

BUSINESS PLAN 2022-2025



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**NUTAQQANUT INULRAMIRNULLU
UQAQTIKHAANIK**

**REPRÉSENTANT DE
L'ENFANCE ET DE LA JEUNESSE**

**REPRESENTATIVE FOR
CHILDREN AND YOUTH**



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This document was written by the Representative for Children and Youth's Office in English. Translation of this document from English into Inuktitut, Inuinnaqtun, and French has been provided by the Government of Nunavut, Department of Culture and Heritage.

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MISSION

Establish our office as the conscience of child- and youth-serving Government of Nunavut departments.

VISION

A territory in which children and youth are healthy and safe, their interests and opinions are heard, acted upon, and supported through the delivery of ethical, equitable, and consistent government services.

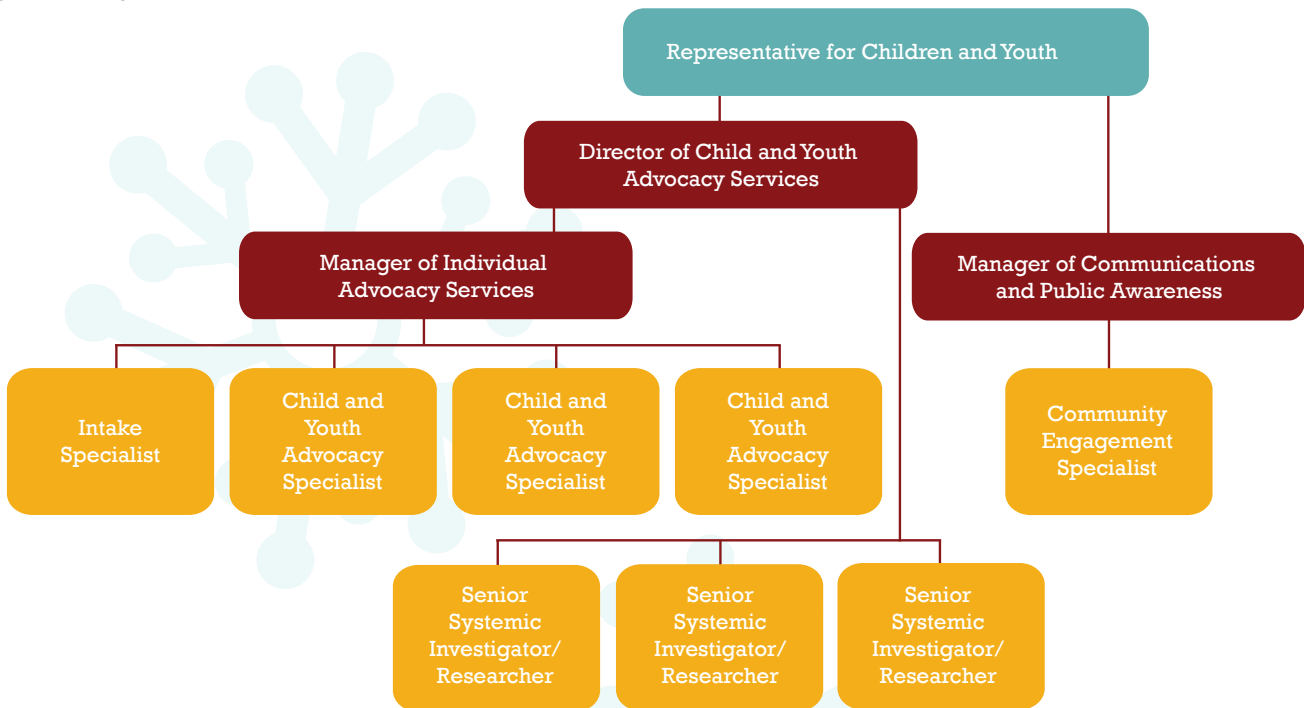
OVERVIEW

The Representative for Children and Youth (Representative) is an independent officer who reports to the Legislative Assembly of Nunavut (Legislative Assembly) and the public.

It is the mandate of the Representative for Children and Youth's Office (RCYO) to make sure legislation, policies, procedures, programs, and services put in place by Government of Nunavut departments and designated authorities¹ (departments) provide ethical, equitable, and consistent outcomes that meet the needs and support the rights of young Nunavummiut, and the families, who rely on them. If anyone has a complaint about a department's service, or is unable to receive a service for a young person and/or their family, they can bring it to the attention of our office for review. All information reported to our office is confidential and can be reported anonymously.

For the 2022-2023 fiscal year, the RCYO has a budget of \$2,731 million, as outlined in Appendix A. The RCYO consists of the Representative plus 11 staff, as outlined in Figure 1. The Office's 2022 Nunavut Inuit Employment Plan is provided in Appendix B.

Figure 1: Organizational Chart



¹ Designated authorities are listed under Schedule A of the *Representative for Children and Youth Act*.

MANDATE

Our mandate includes the following specific duties as outlined in the *Representative for Children and Youth Act* (RCYA):

- Ensure the rights and interests of children and youth, individually and collectively, are protected and advanced;
- Ensure departments hear and consider the opinions of children and youth on matters that affect them;
- Ensure children and youth can access departments' services and that the departments considers their concerns and opinions about those services;
- Help children, youth, and their families communicate with department service providers, to improve understanding between them;
- Inform the public about the rights and interests of children and youth, and the roles and responsibilities of the RCYO; and
- Provide advice and recommendations to departments on how to make laws, policies, programs, and services better for children and youth in Nunavut.

Our mandate allows us to work on behalf of children and youth when all of the following apply:

- The young person involved is under 19 years of age. There are a few exceptions that allow us to work with young people over 19 years of age. For example, if they were part of a government system prior to turning 19 years of age;
- A department(s) is involved; and
- The rights of the child, as described in the *United Nations Convention on the Rights of the Child*, are not being met.

Our mandate does not allow us to:

- Work on problems with personal relationships, such as when a young person is not listening to their parents;
- Conduct investigations of child abuse or neglect; or
- Work on complaints involving businesses or private organizations. For example, if a young person does not receive proper payment from their employer.

In addition to the RCYA, our work is also guided by the *United Nations Convention on the Rights of the Child*, Inuit societal values, the voice of the child, and National Advocacy Standards established by the Canadian Council of Child and Youth Advocates (CCCYA). The CCCYA is an alliance of child advocates from across Canada that identify areas of mutual concern and work to develop ways to address issues at the national level.

Elders also offer invaluable wisdom and perspective based on lived experiences. To incorporate this knowledge into our advocacy, we work with Elder Advisors from across the territory.

PROGRAM AREAS

The RCYO currently works in three different program areas including Individual Advocacy, Systemic Advocacy, and Communications and Public Awareness. Our fourth program area, Reviews of Critical Injuries and Deaths, is not operational as that section of the RCYA is not yet in force.

INDIVIDUAL ADVOCACY

When someone has a complaint about a department's service or is unable to receive a service for a young person and/or their family, they can bring it to the attention of our office for review. These complaints are known as our individual advocacy cases.

Every individual advocacy case is unique and our Child and Youth Advocacy Specialists (Child Advocates) tailor each response to fit each circumstance. Individual advocacy cases require varying levels of support from our staff, which result in varying lengths of time for different problems to be resolved. We categorize our individual advocacy cases as either basic or comprehensive.

SYSTEMIC ADVOCACY

If many young people and/or their families have the same problem when accessing a department's service, or are unable to receive a service, we consider what factors within the department may be causing the issue. If the problem has the potential to occur again and impact other young Nunavummiut if it is not addressed, we identify the problem as a systemic issue.

For each systemic issue, a lead department is identified as responsible for addressing the issue. However, some of the issues require multiple departments to work collaboratively to address the issue.

Systemic issues require Systemic Advocacy, which makes recommendations to responsible department(s) suggesting improvements to legislation, policies, procedures, programs, and services to address underlying factors. Multiple recommendations may be made to address a single systemic issue. Our systemic database is a year over year accumulation of all systemic issues identified by or brought to the RCYO's attention. The database also tracks recommendations and related information from departments.

Systemic issues are primarily brought to our attention through the young people and families we work with in our individual advocacy cases. However, we may also learn about systemic issues from community members, from Members of the Legislative Assembly, Youth Parliamentarians, departments, and through stories shared in the media.

COMMUNICATIONS AND PUBLIC AWARENESS

Part of our mandate is to raise Nunavummiut’s awareness of child rights and to share information about how our office works to make sure departments’ legislation, policies, procedures, programs, and services meet the needs and support the rights of young people, and the families, who rely on them.

Our communications and public awareness work takes many forms, including giving presentations and hosting information sessions, attending public events, hosting child rights-based contests, developing and distributing information and promotional materials, monitoring media and social media for problems and issues that impact young Nunavummiut and their families, and maintaining our office’s website, www.rcynu.ca.

While our office is located in Iqaluit, we work on behalf of all young Nunavummiut making our most comprehensive public awareness initiative our community engagement work. It is important that we visit communities to hear directly from Nunavummiut, and see first-hand, the current challenges affecting young people and their families in each community.

All of these initiatives share the goal of building and strengthening relationships with our many stakeholders including children, youth, families, community members, the departments, the Legislative Assembly, and the media.

Every year we strategically plan public awareness initiatives while continually looking for new opportunities to engage with Nunavummiut as they arise and our resources allow.

REVIEWS OF CRITICAL INJURIES AND DEATHS

This program is not operational as Section 4(1)(b) of the RCYA is not yet in force.

In Nunavut, critical injuries of young people are not independently reviewed and deaths of young people are only reviewed by the Office of the Chief Coroner when the death has occurred in the territory, to determine the identity of the deceased, and how, when, where, and by what means they died.²

Once this section of the RCYA is in force, our Reviews of Critical Injuries and Deaths program will conduct investigations into circumstances leading up to a critical injury or death of a young person(s), to determine if they received the services they were entitled to and if these services met their needs.

After completing a review, our office may make recommendations to ensure accountability of the responsible department(s) and/or to make suggested improvements to legislation, policies, procedures, programs, and services with the intention of preventing similar injuries or deaths of young people from occurring in the future.

² See section 9(1)(b) of the *Coroner’s Act*.

OFFICE OBJECTIVES AND REPORTING ON PRIORITIES FOR 2021-2022

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OBJECTIVE 1:

Establish our office as a trusted ally for young people and their families by building and strengthening our relationship with Nunavummiut.

Priorities that support Objective 1:

Continue to engage with communities, implementing the revised community engagement plan, to enhance the office's presence across the territory.

STATUS:

- RCYO staff resumed community engagement visits in September 2021. Staff travelled to Clyde River, piloting the revised community engagement visit strategy for general outreach, which aims to focus on engaging more with young people, parents, families, and community members, in addition to service providers. Staff also travelled to Rankin Inlet, piloting the revised community engagement visit strategy for advocacy related purposes.
- Community travel has again been suspended due to the COVID-19 outbreak that began in December 2021.
- An RCYO staff member traveled to Baker Lake in October 2021 to attend a community meeting in which the office's presence was requested by the Hamlet Council at the suggestion of Baker Lake's Member of the Legislative Assembly, Craig Simailak.
 - While the RCYO staff member was in Baker Lake they met directly with service providers to discuss various cases being worked on by the RCYO.
- Through community engagement visits and outreach activities, RCYO staff engaged with more than 700 young Nunavummiut including residents of the Ilagiittugut Centre for Youth in Iqaluit, the public at Iqaluit's mass registration, and students at Aqsarniit Middle School during their Christmas lunch.
- The implementation of Facebook is supporting the Communications and Public Awareness program in sharing important information about the work of our office and child rights, and directing the public to content and resources available on the office's website.
 - At the end of the third quarter, we had 244 Facebook followers, and our website had 3,982 visits and 7,757 page views.

- In March 2021, an RCYO staff member approached Northern News Services Ltd. (NNSL Media) about producing a child rights supplement to coincide with National Child Day on November 20, 2021. NNSL Media, which publishes Nunavut News and the Kivalliq News, adopted the initiative and the supplement was published on November 15. The November 22 edition followed up with additional coverage on child rights including a feature about the importance of child rights and the work of the RCYO.
- For the month of November, the RCYO hosted a child rights t-shirt logo design contest through Nunavut News, Kivalliq News, and the RCYO's Facebook page and website. Thirty-nine individual submissions were received from young Nunavummiut. RCYO staff voted on and selected three entries. These three young people received their choice of on-the-land gear from Arctic Survival valued up to \$500. Mason Parks of Pond Inlet had the top winning entry and his child rights logo design will be featured on the RCYO's next t-shirt.

Continue to develop child rights resources.

STATUS:

- The RCYO continues to work in collaboration with Inhabit Education and Taqqut Productions Inc. to create three more child rights segments for Anaana's Tent. These segments will focus on the right to education, the right to play, and the right to health care.
- Also, in collaboration with Inhabit Education, the RCYO has initiated the creation of our third child rights curriculum resource with extension activity for the Department of Education's Inuktitut Titiqqiriniq balanced literacy program. This book will be at a grade four reading level. We anticipate these resources will be completed by the end of the 2021-2022 fiscal year and delivered to all Nunavut schools in the 2022-2023 school year.
- As a way to engage with young people virtually, we created a workshop about Effective Communication. The workshop focuses on a young person's right to be heard and the responsibilities of listening and speaking effectively and respectfully. The workshop is available to all schools in Nunavut through Connected North.

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OBJECTIVE 2:

Respond to individual complaints regarding services for young people and their families provided by Government of Nunavut departments and hold departments accountable for ensuring services provided are ethical, equitable, consistent, and considerate of the best interests of the young person(s) involved.

Priority that supports Objective 2:

Conduct annual file audit of closed individual advocacy cases and implement any updates required.

STATUS:

- Between April 1, 2021, and January 31, 2022, the RCYO opened 77 individual advocacy cases and closed 51.
- An audit checklist was developed and implemented to ensure closed individual advocacy cases meet RCYO service standards.
- File audits of closed individual advocacy cases for the 2020-2021 fiscal year are in progress.
- The Representative made a total of 11 recommendations to the Department of Family Services as a result of concerns identified in individual advocacy cases.

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OBJECTIVE 3:

Bring awareness of systemic issues that impact young Nunavummiut and their families, to the attention of the responsible Government of Nunavut department(s) and suggest changes to legislation, policies, procedures, programs, and services to prevent issues from arising again.

Priorities that support Objective 3:

Continue to improve and enhance collaboration with Government of Nunavut departments to address systemic issues affecting young Nunavummiut.

STATUS:

- Protocols with the Department of Education, the Department of Family Services, the Department of Health, and the Department of Justice were reviewed. In June, the departments proposed to have one protocol and provided a draft to the RCYO. Upon review, it was determined that the proposed protocol would interfere with the powers and independence of the RCYO as some sections contravened the *Representative for Children and Youth Act* (RCYA). We are still working with the four main child- and youth-serving departments to update and amalgamate existing protocols to ensure departmental staff are aware of their obligations under the RCYA. The RCYO received a second draft of the GN-RCYO protocol on October 19, 2021 and provided feedback on December 6, 2021.
- Spring proactive meetings occurred with the Department of Health and the Department of Justice. The Department of Education and the Department of Family Services chose to cancel their spring proactive meetings. The RCYO participated in proactive meeting with all four departments in the fall.
- The RCYO issued a notice of adverse report to nine departments regarding the RCYO's 2020-2021 annual report. All departments were provided the opportunity to comment on related content prior to its publication. Five departments provided feedback. All feedback was reviewed, considered, and incorporated, if appropriate, prior to publication.
- The RCYO provided a letter of support for the Department of Health's paediatric unit business case.
- The Representative made five recommendations to the Department of Family Services as the result of recurring issues related to Local Contract Authorities (LCA) being brought to the office's attention through our Individual Advocacy program.

Continue to address systemic issues through child- and youth- centered submissions and/or systemic review(s).

STATUS:

- A systemic review of the Department of Family Services' child welfare services is still in progress. A secondary review of the individual advocacy cases involving child protection services was completed to identify when Office of the Auditor General (OAG) recommendations made in 2011 and 2014, if implemented, would have improved services. In addition, the second review identified when specific Children and Family Services standards and procedures were not followed or there was an absence of a policy and procedure that would have improved services. The first review of the individual advocacy cases focused on breaches of the *Child and Family Services Act*.
- The Office of the Auditor General of Canada met with the RCYO and advised that they will be conducting a follow-up audit on the Department of Family Services. The RCYO provided information on its concerns regarding the department's services for children, youth, and their families.
- The RCYO issued 17 recommendations in its submission to the Department of Justice's Family Law Review.

Monitor and report publicly on Government of Nunavut departments' progress to address recommendations made as a result of our systemic advocacy work.

STATUS:

- Nunavut Arctic College's June 2021 announcement of a Bachelor of Social Work degree to be offered jointly with Memorial University partially fulfills Recommendation #10 of *Our Minds Matter: A Youth-informed Review of Mental Health Services for Young Nunavummiut (Our Minds Matter)* and fulfills Recommendation #5 of the RCYO's Submission to the Nunavut Arctic College for the 10-Year Strategic Plan Consultation.
- In September, the RCYO sent letters to the four main child- and youth- serving departments requesting updates on work completed or underway in the current fiscal year to implement 48 RCYO systemic recommendations and received responses from all departments. The RCYO's analysis of this information will be publicly released in the 2021-2022 annual report.
- On October 12, 2021, deputy ministers signed the Government of Nunavut Interdepartmental Service Coordination Protocol for the Delivery of Services for Children and Youth in partial fulfillment of Recommendation #14 of *Our Minds Matter*.
- The RCYO's 2020-2021 annual report was tabled on November 19, 2021. This report provided updates on the progress made by departments' to address 60 recommendations that have been made.
- In response to the notice of adverse report sent to relevant departments regarding the RCYO's 2020-2021 annual report, a number of departments provided information regarding work undertaken in the current fiscal year. This information has been added to the systemic database and will be reflected in the 2021-2022 annual report.

Advance the Reviews of Critical Injuries and Deaths program.

STATUS:

- The Representative appeared before the Management and Services Board on September 11, 2021, to discuss the request for additional positions needed to operationalize the Reviews of Critical Injuries and Deaths program. Two of the three requested positions will be granted in 2022-2023 and the third in 2023-2024. The RCYO is working towards completing necessary office renovations before March 31, 2022, to accommodate these positions.
- The RCYO's critical injuries and death database was updated to November 30, 2021 and contains 245 critical injuries and three deaths that were reported by the Director of Child and Family Services and 16 deaths that were reported by the Office of the Chief Coroner so far for this fiscal year.
- While reviewing the individual advocacy files that will inform the office's review of the Department of Family Services' child welfare services, it was determined that a number of critical injuries that occurred between 2018 to 2021 had not been reported by the department as per the *Representative for Children and Youth Act*. A list of these critical injuries has been compiled and will be provided to the Department of Family Services to ensure they are reported properly, documented, and entered into the database.
- One new Senior Systemic Researcher/Investigator position is in the process of being posted for competition by the Department of Human Resources.

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OBJECTIVE 4:

The best interest of young Nunavummiut, families, and communities are reflected in all aspects of our work.

Priorities that support Objective 4:

Evaluate effectiveness of service standards and quality assurance measures established for all program areas and implement any updates required.

STATUS:

- The Compliance with Service Standards section of the RCYO's 2020-2021 annual report is the first time the RCYO has reported publicly on our established service standards and quality assurance measures. Overall, these measures are effective and all are being tracked in the 2021-2022 fiscal year and will be reported on in the annual report.
- File audits on closed individual advocacy cases began on December 1, 2021. The audits will identify any areas for improvement related to the implementation of individual advocacy service standards.
- On September 13, 2021, we received feedback from the Standing Committee on Oversight of Government Operations and Public Accounts (Standing Committee) regarding our appearance about our 2019-2020 annual report. The feedback was reviewed, considered, and either has already been incorporated into our 2020-2021 annual report or will be incorporated into the 2021-2022 annual report. Our response was provided to the Standing Committee on January 18, 2022.

Evaluate the effectiveness of policy changes made as per the program areas review and implement any updates required.

STATUS:

- Revised community engagement visit processes have been established and piloted in one community so far. We will continue to pilot the revised procedure for future visits and evaluate it once we have visited half of Nunavut’s communities.
- The Individual Advocacy section of the RCYO’s Policy and Procedure Manual was updated and implemented. The updates include subdividing existing policies and developing policies regarding the following:
 - group advocacy;
 - additional/new advocacy issues;
 - exceptions;
 - initiating reviews; and
 - statistics tracking.
- The Systemic Advocacy section of the RCYO’s Policy and Procedure Manual was updated. The following changes have been made:
 - content was reformatted for ease of reference and use;
 - the referral process for new systemic issues has been revised to require immediate information gathering on the issue;
 - a new policy to guide the issuing of systemic recommendations without the requirement for a full systemic review; and
 - procedures for the interviewing of witnesses under oath, in alignment with the Evidence Act.
- The Communication and Public Awareness program has implemented changes to how it records and monitors requests from and outcomes of media coverage that pertain to the RCYO and visits to the office’s website. These changes will assist in providing accurate statistics from all communication channels. Further changes made to the Communications and Public Awareness section of the RCYO’s Policy and Procedure include:
 - a revised social media policy;
 - the removal of extraneous content; and
 - connections to workflows.

Ensure the opinions and lives of young Nunavummiut and their families are reflected in our work.

STATUS:

- The RCYO's 2021-2022 annual report was tabled on November 19, 2022.
- The systemic review of the Department of Family Services' child welfare services is informed by the lived experience of more than 150 young Nunavummiut.
- With the help of our Advocacy Summer Student, we created a blog called "The Voice of a Young Person". Some of the topics covered in the blog include the RCYO's program areas, why child rights matter, why we should wear orange on Canada Day, and what it is like being a young person in Nunavut during COVID-19. Each blog entry was written by our summer student and reflects their opinions and life.
- Our Advocacy Summer Student was supported to research the topic of lowering the voting age to 16 years. Her findings and advocacy support for this initiative were detailed in a letter shared on our blog. This initiative was in response to the advocacy efforts of a group of students in Iqaluit.
- The topic for our next child rights book is based on common challenges, such as bullying and mental wellness, that some young Nunavummiut face today, as per our Individual Advocacy work.

Continue to look for and implement ways to engage our Elder Advisors and establish working relationships with Inuit organizations.

STATUS:

- RCYO staff reached out to multiple Elder Advisors to schedule engagement sessions, however due to scheduling conflicts and COVID-related public health measures, none went ahead.
- The RCYO prioritizes engaging with Facebook posts made by Inuit organizations, sharing all posts that are relevant to young Nunavummiut and their families.
- RCYO staff met with Brian Pottle, President of the National Inuit Youth Council, to establish a working relationship with the goal of sharing and supporting each other's priorities in order to better support young people in Nunavut. Mental health services was the focus of the discussion.

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OBJECTIVE 5: **Ensure our staff have the comprehensive knowledge required to provide quality advocacy services that meet the evolving needs of young Nunavummiut and their families.**

Priorities that support Objective 5:

Provide individually tailored training and development opportunities for office staff.

STATUS:

Training/Professional Development	Date Completed	Number of Staff
Advanced Policy Training	April 2021	1
Case Management System	May 2021	1
Chartered Professionals in Human Resources		
Human Resources Management	Ongoing	1
Organizational Behaviour	Ongoing	1
Cultural Immersion/IQ Day	June 2021	10
Effective Briefing Notes	July 2021	1
Essentials for New Managers	September 2021	1
Indigenous Canada	July and October 2021	3
Jane Glassco Northern Fellowship	August 2021	1
Microsoft Translator	January 2021	1
RCYO Policy & Procedure Manual	August 2021 and January 2022	2
CCCYA Information Sharing Session: Reaching out to and engaging with more marginalized youth	May 2021	1
Representative for Children and Youth Act	May 2021 and January 2022	5
Vicarious Trauma Training	October 2021	6

PRIORITIES FOR 2022-2025

PRIORITIES 2022-2023

- Continue to engage with communities, enhancing the office's presence across the territory.
- Continue to develop child rights resources.
- Conduct annual file audit of closed individual advocacy cases and implement any updates required.
- Continue to improve and enhance collaboration with Government of Nunavut departments to address systemic issues affecting young Nunavummiut.
- Continue to address systemic issues through child- and youth-centered submissions, letters, and/or systemic review(s).
- Monitor and report publicly on Government of Nunavut departments' progress to address recommendations made as a result of our systemic advocacy work.
- Advance the Reviews of Critical Injuries and Deaths program.
- Ensure the opinions and lives of young Nunavummiut and their families are reflected in our work.
- Continue to look for and implement ways to engage our Elder Advisors and establish working relationships with Inuit organizations.
- Provide individually tailored training and development opportunities for office staff.

PRIORITIES 2023-2024

- Continue to engage with communities, enhancing the office’s presence across the territory.
- Continue to develop child rights resources.
- Conduct annual file audit of closed individual advocacy cases and implement any updates required.
- Continue to improve and enhance collaboration with Government of Nunavut departments to address systemic issues affecting young Nunavummiut.
- Continue to address systemic issues through child- and youth- centered submissions, letters, and/or systemic review(s).
- Monitor and report publicly on Government of Nunavut departments’ progress to address recommendations made as a result of our systemic advocacy work.
- Advance the Reviews of Critical Injuries and Deaths program.
- Ensure the opinions and lives of young Nunavummiut and their families are reflected in our work.
- Continue to look for and implement ways to engage our Elder Advisors and establish working relationships with Inuit organizations.
- Provide individually tailored training and development opportunities for office staff.

PRIORITIES 2024-2025

- Continue to engage with communities, enhancing the office's presence across the territory.
- Continue to develop child rights resources.
- Conduct annual file audit of closed individual advocacy cases and implement any updates required.
- Continue to improve and enhance collaboration with Government of Nunavut departments to address systemic issues affecting young Nunavummiut.
- Continue to address systemic issues through child- and youth- centered submissions, letters, and/or systemic review(s).
- Monitor and report publicly on Government of Nunavut departments' progress to address recommendations made as a result of our systemic advocacy work.
- Advance the Reviews of Critical Injuries and Deaths program as resources allow.
- Ensure the opinions and lives of young Nunavummiut and their families are reflected in our work.
- Continue to look for and implement ways to engage our Elder Advisors and establish working relationships with Inuit organizations.
- Provide individually tailored training and development opportunities for office staff.

Appendix A: Financial Summary

	2021- 2022 Main Estimates		2022 - 2023 Main Estimates		2023- 2024 Planned		2024- 2025 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Salary	1,676	9	1,937	11	2,082	12	2,082	12
Grants and Contributions	-		-		-		-	
Other O & M								
Travel and Transportation	191		155		155		155	
Materials and Supplies	145		60		60		60	
Purchased Services	65		100		100		100	
Contract Services	330		444		444		444	
Fees and Payments	20		10		10		10	
Tangible Assets	19		10		10		10	
Computer Hardware and Software	10		15		15		15	
Other O & M – Subtotal	780		794		794		794	
TOTAL	2,456	9	2,731	11	2,876	12	2,876	12

Appendix B:

2022 Nunavut Inuit Employment Plan

The Representative for Children and Youth's Office (RCYO) is committed to working towards a workforce that is representative of the population of Nunavut as stipulated in Article 23 of the Nunavut Land Claims Agreement.

Currently, the office has a 25% Nunavut Inuit employment rate, with a long-term goal of achieving a Nunavut Inuit employment rate of 85%. The RCYO has nine positions, which do not include the Representative for Children and Youth. As of January 31, 2022, eight RCYO positions are fully staffed. Seven positions are filled indeterminately, one position is filled by a Casual Staffing Action, and one position is vacant. Two of the seven indeterminate staff are on transfer assignments to different roles within the RCYO.

Three additional positions were granted to the office. Two are effective April 1, 2022, and the third is effective April 2, 2023. These new positions will be utilized to provide career growth opportunities for interested, existing Nunavut Inuit employees and/or for hiring/mentoring additional Nunavut Inuit staff.

The following table shows the RCYO's staffing as of January 31, 2022:

	Positions				Nunavut Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	0	-	-	-	-	-
Senior Management	1	0	1	100	0	0
Middle Management	2	0	2	100	0	0
Professional	5	1	4	80	1	25
Paraprofessional	1	0	1	100	1	100
Administrative Support	0	-	-	-	-	-
TOTAL	9	0	8	89	2	25

The RCYO's Nunavut Inuit employment plan is based on provisions set forth in section 23.4.2 (part 4) of Article 23 and includes three key areas that support Nunavut Inuit retention and growth in the organization.

1. RECRUITMENT

- The RCYO is committed to working with the Department of Human Resources to explore alternative ways to prepare job advertisements to attract a larger number of Nunavut Inuit candidates to apply for RCYO positions, such as competitions restricted to Nunavut Inuit only.
- The RCYO is committed to working with the Department of Human Resources to explore innovative and viable Nunavut Inuit recruitment initiatives for RCYO employment positions.
- The RCYO is committed to working with the Department of Human Resources to ensure fair equivalencies are reflected in screening criteria for RCYO positions.
- The RCYO will offer term positions when there is no successful Nunavut Inuit candidate.

REPORTING ON OUR COMMITMENT TO RECRUITMENT

- ✓ In February 2022, we posted an indeterminate Child and Youth Advocacy Specialist position for competition restricted to Nunavut Inuit.

2. STAFF TRAINING AND DEVELOPMENT

- The RCYO is committed to working with Nunavut Inuit staff to identify short, medium, and long-term career goals.
- The RCYO is committed to providing learning and training opportunities that support Nunavut Inuit staff in successfully fulfilling the responsibilities and duties of their employment positions.
- The RCYO is committed to looking for opportunities to develop Nunavut Inuit staff members' skills, knowledge, and experience to enhance career mobility within the organization.
- The RCYO is committed to pursuing Sivuliqtiksat Internship opportunities to support Nunavut Inuit development when staffing competitions result in hiring on a term basis.
- The RCYO is committed to providing summer student work opportunities for Nunavut Inuit.

REPORTING ON OUR COMMITMENT TO TRAINING AND DEVELOPMENT

- ✓ Comprehensive orientation and delegation of authority training is mandatory and ensures that all new employees are welcomed and have the ability to fulfill their role.
- ✓ Leadership skill development opportunities are available and promoted, for example opportunities for acting roles and/or internal transfer assignments.
- ✓ Individualized training plans.
- ✓ Support for education leave.
- ✓ Support for Inuktitut language training programs.
- ✓ Support for all staff to participate in Indigenous cultural competence and other cultural training opportunities.
- ✓ Support for Interdepartmental Transfer Assignments to build skills in alignment with individual career development goals.

3. EMPLOYEE RETENTION

- The RCYO is committed to researching and implementing suitable programs that support on the job training or internship opportunities that support the career development of Nunavut Inuit employees.

REPORTING ON OUR COMMITMENT TO RETAIN EMPLOYEES

- ✓ The RCYO mentored a Nunavut Inuk employee in the Manager of Individual Advocacy Services role through a transfer assignment, learning plan, and training. The employee was direct appointed to the role on a permanent basis in May 2021 after successful completion of the learning plan.

