acknowledgement of employee dedication and service to the Territory. As of March 31, 2019, approximately 563 employees will receive Long Term Service Awards (LTSA) during ceremonies across the territory later this year. The LTSA ceremonies acknowledge employees with 5, 10, 15, 20, 25, 30, 35, 40, and 45 years of continuous service.

The following employees will be acknowledged for their service with the GN at the Gala event in Iqaluit in the fall of 2019:

40 Years:

Oopah Arnakallak, Mary Ellen Thomas

35 Years:

Saimata Arlooktoo, Tirak Etidlui, Lena Metuq, Dimaris Saimaut

30 Years:

Harry Adams, Helen Akana, Richard Armstrong, Mary Audlakiak, Kenneth Beardsall, Elizabeth Himga, Joan Killulark, Sheila Kolola, Paula Kringayark, Mavis Mulgrew, Ida Nakoolak, Julia Okatsiak-Josephie, Kathleen Okpik, Meeka Qamaniq, Donna Spence, Don Tattrie, Elizabeth Tologanak, Joeline Tongak, Edwin A Zebedee

25 Years:

Richard Arcand, Debbie Eleehetook, Louise Flaherty, Doreen Hannak, Carolina Hidalgo, Kathleen Irwin, George Koonoo, James Kreuger, Madeline A. Manitok, Holly Mercer, Mary Munick, Christine Nukapiak, Julia Tautuajuk, Margaret Taylor, Martha Willie

20 Years:

Tommy Adams, Nancy Akerolik, Mary Angidlik, Silas Arngna'naaq, Gou Arnaquq, Susie Arnaquq, Rebecca Attagutalukutuk, Corinne Attagutsiak, Alexander Baldwin, Louisa Barrieau, Christine Bens, Patricia Bligh, Jennifer Birmingham, Nathan Caskey, Angela Chislett, Alain Chouinard, Pelagie Darehshoripour, James W. Demcheson, Camilius Egeni, Donna-Lee Ekpakohak, Nora Evaglok, Clara Evalik, Jamie Flaherty, Taqialoo Garson, Tiffany Gauthier, Graham Gavin, Glenn House, Lizzie Iblauk, Samo Issuqangituq, Geela Jaw, Jacqueline Jordison, Mike Kaiyogana, Kathy Karlik, Clara Kolit, Darlene McPherson, Paul Nagmalik, Abbie Natseck, Martina Ningark, Elisapee Nowdluk, Lillian Okpatauyak, Rhoda Q. Palluq, Aime Panimera, Larry Qilluniq, Michael Rafter, Elaine Saittuq, Levina Sanguya, Martine St.Louis, Robin Strutz, Andrew Tagak, Lena Maness Tagak, Elsa Tatty, Elijah Tigullaraq, Angela Tulugarjuk, Gilles Verreault, Tony Villebrun

Nunavut Public Service Employee Groups

The majority of GN employees are in three bargaining units governed by three distinct Collective Agreements: the Nunavut Employees Union (GN-NEU), the Qulliq Energy Corporation and the Nunavut Employees Union (QEC-NEU), and the Nunavut Teachers' Association (GN-NTA). The other two groups of employees are Excluded Employees and Senior Management whose employment contracts fall outside of the three bargaining units.

2018-19 Employees by Group and Status

	Total Positions	Filled Positions	Nunavut Inuit	% Inuit Employment
NEU	2,956	2,041	1,260	62%
NTA	816	783	264	33%
Excluded	619	438	205	46%
Senior Management	183	154	31	28%

2018-19 Employee Groups by Gender and Status

	NEU		NTA		Excluded		Senior Management	
Category	Total	%	Total	%	Total	%	Total	%
Female	1,249	65%	526	68%	377	67%	68	45%
Male	682	35%	248	32%	182	33%	83	55%
Female Nunavut Inuit	866	45%	233	30%	204	36%	20	13%
Female non- Inuit	383	20%	293	38%	173	31%	48	32%
Male Nunavut Inuit	307	16%	30	4%	45	8%	11	7%
Male non-Inuit	375	19%	218	28%	137	25%	72	48%

Inuit Representation and Staffing Capacity

The GN is continuously monitoring, and tracking the public service capacity rates, and Inuit employment within all departments, and public bodies through the Towards a Representative Public Service (TRPS) quarterly reports as part of our on-going commitment to meeting the objectives of Article 23 of the *Nunavut Agreement* in achieving a representative workforce.

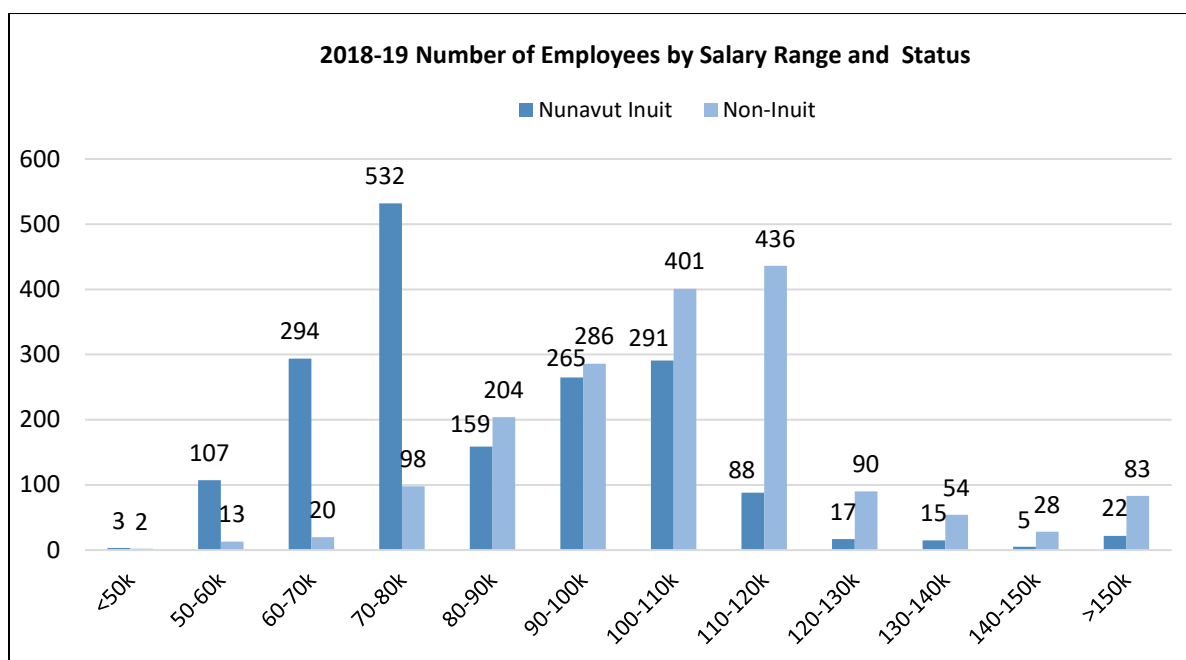
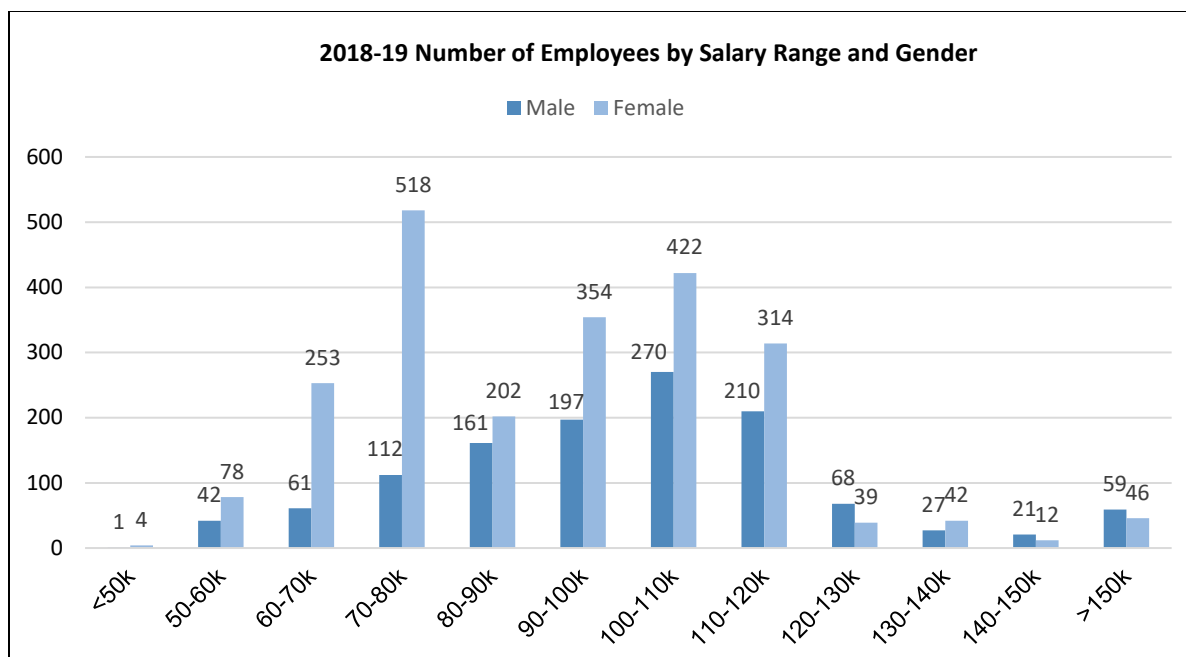
As of March 31, 2019, there were 5,010 positions, 71% of which were filled. Of the filled positions, 1,786 (50%) were occupied by Nunavut Inuit. In 2018-19, the GN increased its capacity by filling 331 positions.

Although Nunavut Inuit employment has remained relatively stable at 50% over the years, this statistic does not reflect the reality that the total number of Nunavut Inuit employed within the GN has increased significantly over the years. Between 2007 and 2019, 1,199 new positions were created and the total number of Inuit employees increased from 1,493 in 2007 to 1,795 in 2019.

The GN workforce is comprised of 2,284 (65%) female employees compared to 1,229 (35%) male employees. Female Nunavut Inuit employees represent the largest group in the public service at 1,381 (40%) in 2018-19. By contrast, male Nunavut Inuit employees represent the smallest group at 417 (12%).

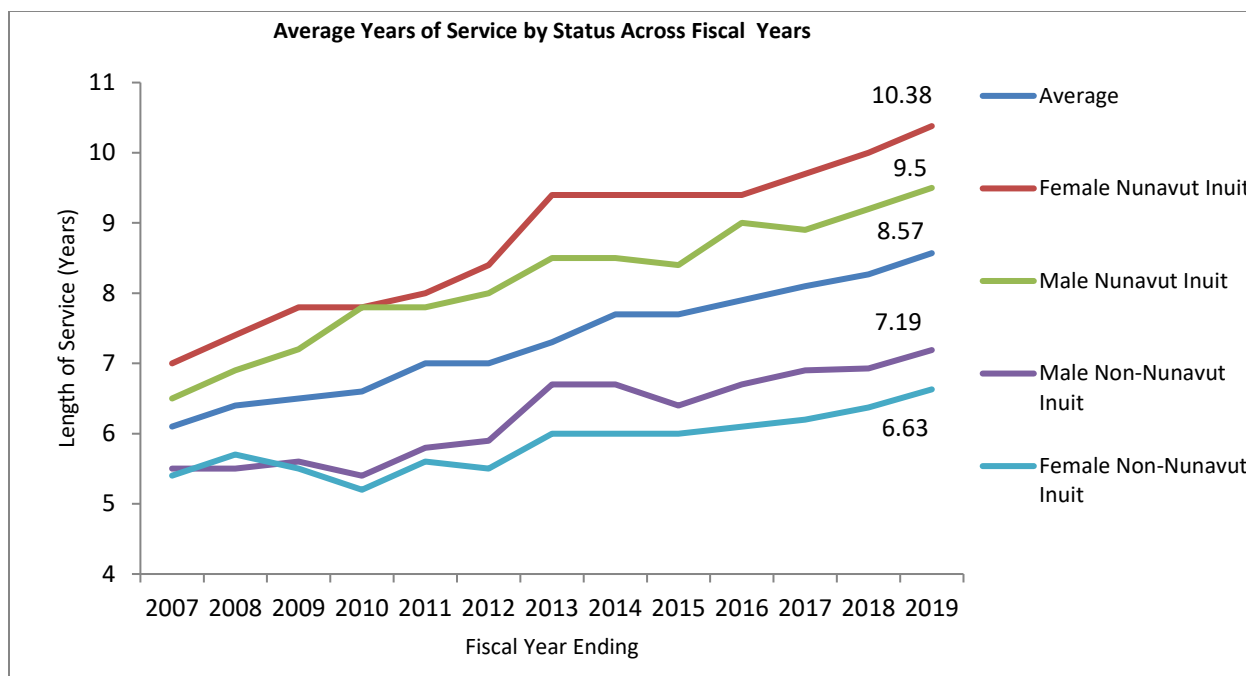
Employee Salary

The average base annual salary for a GN employee was \$95,600. The average annual salary for Nunavut Inuit was \$84,825 and \$106,902 for non-Inuit. The average salary for a female employee was \$92,119 and \$102,077 for a male employee. The differences can be explained by examining employment categories, where 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 is addressed through various career development training programs targeted at Inuit employees, like the Sivuliqtiksat Internship Program, Hivuligtikhanut Leadership Development Program, Amaaqtarniq Education Leave Program, Career Broadening Program and Policy Development Program. Direct Appointments focused on the hiring and promotion of Inuit and females is another way the GN is addressing this imbalance.



Average Length of Service and Employee Retention

In 2018-19, the average length of continuous service in the GN is 8.57 years; female Nunavut Inuit have the longest average continuous service at 10.38 years while female non-Inuit have the shortest length of service at 6.63 years. Of the GN's 3,570 employees, 1,174 (33%) have 11 or more years of service, 861(24%) have 5 to 10 years of service, and 1,420 (40%) employees have 5 or fewer years of continuous service.



Employee Retention and Staff Turnover

The GN's employee retention can be attributed to its competitive comprehensive total rewards package, which includes: competitive salaries, pension and benefits, continuous service bonus, housing benefit, northern allowance, and leave entitlements; employee satisfaction; and employee training and development opportunities. The retention rate fluctuates from year-to-year; in 2018-19, it was 79%.

Staff turnover is determined by the number of indeterminate or term employees leaving their positions annually, for various reasons (retirements, resignations, end of term contracts, lay-offs, and in rare cases dismissals). In 2018-19, 766 employees left the GN, of these, 97 were retirements.

The GN offers electronic voluntary employee exit surveys for collecting and analyzing reasons why employees leave or change jobs within the GN. This provides insight regarding key retention factors to address.

Casual Assignments and Relief Employment

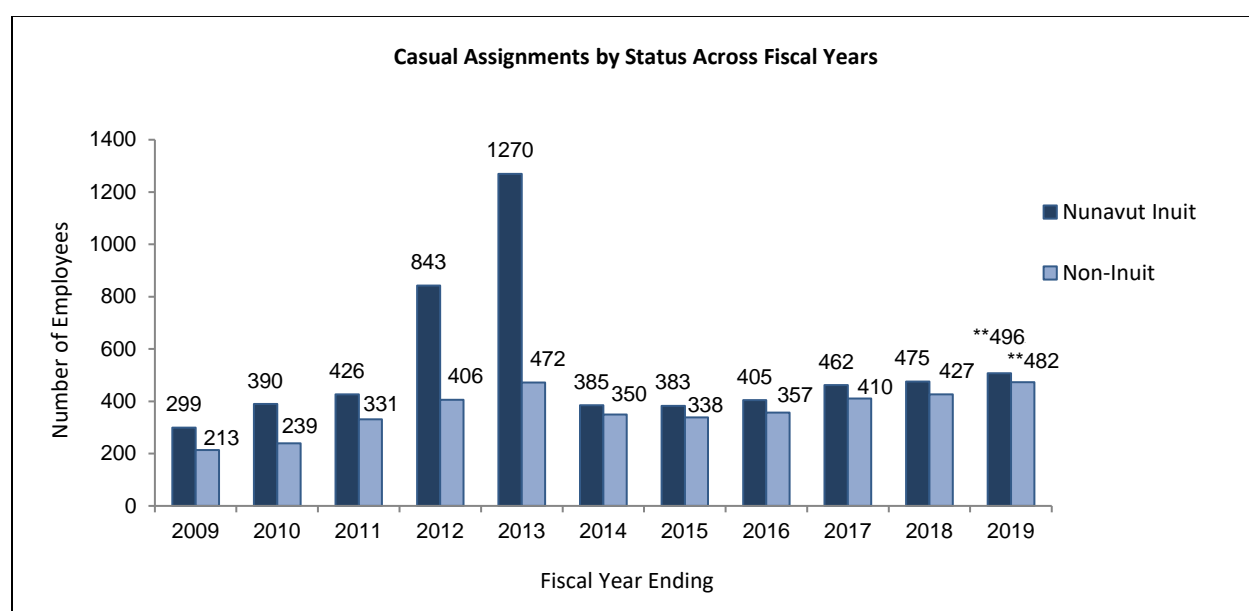
The GN hires casual and relief employees to temporarily meet operational needs. The *Public Service Act* defines a **casual employee** as “a person employed to perform work of a temporary or casual nature or in an emergency.” Generally, casual employment is created for work on special projects, to assist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

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.”

The Priority Hiring Policy is applied when staffing casual and relief employment. Casual employment provides excellent learning and development opportunities with potential for hiring into indeterminate or term positions. All GN departments and public bodies are encouraged to use more permanent staffing solutions and use the casual staffing process to meet immediate capacity challenges as appropriate. In 2018-19, 118 casual employees became indeterminate, 52 (44%) of these were Nunavut Inuit.

In 2018-19, there was a total of 980 casual work assignments in the GN, an increase of 78 casual assignments from the previous fiscal year. The number of casual work assignments held by Nunavut Inuit in 2018-19 was 496, which represents 50.6% of all casual work assignments.

In 2018-19, there were 1,477 relief work assignments and 1,357 substitute teaching assignments. This year, a combined 2,277 (80%) of relief work and substitute teaching assignments were filled by Nunavut Inuit.



**The total number of casual and relief assignments does not represent a total number of employees; rather they represent the number of casual/relief assignments. For example, an individual may occupy multiple relief assignments based on availability, need and ability to perform job duties or an individual may work more than one casual assignment in a work week.*

***2 employees did not disclose Nunavut Agreement status*

Casual Assignment by Length of Service

Years of Service	Number of Casuels	Percentage	Nunavut Inuit	Non-Inuit
Less than 1 yr	566	58%	274	292
1-2 yrs	201	20.5%	102	99
2 yrs +	211	21.5%	120	91
Total	978*	100%	496	482

** Difference of 2 - Nunavut Agreement status was not provided*

Recruiting and Staffing

The Department of Human Resources continuously examines best practices for recruitment and staffing to increase the overall capacity of the GN. The Department is exploring different ways in which to attract more Nunavut Inuit, and continues to apply priority hiring for all GN job competitions. A variety of advertising techniques are used to ensure that job opportunities are widely circulated. These include professional journals, facility based job boards and on the internet, job fairs, the Department of Human Resources website, local newspapers, cable television, and radio announcements. When required for specialized and senior level positions, the GN works with executive search firms.

Job Competitions and Hiring

In 2018-19, 705 competitions were held with 331 positions successfully filled. The number includes competitions commenced in 2017-18 and closed in 2018-19 as well as competitions that were ongoing as of March 31, 2019. GN's job advertisement costs for 2018-19 fiscal year were \$880,000. The Department of Human Resources continues to review and improve the staffing process. The interview process was improved by developing and providing training to panel members. A new and easier to understand interview rating system was developed. In addition, a pilot project for interviewing via videoconferencing in all regions was launched. In September, 2018, the hiring of all Community Social Services Worker positions across the GN was centralized out of the Staffing Division in Iqaluit. This effort was made to better utilize resources in a more efficient and strategic manner.

The following charts represent the results of the competitions process held across fiscal years.

2018-19 Job Competitions (705 Total)

	Female		Male		Nunavut Inuit		Non-Inuit		
	Total	#	%	#	%	#	%	#	%
Applications	20,920	9,637	46%	11,283	54%	3,249	15.5%	17,671	84.5%
Actual hires	331	158	48%	115	35%	143	43%	188	57%

** Some applications did not specify a gender.*

2018-19 All Applications and Hires by Gender and Status

	Female Nunavut Inuit	Male Nunavut Inuit	Female non-Inuit	Male non-Inuit
Applications	2,161	1,088	7,476	10,195
Actual Hires	93	32	65	83

**Some applications did not specify a gender*

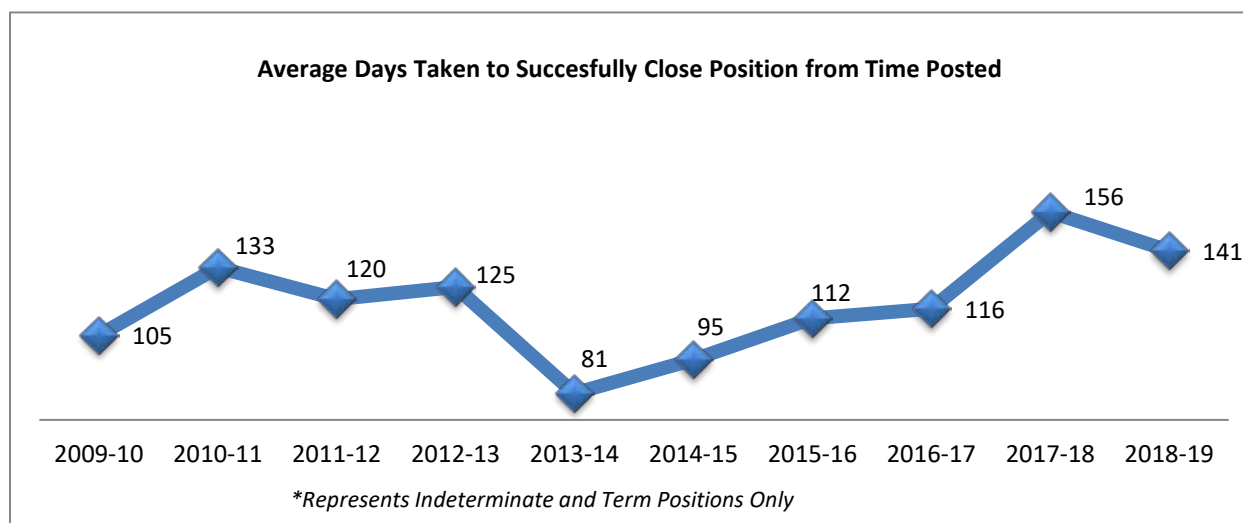
Recruitment and Selection Turnaround Time

Recruitment and selection turnaround time is the average number of calendar days it takes to fill a permanent (indeterminate/term) full-time position. The GN counts 'time to fill' 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 2018-19 the average time to fill a position was approximately 141 days, a decrease from 156 days in the previous fiscal year.

There are various reasons that lead to lengthened timeline:

- the increased number of positions within the public service while the number of staffing consultants remain the same;
- the complexity of the competition process - departments increasingly require additional assessment tools, two-part interviews, written assignments and graded presentations to test candidates' competencies (as opposed to interviews only);
- staffing appeals can add weeks to a competition (as candidates may have up to 14 business days to file an appeal after being notified); and
- delays with selection panel availability (both HR and hiring departments).



2018-19 Hiring by Region

Region	Positions Advertised *	Positions Filled *	Average Time to Fill (days)	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired to Filled Positions
Headquarters	488	190	142	52	138	27.37%
Qikiqtaaluk	129	45	113	31	14	68.89%
Kivalliq	121	48	184	31	17	64.58%
Kitikmeot	120	48	121	29	19	60.42%
Total	858	331	141	143	188	43.20%

**These numbers include advertised positions in 2017-18 carried into this fiscal year*

Staffing Appeals

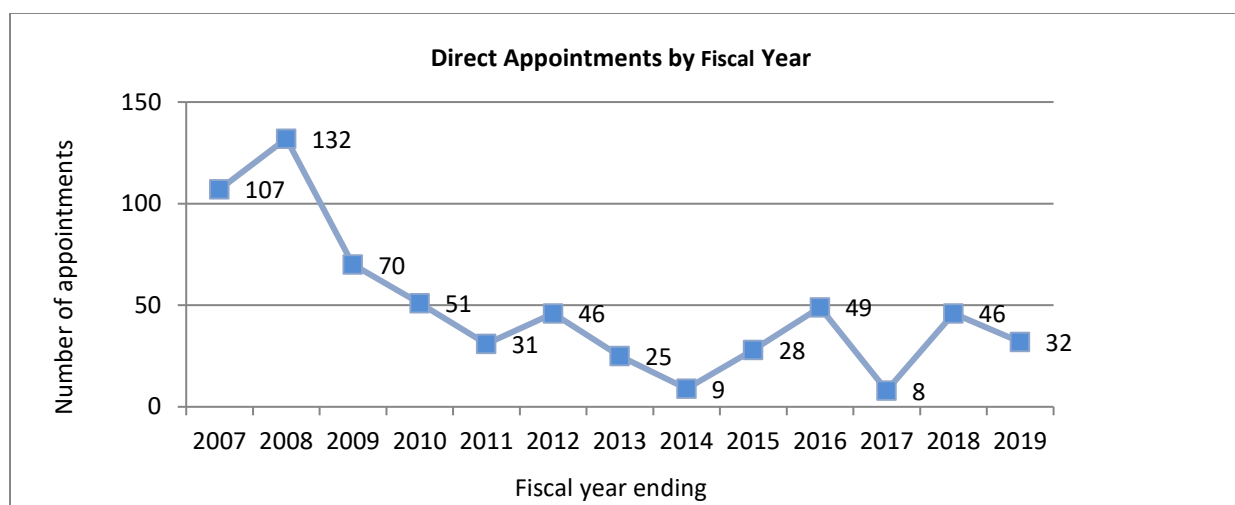
Staffing appeals are a regular part of the staffing process to ensure transparency, fairness, and an unbiased staffing process. All Nunavut Inuit and current GN employees have appeal rights when applying on GN positions (except teaching positions). Staffing appeals committees for unionized positions consist of a private sector chairperson, a GN representative and a NEU representative; for non-unionized positions, the committee consists of a private sector chairperson, a GN representative and a person selected from a list of qualified persons.

In total, 58 appeals were heard in 2018-19, a slight decrease from the 64 appeals heard in 2017-18. Of the 58, 2 appeals were upheld.

Direct Appointments

The GN is committed to staffing positions through the competitive process. However, under certain circumstances, appointments without competitions are appropriate. Direct appointments 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. All Direct Appointments have to be approved by Cabinet.

The Direct Appointment documentation process includes use of a check list, record keeping and carefully screening proposed appointees to ensure the minimum requirements for the position are met. There were 32 direct appointments in 2018-19. Of the 32, 30 (94%) were Nunavut Inuit.



Restricted Competitions

The GN implemented Restricted Competitions in November 2015. This is a positive way to focus on the hiring of target groups. Competitions can be restricted by: Nunavut Inuit only, Nunavut Inuit by location or GN employees only. For GN employee only competitions, GN employees who are Nunavut Inuit are given priority over GN employees who are Non-Inuit.

As of March 31, 2019, there were 156 restricted competitions. These restricted competitions resulted in 78 positions being filled as some competitions filled multiple positions.

Type of Restriction	Total as of March 31 st 2019
Nunavut Inuit Only	61 competitions
GN Employees Only	49 competitions
Nunavut Inuit by Location Only	46 competitions

Transfer Assignments

2018-19 Transfer Assignments

Department/ Public Body	Total	Nunavut Inuit	Non- Inuit
CGS	2	0	2
CH	5	2	3
EDT	4	1	3
EDU	30	5	25
ENV	4	1	3
EIA	9	5	4
FS	15	5	10
FIN	8	2	6
HEA	12	3	9
JUS	13	4	9
OLA	0	0	0
NAC	5	1	4
NHC	7	4	3
Total	114	33	81

The GN offers employees the opportunity to transfer either internally within the employee's home department or to transfer to another department within the GN, to gain experience or meet operational requirements.



Department of Environment Summer Students installing a garbage bin at Sylvia Grinnell Park.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students to explore different types of work fields, gain work experience, and training within the public service. Priority hiring consideration is given to Nunavut Inuit students. The SSEEP is an integral part of the GN's goal to foster youth development and encourage continuous learning, as well as marketing the GN as an employer of choice. As at March 31, 2019, 266 GN employees were previously employed as summer students, 231 (87%) of which are Nunavut Inuit.



Department of Health, SSEEP: (Left to Right) Mary Omole, Caris Madsen, Jessica Matthew



Office of the Legislative Assembly, SSEEP: Micah Inutiq

The objectives of this program are:

1. To provide employment and training opportunities for students that will:
 - Develop their skills and improve 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 facilitate the hiring of students by departments in order to develop a pool of qualified candidates for future public service appointments.



Department of Culture and Heritage, SSEEP: Adrienne Tagoon and Wendy Aurore Tardiff, at the Iqaluit Centennial Library

The Department of Human Resources is continuing efforts to expand the program to as many communities as possible. Participation in the SSEEP fluctuates from year to year and is dependent upon applications from GN departments/public bodies in each community. Usually when there are no summer students in a given community, it's due to no applications having been received for that community.

Generally, the participation rate in the program has increased over the last several years. In the summer of 2018, there were a total of 298 students in 23 communities. Of these, 241 (81%) were filled by Nunavut Inuit students. In the summer of 2018, the total program budget was \$985,000. Salaries and benefits for summer students cost \$3.1M in 2018, with the additional costs covered by individual departments.



Department of Finance, SSEEP: Daniel Calamayan



Department of Family Services, SSEEP: Catherine Sulcan (left), and April Tucker (right)

Summer Year	Total participants	% of Nunavut Inuit
2018	298	81%
2017	278	81%
2016	249	81%
2015	208	79%
2014	207	83%
2013	154	79%
2012	168	81%
2011	132	78%

2018 Summer Student Positions by Department/Public Body and Status

Department/Public Body	Total	Nunavut Inuit
CGS	50	42
CH	4	2
EDT	11	10
EDU	15	13
ENV	23	19
EIA	15	14
FS	15	12
FIN	35	24
HEA	79	63
JUS	16	12
OLA	3	2
NAC	16	13
NHC	9	8
QEC	7	7
Total	298	241

Employee Relations

Grievances

The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff has access to a grievance process under the *Public Service Act Regulations*.

A total of 60 new grievances were filed in 2018-19, Employee Relations works with departments and Unions to try to resolve issues before a grievance develops. Employee Relations and the NEU have regularly scheduled monthly grievance resolution meetings which help in maintaining cordial relations. Additionally, Employee Relations and NEU have held two mass mediation sessions with the Nunavut Employees Union. These mass mediations were held July 2018 and March 2019, and were successful in resolving a backlog of grievances.

Total Active Grievances by Category Across Fiscal Years

Group	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19
NEU	78	90	89	91	63
NTA	1	2	1	7	0
EXC	0	0	6	8	1
Total	79	92	96	106	64

Job Evaluation

Job Evaluation (JE) ensures that all GN positions are designed and evaluated in a fair and equitable manner and oversees the safekeeping of a reliable and fair classification structure for all GN positions. JE also plays a significant role in organizational design and provide counsel regarding the functional effectiveness of major GN organizational strategies. This includes working with GN client departments to provide organizational diagnostics, identifying potential program and/or operational inefficiencies, as well as offering structural recommendations to help support the GN achieve goals and delegated mandates.

Job Evaluation is in the process of designing GN-wide standardized work descriptions for those generic work streams that exist across all GN departments and public bodies. This will add significant staffing and recruitment efficiencies, and will provide increased consistency across the GN. In 2018-19, the standardization of job descriptions for generic finance administration positions was completed.

During 2018-19, JE operational staff processed 4,809 actions. These staffing actions include; Job Action Requests (JARs) for regular staffing, Direct Appointments, Casual Staffing Actions, Summer Student Employment Program, Relief Employment Staffing Actions, Internal Transfer Assignments (ITAs), and the creation of new positions.

Negotiations with Collective Bargaining Units

The **NEU-QEC** Collective Agreement was ratified on August 18, 2017 and will expire on December 31, 2020.

The **NTA** Collective Agreement was ratified on March 1, 2018 and will expire on June 30, 2021.

The **GN-NEU** Collective Agreement expired on September 30, 2018 and negotiations are in progress.

Occupational Health, Safety and Wellness

The Workplace Health, Safety and Wellness (WHSW) Section administers the Employee and Family Assistance Program (EFAP) and provides support and guidance to management in government departments and public bodies on workplace wellness; harassment, bullying and violence investigations; workplace conflicts; employee Return to Work (RTW) plans; and ergonomic assessments. The section also conducts research and provides technical guidance on health and safety legislation and regulations; advises on codes of practice and national standards; provides safety training; performs periodic safety inspections; conducts serious injury and fatality/incident investigations; and supports Joint Occupational Health and Safety Committees (JOHSCs).



Pink Day: Department of CGS, Rankin Inlet

Workplace Conflict and Harassment and Bullying

WHSW staff are trained to investigate complaints across the government and the investigations are treated confidentially and impartially. Staff engages with all parties and when appropriate seeks resolutions through Alternative Dispute Resolution (ADR) mechanisms. The purpose of ADR is to obtain a lasting and respectful outcome to workplace disagreements and parties agree to accept mediated solutions.



Pink Day: Department of Finance, Igloolik

Prevention of Harassment and Bullying

In 2018-19, 29 written complaints were received, but only five had a finding of harassment. The GN is committed to ensuring that all employees have a safe and healthy workplace in which to do their jobs. This includes taking all reasonable measures to prevent workplace harassment and bullying, and to eliminate such issues if they exist. GN employees are expected to abide by the Nunavut Public Service Code of Values and Ethics, the Harassment Free Workplace policy and related directives.

The Department of Human Resources sends out periodic email information bulletins regarding the Respectful Workplace, Harassment Free Workplace and the Ethics Officer. The GN is committed to training all managers and employees in methods to recognize, address and prevent workplace harassment and bullying. In 2018-19, a total of 128 employees attended Respectful Workplace training.



Pink Day: Department of Education, Iqaluit



Pink Day: Department of Justice, Iqaluit



Pink Day: Department of Health, Iqaluit

Return to Work Program

The Return to Work (RTW) program helps to focus the GN's attention on the accommodation needs of ill and injured workers, and ensure that the GN meets its duty to accommodate those individuals. If an employee is not capable of returning to regular duties, the RTW Program provides opportunity to develop a personalized RTW plan specific to the needs of the employee. It considers the employee's functional limitations, rehabilitation and treatment, skills, abilities and available suitable work. Suitable work could include having the employee perform the regular job with modified duties, or when available, to perform alternate temporary work that meets the employee's capabilities. The GN has a duty to accommodate employees up to the point of undue hardship. In fiscal year 2018-19, 76 employees were successfully accommodated through the RTW Program.

Orientation Training

WHSW staff also support the orientation training program and participated in 8 staff training sessions in the 3 Nunavut regions. Approximately 200 staff attended. The purpose of this training is to provide an overview of the role of Workplace Health, Safety and Wellness.

Employee and Family Assistance Program

The GN supports its employees by providing an Employee and Family Assistance Program (EFAP). The EFAP provides confidential services that reflect Nunavut's workplace reality, and incorporates Inuit culture and language. The program provides short-term, confidential, professional counselling, for personal and workplace issues, to help employees and their families find solutions to problems that affect them. Employees and their families have increasingly used the services through face-to-face sessions (35), via telephone (211), or through the internet (8). From April 1, 2018 to March 31, 2019, 254 employees accessed EFAP.

The services are available to all GN employees and their families, free of charge, 24 hours a day - 7 days a week. Services are offered in English, French, and in conjunction with a translator in Inuktitut or Inuinnaqtun.

Employee and Family Assistance Program Utilization – 2018-19

Usage Statistics		Services Provided	
Employee Usage (Excludes E-Services)		Counselling Services	
Total	254	Crisis/Trauma	11
Employee/family use		Family	30
Individual	253	Marital/Relationship	45
Family member	19	Health	5
Use by gender		Psychological	124
Female	191	Social	1
Male	81	Addiction issues	11
Age distribution		Work	28
Under 20	4	<i>Subtotal</i>	<i>254</i>
21-30	58	Plan Smart Services	
31-40	104	Career counselling	3
41-50	58	Jumpstart Your Wellness	0
51-60	36	Childcare and parenting support service	3
61 and older	12	Financial advisory service	1
Not specified	0	Legal advisory service	6
		Relationship Solutions	2
Counselling method		<i>Subtotal</i>	<i>18</i>
Face to face	35	E-services	
Telephone	211	Health resources and assessment support	1
Web	8	Supporting respect in the workplace	16
		Respect in the workplace	19
		<i>Subtotal</i>	<i>36</i>
Total	254	Total	108

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



GN Intranet

Workplace Health, Safety and Wellness information continues to be available to all staff on the GN Intranet page. Worker and Employer WSCC report forms in our four languages can be accessed via our intranet page.

Departmental WSCC Nominees

Each department provides two nominees to manage internal departmental compliance directives issued by the Workers' Safety Compensation Commission (WSCC). As required, the WHSW assists departments/nominees to achieve legal compliance.

Representation on National Committees

The WHSW continues to support the GN presence on a number of national technical Health, Safety and Wellness committees with the Canadian Standards Association. The WHSW also represents the GN on two intra-jurisdictional committees (1) Safety and Health committee for the Canadian Association of Administrators of Labour Law and (2) Workers Compensation Boards Working Group under the Canadian Free Trade Agreement (CFTA) – Reconciliation and Cooperation Table (RCT).



Pink Day: Department of Finance, Iqaluit, at the Legislative Assembly

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 a safe method for employees in the Nunavut public service to disclose wrongdoing that comes to their attention and provides assurance to them – and to all Nunavummiut – that those disclosures will be investigated and addressed promptly, fairly and effectively.

In 2018-19, the Ethics Officer received 33 requests for advice from public servants who considered making a disclosure of wrongdoing, compared to 41 requests in 2017-18; 19 requests in 2016-17; and 51 the year before.

In 2018-19, four new files were opened, compared to two in 2017-18; five in 2016-17; and 11 the year before.

In 2018-19, 2017-18, and 2016-17, there were no findings of wrongdoing within the GN. In 2015-16, there was one finding of wrongdoing.

There were no complaints of reprisal in 2018-19. One complaint of reprisal was made in 2017-18 and was resolved amicably. There were no complaints of reprisal in 2016-17, and two the year before (both not founded).

The Ethics Officer Annual Report 2018-19 can be viewed at:

English:

www.gov.nu.ca/human-resources/information/ethics-officer

Inuktitut:

www.gov.nu.ca/iu/iqkanaijaqtulirijikku/information/aaqkiumatittiji

Inuinnaqtun:

www.gov.nu.ca/in/human-resources/information/pittiarahuarnirmut-havakti

French:

www.gov.nu.ca/fr/ressources-humaines/information/responsable-de-lethique

Training and Development

Sivumuaqatigiit

Through secured funding from the Nunavut Implementation Panel, Sivumuaqatigiit was able to launch three new Inuit employment initiatives (Amaaqtaarniq Education Program, Career Broadening Program, Policy Development Program), and the Training Travel Fund, which pays for the travel and accommodation costs of training outside an Inuit employee's home community.

Sivuliqtiksat Internship Program

The Sivuliqtiksat Internship Program, offered since 2001, is a one to three year internship supported by a designated trainer, a customized learning plan and group and individual training courses. An intern is a term employee who is hired to undertake a learning program of specific duration leading to a guarantee of employment upon successful completion of his or her learning plan and satisfactory performance reviews. The Program demonstrates our commitment to the principle of *Pilimmakharniq/Pijariuqharniq* - development of skills through observation, mentoring, practice and effort, as an effective way to enhance a representative public service. The Department of Human Resources is responsible for the funding and administration of this program, which supports a total of 16 internship positions. One full-time Sivuliqtiksat Coordinator is available to assist departments/ corporations, interns, designated trainers and managers in all aspects of the program. Since its inception, 36 Inuit have successfully completed the program.

As of March 31, 2019, there were seven Sivuliqtiksat interns in the program:

- Budget Planner/Analyst, Culture and Heritage, Iqaluit
- Manager, Finance & Administration, Culture and Heritage, Iqaluit
- Facility Manager, South, Community & Government Services, Pond Inlet
- Director, Community Operations, Economic Development & Transportation, Kugluktuk
- Superintendent of Schools, KSO, Education, Baker Lake
- Manager, Evaluation, Executive & Intergovernmental Affairs, Pangnirtung
- Public Engagement Planner, Poverty Reduction, Family Services, Iqaluit

Nine more internships are currently being filled through the staffing process and a waitlist has been established to continually fill vacant internship positions in various departments.

Intern Retention to Date				
	Completed Internships	Incomplete Internships	In-Progress	Total
Management	23	21	4	48
Specialist	13	5	2	20
Total	36	26	6	68

Program challenges

Individual departments have indicated being short staffed, and having no time to train staff as reasons for not participating in the program. Turnover or trainers being reassigned to different positions has disrupted the program as interns need trainers in order to continue in the internship program.

Program spending

There is an average annual budget of \$2 million to run this program. This includes salaries for up to 16 internship positions, \$25,000 per intern per year for training, education and related travel costs, program operations and maintenance costs and the Sivuliqtiksat Coordinator's salary. The unspent monies are not returned to the departments/corporations nor is it carried over into the next year.

Program review and highlights

Sivuliqtiksat Internship participants traveled to Cape Dorset in March 2019 for a group learning session on Supervisory Skills and Management Coaching Program. Participants had the opportunity to learn fundamentals for leadership success, coaching and mentoring skills.



Sivuliqtiksat Internship program graduate profile

Myna Kiguktak is now a Public Engagement Planner with the Department of Family Services. Myna successfully met all her learning objectives in this specialized field and completed her internship. During her internship, Myna took courses with the International Association for Public Participation in Foundations and Planning for Effective Public Participation and Techniques. Myna also completed various courses with the Social Service Worker Program with Nunavut Arctic College.

Myna Kiguktak, Sivuliqtiksat Graduate

Public Service Training

Employee Training Initiatives

In 2018-19, a total of 99 learning and development courses were delivered to 910 participants across all three (3) Nunavut regions. An additional eight (8) courses were advertised but cancelled due to low registration numbers or changes in facilitator availability. Some of the new courses offered included:

- Effective oral briefings
- Critical and strategic thinking
- Advanced computer applications
- Managing information overload
- Management skills for middle managers

2018-19 Learning & Development Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (52 sessions)	492	156	336
Kitikmeot region (13 sessions)	93	41	52
Kivalliq region (12 sessions)	130	76	54
Qikiqtaaluk region (15 sessions)	110	77	33
Online (7 sessions)	85	32	53
Total	910	382	528
Percentage	-	42%	58%



Cultural Orientation participants: (Left to right) Winnie Aningaak, Georgina Kamimmalik, Noel Kingilik, and Tara Muise display the screen-printed T-shirts they made at the Jessie Oonark Centre in beautiful Baker Lake.

Employee and Cultural Orientation

Employee orientation sessions provide new GN staff with the opportunity to learn about Nunavut's history, the GN operations, organizational culture, services and benefits available to new employees. Cultural orientation sessions are held to help facilitate learning and cooperation through understanding of Inuit culture. The orientation provides valuable relationship building lessons and fosters open understanding among co-workers from all backgrounds. In 2018-19, a total of six (6) employee and cultural orientation sessions were delivered to 45 employees in eight (8) communities across all three (3) Nunavut regions, including two sessions delivered via videoconference. An additional 11 sessions were advertised but cancelled due to low registration numbers or changes in facilitator availability.



Cultural Orientation with Iqaluit jeweller, Mathew Nuqingaq, teaching participant Katherine Choi on how to make copper qulliq earrings

2018-19 Employee & Cultural Orientation Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (2 sessions)	20	10	10
Kitikmeot region (2 sessions)	5	3	2
Baker Lake (1 session)	11	4	7
Cape Dorset (1 session)	9	4	5
Total	45	21	24
Percentage	-	47%	53%



Language Training

The GN aims to offer language training in all of Nunavut's official languages: Inuktitut, English, Inuinnaqtun and French. In 2018-19, 140 participants benefited from 29 foundational to professional language training sessions delivered in thirteen (13) different communities. In order to more effectively reach employees across Nunavut, ten (10) courses were delivered via videoconference.

Cultural Orientation participant: Margaret Erkidjuk displays the copper qulliq earrings she made

2018-19 Inuktitut Language Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (6 sessions)	54	5	49
Kitikmeot region (4 sessions)	17	2	15
Kivalliq region (2 sessions)	12	4	8
Qikiqtaaluk region (2 sessions)	3	0	3
Total	86	10	76
Percentage	-	12%	88%

2018-19 French Language Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (6 sessions)	15	3	12
Arviat (2 sessions)	16	16	0
Cambridge Bay (1 session)	3	0	3
Kugluktuk (1 session)	2	2	0
Igloolik (2 sessions)	3	1	2
Total	39	22	17
Percentage	-	56%	44%

2018-19 English Language Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (1 session)	4	2	2
Igloolik (1 session)	3	3	0
Kugluktuk (1 session)	8	8	0
Total	15	13	2
Percentage	-	87%	13%

Specialized Training and Program Development Fund

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. The GN training fund was developed to provide additional training opportunities for GN employees and consists of the Specialized Training Fund and the Program Development Fund.

The Specialized Training Fund had a budget of \$500,000 in 2018-19, for specialized training/professional development courses that address the training needs of GN employees in similar occupational groups across various departments/public bodies.

The Program Development Fund, which also had a budget of \$500,000 in 2018-19, focuses on the development of technical, job-specific competencies.

These programs strive to implement and improve program and service delivery; increase technical and professional knowledge and expertise; fund the certification/licences/training required for new professional standards and best practices, and build capacity in specialty areas.

In 2018-19, 18 training proposals from 8 departments/public bodies were approved. Some examples of training initiatives include:

- Environmental Spills Response Training (Community & Government Services/Environment)
- Income Assistance Training Conferences (Family Services)
- Community Health Representative Training Program (Health)
- Dysphagia Training (Health)
- Deputy Sheriff Training (Justice)

In total, over 351 employees participated in training funded under the Specialized Training and Program Development Fund.

Mentorship Program

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

There are currently 28 mentors and mentees participating in the mentorship program, in mentoring relationships that focus on one or more of five (5) key mentoring areas:

- Inuit societal values
- social
- leadership
- specialized
- *Hivuliqtikhanut* Leadership Development Program

Information sessions and training were provided, one-on-one and group sessions, to potential mentors and mentees. Two (2) mentorship information sessions were offered via videoconference.

Hivuliqtikhanut Leadership Development Program

Trending research shows that most successful organizations do not recruit leaders, they grow their own! Through the *Hivuliqtikhanut* Leadership Development Program, the GN is practising Qanuqtuurniq – being innovative and resourceful, by growing its own leaders. The GN's *Hivuliqtikhanut* Leadership Development Program focuses on the development of 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 GN's Leadership Competency Model guides the program curriculum, and identifies eight core behavioural competencies – like building relationships, creating community, being flexible and adaptable, contributing to sound decisions – as well as three technical competencies (people/financial/program management). Inuit societal values are at the heart of the *Hivuliqtikhanut* program:

- Inuit societal values are the foundation for the curriculum design and learning activities.
- The first module in each series focuses on Nunavut history and governance.
- Inuit Elders are invited as guest speakers.
- Directors, ADMs and DMs are also invited as guest speakers to share their experiences as leaders within the GN and within the context of Inuit societal values.
- Program alumni model *Pilimmakharniq/Pijariuqharniq* and *Piliriqatigiinniq/Ikajuqtigiinniq* by volunteering as mentors to current participants via the GN's mentorship program.

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)
- Master of Business Administration (Leadership) (three credits – equivalent to one course exemption)

Graduates of all *Hivuliqtikhanut* Series receive advanced standing at **Nunavut Arctic College** as follows:

- Management Studies Diploma (credits for two course exemptions)

In 2018-19, the Public Service Training division graduated two cohorts of the *Hivuliqtikhanut* Leadership Development Program:

- The second cohort of the Emerging Leaders' Series graduated in Rankin Inlet in June 2018



- The third cohort of the Supervisors' Series graduated in Iqaluit in November 2018



The second cohort of the Senior Managers' Series began in October 2018 and will graduate in June 2019. There are currently 18 participants in this cohort.

To date, 110 GN employees have graduated from the program. *Hivuliqtikhanut* graduation statistics are as follows:

- 65% are Nunavut Inuit, 35% are non-Inuit
- 77% are female, 23% are male
- 56% are from Iqaluit, 44% are from nine other communities across Nunavut.

Participants have come from 11 communities across all 10 GN departments, NAC, NHC, QEC, and the Office of the Legislative Assembly.

Education Leave

In 2018-19, there were a total of 34 employees who were on education leave within the GN.

Department	Education Leave		Total
	Inuit	Non-Inuit	
CH	0	0	0
CGS	3	1	4
EDT	1	0	1
EDU	12	1	13
EIA	1	0	1
ENV	0	1	1
FIN	4	0	4
HEA	3	2	5
JUS	0	1	1
NAC	0	0	0
QEC	0	0	0
FS	1	0	1
NHC	0	1	1
OLA	1	1	2
Totals	26	8	34

Inuit Societal Values

There are many Inuit societal values in the Inuit culture. The GN has adopted eight as guiding principles for the workplace.

Inuuqatigiittiarniq: Respecting others, relationships, and caring for people.

- Respecting and treating others equally is a characteristic Inuit Elders have always stressed (uqaujjuusiat). Government practices should promote impartiality.

Tunnganarniq: Fostering good spirits by being open, welcoming, and inclusive.

- The GN workplaces are people-friendly, welcoming, and accepting to all. Removing any barriers is important in welcoming people.

Pijittirniq: Serving and providing for family and/or community.

- In carrying out their responsibilities all GN employees endeavour to serve each other and the community at large to the best of their abilities.

Aajiqatigiinni: Decision making through discussion and consensus.

- Communications and decisions are made through consultation and seeking input from others.
- Silence is part of communication, and it does not necessarily signify agreement.

Pilimmakharniq/Pijariuqharniq: Development of skills through observation, mentoring, practice, and effort.

- All employees are given opportunities to develop skills through education, mentoring, training, and professional development.

Havaqatigiingniq/Ikajuqtigiingniq: Working together for a common cause.

- All employees work collaboratively to bring individual knowledge and experience to develop mutual understanding and a balanced approach to the provision of programs and services that serve Nunavummiut.

Qanuqtuurniq: Being innovative and resourceful.

- This is the basis of persistence and the GN recognizes and encourages exploration of new ideas.

Avatipitngnik/Munarittiarniq: Respect and care for the land, animals and the environment.

- GN employees are expected and encouraged to respect and care for the environment for a sustainable future.



Jerseys for Humboldt: Employees from the Department of Finance gathered together to show support to the families and loved-ones of the tragic Humboldt Broncos bus crash in Saskatchewan.

Cultural Immersion Days – IQ Trips

The Government of Nunavut provides an opportunity to all departments and public bodies to organize cultural immersion days, which provide a greater understanding of Inuit societal values and languages which help employees better understand the needs and aspirations of the public they serve. Cultural immersion days involve and promote:

- Cross-cultural, diversity and inclusion understanding between Inuit and non-Inuit employees and among all employees
- Land survival skills
- Nature appreciation
- Team building
- Games and songs
- Teachings and stories
- Safety in the workplace

Each department or public body can dedicate two (2) full days or four half days per year for planned events that incorporate Inuit cultural activities in the workplace. It could be time spent on the land or taking part in traditional activities that facilitate team building and learning new skills. Some team building-related activities include, igloo building, Inuktut baseball, sliding, cutting up firewood, cooking/barbequing, ice fishing, fetching ice for water. Participants are also encouraged to share their own cultural backgrounds.



FIN staff is waiting for the tide to go down in-order to clam dig.



Finance staff skidoo trip out to Susie Arnaquq's cabin.



Community & Government Services Staff skidoo trip

Conclusion

The Public Service Annual Report (PSAR) captures and highlights the state of the Nunavut public service. This report provides important information about the structure and composition of the public service workforce, and tracks data trends over time. The *Public Service Act* requires that the government report annually on the management and direction of the public service. There is no required reporting date; however, the Department of Human Resources is committed to tabling the report in a timely fashion, as this is valuable information to members of the Legislative Assembly as well as to the public.

Sources

The Public Service Annual Report (PSAR) takes information from several sources to provide a comprehensive representation of the public service. The sources used in generating this report are:

Towards a Representative Public Service (TRPS) – March 31, 2019

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: occupational, community, by region and by department/public body. This statistical data can be used to predict future trends. This report is prepared by the Department of Finance with participation from all departments/public bodies. ***Please note a detailed TRPS report is attached to this report as an appendix.***

Establishment Report – 2018-19 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 and provides the public service statistics for the PSAR. Some analysis of employee numbers and statistics is based on the Establishment Report, which has an information collection window that is timed differently than the TRPS report. The timing of the different reports results in some minor misalignment of the totals. However, the overall percentages remain aligned. This report contains personal and private information about employees and it is not available to the public.

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 government in their decision-making, planning implementation and evaluations, as well as to make information available to the public. The Statistics division also manages and conducts surveys for Nunavut in conjunction with Statistics Canada. NBS data used for this report is publicly available on the NBS website.

Appendix: March 31, 2019 TRPS Report
(Continued on the following page)