

BUSINESS PLAN

2021-2024

Office of the Chief Electoral Officer




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NUNAVUNMI NIGUAKNIK
ELECTIONS NUNAVUT
ÉLECTIONS NUNAVUT

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For more information or to obtain copies of this report in any of the Nunavut's official languages, in paper or electronic format, contact:

Elections Nunavut
Box 39
41 Sivulliq Ave.
Rankin Inlet, NU X0C 0G0

 800.267.4394

 800.269.1125

 www.elections.nu.ca

 info@elections.nu.ca

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OVERVIEW

The Office of the Chief Electoral Officer (OCEO) is an independent office of the Legislative Assembly and is located in Rankin Inlet, Nunavut. The Management and Services Board of the Legislative Assembly provides direction and approves budgets for the Office of the Chief Electoral Officer. The *Nunavut Elections Act* permits the term Elections Nunavut to be used to describe the Office of the Chief Electoral Officer.

The Chief Electoral Officer is appointed by the Commissioner of Nunavut on the recommendation of the Legislative Assembly for a seven-year term. The Chief Electoral Officer fulfills a wide range of statutorily-prescribed responsibilities under the *Nunavut Elections Act*, the *Plebiscites Act*, the *Education Act*, the *Cities Towns and Villages Act*, the *Hamlets Act* and the *Liquor and Plebiscites Regulations* (under the *Liquor Act*).

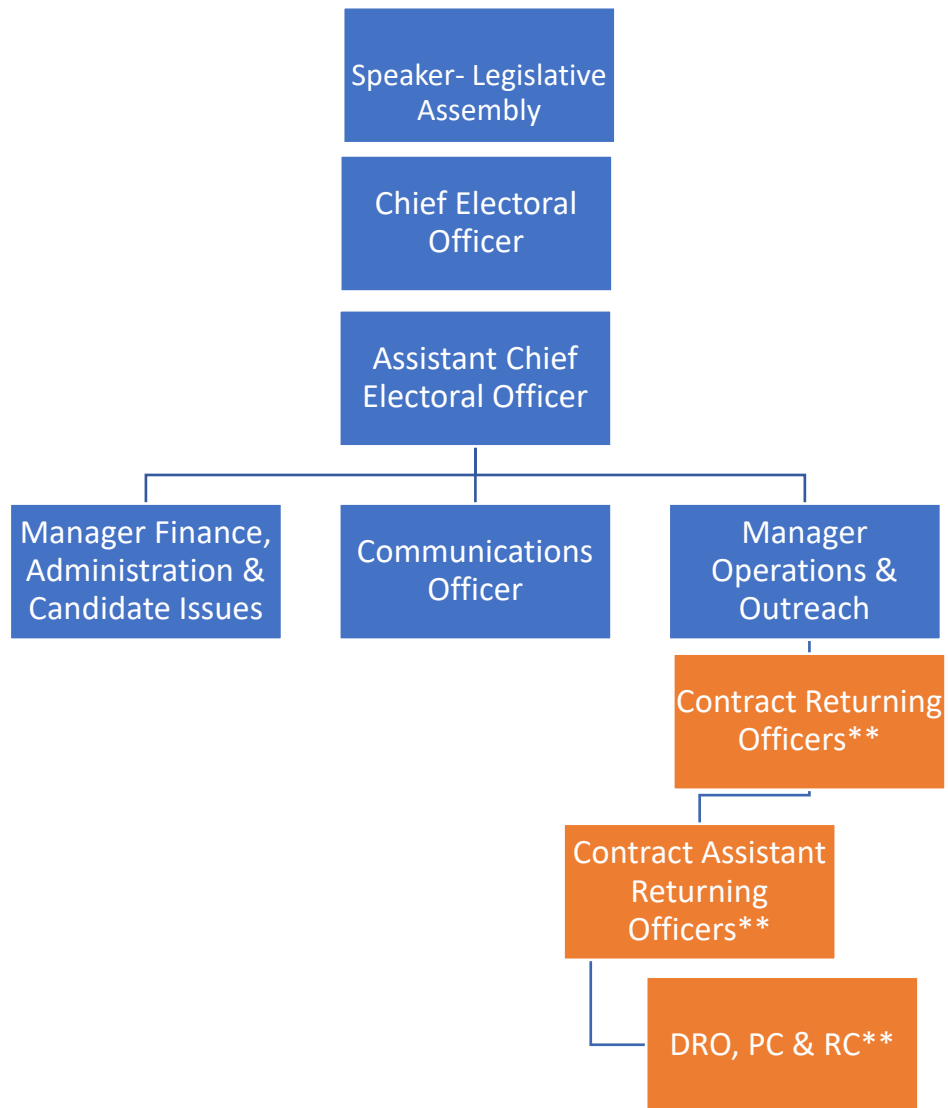
The Office of the Chief Electoral Officer has a budget of \$1.702 million for the 2020-2021 fiscal year. The office includes the Chief Electoral Officer and four indeterminate positions. These positions are the Assistant Chief Electoral Officer, Manager of Finance, Administration & Candidate Issues, Manager of Operations & Outreach and a Communications Officer.

During the Territorial General Election period, the OCEO contracts 22 Returning Officers and 31 Assistant Returning Officers. During the early voting opportunities and Election Day, 47 Deputy Returning Officers, 47 Poll Clerks and 30 Registration Clerks are employed as casuals.

During the Municipal General Election period, the OCEO provides training, logistical, legal and material support to the municipal corporations and District Education Authorities.

The OCEO contracts the services of legal counsel, information technology (IT) support, geographic information system (GIS) support, and electronic voter database management (EVDM) support.

ORGANIZATIONAL CHART



** Employed During Plebiscites and Elections

OCEO BUDGET (\$000)

	<i>2020-2021</i>	<i>2021-2022</i>	<i>2022-2023</i>	<i>2023-2024</i>
<i>Office of the Chief Electoral Officer</i>	1,702	2,988	1,488	1,488

MANDATE

The Office of the Chief Electoral Officer is to establish a regime that promotes the meaningful exercise of the democratic rights and freedoms of the residents of Nunavut and the equality of opportunity to participate in determining the outcome of elections and plebiscites.

BASIC PRINCIPLES

The Office of the Chief Electoral Officer will endeavor to:

- Encourage participation by every voter in Nunavut;
- Ensure that it is easy for every voter to vote if they wish to, taking into consideration the unique circumstances in Nunavut;
- Minimize barriers for prospective candidates;
- Ensure public awareness of all aspects of elections and plebiscites;
- Provide information in the Official Languages of Nunavut;
- Cooperate with other jurisdictions within Nunavut, Canada and other International Electoral Management Bodies;
- Run elections and plebiscites as effectively and efficiently as possible;
- Incorporate flexibility in the rules governing elections and plebiscites to address unique circumstances in Nunavut as they arise;
- Evaluate the election and plebiscite process, to learn from experience and ensure it is meeting the needs of Nunavummiut.

CORE BUSINESS

The Office of the Chief Electoral Officer (OCEO) administers territorial and municipal elections and plebiscites, in addition to entering into agreements with other agencies to administer plebiscites outside of the *Plebiscites Act*.

LEGISLATION

NUNAVUT ELECTIONS ACT

The *Nunavut Elections Act* came into force in September 2003. It is the statutory instrument that guides all territorial elections and by-elections and municipal elections.

PLEBISCITES ACT

The *Plebiscites Act* came into force in January 2014. It is the statutory instrument that guides plebiscites in Nunavut, with the exception of local option liquor plebiscites.

TOWN, CITIES AND VILLAGES ACT and HAMLETS ACT

With the harmonization of municipal elections with the *Nunavut Elections Act*, the OCEO is responsible under these *Acts* to consult with the Minister of Community Government and Services on the logistics of running a new election to return the council to a locally elected body from an interim trustee.

EDUCATION ACT

With the harmonization of municipal elections with the *Nunavut Elections Act*, the OCEO is responsible under this *Act* to consult with the Minister of Education on the logistics of running a new election to return the DEA to a locally elected body from an interim trustee.

LIQUOR ACT

Through an agreement with the Minister of Finance, the OCEO is responsible for conducting liquor plebiscites and Alcohol Education Committee (AEC) elections under the *Liquor and Plebiscites Regulations*.

PUBLIC SERVICE ACT

The Chief Electoral Officer can appoint members of the public service to serve as election officers if no other suitable person can be found in the community.

FUNCTIONS OF THE CHIEF ELECTORAL OFFICER AND THE OCEO

POLICY DEVELOPMENT

The OCEO develops policies regarding the conduct of general elections, by-elections and plebiscites. These policies provide the foundation for election officials to conduct elections and plebiscites in a consistent and equitable manner, and to ensure that compliance with legislation is maintained.

ENFORCEMENT

The OCEO proactively works with candidates, financial agents and campaign managers to ensure compliance with legislation.

The OCEO provides support to the Integrity Commissioner, Public Prosecution Services Canada and the RCMP during investigations into contraventions under the *Nunavut Elections Act* and the *Plebiscites Act*. An enforcement protocol is established between these parties to ensure cooperation and that the exchange of information is effective.

Compliance Agreements may be utilized by the Integrity Commissioner with a person who is alleged to have committed an offence, in exchange for a stay of prosecution in respect to the offence. The compliance agreement may include the following: restitution, making a public or private apology, seeking atonement in accordance with Inuit Qaujimagatuqangit, and community service. The RCMP and the Chief Electoral Officer supply information to the Integrity Commissioner to assist in determining if a compliance agreement is appropriate.

The *Summary Convictions Procedures Regulations* provides the RCMP with an option to issue a fine to candidates and their financial agents for failing to prepare and send in their financial return before the end of the post-election period.

GUIDELINES AND FORMS

The *Act* and *Regulations* specify the forms to be used during an election or plebiscite. The OCEO prepares these forms with accompanying guides and provides them to candidates, financial agents, election officials and the general public in all official languages.

OVERSIGHT OF ELECTIONS NUNAVUT

The Chief Electoral Office provides direction and manages the staff of Elections Nunavut.

INSTRUCTIONS

The Chief Electoral Officer issues instructions and directives to election officers, candidates, financial agents, municipal corporations, District Education Authorities and anyone who is campaigning in an elections or plebiscite. These instructions and directions typically identify specific aspects that are not addressed in legislation, or are required in unique circumstances.

NUNAVUT ELECTORAL BOUNDARIES COMMISSION



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Nunavumi Nigoaktoliginikut Titikniliogotini Katimayit
Nunavut Electoral Boundaries Commission
Commission de délimitation des circonscriptions du Nunavut

The OCEO provides support to the Electoral Boundaries Commission (EBC) in fulfilling their mandate under the *Nunavut Elections Act*. This includes providing GIS and mapping services. The next statutorily-prescribed Electoral Boundaries Commission will take place in 2022.

RECOMMENDATIONS FOR AMENDMENTS

The Chief Electoral Officer provides recommendations for amendments to the *Nunavut Elections Act*, *Plebiscites Act* and the *Tariff of Fees Regulations*. These recommendations originate from the need to ensure elections and plebiscites are administered as efficiently and effectively as possible, and reflect Nunavut's societal values.

PUBLIC AWARENESS

The OCEO develops and disseminates information to the general public regarding all aspects of elections and plebiscites. This information is provided in all of Nunavut's official languages and in a manner that is accessible to all Nunavummiut.

REPORTING ON PRIORITIES 2020-2021

Administer by-elections for MLAs under the *Nunavut Elections Act*.

The OCEO administered MLA by-elections in Baker Lake and Kugluktuk.

Administer by-elections for mayors under the *Nunavut Elections Act*.

The OCEO administered a mayor by-election in Pangnirtung.

Administer plebiscites under the *Plebiscites Act*.

There were no requests to administer plebiscites under the *Plebiscites Act*.

Administer plebiscites and elections under the *Liquor Act* and the *Liquor and Plebiscites Regulations*.

Local options liquor plebiscites will be administered in Arviat and Coral Harbour.

Continued preparations for the October 25, 2021 Territorial General Election.

The Office continues to secure election officers, supplies and voting venues for the sixth General Election.

The Office will work in conjunction with the Department of Health to ensure the safety of candidates and their representatives, election officials, and voters during the election periods.

The OCEO is incorporating new technologies to be used at the polls, including electronic poll books, live strike-off, online voter registration and an online candidate portal.

Provide continued opportunities for staff training through the Canadian Society for Election Official Training (CSEOT).

Participation in CSEOT training has been limited due to COVID-19.

Provide support to the Electoral Boundaries Commission in preparation for the 2022 review.

The OCEO has begun developing a strategy on improving the level and quality of support to the boundaries commission, including but not limited to the required GIS and mapping support.

Participate in the Canadian Conference of Election Officials.

Participation in the Conference was limited due to COVID-19.

PRIORITIES FOR THE OCEO 2021-2024

PRIORITIES 2021-2022

- Administer the Sixth Nunavut General Election on October 25, 2021.
- Administer by-elections for MLAs under the *Nunavut Elections Act*.
- Administer by-elections for mayors under the *Nunavut Elections Act*.
- Administer plebiscites under the *Plebiscites Act*.
- Administer local options liquor plebiscites under the *Liquor Act* and the *Liquor and Plebiscites Regulations*.
- Provide support to the Electoral Boundaries Commission in preparation for the 2022 review.
- Provide continued opportunities for staff training through the Canadian Society for Election Official Training (CSEOT).
- Chair the Canadian Conference of Election Officials in July 2021.

PRIORITIES 2022-2023

- Provide support to the 2022 Electoral Boundaries Commission during the review.
- Commence preparations for the Second Municipal General Election.
- Administer MLA by-elections under the *Nunavut Elections Act*.
- Administer mayor by-elections under the *Nunavut Elections Act*.
- Administer plebiscites under the *Plebiscites Act*.
- Administer local options plebiscites under the *Liquor Act* the *Liquor and Plebiscites Regulations*.
- Provide continued opportunities for staff training through the Canadian Society for Election Official Training (CSEOT).
- Host the Canadian Conference of Election Officials in July 2022.

PRIORITIES 2023-2024

- Administer the Second Nunavut Municipal General Election
- Provide continued support to the Electoral Boundaries Commission.
- Administer MLA by-elections under the *Nunavut Elections Act*.
- Administer mayor by-elections under the *Nunavut Elections Act*.
- Administer plebiscites under the *Plebiscites Act*.
- Administer local options plebiscites under the *Liquor Act* the *Liquor and Plebiscites Regulations*.
- Provide continued opportunities for staff training through the Canadian Society for Election Official Training (CSEOT).
- Attend the Canadian Conference of Election Officials in July 2023.

APPENDIX A - INUIT EMPLOYMENT PLAN

Employment Categories in Elections Nunavut as of March 31, 2020

In its Public Service Annual Report and in its *Towards a Representative Public Service* (TRPS) report, the GN reports positions across six employment categories: Executive, Senior Management, Middle Management, Professional, Paraprofessional and Administrative Support. The following applies to Elections Nunavut:

Category	OCEO
Executive	Not applicable
Senior Management	Assistant Chief Electoral Officer (vacant)
Middle Management	Manager Finance, Administration and Candidate Issues Manager Operations and Outreach
Professional	None
Paraprofessional	Communications Officer
Administrative Support	None

Due to inconsistent nature of election cycles, and the limited number of permanent positions at Elections Nunavut, not all employment categories are represented. Significant upswings in temporary employment occur to meet the demands of scheduled election cycles, and additional election and plebiscite events as required.

As of March 31, 2020, one of the four positions (25%) is categorized as senior management, two of the positions are categorized as middle management (50%), and one is categorized as paraprofessional (25%).

The Chief Electoral Officer is a contract position appointed by the Commissioner on the recommendation of the Legislative Assembly and operates as an independent officer of the Legislative Assembly. As such, the position is not included in this report.

Capacity in the Office

Elections Nunavut has three of four indeterminate positions filled, giving a capacity of 75%.

Inuit Employment in Employment Categories

The following chart illustrates the Election Nunavut's current capacity (2020).

As of March 31, 2020, the three indeterminate positions occupied were filled 100% by Inuit employees.

EMPLOYMENT CATEGORIES	TOTAL POSITIONS			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	-	-	-	-	-
Senior Management	1	0	0%	0	0%
Middle Management	2	2	100%	2	100%
Professional	-	-	-	-	-
Paraprofessional	1	1	100%	1	100%
Administrative Support	-	-	-	-	-
TOTAL	4	3	75%	3	100%

Depending on the type and scope of election and plebiscite events in any given year, as many as 22 Returning Officers and 39 Assistant Returning Officers have been engaged under contract for periods of up to eight weeks. Additionally, as many as 128 Poll Workers have been engaged during the election period. Most of these workers hired in the communities are Inuit, and many speak Inuktitut, since they are required by the *Act* to know their community and must be able to communicate effectively with the residents.

Elections Nunavut at times hires casual or term employees during periods of heavy workload, or to assist with filling positions temporarily that may be vacated due to unsuccessful competition, education leave, maternity leave, annual leave and/or extended medical leave. As of March 31, 2020, the Office had one term employee to assist with the preparations for the Sixth General Election.

Inuktitut Requirements by Employment Category

The Office recognizes its important responsibilities in promoting the use of Inuktitut. These language responsibilities are mandated under the *Nunavut Elections Act*. The Office supports the use of Inuktitut within the workplace, and is required by the *Act* to do so in all communications with the public.

Inuktitut abilities are vital in providing service to the public through the Office of the Chief

Electoral Officer, but this is especially important in the face-to-face contacts with candidates and voters at the community level.

Elections Nunavut has one position that requires a high level of Inuktitut proficiency, and three positions that identify Inuktitut literacy as an asset.

Training and Development Plans

The Office continues to use performance reviews to engage staff who would like to further develop their career. Through this process, the Office will also use training and development plans to identify employee's aspirations and training needs to formulate a plan to assist employees throughout their career.

Current Issues and Opportunities

There have been few openings to hire indeterminate staff at the agency because of stability in the current team. The position for Assistant Chief Electoral Officer has been open, but efforts to advertise and fill the position have been unsuccessful to date.

Although formal education is a requirement for some positions, the Office identified there is a need to continue to analyse job descriptions to ensure that the education and work experience requirements are not over-inflated and that equivalencies are considered. In 2018-2019, the Office conducted a robust review and modification exercise of all job descriptions to reflect the actual requirements needed, and removed all artificial barriers that may have impeded the overall Inuit employment goals.

About Inuit Employment Goals and Targets

The GN has set their Inuit employment goals and targets by considering labour supply and demand factors in Nunavut as a whole and in the community where the office is located. The Office is considering the same factors. Factors may include:

- The availability, interest and level of preparedness of Inuit for public service employment, as documented in Nunavut Inuit Labour Force Analysis products and related summaries prepared by the GN;
- Trends in the number of Inuit who are likely to be qualified now for available positions or high-demand occupations;

- Trends in the number of Inuit who are likely to become qualified over time for available positions or 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 OCEO;
- Operational requirements and approved positions (PYs) and budgets; and
- Vacancies and projected turnover rates in the department or corporation.

In setting short-term and medium-term goals, the Office did not exceed the approved number of positions (PYs) in each employment category as of the date of the IEP.

Short and Medium-Term Goals

Elections Nunavut will maintain its current Inuit representation in indeterminate positions by continuing to actively encourage a healthy and rewarding work environment in the Office. These present and future initiatives are rooted in Inuit Societal Values.

Planning up to 2025 will involve the Office focusing on programming that encourages employee retention and promotes job satisfaction. The Office will also continue to work with employees who aspire to hold senior positions within the organization.

APPENDIX B - FINANCIAL SUMMARY

BUSINESS SUMMARY OFFICE OF THE CHIEF ELECTORAL OFFICER (OCEO)	2020-2021 MAIN ESTIMATES		2021-2022 PLANNED		2022-2023 PLANNED		2023-2024 PLANNED	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Permanent Salaries	848	5	997	5	997	5	997	5
Casual Wages	-		-		-		-	
Grants & Contributions	-		-		-		-	
Subtotal	848		997		997		997	
Other O&M								
Travel & Transportation	105		250		50		50	
Materials & Supplies	56		100		50		50	
Purchased Services	80		150		50		50	
Service Contracts	353		750		200		200	
Fees and Payments	156		300		100		100	
Other Expenses	77		441		41		41	
Tangible Assets	-		-		-		-	
Computer Hardware & Software	27		-		-		-	
Subtotal	854		2,000		491		491	
Total	1,702 ¹	5 ²	2,988 ³	5 ²	1,488	5 ²	1,488	5 ²

¹ Associated with the costs with preparations for the 6th Territorial General Election and costs for administering multiple MLA and mayor by-elections.

² The OCEO has four indeterminant positions (PYs) and one contract position (PYs).

³ Associated with the costs of administering the Nunavut's sixth Territorial General Election.