

Cover page photos (clockwise starting bottom left):

Elder Rhoda Ungalaq and Mary-Lee Sandy-Aliyak at a March 2021 Sivuliqtiksat Graduation

Conservation Officer Allen Niptanatiak prepares to haul a heavy load

Amber Irwin demonstrates how to clean a seal skin during one of Department of Environment's "Learn To" sessions

Culture and Heritage's Solomon Awa teaches how to finish building an igloo during a Cultural Orientation session in February 2021



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Appendix: March 31, 2021 TRPS Report

Message from the Minister



I am pleased to present the Government of Nunavut Public Service Annual Report for the fiscal year ending March 31, 2021 and has been prepared in accordance with section 3(4) of the *Public Service Act*. The Government of Nunavut is committed to developing a strong and high-performing public service, to deliver on its commitments and initiatives to Nunavummiut.

The COVID-19 global pandemic challenged the delivery of services and maintaining a safe workplace. The Government of Nunavut responded quickly by implementing public health measures to address the threat of an outbreak in our workplaces and the territory. Despite the COVID-19 pandemic challenges the initiatives pursued in 2020-21, were achieved and the results are highlighted in this report.

In 2020-21, we had to adapt quickly by developing and implementing a work-from-home model and return to the workplace safety protocols. We facilitated the transitioning of our employee training and development courses to online delivery.

The Government of Nunavut strives to meet its Inuit Employment goals and targets. In 2020-21, 139 Nunavut Inuit were hired through a competitive process and 65 through direct appointments.

I'm proud that for the fourth year in a row the Government of Nunavut was named one of Canada's Top Employers for Young People and Canada's Best Employers for Recent Graduates. We were recognized for our suite of Inuit Employment initiatives and programs which target young people and recent graduates.

Our dedicated public service continues to uphold high standards and professionalism guided by Inuit Societal Values in conducting their duties as evidenced by no findings of wrongdoing in the public service in 2020-21.

I am proud and thankful of our public service for its hard work and dedication.

Sincerely,

Minister Margaret Nakashuk

Introduction

Welcome to the 2020-21 Government of Nunavut Public Service Annual Report (PSAR) which provides a summary of the overall administration, management, and development of our public service, as well as our progress on strategic human resources priorities that strengthen our public service and provide efficient service delivery to Nunavummiut.

As a dedicated public service, we deliver our mandate guided by the following Inuit Societal Values:

- ***Inuuqatigiitsiarniq*** – Respecting others, relationships and caring for people.
- ***Tunnganarniq*** – Fostering good spirits by being open, welcoming and inclusive.
- ***Pijitsirniq*** – Serving and providing for family and/or community.
- ***Aajiqatigiinni*** – Decision making through discussion and consensus.
- ***Pilimmaksarniq/Pijariuqsarniq*** – Development of skills through observation, mentoring, practice and effort.
- ***Piliriqatigiinni/Ikajuqtigiinni*** – Working together for a common cause.
- ***Qanuqtuurniq*** – Being innovative and resourceful.
- ***Avatittinnik Kamatsiarniq*** – Respect and care for the land, animals, and the environment.

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

The March 31, 2021 *Towards a Representative Public Service* (TRPS) report is included as an appendix to this report.



Sun setting over Iqaluit

Delivering Services in Unprecedented Times

Despite the challenges of the COVID-19 global pandemic, the department achieved most of its priorities.

In early 2020 the GN responded swiftly by implementing public health measures to address the threat of a COVID-19 outbreak in Nunavut. In recognition that a healthy workplace is essential to the well-being of all our employees, the Department of Human Resources developed an internal, comprehensive, and consistent response to the COVID-19 pandemic that followed the recommendations of Nunavut's Chief Public Health Officer and Workers' Safety and Compensation Commission while continuing to provide services to Nunavummiut. In collaboration with the departments of Community and Government Services (CGS), Health and others, the following measures were implemented and communicated:

- A work-from-home model for GN employees, including the development of business continuity plans and remote work protocols.
- The distribution of extensive information technology (IT) resources such as laptops, internet access, remote access to work emails.
- A special paid leave for employees impacted by school and daycare closures due to COVID-19.

ABOUT CORONAVIRUS DISEASE (COVID-19)

WHAT IT IS
 COVID-19 is an illness caused by a coronavirus.
 Human coronaviruses are common and are typically associated with mild illnesses, similar to the common cold.

SYMPTOMS
 Symptoms may be very mild or more serious. They may take up to 14 days to appear after exposure to the virus.
 FEVER, COUGH, DIFFICULTY BREATHING

HOW IT IS SPREAD
 Coronaviruses are most commonly SPREAD from an infected person through:
 • respiratory droplets when you cough or sneeze
 • close personal contact, such as touching or shaking hands
 • touching something with the virus on it, then touching your eyes, nose or mouth before washing your hands
 These viruses are not known to spread through ventilation systems or through water.

IF YOU HAVE SYMPTOMS
 If you have SYMPTOMS of COVID-19 — fever, cough, or difficulty breathing:
 • stay home to avoid spreading it to others
 — if you live with others, stay in a separate room or keep a 2-metre distance
 • call ahead before you visit a health care professional or call your local public health authority
 — tell them your symptoms and follow their instructions

PREVENTION
 The best way to prevent the spread of infections is to:
 • wash your hands often with soap and water for at least 20 seconds
 • avoid touching your eyes, nose or mouth, especially with unwashed hands
 • avoid close contact with people who are sick
 • when coughing or sneezing:
 — cover your mouth and nose with your arm or tissues to reduce the spread of germs
 — immediately dispose of any tissues you have used into the garbage as soon as possible and wash your hands afterwards
 • clean and disinfect frequently touched objects and surfaces, such as toys, electronic devices and doorknobs.
 • stay home if you are sick to avoid spreading illness to others
 • wear a non-medical mask or face covering (i.e. completely cover the nose and mouth without gaping, and secured to the head by ties or ear loops)

www.gov.nu.ca/health
 @GOVofNunavut
 Facebook.com/govofNunavut

Workplace safety poster displayed in GN offices across Nunavut

- A special paid self-isolation leave for GN employees who are under investigation for COVID-19 or who have been advised to self-isolate at home.
- A temporary waiver of the requirement for medical certificates for sick leave.
- The suspension of non-essential duty travel outside Nunavut.
- The temporary suspension of non-essential duty travel within Nunavut.
- Summer bonus days for employees taking annual leave within Nunavut (June 15-Sept. 25, 2020).

To help ensure the safety of employees the department developed and distributed the following documents:

- Contact list for COVID-19 related human resources questions.
- Return to Workplace Checklist for Employees.
- Health, Safety, and Wellness Checklist for GN Workplaces.
- Questions and Answers on Returning to the Workplace.
- Posters with instructions on workplace health and safety measures.
- Information on the Employee and Family Assistance Program.
- Link to the GN's COVID-19 health resources and self-assessment tool.
- Link to WSCC.

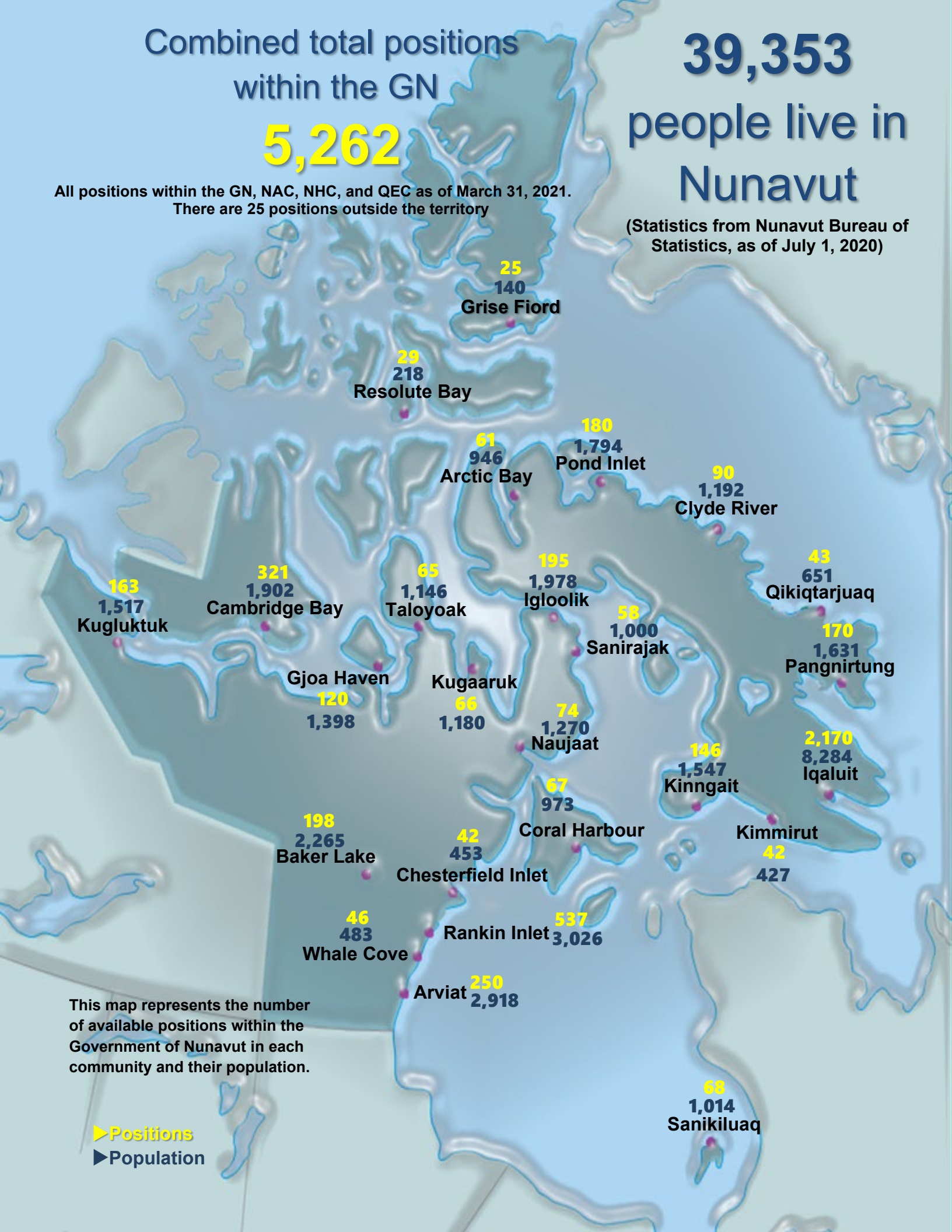
Combined total positions
within the GN

5,262

All positions within the GN, NAC, NHC, and QEC as of March 31, 2021.
There are 25 positions outside the territory

39,353
people live in
Nunavut

(Statistics from Nunavut Bureau of
Statistics, as of July 1, 2020)



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

► Positions
► Population

Public Service at a Glance

GN Public Service Overview*				
	2018-19	2019-20	2020-21	Change
Total positions in the public service	5,010	5,142	5,262	+120
Total filled positions	3,570	3,671	3,686	+15
Total vacant positions	1,440	1,471	1,576	+105
Percentage of Nunavut Inuit employed	50%	50%	50%	No change
Percentage of non-Inuit employed	50%	50%	50%	No change
Female employees	65%	65%	65%	No change
Male employees	35%	35%	35%	No change
Female Nunavut Inuit	40%	39%	38%	-1%
Female non-Inuit	25%	26%	26%	No change
Male Nunavut Inuit	12%	12%	12%	No change
Male non-Inuit	23%	23%	24%	+1%
Average age	44.85 years	44.98 years	46.25 years	-0.73
Average salary	\$95,600	\$95,984	\$111,850	+\$15,866
Average length of service	8.57 years	8.57 years	9.65 years	+1.08
<i>*Totals may not equal 100 due to rounding.</i>				

Public Service Human Resources Costs

The table below highlights some of the human resources costs for 2020-21 fiscal year. These represent compensation and benefits for public servants.

Public Service Human Resources Costs (\$000)			
	2018-19	2019-20	2020-21
Regular salaries	\$409,495	\$418,159	\$429,975
Overtime	\$26,181	\$27,191	\$26,706
Northern allowance	\$84,575	\$86,447	\$87,266
Employer costs (Public Service Pension Plan, Canada Pension Plan, Employment Insurance, Health & Dental Coverage, Long-Term Disability, etc.)	\$72,318	\$74,409	\$76,749
Other compensation	\$23,318	\$23,883	\$24,275
Workers' Safety and Compensation Commission	\$4,128	\$5,300	\$7,364
Housing Allowance	\$4,197	\$3,932	\$3,600
Inuktitut Language Incentive/Bilingual Bonus	\$2,205	\$2,299	\$2,016
Total	\$626,417	\$641,624	\$657,951

2020-21 Bilingual Bonuses		
	Total Employees	Total (\$)
Bilingual Bonus*	259	\$573,029
Inuit	181	
Non-Inuit	78	
ILI-Level 1**	30	\$45,255
Inuit	29	
Non-Inuit	1	
ILI-Level 2**	349	\$823,593
Inuit	346	
Non-Inuit	3	
ILI-Level 3**	126	\$574,057
Inuit	126	
Non-Inuit	0	
Total	763	\$2,015,934

* Bilingual Bonus includes Inuktitut and French
 ** ILI = Inuktitut Language Incentive

Highlights and Achievements

Hivuliqtikhanut Leadership Development Program Success

The Hivuliqtikhanut program is designed to build leadership skills and capacity in the Nunavut public service. At the end of 2020-21, a total of 196 employees graduated from the program, an increase of 74 from last fiscal year. Out of the 2020-21 graduates, 71% are Nunavut Inuit.



The Hivuliqtikhanut Leadership Development graduation ceremony went online in 2021
Stephanie Bernard, Training & Development Consultant, conducting an online graduation

During 2020-21, four cohorts graduated:

- 18 Nunavut Inuit graduated from the third cohort of the Emerging Leaders' Series in September 2020.
- 20 employees (50% Inuit) graduated from the fourth cohort of the Supervisors' Series in September 2020.
- 18 Nunavut Inuit graduated from the fourth cohort of the Emerging Leaders' Series in January 2021.
- 18 Nunavut Inuit graduated from the fifth cohort of the Emerging Leaders' Series in February 2021. As of March 2020, there were 77 participants enrolled in the Hivuliqtikhanut program, 77% are Nunavut Inuit and 71% are female.

Amaqtaarniq Education Leave Program Success

The Amaqtaarniq Education Program sponsors long-term post-secondary education leave for GN Inuit employees. As of March 31, 2021, there are 10 Inuit enrolled in full-time post-secondary studies at various universities and colleges across the country. These Inuit employees are pursuing different areas of studies, such as trades, business administration, social work, and teacher education.

Policy Skills Development Program Success

The Policy Skills Development Program is designed to increase GN Inuit employment in the policy field and to strengthen the policy capacity of the Nunavut public service. During 2020-21, 17 Nunavut Inuit graduated from the fourth cohort of the Policy Foundations Series in January 2021. At the end of 2020-21, a total of 96 employees (81% Nunavut Inuit) had graduated from the program. As of March 2021, there were 30 participants enrolled in the program (57% Inuit) and anticipated to graduate in 2021-22. All policy program cohorts in 2020-21 were delivered by distance learning in response to COVID-19 public health restrictions.

Launch of new Policy Capacity Building Series in the Policy Skills Development Program

In March 2021, 11 Inuit employees from nine departments began the new Policy Capacity Building Series of the Policy Skills Development Program. The series was designed to build strong policy skills among participants and support increased Inuit employment in GN policy roles. The Policy Capacity Building Series provides participants with the opportunity to gain one year of policy work experience, while being supported by online training modules and mentorship from GN policy professionals. The majority of participants in the new Policy Capacity Building Series are already graduates of the Policy Foundations or Policy Training Series, and all of them will continue into the Advanced Policy Training Series.

This new Policy Capacity Building Series reflects our government's commitment to increasing Inuit employment in policy positions. Inuit leadership in policy positions is vital in designing and shaping policies for the territory that reflect Inuit Societal Values and incorporate Inuit Qaujimagatuqangit.

Launch of New Occupational Training Programs

The Department of Human Resources delivered three new occupational training programs in 2020-21:

- The Communications Skills Program develops skills in crafting strong communications, plain language writing, and media relations. Two cohorts were delivered with four courses each and a total of 90 participants.

- The Mediation and Facilitation Skills Program develops skills in negotiation, managing challenging conversations, and mediation. Three cohorts were delivered with three courses each and a total of 193 participants.
- The Practical Administrative Skills Program develops skills in office procedures, minute taking, business and report writing, and project management for administrative professionals. One cohort was delivered with four courses and a total of 39 participants.

Occupational training programs are targeted towards development of skills required across all government departments. Strengthening our employees' skills, knowledge and abilities builds capacity from within and ultimately leads to improved delivery of government programs and services.

Increased Training Opportunities for GN Employees

In 2020-21, the Department of Human Resources worked quickly to transition all planned training opportunities to online, videoconference, and distance learning formats with a variety of qualified training companies. This transition ensured that the government respected COVID-19 public health measures while ensuring that the goals and objectives of training programs were fulfilled. As a result, GN employees from across the territory are able to participate and learn together without having to leave their communities, or even their offices.

Direct Appointments

In 2020-21, a total of 68 direct appointments were made, compared to 61 in 2019-20. Of these, 65 (96%) were Nunavut Inuit.

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

For the fourth year in a row (2018, 2019, 2020 and 2021), the GN was named one of Canada's Top Employers in two categories:

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

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

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

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



- The Financial Internship Program, which offers experience in finance and accounting-related fields through on-the-job training, mentoring, access to academic courses and other learning experiences.
- The Sivuliqtiksat internship for high-potential Inuit employees (designed to increase Inuit representation in management, program is one to three years).



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

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

<https://reviews.canadastop100.com/top-employer-nunavut-government#>

Long Term Service Awards

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

Due to the ongoing COVID-19 pandemic, ceremonies to acknowledge long service employees were put on hold and will resume when COVID-19 public health restrictions allow.

Nunavut Public Service Employee Groups

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

2020-21 Employees by Group and Status				
	Total Positions	Filled Positions	Nunavut Inuit	% Inuit Employment
NEU	3,202	2,030	1,215	60%
NTA	862	839	283	34%
Excluded	772	532	235	44%
Senior Management	211	158	38	24%

2020-21 Employee Groups by Gender and Status								
Category	NEU		NTA		Excluded		Senior Management	
	Total	%	Total	%	Total	%	Total	%
Female	1,299	64%	579	69%	340	64%	87	55%
Male	732	36%	260	31%	192	36%	71	45%
Female Nunavut Inuit	893	44%	249	30%	189	36%	30	19%
Female non-Inuit	406	20%	330	39%	151	28%	57	36%
Male Nunavut Inuit	322	16%	34	4%	46	9%	8	5%
Male non-Inuit	410	20%	226	27%	146	27%	63	40%

Inuit Representation and Staffing Capacity

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

As of March 31, 2021, there were 5,262 positions within the GN, 70% of which were filled. Of the filled positions, 1,833 (50%) were occupied by Nunavut Inuit. In 2020-21, the GN increased its overall capacity by filling 335 positions.

Although Nunavut Inuit employment within the government has remained relatively stable at 50% over the years, this statistic does not reflect the reality that the total number of Nunavut Inuit employed within the GN has increased significantly over the years. Between 2007 and 2021, 1,576 new positions were created, and the total number of Inuit employees increased from 1,493 in 2007 to 1,833 in 2021.

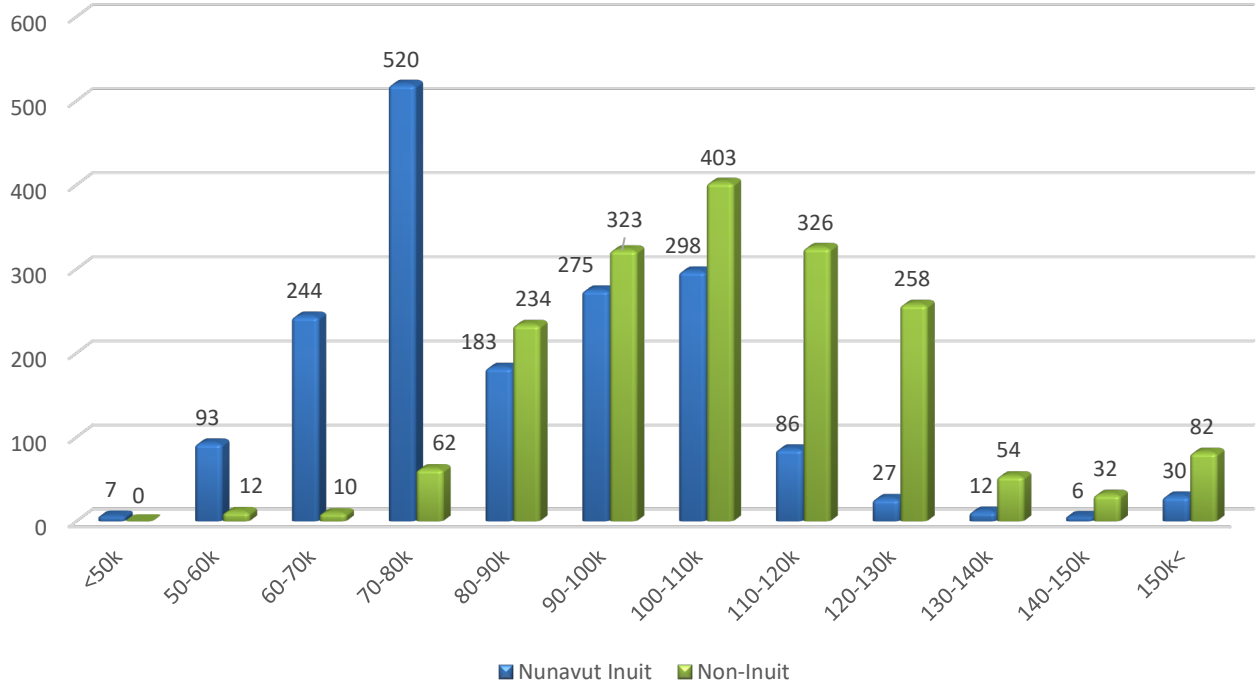
The GN workforce is comprised of 2,313 (65%) female employees compared to 1,263 (35%) male employees. Female Nunavut Inuit employees represent the largest group in the public service at 1,365 (38%) in 2019-20. By contrast, male Nunavut Inuit employees represent the smallest group at 415 (12%).

Employee Salary

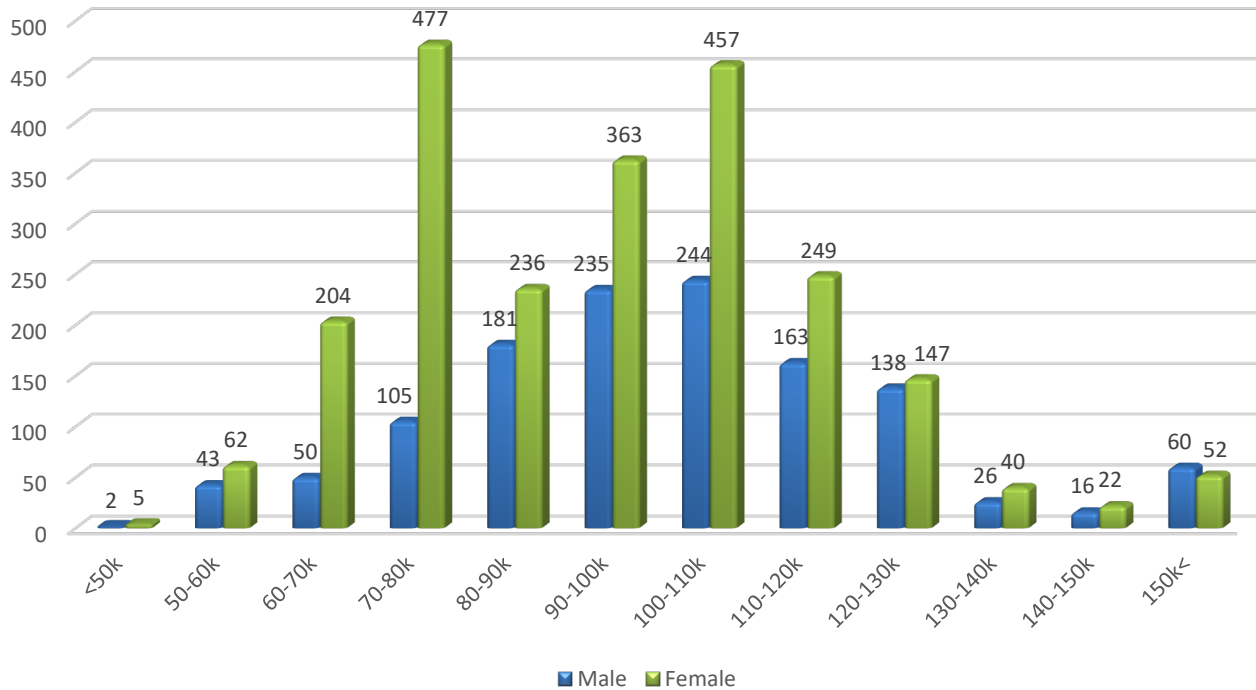
The average base annual salary for a GN employee was \$111,850. The average annual salary for Nunavut Inuit was \$108,452 and \$115,247 for non-Inuit. The average salary for a female employee was \$110,955 and \$112,744 for a male employee. The differences between salaries can be attributed to employment categories because Nunavut Inuit and female employees hold fewer professional and management positions than their non-Inuit and male counterparts. The GN is making every effort to ensure this imbalance is addressed through various career development training programs targeted at Inuit employees, like the Sivuliqtiksatsat Internship Program, Hivuliqtikhanut Leadership Development Program, Amaaqtaarniq Education Program, Career Broadening Program and Policy Skills Development Program, as well as through direct appointments. These training programs enable the career development, hiring and promotion of Inuit and females.

\$111,850
AVERAGE BASE
ANNUAL SALARY

2020-21 Number of Employees by Status and Salary



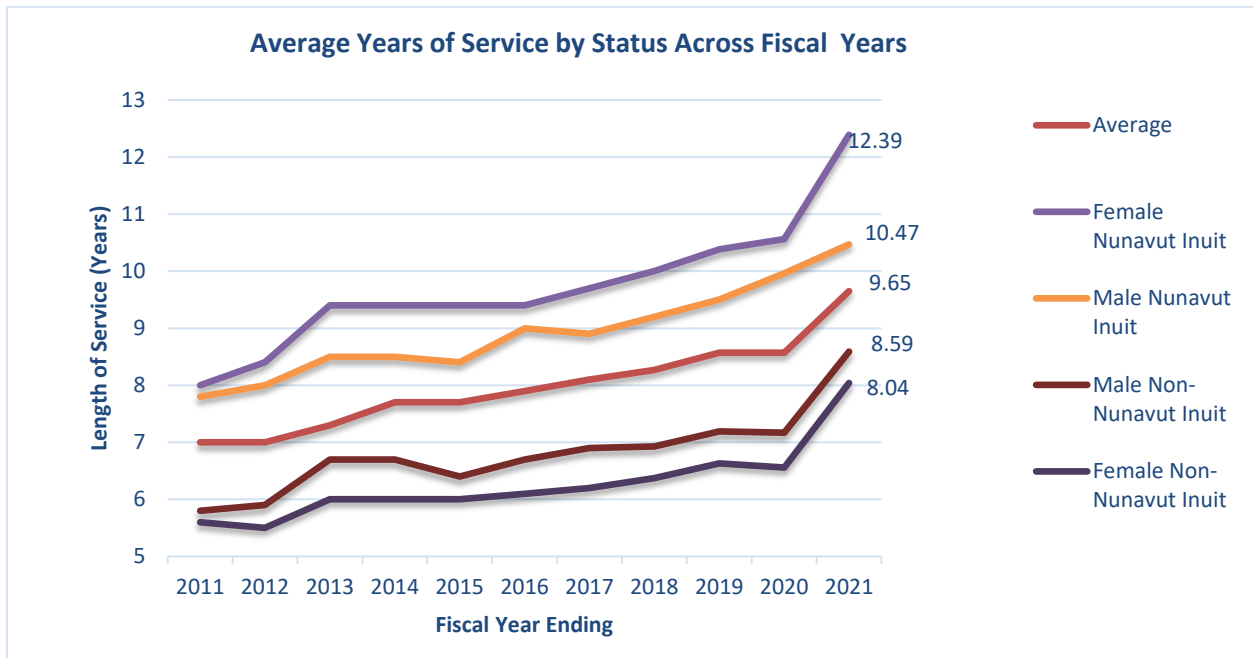
2020-21 Number of Employees by Gender and Salary



Average Length of Service and Employee Retention

In 2020-21, the average length of continuous service in the GN is 9.65 years. Female Nunavut Inuit have the longest average continuous service at 12.39 years, while female non-Inuit have the shortest average length of continuous service at 8.04 years. Of the GN's 3,575 employees, 1,258 (35%) have 11 or more years of service, 861 (24%) have five to 10 years of service and 1442 (40%) employees have five or fewer years of continuous service.

9.65
AVERAGE
LENGTH OF
CONTINUOUS
SERVICE



Employee Retention and Staff Turnover

92%
RETENTION
RATE

The GN's strong employee retention rate can be attributed to employee satisfaction and the GN's commitment to encouraging and practising Inuit Societal Values like *Inuuqatigiitsiarniq* (respecting others, relationships and caring for people) and *Tunnganarniq* (fostering good spirit by being open, welcoming, and inclusive). The GN also offers a market-competitive, comprehensive total rewards package which includes: competitive salaries, pension and benefits, continuous service bonus, staff housing, household allowance, northern allowance, leave entitlements and employee training and development opportunities. The retention rate fluctuates from year-to-year; in 2020-21, it was 92%, up from 89% in 2019-20.

Staff turnover is determined by the number of indeterminate or term employees leaving their positions annually, for various reasons (retirements, resignations, end of term, lay-offs and in rare cases dismissals). In 2020-21, 285 employees left the GN, down from 416 in 2019-20.

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

Pay Groups	Turnover/Terminations* by Employee Group					
	Total *Terminations	2019-20 % Turnover of Group	% of Total *Terminations	Total *Terminations	2020-21 % Turnover of Group	% of Total *Terminations
Senior Management	17	9%	4%	13	8%	5%
Excluded	41	13%	10%	34	6%	12%
NEU	228	9%	55%	152	7%	53%
NTA	130	6%	31%	86	10%	30%

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

Turnover/Terminations* by Department/Public Body								
Dept./ Public Body	2019-20				2020-21			
	Total Positions Filled	Total *Terminations	% Turnover of Dept./ Public Body	% of Total *Termin- ations	Total Positions Filled	Total *Terminations	% Turnover of Dept./ Public Body	% of Total *Termin- ations
CGS	318	25	8%	3%	318	23	7%	8%
CH	66	5	8%	1%	66	2	3%	1%
EDT	95	10	11%	1%	95	10	11%	4%
EDU	1,177	185	16%	24%	1,177	100	8%	35%
ENV	90	14	16%	2%	90	5	6%	2%
EIA	60	3	5%	0%	60	3	5%	1%
FS	190	13	7%	2%	190	13	7%	5%
FIN	156	13	8%	2%	156	7	4%	2%
HEA	695	86	12%	11%	695	82	12%	29%
HR	73	5	7%	1%	73	3	4%	1%
JUS	285	27	9%	4%	285	18	6%	6%
OLA	34	6	18%	1%	34	0	0%	0%
NAC	162	16	10%	2%	162	16	10%	6%
NHC	86	8	9%	1%	86	3	3%	1%

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

Casual Assignments and Relief Employment

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

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

The Priority Hiring Policy is applied when staffing casual and relief employment. Casual employment provides excellent learning and development opportunities with potential for hiring into indeterminate or term positions. All GN departments and public bodies are encouraged to use more permanent staffing solutions and use the casual staffing process to meet immediate capacity challenges as appropriate. In 2020-21, 114 casual employees became indeterminate; of these, 65 (57%) are Nunavut Inuit.

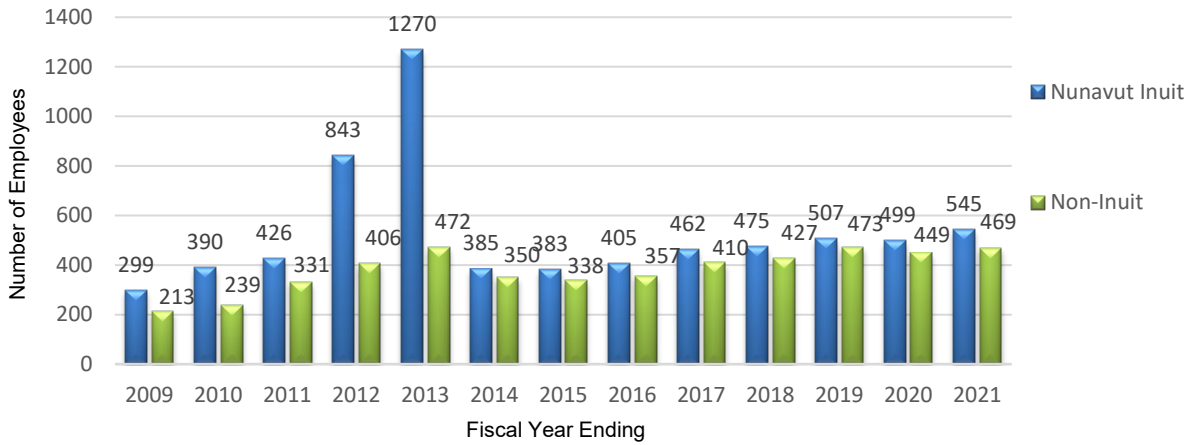
114
CASUAL EMPLOYEES
BECAME
INDETERMINATE,
65
OF THESE ARE INUIT

In 2020-21, there were a total of 1,014 casual work assignments in the GN, which is an increase of 66 casual assignments from the previous fiscal year. The number of casual work assignments held by Nunavut Inuit in 2020-21 was 545, which represents 54% of all casual work assignments. In 2020-21, there were 1,673 relief work assignments. A combined 3,638 (81%) of relief work and substitute teaching assignments were filled by Nunavut Inuit. Nunavut Inuit filled 1,265 (76%) of these relief work assignments.

Casual Assignment by Length of Service*				
Years of Service	Number of Casuals	Percentage	Nunavut Inuit	Non-Inuit
Less than 1 year	240	24%	130	137
1-2 years	559	55%	325	234
2 years +	215	21%	117	98
Total	1,014	100%	545	469

* QEC numbers included

Casual Assignments by Status Across Fiscal Years



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

Recruiting and Staffing

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

Staff Housing Program

The Staff Housing Allocation Committee assigns staff housing units according to set procedures. The Committee chaired by the Assistant Deputy Minister, Operations, Human Resources, consists of Assistant Deputy Ministers from all GN departments and operates based on the Inuit Societal Values of *Aajiiqatigiinni* (decision making through discussion and consensus) and *Piliriqatigiinni* (working together for a common cause).

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



Nunavut Housing Corporation photo courtesy of Manny Noble

Job Competitions and Hiring

In 2020-21, 465 competitions were held with 335 positions successfully filled. The number includes competitions started in 2019-20 and closed in 2020-21 as well as competitions that were ongoing as of March 31, 2021. The GN's cost to advertise jobs in 2020-21 was \$509,314.

The following charts represent the breakdown of the competitions held in the 2020-21 fiscal year.

*2020-21 Job Competitions (465 Total)									
	Total	Female		Male		Nunavut Inuit		Non-Inuit	
		#	%	#	%	#	%	#	%
Applications	8,355**	1,494	--	1,752	--	1,469	18%	6,886	82%
Actual hires	335	166	49.5%	169	50.5%	139	41%	196	59%

**Statistics do not include Nunavut Arctic College hires, nursing hires and positions under the Nunavut Teachers' Association and Qulliq Energy Corporation. Hiring was also put on hold between March and May for a workforce/housing inventory analysis. This held up advertising and moving forward with offers. Closures due to the pandemic also affected outcomes.*

****5,109 applicants were not identified by gender**

*2020-21 Hires by Gender and Status (335 Total)				
	Female Nunavut Inuit	Male Nunavut Inuit	Female non-Inuit	Male non-Inuit
Actual Hires	93	46	82	114

**Statistics do not include Nunavut Arctic College hires, nursing hires and positions under the Nunavut Teachers' Association and Qulliq Energy Corporation. Hiring was also put on hold between March and May for a workforce/housing inventory analysis. This held up advertising and moving forward with offers. Closures due to the pandemic also affected outcomes.*

Recruitment and Selection Turnaround Time

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



Career Fair in Iqaluit

In 2020-21, the average time to fill a position was approximately 160 days, a slight increase from 154 days in the previous fiscal year.

There are various reasons that lead to this lengthened timeline:

- In March 2020, the majority of GN staff had to work from home due to the COVID-19 global pandemic, which had a significant impact on recruiting and staffing activities.
- The complexity of the competition process has increased: departments increasingly require additional assessment tools, two-part interviews, written assignments and/or graded presentations to test candidates' competencies (as opposed to interviews only).
- Staffing appeals can add weeks to a competition (because candidates have up to 14 business days to file an appeal after being notified).
- Selection panel availability (both in HR and in hiring departments) can also cause delays.



2020-21 Hiring by Region						
Region	Positions Advertised *	Positions Filled *	Average Time to Fill (days)	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired out of Filled Positions
Headquarters	395	213	120	59	154	27.5%
Qikiqtaaluk	103	30	207	13	17	43%
Kivalliq	103	59	256	41	18	69%
Kitikmeot	102	33	204	26	7	79%
Total	703	335		139	196	

** These numbers include active competitions, including advertised positions in 2019-20 carried into 2020-21, and advertised competitions carried into 2021-2022*

Staffing Appeals

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

In total, 42 appeals were received in 2020-21, up from 26 appeals in 2019-20. Of the 42 appeals, 27 were denied, four were upheld, seven were withdrawn and four are pending.

Direct Appointments

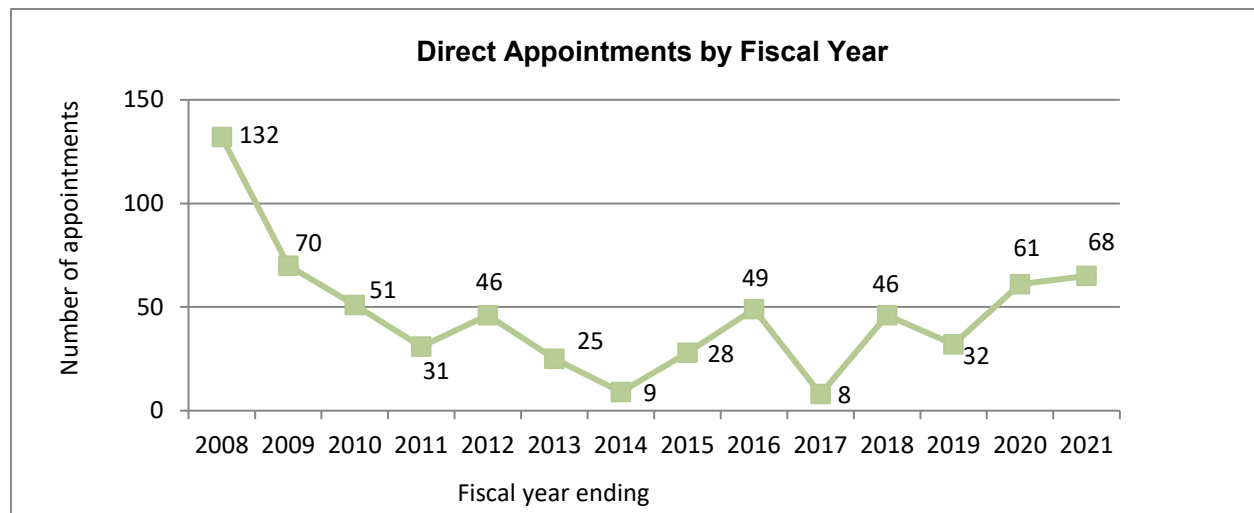
The GN is committed to staffing positions through the competitive process. However, under certain circumstances, appointments without competitions are appropriate. Direct appointments (DAs) are primarily used to achieve a qualified and representative public service, but they are also an appropriate method to staff hard-to-fill positions when the regular recruitment process has failed. Cabinet has to approved all DAs. The DA documentation process includes using a check list, keeping detailed records, and carefully screening proposed appointees to ensure the minimum requirements for the position are met. There were 68 DAs in 2020-21, compared to 61 in 2019-20 (11% increase). Of the 68, 65 (96%) are Nunavut Inuit.

68

DIRECT
APPOINTMENTS

65

OF THESE ARE
NUNAVUT INUIT



Restricted Competitions

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

There were 306 restricted competitions in 2020-21. This includes competitions that were carried over from 2019-20. These restricted competitions resulted in 64 positions being filled. Some competitions filled multiple positions.

2020-21 Restricted Competitions by Type, as of March 31, 2021	
Nunavut Inuit Only	120 competitions
GN Employees Only	50 competitions
Nunavut Inuit by Location Only	136 competitions

Transfer Assignments

The GN offers employees the opportunity to transfer either internally within their home departments or to another department within the GN to gain experience or meet operational requirements. Transfer assignments may be competitive (filled through a staffing competition) or non-competitive. In 2020-21, there were a total of 175 employees on a transfer assignment, compared to 160 in 2019-20.

Transfer Assignments by Department and Status						
Department/Public Body	Total	2019-20		Total	2020-21	
		Nunavut Inuit	Non-Inuit		Nunavut Inuit	Non-Inuit
CGS	15	6	9	15	8	7
CH	4	2	2	4	3	7
EDT	11	5	6	15	8	7
EDU	36	6	30	30	8	22
EIA	4	1	3	4	2	2
ENV	4	2	2	3	0	3
FIN	17	10	7	9	4	5
FS	11	2	9	27	14	13
HEA	16	1	15	22	6	16
HR	9	4	5	9	4	5
JUS	23	4	19	26	8	18
NAC	0	0	0	6	3	3
NHC	5	2	3	3	0	3
OLA	5	3	2	2	2	0
Totals	160	48	112	175	70	105

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students to explore different fields of work, gain work experience and receive training within the public service. Priority hiring consideration is given to Nunavut Inuit students. The SSEEP is an integral part of the GN's goals to foster youth development, encourage continuous learning and market the GN as an employer of choice. As of March 31, 2021, 317 indeterminate/term GN employees were previously employed as summer students, of these, 280 (88%) are Nunavut Inuit.

The objectives of this program are:

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



Summer student Clarissa Koblogina

317
INDETERMINATE OR
TERM GN EMPLOYEES
ARE FORMER
SUMMER STUDENTS

280
OF THESE ARE
NUNAVUT INUIT



Summer student Jennifer Niptayuq

210
2020 SUMMER STUDENTS

In the summer of 2020, the GN hired a total of 210 summer students in 17 communities. Of these, 157 (75%) were Nunavut Inuit. Participation in the SSEEPP fluctuates from year to year and is dependent upon the demand for summer students from GN departments/public bodies in each community, as well as the number of summer student applications from each community. In 2020 COVID-19 delayed the start of the summer student campaign. The total program budget was \$985,000. Salaries and benefits for summer students cost \$1.8 million, with the additional costs covered by individual departments.

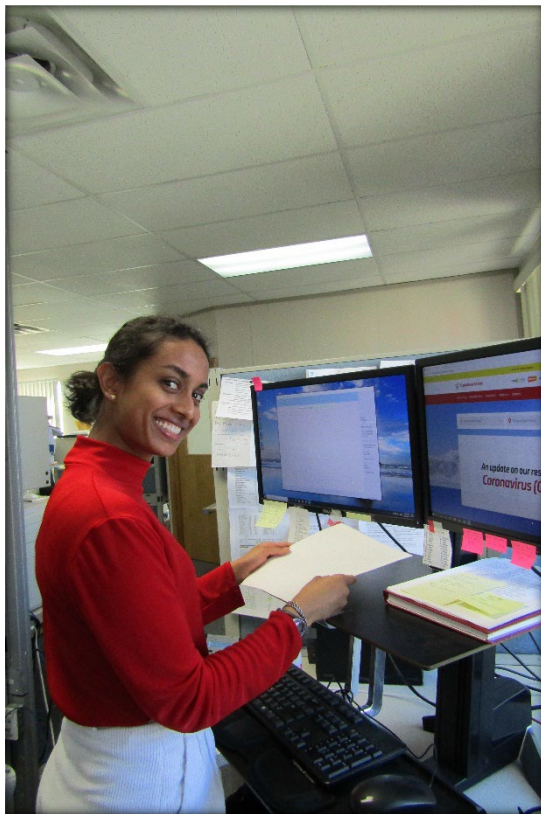


Summer student Luke Cornthwaite

Summer Students Hired per Year		
Summer Year	Total Participants	% Nunavut Inuit
2020	210	75%
2019	283	83%
2018	298	81%
2017	278	81%
2016	249	81%
2015	208	79%
2014	207	83%
2013	154	79%
2012	168	81%
2011	132	78%



Summer student Daisy Etungat



Summer student Asini Wijesooriya

2020 Summer Student Positions by Department/Public Body and Status		
Department/Public Body	Total	Nunavut Inuit
CGS	35	23
CH	5	5
EDT	12	9
EDU	15	12
ENV	22	20
EIA	1	1
FS	10	7
FIN	5	5
HEA	59	33
HR	6	6
JUS	11	11
OLA	1	1
NAC	14	12
NHC	7	5
QEC	7	7
Total	210	157

Employee Relations

The Employee Relations division provides guidance to client departments/public bodies on grievance administration, resolving disputes, collective agreement or policy interpretation, disciplinary action, investigations, and performance management. In 2020-2021, the Employee Relations division was heavily focused on managing complex and unprecedented workplace issues as a result of COVID-19 and the work-from-home measures. The division also conducted mass mediation sessions to resolve outstanding grievances with the Nunavut Employees Union and was able to resolve approximately 17 grievances. The division continues to review the process of disciplinary action across the GN with the goal of providing guidelines and a new directive on the subject.

Grievances

The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff have access to a grievance process under the *Public Service Act* Regulations. A total of 36 new grievances were filed in 2020-21, compared to 37 in 2019-20. Employee Relations works with departments/public bodies and unions to resolve issues before a grievance develops, or actively work to find resolution to grievances after they are submitted.

Total Active Grievances by Employee Group Across Fiscal Years							
Group	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
NEU	78	90	89	91	63	80	32
NTA	1	2	1	7	0	3	2
Excluded	0	0	6	8	1	1	2
Total	79	92	96	106	64	84	34

Negotiations with Collective Bargaining Units

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

- **Nunavut Teachers' Association (NTA) – Government of Nunavut (GN) collective agreement:** The current NTA-GN collective agreement is in effect until June 30, 2021.
- **Nunavut Employees Union (NEU) – Government of Nunavut (GN) collective agreement:** The NEU-GN collective agreement expired on October 1, 2018. Negotiations are still ongoing.

- **Nunavut Employees Union (NEU) – Qulliq Energy Corporation (QEC) collective agreement:** The NEU-QEC collective agreement expired December 31, 2020. The parties are set to start negotiations.

Respectful and Harassment Free Workplace

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

Online Respectful and Harassment Free Workplace resources are available for all GN employees at: <https://gov.nu.ca/human-resources/information/respectful-and-harassment-free-workplace>.

In 2020-21, 57 written complaints were received and assessed; of those, 7 met the definition of harassment and were addressed under the provisions of the Respectful and Harassment Free Workplace directive.

The Department of Human Resources sends out periodic email information bulletins regarding the Respectful and Harassment Free Workplace Policy and the Ethics Officer’s role. The GN is committed to training all managers and employees in methods to recognize, address and prevent workplace harassment and bullying. Up to and including the fiscal year 2020-21, a total of about 1,080 employees have attended the “Respectful Workplace” training program.



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

Job Evaluation

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

In 2020-21, Job Evaluation division processed 2,817 staffing actions. These included job action requests (JARs) for regular staffing, direct appointments (DAs), casual staffing actions (CSAs), Summer Student Employment Program (SSEEP) staffing actions, relief employment staffing actions (RESAs), internal transfer assignments (ITAs) and the creation of new positions. Job Evaluation initiated changes to streamline the process for rating casual or relief staffing actions, which allows Staffing division to rate certain positions without requiring submission to Job Evaluation. This resulted in more efficiency and timely processing of CSAs and RESAs.

Processed Staffing Actions*									
Action Type	CSA	DA	ITA	JARNS	JARSR	NEWNS	NEWSR	RESA	SSEEP
Action Count	574	63	92	557	952	40	156	193	190

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

Health and Safety

CLEANING TO REDUCE THE RISK OF COVID-19

CLEANING

- ▶ wash your hands often with soap and water for at least 20 seconds. Use hand sanitizer if soap and water are not available.
- ▶ avoid touching your eyes, nose or mouth, especially with unwashed hands
- ▶ clean and disinfect regularly used items and surfaces, such as toys, electronic devices and doorknobs daily. Dirty surfaces should be cleaned before they are disinfected.

TO CLEAN USE:

Any regular household cleaner **OR** diluted bleach (1 part bleach and 50 parts water)

1 tsp bleach + 1 cup water

OR

4 tsp bleach + 4 cups water

Do not mix bleach with any other household cleaners

www.gov.nu.ca/health
[@GOVofNunavut](https://twitter.com/GOVofNunavut)
[Facebook.com/govofNunavut](https://www.facebook.com/govofNunavut)

The Health and Safety unit provides support and guidance to management in government departments and public bodies on health and safety programs, training, ensuring compliance with legislation, and provides ergonomic assessments. Health and Safety also conducts research and provides technical guidance on health and safety legislation and regulations, advises on codes of practice and national standards, provides safety training, performs periodic safety inspections, conducts serious injury and fatality/incident investigations, and supports Joint Occupational Health and Safety Committees (JOHSCs).

In 2020-21, COVID-19 directed much of the Health and Safety's focus towards ensuring workplace health and safety during the pandemic. Health and Safety continued to participate in orientation sessions with new staff on health and safety in the workplace.

The GN Intranet Workplace Health and Safety information is available to all staff on the GN Intranet page.

In 2020-21, the GN transitioned to online reporting of workplace injuries through WSCC's new platform, *WSCC connect*. This is an online tool where managers of various work locations can directly report an incident online.



Departmental WSCC Nominees

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

Representation on National Committees

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

Workplace Conflict Prevention

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



Department of Environment staff wearing pink in support of anti-bullying

Return to Work Program

The Return to Work (RTW) program demonstrates the GN's commitment and attention to the accommodation needs of ill and injured workers and ensures that the GN meets its duty to accommodate those individuals. If an employee is not capable of returning to regular duties, the RTW program provides the opportunity to develop a personalized RTW plan specific to the needs of the employee. The plan considers the employee's functional limitations, rehabilitation and treatment, skills and abilities and identifies available suitable work. Suitable work could include having the employee perform the regular job with modified duties, or, when available, to perform alternate, temporary work that meets the employee's current capabilities. The GN has a duty to accommodate employees up to the point of undue hardship. In 2020-21, 13 employees were successfully accommodated through the RTW program.

Employee and Family Assistance Program

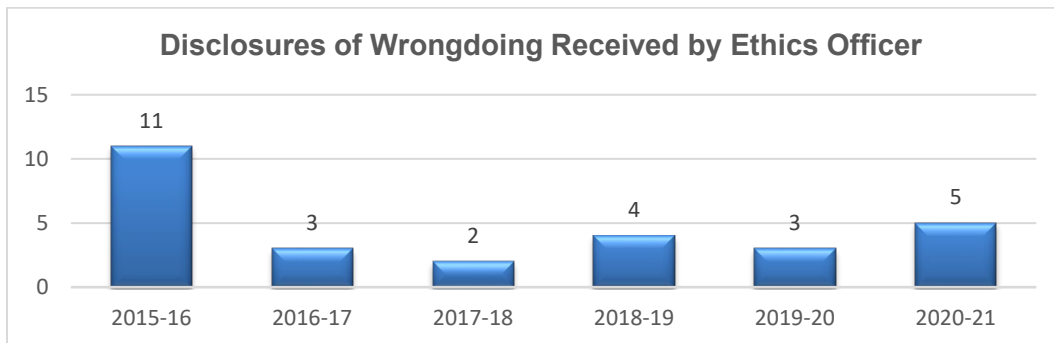
As part of *Pijitsirniq* (serving and providing for family and/or community), the GN supports the wellness of its employees and their families by providing an Employee and Family Assistance Program (EFAP). The EFAP provides free, confidential services at any time that reflect Nunavut's workplace realities and incorporate Inuit culture and language. The program provides short-term, professional counselling for personal and/or workplace issues to help employees and their families find solutions to problems that affect them. Employees and their families have increasingly used the services via telephone (259) or through the internet (47), and (11) unidentified services methods. In 2020-21, 315 employees accessed the EFAP, and 35 family members took advantage of this service. Services are offered in English, French, and with an interpreter in Inuktitut.

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

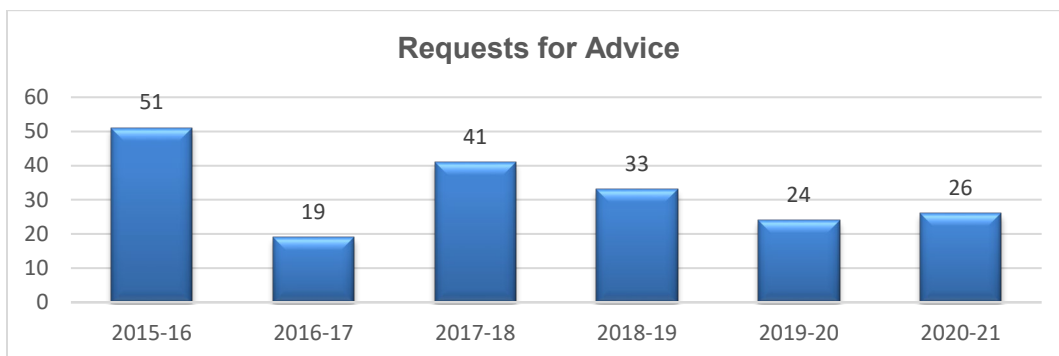
2020-21 Employee and Family Assistance Program			
Usage Statistics*		Services Provided*	
Employee Usage (Excludes E-Services)			
Employee/family use		Counselling Services	317
Individual	315	Addiction	12
Family member	35	Crisis/Trauma	32
Use by gender		Family	<10**
Female	259	Health	<10**
Male	90	Marital/Relationship	53
Other/Not Specified	<10**	Psychological	163
Age distribution		Social	<10**
Under 20	<10**	Work	17
21-30	61	Life Smart Coaching	33
31-40	135	Career Counselling	<10**
41-50	68	Childcare and parenting support service	<10**
51-60	47	Elder & Family Care Services	<10**
61 and older	27	Financial Coaching	<10**
Not specified	<10**	Jumpstart Your Wellness/Nutritional Coaching	<10**
Counselling method		Legal Advisory Services	<10**
Web (video, email, chat, online CBT)	47	Pre-Retirement Planning Services	<10**
Telephone	259	Relationship Solutions	<10**
Undetermined	11	Shift worker Support	<10**
Substance Abuse Expert		Online Services	74
Total usage	13	Courses, General	66
Key Person Advice Line	<10**	Courses – Key Person Advice line	<10**
Crisis Management Services	<10**	Health and Wellness	<10**
*Only aggregate data is provided to the GN to ensure individual privacy is maintained.			
**<10 numbers are not reported to ensure individual privacy is maintained.			

Ethics Officer

The role of the Ethics Officer is to receive and investigate allegations of wrongdoing in the Nunavut public service. Where wrongdoing is found, the Ethics Officer makes recommendations to address the wrongdoing. The Ethics Officer provides an alternative method for employees in the Nunavut public service to disclose wrongdoing that comes to their attention and provides assurance to them – and to all Nunavummiut – that those disclosures will be investigated and addressed promptly, fairly, and effectively. In 2020-21, the Ethics Officer received five disclosures of wrongdoing. One was investigated and determined there was no wrongdoing, two were declined to investigate, and the remaining two were under consideration.



The Ethics Officer is available to provide confidential advice to employees who are considering making a disclosure of wrongdoing. Advice is generally given about whether specific circumstances might constitute wrongdoing and about the process that must be followed to make a disclosure. During 2020-21, the Ethics Officer received 26 requests for advice.



The Ethics Officer Annual Report 2020-21 can be viewed at: [2020-21_ethics_officer_annual_report-eng.pdf \(gov.nu.ca\)](https://www.gov.nu.ca/2020-21_ethics_officer_annual_report-eng.pdf)

In the report, the Ethics Officer made some recommendations which the GN, in line with *Aajiqatigiinniq* – decision through discussion and consensus, is considering. As such, the Department of Human Resources is reviewing the impact, the details of legislative requirements and the feasibility of implementing such recommendations. Once all this is done, the government will determine how best to proceed.

Inuit Employment Initiatives and Planning

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

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



GN employees attending a course in March 2021

Sivumuaqatigiit monitors the implementation of the GN Master Inuit Employment Plan (MIEP). The MIEP summary can be found here:

https://gov.nu.ca/sites/default/files/gn_master_iep_summary_eng_0.pdf

GN Short-term Inuit Employment Goals and Targets - March 31, 2021

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

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

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

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

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

- By March 31, 2021, the GN aimed to employ 2,151 Inuit full-time equivalents (FTEs).

- By March 31, 2023, the GN aims to employ 2,300 Inuit FTEs.

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

GN Progress Towards Inuit Employment Goals and Targets

The GN achieved 85% of its short-term goal of 2,151 Inuit FTEs. As of March 31, 2021, the GN employed 1,834.72 Inuit FTEs in indeterminate and term positions, which was 317 Inuit FTEs short of their goal.

The GN achieved its Inuit employment targets in the Administrative, Executive and Professional employment categories. In addition, it made significant progress in two categories:

- Middle Management (81% of goal was achieved)
- Paraprofessional (83% of goal was achieved)

Inuit representation remained at 50% since March 31, 2020. This means that the GN has been successful in maintaining Inuit representation, even with continuing growth in the number of FTEs and the number of positions in the public service.

Dept./ Public Body	IE Goals (FTEs) from Business Plan 2020-2023 By March 31, 2021				Actual TRPS Statistics As of March 31, 2021		
	Total Positions	Positions Filled	Inuit Employed	% IE	Positions Filled	Inuit Employed	% IE
CGS	462.00	345.00	154.00	45%	336.00	137.00	41%
CH	98.00	76.00	62.00	82%	66.80	55.00	82%
EDT	155.00	118.00	73.00	62%	100.00	63.00	63%
EDU	1,357.00	1,195.00	617.00	52%	1,198.12	562.12	47%
EIA	87.00	74.00	58.00	78%	57.00	47.00	82%
ENV	133.00	98.00	50.00	51%	91.00	45.00	49%
FIN	229.00	192.00	90.00	47%	149.00	60.00	40%
FS	235.00	192.00	126.00	66%	161.23	96.23	60%
HEA	1,253.00	842.00	447.53	53%	711.71	362.04	51%
HR	117.00	99.00	62.00	63%	74.00	42.00	57%
JUS	410.00	290.00	141.00	49%	276.00	119.00	43%
NAC	252.00	170.00	108.00	64%	163.07	93.07	57%
NHC	123.00	98.00	41.00	42%	88.00	34.00	39%
QEC	207.00	192.00	102.00	53%	172.40	96.40	56%
SUB TOTAL	5,118.00	3,981.00	2,131.53		3,644.33	1,811.86	
NO IEPs							
OLA	44.00	34.00	18.00	53%	38.00	21.00	55%
NBCC	6.00	5.00	2.00	40%	4.00	1.00	25%
TOTAL	5,168.00	4,020.00	2,151.53	54%	3,686.33	1,833.86	50%

Highlights of Departments' Progress

The Office of the Legislative Assembly exceeded its goal for March 31, 2021, 3 FTEs.

Three departments/public bodies met or exceeded their goals for March 31, 2021.

Inuit Employment Goals as of March 31, 2021					
Dept/Public Body	Department Targets	Actual (Inuit Hired)	Difference Between Targets and Actual Hires	% of Own Goal	% of the Total GN Gap
CGS	154.00	137	17	89%	5%
CH	62.00	55	7	89%	2%
EDT	73.00	63	10	86%	3%
EDU	617.00	562.12	54.88	91%	17%
EIA	58.00	47	11	81%	3%
ENV	50.00	45	5	90%	2%
FIN	90.00	60	30	67%	9%
FS	126.00	96.23	29.77	76%	9%
HEA	447.53	362.04	85.49	81%	27%
HR	62.00	42	20	68%	6%
JUS	141.00	119	22	84%	7%
NAC	108.00	93.07	14.93	86%	5%
NHC	41.00	34	7	83%	2%
QEC	102.00	96.4	5.6	95%	2%
	2,131.53	1,811.86	319.67		
NO IEPS					
OLA	18.00	21	-3		
NBCC	2.00	1	1	50%	0%
TOTAL	2,151.53	1,833.86	317.67	85%	

Three departments/public bodies that made strong progress towards their goals for March 31, 2021 were:

- Qulliq Energy Corporation (95% of goal, short by 5.6 FTEs)
- Education (91% of goal, short by 54.88 FTEs)
- Environment (90% of goal, short by 5 FTEs)

The departments/public bodies that made the strongest progress towards their goals used action items such as:

- Mentorship programs
- Direct appointments
- Internal Transfer Assignments or Internal Developmental Transfer Assignments

- Using Inuit Specific Initiatives through the Sivumuaqatigiit division. These include:
 - The Sivuliqtiksat Internship Program
 - The Amaaqtaarniq Education Leave Program
 - The Career Broadening Program
- Using the Restricted to Inuit Competitions to fill various positions

The Department of Health had the largest increase in Inuit FTEs since March 2020. It had a net gain of 16.5 Inuit FTEs. The Qulliq Energy Corporation had a net gain of 6.6 Inuit FTEs since March 2020. The majority of departments and public agencies had modest net gains. This is due to the COVID-19 pandemic impact on the overall hiring process.

The departments and public bodies are showing an improvement in the use of Inuit Employment initiatives such as Career Broadening Program, the Amaaqtaarniq Education Leave Program, priority hiring for Inuit, direct appointments for long-term casual employees and internal developmental transfer assignments.

Inuit Employment Targets in Employment Categories

The GN achieved its Inuit Employment targets of 85% in the Administrative Support employment category. In addition, it made progress in two categories:

- Professional (91% of goal was achieved)
- Executive (86% of goal was achieved)

INUIT EMPLOYMENT GOAL AND TARGETS			
As of March 31, 2021			
Employment Category	Positions Filled	Inuit Employed	% IE
Executive	40.00	21.00	53%
Senior Management	160.00	44.00	28%
Middle Management	420.00	135.00	32%
Professional	1,400.59	454.50	32%
Paraprofessional	866.50	541.77	63%
Administrative Support	1,170.51	954.54	82%
Total	4,057.60	2,150.81	53%

TRPS STATISTICS				
As of March 31, 2021				
Employment Category	Total Positions	Positions Filled	Inuit Employed	% IE
Executive	43.00	36.00	18.00	50%
Senior Management	189.00	139.00	28.00	20%
Middle Management	510.00	382.00	109.00	29%
Professional	2,015.43	1,455.53	414.53	28%
Paraprofessional	1,116.83	731.27	452.10	62%
Administrative Support	1,387.88	942.53	812.23	86%
Total	5,262.14	3,686.33	1,833.86	50%

Gap Analysis: Goal Versus Current Inuit Employment		
As of March 31, 2021		
Employment Category	Inuit to be Hired by March 2021	Goal
Executive	3.0	86%
Senior Management	16.0	64%
Middle Management	26.0	81%
Professional	40.0	91%
Paraprofessional	89.67	83%
Administrative Support	142.31	85%
Total	316.95	85%

Overall Observations

- Total Inuit employment remained at 50%.
- The GN achieved 85% of its short-term goal of 2,151 Inuit FTEs.
- As of March 31, 2021, the GN employed 1,833.86 Inuit FTEs in indeterminate and term positions, which was 317 Inuit FTEs short of the overall goal.

Amaqtaarniq Education Leave Program

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



As of March 31, 2021, there were 10 approved applications for full-time post-secondary studies at various universities and colleges. The 10 Inuit employees are pursuing different areas of studies, including trades, business administration, social work, and teacher education. It is anticipated that when these Inuit employees graduate they will be eligible to fill professional and specialized positions within the GN.

Career Broadening Program

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

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

In 2020-21 two employees were participating in the program:

- Department of CGS – Asset Control Clerk to Department of Finance as Pay and Benefits Officer
- Department of EIA – Circumpolar Affairs Advisor to Department of CH as ATIPP Coordinator/Policy Analyst

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

Sivuliqtiksat Internship Program

The Sivuliqtiksat Internship Program, offered since 2001, is a 1 to 3-year internship supported by a designated trainer, a customized learning plan and group and individual training courses. An intern is a term employee who is hired to undertake a learning program of a specific duration leading to a guarantee of employment upon successful completion of their learning plan and satisfactory performance reviews. The program demonstrates our commitment to the principle of *Pilimmaksarniq/Pijariuqsarniq* (development of skills through observation, mentoring, practice, and effort) as an effective way to develop a representative public service.

The Career Planning Specialist is available to assist departments/public bodies, interns, designated trainers, and managers in all aspects of the program. The Department of Human Resources is responsible for the funding and administration of this program. There is an average annual budget of \$2 million to run the internship program. This includes salaries for up to 16 internship positions; \$25,000 per intern per year for training, education, and related travel costs; Sivuliqtiksat Program operations and maintenance costs and the Career Planning Specialist's salary.

Unspent money is not returned to departments, nor is it carried over into the next year.

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SIVULIQTIKSAT
GRADUATES
SINCE INCEPTION

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

Employment Category	Completed	Incomplete	In progress	Internships
Executive	0	0	1	1
Senior Management	11	11	3	25
Middle Management	12	10	4	26
Professional	6	4	1	11
Paraprofessional	9	6	3	18
Administrative Support	0	0	0	0
Totals	38	31	12	81

Region	Completed	Incomplete	In progress	Total
Iqaluit	19	13	7	39
Kivalliq	8	6	2	16
Qikiqtaaluk	3	11	1	15
Kitikmeot	8	1	2	11
Total	38	31	12	81

As of March 31, 2021, there were four Sivuliqtiksat interns in the program:

- Superintendent of Schools, Department of Education, Baker Lake
- Manager, Consumer Affairs, Department of Community and Government Services, Iqaluit
- Maintenance Coordinator Intern, Community and Government Services, Pond Inlet

- Inuit Employment Plan Administrator Intern, Qulliq Energy Corporation, Baker Lake

Sivuliqtiksat Internship Program Graduate Profile



David Boyle and Wendy Bolt at her second Sivuliqtiksat graduation

On April 7, 2007, Wendy Bolt started her first internship with the Department of Economic Development and Transportation in Kugluktuk as the Manager, Community Development Intern. On April 9, 2010 she successfully completed the requirements of her internship and was appointed into the target position.

Ten years later, Wendy started her second internship with the Department of Economic Development and Transportation

in Kugluktuk as the Director, Community Operations Intern. With the support of her family and colleagues Wendy successfully completed her second internship on March 18, 2020. Wendy is enjoying her exciting new position as the Director of Community Operations.

Internships involve a lot of planning and participation from many people and they last one to three years, which calls for a dedicated trainer throughout the internship. As such we would like to recognize Wendy's trainer David Boyle. David has moved on to train his second internship position in Pond Inlet and has been a part of five internships within the GN. Congratulations to Wendy for completing her internship and thank you David, for the support and dedication.

Ongoing Delivery of Inuit Employment Programs

Promotion and Marketing of Programs

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

Challenges of Programs

Individual departments have indicated that their participation in these programs has been limited or disrupted due to being short-staffed, lacking time to train staff, experiencing turnover and other reasons. In 2020-21, the COVID-19 pandemic had an impact on the delivery of these programs as well.

Evaluation of Programs

Since inception, Inuit employment programs have shown encouraging success. Sivumuaqatigiit regularly reviews the programs to ensure effectiveness.

Further Information

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

Sivumuaqatigiit Training Initiatives:

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

Amaqtaarniq:

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

Sivuliqtiksat Internship:

https://gov.nu.ca/sites/default/files/sivuliqtiksat_guidelines_eng_dec_2019.pdf

Career Broadening Program:

https://gov.nu.ca/sites/default/files/career_broadening_guidelines_3.pdf

Inuit Employment:

<https://www.gov.nu.ca/human-resources/information/inuit-employment>

<https://www.gov.nu.ca/human-resources/information/inuit-employment-plan-2023>

Public Service Training

The Public Service Training (PST) division coordinates public service training opportunities for GN employees, including a variety of training workshops, courses, information sessions and module-based programs. In 2020-21, PST provided workplace education and training for public servants, including:

- learning and development courses
- Inuktitut language training
- cultural orientation and employee orientation programs
- a mentorship program
- the Hivuliqtikhanut Leadership Development Program
- the Policy Skills Development Program
- additional occupational training programs
- support to departments to offer specialized training in targeted areas.

The division also made frequent presentations to departments to promote the training opportunities available to current and future GN employees.

As the territory's largest employer, the GN must compete with other employers within and outside Nunavut to attract and retain skilled employees. By offering a wide variety of high-quality workplace education and training programs, we are raising our profile as an employer, making progress on our Inuit employment goals, building the overall capabilities of the public service, and ultimately improving the services we provide to Nunavummiut.

Online Training Opportunities for GN Employees

A total of 69 learning and development courses were scheduled for 600 participants across all three Nunavut regions, including:

- Two delivered in Inuktitut and two delivered in French
- 14 scheduled deliveries of new "Introduction to Microsoft Teams" and "Advanced Microsoft Teams" courses to support GN employees to use this new business communication platform while working from home and when returning to the office
- Eight scheduled deliveries of a new "Working at Home: Together at a Distance" course to support GN employees working from home due to COVID-19 public health restrictions

Learning and development courses are one- to five-day short-term courses that improve participants' skills and abilities in their current positions and prepare them to take on higher positions within the GN.

All occupational training programs, the Hivuliqtikhanut Leadership Development Program, the Policy Skills Development Program, and Employee and Cultural Orientation sessions were also transitioned to online distance learning formats.

Learning and Development Courses

Some of the courses offered included in 2020-21:

- Strategies for Transition and Change
- Project Management 101
- Effective Online Presentations
- Microsoft Excel (delivered in Inuktitut)
- Building High-Performance Teams (delivered in French)



2020-21 Learning and Development Courses				
Region	Number of Courses	Participants	Inuit	Non-Inuit
Online across Nunavut	67	592	194	398
Iqaluit	2	8	4	4
Total	69	600	198	402
Percentage (%)			33%	67%

Occupational Training Programs

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

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

In 2020-21, PST delivered three occupational training programs:

- The Communications Skills Program developed skills in crafting strong communications, plain language writing, and media relations.
- The Mediation and Facilitation Skills Program developed skills in negotiation, managing challenging conversations, and mediation.
- The Practical Administrative Skills Program developed skills in office procedures, minute taking, business and report writing, and project management for administrative professionals.

Each of these programs was delivered online across Nunavut in response to the public health measures put in place during the COVID-19 pandemic.

2020-21 Communications Skills Program				
Cohort	Number of Courses	Participants	Nunavut Inuit	Non-Inuit
Cohort One	4	52	16	36
Cohort Two	4	38	7	31
Total	8	90	23	67
Percentage			26%	74%

2020-21 Mediation and Facilitation Skills Program				
Cohort	Number of Courses	Participants	Nunavut Inuit	Non-Inuit
Cohort One	4	65	9	56
Cohort Two	4	70	8	62
Cohort Three	4	58	11	47
Total	12	193	28	165
Percentage			15%	85%

2020-21 Practical Administrative Skills Program				
Cohort	Number of Courses	Participants	Nunavut Inuit	Non-Inuit
Cohort One	4	39	35	4
Total	4	39	35	4
Percentage			90%	10%

Cultural Orientation Program

The GN recognizes Inuit Societal Values as the foundation of an open, responsive, and accountable government. The GN is committed to ensuring that programs and services are more effective and relevant through Inuit Qaujimajatuqangit (IQ) and Inuit Societal Values (ISVs). Cultural Orientation Program (COP) sessions provide GN staff with the opportunity to learn about the history and culture of Nunavut and support employees to incorporate IQ and ISVs into the workplace. Topics covered include:

- the history of Nunavut
- Inuit Societal Values
- the Nunavut Agreement
- Inuit cultural activities



Culture and Heritage's Solomon Awa teaches GN employees how to build an igloo during a February 2021 cultural orientation session

The COP sessions are delivered to GN staff throughout the year in all three regions of Nunavut. The sessions are designed to be delivered in a classroom setting or through videoconference. The COP sessions are led by GN employees with guest speakers from multiple departments and cultural activities and teachings led by Inuit Elders and cultural experts.

In 2020-21, 18 COP sessions were scheduled, and 65 employees participated. A total of 11 sessions were cancelled due to COVID-19 or low registration numbers. In total, 25% of the participants were Inuit.

2020-21 Cultural Orientation Sessions				
Community	Number of Sessions	Participants	Nunavut Inuit	Non-Inuit
Iqaluit	5	37	5	32
Cambridge Bay	1	0	0	0
Online across Kitikmeot	3	7	1	6
Rankin Inlet	3	11	3	8
Online across Kivalliq	2	0	0	0
Pond Inlet	1	10	7	3
Online across Qikiqtaaluk	3	0	0	0
Total	18	65	16	51
Percentage			25%	75%

Employee Orientation Program

The GN is committed under the Inuit societal value of *Tunnganarniq* to ensure the workplace is friendly, welcoming, and accepting for Nunavummiut, our colleagues, and others. This is accomplished by providing up-to-date and relevant orientation programs to benefit all GN employees. Employee Orientation Program (EOP) sessions provide GN staff with the opportunity to learn about GN operations and organizational culture, staff training opportunities and services and benefits available to new employees. Topics covered include:

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

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

In 2020-21, 19 EOP sessions were scheduled, and 65 employees participated. A total of 11 sessions were cancelled due to COVID-19 or low registration numbers. In total, 23% of the participants were Inuit.

2020-21 Employee Orientation Sessions				
Community	Number of Sessions	Participants	Nunavut Inuit	Non-Inuit
Iqaluit	5	38	2	36
Cambridge Bay	1	0	0	0
Online across Kitikmeot	3	4	1	3
Rankin Inlet	3	11	3	8
Online across Kivalliq	3	2	2	0
Pond Inlet	1	10	7	3
Online across Qikiqtaaluk	3	0	0	0
Total	19	65	15	50
Percentage			23%	77%

Language Training

In 2020-21, eight Inuktitut training courses were delivered to 57 participants (34% Inuit). PST also initiated development of three new Inuktitut language training courses. Some of the courses delivered included:

- Aurniarvik: Inuktitut as a Second Language for Inuit
- Pigiavik: Inuktitut as a Second Language
- Inuktitut Computing & Keyboarding
- Inuit Timeline: Past to Present

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

2020-21 Inuktitut Language Training Courses				
Community	Number of Courses	Participants	Nunavut Inuit	Non-Inuit
Online across Nunavut	2	28	9	19
Iqaluit	6	29	29	0
Total	8	57	38	19
Percentage			66%	34%

In 2020-21, French language training was delivered by CH.

2020-21 French Language Training Courses				
Community	Number of Courses	Participants	Nunavut Inuit	Non-Inuit
Online across Nunavut	0	0	0	0
Iqaluit	11	27	2	25
Total	11	27	2	25
Percentage			7%	93%

PST continues to deliver English communications courses as part of the overall Learning and Development program, on an as-needed basis, and also continues to deliver Learning and Development courses in Inuktitut and in French when possible, in support of a bilingual workplace.

Specialized Training & Program Development Fund

The GN’s Specialized Training and Program Development Fund (known as the Training Fund) was established to provide additional training opportunities for GN employees in specialized areas in individual departments. PST leads in administering the Training Fund and evaluates program deliverables on an annual basis.

In 2020-21, a \$1 million budget was allocated to fund approved proposals from GN departments for specialized training and/or program development. The overall objective of this funding is for GN employees to develop technical, job-specific competencies that will improve the quality of programs and service delivery and/or increase their technical and professional knowledge.

In 2020-21, PST received 24 training proposals from five departments which were reviewed and rated by an interdepartmental committee. Of these, 19 training proposals from four departments were approved, including:

- Civil Clerk Standards Program Development (Justice)
- Educational Upgrade Program (Health)
- Family Resource Worker Training (Family Services)
- Microsoft 365 Administration Training (Community & Government Services)

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TRAINING PROPOSALS WERE APPROVED

- Nunavut Youth Fire Setting and Arson Prevention Program Training (Community & Government Services)

Mentorship Program

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

In 2020-21, there were 26 mentors and mentees participating in the mentorship program, in mentoring relationships that focus on one or more of five key mentoring areas:

- Inuit Societal Values
- social
- leadership
- specialized
- Hivuliqtikhanut Leadership Development Program



In March 2021, PST also began recruiting additional mentors to support our new Policy Capacity Building Series in the Policy Skills Development Program.

Hivuliqtikhanut Leadership Development Program

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



The Hivuliqtikhanut Leadership Development Program went online in 2020-21 due to COVID-19

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

- The first module in each series focuses on Nunavut history and governance.
- Inuit Elders are invited as guest speakers.
- Directors, ADMs, and DMs are also invited as guest speakers to share their experiences as leaders within the GN and within the context of Inuit Societal Values.

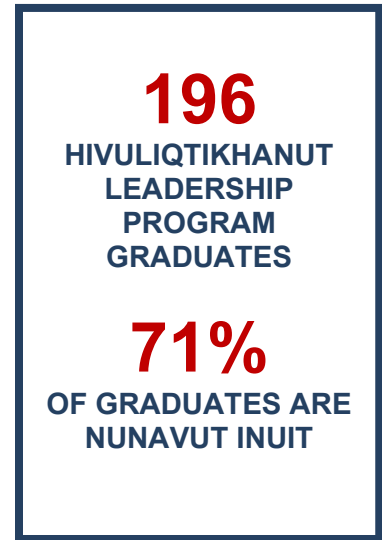
- Program alumni model *Pilimmaksarniq/Pijariuqsarniq* and *Piliriqatigiinniq/Ikajuqtigiinniq* by volunteering as mentors to current participants via the GN's mentorship program.

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

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

All Hivuliqtikhanut program cohorts in 2020-21 were delivered by distance learning in response to COVID-19 public health restrictions. There were four Hivuliqtikhanut program graduations in 2020-21:

- 18 Nunavut Inuit graduated from the third cohort of the Emerging Leaders' Series in September 2020
- 20 employees (50% Inuit) graduated from the fourth cohort of the Supervisors' Series in September 2020
- 18 Nunavut Inuit graduated from the fourth cohort of the Emerging Leaders' Series in January 2021
- 18 Nunavut Inuit graduated from the fifth cohort of the Emerging Leaders' Series in February 2021



In 2020-21, a total of 196 employees had graduated from the program, of which 71% are Nunavut Inuit.

As of March 2021, there were 47 employees enrolled in various cohorts of the Hivuliqtikhanut program (70% Inuit) and anticipated to graduate in 2021-22.

Policy Skills Development Program

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

The Policy Skills Development Program has four series: Policy Foundations, Policy Training, Advanced Policy Training and the newly developed Policy Capacity Building Series. Policy Foundations provides an opportunity for our Inuit employees that are not currently working in the policy field to gain a better understanding of public policy in the Nunavut context. Policy Training provides an opportunity for GN employees currently in the policy field to enhance their existing

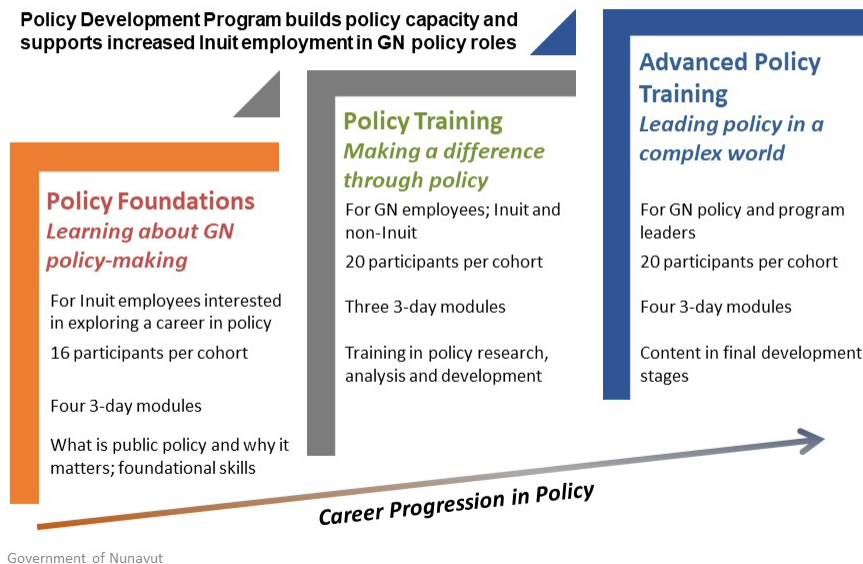
skill sets. Advanced Policy Training is being designed for participants with a minimum of two years of policy experience who are ready to take their training to a higher level.

The new Policy Capacity Building Series was launched in March 2020. It is designed to build strong policy skills among participants and support increased Inuit employment in GN policy roles. The Policy Capacity Building Series also provides participants with the opportunity to gain one year of policy work experience, while being supported by online training modules and mentorship from GN policy professionals.

All policy program cohorts in 2020-21 were delivered by distance learning in response to COVID-19 public health restrictions. 17 Nunavut Inuit graduated from the fourth cohort of the Policy Foundations Series in January 2021, bringing the total number of graduates to date to 96, of which 81% are Nunavut Inuit.

As of March 2021, there were 30 participants enrolled in the program (57% Inuit) and anticipated to graduate in 2021-22.

Policy Development Program - Structure



Education Leave

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

In 2020-21, there were a total of 48 employees (50% Nunavut Inuit), who were on education leave within the GN.

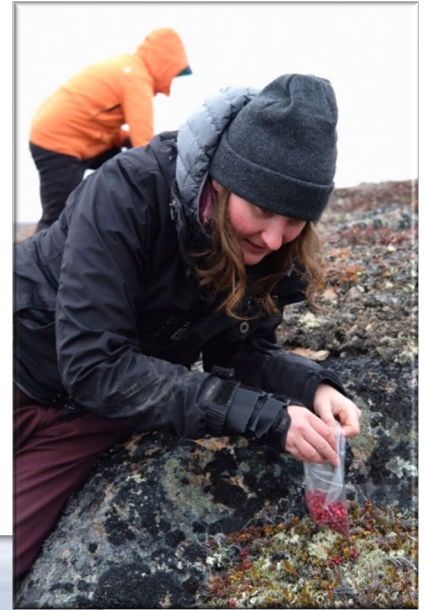
2020-21 Education Leave			
Department	Inuit	Non-Inuit	Total
CH	0	0	0
CGS	2	1	3
EDT	1	0	1
EDU	12	7	19
EIA	1	0	1
ENV	0	2	2
FS	1	2	3
FIN	2	0	2
HEA	3	8	11
HR	0	0	0
JUS	1	1	2
NAC	1	1	2
NHC	0	0	0
QEC	0	0	0
OLA	0	2	2
Total	24	24	48
Percentage	50%	50%	

Additional Nunavut Inuit employees were on education leave during 2020-21 through the separate Amaaqtaarniq Education Leave Program.

Cultural Immersion Days (IQ Days)

The GN provides an opportunity for all departments and public bodies to organize cultural immersion days (also called IQ days), which provide a greater understanding of Inuit Societal Values and languages and help employees to better understand the needs and aspirations of the public they serve. Each department or public body can dedicate two full days or four half days per year for planned events that may involve and promote:

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



Jordan Blake picks berries on the Department of Environment's Cultural Immersion Day



Janis Qauriq of Human Resources holds up her clams during the department's Cultural Immersion Day



Human Resources employees on their way to pick berries and clam dig near Iqaluit



Leesee Papatsie telling Department of Environment employees about plants on the tundra

Conclusion

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

Sources

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

Towards a Representative Public Service (TRPS) – March 31, 2021

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

Establishment Report – 2020-21 Fiscal Year

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

Nunavut Bureau of Statistics

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

Appendix: Acronyms

Appendix: March 31, 2021 TRPS Report

(Continued on the following page)

Appendix: Acronyms

ADM – Assistant Deputy Minister

ADR – Alternative Dispute Resolution

CGS – (Department of) Community and Government Services

CH – (Department of) Culture and Heritage

CPP – Canada Pension Plan

CSA – Casual Staffing Action

DA – Direct Appointment

DM – Deputy Minister

EDT – (Department of) Economic Development and Transportation

EDU – (Department of) Education

EFAP – Employee and Family Assistance Program

EIA – (Department of) Executive and Intergovernmental Affairs

FIN – (Department of) Finance

FS – (Department of) Family Services

GN – Government of Nunavut

HEA – (Department of) Health

HR – Human Resources

ITAs – Internal Transfer Assignments

JAR – Job Action Requests

JARNS – Job Action Request No Staffing Required

JARRS – Job Action Request Staffing Required

JE – Job Evaluation

JOHSCs – Joint Occupational Health and Safety Committees

JUS – (Department of) Justice

LTD – Long Term Disability

LTSA – Long Term Service Awards

NAC – Nunavut Arctic College

NBS – Nunavut Bureau of Statistics

NEU – Nunavut Employees Union

NEWNS – New Position No Staffing Required

NEWSR – New Position Staffing Required
NHC – Nunavut Housing Corporation
NTA – Nunavut Teachers’ Association
OLA – Office of the Legislative Assembly
PSAR – Public Service Annual Report
QEC – Qulliq Energy Corporation
RESA – Relief Employee Staffing Action
RTW – Return to Work (plans/programs)
SSEEP – Summer Student Employment Equity Program
TRPS – Towards a Representative Public Service (report)
WHSW – Workplace Health, Safety and Wellness
WSCC – Workers’ Safety and Compensation Commission



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Building *Nunavut* Together
Nunavut iluqatigiingniq
Bâtir le *Nunavut* ensemble

Toward a Representative Public Service

Statistics of the Public Service within the
Government of Nunavut as of:
March 31, 2021

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Introduction

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

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

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

Employment Summary of the Government of Nunavut Public Service

All Departments and Territorial Corporations

	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	43.00	7.00	36.00	84%	18.00	50%
Senior Management	189.00	50.00	139.00	74%	28.00	20%
Middle Management	510.00	128.00	382.00	75%	109.00	29%
Professional	2,015.43	559.89	1,455.53	72%	414.53	28%
Paraprofessional	1,116.83	385.57	731.27	65%	452.10	62%
Administrative Support	1,387.88	445.35	942.53	68%	812.23	86%
Total Employment Categories	5,262.14	1,575.81	3,686.33	70%	1,833.86	50%
Community and Government Services	464.00	128.00	336.00	72%	137.00	41%
Culture and Heritage	101.80	35.00	66.80	66%	55.00	82%
Economic Development and Transportation	155.00	55.00	100.00	65%	63.00	63%
Education	1,388.24	190.12	1,198.12	86%	562.12	47%
Environment	133.50	42.50	91.00	68%	45.00	49%
Executive and Intergovernmental Affairs	96.00	39.00	57.00	59%	47.00	82%
Family Services	241.87	80.63	161.23	67%	96.23	60%
Finance	229.00	80.00	149.00	65%	60.00	40%
Health	1,286.57	574.86	711.71	55%	362.04	51%
Human Resources	117.00	43.00	74.00	63%	42.00	57%
Justice	416.00	140.00	276.00	66%	119.00	43%
Office of the Legislative Assembly	44.00	6.00	38.00	86%	21.00	55%
Total Departments	4,672.97	1,414.11	3,258.86	70%	1,609.40	49%
Nunavut Arctic College	252.77	89.70	163.07	65%	93.07	57%
Nunavut Business Credit Corporation	6.00	2.00	4.00	67%	1.00	25%
Nunavut Housing Corporation	122.00	34.00	88.00	72%	34.00	39%
Qulliq Energy Corporation	208.40	36.00	172.40	83%	96.40	56%
Total Territorial Corporations	589.17	161.70	427.47	73%	224.47	53%
Total	5,262.14	1,575.81	3,686.33	70%	1,833.86	50%

These numbers do not include public officials and political staff.

Employment Summary by Community

Community	Total Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Arctic Bay	61.37	16.50	44.87	73%	28.87	64%
Clyde River	89.93	24.30	65.63	73%	46.63	71%
Grise Fiord	25.42	6.77	18.65	73%	12.65	68%
Igloolik	194.77	60.27	134.50	69%	80.50	60%
Iqaluit	2,170.13	705.17	1,464.97	68%	488.50	33%
Kimmirut	41.71	10.52	31.19	75%	16.44	53%
Kinngait	145.77	49.00	96.77	66%	46.77	48%
Pangnirtung	170.05	52.02	118.03	69%	82.03	70%
Pond Inlet	179.80	61.27	118.53	66%	71.53	60%
Qikiqtarjuaq	42.93	10.00	32.93	77%	21.93	67%
Resolute Bay	29.12	10.77	18.35	63%	8.60	47%
Sanikiluaq	67.89	19.53	48.36	71%	32.36	67%
Sanirajak	58.15	14.80	43.35	75%	29.35	68%
Total Qikiqtaaluk	3,277.03	1,040.90	2,236.13	68%	966.16	43%
Arviat	249.57	68.07	181.50	73%	118.50	65%
Baker Lake	197.57	41.77	155.80	79%	90.80	58%
Chesterfield Inlet	42.37	10.27	32.11	76%	21.11	66%
Coral Harbour	71.25	17.27	53.98	76%	33.98	63%
Naujaat	81.37	17.27	64.10	79%	34.10	53%
Rankin Inlet	537.23	153.13	384.10	71%	243.10	63%
Whale Cove	46.43	12.77	33.67	73%	19.67	58%
Total Kivalliq	1,225.79	320.53	905.25	74%	561.25	62%
Cambridge Bay	321.06	105.06	216.00	67%	111.00	51%
Gjoa Haven	120.48	33.02	87.47	73%	58.47	67%
Kugaaruk	65.63	11.77	53.87	82%	34.87	65%
Kugluktuk	163.00	45.77	117.23	72%	59.73	51%
Taloyoak	64.65	13.27	51.38	79%	32.38	63%
Total Kitikmeot	734.83	208.88	525.95	72%	296.45	56%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Edmonton	1.00	-	1.00	100%	1.00	100%
Gatineau	2.00	-	2.00	100%	-	-
Ottawa	6.00	1.00	5.00	83%	3.00	60%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
Total Other	24.50	5.50	19.00	78%	10.00	53%
Total	5,262.14	1,575.81	3,686.33	70%	1,833.86	50%

Community and Government Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	2.00	1.00	33%	-	-
Senior Management	22.00	6.00	16.00	73%	3.00	19%
Middle Management	62.00	14.00	48.00	77%	12.00	25%
Professional	126.00	35.00	91.00	72%	15.00	16%
Paraprofessional	202.00	57.00	145.00	72%	73.00	50%
Administrative Support	49.00	14.00	35.00	71%	34.00	97%
Total	464.00	128.00	336.00	72%	137.00	41%

Employment summary, by community						
Arctic Bay	2.00	-	2.00	100%	2.00	100%
Arviat	4.00	1.00	3.00	75%	1.00	33%
Baker Lake	17.00	4.00	13.00	76%	8.00	62%
Cambridge Bay	46.00	12.00	34.00	74%	16.00	47%
Chesterfield Inlet	2.00	1.00	1.00	50%	-	-
Clyde River	2.00	-	2.00	100%	2.00	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Gjoa Haven	3.00	1.00	2.00	67%	-	-
Grise Fiord	1.00	-	1.00	100%	-	-
Igloolik	4.00	2.00	2.00	50%	2.00	100%
Iqaluit	213.00	55.00	158.00	74%	34.00	22%
Kimmirut	2.00	1.00	1.00	50%	1.00	100%
Kinngait	25.00	10.00	15.00	60%	9.00	60%
Kugaaruk	2.00	-	2.00	100%	2.00	100%
Kugluktuk	12.00	2.00	10.00	83%	4.00	40%
Nauyasat	2.00	1.00	1.00	50%	1.00	100%
Pangnirtung	3.00	1.00	2.00	67%	2.00	100%
Pond Inlet	33.00	13.00	20.00	61%	11.00	55%
Qikiqtarjuaq	2.00	-	2.00	100%	1.00	50%
Rankin Inlet	77.00	17.00	60.00	78%	37.00	62%
Resolute Bay	2.00	2.00	-	-	-	-
Sanikiluaq	2.00	1.00	1.00	50%	-	-
Sanirajak	2.00	-	2.00	100%	2.00	100%
Taloyoak	2.00	2.00	-	-	-	-
Whale Cove	2.00	1.00	1.00	50%	1.00	100%
Total	464.00	128.00	336.00	72%	137.00	41%

Employment summary, by Iqaluit and other communities						
Iqaluit	213.00	55.00	158.00	74%	34.00	22%
Other Communities	251.00	73.00	178.00	71%	103.00	58%
Total	464.00	128.00	336.00	72%	137.00	41%

Culture and Heritage

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	-	2.00	100%	2.00	100%
Senior Management	8.00	2.00	6.00	75%	3.00	50%
Middle Management	17.00	4.00	13.00	76%	10.00	77%
Professional	47.00	18.00	29.00	62%	25.00	86%
Paraprofessional	9.00	4.00	5.00	56%	4.00	80%
Administrative Support	18.80	7.00	11.80	63%	11.00	93%
Total	101.80	35.00	66.80	66%	55.00	82%
Employment summary, by community						
Baker Lake	5.00	1.00	4.00	80%	3.00	75%
Gatineau	2.00	-	2.00	100%	-	-
Igloolik	21.00	8.00	13.00	62%	11.00	85%
Iqaluit	62.80	23.00	39.80	63%	33.00	83%
Kugluktuk	11.00	3.00	8.00	73%	8.00	100%
Total	101.80	35.00	66.80	66%	55.00	82%
Employment summary, by Iqaluit and other communities						
Iqaluit	62.80	23.00	39.80	63%	33.00	83%
Other Communities	39.00	12.00	27.00	69%	22.00	81%
Total	101.80	35.00	66.80	66%	55.00	82%

Economic Development and Transportation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	-	3.00	100%	2.00	67%
Senior Management	13.00	2.00	11.00	85%	3.00	27%
Middle Management	31.00	8.00	23.00	74%	11.00	48%
Professional	45.00	20.00	25.00	56%	16.00	64%
Paraprofessional	35.00	11.00	24.00	69%	17.00	71%
Administrative Support	28.00	14.00	14.00	50%	14.00	100%
Total	155.00	55.00	100.00	65%	63.00	63%
Employment summary, by community						
Arviat	5.00	2.00	3.00	60%	2.00	67%
Cambridge Bay	6.00	3.00	3.00	50%	2.00	67%
Gjoa Haven	5.00	1.00	4.00	80%	3.00	75%
Iqaluit	71.00	24.00	47.00	66%	24.00	51%
Kinngait	2.00	-	2.00	100%	1.00	50%
Kugluktuk	11.00	7.00	4.00	36%	2.00	50%
Pangnirtung	14.00	6.00	8.00	57%	7.00	88%
Pond Inlet	9.00	1.00	8.00	89%	7.00	88%
Rankin Inlet	31.00	11.00	20.00	65%	14.00	70%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Total	155.00	55.00	100.00	65%	63.00	63%
Employment summary, by Iqaluit and other communities						
Iqaluit	71.00	24.00	47.00	66%	24.00	51%
Other Communities	84.00	31.00	53.00	63%	39.00	74%
Total	155.00	55.00	100.00	65%	63.00	63%

Education

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	-	4.00	100%	2.00	50%
Senior Management	20.00	4.00	16.00	80%	1.00	6%
Middle Management	75.00	8.00	67.00	89%	16.00	24%
Professional	802.53	66.00	736.53	92%	206.53	28%
Paraprofessional	172.00	36.00	136.00	79%	117.50	86%
Administrative Support	314.71	76.12	238.59	76%	219.09	92%
Total	1,388.24	190.12	1,198.12	86%	562.12	47%

Employment summary, by community

Arctic Bay	31.50	4.50	27.00	86%	14.00	52%
Arviat	128.50	23.00	105.50	82%	65.50	62%
Baker Lake	80.30	7.50	72.80	91%	32.80	45%
Cambridge Bay	50.00	7.50	42.50	85%	16.50	39%
Chesterfield Inlet	20.30	2.00	18.30	90%	11.30	62%
Clyde River	41.00	1.00	40.00	98%	25.00	63%
Coral Harbour	32.88	2.00	30.88	94%	15.88	51%
Gjoa Haven	47.72	4.25	43.47	91%	25.47	59%
Grise Fiord	9.25	-	9.25	100%	5.25	57%
Igloolik	75.50	6.50	69.00	91%	30.00	43%
Iqaluit	269.50	47.00	222.50	83%	58.50	26%
Kimmitut	18.31	3.25	15.06	82%	4.31	29%
Kinngait	49.00	7.00	42.00	86%	15.00	36%
Kugaaruk	37.73	2.00	35.73	95%	19.73	55%
Kugluktuk	64.23	13.00	51.23	80%	16.73	33%
Nauyasat	51.00	6.50	44.50	87%	20.50	46%
Pangnirtung	60.75	5.75	55.00	91%	36.00	65%
Pond Inlet	87.00	25.50	61.50	71%	33.50	54%
Qikiqtarjuaq	20.00	1.00	19.00	95%	12.00	63%
Rankin Inlet	80.47	9.37	71.10	88%	31.10	44%
Resolute Bay	10.25	0.50	9.75	95%	3.00	31%
Sanikiluaq	37.49	5.00	32.49	87%	22.49	69%
Sanirajak	32.25	2.00	30.25	94%	20.25	67%
Taloyoak	33.78	3.00	30.78	91%	18.78	61%
Whale Cove	19.53	1.00	18.53	95%	8.53	46%
Total	1,388.24	190.12	1,198.12	86%	562.12	47%

Employment summary, by Iqaluit and other communities

Iqaluit	269.50	47.00	222.50	83%	58.50	26%
Other Communities	1,118.74	143.12	975.62	87%	503.62	52%
Total	1,388.24	190.12	1,198.12	86%	562.12	47%

Environment

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	2.00	100%
Senior Management	7.00	3.00	4.00	57%	-	-
Middle Management	19.00	7.00	12.00	63%	1.00	8%
Professional	33.00	15.00	18.00	55%	2.00	11%
Paraprofessional	62.00	15.00	47.00	76%	33.00	70%
Administrative Support	10.50	2.50	8.00	76%	7.00	88%
Total	133.50	42.50	91.00	68%	45.00	49%

Employment summary, by community

Arctic Bay	1.00	1.00	-	-	-	-
Arviat	11.00	4.00	7.00	64%	3.00	43%
Baker Lake	3.00	2.00	1.00	33%	1.00	100%
Cambridge Bay	2.00	-	2.00	100%	2.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Clyde River	2.00	1.00	1.00	50%	1.00	100%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	1.00	-	1.00	100%	-	-
Grise Fiord	1.00	1.00	-	-	-	-
Igloolik	16.00	10.00	6.00	38%	2.00	33%
Iqaluit	60.00	19.00	41.00	68%	12.00	29%
Kimmitut	2.50	0.50	2.00	80%	2.00	100%
Kinngait	1.00	-	1.00	100%	-	-
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	11.00	1.00	10.00	91%	8.00	80%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Pangnirtung	1.00	-	1.00	100%	1.00	100%
Pond Inlet	7.00	1.00	6.00	86%	4.00	67%
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Rankin Inlet	3.00	1.00	2.00	67%	1.00	50%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Sanirajak	1.00	-	1.00	100%	-	-
Taloyoak	2.00	-	2.00	100%	2.00	100%
Whale Cove	1.00	-	1.00	100%	-	-
Total	133.50	42.50	91.00	68%	45.00	49%

Employment summary, by Iqaluit and other communities

Iqaluit	60.00	19.00	41.00	68%	12.00	29%
Other Communities	73.50	23.50	50.00	68%	33.00	66%
Total	133.50	42.50	91.00	68%	45.00	49%

Executive and Intergovernmental Affairs

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	5.00	-	5.00	100%	3.00	60%
Senior Management	8.00	-	8.00	100%	4.00	50%
Middle Management	9.00	5.00	4.00	44%	4.00	100%
Professional	31.00	22.00	9.00	29%	5.00	56%
Paraprofessional	7.00	4.00	3.00	43%	3.00	100%
Administrative Support	36.00	8.00	28.00	78%	28.00	100%
Total	96.00	39.00	57.00	59%	47.00	82%

Employment summary, by community

Arctic Bay	1.00	-	1.00	100%	1.00	100%
Arviat	1.00	-	1.00	100%	1.00	100%
Baker Lake	1.00	-	1.00	100%	1.00	100%
Cambridge Bay	1.00	-	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Clyde River	1.00	1.00	-	-	-	-
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Igloolik	1.00	-	1.00	100%	1.00	100%
Iqaluit	61.00	33.00	28.00	46%	21.00	75%
Kimmirut	1.00	-	1.00	100%	1.00	100%
Kinngait	1.00	-	1.00	100%	1.00	100%
Kugaaruk	1.00	-	1.00	100%	1.00	100%
Kugluktuk	1.00	-	1.00	100%	1.00	100%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Ottawa	4.00	-	4.00	100%	2.00	50%
Pangnirtung	8.00	5.00	3.00	38%	2.00	67%
Pond Inlet	1.00	-	1.00	100%	1.00	100%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	1.00	-	1.00	100%	1.00	100%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Sanirajak	1.00	-	1.00	100%	1.00	100%
Taloyoak	1.00	-	1.00	100%	1.00	100%
Whale Cove	1.00	-	1.00	100%	1.00	100%
Total	96.00	39.00	57.00	59%	47.00	82%

Employment summary, by Iqaluit and other communities

Iqaluit	61.00	33.00	28.00	46%	21.00	75%
Other Communities	35.00	6.00	29.00	83%	26.00	90%
Total	96.00	39.00	57.00	59%	47.00	82%

Family Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	15.00	4.00	11.00	73%	1.00	9%
Middle Management	23.00	4.00	19.00	83%	9.00	47%
Professional	92.00	34.00	58.00	63%	20.00	34%
Paraprofessional	88.77	30.57	58.20	66%	51.20	88%
Administrative Support	21.10	7.07	14.03	67%	14.03	100%
Total	241.87	80.63	161.23	67%	96.23	60%

Employment summary, by community

Arctic Bay	4.00	1.00	3.00	75%	3.00	100%
Arviat	8.53	2.53	6.00	70%	5.00	83%
Baker Lake	7.00	2.00	5.00	71%	5.00	100%
Cambridge Bay	16.00	5.00	11.00	69%	6.00	55%
Chesterfield Inlet	1.50	-	1.50	100%	1.50	100%
Clyde River	4.07	2.53	1.53	38%	1.53	100%
Coral Harbour	3.00	2.00	1.00	33%	1.00	100%
Edmonton	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	4.00	2.00	2.00	50%	2.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Igloolik	7.00	3.00	4.00	57%	3.00	75%
Iqaluit	95.00	28.00	67.00	71%	27.00	40%
Kimmirut	1.53	-	1.53	100%	0.53	35%
Kinngait	6.00	4.00	2.00	33%	1.00	50%
Kugaaruk	2.53	-	2.53	100%	2.53	100%
Kugluktuk	8.50	5.00	3.50	41%	2.50	71%
Nauyasat	2.00	1.00	1.00	50%	1.00	100%
Ottawa	1.00	1.00	-	-	-	-
Pangnirtung	19.03	7.00	12.03	63%	8.03	67%
Pond Inlet	7.53	3.00	4.53	60%	2.53	56%
Qikiqtarjuaq	2.53	2.00	0.53	21%	0.53	100%
Rankin Inlet	24.00	5.00	19.00	79%	15.00	79%
Resolute Bay	1.00	-	1.00	100%	-	-
Sanikiluaq	3.53	1.53	2.00	57%	1.00	50%
Sanirajak	3.53	1.53	2.00	57%	1.00	50%
Taloyoak	4.50	0.50	4.00	89%	2.00	50%
Whale Cove	2.53	1.00	1.53	61%	1.53	100%
Total	241.87	80.63	161.23	67%	96.23	60%

Employment summary, by Iqaluit and other communities

Iqaluit	95.00	28.00	67.00	71%	27.00	40%
Other Communities	146.87	52.63	94.23	64%	69.23	73%
Total	241.87	80.63	161.23	67%	96.23	60%

Finance

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	-	4.00	100%	-	-
Senior Management	12.00	2.00	10.00	83%	2.00	20%
Middle Management	32.00	7.00	25.00	78%	5.00	20%
Professional	50.00	16.00	34.00	68%	4.00	12%
Paraprofessional	86.00	32.00	54.00	63%	27.00	50%
Administrative Support	45.00	23.00	22.00	49%	22.00	100%
Total	229.00	80.00	149.00	65%	60.00	40%
Employment summary, by community						
Cambridge Bay	19.00	7.00	12.00	63%	7.00	58%
Igloolik	9.00	5.00	4.00	44%	4.00	100%
Iqaluit	162.00	50.00	112.00	69%	32.00	29%
Rankin Inlet	39.00	18.00	21.00	54%	17.00	81%
Total	229.00	80.00	149.00	65%	60.00	40%
Employment summary, by Iqaluit and other communities						
Iqaluit	162.00	50.00	112.00	69%	32.00	29%
Other Communities	67.00	30.00	37.00	55%	28.00	76%
Total	229.00	80.00	149.00	65%	60.00	40%

Health

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	-	4.00	100%	1.00	25%
Senior Management	35.00	15.00	20.00	57%	2.00	10%
Middle Management	115.00	39.00	76.00	66%	12.00	16%
Professional	391.79	205.79	186.00	47%	17.00	9%
Paraprofessional	212.67	123.00	89.67	42%	27.00	30%
Administrative Support	528.11	192.07	336.04	64%	303.04	90%
Total	1,286.57	574.86	711.71	55%	362.04	51%
Employment summary, by community						
Arctic Bay	17.00	10.00	7.00	41%	4.00	57%
Arviat	37.00	16.00	21.00	57%	16.00	76%
Baker Lake	32.00	16.00	16.00	50%	13.00	81%
Cambridge Bay	119.79	56.29	63.50	53%	36.50	57%
Chesterfield Inlet	13.71	7.00	6.71	49%	4.71	70%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Clyde River	20.00	11.50	8.50	43%	6.50	76%
Coral Harbour	22.50	9.00	13.50	60%	8.50	63%
Gjoa Haven	47.50	19.50	28.00	59%	22.00	79%
Grise Fiord	9.30	5.50	3.80	41%	2.80	74%
Igloolik	46.00	21.50	24.50	53%	17.50	71%
Iqaluit	488.23	205.57	282.67	58%	81.00	29%
Kimmitut	11.50	4.50	7.00	61%	5.00	71%
Kinngait	27.50	17.00	10.50	38%	6.50	62%
Kugaaruk	17.50	8.50	9.00	51%	6.00	67%
Kugluktuk	27.00	11.50	15.50	57%	7.50	48%
Naujaat	20.50	8.50	12.00	59%	6.00	50%
Pangnirtung	56.00	23.00	33.00	59%	22.00	67%
Pond Inlet	27.00	13.50	13.50	50%	9.50	70%
Qikiqtarjuaq	12.53	5.00	7.53	60%	4.53	60%
Rankin Inlet	142.00	56.00	86.00	61%	57.00	66%
Resolute Bay	10.00	7.00	3.00	30%	1.00	33%
Sanikiluaq	19.00	12.00	7.00	37%	5.00	71%
Sanirajak	14.50	10.00	4.50	31%	2.50	56%
Taloyoak	16.50	7.50	9.00	55%	5.00	56%
Whale Cove	16.50	8.50	8.00	48%	6.00	75%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
Total	1,286.57	574.86	711.71	55%	362.04	51%
Employment summary, by Iqaluit and other communities						
Iqaluit	488.23	205.57	282.67	58%	81.00	29%
Other Communities	798.33	369.29	429.04	54%	281.04	66%
Total	1,286.57	574.86	711.71	55%	362.04	51%

Human Resources

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	-	3.00	100%	2.00	67%
Senior Management	8.00	1.00	7.00	88%	4.00	57%
Middle Management	16.00	6.00	10.00	63%	3.00	30%
Professional	46.00	22.00	24.00	52%	6.00	25%
Paraprofessional	28.00	9.00	19.00	68%	16.00	84%
Administrative Support	16.00	5.00	11.00	69%	11.00	100%
Total	117.00	43.00	74.00	63%	42.00	57%
Employment summary, by community						
Cambridge Bay	6.00	1.00	5.00	83%	4.00	80%
Igloolik	7.00	-	7.00	100%	7.00	100%
Iqaluit	95.00	39.00	56.00	59%	26.00	46%
Rankin Inlet	9.00	3.00	6.00	67%	5.00	83%
Total	117.00	43.00	74.00	63%	42.00	57%
Employment summary, by Iqaluit and other communities						
Iqaluit	95.00	39.00	56.00	59%	26.00	46%
Other Communities	22.00	4.00	18.00	82%	16.00	89%
Total	117.00	43.00	74.00	63%	42.00	57%

Justice

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	3.00	2.00	1.00	33%	-	-
Senior Management	8.00	2.00	6.00	75%	-	-
Middle Management	27.00	7.00	20.00	74%	6.00	30%
Professional	82.00	32.00	50.00	61%	14.00	28%
Paraprofessional	84.00	34.00	50.00	60%	20.00	40%
Administrative Support	212.00	63.00	149.00	70%	79.00	53%
Total	416.00	140.00	276.00	66%	119.00	43%

Employment summary, by community

Arctic Bay	2.00	-	2.00	100%	2.00	100%
Arviat	3.00	3.00	-	-	-	-
Baker Lake	2.00	-	2.00	100%	2.00	100%
Cambridge Bay	6.00	1.00	5.00	83%	3.00	60%
Clyde River	2.00	1.00	1.00	50%	-	-
Coral Harbour	4.00	1.00	3.00	75%	3.00	100%
Gjoa Haven	7.00	3.00	4.00	57%	3.00	75%
Igloolik	2.00	2.00	-	-	-	-
Iqaluit	302.00	109.00	193.00	64%	62.00	32%
Kimmirut	2.00	1.00	1.00	50%	-	-
Kinngait	4.00	2.00	2.00	50%	2.00	100%
Kugluktuk	14.00	3.00	11.00	79%	7.00	64%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Ottawa	1.00	-	1.00	100%	1.00	100%
Pangnirtung	3.00	2.00	1.00	33%	1.00	100%
Pond Inlet	4.00	3.00	1.00	25%	-	-
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Rankin Inlet	51.00	6.00	45.00	88%	30.00	67%
Sanikiluaq	1.00	-	1.00	100%	-	-
Sanirajak	1.00	1.00	-	-	-	-
Taloyoak	2.00	-	2.00	100%	2.00	100%
Whale Cove	1.00	1.00	-	-	-	-
Total	416.00	140.00	276.00	66%	119.00	43%

Employment summary, by Iqaluit and other communities

Iqaluit	302.00	109.00	193.00	64%	62.00	32%
Other Communities	114.00	31.00	83.00	73%	57.00	69%
Total	416.00	140.00	276.00	66%	119.00	43%

Office of the Legislative Assembly

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	1.00	1.00	50%	-	-
Senior Management	5.00	1.00	4.00	80%	-	-
Middle Management	6.00	-	6.00	100%	3.00	50%
Professional	16.00	3.00	13.00	81%	7.00	54%
Paraprofessional	9.00	-	9.00	100%	6.00	67%
Administrative Support	6.00	1.00	5.00	83%	5.00	100%
Total	44.00	6.00	38.00	86%	21.00	55%
Employment summary, by community						
Iqaluit	39.00	5.00	34.00	87%	18.00	53%
Rankin Inlet	5.00	1.00	4.00	80%	3.00	75%
Total	44.00	6.00	38.00	86%	21.00	55%
Employment summary, by Iqaluit and other communities						
Iqaluit	39.00	5.00	34.00	87%	18.00	53%
Other Communities	5.00	1.00	4.00	80%	3.00	75%
Total	44.00	6.00	38.00	86%	21.00	55%

Nunavut Arctic College

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	1.00	1.00	50%	1.00	100%
Senior Management	9.00	2.00	7.00	78%	3.00	43%
Middle Management	26.00	7.00	19.00	73%	10.00	53%
Professional	132.10	48.10	84.00	64%	38.00	45%
Paraprofessional	28.00	11.00	17.00	61%	10.00	59%
Administrative Support	55.67	20.60	35.07	63%	31.07	89%
Total	252.77	89.70	163.07	65%	93.07	57%

Employment summary, by community

Arctic Bay	1.27	-	1.27	100%	1.27	100%
Arviat	17.53	9.53	8.00	46%	8.00	100%
Baker Lake	3.27	0.27	3.00	92%	2.00	67%
Cambridge Bay	21.27	6.27	15.00	71%	6.00	40%
Chesterfield Inlet	1.27	0.27	1.00	79%	-	-
Clyde River	16.27	6.27	10.00	61%	9.00	90%
Coral Harbour	3.27	2.27	1.00	31%	1.00	100%
Gjoa Haven	2.27	2.27	-	-	-	-
Grise Fiord	1.27	0.27	1.00	79%	1.00	100%
Igloolik	4.27	2.27	2.00	47%	1.00	50%
Iqaluit	105.60	30.60	75.00	71%	33.00	44%
Kimmirut	1.27	0.27	1.00	79%	1.00	100%
Kinngait	1.27	-	1.27	100%	1.27	100%
Kugaaruk	2.27	1.27	1.00	44%	1.00	100%
Kugluktuk	1.27	0.27	1.00	79%	1.00	100%
Nauyasat	1.27	0.27	1.00	79%	1.00	100%
Pangnirtung	3.27	2.27	1.00	31%	1.00	100%
Pond Inlet	2.27	1.27	1.00	44%	1.00	100%
Qikiqtarjuaq	1.27	-	1.27	100%	1.27	100%
Rankin Inlet	54.77	21.77	33.00	60%	21.00	64%
Resolute Bay	1.27	1.27	-	-	-	-
Sanikiluaq	1.27	-	1.27	100%	0.27	21%
Sanirajak	1.27	0.27	1.00	79%	1.00	100%
Taloyoak	1.27	0.27	1.00	79%	-	-
Whale Cove	1.27	0.27	1.00	79%	-	-
Total	252.77	89.70	163.07	65%	93.07	57%

Employment summary, by Iqaluit and other communities

Iqaluit	105.60	30.60	75.00	71%	33.00	44%
Other Communities	147.17	59.10	88.07	60%	60.07	68%
Total	252.77	89.70	163.07	65%	93.07	57%

Nunavut Business Credit Corporation

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

Nunavut Housing Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	9.00	-	9.00	100%	2.00	22%
Middle Management	23.00	2.00	21.00	91%	3.00	14%
Professional	21.00	12.00	9.00	43%	-	-
Paraprofessional	47.00	13.00	34.00	72%	16.00	47%
Administrative Support	20.00	7.00	13.00	65%	12.00	92%
Total	122.00	34.00	88.00	72%	34.00	39%
Employment summary, by community						
Arviat	32.00	7.00	25.00	78%	15.00	60%
Cambridge Bay	15.00	5.00	10.00	67%	4.00	40%
Iqaluit	46.00	11.00	35.00	76%	7.00	20%
Kinngait	27.00	9.00	18.00	67%	8.00	44%
Rankin Inlet	2.00	2.00	-	-	-	-
Total	122.00	34.00	88.00	72%	34.00	39%
Employment summary, by Iqaluit and other communities						
Iqaluit	46.00	11.00	35.00	76%	7.00	20%
Other Communities	76.00	23.00	53.00	70%	27.00	51%
Total	122.00	34.00	88.00	72%	34.00	39%

Qulliq Energy Corporation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	2.00	-	2.00	100%	1.00	50%
Senior Management	9.00	6.00	3.00	33%	-	-
Middle Management	29.00	10.00	19.00	66%	4.00	21%
Professional	99.00	11.00	88.00	89%	39.00	44%
Paraprofessional	45.40	6.00	39.40	87%	31.40	80%
Administrative Support	24.00	3.00	21.00	88%	21.00	100%
Total	208.40	36.00	172.40	83%	96.40	56%

Employment summary, by community

Arctic Bay	1.60	-	1.60	100%	1.60	100%
Arviat	2.00	-	2.00	100%	2.00	100%
Baker Lake	47.00	9.00	38.00	81%	23.00	61%
Cambridge Bay	13.00	1.00	12.00	92%	7.00	58%
Chesterfield Inlet	1.60	-	1.60	100%	1.60	100%
Clyde River	1.60	-	1.60	100%	1.60	100%
Coral Harbour	1.60	-	1.60	100%	1.60	100%
Gjoa Haven	2.00	-	2.00	100%	2.00	100%
Grise Fiord	1.60	-	1.60	100%	1.60	100%
Igloolik	2.00	-	2.00	100%	2.00	100%
Iqaluit	94.00	24.00	70.00	74%	19.00	27%
Kimmirut	1.60	-	1.60	100%	1.60	100%
Kinngait	2.00	-	2.00	100%	2.00	100%
Kugaaruk	1.60	-	1.60	100%	1.60	100%
Kugluktuk	2.00	-	2.00	100%	2.00	100%
Nauyasat	1.60	-	1.60	100%	1.60	100%
Pangnirtung	2.00	-	2.00	100%	2.00	100%
Pond Inlet	2.00	-	2.00	100%	2.00	100%
Qikiqtarjuaq	1.60	-	1.60	100%	1.60	100%
Rankin Inlet	18.00	2.00	16.00	89%	11.00	69%
Resolute Bay	1.60	-	1.60	100%	1.60	100%
Sanikiluaq	1.60	-	1.60	100%	1.60	100%
Sanirajak	1.60	-	1.60	100%	1.60	100%
Taloyoak	1.60	-	1.60	100%	1.60	100%
Whale Cove	1.60	-	1.60	100%	1.60	100%
Total	208.40	36.00	172.40	83%	96.40	56%

Employment summary, by Iqaluit and other communities

Iqaluit	94.00	24.00	70.00	74%	19.00	27%
Other Communities	114.40	12.00	102.40	90%	77.40	76%
Total	208.40	36.00	172.40	83%	96.40	56%

One-Year Overview of the Government of Nunavut Public Service

Category All Departments and Territorial Corporations

	Positions				Capacity (%)			
	June 2020 (revised)	September 2020 (revised)	December 2020	March 2021	June 2020 (revised)	September 2020 (revised)	December 2020	March 2021
Executive	42.00	43.00	44.00	43.00	74%	70%	80%	84%
Senior Management	186.00	189.00	190.00	189.00	76%	76%	76%	74%
Middle Management	510.00	503.00	510.00	510.00	72%	75%	74%	75%
Professional	1,965.43	2,006.43	2,018.43	2,015.43	72%	72%	72%	72%
Paraprofessional	1,100.33	1,098.33	1,108.33	1,116.83	66%	67%	67%	65%
Administrative Support	1,380.98	1,378.48	1,380.38	1,387.88	71%	70%	69%	68%
Total Employment Categories	5,184.74	5,218.24	5,251.14	5,262.14	71%	71%	70%	70%
Community and Government Services	462.00	462.00	464.00	464.00	69%	70%	71%	72%
Culture and Heritage	101.80	101.80	101.80	101.80	66%	68%	68%	66%
Economic Development and Transportation	155.00	155.00	155.00	155.00	64%	64%	61%	65%
Education	1,356.74	1,388.24	1,388.74	1,388.24	86%	85%	86%	86%
Environment	132.50	132.50	133.50	133.50	65%	68%	67%	68%
Executive and Intergovernmental Affairs	85.00	87.00	96.00	96.00	68%	62%	59%	59%
Family Services	238.87	238.87	238.87	241.87	73%	72%	70%	67%
Finance	229.00	229.00	229.00	229.00	68%	68%	69%	65%
Health	1,257.67	1,258.67	1,278.07	1,286.57	56%	56%	56%	55%
Human Resources	118.00	117.00	117.00	117.00	64%	60%	59%	63%
Justice	412.00	412.00	414.00	416.00	70%	68%	68%	66%
Office of the Legislative Assembly	44.00	44.00	44.00	44.00	84%	84%	84%	86%
Total Departments	4,592.57	4,626.07	4,659.97	4,672.97	70%	70%	70%	70%
Nunavut Arctic College	252.77	252.77	252.77	252.77	62%	65%	66%	65%
Nunavut Business Credit Corporation	6.00	6.00	6.00	6.00	67%	67%	67%	67%
Nunavut Housing Corporation	124.00	124.00	124.00	122.00	73%	77%	76%	72%
Qulliq Energy Corporation	209.40	209.40	208.40	208.40	85%	84%	82%	83%
Total Territorial Corporations	592.17	592.17	591.17	589.17	73%	74%	74%	73%
Total	5,184.74	5,218.24	5,251.14	5,262.14	71%	71%	70%	70%

Note: The position totals for June and September 2020 provided on this page are revised over those published in the *Towards a Representative Public Service* reports for June 30, 2020 and September 30, 2020. The errors were discovered during the reconciliation of positions as part of the 2021-2022 Main Estimates and 2021-2024 Business Plans development process. The differences all related to vacant positions. Due to the small value of these changes, the corrections have no effect on the Inuit Employment statistics or percentages as previously published.

One-Year Overview of Nunavut Inuit Employment

Category All Departments and Territorial Corporations

	Nunavut Inuit				IEP (%)			
	June 2020	September 2020	December 2020	March 2021	June 2020	September 2020	December 2020	March 2021
Executive	13.00	14.00	18.00	18.00	42%	40%	51%	50%
Senior Management	30.00	28.00	29.00	28.00	21%	20%	20%	20%
Middle Management	103.00	104.00	109.00	109.00	28%	28%	29%	29%
Professional	401.03	410.53	408.53	414.53	28%	28%	28%	28%
Paraprofessional	452.53	451.00	456.00	452.10	62%	62%	62%	62%
Administrative Support	827.68	814.95	811.48	812.23	85%	85%	86%	86%
Total Employment Categories	1,827.25	1,822.48	1,832.01	1,833.86	50%	49%	50%	50%
Community and Government Services	135.00	133.00	138.00	137.00	42%	41%	42%	41%
Culture and Heritage	55.00	57.00	57.00	55.00	82%	83%	83%	82%
Economic Development and Transportation	61.00	60.00	59.00	63.00	62%	61%	62%	63%
Education	568.38	561.88	560.87	562.12	49%	47%	47%	47%
Environment	43.50	44.50	45.00	45.00	50%	49%	50%	49%
Executive and Intergovernmental Affairs	48.00	46.00	47.00	47.00	83%	82%	82%	82%
Family Services	104.30	102.73	99.73	96.23	60%	59%	60%	60%
Finance	63.00	61.00	63.00	60.00	40%	39%	40%	40%
Health	354.01	359.51	358.54	362.04	50%	51%	50%	51%
Human Resources	41.00	39.00	38.00	42.00	55%	56%	55%	57%
Justice	119.00	117.00	124.00	119.00	41%	42%	44%	43%
Office of the Legislative Assembly	20.00	20.00	20.00	21.00	54%	54%	54%	55%
Total Departments	1,612.18	1,601.62	1,610.15	1,609.40	50%	49%	49%	49%
Nunavut Arctic College	88.27	92.07	93.07	93.07	56%	56%	56%	57%
Nunavut Business Credit Corporation	1.00	1.00	1.00	1.00	25%	25%	25%	25%
Nunavut Housing Corporation	36.00	36.00	35.00	34.00	40%	38%	37%	39%
Qulliq Energy Corporation	89.80	91.80	92.80	96.40	50%	52%	54%	56%
Total Territorial Corporations	215.07	220.87	221.87	224.47	50%	50%	51%	53%
Total	1,827.25	1,822.48	1,832.01	1,833.86	50%	49%	50%	50%

Note: The values presented above for June and September are those originally published in the *Towards a Representative Public Service* reports for June 30, 2020 and September 30, 2020. The corrections to position totals noted on page 20 of this quarter's report were not sufficient to cause a change to any of the IEP percentages.

Sivuliqtiksat Internship Program* Employment as of March 31, 2021

	Total Positions	Nunavut Inuit	
		Filed	% Capacity
Departments			
Community and Government Services	3.00	-	-
Culture and Heritage	2.00	1.00	50%
Economic Development and Transportation	2.00	-	-
Education	1.00	-	-
Environment	2.00	-	-
Executive and Intergovernmental Affairs	-	-	-
Family Services	2.00	-	-
Finance	-	-	-
Health	-	-	-
Human Resources	3.00	-	-
Justice	-	-	-
Office of the Legislative Assembly	-	-	-
Total Departments	15.00	1.00	7%
Territorial Corporations			
Nunavut Arctic College	-	-	-
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	-	-	-
Qulliq Energy Corporation	1.00	-	-
Total Territorial Corporations	1.00	-	-
Total	16.00	1.00	6%

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

Casual Employment as of March 31, 2021

	Total Casuals	Nunavut Inuit	IEP%
Departments			
Community and Government Services	82.00	52.00	63%
Culture and Heritage	18.00	14.00	78%
Economic Development and Transportation	34.00	19.00	56%
Education	94.00	79.00	84%
Environment	27.00	18.00	67%
Executive and Intergovernmental Affairs	13.00	4.00	31%
Family Services	90.00	47.00	52%
Finance	42.00	30.00	71%
Health	384.00	166.00	43%
Human Resources	14.00	9.00	64%
Justice	97.00	32.00	33%
Office of the Legislative Assembly	2.00	2.00	100%
Total Departments	897.00	472.00	53%
Territorial Corporations			
Nunavut Arctic College	68.00	45.00	66%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	21.00	12.00	57%
Qulliq Energy Corporation	19.00	11.00	58%
Total Territorial Corporations	108.00	68.00	63%
Total	1,005.00	540.00	54%

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

Casual Employment by Community

	Total Casuals	Nunavut Inuit	% IEP
Arctic Bay	12.00	7.00	58%
Arviat	35.00	28.00	80%
Baker Lake	27.00	24.00	89%
Cambridge Bay	66.00	42.00	64%
Chesterfield Inlet	9.00	6.00	67%
Clyde River	17.00	13.00	76%
Coral Harbour	16.00	13.00	81%
Edmonton	2.00	-	-
Gjoa Haven	20.00	8.00	40%
Grise Fiord	1.00	-	-
Igloolik	35.00	24.00	69%
Iqaluit	434.00	147.00	34%
Kimmirut	12.00	8.00	67%
Kinngait	19.00	12.00	63%
Kugaaruk	8.00	5.00	63%
Kugluktuk	28.00	21.00	75%
Nauyasat	9.00	8.00	89%
Ottawa	2.00	-	-
Pangnirtung	28.00	20.00	71%
Pond Inlet	37.00	26.00	70%
Qikiqtarjuaq	8.00	6.00	75%
Rankin Inlet	120.00	84.00	70%
Resolute Bay	3.00	1.00	33%
Sanikiluaq	12.00	9.00	75%
Sanirajak	11.00	8.00	73%
Taloyoak	14.00	10.00	71%
Vanier	1.00	1.00	100%
Whale Cove	10.00	8.00	80%
Winnipeg	9.00	1.00	11%
Total	1,005.00	540.00	54%

Employment Summary, by Iqaluit and other communities

Iqaluit	434.00	147.00	34%
Other Communities	571.00	393.00	69%
Total	1,005.00	540.00	54%

Relief Employment as of March 31, 2021

	Total Relief Workers	Nunavut Inuit	IEP %
Departments			
Community and Government Services	21.00	13.00	62%
Culture and Heritage	17.00	8.00	47%
Economic Development and Transportation	5.00	2.00	40%
Education	788.00	702.00	89%
Environment	15.00	12.00	80%
Executive and Intergovernmental Affairs	4.00	4.00	100%
Family Services	4.00	3.00	75%
Finance	10.00	3.00	30%
Health	491.00	364.00	74%
Human Resources	10.00	4.00	40%
Justice	187.00	67.00	36%
Office of the Legislative Assembly	-	-	-
Total Departments	1,552.00	1,182.00	76%
Territorial Corporations			
Nunavut Arctic College	145.00	97.00	67%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	3.00	1.00	33%
Qulliq Energy Corporation	15.00	15.00	100%
Total Territorial Corporations	163.00	113.00	69%
Total	1,715.00	1,295.00	76%

Substitute Teacher Employment as of March 31, 2021

	Total Substitutes	Nunavut Inuit	IEP %
Total Substitute Teachers	912.00	718.00	79%
Total Relief and Substitute	2,627.00	2,013.00	77%

The tables above only count individuals once per department. Individuals may hold more than one casual, relief, or substitute teacher assignment within different departments.

Relief Employment by Community

	Total Relief	Nunavut Inuit	% IEP
Arctic Bay	43.00	43.00	100%
Arviat	78.00	75.00	96%
Baker Lake	50.00	48.00	96%
Cambridge Bay	98.00	75.00	77%
Chesterfield Inlet	14.00	13.00	93%
Churchill	11.00	2.00	18%
Clyde River	81.00	78.00	96%
Coral Harbour	47.00	44.00	94%
Gatineau	3.00	2.00	67%
Gjoa Haven	89.00	86.00	97%
Grise Fiord	6.00	6.00	100%
Igloolik	82.00	79.00	96%
Iqaluit	469.00	141.00	30%
Kimmirut	28.00	25.00	89%
Kinngait	41.00	39.00	95%
Kugaaruk	58.00	58.00	100%
Kugluktuk	48.00	46.00	96%
Nauyasat	71.00	71.00	100%
Pangnirtung	54.00	52.00	96%
Pond Inlet	66.00	60.00	91%
Qikiqtarjuaq	26.00	23.00	88%
Rankin Inlet	107.00	98.00	92%
Resolute Bay	11.00	8.00	73%
Sanikiluaq	33.00	32.00	97%
Sanirajak	38.00	37.00	97%
Taloyoak	35.00	34.00	97%
Whale Cove	18.00	17.00	94%
Winnipeg	10.00	3.00	30%
Total	1,715.00	1,295.00	76%

Employment Summary, by Iqaluit and other communities

Iqaluit	469.00	141.00	30%
Other Communities	1,246.00	1,154.00	93%
Total	1,715.00	1,295.00	76%

Substitute Employment by Community

	Total Substitutes	Nunavut Inuit	% IEP
Arctic Bay	27.00	26.00	96%
Arviat	103.00	79.00	77%
Baker Lake	34.00	28.00	82%
Cambridge Bay	25.00	19.00	76%
Chesterfield Inlet	13.00	12.00	92%
Clyde River	37.00	34.00	92%
Coral Harbour	32.00	30.00	94%
Gjoa Haven	39.00	38.00	97%
Grise Fiord	7.00	7.00	100%
Igloolik	35.00	31.00	89%
Iqaluit	100.00	15.00	15%
Kimmirut	10.00	9.00	90%
Kinngait	34.00	32.00	94%
Kugaaruk	46.00	45.00	98%
Kugluktuk	29.00	26.00	90%
Nauyasat	44.00	41.00	93%
Pangnirtung	36.00	35.00	97%
Pond Inlet	57.00	49.00	86%
Qikiqtarjuaq	11.00	9.00	82%
Rankin Inlet	86.00	53.00	62%
Resolute Bay	11.00	9.00	82%
Sanikiluaq	27.00	26.00	96%
Sanirajak	36.00	34.00	94%
Taloyoak	21.00	20.00	95%
Whale Cove	12.00	11.00	92%
Total	912.00	718.00	79%

Employment Summary, by Iqaluit and other communities

Iqaluit	100.00	15.00	15%
Other Communities	812.00	703.00	87%
Total	912.00	718.00	79%

