



**February 24, 2025**

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## EXECUTIVE SUMMARY

### Article 23 Obligations

The Government of Nunavut (GN) is committed to a public service that is representative of Nunavut's population in all occupational groups and at all levels. The GN is also committed to developing and maintaining Inuit employment plans (IEPs) and pre-employment training plans that respond to government obligations under:

- Article 23 of the Nunavut Agreement;
- The 2015 Settlement Agreement;
- The 2023 Article 23 Arbitration;
- The 2024 Nunavut Implementation Contract and Article 23 Inuit Employment Strategy; and
- The Pre-Employment Training Framework to be developed in 2025-26.

### Article 23 Implementation

The Government of Nunavut ensures that Inuit Societal Values provide the foundation from which the public service will work.

The GN has committed to working in partnership and collaboration with Nunavut Tunngavik Incorporated (NTI) and Government of Canada (GoC), as Parties to the Nunavut Agreement, on implementation of Article 23. Various tripartite bodies provide support and oversight for the implementation of Article 23:

- The Makigiaqta Inuit Training Corporation administers a training fund to enhance the preparedness of Nunavut Inuit for employment and other economic opportunities.
- The Nunavut Implementation Panel oversees and provides direction on the implementation of the Nunavut Agreement, including Article 23 implementation.
- The Oversight Committee for the Tripartite Framework on Pre-Employment Training will develop the Framework to guide the development of the Government of Canada and Government of Nunavut Pre-Employment Training Plans.

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

- The Department of Human Resources (HR) is the central Inuit employment and training coordination office within the GN. HR is accountable for developing and implementing the Government-Wide Inuit Employment Plan (GN-Wide IEP) and for designing and sponsoring programs to increase and enhance Inuit employment throughout the GN. HR also advises departments on Inuit employment planning and monitors progress on actions and targets.
- Departments and territorial corporations are accountable for developing and implementing their IEPs, including effective use of Inuit employment programs and initiatives.

The GN is developing and implementing its Inuit employment plans for the period 2024 to 2034 in a context of significant organizational and strategic change, including preparing for devolution, which will transfer federal control over Nunavut's Crown lands and resources to the territorial government as of April 1, 2027. The GN-Wide IEP and departmental IEPs will be refreshed in 2026-27 to ensure the relevance of targets and actions in the medium and long term.

## Organization of the Government of Nunavut

The Nunavut Territory and the Government of Nunavut were created on April 1, 1999. The GN was established as a public government, headed by an Executive Council, accountable to the Nunavut Legislative Assembly. The GN has 11 departments and 5 territorial corporations. Employees of all the departments and territorial corporations, except for the Nunavut Development Corporation (NDC), are public servants under the *Public Service Act* and covered by IEPs.

The 25 communities served by the GN are widely dispersed across the territory, each with its own municipal government, distinctive characteristics and unique circumstances. All are accessible only by air. Community populations range from less than 200 to almost 3,000 residents. The capital, Iqaluit, has almost 8,000 residents.

The GN is organized under a decentralization model with 60% of positions located outside of Iqaluit. There are positions in every community that deliver programs and services related to:

- Community development
- Community health and mental health
- Community justice
- Community social services
- Government liaison
- Healthcare and nursing
- Home and community care
- Income assistance
- Power plant operations
- Settlement and facility maintenance
- Teaching and student supports
- Wildlife management and conservation

## Inuit Employment in the GN 2019 to 2023

Historically, the GN has used six broad employment categories to describe its workforce: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support. These categories were established for workforce planning and reporting purposes prior to the creation of Nunavut.

The GN continues to expand programs and services to meet the growing needs of Nunavummiut. The number of positions in the public service grew by 548 full-time equivalents (FTEs) from 5,009.6 in March 2019 to 5,557.6 (FTEs) in March 2023. This was an 11% increase in positions (FTEs). Most of the positions added were full-time (1 FTE).

Growth in the number of employees has not kept pace with growth in the number of positions. The number of filled positions declined by 297.6 (FTEs) from 3,568.7 (FTEs) in March 2019 to 3,271.1 (FTEs) in March 2023. This was an 8% decrease in indeterminate and term employees (FTEs) after all exits and new hires during the period. Decreases were evident in all employment categories except Executive and Senior Management, which showed increases of 30% and 7% respectively.

As of March 2023, 59% of GN positions were filled. This was the lowest capacity in the GN's history as reported in TRPS at the end of a fiscal year (March 31<sup>st</sup>). The number of filled positions decreased significantly between March 2021 and March 2023. During this period, employers throughout Canada



and around the world were dealing with the effects of the SARS-CoV-2 pandemic on their workforces and on the labour market.

The GN reported its highest number of Inuit employees at fiscal year-end in the March 31, 2020 and March 31, 2021 TRPS reports. These years had approximately 1,835 Inuit (FTEs). The number of Inuit employees declined to 1,675.3 (FTEs) in March 2023. This was a 6% decrease in indeterminate and term Inuit employees (FTEs) after all exits and new hires during the period. Decreases were evident in Middle Management, Paraprofessional and Administrative Support employment categories.

As a proportion of indeterminate and term employees, Inuit representation increased from 50% in March 2021 to 51% in March 2023, even though the number of Inuit employees decreased. This suggests that, after all exits and new hires, the net loss of Inuit employees was lower than or slower than the net loss of non-Inuit employees during the period.

## **Inuit Employment in the GN 2024**

The GN's multi-year IEPs cover the fiscal years during the period from 2024 to 2034. Workforce statistics as of March 31, 2024 (end of fiscal year 2023-24) serve as a baseline for these IEPs.

The GN employed 3,271.13 indeterminate and term employees (FTEs) as of March 31, 2023 and 3,650.48 (FTEs) as of March 31, 2024, which was an increase of 12% during fiscal year 2023-24. Capacity rose from 59% in March 2023 to 65% in March 2024. The number of employees and % capacity increased in all employment categories.

The GN employed 1,675.31 indeterminate and term Inuit employees (FTEs) as of March 31, 2023 and 1,906.81 Inuit (FTEs) as of March 31, 2024, which was an increase of 14% during fiscal year 2023-24. This is the highest number of Inuit employees that the GN has reported at fiscal year-end. The number of Inuit employees increased in all employment categories.

Inuit representation increased from 51% in March 2023 to 52% in March 2024. Inuit representation increased in Executive and Professional employment categories, and remained stable in all others.

## **Analysis of Inuit Representation**

The Government of Canada maintains a National Occupational Classification (NOC) system to classify groups of jobs, or occupations, in the Canadian labour market. The NOC system organizes occupations based on the type of work performed and the type of education or training that is typically associated with the work. HR assigns a NOC code to each GN position as part of the job evaluation process.

The GN is transitioning to the use of NOC occupational groups in Inuit employment planning and reporting. These occupational groups provide a more detailed view of the workforce than the GN's employment categories. The GN makes use of headcounts, not FTEs, in Inuit employment planning. This reflects an emphasis in IEPs on the number of Inuit employees in government, rather than the number of budgeted hours.

Inuit are strongly represented in occupational groups that involve the least formal education and under-represented in occupational groups that typically involve specialized post-secondary education, including those in regulated occupations. Regulated occupations are governed by a regulatory body that certifies, licenses or registers qualified individuals to work in the occupation based on graduation from a specific post-secondary program and completion of additional eligibility requirements, such as apprenticeship.

As of March 2024:

### **No Formal Educational Requirements**

- 312 GN positions (5.5% of all GN positions) were coded in occupational groups that typically have no formal educational requirements. 175 Inuit were employed in these occupational groups and Inuit representation was 86%.

### **High School Education**

- 607 GN positions (11% of all GN positions) were coded in occupational groups that typically involve at least some high school education. 353 Inuit were employed in these occupational groups and Inuit representation was 93%.

### **College Education or Training (2 years or less)**

- 788 GN positions (14% of all GN positions) were coded in occupational groups that typically involve 2 years or less of education or training at the college level, or equivalent. 373 Inuit were employed in these occupational groups and Inuit representation was 74%.

### **College Education or Training (more than 2 years)**

- 909 GN positions (16% of all GN positions) were coded in occupational groups that typically involve more than 2 years of education or training at the college level, or equivalent. 329 Inuit were employed in these occupational groups and Inuit representation was 56%.
- Some GN jobs in these occupational groups are in the regulated paraprofessional occupations (1.6% of all GN positions) and skilled trades (1.7% of all GN positions). Inuit representation was 0% in the regulated paraprofessional occupations and 53% in the skilled trades.

### **University Degree**

- 703 GN management positions (13% of all GN positions) were coded in occupational groups that typically involve a university degree and/or extensive career experience. 137 Inuit were employed in these management occupational groups and Inuit representation was 27%.
- Among these are management jobs in regulated professional occupations (2% of all GN positions) or skilled trades (0.6% of all GN positions). Inuit representation was 8% in regulated management occupations and 33% in non-regulated management occupations.
- 2,324 non-management positions (41% of all GN positions) were coded in occupational groups that typically involve a university degree and/or extensive career experience. 563 Inuit were employed in these non-management occupational groups and Inuit representation was 38%.
- Among these are regulated professional occupations (20% of all GN positions), such as teachers and nurses. Inuit representation was 26% in the regulated professional occupations and 54% in the non-regulated occupations that typically involve a university degree.

The analysis also includes a detailed view of the potential for indeterminate employees to retire over the next 5 years, by occupational group. (Qulliq Energy Corporation is not included in the analysis of retirement potential.) As of March 2024:

- The total potential for retirement by 2029 was approximately 512 employees or 16% of the GN's current indeterminate workforce.

- Retirement potential included approximately 291 Inuit employees or 17% of the GN's current indeterminate Inuit workforce.

The potential for retirement between 2017 and 2023 was comparable: 520 employees or 16% of the GN's indeterminate workforce. Approximately three-quarters (74%) of employees who were eligible to retire between 2017 and 2023 had exited the GN by September 2023, including 81% of the 250 non-Inuit with potential to retire and 67% of the 270 Inuit with potential to retire.

## Analysis of Nunavut's Inuit Labour Market

A labour market has two sides: the demand for labour and the supply of labour. As Nunavut's largest employer, the GN strongly influences the demand or need for particular types of occupations in the territory and in every community. The Nunavut Inuit Labour Force Analysis (NILFA) and the GN's own labour market analysis show that the supply of qualified and available Inuit in the territory does not yet meet the GN's needs, particularly in specialized occupations.

Demographic factors influence the size of Nunavut's Inuit labour market. Relatively few Inuit are available for GN employment at this time. The territory has:

- A young and growing population;
- A small Inuit adult working age population; and
- A small Inuit adult labour force.

Availability of Inuit for GN employment is further constrained by:

- The preference of many Inuit in Nunavut to remain in their communities rather than move to access education, training and employment opportunities; and
- The large proportion of Inuit already working in municipal, territorial or federal governments.

More than 80% of GN jobs are in occupational groups that typically involve post-secondary education at the college or university level and/or extensive career experience. Educational attainment is increasing among Inuit in Nunavut:

- The number of high school graduates is growing;
- Educational attainment is increasing among adult working age Inuit; and
- There is interest in pre-employment training for government employment.

Although there is evidence of positive trends in preparedness for government employment, relatively few Inuit graduate from post-secondary studies for in-demand occupations in the GN, particularly those in regulated occupations..

The GN faces increasing competition from other employers as the economy diversifies.

- Inuit in Nunavut have a choice of employers;
- Inuit currently work in a narrow range of occupations; and
- Inuit applications for GN job competitions have decreased in recent years.

The NILFA has shown that Inuit are interested in government employment, but may not have a specific job in mind or be well-informed about the jobs that are available.

## Challenges and Opportunities

Nunavut Inuit face significant socio-economic barriers in labour force participation, including inadequate housing and homelessness, limited access to childcare, food insecurity, poor health and mental health, low rates of school achievement, addictions, and the effects of inter-generational trauma.

Addressing Nunavut's socio-economic challenges is beyond the scope of an Inuit employment plan, however, successive governments have undertaken initiatives to address the underlying issues and assist Inuit to transition towards employment and self-reliance. The Katujjiluta mandate has identified a variety of such initiatives and the Nunavut Partnership Committee (NPC), which consists of the Executive Council of the Government of Nunavut and the Board of Directors of Nunavut Tunngavik Incorporated, is collaborating on priorities of common interest, including child welfare, community economic development, elders, housing, and training.

The GN's rate of growth means that there are always new, vacant positions to be filled. As with any employer, the GN must fill vacancies left by exiting employees as well as new positions. Over the past 10 years, the turnover rate among indeterminate and term has averaged approximately 13% per year. Through the 2016 and 2021 Nunavut Government Employee Survey (NGES), the NILFA has identified factors associated with job satisfaction among Inuit employees. These factors are likely to contribute to attracting and retaining Inuit employees.

In NILFA engagement surveys and interviews, Inuit reported on difficulties they have experienced in obtaining government employment. The NILFA also summarized the solutions and best practices suggested by stakeholders to address these difficulties, as well as to enable Inuit advancement in government employment.

The Department of Human Resources is continually seeking opportunities to strengthen human resource management policies and practices in support of Inuit employment objectives. The GN-Wide IEP summarizes new and ongoing initiatives associated with recruitment, hiring, retention, and in-service training and career development to increase and enhance Inuit employment across all occupational groups and at all levels.

## Inuit Employment Initiatives 2024 to 2034

The GN-Wide IEP sets out strategic priorities for action during the period 2024 to 2034 to ensure that the Government of Nunavut:

- Meets its Article 23 obligations;
- Delivers programs and services that meet the needs of Nunavummiut; and
- Functions efficiently and effectively.

The GN-wide strategic priorities will be led by central agencies, including the departments of Human Resources, Culture and Heritage, Executive and Intergovernmental Affairs, and Finance to:

- Provide Leadership and Oversight for Inuit Employment
- Enhance Programs and Supports
- Establish Employment Pathways
- Implement Pre-Employment Training
- Connect with Communities
- Increase Outreach and Recruitment
- Build on Partnerships and Collaboration

Supported by GN-wide initiatives, departmental actions have been identified that will enable progress in increasing and enhancing Inuit employment. Departmental IEPs include actions related to:

- Operational Plans
- In-Service Professional Development and Career Planning
- Pre-Employment Training
- Intensive Outreach and Recruitment
- Human Resource Management Practices

GN-wide priorities and department-specific actions will be reviewed and refreshed in 2026-27, following completion of the Pre-employment Training Framework.

## Inuit Employment Goals and Targets

Departments and territorial corporations set their own Inuit employment goals and targets by NOC occupational group, based on baseline workforce data as of March 31, 2024. These goals and targets are reviewed by the Department of Human Resources prior to approval and publication in IEPs. Goals and targets are expressed as headcount, not FTEs.

GN-wide Inuit employment goals reflect the total number of Inuit employees projected to be employed in the public service at three points in time over the 10-year period of this IEP. These goals are the sum of the goals set by departments and territorial corporations in their IEPs. The Office of the Legislative Assembly is not included.

**By March 31, 2027, we expect that the GN will employ 2,300 Inuit.** This would result in an estimated Inuit representation rate of 54%, depending on the total number of GN positions and capacity at that time. After exits and new hires during the period, it is a net increase of approximately 370 Inuit employees over the current state baseline of 1,932 Inuit employees as of March 31, 2024.

**By March 31, 2030, we expect that the GN will employ 2,600 Inuit.** This would result in an estimated Inuit representation rate of 56%, depending on the total number of GN positions and capacity at that time. After exits and new hires during the period, it is a net increase of approximately 300 Inuit employees over the short-term goal of 2,300 Inuit employees as of March 31, 2027.

**By March 31, 2034, we expect that the GN will employ 2,950 Inuit.** This would result in an estimated Inuit representation rate of 59%, depending on the total number of GN positions and capacity at that time. After exits and new hires during the period, it is a net increase of approximately 350 Inuit employees over the medium-term goal of 2,600 Inuit employees as of March 31, 2030.

Targets by NOC occupational group are summarized in the body of the GN-Wide IEP.

## Monitoring and Reporting on Progress

A Performance Measurement Framework will be developed by the Parties to the Implementation Contract by the end of the 2026 calendar year. The framework will include qualitative and quantitative performance metrics to measure the success of initiatives undertaken for the purposes of Article 23 of the Nunavut Agreement.

Departments and territorial corporations report quarterly to the Department of Human Resources on progress in implementing their IEPs, using the reporting template and instructions that HR provides. Progress reports are internal working documents that enable the central office for coordination of Inuit employment to monitor the status of actions and assess whether or not outcomes have been achieved.

Inuit employment statistics reflect the results of efforts made by departments and territorial corporations to increase the number of Inuit employees. These statistics are published quarterly in Towards a Representative Public Service (TRPS) reports, which are available to GN employees and the public on the Department of Human Resources webpage. TRPS will continue to report on Inuit employment statistics by GN employment category and community, and will add reporting by NOC occupational group following the implementation of the new Fusion Cloud human resource platform.

The Department of Human Resources will lead the process of annual updates for departmental IEPs. Departments and territorial corporations will provide a status for each of their actions and updated Inuit employment targets as needed to maintain relevance. The Department of Human Resources will also prepare an annual update for the GN-Wide IEP. The annual progress reports and updates to IEPs will be shared with Nunavut Tunngavik Incorporated and tabled in the Legislative Assembly.

## ARTICLE 23 OBLIGATIONS

### The Nunavut Agreement (1993)

The Nunavut Agreement was signed on May 25, 1993 by representatives of the Tunngavik Federation of Nunavut (now Nunavut Tunngavik Incorporated), the Government of Canada and the Government of the Northwest Territories. This Agreement contains 42 Articles. It gave Inuit a new territory and rights to establish a Nunavut Government, which came into existence on April 1, 1999.

Article 23 of the Nunavut Agreement sets out obligations of the Nunavut Government in relation to Inuit employment.

### Article 23

#### Inuit Employment Within Government

##### Part 2: Objective

- 23.2.1 The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.
- 23.2.2 In pursuit of this objective, Government and the DIO shall cooperate in the development and implementation of employment and training as set out in the Agreement.

##### Part 3: Inuit Labour Force Analysis

- 23.3.1 Within six months of the date of ratification of the Agreement and as a basis for the development of initiatives contemplated in this Article, the Government shall, with the participation of the NITC, undertake a detailed analysis of the labour force of the Nunavut Settlement Area to determine the availability, interest and level of preparedness of Inuit for government employment. The data shall be maintained and updated on an on-going basis.
- 23.3.2 The purpose of the analysis in Section 23.3.1 is to assess the existing skill level and degree of formal qualification among the Inuit labour force and to assist in formulating Inuit employment plans and pre-employment training.
- 23.3.3 It is understood that the analysis in Section 23.3.1 will incorporate and build upon existing data wherever possible.

##### Part 4: Inuit Employment Plans

- 23.4.1 Within three years of the date of ratification of the Agreement, each government organization shall prepare an Inuit employment plan to increase and maintain the employment of Inuit at a representative level.
- 23.4.2 An Inuit employment plan shall include the following:
- (a) an analysis to determine the level of representation of Inuit in the government organization and to identify areas of under-representation by occupational grouping and level and regular full-time and regular part-time employment status;
  - (b) phased approach, with reasonable short and medium term goals, in the form of numerical targets and timetables for employment of qualified Inuit in all levels and occupational

- groupings where under-representation has been identified; such goals to take into account the number of Inuit who are qualified or who would likely become qualified, projected operational requirements, and projected attrition rates;
- (c) an analysis of personnel systems, policies, practices and procedures in the organization to identify those which potentially impede the recruitment, promotion, or other employment opportunities of Inuit;
  - (d) measures consistent with the merit principle designed to increase the recruitment and promotion of Inuit, such as
    - (i) measures designed to remove systemic discrimination including but not limited to
      - removal of artificially inflated education requirements,
      - removal of experience requirements not based on essential consideration of proficiency and skill,
      - use of a variety of testing procedures to avoid cultural biases,
    - (ii) intensive recruitment programs, including the distribution of competition posters throughout the Nunavut Settlement Area, with posters in Inuktitut as well as Canada's official languages as required,
    - (iii) inclusion in appropriate search criteria and job descriptions of requirements for an understanding of the social and cultural milieu of the Nunavut Settlement Area, including but not limited to
      - knowledge of Inuit culture, society and economy,
      - community awareness,
      - fluency in Inuktitut,
      - knowledge of environmental characteristics of the Nunavut Settlement Area,
      - northern experience,
    - (iv) Inuit involvement in selection panels and boards or, where such involvement is impractical, advice to such panels and boards,
    - (v) provision of counselling services with particular attention to solving problems associated with accessibility to such services,
    - (vi) provision of in-service education assignment and upgrading programs adequate to meet employment goals,
    - (vii) promotion of apprenticeship, internship and other relevant on-the-job training programs,
    - (viii) special training opportunities,
    - (ix) use of measures which are found to be successful in achieving similar objectives in other initiatives undertaken by Government, and
    - (x) cross-cultural training;
  - (e) identification of a senior official to monitor the plan; and
  - (f) a monitoring and reporting mechanism on implementation of the plan.



- 23.4.3 All employment plans shall be posted in accessible locations for employee review.
- 23.4.4 Notwithstanding the overall objectives of this Article, it is understood that some organizations may employ so few persons in the Nunavut Settlement Area that strict application of the above measures may not be practicable.

### **Part 5: Pre-Employment training**

- 23.5.1 The plans outlined in Part 4 will require special initiatives to provide some Inuit with skills to qualify for government employment. Government and the DIO shall develop and implement pre-employment training plans.
- 23.5.2 To the extent possible, the plans referred to in Section 23.5.1 shall be designed to meet the special needs of Inuit by various means, including:
- (a) instruction in Inuktitut;
  - (b) training within the Nunavut Settlement Area;
  - (c) distribution of training sites among communities, it being understood that circumstances may require that training take place in central locations within the Nunavut Settlement Area or in other locations outside the Area; and
  - (d) the taking into account of Inuit culture and lifestyle.

### **Part 6: Support**

- 23.6.1 Recognizing that active participation of Inuit in the employment and training programs will be required in order to meet the objective set out in Part 2, the DIO shall, to the extent possible, undertake, with assistance from Government, to play a primary role in the establishment and maintenance of support measures to enhance the potential for success of the measures undertaken pursuant to this Article.

## **The Settlement Agreement (2015)**

The May 2015 Settlement Agreement signed by the Government of Canada (GoC), the Government of Nunavut (GN) and Nunavut Tunngavik Incorporated (NTI) also contains obligations concerning Inuit employment plans (IEPs), which are reproduced below. Together with Article 23 of the Nunavut Agreement, these obligations inform the approach to and contents of Inuit employment plans in the GN.

### **Inuit Employment Plans and Pre-Employment Training Plans**

25. In developing and implementing Inuit employment plans and pre-employment training plans under Part 3, Part 4, and Part 5 of Article 23, the GoC and GN recognize that whole-of-government coordination within each of the GoC and GN is critical to the successful implementation of Inuit employment plans and pre-employment training plans. Accordingly each of them will:

- (a) establish a central Inuit employment and training coordination office within its Government;
- (b) establish a coordinated approach to departmental Inuit employment plans and pre-employment training plans, including Government-Wide plans, within its Government;
- (c) ensure that its departments and agencies prepare and adopt detailed action plans, which include timelines and objectives, to give effect to Inuit employment plans and pre-employment training plans;

- (d) ensure that Inuit employment plans and pre-employment training plans reflect on an ongoing basis the data and analyses obtained from the work described in Schedules D and E to produce the NILFA; and,
- (e) ensure that its departments and agencies have regard to the following:
  - (i) Inuit employment plans and pre-employment training plans need to be very precise and specific in laying out the steps that will be taken to achieve goals;
  - (ii) successful development and implementation of Inuit employment plans requires:
    - (A) expanding Inuit access to employment through removal of existing barriers and new and creative recruitment, retention and promotion policies, practices and procedures;
    - (B) development and implementation of training priorities, including the expansion of certain key programs and the establishment of new training programs; and,
    - (C) cooperation with NTI in respect of the development and implementation of Inuit employment plans and pre-employment training plans.

## Nunavut Inuit Labour Force Analysis Report

The Nunavut Inuit Labour Force Analysis reports provide a “detailed analysis of the labour force of the Nunavut Settlement Area to determine the availability, interest and the level of preparedness of Inuit for government employment” in accordance with Article 23.3.1 of the Nunavut Agreement.

According to Article 23.3.2, the purpose of the analysis is “to assess the existing skill level and degree of formal qualification among the Inuit labour force and to assist in formulating Inuit employment plans and pre-employment training.” Article 23 reflects the aspirational objective of increasing Inuit participation in government to a representative level.

Under Article 23, the Government of Canada has an ongoing obligation to undertake a detailed analysis of the Nunavut labour force to determine the availability, interest, and level of preparedness of Inuit for government employment. The goal of this analysis is to inform government employers’ Inuit employment plans and pre-employment training plans that are necessary to increase Inuit employment to a representative level in government, including at all levels and occupations. Article 23 requires the use of the Nunavut Inuit Labour Force Analysis (NILFA) in the development of Inuit employment plans.

In addition, the 2015 Settlement Agreement requires that a revised NILFA be provided no later than March 31, 2020. The NILFA 2020 Summary Report was the last of a series of NILFA 2020 research products that comprise the revised NILFA. This report summarized findings from recently published NILFA reports and products and drew extensively on data from the 2017 Aboriginal Peoples Survey – Nunavut Inuit Supplement.

In order to help government Inuit employment plan and pre-employment training plan developers make relevant links between NILFA evidence and their plans, this report categorized NILFA findings related to Inuit interest, availability, and preparedness for government employment into four main human resources activities that are essential for increasing and maintaining Inuit representation:

- Recruitment of Inuit;
- Retention of Inuit;
- Promotion of Inuit; and
- Training and pre-employment training of Inuit.

## Article 23 Arbitration (2023)

In February 2019, NTI triggered Article 38 of the Nunavut Agreement to enter into dispute resolution with the GN and the GoC over the interpretation and implementation of Article 23. In June 2019, the GN, the GoC and NTI convened a special Nunavut Implementation Panel meeting, as required under subsection 38.3.1 of the Nunavut Agreement, and attempted unsuccessfully to resolve this dispute.

The GN, GoC and NTI were later engaged in mediation, culminating in mediation meetings with the Honourable Thomas Cromwell as mediator. On January 13, 2020, NTI ended mediation.

On April 8, 2020, NTI provided notice of reference to arbitration to Canada and the Government of Nunavut. In May 2023, the Arbitrator, Justice Constance Hunt, issued her award dated March 25, 2023. In her ruling, she indicated that:

IEPs prepared by GoC and GN pursuant to the Agreement must comply with the requirements of Article 23 as described above and set out below:

1. IEPs must set forth how each department plans to increase and maintain Inuit employment at a representative level.
2. A representative level means a level of Inuit employment within Government reflecting the ratio of Inuit to the total population of the Nunavut Settlement Area.

With limited exceptions, the current IEPs prepared by GoC and GN do not comply with the Agreement in the following ways:

1. The IEPs fail to set out how each department plans to increase and maintain Inuit employment at a representative level. In particular, they fail to employ long-term goals and plans for achieving and maintaining a representative level of Inuit employment.
2. The GN's IEPs fail to report goals and action plans for achieving representative levels in terms of all levels and occupational groups through the use of federal National Occupational Classification (NOC) codes.
3. The GN's IEPs fail to address regular part-time employment status.
4. Although current IEPs generally reflect the concept of "representative level" as defined in the Agreement, their structure often makes it difficult to ascertain the extent to which, and where, there has been progress toward achieving a representative level.

## Nunavut Implementation Contract (2024)

Article 37 of the Nunavut Agreement states:

37.1.1 The following principles shall guide the implementation of the Agreement and shall be reflected in the Implementation Plan:

(d) to promote timely and effective implementation of the Agreement, Inuit and Government shall:

(i) Identify, for multi-year planning periods, the implementation activities and the level of government implementation funding which will be provided during any planning period

Part 8 of the 1993 Contract states:

8.1 Without in any way limiting the funding obligations of Government, at least one year prior to the expiry of any planning period, the parties shall enter into negotiations for the purpose of determining the amounts of funding that shall be provided under the Contract to implement the Nunavut Final Agreement in the following planning period.

The Government of Nunavut, the Government of Canada, and Nunavut Tunngavik Incorporated commenced negotiations to renew the Contract Relating to the Implementation of the Nunavut Final Agreement Between the Inuit of the Nunavut Settlement Area as represented by Nunavut Tunngavik Incorporated, the Government of Canada, and the Government of Nunavut for the 10-year period beginning April 1, 2023.

The Parties have developed an Inuit Employment Strategy and will develop a Pre-Employment Training Framework through the Contract implementation process.

## ARTICLE 23 IMPLEMENTATION

### Inuit Societal Values

The Government of Nunavut has committed to Inuit Societal Values and ensuring that these values provide the foundation from which we will work:

- Inuuqatigiitsiarniq** (respecting others, relationships and caring for people);
- Tunnganarniq** (fostering good spirit by being open, welcoming and inclusive);
- Pijitsirniq** (serving and providing for family or community, or both);
- Aajiiqatigiinni** (decision making through discussion and consensus);
- Pilimmaksarniq** or **Pijariuqsarniq** (development of skills through practice, effort and action);
- Piliriqatigiinni** or **Ikajuqtiigiinni** (working together for a common cause);
- Qanuqtuurniq** (being innovative and resourceful); and
- Avatittinnik Kamatsiarniq** (respect and care for the land, animals and the environment).

### Partnerships and Collaboration

The current government mandate, Katujjiluta states:

*For the first time in our territory's history, the Government of Nunavut's mandate was developed through a historic dialogue between all Members of the Legislative Assembly, the leadership of Nunavut Tunngavik Inc. and Nunavut's three Regional Inuit Organizations.*

*As such, this mandate is a testament to our consensus governance model and our joint commitment to work collaboratively and cooperatively towards a better territory. This approach reflects the Inuit Societal Value of Tunnganarniq, or "fostering good spirits by being open, welcoming and inclusive.*

*Working together, as a united voice, makes us a stronger Nunavut. When we leverage all our resources towards a common cause we can have the strength to achieve unprecedented results for our people. Aajiiqatigiinni, "decision making through discussion and consensus," is the principle that guides this approach. As Nunavut approaches devolution, the next chapter in our territory, it becomes even more important to work towards the same direction.*

### Support and Oversight Bodies

Various tripartite bodies provide support and oversight for the implementation of Article 23.

#### Nunavut Tunngavik Incorporated

The DIO (Designated Inuit Organization) referenced under Article 23 is Nunavut Tunngavik Incorporated. Article 23 states:

*"In pursuit of this objective, Government and the DIO shall cooperate in the development and implementation of employment and training as set out in the Agreement." It also states: "Government and the DIO shall develop and implement pre-employment training plans."*

It further states:

*“Recognizing that active participation of Inuit in the employment and training programs will be required in order to meet the objective set out in Part 2, the DIO shall, to the extent possible, undertake, with assistance from Government, to play a primary role in the establishment and maintenance of support measures to enhance the potential for success of the measures undertaken pursuant to this Article.”*

The Government of Nunavut, through the Department of Human Resources, will work closely with NTI to ensure effective implementation of Article 23 obligations.

### **Makigiaqta Inuit Training Corporation**

The Makigiaqta Inuit Training Corporation (Makigiaqta) administers a training fund to enhance the preparedness of Nunavut Inuit for employment and other economic opportunities.

This fund is the result of an out-of-court settlement between Nunavut Tunngavik Incorporated, the Government of Nunavut and the Government of Canada in 2015. The board is comprised of NTI leadership, the President of each Regional Inuit Association, and two seats held by the Government of Nunavut.

Makigiaqta’s role is to provide integrated engagement, funding, and practical support for the development and delivery of Inuit specific learning and employment programs. Makigiaqta considers proposals from various organizations including the Government of Nunavut for special initiatives that support Inuit employment.

### **Nunavut Implementation Panel**

The Nunavut Implementation Panel is created through Article 37 of the Nunavut Agreement. The role of the Panel is to oversee and provide direction on the implementation of the Agreement. The Panel includes Nunavut Tunngavik Incorporated, Government of Canada, and Government of Nunavut. It has been actively involved in Article 23 implementation discussions through Nunavut Agreement Contract negotiations.

### **Oversight Committee**

The Oversight Committee for the Tripartite Framework on Pre-Employment Training will consist of representatives from the Government of Nunavut, Government of Canada and Nunavut Tunngavik Incorporated. It will exist for the 10-year funding cycle of the Nunavut Implementation Contract. Its role will be to act as the trustee of the Training Support and Coordination Trust which has been set up to fund pre-employment training plans.

## **Accountability for GN Inuit Employment Plans**

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

### **Central Accountabilities**

The Department of Human Resources (HR) is the central Inuit employment and training coordination office within the GN. As a central agency, HR is accountable for developing and implementing the GN-wide Inuit Employment Plan and for designing and sponsoring programs to increase and enhance Inuit employment throughout the GN. HR also advises departments on Inuit employment planning and monitors progress towards Inuit employment goals and targets.

The Department of Human Resources is also accountable for developing and implementing GN-wide human resource management policies and practices, and for ensuring that any related barriers to Inuit employment are addressed. HR is also accountable for publishing the quarterly Towards a Representative Public Service report on Inuit employment statistics.

The Associate Deputy Minister, Inuit Employment in the Department of Human Resources will provide oversight for and monitoring of the Government-Wide Inuit Employment Plan.

## **Departmental Accountabilities**

Departments and territorial corporations are accountable for developing and implementing their IEPs, including effective use of Inuit employment programs and initiatives.

## **GN Inuit Employment Plans**

### **Government-Wide Inuit Employment Plan**

The Government-Wide Inuit Employment Plan (GN-Wide IEP) provides strategic direction for GN-wide programs and initiatives to increase and enhance Inuit employment. It informs departmental IEPs and provides support and guidance for their coordinated implementation.

The GN-Wide IEP covers the current contract period, from 2024 to 2034. The Department of Human Resources will lead periodic updates to the GN-Wide IEP and submit these updates to Cabinet for approval. Once approved, the GN-Wide IEP will be tabled in the Legislative Assembly and posted on the GN website.

The GN-Wide IEP and departmental IEPs are public documents and will be shared widely within and outside of the Government of Nunavut public service.

### **Departmental Inuit Employment Plans**

Detailed departmental IEPs take their direction from the GN-Wide IEP in order to address specific departmental issues and opportunities in Inuit employment, set out numerical Inuit employment targets, and identify specific departmental actions to increase and enhance Inuit employment.

As appropriate, each department will update its IEP depending on the status of initiatives and actions and progress towards Inuit employment targets. The GN-Wide IEP and departmental IEPs will be reviewed and updated as needed on a regular basis, using a performance-based measurement system.

### **Exclusions from Inuit Employment Plans**

The Government of Nunavut is obligated to maintain Inuit employment plans for departments and agencies in its jurisdiction. All members of the public service are covered by IEPs, including departmental employees who support boards, commissions and tribunals. Members of boards and tribunals are not government employees and so are not included in workforce statistics or IEPs.

Nunavut Business Credit Corp (NBCC) is included in the IEP prepared by the Department of Economic Development and Transportation. Employees of Nunavut Development Corporation (NDC) are not government employees and so are not included in workforce statistics or IEPs.

The administration of the financial and human resources matters of the Office of the Legislative Assembly (OLA) are covered by Parliamentary privilege and fall under the jurisdiction of the Management and Services Board. This includes the Office of the Languages Commissioner, the Office of the Chief Electoral Officer, the Office of the Representative for Children and Youth, and the Office of the

Information and Privacy Commissioner. OLA employees are members of the public service and so are included in the GN's reports on workforce statistics. However, requirements for the OLA IEP are set by Management and Services Board, so OLA employees are not included in the GN's IEPs.

Members of the Legislative Assembly (MLAs) are elected by Nunavummiut and are not subject to the GN's plans for Inuit employment in government. Under the Public Service Act, ministerial staff are deemed employees only for administrative purposes. Accordingly, elected officials and political staff are not included in the GN's workforce statistics or IEPs.

## **Pre-Employment Training Strategy**

The Department of Human Resources will develop a Government-Wide Pre-Employment Training Framework (PETF) in partnership with Nunavut Tunngavik Incorporated and the Government of Canada. The strategic framework will identify initiatives to provide Inuit with skills to qualify for government employment. It is expected that the PETF will be completed by September 2025.

## **Use of National Occupational Classification Codes in IEPs**

The National Occupational Classification (NOC) system is maintained by the Government of Canada to classify groups of jobs, or occupations, in the Canadian labour market. Occupations are grouped into categories and described by the type of work performed and the type of education or training ("skill type") that is typically associated with the work.

GoC performs a minor update of the NOC system every 5 years and a major revision every 10 years to reflect new occupations and changes in the nature of work. A major revision was completed in 2021. HR assigns a NOC code to each GN position as part of the job evaluation process. The GN is currently transitioning from use of the 2016 NOC version to the 2021 version.

NOC codes provide insight into occupations in the public service at a more detailed level than that provided by the six GN employment categories (Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support).

The GN-Wide IEP and departmental IEPs for the period 2024-2034 incorporate NOC occupational groups in workforce data, the analysis of Inuit representation and Inuit employment goals and targets. The GN is planning to report workforce and Inuit employment statistics by NOC occupational group following implementation of a new enterprise resource planning system in 2025-26.

## **Maintenance of Inuit Employment Plans**

### **Organizational and Strategic Change 2025 to 2027**

The GN is developing and implementing its Inuit employment plans for the period 2024 to 2034 in a context of significant organizational and strategic change:

- A realignment of the Department of Community and Government Services (CGS), Department of Economic Development (EDT) and Department of Executive and Intergovernmental Affairs (EIA) will take effect on April 1, 2025. Departmental representatives are preparing IEPs for the realigned organizations with limited information about the transferring positions and workforces.
- The GN is in the process of implementing a new enterprise resource planning system (Fusion Cloud) to manage financial and human resources more efficiently and effectively. The transition from the 2016 NOC version to the 2021 version is occurring as part of Fusion Cloud



implementation. Updating the NOC codes may result in some positions being moved from one NOC occupational group to another, which could affect some Inuit employment targets set by departments and territorial corporations. Implementation of the Fusion Cloud is expected to be completed during 2025-26.

- The tripartite Government-Wide Pre-Employment Training Framework (PETF) is expected to be completed by September 2025, with new initiatives and funding to help prepare Inuit to qualify for government employment to be available within a year of that date.
- The GN is preparing for devolution, which is the process of transferring federal control over Nunavut's Crown lands and resources to the territorial government. The transfer of responsibilities will occur on April 1, 2027. Program design and organizational design processes are currently underway, and are expected to result in new organizational structures and new positions in the GN. Under the Devolution Agreement, the GN is obligated to provide offers of employment to all federal employees who are already doing devolution-related work in Nunavut. The outcomes of these offers will be known approximately six months prior to the transfer date. The Devolution Agreement calls for the GN and NTI to develop and implement a 5-year Post-Devolution Human Resources Development Strategy to maximize Inuit employment at all levels in devolution-related functions.

## **Refresh of the IEPs**

The GN considers its multi-year IEPs to be "living documents" that require a periodic refresh to ensure relevance as circumstances change.

The organizational and strategic changes planned between 2025 and 2027 are likely to have an impact on Inuit employment targets and actions in the medium-term (2027-28 to 2029-30) and long-term (2030-31 to 2033-34). The Department of Human Resources will advise departments and territorial corporations on the process and timing for a refresh of their IEPs in 2026-27.

# ORGANIZATION OF THE GOVERNMENT OF NUNAVUT

## GN Departments and Territorial Corporations

The Government of Nunavut was established through Article 4 of the Nunavut Agreement. On April 1, 1999, the Nunavut Territory and the Government of Nunavut were created. The GN was established as a public government, headed by an Executive Council, accountable to the Nunavut Legislative Assembly.

The Government of Nunavut has 11 departments and 5 territorial corporations:

- Department of Community and Government Services (CGS)
- Department of Culture and Heritage (CH)
- Department of Economic Development and Transportation (EDT)
- Department of Education (EDU)
- Department of Environment (ENV)
- Department of Executive and Intergovernmental Affairs (EIA)
- Department of Family Services (FS)
- Department of Finance (FIN)
- Department of Health (HEA)
- Department of Human Resources (HR)
- Department of Justice (JUS)
- Nunavut Arctic College (NAC)
- Nunavut Business Credit Corporation (NBCC)
- Nunavut Development Corporation (NDC)
- Nunavut Housing Corporation (NHC)
- Qulliq Energy Corporation (QEC)

Appendix I summarizes the mandates and functions of the departments and territorial corporations.

Employees of all the departments and territorial corporations, except for the Nunavut Development Corporation (NDC), are public servants under the *Public Service Act*. Accordingly, NDC is not required to have an IEP.

For the purposes of Inuit employment planning, the term “departmental” refers to departments and territorial corporations.

## Operations and Locations

The size of Nunavut in relation to the territory’s population creates challenges for the design and delivery of government programs and services. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated by Statistics Canada to be 40,758 as of April 1, 2024.

The 25 communities served by the Government of Nunavut are widely dispersed across the territory, each with its own municipal government, distinctive characteristics and unique circumstances. All are accessible only by air. Community populations range from less than 200 to almost 3,000 residents. The capital, Iqaluit, has almost 8,000 residents.

The Government of Nunavut is organized under a decentralization model with 60% of positions located outside of Iqaluit.

## Designated Decentralized Functions

The 10 largest communities outside Iqaluit have GN headquarters functions and/or functions that deliver or support delivery of territory-wide services: Arviat, Baker Lake, Cambridge Bay, Cape Dorset, Gjoa Haven, Igloolik, Kugluktuk, Pangnirtung, Pond Inlet, and Rankin Inlet.

Most of the designated decentralized functions continue to operate in the communities where they were established, with adjustments in the numbers and types of positions over time. Examples are shown in the table below:

TYPE OF FUNCTION	PUBLIC BODY AND PROGRAM	COMMUNITY
Development of territory-wide policy and programs; program monitoring and evaluation	<b>Community and Government Services (CGS)</b>	
	• Planning and Lands	Kugluktuk
	• Sport and Recreation	Baker Lake
	<b>Culture and Heritage (CH)</b>	
	• Elders and Youth	Igloolik
	• Heritage Resources	Igloolik
	<b>Economic Development and Transportation (EDT)</b>	
	• Nunavut Airports	Rankin Inlet
Delivery of territory-wide programs and services	<b>Community and Government Services (CGS)</b>	
	• Petroleum Products	Rankin Inlet
	<b>Culture and Heritage (CH)</b>	
	• Translation Bureau	Kugluktuk/ Igloolik
	<b>Economic Development and Transportation (EDT)</b>	
	• Motor Vehicles	Rankin Inlet
	<b>Education (EDU)</b>	
	• Financial Assistance for Nunavut Students (FANS)	Arviat
	<b>Justice (JUS)</b>	
	• Human Rights (agency)	Coral Harbour
	• Legal Services Board (agency)	Gjoa Haven
	<b>Nunavut Arctic College (NAC)</b>	
	• Oral History Research Centre	Igloolik
	• Sanatuliqsarvik Trades School	Rankin Inlet
Professional, technical, corporate, and/or administrative support for territory-wide delivery of services	<b>Culture and Heritage (CH)</b>	
	• Library Services	Baker Lake
	<b>Education (EDU)</b>	
	• Curriculum and School Services	Arviat
	• Student Achievement	Pangnirtung

TYPE OF FUNCTION	PUBLIC BODY AND PROGRAM	COMMUNITY
	<b>Human Resources (HR)</b> • Regional Staffing	Cambridge Bay, Igloolik, Rankin Inlet
	<b>Nunavut Arctic College (NAC)</b> • Academic Affairs	Arviat
	<b>Nunavut Housing Corporation (NHC)</b> • NHC Operations	Arviat
	<b>Qulliq Energy Corporation (QEC)</b> • Head Office	Baker Lake

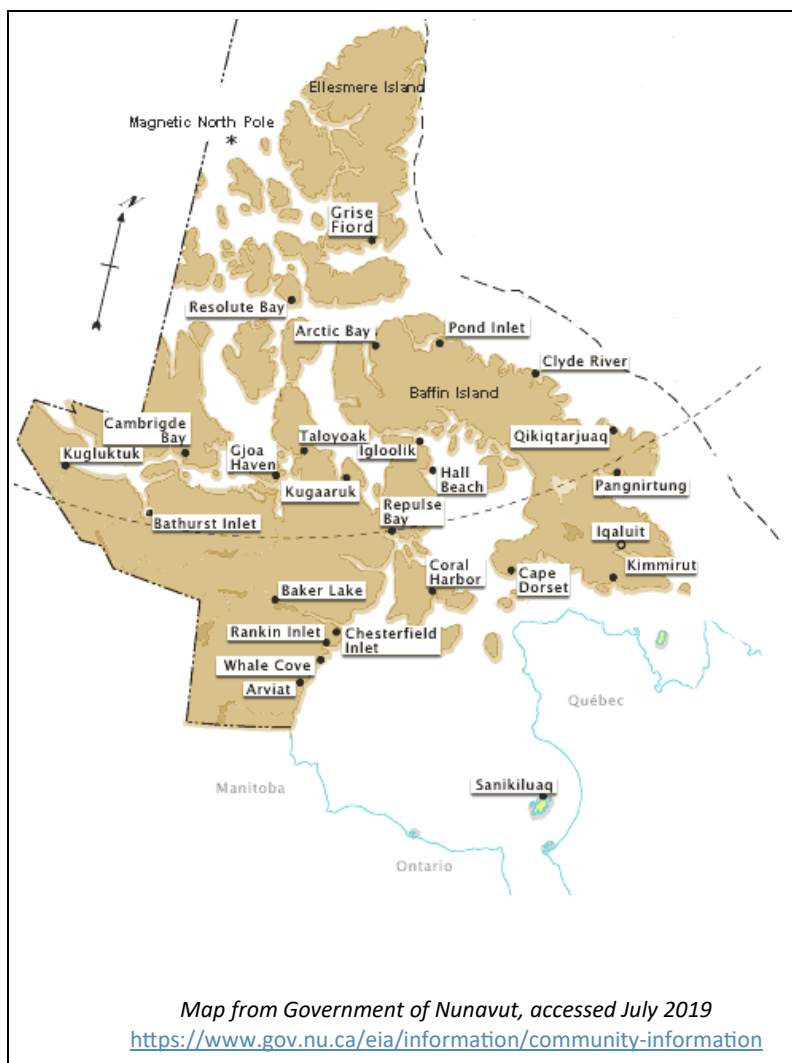
## Community-based Programs and Services

In any jurisdiction, most positions in the public service are front-line roles that deliver government programs and services locally, throughout the territory or province.

The GN delivers programs and services in every community. Many of these are led and administered out of regional centres in larger communities, including Cambridge Bay, Rankin Inlet, Pangnirtung, and Igloolik.

In every community – small and large – there are positions that deliver programs and services related to:

- Community development
- Community health and mental health
- Community justice
- Community social services
- Government liaison
- Healthcare and nursing
- Home and community care
- Income assistance
- Power plant operations
- Settlement and facility maintenance
- Teaching and student supports
- Wildlife management and conservation



# INUIT EMPLOYMENT IN THE GN 2019 TO 2023

## Workforce Statistics 2019 to 2023

The GN is transitioning to the use of detailed National Occupational Classification occupational groups in Inuit employment planning and reporting. Historically, however, the GN has used six broad employment categories to describe its workforce: Executive, Senior Management, Middle Management, Professional, Paraprofessional, and Administrative Support. These categories were established for workforce planning and reporting purposes prior to the creation of Nunavut. The GN has continued to use the categories in reporting annually on its workforce in the Public Service Annual Report and quarterly on its Inuit employment statistics in Towards a Representative Public Service (TRPS) reports.

The GN describes a *position* as one specific job that can be filled by an employee working full-time or part-time. The GN currently reports on its positions and workforce by employment category, public body and community in the quarterly TRPS reports. These reports make use of full-time equivalents (FTEs) rather than headcount, thus taking into account the number of hours budgeted for each position.

The historical workforce statistics in this section are summarized from the GN's TRPS reports as of March 31 each year from 2019 to 2023. TRPS reports include Office of the Legislative Assembly.

### Positions and Workforce as of March 31, 2019

EMPLOYMENT CATEGORIES As of March 31, 2019	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	38.00	30.00	79%	11.00	37%
Senior Management	172.00	130.00	76%	24.00	18%
Middle Management	487.00	368.00	76%	105.00	29%
Professional	1,898.63	1,393.03	73%	392.53	28%
Paraprofessional	1,081.83	685.70	63%	428.53	62%
Administrative Support	1,332.11	961.97	72%	825.42	86%
<b>TOTAL</b>	<b>5,009.58</b>	<b>3,568.70</b>	<b>71%</b>	<b>1,786.48</b>	<b>50%</b>

### Positions and Workforce as of March 31, 2020

EMPLOYMENT CATEGORIES As of March 31, 2020	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	41.00	29.00	71%	13.00	45%
Senior Management	181.00	138.00	76%	28.00	20%
Middle Management	499.00	372.00	75%	103.00	28%
Professional	1,948.63	1,423.03	73%	415.03	28%
Paraprofessional	1,100.33	726.23	66%	450.07	62%
Administrative Support	1,371.98	982.92	72%	835.62	85%
<b>TOTAL</b>	<b>5,141.95</b>	<b>3,671.18</b>	<b>71%</b>	<b>1,834.72</b>	<b>50%</b>

**Positions and Workforce as of March 31, 2021**

EMPLOYMENT CATEGORIES As of March 31, 2021	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	43.00	36.00	84%	18.00	50%
Senior Management	189.00	139.00	74%	28.00	20%
Middle Management	510.00	382.00	75%	109.00	29%
Professional	2,015.43	1,455.53	72%	414.53	28%
Paraprofessional	1,116.83	731.27	65%	452.10	62%
Administrative Support	1,387.88	942.53	68%	812.23	86%
<b>TOTAL</b>	<b>5,262.14</b>	<b>3,686.33</b>	<b>70%</b>	<b>1,833.86</b>	<b>50%</b>

**Positions and Workforce as of March 31, 2022**

EMPLOYMENT CATEGORIES As of March 31, 2022	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	42.00	32.00	76%	14.00	44%
Senior Management	190.00	142.00	75%	33.00	23%
Middle Management	511.00	357.00	70%	103.00	29%
Professional	2,050.43	1,360.53	66%	409.53	30%
Paraprofessional	1,133.33	706.67	62%	436.99	62%
Administrative Support	1,456.88	922.48	63%	794.08	86%
<b>TOTAL</b>	<b>5,383.64</b>	<b>3,520.68</b>	<b>65%</b>	<b>1,790.62</b>	<b>51%</b>

**Positions and Workforce as of March 31, 2023**

EMPLOYMENT CATEGORIES As of March 31, 2023	TOTAL POSITIONS (FTEs)			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	46.00	39.00	85%	17.00	44%
Senior Management	190.00	139.00	73%	30.00	22%
Middle Management	510.00	315.00	62%	89.00	28%
Professional	2,090.43	1,278.53	61%	399.03	31%
Paraprofessional	1,149.83	628.00	55%	388.83	62%
Administrative Support	1,571.35	871.60	55%	751.45	86%
<b>TOTAL</b>	<b>5,557.61</b>	<b>3,271.13</b>	<b>59%</b>	<b>1,675.31</b>	<b>51%</b>

## Trends in GN Positions 2019 to 2023

The GN continues to expand programs and services to meet the growing needs of Nunavummiut.

The number of GN positions grew by 548 (FTEs) from 5,009.6 in March 2019 to 5,557.6 (FTEs) in March 2023. This was an 11% increase in positions (FTEs). Most of the positions added were full-time (1 FTE).

GN EMPLOYMENT CATEGORY (TRPS)*	NUMBER OF POSITIONS as of March 31 <sup>st</sup>			% Change 2019 to 2023
	2013	2019 (FTEs)	2023 (FTEs)	
Executive	38	38.00	46.00	21%
Senior Management	167	172.00	190.00	11%
Middle Management	471	487.00	510.00	5%
Professional	1,470	1,898.63	2,090.43	10%
Paraprofessional	1,508	1,081.83	1,149.83	6%
Administrative Support	566	1,332.11	1,571.35	18%
<b>TOTAL POSITIONS</b>	<b>4,220</b>	<b>5,009.58</b>	<b>5,557.61</b>	<b>11%</b>

\* Between 2013 and 2018, the GN changed the employment categories of some jobs, which caused increases and decreases among positions in the Professional, Paraprofessional and Administrative Support categories. Prior to 2015-16, the GN used headcount, not FTEs in reporting on its positions and workforce.

## Trends in Capacity 2019 to 2023

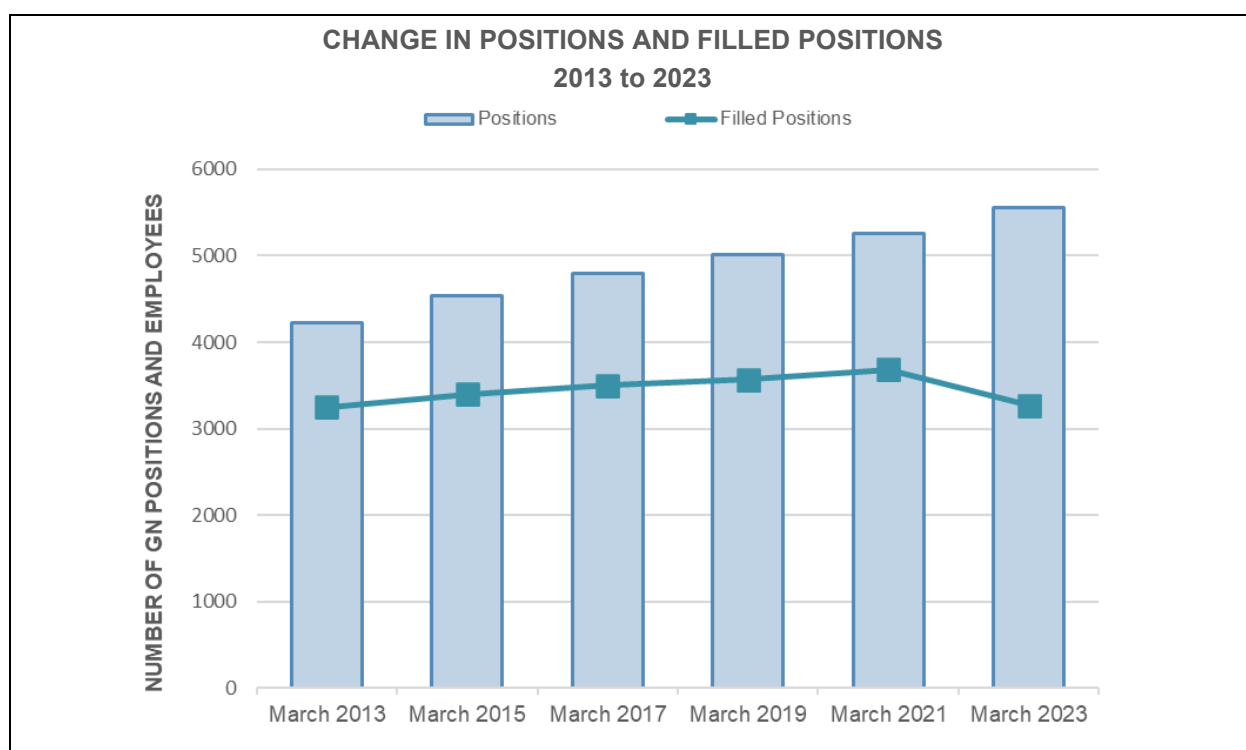
The GN uses the term *capacity* to indicate the proportion or per cent (%) of positions that are filled by indeterminate or term employees. Capacity is supplemented by casual employees and on-call workers, such as relief workers and substitute teachers.

The number of filled positions declined by 297.6 (FTEs) from 3,568.7 (FTEs) in March 2019 to 3,271.1 (FTEs) in March 2023. This was an 8% decrease in indeterminate and term employees (FTEs) after all exits and new hires during the period. Decreases were evident in all employment categories except Executive and Senior Management, which showed increases of 30% and 7% respectively.

GN EMPLOYMENT CATEGORY (TRPS)	FILLED POSITIONS as of March 31 <sup>st</sup>			% Change 2019 to 2023
	2013	2019 (FTEs)	2023 (FTEs)	
Executive	33	30.00	39.00	30%
Senior Management	140	130.00	139.00	7%
Middle Management	381	368.00	315.00	-14%
Professional	1,142	1,393.03	1,278.53	-8%
Paraprofessional	1,121	685.70	628.00	-8%
Administrative Support	430	961.97	871.60	-9%
<b>TOTAL POSITIONS</b>	<b>3,247</b>	<b>3,568.70</b>	<b>3,271.13</b>	<b>-8%</b>

Growth in the number of indeterminate and term employees has not kept pace with growth in the number of positions. As of March 2023, 59% of GN positions were filled. This was the lowest capacity in the GN's history as reported in TRPS at the end of a fiscal year (March 31<sup>st</sup>).

As the chart below shows, the number of filled positions decreased significantly between March 2021 and March 2023. During this period, employers throughout Canada and around the world were dealing with the effects of the SARS-CoV-2 pandemic on their workforces and on the labour market.



## Trends in Inuit Employment 2019 to 2023

The term *Inuit employment* refers to the number of Nunavut Inuit who are indeterminate or term employees of the GN, not including public officials, political staff, Sivuliqtiksats interns, casuals and other on call workers not included in the GN's definition of capacity, or filled positions. The term *Inuit representation* refers to the proportion or per cent (%) of filled positions that are filled by Nunavut Inuit.

The number of Inuit employees declined by 111.2 (FTEs) from 1,786.5 (FTEs) in March 2019 to 1,675.3 (FTEs) in March 2023. This was a 6% decrease in indeterminate and term Inuit employees (FTEs) after all exits and new hires during the period. Decreases were evident in Middle Management, Paraprofessional and Administrative Support employment categories.

GN EMPLOYMENT CATEGORY (TRPS)	INUIT EMPLOYMENT as of March 31 <sup>st</sup>			% Change 2019 to 2023
	2013	2019 (FTEs)	2023 (FTEs)	
Executive	15	11.00	17.00	55%
Senior Management	25	24.00	30.00	25%
Middle Management	97	105.00	89.00	-15%
Professional	304	392.53	399.03	2%
Paraprofessional	780	428.53	388.83	-9%
Administrative Support	396	825.42	751.45	-9%
<b>TOTAL POSITIONS</b>	<b>1,617</b>	<b>1,786.48</b>	<b>1,675.31</b>	<b>-6%</b>



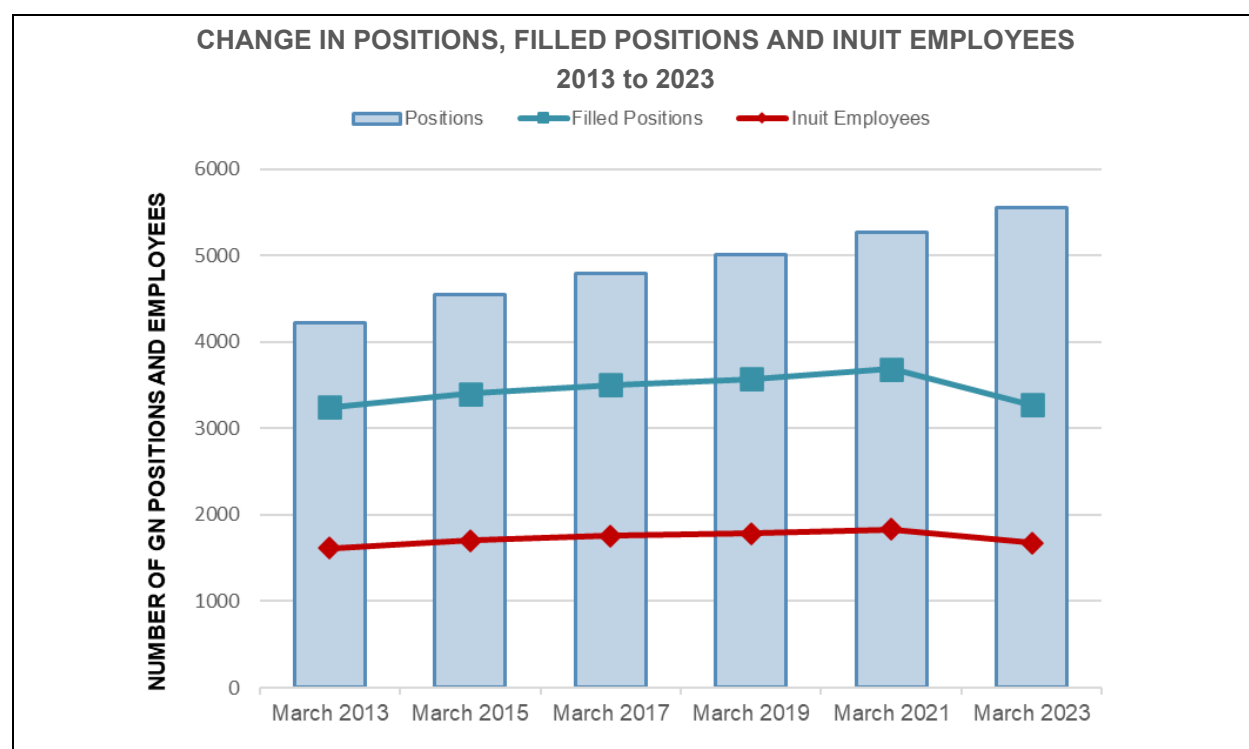
The GN reported its highest number of Inuit employees at fiscal year-end in the March 31, 2020 and March 31, 2021 TRPS reports. These years had approximately 1,835 Inuit (FTEs), which was 160 more Inuit employees (FTEs) than in March 2023.

Inuit representation in the GN has remained at approximately 50% since 2013, despite steady increases in the number of Inuit employees. This means that the number of positions filled by Inuit increased at approximately the same rate as the increase in the total number of filled positions.

As a proportion of indeterminate and term employees, Inuit representation increased from 50% in March 2021 to 51% in March 2023, even though the number of Inuit employees decreased. This suggests that, after all exits and new hires, the net loss of Inuit employees was lower than or slower than the net loss of non-Inuit employees during the period.

Between March 2021 and March 2023, the decrease in non-Inuit employees was proportionally greater than the decrease in Inuit employees. There was:

- A net decrease of 6% of the Inuit workforce (111 fewer Inuit employees)
- A net decrease of almost 11% of the non-Inuit workforce (187 fewer non-Inuit employees)



# INUIT EMPLOYMENT IN THE GN 2024

## Employment Categories in the GN

The GN's multi-year IEPs cover the fiscal years during the period from 2024 to 2034. Workforce statistics as of March 31, 2024 (end of fiscal year 2023-24) serve as a baseline for these IEPs.

### Positions and Workforce as of March 31, 2024

EMPLOYMENT CATEGORIES TRPS as of March 31, 2024*	TOTAL POSITIONS (FTEs)*			INUIT EMPLOYMENT	
	Number of Positions	Filled	% Capacity	Inuit Employed	% Inuit
Executive	53.00	42.00	79%	19.00	45%
Senior Management	197.00	154.00	78%	33.00	21%
Middle Management	509.00	344.00	68%	97.00	28%
Professional	2,121.63	1,382.03	65%	436.03	32%
Paraprofessional	1,149.57	713.97	62%	445.30	62%
Administrative Support	1,561.11	1,014.48	65%	876.48	86%
<b>TOTAL</b>	<b>5,591.31</b>	<b>3,650.48</b>	<b>65%</b>	<b>1,906.81</b>	<b>52%</b>

\* TRPS reports include Office of the Legislative Assembly

Sivuliqtiksat interns, casual workers and relief workers are reported separately in TRPS and IEPs. The GN hires casual and relief workers on a temporary, as-needed basis. These workers are assigned duties but do not occupy a particular position, so cannot be identified by GN employment category or NOC occupational category.

Individuals may hold more than one casual, relief and/or substitute teacher assignment in different departments. The TRPS report counts individuals only once per department. Per the TRPS report, the GN employed the following as of March 31, 2024:

TYPE OF WORKER	TOTAL			INUIT			% INUIT		
	Total	Iqaluit	Outside Iqaluit	Total	Iqaluit	Outside Iqaluit	Total	Iqaluit	Outside Iqaluit
Casuals	1,043	445	598	570	139	431	55%	31%	72%
Relief Workers	1,793	521	1,272	1,308	151	1,157	73%	29%	91%
Substitute Teachers	1,169	164	1,005	946	31	915	81%	19%	91%

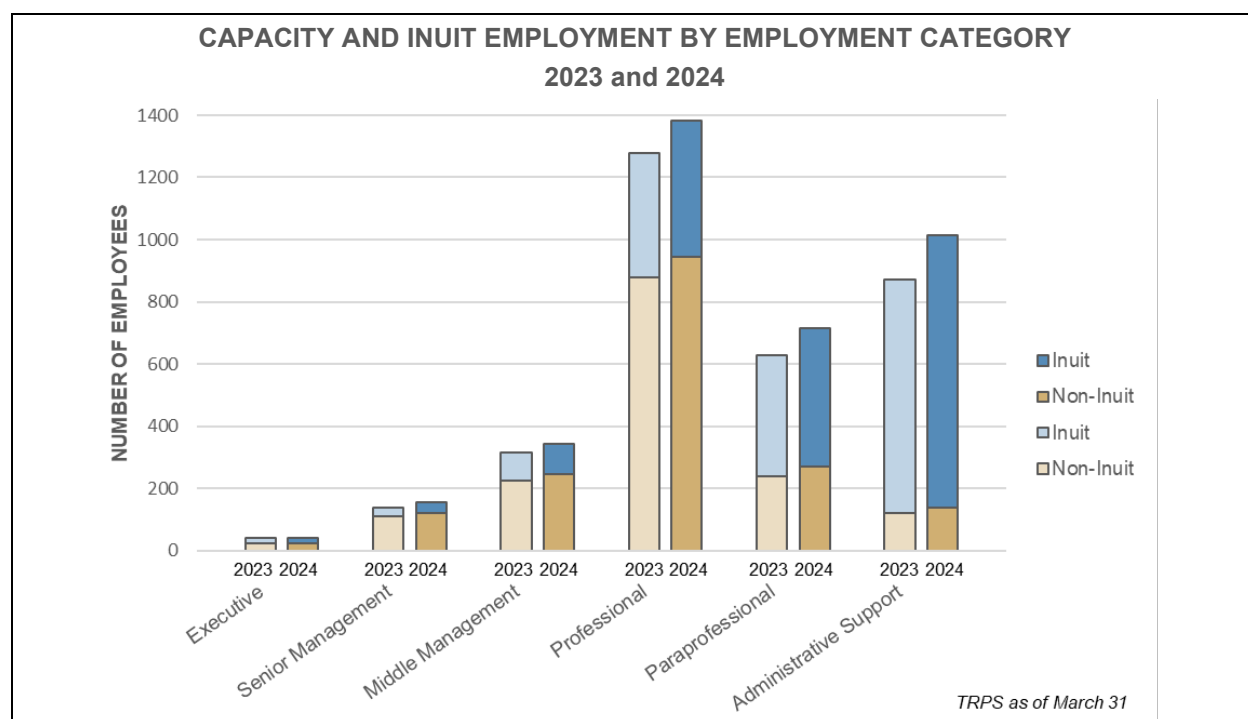
In addition, the GN employed 4 Inuit in Sivuliqtiksat internship positions. These positions are open only to Nunavut Inuit. Six (6) of the 16 available positions in the Sivuliqtiksat program were assigned to a department or territorial corporation as of March 31, 2024.

### Trends in Capacity Since 2023

The GN employed 3,271.13 indeterminate and term employees (FTEs) as of March 31, 2023 and 3,650.48 (FTEs) as of March 31, 2024, which was an increase of 12% during fiscal year 2023-24.

Capacity rose from 59% in March 2023 to 65% in March 2024.

The number of employees and % capacity increased in all employment categories.



### Trends in Inuit Employment Since 2023

The GN employed 1,675.31 indeterminate and term Inuit employees (FTEs) as of March 31, 2023 and 1,906.81 Inuit (FTEs) as of March 31, 2024, which was an increase of 14% during fiscal year 2023-24. This is the highest number of Inuit employees that the GN has reported at fiscal year-end.

Inuit representation increased from 51% in March 2023 to 52% in March 2024.

The number of Inuit employees increased in all employment categories. Inuit representation increased in Executive and Professional employment categories, and remained stable in all others.

### Geographic Distribution of Positions

Approximately 40.7% of all GN positions were located in Iqaluit and 59.3% were located outside Iqaluit, as reported in TRPS (March 31, 2024). This proportion has remained relatively stable over the past 10 years.

All employment categories are represented in Iqaluit and outside of Iqaluit. Employment categories that are focused on leadership and management tend to have more positions in Iqaluit than outside Iqaluit. These categories include:

- Executive (93% of positions in Iqaluit)
- Senior Management (70% of positions in Iqaluit)
- Middle Management (54% of positions in Iqaluit)

Employment categories that are involved in the direct delivery of programs and services tend to have more positions outside Iqaluit, located in all communities. These categories include:

- Professional (60% of positions outside Iqaluit)
- Paraprofessional (62% of positions outside Iqaluit)
- Administrative Support (68% of positions outside Iqaluit)

Among communities:

- Every community has positions in four employment categories: Middle Management, Professional, Paraprofessional, and Administrative Support.
- Positions in the Senior Management employment category are found in Arviat, Baker Lake, Cambridge Bay, Igloolik, Kinngait, Kugluktuk, Pangnirtung, Pond Inlet, and Rankin Inlet.
- Baker Lake, Iqaluit and Rankin Inlet have positions in all six employment categories.

## NOC Occupational Categories in the GN

### Use of NOC Codes in IEPs

The Government of Canada maintains a National Occupational Classification (NOC) system to classify groups of jobs, or occupations, in the Canadian labour market. The NOC system organizes occupations into categories based on the type of work performed and the type of education or training (“skill type”) that is typically associated with the work. HR assigns a NOC code to each GN position as part of the job evaluation process. The code is registered with each position in the human resource system.

GoC performs a minor update of the NOC system every 5 years and a major revision every 10 years to reflect new occupations and changes in the nature of work. A major revision was completed in 2021. It included a shift from the original 4-digit codes to a new set of 5-digit codes. The GN is currently transitioning from use of the 2016 NOC version to the 2021 version.

The GN describes a *job* as either a unique position or a number of positions that are similar and can be described by a single job description. An *occupation* is a group of jobs with common characteristics. For example, “registered nurse” is an occupation and Community Health Nurse is a GN job.

The NOC system classifies occupations, not specific positions or individual employees. The NOC code assigned to a GN position reflects its occupational classification within a Canadian national standard. It does not reflect the specific qualifications outlined in the job description or the actual education, training or skills of an employee.

NOC codes provide insight into occupations in the public service at a more detailed level than that provided by the six GN employment categories.

The GN’s Master Inuit Employment Plan 2013-2023 made extensive use of NOC codes in workforce analysis but presented Inuit employment goals and targets by employment category. Departments and territorial corporations made less use of NOC codes in their IEPs for this period.

The GN-Wide IEP and departmental IEPs for the period 2024-2034 incorporate NOC occupational groups in workforce data, the analysis of Inuit representation and Inuit employment goals and targets. The GN is planning to report workforce and Inuit employment statistics by NOC occupational group following implementation of the new enterprise resource planning system in 2025-26.

### NOC Occupational Categories

The NOC system identifies 10 broad occupational categories based on the type of work. The category is indicated by the first digit of the NOC code. GN positions are coded in all categories except Category 8 (Natural resources, agriculture and related production occupations) and in all skill types.

Despite growth in the total number of GN positions, the proportion or per cent (%) of positions in each occupational category remained relatively stable between 2013 and 2023.

However, proportions have changed with the introduction of the 2021 NOC version. Management positions are treated differently in the 2021 NOC version than in previous versions. Specialized management occupations have been moved from Category 0 into the categories that reflect their specialty. For example, the occupational group “Managers in public administration” was shifted from Category 0 to Category 4 - Education, Law, and Social, Community and Government Services.

The changes made in the 2021 NOC version have had a significant impact on two NOC categories:

- Category 0 was previously called “Management” and has been renamed “Legislative and Senior Management Occupations” in the NOC 2021 version. In Category 0, the proportion of GN positions has decreased to 2% in 2024 from 11-13% during the period 2013 to 2023.
- In Category 4 - Education, Law, and Social, Community and Government Services, the proportion of GN positions has increased to 47% in 2024 from 40-42% during the period 2013 to 2023.

Increases to other NOC occupational categories are smaller.

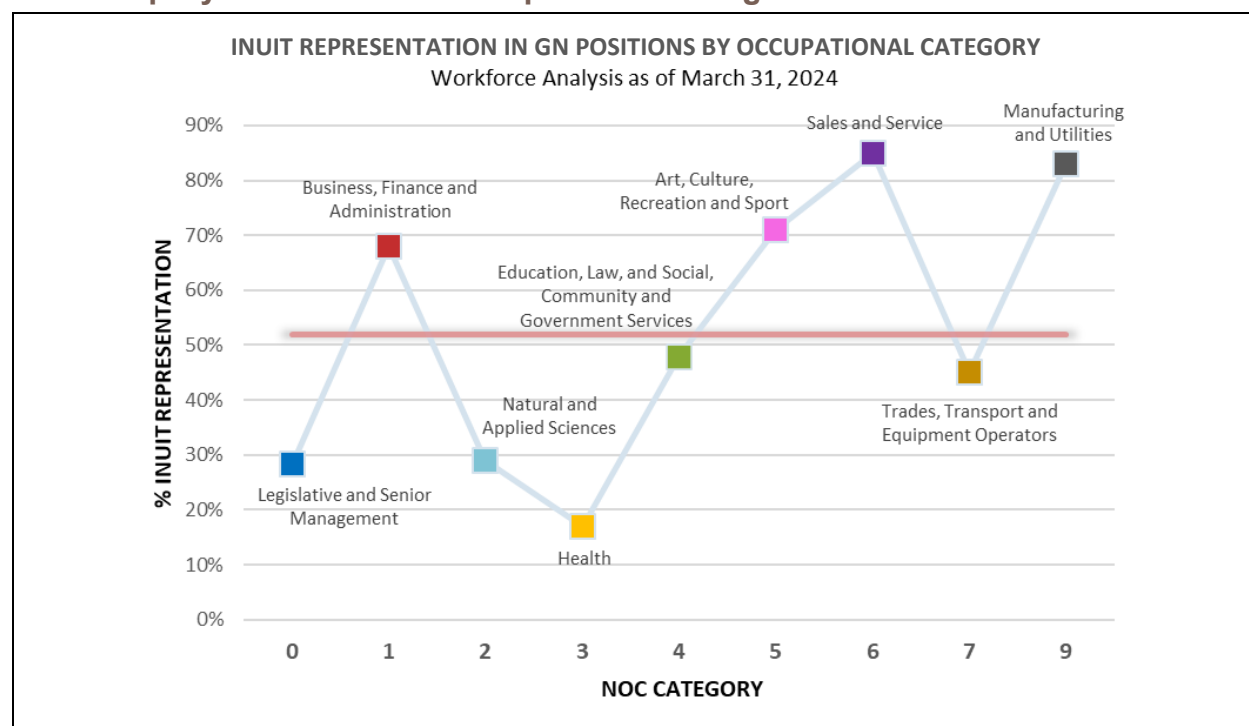
GN POSITIONS BY NOC OCCUPATIONAL CATEGORY	PROPORTION OF GN POSITIONS	
	NOC 2016 2013 to 2023	NOC 2021 2024
<b>Category 0 - Legislative and Senior Management</b> <i>Examples:</i> Assistant Deputy Minister, Deputy Minister, Director, Manager, Principal, Regional Director, Superintendent of Schools	11-13%	2%
<b>Category 1 - Business, Finance and Administration</b> <i>Examples:</i> Accountant, Administrative Assistant, Finance Clerk, Finance Officer, Government Liaison Officer, Human Resources Coordinator, Income Assistance Worker, Secretary, Staffing Consultant	20-22%	23%
<b>Category 2 - Natural and Applied Sciences</b> <i>Examples:</i> Building Official, Community Planner, Conservation Officer, Desk Side Support Officer, Engineer, Environmental Protection Officer, Geologist, Informatics Technician, Wildlife Biologist, Wildlife Technician	6-7%	6%
<b>Category 3 - Health</b> <i>Examples:</i> Basic Radiological Technician, Community Health Nurse, Dental Therapist, Laboratory Technologist, Licensed Practical Nurse, Maternity Care Worker, Nurse Practitioner, Registered Midwife	8-9%	9%
<b>Category 4 - Education, Law, and Social, Community and Government Services</b> <i>Examples:</i> Correctional Caseworker, Home and Community Care Worker, Ilinniarvimmi Inuusiliriji, Language Specialist, Legal Counsel, NAC Instructor, Policy Analyst, Student Support Assistant, Teacher	40-42%	47%
<b>Category 5 - Art, Culture, Recreation and Sport</b> <i>Examples:</i> Editor/Reviewer, Heritage Sites Officer, Interpreter/ Translator, Librarian, Library Assistant, Recreation Officer	1%	1%
<b>Category 6 - Sales and Service</b> <i>Examples:</i> Clerk Interpreter, Cook, Custodial Worker, Customer Service Agent, Dietary Aide, Housekeeper, Security Officer	7%	8%
<b>Category 7 - Trades, Transport and Equipment Operators</b> <i>Examples:</i> Carpenter, Facility Maintainer, Heavy Equipment Technician, Journeyman Electrician, Plumber, Powerline Technician	2%	3%
<b>Category 9 - Manufacturing and Utilities</b> <i>Examples:</i> Assistant Operator, Petroleum Products Officer, Plant Operator, Plant Superintendent	1%	1%

## Positions and Workforce as of March 31, 2024

Workforce statistics include indeterminate and term employees. Workforce statistics prepared for IEPs exclude the Office of the Legislative Assembly (OLA).

Positions and Workforce as of March 31, 2024 (Headcount)				
NOC OCCUPATIONAL CATEGORY	Total Positions	Filled Positions	Inuit Employed	% Inuit
0 - Legislative and Senior Management	119	95	27	28%
1 - Business, Finance, and Administration	1,299	827	562	68%
2 - Natural and Applied Sciences	362	217	62	29%
3 - Health	484	243	41	17%
4 - Education, Law and Social, Community and Government Services	2,626	1,770	856	48%
5 - Art, Culture, Recreation and Sport	63	35	25	71%
6 - Sales and Service	428	296	252	85%
7 - Trades, Transport, and Equipment Operators	185	119	53	45%
9 - Manufacturing and Utilities	77	65	54	83%
<b>TOTAL (excluding OLA)</b>	<b>5,643</b>	<b>3,667</b>	<b>1,932</b>	<b>53%</b>

## Inuit Employment in NOC Occupational Categories



Inuit representation was lowest in three occupational categories:

- Category 0 - Legislative and Senior Management (28%) typically involves post-secondary education at the university or college level and extensive career experience.

- Category 2 - Natural and Applied Sciences (29%) and Category 3 - Health (17%) are comprised of specialized occupational groups that involve post-secondary education in science-based fields of study.

Inuit representation was highest in three other occupational categories:

- In Category 5 - Art, Culture, Recreation and Sport (71%), 70% of positions are related to Inuit language interpretation and translation.
- In Category 6 - Sales and Service (85%), 27% of positions are clerk interpreters in healthcare facilities and 57% are custodial workers, housekeepers and janitors.
- In Category 9 - Manufacturing and Utilities (83%), most positions are involved in the operation of community power plants.

## Regulated Occupations in NOC Occupational Categories

Regulated occupations are among the GN occupations that require post-secondary education.

A *regulated occupation* is controlled by provincial or territorial (and sometimes federal) law, and governed by a regulatory body that certifies, licenses or registers qualified individuals to work in the occupation based on:

- Graduation from a specific post-secondary program; and
- Completion of additional eligibility requirements (e.g., supervised work experience) set by the regulatory body for registration, licensing or certification in a particular regulated occupation.

More than 25% of GN positions are in regulated occupations that require registration, licensing or certification following the attainment of specific post-secondary credentials.

- Approximately 22% of GN positions are in the regulated professions.
- An additional 1.6% of GN positions are in the regulated paraprofessional occupations.
- A further 1.7% are in the skilled trades.

A university degree in a specific field of study and supervised work experience are typically among the requirements for a *regulated profession* (e.g., accountant, engineer, geologist, lawyer, nurse, teacher). Regulated professional occupations are found in the following NOC occupational categories:

- 0 - Legislative and Senior Management
- 1 - Business, Finance, and Administration
- 2 - Natural and Applied Sciences
- 3 - Health
- 4 - Education, Law and Social, Community and Government Services

*Regulated paraprofessionals* typically require a college diploma in a specific field of study (e.g., laboratory technologist, licensed practical nurse, ultrasonographer). Regulated paraprofessional occupations are found in the following NOC occupational categories:

- 2 - Natural and Applied Sciences
- 3 - Health

*Skilled trades* typically require trades training and apprenticeship or supervised work experience (e.g., electrician, plumber, powerline technician, power plant superintendent).

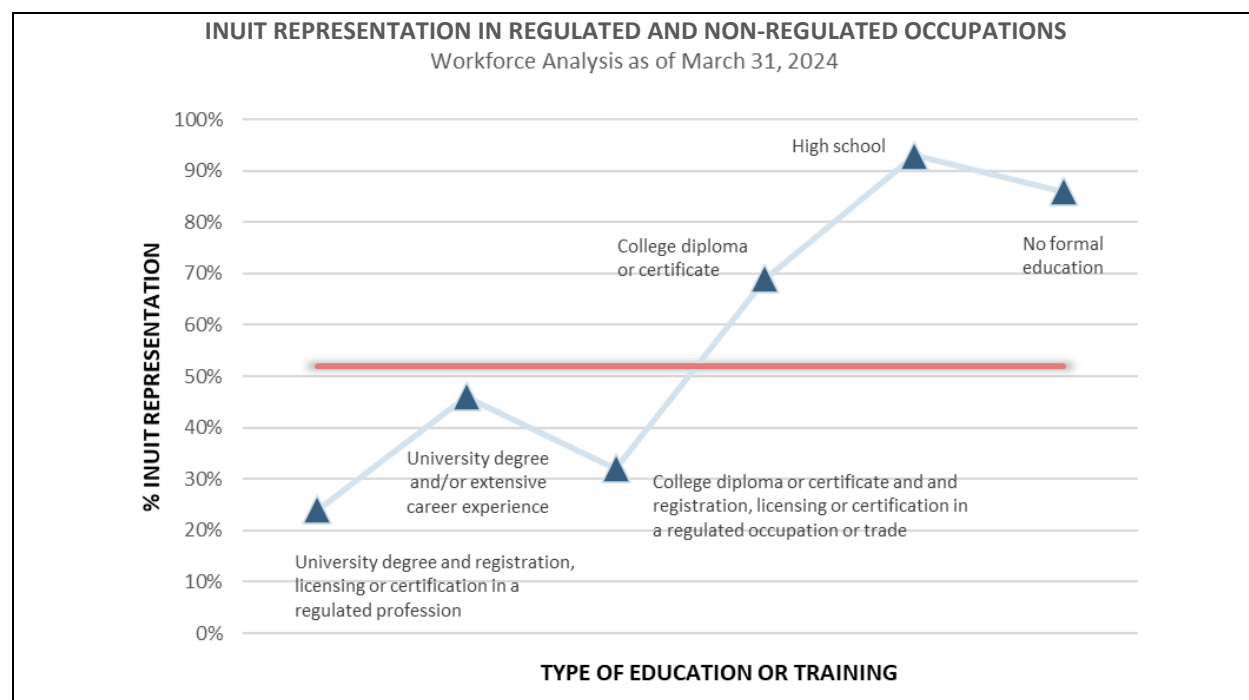
Occupations in the skilled trades are found in the following NOC occupational categories:

- 2 - Natural and Applied Sciences
- 7 - Trades, Transport, and Equipment Operators
- 9 - Manufacturing and Utilities

## Inuit Employment in Regulated and Non-Regulated Occupations

In March 2024, Inuit representation in regulated occupations was 25%, which was much lower than Inuit representation in the GN as a whole (52%) and in non-regulated occupations (65%).

The analysis of Inuit representation includes a summary of regulated occupations and Inuit employment in these occupations by NOC occupational group.



## Geographic Distribution of NOC Occupational Categories

Approximately 40.7% of all GN positions were located in Iqaluit and 59.3% were located outside Iqaluit, as reported in TRPS (March 31, 2024). This proportion has remained relatively stable over the past 10 years.

All NOC occupational categories are represented in Iqaluit and outside of Iqaluit.

All communities have positions in every occupational category except:

- Category 0 - Legislative and Senior Management, which is represented in Arviat, Baker Lake, Cambridge Bay, Iqaluit, Kugluktuk, Pangnirtung, Pond Inlet, and Rankin Inlet
- Category 5 - Art, Culture, Recreation and Sport, which is represented in Baker Lake, Igloolik, Iqaluit, Kinngait, and Kugluktuk

The largest numbers of positions in every community are in Category 4 - Education, Law and Social, Community and Government Services.



Positions In and Outside Iqaluit as of March 31, 2024 (Headcount)					
NOC OCCUPATIONAL CATEGORY	GN TOTAL	IQALUIT		OUTSIDE IQALUIT	
		Positions	%	Positions	%
0 - Legislative and Senior Management	119	92	77%	27	23%
1 - Business, Finance, and Administration	1,299	705	54%	594	46%
2 - Natural and Applied Sciences	362	208	57%	154	43%
3 - Health	484	161	33%	323	67%
4 - Education, Law and Social, Community and Government Services	2,626	870	33%	1756	67%
5 - Art, Culture, Recreation and Sport	63	34	54%	29	46%
6 - Sales and Service	428	92	22%	336	78%
7 - Trades, Transport, and Equipment Operators	185	64	35%	121	65%
9 - Manufacturing and Utilities	77	15	20%	62	80%
<b>TOTAL (excluding OLA)</b>	<b>5,643</b>	<b>2,241</b>	<b>40%</b>	<b>3,402</b>	<b>60%</b>

Among the occupations that are not regulated, 56% of GN positions are located outside Iqaluit. In contrast, 73% of positions in the regulated occupations are located outside Iqaluit, including:

- 84% of regulated teaching professional positions
- 65% of regulated health professional positions
- 60% of regulated health paraprofessional positions
- 55% of skilled trades positions

Every community has positions for teachers, nurses and skilled trades. Some also have positions for accountants, engineers, geologists, registered midwives, and/or licensed practical nurses.

## Retirement Potential in NOC Occupational Categories

### Eligibility for Retirement

Turnover includes employees who leave the public service by retiring. The future potential for employees to leave through retirement can be estimated, unlike other forms of turnover.

In the GN, *eligibility for retirement* begins at age 60 or 65 (depending on whether or not an employee joined the pension plan before or after January 1, 2013) or when an indeterminate GN employee is age 55 or over and has at least 30 years of service. The date of enrolment in the pension plan is not factored into the workforce analysis prepared for Inuit employment planning. As a result, eligibility for retirement may be underestimated, as employees age 60-64 who joined the pension plan prior to 2013 are not included unless they meet the criteria for age plus years of service. The term *retirement potential* is used here because employees may choose whether or not to retire when they become eligible.

### Potential for Retirement by 2029

*Qulliq Energy Corporation is not included in the analysis of retirement potential.*

As of March 2024, the total potential for retirement by 2029 was approximately 512 employees or 16% of the GN's current indeterminate workforce. This included approximately 291 Inuit employees or 17% of the GN's current indeterminate Inuit workforce.

Retirement potential by 2029 included:

- 195 employees (6% of the workforce) who are eligible for retirement now, including 113 Inuit employees (7% of the Inuit workforce);
- 160 employees (5%) who will become eligible for retirement within 3 years, including 84 Inuit employees (4.5% of the Inuit workforce); and
- 157 (5%) additional employees who will become eligible for retirement in 4 or 5 years, including 94 Inuit employees (5.5% of the Inuit workforce).

### Retirement Potential by NOC Occupational Category

As of March 2024, the greatest potential for retirement among indeterminate employees was in two large occupational categories:

- In Category 1 - Business, Finance, and Administration, an estimated 102 employees or 13% of the workforce in the category was eligible to retire by 2029. This included 55 Inuit employees or 10% of the Inuit workforce in the category.
- In Category 4 - Education, Law and Social, Community and Government Services, an estimated 246 employees or 17% of the workforce in the category was eligible to retire by 2029. This included 148 Inuit employees or 20% of the Inuit workforce in the category.

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)				<i>n/a = not applicable (no positions or no employees)</i>
NOC OCCUPATIONAL CATEGORY	POTENTIAL TO RETIRE BY MARCH 2029			
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
0 - Legislative and Senior Management	12%	29%	5%	50%
1 - Business, Finance, and Administration	12%	16%	14%	8%
2 - Natural and Applied Sciences	14%	19%	17%	13%
3 - Health	6%	14%	0%	7%
4 - Education, Law and Social, Community and Government Services	14%	18%	22%	19%
5 - Art, Culture, Recreation and Sport	27%	50%	36%	50%
6 - Sales and Service	19%	22%	25%	21%
7 - Trades, Transport, and Equipment Operators	27%	23%	75%	21%
9 - Manufacturing and Utilities	0%	0%	n/a	0%
TOTAL % WORKFORCE WITH POTENTIAL TO RETIRE BY 2029	13%	18%	18%	17%
	16%		17%	

Three other occupational categories have smaller numbers of positions and employees, but significant retirement potential:

- In Category 5 - Art, Culture, Recreation and Sport, an estimated 12 employees or 39% of the workforce in the category was eligible to retire by 2029. This included 10 Inuit employees or 43% of the Inuit workforce in the category.
- In Category 6 - Sales and Service, an estimated 62 employees or 21% of the workforce in the category was eligible to retire by 2029. This included 54 Inuit employees or 22% of the Inuit workforce in the category.
- In Category 7 - Trades, Transport, and Equipment Operators, an estimated 20 employees or 24% of the workforce in the category was eligible to retire by 2029. This included 10 Inuit employees or 27% of the Inuit workforce in the category.

The analysis of Inuit representation includes retirement potential by NOC occupational group.

### **Retirement Potential Outside Iqaluit and Among Inuit Employees**

As of March 2024, approximately 60% of all GN positions and 60% of all indeterminate employees were located outside Iqaluit. The potential for retirement among Inuit and non-Inuit employees was much higher outside Iqaluit, by number and proportion or per cent (%).

More than twice as many indeterminate employees were eligible for retirement by 2029 outside Iqaluit (346 employees) than in Iqaluit (166 employees). More Inuit than non-Inuit were eligible to retire by 2029. In the indeterminate workforce:

- 291 Inuit (17%) were eligible for retirement, 79 in Iqaluit and 212 outside Iqaluit.
- 221 non-Inuit (15%) were eligible for retirement, 87 in Iqaluit and 134 outside Iqaluit.

### **Trends in Retirement Potential from 2017 to 2023**

Retirement potential was reported in the GN's *Master Inuit Employment Plan to 2023*. As of March 2017, the total potential for retirement by 2023 was approximately 520 employees or 16% of the GN's indeterminate workforce. This is comparable to the current projection of retirement potential by 2029: 512 employees or 16% of the indeterminate workforce.

Approximately three-quarters (74%) of employees who were eligible to retire between 2017 and 2023 had exited the GN by September 2023. The remainder continued to be indeterminate employees of the GN. The proportion or per cent (%) of actual exits was comparable in and outside Iqaluit.

As of September 2023:

- 81% of the 250 non-Inuit with potential to retire between 2017 and 2023 had exited the GN
- 67% of the 270 Inuit with potential to retire between 2017 and 2023 had exited the GN

# ANALYSIS OF INUIT REPRESENTATION

## NOC Occupational Groups in the GN

NOC occupational categories include a range of occupational groups and GN positions with varying managerial, professional, technical, and practical duties.

For the purposes of Inuit employment planning, the GN has identified 73 **NOC occupational groups** within the NOC occupational categories that involve similar work and the same type of education, training or employment preparation. These occupational groups are described by the first 2, 3 or 4 digits of the 5-digit NOC code (2021 version):

- For **broad occupational groups** with general duties, knowledge and skill sets, the occupational group is described by the first 2 digits of the NOC code. For example, NOC 14 identifies occupations with clerical duties.
- Additional digits are added to distinguish **specialized occupational groups** with specialized duties, knowledge and skill sets. For example, NOC 21 refers to professional occupations in natural and applied sciences, which includes a range of occupations with highly specialized post-secondary educational requirements. The use of additional digits differentiates these specialist occupations e.g., biologists (NOC 2111 - Life science professionals) and engineers (NOC 213 - Engineering professionals).

Some NOC occupational groups are common to all or most GN departments and territorial corporations. Other occupational groups are unique to a department due to the specialized nature of the work.

Appendix II provides a brief description of each occupational group in the GN and the education, training or employment preparation that is typically involved. Appendix III summarizes the number of full-time and part-time positions and workforce statistics for each occupational group as of March 31, 2024.

Most occupational groups in the GN have only full-time positions. For those with part-time positions, sub-totals are shown for regular full-time and regular part-time positions. The GN makes use of headcounts, not FTEs, in Inuit employment planning. This reflects an emphasis in IEPs on the number of Inuit employees in government, rather than the number of budgeted hours. In workforce data prepared for IEPs, a half-time position is shown as one (1) position, not 0.5 FTE.

## Approach to the Analysis by NOC Occupational Group

Inuit are strongly represented in occupational groups that involve the least formal education and under-represented in occupational groups that typically involve specialized post-secondary education.

The NOC 2016 version identified four (4) skill levels ("skill types" in the GN) ranging from no formal education to university-level education. The NOC 2021 version introduces six (6) training, education, experience, and responsibility (TEER) types. The new "TEER" categorization considers the complexities and responsibilities that are typical of an occupation as well as the type of training, education, employment preparation, and experience required to enter the occupation.

In both the NOC 2016 and NOC 2021 versions, the second digit of the NOC code indicates the type of education, training or employment preparation that is typically needed to enter an occupation.

The analysis of Inuit representation as of March 31, 2024 is presented by NOC occupational group within each TEER type.

NOC 2021		NOC 2016	
2 <sup>nd</sup> DIGIT	TEER TYPE	2 <sup>nd</sup> DIGIT	SKILL TYPE
<b>0</b>	<b>TEER 0</b> Completion of a university degree or college diploma <i>and/or</i> Extensive career experience and subject matter knowledge to deal with management responsibilities	0 or 1	<b>A</b>
<b>1</b>	<b>TEER 1</b> Completion of a university degree <i>or</i> Previous career experience and subject matter knowledge from a related TEER 2 occupation	0 or 1	<b>A</b>
<b>2</b>	<b>TEER 2</b> Completion of a post-secondary education program of two to three years at the college level (e.g., college diploma) <i>or</i> Completion of an apprenticeship training program of two to five years <i>or</i> Several years of experience in a related TEER 3 occupation	2 or 3	<b>B</b>
<b>3</b>	<b>TEER 3</b> Completion of a post-secondary education program of less than two years at the college level (e.g., college certificate) <i>or</i> Completion of an apprenticeship training program of less than two years <i>or</i> Some secondary school education with more than six months of on-the-job training or training courses <i>or</i> Several years of experience in a related TEER 4 occupation	2 or 3	<b>B</b>
<b>4</b>	<b>TEER 4</b> Completion of secondary school <i>or</i> Some secondary school with some on-the-job training <i>or</i> Experience in a related TEER 5 occupation	4 or 5	<b>C</b>
<b>5</b>	<b>TEER 5</b> No formal educational requirements	6 or 7	<b>D</b>

The analysis of Inuit representation is organized by NOC occupational group within the six (6) TEER types. It includes factors relevant to Inuit employment planning in the GN:

- A summary of the NOC occupational groups, GN full-time and part-time positions and GN workforce within the TEER type
- Inuit representation by NOC occupational group within the TEER type
- Inuit representation in part-time positions by NOC occupational group within the TEER type
- Geographic distribution of positions by NOC occupational group within the TEER type
- Retirement potential by NOC occupational group within the TEER type

## GN Occupations with No Formal Educational Requirements

### TEER 5 Occupational Groups in the GN

In the NOC system, TEER 5 occupational groups typically have no formal educational requirements.

Approximately 5.5% of GN positions are in TEER 5 (Skill Type D in the 2016 NOC). As of March 2024:

- 312 positions were coded in TEER 5
- 203 positions were filled (65% capacity)
- 175 Inuit were employed (86% Inuit representation)

GN jobs in TEER 5 include customer service agents, dietary aides, custodial workers, housekeepers, janitors, facility maintainers, and trades helpers. Duties are typically performed in a specific location, such as a beer and wine store, healthcare centre, school, or other GN facility.

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
TEER 5 OCCUPATIONAL GROUPS BY NOC CODE	Positions	Filled	Inuit Employed	% Inuit
<b>6 - Sales and Service</b>				
6510 Cashiers and other sales support occupations	13	5	5	100%
6520 Food support occupations	7	4	2	50%
6531 Cleaners	245	167	147	88%
• Full-time	183	138	122	88%
• Part-time	62	29	25	86%
<b>7 - Trades, Transport, and Equipment Operators</b>				
75 Helpers and labourers and other transport drivers, operators and labourers	47	27	21	78%
<b>TOTAL</b>	<b>312</b>	<b>203</b>	<b>175</b>	<b>86%</b>

### Inuit Representation in TEER 5 Occupational Groups

As of March 2024, Inuit representation averaged 86% in GN positions in TEER 5 occupational groups. These occupational groups typically have no formal educational requirements.

Inuit representation ranged from 78% to 100% in:

- 6510 - Cashiers and other sales support occupations (100%)
- 6531 - Cleaners (88%)
- 75 - Helpers and labourers and other transport drivers, operators and labourers (78%)

Inuit representation was comparable to the GN average (52%) in:

- 6520 - Food support occupations (50%)

### Inuit Representation in Part-Time Positions in TEER 5

As of March 2024, there were 250 full-time and 62 part-time positions in TEER 5 occupational groups. The largest number of part-time positions in the GN was in the TEER 5 occupational group 6531 - Cleaners, which had:

- 4 part-time positions in Iqaluit, with 0% Inuit representation in 1 filled position
- 58 part-time positions in communities outside Iqaluit, with 86% Inuit representation in 26 filled positions

## Geographic Distribution of Positions in TEER 5

As of March 2024, all GN positions in TEER 5 were located in Nunavut.

84% of GN positions in TEER 5 occupational groups were located outside Iqaluit.

- Every community outside Iqaluit had positions in 6531 - Cleaners.
- There were positions in every TEER 5 occupational group in Iqaluit.

Inuit representation was generally higher outside Iqaluit than in Iqaluit in TEER 5 occupational groups.

Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 5 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>6 - Sales and Service</b>				
6510 Cashiers and other sales support occupations	6	7	100%	100%
6520 Food support occupations	4	3	0%	100%
6531 Cleaners	38	207	47%	97%
• Full-time	34	149	48%	99%
• Part-time	4	58	0%	88%
<b>7 - Trades, Transport, and Equipment Operators</b>				
75 Helpers and labourers and other transport drivers, operators and labourers	2	45	100%	77%
<b>TOTAL</b>	<b>50</b>	<b>262</b>	<b>51%</b>	<b>86%</b>

## Retirement Potential in TEER 5

*Qulliq Energy Corporation is not included in the analysis of retirement potential.*

As of March 2024, in TEER 5 occupational groups:

A total of 43 indeterminate employees had the potential to retire by March 2029, which was 22% of the indeterminate workforce in TEER 5 occupational groups. Included were:

- 7 employees (21% of the workforce) in Iqaluit
- 36 employees (22% of the workforce) in communities outside Iqaluit

A total of 36 indeterminate Inuit employees had the potential to retire by March 2029, which was 21% of the indeterminate Inuit workforce in TEER 5 occupational groups. Included were:

- Less than 5 Inuit employees (22% of the Inuit workforce) in Iqaluit
- 32 Inuit employees (21% of the Inuit workforce) in communities outside Iqaluit

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 5 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029			
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>6 - Sales and Service</b>				
6510 Cashiers and other sales support occupations	0%	0%	0%	0%
6520 Food support occupations	50%	0%	n/a	0%

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)					<i>n/a = not applicable (no positions or no employees)</i>
TEER 5 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029				
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES		
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit	
6531 Cleaners	19%	22%	23%	21%	
<b>7 - Trades, Transport, and Equipment Operators</b>					
75 Helpers and labourers and other transport drivers, operators and labourers	100%	24%	100%	21%	
<b>TOTAL % WORKFORCE WITH POTENTIAL TO RETIRE BY 2029</b>	<b>21%</b>	<b>22%</b>	<b>22%</b>	<b>21%</b>	
	<b>22%</b>		<b>21%</b>		

## GN Occupations Involving High School Education

### TEER 4 Occupational Groups in the GN

In the NOC system, TEER 4 occupational groups typically involve high school education. Some may involve high school completion; other may involve 2 or 3 years of high school with on-the-job training.

Approximately 11% of GN positions are in TEER 4 (Skill Type C in the 2016 NOC). As of March 2024:

- 607 positions were coded in TEER 4
- 383 positions were filled (63% capacity)
- 353 Inuit were employed (93% Inuit representation)

GN jobs in TEER 4 include clerks, clerk interpreters, program assistants, receptionists, warehouse assistants, home and community care workers, recreation officers, and security officers. Duties are typically performed in support of a particular program or in a specific location, such as a community, healthcare centre, or other GN facility.

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
TEER 4 OCCUPATIONAL GROUPS BY NOC CODE	Positions	Filled	Inuit Employed	% Inuit
<b>1 - Business, Finance, and Administration</b>				
14 Administrative and financial support and supply chain logistics occupations	360	223	199	89%
• Full-time	353	220	196	89%
• Part-time	7	3	3	100%
<b>4 - Education, Law and Social, Community and Government Services</b>				
441 Home care provider occupations	118	69	68	99%
• Full-time	73	50	49	98%
• Part-time	45	19	19	100%
<b>5 - Art, Culture, Recreation and Sport</b>				
5410 Program leaders and instructors in recreation, sport	3	0	0	0%
<b>6 - Sales and Service</b>				
6440 Customer and information services representatives	116	85	84	99%
• Full-time	111	84	83	99%
• Part-time	5	1	1	100%
6441 Security guards and security service occupations	10	6	4	67%
<b>TOTAL</b>	<b>607</b>	<b>383</b>	<b>355</b>	<b>93%</b>



## **Inuit Representation in TEER 4 Occupational Groups**

As of March 2024, Inuit representation averaged 93% in GN positions in TEER 4 occupational groups. These occupational groups typically involve at least some high school education.

Inuit representation was above 85% in:

- 14 - Administrative and financial support and supply chain logistics occupations (89%)
- 441 - Home care provider occupations (99%)
- 6440 - Customer and information services representatives (99%)

Inuit representation was above the GN average (52%) in:

- 6441 - Security guards and related security service occupations (67%)

One occupational group had no (0) filled positions:

- 5410 - Program leaders and instructors in recreation, sport and fitness

## **Inuit Representation in Part-Time Positions in TEER 4**

As of March 2024, there were 550 full-time and 57 part-time positions in TEER 4 occupational groups, including:

- 4 part-time positions in Iqaluit, with 100% Inuit representation in 1 filled position
- 53 part-time positions outside Iqaluit, with 100% Inuit representation in 22 filled positions

By occupational group:

- 14 - Administrative and financial support and supply chain logistics occupations had 7 part-time positions, with 100% Inuit representation in 3 filled positions
- 441 - Home care provider occupations had 45 part-time positions, with 100% Inuit representation in 19 filled positions
- 6440 - Customer and information services representatives had 5 part-time positions, with 100% Inuit representation in 1 filled position

## **Geographic Distribution of Positions in TEER 4**

As of March 2024, 8 GN positions in TEER 4 were located outside Nunavut.

There were positions in every TEER 4 occupational group in Iqaluit.

72% of GN positions in TEER 4 occupational groups were located outside Iqaluit.

- Every community outside Iqaluit had positions in 2 occupational groups: 14 - Administrative and financial support and supply chain logistics occupations and 6440 - Customer and information services representatives.
- Every community outside Iqaluit, except Grise Fiord, had positions in occupational group 441 - Home care provider occupations.

Inuit representation was generally higher outside Iqaluit than in Iqaluit in TEER 4 occupational groups.

Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 4 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>1 - Business, Finance, and Administration</b>				
14 Administrative and financial support and supply chain logistics occupations	136	224	74%	98%
• Full-time	132	221	89%	99%
• Part-time	4	3	100%	100%
<b>4 - Education, Law and Social, Community and Government Services</b>				
441 Home care provider occupations	6	112	100%	98%
• Full-time	6	67	100%	98%
• Part-time	0	45	n/a	100%
<b>5 - Art, Culture, Recreation and Sport</b>				
5410 Program leaders and instructors in recreation, sport and fitness	3	0	0%	n/a
<b>6 - Sales and Service</b>				
6440 Customer and information services representatives	23	93	93%	100%
• Full-time	23	88	93%	100%
• Part-time	0	5	n/a	100%
6441 Security guards and security service occupations	4	6	0%	100%
<b>TOTAL</b>	<b>172</b>	<b>435</b>	<b>76%</b>	<b>99%</b>

## Retirement Potential in TEER 4

*Qulliq Energy Corporation is not included in the analysis of retirement potential.*

As of March 2024, in TEER 4 occupational groups:

A total of 49 indeterminate employees had the potential to retire by March 2029, which was 14% of the indeterminate workforce in TEER 4 occupational groups. Included were:

- 10 employees (10% of the workforce) in Iqaluit
- 39 employees (16% of the workforce) outside Iqaluit

A total of 47 indeterminate Inuit employees had the potential to retire by March 2029, which was 15% of the indeterminate Inuit workforce in TEER 4 occupational groups. Included were:

- 11 Inuit employees (15% of the Inuit workforce) in Iqaluit
- 36 Inuit employees (15% of the Inuit workforce) outside Iqaluit

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)				
<i>n/a = not applicable (no positions or no employees)</i>				
TEER 4 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029			
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>1 - Business, Finance, and Administration</b>				
14 Administrative and financial support and supply chain logistics occupations	4%	10%	7%	8%
<b>4 - Education, Law and Social, Community and Government Services</b>				
441 Home care provider occupations	40%	20%	40%	18%

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)					<i>n/a = not applicable (no positions or no employees)</i>
TEER 4 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029				
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES		
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit	
<b>5 - Art, Culture, Recreation and Sport</b>					
5410 Program leaders and instructors in recreation, sport	n/a	n/a	n/a	n/a	
<b>6 - Sales and Service</b>					
6440 Customer and information services representatives	33%	23%	36%	23%	
6441 Security guards and security service occupations	0%	0%	0%	0%	
<b>TOTAL % WORKFORCE WITH POTENTIAL TO RETIRE BY 2029</b>	<b>10%</b>	<b>16%</b>	<b>15%</b>	<b>15%</b>	
	<b>14%</b>		<b>15%</b>		

## GN Occupations Involving Education at the College Level

TEER 3 and TEER 2 occupational groups typically involve education or training at the college level.

Approximately 30% of all GN positions are coded in TEER 3 or TEER 2 (Skill Type B in the 2016 NOC).

- 14% of GN positions are coded in TEER 3
- 16% of GN positions are coded in TEER 2

### TEER 3 Occupational Groups in the GN

In the NOC system, occupations in TEER 3 involve completion of a college-level program of 2 years or less. As of March 2024:

- 788 positions were coded in TEER 3
- 504 positions were filled (64% capacity)
- 373 Inuit were employed (74% Inuit representation)

GN jobs in TEER 3 include administrative assistants, administrative officers, basic radiological technicians, laboratory assistants, laboratory technologists, community oral health coordinators, maternity care workers, student support assistants, correctional workers, correctional supervisors, cooks, and petroleum products officers.

Duties in TEER 3 jobs are typically performed in support of a particular program or on site in a specific location, such as a community, correctional facility, healthcare centre, or school.

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
TEER 3 OCCUPATIONAL GROUPS BY NOC CODE	Positions	Filled	Inuit Employed	% Inuit
<b>1 - Business, Finance, and Administration</b>				
13 Administrative occupations and transportation logistics occupations	328	204	167	82%
• Full-time	325	202	166	82%
• Part-time	3	2	1	50%
<b>3 - Health</b>				
3310 Assisting occupations in support of health services	49	25	20	80%

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
TEER 3 OCCUPATIONAL GROUPS BY NOC CODE	Positions	Filled	Inuit Employed	% Inuit
<b>4 - Education, Law and Social, Community and Government Services</b>				
431 Assisting occupations in education	225	145	137	94%
• Full-time	201	136	129	95%
• Part-time	24	9	8	89%
432 Assisting occupations in legal and public protection	152	107	41	38%
<b>5 - Art, Culture, Recreation and Sport</b>				
5310 Occupations related to museums and art galleries	1	1	0	0%
<b>6 - Sales and Service</b>				
6310 Insurance, real estate and financial sales	4	2	2	100%
6320 Cooks, butchers and bakers	22	18	4	22%
<b>7 - Trades, Transport, and Equipment Operators</b>				
732 Building maintenance installers, servicers and repairers	1	1	1	100%
<b>9 - Manufacturing and Utilities</b>				
9310 Central control and process operators in processing and manufacturing	6	1	1	100%
<b>TOTAL</b>	<b>788</b>	<b>504</b>	<b>373</b>	<b>74%</b>

## TEER 2 Occupational Groups in the GN

In the NOC system, occupations in TEER 2 involve a college-level education, training or apprenticeship program of more than 2 years. Occupations in TEER 2 tend to be more specialized than those in TEER 3.

As of March 2024:

- 909 positions were coded in TEER 2
- 590 positions were filled (65% capacity)
- 329 Inuit were employed (56% Inuit representation)

TEER 2 includes regulated occupations, which are controlled by law and governed by a regulatory body that certifies, licenses or registers qualified individuals to work in the occupation based on:

- Graduation from a specific post-secondary program; and
- Completion of additional eligibility requirements (e.g., apprenticeship) set by the regulatory body for registration, licensing or certification in a particular regulated occupation.

Regulated paraprofessional occupations in healthcare are coded in TEER 2, including: dental hygienists, dental therapists, licensed practical nurses, pharmacy technicians, radiology technologists, respiratory therapists, and ultrasonographers. As of March 2024:

- The regulated paraprofessional occupations comprised approximately 10% of positions in TEER 2 and 1.6% of all GN positions (excluding OLA).
- There were no (0) Inuit employed in regulated paraprofessional occupations.

The skilled trades are also coded in TEER 2, including: electricians, electrical and boiler/gas inspectors, elevator inspectors, heavy equipment technicians, plumbers, powerline technicians, and power plant operators and superintendents.

As of March 2024:

- Occupations in the skilled trades comprised approximately 10% of positions in TEER 2 and 1.7% of all GN positions (excluding OLA).
- Inuit representation was 53% in the skilled trades.

Non-regulated GN jobs in TEER 2 include supervisors in facility maintenance, finance and food services, finance officers, human resource and staffing officers, procurement officers, program officers, conservation officers, wildlife technicians, IT specialists, IT support officers, informatics technicians, network administrators, community health representatives, correctional caseworkers, elder advisors, family resource workers, life skills workers, outreach workers, library technicians, carpenters, and assistant power plant operators.

- Inuit representation was 63% in the non-regulated occupations in TEER 2.

Duties in some TEER 2 jobs are performed on site in a specific location, such as a community, healthcare centre, library, or power plant. In contrast, administrative and program officers may serve clients locally and/or at a distance.

<b>Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)</b>				
<b>TEER 2 OCCUPATIONAL GROUPS BY NOC CODE</b>	<b>Positions</b>	<b>Filled</b>	<b>Inuit Employed</b>	<b>% Inuit</b>
<b>1 - Business, Finance, and Administration</b>				
12 Administrative and financial supervisors and specialized administrative occupations	290	194	131	68%
• Full-time	289	194	131	68%
• Part-time	1	0	0	0%
<b>2 - Natural and Applied Sciences</b>				
221 Technical occupations related to natural sciences	42	30	23	77%
222 Technical occupations related to applied sciences	99	62	18	29%
223 Technical occupations related to engineering	23	16	2	13%
<b>3 - Health</b>				
3210 Technical occupations in therapy and assessment	56	35	3	9%
3211 Technical occupations in dental health care	5	1	0	0%
3212 Medical technologists and technicians	38	26	0	0%
<b>4 - Education, Law and Social, Community and Government Services</b>				
421 Occupations in front-line public protection services	1	0	0	0%
422 Paraprofessional occupations in legal, social, community and education services	218	113	80	71%
• Full-time	207	113	80	71%
• Part-time	11	0	0	0%
<b>5 - Art, Culture, Recreation and Sport</b>				
5210 Technical occupations in libraries and public archives	5	1	1	100%
• Full-time	4	1	1	100%
• Part-time	1	0	0	0%
<b>6 - Sales and Service</b>				
6202 Service supervisors	6	5	1	20%
<b>7 - Trades, Transport, and Equipment Operators</b>				
7201 Contractors and supervisors, technical industrial, electrical and construction trades and related workers	14	9	4	44%
7220 Technical electrical trades and electrical power line and telecommunications workers	24	19	4	21%

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
TEER 2 OCCUPATIONAL GROUPS BY NOC CODE	Positions	Filled	Inuit Employed	% Inuit
7230 Plumbers, pipefitters and gas fitters	4	2	1	50%
7231 Carpenters and cabinetmakers	6	5	2	40%
724 Technical maintenance trades	12	11	6	55%
<b>9 - Manufacturing and Utilities</b>				
9201 Supervisors, processing and manufacturing occupations	5	4	2	50%
9210 Utilities equipment operators and controllers	61	57	51	89%
• Full-time	47	44	38	86%
• Part-time	14	13	13	100%
<b>TOTAL</b>	<b>909</b>	<b>590</b>	<b>329</b>	<b>56%</b>

### Inuit Representation in TEER 3 and TEER 2 Occupational Groups

As of March 2024, Inuit representation averaged 74% in GN positions in TEER 3 occupational groups and 56% in positions in TEER 2 occupational groups. TEER 3 and TEER 2 occupational groups typically involve some college-level education or training.

In TEER 3, Inuit representation was 80% or higher in:

- 13 - Administrative occupations and transportation logistics occupations (82%)
- 3310 - Assisting occupations in support of health services (80%)
- 431 - Assisting occupations in education (94%)
- 6310 - Insurance, real estate and financial sales occupations (100%)
- 732 - Building maintenance installers, servicers and repairers (100%)
- 9310 - Central control and process operators in processing and manufacturing (100%)

Inuit were significantly under-represented in:

- 432 - Assisting occupations in legal and public protection (38%)
- 5310 - Occupations related to museums and art galleries (0%)
- 6320 - Cooks, butchers and bakers (22%)

In TEER 2, Inuit representation was above 70% in:

- 221 - Technical occupations related to natural sciences (77%)
- 422 - Paraprofessional occupations in legal, social, community and education services (71%)
- 5210 - Technical occupations in libraries and public archives (100%)
- 9210 - Utilities equipment operators and controllers (89%)

Inuit representation was comparable to or above the GN average (52%) in:

- 12 - Administrative and financial supervisors and specialized administrative occupations (68%)
- 7230 - Plumbers, pipefitters and gas fitters (50%)
- 724 - Technical maintenance trades (55%)
- 9201 - Supervisors, processing and manufacturing occupations (50%)

Inuit were significantly under-represented in:

- 222 - Technical occupations related to applied sciences (29%)

- 223 - Technical occupations related to engineering (13%)
- 3210 - Technical occupations in therapy and assessment (9%)
- 3211 - Technical occupations in dental health care (0%)
- 3212 - Medical technologists and technicians (0%)
- 6202 - Service supervisors (20%)
- 7201 - Contractors and supervisors, technical industrial, electrical and construction trades and related workers (44%)
- 7220 - Technical electrical trades, electrical power line and telecommunications workers (21%)
- 7231 - Carpenters and cabinetmakers (40%)

## **Inuit Representation in Part-Time Positions in TEER 3 and TEER 2**

As of March 2024:

There were 761 full-time and 27 part-time positions in TEER 3 occupational groups, including:

- 3 part-time positions in Iqaluit, with no (0%) Inuit representation in 2 filled positions
- 24 part-time positions outside Iqaluit, with 100% Inuit representation in 9 filled positions

By occupational group in TEER 3:

- 13 - Administrative occupations and transportation logistics occupations had 3 part-time positions, with 50% Inuit representation in 2 filled positions
- 431 - Assisting occupations in education had 24 part-time positions, with 89% Inuit representation in 9 filled positions

There were 882 full-time and 27 part-time positions in TEER 2 occupational groups, including:

- 2 part-time positions in Iqaluit, with no (0) filled positions
- 25 part-time positions outside Iqaluit, with 100% Inuit representation in 13 filled positions

By occupational group in TEER 2:

- 12 - Administrative and financial supervisors and specialized administrative occupations had 1 part-time position, which was not filled
- 422 - Paraprofessional occupations in legal, social, community and education services had 11 part-time positions, with no (0) filled positions
- 5210 - Technical occupations in libraries and public archives had 1 part-time position, which was not filled
- 9210 - Utilities equipment operators and controllers had 14 part-time positions, with 100% Inuit representation in 13 filled positions

## **Geographic Distribution of Positions in TEER 3 and TEER 2**

As of March 2024, 3 GN positions in TEER 3 and 2 positions in TEER 2 were located outside Nunavut.

In TEER 3, 59% of positions were located outside Iqaluit. Every community outside Iqaluit had positions in 3 occupational groups: 13 - Administrative occupations and transportation logistics occupations; 3310 - Assisting occupations in support of health services; and 431 - Assisting occupations in education.

Inuit representation was generally higher outside Iqaluit than in Iqaluit in TEER 3 occupational groups.

Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 3 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>1 - Business, Finance, and Administration</b>				
13 Administrative occupations and transportation logistics occupations	153	175	66%	94%
• Full-time	152	173	67%	94%
• Part-time	1	2	0%	100%
<b>3 - Health</b>				
3310 Assisting occupations in support of health services	8	41	33%	95%
<b>4 - Education, Law and Social, Community and Government Services</b>				
431 Assisting occupations in education	32	193	62%	98%
• Full-time	30	171	75%	98%
• Part-time	2	22	0%	100%
432 Assisting occupations in legal and public protection	116	36	26%	68%
<b>5 - Art, Culture, Recreation and Sport</b>				
5310 Occupations related to museums and art galleries	0	1	n/a	0%
<b>6 - Sales and Service</b>				
6310 Insurance, real estate and financial sales	0	4	n/a	100%
6320 Cooks, butchers and bakers	12	10	0%	67%
<b>7 - Trades, Transport, and Equipment Operators</b>				
732 Building maintenance installers, servicers and repairers	1	0	100%	n/a
<b>9 - Manufacturing and Utilities</b>				
9310 Central control and process operators in processing and manufacturing	0	6	n/a	100%
<b>TOTAL</b>	<b>322</b>	<b>466</b>	<b>45%</b>	<b>92%</b>

In TEER 2, 56% of positions were located outside Iqaluit. Every community outside Iqaluit had positions in 3 occupational groups: 221 - Technical occupations related to natural sciences; 422 - Paraprofessional occupations in legal, social, community and education services; and 9210 - Utilities equipment operators and controllers.

Inuit representation was generally higher outside Iqaluit than in Iqaluit in TEER 3 occupational groups.

Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 2 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>1 - Business, Finance, and Administration</b>				
12 Administrative and financial supervisors and specialized administrative occupations	177	113	55%	86%
• Full-time	176	113	55%	86%
• Part-time	1	0	0%	n/a
<b>2 - Natural and Applied Sciences</b>				
221 Technical occupations related to natural sciences	2	40	100%	75%
222 Technical occupations related to applied sciences	60	39	23%	42%
223 Technical occupations related to engineering	14	9	0%	50%
<b>3 - Health</b>				
3210 Technical occupations in therapy and assessment	12	44	10%	8%
3211 Technical occupations in dental health care	1	4	0%	0%



Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 2 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
3212 Medical technologists and technicians	25	13	0%	0%
<b>4 - Education, Law and Social, Community and Government Services</b>				
421 Occupations in front-line public protection services	1	0	0%	n/a
422 Paraprofessional occupations in legal, social, community and education services	58	160	26%	93%
• Full-time	58	149	26%	93%
• Part-time	0	11	n/a	0%
<b>5 - Art, Culture, Recreation and Sport</b>				
5210 Technical occupations in libraries and public archives	3	2	0%	100%
• Full-time	2	2	0%	100%
• Part-time	1	0	0%	n/a
<b>6 - Sales and Service</b>				
6202 Service supervisors	3	3	0%	50%
<b>7 - Trades, Transport, and Equipment Operators</b>				
7201 Contractors and supervisors, technical industrial, electrical and construction trades and related workers	4	10	33%	50%
7220 Technical electrical trades and electrical power line and telecommunications workers	14	10	25%	14%
7230 Plumbers, pipefitters and gas fitters	1	3	0%	100%
7231 Carpenters and cabinetmakers	5	1	25%	100%
724 Technical maintenance trades	8	4	50%	67%
<b>9 - Manufacturing and Utilities</b>				
9201 Supervisors, processing and manufacturing occupations	2	3	0%	67%
9210 Utilities equipment operators and controllers	9	52	56%	96%
• Full-time	9	38	56%	94%
• Part-time	0	14	n/a	100%
<b>TOTAL</b>	<b>399</b>	<b>510</b>	<b>36%</b>	<b>73%</b>

## Retirement Potential in TEER 3 and TEER 2

*Qulliq Energy Corporation is not included in the analysis of retirement potential.*

As of March 2024, in TEER 3 occupational groups:

A total of 57 indeterminate employees had the potential to retire by March 2029, which was 12% of the indeterminate workforce in TEER 3 occupational groups. Included were:

- 18 employees (10% of the workforce) in Iqaluit
- 39 employees (13% of the workforce) outside Iqaluit

A total of 45 indeterminate Inuit employees had the potential to retire by March 2029, which was 12% of the indeterminate Inuit workforce in TEER 3 occupational groups. Included were:

- 20 Inuit employees (23% of the Inuit workforce) in Iqaluit
- 25 Inuit employees (9% of the Inuit workforce) outside Iqaluit

In TEER 3 occupational groups with more than 10 positions, the greatest potential for retirement was in:

- 13 - Administrative occupations and transportation logistics occupations (15% of the indeterminate workforce)
- 6320 - Cooks, butchers and bakers (17% of the indeterminate workforce)

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)				
<i>n/a = not applicable (no positions or no employees)</i>				
TEER 3 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029			
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>1 - Business, Finance, and Administration</b>				
13 Administrative occupations and transportation logistics occupations	14%	16%	32%	7%
<b>3 - Health</b>				
3310 Assisting occupations in support of health services	0%	11%	0%	6%
<b>4 - Education, Law and Social, Community and Government Services</b>				
431 Assisting occupations in education	8%	11%	13%	10%
432 Assisting occupations in legal and public protection	7%	6%	5%	10%
<b>5 - Art, Culture, Recreation and Sport</b>				
5310 Occupations related to museums and art galleries	0%	0%	0%	0%
<b>6 - Sales and Service</b>				
6310 Insurance, real estate and financial sales	0%	50%	0%	50%
6320 Cooks, butchers and bakers	8%	33%	0%	25%
<b>7 - Trades, Transport, and Equipment Operators</b>				
732 Building maintenance installers, servicers and repairers	0%	0%	0%	0%
<b>9 - Manufacturing and Utilities</b>				
9310 Central control and process operators in processing and manufacturing	0%	0%	0%	0%
<b>TOTAL % INDETERMINATE WORKFORCE WITH POTENTIAL TO RETIRE BY 2029</b>	<b>10%</b>	<b>13%</b>	<b>23%</b>	<b>9%</b>
	<b>12%</b>		<b>12%</b>	

As of March 2024, in TEER 2 occupational groups:

A total of 59 indeterminate employees had the potential to retire by March 2029, which was 12% of the indeterminate workforce in TEER 2 occupational groups. Included were:

- 28 employees (12% of the workforce) in Iqaluit
- 31 employees (13% of the workforce) outside Iqaluit

A total of 23 indeterminate Inuit employees had the potential to retire by March 2029, which was 9% of the indeterminate Inuit workforce in TEER 2 occupational groups. Included were:

- 8 Inuit employees (9% of the Inuit workforce) in Iqaluit
- 15 Inuit employees (9% of the Inuit workforce) outside Iqaluit

In TEER 2 occupational groups with more than 10 positions, the greatest potential for retirement was in:

- 222 - Technical occupations related to applied sciences (16% of the indeterminate workforce)

- 223 - Technical occupations related to engineering (22% of the indeterminate workforce)
- 7201 Contractors and supervisors, technical industrial, electrical and construction trades and related workers (20%)

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)					<i>n/a = not applicable (no positions or no employees)</i>
TEER 2 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029				
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES		
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit	
<b>1 - Business, Finance, and Administration</b>					
12 Administrative and financial supervisors and specialized administrative occupations	8%	12%	6%	4%	
<b>2 - Natural and Applied Sciences</b>					
221 Technical occupations related to natural sciences	0%	11%	0%	10%	
222 Technical occupations related to applied sciences	18%	13%	22%	0%	
223 Technical occupations related to engineering	20%	25%	n/a	0%	
<b>3 - Health</b>					
3210 Technical occupations in therapy and assessment	10%	8%	0%	0%	
3211 Technical occupations in dental health care	n/a	100%	n/a	n/a	
3212 Medical technologists and technicians	13%	10%	n/a	n/a	
<b>4 - Education, Law and Social, Community and Government Services</b>					
421 Occupations in front-line public protection services	n/a	n/a	n/a	n/a	
422 Paraprofessional occupations in legal, social, community and education services	14%	14%	11%	13%	
<b>5 - Art, Culture, Recreation and Sport</b>					
5210 Technical occupations in libraries and public archives	n/a	0%	n/a	0%	
<b>6 - Sales and Service</b>					
6202 Service supervisors	33%	0%	n/a	n/a	
<b>7 - Trades, Transport, and Equipment Operators</b>					
7201 Contractors and supervisors, technical industrial, electrical and construction trades and related workers	0%	25%	n/a	0%	
7220 Technical electrical trades and electrical power line and telecommunications workers	0%	n/a	n/a	n/a	
7230 Plumbers, pipefitters and gas fitters	0%	0%	n/a	0%	
7231 Carpenters and cabinetmakers	67%	100%	100%	100%	
724 Technical maintenance trades	0%	n/a	n/a	n/a	
<b>9 - Manufacturing and Utilities</b>					
9201 Supervisors, processing and manufacturing occupations	n/a	0%	n/a	0%	
9210 Utilities equipment operators and controllers	0%	0%	n/a	0%	
<b>TOTAL % INDETERMINATE WORKFORCE WITH POTENTIAL TO RETIRE BY 2029</b>	<b>12%</b>	<b>13%</b>	<b>9%</b>	<b>9%</b>	
	<b>12%</b>		<b>9%</b>		

## GN Occupations Involving Education at the University Level

### TEER 1 Occupational Groups in the GN

TEER 1 occupational groups typically involve a university degree and/or extensive career experience.

Approximately 41% of all GN positions are coded in TEER 1 (Skill Type A in the 2016 NOC). As of March 2024:

- 2,324 positions were coded in TEER 1
- 1,482 positions were filled (64% capacity)
- 563 Inuit were employed (38% Inuit representation)

TEER 1 includes regulated professions, which are controlled by law and governed by a regulatory body that certifies, licenses or registers qualified individuals to work in the occupation based on:

- Graduation from a specific post-secondary program; and
- Completion of additional eligibility requirements (e.g., supervised work experience) set by the regulatory body for registration, licensing or certification in a particular regulated occupation.

In the GN, regulated professional occupations in TEER 1 include: accountants, engineers, geologists, lawyers, nurses and nurse practitioners, nurse managers, physiotherapists, registered dietitians, registered midwives, and teachers. As of March 2024:

- These regulated professional occupations comprised approximately 48% of positions in TEER 1 and 20% of all GN positions (excluding OLA).
- Inuit representation was 26% in regulated professional occupations in TEER 1.

Non-regulated GN jobs in TEER 1 include some middle management, communications officers, employee relations consultants, financial advisors and analysts, Inuit employment analysts, job evaluation consultants, staffing consultants, training specialists, community planners, environmental protection officers, epidemiologists, facilities planners, IT specialists, land administrators, wildlife biologists, adult educators, NAC instructors, Ilinniarvimmi Inuusiliriji, language specialists, apprenticeship officers, career development officers, community corrections officers, community social service workers, policy analysts, program advisors, program specialists, editors, interpreter/translators, and librarians.

- Inuit representation was 54% in the non-regulated occupations in TEER 1.

Duties in some TEER 1 jobs are performed on site in a specific location, such as a community, healthcare centre, library, or school. Others may serve clients locally and/or at a distance. Some involve regular duty travel.

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
TEER 1 OCCUPATIONAL GROUPS BY NOC CODE	Positions	Filled	Inuit Employed	% Inuit
<b>1 - Business, Finance, and Administration</b>				
1110 Auditors, accountants and investment professionals	76	46	11	24%
1120 Human resources and business service professionals	84	43	16	37%
<b>2 - Natural and Applied Sciences</b>				
2110 Physical science professionals	2	0	0	0%
2111 Life science professionals	8	5	0	0%
2112 Public and environmental health and safety professionals	17	10	3	30%
2120 Architects, urban planners and land surveyors	48	22	9	41%
• Full-time	47	22	9	41%
• Part-time	1	0	0	0%

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
TEER 1 OCCUPATIONAL GROUPS BY NOC CODE	Positions	Filled	Inuit Employed	% Inuit
2121 Mathematicians, statisticians, actuaries and data scientists	11	6	1	17%
2122 Computer and information systems professionals	54	31	2	6%
2123 Computer, software and Web developers	3	3	2	67%
213 Professional occupations in engineering	17	8	0	0%
<b>3 - Health</b>				
311 Health treating and consultation services professionals	14	9	0	0%
312 Therapy and assessment professionals	8	7	2	29%
313 Nursing and allied health professionals	300	132	14	11%
• Full-time	299	132	14	11%
• Part-time	1	0	0	0%
<b>4 - Education, Law and Social, Community and Government Services</b>				
411 Professional occupations in law	28	14	0	0%
4121 College and other vocational instructors	149	57	30	53%
• Full-time	148	57	30	53%
• Part-time	1	0	0	0%
4122 Secondary, elementary and kindergarten school teachers	816	741	278	38%
• Full-time	800	727	272	37%
• Part-time	16	14	6	43%
4130 Social and community service professionals	64	44	15	34%
4131 Police investigators and probation officers	25	14	7	50%
4132 Educational and employment counsellors	83	46	42	91%
• Full-time	79	45	41	91%
• Part-time	4	1	1	100%
4140 Policy and program researchers, consultants and officers	466	214	107	50%
• Full-time	465	214	107	50%
• Part-time	1	0	0	0%
<b>5 - Art, Culture, Recreation and Sport</b>				
5110 Librarians, archivists, conservators and curators	7	4	2	50%
5111 Writing, translating and related communications professionals	44	26	22	85%
<b>TOTAL</b>	<b>2,324</b>	<b>1,482</b>	<b>563</b>	<b>38%</b>

## Inuit Representation in TEER 1 Occupational Groups

As of March 2024, Inuit representation averaged 38% in GN positions in TEER 1 occupational groups. TEER 1 occupational groups typically involve a university degree.

In TEER 1, Inuit representation was above 80% in:

- 4132 - Educational and employment counsellors (91%)
- 5111 - Writing, translating and related communications professionals (85%)

Inuit representation was comparable to or above the GN average (52%) in:

- 2123 - Computer, software and Web designers and developers (67%)
- 4121 - College and other vocational instructors (53%)
- 4131 - Police investigators and probation officers (50%)

- 4140 - Policy and program researchers, consultants and officers (50%)
- 5110 - Librarians, archivists, conservators and curators (50%)

Inuit were significantly under-represented in:

- 1110 - Auditors, accountants and investment professionals (24%)
- 1120 - Human resources and business service professionals (37%)
- 2111 - Life science professionals (0%)
- 2112 - Public and environmental health and safety professionals (30%)
- 2120 - Architects, urban planners and land surveyors (41%)
- 2121 - Mathematicians, statisticians, actuaries and data scientists (17%)
- 2122 - Computer and information systems professionals (6%)
- 213 - Professional occupations in engineering (0%)
- 311 - Health treating and consultation services professionals (0%)
- 312 - Therapy and assessment professionals (29%)
- 313 - Nursing and allied health professionals (11%)
- 411 - Professional occupations in law (0%)
- 4122 - Secondary, elementary and kindergarten school teachers (38%)
- 4130 - Social and community service professionals (34%)

## **Inuit Representation in Part-Time Positions in TEER 1**

As of March 2024:

There were 2,300 full-time and 24 part-time positions in TEER 1 occupational groups, including:

- 10 part-time positions in Iqaluit, with no (0%) Inuit representation in 6 filled positions
- 14 part-time positions outside Iqaluit, with 78% Inuit representation in 9 filled positions

By occupational group in TEER 1:

- 2120 - Architects, urban planners and land surveyors had 1 part-time position, which was not filled
- 313 - Nursing and allied health professionals had 1 part-time position, which was not filled
- 4121 - College and other vocational instructors had 1 part-time position, which was not filled
- 4122 - Secondary, elementary and kindergarten school teachers had 16 part-time positions, with 43% Inuit representation in 14 filled positions
- 4132 - Educational and employment counsellors had 4 part-time positions, with 100% Inuit representation in 1 filled position
- 4140 - Policy and program researchers, consultants and officers had 1 part-time position, which was not filled

## **Geographic Distribution of Positions in TEER 1**

As of March 2024, 12 GN positions in TEER 1 were located outside Nunavut.

61% of positions in TEER 1 were located outside Iqaluit. Every community outside Iqaluit had positions in 5 occupational groups: 313 - Nursing and allied health professionals; 4121 - College and other vocational instructors; 4122 - Secondary, elementary and kindergarten school teachers; 4130 - Social and community service professionals, and 4132 - Educational and employment counsellors.

Inuit representation was generally higher outside Iqaluit than in Iqaluit in TEER 1 occupational groups.

Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 1 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>1 - Business, Finance, and Administration</b>				
1110 Auditors, accountants and investment professionals	64	12	14%	60%
1120 Human resources and business service professionals	76	8	37%	40%
<b>2 - Natural and Applied Sciences</b>				
2110 Physical science professionals	0	2	n/a	0%
2111 Life science professionals	0	8	n/a	0%
2112 Public and environmental health and safety professionals	10	7	29%	33%
2120 Architects, urban planners and land surveyors	25	23	9%	73%
• Full-time	25	22	9%	73%
• Part-time	0	1	n/a	0%
2121 Mathematicians, statisticians, actuaries and data scientists	10	1	0%	100%
2122 Computer and information systems professionals	45	9	8%	0%
2123 Computer, software and Web developers	2	1	100%	0%
213 Professional occupations in engineering	17	0	0%	n/a
<b>3 - Health</b>				
311 Health treating and consultation services professionals	9	5	0%	0%
312 Therapy and assessment professionals	6	2	0%	100%
313 Nursing and allied health professionals	95	205	13%	9%
• Full-time	95	204	13%	9%
• Part-time	0	1	n/a	0%
<b>4 - Education, Law and Social, Community and Government Services</b>				
411 Professional occupations in law	28	0	0%	n/a
4121 College and other vocational instructors	50	99	40%	63%
• Full-time	49	99	40%	63%
• Part-time	1	0	0%	n/a
4122 Secondary, elementary and kindergarten school teachers	130	686	20%	41%
• Full-time	123	677	20%	41%
• Part-time	7	9	0%	75%
4130 Social and community service professionals	15	49	17%	41%
4131 Police investigators and probation officers	7	18	0%	70%
4132 Educational and employment counsellors	21	62	70%	97%
• Full-time	20	59	70%	97%
• Part-time	1	3	0%	100%
4140 Policy and program researchers, consultants and officers	273	193	33%	70%
• Full-time	272	193	33%	70%
• Part-time	1	0	0%	n/a
<b>5 - Art, Culture, Recreation and Sport</b>				
5110 Librarians, archivists, conservators and curators	2	5	100%	33%
5111 Writing, translating and related communications professionals	26	18	73%	100%
<b>TOTAL</b>	<b>911</b>	<b>1,413</b>	<b>24%</b>	<b>46%</b>



## Retirement Potential in TEER 1

*Qulliq Energy Corporation is not included in the analysis of retirement potential.*

As of March 2024, in TEER 1 occupational groups:

A total of 216 indeterminate employees had the potential to retire by March 2029, which was 18% of the indeterminate workforce in TEER 1 occupational groups. Included were:

- 64 employees (14% of the workforce) in Iqaluit
- 152 employees (20% of the workforce) outside Iqaluit

A total of 116 indeterminate Inuit employees had the potential to retire by March 2029, which was 24% of the indeterminate Inuit workforce in TEER 1 occupational groups. Included were:

- 29 Inuit employees (24% of the Inuit workforce) in Iqaluit
- 87 Inuit employees (25% of the Inuit workforce) outside Iqaluit

In TEER 1 occupational groups with more than 10 positions, the greatest potential for retirement among indeterminate employees was in:

- 1110 - Auditors, accountants and investment professionals (21% of the workforce)
- 2120 - Architects, urban planners and land surveyors (16% of the workforce)
- 213 - Professional occupations in engineering (60% of the workforce)
- 411 - Professional occupations in law (15% of the workforce)
- 4121 - College and other vocational instructors (29% of the workforce)
- 4122 - Secondary, elementary and kindergarten school teachers (17% of the workforce)
- 4130 - Social and community service professionals (24% of the workforce)
- 4132 - Educational and employment counsellors (29% of the workforce)
- 4140 - Policy and program researchers, consultants and officers (17% of the workforce)
- 5111 - Writing, translating and related communications professionals (42% of the workforce)

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)					<i>n/a = not applicable (no positions or no employees)</i>
TEER 1 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029				
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES		
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit	
<b>1 - Business, Finance, and Administration</b>					
1110 Auditors, accountants and investment professionals	19%	29%	0%	17%	
1120 Human resources and business service professionals	6%	0%	7%	0%	
<b>2 - Natural and Applied Sciences</b>					
2110 Physical science professionals	n/a	n/a	n/a	n/a	
2111 Life science professionals	n/a	25%	n/a	n/a	
2112 Public and environmental health and safety professionals	0%	33%	0%	0%	
2120 Architects, urban planners and land surveyors	0%	30%	0%	43%	
2121 Mathematicians, statisticians, actuaries and data scientists	0%	0%	n/a	0%	
2122 Computer and information systems professionals	13%	17%	0%	n/a	
2123 Computer, software and Web developers	50%	n/a	50%	n/a	
213 Professional occupations in engineering	60%	n/a	n/a	n/a	



Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)					<i>n/a = not applicable (no positions or no employees)</i>
TEER 1 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029				
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES		
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit	
<b>3 - Health</b>					
311 Health treating and consultation services professionals	0%	0%	n/a	n/a	
312 Therapy and assessment professionals	0%	0%	n/a	0%	
313 Nursing and allied health professionals	6%	19%	0%	17%	
<b>4 - Education, Law and Social, Community and Government Services</b>					
411 Professional occupations in law	15%	n/a	n/a	n/a	
4121 College and other vocational instructors	28%	29%	50%	28%	
4122 Secondary, elementary and kindergarten school teachers	19%	17%	41%	22%	
4130 Social and community service professionals	0%	31%	0%	54%	
4131 Police investigators and probation officers	0%	20%	n/a	29%	
4132 Educational and employment counsellors	33%	28%	50%	26%	
4140 Policy and program researchers, consultants and officers	11%	24%	18%	21%	
<b>5 - Art, Culture, Recreation and Sport</b>					
5110 Librarians, archivists, conservators and curators	0%	33%	0%	0%	
5111 Writing, translating and related communications professionals	29%	60%	40%	60%	
<b>TOTAL % INDETERMINATE WORKFORCE WITH POTENTIAL TO RETIRE BY 2029</b>	<b>14%</b>	<b>20%</b>	<b>24%</b>	<b>25%</b>	
	<b>18%</b>		<b>24%</b>		

## GN Management Occupations

### TEER 0 Occupational Groups in the GN

In the NOC system, TEER 0 is used for occupations with management responsibilities. These occupations typically involve a university degree or college diploma and/or extensive career experience.

Approximately 13% of all GN positions are coded in TEER 0 (Skill Type A in the 2016 NOC).

As of March 2024:

- 703 positions were coded in TEER 0
- 505 positions were filled (72% capacity)
- 137 Inuit were employed (27% Inuit representation)

GN jobs in TEER 0 include deputy ministers, assistant deputy ministers, most directors, some middle management, principals, vice principals, school superintendents, presidents, and vice presidents.

TEER 0 includes regulated occupations, which are controlled by law and governed by a regulatory body that certifies, licenses or registers qualified individuals to work in the occupation based on:

- Graduation from a specific post-secondary program; and

- Completion of additional eligibility requirements (e.g., supervised work experience) set by the regulatory body for registration, licensing or certification in a particular regulated occupation.

In the GN, regulated occupations in TEER 0 include: accountants, engineers, lawyers, nurses, physicians, skilled trades, and teachers with management responsibilities. As of March 2024:

- Regulated professional occupations comprised approximately 18% of positions in TEER 0 and 2% of all GN positions (excluding OLA).
- Skilled trades comprised approximately 0.6% of positions in TEER 0.

Inuit representation was:

- 8% in regulated occupations in TEER 0
- 33% in non-regulated occupations in TEER 0

Duties in some TEER 0 jobs are performed on site in a specific location, such as a healthcare centre or school. In other jobs, management duties may be performed locally and/or at a distance. Some management jobs involve regular duty travel.

<b>Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)</b>				
<b>TEER 0 OCCUPATIONAL GROUPS BY NOC CODE</b>	<b>Total Positions</b>	<b>Filled Positions</b>	<b>Inuit Employed</b>	<b>% Inuit</b>
<b>0 - Legislative and Senior Management</b>				
0001 Legislators and senior management	119	95	27	28%
<b>1 - Business, Finance, and Administration</b>				
1001 Administrative services managers	146	110	38	35%
1002 Managers in financial and business services	15	7	0	0%
<b>2 - Natural and Applied Sciences</b>				
2001 Managers in engineering, architecture, science and information systems	38	24	2	8%
<b>3 - Health</b>				
3001 Managers in health care	14	8	2	25%
<b>4 - Education, Law and Social, Community and Government Services</b>				
4001 Managers in public administration	129	88	27	31%
4002 Managers in education	118	100	15	15%
4003 Managers in social, community and correctional services	30	16	9	56%
4004 Managers in public protection services	4	2	0	0%
<b>5 - Art, Culture, Recreation and Sport</b>				
5001 Managers in art, culture, recreation and sport	3	3	0	0%
<b>6 - Sales and Service</b>				
6002 Retail and wholesale trade managers	2	2	2	100%
6003 Managers in food service and accommodation	3	2	1	50%
<b>7 - Trades, Transport, and Equipment Operators</b>				
7001 Managers in construction and facility operation and maintenance	71	41	11	27%
7002 Managers in transportation	6	4	3	75%
<b>9 - Manufacturing and Utilities</b>				
9001 Managers in manufacturing and utilities	5	3	0	0%
<b>TOTAL</b>	<b>703</b>	<b>505</b>	<b>137</b>	<b>27%</b>

## Inuit Representation in TEER 0 Occupational Groups

As of March 2024, Inuit representation averaged 27% in GN positions in TEER 0 occupational groups. TEER 0 occupational groups have management responsibilities and typically involve a university degree or college diploma and/or extensive career experience.

In TEER 0, Inuit representation was 75% or higher in:

- 6002 - Retail and wholesale trade managers (100%)
- 7002 - Managers in transportation (75%)

Inuit representation was comparable to or above the GN average (52%) in:

- 4003 - Managers in social, community and correctional services (56%)
- 6003 - Managers in food service and accommodation (50%)

Inuit were significantly under-represented in all other occupational groups:

- 0001 - Legislators and senior management (28%)
- 1001 - Administrative services managers (35%)
- 1002 - Managers in financial and business services (0%)
- 2001 - Managers in engineering, architecture, science and information systems (8%)
- 3001 - Managers in health care (25%)
- 4001 - Managers in public administration (31%)
- 4002 - Managers in education (15%)
- 4004 - Managers in public protection services (0%)
- 7001 - Managers in art, culture, recreation and sport (0%)
- 7002 - Managers in construction and facility operation and maintenance (27%)
- 9001 - Managers in manufacturing and utilities (0%)

## Inuit Representation in Part-Time Positions in TEER 0

As of March 2024, there were no part-time positions in TEER 0 occupational groups.

## Geographic Distribution of Positions in TEER 0

As of March 2024, 1 GN position in TEER 0 was located outside Nunavut.

45% of positions in TEER 0 were located outside Iqaluit. Every community outside Iqaluit had positions in 4002 - Managers in education.

Inuit representation was generally higher outside Iqaluit than in Iqaluit in TEER 0 occupational groups.

Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 0 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>0 - Legislative and Senior Management</b>				
0001 Legislators and senior management	92	27	27%	35%
<b>1 - Business, Finance, and Administration</b>				
1001 Administrative services managers	84	62	16%	63%
1002 Managers in financial and business services	15	0	0%	n/a

Positions and Workforce in and Outside Iqaluit as of March 31, 2024 (Headcount)				
TEER 0 OCCUPATIONAL GROUPS BY NOC CODE	POSITIONS		% INUIT	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
<b>2 - Natural and Applied Sciences</b>				
2001 Managers in engineering, architecture, science and information systems	23	15	6%	13%
<b>3 - Health</b>				
3001 Managers in health care	5	9	33%	20%
<b>4 - Education, Law and Social, Community and Government Services</b>				
4001 Managers in public administration	87	42	24%	48%
4002 Managers in education	24	94	17%	15%
4003 Managers in social, community and correctional services	18	12	63%	50%
4004 Managers in public protection services	4	0	0%	n/a
<b>5 - Art, Culture, Recreation and Sport</b>				
5001 Managers in art, culture, recreation and sport	0	3	n/a	0%
<b>6 - Sales and Service</b>				
6002 Retail and wholesale trade managers	1	1	100%	100%
6003 Managers in food service and accommodation	1	2	0%	100%
<b>7 - Trades, Transport, and Equipment Operators</b>				
7001 Managers in construction and facility operation and maintenance	28	43	20%	33%
7002 Managers in transportation	1	5	0%	75%
<b>9 - Manufacturing and Utilities</b>				
9001 Managers in manufacturing and utilities	4	1	0%	0%
<b>TOTAL</b>	<b>387</b>	<b>316</b>	<b>21%</b>	<b>34%</b>

## Retirement Potential in TEER 0

*Qulliq Energy Corporation is not included in the analysis of retirement potential.*

As of March 2024, in TEER 0 occupational groups:

A total of 88 indeterminate employees had the potential to retire by March 2029, which was 21% of the indeterminate workforce in TEER 0 occupational groups. Included were:

- 39 employees (16% of the workforce) in Iqaluit
- 49 employees (28% of the workforce) outside Iqaluit

A total of 24 indeterminate Inuit employees had the potential to retire by March 2029, which was 19% of the indeterminate Inuit workforce in TEER 0 occupational groups. Included were:

- 7 Inuit employees (13% of the Inuit workforce) in Iqaluit
- 17 Inuit employees (24% of the Inuit workforce) outside Iqaluit

In TEER 0 occupational groups with more than 10 positions, the greatest potential for retirement was in:

- 0001 - Legislators and senior management (15% of the workforce)
- 1001 - Administrative services managers (29% of the workforce)
- 1002 - Managers in financial and business services (20% of the workforce)

- 2001 - Managers in engineering, architecture, science and information systems (16% of the workforce)
- 4001 - Managers in public administration (20% of the workforce)
- 4002 - Managers in education (22% of the workforce)
- 7001 - Managers in construction and facility operation and maintenance (24% of the workforce)

Retirement Potential of Indeterminate Employees In and Outside Iqaluit as of March 31, 2024 (Headcount)			n/a = not applicable (no positions or no employees)	
TEER 0 OCCUPATIONAL GROUPS BY NOC CODE	POTENTIAL TO RETIRE BY MARCH 2029			
	% TOTAL EMPLOYEES		% OF INUIT EMPLOYEES	
	Iqaluit	Outside Iqaluit	Iqaluit	Outside Iqaluit
0 - Legislative and Senior Management				
0001 Legislators and senior management	12%	29%	5%	50%
1 - Business, Finance, and Administration				
1001 Administrative services managers	24%	38%	18%	19%
1002 Managers in financial and business services	20%	n/a	n/a	n/a
2 - Natural and Applied Sciences				
2001 Managers in engineering, architecture, science and information systems	0%	43%	0%	0%
3 - Health				
3001 Managers in health care	0%	0%	0%	0%
4 - Education, Law and Social, Community and Government Services				
4001 Managers in public administration	12%	38%	0%	36%
4002 Managers in education	23%	22%	67%	27%
4003 Managers in social, community and correctional services	13%	13%	20%	0%
4004 Managers in public protection services	0%	n/a	n/a	n/a
5 - Art, Culture, Recreation and Sport				
5001 Managers in art, culture, recreation and sport	n/a	50%	n/a	n/a
6 - Sales and Service				
6002 Retail and wholesale trade managers	0%	0%	0%	0%
6003 Managers in food service and accommodation	0%	0%	%	0%
7 - Trades, Transport, and Equipment Operators				
7001 Managers in construction and facility operation and maintenance	25%	24%	50%	29%
7002 Managers in transportation	n/a	0%	n/a	0%
9 - Manufacturing and Utilities				
9001 Managers in manufacturing and utilities	n/a	n/a	n/a	n/a
TOTAL % INDETERMINATE WORKFORCE WITH POTENTIAL TO RETIRE BY 2029	16%	28%	13%	24%
	21%		19%	

# ANALYSIS OF NUNAVUT'S INUIT LABOUR MARKET

## Introduction

### Labour Market Supply and Demand

A labour market has two sides: the demand for labour and the supply of labour.

*Labour market demand* is the need that employers have for skilled workers to produce goods or deliver services. The previous sections of the GN-Wide IEP address the GN's need for knowledgeable, skilled and qualified workers, based on factors such as:

- The types of occupations in Nunavut's public service, including educational requirements;
- The numbers and geographic locations of GN jobs;
- The size and characteristics of the workforce in GN occupations;
- Turnover and potential for retirement within the GN's workforce; and
- Trends in job competitions and hiring.

As Nunavut's largest employer, the GN strongly influences the demand for particular types of occupations in the territory and in every community.

*Labour market supply* is the potential pool of qualified and available workers that an employer can access when there are jobs to be filled. This section of the GN-Wide IEP describes the potential supply of Inuit workers in Nunavut, based on factors such as:

- Population and population projections;
- Population age profiles;
- The characteristics of the working age population, including educational attainment;
- The numbers in the working population that are participating in the labour force;
- The industries and occupational categories in which Inuit are employed in the territory;
- Mobility or the availability of workers to move to where jobs are located; and
- Interest in and availability for full-time government employment.

As the territorial government, the GN has a lead role in developing all sectors of Nunavut's labour market to increase the supply of skilled workers and realize the territory's economic potential.

A *labour market analysis* aims to identify strengths and gaps in the ability of the labour market supply to meet the needs (labour market demand) of employers. As per the Nunavut Inuit Labour Force Analysis (NILFA), the analysis in this section is organized by three key factors in Nunavut's Inuit labour market:

- Availability for GN employment
- Preparedness for GN employment
- Interest in GN employment

The analysis is adapted from the Report on the 2024 Decentralization Review that was commissioned by the GN earlier in 2024-25. It makes use of the NILFA reports and more recent data from the 2021 Census and the 2022 Indigenous Peoples Survey - Nunavut Inuit Supplement.

## Availability for GN Employment

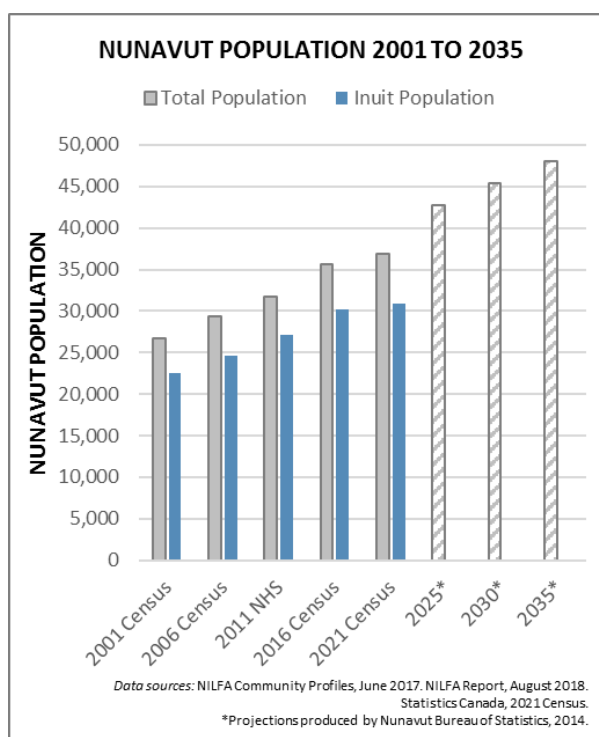
### A Growing Population

At the time of the 2021 Census, the population of Nunavut was over 36,800, an increase of 38% from 26,665 in 2001. Statistics Canada estimated the population to be 40,758 as of April 1, 2024. The territory is projected to grow to 48,000 Nunavummiut by 2035.

The number of Inuit in Nunavut grew from 22,560 in 2001 to 30,865 in 2021, an increase of 37%. During the same period, the non-Inuit population grew by 46%, from approximately 4,100 to 6,000.

An estimated 85% of the population in the territory was Inuit in 2021. This proportion has remained relatively stable since 2001.

In the 10 largest communities outside Iqaluit, the proportion of Inuit ranged from 80% to 95%.



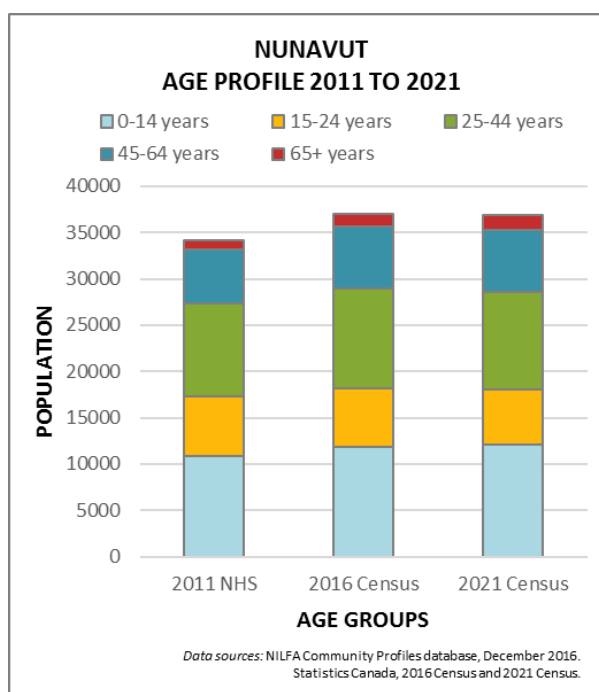
### A Young Population

In 2021, there were 12,080 children and youth under the age of 15 years in Nunavut. This was 33% of the population in 2021, comparable to 2016 and 2011.

Among those under age 15 were 11,100 Inuit. This was 36% of the Inuit population in 2021, comparable to 2016 and 2011.

In the 10 largest communities outside Iqaluit, the proportion of Inuit under age 15 ranged from 31% to 41%.

Nunavut's median age of 25.6 years is the youngest in Canada, due in part to higher birth rates and lower life expectancies. The median age of Inuit in Nunavut was 22.6 years in 2021. This means that half the Inuit were younger than this age and half were older. This was much lower than the median age for Indigenous peoples across Canada (30.8 years) in 2021.



## A Small Inuit Adult Working Age Population

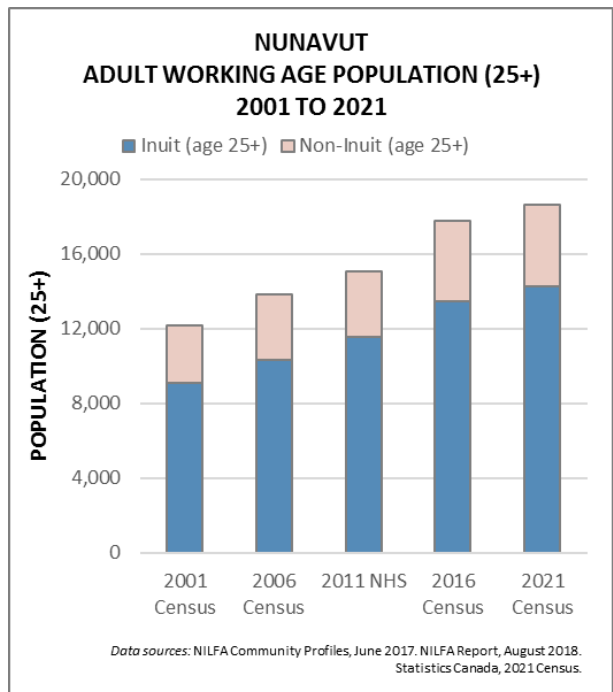
Statistics Canada defines the *working age population* as individuals age 15 years or over (15+).

The *adult working age population* age 25 years or over (25+) is more likely than those under age 25 to have completed their education and to be prepared and available for government employment.

Approximately 98% of the GN workforce was age 25 years or older in 2019 and 2023.

Nunavut had an adult working age population of 18,635 individuals in 2021. This included 14,260 Inuit who were age 25+ in 2021, up from 13,475 in 2016.

Inuit (25+) represented 46% of the total Inuit population in the territory in 2021, comparable to 45% in 2016.



## A Small Inuit Adult Labour Force

Statistics Canada defines *participants in the labour force* as working age and employed full- or part-time (including self-employed) or unemployed and actively looking for work.

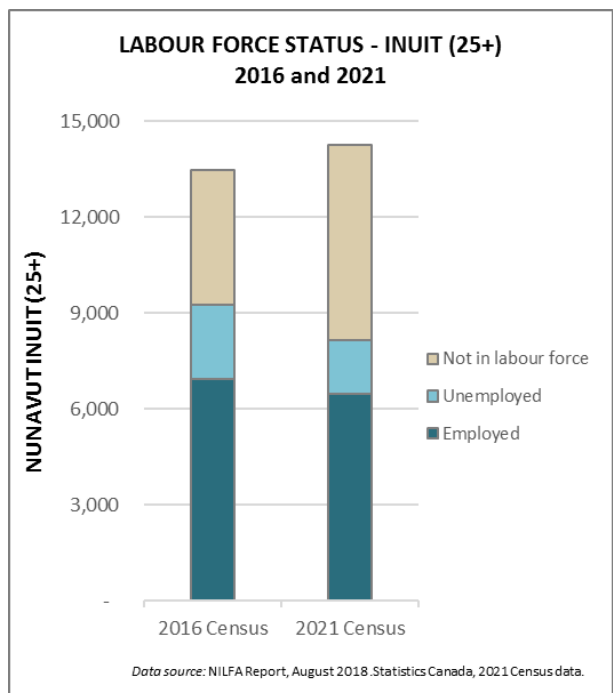
In February 2020, immediately before the start of the SARS-CoV-2 pandemic, labour force participation was 71% among adult working age Nunavummiut. The employment rate was 64%.

During the period of the Census (May 2021), labour force participation had dropped to 63% among all Nunavummiut (25+). The employment rate was 59%.

In Nunavut, 57% of Inuit (25+) were labour force participants in 2021, down from 69% in 2016. Among Inuit (25+) labour force participants:

- 45% were employed or self-employed in 2021, down from 51% in 2016
- 21% were unemployed in 2021, down from 25% in 2016

Based on these data, an estimated 60-70% of Inuit (age 25+) currently participate in the labour force.





## An Inuit Labour Force with Limited Mobility

*Geographic mobility* refers to a population's movement from one location to other locations over time. For the purposes of Inuit employment planning, mobility focuses on the proportion of Inuit (15+) who did not move away from their community; who moved outside their community within Nunavut; or who moved outside Nunavut within Canada.

The 2021 Census reported that mobility among Inuit (15+) in Nunavut continues to be low. Mobility within the one-year time period from 2020 to 2021 may have been limited by the global SARS-CoV-2 pandemic, however mobility trends reported in the 2021 Census were comparable to those reported in the 2016 Census.

### 2021 Census

*Within the past year (from 2020 to 2021):*

- 98% did not move from their community
- 1% moved within Nunavut
- 0% moved within Canada, outside Nunavut

*Within the past 5 years (from 2016 to 2021):*

- 94% did not move from their community
- 5% moved within Nunavut
- 1% moved within Canada, outside Nunavut

### 2016 Census

*Within the past year (from 2015 to 2016):*

- 97% did not move from their community
- 2% moved within Nunavut
- 1% moved within Canada, outside Nunavut

*Within the past 5 years (from 2011 to 2016):*

- 93% did not move from their community
- 5% moved within Nunavut
- 2% moved within Canada, outside Nunavut

Many adult Inuit who indicate an interest in government work said that they would plan to apply for a government job only if it was located in their home community.

The 2018 NILFA identifies geographic mobility as a key factor that constrains Inuit participation in education and the labour force. Although the GN offers employment opportunities in every community, many jobs are in occupational groups that typically involve post-secondary education at the college or university level, including the regulated teaching and healthcare professions.

## A Large Proportion of Inuit Employed by Government

The 2022 Indigenous Peoples Survey – Nunavut Inuit Supplement (IPS-NIS) reported that over half (53.8%) of Inuit who were employed in Nunavut in 2022 worked in government at the federal, territorial or municipal level, which was comparable to 2017 (54.7%).

Among Inuit working in government in 2022, the GN (not including public agencies) was the largest employer (52.6%), followed by hamlet or municipal governments (31.2%), public agencies (10.1%), and the Government of Canada in Nunavut (8.1%).

At the time of the 2021 Census, 46% of Nunavut's Inuit population was adult working age (25+). Among GN indeterminate and term employees, 98% were age 25+.

In 2021, the GN employed approximately 35% of all employed Inuit (25+) population in Nunavut. The GN employed as indeterminate or term employees approximately:

- 13% of all Inuit (25+) in Nunavut
- 23% of all Inuit (25+) labour force participants in Nunavut
- 28% of all employed Inuit (25+) in Nunavut

Additional Inuit (25+) working for the GN as casual employees were approximately:

- 3% of all Inuit (25+) in Nunavut
- 5% of all Inuit (25+) labour force participants in Nunavut
- 7% of all employed Inuit (25+) in Nunavut

In Iqaluit, 53% of the Inuit population was adult working age (25+) in 2021. Approximately 50% of all employed Inuit (25+) in Iqaluit were employed by the GN as indeterminate, term or casual workers.

In Nunavut's 10 largest communities outside Iqaluit, 40% to 54% of the Inuit population was adult working age (25+) in 2021. In these communities, between 23% and 45% of all employed Inuit (25+) were employed by the GN as indeterminate, term or casual workers.

Additional Inuit worked for the GN as relief workers and substitute teachers in Iqaluit and communities. These on-call workers are not included here.

PER CENT (%) INUIT (25+) IN COMMUNITY	GN INUIT EMPLOYEES AS A PROPORTION OF INUIT (25+) IN THE COMMUNITY as of March 2021					
	INDETERMINATE AND TERM EMPLOYEES			CASUAL EMPLOYEES		
	% of All Employed Inuit	% of Inuit in Labour Force	% of All Inuit in Community	% of All Employed Inuit	% of Inuit in Labour Force	% of All Inuit in Community
Arviat	23%	19%	10%	7%	5%	3%
Baker Lake	25%	17%	10%	4%	4%	2%
Cambridge Bay	29%	24%	15%	6%	4%	3%
Gjoa Haven	22%	18%	11%	8%	7%	4%
Igloolik	27%	21%	10%	3%	2%	1%
Iqaluit	42%	37%	24%	8%	7%	5%
Kinngait	19%	15%	8%	4%	3%	2%
Kugluktuk	27%	18%	10%	6%	4%	2%
Pangnirtung	30%	24%	13%	5%	5%	2%
Pond Inlet	26%	21%	11%	9%	7%	4%
Rankin Inlet	35%	29%	20%	10%	8%	6%

## Preparedness for GN Employment

### Growth in High School Graduates

The NILFA has consistently shown that:

- Inuit who completed high school or who had higher education were more likely to participate in the labour force than those who did not complete high school.
- Inuit with high school education or above were also more likely to be employed than those who had not completed high school.

Educational attainment in Nunavut, while lower than the rest of Canada, is increasing. The percentage of Inuit (15+) that had not completed high school and had no certificate, diploma or degree was: 86% in 2001, 80% in 2006, 67% in 2011, 61% in 2016, and 62% in 2021.

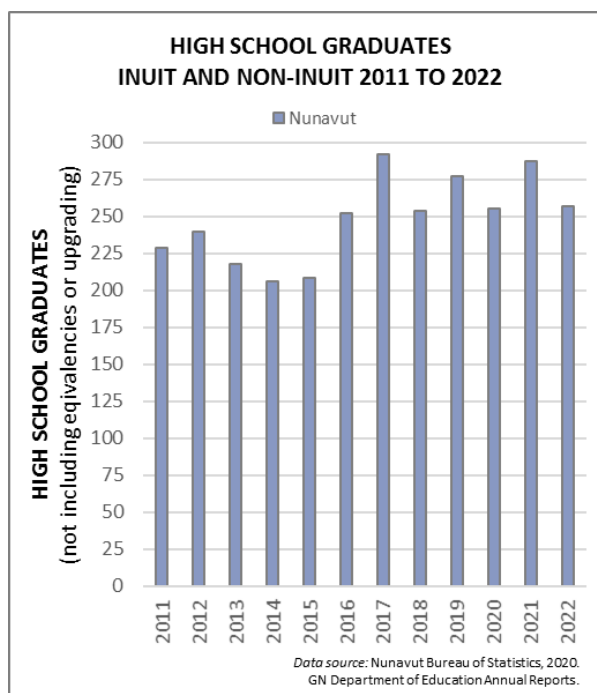
The number of Inuit (20+) with a high school diploma as the highest educational level increased from approximately 800 in 2001 to almost 1,900 in 2011, more than 2,600 in 2016, and 3,260 in 2021.

Between 2011 and 2022, an average of 248 students (Inuit and non-Inuit) graduated from high school each year in Nunavut. More than 250 students have graduated annually since 2016.

On average, 90% of graduates were Inuit.

In 2022, there were:

- 65 high school graduates in Iqaluit
- 58 high school graduates in Qikiqtani region outside Iqaluit
- 109 high school graduates in Kivalliq region
- 25 high school graduates in Kitikmeot region



*This high school graduation data does not include those who completed high school equivalencies or upgrading programs.*

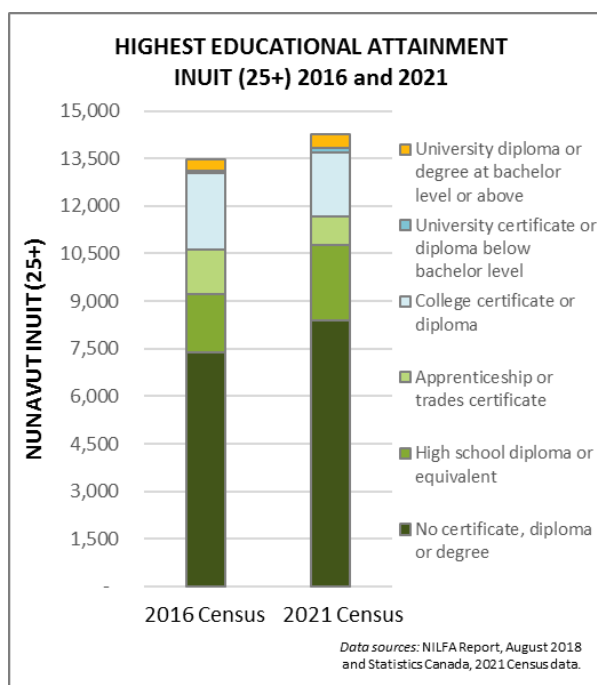
## Educational Attainment Among Adult Working Age Inuit

There were 15,205 adult working age Inuit (25+) in Nunavut in 2021. Among Inuit age 25 or over:

- 41% had completed high school or above in 2021, down from 45% in 2016 but up from 39% in 2011
- 59% had no certificate, diploma or degree in 2021, up from 55% in 2016

Among the 5,870 Inuit (25+) with educational credentials in Nunavut:

- 2,395 (17% of all Inuit 25+) had a high school diploma or equivalent as the highest educational attainment
- 895 (6% of all Inuit 25+) had an apprenticeship or trades certificate
- 2,150 (15% of all Inuit 25+) had a college diploma or university certificate below the bachelor level
- 440 (3% of all Inuit 25+) had a university degree or diploma at the bachelor level or above



## Preparation for In-Demand Occupations in the GN

Inuit with post-secondary education have knowledge of various fields and may have transferrable skills to apply in a variety of occupations.

However, among Inuit and non-Inuit young adults age 18 to 24 in Nunavut, only 6.8% were attending post-secondary school in 2021, compared to 50% in Canada overall. Relatively few Inuit currently complete a diploma or degree in studies leading to specialized, in-demand occupations in the GN.

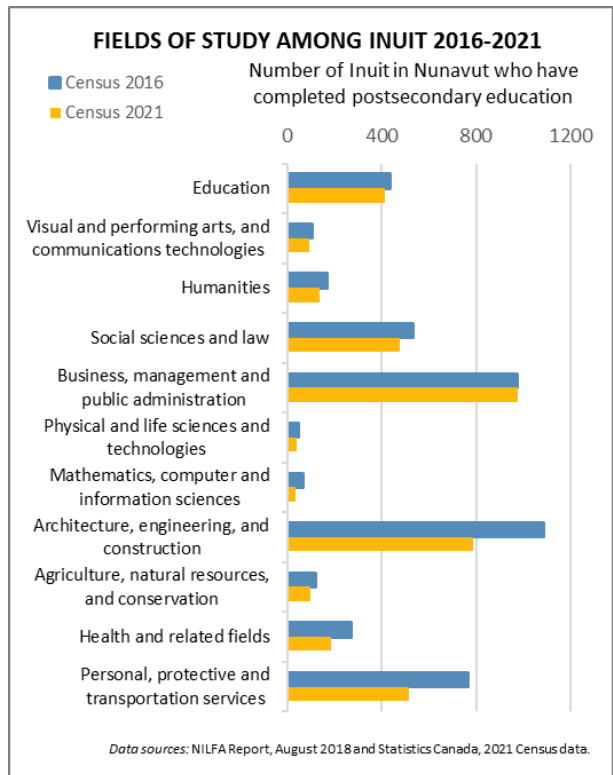
The 2021 Census reported that, among the 3,750 Inuit in Nunavut with completed post-secondary education, the most popular fields of study were:

- Business, management, and public administration (26%)
- Architecture, engineering, and related technologies, which includes construction trades, mechanics and repair (21%)

Other fields of study may lead more directly to specialized, in-demand occupations in the GN, but are less popular.

- Personal, protective, and transportation services, including heavy equipment operation (14%)
- Social sciences and law (13%)
- Education (11%)
- Health and health care studies (5%)

Physical and life sciences and technologies are essential fields of study to support devolution, but were among the least popular studies among Inuit.



## Interest in Pre-employment Training for Government Employment

The 2022 IPS-NIS reported that among Nunavut Inuit not currently working in government, including non-government employees and those who were unemployed or not in the labour force, almost 75% were interested in skills training for government employment.

The IPS-NIS asked Inuit with an interest in pre-employment training about supports to help them take the training. Respondents identified the most important supports as:

- Training opportunities in their home community (67%)
- Obtaining a government job at the end of training (66%)
- Assistance in choosing a government job (59%)
- Financial assistance (57%)

The 2019 NILFA also reported that there is strong interest in training and education to prepare for government employment. Among Inuit who expressed an interest in government employment:

- 76% would like one or more types of skills training to help them get a government job
- 59% were interested in job-specific training

- 29% were interested in computer-related training, including software skills and hardware maintenance
- 27% were interested in training in basic reading, writing, and math
- 22% were interested in developing job search skills, including resume writing and interview skills
- 21% were interested in learning about Inuit culture and society
- 20% were interested in various areas of personal development, such as communications, teamwork, leadership, and self-management

The 2019 NILFA reported that 57% of Inuit with an interest in government employment planned to undertake some type of formal education in the next five years.

- 42% (2,610 Inuit) planned to complete high school
- 37% (2,320 Inuit) planned to attend college
- 25% (1,590 Inuit) planned to study a skilled trade
- 12% (770 Inuit) planned to study at university
- 10% (630 Inuit) planned to attend Nunavut Sivuniksavut

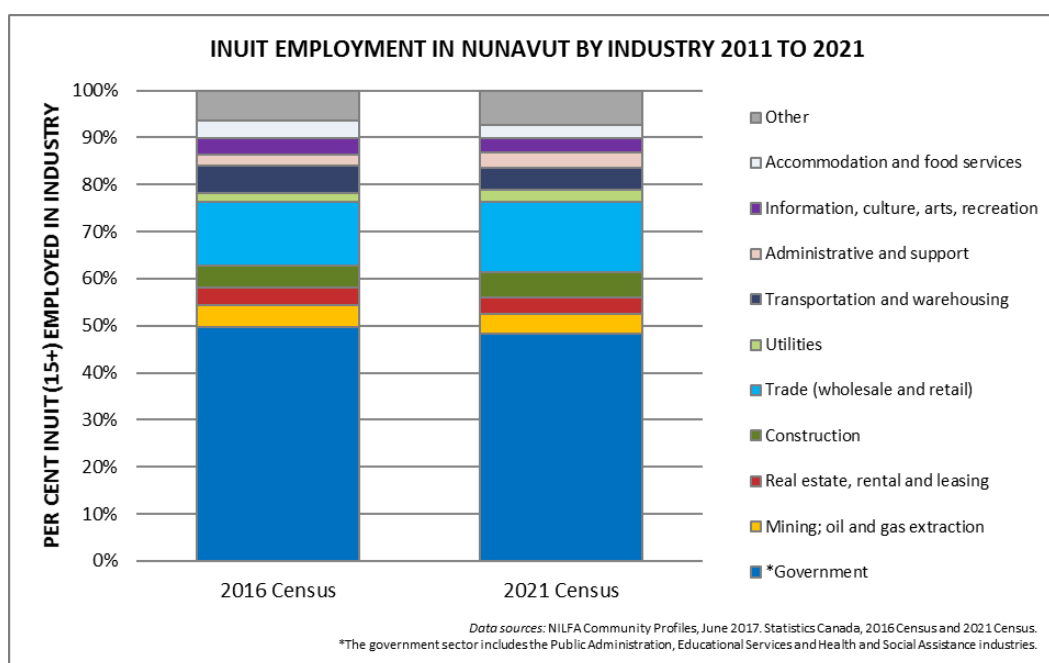
The APS-NIS found that in 2022, 21% of Inuit were aware of courses, workshops, seminars or training to develop the skills for a government job, while almost 18% of Inuit had looked for specific information related to development of job skills on websites, on social media, and through their current employer.

## Interest in GN Employment

### Choice of Employers

Inuit have a growing choice of industries and employers in the territory.

Statistics Canada uses the North American Industry Classification System (NAICS) to describe the industries in which individuals are employed. The *government sector* includes three types of industries: public administration; educational services; and health and social assistance.



In Nunavut, the most common industries in which Inuit were employed in 2021 and 2016 were:

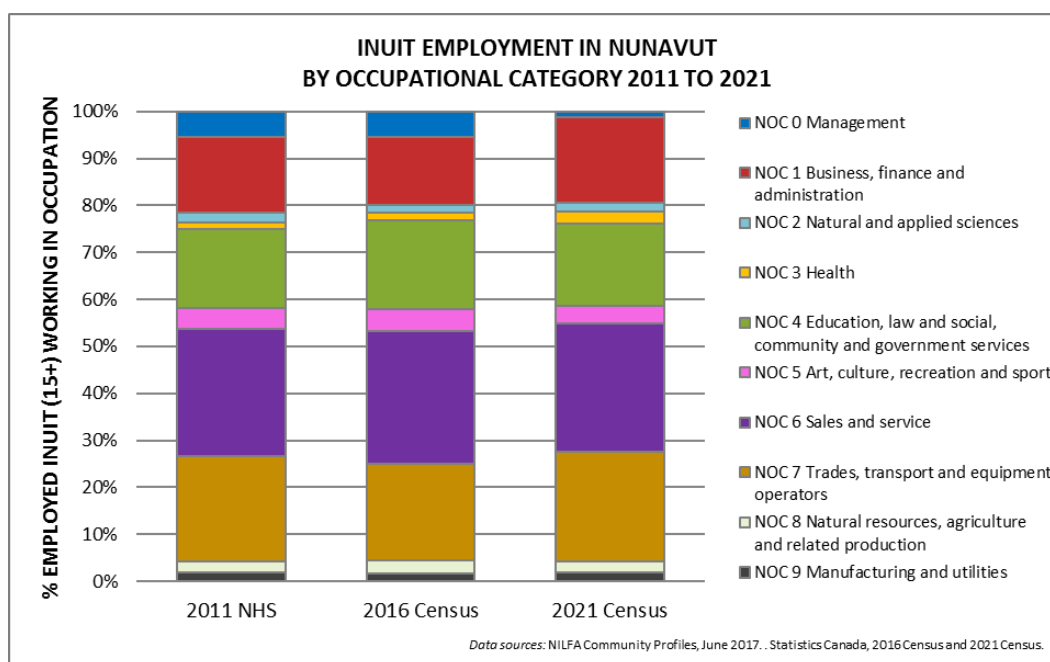
- Government (48% of all employed Inuit in Nunavut), including public administration (28%), educational services (11%), and health care and social assistance (9%)
- Wholesale and retail trade (15% of all employed Inuit)
- Transportation and warehousing (5% of all employed Inuit)
- Construction (5% of all employed Inuit)
- Mining (4% of all employed Inuit in 2021; 5% in 2016)

## A Narrow Range of Occupations

In Nunavut, almost 90% of employed Inuit worked in one of four NOC occupational categories in 2021:

- 18% of employed Inuit worked in Category 1 - Business, finance and administration
- 18% of employed Inuit worked in Category 4 - Education, law and social, community and government services
- 27% of employed Inuit worked in Category 6 - Sales and service
- 23% of employed Inuit worked in Category 7 - Trades, transport and equipment operators

These were also the most common occupations of Inuit employment in Nunavut in 2016.



## Full-Time vs Part-Time Work

Statistics Canada considers *full-time work* to be 30 hours or more per week. *Full-year work* is 49-52 weeks (including any vacation allowance).

Among the 13,000 Nunavut Inuit in their prime working years (age 25-64), 5,740 (44%) reported in the 2021 Census that they did not work in 2020. Only 4,360 (34%) reported that they worked full-time for a full year in 2020.

Among the 7,250 who reported working:

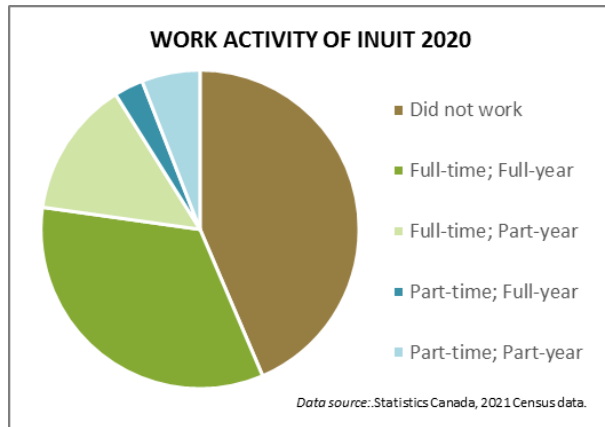
- 6,135 (85%) worked full-time
- 1,120 (15%) worked part-time

The 6,135 full-time workers included:

- 4,360 (60%) working full-year
- 1,770 (25%) working part-year

The 1,120 part-time workers included:

- 330 (5%) working full-year
- 790 (10%) working part-year

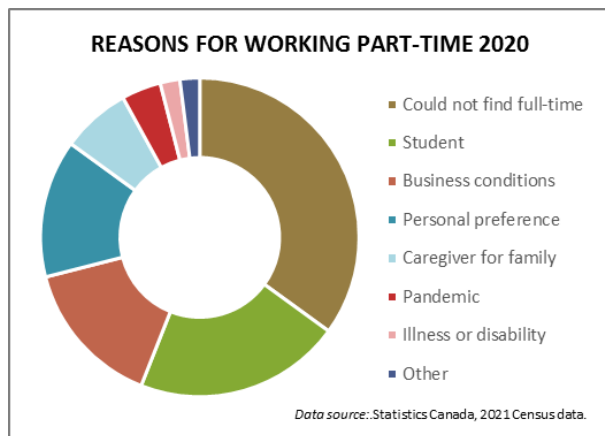


Many Nunavummiut reported that they could not find full-time or full-year work.

Working age (15+) Nunavummiut were asked in the 2021 Census why they worked part-time or part-year during the previous year, 2020.

The reasons given for working part-time were:

- Could not find full-time work (35%)
- Student in high school or post-secondary education (21%)
- Business conditions (15%)
- Personal preference (14%)
- Caregiver for family member(s) (7%)
- Pandemic (4%)
- Illness or disability (2%)



## Expressions of Interest in Government Employment

The 2019 NILFA reported that among Inuit (age 15+) who were not employed by government, 80% expressed an interest in working for the municipal, territorial or federal government in Nunavut. The 2022 IPS-NIS reported similar findings. Among Nunavut Inuit not currently working in government, including non-government employees and those who were unemployed or not in the labour force:

- 78% expressed an interest in working in government in Nunavut in the future; and
- Almost 72% expressed an interest in working for the GN specifically.

The top occupations of interest were: general office support work, janitorial and custodial work, heavy equipment operation, and teaching.

However, only 40% of Inuit who were interested in government work had a specific job in mind. For example, the NILFA reported that when Nunavut Sivuniksavut students were asked about their views on the types of available government jobs, many spoke about specific government departments or agencies, rather than the types of occupations or the nature of work in these organizations.

The lack of awareness of government occupations is likely to influence decisions about whether to look for government work (availability); decisions about education or training (preparedness); and career choices (interest).

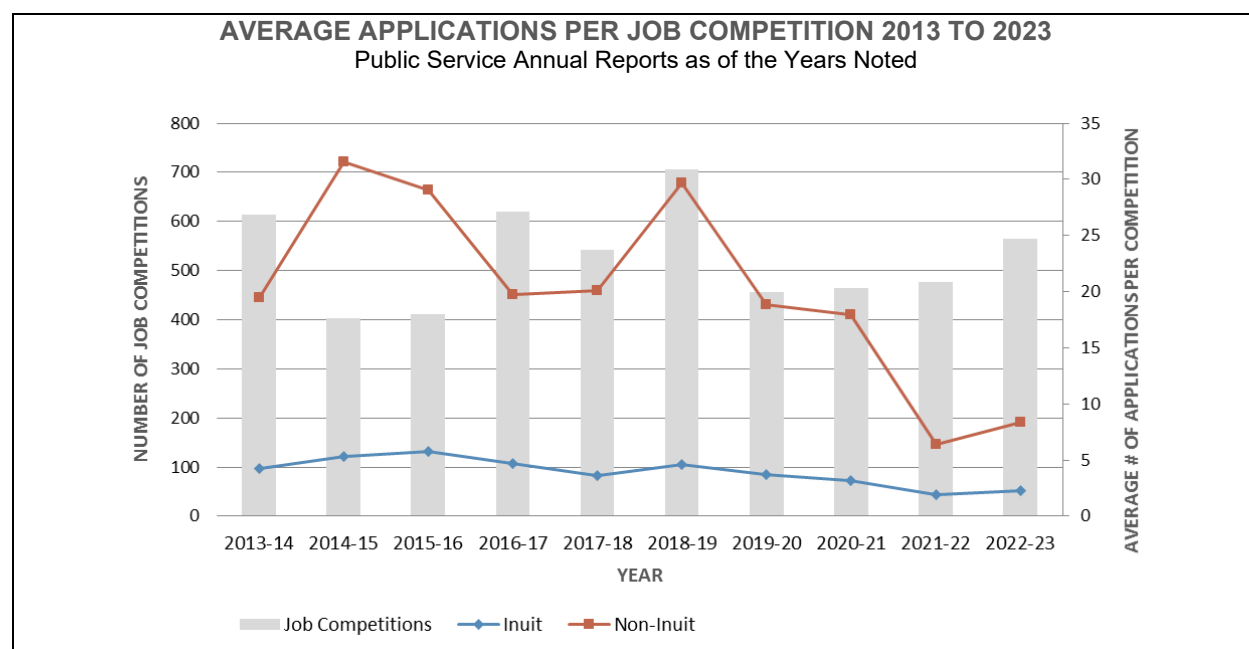
## Applications for GN Job Competitions

Inuit who apply for GN jobs are expressing an interest in government work and making an active effort to obtain a government position.

The number of GN jobs advertised varies from year to year and job competitions may cross fiscal years. Annual data reported in the GN's *Public Service Annual Reports* include competitions started in one fiscal year and closed or ongoing in another fiscal year. The statistics exclude job competitions for nurses and positions in the Nunavut Teachers' Association, Nunavut Arctic College, and Qulliq Energy Corporation.

The GN averaged 526 job competitions annually between 2013 and 2023. An individual may submit applications to multiple job postings over a year, so the number of applications is not an indicator of the number of applicants. Some job competitions may have received no applications.

As reported in the *Public Service Annual Reports*, Inuit apply for advertised GN jobs at a rate that tends to be lower than the rate at which non-Inuit apply. On average, the GN has received four applications from Inuit and 16 applications from non-Inuit for every job competition i.e., 20% of applications are from Inuit.



Although Inuit applications are greatly outnumbered by those from non-Inuit, interest in GN positions among Inuit appeared to be increasing until 2019-20. This was shown as a general upward trend in the number of applications from Inuit per advertised position, which averaged almost four Inuit applications per job posting until 2012-13 and almost five Inuit applications per posting until 2019-20.

APPLICATIONS	AVERAGE NUMBER OF APPLICATIONS PER JOB COMPETITION									
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Competitions	614	403	412	620	543	705	456	465	476	564
Inuit	4.2	5.4	5.7	4.7	3.6	4.6	3.7	3.2	1.9	2.3
Non-Inuit	15.2	26.2	23.4	15.1	16.5	25.1	15.1	14.8	4.4	6.1
AVERAGE	19.5	31.6	29.1	19.8	20.1	29.7	18.8	18.0	6.4	8.3

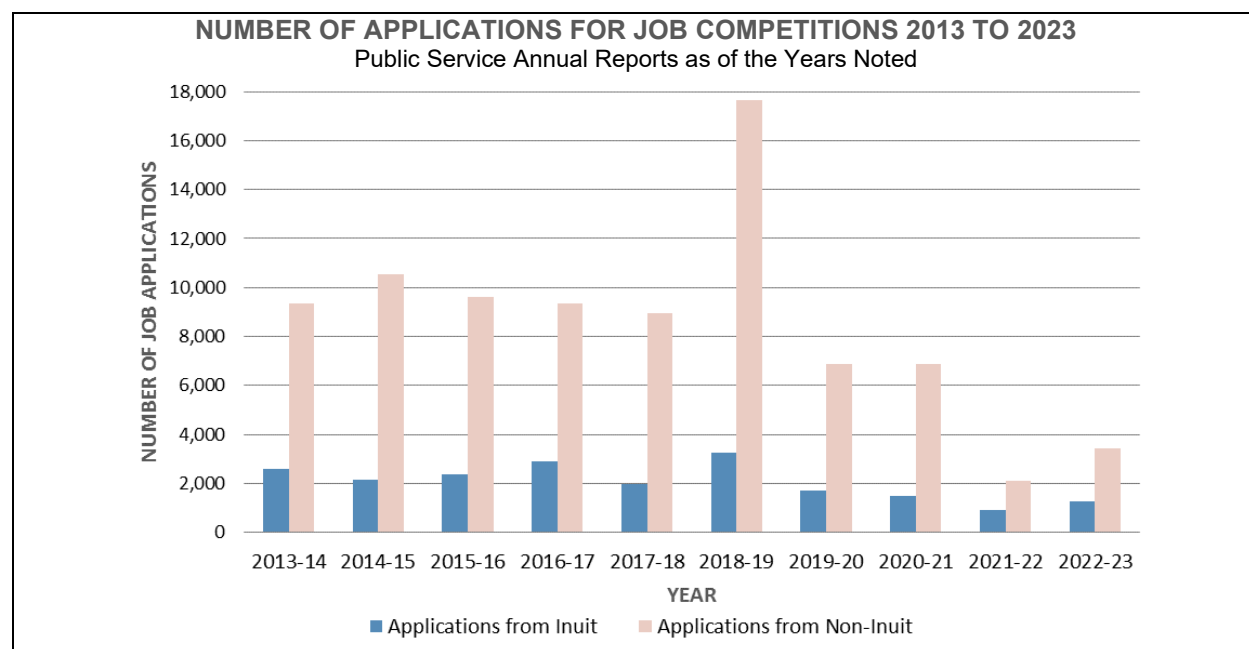


The increase in the average number of Inuit applications during the period from 2013 to 2019 may reflect an increase in the number of Inuit who have completed the high school and/or post-secondary education or training that is needed for most GN positions.

Although the number of job competitions has increased since 2019-20, the total number of applications from Inuit and non-Inuit decreased in 2021-22 and 2022-23 to low levels that are unprecedented.

Between 2013 and 2021, the GN received an average of 23 applications for each job competition, with a range from 18 to 32 during the 8-year period. Since 2021, the GN has received an average of between six and eight applications per job competition.

- In 2021-22, there were 476 job competitions with a total of 3,032 applications, including 921 from Inuit and 2,111 from non-Inuit. This was an average of only 6.4 applications per competition.
- In 2022-23, there were 564 job competitions with a total of 4,695 applications, including 1,281 from Inuit and 3,414 from non-Inuit. This was an average of only 8.3 applications per competition.

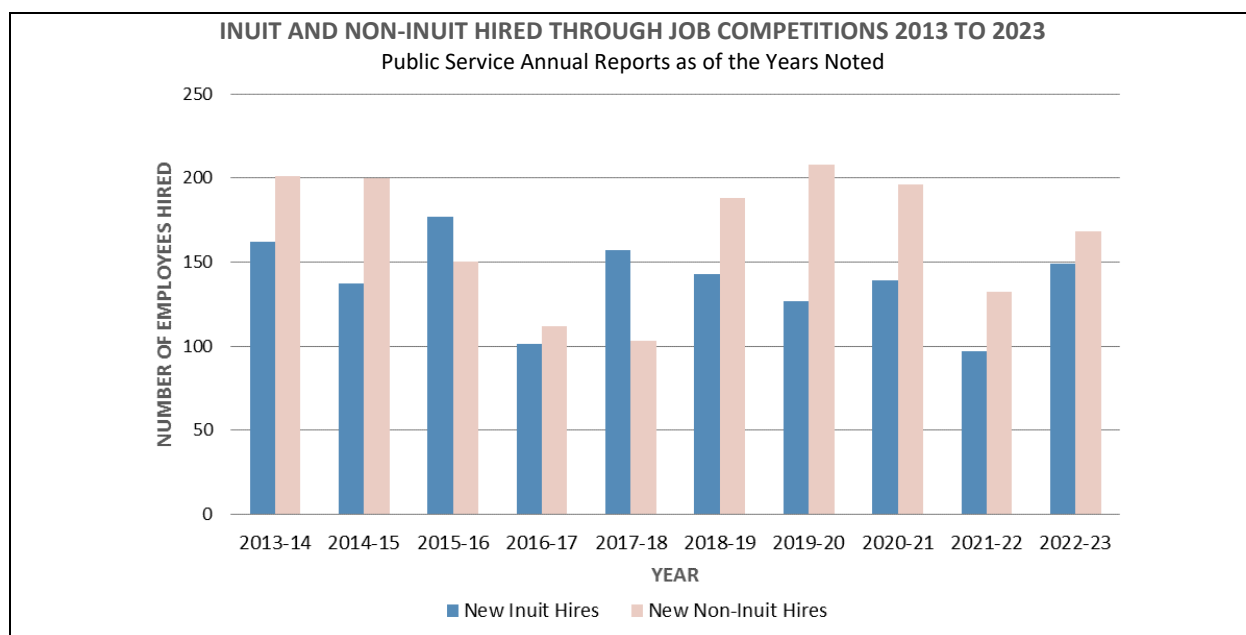


The previous low was in 2008, with 5,509 applications for 644 competitions, an average of 8.6 applications per competition.

APPLICATIONS	NUMBER OF APPLICATIONS									
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
<b>Inuit</b>	2,598	2,157	2,359	2,906	1,949	3,249	1,688	1,469	921	1,281
<b>Non-Inuit</b>	9,354	10,558	9,624	9,356	8,941	17,671	6,885	6,886	2,111	3,414
<b>TOTAL</b>	<b>11,952</b>	<b>12,715</b>	<b>11,983</b>	<b>12,262</b>	<b>10,890</b>	<b>20,920</b>	<b>8,573</b>	<b>8,355</b>	<b>3,032</b>	<b>4,695</b>
<b>% Inuit</b>	22%	17%	20%	24%	18%	16%	20%	18%	30%	27%

## Hiring of Inuit in Job Competitions

In 2015-16 and 2017-18, Inuit were hired in greater numbers than non-Inuit. In all other years from 2013 to 2023, more non-Inuit were hired in the job competitions reported in Public Service Annual Reports\*.



\* These data exclude hiring in job competitions for nurses and positions under the Nunavut Teachers' Association, Nunavut Arctic College and Qulliq Energy Corporation.

Even though smaller numbers of Inuit are being hired, the average success rate of Inuit applicants is higher than that of non-Inuit. For example, in 2022-23, the GN hired 149 Inuit out of a total of 1,281 applications from Inuit. On average, 12% of applications from Inuit candidates resulted in hiring. In contrast, an average of 5% of applications from non-Inuit resulted in hiring.

APPLICATIONS	PROPORTION OF APPLICANTS HIRED									
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
<b>INUIT</b>	2,598	2,157	2,359	2,906	1,949	3,249	1,688	1,469	921	1,281
% Applications	22%	17%	20%	24%	18%	16%	20%	18%	30%	27%
Inuit Hired	162	137	177	101	157	143	127	139	97	149
<b>% Hired</b>	<b>45%</b>	<b>41%</b>	<b>54%</b>	<b>47%</b>	<b>60%</b>	<b>43%</b>	<b>38%</b>	<b>41%</b>	<b>42%</b>	<b>47%</b>
<b>NON-INUIT</b>	9,354	10,558	9,624	9,356	8,941	17,671	6,885	6,886	2,111	3,414
% Applications	78%	83%	80%	76%	82%	84%	80%	82%	70%	73%
Non-Inuit Hired	201	200	150	112	103	188	208	196	132	168
<b>% Hired</b>	<b>55%</b>	<b>59%</b>	<b>46%</b>	<b>53%</b>	<b>40%</b>	<b>57%</b>	<b>62%</b>	<b>59%</b>	<b>58%</b>	<b>53%</b>

Inuit are generally hired in communities outside Iqaluit at a rate that is much greater than the rates in Iqaluit and in Nunavut as a whole. During the period from 2015-16 to 2022-23:

- In Iqaluit, Inuit were hired in an average of 25% of completed competitions.
- In Nunavut, Inuit were hired in an average of 46% of completed competitions.
- In Qikiqtani Region, Inuit were hired in an average of 66% of completed competitions.
- In Kitikmeot Region, Inuit were hired in an average of 70% of completed competitions.
- In Kivalliq Region, Inuit were hired in an average of 72% of completed competitions.

# CHALLENGES AND OPPORTUNITIES

## Nunavut's Labour Market

### Challenges

As the NILFA and the GN's own analysis has documented, Nunavut's Inuit labour market does not yet fully support the GN's need for skilled and qualified workers, particularly in specialized occupations.

### Socio-Economic Barriers to Participating in the Labour Force

Poverty in Nunavut is among the highest in Canada. The GN estimates that in 2023, 27% of Nunavummiut received some form of income assistance.

The NILFA outlines the socio-economic barriers that Inuit face in labour force participation, including inadequate housing and homelessness, limited access to childcare, food insecurity, poor health and mental health, low rates of school achievement, addictions, and inter-generational trauma. These factors are also described in the environmental scan that accompanies the GN's annual Business Plan.

### Availability for Government Employment

Demographic factors influence the size of Nunavut's Inuit labour market. Relatively few Inuit are available for GN employment at this time. The territory has:

- A young and growing population;
- A small Inuit adult working age population; and
- A small Inuit adult labour force.

Availability of Inuit for GN employment is further constrained by:

- The preference of many Inuit in Nunavut to remain in their communities rather than move to access education, training and employment opportunities; and
- The large proportion of Inuit already working in municipal, territorial or federal governments.

### Preparedness

More than 80% of GN jobs are in occupational groups that typically involve post-secondary education at the college or university level and/or extensive career experience.

Educational attainment is increasing among Inuit in Nunavut:

- The number of high school graduates is growing;
- Educational attainment is increasing among adult working age Inuit; and
- There is interest in pre-employment training for government employment.

Although there is evidence of positive trends in preparedness for government employment:

- Relatively few Inuit graduate from post-secondary studies for in-demand occupations in the GN.

### Interest in GN Employment

The GN is Nunavut's largest employer, but faces increasing competition as the economy diversifies.

- Inuit in Nunavut have a choice of employers;
- Inuit currently work in a narrow range of occupations; and
- Inuit applications for GN job competitions have decreased in recent years.

The NILFA has shown that Inuit are interested in government employment, but may not be well-informed about the jobs that are available.

- Inuit may appreciate access to full-time and part-time job options in the GN.
- Inuit express interest in government employment, but may not have a specific job in mind.

## Opportunities

Addressing Nunavut's socio-economic challenges is beyond the scope of an Inuit employment plan, however, successive governments have undertaken initiatives to address the underlying issues and assist Inuit to transition towards employment and self-reliance. Among other actions, the Sixth Assembly has:

- Launched Igluliuqatigiingniq ("building houses together") or Nunavut 3000, with the goal of building 3,000 new housing units throughout Nunavut by 2030;
- Enabled more Inuit employees to access staff housing;
- Created additional licenced childcare spaces and with funding through the Canada-Wide Early Learning and Child Care Agreement, decreased parental fees for licenced childcare;
- Added school staff and services to better support students;
- Expanded literacy initiatives, education and training opportunities in the territory;
- Increased income assistance rates to assist Nunavummiut with the rising costs of living;
- Broken ground on the Aqqusaariaq Recovery Centre in Iqaluit, Nunavut's first addictions and trauma treatment centre;
- Increased funding for community-led initiatives to reduce poverty and improve food security;
- Expanded health, mental health and healing programs in communities; and
- Established the Nunavut Partnership Committee (NPC), which consists of the Executive Council of the Government of Nunavut and the Board of Directors of Nunavut Tunngavik Incorporated, to collaborate on priorities of common interest, including child welfare, community economic development, elders, housing, and training.

It may take decades for initiatives such as these to have a significant effect on the number of Inuit in specialized occupations in the GN. During the period of the GN-Wide IEP 2024-2034, the GN will focus on implementing Article 23 effectively and increasing preparedness for and interest in GN employment by:

- Creating a new Article 23 Inuit Employment Policy to ensure that Article 23 obligations are met effectively and consistently through meaningful engagement and collaboration with NTI;
- Developing a government-wide Pre-employment Training Framework (PETF) by September 2025 in partnership with NTI and GoC, to meet related obligations under Article 23;
- Developing a GN-specific pre-employment strategy and implementation plan following completion of the PETF; and
- Implementing occupation-specific pre-employment and in-service training programs for Inuit.

## Human Resource Management Practices

### Challenges

Article 23.4.2(c) of the Nunavut Agreement requires “an analysis of personnel systems, policies, practices, and procedures in the organization to identify those which potentially impede the recruitment, promotion, or other employment opportunities of Inuit.”

### Gaining Government Employment

In NILFA engagement surveys and interviews, Inuit reported that they experience difficulties in obtaining government employment, including:

- Limited understanding of the types or number of jobs available in government;
- A lack of awareness of government job postings and of the posting process;
- Unfamiliarity with the hiring practices and processes of government employers;
- A lack of experience in resume writing and interviewing;
- Language requirements and language use in interviews;
- A potential mismatch between Inuit culture and government work culture; and
- Limited access to Internet service.

Stakeholders suggested solutions and best practices for overcoming these difficulties, including:

- Assistance with education and training, including financial and non-financial supports;
- More local job opportunities;
- Outreach conducted by Inuit role models to promote careers of interest in the government;
- Job advertisements that are easier to understand and more relevant to Inuit;
- Qualifications that are relevant and not intimidating, including language requirements;
- Training and supporting Inuit in job application and interview processes;
- Recognition of life experience, prior learning and/or equivalencies as qualifications; and
- Adjusting hiring practices to reflect Inuit culture, including Inuit Societal Values and language.

### Advancement in Government Careers

The NILFA reported that Inuit government employees seeking a new job or a promotion experience similar challenges in the formal competitive process. Stakeholders offered similar suggestions for enabling Inuit advancement in government employment:

- Offering more support for Inuit to gain experience through developmental assignments, such as internships, trainee positions, and career broadening, acting and transfer assignments;
- Adjusting hiring practices to reflect Inuit culture, such as using a variety of testing procedures, prior learning assessments, and/or recognizing years of work experience or equivalencies;
- Providing more opportunities for Inuit to learn and practice resume writing and interview skills in order to develop greater comfort with the competitive process;
- Involving Inuit employees in hiring processes and interview panels; and
- Enabling choice of official languages in the interview process, including interpretation if needed.

### Opportunities

The Department of Human Resources is continually seeking opportunities to strengthen human resource management practices in support of Inuit employment goals and objectives.

In addition to the GN-Wide IEP, HR maintains a multi-year Human Resource Strategy to guide GN-wide efforts to build the capacity and capability of a representative public service. HR is currently developing a Human Resource Strategy 2024-2028.

HR maintains a Human Resources Manual (HRM) as a policy guide and resource to support managers, human resource practitioners and employees in carrying out their job responsibilities and understanding their rights in the hiring process. Long-standing HRM policies that facilitate Inuit employment include:

- The Hiring Process (HRM 501)
- Priority Hiring (HRM 502)
- Appointments Without Competition (HRM 504)
- Interview Process (HRM 509 and 510)
- Casual Employment (HRM 515)
- Eligibility Lists (HRM 516)
- Restricted Competitions Policy (HRM 518)

Other relevant policies include:

- Government Organization Policy
- Inuktitut Language Incentive Policy

Policies introduced in the past two years aim to build capacity in the public service while supporting Inuit employment: Nunavut-Wide Hiring Policy, Remote Hiring Policy and Telework Policy.

During the period of the GN-Wide IEP 2024-2034, the GN will focus on increasing availability, preparedness and interest in GN employment and career advancement through such initiatives as:

- Strengthening capacity in HR and departments for central coordination, human resource management and Inuit employment planning;
- Continuing to analyze human resource management policies and practices and take measures to remove any systemic barriers which impede hiring and promotion of Inuit;
- Increasing the availability of education, training and career development opportunities for Inuit employees, including casuals;
- Enhancing the casual employee program by allowing more flexibility for departments to hire an Inuit casual into an indeterminate position based on demonstrated skills and abilities;
- Supporting departmental actions to increase Inuit employment in specific occupations;
- Improving job advertisements and the recruitment process to address recognized challenges, attract more Inuit job applicants, and increase the success of Inuit in job competitions;
- Ensuring access to Career Development Officers to assist Inuit interested in GN employment through job search training, help with applications and support in undertaking education, training or skills development; and
- Developing and implementing an intensive outreach and recruitment plan to stimulate Inuit interest in GN employment and increase job applications from Inuit.

## Capacity and Retention

### Challenges

#### Capacity

Growth in the number of indeterminate and term employees has not kept pace with growth in the number of GN positions. Capacity declined to an all-time low of 59% as of March 2023, but has since begun to recover.

Low public service capacity has the potential to stimulate employee turnover and undermine Inuit employment by:

- Reducing access to management, due to vacancies or added duties;
- Decreasing peer support, due to vacancies or inexperience of new colleagues and casuals;
- Increasing workload;
- Constraining opportunities for education, training, mentorship, and career development; and
- Undermining morale and employee engagement.

#### Annual Staff Turnover

The GN's rate of growth means that there are always new, vacant positions to be filled. As with any employer, the GN must fill vacancies left by exiting employees as well as new positions.

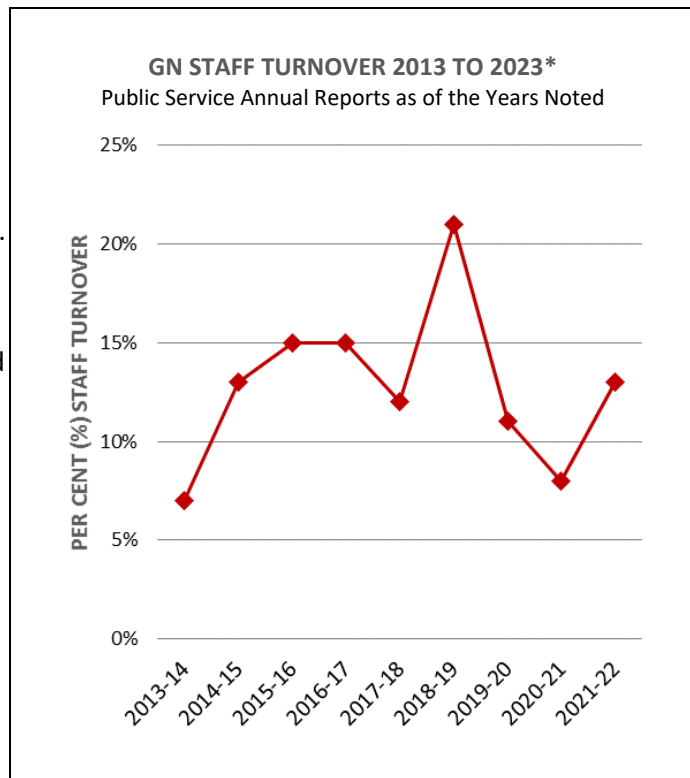
The GN defines annual *staff turnover* as the number of indeterminate or term employees leaving or terminating their GN employment each fiscal year.

Turnover includes retirements, resignations, lay-offs, end-of-term contracts, and dismissals. It does not include internal transfers or job changes within the GN.

Turnover contributes to loss of knowledge and knowledge transfer, inconsistent and inefficient work processes, interruptions in delivery of programs and services, and gaps in succession planning.

As reported in the GN's Public Service Annual Reports, the annual turnover rate varies significantly from year to year. Over the past 10 years, it has averaged approximately 13% per year, ranging from a low of 7% in 2013-14 to an all-time high of 21% in 2018-19.

HR estimated the turnover rate to be 12% in 2022-23 and 2023-24.



\* Qulliq Energy Corporation is not included in turnover data.

#### Job Satisfaction and Retention

Through the 2016 and 2021 Nunavut Government Employee Survey (NGES), the NILFA has identified factors associated with job satisfaction among Inuit employees. These factors are likely to contribute to attracting and retaining Inuit employees.

Among the GN's Inuit employees in 2021, the top drivers of job satisfaction were reported as:

- Good relationships with co-workers (91%)
- Ability to work in language of choice (91%)
- Flexibility in work schedules to support balance in work and personal life (89%)
- Ability to work in community of choice (88%)
- Job security (86%)

In other stakeholder engagement activities, the NILFA has also identified the importance of an Inuk supervisor or manager, a manageable workload, and pay and benefits.

Among the GN's Inuit employees in 2021, the top drivers of job dissatisfaction were reported as:

- Limited availability of staff housing (59%)
- Limited availability of child care (55%)
- Cost of staff housing (46%)
- High rate of staff turnover, which tends to create higher workloads (41%)
- Housing allowance (37%)

Lack of support for career development and advancement (38%) was among the top drivers of job dissatisfaction in 2016, but did not make the top five list in the 2021 NGES.

The NILFA also identified reasons why Inuit employees either plan to leave or have left government employment. The most frequently cited reasons for leaving GN employment were desires for:

- Better pay, benefits, and working conditions (50%)
- An indeterminate job (47%)
- A job that better matches knowledge, skills and goals (41%)
- Better learning opportunities (35%)
- A workplace guided by Inuit culture and values in which the Inuit language is used more (31%)

## Opportunities

The Human Resources Manual includes various policies to enable workplace wellness and employee wellbeing, engagement and retention, including:

- Exit Surveys and Interviews (HRM 305)
- Inuit Qaujimajatuqangit (HRM 318)
- Cultural Immersion Day (HRM 319)
- Respectful and Harassment Free Workplace Policy (HRM 1010)
- Workplace Conflict Management (HRM 1018)

Other relevant policies include:

- Inuktitut Language Incentive Policy
- Nunavut Public Service Code of Values and Ethics
- Staff Housing Policy

Many of these policies have been updated in the past five years, including recent updates to the Respectful and Harassment Free Workplace Policy (HRM 1010). The Staff Housing Policy is currently undergoing a review. HR indicates annual plans to review and update policies in its Business Plan.



GN-wide employee wellness and engagement programs provided by HR include:

- Employee and Family Assistance Program
- GN Employee Engagement Survey
- Nunavut Government Employee Survey

A phased review of compensation and rewards is currently underway. The first phase salary review has already resulted in wage increases for Nunavut Employees Union and approved non-union staff. Recommendations have been received from the second phase review of the job evaluation process. The third phase will address factors related to being an employer of choice, including employee engagement.

During the period of the GN-Wide IEP 2024-2034, the GN will focus on addressing factors that are likely to improve job satisfaction in GN employment through initiatives such as:

- Completing the review of compensation and rewards and implementing recommendations;
- Working in collaboration with the Department of Culture and Heritage to undertake a review of human resource management programs, policies and directives through the Iviqtippalliajut Framework to ensure consistency with Inuit Societal Values;
- Encouraging and supporting qualified Inuit to advance into supervisory and management roles;
- Increasing the availability of in-service training and education opportunities for Inuit employees;
- Providing access to cultural revitalization and cultural competence workshops;
- Ensuring that job applicants and employees are informed about their right to interview and work in Inuktut, and are supported to do so; and
- Providing access to Inuktut language programming for all employees.

The GN's planned Inuit employment initiatives are described in greater detail in the next section.

# INUIT EMPLOYMENT INITIATIVES

## Overview

### Strategic Priorities

The GN-wide IEP sets out strategic priorities for action during the period 2024 to 2034 to ensure that the Government of Nunavut:

- Meets its Article 23 obligations;
- Delivers programs and services that meet the needs of Nunavummiut; and
- Functions efficiently and effectively.

The strategic priorities reflect renewed efforts in Inuit employment and commitments to implement Article 23, in addition to collaboration with Nunavut Tunngavik Incorporated and the Government of Canada.

Central agencies, departments and territorial corporations share accountability for taking action to increase and enhance Inuit employment in the GN.

- Central agencies set strategic directions; provide leadership and coordination; plan and implement strategic, GN-wide policies and priorities; and enable departmental actions that require funding under the Nunavut Implementation Contract.
- Departments make use of GN-wide policies, programs and support; plan and implement department-specific actions based on central directions and operational needs; and have primary responsibility for staffing decisions and/or requests.

Strategic, GN-wide priorities will be reviewed in 2026-27 following completion of the Pre-employment Training Framework.

### Priority NOC Occupational Groups

#### All Occupational Groups and Levels

The GN is committed to a public service that is representative of Nunavut's population in all occupational groups and at all levels. New and ongoing initiatives associated with recruitment, hiring, retention, and in-service training and career development aim to increase and enhance Inuit employment across all occupational groups and at all levels.

#### Core, GN-wide Functions

The GN-wide IEP includes actions from 2024 to 2034 to increase and enhance Inuit employment in core, GN-wide functions with significant under-representation of Inuit at this time: management, communications, financial administration, human resources, and policy. These functions are found in all departments and territorial corporations and have established career paths in the GN to enable career advancement as well as entry-level hiring.

Focused attention to occupational groups in these functions aims to increase the number of Inuit employees who:

- Lead, manage, engage, and hire public service employees;
- Lead and manage the delivery of programs and services to Nunavummiut; and
- Lead and support policy development and government decision-making.

The priority, GN-wide occupational groups and sub-groups account for approximately 21% of all positions in the GN and include:

<b>NOC Occupational Group</b>	<b>Occupational sub-group(s) where appropriate</b>
<b>Executive and Senior Management</b>	
0001 Legislators and senior management	All executive and senior management sub-groups
<b>Middle Management</b>	
4001 Managers in public administration	All sub-groups
<b>Finance, HR and Communications Managers, Professionals and Paraprofessionals</b>	
1001 Administrative services managers	Financial managers Human resources managers
1110 Auditors, accountants and investment professionals	Financial and investment analysts
1120 Human resources and business service professionals	Human resources professionals Professional occupations in advertising, marketing and public relations
12 Administrative supervisors and specialized administrative occupations	Accounting technicians and bookkeepers Human resources and recruitment officers
<b>Policy Managers and Policy Professionals</b>	
4140 Policy and program researchers, consultants and officers	All sub-groups

### Functions with Devolution-related Responsibilities

In preparation for devolution, functions with devolution-related responsibilities are also considered a GN-wide priority and a priority for the departments in which they are situated.

<b>NOC Occupational Group</b>	<b>Occupational sub-group(s) where appropriate</b>
<b>Professionals and Paraprofessionals with Devolution-related Responsibilities</b>	
2112 Public and environmental health and safety professionals	Sub-groups with devolution-related responsibilities (e.g., environmental protection)
2120 Architects, urban planners and land surveyors	Sub-groups with devolution-related responsibilities (e.g., land administration)
222 Technical occupations related to applied sciences	Sub-groups with devolution-related responsibilities (e.g., geomatics)

### Specialized Functions

Specialized occupational groups deliver programs and services to Nunavummiut in functional areas such as education, health, justice, and social services. Many are unique to a department or territorial corporation.

Actions associated with these occupational groups are identified in departmental IEPs. They are guided by the Implementation Contract to support Article 23 implementation and will be further refined in 2026-27 following completion of the Pre-employment Training Framework.

Some actions were initiated prior to 2024 and are ongoing. The following occupational groups are among those with ongoing department-specific actions, including pre-employment training. Together, these account for approximately 24% of all GN positions.

<b>NOC Occupational Group</b>	<b>Occupational sub-group(s) where appropriate</b>
<b>Professional and Paraprofessional Occupations in Healthcare</b>	
313 Nursing and allied health professionals	Registered nurses
3210 Technical occupations in therapy and assessment	Licensed practical nurses
3310 Assisting occupations in support of health services	Basic radiological technicians
<b>Professional, Paraprofessional and Administrative Support Occupations in Education</b>	
4122 Secondary, elementary and kindergarten school teachers	Elementary school teachers
4130 Social and community service professionals	All sub-groups
4132 Educational and employment counsellors	All sub-groups in education
422 Paraprofessional occupations in legal, social, community and education services	All sub-groups in education
431 Assisting occupations in education	All sub-groups
<b>Paraprofessional and Administrative Support Occupations in Justice</b>	
422 Paraprofessional occupations in legal, social, community and education services	All sub-groups in community justice
432 Assisting occupations in legal and public protection	All sub-groups in correctional services

## Action Plan

Actions in the GN-Wide IEP will be undertaken over a 10-year period to 2034. Some are already underway or ongoing. The Department of Human Resources will coordinate the development and maintenance of an Action Plan to implement the strategic priorities for action.

## GN-Wide Strategic Priorities for Action

The GN-wide strategic priorities will be led by central agencies, including the departments of Human Resources, Culture and Heritage, Executive and Intergovernmental Affairs, and Finance.

The GN intends to undertake strategic priorities to:

- Provide Leadership and Oversight for Inuit Employment
- Enhance Programs and Supports
- Establish Employment Pathways
- Implement Pre-Employment Training
- Connect with Communities
- Increase Outreach and Recruitment
- Build on Partnerships and Collaboration

## Provide Leadership and Oversight for Inuit Employment

### Establish an Inuit Employment Mandate

- Create an Article 23 mandate and a management accountability framework designed to ensure successful implementation of Article 23 obligations set out in the Nunavut Agreement and Implementation Contract, as well as strategic priorities outlined in the GN-wide IEP 2024-2034.
- Ensure departmental leadership to support Article 23 implementation efforts, including, as required, participation in bilateral or tri-partite partnerships with NTI and GoC.

### **Create an Article 23 Inuit Employment Policy**

- Create a new Article 23 Inuit Employment Policy intended to ensure that Article 23 obligations are met effectively and consistently through meaningful engagement and collaboration with NTI.

### **Strengthen Central Coordination and Human Resource Management**

- Create a new Associate Deputy Minister, Inuit Employment in the Department of Human Resources to enhance GN leadership in Article 23 implementation.
- Create a new pre-employment training function in the Department of Human Resources to provide central coordination of government-wide pre-employment training initiatives to increase the recruitment of Inuit, including Inuit who have completed or are participating in skills training initiatives to qualify for government employment.
- Create a new recruitment and retention function in the Department of Human Resources to lead and coordinate intensive outreach, recruitment and retention activities, in order to recruit and retain Inuit in government employment.
- Ensure that all departments create a Director of Human Resources to provide dedicated departmental leadership in human resource management and capacity to support enhanced efforts in Article 23 implementation.
- Ensure that all departments create at least one Inuit Employment Planner position to support Inuit employment planning, monitoring and reporting responsibilities for the department.

### **Support Labour Force Development**

- Develop a made-in-Nunavut curriculum to better support students in the K-12 system and ensure bilingual graduates. The updated curriculum is intended to help increase attendance and graduation rates by making learning more relevant and accessible to Nunavut students.
- Enhance the Adult Learning and Training Support program to increase rates in the training allowance, and new proposed benefits for supporting clients' dependents, family travel benefits, student housing subsidy, ground travel subsidy and financial support for distance education programs and part-time programs.
- Provide funding for Adult Literacy Instructors to support community organizations to develop and deliver local projects that help individuals increase literacy skills.
- Ensure clarity in roles and responsibilities between the GN's labour force development function and pre-employment training function through the Article 23 Inuit Employment Policy.
- Enhance the GN's labour force analysis function and explore options for centralized coordination of programs to support Inuit pre-employment efforts.

### **Improve Human Resource Support Services**

- Continue to analyze new and updated human resource systems and policies to ensure that they enable the recruitment, promotion, and other employment opportunities of Inuit.
- Monitor implementation of new or updated policies and programs, to ensure that they are meeting desired outcomes and do not impede the recruitment, promotion, and other employment opportunities of Inuit.

- Maximize the potential of local hires in communities through enhancements to the Nunavut-Wide Hiring Policy , standardized use for job competitions, and exploring opportunities for increased office space in communities.
- Maximize potential new hires by including all Inuit from local-only job competitions.
- Standardize inclusion as appropriate, job descriptions of requirements for knowledge of Inuit culture, society and economy, community awareness, fluency in Inuktitut, knowledge of environmental characteristics of Nunavut and northern experience.
- Develop a career ladder program which considers various levels of experience across government including work in technical areas and in central agency departments.
- Reinforce established mechanisms to ensure budgets intended for staffing are managed effectively, with a view to removing barriers to increasing Inuit employment.
- Transition to the new Fusion Cloud human resource platform, which will enable the use of National Occupational Classification codes as a basis for workforce analysis and reporting on progress in Inuit employment.
- Provide targeted support for workforce analysis and IEP development among GN departments through new Inuit Employment Planner positions in departments.
- Enhance staffing support services provided to departments to ensure departments implement staffing plans and fill vacancies in a timely manner.
- Develop a shared resources program to allow departments to share resource professionals to support critical low capacity in core operations.
- Support the development of occupation specific forums to aid in sharing of information and best practices across the GN. The members of these forums may hold retreats or seminars to support training and advancement opportunities.
- Enhance support services for standardizing job descriptions to support creation of candidate pools for various occupations. Developing candidate pools will lead to the creation of a skills and competencies inventory to support recruitment efforts.
- Develop an underfilling program for Inuit to fill GN positions, which will allow more flexibility in considering qualifications and requirements supported through individualized training plans.
- Create a searchable online resource platform which contains all human resource programs, policies, and services as well as Inuit employment plans.

## **Enhance Programs and Supports**

### **Enhance Government-Wide Inuit Employment Programs**

- Enhance Inuit employment programs to maximize uptake and ensure effective delivery of initiatives to support GN-wide and departmental priorities in Inuit employment:
  - Amaaqtaarniq Education Leave Program
  - Career Broadening Program
  - Education Leave
  - Hivuliqtikhanut Leadership Program
  - Orientation Program
  - Policy Foundations Series
  - Policy Skills Development Program
  - Sivuliqtiksat Internship Program

- Inuit Executive Career Development Program
  - Inuktitut as a First Language
  - Inuktitut as a Second Language
  - Learning Plans
  - Learning and Development Courses
  - Mentorship
  - Occupational Certificate Training Programs
  - Summer Student Employment Equity Program
  - Trainees and Internships
  - Trainer's Allowance
  - Training Fund
  - Training Travel Fund
  - Transfer Assignments
- Create a new Public Service Entry Level Internship Program designed to train Inuit employees as interns for entry level occupations across the GN. This program will include wrap around supports to ensure success and provide a foundation for building a career in the public service.
  - Design and deliver the Targeted Capacity Building Series which will include on-the-job work experience in targeted fields with wraparound supports and training.
  - Enhance the Mental Health Paraprofessional Program and the Counselling Certification program to support Inuit employment efforts in these occupations.
  - Increase availability of initiatives which may have been over-subscribed in previous program cohorts in order to meet interests of Inuit GN employees.
  - Increase availability of training and education opportunities which would provide Inuit with skills to qualify for other positions in government employment, particularly those with specific requirements (e.g., a science degree), pursuant to the pre-employment training framework
  - Increase availability of training and education opportunities which are available to Inuit employees, including GN-specific and any joint initiatives with GoC and/or NTI for in-service training and career advancement.
  - Increase available training and education opportunities in Inuit-identified areas of interest based on a training needs assessment identified through career plans.
  - Increase availability of supports for Inuit employees who would like to participate in training and education opportunities through direct outreach and engagement efforts to provide quality service.
  - Increase availability of mentorship, coaching, career pathing, and culturally relevant supports for in-service training and career advancement.

### **Focus on Occupations in Core and Specialized Areas**

- Design and deliver training programs for core, GN-wide occupational groups including human resources, financial administration, policy, and communications, as part of targeted capacity building in the GN.
- Explore options to develop education and training programs for specialized occupations in departments as in-service or pre-employment opportunities.
- Recruit summer students, with a particular focus on gaining experience in core and specialized occupations of interest to support career pathing.

### **Enable Career Advancement and Talent Management**

- Review organizational structures to identify positions where further Inuit representation can be achieved and create positions that bridge the gap between entry level and management positions.
- Identify and plan succession for positions with term incumbents, potential for high turnover or retirement, or high potential recruitment.
- Identify and provide mentoring and professional development opportunities for Inuit staff, particularly for skills to support career advancement.
- Establish an Inuit Employment Human Resources Network for Inuit GN employees to provide peer support and opportunities to share information and build awareness of initiatives to increase and enhance Inuit employment.
- Encourage Inuit employees to complete a career path plan with support from a Career Specialist as needed, with a career achievement record and detailed training and development plans to be shared with the manager.
- Create a new talent management program to provide Inuit employees with support, development and assistance to succeed in their chosen career path and to support departmental succession planning.
- Outline expectations in manager performance plans that managers will support employee education, training and career development goals.
- Enhance the casual employment program to allow flexibility for employees to work in different divisions and in different departments to gain experience and support capacity building.
- Enhance the casual employee program by allowing more flexibility for departments to hire an Inuit casual into an indeterminate position based on demonstrated skills and abilities.

### **Refocus HR Programs, Policies and Directives on Inuit Societal Values**

- Work with the Department of Culture and Heritage to undertake a review of human resource management programs, policies, and directives through the Iviqtipalliajut Framework to ensure consistency with Inuit Societal Values, with job advertisements, the interview process and mentoring as priorities.
- Provide access to cultural revitalization and cultural competence workshops for those Inuit who are interested.
- Provide access to Inuktitut language programming for all employees.
- Continue to provide quality employee assistance and wellness programs including counselling services through virtual and in-person sessions.

### **Provide Employment Supports**

- Work with the Nunavut Housing Corporation on strategic actions and initiatives to address barriers identified in the Nunavut Inuit Labour Force Analysis in relation to staff housing.



- Work with the Department of Education and the Department of Family Services on strategic actions and initiatives to address barriers identified in the Nunavut Inuit Labour Force Analysis in relation to childcare.
- Review new job descriptions of positions and remove any redundant education, work experience and language requirements.
- Restrict competitions to Nunavut Inuit where possible, based on labour market factors and in accordance with HR directives.
- Fill positions with Inuit in internal development assignments or hire non-Inuit on a term basis, where appropriate, if there are no successful Inuit candidates in accordance with HR directives.
- Provide support for Inuit employees to take career broadening or internal development assignments in departments and territorial corporations.
- Review the list of casual employees, and relief employees where applicable, on a regular basis to identify opportunities to fill term and indeterminate positions.
- Ensure Inuit are assigned to hiring panels where feasible.

## **Establish Employment Pathways**

### **Create Career Ladders**

- Ensure that organizational structures include entry level, trainee and/or intern positions to create career ladders that bridge the gap between entry level and management positions.

### **Set Up Bridging and Co-op Programs**

- Develop bridging and co-operative education programs to ensure that graduates of post-secondary programs are supported to transition into GN positions, in alignment with the pre-employment training framework.
- Increase the number of bridging, co-operative education, student work experience, and internship opportunities made available to Inuit participating in skills training and post-secondary education.

### **Develop Employment and Training Pathways for Occupations**

- Develop employment and training pathways for paraprofessional and professional occupations in departments and encourage students and adult learners to pursue the pathways.
- Continue to implement the tripartite Transitional Human Resources Development Strategy for Devolution in advance of the transfer date.
- Negotiate and implement a Post-Devolution Human Resources Development Strategy with NTI.

### **Maintain Candidate Pools for Specific Occupational Groups**

- Establish and maintain candidate pools for specific occupational groups, including executive and senior management.

## **Implement Pre-Employment Training**

### **Develop a Government-Wide Pre-Employment Training Framework**

- In partnership with NTI and GoC, develop a government-wide Inuit pre-employment training framework by September 2025 to meet obligations under Article 23 related to pre-employment.
- Develop a GN-wide pre-employment strategy and implementation plan once the framework is completed, including the identification of priority occupations for pre-employment training.
- Incorporate pre-employment training framework into the GN-wide IEP and departmental IEPs within one year.
- Explore options to design a base pre-employment training program, with formalized supports for orientation, mentoring, training, and career development opportunities. The Public Service Entry Level Internship Program may be used as a base design, pending requirements to be set out in the pre-employment training framework.

### **Enable Departmental Pre-Employment Training Initiatives**

- Enhance support for pre-employment training programs and initiatives sponsored by departments in paraprofessional and professional occupations in areas such as engineering, healthcare, information technology, interpretation/translation, justice, parks management, resource management, student support, teaching, and leadership.
- Explore options to create pre-employment training for core GN-wide occupations including areas such as human resources, finance, policy, communications, and executive support.
- Explore options to create pre-employment training programs in specialized departmental occupations in preparation for the GN-wide pre-employment training strategy.

### **Programs at Nunavut Arctic College**

- Increase funding allocated to Nunavut Arctic College to support existing or new programming aimed at providing Inuit with skills to qualify for government employment, including funding for supports to increase Inuit students' ability to participate in programming. Programs will include:
  - Interpreter and Translator Program
  - Personal Support Worker Program
  - Practical Nursing Program
  - Public Administration Program
- Nunavut Arctic College may consider other new programs pursuant to the upcoming GN pre-employment framework.

### **Enhance Financial Assistance for Nunavut Students**

- Increase funding allocated to the Financial Assistance for Nunavut Students (FANS) program, to be allocated to Inuit students pursuing post-secondary education, for costs of the course or program, childcare, housing or accommodation, travel costs for individuals and their dependents, technology, and other supports as necessary.

### **Increase Support for Nunavut Sivuniksavut**

- Increase funding allocated to Nunavut Sivuniksavut for Inuit students to participate in bridging programs aimed at supporting students' transitions into post-secondary education.

## **Connect with Communities**

### **Enable Adult Educators and Adult Training**

- Ensure that every community has an Adult Educator to support Inuit to access opportunities to complete high school or equivalent; gain basic reading, writing and math skills; and develop skills in job search, computer use, communication, teamwork, and other training as necessary.

### **Provide Access to Career Development Officers**

- Ensure that every community has a dedicated Career Development Officer position to support Inuit interested in becoming employed with the GN through job search training, application support, career pathing skills, support applying to education, training and skills development opportunities, and support in accessing funding for education and training.
- With the permission of the applicant, refer unsuccessful Inuit job applicants to their local Career Development Officer for support in achieving their career objectives.

## **Increase Outreach and Recruitment**

### **Develop an Intensive Outreach and Recruitment Plan**

- Collaborate with Government of Canada on a joint outreach strategy to enable the GN to promote, through Career Development Officers, Adult Educators or other means, available federal and territorial government:
  - Occupations and employment opportunities
  - Application, interview and hiring processes
  - Skills training and education opportunities, including pre-employment programs
  - Supports for participation in skills training and education opportunities
  - Bridging, co-op, trainee, internship, and student employment programs
- Increase promotion of GN employment opportunities, including bridging, co-operative education, student work experience, and internship opportunities, among Inuit participating in skills training, high school, and post-secondary education.
- Develop and implement a comprehensive recruitment campaign to attract Inuit to join the territorial public service.
- Increase availability of supports for Inuit who are enrolled in or have completed skills training, high school education, or post-secondary education to find and apply for available GN jobs.

### **Promote, Advertise, and Increase Awareness of GN Occupations and Jobs**

- Increase promotion of occupations in the GN and the related educational and employment pathways available to Inuit.
- Conduct outreach to high school and post-secondary students to promote pre-employment training in core and specialized GN occupations, focusing on regions and communities with demonstrated interest in particular skills training.
- Increase promotion and advertisements for departmental job opportunities to Inuit in Nunavut communities, including through radio advertisements.
- Redesign job advertisements to attract more applications from Inuit and continue to implement the Inuit role model program

## **Build on Partnerships and Collaboration**

### **Work in Partnership with NTI and Inuit Organizations**

- Maintain a close working relationship with Nunavut Tunngavik Incorporated, which will be supported through the Article 23 policy.
- Seek potential collaboration with other Inuit organizations on Inuit employment initiatives.

### **Collaborate with Government of Canada**

- Enter into a Memorandum of Understanding with the Government of Canada which outlines how the governments will work together to meet the objective of Article 23 in order to maximize support and training opportunities available to Inuit for in-service or pre-employment training initiatives.

### **Explore Relationships with Other Nunavut Organizations**

- Establish connections with non-governmental organizations in Nunavut for potential collaboration on Inuit employment initiatives.

## **Departmental Actions**

### **Overview**

Supported by GN-wide initiatives, departmental actions have been identified that will enable progress in increasing and enhancing Inuit employment. Certain actions have been derived directly from the Implementation Contract to support Article 23 implementation.

Departmental IEPs include actions related to:

- Operational Plans
- In-Service Professional Development and Career Planning
- Pre-Employment Training
- Intensive Outreach and Recruitment
- Human Resource Management Practices
- Other Department-Specific Actions and Opportunities

### **Operational Plans**

#### **Capacity Building**

- Create a Director of Human Resource position to strengthen human resources management in the department or territorial corporation.
- Create an Inuit Employment Planner position in the department to support departmental Inuit employment planning and assist in the coordination of strategic priorities.

#### **Career Laddering**

- Review organizational structures to identify opportunities where further representation can be achieved through career laddering to bridge the gap between entry level and management positions.

#### **Succession Planning**

- Identify and plan succession for positions with term incumbents, potential for high turnover, or high potential recruitment.

### **Departmental Management Support**

- Outline expectations in manager performance plans that managers will support employee education, training and career development goals.

### **Inuit Employment Network**

- Encourage Inuit employees to participate in a new Inuit employment network to provide peer support for Inuit employees throughout the public service.

### **Partnership Initiatives with Inuit Organizations and Other Parties**

- Explore partnership opportunities with other organizations to support the department's Inuit employment plans in various occupations and professions.

## **In-Service Professional Development and Career Planning**

### **Career Advancement Plans**

- Identify and provide mentoring and professional development opportunities for Inuit staff, particularly for skills to support career advancement.
- Invite all Inuit employees to complete a Career Achievement Record and training and development plans to share with their manager.

### **Inuit Education and Training Programs**

- Utilize and promote centrally-provided education and training programs to Inuit employees.

### **Occupation Specific Training**

- Provide department- and occupation-specific training to Inuit staff.
- Recruit summer students, in particular those training for occupations in the department.

### **Internships and Trainees**

- Utilize centrally-funded and/or departmental internships and create trainee positions.

### **Cultural Competence Workshops**

- Provide access to cultural competence workshops.

### **Inuktitut Language Programs**

- Provide access to Inuktitut language programming for all employees

## **Pre-Employment Training**

### **Employment Pathways by Occupation**

- Create employment pathways for occupations in the department to support recruitment efforts.

### **Pre-Employment Training Initiatives**

- Collaborate with the Department of Human Resources to develop and enhance existing pre-employment training initiatives.

### **Bridging and Co-op Programs**

- Support pre-employment training by collaborating with partners on the development of bridging and co-op programs.

## **Intensive Outreach and Recruitment**

### **Communicate Employment Pathways by Occupation**

- Increase awareness and promote employment and training pathways for paraprofessional and professional occupations in the department.

### **Recruitment Campaigns by Occupation**

- Develop and implement a comprehensive recruitment campaign targeting Inuit to join specific GN occupations based on the Nunavut Inuit Labour Force Analysis and GN workforce analysis.

### **Promote, Advertise, and Increase Awareness of GN Jobs**

- Increase promotion, advertisements and awareness of departmental job opportunities to Inuit.

### **Target High School and Post-Secondary Students**

- Conduct outreach to high school and post-secondary students for pre-employment training to promote GN occupations.

## **Human Resource Management Practices**

### **Job Description Reviews**

- Review job descriptions to ensure there are no inflated requirements and remove redundant education, work experience and language requirements.

### **Restricted to Inuit Competitions**

- Restrict competitions to Nunavut Inuit where possible, based on labour market factors and in accordance with Human Resources directives.

### **Internal Developmental Transfers for Inuit**

- Provide support for Inuit employees to take internal developmental assignments.

### **Non-Inuit Hired on a Term Basis**

- In cases where there are no successful Inuit candidates, offer the position to non-Inuit on a term basis where appropriate, in accordance with Human Resource directives.

### **Casual and Relief Employees**

- Review list of casual employees (and relief employees where applicable) to identify opportunities to fill term and indeterminate positions.

### **Inuit on Hiring Panels**

- Ensure Inuit are assigned to hiring panels where feasible.

## **Other Department-Specific Actions and Opportunities**

Departments and territorial corporations may identify and undertake additional efforts and initiatives aimed at increasing and maintaining Inuit employment.

# INUIT EMPLOYMENT GOALS AND TARGETS

## Introduction

### Definitions

GN goals and targets focus on increasing the number of Inuit employees in the public service. The baseline workforce data from which to plan targets is set to March 31, 2024.

Departments and territorial corporations set their own Inuit employment goals and targets by NOC occupational group. These goals and targets are reviewed by the Department of Human Resources prior to approval and publication.

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

As described and applied in the GN's multi-year IEPs:

An *Inuit employment goal* is the total number of Inuit employees projected to be employed in a department or territorial corporation at a point in time. Goals are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department or agency expects to achieve at the point in time. The goal is the number of Inuit employees, not the Inuit representation rate.

An *Inuit employment target* is the projected number of Inuit employees in a NOC occupational group (e.g., 4001 Managers in public administration) in a department or territorial corporation at a point in time. Targets are accompanied by an estimated Inuit representation rate (% Inuit employees) that the department expects to achieve at the point in time. The target is the number of Inuit employees, not the Inuit representation rate.

The estimated *Inuit representation rate* is the percent (%) of Inuit employees associated with a numerical goal or target. Inuit representation rates can be estimated, although the calculation depends on highly variable factors such as the total number of positions and the number of filled positions, or capacity, at a point in time.

### Approach to Setting Goals and Targets

HR provides departments and territorial corporations with data and information to assist in Inuit employment planning, including:

- Information about Nunavut's Inuit labour market supply through the Nunavut Inuit Labour Force Analysis (NILFA) reports and NILFA online "hub;"
- Information about the GN's occupational groups and workforce through detailed workforce analysis reports and data by department; and
- Information about the Inuit labour force and GN positions and workforce in Nunavut's largest communities.

Staff of HR and staff of Employment and Social Development Canada have led workshops on multi-year Inuit employment planning, workforce analysis findings, NILFA findings, and use of the NILFA hub for GN committees and employees who were involved in Inuit employment planning.

Departments and territorial corporations apply their own approaches to setting Inuit employment goals and targets, with consideration of factors such as:

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

Departments and territorial corporations have an approved budget and number of person-years (PYs or FTEs). In setting their multi-year Inuit employment targets, departments may project changes in the number of positions which exceed the approved PYs. These projections, along with the targets, are subject to adjustment based on approvals over time.

## GN-wide Inuit Employment Goals and Targets

GN-wide goals and targets are established by rolling up the goals and targets that departments and territorial corporations have set to increase the number of Inuit employees. Goals and targets are expressed as headcount, not FTEs. The Office of the Legislative Assembly is not included in these goals and targets.

### Short-, Medium- and Long-Term Goals

GN-wide Inuit employment goals reflect the total number of Inuit employees projected to be employed in the public service at three points in time over the 10-year period of this IEP. These goals are the sum of the goals set by departments and territorial corporations in their IEPs.

**By March 31, 2027, we expect that the GN will employ 2,300 Inuit.** This would result in an estimated Inuit representation rate of 54%, depending on the total number of GN positions and capacity at that time. After exits and new hires during the period, it is a net increase of approximately 370 Inuit employees over the current state baseline of 1,932 Inuit employees as of March 31, 2024.

**By March 31, 2030, we expect that the GN will employ 2,600 Inuit.** This would result in an estimated Inuit representation rate of 56%, depending on the total number of GN positions and capacity at that time. After exits and new hires during the period, it is a net increase of approximately 300 Inuit employees over the short-term goal of 2,300 Inuit employees as of March 31, 2027.

**By March 31, 2034, we expect that the GN will employ 2,950 Inuit.** This would result in an estimated Inuit representation rate of 59%, depending on the total number of GN positions and capacity at that time. After exits and new hires during the period, it is a net increase of approximately 350 Inuit employees over the medium-term goal of 2,600 Inuit employees as of March 31, 2030.

### Short-, Medium- and Long-Term Targets

GN-wide Inuit employment targets indicate the number of Inuit employees projected to be employed in each NOC occupational group at three points in time over the 10-year period of this IEP. These targets are the sum of the targets set by departments and territorial corporations in their IEPs.

As noted previously, the GN plans to refresh departmental Inuit employment plans in 2026-27 to reflect the organizational and strategic change that is currently underway. The targets for occupational groups may be adjusted due to factors such as: provisions of the new Pre-Employment Training Framework; occupational groups and/or positions added due to devolution; changes in organizational structures; updating of NOC codes to the 2021 version; departmental operational requirements; turnover and attrition; and staffing issues and opportunities.



Inuit employment targets are summarized in the GN-Wide IEP. Details of projected positions and capacity are included in departmental IEPs.

INUIT EMPLOYMENT TARGETS 2024 TO 2034 (Headcount)						
OCCUPATIONAL GROUPS BY NOC CODE	SHORT-TERM		MEDIUM-TERM		LONG-TERM	
	By March 2027		By March 2030		By March 2034	
	Inuit	% Inuit	Inuit	% Inuit	Inuit	% Inuit
<b>0 - Legislative and Senior Management</b>						
0001 Legislators and senior management	35	31%	43	37%	54	45%
<b>1 - Business, Finance, and Administration</b>						
1001 Administrative services managers	67	49%	76	52%	86	59%
1002 Managers in financial and business services	2	18%	2	18%	5	38%
1110 Auditors, accountants and investment professionals	14	29%	20	38%	28	49%
1120 Human resources and business service professionals	27	41%	36	46%	41	52%
12 Administrative and financial supervisors and specialized administrative occupations	154	69%	175	70%	190	73%
• Full-time	154	69%	175	70%	190	73%
• Part-time	0	0%	0	0%	0	0%
13 Administrative and transportation logistics	202	86%	223	86%	243	88%
• Full-time	200	86%	221	86%	241	88%
• Part-time	2	100%	2	100%	2	100%
14 Administrative and supply chain logistics occupations	224	90%	244	92%	265	94%
• Full-time	220	91%	240	93%	261	94%
• Part-time	4	80%	4	80%	4	80%
<b>2 - Natural and Applied Sciences</b>						
2001 Managers in engineering, architecture, science and information systems	4	13%	8	25%	13	37%
2110 Physical science professionals	0	0%	0	0%	0	0%
2111 Life science professionals	0	0%	0	0%	0	0%
2112 Public and environmental health and safety professionals	6	40%	6	33%	6	33%
2120 Architects, urban planners and land surveyors	18	45%	18	45%	22	52%
• Full-time	15	42%	15	41%	19	49%
• Part-time	3	100%	3	100%	3	100%
2121 Mathematicians, statisticians, actuaries and data scientists	3	30%	3	30%	4	40%
2122 Computer and information systems professionals	7	18%	10	22%	14	29%
2123 Computer, software and Web developers	2	67%	2	67%	2	67%
213 Professional occupations in engineering	0	0%	0	0%	5	42%
221 Technical occupations related to natural sciences	34	85%	36	88%	35	83%
222 Technical occupations related to applied sciences (except engineering)	24	33%	27	35%	33	40%
223 Technical occupations related to engineering	2	11%	2	11%	5	24%
<b>3 - Health</b>						
3001 Managers in health care	3	21%	4	29%	4	29%
311 Health treating and consultation services professionals	0	0%	3	23%	4	29%
312 Therapy and assessment professionals	2	25%	2	25%	3	38%
313 Nursing and allied health professionals	14	10%	18	12%	22	14%
• Full-time	14	10%	18	12%	22	14%
• Part-time	0	0%	0	0%	0	0%

INUIT EMPLOYMENT TARGETS 2024 TO 2034 (Headcount)						
OCCUPATIONAL GROUPS BY NOC CODE	SHORT-TERM		MEDIUM-TERM		LONG-TERM	
	By March 2027		By March 2030		By March 2034	
	Inuit	% Inuit	Inuit	% Inuit	Inuit	% Inuit
3210 Technical occupations in therapy and assessment	7	17%	9	21%	11	24%
3211 Technical occupations in dental health care	1	33%	2	50%	3	60%
3212 Medical technologists and technicians	0	0%	0	0%	0	0%
3310 Assisting occupations in support of health services	22	73%	28	82%	37	97%
<b>4 - Education, Law and Social, Community and Government Services</b>						
4001 Managers in public administration	31	30%	43	39%	53	45%
4002 Managers in education	16	15%	17	19%	19	21%
4003 Managers in social, community and correctional services	10	59%	11	61%	13	62%
4004 Managers in public protection services	0	0%	0	0%	0	0%
411 Professional occupations in law	1	7%	2	13%	3	19%
4121 College and other vocational instructors	37	64%	55	67%	67	73%
• Full-time	37	64%	54	67%	66	73%
• Part-time	0	0%	1	100%	1	100%
4122 Secondary, elementary and kindergarten school teachers	308	39%	338	40%	398	44%
• Full-time	302	39%	332	40%	392	44%
• Part-time	6	43%	6	43%	6	43%
4130 Social and community service professionals	34	45%	47	52%	52	54%
4131 Police investigators and probation officers	9	56%	12	67%	17	85%
4132 Educational and employment counsellors	61	90%	63	90%	79	96%
• Full-time	60	91%	62	90%	78	96%
• Part-time	1	100%	1	100%	1	100%
4140 Policy and program researchers, consultants and officers	143	53%	155	55%	182	60%
• Full-time	143	53%	155	55%	182	60%
• Part-time	0	0%	0	0%	0	0%
421 Occupations in front-line public protection services	0	0%	0	0%	0	0%
422 Paraprofessional occupations in legal, social, community and education services	99	74%	109	74%	122	77%
• Full-time	94	74%	102	74%	113	76%
• Part-time	5	83%	7	64%	9	82%
431 Assisting occupations in education	137	94%	137	94%	137	94%
• Full-time	129	95%	129	95%	129	95%
• Part-time	8	89%	8	89%	8	89%
432 Assisting occupations in legal and public protection	50	44%	69	58%	80	66%
441 Home care provider occupations	74	99%	81	100%	87	100%
• Full-time	52	98%	56	100%	59	100%
• Part-time	22	100%	25	100%	28	100%
<b>5 - Art, Culture, Recreation and Sport</b>						
5001 Managers in art, culture, recreation and sport	0	0%	0	0%	0	0%
5110 Librarians, archivists, conservators and curators	2	50%	2	50%	4	67%
5111 Writing, translating and related communications professionals	24	89%	26	87%	27	90%
5210 Technical occupations in libraries, public archives	3	100%	4	100%	4	100%
• Full-time	1	100%	2	100%	2	100%
• Part-time	2	100%	2	100%	2	100%
5310 Occupations related to museums and art galleries	0	0%	0	0%	0	0%
5410 Program leaders and instructors in recreation, sport	0	0%	0	0%	1	100%

INUIT EMPLOYMENT TARGETS 2024 TO 2034 (Headcount)						
OCCUPATIONAL GROUPS BY NOC CODE	SHORT-TERM		MEDIUM-TERM		LONG-TERM	
	By March 2027		By March 2030		By March 2034	
	Inuit	% Inuit	Inuit	% Inuit	Inuit	% Inuit
<b>6 - Sales and Service</b>						
6002 Retail and wholesale trade managers	2	100%	2	100%	2	100%
6003 Managers in food service and accommodation	1	50%	1	50%	1	50%
6202 Service supervisors	1	20%	1	20%	1	20%
6310 Insurance, real estate and financial sales	1	50%	1	50%	1	50%
6320 Cooks, butchers and bakers	9	45%	9	45%	10	50%
6440 Customer and information services representatives	88	95%	92	94%	92	94%
• Full-time	86	95%	89	94%	89	92%
• Part-time	2	100%	3	100%	3	100%
6441 Security guards and related security services	4	67%	5	70%	7	70%
6510 Cashiers and other sales support occupations	6	100%	7	100%	9	100%
6520 Food support occupations	4	57%	5	83%	6	86%
6531 Cleaners	144	80%	170	89%	185	91%
• Full-time	131	88%	138	89%	145	91%
• Part-time	13	43%	32	89%	40	91%
<b>7 - Trades, Transport, and Equipment Operators</b>						
7001 Managers in construction and facility operation and maintenance	13	24%	16	27%	22	34%
7002 Managers in transportation	4	57%	4	57%	4	57%
7201 Contractors and supervisors, technical industrial, electrical and construction trades	6	55%	9	75%	9	75%
7220 Technical electrical trades and electrical power line and telecommunications workers	5	24%	9	45%	10	50%
7230 Plumbers, pipefitters and gas fitters	2	67%	2	67%	2	67%
7231 Carpenters and cabinetmakers	2	40%	3	60%	5	100%
724 Technical maintenance trades	6	55%	7	70%	8	80%
732 Building maintenance installers, servicers, repairers	1	100%	1	100%	1	100%
75 Helpers and labourers and other transport drivers, operators and labourers	28	80%	36	92%	46	100%
<b>9 - Manufacturing and Utilities</b>						
9001 Managers in manufacturing and utilities	0	0%	0	0%	0	0%
9201 Supervisors, processing and manufacturing	1	25%	1	25%	1	25%
9210 Utilities equipment operators and controllers	54	92%	54	92%	54	92%
• Full-time	40	89%	40	91%	40	93%
• Part-time	14	100%	14	100%	14	100%
9310 Central control and process operators	2	100%	3	75%	5	83%
<b>TOTAL INUIT EMPLOYMENT GOALS</b>	<b>2,297</b>	<b>54%</b>	<b>2,606</b>	<b>56%</b>	<b>2,961</b>	<b>59%</b>
	By March 2027		By March 2030		By March 2034	

## Monitoring and Reporting on Progress

### Performance Measurement Framework

A Performance Measurement Framework will be developed by the Parties to the Implementation Contract by the end of the 2026 calendar year, or on a date otherwise agreed upon by the Parties. The framework will include performance metrics to measure the success of initiatives undertaken for the purposes of Article 23 of the Nunavut Agreement.

The performance measurement framework will include qualitative and quantitative measurement of the performance of initiatives funded under the Implementation Contract. Factors that may be measured include the:

- Number of training, education, and recruitment initiatives designed, delivered, or funded through the Contract;
- Nature of supports available to Inuit to increase their ability to participate in training and education initiatives;
- Number of Inuit who participate in training, education, and recruitment initiatives or access supports;
- Number of Inuit who become employed in government as a result of their participation in a pre-employment training program;
- Number of Inuit who are promoted or transferred as a result their participation in an in-service training program;
- Number of Inuit who become employed in government as a result of recruitment initiatives;
- Experiences of Inuit who participate in training, education, and recruitment initiatives designed, delivered, or funded through the Contract;
- Experiences of Inuit in attaining or attempting to attain government employment following the completion of pre-employment training activities; and,
- Recommendations of Inuit for improvement of training and education initiatives.

## **Monitoring Progress**

Departmental IEPs include Inuit employment goals, targets and an action plan. Departments and territorial corporations report quarterly to the Department of Human Resources on progress in implementing their IEPs, using the reporting template and instructions that HR provides.

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

## **Reporting on Progress**

Inuit employment statistics reflect the results of efforts made by departments and territorial corporations to increase the number of Inuit employees. These statistics are published quarterly in Towards a Representative Public Service (TRPS) reports, which are available to GN employees and the public on the Department of Human Resources webpage. TRPS will continue to report on Inuit employment statistics by GN employment category and community, and will add reporting by NOC occupational group following the implementation of the new Fusion Cloud human resource platform.

The Department of Human Resources will lead the process of annual updates for departmental IEPs. Departments and territorial corporations will provide a status for each of their actions and updated Inuit employment targets as needed to maintain relevance. HR will also prepare an annual update for the GN-Wide IEP. The annual progress reports and updates to IEPs will be shared with Nunavut Tunngavik Incorporated and tabled in the Legislative Assembly.

# APPENDIX I

## Mandates and Functions of Departments

The mandates and functions of GN departments are outlined in the *Establishment of Departments and Responsibility for Acts Regulations* under the *Legislative Assembly and Executive Council Act*.

**Department of Community and Government Services** is currently responsible for:

- government-wide procurement services and corresponding logistics supports;
- government-wide information and communications technology;
- delivery of capital projects, including hamlet infrastructure, but not including transportation facilities;
- government facilities and asset management;
- public records management, other than Nunavut Archives and the Public Records Committee;
- purchase, import, storage and delivery of petroleum products;
- consumer affairs;
- technical professional studies programs, other than trades and occupations certification;
- telecommunications;
- technical services for government and municipal buildings and works;
- government real property;
- government utilities management;
- safety services, including building, demolition and occupancy permits and related inspections, and technical standards and safety;
- services to and programs for municipalities;
- amateur sports and recreation;
- property assessment; and
- emergency management services, including business continuity, fire prevention, and search and rescue.

CGS will become the **Department of Transportation and Infrastructure Nunavut** (TIN) on April 1, 2025. The department will provide support to GN departments, including managing infrastructure, information technology, transportation, and procurement.

**Department of Culture and Heritage** is responsible for:

- government-wide alignment with Inuit Qaujimajatuqangit and Inuit Societal Values;
- government-wide official language strategies and policies;
- government-wide translation services;
- government-wide language training;
- protection, promotion and revitalization of the Inuit Language;
- relations with the Inuit Uqausinginnik Taiguusiliuqtiit;
- conservation, protection, promotion and enhancement of culture, heritage and historical resources;
- supporting community-lead projects that promote Inuit Societal Values;
- public transfer of Inuit Qaujimajatuqangit, particularly from Elders to youth;
- archaeology and palaeontology;
- toponymy;
- Nunavut Archives; and
- public libraries.

**Department of Economic Development and Transportation** is currently responsible for:

- economic and business development;
- supports to industry;
- sustainable development, diversification and promotion of primary industries;
- fisheries and sealing;
- geoscience and prospecting;
- distribution of country food;
- tourism and cultural industries;
- media, including film and television;
- national and international trade relations;
- transportation, including transportation infrastructure;
- development of transportation facility capital projects;
- providing support to the Nunavut Development Corporation and the Nunavut Business Credit Corporation;
- motor vehicles; and
- general identification cards.

EDT will become the **Department of Community Services (CS)** on April 1, 2025. The department will focus on serving communities by overseeing areas such as economic development, lands and planning, consumer affairs, safety services, emergency management, and the Government Liaison Office (GLO).

**Department of Education** is responsible for:

- primary and secondary education, including supports to district education authorities, relations with the Coalition of Nunavut District Education Authorities, recruitment and retention of teachers, teacher certification, use of public school facilities, public school programs, and regulation of private school facilities and programs;
- regulation of early childhood education and child day care facilities and programs;
- regulation of adult learning, including post-secondary education; and
- student financial assistance.

**Department of Environment** is responsible for:

- environmental protection and environmental compliance;
- environmental science;
- environmental assessment;
- land use planning;
- wildlife management, including wildlife research;
- relations with Hunters and Trappers Organizations and Regional Wildlife Organizations; seal and fur purchase programs;
- territorial parks;
- protected areas;
- climate change adaptation and mitigation; and
- geographic information.

**Department of Executive and Intergovernmental Affairs** is currently responsible for:

- management and coordination of the activities, responsibilities and business planning of the Government of Nunavut;
- government-wide strategic communications planning;

- coordination of relations with the federal government, provincial governments and other territorial governments;
- devolution;
- sustainable development;
- implementation and negotiation of agreements with Indigenous peoples and organizations, including the Nunavut Agreement;
- relationships with Indigenous, circumpolar and related international organizations, including Nunavut Tunngavik Incorporated and Regional Inuit Organizations;
- coordination of international relations;
- Government Liaison Officers;
- immigration;
- protocol;
- access to information and protection of privacy;
- statistics;
- the Cabinet Secretariat;
- the Senior Personnel Secretariat;
- administrative support to the Utility Rates Review Council; and
- administrative support to the Premier's Office, Ministers' Offices and the Commissioner's Office.

As of April 1, 2025, the Government Liaison Office function will transfer to the new Department of Community Services and **EIA** will focus on its central agency roles.

**Department of Family Services** is responsible for:

- child protection;
- family support services including counselling, in-home parenting support, respite care, parenting programs, and other family support services to assist the family to deal with the illness of a child or another family member;
- adoption and foster care;
- youth support services;
- poverty reduction;
- food security;
- protection of vulnerable adults, other than guardianship;
- income assistance and other benefit programs;
- career and labour market training;
- trades and occupations certification;
- emergency and transitional housing;
- residential care, other than those provided by the Department of Health;
- social service facilities;
- family violence services;
- adult support services;
- other assistance to individuals, families, groups and communities;
- family wellness; and
- labour market programs.

**Department of Finance** is responsible for:

- providing support to the Financial Management Board;
- fiscal policy;
- government finances, including comptrollership;

- government-wide expenditure management;
- government-wide internal audit;
- taxation including tax credits and benefits;
- insurance;
- liquor and cannabis management;
- compensation and benefits for public servants;
- energy subsidies; and
- supports to public agencies.

**Department of Health** is responsible for:

- public health;
- health care, mental health, personal care, rehabilitation, addictions and trauma-related services, including hospitals and other health facilities, referrals to out-of-territory services, and home and community care;
- medical transportation;
- oral health and dental care;
- residential long-term care;
- suicide prevention, intervention and postvention;
- healing programs;
- regulation of health professions;
- health information;
- health insurance; and
- vital statistics.

**Department of Human Resources** is responsible for:

- government-wide human resources, including staffing, employee relations, job evaluation, organizational design, location of public service positions, summer student employment, employee wellness, and collective bargaining;
- government-wide Inuit employment initiatives, including the Priority Hiring Policy, internships, mentoring programs, development of the Master Inuit Employment Plan, support of departmental Inuit employment plans, and training programs specifically designed for Inuit employees;
- public service training;
- pre-employment training for government employment;
- relocation of public servants; and
- allocation of staff housing.

**Department of Justice** is responsible for:

- for greater certainty, all matters related to the duties of the Minister of Justice and the Attorney General for Nunavut under the Department of Justice Act;
- public safety and crime prevention;
- territorial policing;
- civil forfeiture;
- administration of justice;
- registrars, clerks and other officers in bankruptcy;
- law libraries;
- family mediation;
- family support enforcement;



- assistance and services to victims of crime;
- human rights;
- government-wide legal and legislative services;
- correctional facilities, including correctional centres, on-the-land camp operations, and open-custody homes;
- probation and parole services;
- support to the Nunavut Criminal Code Review Board;
- community justice;
- guardianship and trusteeship;
- coroners;
- labour standards;
- residential tenancies;
- legal registries; and
- relations with the Legal Services Board.

## Mandates and Functions of Territorial Corporations

The territorial corporations are established through legislation, which sets out their purpose and objectives as outlined below.

### Nunavut Arctic College

Section 3 of the *Nunavut Arctic College Act* states:

The purpose of Nunavut Arctic College is to deliver adult and post-secondary education, including the delivery of university level programs and the granting of university degrees and applied bachelor degrees.

### Nunavut Business Credit Corporation

Section 5 of the *Nunavut Business Credit Corporation Act* states:

The Corporation may

- for the purpose of stimulating economic development and employment in Nunavut, make loans to business enterprises, guarantee loans made by financial institutions to business enterprises, provide bonds to resident business enterprises and indemnify bonds provided by bonding companies to resident business enterprises; and
- acquire and hold security for the due discharge of obligations under a loan made, a bond provided or a guarantee or an indemnity given by it and sell or otherwise dispose of or realize on such security.

### Nunavut Development Corporation

Section 3 of the *Nunavut Development Corporation Act* states its objectives:

- to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, direct/y or indirect/y, within the Corporation in order to: create employment and income for residents of the Territory, primarily in small communities; stimulate growth of businesses in the Territory; and, promote economic diversification and stability;
- to invest in business enterprises in order to: stimulate growth of businesses in the Territories; and, promote economic diversification and stability; and,
- promote the economic objectives of the Government of Nunavut.

## **Nunavut Housing Corporation**

Section 4 of the *Nunavut Housing Corporation Act* states:

The Corporation shall carry out the duties and functions provided for by this Act and may carry out other duties and functions related to any program of housing or housing development that may be assigned to it and, the Corporation may provide, develop, maintain and manage housing for

- senior citizens;
- families and individuals receiving social allowances or social assistance;
- individuals requiring minimal nursing care;
- families and individuals generally;
- students or apprentices and their families;
- staff; and
- co-operative or non-profit organization housing accommodation.

## **Qulliq Energy Corporation**

Section 5 of the *Qulliq Energy Corporation Act* states its objectives:

- to generate, transform, transmit, distribute, deliver, sell and supply the energy on a safe, economical, efficient, and reliable basis;
- to plan and provide for Nunavut's long-term needs for affordable energy, taking into consideration Nunavut's desire to enhance energy self-reliance and conserving energy and energy resources;
- to purchase, store, process, distribute, deliver, sell and supply petroleum products and other fuels;
- to undertake programs to maximize the efficiency of fuel and other energy consumption and to provide advice and information to consumers to enable fuel and energy conservation;
- subject to the Utility Rates Review Council Act to set rates and tariffs for energy and services supplied by the Corporation and its subsidiaries; and
- to undertake any other activity directed or authorized by order of the Commissioner in the Executive Council.

## APPENDIX II

### Description of NOC Occupational Groups in the GN

A brief description of each NOC occupational group in the GN is provided below, including the education, training or employment preparation that is typically needed to enter the occupation.

Descriptions are focused on the types of GN jobs found in the occupational group and based on the National Occupational Classification 2021 <https://noc.esdc.gc.ca/Structure/Hierarchy>

DESCRIPTION OF OCCUPATIONAL GROUPS BY NOC CODE	
<b>0 - Legislative and Senior Management</b>	
<b>0001 Legislators and senior management</b>	TEER 0
Senior government managers and officials plan, organize, direct, control, and evaluate the major activities of government departments, boards, agencies or commissions in accordance with legislation and policies made by elected representatives or legislative bodies. University degree or college diploma and/or extensive career experience	
<b>1 - Business, Finance, and Administration</b>	
<b>1001 Administrative services managers</b>	TEER 0
These managers plan, organize, direct, control, and monitor the operation of administrative services functions, including finance, human resources and procurement. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>1002 Managers in financial and business services</b>	TEER 0
These managers plan, organize, direct, control and evaluate the operation of functions that provide services to business, including communications and public relations. University degree or college diploma and career experience	
<b>1110 Auditors, accountants and investment professionals</b>	TEER 1
These specialized occupations maintain financial records, prepare financial information and ensure accuracy and compliance with established accounting standards and internal controls. University degree and career experience; some may need certification, licensing, registration	
<b>1120 Human resources and business service professionals</b>	TEER 1
These specialized occupations develop, implement and advise on policies, programs and procedures related to human resources and labour relations or communications and public relations. University degree or college diploma and career experience	
<b>12 Administrative and financial supervisors and specialized administrative occupations</b>	TEER 2
These occupations supervise administrative and financial functions, or perform specialized administrative duties in areas such as human resources, procurement, revenue and collections, or records management. College diploma and/or career experience	
<b>13 Administrative and transportation logistics occupations</b>	TEER 3
These occupations provide general administrative or secretarial support to a manager and/or work unit, or perform administrative duties in specific areas such as payroll and property administration. College certificate or high school and related work experience	
<b>14 Administrative and supply chain logistics occupations</b>	TEER 4
These occupations perform general clerical duties according to established procedures in courts administration, data entry, finance, legal registries, patient registration, personnel administration, and shipping/receiving. High school and related work experience	

<b>2 - Natural and Applied Sciences</b>	
<b>2001 Managers in engineering, architecture, science and information systems</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor the operation of functions involved in engineering, environmental protection, scientific research, or information technology. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>2110 Physical science professionals</b>	TEER 1
In the GN, there is one specialized physical science occupation: geologists that provide advice and guidance to promote a sustainable mineral industry in Nunavut. University degree and career experience; requires a licence to practise as a Professional Geoscientist (P.Geo.)	
<b>2111 Life science professionals</b>	TEER 1
In the GN, there is one specialized life science occupation: wildlife biologists that conduct research and provide advice on wildlife management policies and practices. University degree and career experience	
<b>2112 Public and environmental health and safety professionals</b>	TEER 1
These specialized professional occupations review, assess and monitor public health and environmental safety hazards and deliver programs to mitigate impact and protect the environment and people's health. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>2120 Architects, urban planners and land surveyors</b>	TEER 1
These specialized professional occupations recommend policies and develop plans for managing land use, physical facilities and associated services. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>2121 Mathematicians, statisticians, actuaries and data scientists</b>	TEER 1
These specialized professional occupations collect data and apply statistical techniques to analyze issues and opportunities in fields such as demographics, social science and health. University degree and career experience	
<b>2122 Computer and information systems professionals</b>	TEER 1
These specialized professional occupations assess systems and user requirements, propose IT solutions, and develop and maintain information systems and databases. University degree and career experience	
<b>2123 Computer, software and Web designers, developers</b>	TEER 1
These specialized professional occupations write and maintain computer code for software applications or develop and maintain Web sites. University degree and career experience	
<b>213 Professional occupations in engineering</b>	TEER 1
These specialized professional occupations develop plans and designs and oversee engineering projects associated with infrastructure, municipal planning and power generation. University degree and career experience; requires a licence to practise as a Professional Engineer (P.Eng.)	
<b>221 Technical occupations related to natural sciences</b>	TEER 2
These specialized technologists and technicians provide technical services to professionals in the natural sciences and deliver programs and services related to wildlife management and environmental protection. College diploma in a related field	
<b>222 Technical occupations related to applied sciences (except engineering)</b>	TEER 2
These specialized technologists and technicians provide technical services in areas such as geomatics, IT, occupational health and safety, building inspection, and technical inspection . University degree or college diploma in a related field; some may need certification, licensing, registration	
<b>223 Technical occupations related to engineering</b>	TEER 2
These specialized technologists and technicians provide technical services related to mechanical and electrical engineering, electronics, and industrial instruments, control systems and technologies. College diploma in a related field; some may need certification, licensing, registration	

<b>3 - Health</b>	
<b>3001 Managers in health care</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor the operation of health care functions, excluding nursing managers (see 313 - Nursing and allied health professionals). University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>311 Health treating and consultation services professionals</b>	TEER 1
These specialized professional occupations diagnose and treat individuals as audiologists, nutritionists or pharmacists. University degree and career experience; some may need certification, licensing, registration	
<b>312 Therapy and assessment professionals</b>	TEER 1
These specialized professional occupations diagnose and treat individuals as psychologists, physiotherapists or occupational therapists. University degree and career experience; some may need certification, licensing, registration	
<b>313 Nursing and allied health professionals</b>	TEER 1
These regulated professional occupations provide primary healthcare and patient care as registered nurses, registered psychiatric nurses, registered midwives, and supervisors of nursing personnel. University degree (college diploma for midwives); requires registration	
<b>3210 Technical occupations in therapy and assessment</b>	TEER 2
These specialized paraprofessional occupations assist health professionals in providing patient care as licensed practical nurses, respiratory therapists and assistants in areas such as audiology and occupational therapy. College diploma; some may need certification, licensing, registration	
<b>3211 Technical occupations in dental health care</b>	TEER 2
These regulated paraprofessional occupations promote oral health and provide dental hygiene treatment as dental hygienists or dental therapists, who also provide limited restorative dental treatment. College diploma; require licensing	
<b>3212 Medical technologists and technicians</b>	TEER 2
These regulated paraprofessional occupations provide specialized services to support diagnosis and treatment as laboratory technologists, medical radiation technologists, pharmacy technicians, and ultrasonographers. College diploma; requires certification, licensing, registration	
<b>3310 Assisting occupations in support of health services</b>	TEER 3
This occupational group provides services and assistance to healthcare professionals and paraprofessionals in areas such as diagnostic imaging, laboratory services, oral health, and patient services. College diploma or certificate or high school and related work experience	
<b>4 - Education, Law and Social, Community and Government Services</b>	
<b>4001 Managers in public administration</b>	TEER 0
These managers plan, organize, direct, control and monitor the operation of government policy and planning functions and the delivery of government programs. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>4002 Managers in education</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor the operation of post-secondary institutions, high schools or elementary schools. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>4003 Managers in social, community and correctional services</b>	TEER 0
These managers plan, organize, direct, control and monitor the operation of functions that deliver social services, community services or correctional services. University degree or college diploma and career experience	

<b>4004 Managers in public protection services</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor the operation of functions involved in firefighting and/or fire prevention. College diploma and career experience	
<b>411 Professional occupations in law</b>	TEER 1
As regulated professionals, lawyers draft legislation, prepare legal documents, advise clients on legal matters, represent clients in legal proceedings, and conduct prosecutions in courts of law. University degree and career experience; requires membership in a provincial or territorial Law Society or Bar	
<b>4121 College and other vocational instructors</b>	TEER 1
These specialized occupations prepare and teach applied arts, academic, technical and vocational subjects at colleges, in private training establishments, or in internal training and development programs. University degree or college diploma and career experience	
<b>4122 Secondary, elementary and kindergarten school teachers</b>	TEER 1
These regulated professional occupations prepare and teach academic, basic, technical, vocational or specialized subjects at secondary schools or elementary schools. University degree; requires teaching certificate	
<b>4130 Social and community service professionals</b>	TEER 1
These specialized professional occupations provide supportive social and counselling services to individuals, families and communities. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>4131 Police investigators and probation officers</b>	TEER 1
In the GN, community corrections officers supervise adults and youth serving probation, deferred custody and community sentences, assess client risks and needs, and coordinate community programming. College diploma	
<b>4132 Educational and employment counsellors</b>	TEER 1
In the GN, Ilinniartuvimmi Inuusiliriji provide guidance to students and serve as a liaison among students, families, schools and the community, while career development officers promote employment opportunities. College diploma or high school completion and career experience	
<b>4140 Policy and program researchers, consultants and officers</b>	TEER 1
These professional occupations conduct research, recommend and develop policies and guidelines, provide advice, prepare materials to support decision-making, and administer programs in a variety of specialized areas. University degree and career experience	
<b>421 Occupations in front-line public protection services</b>	TEER 2
In the GN, a fire prevention officer position is coded in this occupational group, which includes jobs in policing, firefighting and fire prevention. College diploma or high school completion and career experience	
<b>422 Paraprofessional occupations in legal, social, community and education services</b>	TEER 2
These paraprofessional occupations deliver social and community services, including as GN elder advisors and outreach workers in community health and justice, family resources, life skills, mental health and addictions. College diploma or high school completion and career experience	
<b>431 Assisting occupations in education</b>	TEER 3
This occupational group assists teachers and supports students in accessing educational programs and in personal care and behaviour management. In the GN, it is comprised primarily of student support assistants. College certificate or high school and related work experience	
<b>432 Assisting occupations in legal and public protection</b>	TEER 3
This occupational group includes sheriffs, correctional service officers and by-law enforcement officers. In the GN, it includes correctional caseworkers, correctional supervisors, land program officers, and youth officers. College diploma or certificate or high school completion and related work experience	

<b>441 Home care provider occupations</b>	TEER 4
This occupational group provides homemaking and personal care services in home and community settings for individuals experiencing illness, poor health or disability. Some high school and related work experience	
<b>5 - Art, Culture, Recreation and Sport</b>	
<b>5001 Managers in art, culture, recreation and sport</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor the operation of functions associated with arts and culture, such as libraries and archives, or sports and recreation. University degree or college diploma and career experience	
<b>5110 Librarians, archivists, conservators and curators</b>	TEER 1
This professional occupational group includes librarians, archivists, and conservators and curators who manage libraries or archival collections, or research, restore and conserve museum artifacts and cultural property. University degree and career experience	
<b>5111 Writing, translating and related communications professionals</b>	TEER 1
This professional occupational group includes technical writers, editors, terminologists, translators, and interpreters. University degree or college diploma and career experience	
<b>5210 Technical occupations in libraries, public archives</b>	TEER 2
These technical occupations assist users in accessing library or archive resources, conduct reference searches, administer collections, and participate in archive processing and storage of library and archival resources. College diploma	
<b>5310 Occupations related to museums and art galleries</b>	TEER 3
This occupational groups assists conservators and curators in classifying, cataloguing, storing, and displaying museum artifacts and cultural property. In the GN, a registrar/assistant curator position is coded in this group. College diploma	
<b>5410 Program leaders and instructors in recreation, sport</b>	TEER 4
This occupational group plans programs and leads and instructs groups and individuals in recreational, sports, fitness or athletic activities. High school and related work experience	
<b>6 - Sales and Service</b>	
<b>6002 Retail and wholesale trade managers</b>	TEER 0
These managers plan, organize, direct, control and monitor the operation of functions that sell merchandise or services on a retail or wholesale basis, such as a store. College diploma and/or career experience	
<b>6003 Managers in food service and accommodation</b>	TEER 0
These managers plan, organize, direct, control and monitor the operation of functions involved that provide food services or accommodations, such as a college residence. College diploma and/or career experience	
<b>6202 Service supervisors</b>	TEER 2
Supervisors in this occupational group supervise and coordinate the activities of workers in occupations such as cleaning (6531), customer and information services (6440), and food services (6320 and 6520). College diploma and/or career experience	
<b>6310 Insurance, real estate and financial sales</b>	TEER 3
These occupations sell insurance, real estate and financial products and services to individuals and businesses. In the GN, mortgage and lands officer positions are coded in this occupational group. College diploma or high school completion and related work experience	
<b>6320 Cooks, butchers and bakers</b>	TEER 3
Cooks prepare a variety of food items and meals in institutions and dining establishments. College diploma or high school completion and related work experience	



<b>6440 Customer and information services representatives</b>	TEER 4
This occupational group provides customer services, answers enquiries, and offers information about policies, goods and services. In the GN, medical clerk interpreters and public health assistants are coded in this group. High school and related work experience	
<b>6441 Security guards and related security services</b>	TEER 4
This occupational group implements security measures to control access, protect property and maintain order in various establishments, facilities and institutions. High school and related work experience	
<b>6510 Cashiers and other sales support occupations</b>	TEER 5
This occupational group operates point-of-sale equipment to accept and record payment for the purchase of goods, services and admissions. No formal education	
<b>6520 Food support occupations</b>	TEER 5
This occupational group assists cooks and helps to prepare and serve food items, clean kitchen and dining areas, and wash dishes. No formal education	
<b>6531 Cleaners</b>	TEER 5
This occupational group performs caretaking, cleaning, custodial and housekeeping duties. No formal education	
<b>7 - Trades, Transport, and Equipment Operators</b>	
<b>7001 Managers in construction and facility operation and maintenance</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor construction projects or activities associated with facility operation and maintenance. University degree or college diploma and career experience; some may need certification, licensing, registration	
<b>7002 Managers in transportation</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor functions associated with transportation. University degree or college diploma and career experience	
<b>7201 Contractors and supervisors, technical industrial, electrical and construction trades</b>	TEER 2
Supervisors in this occupational group supervise and coordinate the activities of workers in the technical electrical trades (7220) and construction trades (732). College diploma; some may need skilled trades certification, licensing, registration	
<b>7220 Technical electrical trades and electrical power line and telecommunications workers</b>	TEER 2
These regulated skilled trades work in the GN as electricians, power system electricians and powerline technicians. College diploma; requires skilled trades certification, licensing, registration	
<b>7230 Plumbers, pipefitters and gas fitters</b>	TEER 2
These regulated skilled trades work in the GN as plumbers. College diploma; requires skilled trades certification, licensing, registration	
<b>7231 Carpenters and cabinetmakers</b>	TEER 2
These technical occupations work in the GN as carpenters and facility maintainers. College diploma; some may need skilled trades certification, licensing, registration	
<b>724 Technical maintenance trades</b>	TEER 2
These technical occupations maintain and repair heavy-duty equipment, automobiles and trucks, and electrical apparatus. College diploma; some may need skilled trades certification, licensing, registration	
<b>732 Building maintenance installers, servicers, repairers</b>	TEER 3
These technical occupations work in general building maintenance or install, service and repair various products. In the GN, a meter reader position is coded in this occupational group. College diploma or high school completion and related work experience	



<b>75 Helpers and labourers and other transport drivers, operators and labourers</b>	TEER 5
This occupational group assists skilled trades in construction, maintenance and repair work. No formal education	
<b>9 - Manufacturing and Utilities</b>	
<b>9001 Managers in manufacturing and utilities</b>	TEER 0
These specialized managers plan, organize, direct, control and monitor the operation of functions associated with manufacturing or utilities, including generation of electrical power. University degree or college diploma and career experience	
<b>9201 Supervisors, processing and manufacturing</b>	TEER 2
Supervisors in this occupational group supervise and coordinate the activities of workers in power plants and water and waste treatment plants (9210) and processing plants (9310). College diploma; some may need skilled trades certification, licensing, registration	
<b>9210 Utilities equipment operators and controllers</b>	TEER 2
These specialized technical occupations operate and control power generation plants and water and wastewater treatment plants. College diploma; some may need skilled trades certification, licensing, registration	
<b>9310 Central control and process operators</b>	TEER 3
These technical occupations operate control panels and equipment in petroleum, petrochemical and chemical processing plants. Petroleum products officers are coded in this occupational group in the GN. College diploma or high school completion and related work experience	

## APPENDIX III

### Workforce Statistics by NOC Occupational Group 2024

Occupational groups are listed by NOC category (e.g., 1 - Business, Finance, and Administration). Appendix I provides a brief description of each occupational group and the education, training or employment preparation that is typically involved.

Most occupational groups in the GN have only full-time positions. For those with part-time positions, sub-totals are shown for regular full-time and regular part-time positions. IEPs make use of headcounts rather than FTES, so a half-time position is shown as one (1) position, not 0.5 FTE.

Workforce statistics include indeterminate and term employees. Sivulitqtsat interns, casual workers and relief workers are reported separately in TRPS and IEPs. Workforce statistics prepared for IEPs exclude the Office of the Legislative Assembly.

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
OCCUPATIONAL GROUPS BY NOC CODE	Total Positions	Filled Positions	Inuit Employed	% Inuit
<b>0 - Legislative and Senior Management</b>	<b>119</b>	<b>95</b>	<b>27</b>	<b>28%</b>
0001 Legislators and senior management	119	95	27	28%
<b>1 - Business, Finance, and Administration</b>	<b>1,299</b>	<b>827</b>	<b>562</b>	<b>68%</b>
1001 Administrative services managers	146	110	38	35%
1002 Managers in financial and business services	15	7	0	0%
1110 Auditors, accountants and investment professionals	76	46	11	24%
1120 Human resources and business service professionals	84	43	16	37%
12 Administrative and financial supervisors and specialized administrative occupations	290	194	131	68%
• Full-time	289	194	131	68%
• Part-time	1	0	0	0%
13 Administrative and transportation logistics	328	204	167	82%
• Full-time	325	202	166	82%
• Part-time	3	2	1	50%
14 Administrative and supply chain logistics occupations	360	223	199	89%
• Full-time	357	220	196	89%
• Part-time	7	3	3	100%
<b>2 - Natural and Applied Sciences</b>	<b>362</b>	<b>217</b>	<b>62</b>	<b>29%</b>
2001 Managers in engineering, architecture, science and information systems	38	24	2	8%
2110 Physical science professionals	2	0	0	0%
2111 Life science professionals	8	5	0	0%
2112 Public and environmental health and safety professionals	17	10	3	30%
2120 Architects, urban planners and land surveyors	48	22	9	41%
• Full-time	47	22	9	41%
• Part-time	1	0	0	0%
2121 Mathematicians, statisticians, actuaries and data scientists	11	6	1	17%
2122 Computer and information systems professionals	54	31	2	6%
2123 Computer, software and Web designers, developers	3	3	2	67%
213 Professional occupations in engineering	17	8	0	0%
221 Technical occupations related to natural sciences	42	30	23	77%

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
OCCUPATIONAL GROUPS BY NOC CODE	Total Positions	Filled Positions	Inuit Employed	% Inuit
222 Technical occupations related to applied sciences (except engineering)	99	62	18	29%
223 Technical occupations related to engineering	23	16	2	13%
<b>3 - Health</b>	<b>484</b>	<b>243</b>	<b>41</b>	<b>17%</b>
3001 Managers in health care	14	8	2	25%
311 Health treating and consultation services professionals	14	9	0	0%
312 Therapy and assessment professionals	8	7	2	29%
313 Nursing and allied health professionals	300	132	14	11%
• Full-time	299	132	14	11%
• Part-time	1	0	0	0%
3210 Technical occupations in therapy and assessment	56	35	3	9%
3211 Technical occupations in dental health care	5	1	0	0%
3212 Medical technologists and technicians	38	26	0	0%
3310 Assisting occupations in support of health services	49	25	20	80%
<b>4 - Education, Law and Social, Community and Government Services</b>	<b>2,626</b>	<b>1770</b>	<b>856</b>	<b>48%</b>
4001 Managers in public administration	129	88	27	31%
4002 Managers in education	118	100	15	15%
4003 Managers in social, community and correctional services	30	16	9	56%
4004 Managers in public protection services	4	2	0	0%
411 Professional occupations in law	28	14	0	0%
4121 College and other vocational instructors	149	57	30	53%
• Full-time	148	57	30	53%
• Part-time	1	0	0	0%
4122 Secondary, elementary and kindergarten school teachers	816	741	278	38%
• Full-time	800	727	272	37%
• Part-time	16	14	6	43%
4130 Social and community service professionals	64	44	15	34%
4131 Police investigators and probation officers	25	14	7	50%
4132 Educational and employment counsellors	83	46	42	91%
• Full-time	79	45	41	91%
• Part-time	4	1	1	100%
4140 Policy and program researchers, consultants and officers	466	214	107	50%
• Full-time	465	214	107	50%
• Part-time	1	0	0	0%
421 Occupations in front-line public protection services	1	0	0	0%
422 Paraprofessional occupations in legal, social, community and education services	218	113	80	71%
• Full-time	207	113	80	71%
• Part-time	11	0	0	0%
431 Assisting occupations in education	225	145	137	94%
• Full-time	201	136	129	95%
• Part-time	24	9	8	89%
432 Assisting occupations in legal and public protection	152	107	41	38%
441 Home care provider occupations	118	69	68	99%
• Full-time	73	50	49	98%
• Part-time	45	19	19	100%

Full-Time and Part-Time Positions and Workforce as of March 31, 2024 (Headcount)				
OCCUPATIONAL GROUPS BY NOC CODE	Total Positions	Filled Positions	Inuit Employed	% Inuit
<b>5 - Art, Culture, Recreation and Sport</b>	<b>63</b>	<b>35</b>	<b>25</b>	<b>71%</b>
5001 Managers in art, culture, recreation and sport	3	3	0	0%
5110 Librarians, archivists, conservators and curators	7	4	2	50%
5111 Writing, translating and related communications professionals	44	26	22	85%
5210 Technical occupations in libraries, public archives	5	1	1	100%
• Full-time	4	1	1	100%
• Part-time	1	0	0	0%
5310 Occupations related to museums and art galleries	1	1	0	0%
5410 Program leaders and instructors in recreation, sport	3	0	0	0%
<b>6 - Sales and Service</b>	<b>428</b>	<b>296</b>	<b>252</b>	<b>85%</b>
6002 Retail and wholesale trade managers	2	2	2	100%
6003 Managers in food service and accommodation	3	2	1	50%
6202 Service supervisors	6	5	1	20%
6310 Insurance, real estate and financial sales	4	2	2	100%
6320 Cooks, butchers and bakers	22	18	4	22%
6440 Customer and information services representatives	116	85	84	99%
• Full-time	111	84	83	99%
• Part-time	5	1	1	100%
6441 Security guards and related security services	10	6	4	67%
6510 Cashiers and other sales support occupations	13	5	5	100%
6520 Food support occupations	7	4	2	50%
6531 Cleaners	245	167	147	88%
• Full-time	183	138	122	88%
• Part-time	62	29	25	86%
<b>7 - Trades, Transport, and Equipment Operators</b>	<b>185</b>	<b>119</b>	<b>53</b>	<b>45%</b>
7001 Managers in construction and facility operation and maintenance	71	41	11	27%
7002 Managers in transportation	6	4	3	75%
7201 Contractors and supervisors, technical industrial, electrical and construction trades	14	9	4	44%
7220 Technical electrical trades and electrical power line and telecommunications workers	24	19	4	21%
7230 Plumbers, pipefitters and gas fitters	4	2	1	50%
7231 Carpenters and cabinetmakers	6	5	2	40%
724 Technical maintenance trades	12	11	6	55%
732 Building maintenance installers, servicers, repairers	1	1	1	100%
75 Helpers and labourers and other transport drivers, operators and labourers	47	27	21	78%
<b>9 - Manufacturing and Utilities</b>	<b>77</b>	<b>65</b>	<b>54</b>	<b>83%</b>
9001 Managers in manufacturing and utilities	5	3	0	0%
9201 Supervisors, processing and manufacturing	5	4	2	50%
9210 Utilities equipment operators and controllers	61	57	51	89%
• Full-time	47	44	38	86%
• Part-time	14	13	13	100%
9310 Central control and process operators	6	1	1	100%
<b>TOTAL</b>	<b>5,643</b>	<b>3,667</b>	<b>1,932</b>	<b>53%</b>

## FOR MORE INFORMATION

The GN-Wide IEP references sources of information about Inuit employment in the GN and Nunavut's labour market. Links to key sources are provided here.

### GOVERNMENT OF NUNAVUT

#### Department of Human Resources

<https://www.gov.nu.ca/en/departement-human-resources>

- Human Resources Manual
- Human Resource Strategy
- Inuit Employment Plans
- Inuit Employment Statistics (TRPS reports)
- Policies
- Public Service Annual Reports (PSAR)
- Public Service Training
- Sivumuaqatigiit (Inuit Employment) Training Initiatives

#### Department of Finance

<https://www.gov.nu.ca/en/departement-finance/budgets-year>

- Budgets and Business Plans

### GOVERNMENT OF CANADA

2021 Census of Population. Nunavut [Territory] (table). Indigenous Population Profile. Statistics Canada Catalogue no. 98-510-X2021001. Ottawa. Released June 21, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/ipp-ppa/index.cfm?Lang=E>

Indigenous Peoples Survey–Nunavut Inuit Supplement (IPS–NIS ) 2022 (August 2024).

<https://www150.statcan.gc.ca/n1/daily-quotidien/240814/dq240814c-eng.htm>

IPS–NIS 2022 (October 2024) in Inuktitut and Inuinnaqtun. <https://www150.statcan.gc.ca/n1/daily-quotidien/241024/dq241024g-eng.htm>

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

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

For more recent NILFA reports, contact the GN Department of Human Resources.

### OTHER

Conference Board of Canada. *Learning From One Another: Labour Markets in Nunavut*, 2024.

[https://www.conferenceboard.ca/product/labour-markets-in-nunavut\\_2024/](https://www.conferenceboard.ca/product/labour-markets-in-nunavut_2024/)