

GOVERNMENT OF NUNAVUT

**PUBLIC SERVICE
ANNUAL REPORT
2021-2022**



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ABOUT THE **2021-2022 PUBLIC SERVICE ANNUAL REPORT**

This 2021/22 Government of Nunavut Public Service Annual Report (PSAR) provides a summary of the overall administration, management and development of our public services. It takes stock of our progress on strategic human resource priorities, and highlights the successes and challenges of strengthening our public service delivery to Nunavummiut. This report also highlights our training and career development initiatives for Nunavut Inuit and other public service employees.

As a dedicated public service, we deliver our mandate guided by the 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.

Aajiiqatigiinni

Decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq

Development of skills through observation, mentoring, practice and effort.

Piliriqatigiinni/Ikajuqtigiinni

Working together for a common cause.

Qanuqtuurniq

Being innovative and resourceful.

Avatittinnik Kamatsiarniq

Respect and care for the land, animals, and the environment.



MINISTER'S MESSAGE

HON. MARGARET NAKASHUK

As Minister responsible for the Public Service Act, I am pleased to present the Government of Nunavut (GN) Public Service Annual Report for the fiscal year ending March 31, 2022.

I want to thank our public service for all the hard work displayed through the unpredictable and unprecedented times brought on by the global pandemic. Despite the challenges, our workforce successfully showed it can weather adversity, adapt and deliver valuable support and critical services to Nunavummiut while upholding our Inuit Societal Values. As we embark upon a path forward - to live and work post-pandemic - we do so with strengthened resolve, knowing that collectively, we can overcome future challenges.

This annual report provides summary information and outlines progress made throughout the 2021-2022 fiscal year. It focuses on our efforts to increase Inuit employment and strengthen overall human resource capacity.

In 2021-2022, the GN completed 119 Direct Appointments, over 80% of which were Nunavut Inuit, representing a 75% increase in Direct Appointments from the previous fiscal year. We also hired 229 summer students across 19 communities; 84% of these students were Nunavut Inuit. These appointments and summer student hires support our government services delivery to Nunavummiut.

On January 22, 2022, after successful negotiations, the GN and the Nunavut Teachers Union (NTA) signed a new collective agreement. The following month, the GN and the Nunavut Employee Union (NEU) also reached a tentative collective agreement. These agreements include higher wages, increased northern allowance, and provide more support to our teachers, students, public servants and all families across Nunavut.

Once again, we are proud that for the fifth year in a row, the Government of Nunavut was recognized as one of Canada's Top Employers for Young People, as Canada's Best Employers for Recent Graduates, as well as Canada's Best Diversity Employers by Canada's Top 100 Employers.

As the 2021-2022 Fiscal Year came to an end, our government released the Katujjiluta Mandate, which outlines an ambitious agenda to building a better future for all Nunavummiut. For the first time in our territory's history, the mandate was developed through a historic dialogue between all Members of the Legislative Assembly, the leadership of Nunavut Tunngavik Inc. (NTI), and all three Regional Inuit Organizations. Our Katujjiluta Mandate reflects the consensus-building governance model and Inuit Societal Values that will support our collaborative vision and guide our progress. The Mandate specifically aims to support and advance our public service so that it is both optimally structured and staffed to meet the challenges ahead.

We accomplished many objectives this past fiscal year. In the year ahead, let us build on this progress by supporting Katujjiluta toward achieving our goals and the vision for our Territory.

Sincerely,
Hon. Margaret Nakashuk
Minister of Human Resources

DELIVERING SERVICES DURING THE PANDEMIC



Photo: Department of Health, Government of Nunavut

Since the beginning of the COVID-19 pandemic, the Department of Human Resources implemented and communicated a number of measures, including a territory-wide, Work-from-Home model for GN employees. This innovative model included developing business continuity plans and implementing remote work protocols. It required territory-wide distribution of IT equipment, such as laptops, and access to software, shared files, and variety of communication applications.

The Department also enacted a special paid leave for employees impacted by school and daycare closures (or virtual schooling) and provided a paid self-isolation leave. Additional measures, including suspension of duty-travel and issuing summer-bonuses for employees taking annual leaves within the territory, were enacted to reduce the rate of COVID-19 transmission.

This year though, the Department focused on Return to the Workplace Plan. The plan was focused on developing safety measures checklists, such as social distancing and personal protection equipment for employees, while addressing the needs and providing supports to remote workers.

The COVID-19 public health emergency ended shortly after this fiscal year, and the Department accordingly updated its workplace guidelines.

The GN workplace and employees will continue to take precautions against COVID-19 by following the recommendations by public health authorities and ensuring for healthy workplace that keeps the safety of public service employees in mind while continuing to deliver services to all Nunavummiut.

GOVERNMENT OF NUNAVUT NAMED AS ONE OF CANADA'S TOP EMPLOYERS

For the fifth year in a row, the Government of Nunavut (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**.

The GN was also recognized as one of Canada's Best Diversity Employers for the first time.

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 their programs 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 Amaaqtaarniq Education Program helps remove barriers to post-secondary education for eligible Inuit employees. Through this initiative, the GN sponsors long-term post-secondary education leave to help individuals qualify for hard-to-fill roles.
- The Financial Internship Program offers experience

in finance and accounting-related fields through on-the-job training, mentoring, access to academic courses and other learning experiences.

- The Hivuliqtikhanut Leadership Development program is firmly rooted in Inuit Societal Values. It focuses on the development of behavioural and technical competencies of emerging leaders, supervisors, and senior managers through three 18- to 21-day modular series.

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://reviews.canadas-top100.com/top-employer-nunavut-government#>



PUBLIC SERVICE 2021-2022 YEAR IN HIGHLIGHTS

5,384 TOTAL PUBLIC SERVICE
POSITIONS

122 NEW POSITIONS
ADDED

229 POSITIONS
FILLED

51% NUNAVUT INUIT
EMPLOYED

1% INUIT EMPLOYMENT
INCREASE

1,364 FEMALE INUIT
EMPLOYEES

411 MALE INUIT
EMPLOYEES

\$97,170

Average Salary

87%

Retention
Rate

9.27

Years of Average
Service

65%

Female
Employees

44.87

Average
Age

INUIT EMPLOYMENT INCREASED FROM **1,493** TO **1,791** BETWEEN 2007-2021

\$667,243

TOTAL COMPENSATION: Salaries, Over-time, Northern Allowance, Employer Costs & Benefits, WSCC, Housing Allowance, and Language Incentives [in \$000]

\$1,991.6

TOTAL BILINGUAL LANGUAGE BONUSES [in \$000]

322 BILINGUAL BONUSES FOR INUKTUT

77 BILINGUAL BONUSES FOR FRENCH

305 TRANSFER ASSIGNMENTS

168 CASUAL EMPLOYEES BECAME TERM OR INDETERMINATE

90 CASUAL TURNED TERM OR INDETERMINATE EMPLOYEES ARE NUNAVUT INUIT

119 TOTAL DIRECT APPOINTMENTS

99 DIRECT APPOINTMENTS ARE NUNAVUT INUIT

Photo: Views of Iqaluit from the Sylvia Grinnell Park, 2021.
Produced by the Department of Human Resources.

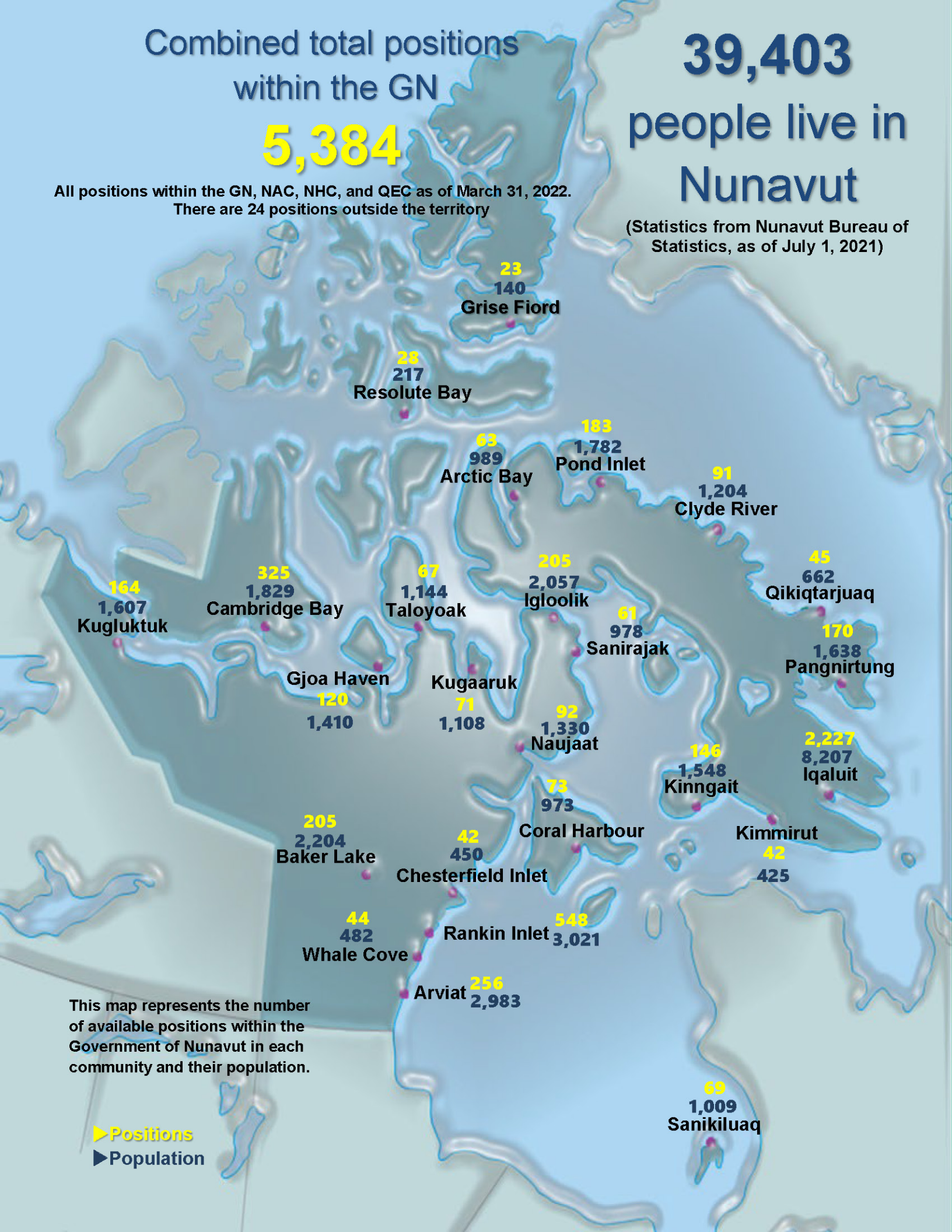
Combined total positions
within the GN

5,384

All positions within the GN, NAC, NHC, and QEC as of March 31, 2022.
There are 24 positions outside the territory

39,403
people live in
Nunavut

(Statistics from Nunavut Bureau of
Statistics, as of July 1, 2021)



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

► Positions
► Population

PUBLIC SERVICE

COMPOSITION

The majority of GN employees are 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 was negotiated in the fall of 2021 and signed on January 22, 2022. The new collective agreement is in effect until June 2024.
- **Nunavut Employees Union (NEU)** – Government of Nunavut (GN) collective agreement: The NEU-GN collective agreement expired on October 1, 2018. Negotiations resulted in a tentative collective agreement on February 26, 2022.
- **Nunavut Employees Union (NEU)** – Qulliq Energy Corporation (QEC) collective agreement: The NEU-QEC collective agreement expired on December 31, 2020. The parties met for three sessions in 2022. A new collective agreement was signed on December 2, 2022.

The negotiations of the collective agreements are a part of the Employee Relations division of the Department of Human Resources.

There are two other groups of employees whose employment contracts fall outside of the three bargaining units: Excluded Employees and Senior Management.

2021-22 Employees by Group and Status

	Total Positions	Filled Positions	Nunavut Inuit	% Inuit Employment
NEU	3,351	1,937	1,193	62%
NTA	891	824	284	34%
Excluded	832	572	254	44%

PUBLIC SERVICE

HUMAN RESOURCE COSTS

The following table provides an overview of human resource costs, including compensation and benefits for public servants, for the 2021-2022 fiscal year:

Public Service Human Resources Costs (\$000)			
	2019-20	2020-21	2021-22
Regular salaries	\$418,159	\$429,975	\$431,132
Overtime	\$27,191	\$26,706	\$31,068
Northern allowance	\$86,447	\$87,266	\$87,694
Employer costs (Public Service Pension Plan, Canada Pension Plan, Employment Insurance, Health & Dental Coverage, Long-Term Disability, etc.)	\$74,409	\$76,749	\$78,301
Other compensation	\$23,883	\$24,275	\$25,986
Workers' Safety and Compensation Commission	\$5,300	\$7,364	\$7,692
Housing Allowance	\$3,932	\$3,600	\$3,600
Inuktitut Language Incentive/Bilingual Bonus	\$2,299	\$2,016	\$1,770
Total	\$641,624	\$657,951	\$667,243

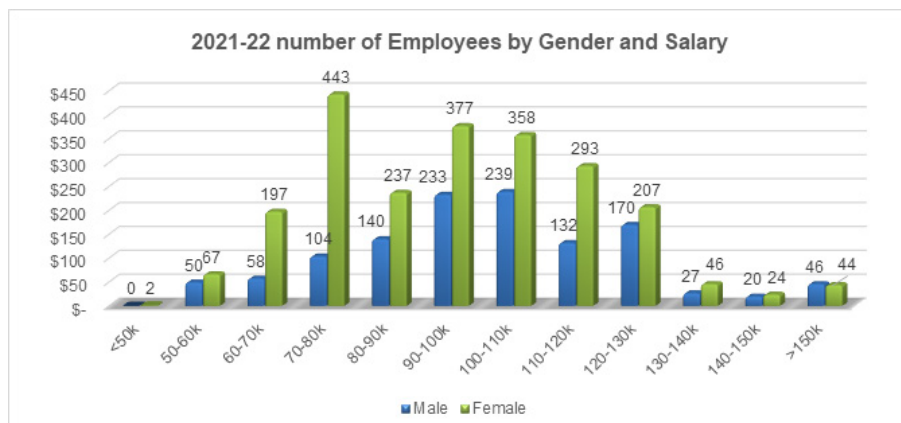
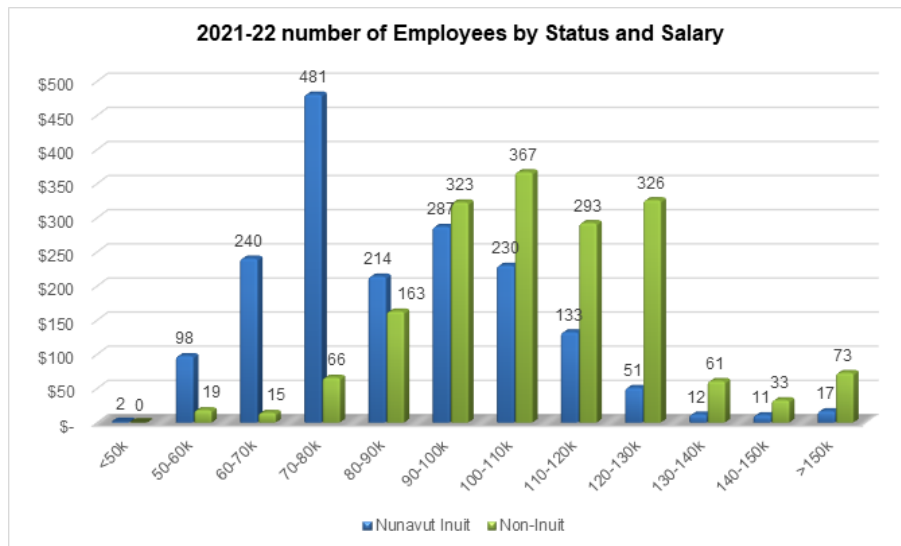
PUBLIC SERVICE

COMPENSATION

The average base annual salary for a GN employee was **\$97,170**. The average annual salary for Nunavut Inuit was \$85,991 and \$108,829 for non-Inuit.

The average salary for a female employee was \$94,839 and \$101,616 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, including the Sivuliqtiksatsat Internship Program, Hivuliqtikhanut Leadership Development Program, Amaaqtaarniq Education Program, Career Broadening Program and Policy Skills Development Program, and the use of direct appointments. These programs enable career development, hiring and promotion of Inuit.



PUBLIC SERVICE

EMPLOYEE RETENTION AND STAFF TURNOVER

The GN's strong employee retention rate can be attributed to employee satisfaction and the GN's commitment to encouraging and practising 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, including competitive salaries, pension and benefits, continuous service bonuses, staff housing, household allowance, northern allowance, leave entitlements, and employee

training and development opportunities. The retention rate fluctuates year to year, in 2021-2022; it was **87%**, down from 92% in 2020-21.

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 dismissal). In 2021-22, 460 employees left the GN, up from 285 in 2020-21.

Pay Groups	Turnover/Terminations* by Employee Group					
	2020-21			2021-22		
	Total *Terminations	% Turnover of Group	% of Total *Terminations	Total *Terminations	% Turnover of Group	% of Total *Terminations
Senior Management	13	8%	5%	25	14%	5%
Excluded	34	6%	12%	58	10%	13%
NEU	152	7%	53%	218	11%	47%
NTA	86	10%	30%	159	18%	36%

* "Terminations" include any reason for leaving employment (retirements, resignations, end-of-term contracts, lay-offs, dismissals). Totals might not equal 100% due to rounding.

Dept./ Public Body	Turnover/Terminations* by Department/Public Body							
	2020-21				2021-22			
	Total Positions Filled	Total *Terminations	% Turnover of Dept./ Public Body	% of Total *Terminations	Total Positions filled*	Total Positions terminated	% Turnover of Department/ Public Body	% of Total Terminations
CGS	318	23	7%	8%	336	47	14%	10%
CH	66	2	3%	1%	67	6	9%	1%
EDT	95	10	11%	4%	100	3	3%	1%
EDU	1,177	100	8%	35%	1,198	186	16%	40%
ENV	90	5	6%	2%	91	8	9%	2%
EIA	60	3	5%	1%	57	4	7%	1%
FS	190	13	7%	5%	161	17	11%	4%
FIN	156	7	4%	2%	149	20	13%	4%
HEA	695	82	12%	29%	712	91	13%	20%
HR	73	3	4%	1%	74	11	15%	2%
JUS	285	18	6%	6%	276	36	13%	8%
OLA	34	0	0%	0%	38	6	16%	1%
NAC	162	16	10%	6%	163	19	12%	4%
NHC	86	3	3%	1%	88	6	7%	1%

* "Terminations" include any reason for leaving employment (retirements, resignations, end-of-term contracts, lay-offs, dismissals).

INUIT REPRESENTATION

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, 2022, there were 5,384 positions within the GN, 65% of which were filled. Of the filled positions, 1,791 (51%) were occupied by Nunavut Inuit. In 2021-22, the GN increased overall capacity by filling 229 positions.

Although Nunavut Inuit employment has remained stable at around 50%, the total number of Nunavut Inuit employed within the GN has actually increased. Between 2007 and 2022, 1,698 new positions were created, and the total number of Inuit employees increased from 1,493 in 2007 to 1,791 in 2022.

The GN workforce comprises of 2,294 (65%) female employees compared to 1,218 (35%) male employees. Female Nunavut Inuit employees represent the largest group in the public service at 1,364 (39%) in 2021-22. By contrast, male Nunavut Inuit employees represent the smallest group at 411 (12%).

EMPLOYMENT INITIATIVES AND PLANNING

The Department of Human Resources Sivumuaqatigiit division is responsible for providing 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 the implementation of the *Nunavut Agreement*, specifically 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 launched ongoing Inuit employment initiatives.

Sivumuaqatigiit monitors the implementation of the GN Master Inuit Employment Plan (MIEP). The MIEP summary can be found here: https://gov.nu.ca/sites/default/files/gn_master_iep_summary_eng_0.pdf

PROGRESS TOWARD INUIT EMPLOYMENT GOALS AND TARGETS

As part of the Master Inuit Employment Plan, 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).

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

The 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.

The departments and public bodies have set ambitious goals and targets to 2023 and are working hard to achieve them; by March 2023, the GN aims to employ 2,300 Inuit FTEs.

For 2021-2022, the GN achieved 82% of its short-term goal of 2,175 Inuit FTEs. As of March 31, 2022, the GN employed 1,790.62 Inuit FTEs in indeterminate and term positions, which was 385.38 Inuit FTEs short of their goal.

Specifically, the GN achieved its Inuit employment targets in the Paraprofessional employment category with 86% of its goal achieved. In addition, it made significant progress in three categories:

- Senior Management (83% of the goal was achieved)
- Professional (84% of the goal was achieved)
- Administrative (83% of the goal was achieved)

Inuit representation has increased to 51% since March 31, 2021. This means that the GN successfully increased Inuit representation, even with continuing growth in the number of FTEs and positions in the public service.

The GN's Inuit Employment Statistics are reported publicly on a quarterly basis in the *Towards a Representative Public Service (TRPS)* report. A copy of the March 31, 2022 report is appended to this document.

IE Goals (FTEs) from Business Plan 2021-2024					Actual TRPS Statistics		
Dept./ Public Body	By March 31, 2022				As of March 31, 2022		
	Total Positions	Positions Filled	Inuit Employed	% IE	Positions Filled	Inuit Employed	% IE
CGS	462	339	147	43%	289	124	43%
CH	102	81	67	83%	61.4	47	77%
EDT	155	123	79	64%	95	59	62%
EDU	1,429.00	1,235.00	642	52%	1,145.22	545.22	48%
EIA	96	80	67	84%	58	44	76%
ENV	133	98	52	53%	92	49	53%
FIN	231	192	88	46%	153	67	44%
FS	239	182	111	61%	158.73	95.73	60%
HEA	1,276.00	756	443	59%	681.47	354.8	52%
HR	117	99	63	64%	74	41	55%
JUS	435	298	144	48%	269	128	48%
NAC	248	191	113	59%	154.07	87.07	57%
NHC	124	103	42	41%	83	38	46%
QEC	208.4	182.6	98	54%	171.8	95.8	56%
SUB TOTAL	5,255.40	3,959.60	2,156.00		3,485.69	1,775.62	
NO IEPs							
OLA	44	32	18	50%	31	14	45%
NBCC	6	4	1	25%	4	1	25%
TOTAL	5,305.40	3,995.60	2,175.00	54%	3,520.69	1,790.62	51%

PROGRESS TOWARD INUIT EMPLOYMENT BY DEPARTMENT

Six departments and public bodies that made substantial progress toward their goals for March 31, 2022, were:

- Qulliq Energy Corporation (98% of goal, short by 2.2 FTEs)
- Environment (94% of goal, short by 3.00 FTEs)
- Nunavut Housing Corporation (90% of goal, short by 4.00 FTEs)
- Justice (89% of goal, short by 16.00 FTEs)
- Family Services (86% of goal, short by 15.27 FTEs)
- Education (85% of goal, short by 96.78 FTEs)

The departments and public bodies that made the most substantial progress towards their goals used action items such as:

- Mentorship programs
- Direct appointments
- Internal Transfer Assignments or Internal Developmental Transfer Assignments
- Using Inuit Specific Initiatives through the Sivumuaqatigiit division. These include:
 - The Sivuliqtiksat Internship Program
 - The Amaaqtaarniq Education Leave Program
 - The Career Broadening Program
 - Using the Restricted to Inuit Competitions to fill various positions

The Department of Justice had the largest increase in Inuit FTEs since March 2021. It had a net gain of 9.0 Inuit FTEs. The Department of Finance had a net gain of 6.0 Inuit FTEs since March 2021. The Department of Environment and the Nunavut Housing Corporation both had net gains of 4 Inuit FTEs since March 2021. The majority of departments and public agencies had modest net losses, with the pandemic impacting the GN's overall hiring.

The departments and public bodies are improving the use of Inuit Employment Initiatives such as:

- Career Broadening Program
- Amaaqtaarniq Education Leave Program
- Priority hiring for Inuit
- Direct Appointments for long-term casual employees
- Internal developmental transfer assignments

INUIT EMPLOYMENT TARGETS

Overall accomplishments for the GN Inuit Employment Targets in 2021-2022 are:

- **Total Inuit employment increased to 51%.**
- **The GN achieved 83% of its short-term goal of 2,175 Inuit FTEs.**
- **As of March 31, 2022, the GN employed 1,790.62 Inuit FTEs in indeterminate and term positions, which was 385.38 Inuit FTEs short of the overall goal.**

The GN set its Inuit Employment Targets in each employment category as follows:

INUIT EMPLOYMENT TARGETS to March 31, 2022			
Employment Category	Positions Filled	Inuit Employed	% IE
Executive	40	22	55%
Senior Management	155	40	26%
Middle Management	390	142	36%
Professional	1,521.00	486.53	32%
Paraprofessional	755	509	67%
Administrative Support	1,107.00	962	87%
Total	3,968.00	2,161.00	54%

The GN achieved its targets in the Administrative Support employment category with 86%.

TRPS STATISTICS				
Actuals to March 31, 2022				
Employment Category	Total Positions	Positions Filled	Inuit Employed	% IE
Executive	42	32	14	44%
Senior Management	190	142	33	23%
Middle Management	511	357	103	29%
Professional	2,050.43	1,360.53	409.53	30%
Paraprofessional	1,133.33	706.67	436.99	62%
Administrative Support	1,456.88	922.48	794.08	86%
Total	5,383.64	3,520.68	1,790.60	51%

Gap Analysis: Goal Versus Current Inuit Employment		
As of March 31, 2022		
Employment Category	Inuit to be Hired by March 2022	Goal
Executive	8	64%
Senior Management	7	83%
Middle Management	39	73%
Professional	76.5	84%
Paraprofessional	72.01	86%
Administrative Support	167.92	83%
Total	370.4	83%

Overall:

- Total Inuit employment increased to 51%.
- The GN achieved 83% of its short-term goal of 2,175 Inuit FTEs.
- As of March 31, 2022, the GN employed 1,790.62 Inuit FTEs in indeterminate and term positions, which was 385.38 Inuit FTEs short of the overall goal.

CAREER DEVELOPMENT AND EDUCATION

SUMMER STUDENT EMPLOYMENT EQUITY PROGRAM



Hailey Iigok, SSEEP participant in Kugluktuk 2021.

In the summer of 2021, the GN hired **229 summer students in 19 communities**. Of these, **190 (84%) were Nunavut Inuit**.

Participation rates in the SSEEP depends on the demand for summer students from GN departments and public bodies in each community and the number of summer student applications.

The total program budget was \$985,000, while salaries and benefits for summer students cost \$1.4 million. Individual departments covered these additional costs.

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students to explore different fields of public service, gain work experience and receive training. Priority hiring consideration is given to Nunavut Inuit students. The SSEEP is integral to the GN's goals to foster youth development, encourage continuous learning and market the GN as an employer of choice.

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.
 - Help them evaluate their career options within the territorial public service.
2. To support departments to develop a pool of qualified candidates for future public service appointments.

2021 Summer Student Positions by Department/Public Body and Status		
Department/ Public Body	Total	Nunavut Inuit
CGS	32	21
EDT	7	6
EDU	11	10
ENV	39	38
EIA	9	7
FS	15	14
FIN	8	6
HEA	54	41
HR	9	8
JUS	19	16
OLA	2	1
NAC	5	5
NHC	7	7
QEC	12	12
Total	229	192



NEW PROGRAM

INUIT EXECUTIVE CAREER DEVELOPMENT

The Inuit Executive Career Development Program reflects our government's commitment to increasing Inuit employment in senior management. Inuit leadership is vital to designing and shaping projects and programs for the territory that reflect Inuit Societal Values.

In 2021-22, the Department of Human Resources developed and began delivery of the new Inuit Executive Career Development Program, which supports GN Inuit employees to complete a customized Graduate Diploma in Leadership and Management at Athabasca University with wraparound supports such as study tours, access to Inuit Elders and subject-expert mentors, and customized Inuktitut language training.

The Inuit Executive Career Development program was launched in September of 2021 and is expected to end December 2023.

Throughout the program, participants will take sixteen academic courses, including 4 core courses, 11 elective courses, and one 3-credit capstone course.

12 Nunavut Inuit are currently participating in the program, which was launched in September of 2021 and is expected to end in December 2023.



NEW PROGRAM

HUMAN RESOURCES MANAGEMENT CERTIFICATE

The Human Resources Management Certificate Program began delivery in January 2022 to a cohort of 40 GN employees.

The program provides nine professional training courses on best practices in HR and supports GN employees seeking a Chartered Professional in Human Resources (CPHR) designation in Canada. The CPHR designation is increasingly becoming a requirement and an asset for public and private sector HR professionals. The program is expected to end in December 2025.

The HR Management Certificate program, delivered in partnership with Captus Press (an education partner of CPHR Canada, the national governing body of the HR profession), consists of nine (9) academic courses taken over a 20-28 month period. Courses are online and self-directed.

NEW PROGRAM

MASTER'S CERTIFICATE IN PROJECT MANAGEMENT

The program supports career development and aims to increase Inuit employment in project management and other senior-level positions to enable the development and delivery of professionally managed projects and programs consistent with Inuit Societal Values.

In 2021-2022, the Department of Human Resources supported three cohorts of a new Master's Certificate in Project Management delivered online in partnership with the Schulich Executive Education Centre at York University.

The program consisted of nine modules taken over a period of six months. It was designed to build strong project managers and program leaders and to help prepare participants to acquire the globally recognized Project Management Professional designation.

In total, **63** participants across Nunavut completed the Master's Certificate in Project Management.

NEW PROGRAM

OCCUPATIONAL TRAINING

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through "hands-on" learning and practice. On an as-needed basis, PST develops and delivers occupational training programs targeted toward positions found in all GN departments. The purpose of these programs is to:

- Increase knowledge and skills of employees already working in the field.
- Provide employees interested in a career change or advancement with an opportunity to obtain the skills and knowledge required for the position.

In 2021-2022, PST delivered four occupational training programs:

- **The Remote Management Skills Program** developed skills in online meeting and communication platforms, remote leadership, and remote meeting management. Three cohorts were delivered with four courses and 99 participants, **27 (27%) of which were Nunavut Inuit.**

- **The Foundational Writing & Editing Skills Program** developed skills in writing English (with a focus on English as a second language), English grammar, and excellence in business writing. One cohort was delivered with three courses and 40 participants, **9 (22%) of which were Nunavut Inuit.**
- **The Practical Administrative Skills Program** developed skills in office procedures, minute-taking, business and report writing, and project management for administrative professionals. One cohort was delivered with four courses and 31 participants, **18 (58%) of which were Nunavut Inuit.**
- **The Enhanced Leadership Certificate Program** developed skills in leadership, strategic thinking and planning, management, and coaching in the workplace. One cohort was delivered with four courses and 47 participants, **8 (17%) of which were Nunavut Inuit.**

These occupational training programs were delivered online as a result of the pandemic.

PROGRAM UPDATE

HIVULIQTIKHANUT LEADERSHIP DEVELOPMENT

The Hivuliqtikhanut Leadership Development Program was introduced in 2015 to build and sustain leadership capacity in the public service. It practices *Qanuqtuurniq* (being innovative and resourceful) by growing leaders through the Hivuliqtikhanut Leadership Development Program. The program focuses on developing 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 program includes a comprehensive set of learning and career development opportunities to develop public service leaders at every level. The curriculum is based on Inuit Societal Values and the Government of Nunavut Leadership Competency Model. It enables enhanced Inuit employment in the GN and includes specific learning and career development initiatives for Nunavut Inuit.

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

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

There were four Hivuliqtikhanut program graduations in 2021-22, all of which were delivered by distance learning as a result of the COVID-19 public health measures:

- **14 Nunavut Inuit** graduated from the sixth cohort of the Emerging Leaders' Series in April 2021.
- **19 employees (37% Inuit)** graduated from the third cohort of the Seniors Managers' Series in June 2021.
- **6 Employees (19% Inuit)** graduated from the fifth cohort of the Supervisors Series in March 2022.
- **14 Nunavut Inuit** graduated from the seventh cohort of the Emerging Leaders' Series in March 2022.

By the end of 2021-22, **259** employees have graduated from the program, **68%** of which are Nunavut Inuit.

PROGRAM UPDATE

POLICY SKILLS DEVELOPMENT

The Policy Skills Development Program aims to build strong policy skills and support increased Inuit employment in GN policy roles. Increasing Inuit employment in these policy roles supports the development and delivery of policies and programs that are consistent with Inuit beliefs, customs, values and language. The curriculum is based on Inuit Societal Values and the context, structures and processes of the GN. The program combines dynamic and interactive training with activities, discussions and exercises designed to build and strengthen participants' policy skills.

The program allows participants to gain one year of policy work experience with the support of online training modules and mentorship from GN policy professionals. All policy program cohorts in 2021-22 were delivered by distance learning as a result of COVID-19 public health restrictions.

As of the end of 2021-22, there have been 120 graduates of the Policy Development Skill Program, of which **78 (74%)** are Nunavut Inuit.

PROGRAM UPDATE

AMAAQTAARNIQ EDUCATION LEAVE

The Amaaqtaarniq Education Leave Program sponsors long-term post-secondary education leave for full-time GN Inuit employees who wish to qualify for hard-to-fill jobs or professions within the GN. The Amaaqtaarniq Education Leave Program accepts applications from indeterminate, term, or casual employees, provided they meet the eligibility criteria. Approved participants receive their base salary for the duration of their educational leave. In addition, this program is designed to remove specific barriers Inuit face to accessing post-secondary education. The GN is committed to providing support and investments to Inuit employees while supporting GN departments to fill specialized and hard-to-fill positions.

As of March 31, 2022, **25** GN Inuit employees were participating in the Amaaqtaarniq Education Program. During the 2021-22 year, **10** Inuit participants were approved for this program in February 2021, and two participants have successfully completed their program.

10 graduates successfully completed the program since the inception of the Amaaqtaarniq Education Leave in 2019-20.

The program experienced a high volume of interest in the 2021-22 fiscal year. However, since February 2021, new applications have not been accepted due to funding constraints. An evaluation of this program is scheduled to start in 2022-23.

PROGRAM UPDATE

CAREER BROADENING

The Career Broadening Program provides on-the-job experience for indeterminate, term or casual GN Inuit employees. This program aims to diversify GN Inuit employees' knowledge, skills, and experience through different job assignments. Each assignment lasts a minimum of **eight months to a maximum of twelve months**. Participants can have up to three job assignments in a field of their interest.

The Sivumuaqatigiit division assigns each program participant to a position number and pays all compensation costs during the assignment. The employee will continue to be paid the salary of their home position for the duration of the assignment.

In 2021-22, **seven** participants were assigned placements within the GN:

- Department of Community Government and Services (CGS) Revenue Clerk to Department of CGS as Junior Policy Analyst
- Department of CGS as Asset Control Clerk to Department of Finance (FIN) as Pay and Benefits Officer
- Department of Health (HEA) Junior Policy Analyst to Department of HEA as Junior Policy Analyst.
- Department of Executive Intergovernmental Affairs (EIA) Administrative Coordinator to Department of Justice (JUS) as Jr. Policy Analyst.
- Department of EIA Circumpolar Affairs Advisor to Department of Culture and Heritage (CH) as Senior Policy Analyst
- Department of JUS Family Support Officer to Department of JUS as Jr. Policy Analyst
- Department of Human Resources (HR) Human Resources Assistant to the Department of HR as Policy Analyst

An evaluation of this program is scheduled to start in 2022-23.



Information Session held in September of 2021 on Master's Certificate in Project Management, led by the Department of Human Resources.

PROGRAM UPDATE

SIVULIQTIKSAT INTERNSHIP

The Sivuliqtiksat Internship Program is another option for GN Inuit Employees to gain valuable on-the-job work experience targeted for management and specialist positions in the GN. The goal is to provide professional development opportunities and to assist GN departments in meeting their Article 23 objectives.

The Sivuliqtiksat Internship Program is designed to provide one to three (1-3) year internships with the support of a designated trainer, a customized learning plan, and group and individual training courses. Once accepted into this program, the Career Planning Specialist within the Sivumuaqatigiit division is available to assist departments and public bodies, interns, designated trainers, and managers in all aspects of the program.

The Department of Human Resources is responsible for funding and administering an average annual budget of \$2 million, including salaries for up to 16 internship positions, \$25,000 per intern per year for training, education, travel costs, and program operations and maintenance.

Since its inception, **39** Inuit have successfully completed the program. As of March 31, 2022, **11** Sivuliqtiksat Internship graduates have been promoted, **21** are in target positions, and **12** made lateral moves within the GN.

GRADUATE PROFILE

EVA NOAH, SIVULIQTIKSAT INTERNSHIP PROGRAM

On September 10, 2018, Eva Noah started her new position with the Department of Education as the Superintendent of Schools Intern (Kivalliq) in Baker Lake. Over the course of her internship, Eva worked closely with Bill Cooper as the designated trainer.

After three years, Mrs. Noah's dedication paid off. She successfully completed her internship and was appointed into the target position of Superintendent of Schools- Kivalliq. On September 10, 2021, a graduation ceremony was held to celebrate Mrs. Noah's Sivuliqtiksat Internship completion.



Eva Noah, presented with the graduate certificate by Minister David Akeeagok, for her successful completion of Sivuliqtiksat Internship Program.

PROGRAM UPDATE

LEARNING AND DEVELOPMENT COURSES

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 new positions within the GN.

A total of 95 learning and development courses were scheduled for 686 participants across all three Nunavut regions, including:

- Building High Performance Virtual Teams
- Women in Leadership: Owning Your Strengths and Skills
- Conflict Resolution in the Workplace
- Certificate in Mediation and Facilitation
- Essentials for New Managers

In addition, various short Microsoft (MS) courses were offered to support GN employees using the new Microsoft Office 365 business communication platform while working from home and when returning to the office. Courses such

as MS Teams Level 100 & 200, MS OneDrive, MS Translator, MS Outlook, and MS Excel were offered multiple times in a partnership between Microsoft, PST, and the Department of Community & Government Services.

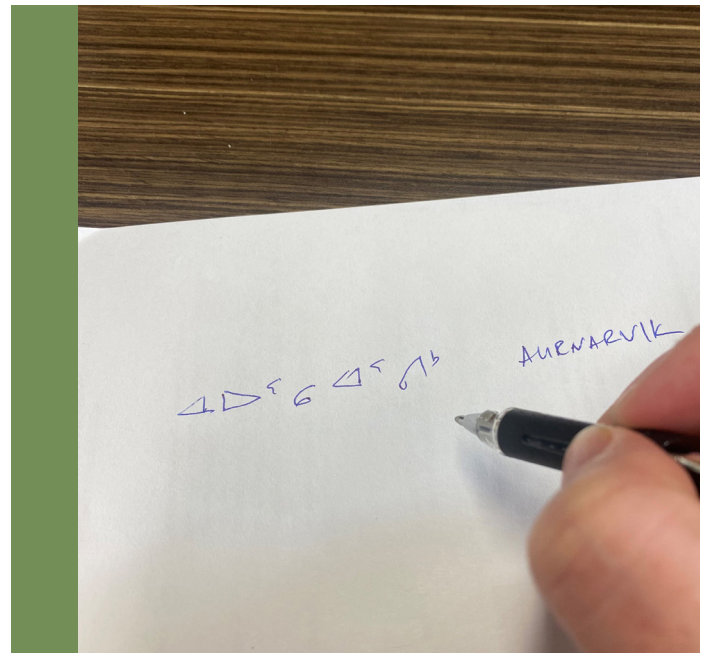
2021-22 Learning and Development Courses				
Region	Number of Courses	Participants	Inuit	Non-Inuit
Online across Nunavut	95	686	195	491
Iqaluit	0	0	0	0
Total	95	686	195	491
Percentage (%)			28%	72%

PROGRAM UPDATE

INUKTUT LANGUAGE TRAINING

In 2021-22, PST delivered three Aurniarvik Inuktitut as a Second Language training courses to 15 participants (100% Inuit).

HR also continued to work closely with the Department of Culture & Heritage (CH) in transferring the Inuktitut language training programs to CH, including sharing program management processes and best practices, and participating in consultations for CH's strategic planning process.



PROGRAM UPDATE

CULTURAL ORIENTATIONS

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 reflect Inuit Qaujimajatuqangit (IQ) and Inuit Societal Values (ISVs).

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

- *History of Nunavut*
- *Inuit Societal Values*
- *The Nunavut Agreement*
- *Inuit Cultural Activities*

The COP 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 or through video-conference. GN employees lead the COP sessions with guest speakers from multiple departments, cultural activities, and teachings led by Inuit Elders and cultural experts. In 2021-22, **21 COP sessions were scheduled, and 98 employees participated. In total, 23% of the participants were Inuit.**

PROGRAM UPDATE

EMPLOYEE ORIENTATIONS

The GN is committed to the Inuit Societal Value of Tunnganarniq to ensure the workplace is friendly, welcoming, and accepting. This is supported by providing up-to-date and relevant orientation programs. Employee Orientation Program (EOP) sessions allow GN staff to learn about GN operations and organizational culture, training opportunities, services and benefits available to new employees. Topics covered include:

- *GN mandate*
- *Health and safety*
- *Compensation and benefits*
- *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 or through videoconference. GN employees lead EOP sessions with guest speakers from multiple departments.

In 2021-22, **22 EOP sessions were scheduled, and 90 employees participated. In total, 37% of the participants were Inuit.**

PROGRAM UPDATE

SPECIALIZED TRAINING & PROGRAM DEVELOPMENT FUND

The GN's Specialized Training and Program Development Fund (also known as the Training Fund) was established to provide additional training opportunities for GN employees in specialized areas in individual departments. PST administers the Training Fund and evaluates program deliverables annually.

In 2021-22, 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 2021-22, PST received 13 training proposals from five

departments which were reviewed and rated by an interdepartmental committee. Of these, 11 training proposals from five departments were approved, including:

- Foster Care Coordinator Training (Family Services)
- Mentorship Program to Support Residency Program (Health)
- Civil Clerk Standards Development (Justice)
- HR Training Certificate Program (Human Resources)
- Onboarding Program for GN Employees (Human Resources)

PROGRAM UPDATE

MENTORSHIP

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 2021-22, there were **26 registered mentors and 16 mentees** participating in the program in relationships that focus on one or more of the key mentoring areas:

- Inuit Societal Values
- Cultural Activities & Work/Life Balance
- Leadership
- Mentorship and Expert Knowledge Transfer
- Hivuliqtikhanut Leadership Development Program
- Policy Skills Development Program
- Policy Capacity Building series

In 2021-22, PST also began recruiting additional mentors to support and match **12 mentees for our new Inuit Executive Career Development Program**.

PROGRAM UPDATE

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 2021-22, there were a total of 49 employees (63% Nunavut Inuit) who were on education leave within the GN.

Department	2020-21 Education Leave			Education Leave with Allowance*	
	Inuit	Non-Inuit	Total	Employee	Total Financial Allowance \$
CH	0	0	0	0	\$0.00
CGS	1	1	2	1	\$19,233.66
EDT	0	0	0	0	\$0.00
EDU	16	4	20	14	\$599,076.39
EIA	1	0	1	0	\$0.00
ENV	0	1	1	1	\$54,529.80
FS	0	1	1	1	\$4,938.17
FIN	2	0	2	2	\$104,329.80
HEA	7	6	13	5	\$317,301.35
HR	1	1	2	2	\$133,981.07
JUS	1	1	2	2	\$53,093.40
NAC	2	1	3	2	\$157,524.14
NHC	0	0	0	0	\$0.00
QEC	0	1	1	1	\$153,407.52
OLA	0	1	1	1	\$44,592.00
Total	31	18	49	32	\$1,642,007.30
Percentage	63%	37%		65%	

Important to note the data above does not include the following:

1. Additional Nunavut Inuit employees on education leave during 2021-22 through the separate Amaaqaarniq Education Leave Program for Nunavut Inuit employees.
2. Additional Dept of Education employees on education leave during 2021-22 through a separate Professional Development fund set aside for teachers (educators) under the Nunavut Teachers' Association Collective Agreement.

*Total Financial Allowance is not necessarily specific to the 2021-22 fiscal year. The total allowance supplied by some departments was for the entire length of the employee's program, which sometimes spans more than one fiscal year. Allowance is any combination of In Lieu of Salary, tuition, fee, books, and/or travel expenses which can vary depending on each employee's needs/request and the department's budget. The length of programs accounted for within the financial data provided is between 6 and 20 months, with most being close to 12 months long.

The number of employees per department accounts for those in an education leave program at some point in 2021-22. Participants either started their program, ended their program, or were in the middle of their program in 2021-22.

INUIT QAUJIMAJATUQUANGIT (IQ) DAYS

The GN provides an opportunity for all departments and public bodies to organize cultural immersion days (also called IQ days) for employees. IQ days provide an opportunity for immersive experiences, development of greater understanding of Inuit Societal Values, Inuktitut languages, and help employees to better understand the needs and aspirations of the public they serve.

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, such as: iglu building, Inuktitut baseball, sliding, cutting up firewood, cooking, barbequing, ice-fishing, berry picking, fetching ice for water, games, songs and more.
- Teachings and stories from Elders and Inuit cultural experts



Public Service Employees observing caribou migration.
Photo by Veronica Connelly.



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 is successful in hiring qualified candidates required to deliver the GN mandate. The changes have resulted in immediate response time and service quality improvements. They will continue to evolve to include system solutions and process improvements that will further enhance the quality of hires and overall candidate experience.

STAFF HOUSING

The Staff Housing Allocation Committee assigns staff housing units according to set procedures. The Department of Human Resources chairs the committee, which is comprised of Assistant Deputy Ministers from all GN departments and operates in accordance with the Inuit Societal Values of Aajiiqatigiinniq (decision-making through discussion and consensus) and Piliriqatigiinniq (working together for a common cause).

Under the Staff Housing Policy, Deputy Heads of each represented department or public body can prioritize positions to meet operational requirements and departmental Inuit employment goals and objectives. While the committee assigns staff housing to positions, NHC manages the assignment of specific staff housing units and the ongoing maintenance requirements of housing units.



JOB COMPETITIONS AND HIRING

Job offers were put on hold between March and June 2021 due to workforce plans and housing approval shifts. Considering this, in 2021-22, 476 competitions were held, with 229 positions successfully filled. The number includes competitions that started in 2020-21 and closed in 2021-22 and ongoing competitions as of March 31, 2022. The GN's cost to advertise jobs in 2021-22 was \$717,195.86.

Due to a pandemic lockdown, GN employees were working from home from January to March 2022.

The following charts represent the breakdown of the competitions held in the 2021-22 fiscal year.

*2021-22 Job Competitions (476 Total)									
	Female		Male		Nunavut Inuit		Non-Inuit		
	Total	#	%	#	%	#	%	#	%
Applications	3,032	1,661	55%	1,371	45%	921	30%	2,111	70%
Actual hires	229	122	53%	107	47%	97	42%	132	58%

*2021-22 Hires by Gender and Status (229 Total)				
	Female Nunavut Inuit	Male Nunavut Inuit	Female non-Inuit	Male non-Inuit
Actual Hires	64	33	58	74

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.

14 appeals were received in 2021-22, down from 42 in 2021-21. Of the 14 appeals, **11 were denied, two were upheld, and one was withdrawn.**

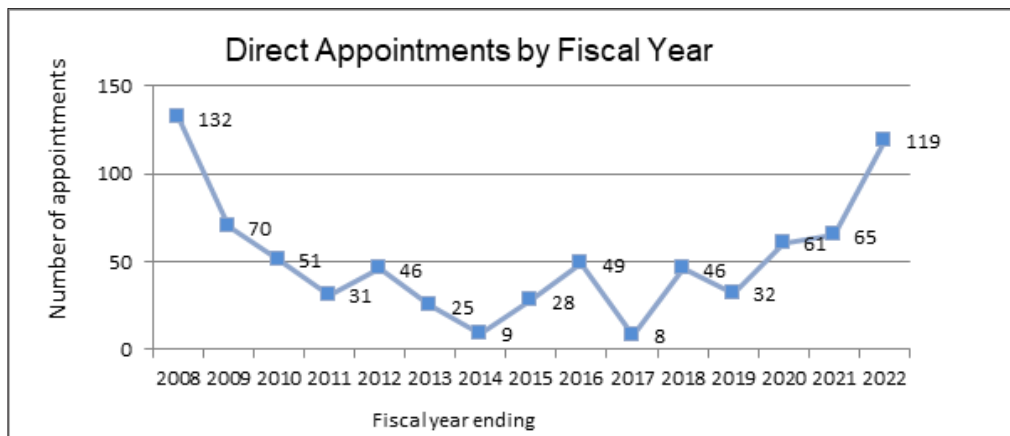
RECRUITMENT & SELECTION TURNAROUND TIME



Recruitment and selection turnaround time is the average number of days required to fill an indeterminate or term full-time position 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 2021-22, the average time to fill a position was approximately 147 days, a decrease from 160 days in the previous fiscal year.

DIRECT APPOINTMENTS



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. Cabinet review and approval are required for all DAs.

There were 119 DAs in 2021-22, compared to 68 in 2020-21 (75% increase). Of the 119 DAs, **99 (80%) are Nunavut Inuit.**

RESTRICTED COMPETITIONS

The GN implemented restricted competitions in November 2015. Competitions can be restricted under three categories:

1. **Nunavut Inuit only: 19 competitions in 2021-2022;**
2. **Nunavut Inuit by location only: 111 competitions in 2021-2022; and**
3. **GN employees only: 11 competitions in 2021-2022.**

For GN employee-only competitions, Nunavut Inuit are given priority hiring consideration.

There were 141 restricted competitions in 2021-22. This includes competitions that were carried over from 2020-21. These restricted competitions resulted in 51 positions being filled. Some competitions filled multiple positions.

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. In 2021-22, there were a total of 305 employees on a transfer assignment, compared to 175 in the previous fiscal year.

Department/ Public Body	Transfer Assignments by Department and Status					
	Total	2020-21		2021-22		
		Nunavut Inuit	Total	Total	Nunavut Inuit	Non-Inuit
CGS	15	8	7	32	19	13
CH	4	3	7	6	3	3
EDT	15	8	7	16	7	9
EDU	30	8	22	46	10	36
EIA	4	2	2	8	3	5
ENV	3	0	3	7	2	5
FIN	9	4	5	16	7	9
FS	27	14	13	41	22	19
HEA	22	6	16	44	10	34
HR	9	4	5	22	14	8
JUS	26	8	18	45	11	34
NAC	6	3	3	13	9	4
NHC	3	0	3	5	1	4
OLA	2	2	0	4	2	2
Totals	175	70	105	305	120	185

CASUAL ASSIGNMENTS AND RELIEF EMPLOYMENT

The GN hires casual and relief employees to meet operational needs temporarily. 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, assist with a high volume of work or fill in for employees on leave.

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

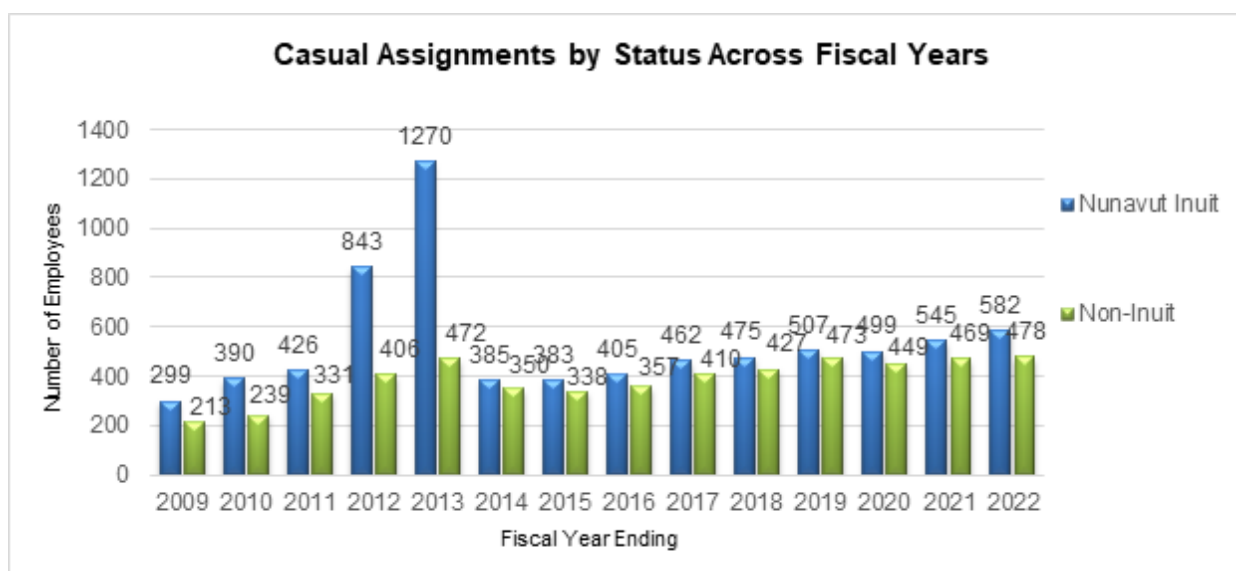
Casual employment provides excellent learning and development opportunities with the potential for hiring into indeterminate or term positions. All GN departments and public bodies are encouraged to use more permanent staffing solutions and the casual staffing process to meet immediate capacity challenges as appropriate. In 2021-22, 168 casual employees became term or indeterminate; **90 (54%) were Nunavut Inuit**.

In 2021-22, there were 1,060 casual work assignments in the GN, an increase of 46 casual assignments from the previous fiscal year. The number of casual work assignments held by Nunavut Inuit in 2021-22 was **582**, representing 55% of all casual work assignments.

In 2021-22, there were 2,632 relief work and substitute teaching assignments. Nunavut Inuit filled **1,952 (74%)** of these assignments.

Casual Assignment by Length of Service*				
Years of Service	Number of Casuals	Percentage	Nunavut Inuit	Non-Inuit
Less than 1 year	732	69%	385	347
1-2 years	203	19%	122	81
2 years +	125	12%	75	50
Total	1,060	100%	582	478

* QEC numbers included



*The total number of casuals and relief assignments do not represent the total number of employees; instead, 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 work in more than one casual assignment in a work week.

EMPLOYEE RELATIONS

The Employee Relations division guides client departments and public bodies on grievance administration, resolving disputes, collective agreement negotiations, policy interpretation, disciplinary action, investigations, and performance management.

In 2021-2022, the Employee Relations division was heavily focused on managing complex and unprecedented workplace issues because of COVID-19 and the resulting work-from-home measures.

The division also conducted mass mediation sessions to resolve outstanding grievances with the Nunavut Employees Union and resolved approximately 17 grievances. The division continues to review the process of disciplinary action across the GN to provide specific guidelines and work toward new directives and tools for managers.

RESPECTFUL AND HARASSMENT-FREE WORKPLACE

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

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>.

The Department of Human Resources sends periodic information bulletins regarding the Respectful and Harassment Free Workplace Policy. The GN is committed to training all managers and employees to recognize, address, and prevent workplace harassment and bullying. Approximately 1,080 employees have attended the “Respectful Workplace” training program to date.

In 2021-22, **44** complaints were received and assessed; of those, **six** met the definition of harassment and were addressed under the provisions of the Respectful and Harassment Free Workplace directive.

GRIEVANCES

The grievance process resolves disputes between unionized employees and the GN. Excluded staff have access to a grievance process under the Public Service Act Regulations. Employee Relations works with departments, public bodies and unions to resolve issues before a grievance develops or actively works to find resolution after they are submitted.

14 new grievances were filed in 2021-22, compared to 36 in 2020-21.

JOB EVALUATION

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

In 2021-22, the Job Evaluation division processed 2,562 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. Job Evaluation initiated changes in the previous fiscal year to streamline the process for rating casual or relief staffing actions. This allows the Staffing division to rate certain actions without requiring submission to Job Evaluation. This resulted in more efficiency and timely processing of CSAs and RESAs.

Processed Staffing Actions*									
Action Type	CSA	DA	ITA	JARNS	JARSR	NEWNS	NEWSR	RESA	SSEEP

Action Count	698	105	110	206	796	27	143	248	229
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- * 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 Employment Equity Program

HEALTH AND SAFETY



Department of Human Resources employee wearing a face mask in 2022.
Photo by Mary-Lee Sandy-Aliyak.

The Workplace Health and Safety unit provides support and guidance to government departments and public bodies on health and safety programs, management systems and legislative compliance, supporting the development of effective internal responsibility systems. The unit also conducts research and provides technical guidance on health and safety legislation and regulations, codes of practice and national standards, as well as facilitating safety training, performing periodic safety inspections, conducting incident investigations, and supporting Joint Occupational Health and Safety Committees across the GN.

A revised employee orientation safety presentation was created in late 2021 and integrated for use by the Public Service Training division.

In 2021-22, the Workplace Health and Safety unit renewed its focus on managing the risk of COVID-19 transmission in GN workplaces, creating new exposure control guidelines and tools to assist departments in managing their risk. These resources were provided to each department and accompanied by information sessions.

The Department of Human Resources also launched a review of the services provided under the Workplace Health and Safety unit in late 2021. This review included a survey of departmental experiences working with the unit and assessing existing Human Resource Manual and business plan content relating to occupational health and safety.

DEPARTMENTAL WORKPLACE HEALTH, SAFETY AND WELLNESS

Each department provides two nominees to manage internal departmental compliance with directives issued by WSCC. As required, the Workplace Health, Safety and Wellness (WHSW) committee assists departments and their nominees to achieve legal compliance.

WORKPLACE CONFLICT PREVENTION

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

RETURN TO WORK

The Return to Work (RTW) program demonstrates the GN's commitment and attention to the needs of ill and injured workers. It ensures that the GN meets its duty to accommodate those individuals. When an employee cannot return to regular duties, the RTW program provides them the opportunity to develop a personalized RTW plan specific to the employee's needs. The plan considers functional limitations, rehabilitation, treatment, skills and abilities and identifies available suitable work. The RTW plan could include having the employee perform their work with modified duties, or when available, 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.

In 2021-22, **seven** employees were successfully accommodated through the RTW program.

EMPLOYEE AND FAMILY ASSISTANCE

In support 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 offers 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 used the services via telephone or through the internet and other services methods.

Through its EFAP provider Homewood Health, the GN offers the Remote Substance Abuse Counselling Service. This confidential service addresses the GN's unique requirements of providing counselling services to employees and their families remotely across our territory. This customized GN employee wellness service allows our employees and their families to get confidential help without travelling outside their community.

GN employees and their families can access the EFAP, including confidential substance abuse help, by calling Homewood Health at 1-800-663-1142.

In 2021-22, **301** employees accessed the EFAP, and **35** family members took advantage of these services. Services are offered in English and French, as well as Inuktitut through an interpreter.

2021-22 Employee and Family Assistance Program

Usage Statistics*

Employee Usage (Excludes E-Services)		Services Provided*	
Employee/family use	336	Counselling Services	305
Individual	301	Addiction	11
Family member	35	Crisis/Trauma	37
Use by gender		Family	21
Female	237	Health	<10
Male	77	Marital/Relationship	33
Other/Not Specified	22	Psychological	155
Age distribution		Social	<10
Under 20	13	Work	<10
21-30	64	Culture & Identity	<10
31-40	136	Life Smart Coaching	31
41-50	75	Career Counselling	<10
51-60	35	Childcare and parenting support service	<10
61 and older	13	Elder & Family Care Services	<10
Not specified	0	Financial Coaching	<10
Counselling method		Jumpstart Your Wellness/Nutritional Coaching	<10
Web (video, email, chat, online CBT)	40	Legal Advisory Services	12
Telephone	217	Pre-Retirement Planning Services	<10
Undetermined	48	Relationship Solutions	<10
Substance Abuse Expert	12	Shift worker Support	<10
Total usage	12	Smoking Cessation	<10
Key Person Advice Line	<10	Stress Solutions	<10
Crisis Management Services	<10	Online Services	49
		All Courses, General	49

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

**<10 numbers are not reported to ensure individual privacy is maintained.

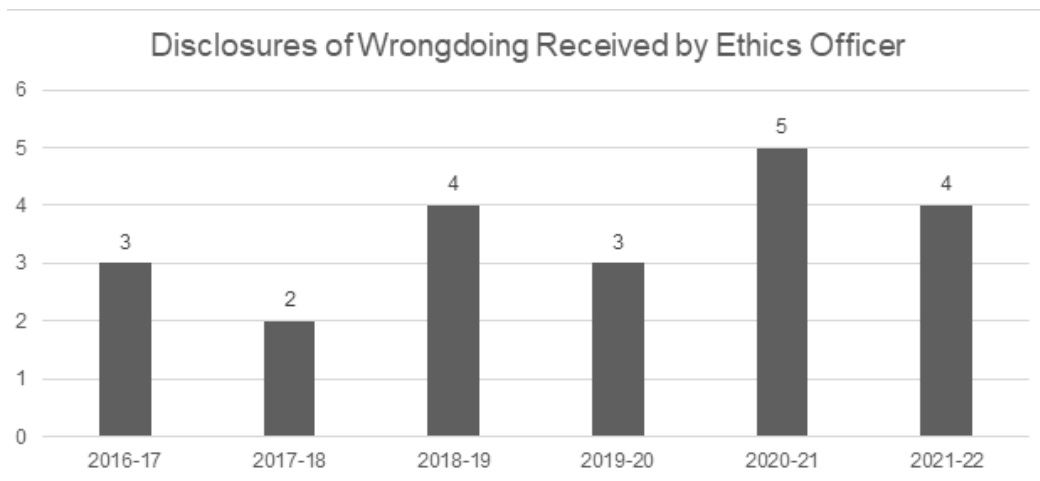
ETHICS OFFICER

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 and independent method for Nunavut public servants to disclose wrongdoing that comes to their attention and assures them – and all Nunavummiut – that disclosures will be investigated and addressed promptly, fairly, and effectively.

In 2021-22, the Ethics officer received four disclosures of wrongdoing; of the four disclosures, one was not investigated as the alleged conduct, if proven, would not constitute wrongdoing.

Two of the disclosures were referred by the GN to arms-length investigators because of their complexity. These two referrals were done with the consent of the individuals who made the disclosure and have been placed in abeyance pending the conclusion of the ongoing external investigations.

Two disclosures were carried over from the previous year and completed in 2021-22. In both cases, it was determined that wrongdoing had not been proven. One allegation of reprisal was received and was determined to be unfounded.



The Ethics Officer is available to provide confidential advice to employees considering making a disclosure of wrongdoing. Advice is generally given about whether specific circumstances might constitute wrongdoing and the process that must be followed to make a disclosure. During 2021-22, the Ethics Officer received **29** requests for advice.



The Ethics Officer Annual Report 2021-22 can be viewed at: [2021-22_ethics_officer_annual_report.pdf \(gov.nu.ca\)](#)

In his 2021-2022 annual report, the Ethics Officer makes several recommendations.

The Department of Human Resources is working with other departments to review the impact, details of legislative requirements, and the feasibility of implementing the recommendations before determining the next steps.

LONG-TERM SERVICE AWARDS

The GN recognizes and honours the long-term commitment of our employees who have contributed uninterrupted service to our public service. Long-term Service Awards acknowledge employee dedication and service to the territory. The awards recognize employees with 5, 10, 15, 20, 25, 30, 35, 40, 45 and even 50+ years of continuous service.

Due to the COVID-19 pandemic, Long Term Service Awards ceremonies had to be placed on hold. The GN is exploring a path forward to show sincere appreciation to all these valued employees who have hit key milestones in their service to Nunavut.

2021-2022	
Years of Service Milestone	# of Employees
5	206
10	106
15	74
20	47
25	6
30	6
35	2
40	1
45	0
50	1

SOURCES

The PSAR takes information from several sources to provide a comprehensive representation of the public service. The sources include:

Towards a Representative Public Service (TRPS), March 31, 2022

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, community, region, and department/public body. This statistical data can be used to predict future trends. The Department of Human Resources prepares this report with participation from all departments and public bodies. (See Appendix B).

Establishment Report, 2021-22 Fiscal Year

Data from the Establishment Report represents a current workforce snapshot from 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, which provides many of the public service statistics used within the PSAR. Employee numbers and statistics based on the Establishment Report have an information collection window timed differently than the TRPS report. The timing of the different reports may result in some misalignment of the totals. However, the overall percentages remain aligned. Since the Establishment Report contains personal and private employee information, it is not publicly available.

Nunavut Bureau of Statistics

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

Appendix A: Acronyms

Appendix B: March 31, 2022, TRPS Report

APPENDIX A

ACRONYMS

ADM – Assistant Deputy Minister
ADR – Alternative Dispute Resolution
CGS – (Department of) Community and Government Services
CH – (Department of) Culture and Heritage
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
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
NEWNS – New Position No Staffing Required
NEWSR – New Position Staffing Required
NHC – Nunavut Housing 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



APPENDIX B

**TOWARDS A REPRESENTATIVE PUBLIC SERVICE REPORT,
MARCH 31, 2022.**



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Building *Nunavut* Together
Nunavut iuqatigiingniq
Bâtir le *Nunavut* ensemble

Toward a Representative Public Service

Statistics of the Public Service within the
Government of Nunavut as of:
March 31, 2022

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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 Human Resources with participation from all departments and government agencies.

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	42.00	10.00	32.00	76%	14.00	44%
Senior Management	190.00	48.00	142.00	75%	33.00	23%
Middle Management	511.00	154.00	357.00	70%	103.00	29%
Professional	2,050.43	689.89	1,360.53	66%	409.53	30%
Paraprofessional	1,133.33	426.67	706.67	62%	436.99	62%
Administrative Support	1,456.88	534.40	922.48	63%	794.08	86%
Total Employment Categories	5,383.64	1,862.96	3,520.68	65%	1,790.62	51%
Community and Government Services	465.00	176.00	289.00	62%	124.00	43%
Culture and Heritage	106.80	45.40	61.40	57%	47.00	77%
Economic Development and Transportation	155.00	60.00	95.00	61%	59.00	62%
Education	1,436.74	291.52	1,145.22	80%	545.22	48%
Environment	133.50	41.50	92.00	69%	49.00	53%
Executive and Intergovernmental Affairs	102.00	44.00	58.00	57%	44.00	76%
Family Services	242.87	84.13	158.73	65%	95.73	60%
Finance	230.00	77.00	153.00	67%	67.00	44%
Health	1,289.07	607.60	681.47	53%	354.80	52%
Human Resources	117.00	43.00	74.00	63%	41.00	55%
Justice	439.00	170.00	269.00	61%	128.00	48%
Office of the Legislative Assembly	45.00	14.00	31.00	69%	14.00	45%
Total Departments	4,761.97	1,654.16	3,107.82	65%	1,568.75	50%
Nunavut Arctic College	288.27	134.20	154.07	53%	87.07	57%
Nunavut Business Credit Corporation	6.00	2.00	4.00	67%	1.00	25%
Nunavut Housing Corporation	121.00	38.00	83.00	69%	38.00	46%
Qulliq Energy Corporation	206.40	34.60	171.80	83%	95.80	56%
Total Territorial Corporations	621.67	208.80	412.87	66%	221.87	54%
Total	5,383.64	1,862.96	3,520.68	65%	1,790.62	51%

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	63.37	16.50	46.87	74%	28.87	62%
Clyde River	90.93	27.30	63.63	70%	45.63	72%
Grise Fiord	23.42	5.77	17.65	75%	12.65	72%
Igloolik	205.27	81.77	123.50	60%	75.50	61%
Iqaluit	2,226.63	811.56	1,415.06	64%	487.00	34%
Kimmirut	41.71	8.82	32.88	79%	19.13	58%
Kinngait	145.77	53.50	92.27	63%	46.27	50%
Pangnirtung	170.05	63.52	106.53	63%	74.53	70%
Pond Inlet	182.80	76.77	106.03	58%	65.03	61%
Qikiqtarjuaq	44.93	13.80	31.13	69%	21.13	68%
Resolute Bay	28.12	10.77	17.35	62%	7.60	44%
Sanikiluaq	68.64	25.63	43.01	63%	29.01	67%
Sanirajak	61.15	17.80	43.35	71%	29.35	68%
Total Qikiqtaaluk	3,352.78	1,213.50	2,139.26	64%	941.70	44%
Arviat	256.07	83.07	173.00	68%	121.00	70%
Baker Lake	204.57	50.57	154.00	75%	92.00	60%
Chesterfield Inlet	41.67	11.30	30.37	73%	20.37	67%
Coral Harbour	73.25	21.77	51.48	70%	36.48	71%
Nauyasat	91.87	35.77	56.10	61%	33.10	59%
Rankin Inlet	547.73	180.64	367.10	67%	235.10	64%
Whale Cove	44.43	11.77	32.67	74%	22.67	69%
Total Kivalliq	1,259.58	394.87	864.71	69%	560.72	65%
Cambridge Bay	324.77	123.27	201.50	62%	105.00	52%
Gjoa Haven	120.48	40.77	79.72	66%	53.72	67%
Kugaaruk	70.63	17.77	52.87	75%	31.87	60%
Kugluktuk	164.00	50.77	113.23	69%	55.23	49%
Taloyoak	67.40	19.02	48.38	72%	31.38	65%
Total Kitikmeot	747.28	251.58	495.70	66%	277.20	56%
Churchill	5.00	0.00	5.00	100%	2.00	40%
Edmonton	1.00	0.00	1.00	100%	1.00	100%
Gatineau	5.00	0.00	3.00	60%	0.00	0%
Ottawa	6.00	2.00	6.00	100%	4.00	67%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
Total Other	24.00	3.00	21.00	88%	11.00	52%
Total	5,383.64	1,862.96	3,520.68	65%	1,790.62	51%

Community and Government Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	1.00	2.00	67%	0.00	0%
Senior Management	22.00	9.00	13.00	59%	3.00	23%
Middle Management	62.00	17.00	45.00	73%	12.00	27%
Professional	126.00	60.00	66.00	52%	13.00	20%
Paraprofessional	201.00	74.00	127.00	63%	62.00	49%
Administrative Support	51.00	15.00	36.00	71%	34.00	94%
Total	465.00	176.00	289.00	62%	124.00	43%

Employment summary, by community						
Arctic Bay	2.00	0.00	2.00	100%	2.00	100%
Arviat	4.00	3.00	1.00	25%	0.00	0%
Baker Lake	17.00	5.00	12.00	71%	8.00	67%
Cambridge Bay	45.00	16.00	29.00	64%	14.00	48%
Chesterfield Inlet	2.00	1.00	1.00	50%	0.00	0%
Clyde River	2.00	0.00	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%	0.00	0%
Grise Fiord	1.00	1.00	0.00	0%	0.00	0%
Igloolik	4.00	2.00	2.00	50%	2.00	100%
Iqaluit	215.00	73.00	142.00	66%	37.00	26%
Kimmitut	2.00	1.00	1.00	50%	1.00	100%
Kinngait	25.00	15.00	10.00	40%	6.00	60%
Kugaaruk	2.00	0.00	2.00	100%	1.00	50%
Kugluktuk	12.00	2.00	10.00	83%	4.00	40%
Nauyasat	2.00	1.00	1.00	50%	1.00	100%
Pangnirtung	3.00	1.00	2.00	67%	2.00	100%
Pond Inlet	33.00	21.00	12.00	36%	8.00	67%
Qikiqtarjuaq	2.00	1.00	1.00	50%	1.00	100%
Rankin Inlet	77.00	24.00	53.00	69%	32.00	60%
Resolute Bay	2.00	2.00	0.00	0%	0.00	0%
Sanikiluaq	2.00	1.00	1.00	50%	0.00	0%
Sanirajak	2.00	1.00	1.00	50%	1.00	100%
Taloyoak	2.00	2.00	0.00	0%	0.00	0%
Whale Cove	2.00	1.00	1.00	50%	1.00	100%
Total	465.00	176.00	289.00	62%	124.00	43%

Employment summary, by Iqaluit and other communities						
Iqaluit	215.00	73.00	142.00	66%	37.00	26%
Other Communities	250.00	103.00	147.00	59%	87.00	59%
Total	465.00	176.00	289.00	62%	124.00	43%

Culture and Heritage

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	8.00	1.00	7.00	88%	4.00	57%
Middle Management	18.00	6.00	12.00	67%	8.00	67%
Professional	49.00	23.00	26.00	53%	21.00	81%
Paraprofessional	11.00	7.00	4.00	36%	3.00	75%
Administrative Support	18.80	7.40	11.40	61%	10.00	88%
Total	106.80	45.40	61.40	57%	47.00	77%
Employment summary, by community						
Baker Lake	5.00	1.00	4.00	80%	3.00	75%
Gatineau	5.00	2.00	3.00	60%	0.00	0%
Igloolik	21.00	10.00	11.00	52%	9.00	82%
Iqaluit	64.80	28.40	36.40	56%	28.00	77%
Kugluktuk	11.00	4.00	7.00	64%	7.00	100%
Total	106.80	45.40	61.40	57%	47.00	77%
Employment summary, by Iqaluit and other communities						
Iqaluit	64.80	28.40	36.40	56%	28.00	77%
Other Communities	42.00	17.00	25.00	60%	19.00	76%
Total	106.80	45.40	61.40	57%	47.00	77%

Economic Development and Transportation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	0.00	3.00	100%	2.00	67%
Senior Management	13.00	2.00	11.00	85%	3.00	27%
Middle Management	31.00	8.00	23.00	74%	10.00	43%
Professional	45.00	20.00	25.00	56%	17.00	68%
Paraprofessional	35.00	14.00	21.00	60%	15.00	71%
Administrative Support	28.00	16.00	12.00	43%	12.00	100%
Total	155.00	60.00	95.00	61%	59.00	62%
Employment summary, by community						
Arviat	5.00	2.00	3.00	60%	2.00	67%
Cambridge Bay	6.00	3.00	3.00	50%	2.00	67%
Gjoa Haven	5.00	1.00	4.00	80%	3.00	75%
Iqaluit	71.00	29.00	42.00	59%	21.00	50%
Kinngait	2.00	0.00	2.00	100%	1.00	50%
Kugluktuk	11.00	5.00	6.00	55%	3.00	50%
Pangnirtung	14.00	6.00	8.00	57%	7.00	88%
Pond Inlet	9.00	2.00	7.00	78%	6.00	86%
Rankin Inlet	31.00	12.00	19.00	61%	13.00	68%
Resolute Bay	1.00	0.00	1.00	100%	1.00	100%
Total	155.00	60.00	95.00	61%	59.00	62%
Employment summary, by Iqaluit and other communities						
Iqaluit	71.00	29.00	42.00	59%	21.00	50%
Other Communities	84.00	31.00	53.00	63%	38.00	72%
Total	155.00	60.00	95.00	61%	59.00	62%

Education

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	0.00	3.00	100%	1.00	33%
Senior Management	20.00	2.00	18.00	90%	2.00	11%
Middle Management	75.00	15.00	60.00	80%	14.00	23%
Professional	801.53	105.00	696.53	87%	200.53	29%
Paraprofessional	174.00	40.50	133.50	77%	114.50	86%
Administrative Support	363.21	129.02	234.18	64%	213.18	91%
Total	1,436.74	291.52	1,145.22	80%	545.22	48%

Employment summary, by community

Arctic Bay	34.50	8.50	26.00	75%	13.00	50%
Arviat	130.50	30.50	100.00	77%	67.00	67%
Baker Lake	82.30	10.30	72.00	87%	34.00	47%
Cambridge Bay	50.00	10.00	40.00	80%	14.50	36%
Chesterfield Inlet	20.30	2.80	17.50	86%	11.50	66%
Clyde River	43.00	7.00	36.00	84%	23.00	64%
Coral Harbour	35.38	6.50	28.88	82%	16.88	58%
Gjoa Haven	47.72	6.50	41.22	86%	25.22	61%
Grise Fiord	9.25	0.00	9.25	100%	5.25	57%
Igloolik	81.00	17.00	64.00	79%	29.00	45%
Iqaluit	277.00	69.00	208.00	75%	48.00	23%
Kimmitut	18.31	2.56	15.75	86%	7.00	44%
Kinngait	49.00	9.00	40.00	82%	14.00	35%
Kugaaruk	42.73	7.00	35.73	84%	18.73	52%
Kugluktuk	65.23	16.00	49.23	75%	15.23	31%
Nauyasat	57.50	15.00	42.50	74%	22.50	53%
Pangnirtung	62.75	9.75	53.00	84%	35.00	66%
Pond Inlet	90.00	32.00	58.00	64%	30.00	52%
Qikiqtarjuaq	20.00	1.00	19.00	95%	11.00	58%
Rankin Inlet	80.47	6.37	74.10	92%	34.10	46%
Resolute Bay	10.25	1.50	8.75	85%	3.00	34%
Sanikiluaq	39.24	9.50	29.74	76%	19.74	66%
Sanirajak	34.25	5.00	29.25	85%	20.25	69%
Taloyoak	36.53	6.75	29.78	82%	16.78	56%
Whale Cove	19.53	2.00	17.53	90%	10.53	60%
Total	1,436.74	291.52	1,145.22	80%	545.22	48%

Employment summary, by Iqaluit and other communities

Iqaluit	277.00	69.00	208.00	75%	48.00	23%
Other Communities	1,159.74	222.52	937.22	81%	497.22	53%
Total	1,436.74	291.52	1,145.22	80%	545.22	48%

Environment

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	0.00	2.00	100%	2.00	100%
Senior Management	7.00	1.00	6.00	86%	1.00	17%
Middle Management	19.00	6.00	13.00	68%	1.00	8%
Professional	33.00	17.00	16.00	48%	3.00	19%
Paraprofessional	62.00	14.00	48.00	77%	35.00	73%
Administrative Support	10.50	3.50	7.00	67%	7.00	100%
Total	133.50	41.50	92.00	69%	49.00	53%

Employment summary, by community

Arctic Bay	1.00	1.00	0.00	0%	0.00	0%
Arviat	11.00	5.00	6.00	55%	3.00	50%
Baker Lake	3.00	1.00	2.00	67%	2.00	100%
Cambridge Bay	2.00	0.00	2.00	100%	2.00	100%
Chesterfield Inlet	1.00	0.00	1.00	100%	1.00	100%
Clyde River	2.00	1.00	1.00	50%	1.00	100%
Coral Harbour	1.00	0.00	1.00	100%	1.00	100%
Gjoa Haven	1.00	0.00	1.00	100%	0.00	0%
Grise Fiord	1.00	0.00	1.00	100%	0.00	0%
Igloolik	16.00	9.00	7.00	44%	3.00	43%
Iqaluit	60.00	19.00	41.00	68%	14.00	34%
Kimmitut	2.50	0.50	2.00	80%	2.00	100%
Kinngait	1.00	1.00	0.00	0%	0.00	0%
Kugaaruk	1.00	0.00	1.00	100%	1.00	100%
Kugluktuk	11.00	1.00	10.00	91%	8.00	80%
Nauyasat	1.00	0.00	1.00	100%	1.00	100%
Pangnirtung	1.00	0.00	1.00	100%	1.00	100%
Pond Inlet	7.00	1.00	6.00	86%	4.00	67%
Qikiqtarjuaq	1.00	1.00	0.00	0%	0.00	0%
Rankin Inlet	3.00	1.00	2.00	67%	1.00	50%
Resolute Bay	1.00	0.00	1.00	100%	1.00	100%
Sanikiluaq	1.00	0.00	1.00	100%	1.00	100%
Sanirajak	1.00	0.00	1.00	100%	0.00	0%
Taloyoak	2.00	0.00	2.00	100%	2.00	100%
Whale Cove	1.00	0.00	1.00	100%	0.00	0%
Total	133.50	41.50	92.00	69%	49.00	53%

Employment summary, by Iqaluit and other communities

Iqaluit	60.00	19.00	41.00	68%	14.00	34%
Other Communities	73.50	22.50	51.00	69%	35.00	69%
Total	133.50	41.50	92.00	69%	49.00	53%

Executive and Intergovernmental Affairs

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	5.00	1.00	4.00	80%	3.00	75%
Senior Management	8.00	1.00	7.00	88%	4.00	57%
Middle Management	9.00	5.00	4.00	44%	3.00	75%
Professional	35.00	20.00	15.00	43%	9.00	60%
Paraprofessional	7.00	4.00	3.00	43%	2.00	67%
Administrative Support	38.00	13.00	25.00	66%	23.00	92%
Total	102.00	44.00	58.00	57%	44.00	76%

Employment summary, by community

Arctic Bay	1.00	0.00	1.00	100%	1.00	100%
Arviat	1.00	0.00	1.00	100%	1.00	100%
Baker Lake	1.00	0.00	1.00	100%	1.00	100%
Cambridge Bay	1.00	0.00	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	0.00	1.00	100%	1.00	100%
Clyde River	1.00	0.00	1.00	100%	1.00	100%
Coral Harbour	1.00	1.00	0.00	0%	0.00	0%
Gjoa Haven	1.00	0.00	1.00	100%	1.00	100%
Grise Fiord	1.00	0.00	1.00	100%	1.00	100%
Igloolik	1.00	0.00	1.00	100%	1.00	100%
Iqaluit	68.00	34.00	34.00	50%	22.00	65%
Kimmitut	1.00	0.00	1.00	100%	1.00	100%
Kinngait	1.00	0.00	1.00	100%	1.00	100%
Kugaaruk	1.00	0.00	1.00	100%	1.00	100%
Kugluktuk	1.00	0.00	1.00	100%	1.00	100%
Nauyasat	1.00	1.00	0.00	0%	0.00	0%
Ottawa	4.00	0.00	4.00	100%	2.00	50%
Pangnirtung	7.00	6.00	1.00	14%	1.00	100%
Pond Inlet	1.00	0.00	1.00	100%	1.00	100%
Qikiqtarjuaq	1.00	0.00	1.00	100%	1.00	100%
Rankin Inlet	1.00	0.00	1.00	100%	1.00	100%
Resolute Bay	1.00	1.00	0.00	0%	0.00	0%
Sanikiluaq	1.00	1.00	0.00	0%	0.00	0%
Sanirajak	1.00	0.00	1.00	100%	1.00	100%
Taloyoak	1.00	0.00	1.00	100%	1.00	100%
Whale Cove	1.00	0.00	1.00	100%	1.00	100%
Total	102.00	44.00	58.00	57%	44.00	76%

Employment summary, by Iqaluit and other communities

Iqaluit	68.00	34.00	34.00	50%	22.00	65%
Other Communities	34.00	10.00	24.00	71%	22.00	92%
Total	102.00	44.00	58.00	57%	44.00	76%

Family Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	15.00	3.00	12.00	80%	4.00	33%
Middle Management	23.00	5.00	18.00	78%	8.00	44%
Professional	93.00	35.00	58.00	62%	18.00	31%
Paraprofessional	88.77	32.07	56.70	64%	51.70	91%
Administrative Support	21.10	8.07	13.03	62%	13.03	100%
Total	242.87	84.13	158.73	65%	95.73	60%

Employment summary, by community

Arctic Bay	4.00	1.00	3.00	75%	3.00	100%
Arviat	8.53	2.53	6.00	70%	5.00	83%
Baker Lake	7.00	3.00	4.00	57%	4.00	100%
Cambridge Bay	16.00	5.00	11.00	69%	6.00	55%
Chesterfield Inlet	1.50	0.50	1.00	67%	1.00	100%
Clyde River	4.07	2.53	1.53	38%	0.53	35%
Coral Harbour	3.00	1.00	2.00	67%	2.00	100%
Edmonton	1.00	0.00	1.00	100%	1.00	100%
Gjoa Haven	4.00	3.00	1.00	25%	1.00	100%
Grise Fiord	1.00	0.00	1.00	100%	1.00	100%
Igloolik	7.00	3.00	4.00	57%	3.00	75%
Iqaluit	96.00	26.00	70.00	73%	30.00	43%
Kimmirut	1.53	0.00	1.53	100%	0.53	35%
Kinngait	6.00	3.00	3.00	50%	1.00	33%
Kugaaruk	2.53	1.00	1.53	61%	1.53	100%
Kugluktuk	8.50	3.00	5.50	65%	4.50	82%
Nauyasat	2.00	2.00	0.00	0%	0.00	0%
Ottawa	1.00	0.00	1.00	100%	1.00	100%
Pangnirtung	19.03	7.00	12.03	63%	8.03	67%
Pond Inlet	7.53	4.00	3.53	47%	2.53	72%
Qikiqtarjuaq	2.53	2.00	0.53	21%	0.53	100%
Rankin Inlet	24.00	8.00	16.00	67%	13.00	81%
Resolute Bay	1.00	0.00	1.00	100%	0.00	0%
Sanikiluaq	3.53	3.53	0.00	0%	0.00	0%
Sanirajak	3.53	1.53	2.00	57%	1.00	50%
Taloyoak	4.50	1.50	3.00	67%	2.00	67%
Whale Cove	2.53	0.00	2.53	100%	2.53	100%
Total	242.87	84.13	158.73	65%	95.73	60%

Employment summary, by Iqaluit and other communities

Iqaluit	96.00	26.00	70.00	73%	30.00	43%
Other Communities	146.87	58.13	88.73	60%	65.73	74%
Total	242.87	84.13	158.73	65%	95.73	60%

Finance

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	0.00	4.00	100%	0.00	0%
Senior Management	12.00	1.00	11.00	92%	0.00	0%
Middle Management	30.00	4.00	26.00	87%	5.00	19%
Professional	51.00	27.00	24.00	47%	5.00	21%
Paraprofessional	87.00	26.00	61.00	70%	32.00	52%
Administrative Support	46.00	19.00	27.00	59%	25.00	93%
Total	230.00	77.00	153.00	67%	67.00	44%
Employment summary, by community						
Cambridge Bay	19.00	7.00	12.00	63%	7.00	58%
Igloolik	9.00	4.00	5.00	56%	5.00	100%
Iqaluit	163.00	52.00	111.00	68%	33.00	30%
Rankin Inlet	39.00	14.00	25.00	64%	22.00	88%
Total	230.00	77.00	153.00	67%	67.00	44%
Employment summary, by Iqaluit and other communities						
Iqaluit	163.00	52.00	111.00	68%	33.00	30%
Other Communities	67.00	25.00	42.00	63%	34.00	81%
Total	230.00	77.00	153.00	67%	67.00	44%

Health

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	2.00	2.00	50%	0.00	0%
Senior Management	38.00	16.00	22.00	58%	3.00	14%
Middle Management	116.00	55.00	61.00	53%	8.00	13%
Professional	396.29	226.29	170.00	43%	19.00	11%
Paraprofessional	210.67	118.00	92.67	44%	26.00	28%
Administrative Support	524.11	190.31	333.80	64%	298.80	90%
Total	1,289.07	607.60	681.47	53%	354.80	52%
Employment summary, by community						
Arctic Bay	16.00	6.00	10.00	63%	5.00	50%
Arviat	36.50	11.50	25.00	68%	18.00	72%
Baker Lake	32.00	14.00	18.00	56%	15.00	83%
Cambridge Bay	122.50	57.00	65.50	53%	40.50	62%
Chesterfield Inlet	13.00	7.00	6.00	46%	4.00	67%
Churchill	5.00	0.00	5.00	100%	2.00	40%
Clyde River	19.00	9.50	9.50	50%	7.50	79%
Coral Harbour	22.00	11.00	11.00	50%	8.00	73%
Gjoa Haven	47.50	24.00	23.50	49%	18.50	79%
Grise Fiord	7.30	4.50	2.80	38%	2.80	100%
Igloolik	47.00	28.50	18.50	39%	13.50	73%
Iqaluit	499.23	225.57	273.67	55%	79.00	29%
Kimmirut	11.50	4.50	7.00	61%	4.00	57%
Kinngait	26.50	16.50	10.00	38%	7.00	70%
Kugaaruk	16.50	8.50	8.00	48%	5.00	63%
Kugluktuk	27.00	13.50	13.50	50%	6.50	48%
Nauyasat	20.50	12.50	8.00	39%	5.00	63%
Pangnirtung	55.00	29.50	25.50	46%	17.50	69%
Pond Inlet	27.00	11.50	15.50	57%	11.50	74%
Qikiqtarjuaq	14.53	8.53	6.00	41%	4.00	67%
Rankin Inlet	144.00	64.00	80.00	56%	53.00	66%
Resolute Bay	9.00	5.00	4.00	44%	1.00	25%
Sanikiluaq	18.00	10.00	8.00	44%	7.00	88%
Sanirajak	14.50	8.00	6.50	45%	3.50	54%
Taloyoak	16.50	8.50	8.00	48%	6.00	75%
Whale Cove	14.50	7.50	7.00	48%	6.00	86%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
Total	1,289.07	607.60	681.47	53%	354.80	52%
Employment summary, by Iqaluit and other communities						
Iqaluit	499.23	225.57	273.67	55%	79.00	29%
Other Communities	789.83	382.03	407.80	52%	275.80	68%
Total	1,289.07	607.60	681.47	53%	354.80	52%

Human Resources

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	1.00	2.00	67%	2.00	100%
Senior Management	8.00	2.00	6.00	75%	4.00	67%
Middle Management	16.00	4.00	12.00	75%	5.00	42%
Professional	46.00	15.00	31.00	67%	11.00	35%
Paraprofessional	27.00	12.00	15.00	56%	11.00	73%
Administrative Support	17.00	9.00	8.00	47%	8.00	100%
Total	117.00	43.00	74.00	63%	41.00	55%
Employment summary, by community						
Cambridge Bay	6.00	2.00	4.00	67%	3.00	75%
Igloolik	7.00	2.00	5.00	71%	5.00	100%
Iqaluit	95.00	35.00	60.00	63%	28.00	47%
Rankin Inlet	9.00	4.00	5.00	56%	5.00	100%
Total	117.00	43.00	74.00	63%	41.00	55%
Employment summary, by Iqaluit and other communities						
Iqaluit	95.00	35.00	60.00	63%	28.00	47%
Other Communities	22.00	8.00	14.00	64%	13.00	93%
Total	117.00	43.00	74.00	63%	41.00	55%

Justice

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	1.00	2.00	67%	0.00	0%
Senior Management	8.00	0.00	8.00	100%	0.00	0%
Middle Management	27.00	10.00	17.00	63%	7.00	41%
Professional	83.00	33.00	50.00	60%	19.00	38%
Paraprofessional	88.00	37.00	51.00	58%	21.00	41%
Administrative Support	230.00	89.00	141.00	61%	81.00	57%
Total	439.00	170.00	269.00	61%	128.00	48%

Employment summary, by community

Arctic Bay	2.00	0.00	2.00	100%	2.00	100%
Arviat	4.00	3.00	1.00	25%	1.00	100%
Baker Lake	2.00	1.00	1.00	50%	1.00	100%
Cambridge Bay	7.00	3.00	4.00	57%	3.00	75%
Chesterfield Inlet	0.00	0.00	0.00	0%	0.00	0%
Clyde River	2.00	0.00	2.00	100%	1.00	50%
Coral Harbour	4.00	0.00	4.00	100%	4.00	100%
Gjoa Haven	7.00	4.00	3.00	43%	3.00	100%
Igloolik	2.00	2.00	0.00	0%	0.00	0%
Iqaluit	320.00	133.00	187.00	58%	70.00	37%
Kimmiut	2.00	0.00	2.00	100%	1.00	50%
Kugaaruk	1.00	0.00	1.00	100%	1.00	100%
Kinngait	5.00	2.00	3.00	60%	3.00	100%
Kugluktuk	14.00	6.00	8.00	57%	4.00	50%
Nauyasat	1.00	0.00	1.00	100%	1.00	100%
Ottawa	1.00	0.00	1.00	100%	1.00	100%
Pangnirtung	3.00	1.00	2.00	67%	1.00	50%
Pond Inlet	4.00	3.00	1.00	25%	0.00	0%
Qikiqtarjuaq	1.00	0.00	1.00	100%	1.00	100%
Rankin Inlet	51.00	9.00	42.00	82%	28.00	67%
Sanikiluaq	1.00	0.00	1.00	100%	0.00	0%
Sanirajak	2.00	2.00	0.00	0%	0.00	0%
Taloyoak	2.00	0.00	2.00	100%	2.00	100%
Whale Cove	1.00	1.00	0.00	0%	0.00	0%
Total	439.00	170.00	269.00	61%	128.00	48%

Employment summary, by Iqaluit and other communities

Iqaluit	320.00	133.00	187.00	58%	70.00	37%
Other Communities	119.00	37.00	82.00	69%	58.00	71%
Total	439.00	170.00	269.00	61%	128.00	48%

Office of the Legislative Assembly

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	1.00	1.00	50%	0.00	0%
Senior Management	5.00	2.00	3.00	60%	0.00	0%
Middle Management	6.00	0.00	6.00	100%	2.00	33%
Professional	16.00	6.00	10.00	63%	4.00	40%
Paraprofessional	10.00	1.00	9.00	90%	6.00	67%
Administrative Support	6.00	4.00	2.00	33%	2.00	100%
Total	45.00	14.00	31.00	69%	14.00	45%
Employment summary, by community						
Iqaluit	39.00	12.00	27.00	69%	12.00	44%
Rankin Inlet	6.00	2.00	4.00	67%	2.00	50%
Total	45.00	14.00	31.00	69%	14.00	45%
Employment summary, by Iqaluit and other communities						
Iqaluit	39.00	12.00	27.00	69%	12.00	44%
Other Communities	6.00	2.00	4.00	67%	2.00	50%
Total	45.00	14.00	31.00	69%	14.00	45%

Nunavut Arctic College

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	8.00	2.00	6.00	75%	3.00	50%
Middle Management	28.00	10.00	18.00	64%	10.00	56%
Professional	153.60	74.60	79.00	51%	32.00	41%
Paraprofessional	40.50	24.50	16.00	40%	11.00	69%
Administrative Support	56.17	22.10	34.07	61%	30.07	88%
Total	288.27	134.20	154.07	53%	87.07	57%

Employment summary, by community

Arctic Bay	1.27	0.00	1.27	100%	1.27	100%
Arviat	21.53	13.53	8.00	37%	7.00	88%
Baker Lake	8.27	5.27	3.00	36%	2.00	67%
Cambridge Bay	23.27	14.27	9.00	39%	2.00	22%
Chesterfield Inlet	1.27	0.00	1.27	100%	0.27	21%
Clyde River	16.27	7.27	9.00	55%	8.00	89%
Coral Harbour	3.27	1.27	2.00	61%	2.00	100%
Gjoa Haven	2.27	1.27	1.00	44%	0.00	0%
Grise Fiord	1.27	0.27	1.00	79%	1.00	100%
Igloolik	8.27	4.27	4.00	48%	3.00	75%
Iqaluit	114.60	40.60	74.00	65%	34.00	46%
Kimmirut	1.27	0.27	1.00	79%	1.00	100%
Kinngait	1.27	0.00	1.27	100%	1.27	100%
Kugaaruk	2.27	1.27	1.00	44%	1.00	100%
Kugluktuk	1.27	0.27	1.00	79%	0.00	0%
Nauyasat	5.27	4.27	1.00	19%	1.00	100%
Pangnirtung	3.27	3.27	0.00	0%	0.00	0%
Pond Inlet	2.27	2.27	0.00	0%	0.00	0%
Qikiqtarjuaq	1.27	0.27	1.00	79%	1.00	100%
Rankin Inlet	62.27	32.27	30.00	48%	20.00	67%
Resolute Bay	1.27	1.27	0.00	0%	0.00	0%
Sanikiluaq	1.27	0.00	1.27	100%	0.27	21%
Sanirajak	1.27	0.27	1.00	79%	1.00	100%
Taloyoak	1.27	0.27	1.00	79%	0.00	0%
Whale Cove	1.27	0.27	1.00	79%	0.00	0%
Total	288.27	134.20	154.07	53%	87.07	57%

Employment summary, by Iqaluit and other communities

Iqaluit	114.60	40.60	74.00	65%	34.00	46%
Other Communities	173.67	93.60	80.07	46%	53.07	66%
Total	288.27	134.20	154.07	53%	87.07	57%

Nunavut Business Credit Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	0.00	0.00	0.00	0%	0.00	0%
Senior Management	1.00	0.00	1.00	100%	0.00	0%
Middle Management	0.00	0.00	0.00	0%	0.00	0%
Professional	1.00	0.00	1.00	100%	0.00	0%
Paraprofessional	1.00	0.00	1.00	100%	0.00	0%
Administrative Support	3.00	2.00	1.00	33%	1.00	100%
Total	6.00	2.00	4.00	67%	1.00	25%
Employment summary, by community						
Iqaluit	6.00	2.00	4.00	67%	1.00	25%
Total	6.00	2.00	4.00	67%	1.00	25%
Employment summary, by Iqaluit and other communities						
Iqaluit	6.00	2.00	4.00	67%	1.00	25%
Other Communities	0.00	0.00	0.00	0%	0.00	0%
Total	6.00	2.00	4.00	67%	1.00	25%

Nunavut Housing Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	0.00	2.00	100%	0.00	0%
Senior Management	9.00	3.00	6.00	67%	2.00	33%
Middle Management	23.00	5.00	18.00	78%	4.00	22%
Professional	21.00	12.00	9.00	43%	0.00	0%
Paraprofessional	46.00	14.00	32.00	70%	17.00	53%
Administrative Support	20.00	4.00	16.00	80%	15.00	94%
Total	121.00	38.00	83.00	69%	38.00	46%
Employment summary, by community						
Arviat	32.00	12.00	20.00	63%	15.00	75%
Cambridge Bay	14.00	4.00	10.00	71%	4.00	40%
Iqaluit	46.00	13.00	33.00	72%	9.00	27%
Kinngait	27.00	7.00	20.00	74%	10.00	50%
Rankin Inlet	2.00	2.00	0.00	0%	0.00	0%
Total	121.00	38.00	83.00	69%	38.00	46%
Employment summary, by Iqaluit and other communities						
Iqaluit	46.00	13.00	33.00	72%	9.00	27%
Other Communities	75.00	25.00	50.00	67%	29.00	58%
Total	121.00	38.00	83.00	69%	38.00	46%

Qulliq Energy Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	0.00	2.00	100%	1.00	50%
Senior Management	8.00	3.00	5.00	63%	0.00	0%
Middle Management	28.00	4.00	24.00	86%	6.00	25%
Professional	100.00	16.00	84.00	84%	38.00	45%
Paraprofessional	44.40	8.60	35.80	81%	29.80	83%
Administrative Support	24.00	3.00	21.00	88%	21.00	100%
Total	206.40	34.60	171.80	83%	95.80	56%

Employment summary, by community

Arctic Bay	1.60	0.00	1.60	100%	1.60	100%
Arviat	2.00	0.00	2.00	100%	2.00	100%
Baker Lake	47.00	10.00	37.00	79%	22.00	59%
Cambridge Bay	13.00	2.00	11.00	85%	6.00	55%
Chesterfield Inlet	1.60	0.00	1.60	100%	1.60	100%
Clyde River	1.60	0.00	1.60	100%	1.60	100%
Coral Harbour	1.60	0.00	1.60	100%	1.60	100%
Gjoa Haven	2.00	0.00	2.00	100%	2.00	100%
Grise Fiord	1.60	0.00	1.60	100%	1.60	100%
Igloolik	2.00	0.00	2.00	100%	2.00	100%
Iqaluit	92.00	20.00	72.00	78%	21.00	29%
Kimmirut	1.60	0.00	1.60	100%	1.60	100%
Kinngait	2.00	0.00	2.00	100%	2.00	100%
Kugaaruk	1.60	0.00	1.60	100%	1.60	100%
Kugluktuk	2.00	0.00	2.00	100%	2.00	100%
Nauyasat	1.60	0.00	1.60	100%	1.60	100%
Pangnirtung	2.00	0.00	2.00	100%	2.00	100%
Pond Inlet	2.00	0.00	2.00	100%	2.00	100%
Qikiqtarjuaq	1.60	0.00	1.60	100%	1.60	100%
Rankin Inlet	18.00	2.00	16.00	89%	11.00	69%
Resolute Bay	1.60	0.00	1.60	100%	1.60	100%
Sanikiluaq	1.60	0.60	1.00	63%	1.00	100%
Sanirajak	1.60	0.00	1.60	100%	1.60	100%
Taloyoak	1.60	0.00	1.60	100%	1.60	100%
Whale Cove	1.60	0.00	1.60	100%	1.60	100%
Total	206.40	34.60	171.80	83%	95.80	56%

Employment summary, by Iqaluit and other communities

Iqaluit	92.00	20.00	72.00	78%	21.00	29%
Other Communities	114.40	14.60	99.80	87%	74.80	75%
Total	206.40	34.60	171.80	83%	95.80	56%

One-Year Overview of the Government of Nunavut Public Service

Category All Departments and Territorial Corporations

	Positions				Capacity (%)			
	June 2021	September 2021	December 2021	March 2022	June 2021	September 2021	December 2021	March 2022
Executive	43.00	43.00	39.00	42.00	84%	88%	85%	76%
Senior Management	191.00	191.00	191.00	190.00	73%	72%	74%	75%
Middle Management	514.00	515.00	502.29	511.00	74%	71%	72%	70%
Professional	2,018.63	2,015.93	2,039.13	2,050.43	72%	72%	67%	66%
Paraprofessional	1,122.33	1,122.83	1,129.34	1,133.33	65%	65%	63%	62%
Administrative Support	1,459.64	1,465.38	1,447.77	1,456.88	65%	63%	62%	63%
Total Employment Categories	5,348.61	5,353.14	5,348.53	5,383.64	69%	68%	66%	65%
Community and Government Services	464.00	464.00	461.00	465.00	72%	70%	67%	62%
Culture and Heritage	103.80	103.80	101.80	106.80	64%	65%	60%	57%
Economic Development and Transportation	155.00	155.00	152.00	155.00	65%	62%	62%	61%
Education	1,444.71	1,446.24	1,447.62	1,436.74	83%	83%	78%	80%
Environment	133.50	133.50	133.50	133.50	68%	73%	69%	69%
Executive and Intergovernmental Affairs	96.00	96.00	94.00	102.00	59%	60%	60%	57%
Family Services	241.87	241.87	241.87	242.87	67%	66%	67%	65%
Finance	231.00	231.00	229.00	230.00	65%	68%	70%	67%
Health	1,286.57	1,291.57	1,286.57	1,289.07	55%	53%	52%	53%
Human Resources	117.00	117.00	117.00	117.00	63%	61%	62%	63%
Justice	439.00	439.00	439.00	439.00	64%	64%	62%	61%
Office of the Legislative Assembly	46.00	44.00	44.00	45.00	83%	73%	68%	69%
Total Departments	4,758.44	4,762.98	4,747.36	4,761.97	69%	68%	65%	65%
Nunavut Arctic College	253.77	253.77	276.77	288.27	64%	61%	56%	53%
Nunavut Business Credit Corporation	6.00	6.00	6.00	6.00	67%	67%	67%	67%
Nunavut Housing Corporation	122.00	122.00	112.00	121.00	72%	70%	65%	69%
Qulliq Energy Corporation	208.40	208.40	206.40	206.40	83%	83%	84%	83%
Total Territorial Corporations	590.17	590.17	601.17	621.67	72%	71%	67%	66%
Total	5,348.61	5,353.14	5,348.53	5,383.64	69%	68%	66%	65%

One-Year Overview of Nunavut Inuit Employment

Category All Departments and Territorial Corporations

	Nunavut Inuit				IEP (%)			
	June 2021	September 2021	December 2021	March 2022	June 2021	September 2021	December 2021	March 2022
Executive	18.00	16.00	14.00	14.00	50%	42%	42%	44%
Senior Management	28.00	31.00	33.00	33.00	20%	23%	23%	23%
Middle Management	109.00	101.00	103.00	103.00	29%	27%	29%	29%
Professional	415.53	420.53	408.03	409.53	28%	29%	30%	30%
Paraprofessional	452.10	444.60	441.49	436.99	62%	61%	62%	62%
Administrative Support	812.23	804.46	781.04	794.08	86%	87%	87%	86%
Total Employment Categories	1,834.86	1,817.60	1,780.56	1,790.62	50%	50%	51%	51%
Community and Government Services	137.00	131.00	130.00	124.00	41%	40%	42%	43%
Culture and Heritage	55.00	55.00	49.00	47.00	82%	82%	80%	77%
Economic Development and Transportation	63.00	59.00	57.00	59.00	63%	61%	61%	62%
Education	562.12	562.12	537.73	545.22	47%	47%	48%	48%
Environment	45.00	46.50	48.00	49.00	49%	48%	52%	53%
Executive and Intergovernmental Affairs	47.00	43.00	41.00	44.00	82%	74%	73%	76%
Family Services	96.23	94.73	97.73	95.73	60%	60%	60%	60%
Finance	60.00	64.00	70.00	67.00	40%	41%	43%	44%
Health	362.04	358.04	346.50	354.80	51%	52%	52%	52%
Human Resources	42.00	40.00	40.00	41.00	57%	56%	55%	55%
Justice	120.00	127.00	126.00	128.00	43%	46%	46%	48%
Office of the Legislative Assembly	21.00	16.00	14.00	14.00	55%	50%	47%	45%
Total Departments	1,610.40	1,596.40	1,556.96	1,568.75	49%	49%	50%	50%
Nunavut Arctic College	93.07	87.80	88.80	87.07	57%	57%	58%	57%
Nunavut Business Credit Corporation	1.00	1.00	1.00	1.00	25%	25%	25%	25%
Nunavut Housing Corporation	34.00	36.00	37.00	38.00	39%	42%	51%	46%
Qulliq Energy Corporation	96.40	96.40	96.80	95.80	56%	56%	56%	56%
Total Territorial Corporations	224.47	221.20	223.60	221.87	53%	53%	55%	54%
Total	1,834.86	1,817.60	1,780.56	1,790.62	50%	50%	51%	51%

Sivuliqtiksat Internship Program* Employment as of March 31, 2022

	Total Positions	Nunavut Inuit	
		Filled	% Capacity
Departments			
Community and Government Services	3.00	1.00	33%
Culture and Heritage	2.00	0.00	0%
Economic Development and Transportation	2.00	1.00	50%
Education	1.00	0.00	0%
Environment	2.00	1.00	50%
Executive and Intergovernmental Affairs	0.00	0.00	0%
Family Services	2.00	0.00	0%
Finance	0.00	0.00	0%
Health	0.00	0.00	0%
Human Resources	3.00	0.00	0%
Justice	0.00	0.00	0%
Office of the Legislative Assembly	0.00	0.00	0%
Total Departments	15.00	3.00	20%
Territorial Corporations			
Nunavut Arctic College	0.00	0.00	0%
Nunavut Business Credit Corporation	0.00	0.00	0%
Nunavut Housing Corporation	0.00	0.00	0%
Qulliq Energy Corporation	1.00	0.00	0%
Total Territorial Corporations	1.00	0.00	0%
Total	16.00	3.00	19%

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

Casual Employment as of March 31, 2022

	Total Casuals	Nunavut Inuit	IEP%
Departments			
Community and Government Services	89.00	50.00	56%
Culture and Heritage	0.00	0.00	0%
Economic Development and Transportation	41.00	26.00	63%
Education	101.00	88.00	87%
Environment	22.00	15.00	68%
Executive and Intergovernmental Affairs	9.00	7.00	78%
Family Services	90.00	47.00	52%
Finance	40.00	25.00	63%
Health	395.00	176.00	45%
Human Resources	18.00	13.00	72%
Justice	112.00	34.00	30%
Office of the Legislative Assembly	0.00	0.00	0%
Total Departments	917.00	481.00	52%
Territorial Corporations			
Nunavut Arctic College	88.00	67.00	76%
Nunavut Business Credit Corporation	0.00	0.00	0%
Nunavut Housing Corporation	20.00	13.00	65%
Qulliq Energy Corporation	25.00	13.00	52%
Total Territorial Corporations	133.00	93.00	70%
Total	1050.00	574.00	55%

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	9.00	5.00	56%
Arviat	42.00	35.00	83%
Baker Lake	32.00	27.00	84%
Cambridge Bay	64.00	39.00	61%
Chesterfield Inlet	8.00	6.00	75%
Clyde River	24.00	22.00	92%
Coral Harbour	20.00	15.00	75%
Edmonton	2.00	0.00	0%
Gjoa Haven	25.00	13.00	52%
Grise Fiord	2.00	0.00	0%
Igloolik	29.00	18.00	62%
Iqaluit	425.00	121.00	28%
Kimmirut	12.00	9.00	75%
Kinngait	20.00	15.00	75%
Kugaaruk	15.00	13.00	87%
Kugluktuk	28.00	20.00	71%
Nauyasat	18.00	16.00	89%
Ottawa	2.00	0.00	0%
Pangnirtung	34.00	24.00	71%
Pond Inlet	37.00	30.00	81%
Qikiqtarjuaq	11.00	7.00	64%
Rankin Inlet	135.00	100.00	74%
Resolute Bay	4.00	3.00	75%
Sanikiluaq	10.00	9.00	90%
Sanirajak	6.00	5.00	83%
Taloyoak	18.00	13.00	72%
Vanier	1.00	1.00	100%
Whale Cove	9.00	6.00	67%
Winnipeg	8.00	2.00	25%
Total	1,050.00	574.00	55%

Employment Summary, by Iqaluit and other communities

Iqaluit	425.00	121.00	28%
Other Communities	625.00	453.00	72%
Total	1,050.00	574.00	55%

Relief Employment as of March 31, 2022

	Total Relief Workers	Nunavut Inuit	IEP %
Departments			
Community and Government Services	24.00	21.00	88%
Culture and Heritage	0.00	0.00	0%
Economic Development and Transportation	5.00	1.00	20%
Education	778.00	670.00	86%
Environment	9.00	8.00	89%
Executive and Intergovernmental Affairs	4.00	4.00	100%
Family Services	4.00	3.00	75%
Finance	14.00	4.00	29%
Health	521.00	370.00	71%
Human Resources	3.00	1.00	33%
Justice	255.00	85.00	33%
Office of the Legislative Assembly	0.00	0.00	0%
Total Departments	1,617.00	1,167.00	72%
Territorial Corporations			
Nunavut Arctic College	143.00	99.00	69%
Nunavut Business Credit Corporation	0.00	0.00	0%
Nunavut Housing Corporation	3.00	0.00	0%
Qulliq Energy Corporation	13.00	13.00	100%
Total Territorial Corporations	159.00	112.00	70%
Total	1,776.00	1,279.00	72%

Substitute Teacher Employment as of March 31, 2022

	Total Substitutes	Nunavut Inuit	IEP %
Total Substitute Teachers	856.00	673.00	79%
Total Relief and Substitute	2,632.00	1,952.00	74%

The tables above only count 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	49.00	47.00	96%
Arviat	61.00	59.00	97%
Baker Lake	29.00	26.00	90%
Cambridge Bay	87.00	67.00	77%
Chesterfield Inlet	11.00	10.00	91%
Churchill	11.00	2.00	18%
Clyde River	97.00	93.00	96%
Coral Harbour	30.00	30.00	100%
Gatineau	0.00	0.00	0%
Gjoa Haven	80.00	79.00	99%
Grise Fiord	6.00	6.00	100%
Igloolik	101.00	100.00	99%
Iqaluit	578.00	168.00	29%
Kimmirut	31.00	28.00	90%
Kinngait	52.00	49.00	94%
Kugaaruk	35.00	34.00	97%
Kugluktuk	52.00	49.00	94%
Nauyasat	36.00	36.00	100%
Pangnirtung	62.00	60.00	97%
Pond Inlet	89.00	81.00	91%
Qikiqtarjuaq	24.00	22.00	92%
Rankin Inlet	94.00	89.00	95%
Resolute Bay	15.00	13.00	87%
Sanikiluaq	47.00	45.00	96%
Sanirajak	54.00	48.00	89%
Taloyoak	17.00	17.00	100%
Whale Cove	19.00	18.00	95%
Winnipeg	9.00	3.00	33%
Total	1776.00	1279.00	72%

Employment Summary, by Iqaluit and other communities

Iqaluit	578.00	168.00	29%
Other Communities	1,198.00	1,111.00	93%
Total	1776.00	1279.00	72%

Substitute Employment by Community

	Total Substitutes	Nunavut Inuit	% IEP
Arctic Bay	33.00	31.00	94%
Arviat	61.00	54.00	89%
Baker Lake	26.00	20.00	77%
Cambridge Bay	17.00	13.00	76%
Chesterfield Inlet	10.00	8.00	80%
Clyde River	50.00	47.00	94%
Coral Harbour	23.00	22.00	96%
Gjoa Haven	29.00	29.00	100%
Grise Fiord	6.00	6.00	100%
Igloolik	42.00	36.00	86%
Iqaluit	130.00	23.00	18%
Kimmirut	14.00	12.00	86%
Kinngait	39.00	34.00	87%
Kugaaruk	32.00	32.00	100%
Kugluktuk	25.00	23.00	92%
Nauyasat	42.00	41.00	98%
Pangnirtung	43.00	41.00	95%
Pond Inlet	69.00	58.00	84%
Qikiqtarjuaq	11.00	9.00	82%
Rankin Inlet	33.00	26.00	79%
Resolute Bay	12.00	10.00	83%
Sanikiluaq	37.00	34.00	92%
Sanirajak	44.00	37.00	84%
Taloyoak	12.00	11.00	92%
Whale Cove	16.00	16.00	100%
Total	856.00	673.00	79%

Employment Summary, by Iqaluit and other communities

Iqaluit	130.00	23.00	18%
Other Communities	726.00	650.00	90%
Total	856.00	673.00	79%