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Message from the Minister



As Minister responsible for the Public Service Act, I am pleased to present the 2017-2018 Public Service Annual Report. This report provides information on the management and direction of the public service in Nunavut and has been prepared in accordance with section 3(4) of the *Public Service Act*. This report is also guided by our commitment to article 23 of the *Nunavut Agreement*, and by *Turaaqtavut: Where we are aiming to go*, which sets out the government's mandate and direction of the public service.

Part of the Government of Nunavut's (GN) mandate is to provide workplace education and training for public servants, with an emphasis on increasing Inuit employment and developing strong Inuit leaders for government and the territory. Workplace education and training not only builds the capabilities of the public service, it also helps to retain employees, which will help the GN, as the territory's largest employer, to compete with other employers within and outside Nunavut to attract and retain skilled employees.

The success of the *Hivulikthanut* program continues, with 37 employees graduating in the 2017-18 fiscal year. In June 2017, 22 employees graduated from the Emerging Leader's Series in Rankin Inlet – 73 percent were Nunavut Inuit and 77 per cent were women. In November 2017, 15 employees graduated from the Supervisor's Series – 33 per cent were Nunavut Inuit and 67 per cent were women.

As part of the GN's commitment to encourage employees to use Inuktitut as a working language of the GN, the Inuit Language Incentive Policy was implemented in October 2017 to motivate employees to strengthen their ability to speak, listen, read and write in Inuktitut. Employees are compensated based on their assessed language skills. By the end of the 2017-18 fiscal year, 497 employees had applied to the program, of which 100 were assessed.

Qulliq Energy Corporation and the Nunavut Employees Union signed a four-year collective agreement on September 5, 2017. The Government of Nunavut and the Nunavut Teachers' Association signed a four-year collective agreement on March 1, 2018.

Although much work has been done this year, there is still more to do going forward. I would like to thank all GN staff for their hard work and dedication, and look forward to the ongoing process of developing and improving public service management within the Government of Nunavut.

Respectfully submitted,

Minister George Hickes, MLA

Introduction

The Department of Finance is pleased to present the 2017-18, Public Service Annual Report (PSAR). The report allows the Government of Nunavut (GN) to celebrate its human resources (HR) accomplishments and present a summary of public service statistics, activities and priorities that took place during the 2017-18 fiscal year.

The PSAR also provides brief summaries on the various rewards and programs available to GN employees which assist in making the GN an Employer of Choice. Through collecting and analyzing data presented in PSAR, the GN is able to monitor and evaluate its HR programs and practices designed to support its employees, enhance performance and increase employee satisfaction within the GN. This will lead to effective and efficient program delivery to Nunavummiut. The March 31, 2018 Towards a Representative Public Service (TRPS) report is included as an appendix to this PSAR.

Combined total positions
within the GN

4,885

(All positions within the GN, NAC, NHC and QEC as of March 31, 2018.
There are 22 positions also available outside the territory)

37,985
people live
in Nunavut

(Statistics from Nunavut Bureau of
Statistics, as of July 1, 2017)



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

Public Service at a Glance

GN Public Service Breakdown	2016-17	2017-18	Change
Total positions in the public service	4,789	4,885	+96
Total filled positions	3,504	3,565	+61
Total vacant positions	1,285	1,320	+35
Percentage of Nunavut Inuit employed	50%	50%	No change
Percentage of non-Inuit employed	50%	50%	No change
Female employees	65%	65%	No change
Male employees	35%	35%	No change
Female Nunavut Inuit	40%	40%	No change
Female non-Inuit	25%	25%	No change
Male Nunavut Inuit	12%	12%	No change
Male non-Inuit	23%	23%	No change
Average age	44.03 years	44.40 years	+0.37
Average salary	\$93,066	\$94,268	+1,202
Average length of service	8.09 years	8.27 years	+0.18

Public Service Human Resources Costs

The table below highlights some of the human resources costs for 2017-18 fiscal year.

Public Service Human Resources Costs (\$000)

Regular salaries	\$395,189
Overtime	\$29,334
Northern allowance	\$82,957
Employer costs	\$69,833
Other compensation	\$19,741
Workers Safety Compensation Commission	\$3,859
Housing Allowance	\$4,199
Inuit Language Incentive / Bilingual Bonus	\$2,026
Total	\$607,138

Bilingual Bonuses 2017-18

	Total Employees	Total (\$)
Bilingual Bonus**	1,384	\$1,874,166
<i>Inuit</i>	1,297	
<i>Non-Inuit</i>	87	
ILI-Level 1	11	\$4,923
<i>Inuit</i>	10	
<i>Non-Inuit</i>	1	
ILI-Level 2	126	\$104,449
<i>Inuit</i>	124	
<i>Non-Inuit</i>	2	
ILI-Level 3	26	\$42,872
<i>Inuit</i>	26	
<i>Non-Inuit</i>	0	
Total	1,547	\$2,026,410

*ILI = Inuit Language Incentive

**Bilingual Bonus includes Inuktitut and French

Highlights and Achievements

In the 2017-18 fiscal year the GN experienced a number of achievements. The dedicated and conscientious efforts of all involved have contributed to the following accomplishments:

1. Government of Nunavut was named one of Canada's best employers for recent graduates

In its debut to the Canada's Top 100 Employers Competition, the GN was listed in the "The Career Directory 2018 – Canada's Best Employers For Recent Graduates."

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

The selection criteria is rigorous, requiring that employers excel in multiple categories, from providing opportunities for training and career advancement to other benefits and HR programs of interest to recent graduates that are redefining how people want to live and work today. This achievement exemplifies that the GN is an employer of choice for individuals who are recent graduates of a professional accreditation. The selection process reviewed and evaluated each application based on eight criteria: Physical Workplace, Work Atmosphere & Social, Health, Financial & Family Benefits, Vacation & Time Off, Employee Communications, Performance Management, Training & Skills Development and Community Involvement.

Highlights of initiatives targeted at recent graduate employees which made us to the list include a highly attractive and competitive total rewards package, student employment programs as well as the suite of programs that encourage and support GN employees in career growth and professional development opportunities while maintaining a focus in fulfilling a representative workforce as per Article 23 of the *Nunavut Agreement*.

2. Success of the *Hivuliqtikhanut* Program Continues

The *Hivuliqtikhanut* Program was developed to build capacity and develop leadership skills in the Nunavut Public Service. In 2017-18 two cohorts graduated from the Program, 22 employees graduated from the Emerging Leader's Series in June 2017 in Rankin Inlet, of those graduates, 73% were Nunavut Inuit and 77% were women. Under the Supervisor's Series, 15 supervisors/managers graduated in Iqaluit in November 2017 of those graduates, 33% were Nunavut Inuit and 67% were women.

3. Inuit Language Incentive Policy Implementation

In partnership with the Inuit Uqausinginnik Taiguusiliuqtiit (IUT) the GN implemented the Inuit Language Incentive Policy to increase the use of Inuktitut as a working language of the GN. Through this program, employees are compensated based on their assessed language skills with a hope to increase efficiency in Inuktitut after assessment to reach the highest level of proficiency. The program focuses on providing a ladder incentive based on level of proficiency.

Long Term Service Awards

Long Term Service Awards (LTSA) celebrations are a great opportunity to acknowledge and thank our valuable employees for their ongoing contribution to our public service. As of March 31, 2018, approximately 541 employees will receive LTSAs during ceremonies across the territory later this year. The LTSA ceremonies acknowledge employees with 5, 10, 15, 20, 25, 30, 35, 40 and 45 years of continuous service.

The following employees will be acknowledged for their service with the GN at the Gala event in Iqaluit in Fall 2018:

40 Years

Piuyuq Enoogoo

35 Years

Tommy Akavak, Jukeepa Hainnu, Marie Tiktak

30 Years

David Akoak, Meeka Alivaktak, Jacqueline Bishop, Licia Etoangat, Mark Gordon, Patty Greenley, Donna Olsen-Hakongak, Barbara Harvey, Marjorie Havioyak, Rebecca Kudloo, Rosie Kudlualik, Darlene Nuqingaq, Eva Ohokak, Claudette Girouard-Qamanirq, Joanni Sallerina, Winnie Seeteenak

25 Years

Daphne Covernton, Jean-Pierre Deroy, Joanne Dignard, Chris Eccles, Leocadia Emingak, David Gunn, Igah Hainnu, Annamarie Hedley, Doreen Ikakhik, Julia Okatsiak-Josephie, Marianne Kabluitok, Nancy Maghagak, Agnes Mamgark, Lavinia Nagmalik, Margaret Okatsiak, William Ollie, Stephen Pinksen, Harold Putumiraqtuq, Naomi I. Tremblay, Paul Voisey

20 Years

Amy Aknavigak, Sheila Aksawnee, Leesie Akulukjuk, Mary Alikatuktuk, Morty Aooloo, Marlene Angnakak, Johanne Coutu-Autut, Dorothy Barton, Cory Bell, Ellen Compala-Biag, Mitch Campbell, Jason Carpenter, Robert Connelly, Jacqueline K. Curley, Diane Dennison, Helen Depeuter, Charlie Evaglok, Shannon Hessian, Grigor Hope, Susanne Karetak, Peter Kaunak, Kain Killiktee, Louisa Rosie Macintosh, Marykulu MacMunn, Judy Malliki, Lena Mark, Terry McCallum, Patrick McDermott, Samantha McDermott, Korinne McDonald, Douglas McLarty, Anne Mosher, Asenath Nasook, Ida Nowdlak, Bonnie Osborne, Laureen Pamedliik, Jules Pineau, Agnes Porter Barbara Legacy-Porter, Uluuyuk Sateana, James Malcolm Shirley, Lena Takoonagak, Toota Tatty, Marlene Tulugak, Leo Twerdin, Maryanne Uluadluak

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

2017-18 Employees by Group and Status

	Total Positions	Filled Positions	Nunavut Inuit	% Inuit Employment
NEU	2,984	2,048	1,259	61%
NTA	818	780	262	34%
Excluded	693	498	229	46%
Senior Management	185	154	30	19%

2017-18 Employee Groups by Gender and Status

Category	NEU		NTA		Excluded		Senior Management	
	Total	%	Total	%	Total	%	Total	%
Female	1,336	65%	527	68%	324	65%	75	49%
Male	712	35%	253	32%	174	35%	79	51%
Female Nunavut Inuit	933	46%	232	30%	190	38%	24	16%
Female non- Inuit	403	20%	295	38%	134	27%	51	33%
Male Nunavut Inuit	326	16%	30	4%	39	8%	6	4%
Male non-Inuit	386	19%	223	29%	135	27%	73	47%

Inuit Representation and Staffing Capacity

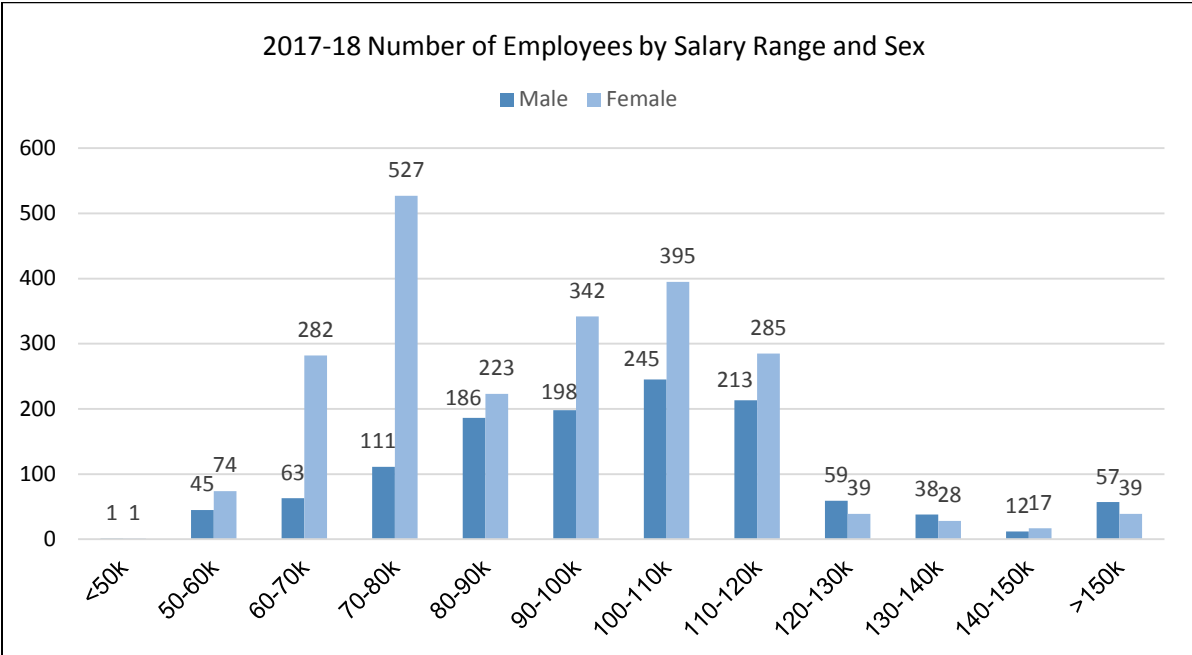
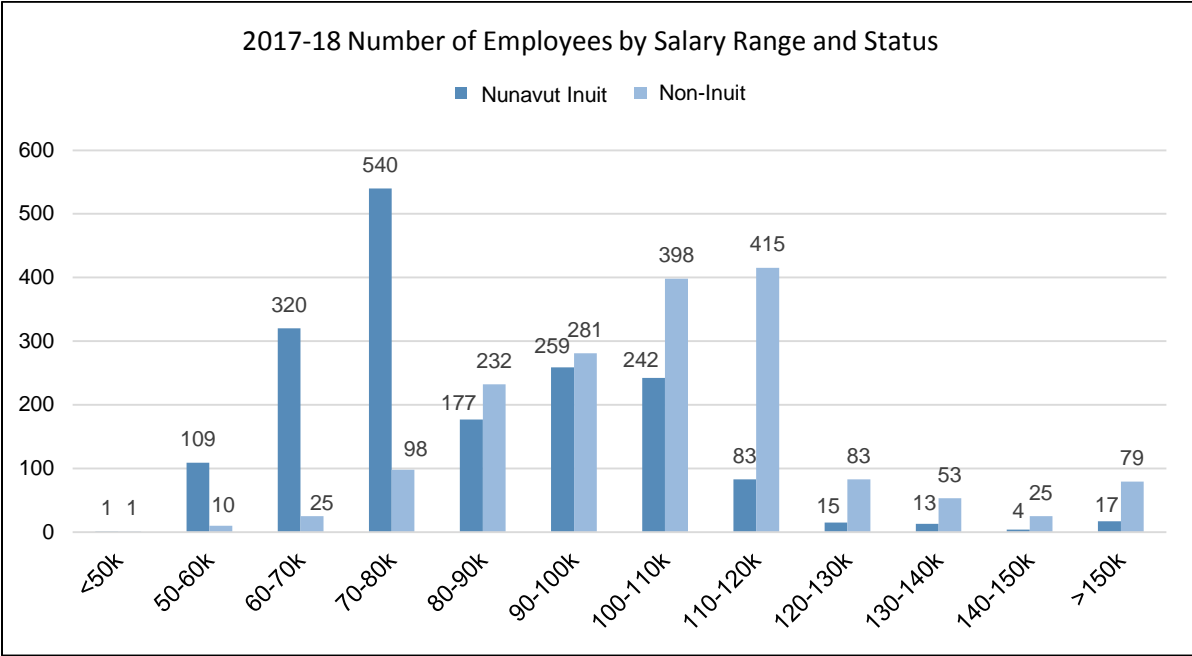
The GN is committed to meeting the objectives of Article 23 of the *Nunavut Agreement* in achieving a representative workforce. It is continuously monitoring and tracking the Public Service capacity rates and Inuit employment within all departments and public bodies through the TRPS quarterly reports. As of March 31, 2018, there were 4,885 positions, 73% of which were filled. Of the filled positions, 1,795 (50%) were occupied by Nunavut Inuit. In 2017-18, the GN increased its capacity by filling 260 positions.

Nunavut Inuit employment has remained relatively stable at 50% over the years. However, this statistic does not reflect the reality that the total number of Nunavut Inuit employed in the GN has increased significantly over the years. Between 2007 and 2018, 1,135 new positions were created (but not necessarily filled) and the total number of Inuit employees increased from 1,496 in 2007 to 1,794 in 2018.

The GN workforce is comprised of 2,262 (65%) female employees compared to 1,218 (35%) male employees. Female Nunavut Inuit employees represent the largest group in the public service at 1,379 (40%). By contrast, male Nunavut Inuit employees represent the smallest group at 401 (12%).

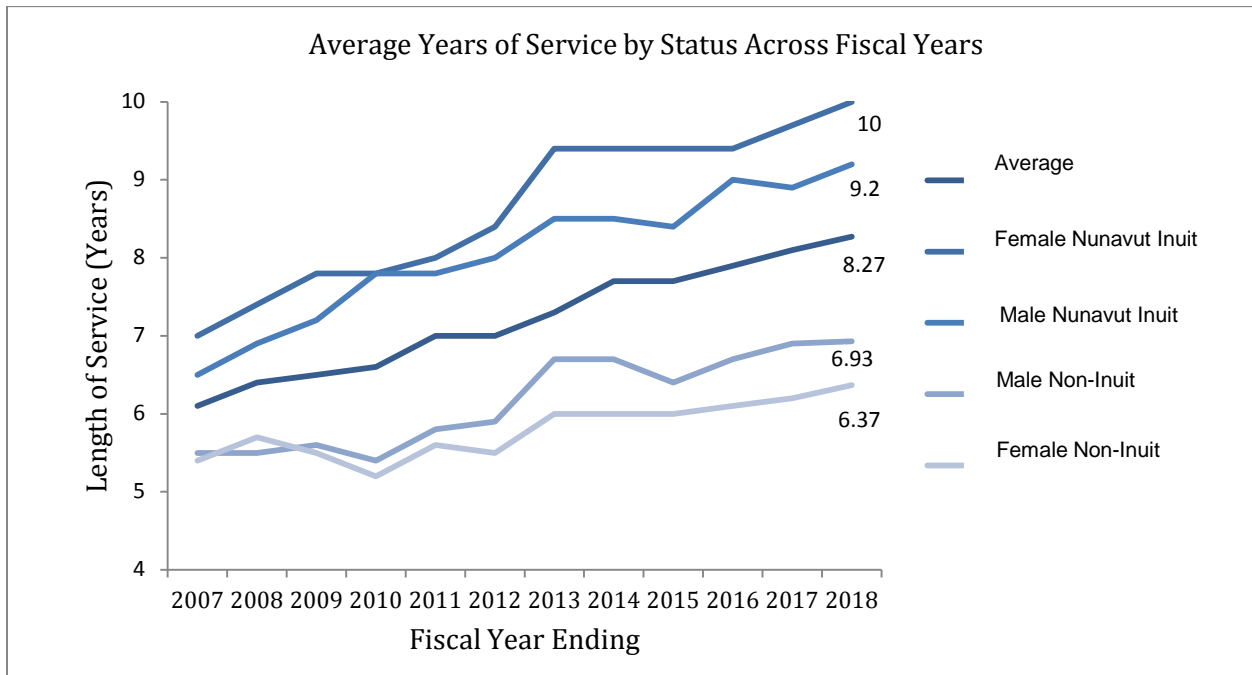
Employee salary

The average base annual salary for a GN employee is \$95,486. The average annual salary for Nunavut Inuit is \$84,718 and \$106,485 for Non-Inuit. The average salary for a female employee is \$92,061 and \$101,798 for a male employee. The differences may be explained by examining employment categories, where Nunavut Inuit and female employees hold fewer professional and management positions than their non-Inuit and male counterparts.



Average Length of Service and Employee Retention

In the fiscal year 2017-18, the average length of continuous service in the GN is 8.27 years; female Nunavut Inuit have the longest average continuous service at 9.2 years while female non-Inuit have the shortest length of service at 6.37 years. Of the GN's 3,480 employees, 1,135 (33%) have 11 or more years of service, 830 (23%) have 5 to 10 years of service and 1,515 (45%) employees have 5 or fewer years of continuous service.



Employee Retention

The retention rate for the GN fluctuates from year to year, but has generally increased over time from a low (over the last nine years) of 80% in 2007-08 to 88% in 2017-18.

The GN's employee retention can be attributed to: its generous comprehensive total rewards package, which includes competitive salaries, pension and benefits, continuous service bonus, housing benefit, northern allowance, and generous leave entitlements; employee satisfaction, and employee training and development opportunities.

Maintaining and increasing capacity is always a challenge and remains a priority for the GN. The GN offers electronic employee exit surveys for, collecting and analyzing reasons why employees leave or change jobs with the GN. This provides insight on which areas need attention and improvements.

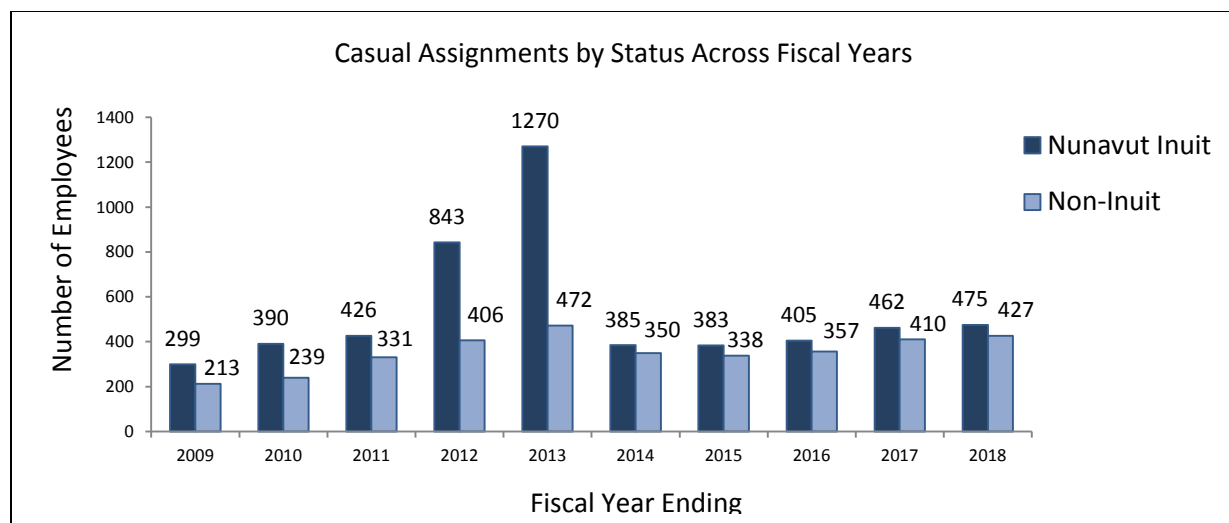
Casual Assignments and Relief Employment

The GN hires casual and relief employees to temporarily fill staffing 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 for work on special projects, to assist with a high volume of work, or to fill in for employees on leave, this also includes casual nursing positions. A **relief employee** is defined as “a person employed on an indeterminate or a 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 advancement 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 2017-18, 157 casual employees became indeterminate, 86 (55%) of these were Nunavut Inuit.

In 2017-18, there were a total of 902 casual work assignments in the GN, an increase of 30 casual assignments from the previous fiscal year. The number of casual work assignments held by Nunavut Inuit in 2017-18 was 475, which represents 53% of all casual work assignments.

In 2017-18, there were 3,457 relief work assignments and 1,472 substitute teaching assignments. This year, a combined 3,927 relief work and substitute teaching assignments were filled by Nunavut Inuit, representing 80% of all relief work assignments.



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

Casual Assignment by Length of Service

Years of Service	Number of Casuals	Percentage	Nunavut Inuit	Non-Inuit
Less than 1 yr	594	67%	300	294
1-2 yrs	167	19%	84	83
2 yrs +	122	14%	64	58

Recruiting and Staffing

The Department of Finance continues to examine the recruitment and staffing best practices to increase the overall capacity of the GN. Furthermore, two targets which are the primary area of focus for recruitment are Nunavut Inuit and hard to fill positions. The Department is exploring different ways in which to attract more Nunavut Inuit and continues to apply priority hiring for all GN job competitions. A variety of advertising techniques are used to ensure that job opportunities are widely circulated. These include professional journals, job boards on site and on the internet, job fairs, the Department of Finance website, local newspapers, cable television and radio announcements. For specialized and senior level positions, the GN works with executive search firms.

Job Competitions and Hiring

In 2017-18, 543 competitions were held with 260 positions successfully filled. The number includes competitions commenced in 2016-17 and closed in 2017-18 as well as competitions that were ongoing as of March 3, 2018. The Department of Finance continues to review and improve the staffing process. The interview process was improved by creating and providing training to panel members. A new and easier to understand interview rating system was developed. In addition, a pilot project for interviewing via videoconferencing in all regions was launched.

The following charts represent the results of the competitions process held across fiscal years.

2017-18 Job Competitions (543 Total)

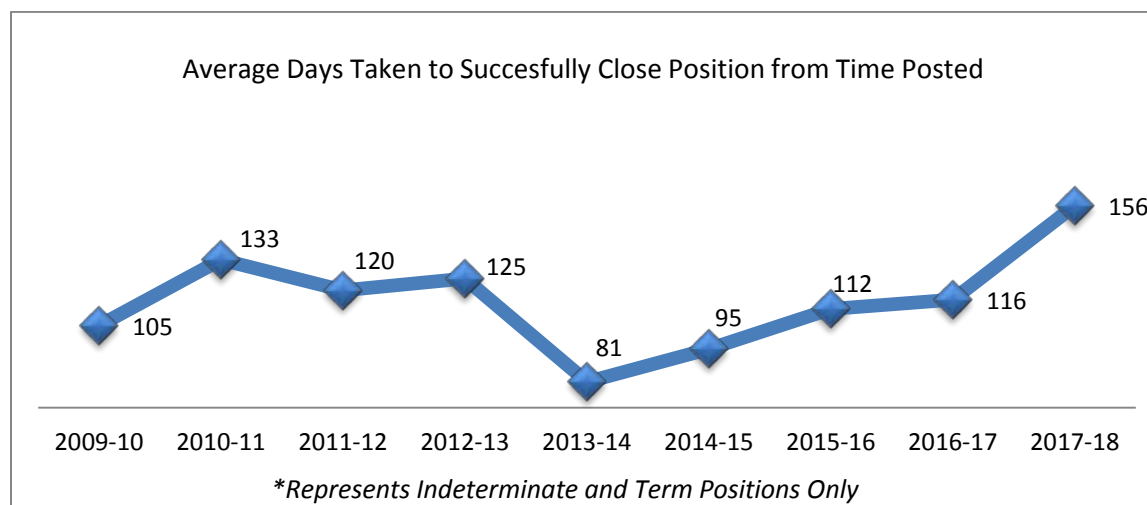
	Female		Male		Nunavut Inuit		Non-Inuit	
	Total #	%	#	%	#	%	#	%
Applications	10,890	43%	6,198	57%	1,949	18%	8,941	82%
Actual hires	260	65%	90	35%	157	60%	103	40%

* Some applications did not specify a gender.

2017-18 All Applications and Hires by Gender and Status

	Female Nunavut Inuit	Male Nunavut Inuit	Female non-Inuit	Male non-Inuit
Applications	1,364	585	3,328	5,613
Actual Hires	116	41	54	49

Recruitment and Selection Turnaround Time



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

In 2017-18 the average time to fill a position was approximately 156 days, an increase from the previous fiscal year (116 days). There are various reasons that lead to lengthened timeline: the increased number of positions within the public service while the number of staffing consultants remain the same; the complexity of the competition process - departments increasingly require additional assessment tools, two-part interviews, written assignments and graded presentations to test candidates' competencies (as opposed to interviews only); staffing appeals can add weeks to a competition (as candidates may have up to 14 business days to file an appeal after being notified); and delays with selection panel availability (both Finance and hiring departments).

2017-18 Hiring by Region

Region	Positions Advertised	Positions Filled	Average Time to Fill (days)	Nunavut Inuit Hired	Non-Inuit Hired	% Nunavut Inuit Hired to Filled Positions
Headquarters	318	66	123	10	56	15%
Qikiqtaaluk	91	54	131	33	21	61%
Kivalliq	59	52	208	41	11	79%
Kitikmeot	75	42	215	30	12	71%
Total	543	214	N/A	114	100	53%

Staffing Appeals

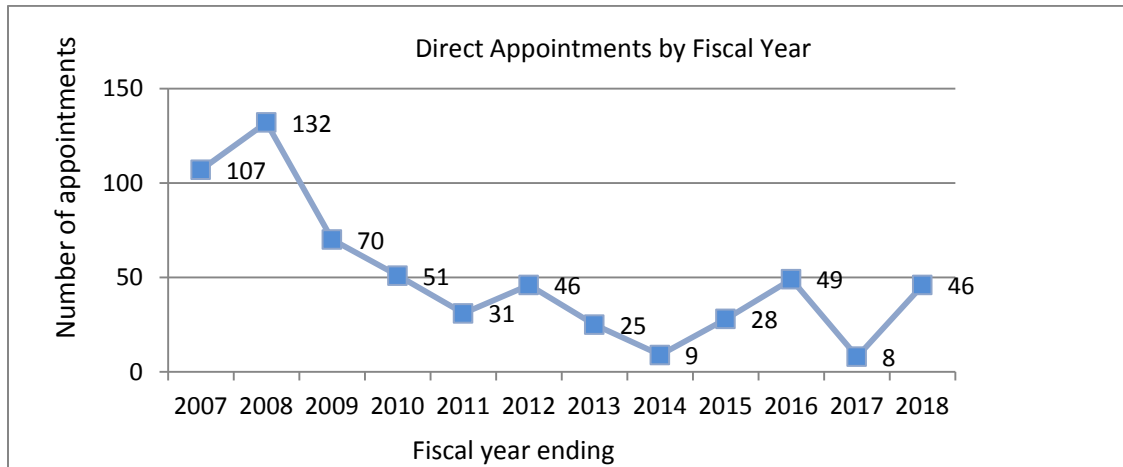
Staffing appeals are a regular part of the staffing process to ensure transparency, fairness and an unbiased staffing process. All Nunavut Inuit and all current GN employees have appeal rights when applying on GN positions (except teaching positions). Staffing appeals committees for unionized positions 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, 64 appeals were heard in 2017-18, a slight decrease from the 71 appeals heard in 2016-17. Of the 64, 10 appeals were upheld.

Direct Appointments

The GN is committed to staffing positions through a competitive process. However, under certain circumstances, appointments without competitions are appropriate. Direct appointments 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.

The Department of Finance has improved the documentation process for direct appointments, including use of a check list, record keeping and carefully screening proposed appointees to ensure the minimum requirements for the position are met. There were 46 direct appointments in 2017-18. Of the 46, 43 (93%) were Nunavut Inuit.



Restricted Competitions

The GN implemented Restricted Competitions in November 2015. This is a positive way to focus on the hiring of target groups. Competitions can be restricted by: Nunavut Inuit only, Nunavut Inuit by location or GN employees only. For GN employee only competitions, GN employees who are Nunavut Inuit are given priority over GN employees who are Non-Inuit.

As of March 31, 2018, there were 75 restricted competitions. These restricted competitions resulted in 90 positions being filled as some competitions filled multiple positions.

Type of Restriction**Total as of March 31st 2018**

Nunavut Inuit Only	44 competitions for 58 positions
GN Employees Only	31 competitions for 32 positions
Nunavut Inuit by Location Only	7 competitions for 8 positions

* The numbers provided for the Nunavut Inuit by Location row are included in the Nunavut Inuit only and GN Employees only rows.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students, to explore different types of work fields, gain meaningful work experience and training within the public service. Priority hiring consideration is given to Nunavut Inuit students. The SSEEP is an integral part of the GN's goal to foster youth development and encourage continuous learning, as well as marketing the GN as an employer of choice. Currently, 236 GN employees have previously been employed as summer students, 86% of which 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 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 facilitate the hiring of students by departments in order to develop a pool of qualified candidates for future public service appointments.

The Department of Finance is continuing efforts to expand the program to as many communities as possible. Participation in the SSEEP fluctuates from year to year and is dependent upon applications from GN departments/public bodies in each community. Usually when there are no summer students in a given community, it's due to no applications having been received for that community.

Generally, the participation rate in the program has increased over the last several years. In the summer of 2017, there were a total of 278 students in 21 communities. Of these, 225 (81%) were filled by Nunavut Inuit students.

Summer Year	Total participants	% of Nunavut Inuit
2017	278	81%
2016	249	81%
2015	208	79%
2014	207	83%
2013	154	79%
2012	168	81%
2011	132	78%

In the summer of 2017, the total program budget was \$985,000. Salaries and benefits for summer students cost \$3.1M in 2017, with the additional costs covered by individual departments.

2017 Summer Student Positions by Department/Public Body and Status

Department/Public Body	Total	Nunavut Inuit
CGS	61	50
CH	11	7
EDT	13	12
EDU	19	13
ENV	30	28
EIA	7	7
FS	10	8
FIN	22	17
HEA	55	44
JUS	12	7
OLA	2	2
NAC	11	10
NHC	10	8
QEC	15	12
Total	278	225

Employee Relations

Grievances

The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff has access to a grievance process under the *Public Service Act Regulations*.

A total of 57 new grievances were filed in 2017-18, Employee Relations works with departments and Unions to try to resolve issues before a grievance develops. Employee Relations and the NEU have resumed regularly scheduled monthly grievance resolution meetings which will go a long way in maintaining cordial relations. Additionally, Employee Relations and NEU have tried to move towards mass-arbitrations where multiple grievances are heard at any one arbitration session.

Total Active Grievances by Category Across Fiscal Years

Group	Fiscal Year 2014-15	Fiscal Year 2015-16	Fiscal Year 2016-17	Fiscal Year 2017-18
NEU	78	90	89	91
NTA	1	2	1	7
EXC	0	0	6	8
TOTAL	79	92	96	106

Job Evaluation

Job Evaluation (JE) ensures that all GN positions are developed and evaluated in a fair and equitable manner and oversees the safekeeping of a reliable and fair classification structure for all GN positions. JE also plays a significant role in the provision of organizational design advice and counsel regarding the functional effectiveness of major GN organizational strategies. This includes working with GN client departments to provide organizational diagnostics, identifying potential program and/or operational inefficiencies, as well as offering structural recommendations to help support the GN achieve goals and delegated mandates.

Job Evaluation is in the process of designing GN wide standardized work descriptions for those generic work streams that exist across all GN departments, agencies and public bodies. This will add significant staffing and recruitment efficiencies, and will provide increased consistency across the GN. In addition, this initiative, in partnership with EIA will contribute to specified career development pathways supporting Inuit Employment initiatives. This year, standardized job descriptions for generic finance administration positions have been designed. All Departments have been consulted and have provided their input.

During 2017-18, JE operational staff processed 4,318 actions. These actions include all types of staffing across the GN including; Job Action Requests (JARs) for regular staffing, Direct Appointments, Casual Staffing Actions, Summer Student Employment Program, Relief Employment Staffing Actions, Internal Transfer Assignments (ITAs), and the creation of new positions.

The JE program ensures that all GN positions are developed and evaluated in a fair and equitable manner, and oversees the safekeeping of a reliable and fair classification structure for all GN positions.

Return to Work Program

The Return to Work (RTW) program helps to focus the GN's attention on the accommodation needs of ill and injured workers, and ensure 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 opportunity to develop a personalized RTW plan specific to the needs of the employee. It considers the employee's functional limitations, rehabilitation and treatment, skills, abilities and 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 capabilities. The GN has a duty to accommodate employees up to the point of undue hardship. In fiscal year 2017-18, 76 employees were successfully accommodated through the RTW Program.

Negotiations with Collective Bargaining Units

The **NEU-QEC** Collective Agreement was ratified on August 18, 2017 and will expire on December 31, 2020.

The **NTA** Collective Agreement was ratified on March 1, 2018 and will expire on June 30, 2021.

The **GN-NEU** Collective Agreement will expire on September 30, 2018 and negotiations are set to begin in the 2018-19 fiscal year.

Employee and Family Assistance Program (EFAP)

The GN supports its employees by providing an Employee and Family Assistance Program. This program provides services that reflect the Nunavut workplace reality and incorporates Inuit culture and language. It provides short-term, confidential, professional counselling for personal and workplace issues to help employees and their families find solutions to problems that affect them. Employees and their families have increasingly taken advantage of the services through face-to-face sessions (76), via telephone (128), or through the internet (3). The services are available to GN employees and their families free of charge, 24 hours a day, and 7 days a week. Services are offered directly in English, French and Inuktitut or Inuinnaqtun in conjunction with a translator. From July 2017 to March 31, 2018, 207 employees accessed EFAP.

July 2017 to Mar 31, 2018 Employee and Family Assistance Program Utilization

Usage Statistics		Services Provided	
Employee Usage (Excludes E-Services)		Counselling Services	
Total	207	Crisis/Trauma	7
Employee/family use		Family	16
Individual	221	Marital/Relationship	43
Family member	23	Health	3
Use by gender		Psychological	69
Female	180	Social	2
Male	63	Addiction issues	16
Age distribution		Work	51
Under 20	7	<i>Subtotal</i>	<i>207</i>
21-30	36	Plan Smart Services	
31-40	70	Career counselling	17
41-50	71	Jumpstart Your Wellness	3
51-60	41	Childcare and parenting support service	1
61 and older	17	Financial advisory service	4
Not specified	2	Legal advisory service	6
Counselling method		Relationship Solutions	3
Face to face	76	<i>Subtotal</i>	<i>34</i>
Telephone	128	E-services	
Web	3	Health resources and assessment support	1
		Supporting respect in the workplace	1
		Respect in the workplace	6
		<i>Subtotal</i>	<i>8</i>
Total	207	Total	249

Occupational Health, Safety and Wellness

The Workplace Health, Safety and Wellness (WHSW) Unit provides corporate support to GN departments by providing technical guidance, conducting serious injury fatality / incident investigations and safety inspections. WHSW staff also support the GN employee orientation training and they participated in 12 staff training session in 2017-18.

The Unit began working with Inuit stakeholders to assist in the design of a GN OHSW employee survey. The survey is expected to begin in late fall 2018. Work has begun with external consultants for a staff training needs assessment and a dedicated software platform that will support departments to manage their OHS objectives. In conjunction with CGS web design staff, OHS now has a dedicated area within the GN Intranet page and updates for staff are ongoing.

The Unit has formal representation on OHS committees within two national bodies: Canadian Standards Association and Canadian Association of Administrators of Labour Law.

Prevention of Harassment and Bullying in the Workplace

In 2017-18, a total of 45 written complaints were received, but only five had a finding of harassment. The GN is committed to ensuring that all employees have a safe and healthy workplace in which to do their jobs. This includes taking all reasonable measures to prevent workplace harassment and bullying, and to eliminate such issues if they exist. GN employees are expected to abide by the Nunavut Public Service Code of Values and Ethics, the Harassment Free Workplace policy and related directives.

The Department of Finance sends out periodic email info bulletins regarding the Respectful Workplace, harassment and the Ethics Officer. The GN is committed to training all managers and employees in measures to recognize, address and prevent workplace harassment and bullying. In fiscal year 2017-18, a total of 404 employees attended Respectful Workplace training.



Qikiqtaaluk- Culture and Heritage, Environment, Family Services and Finance – Pink Shirt Day

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, he or she makes recommendations to address the wrongdoing. The Ethics Officer provides a safe 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 2017-18, the Ethics Officer received 41 requests for advice from public servants who considered making a disclosure of wrongdoing, compared to 19 requests in 2016-17 and 51 the year before.

In 2017-18, two new files were opened, compared to five in 2016-17 and 11 the year before.

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

One complaint of reprisal was made in 2017-18 (the Department and the complainant resolved the matter after the Ethics Officer became involved). There were no complaints of reprisal in 2016-17 and two the year before (both not founded).

The Ethics Officer Annual Report 2017-18 can be viewed at:

English:

https://www.gov.nu.ca/sites/default/files/2017-18_annual_report_-_ethics_officer-eng.pdf

Inuktitut:

https://www.gov.nu.ca/sites/default/files/2017-18_annual_report_-_ethics_officer-inuk.pdf

Inuinnaqtun:

https://www.gov.nu.ca/sites/default/files/2017-18_annual_report_-_ethics_officer-ikw.pdf

French:

<https://www.gov.nu.ca/fr/finances/information/responsable-de-lethique>

Human Resources (HR) Strategy

The 2014-18 HR Strategy identified broad GN wide HR priorities and over the course of the Strategy, specific targets have been completed. Numbers of employees participating in developed programs and successes are being reported on annually. The four year Strategy covered the following five priorities:

- Increasing and enhancing Inuit employment in the GN
- Recruiting the skilled people we need
- Engaging and developing employees at all levels
- Enhancing client service
- Improving workforce data for planning and decision-making

During fiscal year 2017-18, the following accomplishments were made:

Increasing and enhancing Inuit employment in the GN

- The Department of EIA provided all departments and public bodies with Departmental Workforce Analysis information to assist with establishing comprehensive and specific Inuit Employment Plans.
- Each department/public body was tasked with creating their own five year Inuit Employment Plan outlining targets and mechanisms to effectively increase Inuit Employment. This project allows for a tailored approach to enhancing Inuit Employment, providing each department/public body the freedom to establish tangible actions and outcomes which will be reported and tracked annually.

Recruiting the skilled people we need

- The Department of EIA rolled out the Career Broadening Program (CBP) in fall, 2017. The Program provides Inuit employees with on-the-job training to develop the skills, knowledge and abilities in a career path they are interested in pursuing. Indeterminate, term and casual employees are eligible to take part in this Program, individuals must meet with a Career Planning Specialist to discuss options and work placements. Assignments under the CBP may last for a maximum of 12 months to fully experience what a new career might entail; eligible employees may have the opportunity to take part in three separate work assignments under the CBP.

Engaging and developing employees at all levels

- The Public Service Training division of EIA coordinated the successful delivery of a variety of courses across the territory, in total 138 courses were offered in fiscal year 2017-18, a breakdown of those courses are listed below:

- 68 Learning and Development Courses
 - 21 Inuktitut Courses
 - 12 French Courses
 - 9 English Courses
 - 15 New Employee and Cultural Orientations
- The Sivumuaqatigiit division of EIA developed and delivered the Policy Development Program with an aim to attract Nunavut Inuit to a career in the public policy field within the GN. The Policy Development Program also focuses on enhancing the knowledge, skills and abilities of current policy professionals by offering three different levels of training, Policy Foundations, Policy Training and Policy Leadership.
 - Policy Foundations was offered from October 2017- March 2018
 - Policy Training was rolled out in December 2017 and is anticipated to be completed in October 2018
 - Policy Leadership training will be offered in fiscal year 2018-19.
 - Amaaqtaarniq Education Program was developed and implementation began in 2017-18. The program sponsors long-term post-secondary education leave for GN Nunavut Inuit employees who wish to qualify for a hard to fill job or profession in the GN. Before submitting an application, Nunavut Inuit employees may participate in job shadowing of the position or career path in which they are interested, in order to learn more about it. Amaaqtaarniq aims to remove barriers to post-secondary education for eligible Nunavut Inuit. The first call for applications was done in fall 2017 and another call is planned for summer 2018.
 - In 2017-18, 37 GN employees participated in the Mentorship Program of those individuals 17 employees were mentors to 20 mentees. Three mentor-mentee training sessions were held; seven information sessions in English; six in Inuktitut and two in Inuinnaqtun.

Enhancing client service

- EIA, Finance and IUT collaboratively developed the Inuit Language Incentive Program (ILIP) which encourages employees to increase their Inuit language skills, and in turn increase the use of Inuktitut as a working language of the GN and enhance services provided in the Inuit Language. Employees are compensated based on their assessed language skills. The Program came into effect in October 2017, by end of 2017-18 fiscal year, approximately 497 applications had been received and 100 employees had been assessed. For more information on this program please visit:

Improving workforce data for planning and decision-making

- An Employee Engagement Survey was rolled out in May 2017. Topics in the survey included:
 - IQ, ISV and cultural sensitivity;
 - Tools for success – (training, employer/team support, mentorship);
 - Employment Equitability; and
 - Employee recognition/satisfaction.
- This voluntary survey was to give employees a chance to anonymously and confidentially share information about their workplace and leadership. It is an opportunity to provide input to help shape the GN work environment and create a better workplace for everyone.
- The results of this survey will help the GN identify issues that are important to employees and set priorities for action. It will give a better understanding of what drives and motivates employees, what the GN is doing right and where it needs to improve.
- The findings of the survey will be compiled into a report which will be released in spring 2018.
- In 2017-18, EIA began exploring the possibility of making the Career Achievement Record web based to track all Inuit employees training, experience and career aspirations.

Training and Development

Sivumuaqatigiit Division (EIA)

Through secured funding from the Nunavut Implementation Panel, Sivumuaqatigiit was able to launch four new Inuit employment initiatives, (Amaqtaarniq Education Program, Career Broadening Program, Policy Development Program), mentioned in the HR Strategy section of this report. They also launched the Training Travel Fund, which pays for the travel and accommodation costs of training outside an Inuit employee's home community.

Sivuliqtiksat Internship Program (EIA)

The Sivuliqtiksat Internship Program, offered since 2001, is a one to three year internship supported by a designated trainer, a customized learning plan and group and individual training courses. EIA is responsible for the funding and administration of this program, which supports a total of 16 internship positions. One full-time program Sivuliqtiksat Coordinator is available to assist departments/public bodies, interns, designated trainers and managers in all aspects of the program. An intern is a term employee who is hired to undertake a learning program of specific duration leading to a guarantee of employment upon successful completion of his or her learning plan and satisfactory performance reviews. Since its inception, 32 Inuit have successfully completed the program.

As of March 31, 2018, there were 10 Sivuliqtiksat interns in the program:

- Manager, Finance Intern, Nunavut Arctic College, Arviat
- Budget Planner/Analyst, Cultural and Heritage, Iqaluit
- Kitikmeot Regional Coordinator, Parks Planning, Environment, Kugluktuk
- Child and Youth Advocacy Specialist, Representatives for Children and Youth, Iqaluit
- Regional Human Resources Manager, Health, Cambridge Bay
- Public Engagement, Family Services, Iqaluit
- Director, Community Operations, Economic Development & Transportation, Kugluktuk
- Maintenance Coordinator, South, Community & Government Services, Pond Inlet
- Manager, Evaluation, Executive & Intergovernmental Affairs, Pangnirtung
- Manager, Finance & Administration, Culture & Heritage, Iqaluit

Six (6) more internships are currently being filled through the staffing process and a waitlist has been established to continually fill vacant internship positions in various departments.

Intern Retention to Date

	Completed Internships	Incomplete Internships	In-Progress	Total
Management	18	21	5	44
Specialist	14	4	5	23
Total	32	25	10	67

Program challenges

Individual departments have indicated being short staffed, and having no time to train staff as reasons for not participating in the program. Turnover or trainers being reassigned to different positions has disrupted the program as interns need trainers in order to continue in the internship program.

Program spending

There is an average annual budget of \$2 million to run this program. This includes salaries for up to 16 internship positions, \$25,000 per intern per year for training, education and related travel costs, program operations and maintenance costs and the Sivuliktiksats Coordinator's salary. Unspent money is not returned to the departments/public bodies nor is it carried over into the next year.

Program review and highlights

Sivuliktiksats Internship participants traveled to Cambridge Bay in October 2017 for a group learning session on Project Management. Participants had the opportunity to discover what makes a project successful, create a risk management plan, project planning, etc.

Sivuliktiksats Internship program graduate profile

Neevee Natsiapik, Sivuliktiksats Graduate



On November 15, 2016, Neevee Natsiapik started her Sivuliktiksats internship as the Rental Officer with the Department of Justice. Neevee has worked in the Finance field for over 10 years in government and private sectors. During her internship, with the help of family and colleagues, Neevee has gained experience in the Administrative Justice field, holding Hearings and making decisions for Rental files from all over Nunavut. She held the first Hearings conducted in Inuktitut and continues to give all clients the ability to speak in the language of choice. Neevee participated in courses like Foundation of Administrative Justice and York University – Osgoode's

Professional Development. With her internship now completed, Neevee is now in her role as Rental Officer for Nunavut.

Public Service Training (EIA)

Employee Training Initiatives

In 2017-18, a total of 68 learning and development courses were delivered to 725 participants across all three (3) Nunavut regions. Some of the new courses included:

- Project Management for Success
- The Outstanding Administrative Assistant
- Conflict Management
- Practical Time and Workload Management
- Building Confidence through Assertiveness

Employee and Cultural Orientation

Employee orientation sessions provide new GN staff with the opportunity to learn about Nunavut's history, the GN operations, organizational culture, services and benefits available to new employees. Cultural orientation sessions are held to help facilitate learning and cooperation through understanding of Inuit culture. The orientation provides valuable relationship building lessons and fosters open understanding among co-workers from all backgrounds. In 2017-18, a total of 15 employee and cultural orientation sessions were offered to 107 employees in nine (9) communities across all three (3) Nunavut regions.

Language Training

The GN aims to offer language training in all of Nunavut's official languages: Inuktitut, English, Inuinnaqtun and French. In 2017-18, 283 participants benefited from 37 foundational to professional language training sessions in seven (7) different communities.

2017-18 Inuktitut Language Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (12 sessions)	127	47	80
Cambridge Bay (2 sessions)	19	4	15
Gjoa Haven	9	9	0
Rankin Inlet	4	1	3
Total	159	61	96
Percentage	-	38%	62%

2017-18 French Language Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (6 sessions)	36	16	20
Cambridge Bay	4	2	2
Rankin Inlet	6	5	1
Baker Lake (2 sessions)	2	0	2
Pond Inlet (2 sessions)	14	11	3
Total	62	34	28
Percentage	-	55%	45%

2017-18 English Language Sessions

Community	Participants	Nunavut Inuit	Non-Inuit
Iqaluit (5 sessions)	36	19	18
Pond Inlet (3 sessions)	16	16	0
Iglolik	10	10	0
Total	62	45	18
Percentage	-	73%	27%

Specialized Training and Program Development Fund

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through hands-on learning and practice. The GN training fund was developed to provide additional training opportunities for GN employees and consists of the Specialized Training Fund and the Program Development Fund.

The Specialized Training Fund had a budget of \$500,000 in 2017-18, for specialized training/professional development courses that address the training needs of GN employees in similar occupational groups across various departments/public bodies.

The Program Development Fund, which also had a budget of \$500,000 in 2017-18, focuses on the development of technical, job-specific competencies.

These programs strive to implement and improve program and service delivery; increase technical and professional knowledge and expertise; fund the certification/licences/training required for new professional standards and best practices, and build capacity in specialty areas.

In 2017-18, 17 training proposals from 6 departments/public bodies were approved. Some examples of training initiatives include:

- Climate Change for Decision Makers (Environment)

- Cognitive Behavioural & Dialectical Behavioural Therapy Training (Health)
- Community Health Representative Training Program (Health)
- DEA Training Program (Education)
- Income Assistance Training Conferences (Family Services)
- Indigenous Cultural Competency Trainer Certificate (Health/Education)
- NUHALT Corrections Training (Justice)
- Parent & Community Engagement Training for Social Workers (Family 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 through the sharing of experiences and knowledge. There are currently 37 mentors and mentees involved in the mentorship program, in mentoring relationships that focus on one or more of five (5) key mentoring areas:

- Inuit societal values
- social
- leadership
- specialized
- *Hivuliqtikhanut*

Information sessions and training were provided, one-on-one and group sessions, to potential mentors and mentees. As a pilot, six (6) mentorship information sessions were offered via videoconference.

New mentorship program materials were also developed in 2017-18, including information brochures in each of Nunavut's official languages, and full program materials in Inuktitut and Inuinnaqtun.

Hivuliqtikhanut Leadership Development Program

Trending research shows that most successful organizations do not recruit leaders, they grow their own! Through the *Hivuliqtikhanut* Leadership Development Program, the GN is practising Qanuqtuurniq – being innovative and resourceful, by growing its own leaders. The GN's *Hivuliqtikhanut* Leadership Development Program focuses on the development of behavioural competencies for leaders at all levels: three separate 18-21 day modular series target public servants who are emerging leaders, supervisors and senior managers in the government.

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

- Inuit societal values are the foundation for the curriculum design and learning activities.
- The first module in each series focuses on Nunavut history and governance.
- Inuit Elders are invited as guest speakers.
- Directors, ADMs and DMs are also invited as guest speakers to share their experiences as leaders within the GN and within the context of Inuit societal values.
- Program alumni model *Pilimmakharniq/Pijariuqharniq* and *Piliriqatigiinniq/Ikajuqtigiinniq* by volunteering as mentors to current participants via the GN's mentorship program.

Graduates of the *Hivuliqtikhanut* Supervisors' or Senior Managers' 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)
- Master of Business Administration (Leadership) (three credits – equivalent to one course exemption)

Discussions are also underway to determine advanced standing for successful completion of the *Hivuliqtikhanut* Emerging Leaders' Series.

In 2017-18, the Public Service Training division graduated two cohorts of the *Hivuliqtikhanut* Leadership Development Program:

- The first cohort of the Emerging Leaders' Series graduated in Rankin Inlet in June 2017
- The second cohort of the Supervisors' Series graduated in Iqaluit in November 2017

An additional two cohorts of the program are currently underway:

- The second cohort of the Emerging Leaders' Series began in October 2017 (anticipated graduation in June 2018)
- The third cohort of the Supervisors' Series began in January 2018 (anticipated graduation in November 2018)

To date, 69 GN employees have graduated and 48 are currently participating in one of the series of the *Hivuliqtikhanut* program. Of the graduates:

- 57% are Inuit, 43% are non-Inuit
- 78% are female, 22% are male
- 59% are from Iqaluit, 41% are from nine other communities across Nunavut.

Participants have come from 11 communities across all 10 GN departments, NAC, NHC, QEC, and the Office of the Legislative Assembly.

Department or Public Body-Specific Internships

In addition to the GN-wide internship programs, individual departments/public bodies may establish and self-fund internship positions to fill workforce needs and support interns to develop skills, work experience and take on permanent positions. In 2017-18, there were a total of five (5) department/public body specific interns. The department of Finance had four (4) and the department of Family Services had one (1).

Education Leave

In 2017-18, there were a total of 46 employees who were on education leave within the GN.

Department	Education Leave		Total
	Inuit	Non-Inuit	
CH	2	0	2
CGS	3	1	4
ED&T	0	1	1
EDU	3	11	14
EIA	1	0	1
ENV	0	1	1
FIN	2	1	3
HEA	1	5	6
JUS	1	2	3
NAC	2	1	3
QEC	2	0	2
FS	1	1	2
NHC	0	3	3
OLA	0	1	1
Totals	18	28	46

Inuit Societal Values

There are many Inuit societal values in the Inuit culture. The GN has adopted eight of them as guiding principles for application in the workplace.

Inuuqatigiittiarniq: Respecting others, relationships and caring for people.

- ❖ Respecting and treating others equally is a characteristic Inuit Elders have always stressed (uqaujjuusiat). Government practices should promote impartiality.

Tunnganarniq: Fostering good spirit by being open, welcoming and inclusive.

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

Pijittirniq: Serving and providing for family and/or community.

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

Aajiqatigiinniq: Decision making through discussion and consensus.

- ❖ Communications and decisions are made through consultation and seeking input from others.
- ❖ Silence is part of communication, and it does not necessarily signify agreement.

Pilimmakharniq/Pijariuqharniq: Development of skills through observation, mentoring, practice, and effort.

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

Havaqatigiingniq/lkajuqtiingniq: Working together for a common cause.

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

Qanuqtuurniq: Being innovative and resourceful.

- ❖ This is the basis of persistence and the GN recognizes and encourages exploration of new ideas.

Avatiptingnik/Munarittiarniq: Respect and care for the land, animals and the environment.

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

Cultural Immersion (IQ) Days



Justice- Annie Akoak (left) caught the biggest fish, while Bill Tagalik caught the smallest one.

The GN provides an opportunity to all departments and public bodies to organize cultural immersion days, which provide a greater understanding of Inuit societal values and languages which help employees better understand the needs and aspirations of the public they serve. Cultural immersion days involve and promote: cross-cultural, diversity and inclusion understanding between Inuit and non-Inuit employees and among all employees. Employees get to be exposed to:

- land survival skills
- nature appreciation
- team building
- games and songs
- teachings and stories
- safety in the workplace

It is with IQ committees that cultural immersion days are organized and executed each year, providing a lasting impression and a learning experience for employees. GN department or public body can dedicate two (2) full days or four half (.5) days per year for planned events that incorporate Inuit cultural activities in the workplace.



Environment in Nungarut – Bay of Two Rivers where they participated in traditional activities like ice fishing and igloo building.



Department of Finance cultural immersion day with Elders in Iqaluit, held at the Elder's Qammaq.

Conclusion

The Public Service Annual Report (PSAR) is meant to highlight the state of the public service. This report provides important information about the structure and composition of the public service workforce and tracks data trends over time. The information contained in the annual report can be used to identify both the strengths and the challenges facing the public service.

The *Public Service Act* requires that the government report annually on the management and direction of the public service. There is no required reporting date; however, the Department of Finance is committed to tabling the report in a timely fashion, as this is valuable information to members of the Legislative Assembly as well as to the public.

Sources

The Public Service Annual Report (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, 2018

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: occupational, community, by region and by department/public body. This statistical data can be used to predict future trends. This report is prepared by the Department of Finance with participation from all departments/public bodies. ***Please note a detailed TRPS report is attached to this report as an appendix.***

Establishment Report – 2017-18 Fiscal Year

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

Nunavut Bureau of Statistics

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

Appendix: March 31, 2018 TRPS Report
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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 Finance 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	37.00	5.00	32.00	86%	13.00	41%
Senior Management	168.00	30.00	138.00	82%	22.00	16%
Middle Management	474.00	134.00	340.00	72%	90.00	26%
Professional	1,774.10	470.10	1,304.00	74%	347.00	27%
Paraprofessional	1,063.20	319.53	743.67	70%	456.50	61%
Administrative Support	1,368.81	361.68	1,007.13	74%	866.48	86%
Total Employment Categories	4,885.11	1,320.32	3,564.80	73%	1,794.98	50%
Community and Government Services	428.00	163.00	265.00	62%	117.00	44%
Culture and Heritage	90.80	24.00	66.80	74%	53.00	79%
Economic Development and Transportation	142.00	42.00	100.00	70%	60.00	60%
Education	1,317.71	160.75	1,156.96	88%	568.21	49%
Environment	138.50	47.50	91.00	66%	38.00	42%
Executive and Intergovernmental Affairs	102.00	23.00	79.00	77%	60.00	76%
Family Services	228.80	49.03	179.77	79%	103.77	58%
Finance	282.00	74.00	208.00	74%	94.00	45%
Health	1,178.81	497.93	680.87	58%	345.21	51%
Justice	379.00	116.00	263.00	69%	124.00	47%
Office of the Legislative Assembly	43.00	7.00	36.00	84%	17.00	47%
Total Departments	4,330.61	1,204.22	3,126.40	72%	1,580.18	51%
Nunavut Arctic College	230.10	65.10	165.00	72%	90.00	55%
Nunavut Business Credit Corporation	6.00	1.00	5.00	83%	2.00	40%
Nunavut Housing Corporation	116.00	24.00	92.00	79%	32.00	35%
Qulliq Energy Corporation	202.40	26.00	176.40	87%	90.80	51%
Total Territorial Corporations	554.50	116.10	438.40	79%	214.80	49%
Total	4,885.11	1,320.32	3,564.80	73%	1,794.98	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	50.40	7.00	43.40	86%	29.40	68%
Cape Dorset	138.50	38.00	100.50	73%	50.50	50%
Clyde River	79.13	17.00	62.13	79%	41.13	66%
Grise Fiord	21.15	4.10	17.05	81%	12.05	71%
Hall Beach	53.38	12.00	41.38	78%	24.38	59%
Igloolik	180.50	34.00	146.50	81%	89.00	61%
Iqaluit	1,991.97	620.10	1,371.87	69%	478.40	35%
Kimmirut	39.44	9.60	29.84	76%	18.09	61%
Pangnirtung	167.28	53.00	114.28	68%	82.28	72%
Pond Inlet	174.53	51.50	123.03	70%	75.03	61%
Oikiqtarjuaq	39.67	6.13	33.53	85%	23.53	70%
Resolute Bay	24.85	6.75	18.10	73%	9.10	50%
Sanikiluaq	63.62	13.53	50.09	79%	28.09	56%
Total Oikiqtaaluk	3,024.43	872.72	2,151.71	71%	960.99	45%
Arviat	229.03	50.00	179.03	78%	116.03	65%
Baker Lake	187.80	33.00	154.80	82%	87.80	57%
Chesterfield Inlet	37.91	4.30	33.61	89%	22.61	67%
Coral Harbour	61.48	8.50	52.98	86%	32.38	61%
Naujaat	69.10	11.60	57.50	83%	32.50	57%
Rankin Inlet	504.97	124.00	380.97	75%	228.47	60%
Whale Cove	38.13	13.10	25.03	66%	14.03	56%
Total Kivalliq	1,128.42	244.50	883.92	78%	533.82	60%
Cambridge Bay	327.10	110.10	217.00	66%	114.00	53%
Gjoa Haven	117.72	28.50	89.22	76%	62.22	70%
Kugaaruk	52.37	10.50	41.87	80%	23.87	57%
Kugluktuk	155.73	37.00	118.73	76%	61.73	52%
Taloyoak	57.85	10.50	47.35	82%	29.35	62%
Total Kitikmeot	710.77	196.60	514.17	72%	291.17	57%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Edmonton	1.00	1.00	-	-	-	-
Ottawa	5.00	1.00	4.00	80%	3.00	75%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
Total Other	21.50	6.50	15.00	70%	9.00	60%
Total	4,885.11	1,320.32	3,564.80	73%	1,794.98	50%

Community and Government Services

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	-	3.00	100%	-	-
Senior Management	20.00	3.00	17.00	85%	1.00	6%
Middle Management	55.00	16.00	39.00	71%	11.00	28%
Professional	117.00	58.00	59.00	50%	12.00	20%
Paraprofessional	173.00	61.00	112.00	65%	62.00	55%
Administrative Support	60.00	25.00	35.00	58%	31.00	89%
Total	428.00	163.00	265.00	62%	117.00	44%

Employment summary, by community						
Arctic Bay	2.00	1.00	1.00	50%	1.00	100%
Arviat	3.00	-	3.00	100%	2.00	67%
Baker Lake	16.00	5.00	11.00	69%	7.00	64%
Cambridge Bay	44.00	17.00	27.00	61%	14.00	52%
Cape Dorset	26.00	13.00	13.00	50%	6.00	46%
Chesterfield Inlet	1.00	1.00	-	-	-	-
Clyde River	1.00	-	1.00	100%	1.00	100%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	3.00	2.00	1.00	33%	-	-
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	2.00	-	2.00	100%	1.00	50%
Iqaluit	196.00	79.00	117.00	60%	34.00	29%
Kimirut	1.00	1.00	-	-	-	-
Kugluktuk	12.00	1.00	11.00	92%	5.00	45%
Pangnirtung	3.00	2.00	1.00	33%	1.00	100%
Pond Inlet	33.00	12.00	21.00	64%	13.00	62%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	78.00	27.00	51.00	65%	28.00	55%
Resolute Bay	1.00	1.00	-	-	-	-
Sanikiluaq	1.00	-	1.00	100%	-	-
Taloyoak	1.00	1.00	-	-	-	-
Whale Cove	1.00	-	1.00	100%	1.00	100%
Total	428.00	163.00	265.00	62%	117.00	44%

Employment Summary, by Iqaluit and Other Communities						
Iqaluit	196.00	79.00	117.00	60%	34.00	29%
Other Communities	232.00	84.00	148.00	64%	83.00	56%
Total	428.00	163.00	265.00	62%	117.00	44%

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	7.00	-	7.00	100%	5.00	71%
Middle Management	12.00	2.00	10.00	83%	7.00	70%
Professional	44.00	13.00	31.00	70%	26.00	84%
Paraprofessional	8.00	4.00	4.00	50%	2.00	50%
Administrative Support	17.80	5.00	12.80	72%	11.00	86%
Total	90.80	24.00	66.80	74%	53.00	79%
Employment summary, by community						
Baker Lake	5.00	2.00	3.00	60%	2.00	67%
Igloolik	20.00	5.00	15.00	75%	12.00	80%
Iqaluit	55.80	14.00	41.80	75%	32.00	77%
Kugluktuk	10.00	3.00	7.00	70%	7.00	100%
Total	90.80	24.00	66.80	74%	53.00	79%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	55.80	14.00	41.80	75%	32.00	77%
Other Communities	35.00	10.00	25.00	71%	21.00	84%
Total	90.80	24.00	66.80	74%	53.00	79%

Economic Development and Transportation

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	-	3.00	100%	1.00	33%
Senior Management	11.00	2.00	9.00	82%	5.00	56%
Middle Management	29.00	6.00	23.00	79%	9.00	39%
Professional	37.00	13.00	24.00	65%	15.00	63%
Paraprofessional	31.00	10.00	21.00	68%	13.00	62%
Administrative Support	31.00	11.00	20.00	65%	17.00	85%
Total	142.00	42.00	100.00	70%	60.00	60%
Employment summary, by community						
Arviat	5.00	2.00	3.00	60%	2.00	67%
Cambridge Bay	7.00	2.00	5.00	71%	2.00	40%
Cape Dorset	2.00	-	2.00	100%	-	-
Gjoa Haven	7.00	2.00	5.00	71%	4.00	80%
Iqaluit	65.00	24.00	41.00	63%	21.00	51%
Kugluktuk	9.00	2.00	7.00	78%	3.00	43%
Pangnirtung	11.00	2.00	9.00	82%	8.00	89%
Pond Inlet	9.00	1.00	8.00	89%	7.00	88%
Rankin Inlet	26.00	7.00	19.00	73%	13.00	68%
Resolute Bay	1.00	-	1.00	100%	-	-
Total	142.00	42.00	100.00	70%	60.00	60%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	65.00	24.00	41.00	63%	21.00	51%
Other Communities	77.00	18.00	59.00	77%	39.00	66%
Total	142.00	42.00	100.00	70%	60.00	60%

Education

	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	20.00	4.00	16.00	80%	-	-
Middle Management	72.00	13.00	59.00	82%	10.00	17%
Professional	744.50	74.50	670.00	90%	180.00	27%
Paraprofessional	168.80	23.50	145.30	86%	133.80	92%
Administrative Support	310.41	45.75	264.66	85%	243.41	92%
Total	1,317.71	160.75	1,156.96	88%	568.21	49%
Employment summary, by community						
Arctic Bay	27.00	1.00	26.00	96%	16.00	62%
Arviat	112.50	18.00	94.50	84%	58.50	62%
Baker Lake	77.80	7.00	70.80	91%	35.80	51%
Cambridge Bay	52.50	4.00	48.50	92%	22.50	46%
Cape Dorset	45.50	6.00	39.50	87%	21.50	54%
Chesterfield Inlet	21.30	1.00	20.30	95%	13.30	66%
Clyde River	38.50	3.00	35.50	92%	20.50	58%
Coral Harbour	30.88	-	30.88	100%	15.88	51%
Gjoa Haven	44.72	4.50	40.22	90%	25.22	63%
Grise Fiord	9.25	-	9.25	100%	5.25	57%
Hall Beach	31.75	4.50	27.25	86%	14.25	52%
Igloolik	62.00	-	62.00	100%	31.50	51%
Iqaluit	260.00	49.50	210.50	81%	59.50	28%
Kimmirut	19.31	3.00	16.31	84%	8.56	52%
Kugaaruk	31.73	2.00	29.73	94%	15.73	53%
Kugluktuk	64.73	10.50	54.23	84%	19.23	35%
Nauyasat	44.00	2.00	42.00	95%	22.00	52%
Pangnirtung	61.25	9.00	52.25	85%	36.25	69%
Pond Inlet	87.00	24.00	63.00	72%	34.00	54%
Qikiqtarjuaq	19.00	1.00	18.00	95%	12.00	67%
Rankin Inlet	78.97	5.50	73.47	93%	31.97	44%
Resolute Bay	10.25	1.75	8.50	83%	3.50	41%
Sanikiluaq	38.49	2.50	35.99	94%	19.99	56%
Taloyoak	30.75	-	30.75	100%	16.75	54%
Whale Cove	18.53	1.00	17.53	95%	8.53	49%
Total	1,317.71	160.75	1,156.96	88%	568.21	49%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	260.00	49.50	210.50	81%	59.50	28%
Other Communities	1,057.71	111.25	946.46	89%	508.71	54%
Total	1,317.71	160.75	1,156.96	88%	568.21	49%

Environment

	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	7.00	3.00	4.00	57%	-	-
Middle Management	18.00	7.00	11.00	61%	3.00	27%
Professional	30.00	12.00	18.00	60%	1.00	6%
Paraprofessional	69.00	20.00	49.00	71%	27.00	55%
Administrative Support	12.50	5.50	7.00	56%	6.00	86%
Total	138.50	47.50	91.00	66%	38.00	42%
Employment summary, by community						
Arctic Bay	1.00	-	1.00	100%	1.00	100%
Arviat	8.00	-	8.00	100%	4.00	50%
Baker Lake	2.00	-	2.00	100%	1.00	50%
Cambridge Bay	2.00	-	2.00	100%	1.00	50%
Cape Dorset	1.00	-	1.00	100%	-	-
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Clyde River	1.00	-	1.00	100%	1.00	100%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	1.00	-	-	-	-
Hall Beach	1.00	-	1.00	100%	-	-
Igloolik	18.00	8.00	10.00	56%	2.00	20%
Iqaluit	61.00	22.00	39.00	64%	10.00	26%
Kimmitut	2.50	0.50	2.00	80%	2.00	100%
Kugaaruk	1.00	1.00	-	-	-	-
Kugluktuk	11.00	4.00	7.00	64%	5.00	71%
Nauyasat	1.00	-	1.00	100%	1.00	100%
Pangnirtung	5.00	3.00	2.00	40%	-	-
Pond Inlet	7.00	2.00	5.00	71%	3.00	60%
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Rankin Inlet	5.00	2.00	3.00	60%	1.00	33%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	1.00	-	1.00	100%	1.00	100%
Taloyoak	2.00	1.00	1.00	50%	1.00	100%
Whale Cove	1.00	1.00	-	-	-	-
Total	138.50	47.50	91.00	66%	38.00	42%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	61.00	22.00	39.00	64%	10.00	26%
Other Communities	77.50	25.50	52.00	67%	28.00	54%
Total	138.50	47.50	91.00	66%	38.00	42%

Executive and Intergovernmental Affairs

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	-	4.00	100%	3.00	75%
Senior Management	10.00	2.00	8.00	80%	4.00	50%
Middle Management	12.00	5.00	7.00	58%	5.00	71%
Professional	36.00	13.00	23.00	64%	13.00	57%
Paraprofessional	5.00	-	5.00	100%	4.00	80%
Administrative Support	35.00	3.00	32.00	91%	31.00	97%
Total	102.00	23.00	79.00	77%	60.00	76%

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%
Cape Dorset	1.00	-	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Clyde River	1.00	-	1.00	100%	1.00	100%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	1.00	-	1.00	100%	1.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	1.00	-	1.00	100%	1.00	100%
Iqaluit	65.00	18.00	47.00	72%	31.00	66%
Kimirut	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	3.00	-	3.00	100%	2.00	67%
Pangnirtung	10.00	5.00	5.00	50%	4.00	80%
Pond Inlet	1.00	-	1.00	100%	1.00	100%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	2.00	-	2.00	100%	1.00	50%
Resolute Bay	1.00	-	1.00	100%	1.00	100%
Sanikiluaq	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	102.00	23.00	79.00	77%	60.00	76%

Employment Summary, by Iqaluit and Other Communities						
Iqaluit	65.00	18.00	47.00	72%	31.00	66%
Other Communities	37.00	5.00	32.00	86%	29.00	91%
Total	102.00	23.00	79.00	77%	60.00	76%

Family Services

	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	10.00	1.00	9.00	90%	1.00	11%
Middle Management	24.00	4.00	20.00	83%	10.00	50%
Professional	92.00	22.00	70.00	76%	20.00	29%
Paraprofessional	74.73	21.03	53.70	72%	47.70	89%
Administrative Support	26.07	1.00	25.07	96%	24.07	96%
Total	228.80	49.03	179.77	79%	103.77	58%
Employment summary, by community						
Arctic Bay	4.00	-	4.00	100%	3.00	75%
Arviat	18.53	3.00	15.53	84%	12.53	81%
Baker Lake	7.00	-	7.00	100%	6.00	86%
Cambridge Bay	13.50	3.00	10.50	78%	9.50	90%
Cape Dorset	5.00	1.00	4.00	80%	2.00	50%
Chesterfield Inlet	1.00	-	1.00	100%	1.00	100%
Clyde River	4.03	1.00	3.03	75%	2.03	67%
Coral Harbour	2.00	1.00	1.00	50%	1.00	100%
Edmonton	1.00	1.00	-	-	-	-
Gjoa Haven	4.00	-	4.00	100%	3.00	75%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	3.53	2.00	1.53	43%	1.53	100%
Igloolik	7.00	-	7.00	100%	5.00	71%
Iqaluit	91.00	25.00	66.00	73%	20.00	30%
Kimmirut	1.53	1.00	0.53	35%	0.53	100%
Kugaaruk	2.53	1.00	1.53	61%	1.53	100%
Kugluktuk	6.00	1.00	5.00	83%	3.00	60%
Nauyasat	2.00	-	2.00	100%	1.00	50%
Ottawa	1.00	1.00	-	-	-	-
Pangnirtung	18.03	3.00	15.03	83%	10.03	67%
Pond Inlet	4.53	-	4.53	100%	2.53	56%
Qikiqtarjuaq	2.53	-	2.53	100%	1.53	61%
Rankin Inlet	17.50	-	17.50	100%	12.50	71%
Resolute Bay	1.00	-	1.00	100%	-	-
Sanikiluaq	3.53	2.53	1.00	28%	-	-
Taloyoak	3.50	1.00	2.50	71%	2.50	100%
Whale Cove	2.50	1.50	1.00	40%	1.00	100%
Total	228.80	49.03	179.77	79%	103.77	58%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	91.00	25.00	66.00	73%	20.00	30%
Other Communities	137.80	24.03	113.77	83%	83.77	74%
Total	228.80	49.03	179.77	79%	103.77	58%

Finance

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	1.00	3.00	75%	-	-
Senior Management	15.00	-	15.00	100%	2.00	13%
Middle Management	38.00	8.00	30.00	79%	7.00	23%
Professional	78.00	27.00	51.00	65%	10.00	20%
Paraprofessional	103.00	22.00	81.00	79%	48.00	59%
Administrative Support	44.00	16.00	28.00	64%	27.00	96%
Total	282.00	74.00	208.00	74%	94.00	45%
Employment summary, by community						
Cambridge Bay	25.00	9.00	16.00	64%	9.00	56%
Igloolik	21.00	10.00	11.00	52%	9.00	82%
Iqaluit	199.00	54.00	145.00	73%	44.00	30%
Rankin Inlet	37.00	1.00	36.00	97%	32.00	89%
Total	282.00	74.00	208.00	74%	94.00	45%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	199.00	54.00	145.00	73%	44.00	30%
Other Communities	83.00	20.00	63.00	76%	50.00	79%
Total	282.00	74.00	208.00	74%	94.00	45%

Health

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	4.00	1.00	3.00	75%	1.00	33%
Senior Management	30.00	10.00	20.00	67%	1.00	5%
Middle Management	115.00	51.00	64.00	56%	10.00	16%
Professional	349.00	169.00	180.00	52%	10.00	6%
Paraprofessional	193.17	111.50	81.67	42%	25.00	31%
Administrative Support	487.64	155.43	332.21	68%	298.21	90%
Total	1,178.81	497.93	680.87	58%	345.21	51%
Employment summary, by community						
Arctic Bay	11.80	5.00	6.80	58%	3.80	56%
Arviat	31.00	11.00	20.00	65%	12.00	60%
Baker Lake	27.00	13.00	14.00	52%	9.00	64%
Cambridge Bay	129.10	65.10	64.00	50%	38.00	59%
Cape Dorset	25.00	12.00	13.00	52%	8.00	62%
Chesterfield Inlet	10.01	2.30	7.71	77%	4.71	61%
Churchill	8.50	3.50	5.00	59%	2.00	40%
Clyde River	15.00	7.00	8.00	53%	6.00	75%
Coral Harbour	19.00	6.50	12.50	66%	7.50	60%
Gjoa Haven	46.00	16.00	30.00	65%	22.00	73%
Grise Fiord	6.30	2.50	3.80	60%	2.80	74%
Hall Beach	11.50	4.50	7.00	61%	4.00	57%
Igloolik	42.50	11.00	31.50	74%	22.50	71%
Iqaluit	444.57	190.00	254.57	57%	73.90	29%
Kimmirut	9.50	1.50	8.00	84%	5.00	63%
Kugaaruk	12.50	6.50	6.00	48%	3.00	50%
Kugluktuk	26.00	12.50	13.50	52%	8.50	63%
Nauyasat	18.50	9.00	9.50	51%	5.50	58%
Pangnirtung	53.00	26.00	27.00	51%	20.00	74%
Pond Inlet	25.00	9.50	15.50	62%	10.50	68%
Qikiqtarjuaq	11.53	2.53	9.00	78%	6.00	67%
Rankin Inlet	141.00	55.00	86.00	61%	52.00	60%
Resolute Bay	7.00	4.00	3.00	43%	2.00	67%
Sanikiluaq	14.00	6.50	7.50	54%	5.50	73%
Taloyoak	15.00	6.50	8.50	57%	5.50	65%
Whale Cove	11.50	8.00	3.50	30%	1.50	43%
Winnipeg	7.00	1.00	6.00	86%	4.00	67%
Total	1,178.81	497.93	680.87	58%	345.21	51%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	444.57	190.00	254.57	57%	73.90	29%
Other Communities	734.24	307.93	426.31	58%	271.31	64%
Total	1,178.81	497.93	680.87	58%	345.21	51%

Justice

	Positions				Nunavut Inuit	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Employment summary, by category						
Executive	3.00	2.00	1.00	33%	-	-
Senior Management	8.00	-	8.00	100%	-	-
Middle Management	25.00	6.00	19.00	76%	6.00	32%
Professional	68.00	20.00	48.00	71%	13.00	27%
Paraprofessional	71.00	23.00	48.00	68%	27.00	56%
Administrative Support	204.00	65.00	139.00	68%	78.00	56%
Total	379.00	116.00	263.00	69%	124.00	47%
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	2.00	1.00	1.00	50%	1.00	100%
Cambridge Bay	6.00	-	6.00	100%	3.00	50%
Cape Dorset	3.00	2.00	1.00	33%	1.00	100%
Clyde River	1.00	-	1.00	100%	-	-
Coral Harbour	3.00	-	3.00	100%	3.00	100%
Gjoa Haven	7.00	3.00	4.00	57%	3.00	75%
Hall Beach	1.00	1.00	-	-	-	-
Igloolik	1.00	-	1.00	100%	-	-
Iqaluit	277.00	91.00	186.00	67%	73.00	39%
Kimirut	1.00	1.00	-	-	-	-
Kugluktuk	13.00	2.00	11.00	85%	8.00	73%
Ottawa	1.00	-	1.00	100%	1.00	100%
Pangnirtung	2.00	1.00	1.00	50%	1.00	100%
Pond Inlet	4.00	3.00	1.00	25%	-	-
Qikiqtarjuaq	1.00	1.00	-	-	-	-
Rankin Inlet	52.00	10.00	42.00	81%	27.00	64%
Sanikiluaq	1.00	-	1.00	100%	-	-
Taloyoak	1.00	-	1.00	100%	1.00	100%
Total	379.00	116.00	263.00	69%	124.00	47%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	277.00	91.00	186.00	67%	73.00	39%
Other Communities	102.00	25.00	77.00	75%	51.00	66%
Total	379.00	116.00	263.00	69%	124.00	47%

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	2.00	3.00	60%	-	-
Middle Management	4.00	-	4.00	100%	1.00	25%
Professional	16.00	3.00	13.00	81%	5.00	38%
Paraprofessional	7.00	-	7.00	100%	5.00	71%
Administrative Support	9.00	1.00	8.00	89%	6.00	75%
Total	43.00	7.00	36.00	84%	17.00	47%
Employment summary, by community						
Iqaluit	39.00	6.00	33.00	85%	14.00	42%
Rankin Inlet	4.00	1.00	3.00	75%	3.00	100%
Total	43.00	7.00	36.00	84%	17.00	47%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	39.00	6.00	33.00	85%	14.00	42%
Other Communities	4.00	1.00	3.00	75%	3.00	100%
Total	43.00	7.00	36.00	84%	17.00	47%

Nunavut Arctic College

	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	7.00	3.00	4.00	57%	2.00	50%
Middle Management	27.00	6.00	21.00	78%	8.00	38%
Professional	125.60	36.60	89.00	71%	39.00	44%
Paraprofessional	22.50	4.50	18.00	80%	12.00	67%
Administrative Support	46.00	15.00	31.00	67%	28.00	90%
Total	230.10	65.10	165.00	72%	90.00	55%

Employment summary, by community						
Arctic Bay	1.00	-	1.00	100%	1.00	100%
Arviat	16.00	9.00	7.00	44%	7.00	100%
Baker Lake	3.00	-	3.00	100%	3.00	100%
Cambridge Bay	20.00	8.00	12.00	60%	5.00	42%
Cape Dorset	1.00	-	1.00	100%	1.00	100%
Chesterfield Inlet	1.00	-	1.00	100%	-	-
Clyde River	16.00	6.00	10.00	63%	8.00	80%
Coral Harbour	1.00	-	1.00	100%	1.00	100%
Gjoa Haven	2.00	1.00	1.00	50%	1.00	100%
Grise Fiord	1.00	-	1.00	100%	1.00	100%
Hall Beach	1.00	-	1.00	100%	1.00	100%
Igloolik	4.00	-	4.00	100%	3.00	75%
Iqaluit	100.60	20.60	80.00	80%	35.00	44%
Kimirut	2.00	1.00	1.00	50%	1.00	100%
Kugaaruk	2.00	-	2.00	100%	1.00	50%
Kugluktuk	1.00	1.00	-	-	-	-
Nauyasat	1.00	-	1.00	100%	1.00	100%
Pangnirtung	2.00	1.00	1.00	50%	1.00	100%
Pond Inlet	2.00	-	2.00	100%	2.00	100%
Qikiqtarjuaq	1.00	-	1.00	100%	1.00	100%
Rankin Inlet	45.50	14.50	31.00	68%	16.00	52%
Resolute Bay	1.00	-	1.00	100%	-	-
Sanikiluaq	2.00	1.00	1.00	50%	-	-
Taloyoak	2.00	1.00	1.00	50%	-	-
Whale Cove	1.00	1.00	-	-	-	-
Total	230.10	65.10	165.00	72%	90.00	55%

Employment Summary, by Iqaluit and Other Communities						
Iqaluit	100.60	20.60	80.00	80%	35.00	44%
Other Communities	129.50	44.50	85.00	66%	55.00	65%
Total	230.10	65.10	165.00	72%	90.00	55%

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	1.00	2.00	67%	2.00	100%
Total	6.00	1.00	5.00	83%	2.00	40%
Employment summary, by community						
Iqaluit	6.00	1.00	5.00	83%	2.00	40%
Total	6.00	1.00	5.00	83%	2.00	40%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	6.00	1.00	5.00	83%	2.00	40%
Other Communities	-	-	-	-	-	-
Total	6.00	1.00	5.00	83%	2.00	40%

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%	1.00	11%
Middle Management	22.00	2.00	20.00	91%	1.00	5%
Professional	21.00	8.00	13.00	62%	3.00	23%
Paraprofessional	42.00	9.00	33.00	79%	13.00	39%
Administrative Support	20.00	5.00	15.00	75%	13.00	87%
Total	116.00	24.00	92.00	79%	32.00	35%
Employment summary, by community						
Arviat	31.00	6.00	25.00	81%	15.00	60%
Cambridge Bay	14.00	1.00	13.00	93%	4.00	31%
Cape Dorset	27.00	4.00	23.00	85%	8.00	35%
Iqaluit	44.00	13.00	31.00	70%	5.00	16%
Total	116.00	24.00	92.00	79%	32.00	35%
Employment Summary, by Iqaluit and Other Communities						
Iqaluit	44.00	13.00	31.00	70%	5.00	16%
Other Communities	72.00	11.00	61.00	85%	27.00	44%
Total	116.00	24.00	92.00	79%	32.00	35%

Quilliq Energy 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	8.00	-	8.00	100%	-	-
Middle Management	21.00	8.00	13.00	62%	2.00	15%
Professional	15.00	1.00	14.00	93%	-	-
Paraprofessional	94.00	10.00	84.00	89%	37.00	44%
Administrative Support	62.40	7.00	55.40	89%	50.80	92%
Total	202.40	26.00	176.40	87%	90.80	51%

Employment summary, by community						
Arctic Bay	1.60	-	1.60	100%	1.60	100%
Arviat	2.00	1.00	1.00	50%	1.00	100%
Baker Lake	47.00	5.00	42.00	89%	22.00	52%
Cambridge Bay	13.00	1.00	12.00	92%	5.00	42%
Cape Dorset	2.00	-	2.00	100%	2.00	100%
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%	1.00	63%
Gjoa Haven	2.00	-	2.00	100%	2.00	100%
Grise Fiord	1.60	0.60	1.00	63%	1.00	100%
Hall Beach	1.60	-	1.60	100%	1.60	100%
Igloolik	2.00	-	2.00	100%	2.00	100%
Iqaluit	88.00	13.00	75.00	85%	24.00	32%
Kimirut	1.60	0.60	1.00	63%	-	-
Kugaaruk	1.60	-	1.60	100%	1.60	100%
Kugluktuk	2.00	-	2.00	100%	2.00	100%
Nauyasat	1.60	0.60	1.00	63%	1.00	100%
Pangnirtung	2.00	1.00	1.00	50%	1.00	100%
Pond Inlet	2.00	-	2.00	100%	2.00	100%
Qikiqtarjuaq	1.60	0.60	1.00	63%	1.00	100%
Rankin Inlet	18.00	1.00	17.00	94%	11.00	65%
Resolute Bay	1.60	-	1.60	100%	1.60	100%
Sanikiluaq	1.60	1.00	0.60	38%	0.60	100%
Taloyoak	1.60	-	1.60	100%	1.60	100%
Whale Cove	1.60	0.60	1.00	63%	1.00	100%
Total	202.40	26.00	176.40	87%	90.80	51%

Employment Summary, by Iqaluit and Other Communities						
Iqaluit	88.00	13.00	75.00	85%	24.00	32%
Other Communities	114.40	13.00	101.40	89%	66.80	66%
Total	202.40	26.00	176.40	87%	90.80	51%

One-Year Overview of the Government of Nunavut Public Service

Category All Departments and Territorial Corporations

	Positions				Capacity (%)			
	June 2017	September 2017	December 2017	March 2018	June 2017	September 2017	December 2017	March 2018
Executive	37.00	37.00	37.00	37.00	89%	89%	73%	86%
Senior Management	166.00	167.00	167.00	168.00	85%	80%	84%	82%
Middle Management	468.00	471.00	471.00	474.00	72%	72%	72%	72%
Professional	1,755.60	1,778.60	1,776.10	1,774.10	72%	71%	73%	74%
Paraprofessional	1,055.20	1,057.20	1,058.70	1,063.20	69%	69%	70%	70%
Administrative Support	1,369.81	1,370.41	1,370.98	1,368.81	73%	73%	74%	74%
Total Employment Categories	4,851.61	4,881.21	4,880.78	4,885.11	72%	72%	73%	73%
Community and Government Services	419.00	425.00	425.00	428.00	63%	62%	62%	62%
Culture and Heritage	90.80	90.80	90.80	90.80	75%	71%	74%	74%
Economic Development and Transportation	142.00	142.00	142.00	142.00	68%	73%	71%	70%
Education	1,292.71	1,316.71	1,316.21	1,317.71	87%	86%	87%	88%
Environment	138.50	138.50	138.50	138.50	68%	68%	66%	66%
Executive and Intergovernmental Affairs	102.00	102.00	102.00	102.00	78%	73%	77%	77%
Family Services	228.73	228.73	228.80	228.80	74%	78%	80%	79%
Finance	285.00	285.00	285.00	282.00	73%	72%	74%	74%
Health	1,173.97	1,176.97	1,176.97	1,178.81	56%	56%	58%	58%
Justice	378.00	378.00	378.00	379.00	67%	69%	69%	69%
Office of the Legislative Assembly	43.00	43.00	43.00	43.00	77%	79%	79%	84%
Total Government of Nunavut Departments	4,293.71	4,326.71	4,326.28	4,330.61	71%	71%	72%	72%
Nunavut Arctic College	231.10	230.10	230.10	230.10	74%	73%	70%	72%
Nunavut Business Credit Corporation	6.00	6.00	6.00	6.00	67%	67%	83%	83%
Nunavut Housing Corporation	116.00	116.00	116.00	116.00	74%	77%	78%	79%
Qulliq Energy Corporation	204.80	202.40	202.40	202.40	91%	86%	88%	87%
Total Territorial Corporations	557.90	554.50	554.50	554.50	80%	78%	79%	79%
Total	4,851.61	4,881.21	4,880.78	4,885.11	72%	72%	73%	50%

Overview of Nunavut Inuit Employment: June 2017 to March 2018

Category All Departments and Territorial Corporations

	Nunavut Inuit				IEP (%)			
	June 2017	September 2017	December 2017	March 2018	June 2017	September 2017	December 2017	March 2018
Executive	13.00	12.00	10.00	13.00	39%	36%	37%	41%
Senior Management	21.00	23.00	24.00	22.00	15%	17%	17%	16%
Middle Management	89.00	89.00	87.00	90.00	26%	26%	26%	26%
Professional	336.00	344.00	355.00	347.00	27%	27%	27%	27%
Paraprofessional	432.87	445.47	447.50	456.50	60%	61%	60%	61%
Administrative Support	855.81	857.31	863.88	866.48	86%	86%	85%	86%
Total Employment Categories	1,747.68	1,770.78	1,787.38	1,794.98	50%	51%	50%	50%
Community and Government Services	115.00	114.00	113.00	117.00	43%	43%	43%	44%
Culture and Heritage	54.00	53.00	53.00	53.00	80%	82%	79%	79%
Economic Development and Transportation	54.00	60.00	60.00	60.00	56%	58%	59%	60%
Education	553.71	571.21	573.71	568.21	49%	51%	50%	49%
Environment	38.00	39.00	38.00	38.00	40%	41%	42%	42%
Executive and Intergovernmental Affairs	58.00	56.00	60.00	60.00	73%	76%	76%	76%
Family Services	98.57	102.67	106.77	103.77	58%	58%	58%	58%
Finance	94.00	93.00	93.00	94.00	45%	45%	44%	45%
Health	331.21	325.71	336.71	345.21	50%	49%	49%	51%
Justice	116.00	121.00	119.00	124.00	46%	47%	46%	47%
Office of the Legislative Assembly	15.00	17.00	16.00	17.00	45%	50%	47%	47%
Total Government of Nunavut Departments	1,527.49	1,552.58	1,569.18	1,580.18	50%	51%	50%	51%
Nunavut Arctic College	95.00	94.00	92.00	90.00	56%	56%	57%	55%
Nunavut Business Credit Corporation	1.00	1.00	2.00	2.00	25%	25%	40%	40%
Nunavut Housing Corporation	30.00	31.00	32.00	32.00	35%	35%	35%	35%
Qulliq Energy Corporation	94.20	92.20	92.20	90.80	51%	53%	52%	51%
Total Territorial Corporations	220.20	218.20	218.20	214.80	49%	50%	50%	49%
Total	1,747.69	1,770.78	1,787.38	1,794.98	50%	51%	50%	50%

Sivuliqtiksat Internship Program* Employment as of March 31, 2018

Departments	Sivuliqtiksat Internship		
	Total Positions	Nunavut Inuit Filled	% Capacity
Community and Government Services	3.00	1.00	33%
Culture and Heritage	3.00	2.00	67%
Economic Development and Transportation	-	-	-
Education	1.00	-	-
Environment	3.00	2.00	67%
Executive and Intergovernmental Affairs	1.00	1.00	100%
Family Services	2.00	2.00	100%
Finance	-	-	-
Health	2.00	1.00	50%
Justice	-	-	-
Office of the Legislative Assembly	-	-	-
Total Departments	15.00	9.00	60%
Territorial Corporations			
Nunavut Arctic College	1.00	1.00	100%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	-	-	-
Qulliq Energy Corporation	-	-	-
Total Territorial Corporations	1.00	1.00	100%
Total	16.00	10.00	63%

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

Casual Employment as of March 31, 2018

	Total Casuals	Nunavut Inuit	IEP%
Departments			
Community and Government Services	92.00	58.00	63%
Culture and Heritage	19.00	14.00	74%
Economic Development and Transportation	26.00	15.00	58%
Education	40.00	28.00	70%
Environment	29.00	16.00	55%
Executive and Intergovernmental Affairs	8.00	5.00	63%
Family Services	52.00	29.00	56%
Finance	39.00	25.00	64%
Health	381.00	181.00	48%
Justice	99.00	28.00	28%
Office of the Legislative Assembly	-	-	-
Total Departments	785.00	399.00	51%
Territorial Corporations			
Nunavut Arctic College	61.00	47.00	77%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	27.00	11.00	41%
Qulliq Energy Corporation	29.00	18.00	62%
Total Territorial Corporations	117.00	76.00	65%
Total	902.00	475.00	53%

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

Relief Employment as of March 31, 2018

	Total Relief Workers	Nunavut Inuit	IEP %
Departments			
Community and Government Services	12.00	11.00	92%
Culture and Heritage	11.00	7.00	64%
Economic Development and Transportation	5.00	2.00	40%
Education	2,574.00	2,198.00	85%
Environment	8.00	7.00	88%
Executive and Intergovernmental Affairs	1.00	1.00	100%
Family Services	14.00	13.00	93%
Finance	18.00	14.00	78%
Health	507.00	402.00	79%
Justice	196.00	67.00	34%
Office of the Legislative Assembly	-	-	-
Total Departments	3,346.00	2,722.00	81%
Territorial Corporations			
Nunavut Arctic College	110.00	70.00	64%
Nunavut Business Credit Corporation	-	-	-
Nunavut Housing Corporation	1.00	-	-
Qulliq Energy Corporation	-	-	-
Total Territorial Corporations	111.00	70.00	63%
Total	3,457.00	2,792.00	81%

Substitute Teacher Employment as of March 31, 2018

	Total Substitutes	Nunavut Inuit	IEP %
Total Substitute Teachers	1,472.00	1,135.00	77%
Total Relief and Substitute	4,929.00	3,927.00	80%

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