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Building *Nunavut* Together
Nunavut liuqatigiingniq
Bâtir le *Nunavut* ensemble

2017 to 2023 Master Inuit Employment Plan

2019-2020 The journey to becoming an employer of choice for Inuit in Nunavut



Table of Contents

INTRODUCTION	2
Inuit employment is a government-wide effort.....	3
The Master Inuit Employment Plan guides action to 2023.....	3
We are taking the next steps in a long journey.....	4
Inuit societal values show the way	5
LOOKING BACK 1999-2016	6
Inuit employment plans existed before Nunavut.....	6
The GN has maintained Inuit employment plans since 1999.....	6
The GN grew rapidly between 1999 and 2016	6
There are many different occupations in the public service	7
The number of Inuit employees has grown steadily	7
Inuit representation is higher in occupations that need little post-secondary education.	8
LOOKING AT WHERE WE ARE TODAY 2017-2019	9
The GN continues to be Nunavut’s largest employer	9
GN employees need knowledge and skills.....	9
The GN is becoming more successful in hiring Inuit.....	10
The number of Inuit employees continues to grow	10
Inuit representation is higher outside Iqaluit	11
Capacity and turnover affect Inuit employment	11
Many employees have the potential to retire soon	11
Retirement of Inuit employees represents a risk to our goals	12
Nunavut’s Inuit labour market is small.....	12
There is a limited supply of educated Inuit to meet GN needs	13
The GN is competing with other employers for qualified Inuit.....	15
The GN faces three key challenges in Inuit employment	15
LOOKING AHEAD	17
The GN aims to be an employer of choice for Inuit in Nunavut	17
Nunavut’s public service must be sustainable and representative.....	17
We are developing a strong and skilled workforce	18
We are a welcoming and respectful employer.....	20
TAKING THE NEXT STEPS	23
Our goals and targets focus on increasing the number of Inuit employees	23
Inuit employment goals and targets are set by departments and agencies	23
We have set ambitious GN-wide goals and targets to 2023	24
We are implementing a GN-wide action plan to 2023	25
Departments and agencies are also implementing action plans to 2023	27
The GN monitors and reports on progress in Inuit employment	29
FOR MORE INFORMATION.....	30

INTRODUCTION

The Nunavut Land Claims Agreement (Nunavut Agreement) was signed in 1993. Article 23 of the Nunavut Agreement calls on governments to “increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level.” Nunavut was created on April 1, 1999. Since that time, the Government of Nunavut has maintained Inuit employment plans and made continual efforts to ensure that this important obligation is addressed.

The Government of Nunavut relies on federal funding for its operations and to support implementation of the Nunavut Agreement, including Article 23. New 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 to 2023.

The Government of Canada has provided a comprehensive Nunavut Inuit Labour Force Analysis (NILFA) as part of its renewed commitment to funding the implementation of Nunavut. The Government of Nunavut is matching this analysis of the territory’s labour force with a detailed analysis of our own workforce. This data has enabled us to develop a strategic *Master Inuit Employment Plan to 2023*, which will help to accelerate progress towards a representative public service.

The territorial public service has more than doubled in size over the past 20 years, and we are proud to have increased Inuit representation in indeterminate and term positions to 50% during this period of growth. We also involve many more Inuit in casual and relief or on-call work, which gives workers greater flexibility.

The Government of Nunavut provides many opportunities for Inuit to gain employment in the territorial public service. We also offer many opportunities for training, education and career development to help Inuit employees and casual workers develop their skills and follow a desired career path.

Our *Master Inuit Employment Plan to 2023* is accompanied by a technical report with detailed data and information about Nunavut’s labour market and the government’s workforce. Departments and large territorial corporations have also prepared detailed plans to increase the number of Inuit employed in their organizations.

Inuit have increasing choice in employment as Nunavut’s economy continues to diversify. Our continued progress towards a representative public service depends on our ability to attract, develop and retain qualified Inuit as an employer of choice for Inuit in Nunavut. Our progress also depends on the personal decisions that Inuit make to complete high school and pursue post-secondary education and training.

The actions in our *Master Inuit Employment Plan to 2023* aim to ensure that the Government of Nunavut makes meaningful progress in increasing Inuit employment by being:

- A sustainable and representative public service;
- A strong and skilled workforce; and
- A welcoming and respectful employer.

Inuit employment is a government-wide effort

The Government of Nunavut (GN) continues to be committed to meeting our obligations under Article 23 of the Nunavut Agreement and the 2015 Settlement Agreement. We have maintained GN-wide Inuit employment plans to increase the number of Inuit employed in the public service since Nunavut was created in 1999, and have prepared annual Inuit employment plans for each department and territorial corporation since 2006.

Accountability for developing and implementing Inuit employment plans is shared by GN central agencies, departments and territorial corporations:

The central office for Inuit employment prepares GN-wide Inuit employment plans, coordinates departmental Inuit employment planning, and provides Inuit employment programs. The Department of Executive and Intergovernmental Affairs (EIA) was the central office from April 1, 2013 to March 31, 2019. These responsibilities were transferred to the new Department of Human Resources effective April 1, 2019.

In 2017, EIA drafted and began to implement a GN-wide *Master Inuit Employment Plan to 2023* (Master IEP). The Master IEP was updated by the Department of Human Resources in 2019 and will be updated periodically until it is refreshed or replaced in 2023.

The GN's Inuit employment goals and targets can be achieved only through the actions of departments and territorial corporations, supported by central agencies. All departments and territorial corporations prepare annual Inuit employment plans (IEPs) during the business planning and budgeting process each year.

In 2017, departments and large territorial corporations were also required to develop detailed Inuit employment plans to 2023. In addition to developing and implementing their own IEPs, departments and territorial corporations are accountable for making use of Inuit employment programs provided by central agencies and reporting on progress in Inuit employment. They are also accountable for hiring decisions and for providing department-specific pre-employment programs, training, and/or internships.

An interdepartmental committee helps to coordinate the implementation of Article 23 obligations through Inuit employment plans. The GN's Inuit Employment Steering Committee (IESC) consists of senior representatives from all departments and territorial corporations. IESC has provided input to the Master IEP and its ongoing implementation.

The Master Inuit Employment Plan guides action to 2023

The *Master Inuit Employment Plan to 2023* is a strategic workforce plan based on evidence obtained from a comprehensive analysis of Nunavut's labour market and the GN's workforce. Strategic workforce planning is a management process that is used by public and private sector employers in Canada and around the world. It helps employers to understand and plan for future labour needs.

This is the first time that the GN has had the labour market data that is needed for strategic workforce planning. As outlined in the 2015 Settlement Agreement, the Government of Canada is obligated to analyze Nunavut's Inuit labour force to support Inuit employment planning. These Nunavut Inuit Labour Force Analysis (NILFA) reports are providing the GN with a detailed view of the availability, preparedness, and interest of Inuit for government employment. The NILFA reports were used in the development of the *Master Inuit Employment Plan to 2023* and Technical Report.

The GN has matched the NILFA analysis of Nunavut's labour force with a comprehensive analysis of our own workforce. This analysis looked at occupations in the public service and the types of skills, training and education that are typically associated with these occupations. It identified historical trends as well as current issues and opportunities in Inuit employment.

Insights from the strategic workforce planning process are the foundation for the actions we are taking to increase the number of Inuit employees in the GN. The process has provided much more data and information than we can include in the Master IEP. The *Master Inuit Employment Plan to 2023* is accompanied by a detailed Technical Report. It follows the same structure as the Master IEP, but provides a more comprehensive analysis of the GN's workforce and Nunavut's labour market. It includes charts, graphs and statistics to show the facts that we have considered in making our observations and developing our action plan.

Our findings are summarized in the *Master Inuit Employment Plan to 2023*. The Master IEP is available in all of Nunavut's official languages. The Master IEP Technical Report is available in English only at this time.

Both documents are available to employees and the public on the Department of Human Resources' website. Quarterly reports on Inuit employment statistics can also be found there.

We are taking the next steps in a long journey

The Master IEP sets the direction for measurable results to be achieved by 2023 through GN-wide initiatives and departmental Inuit employment plans (IEPs). It considers occupational groups and employment categories in the public service, but does not address specific positions or people. The GN has a legal obligation to protect employee privacy, so planning for specific positions and individual employees is a confidential management activity.

While the GN prepares plans for the public service, employees and potential employees make plans for their own lives. Nunavummiut make choices about their education, training, work, career paths, and personal lives. Potential employees may not be interested in the occupations available in the GN or in the conditions of employment in the public service. Current employees have career and lifestyle goals that may change over time.

In order to increase Inuit representation, departments and territorial corporations must plan to attract new Inuit employees, develop and retain current Inuit employees, and replace Inuit employees who leave the GN. This must all be done at the same time, while continuing to deliver programs and services effectively to Nunavummiut.

We expect that the journey towards a representative public service will be a long one.

Although some occupations in the GN can be entered with a high school education, many occupations require post-secondary education. It may take decades for sufficient numbers of Nunavut Inuit to pursue education in professional occupations where the GN has many positions, such as teaching or nursing.

We have set ambitious goals and targets to increase the number of Inuit employees in the GN by 2023. There are many factors beyond our control, and we know there is a risk that we will not reach these goals. We will, however, continue to make progress towards a representative public service.

As in any long journey on the land or sea, we must pause occasionally to reflect on where we have come from and where we are going. The *Master Inuit Employment Plan to 2023* represents a pause in our long journey towards a representative public service as we:

- Look back to where we have come from since 1999;

- Look at where we are today;
- Look ahead to where we are going; and
- Identify the next steps we must take to get there.

Inuit societal values show the way

We are guided in our journey by eight Inuit societal values that are particularly important to the Government of Nunavut:

- **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.
- **Aajiiqatigiinni**: Decision making through discussion and consensus.
- **Pilimmaksarniq/Pijariuqsarniq**: Development of skills through observation, mentoring, practice, and effort.
- **Piliriqatigiinni/Ikajuqtigiinni**: Working together for a common cause.
- **Qanuqtuurniq**: Being innovative and resourceful.
- **Avatittinnik Kamatsiarniq**: Respect and care for the land, animals and the environment.

As *Turaaqtavut*, the mandate of the Fifth Assembly, calls on us to do:

- We will provide education and training that prepares children, youth and adults for positive contributions to society and for meaningful employment through *Sivummuqapalliajjutivut*.
- We will strengthen Nunavut as a distinct territory in Canada and the world through *Inuunivut*.
- We will work in partnership to advance the goals and aspirations of Nunavummiut through *Katujjiqatigiinnivut*.

LOOKING BACK 1999-2016

In looking back at where we have come from in our journey, we emphasize the period from April 1999 to March 2016 because it begins with the creation of Nunavut and ends with the fiscal year when the 2015 Settlement Agreement was signed.

Inuit employment plans existed before Nunavut

The Nunavut Land Claims Agreement (Nunavut Agreement) was signed in 1993. Many groups were involved in preparing for the creation of Nunavut on April 1, 1999, including the Government of the Northwest Territories, the Government of Canada, and Tunngavik Federation of Nunavut (now Nunavut Tunngavik Incorporated or NTI). These groups worked together as the Nunavut Implementation Commission, including planning to set up the new territorial government with Inuit representation of 50% in all employment categories.

The Nunavut Implementation Commission analyzed the labour market and prepared Inuit employment and training plans. These plans recognized that it would be difficult to find enough Inuit who were qualified for government occupations that require post-secondary education. Despite all efforts, the new Government of Nunavut was created with only 44% Inuit representation on April 1, 1999. This included 789 Inuit employees transferred from the Government of the Northwest Territories and 44 Inuit staff of the temporary Office of the Interim Commissioner.

The GN has maintained Inuit employment plans since 1999

The Government of Nunavut established long-term strategic directions in an ambitious Inuit Employment Plan developed in 1999-2000. This plan identified themes and initiatives to be implemented over time. Many of these initiatives are still relevant and remain in place.

GN-wide implementation plans for 2003-2008 and 2009-2013 focused on refining the original strategy, prioritizing Inuit employment initiatives, and implementing them. These plans assumed that federal funding for Nunavut implementation would continue beyond 2003. During the second implementation period from 2003 to 2013, however, the GN received limited implementation funding and no analysis of the Inuit labour market in Nunavut.

Despite a 2006 conciliator's report on the resources needed to implement Article 23, the parties were not able to reach an agreement until May 2015, when a Settlement Agreement was signed for the implementation period from 2013 to 2023.

As an employer, the GN has always invested in the development of our employees. Without continuing implementation funding, however, we had to pursue more modest Inuit employment plans from 2003 to 2015 than those envisioned in Nunavut's early years.

The GN grew rapidly between 1999 and 2016

During the GN's first year of operation, the public service included a total of approximately 1,380 positions in departments, Nunavut Arctic College, and Nunavut Housing Corporation. The GN grew rapidly to more than 2,700 positions in March 2001 and more than 4,650 positions in March 2016 (including Qulliq Energy Corporation).

Prior to the creation of Nunavut, nurses were employed by health boards and teachers and other school-based positions were employed by education boards. The Nunavut Implementation Commission did not include these occupations in its plans to recruit and develop Inuit for employment in the new territorial government.

Health and education boards were closed in 2000 and their employees became GN employees. This change caused the GN to almost double in size in its first two years of operation.

Nunavut has a young and rapidly growing population, so the GN has added positions each year to maintain and improve services to Nunavummiut. Between 2001 and 2016, much of the growth was in the Professional and Administrative Support employment categories. Increases in the number of nurses, teachers and other school-based positions contributed significantly to the growth in these categories.

There are many different occupations in the public service

The Government of Canada maintains a National Occupational Classification (NOC) system to describe occupations or types of jobs in the Canadian labour market. Groups of occupations are based on the type of work and the type of education or training (“skill type”) that is typically associated with the work.

The GN assigns a NOC code to each position as part of the job evaluation process. Our workforce analysis used these codes to understand historical trends in occupations in Nunavut’s public service.

Based on our workforce analysis from 1999 to 2016:

- The GN has a broad range of occupations, with positions in every occupational group except those associated with natural resources extraction and agriculture.
- The occupations in the GN are similar to those in other Canadian public sector organizations.
- Approximately 79% of GN positions are in occupational groups that typically involve post-secondary education, training or extensive experience in the occupation.
- The remaining 21% of positions are in occupational groups that typically involve high school completion or little formal education.
- The proportion of positions in each occupational group and skill type has remained relatively stable since 2007, although the total number of positions has grown.

The number of Inuit employees has grown steadily

The GN has six broad categories of employment: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support. Inuit employment statistics are summarized by these employment categories in the quarterly *Towards a Representative Public Service* (TRPS) reports which are available on the Department of Human Resources’ website. TRPS reports show that:

- The number of Inuit employed in the GN increased steadily from a total of 943 in March 2001 to 1,723 in March 2016.
- Inuit representation was highest in the Administrative Support employment category and lowest in Senior Management from 1999 to 2016.

Inuit representation (% Inuit) is the percentage of Inuit in filled positions. Inuit representation grew from 43% in 2001 to a high of 52% in 2009. It declined to 50% in 2012 and has remained at that level, despite a steady increase in the number Inuit employees. This means that the GN has been successful in maintaining the representation of Inuit, even with continuing growth in the number of positions and the number of positions filled.

Inuit representation is higher in occupations that need little post-secondary education

Our workforce analysis used National Occupational Classification (NOC) codes to gain insight into Inuit employment at a more detailed level than we can get by looking at the GN's six broad employment categories.

Based on our workforce analysis from 1999 to 2016:

- The greatest increase in the number of Inuit employees was in four occupational groups: Management; Finance and administration; Education, social, community, and government services; and Service occupations.
- Inuit employment grew the least in Health occupations.
- Inuit representation was lowest in occupations that typically involve a university degree and/or extensive occupational experience. Many of these occupations are in the regulated professions¹, which have specific educational requirements under law (e.g., engineers, nurses, teachers).
- Inuit representation was highest in occupations that typically involve on-the-job training and instruction in job duties. Many of these occupations can be entered with high school education or no formal education at all.

¹ Qualifications for regulated occupations are determined by an external authority to ensure that standards of competency and practice are met for the profession or trade.

LOOKING AT WHERE WE ARE TODAY 2017-2019

As we look at where we are today in our journey, we emphasize the period starting in fiscal year 2016-2017 because it is when we began to develop the *Master Inuit Employment Plan to 2023*.

The GN continues to be Nunavut's largest employer

The government sector includes federal, territorial and municipal governments in Nunavut. This sector employs more Nunavut Inuit than all other sectors combined. According to the 2017 Aboriginal Peoples Survey, among Nunavut Inuit who were employed in the territory, almost 55% were working for government in Nunavut at federal, territorial or municipal levels.

The Government of Nunavut has been the largest employer in the territory since Nunavut was created. The number of positions in the GN increased from 4,650 in March 2016 to approximately 5,138 as of September 2019. The number of positions grew in all GN employment categories, most occupational groups, and all skill types.

As an employer, the GN is characterized by:

- Continuing growth;
- A continuing commitment to increase and enhance Inuit employment;
- Targeted education, learning and development to enhance capability and Inuit employment;
- An improved framework for managing human resources; and
- A continuing emphasis on becoming a values-based organization.

GN employees need knowledge and skills

GN employees need knowledge and skills to serve Nunavummiut effectively. Our analysis showed that in the GN's departments and agencies, approximately:

- 55% of positions are in occupations that typically involve a university degree;
- 24% of positions are in occupations that typically involve a college diploma or trades training;
- 17% of positions are in occupations that typically involve high school completion; and
- 4% of positions are in occupations that typically involve little or no formal education.

Almost half of GN positions that require a university degree are in the regulated professions, including accountants, engineers, lawyers, nurses, and teachers. These professions have specific licensing requirements that typically involve a university degree in a particular field of study.

Since 2013, Inuit representation has been approximately 32% in positions involving education at the university level. In all other skill types, Inuit representation is well above the overall GN average of 50%.

The GN reviews job descriptions and job ads to ensure that education, experience and other qualifications are necessary to the work and not inflated or a barrier to Inuit employment. In some types of positions, we are able to reduce educational requirements by providing in-service

training for employees who are hired with some high school. Many community-based positions are positions of trust and require candidates to have a satisfactory Criminal Record Check and a clear Vulnerable Sector Check before hiring.

The GN is becoming more successful in hiring Inuit

From 2008 to 2014, Inuit were hired into advertised GN positions at a rate that tended to be lower than the rate of non-Inuit hires. In recent years, we have had greater success in hiring Inuit, particularly outside Iqaluit.

Job ads for GN positions in decentralized communities tend to attract more applications from Inuit than postings in Iqaluit or smaller communities. The territorial average was five Inuit applicants per GN job posting in 2016-2017. Each job posting in a decentralized community received an average of seven applications from Inuit in contrast to three in Iqaluit and five in smaller communities.

Over the past several years, the GN has hired Inuit at a higher rate outside Iqaluit than the rates in Iqaluit and in Nunavut as a whole.

- In 2015-2016, Inuit submitted 20% of all job applications and were hired in 54% of advertised positions that were filled in Nunavut, but in 75% of positions that were filled in communities outside Iqaluit.
- In 2016-2017, Inuit submitted 24% of all job applications and were hired in 47% of advertised positions that were filled in Nunavut, but in 75% of positions that were filled in communities outside Iqaluit.
- In 2017-2018, Inuit submitted 18% of all job applications and were hired in 53% of advertised positions that were filled in Nunavut, but in 70% of positions that were filled in communities outside Iqaluit.

The number of Inuit employees continues to grow

The number of Inuit employees in the GN increased from 1,723 in March 2016 to approximately 1,835 in September 2019. Inuit representation continues to be highest in the Administrative Support employment category and lowest in Senior Management.

Our analysis showed some encouraging trends in Inuit employment since 2016:

- Inuit representation remained at 50% from 2016 to 2019, despite a steady increase in the number Inuit employees. However, Inuit were hired at approximately the same rate as non-Inuit. This is an improvement over previous years.
- In five occupational groups, Inuit were hired at the same rate or at a greater rate than non-Inuit: Finance and administration; Natural and applied sciences; Education, social, community, and government services; Art, culture, recreation and sport; and Manufacturing and utilities.
- The number of Inuit employees increased in all skill types during the period. Inuit employment grew the most in occupations that typically involve a college diploma or trades training.

Inuit representation is lowest in occupations that typically involve a university degree and/or extensive occupational experience, including the regulated professions. As of March 2018,

approximately 25% of positions in the GN were in the regulated professions. Inuit representation was only 26% in the regulated professions in March 2018.

Inuit representation is highest in occupations that typically involve on-the-job training and instruction in job duties. Many of these occupations can be entered with high school education or no formal education at all.

Inuit representation is higher outside Iqaluit

Approximately 60% of GN positions are located outside Iqaluit. As of September 2019, Inuit representation was 70% or greater in almost half of all communities. Inuit representation was 34% in Iqaluit.

The NILFA identified geographic mobility as a key factor in limiting Inuit participation in the labour force and availability for government employment throughout the territory. Between 2011 and 2016, 93% of Inuit in Nunavut did not move from their home community. Among Inuit government employees whose home community is in Nunavut, 81% worked in their home community and 81% of these had never moved to obtain government employment.

Capacity and turnover affect Inuit employment

The GN describes staffing capacity as the percentage of approved positions that are filled by indeterminate or term employees. Capacity is a measure of the human resources that are available and working to achieve the government's mandate and the operational priorities of each department and agency.

GN capacity decreased from 77% in March 2013 to 71% in September 2019. To maintain and increase capacity, departments and agencies must not only fill new positions but also fill positions that are vacant due to turnover.

The turnover rate is defined as the number of GN employees in indeterminate or term positions who leave the GN annually for various reasons, including retirements, resignations, end of term contracts, lay-offs, and in rare cases dismissals. The annual turnover rate varies greatly from year to year; it was 12% in 2017-2018 and 21% in 2018-2019.

Filling vacancies is a priority across the public service to strengthen operational capacity and to increase and enhance Inuit employment. Our Inuit employment objectives are enabled not only by hiring more Inuit, but also by adding to our ability to support Inuit employment initiatives such as internships, mentorships, and releasing employees for training or education.

Many employees have the potential to retire soon

Turnover includes employees who leave the public service by retiring. Among employees who left the GN in 2018-2019, 13% retired. The future potential for employees to leave through retirement can be estimated, unlike other forms of turnover.

Our analysis showed that the GN's workforce is aging. In 2013, approximately 32% of the total GN workforce was age 50 or over. By 2017, 36% of our workforce was age 50 or over. The oldest age profile was in occupations that typically involve on-the-job training rather than formal education. The youngest age profile was in occupations that typically involve high school completion, but not post-secondary education.

An aging workforce causes an increase in turnover due to employee retirement. In the GN, indeterminate employees become eligible for retirement based on factors that include age and

years of service. We use the term “retirement potential” because employees may decide not to retire when they become eligible.

Our workforce analysis included an estimate of retirement potential among indeterminate employees from 2017 to 2023. As of March 2017, the total potential for retirement was approximately 16% of the current GN workforce, including:

- 21% of employees in occupations that involve a university degree;
- 11% of employees in occupations that involve a college diploma or trades training;
- 9% of employees in occupations that involve high school completion; and
- 18% of employees in occupations that involve little or no formal education.

Retirement of Inuit employees represents a risk to our goals

In order to achieve their Inuit employment goals and targets, departments and agencies must hire additional Inuit employees and replace Inuit who leave the GN, including those who retire.

As of March 2017, 15% of all Inuit employees in the GN had the potential to retire by 2023.

- The retirement potential of Inuit employees was greatest in occupations that involve a university degree and/or extensive career experience. More than 150 Inuit employees (26% of the current Inuit workforce in these occupations) were eligible to retire by 2023.
- In occupations that involve a college diploma or trades training, approximately 40 Inuit employees had the potential to retire by 2023.
- In occupations that involve high school completion, approximately 50 Inuit employees had the potential to retire by 2023.
- In occupations that involve little or no formal education, approximately 30 Inuit employees had the potential to retire by 2023.

The potential for retirement by 2023 was generally higher in communities outside Iqaluit than in Iqaluit. In most communities, the potential for retirement among Inuit and non-Inuit employees was highest in occupations that typically involve post-secondary education at the university or college level.

Departments and agencies must plan ahead to mitigate the risks associated with retirement potential. Although the retirement of non-Inuit employees creates opportunities for new Inuit hires, there may be a very limited pool of local Inuit who are available and prepared for employment in the occupations that typically involve post-secondary education.

Nunavut’s Inuit labour market is small

A market is a place where buyers and sellers come together to make an exchange. In a labour market, the exchange is between employers and workers.

Nunavut’s labour market does not yet support a fully representative public service. As the 2018 Nunavut Inuit Labour Force Analysis (NILFA) shows, the supply of Inuit workers does not come close to matching government demand, for the following reasons:

Nunavut has a young and rapidly growing population. At age 25, young adults are likely to have completed education or training and are entering their prime working years. The adult

working age population age 25 or over is more likely to be available and prepared for government employment than those under age 25.

In Canada as a whole, approximately 15% of the population was under age 15 and 27% was under age 25 in 2016. Nunavut's population is much younger.

In 2016, 36% of Nunavut's Inuit population was under age 15 and 55% was under age 25. This means that Nunavut's adult working age (age 25 or over) population included approximately 14,000 Inuit in 2016, including elders. According to the 2018 NILFA, among the decentralized communities:

- The proportion of young Inuit under the age of 15 ranged from a low of 31% to a high of 41%.
- The proportion of Inuit under the age of 25 ranged from a low of 50% to a high of 60%.
- The proportion of adult working age Inuit (age 25 or over) ranged from a low of 40% to a high of 50%.

Inuit participation in Nunavut's labour market remains low. A significant proportion of adult working age Inuit are not participating in the labour force² and are therefore not readily available for government employment. As reported in the 2018 NILFA, 28% of Inuit age 25-64 years were not participating in Nunavut's labour force in 2016. Among Inuit (age 25 or over) in decentralized communities, 20%-40% did not participate in the labour force in 2016. This means that many Inuit in their prime working years were not employed or self-employed, and not actively looking for employment.

According to the 2017 Aboriginal Peoples Survey, Inuit report that they are not in the labour force for a number of reasons including: being retired, caring for children or other family members, attending school, fearing the loss of public housing, having a chronic illness or disability, or believing that no suitable work was available.

The available Inuit labour pool is small. Among adult working age Inuit, 69% participated in the labour force in 2016. At the time of the 2016 census, the pool of Inuit (age 25 or over) who were available for GN employment was approximately 9,275 individuals or only 31% of Nunavut's total Inuit population. This included more than 1,700 Inuit who were already employees of the GN and 5,200 Inuit who were employed outside the GN, or who were working for the GN as Siviliqtiksats interns, casuals, or on-call workers at the time of the census.

There is a limited supply of educated Inuit to meet GN needs

Inuit who are available for employment may not be prepared for employment in government. The 2018 NILFA confirmed that while Nunavut Inuit continue to express interest in government employment, relatively few have achieved the level of education that would prepare them for the many specialized occupations that are found in any Canadian public service.

High school completion provides a foundation for employment and post-secondary studies. Completing high school or equivalent provides the basic literacy, numeracy, and thinking skills that are necessary for successful careers in government and/or for successful completion of post-secondary education or training.

² Statistics Canada defines labour force participants as individuals who are age 15 or over, and employed, self-employed, or unemployed and actively looking for employment.

In 2016, 55% of adult working age Inuit (age 25 or over) in Nunavut had not completed high school and had no diploma or degree. In decentralized communities, the proportion of adult working age Inuit with no certificate, diploma, or degree ranged from a low of 44% to a high of 68%.

In every community in Nunavut, Inuit who completed high school or who had higher education were more likely to be employed than those who did not complete high school. Inuit with foundational education or training and work experience are likely to have a choice of employers and jobs.

Pre-employment programs and initiatives help to prepare Inuit for employment, including some occupations in the GN. The Department of Family Services provides programs and services to link Nunavummiut with jobs, including pre-employment and on-the-job supports for education, training, work experience, and employment readiness. While the GN may not benefit directly from the pre-employment and career development programs that it administers for Nunavummiut outside the public service, these programs have the potential for indirect benefit as they increase the pool of skilled Inuit in the territory's labour force.

Some departments and territorial corporations sponsor pre-employment training programs that develop the knowledge and skills needed in occupations that are specific to their mandates.

Educational attainment among Nunavut Inuit is increasing, but not quickly enough to meet GN needs. The educational levels of Nunavut Inuit are rising. However, the supply of Inuit with education beyond high school is currently insufficient to meet the needs of the GN and many other employers in the territory.

As reported in the 2018 NILFA:

- The number of Inuit (age 20 or over) with a high school diploma increased from approximately 800 in 2001 to almost 1,900 in 2011 and over 2,600 in 2016.
- The number of Inuit (age 20 or over) with a trades, apprenticeship or college certificate or diploma increased from approximately 2,600 in 2001 to over 3,100 in 2011 and almost 4,100 in 2016.
- The number of Inuit (age 20 or over) with a university certificate, diploma or degree increased from approximately 190 in 2001 to over 300 in 2011 and over 450 in 2016.

In decentralized communities:

- The proportion of Inuit (age 25 or over) with a high school diploma or equivalent as the highest education ranged from a low of 9% to a high of 18%.
- The proportion of Inuit (age 25 or over) with an apprenticeship or trades certificate ranged from a low of 6% to a high of 17%.
- The proportion of Inuit (age 25 or over) with a college diploma or university certificate ranged from a low of 11% to a high of 26%.
- The proportion of Inuit (age 25 or over) with a university degree (bachelor level or above) ranged from a low of 1% to a high of 3%.

The GN has a high demand for specific qualifications. The 2018 NILFA reported that of the 4,550 Inuit who had completed post-secondary education at the time of the 2016 census, 90%

had obtained a certificate, diploma or degree at the college level. Only 10% (450 Inuit) had graduated from a university program.

Among Inuit with post-secondary education or training, many popular fields of study do not lead directly towards employment in GN occupations. In every community, the GN has a high demand for post-secondary qualifications in education, social services, and health, but few Inuit graduate from these fields of study.

The 2018 NILFA showed that most Inuit post-secondary graduates pursue fields of study that prepare them for work in construction, mining, or municipal operations. Only one of the top-ranking fields of study provides graduates with transferrable skills for many GN occupations: Business, management, and public administration. This was the most popular field of study for Inuit in six decentralized communities and ranked second in several more.

The GN is competing with other employers for qualified Inuit

Nunavut has a mixed economy that is characterized by a large government sector and a rapidly expanding mining industry. As the economy continues to grow, Inuit who participate in the labour force have greater choice in employers, types of employment, conditions of work, and work schedules.

Inuit have increasing choice in employers and types of employment. Nunavummiut have opportunities to work in industries that include government, transportation, mining, construction, arts and culture, tourism, retail, hospitality, and other local services. Inuit who are available and prepared for employment may not be interested in government work or the conditions of indeterminate or term employment in the public service.

As Nunavut's economy becomes increasingly diversified, different types of employment and work schedules are available. Nunavummiut can now choose among full-time, part-time, contract, casual, relief, seasonal, and self-employment opportunities in many communities in the territory. Inuit with entrepreneurial interests have access to an increasing range of programs to stimulate and support the development of small businesses or other forms of self-employment.

There is high competition among employers in the territory for Inuit with transferrable knowledge, skills and experience. The majority of GN positions typically involve education, training and/or extensive work experience following completion of high school. Many other employers in the territory also require education at or above the high school level. As reported by Statistics Canada, approximately 37% of job vacancies in Nunavut required education above the high school level and 30% required high school completion in 2018 and early 2019.

As Nunavut's largest employer, the GN is contributing to the strong demand for skilled and knowledgeable workers and must compete with employers in a growing range of industries, as well as with municipal governments and Inuit organizations.

The GN faces three key challenges in Inuit employment

In summary, the GN faces three key challenges in increasing and enhancing Inuit employment in the public service:

There are continuing gaps between Nunavut's labour market supply and the GN's demand. In many of the GN's occupational groups, the supply of qualified, available and interested Inuit does not come close to matching the territory's demand. This is due to: a small Inuit labour force; a limited supply of educated Inuit; and a high demand for specific qualifications, including the regulated professions.

There is increasing competition for scarce talent in Nunavut. In any part of Canada, residents of large and small communities choose to work in industries and sectors other than the government sector. Some choose a career path or employer and stay with it for decades, while others change career directions and/or employers throughout their working years. The GN faces increasing competition for scarce talent in Nunavut as: Nunavummiut have increasing choice in types of employment within the territory; other employers in Nunavut are competing for Inuit labour force participants; and many Inuit remain outside the labour force.

Capacity, turnover and retirement affect Inuit employment objectives. The GN experienced an exceptionally high turnover rate in 2018-2019 and capacity decreased to 71% as of September 2019. Some of the turnover was due to retirements, and more employees can be expected to retire in coming years. Although turnover may create opportunities for new Inuit hires, low capacity can affect our ability to support new employees fully or to assist experienced employees to achieve their career goals.

LOOKING AHEAD

As we look ahead and take the next steps in our journey, we begin in fiscal year 2017-2018 because it is when we started to implement the *Master Inuit Employment Plan to 2023*.

The GN aims to be an employer of choice for Inuit in Nunavut

An “employer of choice” stands out from other employers that are competing in a labour market. It has a positive reputation and a brand that is visible to job seekers long before they become employees. It is able to attract and keep qualified people because job seekers are aware of what it means to be a part of the organization and employees feel a sense of loyalty and pride.

The Government of Nunavut was named one of Canada’s Top Employers in two categories: Canada’s Top Employers for Young People (2019 and 2020) and Canada’s Best Employers for Recent Graduates (2018, 2019, and 2020). This competition is organized by the Canada’s Top 100 Employers Project. It recognizes employers that offer the nation’s best workplaces and programs for young people who are starting their careers.

The *Master Inuit Employment Plan to 2023* aims to ensure that the GN is an employer of choice for Inuit in Nunavut through programs and initiatives that enable us to be:

- A sustainable and representative public service;
- A strong, skilled workforce; and
- A welcoming and respectful employer.

Nunavut’s public service must be sustainable and representative

The Government of Nunavut is committed to a sustainable public service that is representative of the territory’s population. We are aware that a representative public service is a very important aspect of fulfilling the promise of Nunavut – and we are proud of our efforts towards that long-term goal.

To meet the obligations of Article 23 and to be fully effective in its role, Nunavut’s public service must attract and retain increasing numbers of skilled and qualified Inuit to work in GN occupations throughout the territory and at all levels.

During the period 2017 to 2023, we are focusing on:

- Identifying and addressing any GN-wide barriers to Inuit employment;
- Preparing and implementing evidence-based Inuit employment plans; and
- Refreshing the GN Human Resource Strategy.

The GN believes that any and all barriers to Inuit employment should be examined and, wherever possible, removed or at least reduced. Between October 2015 and June 2016, the GN’s Inuit Employment Steering Committee (IESC) worked closely with the Department of Executive and Intergovernmental Affairs to assess and provide recommendations on potential barriers to increasing Inuit employment within the GN. These recommendations have informed GN-wide actions identified in the Master IEP.

We recognize that wider social and economic issues may create barriers to Inuit employment and Inuit participation in the labour force. GN departments and agencies are working to address many of these issues, which are generally beyond the scope of Inuit employment plans.

The insights from our strategic workforce planning process are being used to develop and implement evidence-based Inuit employment plans. Prior to the 2015 Settlement Agreement, there was little analysis of Nunavut's labour force beyond the data that was routinely published by Statistics Canada. Following the signing of the Settlement Agreement in May 2015, the Government of Canada has provided a series of Nunavut Inuit Labour Force Analysis (NILFA) reports that the GN is using in planning and taking action to increase Inuit employment. We are also applying insights from the analysis of our own workforce.

The GN's Human Resource (HR) Strategy identifies initiatives to develop the capacity and capability of the public service. It supports the vision of a representative public service that is skilled and engaged in effective, efficient and economical delivery of programs and services to Nunavummiut. The HR Strategy was developed in 2014. It is scheduled to be refreshed in 2019-2020 under the leadership of the new Department of Human Resources to ensure that Nunavut's public service can respond to current and future challenges and opportunities.

We are developing a strong and skilled workforce

A strong public service is made up of skilled and committed people who are motivated to contribute to a positive future for Nunavut.

The GN provides opportunities for Nunavummiut to enter, develop and advance in public service roles. Ongoing and new education, training and career development programs support departmental Inuit employment plans. These programs provide Inuit employees with an opportunity to pursue their career interests by joining and remaining in the territorial public service.

During the period 2017 to 2023, we are focusing on:

- Adding comprehensive new education, training and career development opportunities for Inuit employees and casual workers; and
- Continuing to provide education and training to all employees of the public service.

New programs for Inuit employees are funded through the 2015 Settlement Agreement until 2023:

- The Hivuliqtikhanut Emerging Leaders Program provides participants with an opportunity to explore the perspectives, knowledge and skills needed in professional and management roles. Graduates of the program receive accreditation in the form of advanced standing in Nunavut Arctic College's Management Studies program and in selected undergraduate and graduate programs at Dalhousie University.
- The Policy Foundations Program provides modular, classroom-based learning to enable Inuit employees and casual workers to explore and develop the perspectives, knowledge and skills needed for a career in public policy.
- The Amaaqtaarniq Education Program aims to remove barriers to post-secondary education by sponsoring long-term post-secondary education leave for Inuit employees who wish to qualify for a hard-to-fill occupation or profession in the GN.

- The Career Broadening Program provides on-the-job learning to enable Inuit employees and casual workers to expand their work-related skills and experience.
- The Training Travel Fund aims to increase the participation of Inuit employees in job- and career-related training by paying departments and agencies for the costs of employee travel for training. The department pays for the cost of the training itself.

The GN provides ongoing programs for Inuit employees:

- A Career Achievement Record documents the career history, educational attainment, and development experiences of Inuit employees who participate in selected learning programs. The Career Achievement Record is a confidential form that helps Inuit employees develop learning plans, prepare job applications, and pursue career goals.
- The Sivuliqtiksat Internship Program supports up to 16 interns throughout the year. The program provides departments and agencies with funding to develop Inuit interns for targeted management or specialist positions.
- Departments and territorial corporations create and fund trainee or internship positions to provide job-specific training and experience for Inuit employees.
- Inuktitut and Inuinnaqtun First Language courses are available throughout the year for Inuit employees to increase oral, typing, written, and reading proficiency.

Many programs are available to all GN employees and help to enhance Inuit employment:

- A comprehensive new Policy Skills Development Program was introduced in 2017-2018 to build and sustain the capacity for policy research and development in the GN and to increase Inuit employment in policy positions. The program provides modular, classroom-based learning for all GN employees in policy-related roles at basic and advanced levels.
- The Hivuliqtikhanut Leadership Program provides three modular, classroom-based programs: Emerging Leaders, Supervisors, and Senior Managers. These comprehensive programs use the GN Leadership Competency Model and Inuit societal values as a foundation. Participants who successfully complete one of these programs receive formal accreditation in the form of advanced standing in Nunavut Arctic College's Management Studies program and in selected undergraduate and graduate programs at Dalhousie University.
- The GN's Mentorship Program is deeply rooted in the guiding principles of Inuit societal values. During the mentorship, there are open-ended discussions about setting and achieving goals through the sharing of experiences and knowledge. Employees are encouraged to seek and use mentors when they take on new roles or participate in an intensive learning program such as the Hivuliqtikhanut Leadership Program.
- A Specialized Training and Program Development Fund is available for all departments and agencies to develop technical, job-specific competencies within a department or across an occupational group. Each program is designed and delivered by a sponsoring department, which must submit a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.
- A trainer's allowance is provided to employees who are training another employee on the job. A learning plan and a training agreement must be signed off by participants and funded internally in their respective departments or agencies.

- The Education Leave Program encourages employees to take leave for formal educational pursuits. Education leave can be approved for short or long term, and with or without financial assistance from the employee's department.
- The Public Service Training Division provides training programs targeted at occupations found in all departments. These programs are delivered in modules towards a GN certificate of achievement. Occupational programs have included Administrative Services, Communications, Supervisory, Human Resource Practitioner's Program, and the Nunavut Advanced Management Diploma Program.
- The Public Service Training Division also coordinates short courses and workshops for all GN employees. These programs are designed to meet common training needs in areas such as computer literacy, financial management, supervisory skills, and human resources management.
- The GN offers language training in all of Nunavut's official languages: Inuktitut, Inuinnaqtun, English, and French. In 2018-19, 140 participants benefited from 29 foundational to professional language training sessions delivered in thirteen different communities. In order to more effectively reach employees across Nunavut, ten courses were delivered via videoconference.
- The Summer Student Employment Equity Program (SSEEP) is available to all secondary and post-secondary students living in Nunavut and studying in or outside the territory. This program provides opportunities for students to explore different types of work and helps Nunavummiut youth to gain practical working experience in the public service. Inuit receive priority in the summer student hiring process.

We are a welcoming and respectful employer

To be viewed as an employer of choice, an organization must provide a welcoming, respectful, and supportive work environment. This begins with how prospective employees are engaged and supported by the organization while applying for jobs. It continues with how employees are engaged and supported every day at work.

The GN offers employment opportunities throughout the territory in a variety of occupations. Inuit employment programs and initiatives enable Inuit employees to pursue their career interests and aspirations while remaining in the territorial public service. The GN also offers a generous and comprehensive total rewards package to employees, including: competitive salaries, pension and benefits; a continuous service bonus; housing benefit; northern allowance; generous leave entitlements; and employee training and development opportunities.

During the period 2017 to 2023, we are focusing on:

- Attracting and hiring more Inuit applicants;
- Creating a healthy and welcoming workplace; and
- Strengthening the Inuit language in the public service.

Our recruitment and selection programs are continuously improving to attract and hire more Inuit applicants:

- The GN participates in specialized career fairs and targets post-secondary institutions to position the public service as an employer of choice. A role models campaign features Inuit employees to build awareness of the public service as a place to have an

interesting and rewarding career. Many departmental IEPs include public outreach and communications to promote in-demand occupations and attract potential Inuit candidates to jobs available in the department or agency.

- The Department of Human Resources provides a variety of tools to assist job seekers who are interested in GN employment, including: a general recruitment information package; tips for writing an effective resume; a guide to the interviewing technique that is commonly used in the GN; and detailed recruitment information for teachers, nurses, and physicians.
- The selection process is being improved continuously, including: ongoing training and coaching for interview panel members; a pilot project for interviews by videoconference; a new, easier to understand interview rating system; and a review of a portfolio of work to support candidate assessment where it is relevant.
- The Priority Hiring Policy gives priority treatment to Nunavut Inuit in all recruiting actions, including short-term assignments, transfers, and job competitions. Inuit job applicants who meet the qualifications of a position are given priority over other applicants through the competition process. The policy applies to all departments, boards, and agencies.
- A Restricted Competitions Policy supports the GN's commitment to the priority hiring of Inuit. Competitions can be restricted to: Nunavut Inuit only; Nunavut Inuit in a particular location; or GN employees only (internal competition). Inuit employees of the GN are given first priority in internal competitions. All positions that are evaluated as being in the Administrative Support employment category must be restricted to Nunavut Inuit or Nunavut Inuit by location only.
- The GN is committed to staffing positions through a competitive process. However, under certain circumstances, appointments without competitions may be more appropriate. Direct appointments are used primarily to make progress towards a qualified and representative public service.

A healthy and welcoming workplace is essential to the well-being and effectiveness of all public servants:

- Nunavut was created with a vision of a territorial government that is shaped by and belongs to Nunavummiut, incorporating the best of Inuit and contemporary views of government. *Iviqtippalliajut: In the Process of Falling into Place* sets out a framework to help embed Inuit knowledge and values in GN policies, programs, services, and workplaces. It was released by the Department of Culture and Heritage in 2018 and is in the process of being implemented.
- A group of GN employees has been certified in the facilitation of Indigenous Cultural Competence (ICC) workshops. The two-day program includes an overview of Indigenous Canada, cultural competence or capacity, history of Canada, resilience of Indigenous communities, addressing racism, and skills of the ally to build effective relationships with Indigenous peoples and communities.
- The GN strives to create a workplace and service environment that incorporates Inuit societal values. These values serve as guidelines that contribute to a public service that is grounded in the ethics and philosophy of Inuit. Cultural Immersion or Inuit Qaujimagatuqangit (IQ) Days provide a greater understanding of Inuit societal values, Inuit traditions, and Inuit languages to help all employees better understand the needs and aspirations of Inuit in Nunavut.

- Cultural orientations are offered across the GN. Topics include the history of Nunavut and Inuit societal values. A traditional activity is included in each session. Cultural orientation is the first module in each of the Hivuliqtikhanut and Policy Skills Development programs. General orientation sessions are also available to all employees. Job-specific orientations are provided in the individual workplaces.
- The GN is committed to ensuring that employees have a safe and healthy workplace in which to do their jobs. This includes making all reasonable efforts to prevent workplace harassment and bullying and to eliminate such issues if they exist. All offers of employment with the GN now include copies of the Harassment Free Workplace Policy; new employees are required to acknowledge that they understand and agree to act in accordance with this directive.
- The GN has committed to provide respectful workplace training to enable all managers and employees to recognize, address and prevent workplace harassment and bullying.
- The GN supports public servants by providing an Employee and Family Assistance Program. This program provides short-term, confidential, professional counseling for personal and workplace issues to help employees and their families find solutions to problems that affect them. The services are available free of charge, 24 hours a day, seven days a week. Services are offered directly in Inuktitut, English, and French, or Inuinnaqtun in conjunction with a translator.
- Exit surveys provide insight into the factors that contribute to an employee leaving a job or an organization. A confidential online exit survey is available to all employees changing jobs within the GN or leaving the GN. The survey invites employees to describe their positive experiences as well as issues that need attention and improvement.

The GN is committed to valuing and strengthening the Inuit language in the public service. The preservation and protection of the Inuit language has been a priority of the territorial government since Nunavut was created in 1999. The *Inuit Language Protection Act* requires the GN to take positive action to promote the use of Inuktitut in all sectors of Nunavut society. This includes increasing the use of the Inuit language in the GN workplace and providing GN services to the public in the Inuit language.

- To support the use of Inuktitut as a working language of the public service, the GN implemented a new Inuit Language Incentive Policy in October 2017. The policy recognizes and rewards employees who demonstrate and increase their Inuit language skills through an annual allowance based on their proficiency level.
- As part of our commitment to Inuit employment and strengthening the use of Inuktitut in the public service, the GN delivers language training to employees in Inuktitut, English, and French. Inuktitut courses are offered across Nunavut at both foundational and professional levels. English and French courses focus on speaking, listening, reading and writing skills for second language learners.

TAKING THE NEXT STEPS

Our goals and targets focus 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 agency at a point in time. Goals are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department or agency expects to achieve at the point in time. *The goal is the number of Inuit employees, not the Inuit representation rate.*

An **Inuit employment target** is the projected number of Inuit employees in an employment category (e.g., Paraprofessional). Targets are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department or agency expects to achieve at the point in time. *The target is the number of Inuit employees, not the Inuit representation rate.*

The estimated **Inuit representation rate** is the percent (%) of Inuit employees associated with a numerical goal or target. Inuit representation rates can only be estimated, as the calculation depends on highly variable factors such as the total number of positions and the number of filled positions, or capacity, at a point in time. *The estimated Inuit representation rate should not be considered as a goal or target for these reasons.*

Inuit employment goals and targets are set by departments and agencies

Departments and territorial corporations set their Inuit employment goals and targets by considering the labour market in Nunavut as a whole and in the communities where their offices are located. Factors may include:

- The availability, interest and level of preparedness of Inuit for government employment;
- Trends in the number of Inuit who are likely to be qualified now and in the future for available positions and high-demand occupations;
- Competition for skilled Inuit throughout the GN and with other employers in the territory;
- Recent trends in staffing and recruitment in the GN;
- Operational requirements and approved positions and budgets; and
- Vacancies and projected turnover rates in the department or corporation.

In setting their goals and targets, departments and territorial corporations cannot exceed the approved number of positions in each employment category as of the date of the IEP. However, the approved number of positions in each employment category can be expected to change over the period of the IEP, so the goals and targets are also subject to change.

Annual goals, targets and priorities are included in departmental and agency Business Plans. These annual IEPs include one-year Inuit employment goals and targets along with priority actions for the three-year period of the Business Plan. The annual IEPs are “rolling” plans that are updated each year during the Business Planning and Main Estimates cycles.

Annual goals and targets may vary from those in departmental IEPs to 2023, as they are based on more current factors such as:

- Approved changes in the number of positions and/or operating budget;
- Approved changes in organizational structure;
- Approved operational priorities;
- Existing vacancies; and
- New vacancies expected in the immediate future.

We have set ambitious GN-wide goals and targets to 2023

GN-wide goals and targets are established by rolling up the goals and targets that departments and territorial corporations have set to increase the number of Inuit employees. Goals and targets are expressed as “FTEs” or full-time equivalents. This means that an employee working half time would be 0.5 FTE, or half of an FTE.

By March 31, 2020, we expect that the GN will employ 2,040 Inuit (FTEs). This would result in an estimated Inuit representation rate of 54%, depending on the total number of GN positions and capacity at that time. It is an increase of 284 Inuit FTEs over March 31, 2017.

By March 31, 2023, we expect that the GN will employ 2,300 Inuit (FTEs). This would result in an estimated Inuit representation rate of 58%, depending on the total number of GN positions and capacity at that time. It is an increase of 260 Inuit FTEs over the goal for March 31, 2020.

TARGETS BY EMPLOYMENT CATEGORY

EMPLOYMENT CATEGORIES	INUIT EMPLOYMENT TARGETS (FTEs)*					
	CURRENT (as of March 31, 2017)		SHORT-TERM (by March 31, 2020)		MEDIUM-TERM (by March 31, 2023)	
	Inuit Employed	% Inuit	Inuit Employed	Estimated % Inuit	Inuit Employed	Estimated % Inuit
Executive	12	36%	16	43%	20	55%
Senior Management	20	15%	38	25%	45	29%
Middle Management	92	27%	119	31%	145	38%
Professional	348	27%	426	30%	535	36%
Paraprofessional	428	60%	489	67%	545	71%
Administrative Support	856	86%	952	89%	1,010	90%
TOTAL GOALS Departments, Agencies, Boards and Corporations	1,756	50%	2,040	54%	2,300	58%

* Note that the number of Inuit FTEs is rounded and does not include public officials, political staff, Sivuliqtiksats interns, casual workers, substitute teachers, and relief workers.

The GN expects to increase the number of Inuit employees in all employment categories in the short term (by 2020) and medium term (by 2023). The targets for employment categories may change during these periods due to departmental factors such as: program and service delivery requirements; turnover and attrition; and staffing issues and opportunities.

We are implementing a GN-wide action plan to 2023

The *Master Inuit Employment Plan to 2023* includes a summary action plan that covers the contract period to March 31, 2023. Implementation has been underway since the draft Master IEP was developed in 2017-2018. The action plan will be refreshed periodically.

The identified actions aim to ensure that the Government of Nunavut is:

- A sustainable and representative public service;
- A strong and skilled workforce; and
- A welcoming and respectful employer.

1. A SUSTAINABLE AND REPRESENTATIVE PUBLIC SERVICE

OBJECTIVES	EXPECTED OUTCOMES
Identify and remove barriers to Inuit employment in the Government of Nunavut.	<ul style="list-style-type: none"> • Evidence-based GN-wide and departmental IEPs to guide development and implementation of targeted actions.

ACTION	TIMING
1.1 Review IESC recommendations to remove barriers and identify specific GN-wide actions for the Master IEP, as appropriate.	2017-2018
1.2 Incorporate strategic workforce planning as a foundation for Inuit employment planning by central agencies, departments and corporations.	2017-2018 and ongoing
1.3 Develop detailed GN workforce analysis reports by occupational group and apply in Inuit employment planning.	2017-2018 and ongoing
1.4 Use the Nunavut Inuit Labour Force Analysis to help inform long-term Inuit employment strategies and programs.	2017-2018 and ongoing
1.5 Prepare detailed Inuit Employment Plans to 2023 for all departments and large territorial corporations.	2017-2018
1.6 Report semi-annually on progress in implementing departmental Inuit Employment Plans to 2023.	2018-2019 and ongoing
1.7 Update the Master IEP to 2023 and coordinate the update of departmental IEPs to 2023 periodically.	2019-2020 and ongoing
1.8 Continue to identify and address any barriers to Inuit employment as the Master IEP and departmental IEPs are updated.	2019-2020 and ongoing
1.9 Limit the addition of new positions until departments and territorial corporations have addressed their existing vacancies.	2019-2020 and ongoing
1.10 Enable and support departments in establishing and communicating about career ladders and career paths for Inuit.	2019-2020 and ongoing
1.11 Revise the Staff Housing Policy and implement improvements to the staff housing program.	2019-2020 and ongoing
1.12 Refresh the GN Human Resource Strategy (2014-2018) and implement.	2019-2020 and ongoing
1.13 Develop and implement a strategy to refocus HR policies and programs on Inuit employment.	2020-2021 and ongoing
1.14 Develop and implement programs and tools to plan for and manage succession.	2020-2021 and ongoing

ACTION	TIMING
1.15 Review Inuit Employment Plans to 2023 and initiatives to guide plans for the next implementation contract period to 2033.	2022-2023

2. A STRONG AND SKILLED WORKFORCE

OBJECTIVE	EXPECTED OUTCOMES
Provide comprehensive education, training, and career development programs to enhance Inuit employment and to strengthen the public service.	<ul style="list-style-type: none"> • Opportunities for Inuit employees to pursue and succeed in their chosen career paths within the GN. • A workforce with the necessary skills for an effective public service.

ACTION	TIMING
2.1 Continue to deliver and evaluate ongoing education, training, and development programs for Inuit employees.	Ongoing
2.2 Continue to deliver and evaluate ongoing education, training, and development programs for all employees.	Ongoing
2.3 Continue to work with departments to access funding support for specialized training and programs for public servants.	Ongoing
2.4 Deliver the Hivuliqtikhanut Emerging Leaders program for Inuit employees only.	2017-2018 and ongoing to 2023
2.5 Deliver the Hivuliqtikhanut Emerging Leaders, Supervisors, and Senior Managers programs for all employees.	2017-2018 and ongoing to 2023
2.6 Implement the new Amaaqaarniq Education Program for Inuit employees.	2017-2018 and ongoing to 2023
2.7 Implement the new Career Broadening Program for Inuit employees.	2017-2018 and ongoing to 2023
2.8 Implement the new Travel Training Fund for Inuit employees.	2017-2018 and ongoing to 2023
2.9 Develop and deliver the new Policy Foundations program for Inuit employees only.	2017-2018 and ongoing to 2023
2.10 Develop and deliver the new Policy Skills Training program for all employees.	2017-2018 and ongoing to 2023
2.11 Develop and implement a new financial management training program and improved financial internship program.	2019-2020 and ongoing
2.12 Develop a guide to supporting the development of Inuit employees using findings from the Nunavut Inuit Labour Force Analysis.	2020-2021
2.13 Conduct a training needs analysis to identify next steps in support of Inuit employment objectives.	2020-2021
2.14 Explore options to expand workplace education and training for public servants across Nunavut, including Inuktitut language programming.	2020-2021
2.15 Develop and implement an intensive career development program for Inuit with the potential to become executives.	2020-2021 and ongoing

3. A WELCOMING AND RESPECTFUL EMPLOYER

OBJECTIVE	EXPECTED OUTCOMES
Attract and retain qualified Inuit as an employer of choice in Nunavut.	<ul style="list-style-type: none"> Increase in the number of Inuit employees within the GN.

ACTION	TIMING
3.1 Continue to implement and improve programs and initiatives to attract, recruit and select qualified Inuit to GN employment opportunities.	Ongoing
3.2 Continue to implement and improve programs and initiatives to improve workplace wellness and cultural competence.	Ongoing
3.3 Roll out the Inuit Language Incentive Policy to recognize, reward, and encourage use of the Inuit Language as a working language of the GN.	2017-2018 and ongoing
3.4 Deliver employee language assessments as per the Inuit Language Incentive Policy.	2017-2018 and ongoing
3.5 Develop and deliver internal training for HR practitioners related to mental health in the workplace.	2018-2019
3.6 Develop and deliver a Respectful Workplace Program.	2020-2021 and ongoing
3.7 Develop and implement a public outreach and communications plan to attract Inuit to work in the GN and in specific occupations.	2020-2021 and ongoing

Departments and agencies are also implementing action plans to 2023

The following departments and large territorial corporations have prepared Inuit Employment Plans to 2023.

DEPARTMENTS	LARGE TERRITORIAL CORPORATIONS*
Community and Government Services (CGS) Culture and Heritage (CH) Economic Development and Transportation (EDT) Education (EDU) Environment (ENV) Executive and Intergovernmental Affairs (EIA) Family Services (FS) Finance (FIN) Health (HEA) Human Resources (HR) Justice (JUS)	Nunavut Arctic College (NAC) Nunavut Housing Corporation (NHC) Qulliq Energy Corporation (QEC) *Small corporations prepare annual IEPs only: <ul style="list-style-type: none"> Nunavut Business Credit Corporation Nunavut Development Corporation

In their detailed IEPs to 2023, departments and large territorial corporations have outlined action plans to increase and enhance Inuit employment. These action plans are intended to enable achievement of the short-term and medium-term goals and targets identified in their IEPs.

Departments and corporations have identified six types of actions to increase and enhance Inuit employment:

Ensuring an effective public service	<ul style="list-style-type: none"> • Understand the departmental workforce • Design organizations and jobs to support Inuit employment • Identify career ladders and career paths to enable advancement • Improve the workplace environment
Staffing and recruiting	<ul style="list-style-type: none"> • Improve staffing processes and practices • Make use of available staffing tools • Attract and retain qualified Inuit • Develop job competition and interview skills
Planning and monitoring training and development	<ul style="list-style-type: none"> • Communicate education and training opportunities to employees • Plan and monitor education, training, and career development • Plan for succession
Providing education, training and development	<ul style="list-style-type: none"> • Provide performance management training • Offer an on-boarding program • Sponsor advanced education • Sponsor in-service training within the department • Make use of GN-wide programs for Inuit employees • Provide other leadership and management training
Supporting pre-employment training	<ul style="list-style-type: none"> • Provide new and improved pre-employment training programs • Make pre-employment scholarships available
Undertaking public outreach and communications	<ul style="list-style-type: none"> • Establish partnerships to attract Inuit candidates • Promote the GN or department as an employer of choice

The chart below shows the types of actions that departments and large territorial corporations are implementing.

TYPES OF ACTIONS	DEPARTMENTS AND TERRITORIAL CORPORATIONS													
	CGS	CH	EDT	EDU	EIA	ENV	FIN	FS	HEA	HR	JUS	NAC	NHC	QEC
Effective public service	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Staffing and recruiting	X	X	X	X	X	X	X	X	X	X		X	X	X
Training and development plans	X		X	X	X		X	X	X	X		X	X	X
Education, training and development	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Pre-employment training	X	X		X		X			X		X			X
Public outreach/communications	X	X	X	X	X	X	X	X	X	X	X	X	X	X

The GN monitors and reports on progress in Inuit employment

The GN has been implementing actions identified in the *Master Inuit Employment Plan to 2023* since it was drafted in 2017-2018, along with ongoing actions that were identified in earlier Inuit employment plans. The action plan is a rolling plan that is refreshed periodically.

Departmental IEPs to 2023 include Inuit employment goals, targets and an action plan. Implementation of departmental action plans has been ongoing since 2017-2018. Departments and territorial corporations report semi-annually to the Department of Human Resources on progress in implementing their IEPs.

Progress reports are internal working documents that enable the central office for coordination of Inuit employment to monitor the status of actions and assess whether or not outcomes have been achieved. It also enables the central office to determine whether or not issues and opportunities in Inuit employment need to be elevated from a departmental level to a GN-wide level.

Action plans in the Master IEP and departmental IEPs to 2023 cover an extended period of time. Actions are described in a general or high level way. More detailed, internal plans are made before each action is implemented.

Specific, priority actions are identified for the upcoming fiscal year during the GN's annual Business Planning and Main Estimates process. Annual IEPs are included in all departmental and agency Business Plans. Annual IEPs include one-year Inuit employment goals and targets along with priority actions for the three-year period of the Business Plan and comments on progress made in implementing the previous year's actions. Business Plans and annual IEPs are available to GN employees and Nunavummiut on the Department of Finance's website.

Inuit employment statistics reflect the results of efforts made by departments and agencies to increase Inuit employment. These statistics are published quarterly in *Towards a Representative Public Service* (TRPS) reports. Additional information about Inuit employment is included in the GN's *Public Service Annual Report* (PSAR). TRPS and PSAR reports are publicly available on the Department of Human Resources website.

FOR MORE INFORMATION

For more information about the *Master Inuit Employment Plan to 2023* or Inuit employment programs and initiatives for GN employees, please contact:

Sivumuaqatigiit Division, Department of Human Resources
Tel: 867-975-6016
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The *Master Inuit Employment Plan to 2023* references sources of information about Nunavut's labour market and Inuit employment in the GN. Links to key sources are provided here.

GOVERNMENT OF NUNAVUT

Department of Human Resources

<https://www.gov.nu.ca/human-resources/information/publications>

- *Master Inuit Employment Plan to 2023*
- Master Inuit Employment Plan Technical Report
- HR Strategy
- Human Resources Manual
- Inuit Employment Statistics (TRPS reports)
- Policies
- Public Service Annual Reports (PSAR)

<https://www.gov.nu.ca/human-resources/information/inuit-employment-and-training>

- Inuit Employment Plans
- Inuit Training Initiatives

<https://www.gov.nu.ca/training-calendar>

- Public Service Training Calendar

Department of Finance

<https://www.gov.nu.ca/finance>

- Budgets and Business Plans, including annual Inuit Employment Plans

Department of Culture and Heritage

<https://www.gov.nu.ca/culture-and-heritage/information/inuit-societal-values-project>

- *Iviqtippalliajut: In the Process of Falling into Place 2018-2023* (2018)

GOVERNMENT OF CANADA

<https://www150.statcan.gc.ca/n1/daily-quotidien/181126/dq181126d-eng.htm>

- *Aboriginal Peoples Survey–Nunavut Inuit Supplement 2017* (November 2018)

<https://www.canada.ca/en/employment-social-development/corporate/reports/research/nunavut-inuit-labour-force-analysis-summary.html>

- *Nunavut Inuit Labour Force Analysis (NILFA) Report* (August 2018)