



Human Resource Strategy 2019-2023

A Strong, Sustainable and Representative Public Service

A strong public service is made up of skilled and committed people who are motivated to contribute to the well-being of Nunavummiut and a positive future for the territory. To be sustainable and fully representative, Nunavut's public service must attract and retain increasing numbers of qualified Inuit employees in all communities.

Our Human Resource Strategy

The HR Strategy is a living document that is refreshed periodically and reported on annually to enable proactive planning and capacity-building. Although the identified goals and priorities remain the same during the period of an HR Strategy, new actions may be added through the annual business planning process as needed.

- Inuit employment,
- Use of Inuit societal values,
- Recruiting and staffing,
- Training and career development, and
- Leadership development.

The HR Strategy for the period 2019-2023 builds on our established momentum and reflects the focused leadership to be provided by the new Department of Human Resources, which was created on April 1, 2019.

Implementation in Unprecedented Times

Refreshing the HR Strategy was a priority for the new Department of Human Resources in its first year of operation. Ongoing and new actions identified in the department's business plan guided continuing implementation of during 2019-20 while the HR Strategy 2019-2023 was being developed.

As the HR Strategy 2019-2023 was being finalized in late 2019-20, the World Health Organization declared a global pandemic due to the rapid spread of COVID-19, the disease caused by the novel coronavirus known as SARS-CoV2.

The Government of Nunavut moved swiftly to implement public health measures to address the threat of a COVID-19 outbreak in Nunavut. These measures included closing schools to students for the remainder of the 2019-20 school year and establishing a work-from-home program for non-essential public servants from March to June 2020.

The Department of Human Resources has completed most action items identified in the draft HR Strategy 2019-2023 for 2019-20 despite the disruption to some government operations in late 2019-20 and early 2020-21.

The HR Strategy 2019-2023 reflects a pre-pandemic context in Nunavut. Momentum has slowed on some well-established GN initiatives in employee recruitment, education, training, and development due to shifts in operational priorities and restrictions on gatherings and travel. Initiatives to support employee well-being and morale are becoming increasingly important in attracting, engaging and retaining public servants.

Employers in Canada and around the world expect to be dealing with the impact of the ongoing pandemic on economies, health and social well-being, workforces, and workplaces for the next several years. The GN will adjust implementation of the HR Strategy 2019-2023 through the annual business planning process as local, national and global circumstances evolve in these unprecedented times.

Guiding Principles

The Human Resource Strategy aims to strengthen and support the use of Inuit societal values in Government of Nunavut workplaces, in policy and program development, and in the delivery of government services to Nunavummiut. It is guided by:

Inuuqatigiitsiarniq: Respecting others, relationships and caring for people.

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

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

Aajiiqatigiinniq: Decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq: Development of skills through observation, mentoring, practice, and effort.

Pilirigatigiinniq/Ikajuqtigiinniq: Working together for a common cause.

Qanuqtuurniq: Being innovative and resourceful.

Avatittinnik Kamatsiarniq: Respect and care for the land, animals and the environment.



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 (Iqqanaijaqtinut Kajungiqsaigutiksait Parnautigijangit), the Government of Nunavut's Human Resource Strategy (HR Strategy) for the period 2019 to 2023.

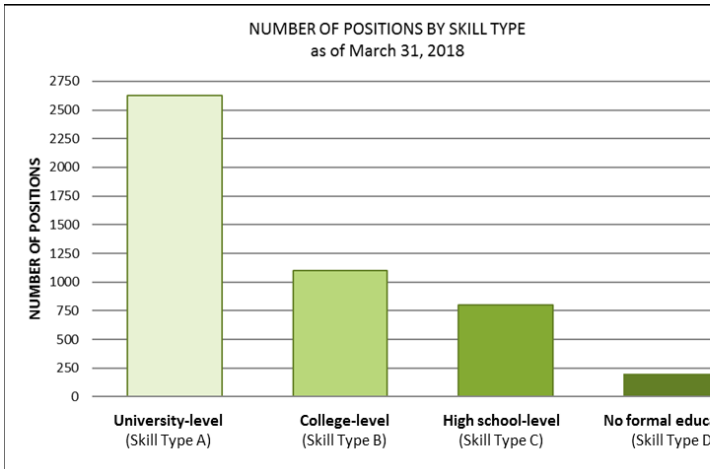
The HR Strategy 2019-2023 supports an efficient, effective and sustainable public service with skilled people and strong leaders that are representative of the people of Nunavut. It enables each department and territorial corporation to provide opportunities for employees to enter, develop and advance in public service roles in a supportive work environment. It also allows for the public service to make strides toward providing enhanced services in Inuktitut and other official languages in Nunavut.

- Implement their plans to increase and enhance Inuit employment;
- Invest in the education, training and career development of all public servants, with an emphasis on increasing the number of Inuit employed in professional and leadership roles; and
- Create healthy and respectful work and service environments.

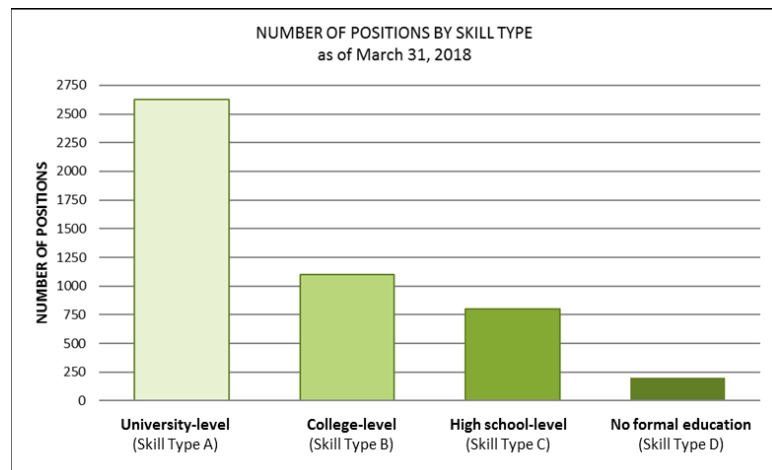
Government of Nunavut Human Resource Strategy 2019-2023

Canada has a National Occupational Classification system that describes occupations by the type of work and the type of education or training (skill type) needed to enter the occupation. The GN's workforce analysis used this system to analyze occupations in the public service.

- 55% of positions are in occupations that typically involve a university degree and/or extensive career experience (Skill Type A)
- 24% of positions are in occupations that involve a college diploma or trades training (Skill Type B)
- 17% of positions are in occupations that involve high school completion (Skill Type C)
- 4% of positions are in occupations that involve little or no formal education (Skill Type D)



Skill Type	Number of Positions
University-level (Skill Type A)	2600
College-level (Skill Type B)	1100
High school-level (Skill Type C)	800
No formal education (Skill Type D)	200



In every community, the GN has a high demand in education, social services and health occupations, but relatively few Nunavummiut have the necessary post-secondary qualifications.

An aging workforce is likely to increase retirement as a factor in staff turnover. 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.

The future potential for employees to leave through retirement can be estimated, unlike other forms of turnover. 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 involving 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.

The HR Strategy 2019-2023 includes actions to support succession planning, with an emphasis on identifying and developing future leaders.

The GN is competing with other employers in the territory

Nunavut has a mixed economy that is characterized by a large government sector and an expanding mining industry. As the economy continues to grow and diversify, Nunavummiut have increasing choice in industries, employers, types of employment, conditions of work, and work schedules.

There is high competition among employers in the territory for Nunavummiut with transferrable knowledge, skills and experience. The territory's labour force is under-developed, however. Education attainment among adults in Nunavut is significantly less than that for the adult population of Canada as a whole. As a result, the GN must compete with employers throughout the territory, the country and beyond to attract people with the knowledge and skills needed for many occupations.

The HR Strategy 2019-2023 includes actions to position the GN as an attractive employer to job seekers within and outside the territory. It also includes actions to provide young Nunavummiut with opportunities to experience GN employment.

Leaders for Today and Tomorrow

Leadership development is crucial

Public sector leadership is becoming increasingly complex as relationships evolve among the levels of government and with the private sector. Difficult socio-economic

Nunavut is no exception. Our public sector leaders require skills to work collaboratively with a variety of partners to implement the Nunavut Agreement, address the territory's challenges and realize its potential.

Retirement potential among managers in the GN is comparable to that in other jurisdictions and in Canada as a nation. As of March 2018, approximately:

- The HR Strategy 2014-2018 established a comprehensive new leadership development program for emerging leaders, supervisors and senior managers in the public service. It also enabled new education and career development supports for Inuit employees with potential and interest to be developed as managers and leaders in the GN.

A Representative Public Service for the Future

The Government of Nunavut continues to be committed to meeting our obligations under Article 23 of the Nunavut Agreement and the 2015 Settlement Agreement. Accountability for developing and implementing Inuit employment plans (IEPs) to increase the number of Inuit employed in the public service is shared by central agencies, departments and territorial corporations.

New federal funding for Inuit employment initiatives became available in May 2015 through a Settlement Agreement for the period 2013 to 2023. To guide the use of these

new funds, the GN drafted and began to implement a government-wide Master Inuit Employment Plan to 2023 in 2017-18. Departments and large territorial corporations (Nunavut Arctic College, Nunavut Housing Corporation and Qulliq Energy Corporation) also developed and began implementing detailed multi-year IEPs in 2017-18. The Master IEP and departmental IEPs were updated before being released publicly in late 2019-20. All departments and territorial corporations continue to identify annual priorities for action in the IEPs included in their business plans each year.

The Master IEP and departmental IEPs to 2023 are strategic plans based on a series of Nunavut Inuit Labour Force Analysis (NILFA) reports prepared by the Government of Canada and the GN's own analysis of the public service workforce.

The HR Strategy 2019-2023 summarizes key GN-wide initiatives to bring more qualified Inuit into the public service early in their careers and to develop Inuit employees into skilled public administrators and future leaders.

The labour force has a limited supply of skilled and qualified Inuit

An effective public service requires skilled and knowledgeable employees who can enable achievement of the government's mandate and priorities. This means the GN must hire people who have acquired the necessary qualifications and experience or who have the educational foundation, including literacy and numeracy, that is needed to develop skills and knowledge through on-the-job training.

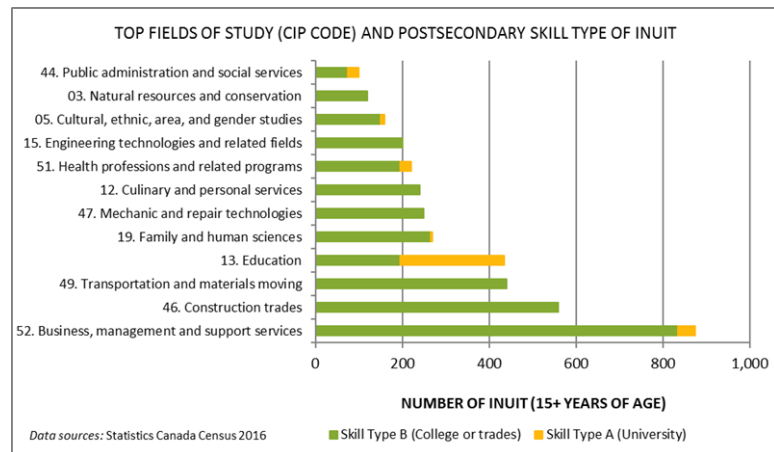
The educational levels of Nunavut Inuit are rising. However, the supply of Inuit with education beyond high school is currently insufficient to meet the needs of the GN and many other employers in the territory. As reported in the 2018 NILFA:

- The number of Inuit (age 20 or over) with a high school diploma increased from approximately 800 in 2001 to over 2,600 in 2016.
- The number of Inuit (age 20 or over) with a trades, apprenticeship or college diploma increased from approximately 2,600 in 2001 to 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 450 in 2016.

The 2018 NILFA showed that many fields of post-secondary study that are popular among Inuit 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.

Only one of the top-ranking fields of study provides graduates with transferrable skills for many GN occupations: business, management and public administration.



The number of Inuit employees is increasing

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 5,010 positions (FTEs) in March 2019 (including Qulliq Energy Corporation).

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. However, our success is improving.

- In 2016-17, Inuit submitted 24% of all job applications and were hired in 47% of positions that were filled throughout Nunavut.
- In 2017-18, Inuit were 53% of those hired, despite only 18% of applications being from Inuit.

During this same period from 2008 to 2014, Inuit hiring rates were higher in communities outside of Iqaluit. Outside Iqaluit, Inuit were hired in 70-75% of positions that were filled in these years.

The Master Inuit Employment Plan and departmental IEPs to 2023 include comprehensive analyses of Inuit employment opportunities and challenges, and detailed action plans to increase the number of Inuit employees.

The HR Strategy 2019-2023 includes actions to improve the staffing process and outcomes and to continue to remove barriers to increasing and enhancing Inuit employment in the public service.



The GN is committed to ensuring an effective public service through fairness and transparency in the staffing process. Our recruiting and staffing activities are guided by human resource policies and directives.

The HR Strategy 2019-2023 includes specific actions to align and strengthen programs to attract and recruit skilled people and grow the strong leaders that we need in the public service. Some of these programs are also designed to enable Inuit employment objectives.

Engaging and developing employees

Employers in all sectors recognize the importance of ongoing learning and development to help employees succeed in their current roles and progress in their careers.

The GN is committed to providing education, training and career development programs for all public servants, along with specific opportunities for Inuit employees and Inuit casual workers. GN-wide offerings are supplemented by department-specific programs that provide on-the-job training for new employees or particular occupational groups.

The HR Strategy 2019-2023 includes specific actions to expand and improve education, training and career development programs to increase Inuit employment and ensure that we have the skilled people and strong leaders that are needed in the public service.

Enhancing and improving HR programs and services

Excellence in the delivery of programs and services depends on employees with the knowledge, skills, tools, and language capabilities to do the job. GN employees deliver programs and services to external and internal clients. External clients are those beyond the boundaries of the public service; internal clients are those within the public service.

The HR Strategy 2019-2023 includes specific actions to review and improve human resource policies and programs to increase and support Inuit employment in the GN and enable a healthy and respectful work and service environment for all employees of the public service.

Applying data and information in planning and decision-making

Employers everywhere need meaningful and accurate data on their workforces and the local labour market to identify and address specific challenges and opportunities in recruitment, retention and skill development.

Prior to 2016, the GN maintained basic statistics on the public service workforce and had little information about Nunavut's labour market beyond the data that is routinely published by Statistics Canada. Following the signing of the 2015 Settlement

Agreement, the Government of Canada began to provide a comprehensive analysis of Nunavut's Inuit labour force to support Inuit employment planning. The GN has supplemented these NILFA reports with a detailed analysis of the public service workforce over time.

The GN maintains a variety of records to document staffing and hiring activities, training and development activities, employee relations cases, health and safety incidents, and data from employee engagement and exit surveys. Implementing electronic systems to manage and track these human resource management records will improve efficiency and enable timely and thoughtful analysis of trends.

The HR Strategy 2019-2023 includes specific actions to generate, manage and make use of labour market, workforce and human resource management data in planning and decision-making to increase Inuit employment, improve the workplace environment, and ensure that we have the skilled people and strong leaders that are needed in our public service.

Overview of Goals and Priorities 2019-2023

GOALS			
Inuit Employment	Skilled People	Strong Leaders	A Respectful Workplace
We are continuing to increase and enhance Inuit employment in the public service	We are attracting, developing and retaining skilled people	We are growing strong and effective leaders	We are supporting a healthy and respectful work and service environment
PRIORITIES			
<ul style="list-style-type: none"> Recruiting the skilled people we need Engaging and developing employees Enhancing and improving HR programs and services Applying data and information in planning and decision-making 	<ul style="list-style-type: none"> Recruiting the skilled people we need Engaging and developing employees Enhancing and improving HR programs and services Applying data and information in planning and decision-making 	<ul style="list-style-type: none"> Recruiting the skilled people we need Engaging and developing employees Enhancing and improving HR programs and services Applying data and information in planning and decision-making 	<ul style="list-style-type: none"> Recruiting the skilled people we need Engaging and developing employees Enhancing and improving HR programs and services Applying data and information in planning and decision-making

The next section of the HR Strategy describes in detail our goals, priorities and actions from 2019 to 2023.

Goal 1: Inuit Employment

We are continuing to increase and enhance Inuit employment

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 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 additional Inuit in more flexible work as casuals, relief workers or substitute teachers.

The GN provides many opportunities for Inuit to gain indeterminate employment. We also offer opportunities for training, education and career development to help Inuit employees develop their skills and follow a desired career path.

Progress Since 2014

The GN relies on federal funding for its operations and to support implementation of the Nunavut Agreement, including Article 23. The HR Strategy 2014-2018 was developed during a period when the GN was receiving limited implementation funding, so it included relatively modest actions to increase and enhance Inuit employment by:

- Maintaining Inuit employment plans for departments and territorial corporations;
- Promoting Inuit employee role models;
- Reviewing and improving the Sivuliqtiksat Internship Program;
- Providing individual support for Inuit education, training and career development;
- Introducing an education leave sponsorship program for Inuit only; and
- Developing employee proficiency in Inuktitut as a first language.

New federal funding for Inuit employment initiatives became available in May 2015 through a Settlement Agreement for the 10-year period from 2013 to 2023. The agreement also provided for new data on the Inuit labour force in Nunavut. As a result, we implemented more Inuit employment initiatives than planned for 2014-2018.

During the period of the HR Strategy 2014-2018, the number of Inuit employees (FTEs) in indeterminate and term positions increased from 1,642 (March 2014) to 1,787 (March 2019), not including political staff, Sivuliqtiksats interns, casuals, relief workers, and substitute teachers.

We're making progress...

We have developed detailed, multi-year Inuit Employment Plans

Following the signing of the 2015 Settlement Agreement, the GN drafted and began to implement a government-wide Master Inuit Employment Plan (IEP) to guide the use of new funds that are available until 2023. Departments and large territorial corporations also developed and began implementing multi-year IEPs in 2017-18.

The Master IEP and departmental IEPs to 2023 are publicly available on the Department of Human Resources' web page at <https://gov.nu.ca/human-resources/information/inuit-employment-plan-2023>

We have implemented a restricted competitions policy and process

The GN implemented a new Restricted Competitions policy and process in 2015-16 to provide more opportunities for Inuit and to increase the efficiency of the staffing process. Job competitions can be restricted by Nunavut Inuit only, Nunavut Inuit by location, or GN employees only (Nunavut Inuit are given priority).

We have expanded learning and development programs for Inuit

New federal funding for implementation of Article 23 is subsidizing new programs for Inuit employees until 2023:

- The Hivuliqtikhanut Emerging Leaders Program enables Inuit participants to explore the perspectives, knowledge and skills needed in professional and management roles. Graduates receive accreditation in the form of advanced standing in Nunavut Arctic College's Management Studies program and in selected programs at Dalhousie University.
- The Policy Foundations Program provides modular, classroom-based learning to enable Inuit employees and Inuit casual workers to explore and develop the perspectives, knowledge and skills needed for a career in public policy.
- The Amaaqtaarniq Education Leave Program removes barriers to post-secondary education by sponsoring long-term education leave for Inuit employees who wish to qualify for a hard-to-fill GN occupation or profession.
- The Career Broadening Program provides on-the-job learning to enable Inuit employees and Inuit casual workers to expand 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 territorial corporations for the costs of employee travel for training.

Priorities 2019-2023

Over the period of the HR Strategy 2019-2023, we will continue to increase and enhance Inuit employment by:

- Recruiting the skilled people we need;
- Engaging and developing employees;
- Enhancing and improving HR programs and services; and
- Applying data and information in planning and decision-making.

Recruiting the skilled people we need

Become an employer of choice for Nunavut Inuit

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.

During the period of the HR Strategy 2019-2023, we will continue to implement the multi-year Master Inuit Employment Plan to position the GN as an employer of choice for Inuit 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.

Continue to promote Inuit employee role models

The GN highlights the contributions and achievements of Inuit employees in publications, newsletters and social media posts to promote awareness of career opportunities in the public service. [Ongoing]

All Hivuliqtikhanut Leadership Development and Policy Skills Development programs feature internal and external guest speakers, with an emphasis on Inuit managers and executives as role models for program participants. [Ongoing]

Establish an Inuit Pre-Employment Steering Committee

Inuit Employment Plans prepared by some departments and territorial corporations include pre-employment training to help Inuit develop the knowledge and skills needed to apply for and succeed in occupations that are specific to departmental mandates.

A new Inuit Pre-Employment Steering Committee (IPESC) will oversee the ongoing implementation of pre-employment training initiatives as currently set out in departmental IEPs, as well as the ongoing identification and recommendation of new

pre-employment priorities and initiatives. The IPESC will also oversee the GN's participation in the development and implementation of a new tripartite Inuit Pre-Employment Training Plans Strategy, which will be jointly developed by Government of Nunavut, Government of Canada and Nunavut Tunngavik Inc. [2021-22 and ongoing]

Provide education and training to prepare Inuit for devolution-related occupations

In August 2019, the *Nunavut Lands and Resources Devolution Agreement in Principle* (AIP) was signed by three parties - the Government of Canada, the Government of Nunavut, and Nunavut Tunngavik Inc. In accordance with the AIP, the parties have developed a strategy to address human resource development requirements in the approximate five-year transitional period between signing of the AIP and the devolution transfer date. The principal objective of the Transitional Human Resources Development Strategy (“the Transitional Strategy”) is to maximize Inuit employment at all levels within the complement of positions that will be created in the GN as a result of devolution, while ensuring that the GN will have the necessary human resource capacity to carry out the responsibilities it receives from the Government of Canada.

The Transitional Strategy includes post-secondary education and on-the-job training initiatives to prepare Nunavut Inuit for employment opportunities in GN devolution-related positions. A tripartite advisory committee will oversee and monitor the implementation of the Transitional Strategy. The GN's Devolution Secretariat will take a lead role in coordinating GN-specific commitments identified in the Transitional Strategy and will administer contracts with service providers for program delivery and other implementation activities. [2020-21 and ongoing]

Engaging and developing employees

Make effective use of funds for Inuit education and training

Federal funding for GN implementation of Article 23 is subsidizing new education and training programs for Inuit employees until 2023. The funds are accessed through the tripartite Nunavut Implementation Panel (NIP) and the Makigiaqta Inuit Training Corporation, which involve the Government of Canada, Government of Nunavut and Inuit organizations in administering these funds.

We will continue to offer the Hivuliqtikhanut Emerging Leaders Program, the Policy Foundations Program, the Amaaqtaarniq Education Program, the Career Broadening Program and the Training Travel Fund to develop Inuit employees. [Ongoing]

The GN will also seek funding approval through NIP and Makigiaqta for additional, new pre-employment and employment training initiatives for Inuit during the period of the implementation contract to 2023. [Ongoing]

Continue to offer an education leave program for Inuit

The Amaaqaarniq Education Leave Program aims to remove barriers to post-secondary education by sponsoring long-term education leave for Inuit employees who wish to qualify for a hard-to-fill occupation or profession in the GN. The GN guarantees employment to indeterminate employees when the Amaaqaarniq leave is over.

We will continue to make this program available to indeterminate, term, and casual Inuit employees. [Ongoing]

Continue to offer career development programs for Inuit

The Career Broadening Program provides on-the-job experience for Inuit employees, so that they can broaden work-related knowledge and skills needed for career advancement in the GN. Career broadening assignments are between 8 and 12 months long. Each assignment is based on a learning plan.

We will continue to make this program available to indeterminate, term, and casual Inuit employees. [Ongoing]

Continue to offer departmental programs for Inuit interns and trainees

Departmental internship and trainee programs provide on-the-job training and career development supports to Inuit employees. Departments and territorial corporations will continue to initiate these internship or trainee positions and fund them internally.

[Ongoing]

Enhancing and improving HR programs and services

Review and improve HR policies and programs to enable Inuit employment

Nunavut's *Public Service Act* was updated in 2013-14 to modernize the management of the public service. Human resource policies and directives continue to be updated to reflect changes in the legislation, respond to evolving GN needs, improve alignment with Inuit societal values, and enable Inuit employment.

We will continue to review human resource policies and programs to increase Inuit employment and strengthen human resource capacity across the public service. Priorities will be established by the Department of Human Resources each year, including:

- Revising the Amaaqaarniq Education Leave Policy to remove barriers to participation in the program [2019-20];
- Revising the Restricted Competitions Policy to restrict all positions in the Administrative Support employment category to Inuit [2019-20]; and
- Updating and enhancing training and development policies and directives and improving the tracking and reporting of training and development data. [2020-21]

Maintain and implement annual and multi-year Inuit employment plans

A new GN-wide Master IEP to 2023 was prepared in 2017-18. It outlines challenges and opportunities in Inuit employment, and summarizes government-wide Inuit employment goals and actions to 2023. Departments and large territorial corporations (Nunavut Arctic College, Nunavut Housing Corporation, Qulliq Energy Corporation) also developed multi-year IEPs in 2017-18, including Inuit employment goals and action plans to 2023.

- Continue to prepare annual Inuit employment plans for all departments and territorial corporations as part of the business planning process;
- Maintain and implement multi-year Inuit employment plans for the GN as a whole and for departments and large territorial corporations; and
- Monitor the progress of central agencies, departments and large territorial corporations in implementing the actions in their Inuit employment plans.

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.

The GN has supplemented the NILFA analysis of Nunavut's labour force with a comprehensive analysis of our own workforce over time. Our 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 challenges and opportunities in Inuit employment.

We are attracting, developing and retaining skilled people

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

- Managing turnover and vacancies, particularly for hard-to-fill positions;
- Forecasting the retirement of external hires in the later stages of their careers;
- Ensuring that knowledge is transferred efficiently on hire and prior to exit; and
- Providing less-experienced Nunavummiut with a stable work environment and committed managers, coaches and mentors who will develop their knowledge and skills over time.

Progress Since 2014

During the period of the HR Strategy 2014-2018, we focused on:

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- Embedding Inuit societal values and traditional knowledge in the policy development process and in policy products is a priority for the GN. A new Policy Skills Development Program was launched in 2017-18 to strengthen capabilities for policy research, analysis and development in Nunavut's context. The program provides modular, classroom-based learning for all GN employees in policy-related roles at basic and advanced levels. A Policy Foundations Program introduces Inuit employees and Inuit casual workers to the GN's policy development process and the skills needed to pursue a career in policy.

A comprehensive new Policy Skills Development Program was introduced in 2017-18 to build capabilities for public policy research, analysis and development in Nunavut's context and to increase Inuit employment in policy positions.

Priorities 2019-2023

Over the period of the HR Strategy 2019-2023, we will continue to attract, develop and retain skilled people by:

- Recruiting the skilled people we need;
- Engaging and developing employees,
- Enhancing and improving HR programs and services; and
- Applying data and information in planning and decision-making.

Recruiting the skilled people we need

Continue to raise the profile of the GN as an attractive place to work

Central agencies, departments and territorial corporations routinely promote career opportunities in the GN to prospective job applicants online, in social media posts, and through job boards, career fairs, trade shows and presentations to target groups.

We will continue to promote the Summer Student Employment Equity Program in all regions to provide Nunavummiut students with an opportunity to gain meaningful work experience in the public service. [Ongoing]

We will develop and maintain an outreach plan to increase the visibility of GN pre-employment training and employment opportunities, with an emphasis on attracting Inuit applicants. [2019-20 and ongoing]

We will update the recruitment section of the GN website to promote the territorial government as an employer of choice for Nunavummiut. [2020-21]

Departments and territorial corporations will continue to implement planned communications and outreach initiatives to promote particular occupations in their organizations and the education or training needed to enter them, with an emphasis on attracting Inuit applicants. [Ongoing]

Review and update the staffing process and guidelines for casual employees

Casual employees are hired by GN departments and territorial corporations for temporary work assignments on special projects, to assist with a high volume of work, or to fill in for employees on leave. In addition to addressing operational demands, casual employment provides learning and development opportunities with potential for hiring into indeterminate or term positions.

We will review and update the casual staffing process and guidelines to ensure application of the Priority Hiring Policy, reduce the use of casual workers in extended work assignments, and transition long-term casuals to indeterminate or term positions where appropriate. [2019-20 and ongoing]

Continue to provide access to specialized training

A Program Development Fund and a Specialized Training Fund are available for all departments and territorial corporations to develop technical, job-specific competencies and address the unique learning needs in a department, division or 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.

We will continue to provide funding for specialized training and programs to develop professional and technical knowledge and expertise and build capacity in specialty areas. [Ongoing]

Continue to deliver the Policy Skills Development Program

To strengthen capabilities for policy research, analysis and development in Nunavut's context, the Policy Skills Development Program provides modular, classroom-based learning for all GN employees in policy-related roles at basic and advanced levels. A Policy Foundations Program introduces Inuit employees and Inuit casual workers to the GN's policy development process and the skills needed to pursue a career in policy.

We will continue to deliver the Policy Foundations and Policy Skills Development programs as planned. [Ongoing]

Continue to deliver and improve the Mentorship Program

The Mentorship Program is a long-standing program that is deeply rooted in the guiding principles of Inuit societal values. It is open to all GN employees.

We will continue to deliver the program to mentor employees who take on new roles or participate in an intensive learning or career development program. [Ongoing]

We will review and update the program to incorporate a strategic emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory. [2019-20 and ongoing]

Enhancing and improving HR programs and services

Improve the quality and timeliness of recruitment and staffing services

The new Department of Human Resources was established on April 1, 2019 with enhanced organizational structures and resources to support recruitment and staffing.

We will streamline processes and provide new self-service options to improve outcomes. Planned actions include:

- Clarify headquarters and regional staffing roles, responsibilities and processes to improve timeliness and efficiency; [2019-20]

- Review and revise staffing procedures to improve timeliness and efficiency; [2019-20 and ongoing]
- Review the staffing appeals process to ensure the objectives and regulatory requirements of the *Public Service Act* are met; [2020-21]
- Develop and implement a new tracking system for job competitions to increase efficiency and reduce staffing cycle times; [2020-21 and 2021-22]
- Develop and launch online staffing self-service tools for departmental HR practitioners and hiring managers; [2021-22]
- Develop and launch an online job description tool enabling managers to write job descriptions more efficiently and accurately; [2022-23]
- Develop and implement a new applicant tracking system that will enable candidates to create a personalized, online profile that can be used to apply for GN competitions and be proactively notified of GN opportunities; [2022-23] and
- Develop interview tools to better identify candidates that align with GN values. [2022-23]

Applying data and information in planning and decision-making

Continue to apply labour market and workforce data in workforce planning

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.

The Department of Human Resources will continue to:

- Provide departments and territorial corporations with summary analyses from the NILFA reports and our own workforce analysis; [Ongoing] and
- Assist departments and territorial corporations in understanding and making use of workforce planning methodologies to prioritize and support staffing and employee development. [Ongoing]

Establish a Training and Development Committee

Government of Nunavut employees have access to a wide variety of training and development opportunities, including education leave, reimbursement of professional development fees, trainer's allowances, short-term courses, and modular training programs.

We will establish and maintain an interdepartmental Training and Development Committee to report to the Department of Human Resources on employee participation in training and to explore options for centrally tracking this data in order to assist departments and territorial corporations in planning for future workforce needs. [2021-22 and ongoing]

We are growing strong and effective leaders

The GN is committed to investing in the education and development of public service leaders, with an emphasis on preparing Nunavummiut for senior management roles. We recognize that people develop leadership competencies primarily through life and career experience, supported by self-awareness, good role models, and structured learning. Existing and new programs ensure that classroom-based learning is balanced with mentorship and on-the-job development.

We are continuing to work towards becoming a public service that is representative of Nunavut's population. Inuit are under-represented in senior management positions and in professional roles that may lead to a career path in management. In addition to offering programs to develop Inuit leaders in the public service, the GN prioritizes Inuit participation in leadership development programs that are available to all employees.

Trending research shows that most successful organizations do not recruit leaders, they grow their own. The GN is growing its leaders through the Hivuliqtikhanut leadership development program, which was launched in 2015-16.

Hivuliqtikhanut means “future leader” in Inuinnaqtun. It is a comprehensive leadership development program modelled after successful leadership programs in other Canadian jurisdictions – but with Nunavut- and Inuit-specific content incorporated throughout.

Our customized Leadership Competency Model, developed in 2013-2014, defines expected leadership behaviours for excluded positions in the GN, ranging from supervisors and managers to Assistant Deputy Ministers. Hivuliqtikhanut learning objectives are guided by the competency model.

Hivuliqtikhanut is grounded in the ethics and philosophy of Inuit. Inuit societal values are integrated into our competency model and into theory and practice in Hivuliqtikhanut. Inuit elders are involved in Hivuliqtikhanut as guest speakers to reinforce the importance of Inuit societal values and traditional knowledge in GN workplaces, policies, programs, and services. Inuit leaders from within and outside the GN engage participants in discussions about bridging Inuit knowledge and principles with the practices and principles of a public government.

Hivuliqtikhanut is complemented and supported by additional programs to develop, promote and retain employees in the GN, including the Sivuliqtiksatsat internship program, a mentorship program, a career broadening program, and education leave programs.

We are already seeing benefits from the Hivuliqtikhanut program

Hivuliqtikhanut graduates serve as mentors to others

GN was a finalist for the IPAC/Deloitte Public Sector Leadership Award

Sivuligtiksats interns continue to succeed in assuming their target positions

Sivuliqtiksats is an on-the-job internship program designed to increase the number of Inuit in management and specialist positions. The program demonstrates our commitment to the principle of Pilimmaksarniq/Pijariuqsarniq – development of skills through observation, mentoring, practice and effort – as an effective way to enhance Inuit employment. Between 2014-15 and 2018-19, 11 interns successfully assumed their target positions.

Priorities 2019-2023

Over the period of the HR Strategy 2019-2023, we will continue to grow strong and effective leaders by:

- Recruiting the skilled people we need;
- Engaging and developing employees;
- Enhancing and improving HR programs and services; and
- Applying data and information in planning and decision-making.

Recruiting the skilled people we need

Continue to offer and improve the Sivuliqtiksat Internship program

The Sivuliqtiksat Internship Program provides professional development opportunities for Inuit to take on manager or director level and specialist positions that are unique to a department. At any given time, the GN supports up to 16 interns who after the internship period assume a targeted position in a department.

We will continue to deliver and improve the Sivuliqtiksat Internship Program as a best practice in supporting local recruitment and employment of Inuit. [Ongoing]

Engaging and developing employees

Continue to offer the Hivuliqtikhanut leadership program

Hivuliqtikhanut includes three programs to address three levels of leaders in the public service: Emerging Leaders, Supervisors and Senior Managers.

We will continue to deliver Hivuliqtikhanut programs as planned. [Ongoing]

Establish an executive career development program for Inuit

The transition from a management role to an executive role is challenging in any organization. We will develop and implement an intensive career development program for Inuit with the potential to become executives. [2020-21 and ongoing]

Maintain a talent management system to support career development

The talent management system provides a format for GN managers to engage in a dialogue that will help to identify employees with the potential and interest to be developed for more complex management and leadership roles. The talent management system can support overall career development as well as succession planning processes within government.

We will update the talent management system to include strategic emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory. [2020-21 and ongoing]

Enhancing and improving HR programs and services

Review the staffing appeals process for senior management positions

In 2013, the *Public Service Act* and *Staffing Review and Appeals Regulations* were amended to allow appeals of appointments to the public service for all levels of positions, and for all GN employees and all Nunavut Inuit. This has resulted in a large number of appeals and none have resulted in a new candidate being offered a senior manager position.

We will review the staffing appeals regulations and processes for senior management positions to ensure the objectives and regulatory requirements of the *Public Service Act* are met and to improve timeliness and efficiency. [2020-21 and ongoing]

Applying data and information in planning and decision-making

Maintain career development records for Inuit in management positions

Sivumuaqatigiit administers and maintains the Career Achievement Record (CAR), which is required for participation in Inuit employment initiatives. All applicants complete a CAR form and provide an updated resume. The CAR will be used to track Inuit career aspirations, career development plans, and needs for training and experience.

We will continue to explore data management options to maintain Inuit training and career development records for improved succession planning. [Ongoing]



We are supporting a healthy and respectful work and service environment

Our multi-lingual work environment adds to the complexity and challenge, as Nunavut recognizes three official languages: the Inuit language or Inuktitut (Inuktitut and Inuinnaqtun), English and French. The Government of Nunavut provides services to Nunavummiut all official languages. We offer language training to employees in Inuktitut, Inuinnaqtun, English, and French with an emphasis on developing and recognizing employee proficiency in the Inuit language.

Progress Since 2014

The *Human Rights Act* was amended in 2016-17 to include gender expression and identity as prohibited grounds of discrimination in Nunavut. The GN reviewed and updated the harassment-free workplace policy and directives to respond to legislative changes, reflect best practices and incorporate Inuit societal values. Respectful workplace training sessions were introduced for managers and employees.

The GN conducted our first voluntary employee engagement survey in 2006 and our second in 2017. In 2017, indeterminate, term and casual employees with at least six months of continuous service were invited to respond to 55 statements on how they felt about their workplace. Many of these were statements common to federal, provincial and territorial public service engagement surveys across Canada. An additional section for managers and supervisors probed their management experience and views.

GN employees were also invited to participate in the 2016 Nunavut Government Employee Survey (NGES) which was conducted by the Nunavut Inuit Labour Force Analysis (NILFA) working group to provide insight into the experiences and perceptions of territorial and federal government employees in Nunavut.

The *Public Service Act* (PSA) encourages GN employees to come forward if they believe that wrongdoing has happened, or is about to happen in the workplace. When complaints of wrongdoing are not properly addressed through the GN's internal disclosure process, the Ethics Officer receives and investigates allegations of wrongdoing, and recommends action. The office of the Ethics Officer was established on April 1, 2015 when Part 6 of the *Public Service Act* came into force.

We're making progress...

We are bridging the principles of public government and Inuit societal values

Iviqtippalliajut: In the Process of Falling into Place sets out a framework to strengthen the use of Inuit societal values in GN workplaces, in policy and program development, and in the delivery of services to Nunavummiut.

We introduced an Inuit Language Incentive Policy

The new policy was introduced in 2017 to recognize and reward GN employees for increasing their proficiency in the Inuit language.

We conducted employee surveys to understand perceptions and experiences

Insights from the GN employee engagement survey and the Nunavut Government Employee Survey were incorporated into the Master Inuit Employment Plan to 2023 and are influencing the improvements we are making in human resource management policies and programs.

We implemented the Ethics Officer function

The Ethics Officer was established in 2015 to provide a confidential 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.

Priorities 2019-2023

Iviqtippalliajut calls for GN workplaces to be a welcoming environment where all employees feel heard, understood and acknowledged and where Inuit societal values are applied every day.

Over the period of the HR Strategy 2019-2023, we will be guided by this expected outcome as we promote and enable a healthy and respectful work environment for all public service employees by:

- Recruiting the skilled people we need;
- Engaging and developing employees;
- Enhancing and improving HR programs and services; and
- Applying data and information in planning and decision-making.

Recruiting the skilled people we need

Increase the visibility of the GN as a respectful workplace

An “employer of choice” has a positive reputation as a welcoming and respectful work environment.

We will develop and maintain an outreach plan to increase the visibility of the GN as a respectful workplace, with an emphasis on attracting Inuit applicants. [2020-21 and ongoing]

Engaging and developing employees

Continue to develop proficiency in Inuktitut as a working language of the GN

The *Official Languages Act* (OLA) recognizes the Inuit language as an official language of Nunavut and guarantees that anyone can use it with, or receive services from, the head or central offices of any GN department or public body as well as other GN offices. *Uqausivut 2.0*, the Government of Nunavut's plan for the implementation of the *Official Languages Act* and the *Inuit Language Protection Act*, calls for the use and advancement of Inuktitut as a working language of government, while respecting and upholding the rights of Nunavut's other official languages.

Led by the Department of Culture and Heritage, the GN provides Inuktitut language training programs for foundational-level to professional-level speakers and has procedures to formally assess language skills in Inuktitut. We also provide training in the English and French languages. Language training sessions are scheduled across Nunavut in person as well as by videoconference. [Ongoing]

As part of the implementation of *Uqausivut 2.0*, the Department of Culture and Heritage will also establish a clear policy about expectations regarding employee language

training and develop and establish language learning plans for GN employees that take into account their level of proficiency. [2021-22 and ongoing]

Continue to develop cultural competence in employees

A group of GN employees has been certified in the facilitation of Indigenous Cultural Competence workshops. The one- to two-day program, led by the Quality of Life Secretariat of the Department of Health, reviews the history of Nunavut and Canada's relationship with Indigenous people. It takes participants through an approach to cultural competence based on knowledge, skills, values, and actions in order to develop self-awareness and build effective relationships with Indigenous peoples and communities. [Ongoing]

Cultural Immersion or Inuit Qaujimajatuqangit (IQ) Days provide an opportunity for employees to develop their awareness of Inuit societal values, Inuit traditions and Inuit languages to better understand the needs and aspirations of Inuit in Nunavut. [Ongoing]

Cultural Orientation sessions are offered to GN employees across Nunavut. Topics include the history of Nunavut and Inuit societal values. An Inuit cultural activity is included in each session. [Ongoing]

Strengthen skills for a respectful and productive workplace

A respectful and productive work environment is supported by managers and employees with the skills, attitudes, behaviours, and self-awareness to work effectively together towards shared objectives.

The GN's Leadership Competency Model includes a description of the behaviours that are expected of all GN employees, as well as the behaviours expected of GN leaders. Inuit societal values are integrated into the description of behaviours. The competency model provides a foundation for the Hivuliqtikhanut programs: Emerging Leaders, Supervisors and Senior Managers. [Ongoing]

We will continue to deliver the respectful workplace program to employees and managers, with enhancements to ensure the program is rooted in Inuit Qaujimajatuqangit and Inuit societal values. [Ongoing]

We will develop and deliver a new supervisor training program, facilitated by internal resources, to develop the knowledge and skills to manage people in the specific context of the GN's collective agreements and employee programs. [2020-21 and ongoing]

Enhancing and improving HR programs and services

Revise the Inuit Language Incentive Policy

Through the *Inuit Language Protection Act* (ILPA) the GN aims to revitalize and sustain the fluent use of the Inuit language within the territory. The Inuit Language Incentive

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We will revise and update the 2017 policy based on our experience implementing it over the past two years. [2019-20]

Issues of mental health can affect employee well-being, attendance, productivity, performance, and retention. These issues can also contribute to difficult team dynamics and supervisor relations.

Strengthen the employee wellness program

We will establish a new Employee Wellness Division in the Department of Human Resources; work with experts and key stakeholders to develop a long-term employee wellness strategy that addresses the complexities of a diverse and growing workforce; and prepare a three-year operational plan to drive strategic employee wellness initiatives across the public service. [2020-21 and ongoing]

The GN has a duty to accommodate employees who, as a consequence of disease, injury or condition, become unable to perform the duties of their job. The GN takes all reasonable steps to provide safe and timely return to work by providing reasonable accommodation measures.

Enhance the employee and family assistance program

The Employee and Family Assistance Program helps GN employees and their families to maintain and/or improve their overall well-being. It provides short-term, confidential, professional counseling for personal and workplace issues. The services are available free of charge, 24 hours a day, seven days a week. Services are offered in Inuktitut and Inuinnaqtun with an interpreter, English, and French.

We will improve and enhance the program to reflect Inuit societal values and Nunavut's workplace reality. [2020-21]

Applying data and information in planning and decision-making

Develop and implement a system to track health and safety incidents

The GN maintains manual records of all health and safety incidents.

We will develop and implement an electronic system to track health and safety incidents. This will enable analysis of trends and contribute to improving employee wellness and the workplace environment. [2020-21]

Develop and implement an employee relations tracking system

The GN maintains manual records of employee relations cases. Data from employee engagement surveys and exit interviews is captured on spreadsheets.

We will develop and implement an electronic system to track employee relations cases and data from exit and engagement surveys. This will enable analysis of trends and contribute to improving employee wellness and the workplace environment. [2021-22]

Repeat the employee engagement survey

Employee engagement and exit surveys provide valuable insights to guide future planning and help us to improve the work environment, increase employee engagement, and enhance services to Nunavummiut.

We will conduct our third employee engagement survey and apply the findings and insights. [2021-22]



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Goal 4: A Respectful Workplace

PRIORITIES	ACTIONS 2019 to 2023			
	2019-2020	2020-2021	2021-2022	2022-2023
Recruiting the skilled people we need		Increase the visibility of the GN as a respectful workplace		
Engaging and developing employees	Continue to develop proficiency in Inuktitut as a working language of the GN			
	Continue to develop cultural competence in employees			
	Strengthen skills for a respectful and productive workplace			
Enhancing and improving HR programs and services	Revise the Inuit Language Incentive Policy			
	Deliver training on mental health in the workplace			
		Strengthen the employee wellness program		
		Improve the return to work program		
		Enhance the employee and family assistance program		
Applying data and information in planning and decision-making		Develop and implement a system to track health and safety incidents	Develop and implement an employee relations tracking system	
			Repeat the employee engagement survey	

Roles in Implementing the HR Strategy

Deputy Heads are responsible for the implementation of the HR Strategy within their department or territorial corporation. They will seek advice from human resource specialists and work with their executives and senior management on initiatives that will help them to make progress towards the goals set out in this strategy. Deputy Heads will identify annual priorities for action in their Business Plans and annual Inuit Employment Plans and will report annually on the progress of their department or territorial corporation in implementing these actions.

All employees will continue to be responsible for their own career development and progression. They will use this strategy to identify opportunities to learn and to gain experience and to make the most of their careers in the Government of Nunavut.

We recognize that the goals will take many years to achieve. Departments and territorial corporations will report to the Department of Human Resources on the numbers of people who are participating in programs and on the results that have been achieved through implementation of ᐃᓂᑦᑲᐱᐅᓯᓂᐁᑦ ᑲᕐᓴᓯᓂᕐᕈᕋᐅᐅᐅᑦ <ᓇᐅᐅᐅᓯᓂᕐᒥᑦ, the Government of Nunavut's HR Strategy from 2019 to 2023.

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