



2019

2020

Cover page photos (left to right):

Nunavut Arctic College staff take a stand against bullying.

Community and Government Services staff gather in the boardroom.

Jennifer Ullulaq shows her mother-in-law's necklace that is at the Winnipeg Art Gallery

Human Resources Deputy Minister Sheila Kolola joins Hivuliqtikhanut Leadership Development Program's Senior Managers' Series graduates

Finance staff before the budget lockup

Departments of Culture & Heritage and Economic Development & Transportation and Winnipeg Art Gallery staff get a tour of the Qaumajuq (formerly Inuit art centre) while under construction in Winnipeg

Culture and Heritage's Ida Ayalik-McWilliam and Elizabeth Alakkariallak-Roberts at the department's trade show booth during the Kitikmeot Trade Show

Nunavut Housing Corporation employees enjoy their cultural immersion day



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## Message from the Minister



As the Minister responsible for the *Public Service Act*, I am pleased to present the 2019-20 Public Service Annual Report. This report provides an overview of the management and direction of Nunavut's public service and has been prepared in accordance with section 3(4) of the *Public Service Act*.

Our effective and efficient management of the public service has enabled our government to achieve its goals and priorities in our *Turaaqtavut* mandate and to continue to build and strengthen our human resource capacity and increase Inuit employment across the public service.

The new Department of Human Resources was established on April 1, 2019. In its first week the department held the "*Understanding and Addressing Workplace Harassment and Sexual Harassment*" training for all Deputy Heads and Assistant Deputy Ministers, as a way of fostering and supporting a respectful and healthier workplace and service environment.

In 2019-20 we implemented the government-wide Inuit Employment Plan to 2023. The new multi-year Master Inuit Employment Plan is a strategic plan to increase the number of Inuit employees in our government and demonstrate our commitment to being an employer of choice for Inuit. As part of ensuring the wellbeing of our employees and their families, the department launched a new Substance Abuse Expert Remote Treatment Continuum. This customized wellness service allows our employees and their families to get confidential help without travelling outside of their communities.

Casual employment provides an excellent learning and development opportunity as it allows for on-the-job training opportunities for employees to gain the skills required to move into more permanent positions within the Nunavut public service. In 2019-20, 200 casual employees became indeterminate.

In 2019-20, 14 Inuit employees were enrolled in the Amaaqtarniq Education Leave Program and are pursuing different areas of studies, such as, trades; business administration; social work; and teacher education. This is the largest number to date of Inuit enrolled in the program.

In our ongoing efforts to develop strong and effective leaders, 122 employees graduated from the Hivuliqtikhanut Leadership Development Program; 61% of participants are Nunavut Inuit, and 77% of participants are female.

We are focusing on training and developing more employees in the Policy field. In 2019-20, three cohorts consisting of a total of 79 employees graduated from the Policy Skills Development Program; 77% of participants are Nunavut Inuit and 72% are female.

Our dedicated public service continues to uphold high standards and practicing Inuit Societal Values and guiding principles as evidenced by no findings of wrongdoing in the public service in 2019-20.

Our government is committed to offering a work culture and environment that attracts and retain dedicated employees. This has been demonstrated by the national recognition of our government as one of Canada's Best Employers for Recent Graduates and Canada's Top Employers for Young People for the third year in a row (2018, 2019 and 2020), in the Canada's Top Employers Competition.

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

Sincerely

Minister David Akeeagok

## Introduction

The *2019-20 Government of Nunavut Public Service Annual Report* (PSAR) provides a summary of the overall administration, management, and development of our public service, as well as our progress on strategic human resources priorities that strengthen our public service and provide efficient service delivery to Nunavummiut.

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

- ***Inuuqatigiitsiarniq*** – Respecting others, relationships and caring for people;
- ***Tunnganarniq*** – Fostering good spirits by being open, welcoming and inclusive;
- ***Pijitsirniq*** – Serving and providing for family and/or community;
- ***Aajiqatigiinni*** – 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; and
- ***Avatittinnik Kamatsiarniq*** – Respect and care for the land, animals, and the environment.

This report highlights successes and challenges in our overall human resources programs and activities, as well as our increased training and career development initiatives for Inuit employees and the whole public service.

The March 31, 2020 *Towards a Representative Public Service* (TRPS) report is included as an appendix to this report.



Clam digging near Iqaluit

## Establishment of the Department of Human Resources

The new Department of Human Resources was established on April 1, 2019. The department is the primary advisor to the Government of Nunavut (GN) on all human resources matters. The department ensures that the government's human-resources development goals, objectives and priorities are achieved. The department is a central agency that assists all other departments and public bodies within the GN. The fundamental roles of the department are set out by the *Public Service Act* (PSA).

On April 1, 2019, the Deputy Minister of Human Resources, and staff from all three regions gathered in person and by teleconference to celebrate the re-establishment of a Department of Human Resources. Departmental staff were all encouraged to practice *Tunnganarniq* - fostering good spirits by being open, welcoming, and inclusive - as they carry out their duties.



Department of Human Resources staff in Iqaluit on April 1, 2019

## Delivering Services in Unprecedented Times

Despite the ransomware attack on the GN network system and the impact of the COVID-19 global pandemic, the new department achieved most of its deliverables in its first fiscal year.

Late in the 2019-20 fiscal year, the World Health Organization declared a global pandemic due to the rapid spread of COVID-19, and the GN swiftly implemented 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. In recognition that a healthy workplace is essential to the well-being of all our employees, the Department of Human Resources developed an internal, comprehensive, and consistent response to the COVID-19 pandemic that followed the recommendations of Nunavut's Chief Public Health Officer while continuing to provide services to Nunavummiut. In collaboration with the departments of Community and Government Services (CGS), Health and others, the following measures were implemented and communicated:

- a work-from-home model for GN employees, including the development of business continuity plans and remote work protocols;



- [illegible]

GOVERNMENT OF NUNAVUT PUBLIC SERVICE ANNUAL REPORT 2019-20 | 7

5,142

**38,780**  
people live in  
Nunavut

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

Community	Population	Available Positions
Arviat	2,966	243
Baker Lake	2,159	196
Cambridge Bay	1,864	336
Chesterfield Inlet	446	41
Coral Harbour	968	67
Clyde River	1,157	82
Gjoa Haven	1,338	120
Grise Fiord	137	24
Igloolik	1,853	192
Iqaluit	8,298	2,112
Kimmirut	419	42
Kugluktuk	1,585	163
Kukiarjuk	623	45
Kinngait	1,526	145
Kugaaruk	1,061	60
Nauyasat	1,266	74
Pangnirtung	1,600	168
Pond Inlet	1,828	176
Rankin Inlet	3,056	526
Resolute Bay	214	29
Sanikiluaq	1,006	61
Sanirajak	929	58
Taloyoak	1,024	61
Whale Cove	490	42
Arctic Bay	967	54

- Positions
- Population

## Public Service at a Glance

GN Public Service Overview				
	2017-18	2018-19	2019-20	Change
<b>Total positions in the public service</b>	4,885	5,010	5,142	+132
<b>Total filled positions</b>	3,565	3,570	3,671	+101
<b>Total vacant positions</b>	1,320	1,440	1,471	+31
<b>Percentage of Nunavut Inuit employed</b>	50%	50%	50%	No change
<b>Percentage of non-Inuit employed</b>	50%	50%	50%	No change
<b>Female employees</b>	65%	65%	65%	No change
<b>Male employees</b>	35%	35%	35%	No change
<b>Female Nunavut Inuit</b>	40%	40%	39%	-1%
<b>Female non-Inuit</b>	25%	25%	26%	+1%
<b>Male Nunavut Inuit</b>	12%	12%	12%	No change
<b>Male non-Inuit</b>	23%	23%	23%	No change
<b>Average age</b>	44.40 years	44.85 years	44.98 years	+0.13
<b>Average salary</b>	\$94,268	\$95,600	\$95,984	+\$384
<b>Average length of service</b>	8.27 years	8.57 years	8.57 years	No change

## Public Service Human Resources Costs

The table below highlights some of the human resources costs for 2019-20 fiscal year. These represent compensation and benefits for public servants.

Public Service Human Resources Costs (\$000)			
	2017-18	2018-19	2019-20
Regular salaries	\$395,189	\$409,495	\$418,159
Overtime	\$29,334	\$26,181	\$27,191
Northern allowance	\$82,957	\$84,575	\$86,447
Employer costs (Public Service Pension Plan, Canada Pension Plan, Employment Insurance, Health & Dental Coverage, Long-Term Disability, etc.)	\$69,833	\$72,318	\$74,409
Other compensation	\$19,741	\$23,318	\$23,883
Workers' Safety and Compensation Commission	\$3,859	\$4,128	\$5,300
Housing Allowance	\$4,199	\$4,197	\$3,932
Inuktitut Language Incentive/Bilingual Bonus	\$2,026	\$2,205	\$2,299
<b>Total</b>	<b>\$607,138</b>	<b>\$626,417</b>	<b>\$641,624</b>

2019-20 Bilingual Bonuses		
	Total Employees	Total (\$)
<b>Bilingual Bonus*</b>	<b>709</b>	<b>\$888,647</b>
<i>Inuit</i>	638	
<i>Non-Inuit</i>	71	
<b>ILI-Level 1**</b>	<b>20</b>	<b>\$34,105</b>
<i>Inuit</i>	20	
<i>Non-Inuit</i>	0	
<b>ILI-Level 2**</b>	<b>302</b>	<b>\$752,041</b>
<i>Inuit</i>	298	
<i>Non-Inuit</i>	4	
<b>ILI-Level 3**</b>	<b>115</b>	<b>\$624,217</b>
<i>Inuit</i>	115	
<i>Non-Inuit</i>	0	
<b>Total</b>	<b>1,146</b>	<b>\$2,299,010</b>
<i>* Bilingual Bonus includes Inuktitut and French</i>		
<i>** ILI = Inuktitut Language Incentive</i>		



## Highlights and Achievements

### Hivuliqtikhanut Leadership Development Program Success

The Hivuliqtikhanut program is designed to build leadership skills and capacity in the Nunavut public service. At the end of 2019-20, a total of 122 employees had graduated from the program: 61% are Nunavut Inuit and 77% are female. During 2019-20, 12 employees graduated from the second cohort of the Senior Managers' Series in June 2019 in Iqaluit. Of those graduates, 25% are Nunavut Inuit, and 75% are female.



Some of the graduates from the Hivuliqtikhanut Leadership Development Program's Senior Managers' Series in June 2019.

As of March 2020, there were 77 participants enrolled in the Hivuliqtikhanut program, 77% are Nunavut Inuit and 71% are female.

### Amaqtaarniq Education Leave Program Success

The Amaqtaarniq Education Program sponsors long-term, post-secondary education leave for GN Inuit employees. In 2019-20, we had 14 Inuit enrolled in full-time post-secondary studies at various universities and colleges across the country, including at the Nunavut Arctic College. These Inuit employees are pursuing different areas of studies, such as trades, business administration, social work, and teacher education. This is the largest number of Inuit enrolled in the program to date.

## Policy Skills Development Program Success

The Policy Skills Development Program is designed to increase GN Inuit employment in the policy field and to strengthen the policy capacity of the Nunavut public service. At the end of 2019-20, a total of 79 employees (77% Nunavut Inuit and 72% female) had graduated from the program. During 2019-20:

- 17 participants (71% Nunavut Inuit and 71% female) graduated from the second cohort of the Policy Training Series in June 2019;
- 12 participants (100% Nunavut Inuit and 58% female) graduated from the third cohort of the Policy Foundations Series in December 2019; and
- 17 participants (59% Nunavut Inuit and 71% female) graduated from the third cohort of the Policy Training Series in March 2020.

## Increased Training Opportunities for GN Employees

In 2019-20, the GN offered a record number of training and development courses to public servants across Nunavut. A total of 111 learning and development courses were offered to 730 participants across all three Nunavut regions. Learning and development courses are one- to five-day short-term courses that improve participants' skills and abilities in their current positions and prepare them to take on higher positions within the GN.

## Direct Appointments

In 2019-20, a total of 61 direct appointments were made, compared to 32 in 2018-19. Of these, 60 (98%) were Nunavut Inuit.

## Recognition of the GN as One of Canada's Best Employers

For the third year in a row (2018, 2019 and 2020), the GN was named one of Canada's Top Employers in two categories:

- Canada's Top Employers for Young People and
- Canada's Best Employers for Recent Graduates.

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



The GN was selected as a top and best employer based on our overall workplace; some of our highlighted programs included:

- the Amaaqaarniq Education Program, which provides sponsored long-term post-secondary education leave to help eligible Nunavut Inuit employees qualify for hard-to-fill jobs or professions;

- the Financial Internship Program, which offers experience in finance and accounting-related fields through on-the-job training, mentoring, access to academic courses and other learning experiences; and
- the Career Broadening Program, which provides on-the-job experience for casual, term and indeterminate Nunavut Inuit employees through up to three career-broadening assignments up to 12 months long each.



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

To read more about the GN's key benefits and human resources programs for students and young people, please visit our Canada's Top Employers Competition online profile:

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

## Long Term Service Awards

In recognition of the long-term commitment of our employees, the GN honours individuals who have worked for long periods of uninterrupted service in the public service. Long Term Service Awards are an acknowledgement of employee dedication and service to the territory. The awards recognize employees with 5, 10, 15, 20, 25, 30, 35, 40 and/or 45 years of continuous service.

As of March 31, 2020, about 575 employees were eligible for Long Term Service Awards across the territory.

The following employees will be acknowledged for their service with the GN at a gala event in Iqaluit in the near future, when Covid-19 public health restrictions allow:

### **45 Years:**

Uliut-Elizabeth Iksiktaaryuk

### **40 Years:**

Nellie Ell, Rachel Teenuk Hiqiniq, Shuvina Joamie-Mike

### **35 Years:**

Sally Gunn, Annie Kamingoak,

### **30 Years:**

William Fennell, Debra Gray, Lodie Ipeelie, Rosemary Keenainak, Shoopee Kooneeloosie, Leesa Mikijuk, Mukshowya Niviaqsi, Pauloosie Nuyalia, Sandra Mae Oolooyuk, Marcelo D. Parungao,



Pitsiulak Pitsiulak, Pia Qaqqaq, Uriah Qaqqasiq, Joatamie Qillaq, Ruth Roberts, Goretti M. Roach, Catherine Spence,

### **25 Years:**

Nunia Anoe, Wendy Bolt, William D. Cooper, Denise M. Cooper, Ann Rose Ell, Nancy Hart, John S. Hawkins, Bertha A. Iglookyouak, Meeka Innuksuk, Steven Inukshuk, Elijah Kaernek, Madeline Kappi-Sandy, Simeonie Kopak, Donald W. Mearns, Suzie Muckpah, Leeveena Nuyalia, Rosalie Sammurtok,

### **20 Years:**

Annie Akoak, William Angalik, Joseph Angootealuk, Eric Anoe, Marcelline Anguttitauruq, Ruth Arnauyumayuq, Edward Atkinson, Simon Awa, Jeanie Blanchette, Tommy Bruce, Brent Buckler, Grant Corey, Julia Comeau, Guy D'Argencourt, Robert Dunn, Sapatie Martha Ell, Annie Emiqutailaq, Lina Evic, Jo-Anne Falkiner, Vanessa Gatehouse, Chris Groves, Wende Halonen, Ted Hickey, Mary Ineak, Norman Inootik, Ricky Issaluk, Martha Jaw, Robert Jonas, Margaret Jones, Dinah Kavik, Mary Kavik, Ann Marlene Kilabuk, Sandra Kilabuk, Mathew Knickelbein, Marion Kownirk, Brenda Komakjuak, Catherine Kuneluk, Patsy Kuksuk, Jude Lewis, Peter Markwell, Diane McGlade, Donald Moors, Tracey Moyles, Dorcas Nattaq-Hamioui, Kitty Nakoolak, Mary Nakoolak, Emma Netser, Allen Niptanatiak, Nathanael Ningiuk, Saila Nooshoota, Romeo Okatsiak, Winnie Oqaituk, Jennifer Pearce, Alma Power, Cody Prusky, Timothy Qamaniq, Elizabeth Qulaut, Elaine Randell, James Rankin, Emilia Ramey, Lori Rudyk, Lillian Savikataaq, Jeff Seeteenak, Agnes Simonfalvy, Romeyn Stevenson, Chris Stewart, Carol Takkiruq, Sara Takkiruq, Rosie Tanuyak-Ell, Kovolaq Totalik, Lena Tulugak, Lucy Tuluiarik, Svetlana Tumilty, Theresie K. Tungilik, David Veevee, Lewis Voisey, Rebecca Walker, Maria West, Laurie-Anne White, Lucy Wilson.



Minister David Akeeagok and Minister Lorne Kusugak recognized GN employees from across Nunavut who celebrated 20 years of service at a gala in Iqaluit in December 2019



## Nunavut Public Service Employee Groups

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

2019-20 Employees by Group and Status				
	Total Positions	Filled Positions	Nunavut Inuit	% Inuit Employment
<b>NEU</b>	3,100	2,090	1,272	61%
<b>NTA</b>	828	808	277	34%
<b>Excluded</b>	754	531	223	42%
<b>Senior Management</b>	197	159	37	23%

2019-20 Employee Groups by Gender and Status								
	NEU		NTA		Excluded		Senior Management	
Category	Total	%	Total	%	Total	%	Total	%
<b>Female</b>	1,385	66%	546	68%	340	64%	78	49%
<b>Male</b>	705	34%	262	32%	191	36%	81	51%
<b>Female Nunavut Inuit</b>	950	45%	244	30%	179	34%	25	16%
<b>Female non-Inuit</b>	435	21%	302	37%	161	30%	53	33%
<b>Male Nunavut Inuit</b>	322	15%	33	4%	44	8%	12	8%
<b>Male non-Inuit</b>	383	18%	229	28%	147	28%	69	43%

## Inuit Representation and Staffing Capacity

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

As of March 31, 2020, there were 5,142 positions within the GN, 71% of which were filled. Of the filled positions, 1,835 (50%) were occupied by Nunavut Inuit. In 2019-20, the GN increased its overall capacity by filling 335 positions.

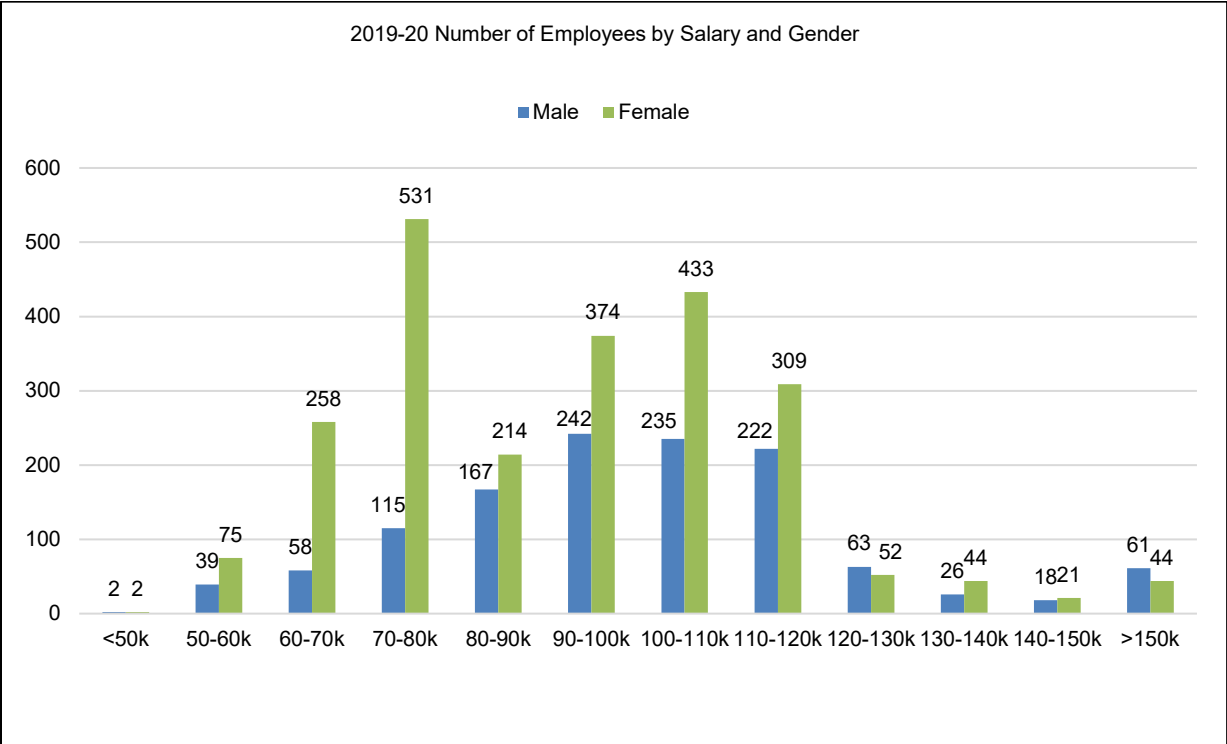
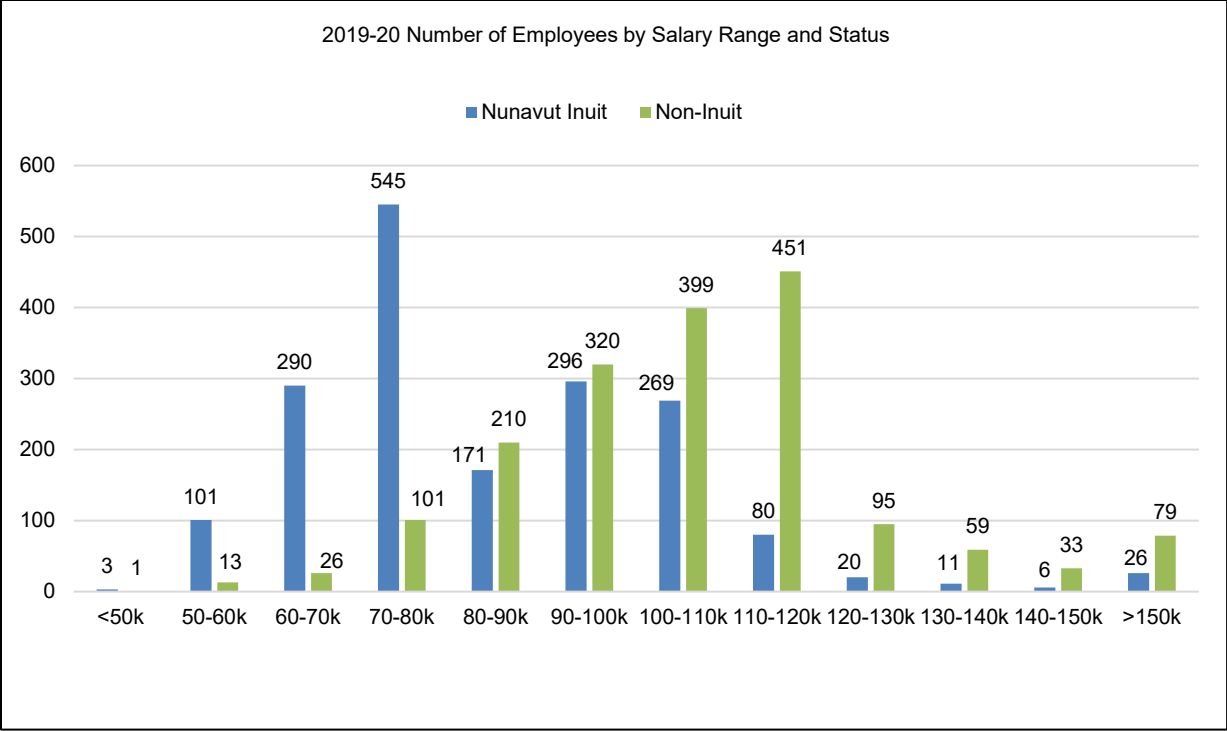
Although Nunavut Inuit employment within the government has remained relatively stable at 50% over the years, this statistic does not reflect the reality that the total number of Nunavut Inuit employed within the GN has increased significantly over the years. Between 2007 and 2020, 1,331 new positions were created, and the total number of Inuit employees increased from 1,493 in 2007 to 1,835 in 2020.

The GN workforce is comprised of 2,357 (65%) female employees compared to 1,248 (35%) male employees. Female Nunavut Inuit employees represent the largest group in the public service at 1,403 (40%) in 2019-20. By contrast, male Nunavut Inuit employees represent the smallest group at 415 (12%).

## Employee Salary

The average base annual salary for a GN employee was \$95,984. The average annual salary for Nunavut Inuit was \$86,478 and \$106,997 for non-Inuit. The average salary for a female employee was \$94,841 and \$98,634 for a male employee. The differences between salaries can be attributed to employment categories, because Nunavut Inuit and female employees hold fewer professional and management positions than their non-Inuit and male counterparts. The GN is making every effort to ensure this imbalance is addressed through various career development training programs targeted at Inuit employees, like the Sivuliqtiksat Internship Program, Hivuliqtikhanut Leadership Development Program, Amaaqtaarniq Education Program, Career Broadening Program and Policy Skills Development Program, as well as through Direct Appointments. These training programs enable the career development, hiring and promotion of Inuit and females.

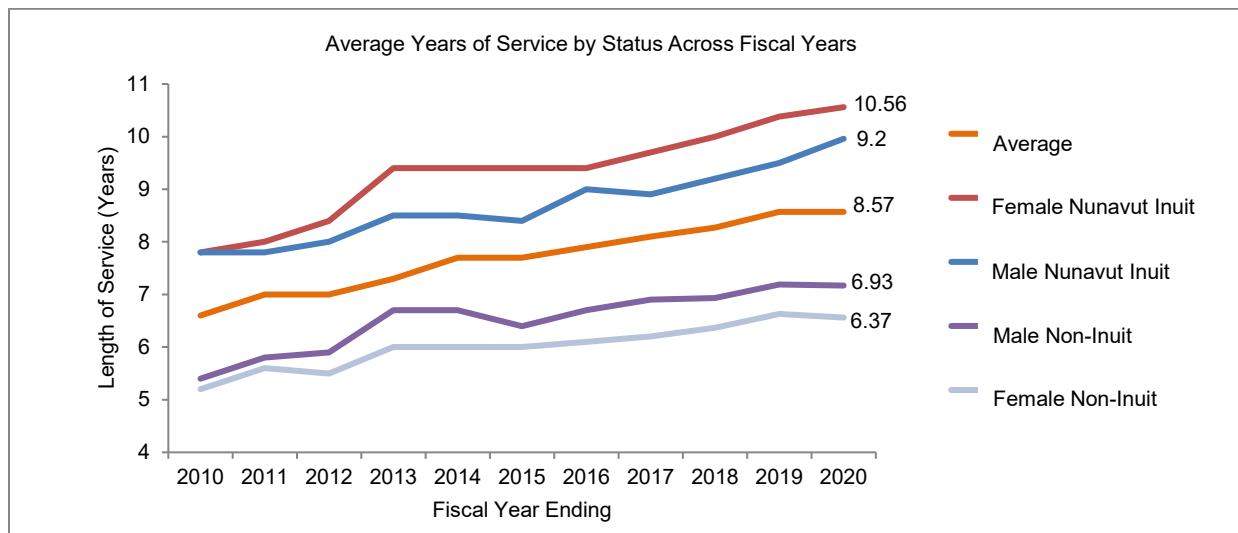
**\$95,984**  
AVERAGE BASE  
ANNUAL SALARY



## Average Length of Service and Employee Retention

In 2019-20, the average length of continuous service in the GN is 8.57 years; female Nunavut Inuit have the longest average continuous service at 10.56 years, while female non-Inuit have the shortest average length of continuous service at 6.37 years. Of the GN's 3,605 employees, 1,225 (35%) have 11 or more years of service, 873 (24%) have 5 to 10 years of service and 1,507 (42%) employees have five or fewer years of continuous service.

**8.57**  
AVERAGE  
LENGTH OF  
CONTINUOUS  
SERVICE



## Employee Retention and Staff Turnover

**89%**  
RETENTION  
RATE

The GN's strong employee retention rate can be attributed to employee satisfaction and the GN's commitment to encouraging and practicing Inuit societal values like *Inuuqatigiitsiarniq* (respecting others, relationships and caring for people) and *Tunnganarniq* (fostering good spirit by being open, welcoming, and inclusive). The GN also offers a market-competitive, comprehensive total rewards package which includes: competitive salaries, pension and benefits, continuous service bonus, staff housing, household allowance, northern allowance, leave entitlements and employee training and development opportunities. The retention rate fluctuates from year-to-year; in 2019-20, it was 89%, up from 79% in 2018-19.

Staff turnover is determined by the number of indeterminate or term employees leaving their positions annually, for various reasons (retirements, resignations, end of term, lay-offs and in rare cases dismissals). In 2019-20, 416 employees left the GN, down from 766 in 2018-19.



The GN offers voluntary employee exit surveys to collect and analyze reasons why employees leave or change jobs within the government, including key turnover factors to be addressed.

Turnover/Terminations* by Employee Group						
Pay Groups	Total *Terminations	2018-19 % Turnover of Group	% of Total *Terminations	Total *Terminations	2019-20 % Turnover of Group	% of Total *Terminations
Senior Management	44	28.5%	6%	17	9%	4%
Excluded	90	20.5%	11%	41	13%	10%
NEU	410	20%	53%	228	9%	55%
NTA	222	28%	30%	130	6%	31%
* "Terminations" include any reason for leaving employment (retirements, resignations, end of term contracts, lay-offs, dismissals).						

Turnover/Terminations* by Department/Public Body								
Dept./ Public Body	Total Positions Filled	2018-19			Total Positions Filled	2019-20		
		Total *Terminations	% Turnover of Dept./Public Body	% of Total *Terminations		Total *Terminations	% Turnover of Dept./Public Body	% of Total *Terminations
CGS	280	43	15%	6%	318	25	8%	3%
CH	71	14	19%	2%	66	5	8%	1%
EDT	104	16	15%	2%	95	10	11%	1%
EDU	1,158	296	26%	39%	1,177	185	16%	24%
ENV	93	23	25%	3%	90	14	16%	2%
EIA	75	18	24%	2%	60	3	5%	0%
FS	181	35	19%	5%	190	13	7%	2%
FIN	205	29	14%	4%	156	13	8%	2%
HEA	663	160	24%	21%	695	86	12%	11%
HR	N/A	N/A	N/A	N/A	73	5	7%	1%
JUS	270	61	23%	8%	285	27	9%	4%
OLA	36	7	19%	1%	34	6	18%	1%
NAC	162	42	26%	5%	162	16	10%	2%
NHC	86	22	26%	3%	86	8	9%	1%
* "Terminations" include any reason for leaving employment (retirements, resignations, end of term contracts, lay-offs, dismissals).								

## Casual Assignments and Relief Employment

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

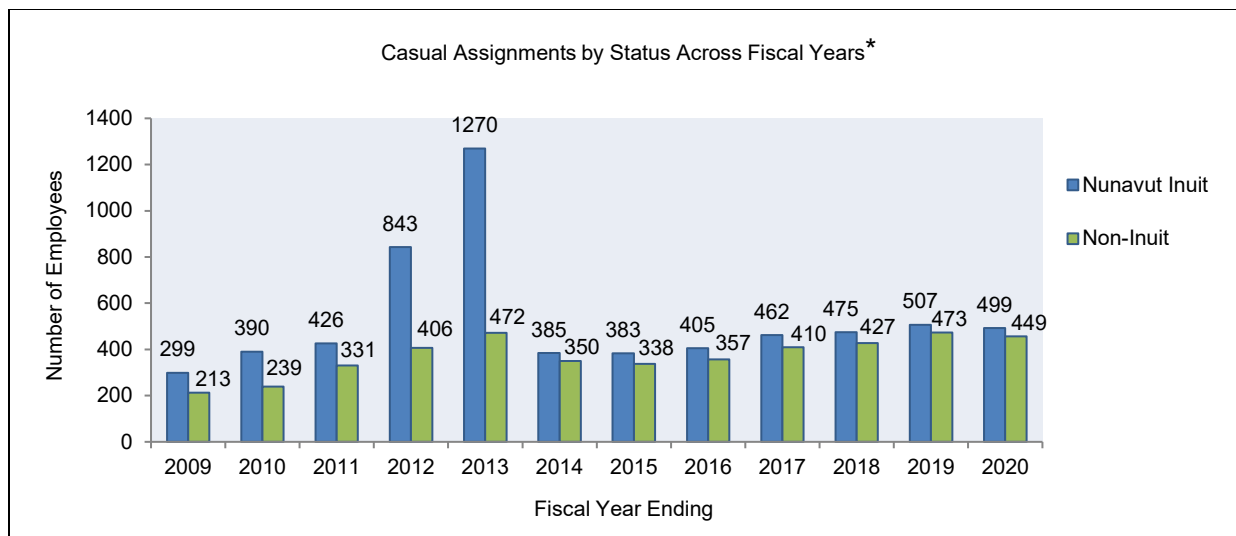
A **relief employee** is defined in the *Public Service Act* as “a person employed on an indeterminate or term basis to provide services ordinarily provided by other employees, as and when needed or to provide services on an emergency basis.”

The Priority Hiring Policy is applied when staffing casual and relief employment. Casual employment provides excellent learning and development opportunities with potential for hiring into indeterminate or term positions. All GN departments and public bodies are encouraged to use more permanent staffing solutions and use the casual staffing process to meet immediate capacity challenges as appropriate. In 2019-20, 200 casual employees became indeterminate; of these, 101 (51%) are Nunavut Inuit.

**200**  
CASUAL EMPLOYEES  
BECAME  
INDETERMINATE,  
**101**  
OF THESE ARE INUIT

In 2019-20, there was a total of 948 casual work assignments in the GN, which is a decrease of 32 casual assignments from the previous fiscal year. The number of casual work assignments held by Nunavut Inuit in 2019-20 was 492, which represents 52% of all casual work assignments. In 2019-20, there were 3,032 relief work assignments and 1,457 substitute teaching assignments. A combined 3,638 (81%) of relief work and substitute teaching assignments were filled by Nunavut Inuit.

Casual Assignment by Length of Service*				
Years of Service	Number of Casuals	Percentage	Nunavut Inuit	Non-Inuit
Less than 1 year	585	62%	298	287
1-2 years	264	28%	148	116
2 years +	99	10%	53	46
<b>Total</b>	<b>948</b>	<b>100%</b>	<b>499</b>	<b>449</b>
* QEC numbers included				



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



"Inuuqatigiinniq: Wellbeing and Leadership" workshop in February 2020 with participants and facilitators from the Departments of Culture & Heritage and Human Resources

## Recruiting and Staffing

As part of our focus on continuous improvement, the Department of Human Resources reviewed the GN Staffing organizational structure, processes, tools, and organizational capabilities to ensure that the Staffing division delivers the qualified candidates required to deliver the GN mandate. The changes have resulted in immediate cycle-time and quality improvements and will continue to evolve to include system solutions and additional process improvements that will further enhance both the quality of hire and overall candidate experience.

## Staff Housing Program Changes

The Department of Human Resources, working in collaboration with the Department of Finance and the Nunavut Housing Corporation (NHC), completed reviewing and updating the Staff Housing Policy and Guidelines in May 2019.

The Staff Housing Allocation Committee was established to assign staff housing units according to set procedures. The Committee is now chaired by the Assistant Deputy Minister, Operations, Human Resources, consists of Assistant Deputy Ministers from all GN departments and operates based on the Inuit societal values *Aajiiqatigiinniq* (decision making through discussion and consensus) and *Piliriqatigiinniq* (working together for a common cause).



Under the revised Staff Housing Policy, Deputy Ministers of each represented department or public body can prioritize positions to meet operational requirements and departmental Inuit employment goals and objectives. While the Staff Housing Allocation Committee assigns staff housing to positions, NHC continues to manage the actual assignment of specific GN housing units to employees. NHC also continues to manage the ongoing maintenance requirements of GN staff housing units.



## Job Competitions and Hiring

In 2019-20, 456 competitions were held with 335 positions successfully filled. The number includes competitions started in 2018-19 and closed in 2019-20 as well as competitions that were ongoing as of March 31, 2020. The GN's cost to advertise jobs in 2019-20 was \$605,410.

The following charts represent the breakdown of the competitions held in the 2019-20 fiscal year.

2019-20 Job Competitions (456 Total)									
	Female		Male		Nunavut Inuit		Non-Inuit		
	Total	#	%	#	%	#	%	#	%
<b>Applications</b>	8,573	4,012	47%	4,561	53%	1,688	20%	6,885	80%
<b>Actual hires</b>	335	195	58%	140	42%	127	38%	208	62%

2019-20 Applications and Hires by Gender and Status				
	Female Nunavut Inuit	Male Nunavut Inuit	Female non-Inuit	Male non-Inuit
<b>Applications</b>	1,139	549	2,873	4,012
<b>Actual Hires</b>	94	33	101	107

## Recruitment and Selection Turnaround Time

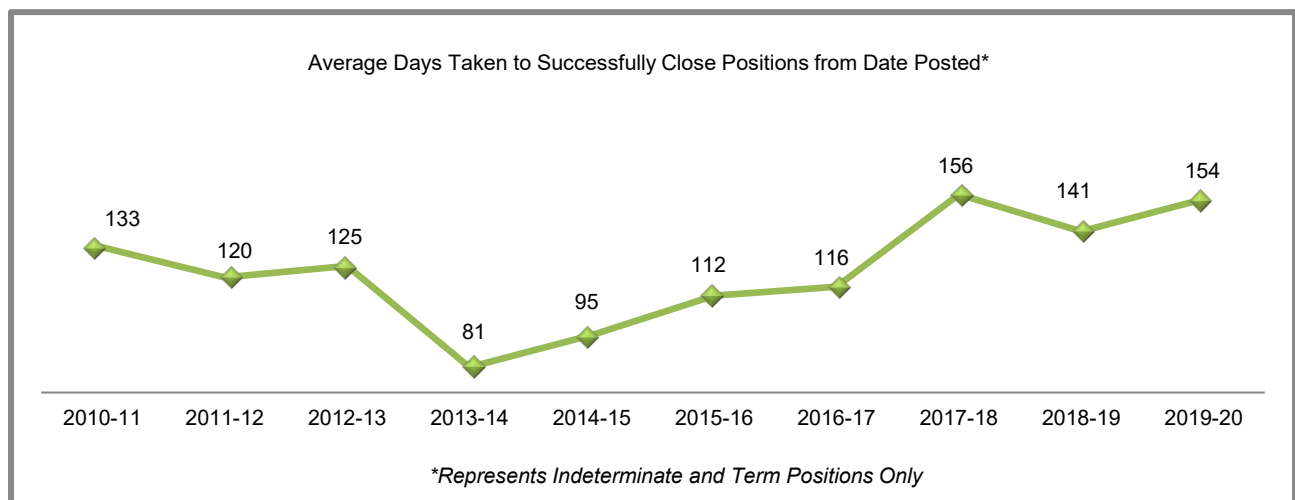
Recruitment and selection turnaround time is the average number of calendar days it takes to fill a permanent (indeterminate/term) full-time position. The GN counts "time to fill" from the date of advertising to the date the job offer is signed. This measure provides insight into the GN's ability to deliver effective, efficient, and transparent recruiting and staffing services.

In 2019-20, the average time to fill a position was approximately 154 days, a slight increase from 141 days in the previous fiscal year.

There are various reasons that lead to this lengthened timeline:

- In November 2019, there was a ransomware attack on the GN network that significantly slowed the recruiting and hiring process.
- In March 2020, the majority of GN staff had to work from home due to the COVID-19 global pandemic, which had a significant impact on recruiting and staffing activities.

- The complexity of the competition process has increased: departments increasingly require additional assessment tools, two-part interviews, written assignments and/or graded presentations to test candidates' competencies (as opposed to interviews only).
- Staffing appeals can add weeks to a competition (because candidates have up to 14 business days to file an appeal after being notified).
- Selection panel availability (both in HR and in hiring departments) can also cause delays.



2019-20 Hiring by Region						
Region	Positions Advertised *	Positions Filled *	Average Time to Fill (days)	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired out of Filled Positions
Headquarters	246	227	132	62	165	27.3%
Qikiqtaaluk	82	35	188	20	15	57.1%
Kivalliq	82	47	185	28	19	59.5%
Kitikmeot	46	26	157	17	9	65.3%
<b>Total</b>	<b>456</b>	<b>335</b>	<b>154</b>	<b>127</b>	<b>208</b>	<b>37.91%</b>
* These numbers include advertised positions in 2018-19 carried into 2019-20						

## Staffing Appeals

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

In total, 26 appeals were received in 2019-20, a significant decrease from 58 appeals in 2018-19. Of the 26 appeals, 25 were denied and 1 appeal was withdrawn.

## Direct Appointments

The GN is committed to staffing positions through the competitive process. However, under certain circumstances, appointments without competitions are appropriate. Direct Appointments (DAs) are primarily used to achieve a qualified and representative public service, but they are also an appropriate method to staff hard-to-fill positions when the regular recruitment process has failed. All DAs must be approved by Cabinet. The DA documentation process includes using a check list, keeping detailed records, and carefully screening proposed appointees to ensure the minimum requirements for the position are met. There were 61 DAs in 2019-20, compared to 32 in 2018-19 (a 91% increase). Of the 61, 60 (98%) are Nunavut Inuit.

**61**  
**DIRECT**  
**APPOINTMENTS**

**60**  
**OF THESE ARE**  
**NUNAVUT INUIT**



## Restricted Competitions

The GN implemented restricted competitions in November 2015. Competitions can be restricted under three categories: Nunavut Inuit only; Nunavut Inuit by location or GN employees only. For GN employee only competitions, Nunavut Inuit are given priority hiring consideration.

There were 266 restricted competitions in 2019-20. This includes competitions that were carried over from 2018-19. These restricted competitions resulted in 111 positions being filled. Some competitions filled multiple positions.

2019-20 Restricted Competitions by Type, as of March 31, 2020	
<b>Nunavut Inuit Only</b>	123 competitions
<b>GN Employees Only</b>	66 competitions
<b>Nunavut Inuit by Location Only</b>	77 competitions

## Transfer Assignments

The GN offers employees the opportunity to transfer either internally within their home departments or to another department within the GN to gain experience or meet operational requirements. Transfer assignments may be competitive (filled through a staffing competition) or non-competitive. In 2019-20, there were a total of 160 employees on a transfer assignment, compared to 114 in 2018-19.

Transfer Assignments by Department and Status						
Department/Public Body	Total	2018-19 Nunavut Inuit	Non-Inuit	Total	2019-20 Nunavut Inuit	Non-Inuit
CGS	2	0	2	15	6	9
CH	5	2	3	4	2	2
EDT	4	1	3	11	5	6
EDU	30	5	25	36	6	30
EIA	9	5	4	4	1	3
ENV	4	1	3	4	2	2
FIN	8	2	6	17	10	7
FS	15	5	10	11	2	9
HEA	12	3	9	16	1	15
HR	N/A	N/A	N/A	9	4	5
JUS	13	4	9	23	4	19
NAC	5	1	4	0	0	0
NHC	7	4	3	5	2	3
OLA	0	0	0	5	3	2
<b>Totals</b>	<b>114</b>	<b>33</b>	<b>81</b>	<b>160</b>	<b>48</b>	<b>112</b>

## Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students to explore different fields of work, gain work experience and receive training within the public service. Priority hiring consideration is given to Nunavut Inuit students. The SSEEP is an integral part of the GN's goals to foster youth development, encourage continuous learning and market the GN as an employer of choice. As of March 31, 2020, 430 GN employees were previously employed as summer students (an increase of 62% from 2018-19); of these, 376 (87%) are Nunavut Inuit.

The objectives of this program are:

1. To provide employment and training opportunities for students that will:
  - develop their skills and improve their employability after graduation;
  - help fund their education and encourage them to complete their studies;
  - enrich their academic programs; and
  - help them evaluate their career options within the territorial public service; and
2. To support departments to develop a pool of qualified candidates for future public service appointments.



Summer student Randy Qattalik

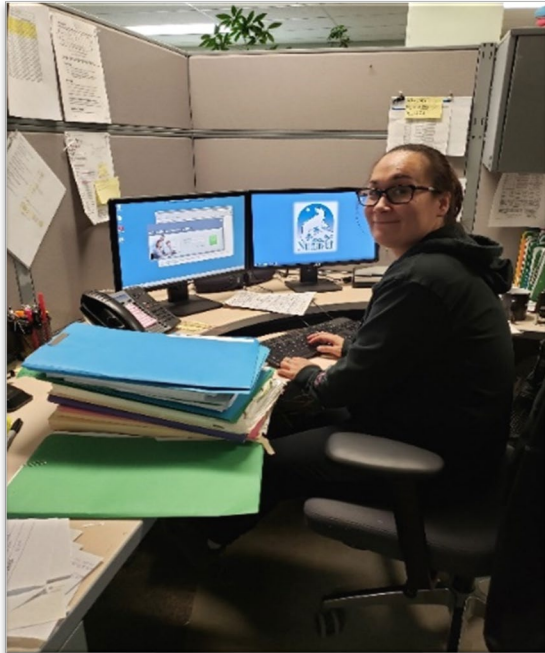
**430**

**GN EMPLOYEES ARE  
FORMER  
SUMMER STUDENTS**

**376**

**OF THESE ARE  
NUNAVUT INUIT**





Summer student Shauna Okalitana

**283**

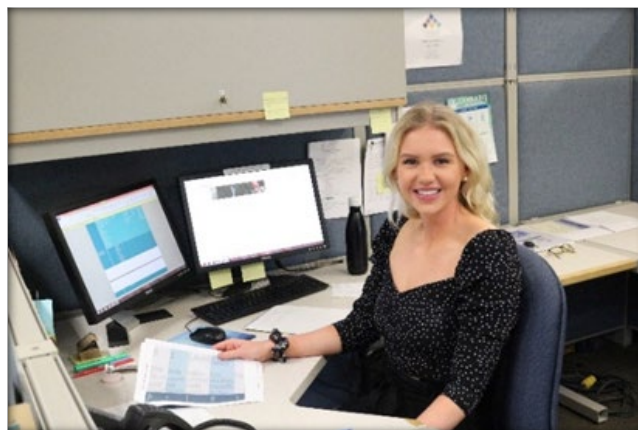
**2019 SUMMER STUDENTS**

In the summer of 2019, we hired a total of 283 summer students in 21 communities. Of these, 235 (83%) were Nunavut Inuit students. Participation in the SSEEPP fluctuates from year to year and is dependent upon the demand for summer students from GN departments/public bodies in each community, as well as the number of summer student applications from each community. The total program budget was \$985,000. Salaries and benefits for summer students cost \$3.1 million, with the additional costs covered by individual departments.



Summer student Hope Carpenter

Summer Students Hired per Year		
Summer Year	Total Participants	% Nunavut Inuit
2019	283	83%
2018	298	81%
2017	278	81%
2016	249	81%
2015	208	79%
2014	207	83%
2013	154	79%
2012	168	81%
2011	132	78%



Summer student Kathryn Devereaux



Summer student Grace Nowdluk

2019 Summer Student Positions by Department/Public Body and Status		
Department/Public Body	Total	Nunavut Inuit
CGS	59	46
CH	3	3
EDT	13	13
EDU	12	10
ENV	23	20
EIA	6	6
FS	9	8
FIN	18	13
HEA	79	61
HR	8	8
JUS	11	9
OLA	2	2
NAC	11	9
NHC	8	7
QEC	21	20
<b>Total</b>	<b>283</b>	<b>235</b>

## Employee Relations

In 2019-20, the Employee Relations division completed several initiatives. Some of the accomplishments include the review and update of fact-finding meetings and progressive discipline processes to better align with Inuit societal values and the development of a formal supervisor training program with a focus on managing in a unionized environment.

### Grievances

The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff have access to a grievance process under the *Public Service Act Regulations*. A total of 37 new grievances were filed in 2019-20, compared to 60 in 2018-19. Employee Relations works with departments and unions to resolve issues before a grievance develops. Employee Relations and the unions also have regularly scheduled monthly grievance resolution meetings which help in maintaining cordial relations.

Total Active Grievances by Employee Group Across Fiscal Years						
Group	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
NEU	78	90	89	91	63	80
NTA	1	2	1	7	0	3
Excluded	0	0	6	8	1	1
<b>Total</b>	<b>79</b>	<b>92</b>	<b>96</b>	<b>106</b>	<b>64</b>	<b>84</b>

### Negotiations with Collective Bargaining Units

The GN has employees in three bargaining units governed by three distinct collective agreements:

- **Nunavut Teachers' Association (NTA) – Government of Nunavut (GN) collective agreement:** The current NTA-GN collective agreement is in effect until June 30, 2021.
- **Nunavut Employees Union (NEU) – Government of Nunavut (GN) collective agreement:** The NEU-GN collective agreement expired on October 1, 2018. Negotiations are currently underway with the mutual goal of approving a new progressive collective agreement.
- **Nunavut Employees Union (NEU) – Qulliq Energy Corporation (QEC) collective agreement:** The NEU-QEC collective agreement continues to remain in effect until December 31, 2020.

## Respectful and Harassment Free Workplace

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

A training workshop titled “Understanding and Addressing Workplace Harassment and Sexual Harassment” was held in April 2019 for Deputy Ministers and Assistant Deputy Ministers. Online Respectful and Harassment Free Workplace resources are available for all GN employees at: <https://gov.nu.ca/human-resources/information/respectful-and-harassment-free-workplace>

In 2019-20, 47 written complaints were received and assessed; of those, 11 met the definition of harassment and were addressed under the provisions of the Respectful and Harassment Free Workplace directive. All those that did not meet the definition of harassment were referred to Employee Relations for resolution.



Community and Government Services staff wearing pink clothing to support anti-bullying

The Department of Human Resources sends out periodic email information bulletins regarding the Respectful and Harassment Free Workplace Policy and the Ethics Officer’s role. The GN is committed to training all managers and employees in methods to recognize, address and prevent workplace harassment and bullying. Up to and including the fiscal year 2019-20, a total of 1,060 employees have attended the “Respectful Workplace” training program.



## Job Evaluation

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

During 2019-20, Job Evaluation operational staff processed 4,275 staffing actions. These included job action requests (JARs) for regular staffing, direct appointments (DAs), casual staffing actions (CSAs), Summer Student Employment Program (SSEEP) staffing actions, relief employment staffing actions (RESAs), internal transfer assignments (ITAs) and the creation of new positions.

Processed Staffing Actions*									
Action Type	CSA	DA	ITA	JARNS	JARSR	NEWNS	NEWSR	RESA	SSEEP
Action Count	1,055	62	97	504	704	36	215	1,316	286

- \* CSA: Casual Staffing Action
- \* DA: Direct Appointment
- \* ITA: Internal Transfer Assignment
- \* JARNS: Job Action Request - No Staffing required (for example, procession reporting changes or updating coding)
- \* JARSR: Job Action Request - Staffing Required
- \* NEWNS: New position - No Staffing required
- \* NEWSR: New position - Staffing Required
- \* RESA: Relief Employee Staffing Action
- \* SSEEP: Summer Student Equity Employment Program

## Occupational Health, Safety and Wellness



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

In 2019-20, a formal “Workplace Mental Health” training program was developed and implemented. Training was held throughout the fiscal year for departmental human resources practitioners, deputy ministers and assistant deputy ministers.

WHSW staff also support the employee orientation program by providing an overview of the role of Workplace Health, Safety and Wellness. In 2019-20, WHSW participated in four staff training sessions in the three Nunavut regions.

## GN Intranet

Workplace health, safety and wellness information continues to be available to all staff on the GN Intranet page. Worker and employer WSCC report forms in all four official languages can be accessed via our Intranet page.



## Departmental WSCC Nominees

Each department provides two nominees to manage internal departmental compliance with directives issued by the WSCC. As required, the WSHW assists departments/nominees to achieve legal compliance.

## Representation on National Committees

WHSW continues to support the GN's presence on several national Health, Safety and Wellness committees with the Canadian Standards Association. WHSW also represents the GN on two interjurisdictional committees: (1) Safety and Health committee for the Canadian Association of Administrators of Labour Law and (2) Workers Compensation Boards Working Group under the Canadian Free Trade Agreement – Reconciliation and Cooperation Table.

## Workplace Conflict Prevention

WHSW staff are trained to investigate complaints across the government. Investigations are treated confidentially and impartially. Occupational Health, Safety and Wellness staff engage with all parties and when appropriate, seek resolutions through alternative dispute resolution mechanisms.



Nunavut Arctic College staff supporting anti-bullying

## Return to Work Program

The Return to Work (RTW) program demonstrates the GN's commitment and attention to the accommodation needs of ill and injured workers and ensures that the GN meets its duty to accommodate those individuals. If an employee is not capable of returning to regular duties, the RTW program provides the opportunity to develop a personalized RTW plan specific to the needs of the employee. The plan considers the employee's functional limitations, rehabilitation and treatment, skills and abilities and identifies available suitable work. Suitable work could include having the employee perform the regular job with modified duties, or, when available, to perform alternate, temporary work that meets the employee's current capabilities. The GN has a duty to accommodate employees up to the point of undue hardship.

A review of the RTW program was completed to improve the experiences of GN employees utilizing the program. In 2019-20, 12 employees were successfully accommodated through the RTW program.

## Employee and Family Assistance Program

As part of *Pijitsirniq* (serving and providing for family and/or community), the GN supports the wellness of its employees and their families by providing an Employee and Family Assistance Program (EFAP). The EFAP provides free, confidential services at any time that reflect Nunavut's workplace realities and incorporate Inuit culture and language. The program provides short-term, professional counselling for personal and/or workplace issues to help employees and their families find solutions to problems that affect them. Employees and their families have increasingly used the services through face-to-face sessions (57), via telephone (152) or through the internet (5). In 2019-20, 248 employees accessed the EFAP. Services are offered in English, French, and with an interpreter in Inuktitut.



In 2019-20, the first ever Remote Substance Abuse Counselling Service in Canada was rolled out for our employees and their families. This confidential service was developed in partnership with our EFAP provider Homewood Health to address the GN's unique requirements of providing counselling services to employees and their families living in remote communities in our territory. This customized GN employee wellness service allows our employees and their families to get confidential help without travelling outside of their communities. GN employees and their families can access the EFAP, including confidential substance abuse help, by calling Homewood Health at 1-800-663-1142.

2019-20 Employee and Family Assistance Program Utilization			
Usage Statistics*		Services Provided*	
Employee Usage (Excludes E-Services)			
<b>Employee/family use</b>		<b>Counselling Services</b>	<b>214</b>
<i>Individual</i>	234	<i>Crisis/Trauma</i>	<10**
<i>Family member</i>	14	<i>Family</i>	13
<b>Use by gender</b>		<i>Marital/Relationship</i>	43
<i>Female</i>	186	<i>Health</i>	<10**
<i>Male</i>	62	<i>Psychological</i>	116
<b>Age distribution</b>		<i>Social</i>	<10**
<i>Under 20</i>	<10**	<i>Addiction issues</i>	10
<i>21-30</i>	59	<i>Work</i>	21
<i>31-40</i>	100	<b>Plan Smart Services</b>	<b>32</b>
<i>41-50</i>	46	<i>Career counselling</i>	14
<i>51-60</i>	24	<i>Jumpstart Your Wellness</i>	<10**
<i>61 and older</i>	13	<i>Childcare and parenting support service</i>	<10**
<i>Not specified</i>	<10**	<i>Financial advisory service</i>	<10**
<b>Counselling method</b>		<i>Legal advisory service</i>	11
<i>Face to face</i>	57	<i>Relationship Solutions</i>	<10**
<i>Telephone</i>	152	<b>E-services</b>	<b>30</b>
<i>Web</i>	<10**	<i>Health resources and assessment support</i>	<10**
		<i>Supporting respect in the workplace</i>	<10**
		<i>Respect in the workplace</i>	30
<b>Total</b>	<b>214</b>	<b>Total</b>	<b>276</b>
*Only aggregate data is provided to the GN to ensure individual privacy is maintained.			
**<10 numbers are not reported to ensure individual privacy is maintained.			



## Ethics Officer

The role of the Ethics Officer is to receive and investigate allegations of wrongdoing in the Nunavut public service. Where wrongdoing is found, the Ethics Officer makes recommendations to address the wrongdoing. The Ethics Officer provides an alternative method for employees in the Nunavut public service to disclose wrongdoing that comes to their attention and provides assurance to them—and to all Nunavummiut—that those disclosures will be investigated and addressed promptly, fairly, and effectively.

In 2019-20, the Ethics Officer received three disclosures of wrongdoing. Two of the disclosures of wrongdoing did not require investigation. The third disclosure is still ongoing.

In 2019-20, the Ethics Officer received 24 requests for advice from public servants who considered making a disclosure of wrongdoing, compared to 33 requests in 2018-19; 41 in 2017-18; 19 requests in 2016-17 and 51 in 2015-16.

In 2018-19, four new files were opened, compared to two in 2017-18; five in 2016-17; and 11 in 2015-16.

In 2019-20, 2018-19, 2017-18 and 2016-17, there were no findings of wrongdoing within the GN. In 2015-16, there was one finding of wrongdoing.

There were no complaints of reprisal in 2019-20 and 2018-19. One complaint of reprisal was made in 2017-18 and was resolved amicably. There were no complaints of reprisal in 2016-17 and two unfounded complaints of reprisal in 2015-16.

The *Ethics Officer Annual Report 2019-20* can be viewed at:

[https://gov.nu.ca/sites/default/files/2019-20\\_ethics\\_officer\\_annual\\_report.pdf](https://gov.nu.ca/sites/default/files/2019-20_ethics_officer_annual_report.pdf)

## Inuit Employment Initiatives

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

The GN relies on federal funding for its operations and to support implementation of the Nunavut Agreement, including Article 23. Federal funding for Inuit employment and pre-employment training initiatives became available in May 2015 through a Settlement Agreement for the 10-year period from 2013-2023. Through this funding, Sivumuaqatigiit was able to launch several new Inuit employment initiatives and continues to deliver these initiatives.

Sivumuaqatigiit completed the Master Inuit Employment Plan (MIEP) for the Government of Nunavut in collaboration with all departments and public bodies. The MIEP was made available to the public at the end of the 2019-20 fiscal year. The MIEP summary can be found here:

[https://gov.nu.ca/sites/default/files/gn\\_master\\_iep\\_summary\\_eng\\_0.pdf](https://gov.nu.ca/sites/default/files/gn_master_iep_summary_eng_0.pdf)

### GN Short-term Inuit Employment Goals and Targets - March 31, 2020

The GN has goals and targets focused on increasing the number of Inuit employees:

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

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

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

Departments and public bodies have set ambitious goals and targets to 2023 and are working hard to achieve them:

- By March 31, 2020, the GN aimed to employ 2,040 Inuit full-time equivalents (FTEs).
- By March 31, 2023, the GN aims to employ 2,300 Inuit FTEs.

The GN's Inuit employment statistics are reported publicly in the quarterly *Towards a Representative Public Service* (TRPS) reports.

## GN Progress Towards Inuit Employment Goals and Targets

The GN achieved 90% of its short-term goal of 2,040 Inuit FTEs. As of March 31, 2020, the GN employed 1,834.72 Inuit FTEs in indeterminate and term positions, which was 205 Inuit FTEs short of the goal.

The GN did not achieve its Inuit employment targets in any employment category. However, it progressed well in two categories:

- Professional (95% of goal was achieved)
- Paraprofessional (92% of goal was achieved)

Inuit representation remained at 50% despite an increase of approximately 48 Inuit FTEs since March 31, 2019. This means that the GN has been successful in maintaining Inuit representation, even with continuing growth in the number of FTEs and the number of positions in the public service.

Dept./ Public Body	IEP Short-Term Targets (FTEs) By March 31, 2020				Actual TRPS Statistics As of March 31, 2020		
	Total Positions	Positions Filled	Inuit Employed	%	Positions Filled	Inuit Employed	%
CGS	452.00	297.00	131.00	44%	318.00	137.00	43%
CH	91.80	71.80	59.00	82%	65.80	53.00	81%
EDT	142.00	117.00	70.00	60%	95.00	58.00	61%
EDU	1,326.74	1,197.41	645.53	54%	1,176.74	564.74	48%
EIA	84.00	73.00	58.00	78%	60.00	48.00	80%
ENV	142.00	95.50	46.00	48%	90.00	44.00	49%
FIN	220.00	150.00	64.00	43%	156.00	63.00	40%
FS	236.84	181.00	113.33	63%	190.37	120.37	63%
HEA	1,205.01	754.00	424.10	56%	695.21	345.54	50%
HR	112.00	84.00	50.00	60%	73.00	42.00	58%
JUS	389.00	280.00	131.00	47%	285.00	124.00	44%
NAC	247.77	155.00	87.00	56%	162.27	90.27	56%
NHC	123.00	102.00	41.00	40%	86.00	36.00	42%
QEC	207.40	195.40	102.40	52%	179.80	89.80	50%
	<b>4,982.59</b>	<b>3,753.00</b>	<b>2,020.36</b>		<b>3,633.19</b>	<b>1,815.72</b>	
NO IEPs							
OLA	43.00	33.00	17.00	52%	34.00	18.00	53%
NBCC	6.00	5.00	2.00	40%	4.00	1.00	25%
<b>TOTAL</b>	<b>5,031.59</b>	<b>3,791.11</b>	<b>2,039.36</b>	<b>54%</b>	<b>3,671.19</b>	<b>1,834.72</b>	<b>50%</b>

## Highlights of Departments' Progress

Three departments/public bodies met or exceeded their goals for March 31, 2020:

Inuit Employment Goals as of March 31, 2020					
Department	Department Target	Inuit Hired	Difference Between Target and Actual Hires	% of Own Goal	% of the Total GN Gap
CGS	131	137	+6.00	105%	
CH	59	53	-6.00	90%	3%
EDT	70	58	-12.00	83%	6%
EDU	643.53	564.74	-78.79	88%	39%
EIA	58	48	-10.00	83%	5%
ENV	46	44	-2.00	96%	1%
FIN	64	63	-1.00	98%	0.5%
FS	113.33	120.37	+7.04	106%	
HEA	424.1	345.54	-78.56	81%	38%
HR	50	42	-8.00	84%	4%
JUS	131	124	-7.00	95%	3%
NAC	87	90.27	+3.27	104%	
NHC	41	36	-5.00	88%	2%
QEC	102.4	89.8	-12.60	88%	6%
<b>SUB-TOTAL</b>	<b>2,020.36</b>	<b>1,815.72</b>	<b>-204.64</b>		
NO IEPs					
OLA	17	18	+1.00		
NBCC	2	1	-1.00		.5%
<b>TOTAL</b>	<b>2,039.36</b>	<b>1,834.72</b>	<b>-204.64</b>	<b>90%</b>	

- 1) **Family Services** exceeded its goal by 7 Inuit FTEs. Some action items used to increase Inuit employment include:
  - Eight current Inuit employees in acting assignments to promote advancement or career broadening
  - One internship in the Policy division to allow direct appointment of casual employee
  - Three current employees proposed for direct appointments
  - Four employees are taking HR-funded training
  - Partnership with NAC to increase Family Wellness division
  - One employee taking leadership training and employed on ITA as a manager
- 2) **Community and Government Services** exceeded its goal by 6 Inuit FTEs. Some action items used to increase Inuit employment include:
  - Hired an Inuit Employment and Outreach Manager
  - Has nine current internal interns
  - Utilizing transfer assignments to advance Inuit
  - 22 Direct Appointments were made during 2019-20 to convert long-term casual employees to indeterminate
  - The CGS Orientation Program was revised in September 2019 and has more focus on Article 23
  - Utilizing restricted competitions to increase Inuit employment
  - Currently has four CGS staff on Education Leave

- Three in the Law Program
  - One in the Translation Program
- 3) **Nunavut Arctic College** exceeded its goal by 3 Inuit FTEs. Some action items used to increase Inuit employment include:
- Inuit employee as CSA in senior management
  - Hired all full-time FTEs in the Human Resources division
  - Currently has three employees in the Hivuliqtikhanut program
  - The Marketing, Communications and Recruitment division intends to hire a Strategic Recruitment Specialist

Two departments made strong progress towards their goals for March 31, 2020:

- Finance - (98% of goal, short only 1 Inuk FTE)
- Environment - (96% of goal, short only 2 Inuit FTEs)

Two departments had large gaps between their actuals and their short-term goals for March 31, 2020. Together these departments accounted for 77% of the GN's total gap between actuals and the March 31, 2020 goals:

- Education - (88% of goal, short by 78.79 Inuit FTEs)
- Health - (81% of goal, short by 78.56 Inuit FTEs)

In comparison to their goals, the remaining departments/public bodies achieved:

- Justice - (95% of goal, short by 7 Inuit FTEs)
- Culture and Heritage - (90% of goal, short by 6 Inuit FTEs)
- Nunavut Housing Corporation - (88% of goal, short by 5 Inuit FTEs)
- Qulliq Energy Corporation - (88% of goal, short by 12.60 Inuit FTEs)
- Human Resources - (84% of goal, short by 9 Inuit FTEs)
- Economic Development and Transportation - (83% of goal, short by 12 Inuit FTEs)
- Executive and Intergovernmental Affairs - (83% of goal, short by 10 Inuit FTEs)

## Inuit Employment Targets in Employment Categories

The GN fell short of its Inuit Employment targets in every employment category. However, it progressed well in two categories:

- Professional (95% of goal was achieved)
- Paraprofessional (92% of goal was achieved)

Inuit Employment Goal and Targets			
Employment Category	Positions Filled	Inuit Employed	%
Executive	37.00	16.00	43%
Senior Management	151.00	36.00	24%
Middle Management	382.00	120.00	31%
Professional	1,419.00	425.00	30%
Paraprofessional	729.90	490.13	67%
Administrative Support	1,072.21	952.23	89%
<b>Total</b>	<b>3,791.11</b>	<b>2,039.36</b>	<b>54%</b>



TRPS Statistics				
As of March 31, 2020				
Employment Category	Total Positions	Positions Filled	Inuit Employed	%
Executive	41.00	29.00	13.00	45%
Senior Management	181.00	138.00	28.00	20%
Middle Management	499.00	372.00	103.00	28%
Professional	1,948.63	1,423.03	405.03	28%
Paraprofessional	1,100.33	736.23	450.07	62%
Administrative Support	1,371.98	982.92	835.63	85%
<b>Total</b>	<b>5,141.94</b>	<b>3,671.18</b>	<b>1,834.72</b>	<b>50%</b>

Gap Analysis: Goal Versus Current Inuit Employment		
As of March 31, 2020		
Employment Category	Inuit to be Hired by March 2020	Goal
Executive	3.0	81%
Senior Management	8.0	78%
Middle Management	17.0	86%
Professional	20.0	95%
Paraprofessional	40.06	92%
Administrative Support	116.61	88%
<b>Total</b>	<b>204.64</b>	<b>90%</b>

## Overall Observations

- Total Inuit employment remained at 50%.
- The GN achieved 90% of its short-term goal of 2,040 Inuit FTEs.
- As of March 31, 2020, the GN employed 1,834.72 Inuit FTEs in indeterminate and term positions, which was 205 Inuit FTEs short of the overall goal.

In 2019-20, the GN's computer network was affected by a sophisticated ransomware attack territory-wide, which may have contributed to a delay in filling positions with Inuit.

## Amaqtaarniq Education Program

The Amaqtaarniq Education Program sponsors long-term post-secondary education leave for GN Inuit employees who wish to qualify for hard-to-fill jobs or professions in the GN. Inuit GN employees are welcome to apply for the Amaqtaarniq Education Program--whether they are indeterminate, term, or casual--provided they meet the eligibility criteria. This program is designed to remove barriers to post-secondary education for eligible Inuit employees and to help the GN fill specialized positions with qualified Inuit employees. Approved participants

**14**  
**INUIT EMPLOYEES**  
**APPROVED FOR**  
**AMAAQTAARNIQ**  
**EDUCATION**  
**PROGRAM**

receive an allowance equivalent to their base salary for the duration of their educational leave.

In 2019-20, a thorough review of the Amaqtaarniq Education Program Policy was conducted. Amendments to the policy were made to broaden access to the Amaqtaarniq program by reducing and eliminating barriers that Inuit employees face when pursuing post-secondary education. The revised policy resulted in a larger volume of applications. As of March 31, 2020, there are 14 approved applications for full-time post-secondary studies at various universities and colleges. The 14 Inuit employees are pursuing different areas of studies, including trades, business administration, social work, and teacher education. This record enrolment promises to lead to Inuit graduates who will be eligible to fill professional and specialized positions within the GN.

### Career Broadening Program

The Career Broadening Program provides on-the-job experience for Inuit GN employees so that they can gain the knowledge, skills and experience needed for a successful career in government. Indeterminate, term or casual Inuit employees with three years of service may apply to the program. Each assignment will be a minimum of eight months and a maximum of twelve months in duration. Participants can have one to three job assignments in the field they are interested in with the assistance of Sivumuaqatigiit staff.

The Department of HR assigns each program participant to a position number at HR and pays all compensation costs during the assignment. The employee will continue to be paid the salary of their home position, along with any increases to which they would be entitled, for the duration of the assignment.

In 2019-20, two employees were participating in the program:

- Dept. of CGS – Asset Control Clerk to Dept. of Finance as Pay and Benefits Officer
- Dept. of Justice – Finance Officer to Dept. of HR as Policy Training Coordinator

By broadening and increasing the knowledge, skills, and experience of Inuit employees, the program supports GN departments/public bodies to achieve their Inuit Employment Plan objectives.

### Sivuliqtiksat Internship Program

The Sivuliqtiksat Internship Program, offered since 2001, is a one- to three-year internship supported by a designated trainer, a customized learning plan and group and individual training courses. An intern is a term employee who is hired to undertake a learning program of a specific duration leading to a guarantee of employment upon successful completion of his or her learning plan and satisfactory performance reviews. The program demonstrates our commitment to the principle of *Pilimmaksarniq/Pijariuqsarniq* (development of skills through observation, mentoring, practice, and effort) as an effective way to develop a representative public service.

One full-time program Sivuliqtiksat Coordinator is available to assist departments/public bodies, interns, designated trainers, and managers in all aspects of the program. The Department of Human Resources is responsible for the funding and administration of this program. There is an average annual budget of \$2 million to run the internship program. This includes salaries for up to 16 internship positions; \$25,000 per intern per year for training, education, and related travel costs; Sivuliqtiksat Program operations and maintenance costs and the Sivuliqtiksat Coordinator's salary. Unspent money is not returned to the departments nor is it carried over into the next year.

**38**  
**SIVULIQTIKSAT**  
**GRADUATES**  
**SINCE INCEPTION**

Since its inception, 38 Inuit have successfully completed the program.

Retention of Sivuliqtiksat Interns to March 31, 2020			
	Completed internships	Incomplete internships	Total
Still with GN	29	13	42
Management	24	23	47
Specialist	14	6	20
<b>Total</b>	<b>38</b>	<b>29</b>	<b>67</b>

As of March 31, 2020, there were four Sivuliqtiksat interns in the program:

- Superintendent of Schools, Department of Education, Baker Lake
- Manager, Consumer Affairs, Department of Community and Government Services, Iqaluit
- Maintenance Coordinator Intern, Community and Government Services, Pond Inlet
- Inuit Employment Plan Administrator Intern, Qulliq Energy Corporation, Baker Lake

### Sivuliqtiksat Internship Program Graduate Profile



Steven Curley, Sivuliqtiksat Intern Graduate

On September 25, 2016, Steven Curley started his internship with the Department of Culture and Heritage in Iqaluit as the Budget Planner Analyst Intern and in December 2019 he successfully completed the requirements of his internship learning plan and was appointed into the target position of Budget Planner Analyst.

During his internship, with the support of his family and colleagues, Steven learned how to develop the department's three-year revenue and expenditure forecast, main estimates, and capital planning, as well as developing variance reports. With his internship now completed, Steven is enjoying his exciting new position.

## Ongoing Delivery of Inuit Employment Programs

### Promotion and Marketing of Programs

GN-wide information bulletins are issued annually or semi-annually inviting applications to Sivumuaqatigiit's Inuit employment initiatives. Job postings for Sivuliqtiksat internships are also advertised on the GN website, in Northern newspapers and on cable television in all of Nunavut's official languages. Sivumuaqatigiit division staff also make presentations promoting the Inuit employment initiatives to GN employees and departments.

### Challenges of Programs

Individual departments have indicated that their participation in these programs has been limited or disrupted due to being short-staffed, lacking time to train staff, experiencing turnover and other reasons. In 2019-20, the ransomware attack on the GN network system and the COVID-19 pandemic had an impact on the delivery of these programs as well.

### Evaluation of Programs

Since inception, Inuit employment programs have shown encouraging success. Sivumuaqatigiit staff regularly review the programs to ensure that they are effective.

### Further Information

Further information related to Sivumuaqatigiit's Inuit Employment programs processes, qualifications, policies, and requirements can be found here:

#### **Sivumuaqatigiit Training Initiatives:**

<https://www.gov.nu.ca/human-resources/information/sivumuaqatigiit-training-initiatives>

#### **Amaqtaarniq:**

<https://gov.nu.ca/human-resources/information/amaqtaarniq-education-program>

#### **Sivuliqtiksat Internship:**

[https://gov.nu.ca/sites/default/files/sivuliqtiksat\\_guidelines\\_eng\\_dec\\_2019.pdf](https://gov.nu.ca/sites/default/files/sivuliqtiksat_guidelines_eng_dec_2019.pdf)

#### **Career Broadening Program:**

<https://gov.nu.ca/human-resources/information/career-broadening-program-guidelines>

## Public Service Training

The Public Service Training (PST) division coordinates public service training opportunities for GN employees, including a variety of training workshops, courses, information sessions and module-based programs.

In 2019-20, PST provided workplace education and training for public servants, including learning and development courses; Inuktitut, French, and English language training programs; cultural orientation and employee orientation programs; a mentorship program; the Hivuliqtikhanut Leadership Development Program, and supported departments to offer specialized training in targeted areas in their own department. The division also participated in career fairs and trade shows to promote the training opportunities available to current and future GN employees.

### Learning and Development Courses

In 2019-20, a total of 111 learning and development courses were offered to 730 participants across the three regions of Nunavut. Some of the courses offered included:

- Strategic Communications
- Delegation Skills for the Workplace
- Practical Finance for Non-Financial Managers
- Project Management
- Conflict Resolution
- Writing in Plain Language
- Nunavut History and Governance
- Retirement Planning
- Computer courses: Computer Foundations, Microsoft Excel, MS Office 365

**111**  
LEARNING AND  
DEVELOPMENT COURSES

**730**  
PARTICIPANTS

PST also received *Uqausivut* funding from the Department of Culture and Heritage to offer learning and development courses in Inuktitut and French as a pilot project; unfortunately, these courses were cancelled due to COVID-19.

Overall, a total of 25 courses were cancelled due to COVID-19 restrictions in March 2020.

2019-20 Learning and Development Courses				
Region	Number of Courses	Participants	Inuit	Non-Inuit
Iqaluit	45	335	84	251
Kitikmeot	20	99	39	60
Kivalliq	21	122	58	64
Qikiqtaaluk	17	93	63	30
Online	8	81	25	56
<b>Total</b>	<b>111</b>	<b>730</b>	<b>269</b>	<b>461</b>
		<b>Percentage (%)</b>	<b>37%</b>	<b>63%</b>



## Cultural Orientation Program

The GN recognizes Inuit societal values as the foundation of an open, responsive, and accountable government. The GN is committed to ensuring that programs and services are more effective and relevant through *Inuit Qaujimajatuqangit* (IQ) and Inuit societal values (ISVs).

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

- the history of Nunavut;
- Inuit societal values;
- the *Nunavut Agreement* and
- Inuit cultural activities.



In 2019-20, 21 COP sessions were scheduled, and 123 employees participated. Two customized “Inuuqatigiinniq: Wellbeing and Leadership” workshops were planned in partnership with the Department of Culture & Heritage. Three COP sessions were cancelled due to COVID-19 restrictions in March 2020. In total, 39% of the participants were Inuit.

“Thank you for bringing an Elder so we could ask questions and learn more about the Inuit perspective.” - comment from participant at the Cultural Orientation session in Rankin Inlet, June 2019. Pictured from left to right: Elder Levinia Brown, Natasha Tooke, Jessica de Guzman, Maria Lacson.

2019-20 Cultural Orientation Sessions				
Region	Number of Sessions	Participants	Inuit	Non-Inuit
Iqaluit	6	80	31	49
Kitikmeot	5	13	3	10
Kivalliq	5	17	6	11
Qikiqtaaluk	5	13	8	5
<b>Total</b>	<b>21</b>	<b>123</b>	<b>48</b>	<b>75</b>
		<b>Percentage (%)</b>	<b>39%</b>	<b>61%</b>



Rankin Inlet Elder Levinia Brown speaking about the cultural significance of Inuit artwork at a Cultural Orientation session in June 2019

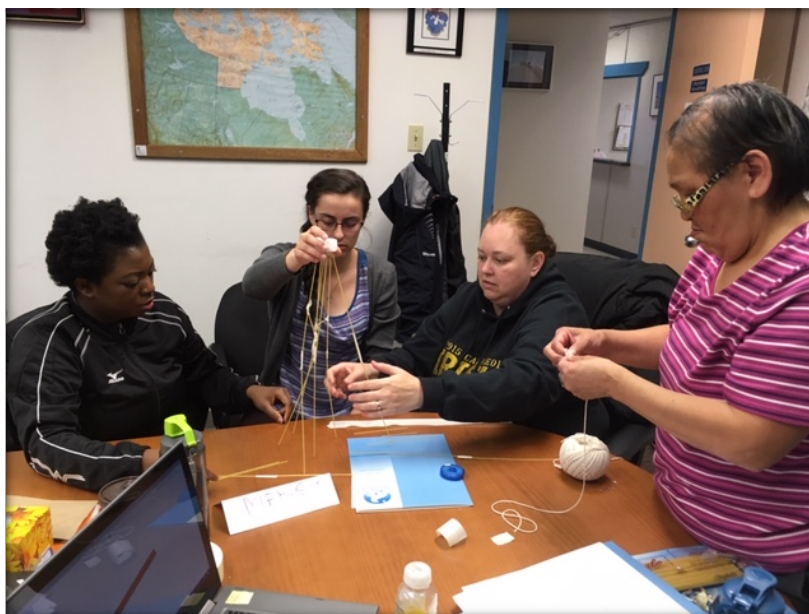
## Employee Orientation Program

The GN is committed under the Inuit societal value of *Tunnganarniq* to ensure the workplace is friendly, welcoming, and accepting for Nunavummiut, our colleagues, and others. This is accomplished by providing up-to-date and relevant orientation programs to benefit all GN employees.

Employee Orientation Program (EOP) sessions provide GN staff with the opportunity to learn about GN operations and organizational culture, staff training opportunities and services and benefits available to new employees. Topics covered include:

- GN mandate;
- health and safety;
- compensation and benefits and
- training and development.

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



"Thank you so much for an awesome orientation. These two days have been very informative. You made learning fun. Great experiences and interactive activities. When we know better, we do better, so thanks for putting this together," wrote a participant in a Cultural Orientation session in Rankin Inlet in June 2019. Pictured from left to right: Mercy Antwi, Amanda Anderson, Diane Graham, Cecilia Taipana.

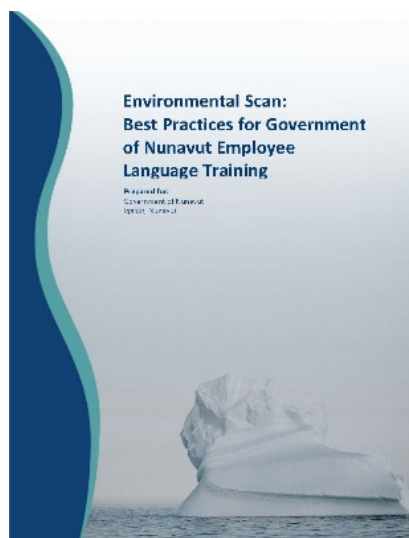
In 2019-20, a total of 20 EOP sessions were scheduled and 83 employees participated. Two sessions were cancelled due to COVID-19 restrictions in March 2020.

2019-20 Employee Orientation Sessions				
Region	Number of Sessions	Participants	Inuit	Non-Inuit
Iqaluit	5	51	33	18
Kitikmeot	6	7	2	5
Kivalliq	4	12	1	11
Qikiqtaaluk	5	13	8	5
<b>Total</b>	<b>20</b>	<b>83</b>	<b>44</b>	<b>39</b>
		<b>Percentage (%)</b>	<b>53%</b>	<b>47%</b>

## Language Training

In 2019-20, PST received funding as part of the *Uqausivut* Plan administered by the Department of Culture and Heritage, in addition to HR's existing budget for Inuktitut language training. This increased funding in 2019-20 was planned to be used to:

- deliver learning and development courses in Inuktitut and French to GN employees as a pilot project (but this was cancelled due to COVID-19);
- print and distribute Inuktitut learning resources (also cancelled due to COVID-19);
- translate professional development course content into Inuktitut (completed) and
- fund an environmental scan report on language training programs to inform the development of future GN language training programs (completed).



Throughout the year, PST also worked closely with the Department of Culture & Heritage to determine best practices and processes for the creation and delivery of language training programs in anticipation of the transfer of language training programs to the Department of Culture & Heritage in 2020-21. Inuktitut and French courses were planned for winter 2020 but delayed and then cancelled due to the impact of the ransomware attack and COVID-19 restrictions.

## Specialized Training & Program Development Fund

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through hands-on learning. As a result, a Training Fund was established to provide additional training opportunities for GN employees. PST leads in administering the Training Fund and evaluates program deliverables on an annual basis.

In 2019-20, a \$1 million budget was allocated to fund approved proposals from GN departments for specialized training and/or program development. The overall objective of this funding is for GN employees to develop technical, job-specific competencies that will improve the quality of programs and service delivery and/or increase their technical and professional knowledge.

In 2019-20, PST received 25 training proposals from eight departments and public bodies which were reviewed and rated by an interdepartmental committee. Of these, 17 training proposals from seven departments and public bodies were approved, including:

- Pediatric Skills Training (Health)
- Coroner Training (Justice)
- Accredited Accounting Courses (Culture and Heritage)
- Income Assistance Online Training (Family Services)





In total, over 164 employees (97 Inuit) participated in training funded under the Specialized Training and Program Development fund.

## Mentorship Program

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

In 2019-20, there were 21 mentors and mentees participating in the mentorship program, in mentoring relationships that focus on one or more of five key mentoring areas:



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

## Hivuliqtikhanut Leadership Development Program

The GN is practising *Qanuqtuurniq* (being innovative and resourceful) by growing its own leaders through the Hivuliqtikhanut Leadership Development Program. The program focuses on the development of behavioural competencies for leaders at all levels: three separate 18-21-day modular series target public servants who are emerging leaders, supervisors, and senior managers in the government.

The GN's Leadership Competency Model guides the program curriculum and identifies eight core behavioural competencies—like building relationships, creating community, being flexible and adaptable, contributing to sound decisions—as well as three technical competencies (people/financial/program management). Inuit societal values are at the heart of the Hivuliqtikhanut program:

- Inuit societal values are the foundation for the curriculum design and learning activities.
- The first module in each series focuses on Nunavut history and governance.
- Inuit Elders are invited as guest speakers.
- Directors, ADMs, and DMs are also invited as guest speakers to share their experiences as leaders within the GN and within the context of Inuit societal values.



Aliisa Autut shows her certificate after graduating from the Hivuliqtikhanut Senior Managers' Series in June 2019



- Program alumni model *Pilimmaksarniq/Pijariuqsarniq* and *Piliriqatigiinniq/Ikajuqtigiinniq* by volunteering as mentors to current participants via the GN's mentorship program.

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



Eva Noah of Baker Lake speaks on behalf of her cohort at the Hivuliqtikhanut Senior Managers graduation in June 2019

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

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

- Management Studies Diploma (credits for two course exemptions)

The second cohort of the Hivuliqtikhanut Leadership Development Program, Senior Managers' Series graduated in June 2019.

The graduation of the fourth cohort of the Supervisors' Series and the third cohort of the Emerging Leaders' Series were delayed due to the GN response to COVID-19. These cohorts and possibly of a fourth cohort of the Emerging Leaders' Series will graduate in the 2020-21 fiscal year.



As of March 31, 2020, 122 GN employees have graduated from the program. Hivuliqtikhanut graduation statistics are as follows:

- 61% are Nunavut Inuit, 39% are non-Inuit
- 77% are female, 23% are male
- 58% are from Iqaluit, 42% are from nine other communities across Nunavut

Participants have so far come from 12 communities across all 11 GN departments, as well as NAC, NHC, QEC and the Office of the Legislative Assembly.

## Policy Skills Development Program

The Policy Skills Development Program is designed for GN employees interested in learning about what is involved in policy making and exploring a career in public policy. This program broadly supports GN Inuit employment in the policy field and strengthens the policy capacity of the Nunavut public service. Increasing Inuit employment in the policy field will enable the development and delivery of policies and programs that are consistent with Inuit beliefs, customs, values, and language.

The Policy Skills Development Program has three series: Policy Foundations, Policy Training and Advanced Policy Training. Policy Foundations provides an opportunity for our Inuit employees that are not currently working in the policy field to gain a better understanding of public policy in the Nunavut context. Policy Training provides an opportunity for GN employees currently in the policy field to enhance their existing skill sets. Advanced Policy Training is being designed for participants with a minimum of two years of policy experience who are ready to take their training to a higher level.

In 2019-20, the Public Service Training division graduated three cohorts of the Policy Skills Development Program:

- The second cohort of Policy Training graduated in June 2019.
- The third cohort of Policy Foundations graduated in December 2019.
- The third cohort of Policy Training graduated in March 2020.



As of March 31, 2020, 79 GN employees have graduated from the program. The Policy Skills Development Program graduation statistics are as follows:

- 77% Nunavut Inuit, 23% are non-Inuit
- 72% are female, 28% are male
- 84% of graduates are from Iqaluit, 16% of graduates are from four other communities across Nunavut and the GN Ottawa office

Participants have so far come from all 11 GN departments, NAC, NHC and QEC.

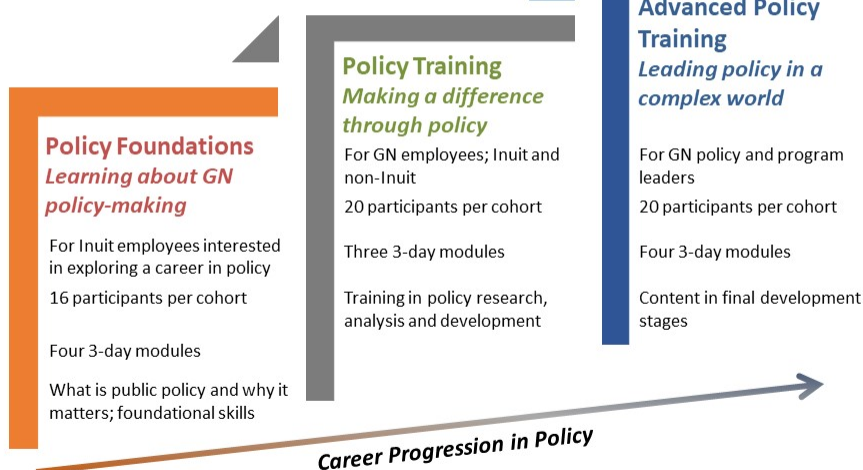


Pictured from left to right: Sheila Kolola, Deputy Minister of Human Resources; Leesa Sowdluapik, Policy Analyst; Aurèle Thériault, PGF Consultants

"I am now going to start an internal transfer assignment as a Policy Analyst ... Thank you so much for allowing me to participate in the Policy Foundations and Policy Development courses that have given me the stepping stone to the policy world." - Leesa Sowdluapik, graduate of Policy Foundations Cohort 3 and Policy Training Cohort 3.

## Policy Development Program - Structure

Policy Development Program builds policy capacity and supports increased Inuit employment in GN policy roles



Government of Nunavut

## Education Leave

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

In 2019-20, there were a total of 47 employees (64% Nunavut Inuit), who were on education leave within the GN.

**30**  
NUNAVUT INUIT  
ON EDUCATION  
LEAVE

2019-20 Education Leave			
Dept.	Inuit	Non-Inuit	Total
CH	0	0	0
CGS	3	1	4
EDT	1	0	1
EDU	14	3	17
EIA	1	0	1
ENV	0	2	2
FIN	3	0	3
HEA	6	5	11
HR	0	0	0
JUS	1	1	2
NAC	0	1	1
QEC	0	0	0
FS	1	2	3
NHC	0	1	1
OLA	0	1	1
<b>Totals</b>	<b>30</b>	<b>17</b>	<b>47</b>

There are many Inuit societal values in Inuit culture. The GN has adopted eight as guiding principles for the workplace. Examples of how these Inuit societal values are practiced in the workplace are provided below.

- Inuit Elders have always stressed the importance of respecting and treating others equally (*uqaujjusiat*). Government practices should promote impartiality.

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

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

- Communications and decisions are made through consultation and seeking input from others. When consulting others, GN employees understand that individuals and cultures have different communication styles.

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

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

- The GN recognizes and encourages the exploration of new ideas.

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





## Cultural Immersion Days (IQ Days)

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



Drum dancing activity in Cambridge Bay. Pictured from left to right: Pamela Gross, Executive Director, Kitikmeot Heritage Society; Denise Ohokak; Elder Annie Atighioyak; Uche Iwuji and Lorraine Peterson.

- cross-cultural understanding among Inuit and non-Inuit employees;
- land survival skills
- nature appreciation;
- team building;
- games and songs;
- teachings and stories; and/or
- safety in the workplace.



CGS staff get ready to go on their cultural immersion day



EDT staff learn about the tides and its impact on ice



A fine day for fishing for NHC staff

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

- cross-cultural understanding among Inuit and non-Inuit employees;
- time spent on the land, land survival skills and nature appreciation;
- traditional Inuit cultural activities that facilitate team building and learning new skills, like iglu building, Inuktut baseball, sliding, cutting up firewood, cooking/barbequing, ice fishing, berry picking, fetching ice for water, games, songs, etc. and/or
- teachings and stories from Elders and Inuit cultural experts.



Tina Qaunirq catches and releases a kanajuq (sculpin) during an EDT cultural immersion day

## Conclusion

The *Public Service Annual Report* (PSAR) captures and highlights the state of the Nunavut public service. This report provides important information about the structure and composition of the public service workforce, and tracks data trends over time. The *Public Service Act* requires that the government report annually on the management and direction of the public service.

## Sources

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

### ***Towards a Representative Public Service (TRPS) – March 31, 2020***

TRPS is a snapshot of employment statistics reported quarterly on the GN website. These statistics represent the Inuit employment level within the GN in several categories: by occupational group, by community, by region and by department/public body. This statistical data can be used to predict future trends. This report is prepared by the Department of Finance with participation from all departments/public bodies. ***A detailed TRPS report is attached to this report as an appendix.***

### **Establishment Report – 2019-20 Fiscal Year**

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

### **Nunavut Bureau of Statistics**

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

### **Appendix: Acronyms**

### **Appendix: March 31, 2020 TRPS Report**

(Continued on the following page)

## Appendix: Acronyms

ADM – Assistant Deputy Minister

ADR – Alternative Dispute Resolution

CGS – (Department of) Community and Government Services

CH – (Department of) Culture and Heritage

CPP – Canada Pension Plan

CSA- Casual Staffing Action

DA- Direct Appointment

DM – Deputy Minister

EDT – (Department of) Economic Development and Transportation

EDU – (Department of) Education

EFAP – Employee and Family Assistance Program

EIA – (Department of) Executive and Intergovernmental Affairs

FIN – (Department of) Finance

FS – (Department of) Family Services

GN – Government of Nunavut

HEA – (Department of) Health

HR – Human Resources

ITAs – Internal Transfer Assignments

JAR – Job Action Requests

JARNS -Job Action Request No Staffing Required

JARRS- Job Action Request Staffing Required

JE – Job Evaluation

JOHSCs – Joint Occupational Health and Safety Committees

JUS – (Department of) Justice

LTD – Long Term Disability

LTSA – Long Term Service Awards

NAC – Nunavut Arctic College

NBS – Nunavut Bureau of Statistics

NEU – Nunavut Employees Union

## Appendix: Acronyms

NEWSN- New Position No Staffing Required

NEWSR- New Position Staffing Required

NHC – Nunavut House Corporation

NTA – Nunavut Teachers' Association

OLA – Office of the Legislative Assembly

PSAR – Public Service Annual Report

QEC – Qulliq Energy Corporation

RESA- Relief Employee Staffing Action

RTW – Return to Work (plans/programs)

SSEEP – Summer Student Employment Equity Program

TRPS – Towards a Representative Public Service (report)

WHSW – Workplace Health, Safety and Wellness

WSCC – Workers' Safety and Compensation Commission



# Toward a Representative Public Service

Statistics of the Public Service within the  
Government of Nunavut as of:  
March 31, 2020

The 2019-2020 Towards a Representative Public Service report is available electronically at our website:  
[www.gov.nu.ca](http://www.gov.nu.ca)

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Titiraq hamna hailiyuq Inuinnaqtun atani atiani:  
*Hivumuurutikhaq Ilautquyauyukharnik Havaktitiuyunun*

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

Toward a Representative Public Service  
Statistics of the Public Service within the Government of Nunavut as of March 31, 2020  
May 2020  
Iqaluit, Nunavut  
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## Introduction

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

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

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

### **Notification of community name changes:**

The English and French versions of this report have been updated to recognize the restoration of Cape Dorset and Hall Beach community names to *Kinngait* and *Sanirajak* respectively. The restoration reflects the Inuktitut and Inuinnaqtun versions of this report.

## Employment Summary of the Government of Nunavut Public Service

### All Departments and Territorial Corporations

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	41.00	12.00	29.00	71%	13.00	45%
Senior Management	181.00	43.00	138.00	76%	28.00	20%
Middle Management	499.00	127.00	372.00	75%	103.00	28%
Professional	1,948.63	525.60	1,423.03	73%	405.03	28%
Paraprofessional	1,100.33	374.10	726.23	66%	450.07	62%
Administrative Support	1,371.98	389.06	982.92	72%	835.62	85%
<b>Total Employment Categories</b>	<b>5,141.95</b>	<b>1,470.76</b>	<b>3,671.18</b>	<b>71%</b>	<b>1,834.72</b>	<b>50%</b>
Community and Government Services	455.00	137.00	318.00	70%	137.00	43%
Culture and Heritage	97.80	32.00	65.80	67%	53.00	81%
Economic Development and Transportation	146.00	51.00	95.00	65%	58.00	61%
Education	1,347.74	171.00	1,176.74	87%	564.74	48%
Environment	141.50	51.50	90.00	64%	44.00	49%
Executive and Intergovernmental Affairs	85.00	25.00	60.00	71%	48.00	80%
Family Services	243.87	53.50	190.37	78%	120.37	63%
Finance	220.00	64.00	156.00	71%	63.00	40%
Health	1,260.87	565.67	695.21	55%	345.54	50%
Human Resources	112.00	39.00	73.00	65%	42.00	58%
Justice	398.00	113.00	285.00	72%	124.00	44%
Office of the Legislative Assembly	44.00	10.00	34.00	77%	18.00	53%
<b>Total Departments</b>	<b>4,551.78</b>	<b>1,312.66</b>	<b>3,239.12</b>	<b>71%</b>	<b>1,617.65</b>	<b>50%</b>
Nunavut Arctic College	250.77	88.50	162.27	65%	90.27	56%
Nunavut Business Credit Corporation	6.00	2.00	4.00	67%	1.00	25%
Nunavut Housing Corporation	124.00	38.00	86.00	69%	36.00	42%
Qulliq Energy Corporation	209.40	29.60	179.80	86%	89.80	50%
<b>Total Territorial Corporations</b>	<b>590.17</b>	<b>158.10</b>	<b>432.07</b>	<b>73%</b>	<b>217.07</b>	<b>50%</b>
<b>Total</b>	<b>5,141.95</b>	<b>1,470.76</b>	<b>3,671.18</b>	<b>71%</b>	<b>1,834.72</b>	<b>50%</b>

These numbers do not include public officials and political staff.



## Employment Summary by Community

Community	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Arctic Bay	54.37	10.77	43.60	80%	29.60	68%
Clyde River	81.93	16.77	65.17	80%	47.17	72%
Grise Fiord	24.42	7.77	16.65	68%	12.65	76%
Igloolik	191.77	55.77	136.00	71%	78.00	57%
Iqaluit	2,112.13	656.17	1,455.97	69%	494.50	34%
Kimmirut	42.21	11.77	30.44	72%	18.19	60%
Kinngait	144.77	36.77	108.00	75%	58.00	54%
Pangnirtung	167.55	51.52	116.03	69%	77.03	66%
Pond Inlet	176.80	60.27	116.53	66%	70.53	61%
Qikiqtaaluk	44.93	11.77	33.17	74%	23.17	70%
Resolute Bay	29.12	12.37	16.75	58%	7.00	42%
Sanikiluaq	60.89	13.77	47.12	77%	32.12	68%
Sanirajak	57.65	13.51	44.13	77%	29.13	66%
<b>Total Qikiqtaaluk</b>	<b>3,188.53</b>	<b>958.96</b>	<b>2,229.56</b>	<b>70%</b>	<b>977.10</b>	<b>44%</b>
Arviat	243.07	51.53	191.53	79%	124.53	65%
Baker Lake	196.07	40.27	155.80	79%	86.80	56%
Chesterfield Inlet	41.37	8.27	33.11	80%	22.11	67%
Coral Harbour	67.25	12.27	54.98	82%	35.98	65%
Nauyasat	73.87	15.27	58.60	79%	30.60	52%
Rankin Inlet	525.73	140.77	384.97	73%	235.97	61%
Whale Cove	41.93	13.27	28.67	68%	15.67	55%
<b>Total Kivalliq</b>	<b>1,189.29</b>	<b>281.63</b>	<b>907.65</b>	<b>76%</b>	<b>551.65</b>	<b>61%</b>
Cambridge Bay	335.87	121.37	214.50	64%	107.50	50%
Gjoa Haven	120.48	30.27	90.22	75%	62.22	69%
Kugaaruk	59.63	9.50	50.13	84%	30.13	60%
Kugluktuk	162.50	47.77	114.73	71%	62.73	55%
Taloyoak	61.15	13.77	47.38	77%	33.38	70%
<b>Total Kitikmeot</b>	<b>739.63</b>	<b>222.67</b>	<b>516.97</b>	<b>70%</b>	<b>295.97</b>	<b>57%</b>
Churchill	8.50	4.50	4.00	47%	1.00	25%
Edmonton	1.00	-	1.00	100%	1.00	100%
Gatineau	2.00	2.00	-	-	-	-
Ottawa	6.00	-	6.00	100%	4.00	67%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
<b>Total Other</b>	<b>24.50</b>	<b>7.50</b>	<b>17.00</b>	<b>69%</b>	<b>10.00</b>	<b>59%</b>
<b>Total</b>	<b>5,141.95</b>	<b>1,470.76</b>	<b>3,671.18</b>	<b>71%</b>	<b>1,834.72</b>	<b>50%</b>

## Community and Government Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	3.00	1.00	2.00	67%	-	-
Senior Management	20.00	5.00	15.00	75%	3.00	20%
Middle Management	59.00	12.00	47.00	80%	11.00	23%
Professional	121.00	44.00	77.00	64%	14.00	18%
Paraprofessional	199.00	61.00	138.00	69%	72.00	52%
Administrative Support	53.00	14.00	39.00	74%	37.00	95%
<b>Total</b>	<b>455.00</b>	<b>137.00</b>	<b>318.00</b>	<b>70%</b>	<b>137.00</b>	<b>43%</b>
<b>Employment summary, by community</b>						
Arctic Bay	2.00	-	2.00	100%	2.00	100%
Arviat	4.00	-	4.00	100%	2.00	50%
Baker Lake	17.00	5.00	12.00	71%	8.00	67%
Cambridge Bay	45.00	9.00	36.00	80%	16.00	44%
Chesterfield Inlet	2.00	2.00	-	-	-	-
Clyde River	2.00	-	2.00	100%	2.00	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Gjoa Haven	3.00	1.00	2.00	67%	-	-
Grise Fiord	1.00	1.00	-	-	-	-
Igloolik	4.00	3.00	1.00	25%	1.00	100%
Iqaluit	203.00	63.00	140.00	69%	34.00	24%
Kimmirut	2.00	1.00	1.00	50%	1.00	100%
Kinngait	25.00	10.00	15.00	60%	9.00	60%
Kugaaruk	2.00	1.00	1.00	50%	1.00	100%
Kugluktuk	12.00	1.00	11.00	92%	4.00	36%
Nauyasat	2.00	1.00	1.00	50%	1.00	100%
Pangnirtung	3.00	1.00	2.00	67%	2.00	100%
Pond Inlet	35.00	15.00	20.00	57%	13.00	65%
Qikiqtarjuaq	2.00	1.00	1.00	50%	1.00	100%
Rankin Inlet	77.00	16.00	61.00	79%	35.00	57%
Resolute Bay	2.00	2.00	-	-	-	-
Sanikiluaq	2.00	1.00	1.00	50%	-	-
Sanirajak	2.00	-	2.00	100%	2.00	100%
Taloyoak	2.00	1.00	1.00	50%	1.00	100%
Whale Cove	2.00	1.00	1.00	50%	1.00	100%
<b>Total</b>	<b>455.00</b>	<b>137.00</b>	<b>318.00</b>	<b>70%</b>	<b>137.00</b>	<b>43%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	203.00	63.00	140.00	69%	34.00	24%
Other Communities	252.00	74.00	178.00	71%	103.00	58%
<b>Total</b>	<b>455.00</b>	<b>137.00</b>	<b>318.00</b>	<b>70%</b>	<b>137.00</b>	<b>43%</b>

## Culture and Heritage

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	-	2.00	100%	2.00	100%
Senior Management	7.00	3.00	4.00	57%	2.00	50%
Middle Management	16.00	3.00	13.00	81%	10.00	77%
Professional	46.00	15.00	31.00	67%	26.00	84%
Paraprofessional	8.00	4.00	4.00	50%	3.00	75%
Administrative Support	18.80	7.00	11.80	63%	10.00	85%
<b>Total</b>	<b>97.80</b>	<b>32.00</b>	<b>65.80</b>	<b>67%</b>	<b>53.00</b>	<b>81%</b>
<b>Employment summary, by community</b>						
Baker Lake	5.00	1.00	4.00	80%	3.00	75%
Gatineau	2.00	2.00	-	-	-	-
Igloolik	21.00	5.00	16.00	76%	12.00	75%
Iqaluit	58.80	21.00	37.80	64%	30.00	79%
Kugluktuk	11.00	3.00	8.00	73%	8.00	100%
<b>Total</b>	<b>97.80</b>	<b>32.00</b>	<b>65.80</b>	<b>67%</b>	<b>53.00</b>	<b>81%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	58.80	21.00	37.80	64%	30.00	79%
Other Communities	39.00	11.00	28.00	72%	23.00	82%
<b>Total</b>	<b>97.80</b>	<b>32.00</b>	<b>65.80</b>	<b>67%</b>	<b>53.00</b>	<b>81%</b>

## Economic Development and Transportation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	3.00	1.00	2.00	67%	-	-
Senior Management	12.00	1.00	11.00	92%	5.00	45%
Middle Management	29.00	13.00	16.00	55%	7.00	44%
Professional	40.00	16.00	24.00	60%	13.00	54%
Paraprofessional	34.00	12.00	22.00	65%	16.00	73%
Administrative Support	28.00	8.00	20.00	71%	17.00	85%
<b>Total</b>	<b>146.00</b>	<b>51.00</b>	<b>95.00</b>	<b>65%</b>	<b>58.00</b>	<b>61%</b>
<b>Employment summary, by community</b>						
Arviat	4.00	1.00	3.00	75%	2.00	67%
Cambridge Bay	7.00	2.00	5.00	71%	3.00	60%
Gjoa Haven	7.00	3.00	4.00	57%	3.00	75%
Iqaluit	66.00	26.00	40.00	61%	20.00	50%
Kinngait	2.00	1.00	1.00	50%	-	-
Kugluktuk	9.00	3.00	6.00	67%	3.00	50%
Pangnirtung	11.00	4.00	7.00	64%	6.00	86%
Pond Inlet	9.00	1.00	8.00	89%	8.00	100%
Rankin Inlet	30.00	9.00	21.00	70%	13.00	62%
Resolute Bay	1.00	1.00	-	-	-	-
<b>Total</b>	<b>146.00</b>	<b>51.00</b>	<b>95.00</b>	<b>65%</b>	<b>58.00</b>	<b>61%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	66.00	26.00	40.00	61%	20.00	50%
Other Communities	80.00	25.00	55.00	69%	38.00	69%
<b>Total</b>	<b>146.00</b>	<b>51.00</b>	<b>95.00</b>	<b>65%</b>	<b>58.00</b>	<b>61%</b>

## Education

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	20.00	4.00	16.00	80%	3.00	19%
Middle Management	74.00	9.00	65.00	88%	13.00	20%
Professional	769.53	60.50	709.03	92%	204.03	29%
Paraprofessional	172.50	39.50	133.00	77%	111.50	84%
Administrative Support	309.71	58.00	251.71	81%	232.21	92%
<b>Total</b>	<b>1,347.74</b>	<b>171.00</b>	<b>1,176.74</b>	<b>87%</b>	<b>564.74</b>	<b>48%</b>
<b>Employment summary, by community</b>						
Arctic Bay	27.50	2.50	25.00	91%	15.00	60%
Arviat	117.00	19.00	98.00	84%	60.00	61%
Baker Lake	79.80	8.00	71.80	90%	30.80	43%
Cambridge Bay	52.00	8.00	44.00	85%	17.00	39%
Chesterfield Inlet	21.30	-	21.30	100%	13.30	62%
Clyde River	38.00	3.00	35.00	92%	24.00	69%
Coral Harbour	30.88	-	30.88	100%	16.88	55%
Gjoa Haven	46.22	5.00	41.22	89%	26.22	64%
Grise Fiord	9.25	-	9.25	100%	5.25	57%
Kinngait	49.50	0.50	49.00	99%	24.00	49%
Igloolik	71.50	7.50	64.00	90%	27.00	42%
Iqaluit	271.50	48.00	223.50	82%	63.50	28%
Kimmirut	17.81	1.50	16.31	92%	7.06	43%
Kugaaruk	33.73	2.00	31.73	94%	16.73	53%
Kugluktuk	65.73	11.00	54.73	83%	20.73	38%
Nauyasat	45.50	3.50	42.00	92%	18.00	43%
Pangnirtung	58.25	4.25	54.00	93%	35.00	65%
Pond Inlet	87.00	26.50	60.50	70%	32.50	54%
Qikiqtarjuaq	20.00	1.00	19.00	95%	12.00	63%
Rankin Inlet	77.97	7.00	70.97	91%	29.97	42%
Resolute Bay	10.25	1.50	8.75	85%	2.00	23%
Sanikiluaq	35.49	4.00	31.49	89%	22.49	71%
Sanirajak	31.75	3.25	28.50	90%	17.50	61%
Taloyoak	30.78	4.00	26.78	87%	18.78	70%
Whale Cove	19.03	-	19.03	100%	9.03	47%
<b>Total</b>	<b>1,347.74</b>	<b>171.00</b>	<b>1,176.74</b>	<b>87%</b>	<b>564.74</b>	<b>48%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	271.50	48.00	223.50	82%	63.50	28%
Other Communities	1,076.24	123.00	953.24	89%	501.24	53%
<b>Total</b>	<b>1,347.74</b>	<b>171.00</b>	<b>1,176.74</b>	<b>87%</b>	<b>564.74</b>	<b>48%</b>



## Environment

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	7.00	2.00	5.00	71%	1.00	20%
Middle Management	18.00	7.00	11.00	61%	3.00	27%
Professional	35.00	18.00	17.00	49%	3.00	18%
Paraprofessional	68.00	22.00	46.00	68%	28.00	61%
Administrative Support	11.50	2.50	9.00	78%	8.00	89%
<b>Total</b>	<b>141.50</b>	<b>51.50</b>	<b>90.00</b>	<b>64%</b>	<b>44.00</b>	<b>49%</b>

<b>Employment summary, by community</b>						
Arctic Bay	1.00	-	1.00	100%	1.00	100%
Arviat	9.00	1.00	8.00	89%	4.00	50%
Baker Lake	2.00	-	2.00	100%	1.00	50%
Cambridge Bay	2.00	1.00	1.00	50%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Clyde River	1.00	-	1.00	100%	1.00	100%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	1.00	-	1.00	100%	-	-
Grise Fiord	1.00	1.00	-	-	-	-
Igloodik	18.00	10.00	8.00	44%	1.00	13%
Iqaluit	64.00	24.00	40.00	63%	13.00	33%
Kimmitut	2.50	0.50	2.00	80%	2.00	100%
Kinngait	1.00	1.00	-	-	-	-
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	12.00	4.00	8.00	67%	6.00	75%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Pangnirtung	4.00	4.00	-	-	-	-
Pond Inlet	7.00	1.00	6.00	86%	4.00	67%
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Rankin Inlet	5.00	2.00	3.00	60%	2.00	67%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Sanirajak	1.00	-	1.00	100%	-	-
Taloyoak	2.00	-	2.00	100%	2.00	100%
Whale Cove	1.00	1.00	-	-	-	-
<b>Total</b>	<b>141.50</b>	<b>51.50</b>	<b>90.00</b>	<b>64%</b>	<b>44.00</b>	<b>49%</b>

<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	64.00	24.00	40.00	63%	13.00	33%
Other Communities	77.50	27.50	50.00	65%	31.00	62%
<b>Total</b>	<b>141.50</b>	<b>51.50</b>	<b>90.00</b>	<b>64%</b>	<b>44.00</b>	<b>49%</b>

## Executive and Intergovernmental Affairs

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	4.00	1.00	3.00	75%	2.00	67%
Senior Management	8.00	1.00	7.00	88%	4.00	57%
Middle Management	9.00	3.00	6.00	67%	5.00	83%
Professional	24.00	12.00	12.00	50%	6.00	50%
Paraprofessional	6.00	2.00	4.00	67%	4.00	100%
Administrative Support	34.00	6.00	28.00	82%	27.00	96%
<b>Total</b>	<b>85.00</b>	<b>25.00</b>	<b>60.00</b>	<b>71%</b>	<b>48.00</b>	<b>80%</b>

### Employment summary, by community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Arviat	1.00	-	1.00	100%	1.00	100%
Baker Lake	1.00	-	1.00	100%	1.00	100%
Cambridge Bay	1.00	-	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Clyde River	1.00	-	1.00	100%	1.00	100%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Igloolik	1.00	-	1.00	100%	1.00	100%
Iqaluit	48.00	17.00	31.00	65%	21.00	68%
Kimmiut	1.00	1.00	-	-	-	-
Kinngait	1.00	-	1.00	100%	1.00	100%
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	1.00	-	1.00	100%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Ottawa	4.00	-	4.00	100%	2.00	50%
Pangnirtung	10.00	7.00	3.00	30%	3.00	100%
Pond Inlet	1.00	-	1.00	100%	1.00	100%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Sanirajak	1.00	-	1.00	100%	1.00	100%
Taloyoak	1.00	-	1.00	100%	1.00	100%
Whale Cove	1.00	-	1.00	100%	1.00	100%
<b>Total</b>	<b>85.00</b>	<b>25.00</b>	<b>60.00</b>	<b>71%</b>	<b>48.00</b>	<b>80%</b>

### Employment summary, by Iqaluit and other communities

Iqaluit	48.00	17.00	31.00	65%	21.00	68%
Other Communities	37.00	8.00	29.00	78%	27.00	93%
<b>Total</b>	<b>85.00</b>	<b>25.00</b>	<b>60.00</b>	<b>71%</b>	<b>48.00</b>	<b>80%</b>

## Family Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	15.00	6.00	9.00	60%	1.00	11%
Middle Management	24.00	4.00	20.00	83%	10.00	50%
Professional	92.00	29.00	63.00	68%	21.00	33%
Paraprofessional	83.77	11.00	72.77	87%	64.77	89%
Administrative Support	27.10	3.50	23.60	87%	22.60	96%
<b>Total</b>	<b>243.87</b>	<b>53.50</b>	<b>190.37</b>	<b>78%</b>	<b>120.37</b>	<b>63%</b>
<b>Employment summary, by community</b>						
Arctic Bay	4.00	1.00	3.00	75%	3.00	100%
Arviat	18.53	4.00	14.53	78%	13.53	93%
Baker Lake	7.00	1.00	6.00	86%	5.00	83%
Cambridge Bay	14.00	4.00	10.00	71%	9.00	90%
Chesterfield Inlet	1.50	1.00	0.50	33%	0.50	100%
Clyde River	4.07	1.00	3.07	75%	2.07	67%
Coral Harbour	3.00	-	3.00	100%	2.00	67%
Edmonton	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	4.00	1.00	3.00	75%	3.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Igloolik	7.00	2.00	5.00	71%	4.00	80%
Iqaluit	99.00	22.00	77.00	78%	30.00	39%
Kimmirut	1.53	-	1.53	100%	0.53	35%
Kinngait	5.00	1.00	4.00	80%	2.00	50%
Kugaaruk	2.53	-	2.53	100%	2.53	100%
Kugluktuk	6.50	2.00	4.50	69%	4.50	100%
Nauyasat	2.00	-	2.00	100%	1.00	50%
Ottawa	1.00	-	1.00	100%	1.00	100%
Pangnirtung	19.03	2.50	16.53	87%	10.53	64%
Pond Inlet	4.53	-	4.53	100%	3.53	78%
Qikiqtarjuaq	2.53	1.00	1.53	61%	1.53	100%
Rankin Inlet	21.00	7.00	14.00	67%	13.00	93%
Resolute Bay	1.00	-	1.00	100%	-	-
Sanikiluaq	2.53	-	2.53	100%	1.53	61%
Sanirajak	3.53	1.00	2.53	72%	1.53	61%
Taloyoak	4.50	1.00	3.50	78%	1.50	43%
Whale Cove	2.53	1.00	1.53	61%	1.53	100%
<b>Total</b>	<b>243.87</b>	<b>53.50</b>	<b>190.37</b>	<b>78%</b>	<b>120.37</b>	<b>63%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	99.00	22.00	77.00	78%	30.00	39%
Other Communities	144.87	31.50	113.37	78%	90.37	80%
<b>Total</b>	<b>243.87</b>	<b>53.50</b>	<b>190.37</b>	<b>78%</b>	<b>120.37</b>	<b>63%</b>

## Finance

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	4.00	1.00	3.00	75%	-	-
Senior Management	12.00	2.00	10.00	83%	1.00	10%
Middle Management	32.00	10.00	22.00	69%	4.00	18%
Professional	50.00	18.00	32.00	64%	5.00	16%
Paraprofessional	87.00	23.00	64.00	74%	30.00	47%
Administrative Support	35.00	10.00	25.00	71%	23.00	92%
<b>Total</b>	<b>220.00</b>	<b>64.00</b>	<b>156.00</b>	<b>71%</b>	<b>63.00</b>	<b>40%</b>
<b>Employment summary, by community</b>						
Cambridge Bay	20.00	9.00	11.00	55%	5.00	45%
Igloolik	9.00	4.00	5.00	56%	5.00	100%
Iqaluit	159.00	46.00	113.00	71%	32.00	28%
Rankin Inlet	32.00	5.00	27.00	84%	21.00	78%
<b>Total</b>	<b>220.00</b>	<b>64.00</b>	<b>156.00</b>	<b>71%</b>	<b>63.00</b>	<b>40%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	159.00	46.00	113.00	71%	32.00	28%
Other Communities	61.00	18.00	43.00	70%	31.00	72%
<b>Total</b>	<b>220.00</b>	<b>64.00</b>	<b>156.00</b>	<b>71%</b>	<b>63.00</b>	<b>40%</b>

## Health

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	5.00	4.00	1.00	20%	-	-
Senior Management	32.00	12.00	20.00	63%	1.00	5%
Middle Management	112.00	40.00	72.00	64%	8.00	11%
Professional	382.50	193.50	189.00	49%	18.00	10%
Paraprofessional	206.17	119.50	86.67	42%	25.00	29%
Administrative Support	523.21	196.67	326.54	62%	293.54	90%
<b>Total</b>	<b>1,260.87</b>	<b>565.67</b>	<b>695.21</b>	<b>55%</b>	<b>345.54</b>	<b>50%</b>
<b>Employment summary, by community</b>						
Arctic Bay	14.00	7.00	7.00	50%	3.00	43%
Arviat	35.00	12.00	23.00	66%	14.00	61%
Baker Lake	32.00	15.00	17.00	53%	12.00	71%
Cambridge Bay	133.60	75.10	58.50	44%	32.50	56%
Chesterfield Inlet	11.71	5.00	6.71	57%	4.71	70%
Churchill	8.50	4.50	4.00	47%	1.00	25%
Clyde River	17.00	6.50	10.50	62%	6.50	62%
Coral Harbour	21.50	9.00	12.50	58%	8.50	68%
Gjoa Haven	47.00	17.00	30.00	64%	22.00	73%
Grise Fiord	8.30	5.50	2.80	34%	2.80	100%
Igloolik	46.00	18.00	28.00	61%	20.00	71%
Iqaluit	467.23	190.57	276.67	59%	84.00	30%
Kimmirut	12.50	5.50	7.00	56%	5.00	71%
Kinngait	27.00	15.00	12.00	44%	8.00	67%
Kugaaruk	15.50	6.50	9.00	58%	5.00	56%
Kugluktuk	28.00	17.50	10.50	38%	7.50	71%
Nauyasat	19.50	10.50	9.00	46%	6.00	67%
Pangnirtung	53.00	22.50	30.50	58%	17.50	57%
Pond Inlet	26.00	13.50	12.50	48%	5.50	44%
Qikiqtarjuaq	14.53	6.50	8.03	55%	5.03	63%
Rankin Inlet	147.00	61.00	86.00	59%	53.00	62%
Resolute Bay	10.00	7.00	3.00	30%	2.00	67%
Sanikiluaq	15.00	8.50	6.50	43%	4.50	69%
Sanirajak	14.50	8.00	6.50	45%	4.50	69%
Taloyoak	16.00	7.50	8.50	53%	5.50	65%
Whale Cove	13.50	10.00	3.50	26%	1.50	43%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
<b>Total</b>	<b>1,260.87</b>	<b>565.67</b>	<b>695.21</b>	<b>55%</b>	<b>345.54</b>	<b>50%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	467.23	190.57	276.67	59%	84.00	30%
Other Communities	793.64	375.10	418.54	53%	261.54	62%
<b>Total</b>	<b>1,260.87</b>	<b>565.67</b>	<b>695.21</b>	<b>55%</b>	<b>345.54</b>	<b>50%</b>

## Human Resources

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	3.00	1.00	2.00	67%	1.00	50%
Senior Management	7.00	1.00	6.00	86%	3.00	50%
Middle Management	15.00	5.00	10.00	67%	4.00	40%
Professional	46.00	16.00	30.00	65%	11.00	37%
Paraprofessional	27.00	11.00	16.00	59%	14.00	88%
Administrative Support	14.00	5.00	9.00	64%	9.00	100%
<b>Total</b>	<b>112.00</b>	<b>39.00</b>	<b>73.00</b>	<b>65%</b>	<b>42.00</b>	<b>58%</b>
<b>Employment summary, by community</b>						
Cambridge Bay	6.00	1.00	5.00	83%	4.00	80%
Igloolik	7.00	3.00	4.00	57%	4.00	100%
Iqaluit	91.00	33.00	58.00	64%	29.00	50%
Rankin Inlet	8.00	2.00	6.00	75%	5.00	83%
<b>Total</b>	<b>112.00</b>	<b>39.00</b>	<b>73.00</b>	<b>65%</b>	<b>42.00</b>	<b>58%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	91.00	33.00	58.00	64%	29.00	50%
Other Communities	21.00	6.00	15.00	71%	13.00	87%
<b>Total</b>	<b>112.00</b>	<b>39.00</b>	<b>73.00</b>	<b>65%</b>	<b>42.00</b>	<b>58%</b>



## Justice

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	3.00	2.00	1.00	33%	1.00	100%
Senior Management	8.00	1.00	7.00	88%	-	-
Middle Management	26.00	4.00	22.00	85%	7.00	32%
Professional	73.00	26.00	47.00	64%	11.00	23%
Paraprofessional	79.00	35.00	44.00	56%	20.00	45%
Administrative Support	209.00	45.00	164.00	78%	85.00	52%
<b>Total</b>	<b>398.00</b>	<b>113.00</b>	<b>285.00</b>	<b>72%</b>	<b>124.00</b>	<b>44%</b>
<b>Employment summary, by community</b>						
Arctic Bay	2.00	-	2.00	100%	2.00	100%
Arviat	1.00	-	1.00	100%	1.00	100%
Baker Lake	2.00	-	2.00	100%	2.00	100%
Cambridge Bay	6.00	1.00	5.00	83%	3.00	60%
Clyde River	1.00	1.00	-	-	-	-
Coral Harbour	3.00	-	3.00	100%	3.00	100%
Gjoa Haven	7.00	2.00	5.00	71%	4.00	80%
Igloolik	1.00	-	1.00	100%	-	-
Iqaluit	292.00	89.00	203.00	70%	66.00	33%
Kimmirut	2.00	2.00	-	-	-	-
Kinngait	4.00	2.00	2.00	50%	2.00	100%
Kugluktuk	14.00	4.00	10.00	71%	7.00	70%
Ottawa	1.00	-	1.00	100%	1.00	100%
Pangnirtung	3.00	2.00	1.00	33%	1.00	100%
Pond Inlet	4.00	3.00	1.00	25%	-	-
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Rankin Inlet	50.00	5.00	45.00	90%	30.00	67%
Sanikiluaq	1.00	-	1.00	100%	-	-
Sanirajak	1.00	1.00	-	-	-	-
Taloyoak	2.00	-	2.00	100%	2.00	100%
<b>Total</b>	<b>398.00</b>	<b>113.00</b>	<b>285.00</b>	<b>72%</b>	<b>124.00</b>	<b>44%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	292.00	89.00	203.00	70%	66.00	33%
Other Communities	106.00	24.00	82.00	77%	58.00	71%
<b>Total</b>	<b>398.00</b>	<b>113.00</b>	<b>285.00</b>	<b>72%</b>	<b>124.00</b>	<b>44%</b>

## Office of the Legislative Assembly

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	1.00	1.00	50%	-	-
Senior Management	5.00	1.00	4.00	80%	-	-
Middle Management	5.00	-	5.00	100%	2.00	40%
Professional	18.00	6.00	12.00	67%	7.00	58%
Paraprofessional	8.00	-	8.00	100%	5.00	63%
Administrative Support	6.00	2.00	4.00	67%	4.00	100%
<b>Total</b>	<b>44.00</b>	<b>10.00</b>	<b>34.00</b>	<b>77%</b>	<b>18.00</b>	<b>53%</b>
<b>Employment summary, by community</b>						
Iqaluit	39.00	9.00	30.00	77%	15.00	50%
Rankin Inlet	5.00	1.00	4.00	80%	3.00	75%
<b>Total</b>	<b>44.00</b>	<b>10.00</b>	<b>34.00</b>	<b>77%</b>	<b>18.00</b>	<b>53%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	39.00	9.00	30.00	77%	15.00	50%
Other Communities	5.00	1.00	4.00	80%	3.00	75%
<b>Total</b>	<b>44.00</b>	<b>10.00</b>	<b>34.00</b>	<b>77%</b>	<b>18.00</b>	<b>53%</b>

## Nunavut Arctic College

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	-	2.00	100%	2.00	100%
Senior Management	8.00	2.00	6.00	75%	2.00	33%
Middle Management	26.00	6.00	20.00	77%	10.00	50%
Professional	131.60	48.60	83.00	63%	34.00	41%
Paraprofessional	27.50	12.50	15.00	55%	10.00	67%
Administrative Support	55.67	19.40	36.27	65%	32.27	89%
<b>Total</b>	<b>250.77</b>	<b>88.50</b>	<b>162.27</b>	<b>65%</b>	<b>90.27</b>	<b>56%</b>
<b>Employment summary, by community</b>						
Arctic Bay	1.27	0.27	1.00	79%	1.00	100%
Arviat	17.53	7.53	10.00	57%	8.00	80%
Baker Lake	3.27	1.27	2.00	61%	2.00	100%
Cambridge Bay	21.27	5.27	16.00	75%	7.00	44%
Chesterfield Inlet	1.27	0.27	1.00	79%	-	-
Clyde River	16.27	5.27	11.00	68%	9.00	82%
Coral Harbour	3.27	2.27	1.00	31%	1.00	100%
Gjoa Haven	2.27	1.27	1.00	44%	1.00	100%
Grise Fiord	1.27	0.27	1.00	79%	1.00	100%
Igloolik	4.27	3.27	1.00	23%	1.00	100%
Iqaluit	107.60	34.60	73.00	68%	30.00	41%
Kimmirut	1.27	0.27	1.00	79%	1.00	100%
Kinngait	1.27	0.27	1.00	79%	1.00	100%
Kugaaruk	2.27	-	2.27	100%	1.27	56%
Kugluktuk	1.27	0.27	1.00	79%	1.00	100%
Nauyasat	1.27	0.27	1.00	79%	1.00	100%
Pangnirtung	4.27	3.27	1.00	23%	1.00	100%
Pond Inlet	1.27	0.27	1.00	79%	1.00	100%
Qikiqtarjuaq	1.27	0.27	1.00	79%	1.00	100%
Rankin Inlet	50.77	20.77	30.00	59%	20.00	67%
Resolute Bay	1.27	0.27	1.00	79%	-	-
Sanikiluaq	1.27	0.27	1.00	79%	-	-
Sanirajak	1.27	0.27	1.00	79%	1.00	100%
Taloyoak	1.27	0.27	1.00	79%	-	-
Whale Cove	1.27	0.27	1.00	79%	-	-
<b>Total</b>	<b>250.77</b>	<b>88.50</b>	<b>162.27</b>	<b>65%</b>	<b>90.27</b>	<b>56%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	107.60	34.60	73.00	68%	30.00	41%
Other Communities	143.17	53.90	89.27	62%	60.27	68%
<b>Total</b>	<b>250.77</b>	<b>88.50</b>	<b>162.27</b>	<b>65%</b>	<b>90.27</b>	<b>56%</b>

## Nunavut Business Credit Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	-	-	-	-	-	-
Senior Management	1.00	-	1.00	100%	-	-
Middle Management	-	-	-	-	-	-
Professional	1.00	-	1.00	100%	-	-
Paraprofessional	1.00	-	1.00	100%	-	-
Administrative Support	3.00	2.00	1.00	33%	1.00	100%
<b>Total</b>	<b>6.00</b>	<b>2.00</b>	<b>4.00</b>	<b>67%</b>	<b>1.00</b>	<b>25%</b>
<b>Employment summary, by community</b>						
Iqaluit	6.00	2.00	4.00	67%	1.00	25%
<b>Total</b>	<b>6.00</b>	<b>2.00</b>	<b>4.00</b>	<b>67%</b>	<b>1.00</b>	<b>25%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	6.00	2.00	4.00	67%	1.00	25%
Other Communities	-	-	-	-	-	-
<b>Total</b>	<b>6.00</b>	<b>2.00</b>	<b>4.00</b>	<b>67%</b>	<b>1.00</b>	<b>25%</b>

## Nunavut Housing Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	9.00	1.00	8.00	89%	2.00	25%
Middle Management	25.00	5.00	20.00	80%	4.00	20%
Professional	20.00	11.00	9.00	45%	-	-
Paraprofessional	48.00	13.00	35.00	73%	17.00	49%
Administrative Support	20.00	8.00	12.00	60%	12.00	100%
<b>Total</b>	<b>124.00</b>	<b>38.00</b>	<b>86.00</b>	<b>69%</b>	<b>36.00</b>	<b>42%</b>
<b>Employment summary, by community</b>						
Arviat	34.00	7.00	27.00	79%	17.00	63%
Cambridge Bay	15.00	4.00	11.00	73%	4.00	36%
Iqaluit	45.00	18.00	27.00	60%	6.00	22%
Kinngait	27.00	6.00	21.00	78%	9.00	43%
Rankin Inlet	3.00	3.00	-	-	-	-
<b>Total</b>	<b>124.00</b>	<b>38.00</b>	<b>86.00</b>	<b>69%</b>	<b>36.00</b>	<b>42%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	45.00	18.00	27.00	60%	6.00	22%
Other Communities	79.00	20.00	59.00	75%	30.00	51%
<b>Total</b>	<b>124.00</b>	<b>38.00</b>	<b>86.00</b>	<b>69%</b>	<b>36.00</b>	<b>42%</b>

## Qulliq Energy Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
<b>Employment summary, by category</b>						
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	10.00	1.00	9.00	90%	-	-
Middle Management	29.00	6.00	23.00	79%	5.00	22%
Professional	99.00	12.00	87.00	88%	32.00	37%
Paraprofessional	45.40	8.60	36.80	81%	29.80	81%
Administrative Support	24.00	2.00	22.00	92%	22.00	100%
<b>Total</b>	<b>209.40</b>	<b>29.60</b>	<b>179.80</b>	<b>86%</b>	<b>89.80</b>	<b>50%</b>
<b>Employment summary, by community</b>						
Arctic Bay	1.60	-	1.60	100%	1.60	100%
Arviat	2.00	-	2.00	100%	2.00	100%
Baker Lake	47.00	9.00	38.00	81%	22.00	58%
Cambridge Bay	13.00	2.00	11.00	85%	5.00	45%
Chesterfield Inlet	1.60	-	1.60	100%	1.60	100%
Clyde River	1.60	-	1.60	100%	1.60	100%
Coral Harbour	1.60	-	1.60	100%	1.60	100%
Gjoa Haven	2.00	-	2.00	100%	2.00	100%
Grise Fiord	1.60	-	1.60	100%	1.60	100%
Igloolik	2.00	-	2.00	100%	2.00	100%
Iqaluit	95.00	13.00	82.00	86%	20.00	24%
Kimirut	1.60	-	1.60	100%	1.60	100%
Kinngait	2.00	-	2.00	100%	2.00	100%
Kugaaruk	1.60	-	1.60	100%	1.60	100%
Kugluktuk	2.00	2.00	-	-	-	-
Nauyasat	1.60	-	1.60	100%	1.60	100%
Pangnirtung	2.00	1.00	1.00	50%	1.00	100%
Pond Inlet	2.00	-	2.00	100%	2.00	100%
Qikiqtarjuaq	1.60	-	1.60	100%	1.60	100%
Rankin Inlet	18.00	2.00	16.00	89%	10.00	63%
Resolute Bay	1.60	0.60	1.00	63%	1.00	100%
Sanikiluaq	1.60	-	1.60	100%	1.60	100%
Sanirajak	1.60	-	1.60	100%	1.60	100%
Taloyoak	1.60	-	1.60	100%	1.60	100%
Whale Cove	1.60	-	1.60	100%	1.60	100%
<b>Total</b>	<b>209.40</b>	<b>29.60</b>	<b>179.80</b>	<b>86%</b>	<b>89.80</b>	<b>50%</b>
<b>Employment summary, by Iqaluit and other communities</b>						
Iqaluit	95.00	13.00	82.00	86%	20.00	24%
Other Communities	114.40	16.60	97.80	85%	69.80	71%
<b>Total</b>	<b>209.40</b>	<b>29.60</b>	<b>179.80</b>	<b>86%</b>	<b>89.80</b>	<b>50%</b>



# One-Year Overview of the Government of Nunavut Public Service

## Category All Departments and Territorial Corporations

	Positions				Capacity (%)			
	June 2019	September 2019	December 2019	March 2020	June 2019	September 2019	December 2019	March 2020
Executive	42.00	42.00	41.00	41.00	74%	69%	73%	71%
Senior Management	176.00	175.00	181.00	181.00	77%	77%	76%	76%
Middle Management	496.00	500.00	500.00	499.00	74%	75%	75%	75%
Professional	1,910.13	1,935.67	1,946.63	1,948.63	73%	72%	72%	73%
Paraprofessional	1,101.33	1,113.83	1,108.17	1,100.33	65%	66%	67%	66%
Administrative Support	1,344.81	1,370.98	1,366.98	1,371.98	72%	71%	72%	72%
<b>Total Employment Categories</b>	<b>5,070.28</b>	<b>5,137.48</b>	<b>5,143.78</b>	<b>5,141.95</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>
Community and Government Services	454.00	455.00	455.00	455.00	67%	73%	73%	70%
Culture and Heritage	97.80	97.80	97.80	97.80	73%	72%	71%	67%
Economic Development and Transportation	146.00	146.00	146.00	146.00	67%	64%	65%	65%
Education	1,326.74	1,346.74	1,347.74	1,347.74	86%	86%	86%	87%
Environment	141.50	141.50	141.50	141.50	63%	65%	64%	64%
Executive and Intergovernmental Affairs	85.00	85.00	85.00	85.00	75%	76%	74%	71%
Family Services	239.87	239.87	244.87	243.87	75%	77%	76%	78%
Finance	220.00	220.00	220.00	220.00	73%	71%	72%	71%
Health	1,217.71	1,260.41	1,260.71	1,260.87	56%	54%	54%	55%
Human Resources	112.00	112.00	112.00	112.00	60%	59%	65%	65%
Justice	398.00	398.00	398.00	398.00	69%	71%	72%	72%
Office of the Legislative Assembly	44.00	44.00	44.00	44.00	86%	82%	80%	77%
<b>Total Departments</b>	<b>4,482.61</b>	<b>4,546.31</b>	<b>4,552.61</b>	<b>4,551.78</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>
Nunavut Arctic College	251.27	252.77	252.77	250.77	62%	64%	63%	65%
Nunavut Business Credit Corporation	6.00	6.00	6.00	6.00	67%	67%	67%	67%
Nunavut Housing Corporation	123.00	123.00	123.00	124.00	71%	71%	69%	69%
Qulliq Energy Corporation	207.40	209.40	209.40	209.40	90%	88%	85%	86%
<b>Total Territorial Corporations</b>	<b>587.67</b>	<b>591.17</b>	<b>591.17</b>	<b>590.17</b>	<b>74%</b>	<b>74%</b>	<b>72%</b>	<b>73%</b>
<b>Total</b>	<b>5,070.28</b>	<b>5,137.48</b>	<b>5,143.78</b>	<b>5,141.95</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>

## One-Year Overview of Nunavut Inuit Employment

### Category All Departments and Territorial Corporations

	Nunavut Inuit				IEP (%)			
	June 2019	September 2019	December 2019	March 2020	June 2019	September 2019	December 2019	March 2020
Executive	12.00	12.00	13.00	13.00	39%	41%	43%	45%
Senior Management	23.00	23.00	24.00	28.00	17%	17%	18%	20%
Middle Management	105.00	103.00	108.00	103.00	29%	27%	29%	28%
Professional	393.53	407.03	410.03	405.03	28%	29%	29%	28%
Paraprofessional	440.40	456.57	453.97	450.07	62%	62%	61%	62%
Administrative Support	829.12	833.85	833.62	835.62	85%	85%	85%	85%
<b>Total Employment Categories</b>	<b>1,803.05</b>	<b>1,835.45</b>	<b>1,842.62</b>	<b>1,834.72</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>
Community and Government Services	130.00	145.00	145.00	137.00	43%	44%	44%	43%
Culture and Heritage	57.00	56.00	55.00	53.00	79%	79%	79%	81%
Economic Development and Transportation	60.00	57.00	58.00	58.00	61%	61%	61%	61%
Education	562.51	564.74	566.24	564.74	49%	49%	49%	48%
Environment	41.00	43.00	43.00	44.00	46%	47%	48%	49%
Executive and Intergovernmental Affairs	52.00	51.00	51.00	48.00	81%	78%	81%	80%
Family Services	114.80	118.87	119.87	120.37	64%	64%	64%	63%
Finance	62.00	64.00	64.00	63.00	39%	41%	40%	40%
Health	330.54	337.04	337.04	345.54	48%	49%	49%	50%
Human Resources	36.00	38.00	42.00	42.00	54%	58%	58%	58%
Justice	126.00	125.00	126.00	124.00	46%	44%	44%	44%
Office of the Legislative Assembly	20.00	19.00	19.00	18.00	53%	53%	54%	53%
<b>Total Departments</b>	<b>1,591.85</b>	<b>1,618.65</b>	<b>1,626.15</b>	<b>1,617.65</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>
Nunavut Arctic College	84.00	92.00	91.27	90.27	54%	56%	57%	56%
Nunavut Business Credit Corporation	1.00	1.00	1.00	1.00	25%	25%	25%	25%
Nunavut Housing Corporation	33.00	33.00	34.00	36.00	38%	38%	40%	42%
Qulliq Energy Corporation	93.20	90.80	90.20	89.80	50%	49%	51%	50%
<b>Total Territorial Corporations</b>	<b>211.20</b>	<b>216.80</b>	<b>216.47</b>	<b>217.07</b>	<b>49%</b>	<b>50%</b>	<b>51%</b>	<b>50%</b>
<b>Total</b>	<b>1,803.05</b>	<b>1,835.45</b>	<b>1,842.62</b>	<b>1,834.72</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>

## Sivuliqtiksat Internship Program\* Employment as of March 31, 2020

	Total Positions	Nunavut Inuit Filled	% Capacity
<b>Departments</b>			
Community and Government Services	3.00	2.00	67%
Culture and Heritage	2.00	-	-
Economic Development and Transportation	1.00	-	-
Education	1.00	1.00	100%
Environment	1.00	-	-
Executive and Intergovernmental Affairs	1.00	-	-
Family Services	1.00	-	-
Finance	-	-	-
Health	-	-	-
Human Resources	5.00	-	-
Justice	-	-	-
Office of the Legislative Assembly	-	-	-
<b>Total Departments</b>	<b>15.00</b>	<b>3.00</b>	<b>20%</b>
<b>Territorial Corporations</b>			
Nunavut Arctic College	-	-	-
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	-	-	-
Qulliq Energy Corporation	1.00	1.00	100%
<b>Total Territorial Corporations</b>	<b>1.00</b>	<b>1.00</b>	<b>100%</b>
<b>Total</b>	<b>16.00</b>	<b>4.00</b>	<b>25%</b>

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

## Casual Employment as of March 31, 2020

	Total Casuals	Nunavut Inuit	IEP%
<b>Departments</b>			
Community and Government Services	65.00	30.00	46%
Culture and Heritage	11.00	10.00	91%
Economic Development and Transportation	33.00	20.00	61%
Education	61.00	51.00	84%
Environment	30.00	16.00	53%
Executive and Intergovernmental Affairs	4.00	2.00	50%
Family Services	84.00	49.00	58%
Finance	40.00	27.00	68%
Health	410.00	188.00	46%
Human Resources	13.00	8.00	62%
Justice	84.00	27.00	32%
Office of the Legislative Assembly	5.00	4.00	80%
<b>Total Departments</b>	<b>840.00</b>	<b>432.00</b>	<b>51%</b>
<b>Territorial Corporations</b>			
Nunavut Arctic College	57.00	37.00	65%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	22.00	10.00	45%
Qulliq Energy Corporation	29.00	13.00	45%
<b>Total Territorial Corporations</b>	<b>108.00</b>	<b>60.00</b>	<b>56%</b>
<b>Total</b>	<b>948.00</b>	<b>492.00</b>	<b>52%</b>

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

## Casual Employment by Community

	Total Casuals	Nunavut Inuit	% IEP
Arctic Bay	10.00	6.00	60%
Arviat	33.00	23.00	70%
Baker Lake	31.00	26.00	84%
Cambridge Bay	53.00	34.00	64%
Chesterfield Inlet	6.00	4.00	67%
Clyde River	12.00	9.00	75%
Coral Harbour	10.00	7.00	70%
Gatineau	1.00	-	-
Gjoa Haven	17.00	7.00	41%
Grise Fiord	2.00	-	-
Igloolik	25.00	18.00	72%
Iqaluit	436.00	148.00	34%
Kimmirut	8.00	7.00	88%
Kinngait	19.00	13.00	68%
Kugaaruk	4.00	2.00	50%
Kugluktuk	34.00	21.00	62%
Nauyasat	12.00	9.00	75%
Pangnirtung	39.00	27.00	69%
Pond Inlet	31.00	26.00	84%
Qikiqtarjuaq	10.00	10.00	100%
Rankin Inlet	104.00	65.00	63%
Resolute Bay	2.00	1.00	50%
Sanikiluaq	13.00	8.00	62%
Sanirajak	6.00	5.00	83%
Taloyoak	9.00	5.00	56%
Whale Cove	12.00	8.00	67%
Winnipeg	8.00	3.00	38%
Yellowknife	1.00	-	-
<b>Total</b>	<b>948.00</b>	<b>492.00</b>	<b>52%</b>

### Employment Summary, by Iqaluit and other communities

Iqaluit	436.00	148.00	34%
Other Communities	512.00	344.00	67%
<b>Total</b>	<b>948.00</b>	<b>492.00</b>	<b>52%</b>

## Relief Employment as of March 31, 2020

	Total Relief Workers	Nunavut Inuit	IEP %
<b>Departments</b>			
Community and Government Services	12.00	8.00	67%
Culture and Heritage	15.00	11.00	73%
Economic Development and Transportation	4.00	2.00	50%
Education	2,062.00	1,832.00	89%
Environment	14.00	13.00	93%
Executive and Intergovernmental Affairs	8.00	7.00	88%
Family Services	16.00	7.00	44%
Finance	7.00	5.00	71%
Health	487.00	361.00	74%
Human Resources	14.00	14.00	100%
Justice	222.00	72.00	32%
Office of the Legislative Assembly	-	-	-
<b>Total Departments</b>	<b>2,861.00</b>	<b>2,332.00</b>	<b>82%</b>
<b>Territorial Corporations</b>			
Nunavut Arctic College	154.00	112.00	73%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	3.00	2.00	67%
Qulliq Energy Corporation	14.00	14.00	100%
<b>Total Territorial Corporations</b>	<b>171.00</b>	<b>128.00</b>	<b>75%</b>
<b>Total</b>	<b>3,032.00</b>	<b>2,460.00</b>	<b>81%</b>

## Substitute Teacher Employment as of March 31, 2020

	Total Substitutes	Nunavut Inuit	IEP %
<b>Total Substitute Teachers</b>	<b>1,457.00</b>	<b>1,178.00</b>	<b>81%</b>
<b>Total Relief and Substitute</b>	<b>4,489.00</b>	<b>3,638.00</b>	<b>81%</b>

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



## Relief Employment by Community

	Total Relief	Nunavut Inuit	% IEP
Arctic Bay	75.00	70.00	93%
Arviat	332.00	329.00	99%
Baker Lake	123.00	122.00	99%
Cambridge Bay	141.00	119.00	84%
Chesterfield Inlet	90.00	89.00	99%
Churchill	11.00	2.00	18%
Clyde River	129.00	125.00	97%
Coral Harbour	71.00	67.00	94%
Gatineau	2.00	2.00	100%
Gjoa Haven	120.00	120.00	100%
Grise Fiord	6.00	6.00	100%
Igloolik	141.00	137.00	97%
Iqaluit	633.00	192.00	30%
Kimmirut	25.00	24.00	96%
Kinngait	70.00	67.00	96%
Kugaaruk	62.00	62.00	100%
Kugluktuk	92.00	83.00	90%
Nauyasat	105.00	105.00	100%
Pangnirtung	125.00	119.00	95%
Pond Inlet	96.00	86.00	90%
Qikiqtarjuaq	32.00	30.00	94%
Rankin Inlet	288.00	268.00	93%
Resolute Bay	34.00	27.00	79%
Sanikiluaq	80.00	77.00	96%
Sanirajak	52.00	48.00	92%
Taloyoak	45.00	42.00	93%
Whale Cove	43.00	40.00	93%
Winnipeg	9.00	2.00	22%
<b>Total</b>	<b>3,032.00</b>	<b>2,460.00</b>	<b>81%</b>
<b>Employment Summary, by Iqaluit and other communities</b>			
Iqaluit	633.00	192.00	30%
Other Communities	2,399.00	2,268.00	95%
<b>Total</b>	<b>3,032.00</b>	<b>2,460.00</b>	<b>81%</b>

## Substitute Employment by Community

	Total Substitutes	Nunavut Inuit	% IEP
Arctic Bay	67.00	62.00	93%
Arviat	153.00	127.00	83%
Baker Lake	40.00	33.00	83%
Cambridge Bay	92.00	57.00	62%
Chesterfield Inlet	26.00	24.00	92%
Clyde River	71.00	68.00	96%
Coral Harbour	29.00	26.00	90%
Gjoa Haven	93.00	88.00	95%
Grise Fiord	8.00	8.00	100%
Igloolik	57.00	53.00	93%
Iqaluit	107.00	21.00	20%
Kimmirut	20.00	17.00	85%
Kinngait	55.00	43.00	78%
Kugaaruk	76.00	70.00	92%
Kugluktuk	107.00	87.00	81%
Nauyasat	40.00	39.00	98%
Pangnirtung	42.00	40.00	95%
Pond Inlet	104.00	96.00	92%
Qikiqtarjuaq	18.00	17.00	94%
Rankin Inlet	123.00	85.00	69%
Resolute Bay	8.00	6.00	75%
Sanikiluaq	43.00	42.00	98%
Sanirajak	37.00	34.00	92%
Taloyoak	30.00	25.00	83%
Whale Cove	11.00	10.00	91%
<b>Total</b>	<b>1,457.00</b>	<b>1,178.00</b>	<b>81%</b>
<b>Employment Summary, by Iqaluit and other communities</b>			
Iqaluit	107.00	21.00	20%
Other Communities	1,350.00	1,157.00	86%
<b>Total</b>	<b>1,457.00</b>	<b>1,178.00</b>	<b>81%</b>